



2024

Integrated Report



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About the report

GRI 2-2 e 2-3

Hidrovias do Brasil S.A. here presents its Integrated Report relating to the year 2024, in line with the guidelines of the International Integrated Reporting Council (IIRC) and the standards of the Global Reporting Initiative (GRI). The document transparently presents the company's performance in a year that was notable for challenges regarding climate change and significant advances on strategic fronts.

Highlights such as the new shareholder structure of Hidrovias do Brasil and the initiatives related to the operational capacity expansion plan are presented in the publication, which also provides the financial and operational data regarding each of its operating fronts. The document also outlines how the company has prepared itself to provide services for sectors such as mining and agribusiness, in which the demand for waterway transport for the exportation of grains and the importation of raw materials has been growing considerably.

The impact of the water crisis in 2024 is reported in the form of contextualized data, which demonstrate how the company has shown resilience in the face of challenges such as climate change and the initiatives taken by the Company to mitigate the impacts caused by restrictions on shipping. In 2024, there were restrictions on shipping in the Company's

two logistics corridors, leading to the adoption of innovative and consolidated practices that ensured the continuity of cargo transport along the waterways, even in a situation in which the levels of water in the rivers were very low. Within this scenario, the dredging and land clearance projects underway in the North and South will be key points for ensuring continued shipping and projected results.

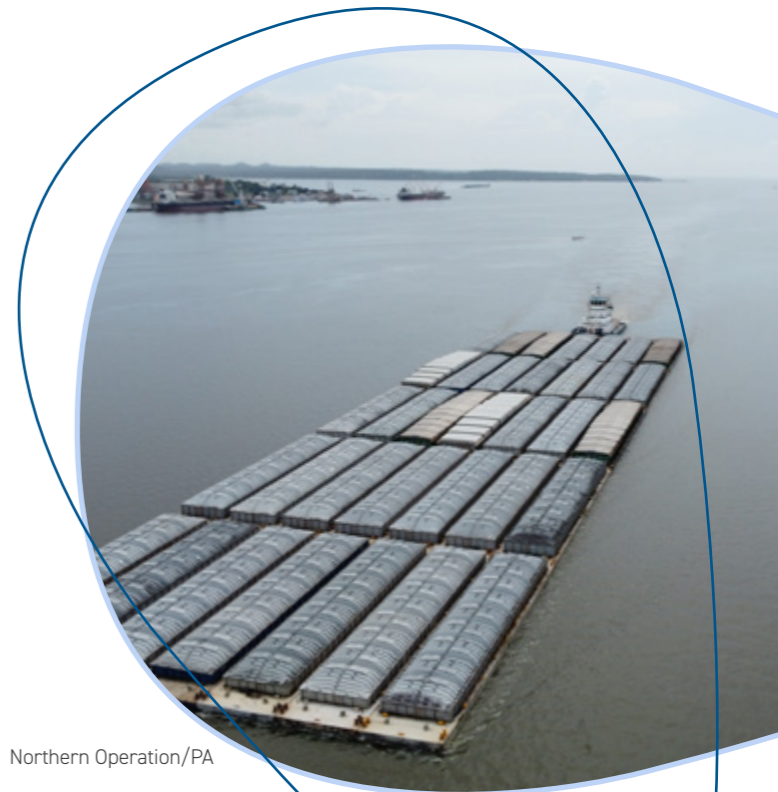
The 2024 Integrated Report also reinforces the commitments that Hidrovias do Brasil has made to environmental, social and governance-related sustainability (ESG), demonstrating how its practices and activities are aligned with the UN's Sustainable Development Goals (SDGs) and international performance standards. These commitments in turn reflect Hidrovias do Brasil's ongoing efforts to contribute to the construction of an innovative, efficient and competitive logistics network that can benefit the whole of South America.

We hope you enjoy the report!

The 2024 Integrated Report provides a detailed outline of the initiatives developed by Hidrovias do Brasil to tackle the water crises, with solutions that ensure continuity of the operations in scenarios of low water levels in the rivers.

The report also presents financial and operational data, which demonstrate the Company's performance and the extent to which **sustainable waterways logistics solutions** have been used by sectors such as mining and agribusiness.

It also reinforces Hidrovias do Brasil's commitment to **sustainability practices** that are aligned with the UN's Sustainable Development Goals (SDGs).



Northern Operation/PA

How to read the report

The structure of the Hidrovias do Brasil 2024 Integrated Report has been designed to relate the Company's performance to topics considered fundamental to ensuring its long-term performance. As such, the editorial choices primarily considered the directives provided by the International Financial Reporting Standards (IFRS), the materiality, and the public commitments to sustainability that have been assumed, as well as other issues that are of importance to the business.

The document combines contextual information on the macroeconomic situation and the performance of the sector, based upon data from sources including the National Agency for Waterway Transport (Antaq), the Ministry of Infrastructure, the Ministry of Ports and Airports, the Ministry of Transport, the National Supply Company (Conab), the National Department of Waterways and Shipping (CNT), the National Transportation Confederation (CNT), the International Energy Agency (IEA), and the United States Department of Agriculture (USDA).

It also presents the operational and financial results, along with the initiatives adopted to improve the resilience of the system, as it adapts itself to climate adversities. It looks at the increasing demand for waterway transportation, which directly influences the plans for expansion and long-term implementation of strategies. The report also presents initiatives that promote social, environmental and governance-related sustainability, reflecting Hidrovias do Brasil's commitment to corporate responsibility.

To facilitate easier access to specific data, at the end of the document there is a section dedicated to the standards set forth by the Global Reporting Initiative (GRI), allowing the reader to make a more detailed analysis of the sustainability criteria. The annex follows the structure of the chapters established in the main report, thereby allowing the reader to understand and locate the data.

In case of any doubts, suggestions or requests for additional information, please write to ri@hbsa.com.br.



2024 at a glance

GRI 2-6

Northern Operation/PA



OPERATIONS

Present on South America's two principal waterway corridors, stretching across **four countries, and with operations in port terminals in Barcarena (PA), Itaituba (PA), Santos (SP), Concepción (Paraguay) and Montevideo (Uruguay).**

15.9 million tons transported in 2024.

31 tugboats and 474 barges, all owned by the company itself, operating in the Northern and Southern corridors.

Two tailor-made ships used for the coastal shipping of bauxite in Pará.

The terminals in Asunción (PY) and Montevideo (UY) are operated under a joint venture model.



HUMAN CAPITAL

1,780 direct employees (1,449 men and 331 women), as well as 576 permanent contractors.

92% of our employees consider Hidroviás do Brasil to be an **excellent place to work**, according to the GPTW survey, which is four percentage points higher than in 2023.

Health plan for **100%** of the employees.

100% of the direct employees received communication and/or were trained **on ethics and compliance themes.**



GENERATION OF VALUE FOR NEIGHBORING COMMUNITIES

14 social investment initiatives established, including projects that provide treated water and professional training to improve the public's income.

BRL 4.7 million in social investments benefiting the 14 priority communities in the regions of Itaituba and Barcarena, in Pará; Santos, in São Paulo; and in the Asunción region, in Paraguay.



MANAGEMENT OF SUPPLIERS

1,600 active suppliers.

57.31% of Hidrovias do Brasil's procurement was performed in the regions in which it operates in 2024.



CUSTOMER RELATIONS

45 active customers.

NPS of 49 in customer satisfaction in the second half of the year.



INNOVATION

24 organizations mobilized for the development of solutions for the waterway transportation of cargo by means of the Cubo Maritime & Port innovation hub.

20 innovative proposals boosted and accelerated in 2024, with five being selected for implementation.

12 teams participating in the first edition of the Hidrovias & Unicamp Hackathon, focusing on solutions aimed at innovation in the sector.



ENVIRONMENTAL DISCLOSURES

20,797 tco₂ equivalent Scope 1 emissions reductions.

More than 90% of the waste generated was sent for treatment and sustainable disposal.



A message from the CEO GRI 2-22

2024 was a year of enormous challenges and significant changes for Hidrovias do Brasil, underscoring it as a period of transformation and evolution. With a water crisis affecting the two biggest logistics operations corridors, we directed our efforts towards solutions that added greater efficiency and resilience to the operations, by taking a strategic and sustainable perspective. There was also a significant change in the Company's shareholding position, preparing us for a new cycle of investment and addition of value.

Safety is a non-negotiable value for us, and the evolution of our safety culture depends upon our ability to recognize risks, untiringly demand safe behavior, and implement effective boundaries, be they physical or behavioral. Preventing accidents and incidents is the most effective way of ensuring our safety.

The 2024 water crisis was more severe and wide-reaching than had been experienced the previous year, and Hidrovias do Brasil needed to be much more prepared to operate during periods of drought. With efficient operations and expertise in shipping in shallow waters, the company managed to gradually reduce the impacts on cargo transportation, by means of studies that supported the authorities in the execution of dredging projects on the logistics corridors along which we operate.

Managing to overcome difficult moments requires a calm approach and clarity of purpose, and, understanding the importance of strategic positioning along the Northern Corridor, the Company moved ahead with its planning of modular planning solutions, including the expansion of the operations area in Barcarena (PA) and the search for structural solutions that improve operational and financial efficiency, preparing us for continued and sustainable expansion in the long-term.

With 1,780 employees and a reach of continental proportions, Hidrovias do Brasil has welcomed Ultrapar as a reference shareholder, at precisely the right time in its development. In 2010, the project arose in response to the dream to transform cargo transportation logistics by means of waterways. Fifteen years later, following a massive effort aimed at implementation of its installed base, it now has the necessary conditions to transport increasingly more cargo in a way that is becoming far more efficient and profitable.

By inaugurating this new phase with a focus fixed firmly on the future of logistics in South America, Hidrovias do Brasil is reaffirming its leading position in the structuring of integrated logistics solutions in the waterways sector. By combining consistency with an innovative spirit, the company has established itself as an essential agent for the sustainable economic development of the region in which it operates, providing its customers with a more competitive option.

Fabio Schettino
CEO of Hidrovias do Brasil

Safety is a non-negotiable value for us, and the evolution of our safety culture depends upon our ability to recognize risks, untiringly demand safe behavior, and implement effective boundaries.

A Message from the Management

GRI 2-22

2024 was focused on planning and beginning the structuring of the company to be able to develop in an enormously expanding sector, considering the lack of a logistics infrastructure and the growth of the agribusiness and mining sectors on our continent.

The water crisis in South America has, however, impacted cargo transportation, presenting the company with great challenges and demanding resilience. Even so, Hidroviás do Brasil has demonstrated its ability to operate in extremely adverse conditions and has defined its primary projects, involving the mitigation of water risks and a strategy for expansion that prioritizes efficiency and longevity.

Our people are our main asset, and the evolution of our culture of safety depends upon our ability to continue to recognize and mitigate risks, as well as never cease to demand a safe approach in the performance of the operations.

Looking ahead, we can see a continued increase in the consumption of agricultural and mining commodities, an area in which Brazil is becoming increasingly more important as a global supplier.

This scenario offers a bright future for Hidroviás do Brasil, which has already begun to stand out as an important agent in the flow of agricultural produce and minerals from regions located far from maritime ports, offering a more efficient and sustainable transport solution, with the ability to connect a variety of systems.

We began 2025 in the midst of an enormously challenging global context, marked by geo-political tension, high interest rates, and economic and climate instability. However, we have remained focused on strengthening the company's capital structure, allowing for continuity of our growth plan, whilst evolving in terms of our governance, management model, operational safety, and long-term value creation.

The contributions made by Hidroviás do Brasil have remained solid and structured, with an eye on the long-term future. The efficient and sustainable operations have reinforced the importance of water transportation as a low carbon alternative, essential for a more modern and competitive future for the logistics sector.

Marcos Marinho Lutz
Chairman of the Board of Directors

Hidroviás do Brasil has already begun to stand out as an important agent in the flow of agricultural produce and minerals from regions located far from maritime ports, offering a **more efficient and sustainable transport solution** with the ability to connect a variety of systems.





2

Hidroviás do Brasil

CAPITALS



MANUFACTURED



INTELLECTUAL CAPITAL

ASPECTS COVERED

- » COMPANY OVERVIEW
- » OUR OPERATIONS AND GEOGRAPHY
- » BUSINESS MODEL



Company overview GRI 2-6

Hidrovias do Brasil is a company that specializes in integrated logistics solutions, focused on waterway transport in South America. Operating in the services, transportation and infrastructure sectors, in the Northern and Southern logistics corridors, the Company offers operations on four different fronts: waterway transportation, terminal operations, short-sea shipping, and the integration of logistics solutions - meeting the needs of sectors such as agribusiness and mining ([find out more in Performance in the logistics sector on page 29](#)).

In the Northern Corridor (between the states of Mato Grosso, Amazonas and Pará), the Company ships along the Tapajós and Amazonas rivers. It is a leader in the North of Brazil in the river transportation of grains, with the capacity to transport almost 8 million tons per year. It also operates with short-sea shipping in Pará, transporting up to 6 million tons of bauxite per year along the river between Trombetas and Barcarena, in Pará.

In the Southern Corridor, it operates on the Paraguai-Paraná Waterway, connecting Brazil, Paraguay, Argentina and Uruguay. In this region, it transports almost 6 million tons of products such as iron ore, grains and fertilizers each year.

The company also has operations in the Port of Santos, with the ability to handle up to 2.5 million tons per year. It operates with fertilizers and salt out

of terminal STS20, with access to the highway and railway networks.

Hidrovias do Brasil was founded in 2010, with the mission of transforming logistics in Brazil and South America as a whole, prioritizing the use of waterways to improve efficiency and sustainability in cargo transportation. The Company began its journey with the vision to connect the manufacturing regions with the maritime ports by means of navigable waterways stretching up to 2,600 km.

On its tenth anniversary, in 2020, the company launched itself on the Brazilian Stock Exchange by means of its IPO, being listed in the B3's Novo Mercado segment, reflecting its commitment to good corporate governance practices. In 2024, an important change was made to the shareholding structure, with the entry of Ultrapar as a reference shareholder offering a strategic, long-term vision, demonstrating confidence in the business model and strengthening the Company's structure with a view to expansion and consolidation.

Hidrovias do Brasil currently has 1,780 direct employees and 576 permanent contractors. The company boasts customized and own assets, including transshipment terminals, ports, barges, push boats, maneuver tugboats and warehouses. Over the course of the year, it operated 31 tugboats and 474 of its own ships.

With the combined operations of the Northern Corridor, Southern Corridor, Coastal Shipping and the Port of Santos, Hidrovias do Brasil has a transportation capacity of around **20.5 million tons of cargo per year**.

This volume reflects the strategic positioning of the Company, which should be expanding its logistics operations and maintaining its prominent position in waterway transportation in South America.





With the expansion in soybean and corn production for exportation in the Central Western region of Brazil, led by the state of Mato Grosso, waterway transportation through to the ports in the North has proven to be a strategic and sustainable alternative for the economic and efficient flow of commodities. Public and private investments have contributed to the growth of this sector, increasing the participation of waterways in cargo transportation.

Within this scenario, Hidrovias do Brasil has continued to expand its operations, focusing on logistics solutions that meet the needs of the market and boost the sustainability of the waterways transportation and logistics sector.

Shareholder structure

Shareholders	Ordinary shares	%
Ultrapar Logística Ltda.	318,925,700	41.9
Alaska Investimentos	148,627.394	19.5
Pátria Infraestrutura Brasil - Multi-strategy Equity Investment Fund	78,500,846	10.3
Treasury	0	0.000
Others	214,328,703	28.3
Total	760,382,643	100.00

(*) No other group of shareholders holds more than 5% of the Company's capital.
Shareholder structure as of December 26, 2024.



Timeline

2010

Founding of **Hidrovias do Brasil**, a pioneering initiative capable of revolutionizing cargo transportation in South America.

2011

International expansion with the opening of the first office in Uruguay.

2012

Signing of a 25 year contract for the transportation of iron ore in the **Southern Corridor** and **establishment of an office in Paraguay**.

2013

First long-term contract for the transportation of grains in the **Northern Corridor**.

2014

Expansion of the operations to begin the transportation of grains in the **Southern Corridor**. Beginning of the **iron ore operations**.

2020

The company goes public, being listed on the **B3's Novo Mercado**, the Brazilian Stock Exchange's segment for companies demonstrating high levels of corporate governance.

2019

Leasing of a **solid grains terminal** at the Port of Santos for a period of 25 years for the handling of fertilizers and salt.

2017

Start of fertilizer transportation in the **Northern Corridor**.

2016

Acquisition of **short-sea shipping operations** for the transportation of bauxite between the Trombetas Terminal, in Oriximiná (PA), and the Vila do Conde Port, in Barcarena (PA).

2015

Beginning of the **grain transportation operations along the Northern Corridor**.

2021

Acquisition of Imperial Logistics, strengthening the operations in the **Southern Corridor** with more flexible assets and a lower draft.

2022

Conclusion of the modernization works and start of operations at the terminal leased at the **Port of Santos**.

2023

End of the first large-scale cycle of investments, consolidating the company as one of the leaders in integrated logistics in Brazil.

2024

With Ultrapar as a reference shareholder, Hidrovias do Brasil sets out its long-term plans, assuming a leading role in the development of **sustainable logistics solutions** in South America.



FIND OUT MORE
in [Performance in the logistics sector](#)

Transport



Truck



Ship



Barge



Train

Estoques



Warehouse



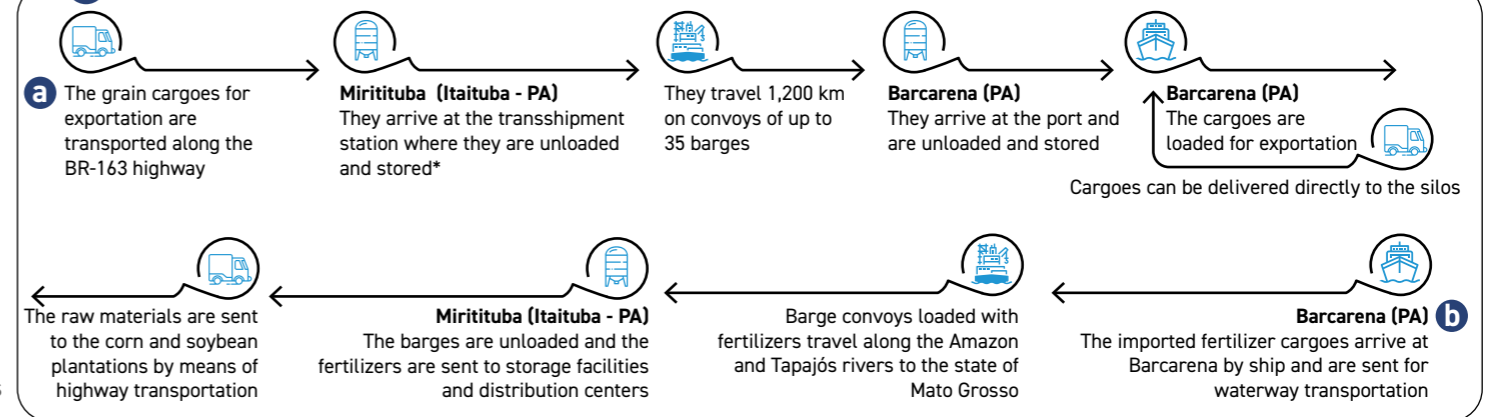
Truck

Our operations and geography

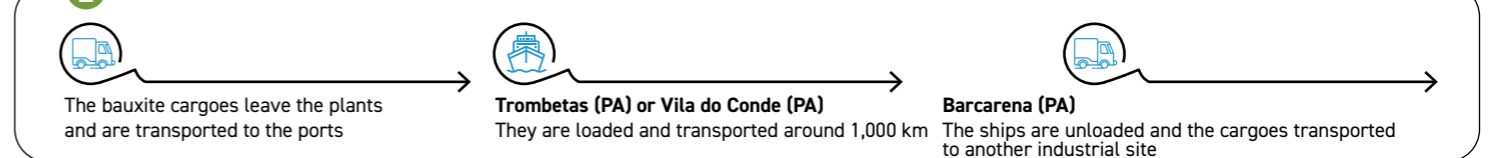
GRI 2-6

Hidrovias do Brasil operates on four strategic fronts, each of which play a crucial role in the logistics and transportation of cargoes:

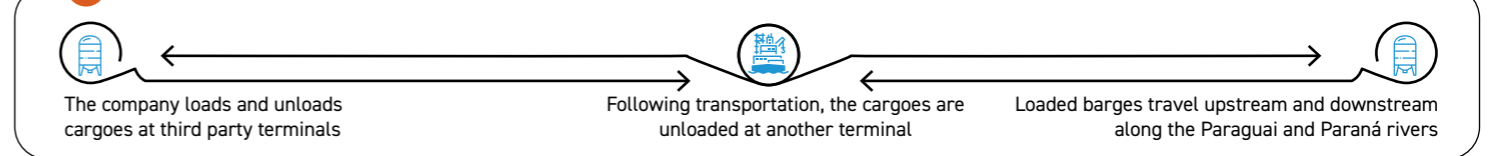
1 Northern Corridor - Tapajós and Amazon rivers



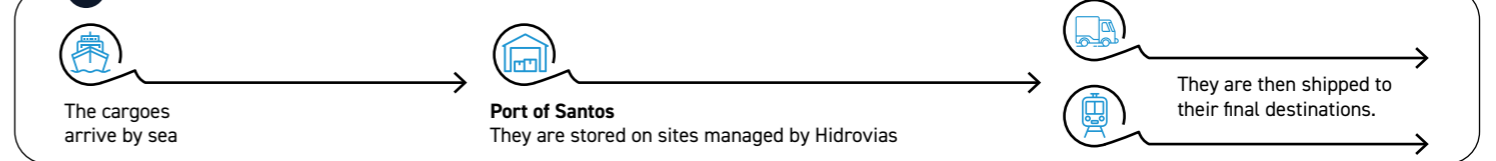
2 Cabotagem



3 Southern Corridor - Paraguay-Paraná Waterway



4 Santos



*On 27-Feb-2025 an agreement was signed for sale of the short-sea shipping operation, as set forth in the [\(Release to the Market\)](#).

Logistics solutions GRI 2-6

Hidrovias do Brasil's business model has been structured to offer low carbon and high efficiency logistics solutions for the transportation of cargo in South America, whilst tackling the most pressing challenges in the sector, such as:

Multimodal logistics: Highways are predominantly responsible for Brazil's cargo transportation, meaning it is highly dependent upon trucks, and results in the environmental costs and impacts that are inherent to this system. The development of waterway transportation represents a logistical improvement and opens up opportunities for intermodal alternatives.

More competitive costs for long-distance transportation: Commodities need to travel great distances before boarding ships in South America. The predominant use of highway and railway systems imposes high costs on the exportation chains, whilst the waterways system increases their competitive standing in the global market.

Growth of production in regions located far from the ports: The expansion of agricultural production, especially in regions such as Mato Grosso, is increasing the demand for efficient and sustainable logistics solutions that connect these remote areas with the ports for exportation. The

development of the network of waterways allows the production chain to continue growing in a way that is both competitive and sustainable.

A lower environmental impact from the transportation of cargo: Transportation along highways is responsible for an enormous amount of the world's CO₂ emissions, especially in Brazil. The provision of waterways as a viable and sustainable means of transportation reduces these emissions and represents an advance in the achievement of global environmental targets.

Seasonality: The variable nature of the production of commodities and the seasonality of the harvests create additional logistical challenges, with peaks in demand that require flexibility and the ability to respond. The alternatives provided by the waterways help alleviate the overburdening at specific times of the year and provide greater stability for the logistics system.

Expansion of the transportation infrastructure: Hidrovias do Brasil is continually investing in its fleet and terminals, and collaborates on the structuring of waterways. By doing so, it is contributing to the expansion and modernization of cargo transportation logistics and improving efficiency and competitiveness in exportation.



Delbla Ferreira,
Northern Operation/PA

The strengthening of a business model focused on **low carbon and high efficiency logistics** solutions represents a significant step forward in terms of sustainability for Brazil, which has historically been overly dependent on the highway network.



FOUR ACTION FRONTS

Waterway transport

Operation of terminals

Cabotage services

Integration of logistics services



SUSTAINABILITY COMMITMENTS

Human Development



Local Development



Climate Change



Environmental Impact



Value Chain



Ethics and Transparency



MISSION

To provide quality services using waterways, whilst always prioritizing sustainable development and ethics.



VISION

To be the best integrated logistics operator in South America.



FIGURES

- Honesty, integrity and transparency.
- Value creation for shareholders and customers.
- Excellence in operational security.
- Environmental and community responsibility.
- Appreciation for the team and the internal environment

STRATEGIC PILLARS

Integrated solutions



Partnerships and commitments



Technology and innovation



Investments in sustainability



Our business model

MANUFACTURED CAPITAL

More than 31 tugboats, two of which are hybrid

More than 474 ships

The world's first hybrid tugboats:

2 tailor-made ships; 4 tumblers which handle 22,000 tons of grain per day at the Itaituba Cargo Transshipment Station (PA).

1 floating pier handling 26,000 tons of grain per day in the region of Itaituba (PA).

FINANCIAL CAPITAL

BRL 361 million in investments in expansion, with special focus on the network in the North and railroad shipping from the Port of Santos.

INNOVATION

A computerized operating system.

24 organizations mobilized for the development of solutions for the waterway transportation of cargo by means of the Cubo Maritime & Port innovation hub.

20 innovative proposals boosted and accelerated in 2024, with five being selected for implementation.

12 teams participating in the first edition of the Hidrovias & Unicamp Hackathon, focusing on solutions aimed at innovation in the sector.

HUMAN CAPITAL

1,780 employees.

Approximately **576** permanent contractors

NATURAL CAPITAL

More than 3,500 km of navigable rivers and the Brazilian coast

SOCIAL AND RELATIONSHIP CAPITAL

45 domestic and international customers

14 priority relationship communities

1,600 active and ratified suppliers

A collaborative relationship with the network of sector institutions and a proactive approach to the development of the waterway transportation of cargo. [Read more on page 120.](#)

TRANSPORTED PRODUCTS

15.9 million

tons of *commodities* in 2024.

Soybean, salt, corn, fertilizers, iron ore, bauxite and cellulose.

This sum includes the results of the JVs. The volume is proportional to the company's share in the JVs, the result of which is calculated by means of equity equivalence.

ACTIVITIES



Waterway transport



Operation of terminals



Cabotage services



Integration of logistics services

Transshipment activities

SUSTAINABLE, INTEGRATED LOGISTICS SOLUTIONS

+

COMMITMENTS TO SUSTAINABILITY

VALUE CHAIN

SDGs 12 | 17

HUMAN DEVELOPMENT

SDGs 5 | 8

LOCAL DEVELOPMENT

SDGs 10 | 16

ETHICS AND TRANSPARENCY

SDG 16

ENVIRONMENTAL IMPACT

SDG 15

CLIMATE CHANGE

SDGs 9 | 13

- + Greater efficiency in the use of fuel;
- + Prevention of the fragmentation of habitats;
- + **20,797 tCO₂e** reduction in Scope 1 emissions [GRI 305-5](#);
- **258 tCO₂e** increase in Scope 2 emissions;
- + Investment in solar energy;
- + Low consumption of natural resources;
- + Lower emissions of particles, odor, noise and risk of accidents;
- Accidents and serious injuries involving employees and outsourced workers;
- + **86 favorability points** in the GPTW 2024 Climate and Engagement Survey, three points more than the previous year;
- + **BRL 4.7 million** in social investment;
- + **More than 11,500 people** positively impacted through socio-environmental initiatives since 2022;
- + **57.31%** spent with local suppliers.

- + positive impact
- negative impact

3

Sustainable logistics solutions

CAPITALS



FINANCIAL



INTELLECTUAL CAPITAL



MANUFACTURED

MATERIAL TOPIC

- » ECONOMIC IMPACT GENERATED
- » TECHNOLOGY AND INNOVATION

ASPECTS COVERED

- » MACROECONOMIC CONTEXT
- » PERFORMANCE IN THE LOGISTICS SECTOR
- » STRATEGIC INVESTMENTS
- » INNOVATION AND TECHNOLOGY
- » BUSINESS-FINANCIAL AND OPERATIONAL PERFORMANCE



The macroeconomic context

South America has been expanding its transportation of commodities along waterways with a continued increase in the production and exportation of grains, the importation of fertilizers, and solid performance in the mining sector. The growing demand from Brazilian agribusiness is the most important amongst the trends that have been driving waterway transport.

The ports in the Northern Arc (which serve the Central West, North and Northeast regions) have eclipsed the traditional Brazilian ports in the South and Southeast regions in terms of soybean and corn transportation (see the graph on the right). Data published by Antaq's Waterways Statistics Panel demonstrate that the Northern Arc handled a higher volume of these two commodities than the South and Southeast regions in 2022, 2023 and 2024. The increased production is concentrated in the Central West and Northeast regions, meaning that the increase in the transportation of cargo to the North has become more prominent.

The increase in grain farming in states such as Mato Grosso requires more efficient logistics solutions. The network of waterways has proven to be a viable alternative, with a 782% growth in the transportation of soybean and corn between 2010 and 2023, rising from 3.4 million tons to 30 million tons in 13 years, according to the National Supply Company. This trend reduces the pressure on highway transportation, reduces costs and improves the competitive standing of Brazilian products on the international market.

The redistribution of the exportation routes also offers additional benefits. With a significant amount of the grains flowing through the ports in the Northern Arc, the Port of Santos has had the opportunity to diversify its operations, concentrating its activities on other cargoes and adding value to its logistics chain. This shift in the transportation matrix has allowed a more balanced and efficient use of the national ports infrastructure.

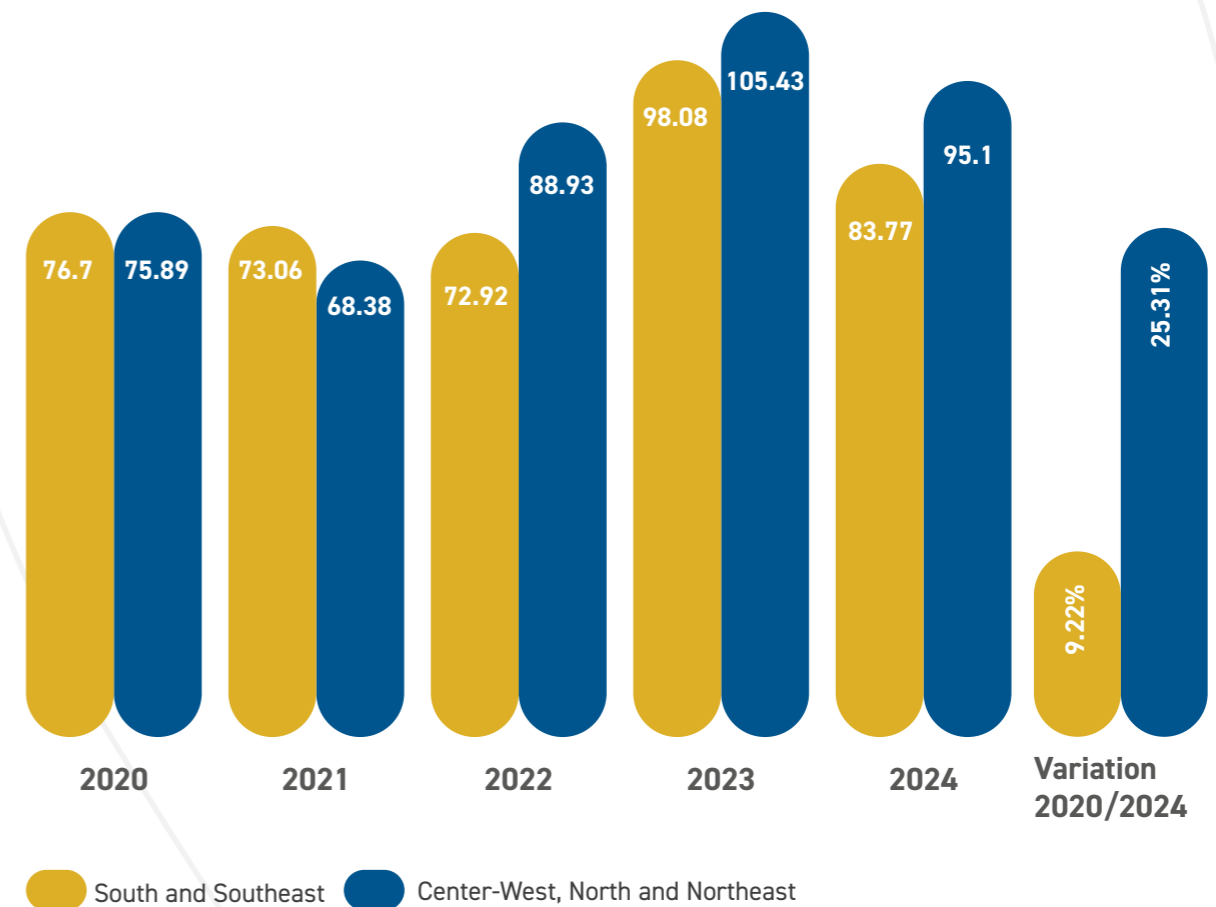


[CLICK HERE](#)
for a look at the data published by the
Antaq Waterways Statistics Panel



[CLICK HERE](#)
and read more on the Conab website

Transportation of soybean and corn at Brazilian ports (millions of t)



Source: Antaq

In 2024, in the midst of growing demand for cargo transport, the Northern Arc faced the harshest and most unexpected water crisis of recent years. Despite this enormous challenge, logistics advances and innovation have reinforced the resilience of water transportation, providing support for the economic development of the region.

The increased resilience of water transportation has been a priority for Hidrovias do Brasil, which has been investing in innovative solutions and the technologies necessary due to climate change. Despite temporary interruptions and the increased amount of time necessary for convoys to make trips, the advances in the monitoring of the conditions of the waterways, the planning of journeys, and the dredging operations using advanced technology, have all made these challenges more manageable. These steps forward have ensured the continuity and expansion of the flow of commodities.

Due to the growing demand, the trend in the expansion of waterway transportation has remained solid. The navigable routes operated by Hidrovias do Brasil (such as the Northern Corridor and the Southern Corridor, as well as the short-sea shipping operations in Pará and the cargo handling at the Port of Santos) have proven to be crucial for the economy in the region.



Water transportation of grains has risen 782% in Brazil in 13 years
Canal Rural



The increase in waterway transport could reduce costs for agribusiness
A Lavoura



Northern Arc ports overtake Santos in grain exportation for the 1st time
Datamar News

Agribusiness exportation scenario

South America has increased its soybean and corn exports by 88% in the last ten years, according to data on the global market published by the United States Department of Agriculture (USDA). As such, the transportation of these commodities from the South American continent to the rest of the world has increased from 108 million tons to 207 million tons per year, demonstrating the need for effective and sustainable logistics solutions.

Three South American countries served by Hidrovias do Brasil figure amongst the world's biggest exporters of these commodities: Brazil (1st), Argentina (3rd) and Paraguay (4th) [\(See the graph on page 21\)](#). The competitiveness of these countries in the global market depends upon sustainable logistics solutions that can guarantee efficiency in the flow of production and allow the sector to continue to grow.

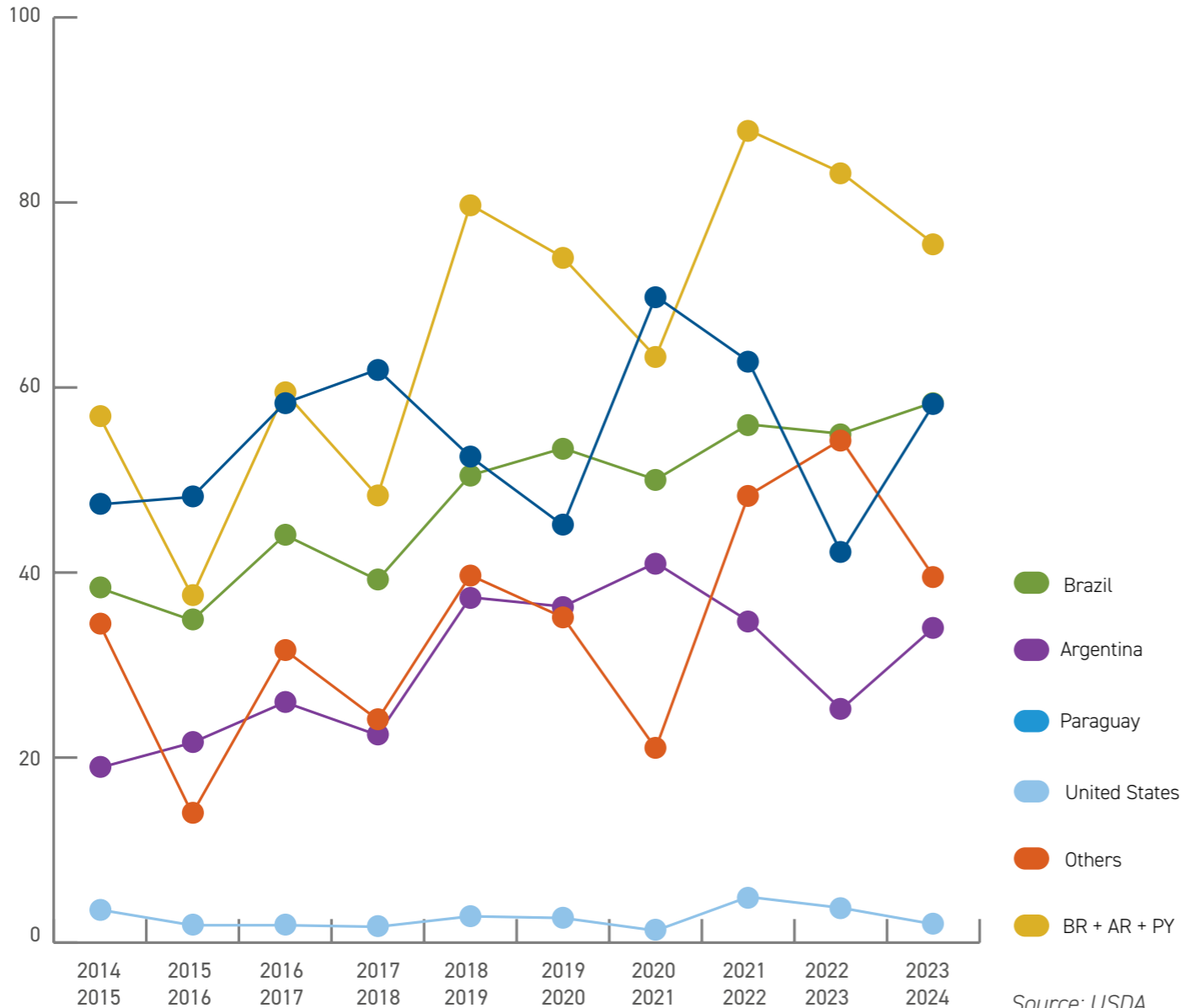
Between the 2014/1015 and 2023/2024 harvest years, these three countries increased their corn exports by 32.7, and soybean exports by 78.5%. The volume of corn exported jumped from 56.9 million tons to 75.5 million, whilst soybean exports rose from 65.7 million tons to 117.3 million in just ten years [\(See the graph on page 21\)](#).

