SULNORTE

ANNUAL SUSTAINABILITY REPORT 2025

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Message from management

GRI 2-22

It is with pride and joy that we present the 2025 Annual Sustainability Report, a document that highlights Sulnorte's achievements, challenges, and current and future commitments to clients, business partners, employees, and society at large.

In a challenging global scenario, marked by increasingly significant operational, regulatory, and environmental changes and requirements, we maintained our commitment to excellence in the services we provide, advancing responsibly and sustainably within the harbor towage market.

Throughout 2025, factors such as the strengthening of governance and transparency, the gradual integration of the ESG agenda into our corporate strategy, the prioritization of a safety culture, and the appreciation of our employees contributed decisively to Sulnorte being recognized as a solid and reliable company by more than 200 domestic and international clients

By demonstrating a consistent commitment to safety, efficiency, regulatory compliance, and social and environmental responsibility, we have made our institutional reputation, consolidated over more than 47 years of operation in the market, even more robust, and affirmed our position as a partner prepared to meet the current and future demands of the maritime and port sector.

Along our path so far, we have identified a profound transformation in our understanding of social, environmental, regulatory, and governance matters. We understand that they are not limited to compliance with obligations, but constitute daily characteristics of the way we manage our company and are essential to Sulnorte's sustainability, competitiveness, and longevity.

Based on this understanding, we are building a clear path toward the maturing of our

ESG agenda, following an evolution that is still relatively recent and gradual in Brazil, but which is already reflected in concrete progress in governance, processes, and organizational culture. This journey has helped maintain Sulnorte's position as a solid and reliable company, while making our vision of the new agendas guiding the sector transparent.

Financially, Sulnorte maintained a balanced stance regarding costs, investments, and the sustainability of the business, with capital allocation geared toward the longevity of our vessels and the preservation of financial strength in a volatile environment such as shipping.

We adjusted our pricing policy to the context of geopolitical change and transformations in international structures, with special attention to specific client niches, ensuring competitiveness and alignment with the new dynamics

of the sector. This strategic approach enabled entry into new markets and the development of new business, expanding the client portfolio and contributing to revenue diversification and growth.

Internally, the company also made consistent progress in implementing and improving tax procedures, strengthening revenue analysis and management processes. These initiatives allowed greater precision, control, and efficiency, contributing to risk mitigation, value retention, and the reduction of tax losses, always in line with best practices in governance and financial sustainability.

In addition to meeting our budget targets in 2025, we strengthened the structural foundations that will support our growth in the coming years, positioning the company to continue evolving safely, responsibly, and in step with the transformations of the maritime and port sector.

In the operational field, we highlight the reliability of our operations, the high availability of the fleet, and the maintenance of rigorous navigation safety standards. One of the main milestones of 2025 was the entry into operation of the tugboat SN Acaraú, the first in the company's Ramparts 2300 series, with 75+ tonnes of bollard pull. The vessel was designed to meet the new operational demands of Brazilian ports, adding greater maneuvering capacity and safety.

Another relevant project was the re-engining of the tugboat SN Jauá, which operates in the port of Santos. The initiative aimed to increase efficiency, gain more power, and promote technological standardization of the fleet. In addition to contributing to reduced fuel consumption and emissions, standardization facilitates maintenance processes, increases asset reliability, and reduces operational risks.

Additionally, the company continued its investments in onboard technology and connectivity by expanding video monitoring systems and internet access on its vessels. These resources play an important role on multiple fronts: they strengthen governance and the traceability of operations, support the investigation of deviations with greater speed and quality, and contribute directly to the well-being of crews, promoting better working conditions on board.

In summary, the investments made in 2025 reflect Sulnorte's view that operational excellence is directly linked to the continuous modernization of assets, the intelligent use of technology, and care for people, fundamental pillars for a safe, efficient, and sustainable operation.

For the coming years, Sulnorte's strategic direction is based on consolidating a robust investment cycle focused on fleet modernization, technological transition, and diversification of operational capacity.

Sulnorte's commitment to the future demonstrates that the path to growth lies not only in increasing capacity, but in the intelligent sophistication of the company's assets, ensuring that financial performance goes hand in hand with the mitigation of operational risk and environmental protection.

We close this message convinced that we have evolved consistently, guided by a long-term vision and by the certainty that sustainability is consolidated daily with the support of engaged teams and safe operations. We move forward strengthened by the lessons and achievements of 2025, prepared to continue investing in innovation, human development, and operational excellence.



Nilson Cavalcanti de Almeida
Director, HDantas

Fredric Fuerth
CEO, Sulnorte

Highlights

24 tugboats in the operating fleet

244 employees

More than **200** clients

+47 hrs average training

+11,000 maneuvers performed

Profile

GRI 2-1, 2-6

08 Structure and operational capacity

09 Client portfolio

Sulnorte Serviços Marítimos Ltda., headquartered in Sergipe, with its head office in Rio de Janeiro and operations in the main ports of the Brazilian coast, has worked in the harbor towage sector for 47 years and is part of the HDantas Group, a pioneering shipping group that turns 112 in 2026.

The company plays a strategic role within the Brazilian port sector, as towage activity is crucial to the continuity and competitiveness of the services of shipowners, terminals, ships, maritime and port authorities, and logistics operators. Its activities are regulated by the National Waterway Transportation Agency (ANTAQ).

Sulnorte's client portfolio, a large part of which is headquartered in Europe, North America, and Asia, features companies operating cargo ships of all types, including traders of agricultural commodities, fuels, and derivatives, as well as engineering and port support companies.

Ensuring the operational availability of the fleet and maintaining competitive rates in a market increasingly influenced by large multinational companies is one of the company's greatest challenges, as it values the quality of the service provided and long-lasting business relationships with clients and suppliers.

Towing and assistance operations ensure the safety of navigation and prevent the logistics cycle of the domestic and international supply chain from being harmed due to failures, malfunctions, or hazardous situations involving vessels.

Currently, Sulnorte's fleet consists of 22 medium-sized vessels, approximately 25 meters in length, which do not transport cargo but provide support services in nine port complexes in Brazil.

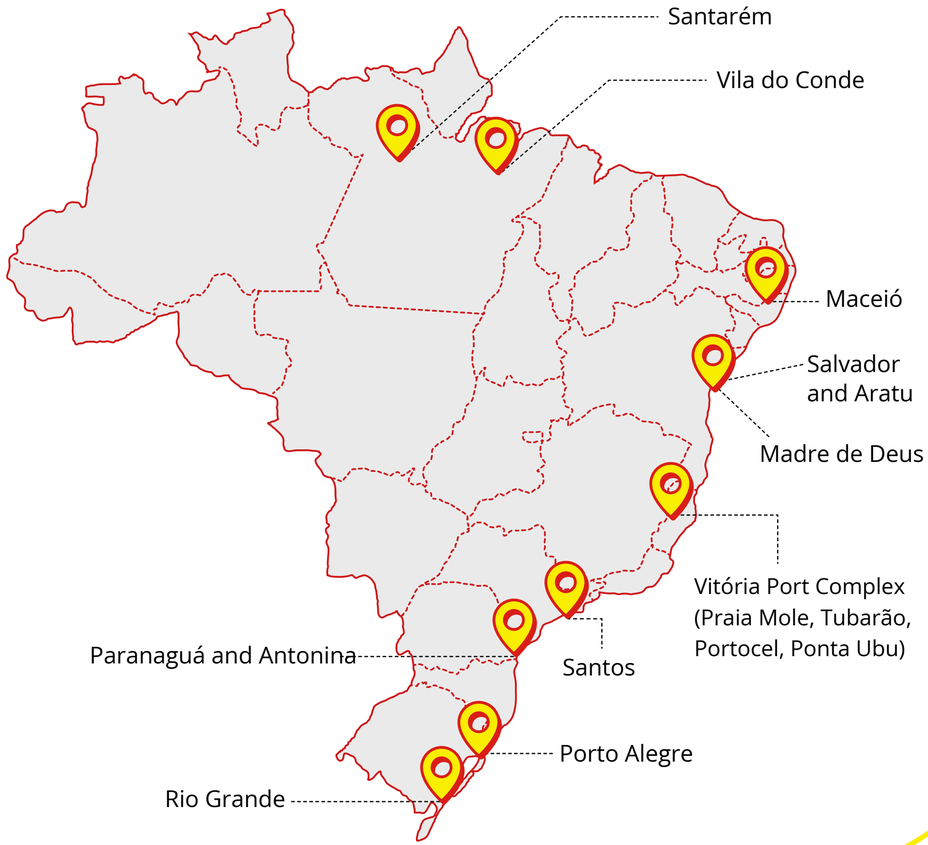
The company's portfolio includes maritime and port terminals, logistics operators, shipping agencies, importers and exporters, shippers and consignees, foreign trade trading companies, and shipowners, operating domestically and internationally.

Together, the services provided to these different audiences resulted in more than eight thousand own maneuvers performed over the year, reflecting the robustness and reach of the operations.

Finally, it is worth emphasizing that Sulnorte has been working directly with partners in the national maritime transport and logistics chain to continue adding value to the entire maritime and port system. Therefore, the company's safe, efficient, and sustainable towage activities have generated daily opportunities within the sector.

In addition to providing towage services directly, Sulnorte carries out purchase and sale transactions of operational capacity (chartering) with other companies in the sector, in compliance with applicable regulations.

Where we are



Structure and operational capacity

Sulnorte's operational coverage has been evolving consistently, keeping pace with the expansion and relocation of the tugboat fleet to meet new market demands, as well as more complex and restrictive operations, without losing its commitment to safety and reliability.

Throughout 2025, although the largest volumes of operations were concentrated in the Southeast region, Sulnorte's leading role remains strongly felt in the North region, where it has been present for almost ten years. This region recorded significant growth, especially in the handling of solid bulk, such as grains and fertilizers, and general cargo, markets in which the vast majority of stakeholders have already been working with Sulnorte for many decades.

The vessels' main input is marine diesel oil, purchased on a large scale from the main suppliers in a market with low competitiveness. This oil is not stocked, so the vessels are refueled at their specific resupply points.

Spare parts for Sulnorte's vessels are largely imported, representing a greater point of attention in the company's supply chain, although this is not a constant demand.



Sulnorte's fleet

The operational structure consists of 24 tugboats, 22 owned and 2 chartered, designed to handle the most diverse maneuver profiles. The fleet was strategically repositioned in 2025 to meet the new configurations of the port market and the new ship volume flows arising from geopolitical and economic changes in the international scenario.

Highlights include the delivery of the SN Acaraú, a Robert Allan Rampart 2300 design with +75 BP, Kongsberg azimuth thrusters, two Caterpillar 3516 engines, and a FiFi1 system. The company also advanced in digitalization, continuous maintenance improvements, and the technical and operational efficiency of its assets, directly raising service volume, the range of services offered, and the robustness of operations.

Client portfolio

Material topics GRI 3-3: Customer Experience

Sulnorte closed 2025 serving more than 200 clients, which demonstrates the diversification of its portfolio, the strength of its business relationships, and its prioritization of building sustainable partnerships aligned with the company's long-term vision. One of the main challenges faced was maintaining the traditional client base, made up mostly of partners with whom Sulnorte has had relationships for more than two decades.

In 2025, the company concentrated its activities mainly on deep-sea shipping for clients with a shipowner and ship charterer profile, with a significant share of international shipowners in the total volume of operations. At the same time, the company maintained a widely diversified portfolio, both in terms of the profile of the companies served and the different niches in which it operates, which made it possible to expand the scope of services beyond this main segment.

Considering market niches, the largest share of revenue was associated with clients in the agribusiness, fuel, and industrial general cargo sectors, with emphasis on operations related to grains, fertilizers, pulp, oil and derivatives, chemicals, vehicles, parts, and machinery. This diversification confirms the company's expertise in meeting the complex and strategic demands of foreign trade and the domestic market.

Relevant changes in the portfolio were also observed, especially with the entry of new players, particularly in the terminal and port operator segments, and the departure of some clients as a result of mergers and acquisitions involving large agribusiness groups, which reflects a strong trend toward logistics conglomerates in the international shipping market. In general, these changes were more qualitative than quantitative in nature, resulting in a portfolio more aligned with Sulnorte's strategic positioning and operational capacity.



The relationship with clients is based on transparency and long-term partnership, recognizing the strategic and highly specific nature of harbor towage operations. This approach takes shape through an active and recurring presence, with regular visits to domestic and international clients, and continuous studies that make it possible to understand in depth the particularities of each operation, the fleet involved, and each client's market.

Based on this understanding, the company operates in a customized manner, developing operational, commercial, and informational solutions designed to meet the specific demands of each client, as they have cargo types, ship profiles, and market dynamics that are complex and differ from one another. This close and flexible approach allows Sulnorte to adapt its services

to the real needs of its clients, reinforcing the company's role as a strategic partner and not merely a service provider.

Beyond the commercial relationship, Sulnorte invests in the development of products, analyses, and strategic information that help clients make decisions in an increasingly competitive port environment. The Market Intelligence area plays a central role in this process, offering a more consultative approach and contributing to anticipating demand, mitigating risks, and improving clients' operational planning.

The company plans and maintains constant participation in relevant shipping industry events, in Brazil and abroad, as part of its strategy to strengthen commercial relationships and institutional positioning. These occasions are fundamental for strengthening ties with clients and partners, following industry trends, and reinforcing Sulnorte's presence in the forums where the direction of the maritime and port market is discussed.

This closer, more familiar relationship model was developed by Sulnorte many decades ago and is supported by structured internal processes, the use of digital platforms, and other tools, which ensure the standardization of information, transparency in portfolio management, and an integrated view of the relationship over time. The combination of active presence, tailor-made solutions, and strategic information reinforces client trust and consolidates Sulnorte as a company prepared to evolve together with its partners.

Client satisfaction is monitored continuously and closely by the Marketing, Commercial, and Market Intelligence areas, and is concretely reflected in contract renewal rates and in the constant pursuit of new opportunities for the company.

In 2025, Sulnorte also achieved significant progress in client relationship management with the consolidation and standardization of data on digital platforms, which brought greater agility, reliability, and precision to processes.

In the same period, it implemented a complete CRM system, internally structured its client relationship policy, and conducted its first satisfaction survey, which showed highly positive results regarding the perception of the company by its main clients and business partners.

The execution of these projects increased data traceability and brought more agility to routines, supporting faster and more qualified decision-making. In addition, the use of integrated systems such as CRM strengthened the consolidated view of clients, improved relationship monitoring, and raised the level of control and predictability of processes and contracts, contributing to gains in productivity, transparency, and governance.

As a competitive differentiator, Sulnorte began offering clients strategic content and qualified market intelligence analyses on the Brazilian port sector, expanding the level of information, predictability, and decision-making support. This initiative was widely recognized and valued by clients and partners, reinforcing the company's positioning and readiness to act in a consultative, transparent, and long-term-oriented manner.

On the client side, there is growing demand for suppliers that demonstrate consistent alignment with good ESG practices, especially due to the regulatory requirements and international sustainability commitments these companies must meet. In this context, Sulnorte has incorporated the ESG agenda in a structural and cross-cutting manner into its service provision, integrating these topics into its commercial strategy and the day-to-day of its operations.

Actions are concentrated, above all, on strengthening the safety culture, maintaining environmental and regulatory compliance, preventing operational risks, and responsibly managing assets and processes, ensuring adherence to the national and international standards applicable to the maritime and port sector. Fleet modernization, the improvement of environmental procedures, the control and monitoring of operations, and the evolution of governance processes reflect this commitment.