In 2024, Brazil, Argentina and Paraguay were responsible for 39.3% of all global exports of corn and 66% of the soybean exports. Over the last ten years, the region's share in the exportation of these two grains rose from 45.5% to 52.1%, demonstrating growth higher than the global average.

Brazil has established itself as the world's biggest exporter of soybean and corn, surpassing the United States. In 2024, Brazilian shipments of these commodities reached 95 million tons of soybean and 54 million tons of corn. Within this scenario, the Northern Arc logistics route, where Hidrovias do Brasil operates along the Northern Corridor, has become increasingly more strategic for expansion of the country's exportation capacity.



Corn exports (in millions of tons)



Global total

2014/2015
142.72

2015/2016
120.70

2016/2017
161.88

2017/2018
149.48

2018/2019
182.58

2019/2020
172.39

2020/2021
182.73

2021/2022
206.39

2022/2023
180.23

2023/2024
192.03

Variation in 10 years

Global total
34.55%

United States
22.78%

Brazil
14.62%

Argentina
79.29%

Paraguay
-42.69%

Others
51.91%

BR + AR + PY
32.65%

Global share

Global total
100%

United States
30.32%

Brazil
20.57%

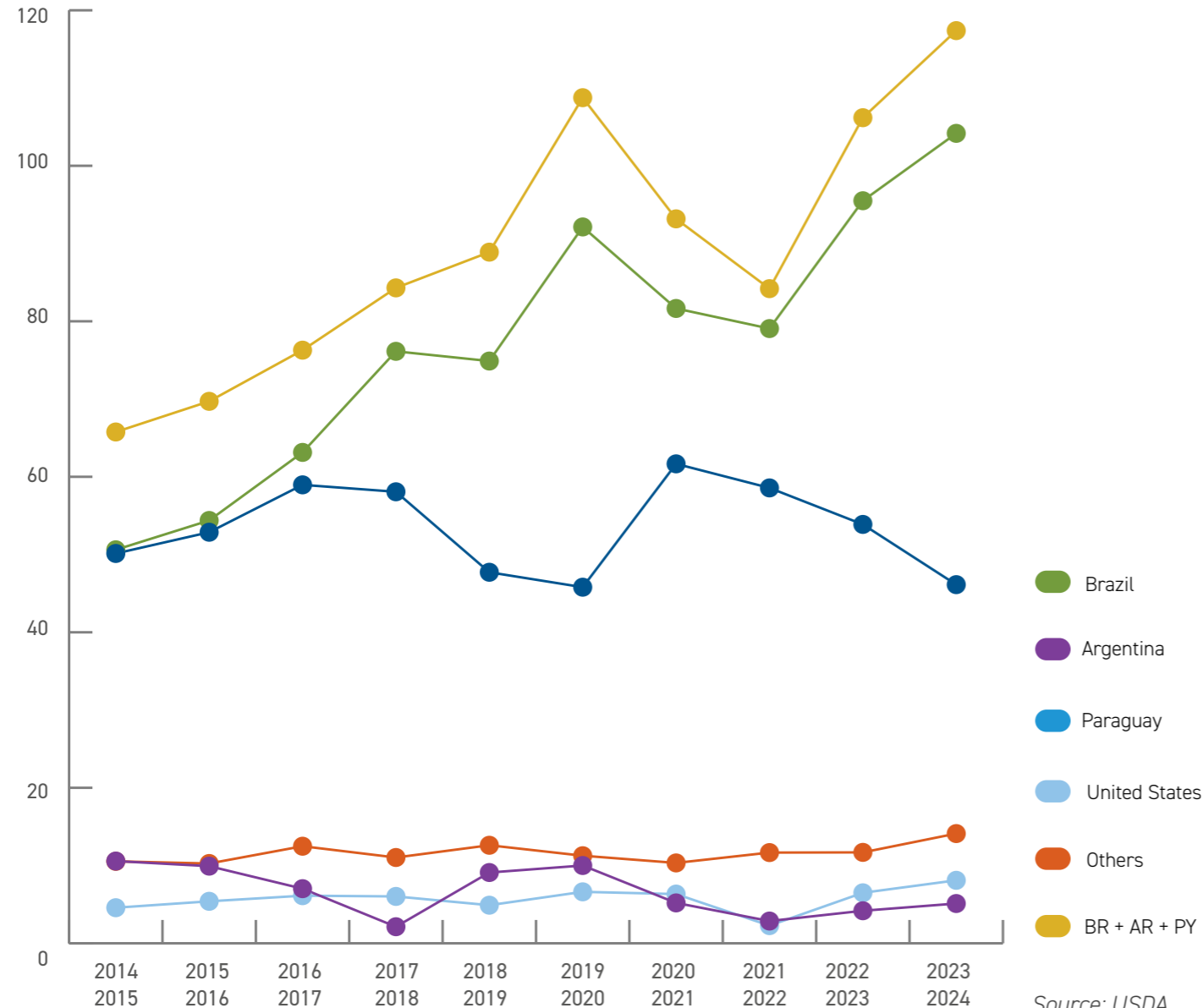
Argentina
17.71%

Paraguay
1.04%

Others
30.36%

BR + AR + PY
39.32%

Soybean exports (in millions of tons)



Global total

2014/2015
126.44

2015/2016
132.83

2016/2017
147.73

2017/2018
153.40

2018/2019
149.22

2019/2020
165.82

2020/2021
165.17

2021/2022
154.43

2022/2023
171.75

2023/2024
177.62

Variation in 10 years

Global total
40.47%

United States
-7.99%

Brazil
105.82%

Argentina
-51.64%

Paraguay
77.01%

Others
33.84%

BR + AR + PY
78.49%

Global share

Global total
100%

United States
25.97%

Brazil
58.65%

Argentina
2.88%

Paraguay
4.56%

Others
7.94%

BR + AR + PY
66.09%

Brazil's cargo transportation network

The evolution of Brazil's cargo transportation network has been boosted by the development of the waterways. The 2035 National Logistics Plan (2035 PNL), approved by the Strategic Governance Committee of the Ministry of Infrastructure in 2021, foresees an expansion of this form of transport above the average for the sector, even before the creation of a waterways concessions plan.

The 15-year forecast contained in the 2035 PNL (2021-2035) suggests growth for all forms of transportation, but at different rates. Rail transportation is expected to experience the greatest rate of expansion, with an increase of 193%, whilst highways, still maintaining a dominant position within the system, will grow by 5%. Waterway transportation and short-sea shipping will expand by 44% and 57%, respectively, meaning significant growth.

193%

expansion forecast in
rail transportation

5%

expansion forecast in
highway transportation

44%

expansion forecast in
water transportation

5%

expansion forecast
in short-sea shipping
(2035 PNL)

General concessions plan

In 2024, Brazil implemented a strategic plan designed to transform navigable channels into structured waterways, an essential measure for diversification of the transformation network and reduction of the dependence on the highways. The plan includes the concession of important waterways to the private sector, delegating responsibility for the upkeep and operation of these water channels as a means of ensuring viable shipping conditions and safety.

The concession of the waterway on the Paraguay River was the first to be announced by the Federal Government. The project aims to significantly increase the volume of cargo transported, from 7.95 million tons in 2023 to between 25 million and 30 million tons annually by 2030. The period for the submission of models and concession documents ran from December 26, 2024, to February 23, 2025.

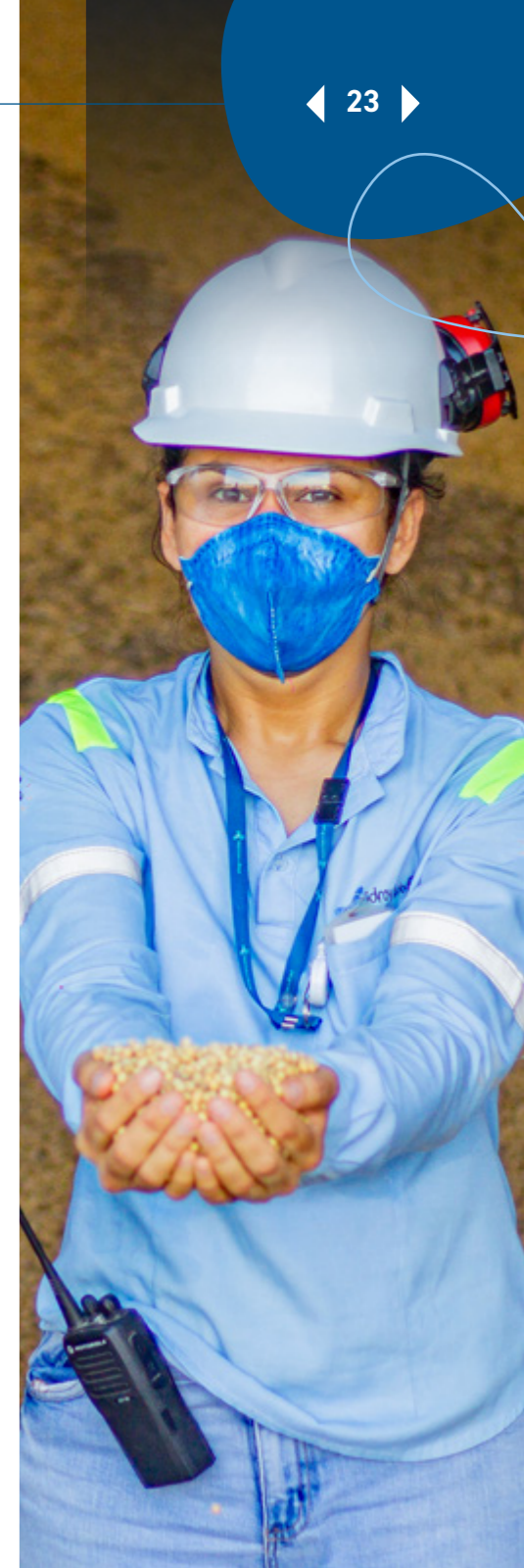
Other waterway concession projects, covering the Amazonas, Tapajós and Tocantins rivers, are currently underway. The waterway along the Madeira River is one of the most advanced in the country, with viability studies already being performed along with analyses of the tariffs per ton of material transported. Representatives of the waterway transportation sector and the manufacturing sector are expecting important developments in these processes in 2025.

Following the concessions, private companies will be responsible for the upkeep and sustainable operation of the waterways, ensuring the proper shipping and safety conditions. Efficient management of the shipping conditions is essential for the resilience of waterway transport, especially during periods of drought. Measures such as regular dredging, monitoring of the water levels of the rivers, and implementation of efficient warning systems are essential for ensuring that the waterways remain in full working order.



[CLICK HERE](#)

and read more about the Brazilian
Government's concession of the
Paraguay River Waterway



Navegue Simples

On June 18, 2024, the Federal Government launched the *Navegue Simples* ("Simple Shipping") program, designed to reduce the bureaucracy and streamline procedures in the ports sector, as well as reduce costs and authorization periods for private companies. The first phase of the program is focused on a simplification of the concession processes and the leasing of Private Use Terminals (PUT) in Brazilian ports, and this could take as much as three years to reach conclusion.

The Government hopes to be able to condense this period into one year. The work is part of a broader effort to improve port management in Brazil.



Northern Operation/PA

Advances in public management

In April 2024, the Brazilian Government created the National Department of Waterways and Shipping (SNHN), subordinate to the Ministry of Ports and Airports. The mission of this department is to propose, implement, monitor and evaluate the national transport policy in the sectors covering waterways, small public port installations, and maritime and inland shipping.

The SNHN is responsible, for example, for the '*BR dos Rios*' project, which regulates the use of navigable channels and supports the use of this form of transport for the distribution of cargo. In 2024, this new department announced 43 public works and 17 projects, and officially launched the program for concession of waterways.

The creation of the SNHN was a milestone in the development of water transportation in Brazil, since it provided for investments in infrastructure and strengthened competitiveness in the sector.

In addition to this, in December 2024, the Ministry of Ports and Airports launched the Sectoral Plans for Waterways, Ports and Airports, which focuses on efficiency and economic development. These plans are aimed at modernizing these systems and making them more accessible, promoting development of the infrastructures and increasing the country's competitive standing.



[CLICK HERE](#)

and read more about the creation of the **National Department of Waterways and Shipping**



[CLICK HERE](#)

and read more about the **Sectoral Plans for Waterways, Ports and Airports**

43 public works

17 projects

Emergency dredging

In September 2024, the National Department of Transport Infrastructure (DNIT) ratified the declaration of a state of emergency on the Tapajós River Waterway (HN-106) between Itaituba and Santarém, due to the drought and subsequent low water levels, which compromised shipping and resulted in serious negative social and economic effects in the region. The 2023 drought had previously resulted in the declaration of a state of emergency in October that year.

The declaration of a state of emergency meant that dredging projects could be contracted to remove sandbanks that had formed along the Tapajós River during the previous years. As early as 2023, seven locations were identified by the DNIT, being classified as priorities for the dredging work. The formation of these sandbanks hinders the navigability of the rivers, affecting the flow of grains and the passage of ferries, which are essential for supplying the region.



[CLICK HERE](#)

and read the ratification that was published in the *Official Gazette of the Federal Executive*

It is expected that many of these dredging works will be concluded in 2025. These emergency actions reflect the strategic importance of the Tapajós River to the economy and logistics of the Amazon region, and demonstrate the need for continued investment to ensure the navigability and efficiency of water transport.

The waterway transport sector, together with institutions located in the North and Northeast regions, have assisted the government with information and technical studies. In May 2024, the DNIT received the "Study on Dredging and Essential Routes on the Tapajós River", drawn up by the Association of Port Terminals and Cargo Transshipment Stations in the Amazon Basin (Amport), of which Hidrovias do Brasil is a member, in collaboration with the Federal University of Pará (UFPA). The aim of this study was to provide technical support for the planning of preventive and mitigating actions, as well as offer a solid base for future investments in the region's water transport infrastructure.





Use of waterways in Brazil

The extent of Brazil's waterways has been measured constantly, reflecting the expansion of waterway transportation. According to Antaq, Brazil used 20,100 kilometers of waterways in 2022, a figure that was published in the "Economically Viable Channels" study, in February 2024. This figure indicates a 5% growth compared to 2020, with an increase of 958 kilometers utilized, 763 of which were in the Amazon region, where soybean and corn are the most widely transported cargoes.

The potential for waterways goes beyond the stretches already navigated by ships and barges. The 2025 National Logistics Plan (PNL) estimates that there are 41,600 kilometers of navigable channels, including stretches that are still not used for either cargo or passenger transportation. Or in other words, according to this estimate, the country is using just half of its waterway potential. An even more optimistic forecast comes from the National Transport Confederation (CNT), which suggest the existence of 63,000 kilometers of navigable rivers in Brazil, of which as much as two thirds are still not being used.



CLICK HERE
and read more on the
**Economically Viable
Channels - Antaq**



CLICK HERE
and read more about
the **National Logistics
Plan (PNL) 2025**



CLICK HERE
and read more about the
**General Aspects of Inland
Navigation in Brazil - CNT**

Stretches operated by Hidrovias do Brasil

Tapajós and Amazon Rivers

One of the most important corridors for the transportation of Brazil's agricultural produce, the waterway made up of the Tapajós and Amazonas rivers is central to Hidrovias do Brasil's operations. The company operates along 1,200 kilometers of this route, principally serving the agribusiness sector in Mato Grosso state. Storage facilities, loading structures, and barge convoys link the region of Miritituba in Itaituba, in the west of Pará, with the port terminals located in the metropolitan region of Belém, where the imported fertilizers are unloaded and ships loaded with soybean and corn depart for different countries.

The width of the Tapajós River varies between 300 and 500 meters in some stretches, requiring precise navigational planning. The Amazonas River, meanwhile, has stretches that are more than 10 kilometers wide, thus allowing a greater volume of barge convoy traffic. Despite the existence of good conditions in terms of river depth for most of the year, seasonal variations in water levels and the need

for constant investments in infrastructure continue to present challenges for full efficiency of the waterway.

The Tapajós-Amazonas corridor performs an essential role in the transportation of the harvest from Mato Grosso, Brazil's leading grain producing region. Soybean and corn are the main export cargoes, whilst fertilizers lead the field in those returning to the farming region. As well as Mato Grosso, the waterway also benefits states such as Pará, Amazonas and Rondônia, which use the infrastructure for exportation and the distribution of goods.

The growth in agricultural production has significantly driven the demand for water transportation. Over the last ten years, Mato Grosso has increased its grain production by 80.1%, reaching 93 million tons in the 2023-2024 harvest year, according to the National Supply Company (Conab). Despite the climate-related impacts that affected the most recent harvest, the state recorded a harvest of 100 million tons in 2022/2023 - a sum that was more than the entire grain production of the whole of Brazil 25 years previously. With the 2024/2025 harvest year expected to offer the second biggest yield ever, the demand for services along the Tapajós-Amazonas corridor continues to increase, reinforcing the importance of the network of waterways to the logistical efficiency and sustainability of Brazil's agricultural transportation.

Shipping

1,200 km, between Itaituba (in the west of Pará) and Barcarena (in the metropolitan region of Belém).

Paraguai-Paraná Waterway

The waterway made up of the Paraguai and Paraná rivers is considered to be the longest in South America, running for 3,400 kilometers. The stretch upon which Hidrovias do Brasil operates covers a total of 2,600 kilometers and performs a crucial role in the transportation of goods along the corridor of navigable waters that join Brazil, Paraguay, Argentina and Uruguay.

This route connects the central region of Brazil to the Rio da Prata basin, which is the doorway to the Atlantic Ocean. The waterway network provides an opportunity for the iron ore, cellulose, and grains industries to increase their competitiveness and a means for the importation of fertilizers throughout the region.

With a width of up to 500 meters at some points, and an average depth of around three meters, the waterway demands close attention to climate variations, as well as investments in resilience

projects. Periods of drought such as those recorded in 2024 greatly affect the shipping conditions.

During critical periods, the journey times can rise from three weeks up to as much as six weeks, and the barge convoys sometimes need to be disconnected to pass through winding and shallow stretches. The journeys sometimes also need to be delayed if the volume of the waters drops below the level considered to be safe.

The lack of rainfall reduced the water levels of the Paraguai and Paraná rivers, but did not affect agricultural production to the same extent. Paraguay (the world's fourth biggest soybean exporter, which uses the waterway to access overseas markets) registered a record harvest and record exports. Around 11 million tons of soybean were harvested and 8.1 million tons exported in 2024, according to data published by the United States Department of Agriculture (USDA).

The potential offered by agribusiness greatly influences the development of the Paraguai-Paraná waterway along its entire route. The corridor provides Paraguay with access to the ocean and runs through important agricultural regions in Brazil, cellulose and grain production centers in Uruguay, and Argentina's farming belt, making the logistics of this region one of the most important in the world.

Shipping

2,600 km, of the 3,400 km total length, operated between Cáceres (MT) and Nueva Palmira (UY).

Improvements on the Northern Arc

Brazilian agribusiness foresees significant growth in the transportation of commodities through the ports located in the Northern Arc, which have established themselves as an attractive alternative to the traditional ports in the Southeast and South of the country. As such, Hidrovias do Brasil has been investing in projects that allow for the transportation of increasingly more grains, fertilizers and other goods along the waterways corridors it currently operates on, including super-convoys and the raising of coamings.

The transportation of agricultural commodities at the ports of the Northern Arc has constantly been on the rise. The volume of exported soybean, Brazil's most exported grain, rose 22.08% between 2020 and 2024, moving through ports located in the Central West, North and Northeast regions (*see the graph on the right*). The growth in the transportation of this same commodity at the ports in the South and Southeast regions was less notable, at 13.70%. These data are from the National Waterways Transport Agency (Antaq).

According to Antaq, transportation along Brazil's inland waterways totaled 126.15 million tons in 2024, meaning a drop of 2.7% in relation to 2023. Due to the droughts, the volume of soybean transported was 12.96% less (24.95 million tons), whilst that of corn

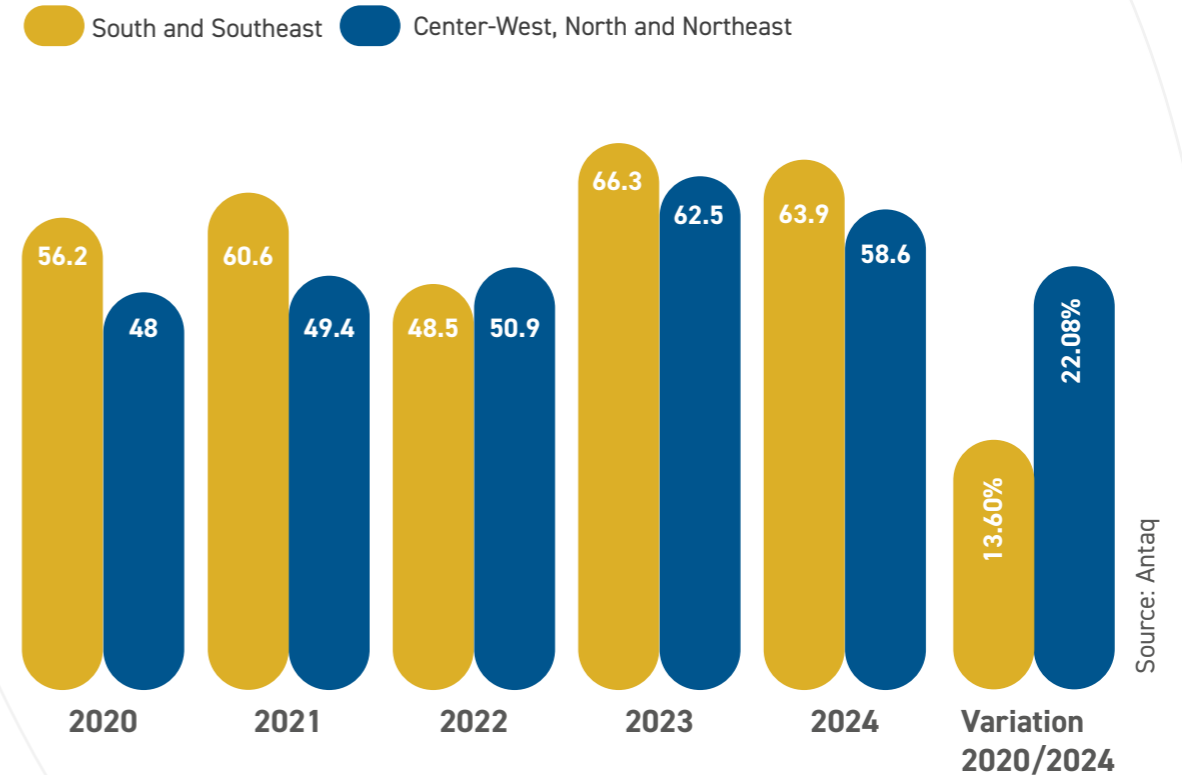
dropped 6.91% (to 18.6 million tons). These ports' transportation capacity was recorded at 52 million tons in 2024, according to data published by the Association of Port Terminals and Cargo Transshipment Stations in the Amazon Basin (Amport). The investments underway are aimed at doubling this capacity in the next five years, according to the organization, thereby surpassing the sum of 100 million tons of grains per year.

With the increased agricultural production and the growing demand for transportation, Hidrovias do Brasil has positioned itself to meet this potential expansion more efficiently and sustainably, side-by-side with the greater participation of the Northern Arc in the soybean and corn exports.



[CLICK HERE](#)
to read ANTAQ's 2024 Waterways
Performance Report

Handling of soybeans at Brazilian ports (millions of t)



22.8%
increase in the volume of
soybean exports between
2020 and 2024 in the
Northern Arc

13.70%
increase in the volume of
soybean exports between
2020 and 2024 in the
South and Southeast

126 MI
tons of soybean
transported
in 2024

Performance in the logistics sector

Hidrovias do Brasil operates on four strategic business fronts. In the Northern Corridor, the company has established a direct connection between the Center-West of Brazil and the Atlantic, by means of the Tapajós and Amazonas Rivers. In the Southern Corridor, it operates along the Paraguai-Paraná waterway, from Corumbá (Mato Grosso do Sul) to the Rio da Prata river basin, between Argentina and Uruguay, where the waters of these two rivers meet the ocean. At the Port of Santos, the biggest port complex in Latin America, the company has established multimodal logistics operations. In addition to all this, in 2024, it conducted short-sea shipping between river ports in Pará as a means of transporting bauxite. More details on each of these fronts are provided over the following few pages.

Northern Corridor GRI 2-6

Responsible for 42% of the total volume of cargo transported by Hidrovias do Brasil in 2024, the Northern Corridor connects the Cargo Transshipment Station (ETC) located in Miritituba (PA), on the banks of the Tapajós River, with the Private Use Terminal (PUT), located in Barcarena (PA), a strategic region where the Pará River flows into the Atlantic Ocean. With a navigable length of approximately 1,200 kilometers, it is vital for the transportation of grains (such as soybean and corn) and fertilizers, principally serving the agricultural pole centered in the north of Mato Grosso.

Through to the Atlantic ports, this corridor includes the RodoTUP, a system that connects the highways and waterways in the east of Pará, making it essential for the transportation of the grains farmed in the various regions of the vast state of Pará.

The integration of the different systems allows for a more efficient logistics network, especially for the transportation of grains. Pará's production of corn and soybeans increased by 1.7 million tons (in the 2014/2015 harvest year) to 4.7 million tons (2023-2024) in just ten years, according to data published by the National Supply Company (Conab).

The BR-230 and BR-308 highways are the most important routes linking the farming regions of Pará with the Port Terminal (TUP), ensuring that the region's exports run smoothly and remain competitive.

In 2024, the Northern Corridor transported 6.6 million tons (a reduction of 11% in relation to the 7.4 million tons transported in 2023), due to the restricted shipping situation experienced over the course of the year. The long-term 'take-or-pay' contracts that have been signed guarantee stability and pave the way for the expected transportation of more than 40 million tons by 2031.

4.7 MI
tons of corn and soybean
produced in 2023/2024

6.6 MI
tons transported
in 2024

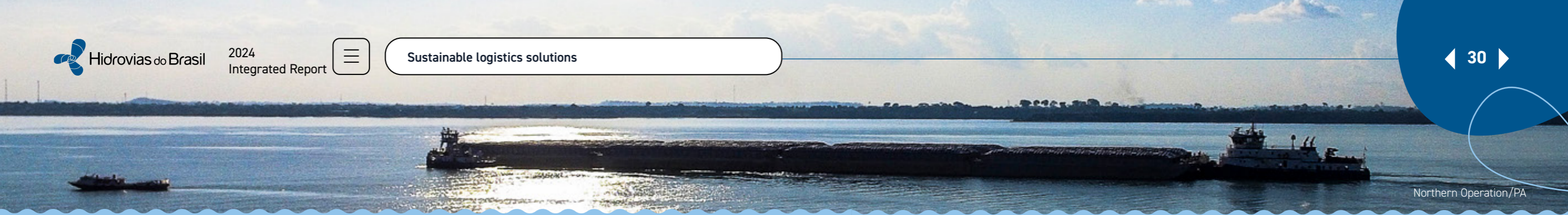


READ MORE

about the steps taken to understand the waterways and the resilience of water transport in the **Strategic investments** section, on **page 34**, and in the **Operational solutions** section on **page 57**



Northern Operation/PA



Northern Operation/PA



STRUCTURE

13 tugboats

200 barges

144,00 tons of static storage capacity, occupying 8 silos, at the Miritituba ETC (PA)

7.2 million tons of cargo can be handled by the TUP in Barcarena annually
240,000 tons of static storage capacity at the TUP in Barcarena (PA), expandable to 360,000 tons.

6.2 million tons can be handled each year by the ETC in Itaituba

6 tumblers are operational – 2 at the TUP, capable of handling up to 11,000 t/day, and 4 at the ETC, handling 22,000 t/day

Cargo Transshipment Station (ETC) GRI 2-6

Located in Miritituba (in the west of Pará), the ETC receives trucks loaded with soybean and corn produced in the north of Mato Grosso, a region which has established itself as one of the largest grain

production hubs in the country. A point of access for the transportation of cargo by means of the Tapajós and Amazonas rivers, it reduces the dependence on the highways for long-distance routes to the maritime ports.

At the ETC, the grains are stored in silos and transferred to barge convoys, which travel up to the Private Use Terminal (PUT) in Barcarena (PA) for exportation. The ETC, in Miritituba, also handles bulk fertilizers. The fertilizer cargoes travel in the opposite direction to the soybean and corn cargoes, making use of the logistics resources more sustainable.

Private Use Terminal (PUT) GRI 2-6

The TUP in Barcarena (PA) plays a strategic role in the sustainable logistics by receiving barges loaded with grains from Mato Grosso and trucks with agricultural products from Pará. These cargoes are stored and loaded onto ships destined for regions such as Europe and China. The terminal also enables the importation of fertilizers for use in agriculture.

The products are unloaded from the ships directly onto barges traveling from Barcarena to Miritituba. This system optimizes the logistics flow, reduces carbon emissions per ton transported and bolsters multimodal transport in Brazil.

Southern Corridor GRI 2-6

In 2024, the Southern Corridor transported four million tons of cargo, including Hidrovias do Brasil's proportional share in joint ventures. The volume dropped off by 33% due to the water crisis and represented 25% of the total transported by the company across all of its operations.

The route referred to as the Southern Corridor is 2,600 kilometers long and includes the Paraguai-Paraná waterway. Along the North-South route, it covers the Paraguai and Paraná rivers, from Corumbá, in the state of Mato Grosso do Sul, to the Rio da Prata river basin, which divides Argentina and Uruguay. Hidrovias do Brasil operates long-term contracts along this corridor, serving customers in Brazil, Paraguay, Argentina and Uruguay.

Forming part of the biggest waterway network in South America, the Southern Corridor is fundamental to the exportation of grains from Paraguay, a land-locked country, and also boosts the competitiveness of the logistics of Brazil, Argentina and Uruguay. The waterway passes through grain and cellulose producing regions, providing an efficient and economic form of transportation.



READ MORE

about the steps taken to understand the waterways and the resilience of water transport in the **Strategic investments** section, on **page 34**, and in the **Operational solutions** section on **page 57**

Geo-economic importance

Amongst the countries served by the Southern Corridor, three are included in the ranking of the world's five biggest soybean exporters:

1st Brazil

2nd United States

3rd Argentina

4th Paraguay

5th Canada

These three countries lead the market, shipping their produce to large importers such as China. The use of the waterway makes the transport logistics much more competitive and reduces the environmental impacts caused by the movement of soybean, South America's leading export commodity.

Administrative center

The transportation of solid bulk products such as iron ore and manganese, cellulose, soybeans and fertilizers in the Southern Corridor is managed out of an administrative base located at the Terminal

Occidental S.A. (TOSA), in Villa Heyes, in the Asunción region. The cargo travels along up to 2,600 kilometers of waterways between third party-operated terminals or terminals operated as part of joint ventures, such as the TGM, in Uruguay, and the Baden Port, in Paraguay. The goods are shipped by means of barge convoys, being loaded or unloaded at the terminals, from where they continue to their final destinations.



STRUCTURE

18 high-technology tugboats

274 company-owned barges

2 port terminals operated as part of joint ventures: the Graneleiro Terminal in Montevideo (UY) and the Baden Port, located in the city of Concepción (PY)

6 million tons is the estimated annual capacity of the cargo transported annually along the Southern Corridor




Port of Santos GRI 2-6

In 2024, Hidrovias do Brasil transported 1.7 million tons of fertilizers and salt, which was an 18% increase on the volume transported in 2023. With this growth, this operation was responsible for 10% of the total amount of cargo transported by Hidrovias.

In 2024, two important logistics projects were implemented in Santos: the integration of the company's terminal with the railway network to be able to transport fertilizers, and the launch of the salt transportation operation.

In March, the railway integration project was concluded in partnership with the concession operator Rumo, connecting the terminal operated by Hidrovias do Brasil with the railway network linking the port to the Central Western region of the country.

This operation improves the transportation of raw materials to the grain production centers of Goiás and Mato Grosso. With this new structure in place, the transportation of fertilizers, which remained stable at 1.5 million tons in 2024, should begin to increase as of 2025. The operation currently allows for the loading of 20 train wagons per day, which corresponds to roughly 500,000 tons per year.

 [READ MORE](#)
in [Strategic Investments](#),
on [page 34](#)

In June, the company began operations focused on receiving salt from Rio Grande do Norte. Via the short-sea shipping system, this product arrives in Santos from where it is distributed for inland consumption. Around 255,000 tons were transported between June and December, an amount which should also start to increase as of 2025.

The terminal structure is now capable of handling up to 2.5 million tons per year, or in other words, 800,000 tons more than the volume handled in 2024.

1.5 MI
tons of fertilizer
transported in 2024

Infrastructure
capable of handling
2.5 MI
tons of fertilizer

Modernization of the terminal

In 2019, Hidrovias do Brasil leased the STS20 area from the Port of Santos for a period of 25 years, with the option to renew the agreement for another 70 years. Amongst the first investments have been two hydraulic cranes, with a moving capacity of 14,000 tons per day (KCI base), the first of their type at the Port of Santos.

The terminal also boasts a computerized operating system, with an interface that offers up-to-the-minute information on customers and transporters, allowing the operational flow to be monitored in real time.

Bulk solids

With the STS20 area as a base, Hidrovias do Brasil coordinates the transportation of bulk solids through the Port of Santos, the biggest port in Latin America. Here, it receives, stores and ships bulk solids such as fertilizers, sea salt and rock salt. The operations are integrated with the highway and railway networks, thus optimizing the transportation of the cargoes to destinations such as Mato Grosso.



STRUCTURE

3 storage facilities for the receipt and shipping of cargo

Static capacity of **190,000 tons**
(140,000 tons of fertilizers and 50,000 tons of salt)

2.5 million tons of storage
capacity per year for cargo transportation



Santos
Operation/SP



Short-sea shipping GRI 2-6

In 2024, Hidroviás do Brasil's short-sea shipping operation in Pará transported bauxite one thousand kilometers along the River Amazon, from the Port of Trombetas, in Oriximiná, to the Public Port of Vila do Conde, in Barcarena. With 3.6 million tons transported in 2024, this route saw a 5% increase in volume since the previous year.

The operation has played a strategic role in the logistics of the mining industry since 2016. Two ships working exclusively on the transportation of bauxite guarantee the annual transportation of up to 6 million tons of this product to Alunorte, the world's biggest alumina refinery outside China, according to the Brazilian Mining Institute (Ibram).

The route connects the Port of Trombetas, in Oriximiná (PA), with the Port of Vila do Conde, in

Barcarena (PA), where the Alunorte refinery is located. Each ship can carry a load of 74,000 tons and travels 1,000 kilometers along the Amazon and Pará rivers, a trip that takes from two to three days to complete.

At the Port of Vila do Conde, the bauxite is unloaded and sent to Alunorte for refining and the production of alumina, the raw material used in aluminum manufacturing. This raw material is used in domestic manufacture and shipped overseas.

In 2024, the route was responsible for 22% of the total amount of cargo shipped by Hidroviás do Brasil, highlighting the importance of short-sea shipping to the efficiency of the transportation of mineral production in Pará and the competitiveness of the aluminum production chain.



STRUCTURE

2 customized ships

for the transportation of bauxite

74,000 tons are transported on each of the 1,000 km trips along the River Amazon

6 million tons per year can be shipped, meaning the operations can be expanded

Strategic investments

Important steps were taken in 2024 with regard to expanding Hidrovias do Brasil's operational capacity, with strategic actions and investments which will guarantee sustainable growth in the coming years. The total sum invested (including maintenance, expansion and obligatory licensing) reached BRL 361 million, a 13% increase in relation to the BRL 320 million invested in 2023.

The modular expansion of the Northern Corridor operations included the gradual implementation of new equipment and vessels, and improvements to the Itaituba (PA) and Barcarena (PA) terminals. The improvements to the logistics infrastructure also involves constant maintenance performed on the mooring berths for loading and unloading near the terminals, thereby allowing for greater handling capacity and improvement of the cargo transportation itself.

These continual efforts have allowed the Company to increase its transportation efficiency and capacity without interrupting the current operations. The modular expansion on the Northern Corridor also

means that the Company can quickly adapt its operations to market demands, whilst also optimizing its use of capital and reducing financial risks.

The investments in the railway integration at the terminal located in the Port of Santos are also considered to be strategic in meeting the growing demand for fertilizers in Brazil, especially within the agricultural poles of the Center-West. The operation, inaugurated in 2024, aims to optimize the logistics of transporting raw materials for grain production.

The investment has allowed for the multimodal integration of maritime, railway and highway transport, thereby optimizing the logistics of distribution. The connection of the Hidrovias do Brasil terminal with the rail network means that fertilizers can be sent from Santos to inland centers of consumption in a way that is much more financially competitive than road transport, whilst also contributing to the reduction of greenhouse gas emissions. The load capacity of 20 train wagons per day (500,000 tons per year) should be achieved in the next few years.

Strategic projects complement the investments in operational structure and shipping to prepare the Company for growth in the Northern Corridor and ensure that sustainable operations continue in the Southern Corridor.