The stance adopted has allowed Sulnorte to meet the specific demands of clients, who continually seek partners capable of supporting compliance with ESG requirements, audits, international standards, and commitments made to parent companies, financiers, and stakeholders. By aligning sustainability, safety, and operational efficiency, the company has positioned itself as a service provider prepared to operate in a more demanding regulatory environment.

Main client-related challenges

Observing the maritime and port market and the global dynamics of the shipping chain, the company understands that the risks and opportunities of its client base are related, above all, to demand volatility, mergers and acquisitions, regulatory transformations, growing compliance requirements, and the mitigation of legal risks, especially in operations linked to foreign trade and to companies with global operations. Risks linked to the concentration of certain segments and to the sensitivity of port activity to external factors, such as geopolitical scenarios and macroeconomic conditions, are also monitored.

On the other hand, these dynamics also generated relevant opportunities for Sulnorte, such as the entry of new clients into the market, the expansion of the scope of services for existing clients, and the strengthening of long-term partnerships with companies seeking structured, reliable suppliers aligned with international standards.

These risks and opportunities are monitored continuously, through the integrated work of the Commercial, Operations, and Market Intelligence areas, with periodic portfolio and market analyses, monitoring of sector movements, close dialogue with clients, and the use of structured data. This approach makes it possible to anticipate scenarios and trends, adjust relationship strategies, and ensure that the client base remains aligned with Sulnorte's operational capacity and the company's strategic objectives.



Strategy and Sustainability

Material topics GRI 3-3: Business resilience and sustainability

13 ESG strategy



Sulnorte's central axis is operational excellence combined with a close, technical, and long-term-oriented relationship, working consistently to retain existing clients and ensuring reliability, high delivery standards, safety, regulatory adherence, and, above all, a high capacity to adapt to the specific needs of each client. Portfolio expansion occurs selectively, aligning commercial growth and operational capacity with the company's strategic positioning and market demands.

In this context, Sulnorte's participation in the Tug Network Team (TNT)[1] represents a relevant advance for client relationships by expanding integration with the international environment and the offer of services on a global level. For clients, this reinforces Sulnorte's role as a partner capable of acting collaboratively, anticipating scenarios, and offering pioneering solutions within the tugboat market.

Closeness to clients remains a strategic pillar, supported by continuous dialogue and listening, close monitoring of operations, and an increasingly consultative approach. The use of digital platforms, CRM, and market intelligence has been fundamental to deepening knowledge of client profiles, identifying opportunities, anticipating risks, and improving the quality of the relationship.

As for industry trends, in the short term there is growing pressure for predictability and regulatory compliance, influenced by geopolitical scenarios, operating costs, and the greater complexity of port operations. In the medium term, the ESG and international compliance agendas tend to intensify, directly impacting the relationship with global clients seeking suppliers aligned with increasingly rigorous environmental, social, and governance standards.

In the long term, the market will adopt a preference for solid, sustainable companies with a strategic vision, capable of offering stability, safety, and continuous partnership. In view of this, Sulnorte understands that the strengthening of its client base continues consistently, integrating commercial strategy, operations, governance, and sustainability. In this way, it will continue to position itself as a long-standing partner, prepared to respond to the transformations of the port sector.

ESG strategy

Sulnorte's ESG strategy is born connected to the reality of the business and to its long-term vision. In an asset-intensive sector that depends on operational safety, logistics efficiency, fleet reliability, close client relationships, and a permanent capacity for investment, sustainability cannot be treated as a parallel agenda. For this reason, it has been incorporated in a structural and cross-cutting manner into the corporate strategy, integrating management, risk mitigation, efficiency in the use of resources, care for people, regulatory compliance, the capacity for documentary evidence, and the company's preparation to respond to the growing requirements of clients, financiers, regulators, and other stakeholders.

Within this context, Sulnorte's ESG strategy is directly aligned with the strengthening of operational excellence, safety, governance, environmental and social compliance, and business resilience. Its composition combines high delivery standards, a technical and consultative relationship with clients, adaptation to specific market demands, and a strategic positioning geared toward sustainability as a competitiveness factor.

ESG topics, targets, and priorities generate value only when they translate into processes, controls, evidence, indicators, investments, and clear responsibilities. For this reason, the company structured its ESG agenda around dimensions directly related to the creation and protection of value, namely:

- Environmental, labor, and social compliance;
- Operational safety;
- Social, environmental, and climate risk management;
- Governance and internal controls;
- Information security;
- Responsible supply chain management;
- Responsible use of financed resources.

1. The Tug Network Team (TNT) is a global strategic alliance of independent tugboat operators, of which Sulnorte is a founding member. The alliance was announced on April 17, 2024, when Sulnorte, Group Ocean (Canada), and CPT Towage (Chile) officially disclosed its creation.

Sulnorte's ESG journey began in 2024 with the structuring of the first stages of literacy, engagement, context analysis, and definition of the company's material topics. This process culminated, in 2025, in the publication of its first Annual Sustainability Report, consolidating the commitments, priorities, and lessons learned from this initial cycle. Beyond an institutional milestone, this advance reflected the consolidation of a pragmatic strategy, aimed at progressively incorporating sustainability into the company's routines, decisions, and management instruments.

As part of this process, Sulnorte structured a formal ESG action plan, with prioritized initiatives, defined owners, key performance indicators (KPIs), monitoring targets, and continuous monitoring. These KPIs became part of executives' variable compensation, strengthening leadership accountability and reinforcing that sustainability, safety, operational efficiency, and governance are strategic commitments directly linked to management and value generation for the company.

Since the beginning of this journey, the active participation of employees through a multidisciplinary committee has been treated as a fundamental premise. This involvement broadens the understanding of impacts, risks, and opportunities, strengthens the alignment between ESG strategy and operations, and contributes to greater integration among the company's key areas.

In parallel, Sulnorte has been strengthening its governance through existing internal mechanisms, such as committees, corporate policies, risk management, the whistleblowing channel, ethics and conduct guidelines, data protection practices, and instruments for communicating critical concerns.

The definition of material topics reinforces the pragmatic nature of the strategy by connecting sustainability directly to the factors that sustain the company's long-term competitiveness, including governance, ethics and compliance, operational excellence, customer experience, health and safety, people management, climate change, energy management, digital transformation, value chain, local economic impact, and the building of strategic partnerships.

This agenda also strengthens Sulnorte's relationship with clients and financiers, in the face of growing demand for suppliers capable of demonstrating adherence to ESG practices, especially given regulatory requirements, integrity and governance requirements, and sustainability commitments made by its clients. In this scenario, Sulnorte seeks to position itself as a strategic partner, prepared to support clients in meeting compliance and sustainability requirements, while also seeking to strengthen its bankability[2], contribute to the management of perceived risks, and favor access to sources of financing.

For 2026, the company has established clear commitments aimed at strengthening the safety culture, continuously improving operational performance, and advancing ESG maturity. Among the main planned targets are the monitoring and evolution of safety indicators, the strengthening of audits and preventive controls, the reduction of



incident investigation timeframes, and the implementation of actions related to psychosocial risks under the NR-1 guidelines, in addition to advancing climate management initiatives and the carbon inventory.

The challenge for the coming cycles will be to consolidate this agenda into increasingly consistent routines, improving indicators, strengthening records, monitoring action plans, and evaluating results continuously. By integrating sustainability into corporate strategy, operations, and leadership compensation, Sulnorte reinforces its ability to protect value, respond to emerging risks, increase efficiency, strengthen strategic relationships, and maintain its competitiveness in an increasingly demanding maritime and port environment.

2. Bankability is the risk rating that measures how easily a company or project can obtain credit and financing. The higher the bankability, the better the rates, terms, and confidence of banks and investors in the business.

About this Report

GRI 2-2, 2-3

16 Double materiality assessment

18 Presentation of material topics

The Sulnorte 2025 Sustainability Report covers the period from January 1 to December 31, 2025. Its scope encompasses all operations carried out by the company, the same ones covered in its Financial Statements.

Its content was prepared based on the Global Reporting Initiative (GRI) Standards, 2021 version, and its performance data are also correlated with the United Nations (UN) Sustainable Development Goals (SDGs).

Sulnorte's Financial Report is audited by BDO[3], but, as a privately held company, Sulnorte neither files nor publicly discloses its results. The social and environmental information was not subject to external assurance.

More information about this report can be obtained by e-mail at sustentabilidade@sulnorte.com.br.

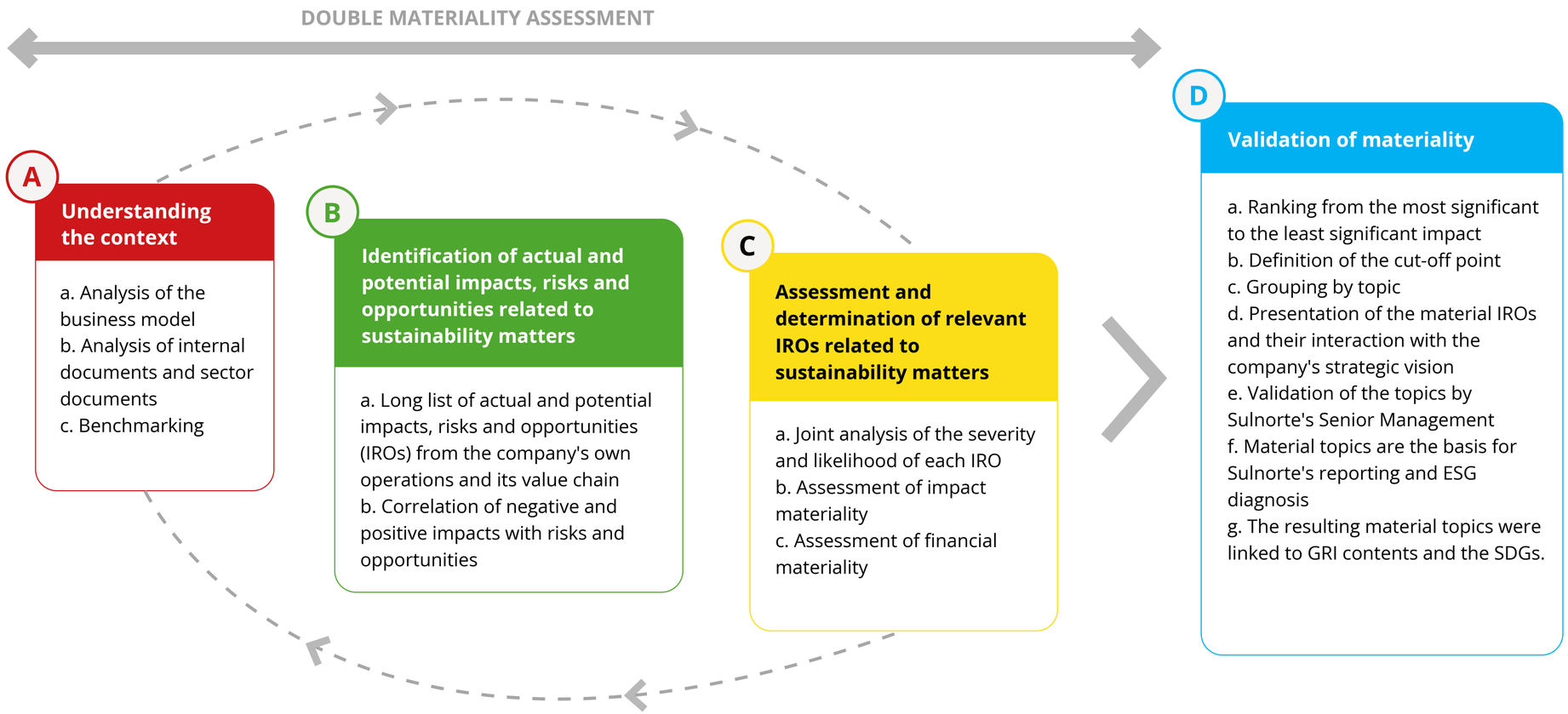
3. BDO is the fifth-largest audit, consulting, and tax advisory network in the world.

Double materiality assessment

GRI 3-1

The guiding thread of this report stems from the double materiality analysis, carried out based on the process described in the document EFRAG IG 1: Materiality Assessment Implementation Guidance, which presents good practices for defining impact and financial materiality, and because it is aligned with GRI 3: Material Topics 2021 and IFRS S1 – General Requirements for Disclosure of *Sustainability-related Financial Information. The first materiality process was carried out in 2024 and updated in 2026, according to the following stages:*

Stages of the double materiality process



1,
Context survey: analysis of the external and internal scenarios, including market tools such as GRI and SASB, corporate policies, and documents from companies in the sector. In 2026, a new benchmarking exercise was carried out with companies in the sector with the aim of updating the analysis of the main sustainability matters related to the company's activities.

2,
Mapping of impacts, risks and opportunities: identification of the positive and negative, actual and potential impacts, risks, and opportunities associated with sustainability matters, related to Sulnorte's operations and its value chain.

3,
Definition of the significance of impacts, risks and opportunities: assessment of the magnitude and likelihood of occurrence of the impacts, considering the scale, scope, and irremediable character of negative impacts, as well as the scale and scope of positive impacts. The magnitude and likelihood of occurrence of risks and opportunities were also assessed, considering criteria of operational, financial, and reputational impact for the company.

4,
Prioritization of impacts: the value assigned to each impact, risk, and opportunity was defined as the product of severity and likelihood. With this quantification, it was possible to rank them. Positive and negative impacts, as well as risks and opportunities, were organized from the most significant to the least significant.
Based on this ranking, the most significant impacts were selected and grouped into material topics. Likewise, the most relevant risks and opportunities for Sulnorte were defined and also grouped into topics, following the same classification used in the assessment of impacts.
This work resulted in the preparation of the double materiality matrix and the definition of Sulnorte's proposed material topics.

5,
Final validation: the results were discussed with the managers of the areas involved and submitted for validation by Sulnorte's Senior Management. Subsequently, the material topics were related to the content of the GRI Standards and to the Sustainable Development Goals. GRI 2-14



Presentation of material topics

GRI 3-2

Based on the context analysis process, the mapping of impacts, risks, and opportunities, and the definition of significance and prioritization, ten material topics were identified:

TOPIC	DESCRIPTION	GRI CONTENT
Governance, Ethics and Compliance	Adoption of governance and compliance mechanisms, including aspects of integrity, information security, and human rights due diligence, which reinforce the company's reputation and client trust, as well as reduce risks associated with non-compliance with regulations and/or internal controls.	GRI 201: Economic Performance GRI 205: Anti-corruption GRI 206: Anti-competitive Behavior GRI 207: Tax GRI 418: Customer Privacy
Operational excellence	Maintenance of high performance standards in operations, with efficiency, productivity, quality, and consistency of results. It is associated with continuous improvement, with process optimization, resource management, and cost reduction.	–
Customer experience	Provision of high-level service, meeting clients' expectations, needs, and specificities, combining quality, safety, and care for the environment.	GRI 201: Economic Performance
Health, safety and quality of life	Promotion of employees' health, safety, and quality of life, with improvement of processes, controls, and equipment, preventing physical and mental harm to employees, such as fatalities, work-related accidents, and occupational diseases.	GRI 403: Occupational Health and Safety
People management and development	Professional qualification and training, aligned with the organizational culture and the development of an environment favorable to diversity and inclusion, with guaranteed equal opportunities. As a result, the aim is employee satisfaction and retention and the consequent quality and safety of the services provided.	GRI 401: Employment GRI 402: Labor/Management Relations GRI 404: Training and Education GRI 405: Diversity and Equal Opportunity GRI 406: Non-discrimination