Knowledge of the waterways

Amongst the strategic actions that enable the long-term expansion of the operations are the more in-depth technical studies and monitoring of the shipping channels. The accumulated and continually updated knowledge has bolstered the Company's resilience in its management of water crises, such as that faced in 2024.

As well as making the operations more resilient, this strategy benefits the entire sector. Hidrovias shares its knowledge with both public and private institutions to enable projects such as dredging, thereby guaranteeing operational planning and improving the safety of water transport.



Northern Operation/PA

BRL 361 MI

invested in maintenance, expansion and obligatory licensing



READ MORE
about the **integration of the rail network**
at Santos on **page 36**

Bathymetry

The creation and use of precise technical data has become essential for the Company's operations. The stretches where the water is shallower, to which the planning and operations teams pay most attention, were constantly monitored in 2024. These areas are initially identified by the shipping teams, contributing to the mapping of critical stretches. Teams specializing in bathymetry are called upon to make detailed technical studies aimed at precisely establishing the shipping viability.

In 2024, teams focusing specifically on the Southern Corridor undertook bathymetry readings on the most critical points, performing scans on the shallowest areas. In the Northern Corridor, this service is contracted whenever necessary, mainly between October and December, when the river levels have historically fallen due to the droughts.

The use of bathymetry allows the Company to gauge the depth of bodies of water, map berthing scenarios, and identify the formation of physical obstacles, such as sandbanks. Based upon the data created, the safest routes can be defined, ensuring continuity of the logistics operations.

For example, the width of the river's berth offering the necessary depth for the passage of the convoys can be identified. This calculation means decisions can be made as to whether a convoy needs to be uncoupled to form narrower lines of barges. A convoy can operate with rows of up to seven barges side-by-side. In the most critical stages, it may be necessary to break them down to groups of two or less.

Long-term studies

As well as the knowledge directly related to the day-to-day operations, long-term investigations are also conducted. These studies include the raising and crossing of data on the shifts in water levels, weather patterns, characteristics of the rivers, and the environment in each region, all of which allows the Company to forecast trends and establish plans for shipping in shallow waters.

One of these studies, focused on the influence that climate change has on the water volumes in the Paraguai and Paraná rivers, involves the International Marine and Dredging Consultants organization. Funded by Hidrovias do Brasil, the work is concentrated on the stretch between Corumbá (Mato Grosso do Sul, BR) and Asunción (PY).

The knowledge gained from this study is considered to be essential for actions aimed at mitigating climate impacts, dredging and land removal initiatives performed by the responsible organizations, preventing silting and environmental damage, and strengthening the resilience of the operations. The study has confirmed the long-term viability of the waterways and highlighted measures which can improve their sustainability.

Hydrometeorological data in real time

The Company makes information available on the weather and climate conditions (temperature, rainfall, humidity, wind, etc.) in real time, as well as other hydrological data (water levels, currents and tides), which, being published up to 72 hours prior to a journey, are used as shipping guidelines.



Railway integration in Santos

In February 2024, Hidrovias do Brasil and the railroad concession operator Rumo inaugurated a logistics operation in Santos which integrates the receipt of fertilizers with the railway network. This new infrastructure allows for trains to be loaded more easily as it eliminates the need for transfers. The agricultural input can now be transferred directly from the storage facilities to the wagons. This multimodal structure (installed at port terminal STS20, out of which Hidrovias operates) has begun loading 20 train wagons per day (500,000 t/year), with the potential for expansion.

In 2024, the terminal handled 1.5 million tons of fertilizers. This represents 58% of Hidrovias do Brasil's handling capacity of 2.5 million tons of commodities at this location.

The initiative aims to increase efficiency and reduce logistics costs whilst meeting the rising demand for fertilizers in Brazil. The connection with the railway network facilitates the receipt and transportation of products imported from distant origins whilst reducing greenhouse gas emissions due to the reduced number of trucks on the highways. The railways are used for the 1,000 kilometer journey from the Port of Santos to Rio Verde (GO) and the 1,400 kilometer journey from Santos to Rondonópolis (MT). The convoys make this journey to Santos loaded with grain, and return inland transporting fertilizers.

As well as the operational gains, this partnership has a positive impact on the environment. Rumo has estimated that rail transportation will prevent the emission of more than 63,000 tons of CO₂ equivalent per year, significantly reducing the carbon footprint of the transportation chain.

The operation reinforces the importance of the Port of Santos as a logistics hub and is aligned with railway infrastructure modernization initiatives.

Hidrovias do Brasil has the capacity to store 140,000 tons of fertilizers in Santos. With this new infrastructure in place, the operation can be configured to minimize or even dispense with extended storage times. The company alternates the unloading onto rail or highway forms of transport depending upon demand.

The intermodal operation complements the investments made by Hidrovias do Brasil in the Port of Santos over recent years. The company's own infrastructure includes two quay-based hydraulic cranes, capable of handling 14,000 tones per day (KCL base).

BRL 1.5 MI
tons of fertilizers handled

63,000
tons of CO₂
prevented

14,000
tons can be handled every
day

Innovation and technology

In order to expand its operating capacity, the Company is investing in innovation and technology, ensuring the efficiency, productivity, safety and sustainability of the business. By means of its Innovation and Technology Committee (ITC), the Company is seeking innovation solutions that can add value to the business. Made up of a multi-disciplinary team, the ITC identifies, evaluates and implements projects that increase productivity, safety and operational efficiency, always in line with the Company's commitment to sustainability and growth.

In 2024, the work resulted in a number of programs, including the 1st Hidrovias & Unicamp Hackathon and the 5th edition of the Continuous Improvement program.

Hidrovias do Brasil has continually invested in studies and technologies aimed at optimizing its operations and making water transportation more efficient and sustainable, involving the structuring of databases on shipping plans and research on fuels created internally by the Innovation team.

Hidrovias & Unicamp Hackathon

In partnership with the Transport Engineering course at the State University of Campinas (Unicamp), Hidrovias do Brasil staged the first edition of the 'Creating Innovative Solutions Hackathon'. This event combined academic specialization and operational knowledge to develop innovative, technological and sustainable solutions applicable to the waterway transport sector.

Held in three stages over the course of the year (an initial workshop, presentation of solutions and final selection), the Hackathon resulted in the development of proposals focused on reducing greenhouse gas emissions, the sustainable management of waste, optimization of fleets, and improvements to the loading of barges for greater operational, asset and employee safety. The projects form part of the improvements to the areas of logistics, waterway operations safety, technology and sustainability.

The participants receive recognition for their work. The three teams offering the best solutions were rewarded with career mentoring, remunerated internships at Hidrovias do Brasil, technical visits to the operations at the Port of Santos and financial support. The event supports the belief that, for Hidrovias do Brasil, innovation and sustainability are fundamental partners.

1ST CREATING INNOVATIVE SOLUTIONS HACKATHON



12 participating teams



5 key areas addressed in the final projects

- » Reduction of greenhouse gas emissions
- » Sustainable management of waste
- » Optimization of fleets
- » Improvement of the loading of convoys
- » Improvement of waterway shipping safety



Alan Rodrigo, Northern Operation/PA

Continuous Improvement

The fifth edition of Hidrovias do Brasil's Challenge for Continuous Improvement program involved 300 employees in 2024 and fostered initiatives that could generate estimated gains of more than BRL 4.5 million per year. The project encourages internal innovation and the improvement of the operational processes in the Northern and Southern logistics corridors, as well as the operations in Santos and short-sea shipping in Pará.

Now in its fifth year, the program welcomed 145 innovative ideas (40 more than in 2023), with 40 of them making it to the pre-acceleration phase, during which 20 were selected for the acceleration stage. Six proposals went on to participate in the 'Demoday', the final event in which the projects are presented to an

evaluation panel and undergo technical and financial analysis before implementation.

Of the six proposals, two were chosen for implementation. The winners received BRL 2,000 for educational support, as well as a thank-you kit that includes a tablet and other items for each member of the teams, which were made up of up to four people. The initiatives aimed to safely and efficiently improve the waterway transportation of cargo.

Amongst the points addressed were: the method used for loading barges, which need to be easily taken apart for safety reasons; and the use of artificial intelligence for the analysis of video images, with the aim of identifying opportunities to prevent emergency situations.

Since its creation, the Challenge for Continuous Improvement event has implemented 34 projects and is in the process of implementing another seven from other editions. These are focused on safety,

the environment, operational efficiency, financial management, internal processes, and the quality of life of the employees. The initiative reinforces Hidrovias do Brasil's commitment to innovation and seeking sustainable solutions in the logistics sector.

Cubo Maritime & Port

Since 2022, Hidrovias do Brasil has been one of the funders of the Cubo Maritime & Port, a Cubo Itaú innovation hub. The aim of this initiative is to promote collaboration between large corporations and startups to develop innovative solutions and technologies that can make the port operations and waterway transportation of cargo safer, and more efficient and sustainable.

In 2024, the Cubo Maritime & Port expanded its international operations by entering into a partnership with the Port Innovators Network (PIN), which includes the ports of Hamburg

(Germany), Valencia (Spain) and Halifax (Canada). This cooperation is aimed at driving the adoption of innovations in the global port ecosystem, promoting the sharing of ideas, results of projects, experiences in innovation, methodologies and best practices.

The hub has also continued to expand its community of startups, reaching a total of 24 emerging companies dedicated to the development of technological solutions for the maritime and ports sector. These startups are involved in projects that aim to improve the operational efficiency, safety and sustainability of the port operations and water transportation of cargo.

The projects developed through the Maritime & Port hub are tasked with optimizing the waterway transportation of cargo in Latin America, reducing costs, fuel consumption and shipping times, as well as improving the energy efficiency and optimizing processes. The aim is to promote the sustainable development of this low carbon form of transport, responsibly taking advantage of its potential.



145
innovative ideas
submitted in 2024

34
projects
implemented



SOME OF THE INITIATIVES DEVELOPED BY THE MARITIME & PORT HUB:

Demodays

At these events, the startups present their ideas to big players in the market. In 2024, of special note were Innovation on the Seas (May 23), focused on overseas trade and strategic connections, and Navigating the Future (October 30), which encouraged innovation based on maritime and port operations.

Intermodal 2024

The Cubo took part in the Innovation Terminal at the Intermodal South America 2024 (São Paulo), bringing together logistics startups in a single space dedicated to innovation. The event highlighted the path that Cubo Itaú has taken in connecting innovative solutions since 2015 along with the opportunities that exist for the sector's development.

International Partnerships

In July 2024, the M&P hub announced a partnership with the Port Innovators Network (PIN) designed to connect ports in Germany, Spain and Canada for the exchange of knowledge and innovation. In 2023, the Cubo had already established a cooperation agreement with PIER71 in Singapore, with an enormous impact on global startups.

Integration of the ESG Hub

A partnership with the ESG hub to strengthen sustainability in the maritime-ports sector, including events and training sessions for startups, making the topic an essential part of the projects being developed.

Development of Proficient Innovation (DIP)

By means of the DIP program, a number of Hidrovias do Brasil's internal departments take part in the Cubo to make startups aware of the sector's challenges, and allow them to work on innovative solutions. The initiative also helps to reinforce the commitments to sustainability and operational efficiency.

24 startups form part of the Cubo Maritime & Port

The hub has an annual turnover of more than **BRL 100 million**



Modernization of shipping

Hidrovias do Brasil has consistently taken great steps forward in the modernization of shipping in the Northern and Southern corridors. The initiatives are structured around four principal fronts, each of which aim to improve the performance of the operations, increase security and reduce socio-environmental impacts:

Emerging technologies

The adoption of emerging technologies, such as sensors and systems allowing for monitoring in real time, allows for optimization of the operations, ensuring greater efficiency in the shipping movements and use of resources, such as fuel, whilst also enabling more precise management of the conditions of the shipping channels.

Intelligent fleet management

This involves tracking the vessels to ensure that the shipping operations are conducted safely. With this system in place, it is possible to continually monitor the positions of the vessels, thus ensuring that the transportation along the waterways is safer and more efficient.

Digitization of processes

This is aimed at simplifying the operations and reducing the waiting time in the different stages of the logistics process. The digitization of information and the automation of processes have led to significant improvements in the operational efficiency and decision-making focused on sustainability.

Advanced planning and routing

The use of specialist software allows for the optimum routes to be defined, taking into consideration variables such as water levels and the depths of different stretches. This is especially important during periods of drought or variable water levels, as occurred in 2024, allowing for adjustments to be made to avoid interruptions in the shipping and to make better use of resources.

The result of the 'Irupê' project, the intelligent planning allows for the draft top to be calculated at strategic points along the waterway, predicting variations in the water levels and guaranteeing greater shipping safety and efficiency.

Precise analyses of shipping conditions can be forecast up to 15 days in advance, through the combined use of historical data of the preceding 100 years and Artificial Intelligence.





CURRENT CHALLENGES

Hidroviás do Brasil takes an open stance to ensuring the development of solutions directly related to the most pressing challenges in the water transport sector. These include gains in energy efficiency, reduction of impacts, and advances in safety, and are addressed by means of studies developed in partnership with universities and innovation institutions. Three strategic challenges:

Digitization of shipping plans: The company has established a comprehensive database, including information on the weather, water levels, bathymetry, expected rainfalls and past data. This information is processed using hydraulic and hydrological modeling, as well as machine learning to predict shipping scenarios. This arrangement will allow for the full digitization of the shipping plans, making the operations more precise and reducing the need for critical decisions to be made during transportation.

Adaptation of the vessels: As well as incorporating technologies regarding efficient energy use on the tugboats, Hidroviás do Brasil has conducted surveys to improve the capacity of the barges. One example of this evolution is the raising of the barges' coamings, allowing for more cargo to be transported by taking greater advantage of the vessels' capacity. With this improvement, the fuel consumption per ton transported was reduced, meaning a subsequent drop in the level of greenhouse gas emissions. The 17 barges constructed in 2023 and 2024 have been tested and authorized, fully meeting the new guidelines on height.

Pursuit of the ideal fuel The Company is investigating energy alternatives that could reduce environmental impacts whilst maintaining operational efficiency. Amongst the options being analyzed are fossil fuels, renewable sources and hybrid mixes. One of the main areas of study at the moment is the viability of using B100, a renewable fuel produced using vegetable oils or animal fat, which are both becoming increasingly more available. One initial test is currently being planned, having been authorized by the environmental organs and regulators, which involves the evaluation of the performance of B100 in waterway operations.

Business-financial and operational performance

2024 was notable for the adverse weather conditions that impacted the principal shipping routes. Hidrovias do Brasil faced the most severe droughts since the start of its operations in the Northern and Southern corridors, a very rare scenario that resulted in operating restrictions and required strategic adaptations.

These challenges have a direct effect on the total cargo transportation figures, which came in at 15.9 million tons¹, a 13% reduction compared to 2023. The Net Operating Revenue totaled BRL 1.7 billion, meaning a 9% drop in 2024. Even so, Hidrovias do Brasil maintained its focus on operational efficiency and its disciplined allocation of funds, intensifying its efforts to ensure sustainability of the business model.

In the North, despite the severe restrictions on shipping during the second half of the year due to the water crisis, the company recorded a higher Ebitda, driven by the positive readjustment of tariffs. In the Southern Corridor, meanwhile, the iron ore route was forced to operate with an extended period of low waters, demanding additional measures to ensure continuity of the operations.

The resilience of the company was reinforced by the receipt of an Advance for Future Capital Increase (AFAC) from Ultrapar Logística, in the sum of BRL 500 million in the fourth quarter. This operation strengthened Hidrovias do Brasil's financial structure and increased its investment capabilities in relation to infrastructure and the optimization of its operations. Furthermore, the entry of Ultrapar as a reference shareholder sets up a new strategic cycle for the company, reflecting the confidence shown in its business and opening up new opportunities for growth.

The adjusted Ebitda + JVs was BRL 608 million, with a margin of 35%, impacted by the additional costs required to keep the operation running in the face of challenging conditions. For the coming years, Hidrovias do Brasil has strengthened its commitment to structural solutions which increase the resilience of waterway transportation. Initiatives such as dredging and land removal will be essential in mitigating the impacts of hydrological variations, guaranteeing greater predictability and operational efficiency.

¹: The volume is proportional to the company's share in the JVs, the result of which is calculated by means of equity equivalence.



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Adjusted Ebitda of **BRL 608 million** (including the proportional Ebitda of the JVs).

FINANCIAL RESULTS

Over the course of 2024, the total costs were recorded at BRL 193 million, a drop of 40% compared to 2023. This drop can be attributed principally to the exchange-rate variation on the dollarized debt, and other effects on the balance lines. This impact was partially offset, however, by the positive effect generated by the revenue from financial investment and by the mark-to-market from the USD/CDI+ swap, used to protect the company's cash flow.

NET EARNINGS (LOSS)

The net loss was recorded at BRL 622 million in 2024, against a profit of BRL 18 million in 2023. This result was impacted by the appreciation of the dollar, which generated a non-cash effect of BRL 396 million, by the water crisis, and by non-recurrent effects, such as the impairment of BRL 90 million on the HB Potiguar, the surety of BRL 17 million paid to the CDP, and BRL 13 million relating to the donation for investment in the railway network in Santos.

OPERATING REVENUE

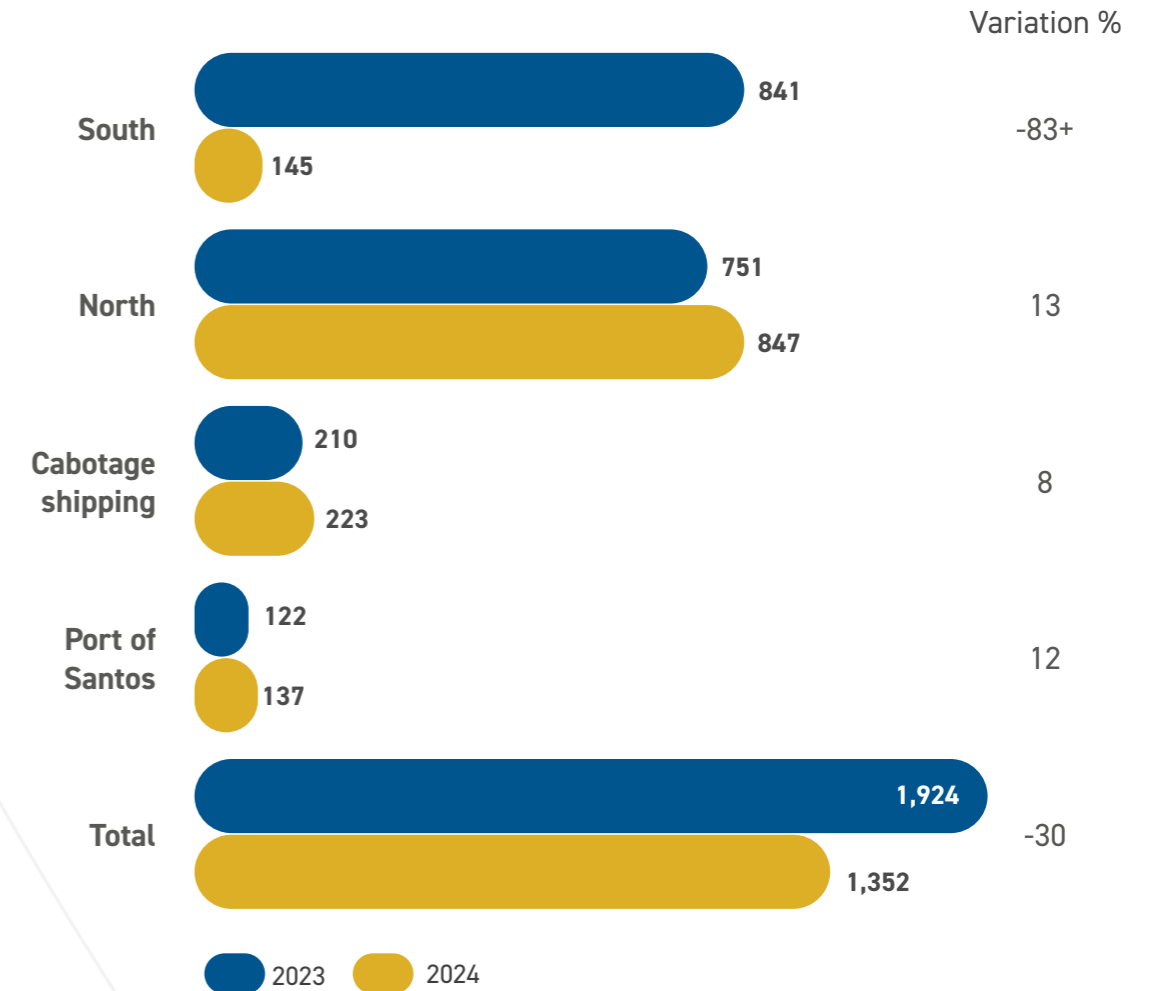
The Net Operating Revenue totaled BRL 1.7 billion, meaning a 9% drop in 2024. This performance was principally impacted by the draft restrictions in the South, which affected the volume of cargo which could be transported. The reduction was partially offset, however, by higher tariffs in the North, and by the increased volume of products transported by means of cabotage shipping and in Santos.

INVESTMENTS

The investments in Capex reached R\$ 361 million in 2024, an increase of 13% over the previous year. Of this total, 62% were made in the expansion of the network in the North and the railway system in Santos, as well as investments in planned maintenance and innovation. The expansion projects include the construction of barges for the ETC's floating crane and investments in the Northern Corridor.

Statement of added value

Net revenue (BRL millions)





Caiele Carvalho de Oliveira
Santos Operation/SP

Direct economic value generated and distributed GRI-201-1

Direct economic value generated (in millions of BRL)

	2022	2023	2024
Revenue	2,322.42	2,671.99	2,307.27

Economic value distributed (in millions of BRL)^{2,3}

	2022		2023		2024	
	Sum (BRL)	%	Sum (BRL)	%	Sum (BRL)	%
Cost of services provided	1,720.11	73.81	1,504.29	56.67	1,665.99	56.89
Employee wages and benefits	83.38	3.58	277.23	10.44	303.21	10.35
Payments to capital providers	407.12	17.47	693.11	26.11	754.07	25.75
Payments to the government	119.99	5.15	179.76	6.77	205.70	7.02
Total	2,330.60		2,654.39		2,928.97	

Economic value retained¹ (in millions of BRL)

	2022	2023	2024
Total	-8.16	17.60	-621.70

¹ "Direct economic value generated" less "Economic value distributed"

² The economic value generated and distributed by the organization includes the domestic and international markets, due to the operations in Brazil and South America. The coverage is defined as the Santos, Short-sea shipping, and Northern and Southern Corridor operations, which are crucial for the generation of results.

³ In 2022 and 2023, adjustments were made to the revenue sums and the costs of the services provided, which resulted in a reclassification of the corresponding percentages in both years. [GRI 2-4](#)

4

Our Stance on Sustainability

CAPITALS



SOCIAL AND RELATIONSHIP CAPITAL

ASPECTS COVERED

- » SUSTAINABILITY COMMITMENTS
- » MATERIALITY PROCESS
- » ADHESION TO THE SDGs

Sustainability commitments

Sustainability forms a fundamental part of the strategy pursued by Hidrovias do Brasil, underpinning its processes and projects since the company was founded in 2010. As a highly efficient, low carbon logistics solution for South America, the company has integrated the socio-environmental management and general management of all its operations, as it strives for continual innovation and evolution in governance.

To ensure this integration, since 2021, Hidrovias do Brasil has structured its sustainability initiatives around six public commitments. They are aligned with the Company's 2021 double materiality matrix and the United Nations' Sustainable Development Goals (SDGs) that are applicable to its business sector.

The commitments that guide Hidrovias do Brasil's actions for the construction of an integrated and sustainable logistics chain are:

Climate change

To support the decarbonization of the Brazilian logistics system by offering innovative and reliable waterway and maritime logistics solutions.



Environmental impacts

To mitigate the negative environmental impacts and support the regeneration of the river ecosystems that enable the waterway transportation of cargo.



Ethics and transparency

To tirelessly and doggedly cultivate ethics and transparency in our relationship with all our stakeholders.



Local development

To effectively contribute to the socioeconomic development of the communities neighboring the operations.



Value chain

To guarantee that the origin of the products transported is deforestation-free and includes ESG criteria in the selection, qualification and development of suppliers.



Human development





To promote a safe environment and a diverse, inclusive and continually developing culture for our employees.



The progress made towards achieving the 2024/2025 biennial targets was consistent over the course of 2024.

During this period, Hidrovias do Brasil established **more detailed indicators to gauge the results**, providing traceability and transparency in its journey, a cumulative effect that will gradually improve the monitoring over the coming years.

2024/2024 targets tables showing Hidrovias do Brasil's sustainability commitments:

2024/2025 TARGETS AND INDICATORS		
 CLIMATE CHANGE	Publicly disclose the 2030 Carbon Neutrality Plan.	80%
	Offset and reduce the greenhouse gas emissions (scopes 1 and 2) per ton transported, in accordance with the published plan.	
 ETHICS AND TRANSPARENCY	Resolve 100% of the grievances received in the period.	100%
	Publicly disclose the status of 100% of the commitments made and any delays and challenges.	
	Annually publish an Integrated Report with auditing based on CVM Resolution 193.	
 VALUE CHAIN	Develop and execute a development plan for 25% (2) of our suppliers with critical ties to ESG (8) as mapped in the 2024 cycle.	100%
	Publish our core ESG guidelines for 100% of our customers and suppliers.	
 ENVIRONMENTAL IMPACT	Achieve a minimum efficiency of 80% for all operational environmental controls. (2022 baseline)	100%
	Sustainably allocate at least 70% of the generated waste. (2022 baseline)	

2024/2025 TARGETS AND INDICATORS



LOCAL DEVELOPMENT

Address at least 70% of the high-criticality socio-environmental risks.

100%

Address 100% of the demands registered with the Ombudsman Channel (*Alô Comunidade*).

100%

Co-create at least one social initiative in 100% of the priority communities.

100%



HUMAN DEVELOPMENT

Maintain a 91% satisfaction rate in the Justice Pillar (GPTW).
(baseline 2023 – 91%)*

100%

Increase the representation rate of women in management positions by three points. (baseline 2023 – 35.5%)

100%

Increase the representation rate of women in the operations by one point.
(baseline 2023 – 05%)

60%

Increase the racial diversity rate by one point.
(baseline 2022 – 33.8%)

100%

In 2025, Hidroviás do Brasil made headway in the definition of its long-term targets and indicators. Since 2021, when the sustainability commitments were established, the company has already adopted **46 indicators** designed to monitor the targets,

The indicators were fine-tuned in 2024, with the intention of achieving more precise measurements and continuing with the positive social impact of the sustainability initiatives.

Materiality process

GRI 3-1 and 3-2

In order to identify and prioritize the most important topics, meaning those which should be included in its actions, covering both the impacts of its activities and its stakeholders' expectations, Hidrovias do Brasil structured its Materiality Matrix between 2020 and 2021. By means of a thorough process, the Company looked to increase the participation of its interested parties, following three main stages: engagement and mapping of the stakeholders, identification and analysis of the impacts, and prioritization of the material topics.

The definition of the Materiality Matrix involved the participation of 280 individuals, including employees, suppliers, investors, customers, outsourced workers, and representatives of the local communities. The resulting analyses were validated by the technical departments and approved by the company's senior management, ensuring that the matrix does indeed reflect Hidrovias do Brasil's strategic commitments.

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The process employed for development of the Materiality Matrix followed three distinct stages:

1

ENGAGEMENT AND MAPPING OF STAKEHOLDERS

Identification of the main stakeholder groups, how they relate to the company and the existing communication channels. Based upon this mapping, the areas requiring most attention were identified.

2

INTERNAL ANALYSIS AND IDENTIFICATION OF THE IMPACTS

Mapping of the company's positive and negative impacts, according to the GRI standards, performed by a focus group made up of 21 members of the reporting team. The analysis took into account the organization's value chain and sustainability commitments.

3

PRIORITIZATION OF TOPICS

Definition of the material topics through the combination of internal analyses and stakeholder opinions. The information was collected by means of interviews, multiple-choice questionnaires and an open-ended question.

Read about how the seven macrotopics cover 13 essential topics related to the activities of Hidrovias do Brasil:

MACROTOPICS, MATERIAL TOPICS AND IMPACTS



MACROTOPIC

SOCIO-ENVIRONMENTAL AND LAND MANAGEMENT

MATERIAL TOPICS

- » Socioeconomic and environmental impact on the neighboring communities
- » Biodiversity
- » Land planning
- » Waste

Hidrovias do Brasil's activities have the potential to positively and negatively impact the surrounding communities. Factors such as atmospheric emissions; non-inert and recyclable hazardous waste; sanitary and industrial effluents; dust, noise, and vibrations are features of our port and shipping operations and, unless they are properly managed, they can negatively affect the immediate surrounding regions.

Similarly, the generation of employment and income and the socioeconomic development brought about by HBSA's activities in the regions where we operate can have positive impacts that should be the objective of programs that expand and optimize them.

Within this context, Hidrovias do Brasil has implemented a strategy involving sustainability and social performance guidelines, taking a comprehensive approach that involves the identification of risks and impacts, the demarcation of the communities and identification of the stakeholders. By actively listening, and based upon the premise of co-creation in the regions, a wide range of different initiatives has been developed involving dialog, impact management and social investment. Furthermore, the company has implemented mechanisms designed to ensure that the historical use of the lands continues, thereby contributing to the regeneration of the ecosystems and the proper management of the waste generated, which includes efforts to reduce and reuse the materials involved.

Murilo Diamantino,
Northern Operation/PA



MACROTOPICS, MATERIAL TOPICS AND IMPACTS



MACROTOPIC

CLIMATE CHANGE AND OUR CONTRIBUTION

MATERIAL TOPICS

- » Energy efficiency
- » Emissions

Hidrovias do Brasil operates with the waterways, a form of transport which, compared to highways and railways, is considered to be a lower impact alternative with regard to greenhouse gas (GHG) emissions.

In addition to its business model, the company has implemented a decarbonization strategy that involves the evolution of its energy matrix, both in terms of shipping and the terminals. One example of this is the adoption of the world's first operational tugboats using hybrid technology and super-convoys, which travel with up to 35 barges, ten more than traditional convoys.



MACROTOPIC

NURTURING THE VALUE CHAIN

MATERIAL TOPICS

- » Origin and impact of the transported product

Hidrovias do Brasil transports bulk solids and commodities originating from the mining sector, the agro-chain and cellulose production. As part of these chains, the company is aware of its obligation to have a positive influence on the operations of its value chain (clients and suppliers) with the aim of implementing processes with a low socio-environmental impact.



MACROTOPIC

DEVELOPING PEOPLE

MATERIAL TOPICS

- » Diversity
- » Human development

The attraction and retention of human capital, as well as the promotion of a safe and welcoming environment, is a priority for the company. Amongst its targets, Hidrovias do Brasil envisages a diverse and inclusive culture, that allows for the continued development of its workforce, as well as an emotionally safe environment, that enables the full expression of its employees' potential. The company also promotes actions that engage and support the learning and growth of its employees within the company, guaranteeing benefits that encourage health, wellbeing and a sense of belonging and participation.

MACROTOPICS, MATERIAL TOPICS AND IMPACTS



MACROTOPIC
**OCCUPATIONAL
HEALTH & SAFETY**

MATERIAL TOPICS

» Health and safety

The port and shipping operations have mapped out the occupational risks relating to health, safety in the workplace, and the quality of life of our employees. With the aim of eliminating or mitigating the exposure to risk, wherever possible the company establishes strategic measures designed to promote a safe working environment propitious to the wellbeing and development of its employees.



MACROTOPIC
**ECONOMIC
PROSPERITY**

MATERIAL TOPICS

- » Generation of employment
- » Economic impact generated

Hidroviás do Brasil aims to have a positive impact in the regions in which it operates, through the generation of regional and local employment, and by supporting the qualification and employability of those living in these locations. Its presence in the regions also boosts a range of indirect economic impacts related to the strengthening of local suppliers and the generation of taxes for the municipalities.



MACROTOPIC
**ETHICS AND
TRANSPARENCY**

MATERIAL TOPICS

» Ethics and transparency

Ethics and transparent conduct are fundamental premises for Hidroviás do Brasil, which extends its principles to its employees and to the value chain, whilst also establishing mechanisms designed to ensure compliance in the conducting of its business.

The materiality matrix, which is connected to Hidroviás do Brasil's sustainability commitments, has ensured **strategic targeting** in the process employed to identify more important impacts.

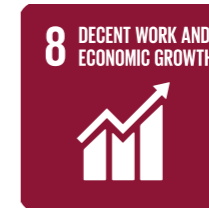
The establishment of targets and indicators allows for the continual evolution of Hidroviás do Brasil in its sustainability journey, **driving concrete and measurable advances.**



Northern Operation/PA

Adhesion to the SDGs

Based upon the priorities identified, Hidrovias do Brasil focuses on strategic areas that directly address 9 of the UN's 17 Sustainable Development Goals (SDGs). This work demonstrates the company's commitment to collaborating with the global objectives, whilst at the same time adding value to the operation and the neighboring communities:



5

Climate change strategy

CAPITALS



INTELLECTUAL
CAPITAL



NATURAL

MATERIAL TOPIC

- » ENERGY EFFICIENCY
- » EMISSIONS
- » TECHNOLOGY AND INNOVATION

COMMITMENT TO SUSTAINABILITY

- » CLIMATE CHANGE

ASPECTS COVERED

- » CLIMATE CHANGE AND HIDROVIAS DO BRASIL'S CONTRIBUTION
- » CLIMATE ADAPTATION STRATEGY
- » IN PURSUIT OF EMISSIONS REDUCTIONS



Climate resilience and Hidrovias do Brasil's contribution

GRI 3-3 CLIMATE CHANGE AND OUR CONTRIBUTION, 3-3 ECONOMIC PROSPERITY

The lack of rainfall simultaneously affected the Tapajós-Amazonas and Paraguai-Paraná waterway in 2024. The severe drought significantly impacted shipping and the flow of cargo in these regions, making the importance of climate resilience initiatives that much more obvious.

In the Northern Corridor, the impacts were felt in the second half of the year. The Association of Port Terminals and Cargo Transshipment Stations in the Amazon Basin (Amport) reported that, at the end of September 2024, the grain transportation companies in the region were transporting 40% less cargo.

In the Southern Corridor, the lower volumes were highly significant in the first quarter and this trend continued throughout the year. The water levels of the Paraguai River were affected by the drought in the Pantanal region, which started as early as October 2023. The reduction in the volume of waters was consequently also felt in the Paraná River.

The time required to pass through the most affected stretches was tripled, which made it more difficult for Hidrovias do Brasil to achieve its operational targets.

The shift in the pattern of the rainfall which normally takes place in the middle of the year had a seasonal effect on the water levels of these two corridors, directly influencing shipping and water transport. Recent weather events have both brought forward and prolonged these periods of low-water levels.

Hidrovias do Brasil has been continually working to improve the resilience initiatives that have been adopted in the low-water months. The most significant advances have been made in understanding the rivers and in the use of data on the shipping conditions to be able to implement intelligent journey planning.



Northern
Operation/PA

Two important pillars guide Hidrovias do Brasil's efforts to contribute to mitigating climate change: the climate adaptation strategy, and the climate emissions reduction strategy. Based upon these two fronts, the Company aims to support the decarbonization of the logistics sector and the full neutralization of its GHG emissions.

Climate adaptation strategy

Changes to the climate have caused longer and more frequent periods of drought in the last decade. Even so, the Paraguai, Paraná, Tapajós and Amazon rivers remain viable, long-term logistics alternatives, with great potential for the development of integrated and low carbon transport solutions. Within this context, shipping during periods of low water levels has been established as an operational strategy and as a demonstration of the resilience of Hidrovias do Brasil.

The Company has intensified its efforts to become even more resilient, with a strategy of continual climate adaptation. On one front, it aims to improve shipping conditions and, on the other, it is adapting its operations and assets to the variable conditions of the rivers and climate.

More navigable channels

During periods of drought, the fall in the water levels increases the impact of the physical obstacles that form along the rivers. Sand banks and rocky stretches, for example, become more obvious, making it more difficult for vessels to pass through. At those points where it is impossible to avoid these bottlenecks, interventions need to be made, involving initiatives such as dredging or land removal. These actions, aimed at ensuring a navigable depth, are the responsibility of the public authorities thus guaranteeing the continuity of transport even during periods of little rainfall.

In the Northern Corridor, Hidrovias do Brasil is highly involved in the waterways sector, monitoring the removal of the physical obstacles at critical points along the Tapajós River that have been identified by the National Department of Transport Infrastructure (DNIT). The work moved forward a great deal in 2024, with the contracting of dredging work by the Brazilian government. These interventions should be concluded in 2025, ensuring navigability in safe draft conditions.

 **READ MORE**
about **emergency dredging in the Northern Corridor** on [page 25](#)

In the Southern Corridor, where the draft had originally presented more challenging natural conditions due to the shallow waters, the critical stretches have been mapped and have been the target of actions in 2024 and 2025, in both Brazil and Paraguay. In 2024, one of the most important advances was the land removal near to the Remanso Bridge, 20 kilometers from Asunción, with bidding and execution of the work that has significantly improved the shipping conditions. Due to the water crisis in the region, the Company has used bathymetry to intensify the monitoring of the formation of physical obstacles on the riverbeds.

 **READ MORE**
about **emergency dredging in the Northern Corridor** on [page 25](#)

The Company actively participates in the process aimed at enabling the dredging and land removal projects, through the creation of knowledge and its own institutional activities. The participation can be seen in the identification of low draft stretches and in the monitoring of public hearings, environmental licensing processes and bidding rounds. This stance of collaboration with the waterways sector, regulators and local authorities has proven to be essential to the implementation of the works projects, ensuring that all the stages comply with the environmental and operational regulations and demands, with the aim of continually improving the shipping conditions and the sustainable development of water transport.

Operational solutions

The improvements made in relation to resilience over the past few years has arisen principally from solutions applied in the operations. One of these has been the intelligent planning of journeys, based upon the analysis of weather patterns and historical data of the rivers. The journey planning outlines the shipping course and conditions with a level of precision that has never been seen before.