TOPIC	DESCRIPTION	GRI CONTENT
Climate change	Mitigation of and adaptation to climate change, through emissions management, investments in decarbonization actions and/or the purchase of carbon credits, thus meeting market and client demands and leading to a consequent improvement in its processes and the offer of a less carbon-intensive service.	GRI 305: Emissions
Value chain management	Requiring compliance with environmental, social, and ethical impact laws and guidelines, and encouraging the adoption of sustainable practices.	GRI 308: Supplier Environmental Assessment GRI 407: Freedom of Association and Collective Bargaining GRI 408: Child Labor GRI 409: Forced or Compulsory Labor GRI 414: Supplier Social Assessment
Local economic impact	Generation of direct and indirect jobs, payment of taxes and duties, with positive impacts for employees and the local economy, generating shared value for all stakeholders.	GRI 203: Indirect Economic Impacts GRI 204: Procurement Practices
Environmental management	Management of the environmental aspects and impacts arising from the company's operations, including atmospheric emissions, energy and fuel consumption, waste, use of natural resources, pollution prevention, and protection of biodiversity.	GRI 302: Energy GRI 303: Water and Effluents GRI 306: Waste GRI 101: Biodiversity
Business resilience and sustainability	The company's ability to maintain operational continuity, financial strength, competitiveness, and long-term value generation in the face of economic, geopolitical, technological, regulatory, and market changes, ensuring adaptation, sustainable growth, and organizational resilience.	–

Material topics 2024 Report

Governance, ethics and compliance

Operational excellence

Customer experience

Health, safety and quality of life

People management and development

Climate change

Energy management

Digital transformation

Value chain management

Local economic impact

ESG strategy

Partnership building

Material topics 2025 Report

Governance, ethics and compliance

Operational excellence

Customer experience

Health, safety and quality of life

People management and development

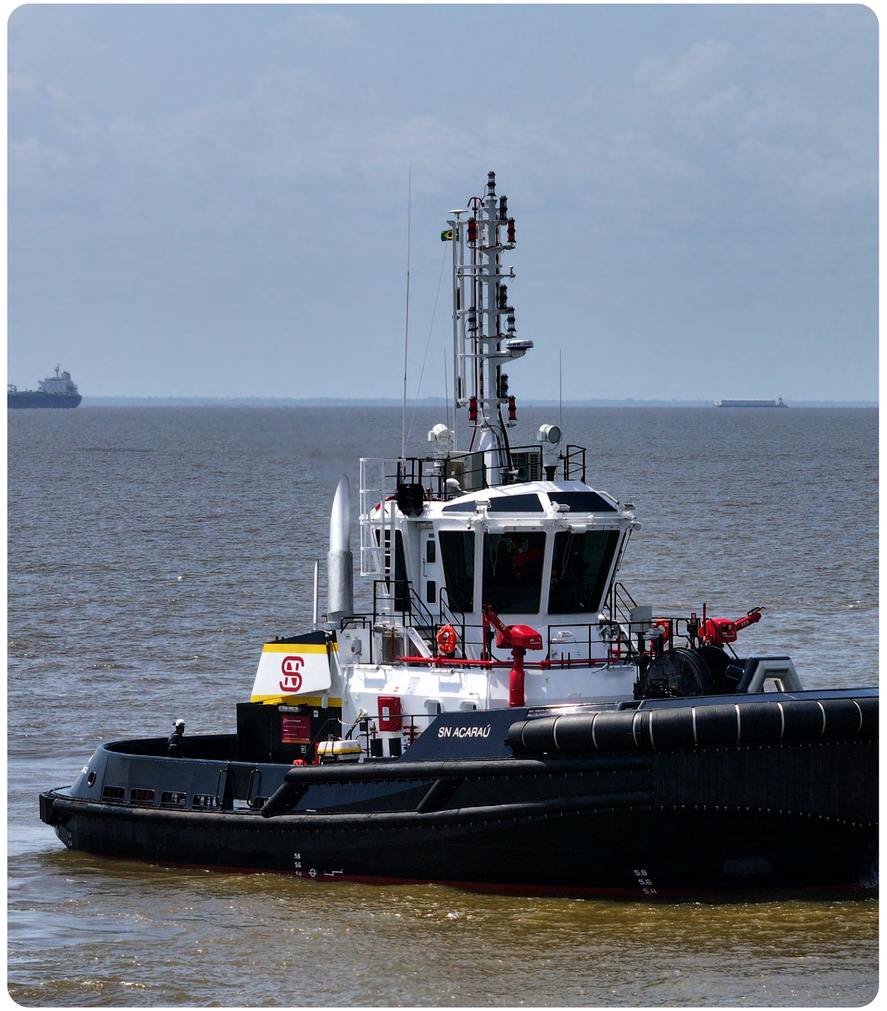
Climate change

Value chain management

Local economic impact

Environmental management

Business resilience and sustainability



Sulnorte reviewed its material topics with the aim of strengthening the alignment between the business's priority impacts, risks, and opportunities and its sustainability strategy. As a result, some topics were consolidated and others restructured to more accurately reflect the company's main challenges.

The topics “Digital transformation”, “ESG strategy”, and “Partnership building” are no longer treated as independent material topics and have become part of the topic “Business resilience and sustainability”. In turn, the topic “Energy management” has become part of the topic “Environmental management”, which groups matters related to waste, use of natural resources, pollution prevention, and biodiversity protection.

Governance

Material topics GRI 3-3: Governance, Ethics and Compliance
GRI 2-9, 2-15

22 Governance structure

23 Nomination and selection of the highest governance body

24 Impact management

24 Communication of critical concerns

25 Collective knowledge of the highest governance body

25 Remuneration policies

26 Formal commitments and policies

For Sulnorte, corporate governance constitutes one of the fundamental pillars for building a solid, sustainable organization oriented toward value generation. In an increasingly dynamic, complex, and regulated business environment, the adoption of consistent governance practices strengthens institutional credibility, contributes to operational efficiency, and improves risk management and responsible decision-making.

The company is guided by three essential foundations, which govern its conduct, decisions, and way of operating. These three foundations — ethics, purpose, and the definition of governance — form the framework that guides the application of the principles of the Brazilian Institute of Corporate Governance (IBGC), namely: integrity, transparency, fairness, accountability, and sustainability. Together, these principles ensure greater consistency in governance practices, favor the creation of sustainable value, and reinforce Sulnorte's commitment to acting with integrity and sustainability.

Sulnorte's senior management and leadership are attentive and take every care to avoid situations that could constitute conflicts of interest, so that they do not occur, using as support the guidelines of the company's Code of Ethics and Conduct, which has been implemented and widely disseminated among employees at all levels of the company.

Governance structure

Sulnorte's governance structure was designed to ensure decision-making agility with safety, control, and alignment between strategy, operations, and risk management. See below how it is defined:

1. Partners' Meeting

At Sulnorte, the Partners' Meeting is the highest deliberative body, responsible for strategic decisions, including electing officers, approving accounts, amending the articles of association, and matters relevant to the conduct of the business.

2. Executive Board

The Executive Board is responsible for executing the strategy defined by the partners and conducting the company's operational management. The aligned, ethical, and results-oriented conduct of the officers ensures efficiency, risk mitigation, and the achievement of targets, reinforcing the commitment to creating sustainable value.

The selection of officers is based on objective and professional criteria, prioritizing competence, experience, and aptitude to fulfill the responsibilities of the position. With no specific educational requirements, the process values experience, integrity, and management skills. Likewise, the company's other managers are also selected based on technical and professional criteria compatible with their roles.

At Sulnorte, decision-making is the responsibility of the Executive Board, which relies on the technical contribution of the managers of the Human Resources, Operations, Controllership, and Maintenance departments, among others invited to contribute. The resolutions of management and Executive Board meetings are formally recorded, using auditable technological tools that ensure the fidelity, security, and traceability of information.