Proactive alterations, for example, allow the convoys to navigate shallow waters, forecasting sections where the riverbed may rise as a means of steering through critical stretches. The situation is constantly updated during the journey and the new data can be communicated to the crew in real time through the use of digital tools. This planning facilitates the navigation, reduces journey times, improves energy efficiency, and makes the conditions safer for the crew.

Hidrovias do Brasil is constantly monitoring the water levels along its routes, permitting swift adjustments in the operations to ensure efficiency and safety. Analyses based upon accumulated records and the use of artificial intelligence provide reliable forecasts on the shipping conditions for periods of up to two weeks. The flexibility in the programming of departures and arrivals allows the vessels to take advantage of high tides or higher water levels in the rivers.



CLIMATE ADAPTATION STRATEGY

Identification and gauging of the physical risks in each corridor

Proactive mitigation of the climate risks

Adaptation of the operations in the face of adverse conditions

Continual monitoring of the river water levels and weather forecasts

Development and application of advanced technological solutions



Resilience during the water crisis

How the production and crossing of information on the rivers, climate and shipping conditions were used in the operational planning in the Northern and Southern corridors in 2024:

Northern Corridor:

The planning of the operations was focused on flexibility and operational excellence in the Northern Corridor. The water crisis (which severely affected the Tapajós River, mainly between September and the start of December) required a flexible approach, involving adaptation to the rapidly shifting changes in the water levels.

One of the first actions involved bringing forward the maintenance breaks, which usually take place at the end of the year. This work began in October, meaning less impact on the operations in December. Furthermore, the uncoupling of the convoys was necessary to ensure safe passage at critical points.

At the times of greatest intensity in the water crisis, the width at curves in the Tapajós River was reduced to less than half the normal distance, meaning that the broken down convoys had to pass through them in stages.

Another important aspect was the relocation of tugboats. The transfer of tugboats from the TUP to the ETC ensured productivity at loading times and reduced the risks of running aground, amongst other factors resulting from the crisis. In addition to these measures, bathymetry actions, involving the continual scanning of the channels, contributed to adjusting the shipping in line with the conditions presented at each critical point, thereby avoiding hold ups and allowing for much more precise monitoring of the draft.

As in the Southern Corridor, filling the tanks with less fuel reduced the weight of the tugboats, meaning they could operate on shallower stretches of water. This measure was fundamental in avoiding interruptions in the transportation of cargo in these regions.



Rangel Araujo
Northern Operation/PA

Southern Corridor

The river levels remained lower than normal in the Southern Corridor for practically the whole of 2024. The challenges and resilience measures became absolutely essential, mainly along the stretch between Corumbá (MS) and Asunción (PY). To tackle this situation, the synergy between the teams was fundamental, with a focus on optimizing resources and operational flexibility.

Amongst the resilience actions, tugboats capable of navigating in shallower waters were deployed on the most critical stretches. The more powerful and heavier tugboats, which require deeper waters, were used in regions that were less impacted by the drought.

Hidrovias do Brasil established a team that was entirely dedicated to taking bathymetry readings in the Southern Corridor in 2024. With the assistance of special teams and a powerboat, the experts swept the rivers at their most critical points, focusing on a different stretch each week.

One of the most effective actions in guaranteeing the continuity of cargo transportation in dry periods was the removal of underwater rocks in the area close to the Remanso Bridge, in the Asunción region, by the public authorities.

With the increased depths that this project achieved, interruptions were avoided during a large portion of the periods in which the levels of Paraguai River dropped. Hidrovias do Brasil collaborates with information and analyses which assist in the dredging and land removal processes performed by the Paraguayan authorities.

Another important point was the control measures applied to fueling. The strategy of filling the tugboats with only the necessary and safe amounts of fuel allowed them to operate in lower drafts, thereby optimizing the shipping in shallower stretches. The careful planning and efficient management of resources were essential in avoiding unexpected hold ups.

In pursuit of emissions reductions

Waterway transport has been highlighted as a promising solution for mitigating the impacts of climate change, owing to its optimum performance with regard to fuel consumption per ton of cargo transported. Either as an alternative or working as part of a network of integrated multimodal solutions, the waterways emit fewer greenhouse gases (GHG) than systems that combine solely railway and highway forms of transport.

Hidrovias do Brasil has also implemented measures designed to mitigate environmental impacts, with the efficient management of its emissions. Its strategy includes commitments to reducing emissions through innovation and operational excellence, and offsetting the inevitable emissions through the acquisition of high integrity carbon credits.



LOW CARBON

A study performed by the Future Climate Group, in partnership with Hidrovias do Brasil, in 2024, compared the CO₂e emissions per useful ton-kilometer (TKU) on the waterway, railway and highway forms of transport.

The study specifically analyzed HBSA's 2023 emissions in the Northern (1,200 km) and Southern (2,600) corridors in making this comparison. The results show the extent to which the waterways can be considered to emit less carbon.

Emissions of CO₂ equivalent per useful ton-kilometer (TKU) between the different forms of transport:

Emissions (grams of CO₂/TKU)



COMPARISON

Waterway transportation was notable for its lower impact on the climate per ton of cargo transported, emitting significantly fewer greenhouse gases compared to the railways and highways. Below is a comparison of the Northern and Southern corridors and the average comparisons:



NORTHERN STRETCH

46% less CO₂ than railways
77% less CO₂ than highways

SOUTHERN STRETCH

30% Less CO₂ than railways
70% less CO₂ than highways

TOTAL

36% less CO₂ than railways
73% less CO₂ than highways

The company has adopted an integral and continual approach to managing its GHG emissions across its entire range of operations, including all three scopes of classification, by means of its emissions inventory. This report is audited by an independent Assurance Body (only scopes 1 and 2) and published in the Brazilian GHG Protocol Program. It was recognized with the Gold Seal in 2024, which certified the business inventory as having achieved the highest level of performance for the third year running. The seal related to the 2023-2024 cycle (2023 GHG emissions). The 2024 emissions inventory will be submitted in 2025.

The Company is developing its Climate Ambition, taking into account the reduction and offsetting of its GHG emissions. Strategies include the reduction of its carbon footprint and the transition to a low-carbon economy.

DISCLOSURE INSIGHT ACTION (CDP)

Since 2023, Hidrovias do Brasil has been publishing its data on Greenhouse Gas (GHG) emissions and its strategies for identifying the risks and opportunities related to climate change on the Disclosure Insight Action platform operated by the CDP. The CDP is a global, non-profit organization that administrates the largest platform for the disclosure of environmental initiatives developed by companies, cities and states. With more than 700 signatories from the capitals market, representing more than US\$ 142 trillion in assets, the platform has established itself as one of the most important references for investors looking for businesses with a sustainability agenda. More than 24,800 companies currently use the CDP to report their data on climate change, forests and water security.

Once the challenges had been recognized and the CDP's requirements had been mapped, the first official report, created in 2023 with regard to the data from 2022, resulted in a scoring of "C" on the topic of climate change.

In 2024, the company improved with a scoring of "B", meaning it had progressed enormously in the management of its climate risks and emissions.

This recognition is a result of the company's successful efforts to strengthen its environmental practices, aligned with best market practices for the development of a more sustainable and resilient economy.

In 2024, Hidrovias do Brasil recorded a total of 1,083,187.45 tons of carbon dioxide equivalent (tCO₂e) emissions, divided into 180,077 tons of direct emissions (Scope 1), 1,053 tons of emissions due to the consumption of electricity (Scope 2), and 902,057 tons arising from indirect sources (Scope 3).

The emissions intensity indicator, calculated by the ratio between the GHG emissions and the total tons of products transported, multiplied by the number of kilometers traveled by the vessels (TKU), was 0.05 gCO₂e/TKU in scopes 1 and 2.

0.05 grams of CO₂e/TKU
was the emissions intensity
indicator for scopes 1 and 2

1,083,187.45
tons of carbon dioxide equivalent
(tCO₂e) emissions

Direct greenhouse gas emissions (Scope 1) GRI 305-1

Direct (Scope 1) greenhouse gas emissions ^{1, 2, 3, 4, 5, 6}	2022	2023	2024
Generation of electricity, heat or steam	189.99	171.32	206,01
Physicochemical processing	142.56	448.76	112.86
Transportation of materials, products, waste, employees and passengers	202,455.67	198,663.52	177,834.21
Fugitive emissions	8,466.91	1,590.96	1,923.76
Total gross emissions of CO₂	211,255.13	200,874.56	180,076.84
Biogenic emissions of CO₂ (tCO₂ equivalent)	2022	2023	2024
	206.61	186.43	246.63

¹ The gases included in the calculations above were: carbon dioxide, methane, nitrous oxide and hydrofluorocarbons.

² Hidroviás do Brasil follows the guidelines of the GHG Protocol and ISO 14064 for the calculation of its greenhouse gas emissions.

³ The company uses the emissions factors and the global warming potential of the Intergovernmental Panel on Climate Change (IPCC) and the National Interconnected Grid (SIN) for its energy consumption.

⁴ The company has adopted operational control as the method used for consolidation of its calculation of emissions.

⁵ The GHG inventory is published on the Brazilian GHG Protocol Program platform, and the emissions are verified and approved in accordance with ABNT ISO norm 14064-3.

⁶ Base year: 2023

Indirect greenhouse gas emissions originating from the acquisition of energy (Scope 2) GRI 305-2

Indirect emissions originating from the acquisition of energy (tCO ₂ equivalent) ^{1, 2, 3, 4, 5, 6}	2022	2023	2024
	874.16	795.79	1.053,66

¹ The gas included in the calculations was carbon dioxide.

² Hidroviás do Brasil follows the guidelines of the GHG Protocol and ISO 14064 for the calculation of its greenhouse gas emissions.

³ The company uses the emissions factors and the global warming potential of the Intergovernmental Panel on Climate Change (IPCC) and the National Interconnected Grid (SIN) for its energy consumption.

⁴ The company has adopted operational control as the method used for consolidation of its calculation of emissions.

⁵ The GHG inventory is published on the Brazilian GHG Protocol Program platform, and the emissions are verified and approved in accordance with ABNT ISO norm 14064-3.

⁶ Calculations made using the location approach. The total sum of emissions originating from the acquisition of energy considering the market-based approach was 142.71 tCO₂eq in 2024.



Santos Operation/SP

Direct greenhouse gas emissions (Scope 3) GRI 305-3

Direct greenhouse gas emissions (tCO ₂ equivalent) <small>1, 2, 3, 4, 5, 6, 7</small>	2022	2023	2024
Activities related to energy and fuels	398.70	30,553.70	26,342.95
Upstream transportation and distribution	52.90	155.49	76.74
Waste generated in operations	4,199.10	1,594.56	773.81
Business travel	565.20	998.02	1,141.57
Employee transportation	266.00	0	0
Leased assets	209.30	928.36	988.46
Downstream transportation and distribution	185,869.30	0	872,733.32
Non-classifiable emissions	-	1,162,687.33	-
Total	191,560.50	1,196,917.46	902,056.85

¹ The gases included in the calculations above were: carbon dioxide, methane and nitrous oxide.

² Hidrovias do Brasil follows the guidelines of the GHG Protocol and ISO 14064 for the calculation of its greenhouse gas emissions.

³ The company uses the emissions factors and the global warming potential of the Intergovernmental Panel on Climate Change (IPCC) and the National Interconnected Grid (SIN) for its energy consumption.

⁴ The company has adopted operational control as the method used for consolidation of its calculation of emissions.

⁵ The GHG inventory is published on the Brazilian GHG Protocol Program platform, and the emissions are verified and approved in accordance with ABNT ISO norm 14064-3.

⁶ The non-classifiable emissions correspond to upstream and downstream transport operations (highway, railway and waterway), waste and leased assets.

⁷ For customers' and suppliers' waterway transportation and distribution, only the navigated stretch located within the polygonal area of the ports was considered, based upon the amount of cargo transported (t.km). The entire journey between ports was excluded from the calculation, with the focus being solely on the emissions for which the organization is responsible, even though they are neither paid for nor managed by Hidrovias and the products transported are neither purchased nor manufactured by the company.

Biogenic emissions of CO₂ (tCO₂ equivalent)

2022

2023

2024

206.61

186.43

126,328.16

Intensity of greenhouse gas (GHG) emissions GRI 305-4

Intensity of greenhouse gas emissions (gCO₂ equivalent/TKU)

2022

2023

20.054

Intensity of scopes 1 and 2 greenhouse gas emissions

0.05

0.04

0.05

Reduction of greenhouse gas (GHG) emissions GRI 305-5

Reductions of GHG emissions (tCO₂ equivalent)^{1,2}

2023

2024

Reductions arising from direct emissions (Scope 1)

10,171.31

20,797.20

Reductions arising from indirect emissions from the
acquisition of energy (Scope 2)

78.37

-257.66

Reductions arising from other indirect emissions (Scope 3)

0

294,860.15

¹ Operational Control was used as the consolidation approach for calculation of the emissions. The gases included in the calculations were: CO₂ - carbon dioxide; CH₄ - methane; N₂O - nitrous oxide; HFCs - hydrofluorocarbons. It follows the GHG Protocol methodology as a tool for calculation and the ISO 14064.

² The reductions noted in scopes 1 and 3 are not a direct result of reduction initiatives, but are related to the challenges presented by the operational conditions in 2024.

Energy efficiency actions GRI 302-4

Hidroviás do Brasil invests in improvements to the energy efficiency of its operations, seeking to reduce its direct and indirect emissions, but with a focus on scopes 1 and 2 of the GHG Protocol. These initiatives contribute to achieving the targets earlier than forecast, whilst representing advances in the transition to a low-carbon economy.

Super-convoys

The expansion of the convoys from 25 to 35 barges, launched in 2023 and almost fully implemented in 2024, allows for the transportation of 40% more cargo per voyage. Instead of 50,000 tons, each convoy can now carry up to 70,000 tons. The fuel consumption necessary to transport this amount ends up being about 10% less. The reduction in consumption can be as much as 20%, depending upon the stretch of water. This optimization has contributed directly to the reduction in direct Scope 1 emissions.

Four tugboats were employed to operate these super-convoys along the stretch between the Private Use Terminal in Barcarena and the Cargo Transshipment Station in Itaituba (PA) in 2024. Through until 2023, the convoys traveled with a maximum of 25 barges loaded with grain. The first voyage with the biggest floating convoy ever in Brazil was performed in February last year, having received a license from the Brazilian navy.

With the addition of another ten barges, a convoy can now transport up to **70,000 tons per trip**, reducing fuel consumption by 10%, or a drop from 2.6 liters to 2.1 liters per ton/km on certain stretches (19%).

With seven rows of five barges, a super-convoy is 346 meters long and 25 meters wide, and transports 70,000 tons of cargo, enough to fill **1,166 trucks, and with far fewer greenhouse gas emissions.**

Hybrid tugboats

As part of its innovations in sustainability, Hidroviás do Brasil uses two hybrid tugboats for its handling operations. Pioneers in the sector, the equipment promotes energy efficiency and contributes to the reduction of Scope 1 emissions. With motors powered by both electricity and fossil fuels, installed in 2023, they operated continually throughout 2024. They are employed at the Private Use Terminal (PUT) in Barcarena (PA), a region with a great deal of barge movement.

The hybrid tugboats alternately use electricity stored in batteries and fossil fuels. During those maneuvers requiring more power, the fossil fuel consumption is reduced, with electricity being used in its place.

This system combines the two types of energy with the aim of achieving maximum efficiency. The reduction in consumption varies depending upon the maneuver required and the shipping conditions. It is calculated that they avoid emissions of up to 2,168 tons of CO₂ per year in the handling operations.

Management of Scope 3 emissions

In Scope 3, which includes the indirect emissions principally arising from the supply chain and the transportation of products, Hidrovias do Brasil calculates the volume of CO₂e generated in the production of the fuels used in its vessels (well-to-tank emissions, in line with the International Maritime Organization - IMO - guidelines) and is investigating more sustainable alternatives in partnership with specialist institutions.

The company also calculates the emissions arising from the land transport of its cargo through to its installations, with these journeys being performed by its customers and predominantly using the highway network, whilst the use of renewable fuels is encouraged to minimize connected impacts.

Principal results

In 2024, the total energy consumption at Hidrovias do Brasil's installations was 2,308,076 Gigajoules (GJ), originating from non-renewable fuels, renewable fuels and electricity drawn from hydroelectric sources. The resulting energy intensity was 0.15 GJ per ton transported. The consumption dropped in relation to the previous period despite the 9.9% rise in volume transported compared to 2022, and also despite the operations being conducted on the reduced water levels that resulted from the droughts.

GRI 302-1, 302-3

With operational improvements, Hidrovias do Brasil significantly reduced its consumption of Heavy Fuel Oil (HFO) and Marine Gas Oil (MGO) in 2024. There was a drop of 245,648 liters of fuel consumed against 2023. GRI 302-4, 302-5

Energy consumption within the organization GRI 302-1

Total energy consumed broken down by scope ^{1,2} (GJ)	2022	2023	2024
Gasoline	1,051.46	5,414.45	7,989.78
Diesel	1,674,717.10	1,181,154.29 ³	781,181.89
Fuel oil	717,621.17	1,147,053.01 ³	1,348,498.99
Fuels from non-renewable sources	2,393,389.73	2,333,621.75	2,137,670.66
Ethanol	-	1,396.22	2,065.05
Biodiesel	-	143,280.05	94,761.35
Fuels from renewable sources	-⁴	144,676.27	96,826.40
Electricity	75,209.99	75,426.66	73,579.31
Total	2,468,599.72	2,553,724.68	2,308,076.37

¹ The calculations were made by multiplying the amount of fuel by its "Net Calorific Value", based upon the National Energy Balance report published by the Ministry of Mines and Energy in 2023. The organization does not sell any energy.

² The energy supplied to Hidrovias do Brasil's installations via the network is drawn from renewable (hydroelectric) sources.

³ For diesel oil, the company considers commercial diesel oil, which is used in the support equipment, and Maritime Diesel Oil (MDO) in the tugboats. For fuel oil, meanwhile, it considers Heavy Fuel Oil (HFO), which is also used in the tugboats.

⁴ There was no record of any consumption of fuels drawn from renewable sources in Hidrovias do Brasil's operations in 2022.



6

Human Development

CAPITALS



MATERIAL TOPIC

- » HUMAN DEVELOPMENT
- » GENERATION OF EMPLOYMENT AND INCOME
- » DIVERSITY
- » HEALTH AND SAFETY

COMMITMENT TO SUSTAINABILITY

- » HUMAN DEVELOPMENT

ASPECTS COVERED

- » ORGANIZATIONAL CULTURE
- » CAREER MANAGEMENT, ATTRACTION AND RETENTION OF TALENTS
- » DIVERSITY, EQUITY AND AN INCLUSIVE CULTURE
- » EMPLOYEE HEALTH AND SAFETY



Santos Operation/SP



Organizational culture

GRI 3-3 DEVELOPMENT OF PERSONNEL, 3-3 ECONOMIC PROSPERITY

Human development within the company is essential for Hidroviás do Brasil, which had 1,780 employees in Brazil, Paraguay, Argentina and Uruguay at the end of 2024. In 2024, the Company, together with an external consulting firm, took significant steps forward in the construction of a unified culture.

The first phase of the project involved a detailed diagnosis of the internal and external perception of the company's identity. The aim is to guarantee that Hidroviás do Brasil is clearly and similarly recognized by both its teams and stakeholders (be it in the Northern Corridor, Southern Corridor, Port of Santos, or within the short-sea shipping activities in Pará) and that its fundamental values are continually being renewed. This initiative should result in the alignment of the internal programs related to the organizational culture.

The initial diagnosis revealed that the company is recognized both internally and externally as a benchmark in sustainability and as a leader in the development of waterway transport. On the other hand, due to the diversity of the regions in which it operates, the Company recognizes the need for a structured process to be able to consolidate a cohesive corporate identity.

Along these lines, an initiative was begun to reposition the brand, which will be rolled out in 2025, with the involvement of the senior management and all the operational units. This work involves the company's growth and its plans for expansion within the waterways sector.

Each of the Company's operations has its own Climate Committee, responsible for strengthening Hidroviás do Brasil's identity and the relationship between all the employees. The committee establishes an annual calendar of actions designed to improve the working environment. It is composed of 20 voluntary employees from different departments, who work to make the day-to-day operations pleasant for everyone, by planning events and looking for ways of providing the employees with benefits, always working together with the Personnel and Culture team.



PRINCIPAL RESULTS

8,902 obligatory training sessions concluded through until December 2024, through the **Hidroviás Academy**

4,490 hours of training as part of the Languages Program alone, **involving 838** private classes and **319** group classes

338 individuals trained in *workshops* and on courses on work software and subjects such as customer experience and competition in the market

86% satisfaction in the GPTW survey, three points more than in 2023

BRL 253,000 invested in education subsidies, benefiting 11 people from areas such as operational planning, risk management and compliance, controllership and sustainability.

100% of the employees and their dependents benefited from health plans and medical assistance.

Juliana Inaoka,
Northern Operation/PA



An excellent place to work

For the fourth year running, Hidrovias do Brasil received the Great Place to Work (GPTW) certification in Brazil and Paraguay, with a significant improvement in its scoring in 2024. By sticking to the GPTW guidelines, the company is able to monitor its evolution in terms of its organizational culture and identify opportunities for improvement based upon the perceptions of its employees.

The Company recorded a 91% rate of participation in the survey, with 1,666 responses to the 1,834 invitations sent out.

The rate of those who view the company as an excellent place to work reached 92%, four points higher than in 2023, whilst the average of all the affirmative statements evaluated rose to 86%, meaning a rise of three points.

The results of the survey are used to improve internal processes, strengthen the organizational culture, and provide the employees with an even more positive experience.



PRINCIPAL RESULTS IN 2024

91% response rate (1,666 responses from 1,834 invitations to participate), an increase of two points against 2023

92% of the employees stated that Hidrovias do Brasil was “an excellent place to work”, an increase of four points compared to the previous year

86% was the general average of affirmative statements in the survey, an increase of three points compared to 2023

Credibility, Impartiality, Respect, Comradeship and Pride rose from two to four points in the indexes

Profile of employees

GRI 2-7, 2-8

Hidrovias do Brasil ended 2024 with 1,780 full-time, direct employees, an organic rise of 3.5% in relation to the total of 1,720 registered the previous year. Furthermore, the Company also had 576 permanent contractors, 43 apprentices and 11 interns.

Employees by gender and region¹ GRI 2-7

Region	2022			2023			2024		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Corporate - SP	69	100	169	81	107	188	92	111	203
Northern Operation	666	107	773	720	117	837	713	121	834
Southern Operation	389	55	444	442	62	504	443	66	509
Santos Operation	142	33	175	161	30	191	201	33	234
Total	1,266	295	1,561	1,404	316	1,720	1,449	331	1,780

¹ The data on employees were obtained from the SAP - Success Factors System, where the employees' information is centralized. These data are collected by means of standardized reports and repeatedly checked against the E-Social system and the Payroll Control System, as required by law. The counting of the total number of employees is performed directly and includes all those who are registered, both full-time and part-time, based upon the data at the end of the reported period.

Employees by type of employment agreement and region¹ GRI 2-7

Region	2022			2023			2024		
	Fixed period	Non-fixed period	Total	Fixed period	Non-fixed period	Total	Fixed period	Non-fixed period	Total
Corporate - SP	0	169	169	0	188	188	0	203	203
Northern Operation	2	771	773	17	820	837	20	814	834
Southern Operation	5	439	444	24	480	504	0	509	509
Santos Operation	1	174	174	1	190	191	0	234	234
Total	18	1,553	1,561	42	1,678	1,720	20	1,760	1,780

¹ The data on employees were obtained from the SAP - Success Factors System, where the employees' information is centralized. These data are collected by means of standardized reports and repeatedly checked against the E-Social system and the Payroll Control System, as required by law. The counting of the total number of employees is performed directly and includes all those who are registered, both full-time and part-time, based upon the data at the end of the reported period.



Northern Operation/PA

Diversity of governance bodies and employees GRI 405-1

Percentage of individuals within the governance body, by gender (%)

2022		2023		2024	
Men	Women	Men	Women	Men	Women
73.91	26.09	61.54	38.46	60.00	40.00

Percentage of individuals within the governance body, by age group (%)

2022		2023		2024	
Under 30		0%	0%	0%	
30 to 50		60.87%	69.23%	40.00%	
Over 50		39.13%	30.77%	60.00%	

*None of the members of the governance bodies are aged under 30. Just as in the last two years, none of the members of the governance body are representatives of minority groups.

Workforce broken down by employee category and gender (%)

	2022		2023		2024	
	Men	Women	Men	Women	Men	Women
Senior Management	57.14	42.86	60.00	40.00	71.43	28.57
Managers	65.00	35.00	66.67	33.33	63.27	36.73
Specialists Coordinators Consultants	64.67	35.33	63.74	36.26	65.96	34.04
Analysts	40.47	59.53	46.31	53.69	46.44	53.56
Assistants Technicians Support staff	78.17	21.83	67.20	32.80	69.11	30.89
Operational Staff	90.00	10.00	91.69	8.31	92.27	7.73
Ship crews	98.69	1.31	98.68	1.32	98.50	1.50
Total	81.25	18.75	81.78	18.22	81.53	18.47

Workforce broken down by employee category and age group (%)									
	2022			2023			2024		
	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50
Senior Management	0	85.71	14.29	0	100.00	0	0	100.00	0
Managers	0	90.00	10.00	0	91.11	8.89	2.04	89.80	8.16
Specialists Coordinators Consultants	8.98	83.23	7.78	14.04	78.36	7.60	12.77	78.72	8.51
Analysts	29.30	69.77	0.93	31.97	67.21	0.82	35.21	64.04	0.75
Assistants Technicians Support Staff	24.45	66.81	8.73	33.33	59.14	7.53	31.94	59.16	8.90
Operational Staff	33.21	60.36	6.43	33.51	61.13	5.36	34.41	60.10	5.49
Ship crews	21.84	64.04	14.12	25.33	61.64	13.03	23.99	62.22	13.79
Total	23.27	67.42	9.31	27.07	64.62	8.32	27.01	64.35	8.64



Demetrio da Cruz Silva,
Northern Operation/PA

Employees from under-represented groups, broken down by employment category (%)^{2,3}

	2022		2023		2024	
	Black and Mixed Race	Others ¹	Black and Mixed Race	PwDs	Black and Mixed Race	PwDs
Senior Management	0	100	0	0	0	0
Managers	18.00	83.00	29.00	2.22	26.53	0
Specialists Coordinators Consultants	33.00	67.00	30.41	1.17	31.91	0
Analysts	40.00	60.00	38.93	0.41	39.33	1.87
Assistants Technicians Support staff	60.00	40.00	59.14	3.23	62.30	4.19
Operational Staff	76.00	24.00	72.92	1.07	71.07	0
Ship crews	40.00	60.00	41.29	0	42.13	0.15
Total	48.00	52.00	48.27	1.37	48.76	1.27

¹In 2022, the category "Others" referred to Indigenous, white and Asian-Brazilian employees.

²In 2022, the data relating to PwD were not reported due to a lack of CID classification within the organization. The situation was amended in 2023, allowing the validation and reporting of these data.

³Only as of 2024, following the implementation of a system of self-declaration for members of the LGBTQIA+ community, has it been possible to identify the number of people belonging to this group. In 2024, 34 people self-declared as LGBTQIA+ in the climate survey, 31 of whom were not leaders (7 analysts and 6 assistants).

Workers who are not employees broken down by employment category^{1,2,3,4,5} [GRI 2-8](#)

	2022	2023	2024
Apprentices ⁴	26	30	43
Interns ⁴	13	8	11
Trainees	1	1	0
Contractors	-	696	576
Total	40	735	630

¹The methodology used to count the number of workers was direct counting, including all workers, both full-time and part-time, who are not formally employed by the company.

²The total number of workers is based upon the data at the end of the reported period.

³ There were no significant fluctuations in the number of workers during the reported period.

⁴Aspects such as diversity and inclusion are prioritized in the hiring of apprentices and interns. Female representation generally reaches or exceeds 50%, while the representation of Black and Mixed-Race individuals is approximately 64%. These data reflect the organization's commitment to Diversity, Equity and Inclusion (DE&I) practices.

⁵Apprentices work in the following areas: Human Resources, Sustainability, Operational Planning and Control, Maintenance, Supply, and Information Technology. Interns work in: Communication, Engineering, Operational Planning and Control, and Controllershship. Contractors mainly work in areas providing support to the Operations, such as vessel security services, asset security, cargo transportation, equipment and machine operations, general services, and administrative support services.

There are a total of ten Executive Board members, of whom two work at important operational units. Of these, one was hired from the local community, representing 50% of the directors at these units. The company defines the Executive Board as being composed of executive officers and directors of departments or business units. The company adopts the regional criteria as its definition for "local". Furthermore, it considers all the operational units to be important, ensuring that the analysis of the presence of local professionals in the senior management covers the entire organizational structure. [GRI 202-2](#)

Remuneration and benefits GRI 202-1

The organization uses the local minimum wage as the base for remuneration of its employees, without any policy in place to establish a minimum higher wage. The ratio between the lowest wage paid and the local minimum wage is monitored at all the operational units, ensuring transparency and salary equity.

The company also adopts measures to ensure that contractors receive remunerations above the local minimum wage.

These actions include transparent contracts, financial incentives, evaluations of suppliers, and the definition of minimum requirements to encourage fair practices in the value chain. All the operational units are included in the monitoring of salary practices, reflecting their importance to the company.

Ratio of the standard entry level wage compared to the local minimum wage, broken down by gender ^{1, 2}				
Operational unit	2023		2024	
	Percentage Ratio - Men (%)	Percentage Ratio - Women (%)	Percentage Ratio - Men (%)	Percentage Ratio - Women (%)
North	113.64	123.67	111.61	129.96
Santos	156.59	156.59	100	100
Paraguay ³	100	100	100	100
São Paulo	112.59	130.49	105.68	122.46
Cabotage	285.69	156.72	266.15	166.43

¹The 2022 data are available in the 2022 Sustainability Report, but were not included in the table since they were calculated as a whole.
²The information relating to the Uruguay unit was not reported due to the lack of a sample that would have been sufficient to guarantee confidentiality of the information.
³The amounts presented include the salary differences between the units and the conversion of the salaries paid in Paraguay into Brazilian Reais, using the exchange rate of 0.0007475 (PY).



The company offers the full-time employees a set of benefits, ensuring they are offered at all the operational units. The benefits include:

- Life insurance
- Health care plan
- Dental Plan
(optional, with the employee assuming the full cost)
- Maternal/parental leave
- Gym support
(not available for employees outside Brazil)
- Employee Support Program (EAP)

The benefits are not available to temporary employees hired by outsourced companies. Fixed-term full-time employees have access to the same benefits offered to permanent full-time employees.



Sheila Gonçalves de Souza,
Santos Operation/SP



Domingos Tavares,
Northern Operation/PA

Career management, and attraction and retention of talent GRI 404-2

Hidroviás do Brasil adopts practices that reinforce its commitment to the creation of a diverse, engaged and trained workforce. The Company values both technical and behavioral skills, performing stringent selection processes that involve the participation of managers and HR professionals.

For the onboarding of new employees, the Welcome Aboard Program provides information on the company and its processes. With access to more than 20 hours of training, they begin to understand the company's vision, mission and values, whilst also receiving guidance on the organizational structure and internal procedures. They receive information on the business model, the company's objectives, and the sustainability, safety and general policies, as well as an explanation of the importance of aligning their work with the organizational guidelines. They also receive information on benefits and career policies.

The Evolve Program focuses on the continual development of the employees, encouraging participation in internal selection processes and encouraging the growth of each individual within the organization. This evolution is supported by training sessions regarding work tools, and topics such as the

customer experience and competition law, as well as language courses.

In 2024, 1,905 employees took part in these training sessions, with a total of more than 62,118 study hours. Career transition is supported by benefits and professional relocation initiatives, ensuring that the employees receive support whenever they take advantage of new opportunities.

The company also evaluates the performance of its workforce. These evaluation processes are applied annually and are obligatory for the administrative staff working as analysts, assistants, support staff, technicians, specialists, consultants, supervisors, coordinators, managers, senior managers, and directors, taking the form of self-evaluation, and evaluation by immediate superiors, peers, internal customers and subordinates (if applicable). For the other employees (operations and crews), as long as they worked more than 90 days in 2024, the performance evaluation is not obligatory, and pursues the model of self-evaluation and evaluation.

Those employees who are not direct employees work in specific areas supporting the operations

and management. Contractors are concentrated in operational and support activities, such as vessel security, asset security, cargo transportation, general services, and administrative support. Apprentices and interns contribute to activities in the administrative and technical departments, in areas such as human resources and communication.

Hidroviás do Brasil strives to ensure an inclusive environment, with an emphasis on **safety, equity and leadership**, ensuring that the employees feel valued and prepared to face the challenges they encounter.

Percentage of employees receiving regular performance and career development reviews [GRI 404-3](#)

Employees receiving performance analyses, broken down by employment category (%)									
	2022			2023			2024 ¹		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Senior Governance	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Senior Management	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Managers	100.00	100.00	100.00	96.67	100.00	97.78	100.00	100.00	100.00
Specialists Coordinators Consultants	97.22	100.00	98.20	98.17	93.55	96.49	100.00	96.87	98.94
Analysts	98.85	96.87	97.67	93.86	96.92	95.49	95.97	98.60	97.38
Assistants Technicians Support staff	91.26	96.00	92.27	94.40	95.08	94.62	88.64	88.64	91.62
Operational Staff	97.58	85.71	96.38	93.29	90.32	93.05	98.11	100.00	98.25
Ship crews	15.64	0.00	15.44	88.71	88.89	88.71	94.52	100.00	94.60
Total	57.82	93.56	64.57	91.74	95.24	92.38	95.65	98.49	96.18

¹The data is drawn from the annual evaluation, performed between Jan/24 and Mar/24.

The Company also evaluates the performance of the Board of Directors in relation to supervision of the impacts on the economy, the environment, and people. The activities include self-evaluation of the members, peer evaluations, analysis of performance in meetings, evaluations by other stakeholders, and reviews of reports and documentation.

The evaluation is conducted independently at moments in time that do not fit into standard cycles. Based upon the results, changes to the make up of the governance body may be suggested. If necessary, suggestions for alterations to the composition of the Board of Directors are submitted to the general shareholders' meeting.

The organization did not contract an independent company to perform an evaluation process regarding 2024. The analysis was conducted internally by the Human Resources department. [GRI 2-18](#)

Valoriza Program

In 2024, the Valoriza Hidroviás Program, conducted annually to encourage recognition of the work performed by the employees, awarded 11,279 seals. This was 30% more than in 2023, when the 8,700 seals awarded demonstrated a proportional increase similar to the previous year.

By means of this program, the employees show their appreciation for their peers by awarding seals in recognition of their adherence to fundamental principles such as: collaboration, continuous growth, caring for tomorrow, value creation, innovation, inspiration, integrity, safety, and excellence, without hierarchical distinction. The winners in each principle received a cash award for investment in training. In the area of 'Collaboration', for example, recognition is given to those employees who help their peers to achieve the best results by working as a team. In the 'Caring for Tomorrow' category, the awards go to those who value the company's commitment to sustainability and who independently suggest ideas and actions to tackle future challenges.

Hidroviás Academy GRI 402-2

The Company's most used training platform, the Hidroviás Academy supports the employees' ongoing development. It offers approximately 200 courses, organized into different learning paths, covering essential topics such as leadership, operational excellence, safety, health, compliance, innovation, and sustainability, whilst also including internal policies and procedures. All the employees, including those hired recently, have received annual training through the platform.

With courses in Portuguese and Spanish, the Hidroviás Academy serves a wide range of internal and external training needs, strengthening the employees' skills through technical, operational and personal development training sessions. The company also offers financial support for language and graduate courses and partnerships with teaching institutions.

The training sessions also cover the understanding and application of Hidroviás' internal policies and procedures, providing support for their implementation.



Some of the highlights of the Hidroviás Academy in 2024 were:

EXCEL CLASSES

Basic/Intermediate/Advanced

95
people trained

76
hours of training

POWER BI

DAX and Desktop

93
people trained

100
hours of training

WORKSHOPS

Copastur System

Customer Experience

Competition Law

72
participants

100
participants

27
participants



OBLIGATORY
CORPORATE TRAINING

8,902
courses concluded

INTEGRATION

28
participations with more than
20 hours of training

LANGUAGE PROGRAM

80
people took part in these
courses, totaling more than
4,496 study hours

Learning paths

At the Hidrovias Academy, the employees follow a variety of different learning paths (technical and behavioral) for their professional and personal development. The aim is to create a learning environment that can train, develop and support all the Company's employees. The material is recorded and always available for the professionals to use and share, with new participants always welcome.

The main areas of training are:

- Leadership and Business
- Management
- Operational Excellence
- Safety at Work
- Policies and Procedures
- Governance and Compliance
- Technology and Innovation
- Self-development
- “Welcome Aboard” Integrity Program
- Corporate Sustainability
- Integrated Healthcare

Average number of training hours per year, by employee GRI 404-1

Average number of employee training hours ¹	2022	2023	2024
By gender			
Men	49.70	60.62	34.38
Women	32.05	39.37	25.55
Employment category			
Senior Governance	30.29	88.85	35.93
Senior Management	28.14	73.00	27.11
Managers	34.25	57.16	32.11
Specialists Coordinators Consultants	40.79	66.34	38.76
Analysts	24.41	27.91	23.74
Assistants Technicians Support staff	46.83	62.22	41.40
Operational Staff	49.41	64.27	34.76
Ship crews	55.45	59.07	31.06
Total	46.37	56.63	32.61

¹These data are drawn from our “Hidrovias Academy” training system, including the total number of employees (except interns and apprentices) and the training hours of active and inactive employees during the current year.

Estefano Correia,
Northern Operation/PA

Diversity, equity and an inclusive culture

Hidrovias do Brasil strives for a diverse, inclusive and safe working environment, encouraging the development of its employees' skills, regardless of their origin or history. The Company rejects any form of discrimination and has implemented actions designed to increase diversity and the inclusion of underrepresented groups in its team.

The company guarantees fair and impartial treatment for everyone, without distinction of gender, race, ethnic origin, sexual orientation, age, physical ability or other personal characteristics. This commitment is considered to be essential to the growth and development of the employees within the organization.

Amongst the actions adopted, Hidrovias do Brasil focuses on internal hiring by means of its Evolve program, publishes affirmative vacancies, and implements measures to ensure salary equity between genders. It has also developed specific initiatives to increase the participation of women and map the company's diversity. For the coming year, the company is aiming to increase gender, racial and ethnic representativeness within its workforce.

KEY FIGURES



84 women in leadership positions



863 Black and Mixed Race people in the workforce



14 people with disabilities (PwDs)



153 people aged over 50

Employee health and safety

GRI 3-3 EMPLOYEE HEALTH AND SAFETY, 401-2, 403-1, 403-2, 403-3, 403-6, 403-7

As part of its efforts to ensure the health and wellbeing of its employees, Hidrovias do Brasil offers every one of them health and dental plans, life insurance, extended maternity/paternity leave, wellbeing programs, psychological assistance, access to online healthcare resources, and healthcare education. The employees have access to a network of authorized healthcare professionals at clinics, hospitals and laboratories, as well as telemedicine services for online consultations, regardless of their position at the company.

Amongst the health and wellbeing initiatives, the Worker Support Program offers 24-hour psychological, financial and legal support. In 2024, 4.8% of the employees made use of this service, with psychological support registering the highest demand. The company also offers the "Right Posture" program, with training sessions and content regarding health and ergonomics in the working environment.

The company also conducts healthcare campaigns addressing issues such as weight control, nutrition, vaccinations, tracking of illnesses, mental health, cancer prevention, and other conditions. The HB Healthcare Program encourages participation in sports and offers a platform for the promotion of physical and mental wellbeing. The privacy and

protection of information on healthcare is guaranteed in all the processes, in compliance with legislation and the company's internal data security policies.

This security is incorporated into internal policies, sustainability reports, procurement policies, training, the Code of Ethics, and certifications. To prevent and mitigate negative impacts, the company has adopted a secure working management system, aligned with international best practices, promotes constant training, and has implemented barriers and tools for the communication of incidents. Specialist consultations and the revision of operational procedures are just two of the measures applied to minimize real impacts and contribute to the remedying of events.

Alongside these measures, the company has adopted a series of actions designed to reinforce positive impacts, such as the sharing of good practices, security alerts and the continual revision of the security policy. The effectiveness of these measures is evaluated by means of internal and external audits, gauging systems and feedback from the stakeholders.

The knowledge gained through the investigation of incidents is incorporated, resulting in the implementation of action plans and procedural reviews. The involvement of the stakeholders is fundamental to the company's process for making decisions on security, ensuring that the measures adopted are effective.

Mapping and control

The Company maps the hazards and risks regarding the internal and external activities, such as online working, customers' and suppliers' installations, and business travel. The most pressing risks include falls, musculoskeletal injuries, accidents involving vehicles, exposure to chemical and biological agents, fires and electrical shocks. The Company also verifies compliance in outsourced operations by means of audits and monitoring, thereby developing a culture of safety that involves the employees and partners.



Luis Costa Junior,
Northern Operation/PA

Maternity/paternity leave [GRI 401-3](#)

Maternity/paternity leave

	2022	2023 ¹	2024
Employees who had the right to take leave			
Men	1,266	962	1,449
Women	295	254	331
Employees who took leave			
Men	21	26	48
Women	5	16	17
Employees who returned to work, during the period covered by the report, following the end of the leave			
Men	21	25	48
Women	4	8	15
Employees who returned to work following the leave and who continued to be employed 12 months after their return to work			
Men	15	19	24
Women	1	5	10
Rate of return (%)			
Men	100	96	100
Women	100	50	88
Rate of return (%)			
Men	94	76	100
Women	33	62	100

¹ The data was corrected in 2023. [GRI 2-4](#)

Work-related ill health [GRI 403-10](#)

Hidrovias do Brasil monitors work-related ill health amongst its workers, including conditions such as repetitive injuries, pneumonia, loss of hearing, intoxication, skin diseases, and work-related stress, amongst others. The company has adopted a proactive approach to mapping, risk control, education and epidemiological surveillance. Compliance with the regulations established by the Ministry of Labor and the company's preventive approach guarantee a safe and healthy working environment, protecting the health of the employees.



Safety at work

GRI 3-3 EMPLOYEE HEALTH AND SAFETY, 403-1, 403-2, 403-8

A Safe Work Management methodology is in place at every one of Hidrovias do Brasil's units. The teams use the Integrated Management System (IMS) to implement the methodology. Based upon the Safe Work Management Policy, published in 2024, the work covers both employees and third parties, regardless of the type of employment agreement. By means of these structured processes, the company encourages an organizational culture guided by safety, with a focus on proactive management and the continual encouragement of safe behavior at all levels.

In 2024, Hidrovias do Brasil's Safe Work Management Program focused on the implementation of a more robust risk management system. Specific attention was paid to measures regarding the continual monitoring of the protective barriers designed to prevent high risk accidents. New procedures were adopted to improve risk control, with the direct support of the Board and the directors. In total, more than 2,000 hours were dedicated to the revision of procedures, ensuring constant updating aligned with best safety practices at every one of the company's units.

The program is aligned with the ABNT NBR ISO 9001 and ABNT NBR ISO 45001 norms. It aims to eliminate hazards and reduce risks, implementing effective protective measures to avoid serious injuries and fatalities. At the Santos terminal, the Occupational Health and Safety Management is certified by ISO 45001, with 10% of the employees and 25% of the third parties being audited by external entities. The health and safety management is audited internally, assured by inspections, regular evaluations, and the collection of data on occupational health.

Risk of accidents

GRI 403-4, 403-5, 403-7, 403-8, 403-9

The identification and evaluation of risks to employees' safety is conducted by means of regular inspections and analyses of ergonomic, chemical and physical risks, as well as emergency drills. The workers have access to specific channels to be able to report dangers, without fear of reprisal, with support from the See & Act Procedure. The company has adopted policies to ensure that the workers can remove themselves from hazardous situations without punishment, with the involvement of the senior management.

The mapping of dangers covers the activities of direct employees and contractors, including in external environments. Work-related incidents are investigated from the moment the report is filed through to the establishment of the root cause and implementation of control measures designed to mitigate the exposure to risks. Amongst the risks identified are: working close to water, lifting of cargo, confined spaces, working at heights, blocking of energy, and fires. For each risk, the company has adopted protective and mitigating measures.

The mitigation strategy involves the implementation of barriers such as CPE, PPE, continual training, correct signposting, preventive maintenance, health at work programs, and control of hazardous substances. The barriers that protect the employees and prevent accidents

are specific to each activity involved in the operations.

With regard to the shipping activities, real time tracking and monitoring systems are employed. In areas designated for the tipping and unloading of trucks, access is restricted and there are preventive safety procedures. At the terminals and storage facilities, there are restrictions and fire-prevention systems in place. These measures, together with the continual improvement of the procedures and regular training of the teams, aim to minimize the risks and guarantee operational safety.

The company involves the employees in the development, implementation and evaluation of the health and safety management system, by means of direct participation, elected representatives on the Internal Accident Prevention Commission (Cipa), specialist committees, and tools such as the See & Act Procedure. The employees participate in all the critical steps, including hazard identification, risk assessment and incident investigation. The communications on health and safety are available for everyone to access, regardless of their position, by means of different mediums including the intranet, apps, printed materials, campaigns, training sessions and workshops.



Participation on committees

GRI 403-4

Hidrovias do Brasil's workers take part in the Internal Accident Prevention Commission (Cipa), which works on hazard identification, risk evaluation, incident investigation and audits. The Management Center, made up of the company's senior management, is responsible for executing and disseminating the safety policies, as well as ensuring active participation in discussions on operational health and safety. With monthly meetings, these committees are essential for monitoring and achieving the safety at work targets and strategies.

Simulating maneuvers

In 2024, Hidrovias do Brasil's Southern Operation inaugurated a new maneuvers simulator, similar to that which has been used in the Northern Operation since 2023. These simulators are designed to increase shipping safety, providing the employees with a tool that can be used to improve their waterway navigation skills.

Developed by a partner company, they were installed at Hidrovias' training centers, where selected employees receive specialist training. With the installation of two simulators, the Northern and Southern corridors now have similar levels of training for their shipping crews, including the captains, masters, first officers, and deck crew.

Employing advanced technology, the simulators offer a 180° vision of the barge tugboats' cabins, with a full navigation, radar and electronic chart system. The simulations include challenging situations, such as adverse weather conditions, to guarantee that navigation is performed efficiently and safely.



ADVANTAGES OF THE SIMULATORS

Increased shipping safety

Effective training of captains, masters, first officers and deck crews

Benefits for the local communities due to safer navigation

Reduction of environmental risks and interruptions



Northern Operation/PA

7

Value chain

CAPITALS



MATERIAL TOPIC

- » ORIGIN AND IMPACT OF THE TRANSPORTED PRODUCT
- » ECONOMIC IMPACT GENERATED

ASPECTS COVERED

- » ORIGIN AND IMPACT OF THE PRODUCTS TRANSPORTED
- » MANAGEMENT OF SUPPLIERS
- » ENGAGEMENT WITH CUSTOMERS AND PARTNERS



Origin and impact of the products transported

GRI 2-6 TAKING CARE OF THE VALUE CHAIN, 3-3 ECONOMIC PROSPERITY

Since it is a low carbon logistics alternative, waterway transport is naturally aligned with the criteria of sustainability, allowing Hidrovias do Brasil to act as a bridge for its suppliers and customers to adopt sustainable practices. The Company is aware of this reality and is engaged in this movement, recognizing that the sustainable management of its business and its value chain is essential in the long-term, with shared value creation,

Hidrovias do Brasil operates within a wide-reaching value chain, that includes inbound and outbound logistics, operations, services, infrastructure, suppliers and distribution. Its activities involve logistics and the supply chain, as well as the provision of strategic services.

As such, the company checks the origins of the products and services acquired to ensure the good standing of aspects such as environmental sustainability, social responsibility, regulatory compliance and corporate reputation. By means of initiatives such as the Sustainable Partners program and its own internal contracts, Hidrovias do Brasil communicates these guidelines to its suppliers, highlighting the importance of complying with the currently applicable environmental legislation, and adopting governance, social and environmental criteria, in line with best market practices.

The suppliers include small, medium and large companies that offer services including the supply of lubricants and fuels, electro-mechanical assembly, the sale and leasing of equipment, security, chartering, classification of grains, nautical services, maritime agenting, waste disposal, engineering works, meals, pest control, diving and emergency response. In 2024, the 32 principal suppliers, with the greatest volume of transactions, accounted for a total expenditure of BRL 148,799,968.88.

In 2024, the company had a portfolio of 1,600 ratified suppliers, all of which had signed terms of commitment covering health, safety, social responsibility, human rights, the environment, quality and ethics.

With the agribusiness cargo transportation expansion plan, Hidrovias do Brasil is recognizing its customers' membership of the Soybean Moratorium, a voluntary commitment, applicable only to regions located within the Legal Amazon, involving NGOs, agribusiness companies and government organs, which ensures the framing of grains solely in regions where the suppression of the forest has been legally authorized. Adhesion to the Soybean Moratorium has been an important requirement for accessing international markets, especially in Europe, where there is a consolidated demand for products originating from sustainable production chains.

Management of the value chain

GRI 3-3 TAKING CARE OF THE VALUE CHAIN

The Company has identified impacts on the environment, people and the economy in its value chain. In relation to the environment, the negative impacts include the lack of environmental management and failure to comply with legal requirements. With regard to people, there are positive impacts such as the hiring of local labor, and negative impacts relating to failure to comply with legal, health and safety, child labor, and forced labor requirements. As for the economy, the positive impact can be seen in the creation of jobs and income.

Strategic suppliers can represent operational risks and risks to the company's image if they do not properly manage the applicable sustainability aspects. In the case of customers, the main concern lies with the transportation of products that are free from illegal deforestation. This matter is included in the organization's policies and commitments, including the Code of Ethics and Conduct, sustainability reports, and internal policies.

Measures have been adopted to mitigate negative impacts, such as the requirement that suppliers and customers fulfill ESG criteria and sign terms of commitment ([Read more about this in Supplier Management and Engagement with Customers](#)). The "Sustainable Seal" program, for example, encourages good practices and recognized four suppliers in 2024.

Warnings, fines and contract terminations are applied in cases of non-compliance, whilst there is also the possibility of corrective action plans being implemented. The objectives established were achieved, including the development of critical suppliers in terms of their approach to ESG and the disclosure of ESG guidelines to customers and suppliers. Those suppliers which do not meet the minimum requirements of the Sustainable Seal receive action plans guiding them on how to improve their practices.



Management of suppliers

GRI 3-3 TAKING CARE OF THE VALUE CHAIN

The form of supplier management adopted by Hidroviás do Brasil is aligned with the principles of sustainability, encouraging good socio-environmental management practices in its supply chain. In 2024, the Company had more than 1,600 active and ratified suppliers involved in categories such as shipyards, lubricants and fuels, electro-mechanical assembly, the sale and leasing of equipment, security, chartering, classification of grains, and nautical services. All the suppliers sign terms of commitment regarding health, safety, social responsibility, human rights, the environment, quality and ethics.

The company is aware of its importance to suppliers and regional business ecosystems, and encourages the development of its partners, mitigating risks to its operations. The system involved in ratifying the suppliers has evolved to incorporate sustainability criteria, as well as requirements such as technical capability, regulatory compliance, integrity and financial health. The analysis of each registered organization is conducted by the Compliance department on the Company's own digital portal. The ratifications should cover 100% of the suppliers as of 2025.

Over the past two years, Hidroviás do Brasil has improved this process through the implementation of new environmental, social and governance criteria. The Company currently considers aspects such as environmental management, health and safety at work, regulatory compliance, organizational culture, risk management systems, sustainability, and ethics and transparency. The suppliers are classified according to their category and the risks associated with the sourcing.

Critical suppliers are evaluated each year in relation to indicators such as delivery, quality and safety. Depending upon its performance, the company can decide to continue with the partnership, adopt a monitoring plan, or opt for replacement in the event of irregularities being detected. Exceptions are only provided for suppliers with low socio-environmental, administrative or legal risk, in specific categories, which undergo a simpler registration process. [GRI 2-6](#)

Sustainable Partner

By means of the Sustainable Partner program, Hidroviás do Brasil encourages its suppliers to adopt good governance, social responsibility and environmental management practices. This strategic initiative aims to engage and align the company's suppliers and partners with best sustainability practices, whilst focusing on ESG (environmental, social and governance) criteria. This strengthens the value chain through collaborative actions focused on the continued improvement of the processes and practices.

The strategy begins with communication actions designed to mobilize the suppliers and results - in the implementation of sustainable policies, operational safety measures, and improvements in regulatory compliance, for example. It involves a structured process that includes a diagnosis, field visits, proposal of actions, and monitoring, aimed at developing tailored sustainability plans. Finally, the Company grants the Sustainable Seal to those partners which demonstrate evolution and compliance.

All the targets from the 2024/2025 plan that had been programmed for the first year have been fulfilled. Eight suppliers had been targeted for engagement and adjustment processes. ESG implementation plans were implemented with two of them.

In 2024, the Sustainable Seal was awarded to four companies, two in Brazil (Estaleiro Rio Amazonas and Safety Serviços de Locações de Embarcações) and two in Paraguay (Monte Alegre and Astilleiro La Barca del Pescador). They implemented 22 actions and have programmed another 12 for 2025.

Four suppliers received the **ESG Sustainable Partner Seal 2.0** in 2024 (2 in Brazil and 2 in Paraguay).

New suppliers

GRI 308-1, 414-1, 414-2

The selection, based upon social and environmental criteria, involves an annual evaluation of the critical suppliers’ socio-environmental performance, as well as verification of their legal documentation by the operational areas of Health, Safety and the Environment (HSE). For environmental issues, the most important criteria used in the selection of suppliers is legal compliance, which is required in the ratification process and approved by the HSE department. The long-term contracts include clauses requiring that the suppliers, as well as complying with the currently applicable legislation, should adopt practices to avoid environmental impacts, possess the relevant environmental licenses, and be committed to minimizing pollution.

The social criteria for selection of suppliers, meanwhile, is based upon a detailed process of registration and ratification, in which the suppliers complete questionnaires and accept terms related to the Privacy Policy and General Data Protection Law (LGPD), adhere to the Code of Ethics, participate in compliance training, accept the General Sourcing Conditions, and demonstrate compliance with labor legislation, respect for human rights, and decent working conditions. The suppliers are monitored by means of annual evaluations and continual observation of the contracted activities.

In 2024, Hidroviás do Brasil evaluated 240 new suppliers in accordance with social and environmental criteria to reinforce its commitment to sustainable practices, three of which were identified as having caused negative environmental impacts but none of which had caused negative social impacts. In all these cases, improvements were agreed upon, resulting in 100% of the impacting suppliers implementing corrective plans. No contracts were terminated as a result of environmental impacts having been identified.

The environmental impacts identified included the potential pollution of water, caused by leakages of liquid waste or oil spills, with corrective actions being applied and the resolutions being monitored. In addition to this, one supplier presented incorrect environmental documentation, and was required to correct it before it could be regularized.

Percentage of new suppliers contracted based upon environmental and social criteria GRI 308-1, 414-1

	2022	2023	2024
New partners contracted	376	563	425
Contracting based upon environmental criteria	32	76	46
Percentage of contracting based upon environmental criteria (%)	8.15	13.00	11.00
Contracting based upon social criteria	312	435	296
Percentage of contracting based upon social criteria (%)	82.98	77.26	69.95

Northern Operation/PA



Environmental and social impacts caused by suppliers

GRI 308-2 and 414-2

The supplier evaluation and ratification process allows Hidrovias do Brasil to gauge and mitigate external socio-environmental impacts. The analysis begins with the registration phase, in which the interested companies need to meet the sustainability criteria, and demonstrate regulatory compliance, technical ability, good governance, and financial integrity.

The suppliers also need to sign a commitment agreeing to the company's Code of Conduct and Ethics, which covers topics such as health and safety, social responsibility, human rights, the environment, quality, and ethics.

As well as the initial ratification, the company performs systematic evaluations throughout the period the services are provided. In 2024, 240 suppliers were evaluated with regard to their social and environmental impacts. All cases of non-compliance were resolved by means of corrective actions, without any need to terminate the contracts. This continual process reinforces Hidrovias do Brasil's commitment to guaranteeing that its partners operate in a manner which is sustainable and aligned with the company's values.

Customer engagement

In 2024, Hidrovias do Brasil's customer service activities began to be redirected as a means of recognizing the potential that each of them holds. The results have included greater proximity between the company and its clientele, and an objective investigation of the business opportunities.

This demonstrates a concrete effort in the search for service excellence and expansion of the operations, with plans that are continuing in 2025. Studies, interviews and events are under way to improve the customer experience. External evaluations are also guiding strategic measures and laying a path for the evolution of the company on its journey of growth.

Two 'Traveling Together' workshops, focused on the customers, were held in 2024, one in Brazil and the other in Paraguay. The event's panels brought together specialists and representatives of entities connected to waterway transport to discuss topics of crucial importance to the logistics infrastructure and waterway shipping in South America.

In Brazil, nine specialists discussed "Challenges and Opportunities for the Logistics Infrastructure

in Brazil" and presented "Hidrovias do Brasil's Initiatives", focusing on the policies regarding inland shipping, geo-processing, and the activities of the regulatory authorities in the sector. The event also highlighted the Company's efforts to improve the operation and maintenance of waterway transport, as well as how it is exploring technological innovations.

In Paraguay, eight speakers discussed "Climate Perspectives and Water Navigation in South America", with the participation of researchers and specialists in geosciences and hydrology. The event also addressed Hidrovias do Brasil's initiatives regarding the Southern Corridor, including technological solutions and institutional relationship strategies.

Specific strategic plans were developed for each corridor in operation as a means of strengthening the relationship with the company's customers and recognizing their potential. These plans have allowed for the identification of business expansion trends and opportunities. In 2024, Hidrovias do Brasil had 45 active customers.



Customer Plans

In 2024, Hidrovias do Brasil implemented Customer Plans (CPs) as a strategic improvement tool within the Port of Santos and Northern Corridor operations. This internal initiative is one of the solutions to the operational and administrative challenges and works as a compass, guiding the company in the continual evolution of its services based upon feedback directly from the customers. The 2024 Customer Plans are concentrated in Santos and the Northern Corridor, with the aim of facilitating services in regions that have significant potential for growth in demand.

The process begins with satisfaction surveys and the analysis of complaints involving more than 80 customers. The responses are systematized to be able to identify the main critical points, which are contextualized and evaluated in detail. For an even more in-depth understanding, individual interviews are conducted with those customers which can provide more details on the issues raised. The solution could involve operational alterations, improvement of services or the adoption of new technological tools.

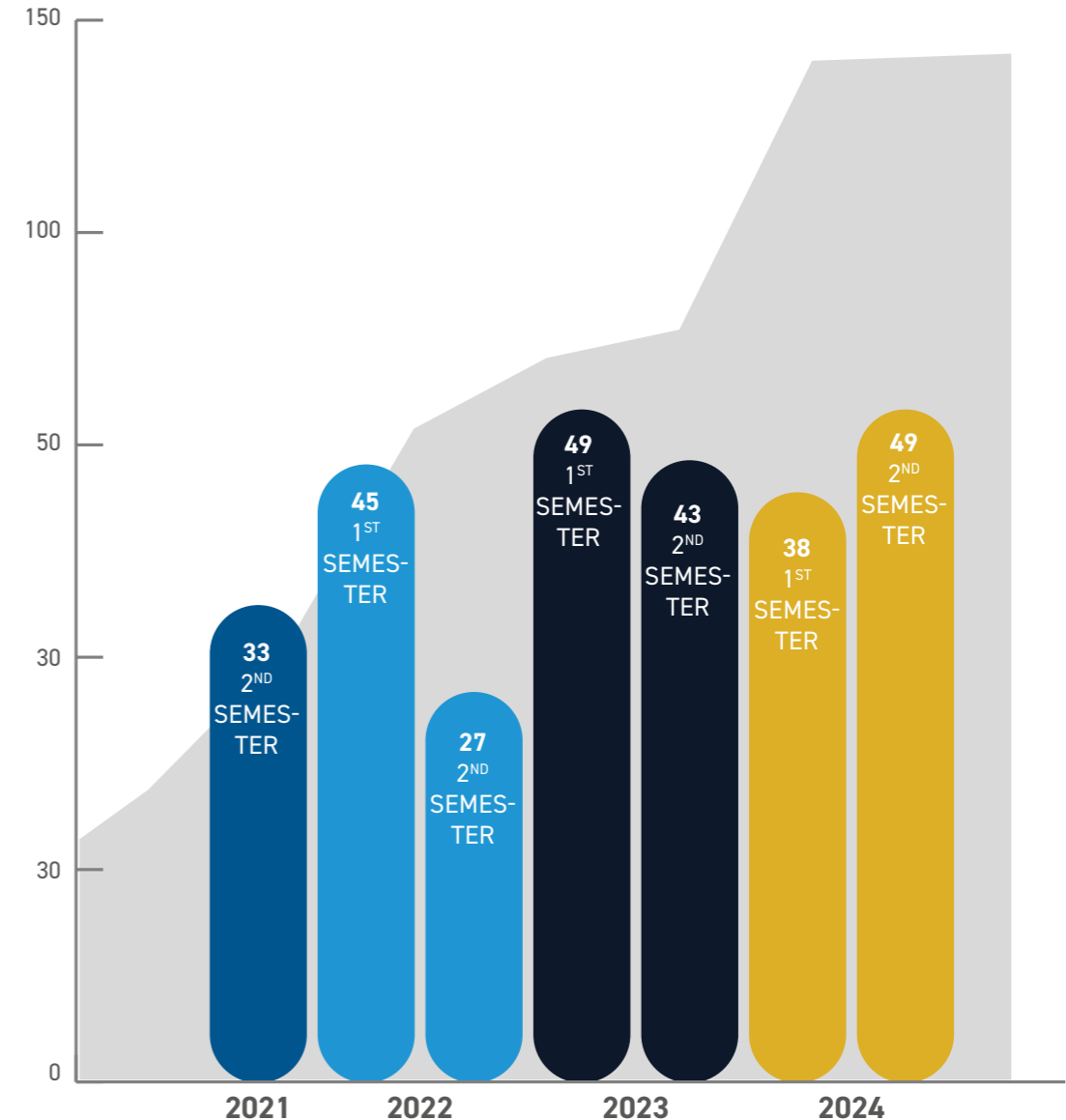
The CPs result in structured action plans with clear and monitored targets. Amongst the initiatives implemented are specific training sessions for the operations, stock, planning, logistics and commercial teams, involving the units in Santos, Barcarena and Itaituba/Miritituba. Once the improvements have been adopted, fresh meetings are held with the customers for the results to be updated and fine-tuned, ensuring an ongoing cycle of evolution in the quality of services provided.

The satisfaction of the customers has been monitored every six months by means of the Net Promoter Score (NPS) system. In 2024, the index showed a score of 38 in the first half of the year which rose significantly to 49 in the second half, involving a total of 134 responses from 35 company customers.

The NPS gauges the customers' satisfaction and loyalty, classifying them as promoters, neutrals or detractors. The index varies between -100 and +100 and, when it is positive, means there are more promoters than detractors. The scoring achieved by Hidrovias do Brasil is at a level described as good, with satisfied and loyal customers.

Based upon the evaluations of the NPS, interviews are held to better understand where improvements can be made. These analyses serve as a base for action and business plans, in line with the strategy and expansion of the operations.

Net Promoter Score (NPS) metrics



8

Development Location

CAPITALS



SOCIAL AND RELATIONSHIP CAPITAL

MATERIAL TOPIC

- » GENERATION OF EMPLOYMENT AND INCOME
- » SOCIO-ECONOMIC AND ENVIRONMENTAL IMPACT ON THE NEIGHBORING COMMUNITIES
- » LAND PLANNING

COMMITMENT TO SUSTAINABILITY

- » LOCAL DEVELOPMENT
- » ENVIRONMENTAL IMPACT

ASPECTS COVERED

- » SOCIAL PERFORMANCE MODEL
- » STAKEHOLDER ENGAGEMENT PLAN
- » RECOGNITION OF LOCAL LABOR



Laura Nazareth,
Northern Operation/PA

Stakeholder engagement

GRI 3-3 SOCIO-ENVIRONMENTAL AND LAND MANAGEMENT, 3-3 ECONOMIC PROSPERITY, 413-1, 413-2, 203-1

Over the last decade, Hidrovias do Brasil has structured a social performance model focused on local development and the construction of transparent and long-lasting relations with the communities and stakeholders in the regions where it operates. This approach, broadly adopted in the Northern Corridor and the Port of Santos, was further extended to the Southern Corridor in 2024.

For the systematization of this performance model, the Company has established a Stakeholder Engagement Plan, which structures the interaction with communities and stakeholders, ensuring transparent communication, identification of local demands, and the implementation of joint solutions. This strategy follows the guidelines published by the International Finance Corporation (IFC)¹.

The Engagement Plan envisions actions based upon direct relations with the communities, improves socio-environmental management, and provides guidance on strategic investments aligned with the company's directives and sustainability commitments. Focused on local human development, the actions are based upon three fundamental pillars:



DIALOG

Continual and systematic relations with the priority communities, based upon respect and transparency.

MANAGEMENT OF IMPACTS

Strategies for the early recognition and mitigation of impacts, prevention of disputes, and fulfillment of commitments.

SOCIAL INVESTMENT

Development of initiatives focused on education, the creation of jobs and income, and strengthening of the local economy.

¹The International Finance Corporation (IFC), part of the World Bank Group, funds and guides projects within the private sector in developing countries, establishing guidelines for engagement with stakeholders, transparency and human rights.

Constant dialog

GRI 2-25, 2-26, 413-1, 413-2

Broad and constant dialog is considered to be a central pillar of the Engagement Plan with communities and stakeholders, including representatives of civil society, companies and government institutions. This approach includes continual mapping to be able to identify the stakeholders and monitor the context of the needs and claims of the communities. In 2024, 354 stakeholders were either registered or updated in the regions of Barcarena, Miritituba, Itaituba, Santos and Asunción. The register included 255 stakeholders from the previous year.

The stakeholders form part of priority groups, including fishermen, community leaders, residents of communities neighboring the operations, truck drivers, students, informal workers and civil society organizations. This approach allows the company to engage with the stakeholders more effectively and helps to organize Hidrovias do Brasil's actions according to the needs and expectations of each group.

Essential for effective dialog, this mapping has so far recognized 65 communities. These communities, which are mostly located near the company's operations, undergo impact evaluations and/or development programs focused on the local community.

The stakeholders are involved in the complaint mechanisms, thus ensuring transparency throughout the resolution process.

Social initiative:
Acelarê Program,
Northern Operation/PA





Priority communities

Operation	Location	Priority communities
Northern Corridor - TUP	Barcarena - PA	Fazendinha, Itupanema, Jardim Cabano, Colônia Z-13 fishermen and members of the Atasf
Northern Corridor - ETC	Itaituba - PA	DNER/União, Nova Miritituba, Colônia Z-56 fishermen and ferryboat crews
Northern Corridor - Shipping	Breves - PA	Estreito do Buiçu
Southern Corridor	Asunción region - Paraguay	Communities of Remanso and Guyrati
Port of Santos	Santos - SP	Ferryboat crews and informal sellers who work near the Port of Santos

The dialog takes place through contact with representatives of the communities and at periodic meetings designed to actively listen and monitor the demands. Implementation of the two pillars - impact management and social investment - takes place as a result of the dialog. The dialog initiatives also interact with the activities performed in relation to the compliance with socio-environmental restrictions, including social communication, environmental education, and fishing activity monitoring programs, amongst others.

The *Alô Comunidade* channel, meanwhile, provides a means of communication that is permanently available for the community to register complaints, suggestions or compliments, whilst it can also monitor the demands of anyone else in the wider society [\(read more on the next page\)](#).

Alô Comunidade (Hello Community)

Hidroviás do Brasil's direct channel of communication, created to allow its stakeholders to record "complaints, compliments, requests, doubts or suggestions", *Alô Comunidade* can be accessed by telephone or the internet. The aim is to register and handle every one of the communities' demands. The communication mechanisms operate 24-hours per day, seven days per week, in Portuguese and Spanish.

Operation of the channel follows the IFC guidelines on External Communication and Grievance Redress Mechanisms, to ensure that the demands are handled transparently and efficiently. The stakeholders' identities are kept confidential and they can monitor the handling of their requests. The public is regularly informed of the existence of the channel at in-person meetings and events, as well as on digital platforms, with informative materials, in the form of items such as fridge magnets, for example, also being distributed. The demands received are recorded in a tool that allows for tracking, the definition of response deadlines, and the creation of performance indicators.



CLICK HERE

to access the *Alô Comunidade* channel

132 demands were received and handled by the *Alô Comunidade* channel in Pará in 2024, 100 of which were in the region of Barcarena, 21 in Itaituba and the others elsewhere. The region registered 121 demands in 2023.

32 demands were received in São Paulo, 25 in other states, 3 in Paraguay, and 10 without any defined location.

202 demands in total, 156 of which had grounds, 8 had partial grounds, 18 were without grounds, 10 lay outside the scope of responsibility, 7 were inconclusive, and 3 were found to have insufficient data.

100% were handled and resolved with reparations.

www.canalconfidencial.com.br/ouvidoriahbsa

Telephone numbers in Brazil: **0800 666-0653**

Barcarena and region (calls and WhatsApp):

(+ 55 91) 99169-9355

(+ 55 91) 99118-8046

(+ 55 19) 99159-4437

Barcarena and region (calls and WhatsApp):

(+ 55 91) 99169-9355

(+ 55 91) 99311-2047

(+ 55 91) 99159-4437

Engagement in the Southern Operation

GRI 203-1, 413-1

Implementation of the Southern Operation Stakeholders Engagement Plan, in 2024, grew out of a process designed to recognize the communities located along the banks of the Paraguai and Paraná rivers. The company mapped the socio-environmental risks, such as interference in local festivals and the fishing activities, and worked to identify the priority communities.

Hidroviás do Brasil has adopted a proactive approach, with the aim of understanding the local dynamics and establishing an open channel for dialog with the residents. In their contacts with the members of communities in Paraguay, the representatives of Hidroviás do Brasil presented the company and opened a channel for dialog. This relationship helps, for example, to discover information on events such as the religious festivals celebrated by the local communities on the riverbanks, so that the company can better plan its operations in line with the local community life with a view to operational safety and the wellbeing of the neighboring communities.

In a process that included 12 regions, the communities of Remanso and Guyrati were identified as being priority.

The Company has created a Relationship Plan for Safe Shipping, which aims to prevent accidents involving shipping and local festivities, avoid interference in local fishing activities, and monitor social unrest in the communities.

The communities have welcomed the engagement initiative, recognizing the Company's interest in maintaining a transparent dialog as well as its concerns over safety and sustainability. This dialog has proven to be an essential step in identifying the company's priorities and developing social initiatives that create positive impacts in the region.

In total, 100% of Hidroviás do Brasil's operations have implemented engagement actions, impact evaluations, or development programs focused on the local community.

Impact management

GRI 3-3 SOCIO-ENVIRONMENTAL AND LAND MANAGEMENT, 2-25, 101-6, 203-2, 413-2

Hidrovias do Brasil recognizes the impacts its operations have on the environment and the communities in the regions in which it operates. Taking a proactive approach, the company has adopted preventive and compensatory measures with the aim of minimizing these effects and implementing sustainable practices. Through the constant monitoring of these impacts and effective management, the company ensures that its activities are conducted in line with best environmental and social practices.

Amongst the most important operations, in terms of impact, special mention should go to the 8.51 hectare Cargo Transshipment Station (ETC) in Itaituba, and the 51.2 hectare Private Use Terminal (PUT), in Barcarena, both located in the state of Pará. The company is also dedicated to mitigating the effects of the shipping operations on the Tapajós, Amazon and Pará rivers, and on the Paraguai-Paraná waterway, as well as the operations at the Port of Santos.

By identifying the activities which could cause an impact, the company is able to focus its efforts on eliminating or mitigating the impacts, thereby preserving the environment and ensuring the wellbeing of the local communities. The company views the responsible management of these

factors as being essential to the sustainability of its operations.

Amongst the consequences monitored, it considers the specific effects in each location as being "real", and addresses them individually according to the characteristics of each region. The operations employ local labor without making any additional demands on the public services.

The environmental impacts receive special attention, including particles emissions, noise pollution arising from the operations, interference in urban mobility and the highway infrastructure, risks of accidents on the highways, and damage to the public and private infrastructure on the riverbanks. The company also considers the effects on fishing, damages to fishing supplies, risks of displacement of communities, and changes in the socioeconomic dynamics of the affected regions.

To manage these challenges, Hidrovias do Brasil has adopted a series of preventive measures. It performs continual monitoring, develops and applies technologies designed to reduce interference in the environment, and invests in operational efficiency. It maintains constant dialog with the communities and local authorities, which allows for preventive and mitigating actions to be effectively adopted.

The environmental monitoring includes regular analyses of possible pollutants, the results of which are shared with the local environmental control bodies. Amongst the main pollutants monitored are: mineral oils, grease and oils, NO₂, Total Suspended Particulates (TSP), and water and wastewater quality guidelines in line with Conama resolutions 357/05 and 430/11.

The management of impacts is connected to the investments in social programs focusing on the priority communities and the management of restrictions that minimize the effects on the environment and promote social wellbeing.

In 2024, an in-depth study was conducted to improve the management of socio-environmental impacts. Entitled "**A Summary Analysis of the Risks and Socio-environmental Impacts of the Northern Operations**", the study focused on three of the company's interest groups: the quilombola communities neighboring the Barcarena operations; the fishing and river-dwelling communities of the Buiucu tributary in Breves; and the fishermen in Itaituba. The results of this survey will serve as a basis for the ongoing improvement of the action strategies.



Northern Operation/PA

Social investment

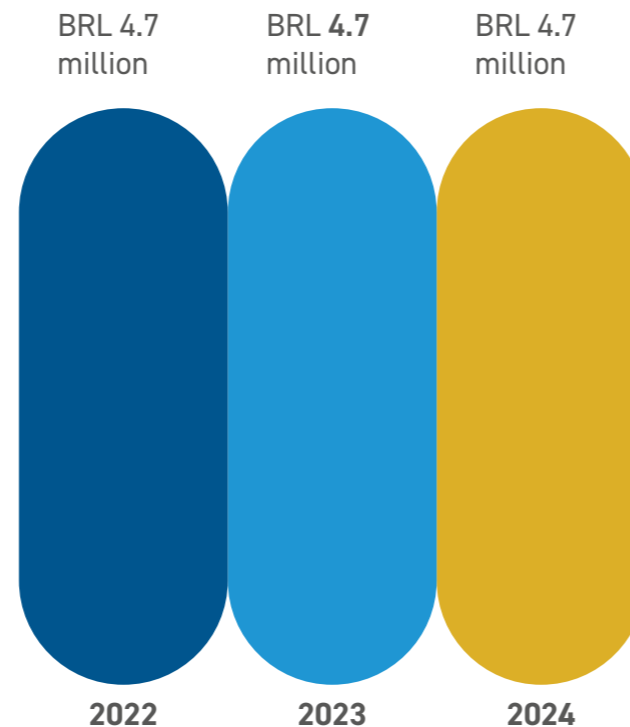
GRI 3-3 SOCIO-ENVIRONMENTAL AND LAND MANAGEMENT, 203-1, 203-2

The social investment pillar, defined in Hidrovias do Brasil's Engagement Plan, is focused on initiatives in the areas of education, job and income creation, and local development. The context that leads to the choosing and execution of these projects comes about through the other two pillars: dialog and impact management. This strategy means that the investments meet the needs of the communities and generate effective results for the socio-environmental aspects and for the sustainability of the business.