3. Support teams and committees

The support teams and committees assist Sulnorte's Executive Board in the in-depth analysis of specific topics, such as risks, audit, ESG, people, compensation, finance, and strategy. They expand technical capacity, improve the decision-making process, and strengthen continuous monitoring.

The committees and teams are advisory in nature, with the Executive Board responsible for the final deliberation on applicable decisions.

There are three support committees and one joint commission, as described below.

• Crisis Committee

The group is formed on an extraordinary basis in response to events that may generate serious consequences, and is composed of managers and advisors from strategic areas, including Legal, Administrative and Financial, People Management, Quality, Health, Safety and Environment (QHSE), Operations, Maintenance, and Commercial, with the purpose of supporting the adoption of timely decisions and actions to mitigate risks. The involvement of the areas varies according to the characteristics of each situation and is at the discretion of the chief executive officer.

• LGPD / Personal Data Protection Committee
Responsible for providing strategic guidance and ensuring that the entire operation complies with the Brazilian General Data Protection Law (LGPD). Its role is to provide direction, review, and update the personal data protection strategy, ensuring that Sulnorte's policies, standards, plans, and procedures are properly adapted, up to date, and followed by all employees and other stakeholders involved in all of Sulnorte's operational processes.

• Investigation and Disciplinary Committee (Whistleblowing Channel)
The Investigation and Disciplinary Committee is a multi-sector body responsible for analyzing internal reports and conducting investigation procedures, when applicable. It is made up of three employees with the competence to analyze reports, led by the holders of the positions of Operations/QHSE Manager, Human Resources Manager, and Legal Counsel, or by members specifically appointed for each case, according to the nature of the occurrence and the need to preserve the impartiality and effectiveness of the investigation.

• Joint Profit-Sharing (PLR) Commission
The main objective of the Joint Commission is to ensure fair and balanced negotiation on the distribution of profits, and it is therefore composed of an equal number of representatives of employees and of the company, in addition to a union representative, ensuring that both parties have a voice in discussions and decisions.

This commission creates a collaborative environment for defining profit distribution criteria, targets, deadlines, and payment conditions for profit sharing (PLR), promoting transparency and the alignment of interests between employees and the company.

If the union does not appoint its member in the manner provided for by law, the commission will carry on its work regularly, with the participation of the representatives of the company and the employees.

Nomination and selection of the highest governance body

GRI 2-10

Senior Management is Sulnorte's highest governance body, and its members are selected based on objective and professional criteria related to competence and the ability to fulfill the responsibilities of the position, with the exception of the managing partners, who are appointed or elected. The company's other managers are also selected based on competencies.

Sulnorte's Articles of Association provide that the President and Vice President are appointed from among the partners. The Chief Executive Officer (CEO) is selected from the professional market based on the criteria described above.



Impact management

GRI 2-12

Sulnorte continuously reinforces its Mission, Vision, and Values as part of its management processes and organizational culture. In this context, it is up to Senior Management and the main leaders to ensure that these guidelines are incorporated into the company's decisions and activities, promoting the alignment of the entire leadership around strategic objectives.

This approach by Sulnorte also guides the identification, assessment, and management of the economic, environmental, and social impacts related to the business, helping the company conduct its operations responsibly, sustainably, and in line with the expectations of clients, employees, communities, and other stakeholders.

Sulnorte's main impacts on the economy, the environment, and people's lives were identified throughout the process of defining the material topics, in a joint analysis with all areas and under the coordination of the company's Chief Financial Officer.

GRI 2-13

Together with the mapping of impacts, Sulnorte's risks and opportunities were assessed, resulting in the double materiality analysis, linking sustainability aspects to the business.

The material topics identified in the study of impacts, risks, and opportunities supported the preparation of an ESG action plan, approved by the Executive Board, covering the main points mapped.

In impact management, the company's CEO is responsible for approving the processes and topics to be addressed, delegating to the Chief Financial Officer (CFO) the coordination and execution of the ESG journey.

Complaints received and any corrective measures for negative impacts are handled through the committees that support the Executive Board or by another internal working group.

GRI 2-25

The stakeholders who use the grievance and complaint mechanisms are not involved in the design, review, operation, and improvement of these mechanisms, and Sulnorte does not disclose indicators assessing the effectiveness of the complaint mechanisms or of other remediation processes.

Communication of critical concerns

GRI 2-16

Critical issues and concerns with a high degree of risk are reported transparently to Sulnorte's Senior Management. Other critical concerns, with medium and low degrees of risk, are monitored and resolved by the company's senior executives and leadership. For some cases, there are formal communication procedures, e.g., crisis and whistleblowing committees.

At the monthly management meetings, key performance indicators are presented and monitored, supporting strategic decisions related to operations, maintenance, quality, health, environment, and safety.



Collective knowledge of the highest governance body

GRI 2-17

All relevant facts that impact Sulnorte's operations and results are shared and assessed during the weekly meetings. Performance meetings also take place monthly. Senior Management and the entire leadership team participate in both. And, once a month, the information generated at these meetings is reported to the partners.

Two to three times a year, Sulnorte brings together all levels of leadership, from the Executive Board to Supervision, to analyze results and align guidelines. It is also part of the company's routine to publicize on its social media the commercial and operations agendas at trade fairs, congresses, lectures, and visits to members of the maritime community, as well as to publicize new financing and investments in new construction.



Remuneration policies

GRI 2-19, 2-20

The fixed compensation of statutory officers is defined at a partners' meeting, while that of senior executives follows the company's salary table. The variable portion, in turn, is governed by the Profit Sharing regulations.

Annually, the variable compensation established by the PLR is linked to professional performance and is calculated based on individual targets.

Together with the partners, the Executive and Administrative and Financial Boards participate in all validations regarding compensation. Currently, no compensation consultants are engaged.

Formal commitments and policies

GRI 2-23

Sulnorte has a series of formal commitments and policies that guide its conduct with employees, clients, business partners, regulatory bodies and other stakeholders. These documents are part of the Integrated Management System (IMS). The main ones are presented below.

Code of Ethics and Conduct

Sulnorte's Code was developed to guide behavior, relationships and decisions in the company's daily life, ranging from operational activities to strategic decisions. Its content reflects Sulnorte's identity, organizational culture and commitment to integrity, safety and social and environmental responsibility.

Pillars of the Code

With the aim of ensuring conduct that is ethical, sustainable and in compliance with current legislation, the Code is structured on complementary and interrelated foundations, reflecting Sulnorte's commitments in its activities in the maritime and port market. They are:

PILLAR 1
Governance, Ethics and Integrity
Conduct guided by transparency, legal compliance, anti-corruption, technical integrity, data protection and stronger corporate governance.

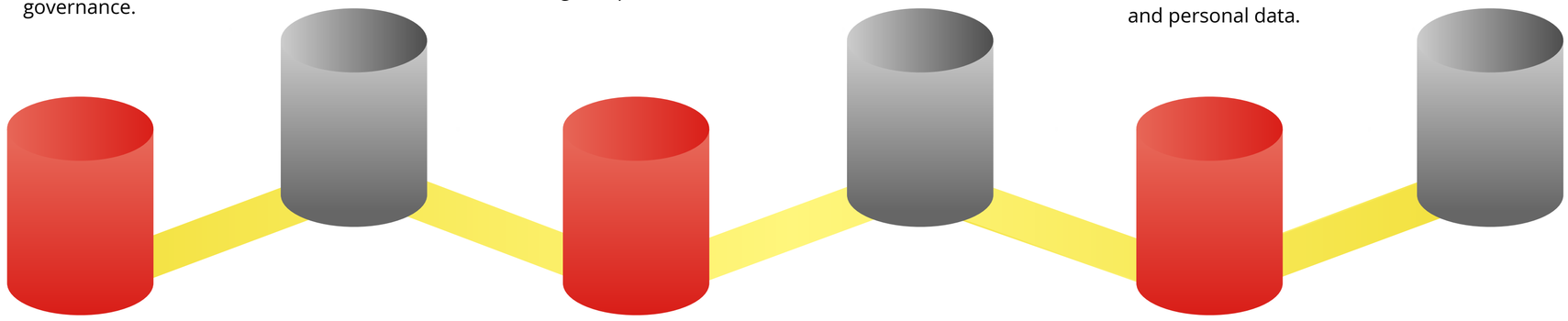
PILLAR 2
People, Diversity and Human Rights
Promotion of a safe, inclusive and respectful work environment, with zero tolerance for discrimination, harassment or any form of human rights violation.