In 2024, Hidrovias do Brasil invested BRL 4,746,851.70 in social projects with positive impacts in the regions in which it operates, maintaining a situation similar to that established in previous periods. The actions have improved the local quality of life and supported sustainable socioeconomic development.

Hidrovias do Brasil's community relations team dedicates approximately 70% of its time to dialog and the management of impacts, and the other 30% to social investment. The activities include the continual evaluation of the operations, development of communication plans, compliance with socio-environmental restrictions, management of demands, and remediation of damages.

Investments in Hidrovias do Brasil's first cycle of social action, from 2022 to 2024



BRL 14.1
million invested



INITIATIVES AND PROJECTS IN 2024

GRI 203-1

Hidrovias do Brasil's social investments have resulted in social initiatives and projects which have had concrete results. In the Northern Corridor, where the social action model is more established, the company invested in 10 initiatives in 2024, as detailed over the next few pages, so far having directly benefited more than 11,500 people.

Programs such as *Aceleraê*, *Pérola D'Água*, Sustainable Fish Farming, Productive Gardens and *Tecer*, along with refurbishments of the fishing associations' centers and community spaces, reflect Hidrovias do Brasil's efforts to have a positive impact and contribute to the strengthening of the local communities. Read more about the results of the main projects:



PÉROLA D'ÁGUA:

increased access to quality water in Novo Miritituba

GRI 203-1

The *Pérola D'Água* project was created to guarantee constant and safe access to drinking water in the community of Nova Miritituba, in the District of Miritituba, Itaituba (PA). By means of this initiative, implemented in 2022, Hidrovias do Brasil has helped to significantly improve the water infrastructure in the region, directly benefiting the residents with a better quality and safer supply of drinking water.

In just over two years, the project has yielded impressive results:

- **A supply capacity of 100,000 liters of water per day at the two existing artesian wells.**
- **1,200 people benefiting from constant access to water.**
- **Digging of a third, 60 meter deep, well.**
- **98% of the piping replaced with new materials, covering three roads and four smaller streets.**
- **Installation of a new reservoir capable of holding 10,000 liters.**

Associação
Moradores do
Jardim Calvão

Social initiative:
Sonho Cabano,
Northern Operation/PA

PRODUCTIVE GARDENS:

food security and the local economy

GRI 203-1

The Productive Gardens project, implemented in Nova Miritituba, in the district of Miritituba, Itaituba (PA), aims to support food security and complement the income of the families in the community. In 2024, 33 family nurseries were planted with the aim of encouraging the small-scale farming of greens such as coriander, lettuce and kale, which are essential to the local diet.

As well as the provision of 33 kits containing all the materials necessary for the production, members of the 33 families benefited received training in the theory and practice of farming, to make sure that they were skilled in the necessary techniques. The technical team paid visits to the gardens to continually monitor and ensure their progress and the success of the farming.

This initiative not only contributes to the families' diets, but also greatly stimulates the local economy, since it provided fresh products that could be contributed to the economy of the region. With the implementation of the gardens, the project also has the potential to provide an important source of complementary income for the families involved.

- **100% of the homes in the community now have direct access to drinking water.**
- **Construction of protective fencing around the reservoirs and passage boxes for the water meters, and improvements to the electrical components of the system.**

The third phase of the project covers 2024 and 2025 and has received another investment of approximately BRL 900,000 to further improve the system. The new actions include treatment of the water from the three existing artesian wells, the expansion of the distribution network to another 70 houses, maintenance of the existing pipes, and installation of water meters in 350 homes.

As well as structural improvements, the initiative supports environmental education, through actions aimed at raising awareness regarding responsible water consumption, and training sessions on the use and maintenance of the system. The *Pérola d'Água* project has been recognized as a milestone in the improvement of living conditions in Nova Miritituba, ensuring that the residents have safe and top quality access to an essential resource.



ACELERA :

qualifications and opportunities for young people
GRI 203-1

A professional training program for young people supported by Hidrovi as do Brasil, in Itaituba and Barcarena, *Acelera * had an enormous impact in 2024, preparing 60 students aged between 17 and 24 for the work market in the region of Itaituba. Over the course of the year, the project offered 106 hours of technical training, covering topics such as financial education, entrepreneurship, job interviews, information technology, public speaking, vocational guidance and career planning.

As a direct result of this training, eight of the participants were hired, demonstrating the importance and effectiveness of the program in inserting young into the work market.

In the region of Barcarena, the *Acelera  Azimutal* program, focused on training specifically in the area of waterway shipping, trained 30 professionals, all of whom passed after receiving 72 hours of training, thereby increasing their opportunities in the maritime sector. They received classes on the maneuvers simulator at the Hidrovi as do Brasil terminal, and boarded the barge tugboats as part of special field trips.

This initiative aims to empower local labor, training the participants to take on important roles in the economic and social development of the region. The program also included a Business Fair, named 'Sea of Opportunities', providing young people with the chance to interact with local businesses and discover new career opportunities.

TECER:

entrepreneurship and training for women in Par 
GRI 203-1

The *Tecer* ('Weaving') project, developed in Itaituba and Barcarena, in Par , with the support of Hidrovi as do Brasil, offers needlework and sewing workshops, providing economic opportunities for women in socially vulnerable situations. In 2024, 40 women from the region of Itaituba and 54 from the region of Barcarena benefited from the project, strengthening local entrepreneurship through technical training and encouragement.

Over the course of 2024, a total of 516 hours of technical training were provided (102 workshops and 15 talks), with 966 pieces being created. As well as supporting learning, the program resulted in a rise in

the participants' family income, estimated at up to 80%. Five fairs were held at which the items were sold.

The project, developed in partnership with the Lixoxiki organization, came about as an alternative for the generation of income and appreciation for the work performed by women, initially in DNER, Miritituba and Itaituba, before later being expanded to Barcarena. The initiative combines training in handicrafts with business management, encouraging the use of recyclable materials. Since its first edition, between 2022 and 2023, the *Tecer* project has directly benefited more than 130 women, supporting financial autonomy and strengthening the local economy.

Social initiative: Acelar  Program, Northern Operation/PA



SONHO CABANO:

spaces for the Barcarena community
GRI 203-1

The *Sonho Cabano* is a project aimed at redeveloping and reforming the Jardim Cabano Community Center, located in the Jardim Cabano district of Barcarena (PA). The initiative aims to transform the center into a communal space that is more functional and accessible for the local community.

The refurbishments include the adaptation of the rooms for various activities, such as meetings and courses, the application of new flooring, fixtures and paintwork, as well as the implementation of more restrooms, and the construction of a restroom with access for people with disabilities. In 2024, a plan was developed for the collaborative use of the space, ensuring that the center would be used in a more inclusive and sustainable way. The center received 33 items of furniture making it much more comfortable.

With the conclusion of the refurbishments, the community center has become a space where a wide range of activities can be held, promoting social development and strengthening community ties. The *Sonho Cabano* initiative represents an important step forward in the improvement of community conditions and the construction of a more inclusive future for the residents of this district.

ITUPANEMA MAIS FORTE:

community development in Barcarena
GRI 203-1

Itupanema Mais Forte is a project focusing on the development and strengthening of the Vila Itupanema community in Barcarena (PA). In partnership with the Inclusive Lab organization, the project has resulted in the construction of a center for the Itupanema Association, a space that provides the community with a welcoming space for gatherings, meetings, courses and other activities.

The new center has an auditorium, a support room and restrooms, including one for people with disabilities (PwD), as well as a space planned to meet the needs of everyone in the community. The main aim in building the center has been to offer a structured environment that will strengthen the local community and promote activities that encourage engagement and participation.

In 2024, a plan was developed for the collaborative use of the space, ensuring that the center would be used in a more inclusive and sustainable way. The center received 32 items of furniture making it much more comfortable.

As well as construction of the center, the project also includes the creation of a usage plan for the space, ensuring that it will be used collaboratively and sustainably. The initiative represents an important milestone for Vila Itupanema, as it provides a social space that will contribute to the ongoing development of the community.



Social initiative: *Sonho Cabano*,
Northern Operation/PA

ITUPANEMA + SUSTENTÁVEL:

Implementation of a green area covering approximately nine hectares between the PUT operations and the neighboring community in Barcarena. Developed on properties that have been responsibly acquired, the initiative involves the creation of a green area that is accessible to the public, located between the operations and the residential area of the Itupanema district. The program ensures development of the operations together with that of the residents' quality of life.



Pará Fishing Agreements,
Northern Operation/PA

SUSTAINABLE FISH FARMING

impact and expansion in 2024
GRI 203-1

The Sustainable Fish Farming Project, developed with support from Hidrovias do Brasil, expanded its activities in 2024, benefiting 30 families in six communities in Barcarena (PA). Ilha Trambioca, Furo Aicaraú, Linhão, Ramal do Massarapó and Rala da Bacharela.

Focused on generating a sustainable income and strengthening the economy of the communities, the project trained 30 families in fish farming, providing a viable alternative as a means of making a living. Over the course of the year, 17 pools were installed for fish farming, with continual technical monitoring and support being provided to ensure the self-sufficiency of the families involved.

As well as guaranteeing a new source of income for the participants, the initiative also contributed fresh supplies for local businesses, boosting economic development and sustainability in the region. By supporting efficient management and production techniques, the Sustainable Fish Farming project reinforces the company's commitment to the growth of the communities and appreciation for natural resources.

MUSICALIDADE NA GOTA:

music as a tool for social transformation
GRI 203-1

In 2024, the partnership between Hidrovias do Brasil and the Gota de Leite Association provided new social benefits in the region of the Santos operations.

The *Musicalidade na Gota* project, which had been developed in 2023, continued to encourage musical education in the community. This time, the action resulted in a workshop for the production of musical instruments using recyclable materials, involving 90 employees at the Santos operation. The event was an opportunity to integrate the employees with the community and encourage creativity through music and the recycling of materials.

In 2023, the program benefited 300 participants developing musical skills amongst children aged as young as 11 months, and offering guitar and percussion lessons for adolescents up to 17 years of age. The program stimulated artistic and cultural expression, and aimed to assist in the social, academic and emotional development of the participants. The continuity of this program was one of the actions pursued in 2024 that focused on education and culture, combining learning and social integration in the relationship with the communities of Santos.

MANAGEMENT OF CONDITIONS

GRI 203-1

With the aim of promoting sustainable practices and ensuring compliance with the demands of environmental licensing, Hidrovias do Brasil has implemented a system for the management of conditions. The conditions involve programs and measures required by the regulators that are designed to minimize the environmental and social impacts of the company's operations. These programs cover everything from environmental monitoring to the safety of the communities and employees, as well as socio-environmental liability.

The management of the conditions involves structured planning, with annual targets and schedules. Each program is developed according to the specific features of the regions where the company operates, thereby allowing the different environmental and social requirements to be met. In 2024, all the planned actions were fully implemented, with the exception of those which needed to be rescheduled due to adverse weather conditions.

PROGRAMS RELATED TO THE ITAITUBA CARGO TRANSSHIPMENT STATION (ETC)

Solid Waste Management Program – Systematic management of hazardous (Class I) and non-hazardous (Class II) waste, by means of operational procedures that allow for minimization, control and correct separation and disposal, in accordance with the current technical, environmental and legal requirements.

Atmospheric Emissions Control and Management Program – Performance of inspections on dust creation locations, such as the Cargo Transportation Route, the ETC internal area and the sorting yard, with the implementation of a range of prevention and control activities.

Noise Control Program – Evaluation of the noise levels in the areas neighboring the ETC and the sorting yard, providing control measures in accordance with the current legal standards.

Surface and Subsurface Water Quality Monitoring Program – The physical, chemicals and hydrobiological indicators of the Tapajós River and its tributaries are evaluated.

Wastewater Monitoring Program – Control and monitoring of the wastewater generated at the ETC, ensuring the proper and safe final disposal.

Wildlife Monitoring Program – Systematic monitoring and surveying of the land and water wildlife in the region neighboring the ETC.

Fishing Agreements Program – Establishment of a Technical Cooperation Agreement with the State Environmental and Sustainability Department (Semas) and initiatives involving signposting, diagnoses and environmental education.

Community Safety Program – Maintenance of the Cargo Transportation Route, ombudsman, community safety campaigns, a waterway safety workshops, and a Truckers Day campaign.

Route Monitoring Program – Evaluation of erosive processes, movement of wildlife, silting of bodies of water, atmospheric emissions, noise, increased population density, traffic safety, vertical signaling and route infrastructures.

Turtle Monitoring Program – Monitoring of the hatching habits of the South American Turtle, and supervision of the Tabuleiro do Monte Cristo region, in the municipality of Aveiro, located on the Tapajós River.





Tackling Sexual Exploitation Program – Campaigns and a communication forum.

Fishing Activity Monitoring Program – Monitoring and studying of fishing activities, including periodic meetings with related associations.

Indigenous Component Study – Execution of a working plan.

Environmental Education Program – Teacher training, campaigns aimed at schools, direct and outsourced workers, and truck drivers.

Social Communication Program – Ombudsman, newsletters, videos, and safety campaigns.

Anchoring Monitoring Program – Monitoring of surface waters, fauna and waste management.

Socio-environmental Responsibility and Institutional Articulation Program – Institutional partnerships, transfers to CRAS and courses.

PROGRAMS RELATED TO THE BARCARENA PRIVATE USE TERMINAL (PUT):

Atmospheric Emissions Control and Management Program – the same as that at the ETC.

Noise Control Program – the same as that at the ETC.

Quality Monitoring Program – the same as that at the ETC.

Social Communication Program – Visits to the community, ombudsman, website and institutional videos.

Socio-environmental Responsibility and Institutional Articulation Program – Community partnerships, extra-curricular school program, health and safety activities.

Fishing Activities and Small Vessels Monitoring – Fishing monitoring campaigns.

Community Safety on Highway and Waterway Access Routes Program – Training for employees, truckers and fishermen.

State Technicians Training Program – Workshop with Semas.

In 2024, the Technical Cooperation Agreement (TCA) between the State Environmental and Sustainability Departments (Semas) and Hidrovias do Brasil was established as a milestone in the support for ratified fishing agreements in the state of Pará. Currently, the TCA covers eight agreements and involves three main programs: Environmental Education; Communication, Signaling and Documentation; and Self-monitoring.

Also in 2024, the initial actions benefited 3 agreements, 86 communities and around 7,800 families. Six vessels equipped with safety kits, a motor and coverings were delivered to provide support for the self-monitoring activities. Furthermore, a total of 30 signs were delivered displaying information on the rules of permission and specific restrictions for the three agreements.

Recognition of Sourcing local labor

GRI 3-3 SOCIO-ENVIRONMENTAL AND LAND MANAGEMENT, 203-1, 203-2, 204-1

Hidrovias do Brasil boosts the economic development of the regions in which it operates, promoting opportunities for workers and local businesses. In areas such as Miritituba, Itaituba and Barcarena, the growth of the regional economies not only benefits the communities, but also the logistics operations of the company itself and those of other organizations present in the region.

To contribute directly to this development, the company prioritizes the hiring of local labor and the services of regional suppliers. The process begins with the identification of the operational needs and mapping of the available service providers, including professionals and companies in the transport, maintenance and construction sectors. The service providers undergo technical, operational and quality evaluations, ensuring that they meet the necessary standards.

Whenever possible, the Company opts to contract local service providers, thereby reducing logistics costs, strengthening the regional economy, and minimizing the environmental impacts associated with the transportation of materials and equipment. This strategy creates jobs, boosts local businesses and reinforces Hidrovias do Brasil's commitment to the sustainable development of the communities neighboring its activities.

Proportion of spending budget on local suppliers^{1,2,3,4} (%) GRI 204-1

	2022	2023	2024
Pará region	59.94	59.16	59.46
São Paulo region	57.17	81.41	78.23
Paraguay region	73.34	60.01	53.98
Uruguay region	42.74	25.54	40.04
All the regions in which the company operates	59.10	55.97	57.31

¹ For Hidrovias do Brasil, the term 'local' refers to the areas where we maintain operations, specifically in the states of São Paulo and Pará in Brazil, as well as Paraguay and Uruguay.

² For calculation purposes, all operational units are counted.

³ To calculate the percentage of the total value (of all the operations) involved in local procurement, the total sum spent on suppliers in the regions where Hidrovias do Brasil is active was compared to the company's total expenditure.

⁴ To calculate the percentage of the value per region, Hidrovias do Brasil's operations in each region were consolidated and the spending on suppliers in the same region was compared against the total expenses in the region.



Flavio Luan Tavares da Silva,
Northern Operation/PA



8

Environmental Performance

CAPITALS



INTELLECTUAL
CAPITAL



NATURAL

MATERIAL TOPIC

- » WASTE
- » SOCIO-ECONOMIC AND ENVIRONMENTAL IMPACT ON THE NEIGHBORING COMMUNITIES

COMMITMENT TO SUSTAINABILITY

- » ENVIRONMENTAL IMPACT

ASPECTS COVERED

- » ENVIRONMENTAL AND OPERATIONAL MANAGEMENT





Operational environmental management

The environmental impacts are managed by means of the Environmental Aspects and Impacts Matrices (Maia), which recognize the specific features of each operation, tools that help to identify the most significant impacts of each activity and, as such, structure actions that are more focused on the needs of each one of the units.

Initiatives directly linked to the operational context of Hidrovias do Brasil allow for environmental management of the impacts meaning subsequent advances can be made in sustainability. In its Shipping activities, the Company focuses on the efficient use of fuels and the adoption of technologies that enable gains in performance. Actions are also implemented to guarantee the proper disposal of the waste generated and due control of the environmental impacts.

 **READ MORE**
in Investments in Strategy
due to climate change,
beginning on [page 54](#)

Particles, odor and noise GRI 101-2

The measures to control, reduce and manage particles emissions in Hidrovias do Brasil's operations were broadly applied in 2024. Constant monitoring and the use of control mechanisms have sought to achieve advances aligned with social environmental criteria.

Of the environmental impacts identified, special mention should be made of the dust emissions, which mainly arise from the movement of trucks and handling of products, such as grains and fertilizers, at the terminals and during transshipment. Aware of the importance of mitigating these impacts, the company performs regular investigations into the emissions, in partnership with specialist consulting firms, to be able to map the sources and the extent of the dispersion of these emissions in the Northern Operations (ETC and PUT) and in Santos.

Hidrovias do Brasil has also adopted a series of operational controls designed to reduce the particle emissions, including the enclosing of 100% of the structures and transition points on the conveyor belts, with compact filters at the ends of each one, and filter bags installed on top of the tumblers.

At the Santos terminal, the enclosures surrounding the external conveyor belts have been doubled, whilst the truck loading tunnels have ventilation systems to keep the dust inside the storage facilities. At the PUT in the Northern operations, in 2024, a new system was installed for dusting the products with polymer to reduce the dust arising from the unloading of the grains into the trucks' tumblers. There are plans for the same system to be installed at the ETC in 2025.

Hidrovias do Brasil also regularly monitors the emissions of black smoke, applying the Ringelmann scale to both its own equipment and the vehicles of third parties which operate at the units. The aim is to ensure the quality of the air in the areas surrounding the operations.

In relation to noise and odors, the company has adopted a series of preventive practices, including maintenance of machines and equipment, inspections of the conveyor belts, and the enclosing of machinery to reduce acoustic and environmental impacts. Awareness-raising campaigns are conducted with the truck drivers to minimize the use of horns, especially at night time and in sensitive areas.

Waste and wastewater GRI 306-1, 306-2, 306-3, 306-4, 306-5

The generation of waste in Hidrovias do Brasil's operations is directly related to the intensity of the demand for waterway transport. Or in other words, it can increase or decrease depending upon the amount of cargo transported during any given period. The management of this waste, meanwhile, aims to continually reduce the volumes generated, thereby minimizing the environmental impacts. The company prioritizes sustainable forms of disposal, in line with the National Solid Waste Policy (PNRS) and the targets of the 2024/2025 Sustainability Commitments.

The significant impacts on the generation of waste can be seen in the processes employed for the receipt, handling, storage and consignment of products within the company's installations. Entries of materials are related to the receipt of solid bulk. In the administrative and operational activities, the materials are monitored and controlled according to the applicable environmental guidelines. In the consignment process, meanwhile, the materials are mapped and managed within the operational scope of the company.

The company performs annual environmental audits, ensuring that it continues to hold the ISO 14.001 certification and continues to comply with Conama resolution 306, which is audited biannually.

The waste is monitored on a monthly basis by means of the Operational Excellence Program, which consolidates and analyzes the data, establishing individual targets for the sustainable disposal. These data are presented to the Senior Executives and opportunities for improvement are identified.

As well as controlling the waste, the regulatory evaluations, including environmental audits and analyses of licenses, also extend to the environmental service providers, such as waste processors. The company is constantly seeking innovative solutions, such as new ways of recycling and composting the organic waste arising from the grain operations.

Internal environmental education is also widely encouraged, with campaigns focused on the reduction of waste in the canteens and administrative activities. All the employees are trained to better understand the importance of this matter.

The waste generated by the Company is weighed, classified in accordance with environmental legislation and tracked throughout its journey, from collection and through transportation to disposal, with all due documentation, including the Waste Transportation Manifesto (MTR) and Certificate of Final Disposal (CFD).

In 2024, a total of 1,676.9 tons of waste were generated, with 135.7 tons of this total being hazardous waste and 1,541.2 tons being non-hazardous.

Furthermore, 1,570.6 tons of waste were sent for recovery, with 1,457.1 tons of this total being non-hazardous waste and 113.5 tons being hazardous. Approximately 95% of the waste from the Northern Corridor was sent for recycling, blending for co-processing, composting or other sustainable forms of disposal. In Santos, 100% of the waste was diverted from sanitary landfills.



Total waste generated, by composition ^{1, 2, 3, 4} (t) GRI 306-3	2022	2023	2024
Hazardous waste			
Absorbents, filtering materials, burlap, cleaning cloths and PPE	86.00	69.40	104.30
Metal drums and packaging containing/contaminated with hazardous waste	12.00	17.30	15.70
Electronic waste, light bulbs and batteries	2.70	1.70	4.70
Waste from healthcare and caused by disease	0.10	0.40	0.10
Santos Terminal Construction Waste - Hazardous (contaminated mix and fertilizer sweepings) ²	20.50	-	-
Waste contaminated with oils and derivatives	-	15.60	9.60
Other hazardous waste (contaminated fertilizer, expired chemical products, aerosols, paints, toner, etc.)	16.50	3.60	1.30
Total	137.80	108.00	135.7
Non-hazardous			
Organic, common and sweepings waste	873.80	666.10	890.20
Plastic, paper and cardboard	13.20	34.60	43.10
Scrap metal	92.60	64.10	249.50
Wood residue	63.90	26.30	30.40
Construction waste	169.80	10.00	125.00
Santos Terminal Construction Waste - Non-hazardous (wood, PVC, rubber, scrap metal, common waste, debris, etc.) ²	3,608.40	-	-
Other non-hazardous waste (non-hazardous medication waste, non-hazardous electronics, non-hazardous industrial waste and fertilizer sweepings, amongst others).	48.90	-	9.90
Other non-hazardous waste (non-metallic cables, non-hazardous electronics, cleaning waste, etc.)	-	51.80	-
Tailings and equivalent urban solids	-	146.50	168.60
Biological sludge from wastewater treatment	-	10.10	24.50
Total	4,870.60	1,009.50	1,541.20
Total hazardous and non-hazardous waste generated	5,008.40	1,117.50	1,676.90

¹From 2022 to 2023, the volume of waste generated dropped significantly, mainly due to the completed construction of Santos Terminal STS20.

² The waste generated during the adjustments and construction of the terminal installed at the Port of Santos was not included with the other waste since it is considered to be waste generated exceptionally due to the activities undertaken over the course of 2022.

³ Over the course of 2023, roughly 460 kg of light bulbs were used in the Southern Operation and 2,890 in the Northern Region.

⁴ Over the course of 2024, approximately 3,274 light bulbs were used in the Northern operations, 420 in the Southern Operation, and 80 kg in the Southern Operation.

Total waste diverted from final disposal, by recovery operation, in metric tons (t)^{1,2,3,4,5} GRI 306-4

	2022	2023	2024
Non-hazardous waste			
Recycling	277.00	95.40	370.30
Composting	-	480.40	724.80
Blending for co-processing	-	74.90	361.70
Santos Terminal Construction Waste ¹	3,563.20	-	-
Others	629.32	0.90	0.30
Total	4,469.52	651.60	1,457.10
Hazardous waste*			
Recycling	1.20	1.00	4.60
Blending for co-processing	-	86.90	0.10
Others	0.70	0	108.80
Total	1.90	87.90	113.50
Total solid waste diverted from final disposal	4,471.42	739.50	1,570.60

¹ In 2022, the category of Other Non-Hazardous Waste included decontamination/decharacterization, recycling, reuse and composting. In 2023, specific sorting for composting and blending for co-processing were added to this category. In addition, blending for co-processing was also incorporated into the hazardous waste category. [GRI 2-4](#)

¹From 2022 to 2023, the volume of waste diverted from final disposal dropped significantly, mainly due to the completion of construction of Santos Terminal STS20.

³ In 2023, the company managed to prevent the generation of a total of 740.4 tons of waste.

⁴ The waste generated during the adjustments and construction of the terminal installed at the Port of Santos was calculated separately to the other waste since it is considered to be waste generated exceptionally due to the works undertaken over the course of 2022.

⁵ In the 2023 Integrated Report, the data were reported incorrectly as total waste outside the organization/offsite. Hidrovias do Brasil, however, calculates only the waste generated in its own operations, or in other words, the total weight within the organization, since it does not perform any control over the upstream or downstream (customers and suppliers) waste generated. [GRI 2-4](#)

Total solid waste sent for final disposal, by recovery operation, in metric tons^{1,2} GRI 306-5

	2022	2023	2024
Non-hazardous waste			
Incineration without energy recovery	5.90	323.80	59.30
Landfill	0.70	24.00	24.80
Santos Terminal non-hazardous construction waste	20.50	-	-
Other disposal operations	108.90	10.10	-
Total	136.00	357.90	84.10
Hazardous waste			
Incineration without energy recovery	222.10	15.20	0.10
Landfill	55.50	4.90	22.20
Santos Terminal hazardous construction waste	45.20	-	-
Other disposal operations ¹	78.20	-	-
Total	401.00	20.10	22.30
Total solid waste sent for final disposal	537.00	378.00	106.40

¹ The waste generated during the adjustments and construction of the terminal installed at the Port of Santos was not included with the other waste since it is considered to be waste generated exceptionally due to the activities undertaken over the course of 2022.

² In the 2023 Integrated Report, the data were reported incorrectly as total waste outside the organization/offsite. Hidrovias do Brasil, however, calculates only the waste generated in its own operations, or in other words, the total weight within the organization, since it does not perform any control over the upstream or downstream (customers and suppliers) waste generated. [GRI 2-4](#)

Water & effluents

The water resources management program focuses on the treatment of wastewater, monitoring of surface waters, and control of the quality of the water for human consumption. At the Barcarena PUT, five Wastewater Treatment Stations (WTS) conduct daily inspections, whilst the fat tanks and rainwater drainage systems are also cleaned regularly. Quarterly monitoring of the wastewater is performed at the Miritituba ETC, along with daily inspections as a means of controlling the treatment. At the Santos terminals and at the TOSA workshop in Paraguay, this service is provided by specialist companies.

In Brazil, the workshops have oil/water separation systems, in compliance with Conama resolution number 430/2021, with periodic analyses being performed to check on their efficiency. Furthermore, at the PUT, monitoring of the surface waters of the Pará River is performed at four separate points, in accordance with the currently applicable legislation.

The quality of the water for human consumption is guaranteed by means of potability control measures, including regular monitoring and cleaning of the reservoirs, in compliance with Ordinance n° 888/2021. These actions reinforce the company's commitment to sustainability and the preservation of water resources.

In Paraguay, as the operations do not cover the terminals, the wastewater generated by the vessels and workshops are treated, with special attention being paid to environmental preservation. Specific compartments are used on the vessels for storage of different types of waste to ensure that it does not turn into wastewater. This waste is later removed by specialist companies which are duly certified to apply the proper treatment. The wastewater generated during the maintenance work performed at the tugboat and barge workshops is treated. Waste such as oils, grease and other materials are properly stored in specific compartments and removed by certified companies, thereby guaranteeing that they are disposed of and treated correctly. Environmental control systems monitor the process and ensure that environmental contamination is avoided.



10

Corporate Governance



Santos Operation/SP

Governance structure

GRI 2-9, 2-10

The governance structure of Hidrovias do Brasil S.A. (HBSA3), a company that has been listed on the B3's Novo Mercado since 2020, aims to ensure integrity and balance in the decision-making process. The company's governance structure includes the Board of Directors, Oversight Board, Non-Statutory Audit Committee, Advisory Committees, an Independent Audit, a CEO, Boards, an Internal Audit and a Governance Department.

The naming of the members is performed in line with the Policy for Nominating Members to the Board of Directors, Committees and Statutory Executive Board. The selection process includes criteria such as diversity, independence, skills, experience, involvement in the senior management, and participation of stakeholders. The nomination of the board members also takes into consideration their alignment with the organization's values and culture, including the Code of Ethics and the internal policies, as well as an irreproachable reputation, compatible academic qualifications or minimum experience in the position, no conflicts of interest, and availability to properly perform the role.

Board of Directors

The Board of Directors (BD), composed of members with different functions, defines the company's strategic directives, supervises their implementation, and evaluates the economic, social and environmental impacts. The BD is composed of between five (minimum) and seven (maximum) members, of which 20% should be independent, under the terms of the B3's Novo Mercado Regulations. The members' mandates run for two years, with reelection being permitted. The mandate of the seven current board members runs through until the 2026 Ordinary General Meeting.

Changes were applied to the composition of the board in 2024.

Executive Board

The Executive Board is responsible for implementing the strategic plan defined by the Board of Directors and managing the Company's business. It supervises the development of initiatives designed to achieve the strategic objectives goals.

In 2024, it was composed of four statutory members and two non-statutory members.

Composition

Name	Position
Marcos Marinho Lutz	Chairman of the Board of Directors
Rodrigo de Almeida Pizzinatto	Vice-Chairman of the Board of Directors
Roberto Lucio Cerdeira Filho	Effective Member of the Board of Directors
Marina Guimarães Moreira Mascarenhas	Effective Member of the Board of Directors
Eduardo de Toledo	Effective and Independent Member of the Board of Directors
Julio Cesar de Toledo Piza Neto	Effective and Independent Member of the Board of Directors
Luiz Alves Paes de Barros	Effective and Independent Member of the Board of Directors

Date of the shareholder structure set forth in this table: August 10, 2024.



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Northern Operation/PA

Non-Statutory Audit Committee

An advisory body connected to the Board of Directors, the Non-Statutory Audit Committee has operational autonomy and its own budget. It supervises financial reports, risk management procedures, compliance with regulations and legislation, as well as the activities of the internal and independent auditors, in line with the B3's Novo Mercado Regulations. It also supervises the environmental, social and economic impacts and directs the management of these matters. The Non-Statutory Audit Committee was elected on June 27, 2024, with a mandate running through to June 27, 2026.

Composition

Name	Position
Eduardo de Toledo	Effective Member and Coordinator of the Audit Committee
Julio Cesar de Toledo Piza Neto	Effective Member of the Audit Committee
Roberto Lucio Cerdeira Filho	Effective Member of the Audit Committee

Oversight Board

An independent and non-permanent body, the Oversight Board is convened upon the request of the shareholders. Its functions include overseeing the Company's management acts, and analyzing and opining on its quarterly accounting information and financial statements, among other topics. It was convened at the 2023 Ordinary General Meeting and is composed of six members, three of whom are effective and three substitute members, with a mandate of one year, or in other words, until the next Ordinary General Meeting.

Composition

Name	Position
Valmir Pedro Rossi	Effective Member of the Board of Directors
Antonio Sergio Riede	Effective Member of the Board of Directors
Julio Cesar Nogueira	Effective Member of the Board of Directors
Rodrigo Legaspe Barbosa Pereira	Effective Member of the Board of Directors
Élcio Arsenio Mattioli	Effective Member of the Board of Directors
Marcello De Simone	Effective Member of the Board of Directors

On April 14, 2025, a new election was held, with a change in the composition and a mandate that will run through to August 2026, as stated on the Company's [website](#)

Integrity in the business environment

GRI 3-3 Ethics and transparency, 2-26

Hidrovias do Brasil grounds its actions in an Integrity Program, with the aim of guaranteeing that its actions and relations are conducted irreproachably and responsibly. The program is structured around three pillars: prevention, detection and response, covering the following topics:

- **Communication and Training**
- **Code of Ethics and Policies**
- **Interaction with Public Officials**
- **Donations and Endorsements**
- **Gifts and Presents**
- **Ethics Channel and Investigation**
- **Due Diligence of Third Parties**
- **Conflicts of Interest**

The Code of Ethics combines the principles that should be followed by all those to whom it applies. The code is aimed at all those involved with the company, from members of the Board of Directors to business partners and employees. It covers topics including harassment, conflicts of interest, and anti-ethical practices, and establishes guidelines for relations with different stakeholders.

Other documents that make up the set of bylaws, policies and regulations are:

BYLAWS:

- Bylaws of Hidrovias do Brasil S.A.

REGULATIONS

- Internal Regulations for the Administrative Council
- Internal Regulations for the Audit Committee
- Internal Regulations for the Non-Statutory Audit Committee



POLICIES:

- Policy of Related Party Transactions and other situations involving Conflicts of Interest
- Code of Ethics
- Policy for Nominating Members to the Board of Directors, Committees and Statutory Executive Board.
- Anti-corruption Policy
- Policy on the Announcement of a Material Act or Fact, and Policy for Trading of Securities Issued
- Risk Management Policy
- Remuneration Policy

To strengthen the culture of integrity, the company has implemented actions such as "Compliance Month". During this campaign, the Compliance team connected to the Legal-Regulatory Board visits the company's operations to conduct training sessions and engagement activities.

The initiative is aimed at raising the employees' awareness of the importance of acting as ambassadors of integrity. It also promotes the disclosure of good practices in the form of the Compliance Magazine, a quarterly publication containing practical tips on the application of compliance in one's daily activities.

Training sessions on topics such as the Code of Ethics and Harassment are held by means of the Hidrovias Academy, as part of the onboarding process conducted with all new employees. The Company also performs periodic analyses aimed at preventing corruption, with a comprehensive evaluation of all its operations.


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Bylaws, Policies and Regulations

Communication and training on anti-corruption policies and procedures GRI 205-2

Governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region

	2022		2023		2024	
Members of the governance body communicated with and trained	Communicated	Trained	Communicated	Trained	Communicated	Trained
Corporate - SP						
Total number of members during the year	10	10	10	10	7	7
Total number of members communicated with/trained	10	10	10	10	7	7
Percentage of members communicated with/trained (%)	100	100	100	100	100	100
Northern Operation						
Number of members during the year	1	1	1	1	1	1
Number of members communicated with/trained	1	1	1	1	1	0
Percentage of members communicated with/trained (%)	100	100	100	100	100	0
Southern Operation						
Number of members during the year	1	1	1	1	1	1
Number of members communicated with/trained	1	1	1	1	1	1
Percentage of members communicated with/trained (%)	100	100	100	100	100	100
Santos Operation						
Number of members during the year	1	1	1	1	1	1
Number of members communicated with/trained	1	1	1	1	1	1
Percentage of members communicated with/trained (%)	100	100	100	100	100	100
Total						
Number of members during the year	13	13	13	13	10	10
Number of members communicated with/trained	13	13	13	13	10	9
Percentage of members communicated with/trained (%)	100	100	100	100	100	90

Employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by region

Employees communicated with and trained	2022		2023		2024	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
Corporate - SP						
Total number of members during the year	175	175	185	185	203	203
Total number of members communicated with/trained	175	165	185	145	203	172
Percentage of members communicated with/trained (%)	100	94.29	100	78.38	100	84.73
Northern Operation						
Number of members during the year	824	824	827	827	834	834
Number of members communicated with/trained	824	798	827	745	834	776
Percentage of members communicated with/trained (%)	100	96.84	100	90.08	100	93.05
Southern Operation						
Number of members during the year	439	439	528	528	509	509
Number of members communicated with/trained	439	414	528	440	509	458
Percentage of members communicated with/trained (%)	100	94.31	100	83.33	100	89.98
Santos Operation						
Number of members during the year	180	190	205	205	234	234
Number of members communicated with/trained	180	168	205	157	234	165
Percentage of members communicated with/trained (%)	100	93.33	100	76.59	100	70.51
Total						
Number of members during the year	1618	1618	1745	1745	1780	1780
Number of members communicated with/trained	1,618	1,545	1,745	1,487	1,780	1,571
Percentage of members communicated with/trained (%)	100	95.49	100	85.21	100	88.26

Employees communicated with and trained GRI 205-2

Employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employment category

Employees communicated with and trained	2022		2023		2024	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
Superintendency						
Number of employees	6	6	5	5	7	7
Number of employees communicated with/trained	6	5	5	5	7	7
Percentage of employees communicated with/trained (%)	100	83.33	100	100	100	100
Managers						
Number of employees	38	38	44	44	49	49
Number of employees communicated with/trained	38	38	44	39	49	41
Percentage of employees communicated with/trained (%)	100	100	100	88.64	100	83.67
Specialists Coordinators Consultants						
Number of employees	172	172	179	179	188	188
Number of employees communicated with/trained	172	167	179	166	188	181
Percentage of employees communicated with/trained (%)	100	97.09	100	92.74	100	96.28
Analysts						
Number of employees	211	211	257	257	267	267
Number of employees communicated with/trained	211	167	257	219	267	251
Percentage of employees communicated with/trained (%)	100	97.16	100	85.21	100	94.01
Assistants Technicians Support staff						
Number of employees	219	219	183	183	191	191
Number of employees communicated with/trained	219	203	183	164	191	171
Percentage of employees communicated with/trained (%)	100	92.69	100	89.62	100	89.53

Employees communicated with and trained GRI 205-2

Employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employment category						
Employees communicated with and trained	2022		2023		2024	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
Operation						
Number of employees	314	314	381	381	401	401
Number of employees communicated with/trained	314	302	381	309	401	321
Percentage of employees communicated with/trained (%)	100	96.18	100	81.10	100	80.05
Ship crews						
Number of employees	569	569	696	696	667	667
Number of employees communicated with/trained	569	539	696	585	667	599
Percentage of employees communicated with/trained (%)	100	94.2	100	84.05	100	89.81
Total						
Number of employees	1,542	1,542	1,745	1,745	1,780	1,780
Number of employees communicated with/trained	1,542	1,469	1,745	1,487	1,780	1,580
Percentage of employees communicated with/trained (%)	100	95.27	100	85.21	100	88.76

The Compliance Department performs an analysis of the supplier together with our procurement process.

Communication of critical concerns GRI 2-16, 2-25

All critical concerns are communicated to Hidrovias do Brasil's Board of Directors by means of periodic reports and presentations, formal board meetings, governance committees, internal and external audits, updating of the senior management, risk and compliance reports, sustainability and corporate social responsibility reports, as well as notifications during crisis and emergency situations.

The Company has a number of different communication channels, including e-mail, an ethics channel, a direct line, contact forms and social media, as well as external mechanisms such as direct complaint hotlines and an ombudsman. One of these is the Ethics Channel, operated by an independent company and available 24 hours a day, equipped to receive anonymous complaints or accusations in Portuguese, Spanish or English.

In 2024, 212 critical concerns were registered, relating to issues including the environment, the sustainability strategy, social matters, human rights, and economic issues. These concerns are consolidated through the Ethics Channel and Ombudsman (*Alô Comunidade*) and discussed by the abovementioned bodies.

Amongst the matters communicated are: dust, harassment, behavioral irregularities, discrimination, conflicts of interest, fraud, misappropriation of materials, illegal substances, and human rights.

Systematized management

Hidrovias do Brasil's Integrated Management System (IMS) is responsible for ensuring the efficiency and transparency of the company's operations, with registration of the activities of all the operational areas. It involves standardized processes, assures internal and external governance, and seeks to improve the Company's general performance, minimizing risks and redundancies.

The IMS follows a cycle of four principal stages:

- **Planning:** Definition of targets and performance indicators.
- **Implementation:** Creation of procedures and policies to meet the needs of each area.
- **Operation:** Execution of the processes in line with the established procedures, with continual monitoring.
- **Evaluation and constant improvement:** Internal audits and reviews to identify opportunities for improvement.

The IMS covers aspects including the environment, sustainability, occupational health and safety, compliance with legislation, and the wellbeing of the employees and community. It helps to promote a culture of transparency and responsibility by means of the detailed documentation of the processes and their connections to internal and external policies and regulations.

It is audited periodically, covering all the employees, and includes reports and data collection that help to identify those areas that need improving.



Risk management

GRI 203-1

Hidrovias do Brasil takes an organized and efficient approach to the management of its risks, based upon its Risk Management Policy, approved by the Board of Directors, having been structured in 2020 and revised in 2021. The company has adopted a systematic process to identify, analyze, evaluate and mitigate risks that could impact its objectives.

The governance structure is clearly defined, with well established roles and responsibilities for all those involved in the process. The Board of Directors monitors the implementation of the risk management actions, while the Audit Committee continually monitors them following implementation and reports back to the Board. The Risk Management department, connected to the Legal-Regulatory Board, executes the directives, and develops and updates risk information sheets, whilst also developing indicators to make sure that the mitigation recommendations are followed.

The risks are categorized as being strategic, operational, financial or regulatory, and each year they are positioned within a risk matrix. The Internal Audit also makes regular checks to ensure the effectiveness of the risk management system and internal controls.

The risk management process involves a number of stages that guarantee a comprehensive and proactive approach.

- **The contextual analysis examines internal and external factors, including social, political and regulatory factors that could affect the company.**
- **The risk assessment is conducted collaboratively, involving the leaders and managers, to qualify and prioritize the risks, considering their likelihood and impact.**
- **The handling of the risks involves the planning and implementing of actions to reduce their likelihood and/or impact. The options available include preventing the risk, mitigating it through action plans, transferring it, or accepting it, depending upon the company's strategy.**
- **Communication and consultation perform essential roles by involving the stakeholders throughout the entire process, guaranteeing that different perspectives are considered and the decisions are informed and suitable.**
- **Continual monitoring and critical analyses are undertaken to check that the mitigation measures are functioning correctly and that new risks are being duly identified and addressed.**

The Risk Management department depends upon the information provided by the different areas to be able to perform analyses that are effective and aligned with the reality of the situation. The stakeholder engagement plan is essential in this process, since it considers the stakeholders' concerns and strengthens the preventive approach to risk management.



READ MORE
in [Strategic Investments](#),
on [page 34](#)





Relations with investors and other stakeholders

GRI 2-28, 2-29

Over the course of its 14 years in business, Hidrovias do Brasil has been constructing relations with its investors based upon ethics and transparency. As well as having a website dedicated to the investors, the company has adopted a proactive and receptive approach to them, receiving questions, holding meetings, and publishing newsletters, in line with the best market practices.

In its engagement with the stakeholders as a whole, Hidrovias do Brasil believes in objective communication, and makes a number of channels open for active feedback. It participates actively in important projects and events focused on the stakeholders, assumes its social responsibility, publishes annual reports and aims to continually improve its activities through assessment and training.



CLICK HERE
to visit the website dedicated
to the stakeholders

ENGAGEMENT OBJECTIVES:

- Identify potential risks and real impacts;
- Define prevention and mitigation responses;
- Build genuine and enduring relationships;
- Understand needs and expectations;
- Improve decision-making;
- Manage risks and opportunities;
- Foster innovation;
- Comply with regulatory requirements;
- Build reputation and brand image;
- Establish good neighborly relations;
- Meet investor demands; and
- Resolve conflicts.

Hidrovias do Brasil has a team specialized in institutional relations, working together with the various institutions from the sector to strengthen governance and promote sustainable practices in the social and environmental fields. Its commitment to the development of waterway transport can be seen in its participation in different organizations, including:

Brazilian Association for the

Development of Inland Navigation (ABANI): the organization that represents the interests of inland shipping throughout Brazil, promoting the advantages and potential for waterway transportation for the development of society. (abani.org.br)

Association of Private Terminals (ATP): an entity focused on defending the interests of private terminals in Brazil, promoting the efficiency and competitiveness of the national ports sector. (abtp.org.br)

Brazilian Coastal Shipping Association (Abac): the organization representing those companies that operate with coastal marine transport, promoting the development and sustainability of this form of transport in Brazil. (abac-br.org.br)

Association of Private Port Terminals (ATP): the entity that represents private port terminals in Brazil, working to strengthen the competitiveness and efficiency of the ports sector. (portosprivados.org.br)

Brazilian Association of Infrastructure and Basic Industries (MoveInfra): the organization dedicated to the encouragement and promotion of investments in infrastructure in Brazil, covering sectors such as transport, energy and sanitation. (moveinfra.org.br)

Brazilian Association of Terminals and Customs Warehouses (Abtra): the entity that unites terminal and customs warehouse operators, promoting the modernization and security of overseas trade operations in Brazil. (abtra.org.br)

Union of Port Operators of the State of São Paulo (Sopesp): the union that represents the São Paulo state port operators, working for improvement of the infrastructure and port management. (sopesp.org.br)

Cámara de Armadores Fluviales y Marítimos (CAFyM): the entity that represents waterway and maritime shipping companies in Paraguay, promoting the development of shipping and the integration of regional logistics. (cafym.org.py)

The company also maintains relations with regulators and local, state and federal public administrators. These relations are in line with the principles of ethics and compliance, collaborating for compliance with the legislation and public policies on development and sustainability. It is a leader in operations in a highly-regulated sector, valuing integrity in its relations with all its different groups of stakeholders.

The principal stakeholders engaged are: business partners, civil society organizations, customers, employees and other workers, governments, local communities, NGOs, suppliers, unions, vulnerable groups, shareholders and investors. This engagement is developed by means of active feedback, involvement in the decision-making, corporate social responsibility, training and awareness-raising, continuous evaluation, open innovation, transparent communication, numerous communication channels and sustainability reports.



2024 Awards and Certifications

The awards and certifications received by Hidrovias do Brasil in 2024 recognize the company's position as a sustainable and innovative company that is committed to excellence in its operations, consolidating its reputation in the market and the logistics infrastructure sector.



PERSONNEL, ORGANIZATIONAL CULTURE AND EMPLOYEE DEVELOPMENT

GPTW Paraguay

Recognition as one of the best companies to work for in the country.

GPTW Brasil

Certification that highlights the company as having an excellent working environment in Brazil.

GPTW Innovative Culture Seal

Award focused on companies that promote innovation in the business environment.

Women's Friend Company

Recognition for its commitment to gender equity and initiatives aimed at supporting women in the working environment.



CORPORATE GOVERNANCE

Most Admired Executives 2024

Recognition of the company's leaders for their strategic work and impact in the sector.

Due Diligence Recertification

A guarantee of compliance with the highest standards of transparency and corporate responsibility.

Transparency Trophy

An award that recognizes companies with exemplary accountability and governance practices.

Pró-Ética

Certification that highlights companies that are committed to ethics and integrity in business.

ISO 9001

International certification of quality in processes.

ISO 14001

Environmental management certification, reinforcing the commitment to sustainability.

ISO 45001

Certification in occupational health and safety management.





INSTITUTIONAL RECOGNITION

Portos+ Brasil

Award that evaluates excellence in port and logistics operations.

Valor 1000

Recognition as one of the biggest and best managed companies in Brazil.

Biggest and Best 2024

Award that recognizes the company's outstanding financial and operational performance.

Época 360° Yearbook

Classification as one of the best evaluated companies in the country in terms of innovation, governance and sustainability.

Friend of the Navy Certificate (Medal)

Recognition of the company's support for marine activities and development of the sector.



SUSTAINABILITY

Zero Landfill Trophy

An award for the company's commitment to the responsible management of waste in the Santos operations.

Elias Leão Environmental Certificate

Recognition for sustainable environmental practices and reduction of environmental impacts in Itaituba/PA.

GHG Protocol Gold Seal

Certification for transparency in the measurement and control of greenhouse gas emissions in scopes 1 and 2 across the company's entire operations in Brazil.

CEBDS Reporting Matters

Highlighted for excellence in sustainability reporting and commitment to good ESG practices.



INNOVATION

Work Boat World 2023

An international award for innovation and excellence in marine vessels and operations.

Cubo 2024 Seal

Recognition for investment in technological development and innovation.

Standards Document



Sustainable logistics solutions

3-3 - [ECONOMIC PROSPERITY] Management of material topics

Hidrovias do Brasil has identified the impacts it has on prosperity of the economy, environment and people. In the environment, there exists the potential to support the decarbonization of the logistics chains, but there are no records that attest to real positive impacts. The negative impacts include emissions of dust, odor, noise, waste and wastewater, all of which affect the neighboring communities. In relation to people, the positive impacts include the creation of jobs, income, training and certification, whilst the negative impacts include inconveniences caused by odor, dust and noise. In terms of the economy, the positive impacts involve local development, increased employment and income, training, development of suppliers, and diversification of the national logistics chain.

The company has operations in the Northern and Southern regions as well as the Port of Santos, involving the transshipment of cargo and shipping, and is responsible for impacts such as collisions on the river, an increased flow of trucks, and inconveniences to the local community. This matter is addressed in internal policies, public declarations, sustainability reports, procurement and supplier policies, and the Code of Ethics and Conduct.

The measures taken to mitigate impacts include a system for the socio-environmental management of conditions focused on engagement with the stakeholders, constant evaluation of the operations, a plan for communication of the environmental impacts, management of environmental conditions, and a channel designed to actively listen to the communities. Specific studies regarding traditional communities, fishing activities and the festivities along the banks of the rivers are conducted to better understand the risks and impacts. The reparation of damages takes the form of meetings, inspections, impact evaluations, and the implementation and conclusion of action plans.

The company also invests in social impact, developing initiatives related to the creation of jobs and income, education and local development, including labor training program and navigation certifications. The effectiveness of the measures is evaluated by internal audits, impact evaluations, feedback from stakeholders, complaint mechanisms, and external performance assessments. The targets established were achieved, including the creation of social initiatives in every one of the priority communities.

The Company improved its management through the implementation of territorial engagement plans, the mapping of stakeholders, and establishment of continuous dialog with the local communities, allowing it to understand grievances in advance and strengthen its relationship with the different regions. The engagement with the stakeholders involves communication, consultation, participation and cooperation, contributing to the definition and evaluation of the measures adopted.



Our stance on sustainability

Climate change strategy

2-23 Policy commitments

The organization has a set of policies and procedures that ensure the adoption of responsible practices in different areas, including sustainability, governance, ethics, the environment and human rights. Amongst the institutional documents, of special note are the Integrated Management System (IMS), Risk Management Policy, Sustainability Policy, Anti-corruption Policy, Communication and Management of Crises Policy, and Institutional Communication Policy, which are all aligned with international norms and establish strategic commitments focused on compliance with regulations, social and environmental responsibility, ongoing improvement and ethical conduct.

Since 2022, the company has been consolidating its Sustainability Commitments, establishing short, medium and long-term goals, and participating in global pacts and initiatives to reinforce its sustainable activities. The commitments assumed are aligned with intergovernmental instruments, such as the Labor Norms of the ILO, the United Nations' Guiding Principles on Business and Human Rights, the UN's Global Compact, and the Sustainable Development Goals (SDGs).

The organization has adopted due diligence practices and applies the precautionary principle to its operations and business relations. It has also reaffirmed its commitment to human rights, with specific policies aligned with the UN's Guiding Principles, the Global Compact and the SDGs. All the articles of the Universal Declaration of Human Rights are included in the commitments assumed.

The prioritized stakeholders include employees, outsourced workers, customers, local communities, and suppliers, with special attention paid to vulnerable groups, such as women, Indigenous peoples, the LGBTQIA+ community, and traditional fishermen, through specific initiatives contained in its engagement plans and socio-environmental management.

The institutional documents are available for public consultation on the company's website and have been approved by the Board of Directors. The company's commitments apply to all the organization's activities and its business relations, and are communicated by means of annual reports, official documents, internal communications, the website, social media networks, institutional videos, events, conferences and strategic partnerships.

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

The company has mapped the risks and opportunities arising from climate change, considering physical and transition factors. Amongst the most pressing risks identified are extreme weather events, water scarcity, and the costs associated with mitigation and adaptation. The extreme weather events represent operational and economic risks, with financial implications associated with direct losses and adaptation needs. Water scarcity, as well as affecting the operations and shipping, can lead to an increase in operating costs and greater vulnerability to climate events. The costs of mitigation and adaptation, meanwhile, involve transition risks, with an increasing need for investments in green technologies, a resilient infrastructure and research.

On the other hand, a number of significant opportunities were identified, including the use of renewable energies, energy efficiency, development of a resilient infrastructure, insertion into carbon markets, climate adaptation strategies, and investments in research and innovation. These opportunities represent competitive advantages, attraction of sustainable investors, access to green funding, and an increase in the organization's operational and reputational resilience.

The measures taken to manage risks and opportunities involve initiatives such as a switch in the types of fuels used, the use of low carbon renewable energy, improvements in energy efficiency, and the acquisition of renewable energy certificates. The costs associated with these actions include investments in personnel, external consultations, the collection and analysis of data, independent audits, insurance and contingency budgets, along with contributions to innovation, technology, resilience, and monitoring and warning systems.

The company is in the process of revising the business risk regarding adverse climate conditions, including the identification of new risk factors and the respective control measures. This review includes an estimate of the financial costs arising from climate risks and opportunities, with plans for them to be included in the business risk management governance process in 2025. In parallel with this initiative, the company is developing its climate ambitions, which will play an important role in the gauging and management of the financial implications relating to climate change.

Human development

3-3 Organizational culture

The organization has identified a range of real and potential impacts related to the topic of "Development of Personnel", concentrated on people and their human rights. The negative impacts are related to low rates of diversity and to non-compliance with the legal requirements for quotas of people with disabilities and young apprentices. These impacts arise from activities linked to the management of human capital, which, despite being guided by inclusion and development guidelines, are still facing challenges in the promotion of diversity, especially in shipping cargoes and compliance with legal requirements. This topic is addressed in the company's internal policies, the Code of Ethics and Conduct, and sustainability reports, all of which are available to the public on the website: <https://sustentabilidade.hbsa.com.br/>.

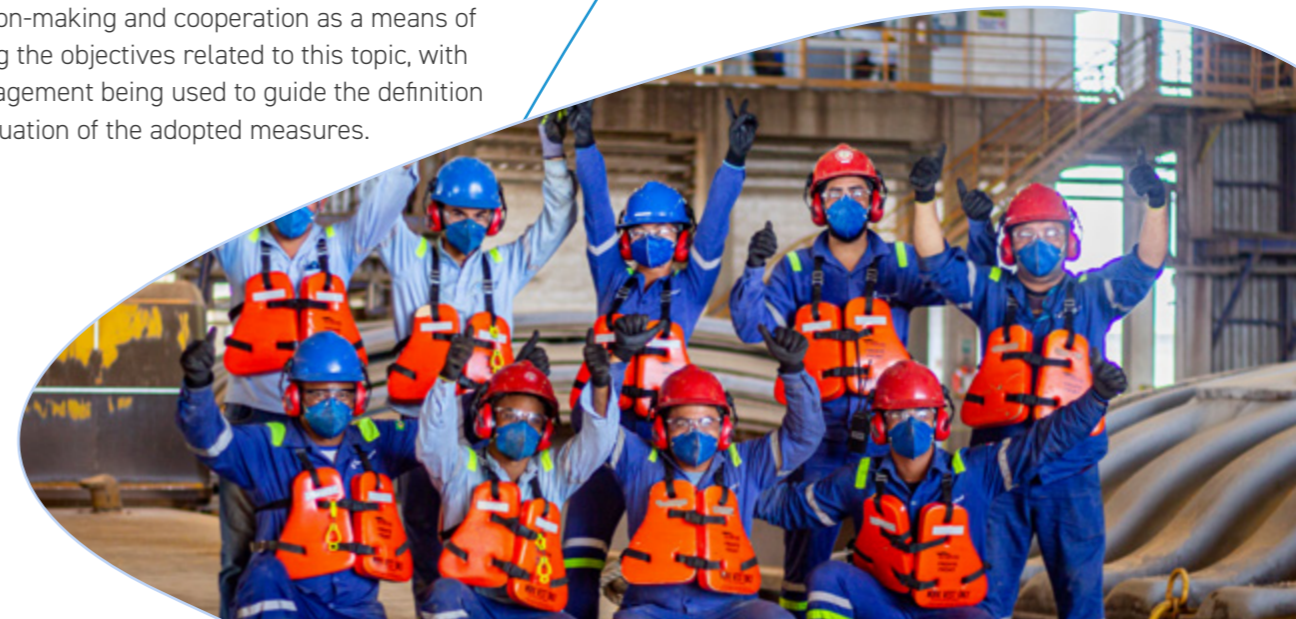
Actions have been adopted to prevent and mitigate negative impacts, including internal programs focused on the development of employees: the Evolve program, which allows employees to participate in internal hiring processes; the Hidrovias Academy learning platform; the *Líder 360°* program, aimed at training new leaders; the *Bolsa Auxílio* program, designed to assist with employees' first education certifications; and the *Facilitadores* initiative, providing training for internal instructors. These

same actions are engaged to address real negative impacts. As a means of managing positive impacts, the company monitors the satisfaction indexes obtained from the organizational climate survey, the team's average time with the company indicators, turnover and hours of training indexes, and the Great Place to Work (GPTW) indicator related to the working environment. The organization also observes the evolution of the employees and the ability of the residents of the communities neighboring the operations to access the labor market, with initiatives aimed at encouraging high school certification and the apprentices program.

The effectiveness of the measures was checked by means of measurement systems, feedback from stakeholders, and complaint mechanisms. The objectives, targets and indicators defined to evaluate the progress include: maintaining the 91% satisfaction rate in the Justice pillar of the GPTW (2023 baseline); promoting communication actions that demonstrate the company's appreciation of marginalized groups, with a target of 100%; an increase of three percentage points in the representativeness of women in leadership positions (2023 baseline: 35.5%), with a targeting of affirmative hirings (target: 100%); a one percentage point increase in the representativeness of women in the operations (2023 baseline: 5%) with the sponsorship provided for the training of female sailors in the Northern region (target: 60%)

and the creation of affirmative hirings (target: 60%); and a one percentage point increase in racial representativeness (2022 baseline: 33.8%) with the creation of an affirmative hirings policy for Black and mixed race people (target: 100%). The effectiveness of these initiatives was considered to be extremely satisfactory in terms of the progress made in reaching the established objectives.

The organization incorporated the understanding gained from analysis of the results of its actions, such as the positive impact on the lives of the employees and their families, especially in terms of access to higher education and insertion into the labor market. The affected stakeholders were involved by means of consultations, participation in decision-making and cooperation as a means of achieving the objectives related to this topic, with this engagement being used to guide the definition and evaluation of the adopted measures.



401-1 - New hires and employee turnover

	Total number of new employee hires ¹			Rate of new employee hires		
	2022	2023	2024	2022	2023	2024
By age group						
Under 30	183	156	174	51.26	35.14	36.40
30 to 50	368	216	207	35.35	19.80	18.11
Over 50	42	23	25	28.97	16.08	15.72
By gender						
Men	478	316	309	38.21	23.18	21.33
Women	115	79	97	39.38	25.08	29.31
By region						
Corporate - SP	54	47	66	32.14	25.00	32.51
Northern Operation	220	171	135	28.83	20.85	16.19
Southern Operation	155	132	124	35.23	27.50	24.36
Santos Operation	164	45	81	95.35	23.68	34.62
Total	593	395	406	38.43	23.54	22.81

² Only employees under the permanent employment regime were included.

401-1 - New hires and employee turnover

	Total number of dismissals ¹			Rate of turnover ²		
	2022	2023	2024	2022	2023	2024
By age group						
Under 30	83	70	80	37.25	25.45	26.57
30 to 50	243	174	229	29.35	17.87	19.07
Over 50	45	27	37	30.00	17.48	19.50
By gender						
Men	290	213	264	30.70	19.41	19.77
Women	81	58	82	30.70	21.75	27.04
By region						
Corporate - SP	61	32	52	34.23	21.01	29.06
Northern Operation	168	120	140	25.43	17.74	16.49
Southern Operation	121	91	119	31.36	23.23	23.87
Santos Operation	21	28	35	53.78	19.21	24.79
Total	371	271	346	31.24	19.85	21.12

¹ Only employees under the permanent employment regime were included.

² Calculation methodology: $(\text{Hires} + \text{dismissals}/2) / \text{total headcount}$

405-2 - Ratio of basic salary and remuneration received by women and that received by men

Ratio of basic salary and remuneration of women to men grouped by category - broken down by employment category						
	2022		2023		2024	
	Base salary	Remuneration	Base salary	Remuneration	Base salary	Remuneration
Senior Governance	0.85	0.80	0.90	0.86	0.84	0.96
Senior Management	0.95	0.96	0.93	0.93	0.97	1.01
Managers	0.95	0.95	0.92	0.91	0.88	0.85
Specialists Coordinators Consultants	1.10	1.12	1.09	1.09	0.93	0.92
Analysts	0.97	0.98	1.01	1.04	0.99	1.00
Assistants Technicians Support staff	0.90	0.90	0.80	0.82	1.01	0.99
Operational Staff	0.85	0.84	0.87	0.88	0.93	0.90
Ship crews	0.85	0.92	0.62	0.68	0.57	0.66

¹ The company includes all the operational units for calculation of this indicator.

² The amounts are based upon the average salary and remuneration by level and gender.

³ The salaries of the employees in Paraguay and Uruguay have been converted into Brazilian Reais using the exchange rates of 0.00075 (PY) and 0.14 (UY).

403-1 - Occupational health and safety management system

The company has a health and safety management system that meets all the recognized legal and regulatory requirements, based upon the ISO 45001 and the Regulatory Norms (RNs) established by the Ministry of Labor and Employment (MTE). This system also takes into consideration national and international regulations, including labor laws, ILO agreements, the civil and penal codes, collective bargaining agreements and inspection requirements.

The system covers 100% of the workers, activities and work locations, ensuring that all the workers, including contractors and temporary workers, follow the established safety and risk prevention guidelines. To ensure compliance and adaptation to changes in regulations, the company performs continual monitoring, internal audits and processes of ongoing improvement. Currently, only the Santos Operation holds the ISO 45001 certification, whilst the other operation are in full compliance with the regulations set forth by the MTE. In Paraguay, the Labor Code and the National System for Prevention of Labor Risks have both been adopted.

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

The company has a structured system for the identify, assessment and management of risks at the work locations, guaranteeing the safety and wellbeing of its workers. The process includes safety inspections, analysis of ergonomic, chemical and physical risks, emergency drills, assessments of projects and changes, and incident investigations, all of which are performed regularly, both in relation to routine activities and exceptional situations.

In order to guarantee the quality of the assessments, the company employs robust methodologies, including continual training, recognized certifications (such as the ISO 45001), clear procedures and the active involvement of the senior management. The results of the assessments guide the ongoing improvement of the health and safety management system, strengthening internal communication and raising awareness. The company also offers channels for the workers to report hazards, with assurance being provided that there will be no reprisals, whilst the workers are also guaranteed the right to remove themselves from situations of risk, with specific processes for the inspection and registration of occurrences. The incidents are systematically investigated, with corrective actions being developed to mitigate risks and prevent any recurrence.

403-3 - Occupational health services

The Company offers occupational health services to all of its employees, with the aim of ensuring a safe environment, preventing work-related illnesses and promoting wellbeing. The services include health protection, accident prevention, the creation of a culture of safety, and continual monitoring of the workers' health.

These services are provided by qualified professionals specialized in Occupational Medicine, and who are registered with the Ministry of Labor and regional health boards. The company follows rigorous protocols, including the RN-7 (Occupational Health Medical Control Program) and the guidelines of the ISO 45001, to ensure the quality of the services. The employees have access to their work medical exams, risk assessments, safety training, accident prevention programs, health and wellbeing campaigns, PPE management, support for rehabilitation, and health and safety audits. Information on these services is widely disseminated by means of internal communication, workshops, awareness-raising campaigns, and digital platforms. The company also guarantees the confidentiality of medical information, with it being used solely for prevention and the monitoring of occupational health.

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

The occupational health and safety management system covers 100% of the workers, including employees and contractors. It follows legal and recognized regulations, such as the ISO 45001 (applied only to the Santos operations), and specific regulations such as RN-10, RN-12, RN-33, RN-35, RN-30, RN-29 and RN-11.

All the units are audited internally, and 12.44% of the employees and 12.85% of the contractors are located in units holding external certification (ISO 45001). To guarantee the effectiveness of the system, the company performs regular inspections, monitors occupational health, and assesses the awareness-raising training, using technologies such as management software, digital checklists and mobile apps.

403-6 - Promotion of worker health

The company ensures the privacy and confidentiality of the Information of its workers' healthcare information, adopting measures such as legal compliance, a privacy policy, informed consent, restricted access and data security. It also promotes the wellbeing of its employees through health programs, including supplemental health plans, psychological support, telemedicine, health campaigns, and flexible licenses. The Company also offers activities in support of better health, such as vaccination, weight control, mental health and illness prevention campaigns. All the services are available to all the workers, including temporary and outsourced workers, and their families, being widely communicated by means of different channels, ensuring access to information on the health and wellbeing programs.

Hidrovias do Brasil continually monitors its occupational health and safety indicators, implementing preventive measures to reduce the risk of accidents. Initiatives such as ongoing training, replacement of equipment, engineering and administrative control, the obligatory use of PPE, and monitoring of the working conditions have been adopted to strengthen the culture of safety.

Since 2023, the company has operated with the Siclope software and mobile apps designed to register incidents and accidents within 48 hours of occurring, thereby increasing tracking and control. The most common accidents include falls,

musculoskeletal injuries, electric shocks, traumas and accidents at heights. The analysis of the increase in accidents is related to the strengthening of the culture of reporting and to the change in the criteria for classification of serious accidents.

During the reported period, one fatality was registered, involving a contractor in Paraguay, which occurred during a security activity. In response, the company has revised its processes for the contracting of third parties, implemented new safety requirements, and established partnerships to improve its safety regulations. The company has continued to pursue the target of reducing the number of accidents with time off work and implementing critical safety barriers.

403-9 Work-related injuries

Work-related injuries ^{1 2}						
	2022 ³		2023		2024	
	Employees	Workers who are not employees (third parties)	Employees	Workers who are not employees (third parties)	Employees	Workers who are not employees (third parties)
Number of hours worked	3,195,602	2,225,536	3,898,890	1,508,845	3,949,526	1,260,698
Number of fatalities as a result of work-related injuries	1	0	0	0	0	1
Rate of fatalities as a result of work-related accidents	0.31	0	0	0	0	0.79
Number of work-related injuries with serious consequences (except fatalities)	8	3	1	0	3	0
Rate of work-related injuries with serious consequences (except fatalities)	2.50	1.35	0.26	0	0.76	0
Number of work-related injuries requiring communication (including fatalities)	12	9	14	3	38	4
Rate of work-related injuries requiring communication (including fatalities)	3.76	4.04	3.59	3.98	9.62	3.17

¹ Change in the calculation base:

- In previous Integrated Reports, through until 2023, the data were reported based upon 200,000 hours worked and on the average number of MHRS (Man Hours) during the 12 months of the reported period.
- As of 2024, the base of 1,000,000 man hours started to be used as a reference and the hours worked over the course of the 12 months of the year. The data from 2022 and 2023, presented here, have been recalculated using the new bases to be able to compare the years.

² Work-related accidents with serious consequences (except fatalities) are considered to be occurrences in which the worker lost time for a period of more than 15 days.

³ In 2022, only the Santos operational unit was considered. All the units were considered in the subsequent years.

Value chain

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

408-1 - Operations and suppliers considered to have significant risk for incidents of child labor

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

The company did not identify any significant risks relating to freedom of association or collective bargaining, child labor or forced labor in either its own operations or those of its chain of suppliers.

With regard to freedom of association and collective bargaining, there are no records of any restrictions or risks to the workers. The company ensures compliance with currently applicable legislation and does not engage any suppliers with a history of violations in this area.

With regard to child labor, the company has also not identified any risks in either its own operations or those of its suppliers. As a means of prevention, the company has adopted guidelines that include the declaration of zero tolerance to this practice, as set forth in its official documents, verification of documentation, provision of channels for accusations, collaboration with unions, and periodic monitoring and audits.

Likewise, in relation to forced or compulsory labor, there were no registrations of risk identified in either its own operations or those of its suppliers. The company has a set of prevention and monitoring actions, which include the checking of documentation, channels for accusations, audits and partnerships with unions.

Local development

3-3 - [SOCIO-ENVIRONMENTAL AND LAND MANAGEMENT] Management of material topics

Hidrovias has identified socio-environmental and land impacts on people, human rights, and the local, regional, national and global economies. Amongst the positive impacts are the management of relations with strategic communities neighboring the operational bases, guaranteeing a healthy coexistence and transparency in the operations, as well as revitalization of the local economy, development of suppliers, and payment of taxes. The negative impacts include a lack of risk management, generation of inconveniences for the local public, accidents, disputes over the use of the river, and breakdowns in the dialog with the communities.

The management of impacts aims to eliminate or mitigate operational risks by means of a structured system that continually assesses the effects of the operations on the neighboring communities. This system includes internal meetings, dialog with the communities, compliance with environmental restrictions, and the execution of social and environmental programs. The actions also involve a mechanism designed to manage demands, ensuring that all complaints and requests for support are addressed correctly. The company conducts strategic studies to be able to better understand the socio-environmental risks and adapt its actions.

This matter is addressed in internal policies, sustainability reports, procurement and supplier policies, and public declarations. Governance of the sustainability topics follows the organization's Sustainability Policy, aligned with the Environmental and Social Performance Standards set forth by the International Finance Corporation (IFC) and the Sustainable Development Goals (SDGs). The prevention and mitigation of impacts is conducted through close relations with the local communities and the management of risks. The company has adopted measures such as the continual assessment of its operations, a communication plan for management of the impacts and transparency in the implemented actions.

The remedying of negative impacts is achieved by meeting the demands of the communities, and the employment of complaints mechanisms and corrective measures. The company promotes voluntary and structured social initiatives, focused on education, job creation and local development. The effectiveness of these measures is assessed by means of internal audits, impact evaluations, gauging systems, and feedback from the stakeholders. The objectives and targets include addressing the critical

socio-environmental risks, responding to 100% of the demands filed with the ombudsman channel, implementing social initiatives, and ensuring the sustainable disposal of waste.

The company is continually improving its socio-environmental management, expanding its activities and strengthening its community relations. The engagement with the stakeholders involves communication, consultations, participation and cooperation, contributing to the implementation of measures and assessment of their effectiveness.



Corporate governance

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

The Board of Directors performs a central role in the development and updating of the guidelines regarding sustainable development, including the establishment of directives, strategic supervision, and approval of policies and objectives. The senior executives provide strategic leadership, development of strategies, implementation and supervision, definition of the company's mission and values, and overseeing of external communication.

The highest governing body participates in the supervision of the processes involved in the identification and management of the economic, social and environmental impacts. To achieve this, the organization has implemented processes such as due diligence, assessment of financial risks, monitoring of economic indicators, evaluation of its environmental impact, analysis of costs and benefits, calculation of the carbon footprint, waste management, stakeholder engagement, development of the employees' skills and wellbeing, and corporate social responsibility.

Engagement of the stakeholders as a means of identifying and managing the impacts takes

the form of meetings with the interested parties, reports and publication of information, and participation in external initiatives. The results of these processes are taken into consideration in the management of the business and influence discussions and decisions, evaluation of risks and opportunities, strategic decisions, legal reporting and external communication, revision of reports and documentation, analysis of metrics and indicators, and continual monitoring.

The analysis of the effectiveness of the processes related to the economic, social and environmental impacts by the highest governing body involves the evaluation of results, identification of deficiencies and opportunities for improvement, the taking of strategic decisions, continual monitoring, and final responsibility. This analysis takes place on an annual basis.

2-13 - Delegation of responsibility for managing impacts

The Board of Directors delegates the responsibility for management of the organization's impacts to the executive directors. The responsibilities attributed include developing and implementing sustainability strategies; evaluating and monitoring sustainable

performance; ensuring compliance with regulations and norms; integrating sustainability into processes and operations; promoting stakeholder engagement; developing sustainability initiatives; publishing sustainability reports; educating and raising awareness; promoting innovation and research; and evaluating risks and opportunities.

The information concerning the management of impacts is reported to the Board of Directors by means of performance reports, executive presentations, governance meetings, specific reports, and monitoring and performance systems. This report is published annually.

The company has an internal commission formed to specifically address sustainability and ESG.

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

The Board of Directors is responsible for analyzing and approving the information presented in the organization's reports, including the material topics. The process of analysis and approval of this information involves communication and disclosure, evaluation of the internal controls, feedback and

continual improvements, approval and comments, and analysis by the governance body itself.

The report undergoes a structured process of revision and approval, which includes the sustainability coordinators, managers and directors, the managers, coordinators and directors of the departments involved, and, ultimately, the Board of Directors. The process employed for approval of the information contained in the Integrated Report follows a hierarchy and cross-sectional flow between the different departments, culminating in the approval of the Board of Directors.

In 2024, only a minority of the committees participated due to alterations in the governance structure. The organization has an internal commission designed to specifically address sustainability and ESG topics.

2-19 - Remuneration policies

The policies established for remuneration of the senior management and the Board of Directors include fixed and variable components. The annual fixed and variable remunerations are defined together with the Board of Directors and may be revised annually, respecting the sums established by law and aligned with market practices, based upon studies performed every two years.

Attraction bonuses are applied whenever necessary, for the hiring of professionals considered to be essential to the organization, with such bonuses being tied to a minimum-term contract. Rescission payments are made in line with the regulations established in the legislation of the individual countries where the organization operates and the agreements established with the unions. The return of bonuses and incentives (clawback) is applied solely in those cases where the minimum-term contracts have been broken, in accordance with the contractual terms established at the time of extraordinary payments. There are no applicable retirement benefits.

The variable remuneration of the members of the Board of Directors and the senior executives is tied to the achievement of the organization's strategic objectives, which are approved by the Board of Directors and are based upon the sustainability of the business.

2-20 - Process to determine remuneration

The process for the development of the remuneration policies includes the establishment of remuneration objectives, market analyses, the development of remuneration packages, performance evaluations, and periodic reviews.

The Board of Directors itself supervises the process for determining the remunerations. The opinions of the stakeholders, including the shareholders, are

considered by means of dialog with stakeholders and the General Shareholders' Meeting.

Remuneration consultants who were independent of the organization, the Board of Directors and the senior executives, were involved in determining the remunerations. The consulting firms contracted perform market surveys to compare salary practices and ensure that the internal practices and those adopted by the market as a whole are aligned.

The stakeholders, including shareholders, were consulted on the remuneration established for the governing body. The results of these consultations are reflected in the approval of the remuneration policy, in the approval of the remuneration of the senior management, and the approval of the personnel costs included in the annual budget.

2-21 - Ratio of the total annual compensation

The ratio between the annual total remuneration of the highest paid individual in the organization and the average annual total remuneration of the employees, excluding the highest-paid individual, was 19.11. The ratio between the percentage increase of the highest remuneration and the percentage increase of the average remuneration was -0.94. The calculations considered 1,780 employees using the base date of December 2024, with 1,271 of those located in Brazil, 506 in Paraguay, and 3 in Uruguay. Interns, apprentices and board members were not included in the calculation base. For those employees located in

Paraguay and Uruguay, the salaries were converted into Brazilian Reais, based upon the exchange rates of 0.00075 and 0.14, respectively.

The data relating to the ratio between the total annual relating to the organization's highest paid individual and the average total annual remuneration of all the employees, as well as the ratio between the increase in the highest remuneration paid and the average increase in the remuneration of the employees, are not yet available. The amounts are being reported over the course of 2025, since the participation in the results (Short Term Incentive - STI), which is included in the total remuneration for 2024, is to be calculated and paid during such period.