PILLAR 3
Operational Safety and Risk Prevention
Permanent commitment to safe operations, preservation of life, accident prevention and rigorous measures to mitigate operational risks.

PILLAR 4
Environmental Responsibility
Conducting activities sustainably, with attention to environmental preservation, impact prevention and full compliance with applicable environmental legislation.

PILLAR 5
Information, Technology and Digital Communication
Ethical, secure and responsible use of information, technology systems and means of communication, ensuring confidentiality and the protection of corporate and personal data.

PILLAR 6
Clients, Suppliers and Competitors
Business relationships guided by ethics, transparency, fair competition, social and environmental responsibility and respect for legal and contractual rules.



Commitment to human rights

Sulnorte's Code of Ethics and Conduct establishes that “no employee or potential employee shall receive discriminatory treatment as a result of their race, skin color, ethnic origin, nationality, social position, age, religion, physical condition, sexual orientation, personal appearance, marital status, political conviction or any other factor of individual differentiation.”

It further states that the company undertakes to “select and hire suppliers and service providers based on technical criteria of quality, cost and punctuality, in addition to requiring an ethical profile in their management practices and social and environmental responsibility, rejecting practices of unfair competition, child labor, forced or compulsory labor and other practices contrary to the principles of this Code”.

Supplier Code of Conduct

Establishes the principles and minimum standards that suppliers must strictly comply with when conducting business with Sulnorte, among them all applicable national laws, standards and regulations, including (but not limited to):

• Labor, social security and human rights legislation;

• Environmental and sustainability standards;

• Anti-corruption and anti-bribery laws, such as Law No. 12,846/2013 (Brazilian Anti-Corruption Law) and similar legislation in other jurisdictions;

• International trade rules, export controls, economic sanctions and customs regulations.

Governance Manual

Standardizes the corporate governance practices adopted by the company, defines the roles and responsibilities of the management and supervisory bodies, and sets guidelines that support strategic and operational decisions, promoting the alignment of interests among the various stakeholders, ensuring transparent decision-making and consolidating existing practices, guaranteeing consistency, predictability and compliance in the conduct of business.

Corporate Anti-Corruption and Unfair Competition Policy

Aims to prevent, detect and combat the occurrence of bribery, corruption and other violations of applicable legislation. Based on this policy, the company adopts the principle of free and fair competition as an essential foundation for its business activities, committing to conduct its activities ethically and transparently.

HSE Policy

Defined to ensure the health and safety of workers, protect the environment, ensure that operations are conducted safely and sustainably and remediate any negative impacts.

Personal Data Protection Policy

Aims to define the responsibilities and guidelines applicable to Sulnorte's employees, service providers, partners and suppliers to ensure that their functions are performed in accordance with the requirements defined in the company's Personal Data Protection Policy.

Whistleblowing Channel management procedure

Aims to regulate the management of Sulnorte's Whistleblowing Channel, establishing internal procedures and guidelines to govern the receipt, recording, analysis, follow-up and investigation of the reports received. The Whistleblowing Channel is a space intended for reporting situations that may reveal unlawful acts, fraud, corruption, harassment and other practices that constitute a violation of the ethical and legal principles guiding Sulnorte.

Approval and application of commitments and policies

Sulnorte's documents are approved, disclosed and published in the IMS and are accessible only to employees. However, whenever necessary, the policies are forwarded to third parties and business partners, especially when required by contract.

The Code of Ethics and Conduct applies to all employees, temporary staff, interns, young apprentices, service providers and supplier companies that carry out any activity on Sulnorte's premises.

All of Sulnorte's policies and procedures are interconnected and described in the Integrated Management System Manual, which sets out the basic systems and guidelines to be followed by all employees to ensure compliance with applicable legislation and standards, as well as the specifications and contracts related to the services.

Finally, through the PDCA Cycle[5], the company ensures that processes have sufficient resources, are properly managed, have improvements identified and that the actions adopted support achieving objectives and targets.

GRI 2-24

5. PDCA (Plan, Do, Check, Act) is an iterative four-step management method used for the control and continuous improvement of processes and products.



Integrity and Ethical Culture

Material topics GRI 3-3: Governance, Ethics and Compliance

31 Mission, Vision and Values

32 Whistleblowing Channel

In 2025, Sulnorte strengthened its culture of integrity and governance through the review and improvement of its corporate policies. In addition to structuring the Governance Manual, it carried out important initiatives aimed at strengthening compliance, ethics and risk management processes in business relationships, including the preparation of the Corporate Anti-Corruption and Unfair Competition Policy, the review of the Code of Ethics and Conduct and the implementation of a due diligence program applicable to suppliers and clients.

The Code of Ethics and Conduct is presented to all new Sulnorte employees as soon as they are hired. They also receive guidance on data privacy through training at the time of hiring.
For active employees, an e-learning course on integrity is available, with mandatory completion of a questionnaire. In 2025, 240 employees were reached, with an average completion time of 40 minutes.

Also during the period covered by this report, Sulnorte published the Supplier Code of Conduct, a document that establishes the principles, ethical guidelines and minimum standards of conduct expected from suppliers and business partners.

Periodic assessments related to corruption risks in the context of operations and business relationships were also carried out, totaling, on average, five assessments per month throughout the period. The analyses conducted aimed to strengthen integrity, compliance and risk-prevention controls associated with the company's activities. As a result of the assessments carried out, no significant risks related to corruption were identified. GRI 205-1

The company also was not party to any legal action regarding unfair competition and/or violations of antitrust and anti-monopoly laws.
GRI 206-1



Mission

To provide safe, efficient and sustainable harbor towage operations, promoting care for people and the preservation of the environment, and meeting our clients' needs with excellence.

Vision

To become the most valued company in the Brazilian harbor towage market, standing out for operational excellence, care for people and sustainable practices.

Values

Simplicity and Clarity

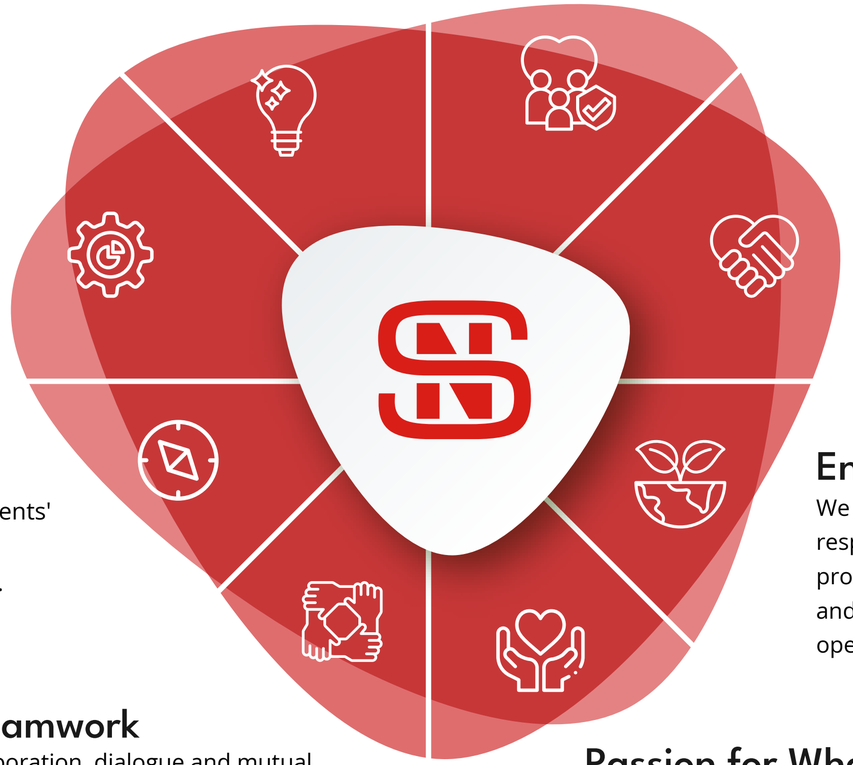
We act in a practical, transparent and objective manner. We seek efficient processes, direct communication and mutual understanding, avoiding unnecessary complexity.