205-1 - Operations assessed in terms of the risks relating to corruption

The company submitted 100% its operations for evaluation of the risks related to corruption. This process is performed by the Risks Department, which assumes responsibility for the matter, analyzing third parties and specific risks, and implementing and guiding training sessions and awareness-raising, communication and accusation channels, as well as ongoing reviews and assessments.

The most pressing risks identified include bribery and kickbacks, gifts and hospitality, conflicts of interest, fraudulent accounting practices, a lack of transparency in charitable donations, and high-risk

suppliers or intermediary agents. The specific risks mapped include:

- Regulatory Risk: RR 15 – Misconduct
- Regulatory Risk: RR 48 – Lack of compliance in relation to donations and endorsements
- Strategic Risk: RE 57 – Institutional and governmental relations
- Financial Risk: RF 21 – Improper financial statements

The evaluation of risks is performed every year, with reviews possible at any given moment, should new information come to light which could impact the analysis. All the risks identified have action plans designed to mitigate their impacts and/or likelihood.

207-1 - Approach to tax

The company has a formalized tax strategy, which is revised and approved each year by the Board of Directors, ensuring compliance with the applicable regulations and alignment with its corporate directives. The tax strategy is not currently published. The documents that are available, however, include the records of financial operations, which can be accessed on the company's Investor Relations website ([link](#)).

The commitment to regulatory compliance forms an integral part of the Code of Ethics and the Code of Conduct, reinforcing the adoption of good fiscal

practices and transparency in the internal processes. The tax strategy is integrated into the business strategies by means of:

- Analysis of the financial impact for assessment of the risks and opportunities;
- Transparent financial reports, guaranteeing credibility before the stakeholders;
- Consideration of socioeconomic impacts, especially on employability and training.

The company takes an approach to tax that is aligned with best governance practices and compliance, ensuring transparency and fulfillment of its tax obligations.

207-2 - Tax governance, control and risk management

The company has employed a robust fiscal governance structure, guaranteeing compliance and transparency in its tax management. The Board of Directors and Executive Board are responsible for ensuring compliance with the tax strategy, guaranteeing that the principles of governance form an integral part of the business processes.

The tax strategy is incorporated into the company by means of:

- Involvement of the senior management, promoting responsibility and strategic alignment;

- Integration into the business processes, ensuring that the fiscal practices are connected to the company's operations;

- Evaluation of the tax risks, allowing for the identification and mitigation of potential impacts.

The tax risks are identified by means of:

- An evaluation of the organizational structure, guaranteeing compliance with tax obligations;
- Monitoring of tax laws and regulations, ensuring adherence to current regulations;
- An analysis of transactions and partnerships, thereby preventing tax risks;
- Consideration of the international implications, when applicable.

To ensure effective monitoring of the tax risks, the company has adopted:

- A professional consulting firm to monitor best tax practices;
- Continuous evaluation of tax strategies, ensuring adherence to tax regulations and efficiency;
- A monitoring system that allows for the preventive management of tax risks.

The alignment between the governance structure and the fiscal control practices is verified by means of:

- An understanding of the governance structure, guaranteeing transparency and compliance;

- Periodic assessment of tax risks, allowing for adjustments and continuous improvements;

- Continual monitoring, ensuring that the tax strategy is always aligned with the company's guidelines;

- Responsibility and accountability, reinforcing fiscal integrity.

The company provides mechanisms for concerns to be reported regarding business conduct and fiscal integrity, including:

- A direct ethics and compliance hotline;
- An internal ombudsman;
- An open-door policy;
- Revisions and independent audits;
- An ethics and compliance committee;
- Open communication channels.

The tax risks are verified by means of:

- Regular reviews;
- Comparison with tax regulations;
- Analysis of supporting documents;
- Tax consultations.

207-3 - Stakeholder engagement and management of concerns related to tax

The company integrates fiscal and tax issues into its stakeholder engagement, ensuring transparency and alignment with its fiscal governance. The company's relationship with the authorities is conducted by means of constructive dialog, regulatory compliance and the close monitoring of changes in legislation.

In the area of tax advocacy, the company supports changes in the legislation, participates in sectoral groups, and constantly seeks fiscal benefits in sustainable investments. The perception of the stakeholders regarding taxation is assessed by means of independent studies and audits, which influence the tax strategy.

The area of Investor Relations (IR) responds to questions regarding taxation via e-mail and, whenever necessary, arranges meetings to provide clarification. The company has established channels for the reporting of conduct and fiscal integrity, with a direct ethics hotline, an ombudsman, an open-door policy, audits, a compliance committee, and communication channels. The fiscal reports are verified by means of regular reviews, analysis of documents, and specialist consultations.

207-4 - Country-by-country reporting

Details for each tax jurisdiction in which entities are included in the organization's audited consolidated financial statements, or in publicly registered financial information, are considered resident for tax purpose

**Country-by-country reporting** GRI 207-4

Fiscal jurisdiction	Entities	Primary activities	Number of employees	Sales revenue (BRL)	Intragroup revenue (BRL)	Earnings before tax (BRL)	Tangible assets (BRL)	IRPJ (corporate income tax) paid on a cash basis (BRL)	IRPJ on earnings/losses (BRL)
Brazil	Hidrovias do Brasil, Hidrovias do Brasil - Vila do Conde, Hidrovias do Brasil - Holding Norte, Hidrovias do Brasil Intermediação e Agenciamento de Serviços, Hidrovias do Brasil Cabotagem, Hidrovias do Brasil Adm. Santos	Provision of services, management of operations and logistics, holding of non-financial institutions	1,324	833,710,956.97	0	-670,119,905.29	4,816,365,788.89	8,400,245.98	51,268,320.91
Uruguay	Hidrovías Del Sur S.A, Cikelsol S.A, Girocantex S.A, Baloto S.A, Resflir S.A	Provision of services, management of operations and logistics, holding of non-financial institutions, leasing services (chartering)	3	483,999,134.13	302,384,342.04	-161,218,912.07	3,528,760,684.01	794,112.40	794,112.40
Paraguay	Hidrovías Del Paraguay, Pricolpar, Girocantex, Hidrovías Navegación Fluv	Provision of services, management of operations and logistics, holding of non-financial institutions, leasing services (chartering)	506	408,738.37	369,856,231.82	-118,620,446.46	2,754,423,168.01	1,040,789.64	1,040,789.64
The Netherlands	Imperial South America BV	Provision of services	-	34,287,390.97	-	19,895,248.19	674,917,525.18	19,827,569.43	5,844,228.60

3-3 - [ETHICS AND TRANSPARENCY]

Management of material topics

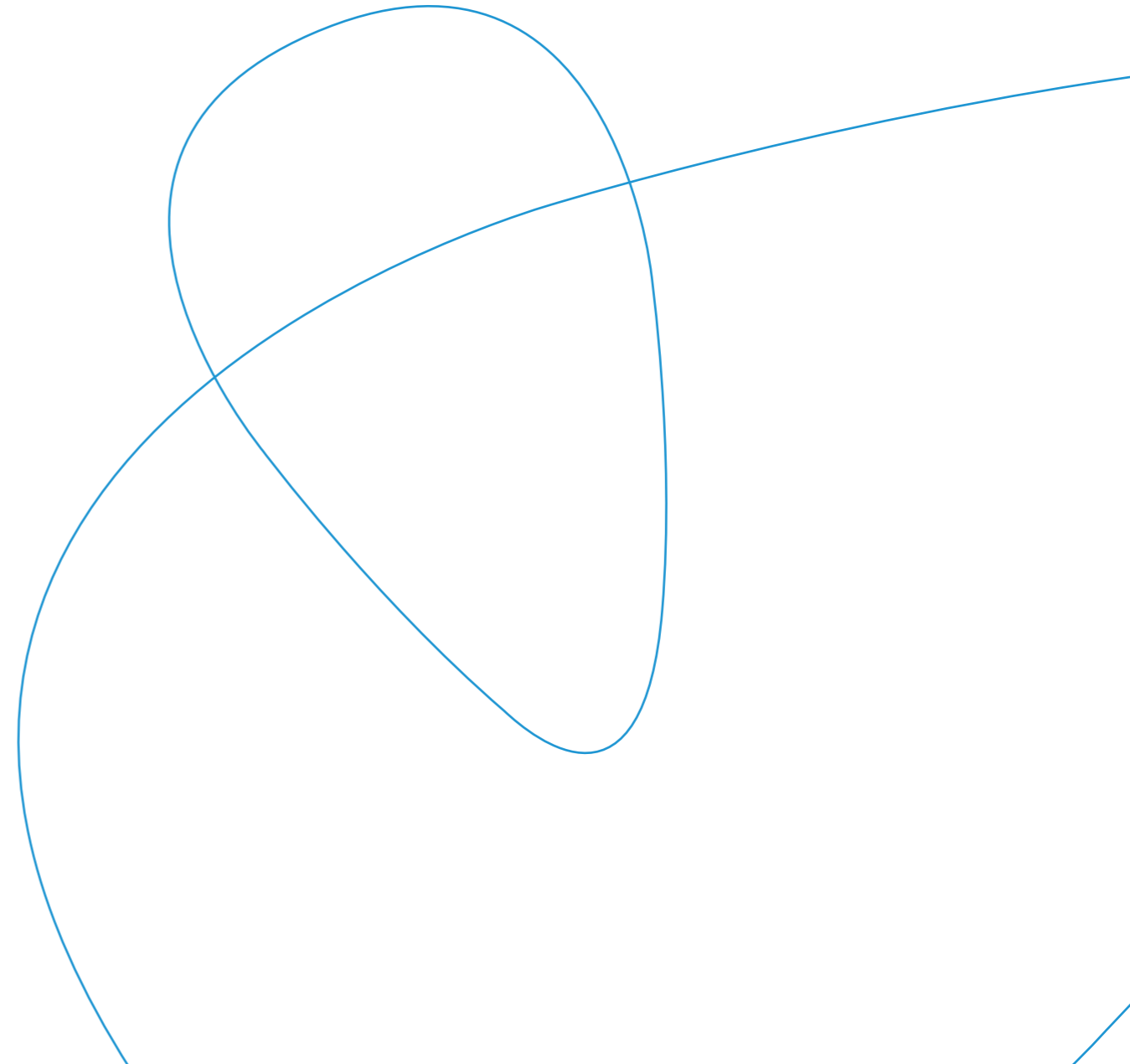
Hidrovias has recognized that its impacts on ethics and transparency are directly related to people and human rights. Amongst the positive impacts are the construction of a fair and safe environment and the prevention of unethical acts. The negative impacts involve non-compliance with policies and processes, the violation of the company's values, and inappropriate behavior.

Ethics and transparency are essential values for the organization and fundamental to its reputation and success. The Code of Ethics establishes the guidelines of the behavior that is expected of all those who represent the company. Compliance with regulations ensures operational safety, environmental protection, and social responsibility. This topic is addressed in the Code of Ethics and Conduct, the sustainability reports, procurement and suppliers policies, training, and certifications.

Preventive measures have been adopted, including an ethics hotline that is available for employees and third parties to be able to anonymously highlight inappropriate behavior without the risk of retaliation. The Code of Ethics is accessible to all and is shared with the company's commercial partners when they enter into a contract. The cases reported are analyzed by the Ethics Commission, with possible results including warnings, suspensions or contractual rescissions, with cases being forwarded to the relevant authorities, when applicable.

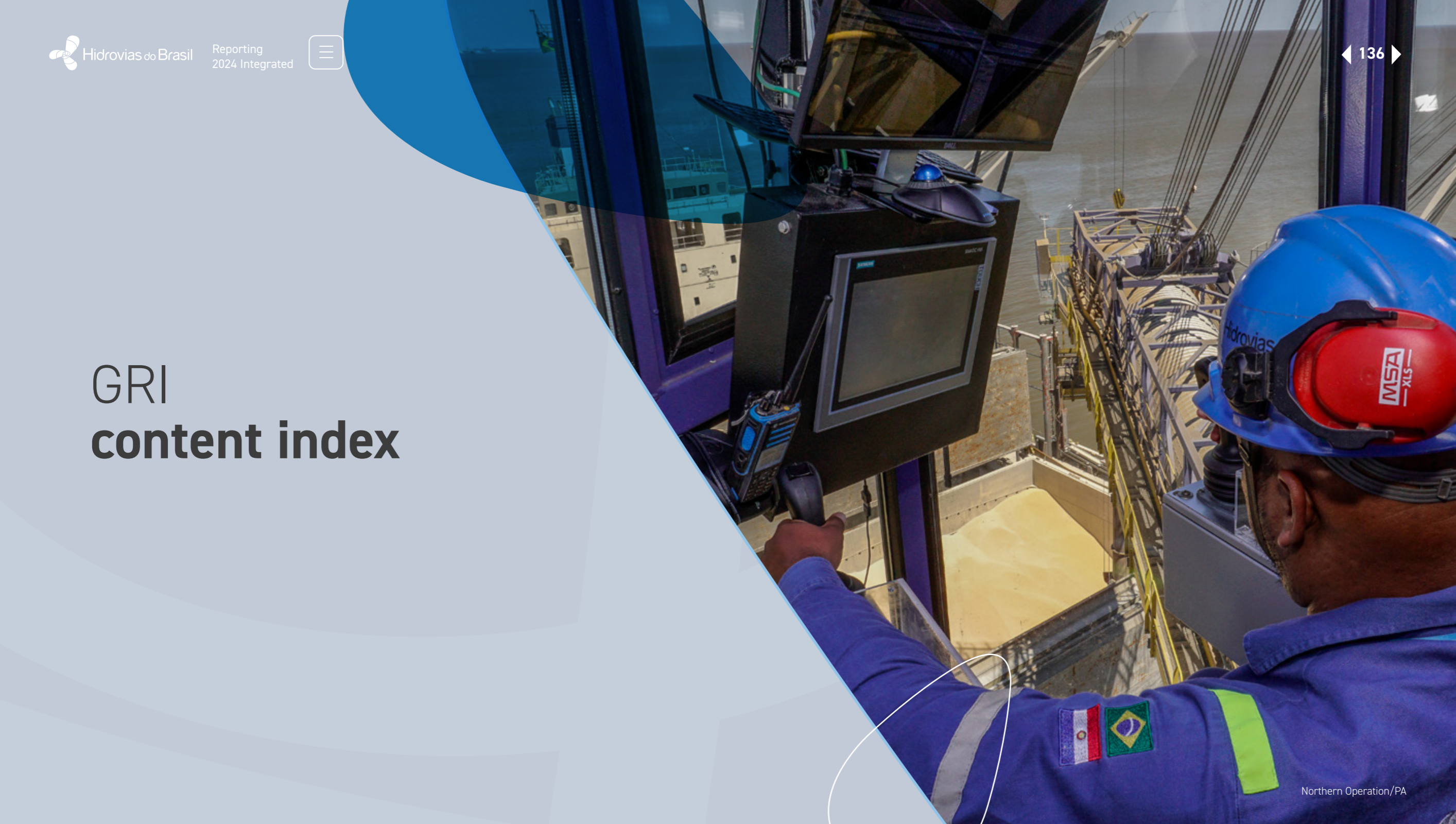
The positive impacts are managed by means of periodic training sessions for employees and continuous communication on good practices. The effectiveness of the measures was verified by an internal audit and gauging systems. The targets were achieved, including the resolution of 100% of the accusations, the public disclosure of the status of the commitments assumed, and the annual publication of the audited Integrated Report. In 2024, the company formalized a procedure for structuring the manner in which the ethics hotline, the complaints mechanism, and the Ethics Commission were to operate.

The reparations of impacts involved the stakeholders who received communications and information on ethics and transparency, thereby contributing to the definition of the measures adopted.





GRI content index



GRI Content Index

Declaration of use	Hidrovias has created this report in accordance with the GRI Standards for the period between January 1, 2024 and December 31, 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	N/A

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
General Disclosures						
The organization and its reporting practices						
GRI 2: General disclosures 2021	2-1 Details of the organization	Hidrovi�as do Brasil S.A. is a for-profit business entity, constituted as a Publicly Traded Joint Stock Company. It's headquarters are located in S�o Paulo/SP. The company has operations in Brazil, Argentina, Uruguay and Paraguay.				
	2-2 Entities included in the organization's sustainability report	Included are all the entities under its control or in which it has a share, covering joint ventures, including Baden S.A., Limday S.A. and Odrinel S.A., and subsidiaries, including Baloto S.A., Cikelsol S.A., Girocantex S.A., Hidrovi�as del Paraguay S.A., Hidrovi�as del Sur S.A., Hidrovi�as do Brasil - Cabotagem Ltda., Hidrovi�as do Brasil - Holding Norte S.A., Hidrovi�as do Brasil - Intermedia��o e Agenciamento de Servi�os Ltda., Hidrovi�as do Brasil - Marab� S.A., Hidrovi�as do Brasil - Vila do Conde S.A., Hidrovi�as do Brasil Administra��o Portu�ria Santos S.A., Hidrovi�as International Finance S.�.R.L., Hidrovi�as Navegaci�n Fluvial S.A., Hidrovi�as South America B.V., Pricolpar S.A., Resflir S.A. and Via Gr�os S.A.				



GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 2: General disclosures 2021	2-3 Reported period, frequency and point of contact	The report covers the period running from January 1, 2024, to December 31, 2024, and is published annually, this being the same frequency as the organization's financial report. For information on the report, strategy and sustainability management, as well as ESG aspects, please contact the Sustainability Management Department at juliana.inaoka@hbsa.com.br and Ana Carolina Belei, the Sustainability Coordinator, at ana.belei@hbsa.com.br				
	2-4 Restatements of information: Where applicable, the different approaches and restatements of information are explained or highlighted in the footnotes to the standards.	Where applicable, the different approaches and restatements of information are explained or highlighted in the footnotes to the standards.				
	2-5 External assurance	Hidrovias do Brasil's sustainability report is submitted for external assurance, under the supervision of a representative designated by the organization, with the conclusions being presented to the Board of Directors. The expert opinion on the assurance is available in the Integrated Report.				
Activities and workers						
GRI 2: General disclosures 2021	2-6 Activities, value chain and other business relationships	6, 11, 14, 15, 29, 30, 31, 32, 33, 84, 85				
	2-7 Employees	68, 69				
GRI 2: General disclosures 2021	2-8 Workers who are not employees	Apprentices work in the following areas: Human Resources, Sustainability, Operational Planning and Control, Maintenance, Supply, and Information Technology. Interns work in: Communication, Engineering, Operational Planning and Control, and Controllershship. Contractors mainly work in areas providing support to the Operations, such as vessel security services, asset security, cargo transportation, equipment and machine operations, general services, and administrative support services.				

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
Governance						
GRI 2: General disclosures 2021	2-9 Governance structure and composition	More information on the governance structure can be found at https://ri.hbsa.com.br/governanca-corporativa/estatutos-politicas-e-regimentos/				
	2-10 Nomination and selection of the highest governance body	109				
	2-11 Chair of the highest governance body	The Chairperson of the highest governing body of Hidrovias do Brasil does not occupy an executive position within the organization.				
	2-12 Role of the highest governance body in overseeing the management of impacts	131				
	2-13 Delegation of responsibility for managing impacts	131				
GRI 2: General disclosures 2021	2-14 - Role of the highest governance body in sustainability reporting	131				
GRI 2: General disclosures 2021	2-15 Conflicts of interest	Hidrovias do Brasil has adopted processes for preventing and mitigating conflicts of interest, including policies and procedures, publication of disputes, education and training, an ethics or review committee, transparency by means of records, separation of the parties involved, regular reviews of policies and procedures, promotion of an ethical organizational culture, external monitoring, and compliance. The conflicts of interest are disclosed to stakeholders, including participation in other administrative organs, shareholder interest in suppliers or other stakeholders, the existence of controlling shareholders, and related-party transactions.				
	2-16 Communicating critical concerns	116				



GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
	2-17 Collective knowledge of the highest governance body	Hidrovias do Brasil has adopted a range of measures designed to increase the understanding of sustainable development amongst the Board of Directors, including continual education and training, access to updated information, internal communication containing content on sustainability, engagement of the leaders, collaboration with research institutions, support for sustainable development initiatives, performance evaluations, and participation on specialist committees and working groups.				
	2-18 Evaluation of the performance of the highest governance body	75				
	2-19 Remuneration policies	131				
	2-20 Process to determine remuneration	132				
	2-21 Annual total compensation ratio	132				
Strategy, policies and practices						
GRI 2: General disclosures 2021	2-22 Statement on sustainable development strategy	8, 9				
	2-23 Policy commitments	124				
GRI 2: General disclosures 2021	2-24 Embedding policy commitments	The Board of Directors is responsible for supervising the incorporation of Hidrovias do Brasil's commitments. The organization delegates responsibility by means of mechanisms such as the attribution of jobs according to skills, establishment of accountability, effective communication, continual monitoring, collaboration between teams, and periodic assessment of the process. The integration of these commitments is achieved through the definition of targets aligned with the policies, development of operational procedures, training sessions, due diligence, and internal communication. In the business relations, the commitments are implemented by means of audits and monitoring, selection of partners, contractual clauses, and periodic evaluations, amongst others.				
GRI 2: General disclosures 2021	2-25 Processes to remediate negative impacts	90, 93, 116				

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 2: General disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	<p>90, 11</p> <p>The traceability of the effectiveness of the mechanism for management of demands is performed by means of a consolidated procedure, which involves internal and external processes, as summarized below:</p> <p>i. The mechanism for management of demands is widely and continually communicated to the external public through the use of various mediums (events, printed materials - posters, banners, newsletters, in-person meetings, and websites, amongst others).</p>				
GRI 2: General disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns (continuation)	<p>ii. The demands received are registered by the "Alô Comunidade" platform to ensure tracking (by means of a protocol), a deadline for reply (DFR), and the development of performance indicators. The Sustainability Management registers the demands that are not formally filed with this mechanism, and is responsible for receiving and handling them, as well as providing the claimants with responses and engaging the areas responsible for resolving the grievances within the maximum stipulated deadlines.</p> <p>iii. The deadline for providing the claimants with an initial response should be within 24 hours of the effective receipt of the demand.</p> <p>iv. Any demands that are not formalized/registered with the mechanism may be included at any time, even if they have been closed, as long as all the records of the handling of the case are included in the tool.</p> <p>v. Development of the proper solutions and responses is conducted by the respective areas responsible for the resolution, such as environment, operations, sustainability, human resources or supply.</p> <p>vi. Definition of the manner in which the case should be handled is registered with the "Alô Comunidade" platform for monitoring of the demand. Feedback is provided in the form of in-person reports or any other means stipulated by the claimant.</p> <p>vii. The claimant can follow each step of the process of investigation into the demand with full transparency, even before a definitive solution has been reached. It is possible to consult the registration number to monitor the case.</p> <p>viii. The closure of the claims occurs following an assessment of the effectiveness of the handling. If the handling is considered unsatisfactory, further assessments are made by the Sustainability Division, involving a possible change of strategy.</p> <p>ix. Indicators and reports are periodically prepared by the Sustainability Division and reported to the company's senior management.</p> <p>For other reparation processes, the monitoring of the effectiveness includes systematic dialog with the stakeholders involved, taking the form of registered visits and in-person meetings and interactions.</p>				



GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 2: General disclosures 2021	2-27 Compliance with laws and regulations	Hidrovias do Brasil received one fine for non-compliance with laws and regulations during the reported period in the sum of BRL 9,750.00, without the application of non-monetary sanctions. The case is related to the release of wastewater from the Sanitary Sewage Treatment Plant at the Private Use Terminal (PUT) on the Pará River, in non-compliance with the standards established by Conoma Resolution nº 430/2011. Hidrovias do Brasil has adopted assessment of the sum of the penalty, impact on the operation and reputational impact as criteria for defining the importance of a case of non-compliance.				
	2-28 Membership of associations	118				
Strategy, policies and practices						
GRI 2: General disclosures 2021	2-29 Approach to stakeholder engagement	118				
	2-30 Collective bargaining agreements	The total percentage of the workforce covered by collective bargaining agreements is 71.4%, corresponding to 1,271 employees out of a total of 1,780. In Brazil, 100% of the employees are covered by agreements or collective bargaining agreements. The employees who are not covered by these agreements are those registered in Paraguay or Uruguay. In these countries, the working conditions and employment agreements adhere to local legislation, whilst also aiming to be aligned with best market practices and guarantee equality between all the locations where the organization operates. The practices involved in the remuneration, maintenance of employment, benefits and rights of these workers are supported by local labor legislation and aligned with the organization's general directives.				
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	49				
	3-2 List of material topics	49				
Socio-environmental and land management						
GRI 3: Material Topics 2021	3-3 Governance of material topics	90, 93, 94,101,130				

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 304: Biodiversity 2016	304-1: Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		All	Information unavailable/incomplete	The biodiversity indicators are not being reported in this cycle. The company is revising the methodology, metrics and means of collection, and it is expected that the reporting of these indicators will resume in the next cycle. It should be noted that the topic of biodiversity is included in the company's set of environmental management actions, above all in the sphere of regulatory measures and Brazilian environmental licensing, which are in full compliance with the law and the conditions of the currently applicable environmental licenses, issued by the regulatory bodies. The company therefore faces no obstacles in relation to this topic.	
	304-2: Significant impacts of activities, products and services on biodiversity					
	304-3: Habitats protected or restored					
	304-4: IUCN Red List species and national conservation list species with habitats in areas affected by the organization's operations					
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	104				3, 6, 11, 12
	306-2 Management of significant waste-related impacts	104				3, 6, 11, 12
	306-3 Waste generated	104,105				3, 6, 11, 12, 15
	306-4 Waste diverted from final disposal	104,106				3, 11, 12
	306-5 Waste destined for final disposal	104,106				3, 11, 12
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving the rights of indigenous peoples	The Company has experienced no cases of violations involving the rights of Indigenous peoples. The company takes a proactive approach to the analysis of these issues, guaranteeing that no violations occur and that the rights of these peoples are respected, whilst also monitoring and ensuring the integrity of the rights of the Indigenous peoples in all of its operations.				2
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	90, 92				



GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 413: Local communities 2016	413-2 Operations with significant – actual or potential - negative impacts on the local communities	90, 93				1, 2
Climate change and our contribution						
GRI 3: Material Topics 2021	3-3 Governance of material topics	51, 55				
GRI 201: Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	124	item “a” and sub-item “v”	Information unavailable/incomplete	There are no consolidated costs relating to the risks and opportunities arising from climate change.	8, 9
	302-1 Energy consumption within the organization	65				7, 8, 12, 13
GRI 302: Energy 2016	302-2 Energy consumption outside the organization		All	N.A.	The transportation of products is performed by clients and there is no fuel consumption by Hidroviás do Brasil. The HBSA GHG Inventory includes calculation of the Scope 3 emissions, including the emissions relating to the transportation of products by the customers, by means of mileage data (traveled by highway or waterway) and quantity of products. The Company does not have data regarding energy consumed (volume of fuel).	7, 8, 12, 13
	302-3 Energy intensity	65				7, 8, 12, 13
	302-4 Reduction of energy consumption	64, 65				7, 8, 12, 13
	302-5 Reduction in the energy requirements of products and services	65				7, 8, 12, 13
GRI 305: Emissions 2016	305-1 Direct (Scope 1) emissions of greenhouse gases (GHG)	62				3, 12, 13, 14, 15
	305-2 Indirect emissions (Scope 2) of greenhouse gases (GHG) arising from the acquisition of energy	62				3, 12, 13, 14, 15



GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) greenhouse gas (GHG) emissions	63				3, 12, 13, 14, 15
	305-4 Intensity of greenhouse gas (GHG) emissions	63				13, 14, 15
	305-5 Reduction of greenhouse gas (GHG) emissions	17, 63				13, 14, 15
	305-6 Emissions of ozone-depleting substances (ODS)		All	N.A.	Hidroviás do Brasil does not produce, import or export substances that destroy the ozone layer (ODS). The organization's use of ODS is restricted exclusively to the consumption of substances acquired in the domestic market, intended for refrigeration equipment, such as air conditioning systems that comply with current Brazilian legislation. In 2024, Hidroviás do Brasil emitted a total of 263 tCO ₂ e of HCFC-22 and 63 tCO ₂ e of HCFC-141b.	3, 12
	305-7 Nitrous oxides (NOx), sulfur oxides (SOx), and other significant air emissions		a, b and c	Information not available	All of HBSA's operations involve Socio-environmental Programs that systematize the actions and activities that constitute the methods employed for the prevention and handling of the potential environmental impacts identified and environmental monitoring, including the guidelines for the adoption of these measures. These programs include the monitoring of possible pollutants by means of regular analyses, the results of which are shared with the environmental control bodies in each location. This monitoring does not, however, involve the quantitative management of the pollutants.	3, 12, 13, 14, 15

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
Nurturing the value chain						
GRI 3: Material Topics 2021	3-3 Governance of material topics	51, 84				
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	101				8
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using social criteria	86				
	308-2 Negative environmental impacts in the supply chain and actions taken	87				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association or collective bargaining may be at risk	129				8
GRI 408: Child Labor 2016	408-1 Operations and suppliers considered to have significant risk for incidents of child labor	129				5, 8, 16
GRI 409: Forced or compulsory labor 2016	409-1 - Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor	129				5, 8
GRI 414: Social assessment of suppliers 2016	414-1 New suppliers that were screened using social criteria	86				5, 8
	414-2 Negative social impacts in the supply chain and actions taken	86, 87				5, 8, 16
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	The company performs systematic evaluations of the impacts of its products and services on health and safety, ensuring that all of its most significant categories are analyzed with the aim of identifying how improvements can be made. In 2024, 100% of the categories or products and services were submitted to this evaluation process. These analyses take into consideration different criteria, including risks to the user's health, safety in the operations, and compliance with the applicable regulations. The company is constantly looking for ways to improve its products and services, adopting methodologies that ensure the mitigation of risks and the implementation of continual improvements over the course of their life cycle.				5, 8, 16

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 416: Consumer Health and Safety 2016	416-2 Cases of non-compliance concerning the health and safety impacts of products and services	The company did not identify any cases of non-compliance with laws and/or voluntary codes related to the impacts on health and safety caused by its products and services during the reported period. The monitoring of legal requirements is conducted by means of the IUS Natura system, ensuring compliance with applicable regulations. The data are collected in a systematic manner that includes internal audits and continual evaluations of the processes to ensure that all the products and services meet the required safety standards. The company also has a structured process for the control and mitigation of risks, ensuring that any issues are addressed in advance.				16
Developing people						
GRI 3: Material Topics 2021	3-3 Governance of material topics	51, 67, 125				
GRI 401: Employment 2016	401-1 - New hires and employee turnover	126				5, 8, 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	The benefits are not available to temporary employees hired by outsourced companies. Fixed-term full-time employees have access to the same benefits offered to permanent full-time employees. More information is available on page 71.				3, 5, 8
	401-3 Parental leave	80				5, 8
GRI 404: Training and education 2016	404-1 Average hours of training per year, per employee	77				4, 5, 8, 10
	404-2 Programs for upgrading employee skills and transition assistance programs	74, 76				8
	404-3 Percentage of employees receiving regular performance and career development reviews	75				5, 8, 10
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	70				5, 8
GRI 405: Diversity and equal opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	127				5, 8, 10



GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	During the reported period, the company registered two cases of discrimination, which were duly analyzed and handled in line with the established internal procedures. All the cases were investigated, and action plans implemented together with the areas involved, under the supervision of the human resources department. Both cases were resolved, although there is no formal process for the ongoing evaluation of the effectiveness of the actions adopted. The company does not currently perform systematic reviews to certify that the measures implemented have effectively mitigated new cases.				5, 8
Occupational health & safety						
GRI 3: Material Topics 2021	3-3 Governance of material topics	52				
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	90, 80, 81, 127				3, 8, 16
	403-2 Hazard identification, risk assessment and incident investigation	79, 81, 127				8
	403-3 Occupational health services	79, 128				8
	403-4 Worker participation, consultation, and communication on occupational health and safety	81, 82				8, 16
	403-5 Worker training on occupational health and safety	81				8
	403-6 Promotion of worker health	79, 128				6
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	79, 81				8
	403-8 Workers covered by an occupational health and safety management system	81, 128				
GRI 403: Occupational health and safety 2018	403-9 Work-related injuries	81, 129				3, 8, 16
	403-10 Work-related ill health	80				3, 8, 16



GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
Economic prosperity						
GRI 3: Material Topics 2021	3-3 Governance of material topics	52, 55, 67, 84, 90, 123				
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	44				8, 9
GRI 202: Market presence 2016	202-1 Ratio between standard entry level wage, compared to local minimum wage, by gender	73				1, 5, 8
	202-2 Ratio of senior management hired from the local community	72				8
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	90, 92, 94, 95, 96, 97, 98, 99, 101, 117				5, 9, 11
	203-2 Significant indirect economic impacts	90, 94, 101				1, 3, 8
Ethics and transparency						
GRI 3: Material Topics 2021	3-3 Governance of material topics	52, 111, 135				
GRI 205: Anti-corruption 2016	205-1 Operations assessed in terms of the risks relating to corruption	132				16
	205-2 Communication and training on anti-corruption policies and procedures	112, 113, 114, 115				16
	205-3 Confirmed incidents of corruption and actions taken	In 2024, no confirmed cases of corruption in the Company's operations were registered.				16
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2024, no confirmed cases of unfair competition in the Company's operations were registered.				16



GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 207: Tax 2019	207-1 Approach to tax	132				1, 10, 17
	207-2 Tax governance, control and risk management	133				1, 10, 17
	207-3 - Stakeholder engagement and management of concerns related to tax	133				1, 10, 17
	207-4 - Country-by-country reporting	133, 134				1, 10, 17

ASSURANCE REPORT

GRI-2-5



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

To the
Shareholders, Directors and Officers of
Hidrovias
São Paulo – SP

do

Brasil

S.A.

Introduction

We have been engaged by Hidrovias do Brasil S.A. ("Hidrovias") to present our limited assurance report on the non-financial information included in the 2024 Integrated Report of Hidrovias ("Integrated Report") for the year ended December 31, 2024.

Our limited assurance does not cover prior period information, or any other information disclosed together with the Integrated Report, including any embedded images, audio or video files.

Responsibilities of Hidrovias management

Hidrovias management is responsible for:

- selecting and establishing criteria that are appropriate for the preparation of the information included in the Integrated Report;
- preparing the information in accordance with the criteria and guidelines of the Global Reporting Initiative (GRI Standards) and Guidance CPC 09 – Integrated Reporting, correlated with the Basic Conceptual Framework for Integrated Reporting issued by the International Integrated Reporting Council (IIRC);
- designing, implementing and maintaining internal control over information relevant to the preparation of the information included in the Integrated Report that is free from material misstatement, whether due to fraud or error.

Independent auditor's responsibility

Our responsibility is to express a conclusion on the non-financial information included in the 2024 Integrated Report based on the limited assurance engagements conducted in accordance with the Technical Bulletin CTO No. 07/2022 issued by Brazil's National Association of State Boards of Accountancy (CFC), and based on NBC TO 3000 – *Assurance engagements other than audits or reviews* also issued by the CFC, which is equivalent to the international standard ISAE 3000 – *Assurance engagements other than audits or reviews* of historical financial information, issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that we comply with ethical and independence requirements, and other related responsibilities, including in relation to the application of the Brazilian Quality Control



Standard (NBC PA 01) and, therefore, the maintenance a comprehensive quality control system, including documented policies and procedures on compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Moreover, the aforementioned standards require that the work be planned and performed to obtain limited assurance that the non-financial information included in the 2024 Integrated Report as a whole is free from material misstatement.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) consists primarily of making inquiries of Hidrovias management and other professionals involved in the preparation of the information, and applying analytical procedures to obtain evidence that enables us to issue a limited assurance conclusion on the information as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that might lead the auditor to believe that the information disclosed in the Integrated Report as a whole might be materially misstated.

The procedures selected were based on our understanding of the aspects relating to the compilation, materiality and presentation of the information included in the 2024 Integrated Report, other circumstances of the engagement and our consideration of areas and processes associated with the material information disclosed in the 2024 Integrated Report, which could contain material misstatements. Our procedures included:

- a) planning the work, considering the materiality and the volume of quantitative and qualitative information, and the operating and internal control systems that were used to prepare the information included in the 2024 Integrated Report;
- b) understanding the calculation method and procedures used to compile the indicators through inquiries of the managers responsible for preparing the information;
- c) applying analytical procedures to quantitative information and making inquiries about the qualitative information and its correlation with the indicators disclosed in the 2024 Integrated Report; and
- d) for those cases where the non-financial data correlates with financial indicators, comparing those indicators with the financial statements and/or accounting records.

The limited assurance engagement also included an assessment of compliance with the GRI Standards criteria and guidelines applicable to the preparation of the information included in the 2024 Integrated Report.

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

ASSURANCE REPORT

GRI-2-5



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Scope and limitations

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Had we performed a reasonable assurance engagement, we might have identified other matters and possible misstatements in the information included in the 2024 Integrated Report. Therefore, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate this data. Qualitative interpretations of materiality, relevance and accuracy of non-financial data are subject to individual assumptions and judgments. Furthermore, we did not perform any procedures on any prior-period data, or any future projections and goals.

The sustainability indicators were prepared and are presented in accordance with the GRI Standards and are not intended to assure compliance with any social, economic, environmental or engineering laws or regulations. Those standards require, however, that any violations of such regulations be disclosed where any significant fines or sanctions have been imposed. Our assurance report should be read and understood in this context, which is inherent to the criteria selected (GRI Standards).


Conclusion

Based on the procedures performed, as described in this report, and on the evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information included in the Hidrovias' Integrated Report for the year ended December 31, 2024 was not prepared, in all material respects, in accordance with the criteria and guidelines of the Global Reporting Initiative (GRI Standards) and Guidance CPC 09 - Integrated Reporting.

São Paulo (SP), June 25, 2025.

Ernst & Young

Audítores Independentes S/S Ltda.
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We would like to thank everyone who
participated in the creation of this Report.

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