Care for Life

We value the safety, health and well-being - of everyone. We promote safe work environments and act responsibly to protect life in all our activities.

Management Focused on Sustainable Results

We make responsible decisions, based on data and aligned with ethics and environmental, social and governance responsibility. We seek consistent results that ensure Sulnorte's continuity and sustainable growth.



Ethics and Respect

Our relationships are guided by integrity, honesty and respect for people, diversity and human rights. We do not tolerate discrimination, harassment, abuse of power or any form of disrespect.

Customer Orientation

We seek to understand and meet our clients' needs with quality, agility and respect, building long-term relationships of trust.

Environmental Protection

We act with social and environmental responsibility, seeking to reduce impacts, promote the sustainable use of resources and help preserve the ecosystems where we operate.

Teamwork

We value collaboration, dialogue and mutual support. We know that sustainable results are built by people who trust, cooperate and grow together.

Passion for What We Do

We demonstrate dedication, enthusiasm and commitment to excellence. Every task is carried out with professionalism and a focus on delivering the best result.

Whistleblowing Channel

GRI 2-26

Sulnorte has an exclusive channel for receiving reports in the event of a suspected violation of the law, regulations, internal policies or the guidelines established in this document. Employees may formally report any suspected irregularities by sending an e-mail to denuncia@sulnorte.com.br. If the whistleblower so wishes, reports may be made anonymously or directly and in person to the members of the Investigation and Disciplinary Committee, the Human Resources Department and the company's managers.

For third parties, such as suppliers, service providers, business partners, clients and other external parties, Sulnorte also provides the Ombudsman, through the e-mail address ouvidoria@sulnorte.com.br, a channel intended for receiving suggestions, complaints, statements, questions and other external matters, including those related to ethical conduct, institutional relationships and service provision.

All reports received, whether through the Whistleblowing Channel or the Ombudsman, are handled with confidentiality, seriousness and impartiality. Any form of retaliation is expressly prohibited against those who, in good faith, report facts, evidence or suspicions related to unlawful acts, fraud, corruption, workplace harassment, sexual harassment, conflicts of interest or any other practices that constitute a violation of Sulnorte's ethical and legal principles.

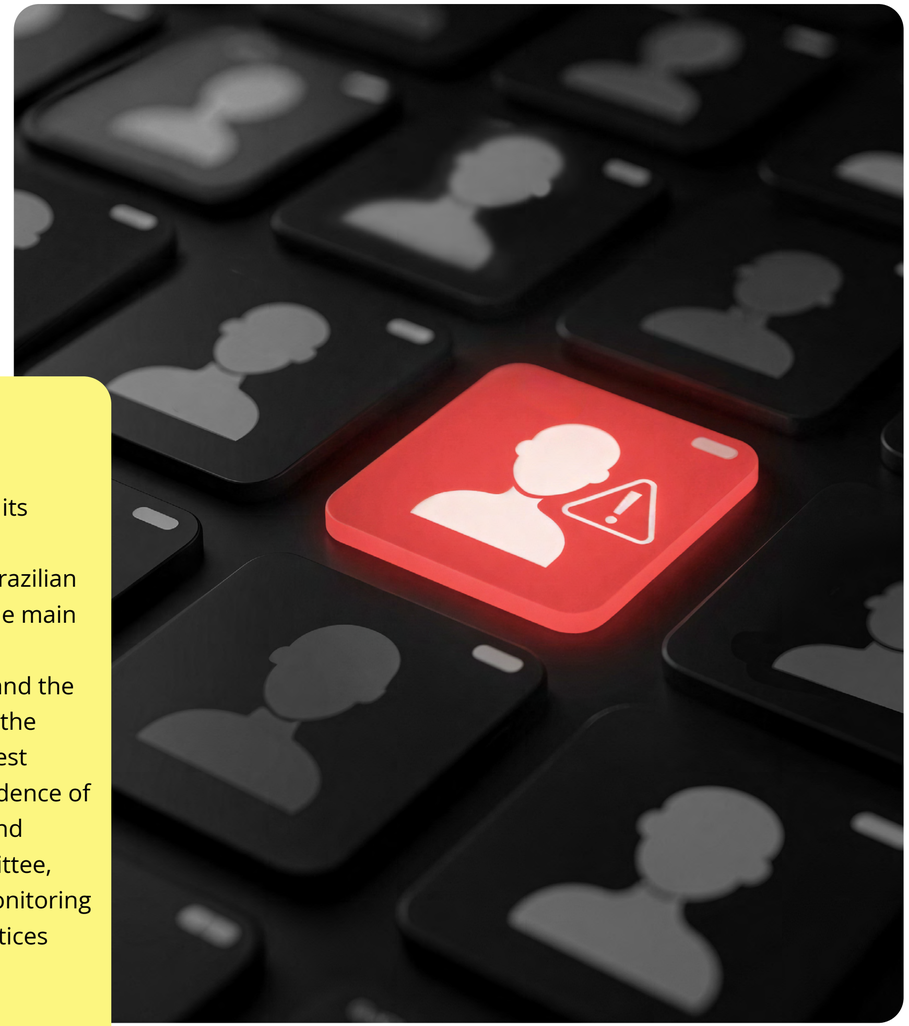
In the event of a suspected breach of ethical conduct, the company adopts its own investigation procedure, in which the responsible committee conducts the relevant investigations and prepares a conclusive report for evaluation by senior management, which oversees ethical matters and the applicable measures.

In 2025, three reports were received through the channels made available by the company. All were duly investigated and concluded, with two found to be substantiated and one unsubstantiated. No cases related to corruption were identified during the period.

GRI 205-3

Data protection

In 2025, Sulnorte continued to improve its procedures related to data privacy and compliance with the guidelines of the Brazilian General Data Protection Law (LGPD). The main actions carried out included updating contractual wording related to privacy and the processing of personal data, improving the e-learning course on the LGPD, with a test applied at the end of the training as evidence of knowledge acquisition by employees, and structuring a new Internal LGPD Committee, aimed at strengthening governance, monitoring and disseminating data protection practices within the company.



Operational Excellence

Material topics GRI 3-3: Operational Excellence

The continuous pursuit of operational efficiency is an important component of Sulnorte's strategy to ensure high standards of performance, safety, productivity and quality in its operations. In a sector highly dependent on the availability, reliability and performance of its vessels and equipment, the company understands that efficiency is directly related to the continuous improvement of processes, the responsible management of resources and the ability to incorporate technological solutions that contribute to increasingly safe, efficient and sustainable operations in a dynamic and constantly evolving environment.

In this context, Sulnorte has been strengthening its digital transformation journey by adopting tools, integrated systems and solutions aimed at operational optimization, data-driven decision-making and the strengthening of digital governance and information security. It also encourages the adoption of integrated digital solutions in the teams' daily routines and promotes collaboration, productivity and innovation.

Among the main initiatives carried out in 2025 were the training of employees in digital and collaborative tools, including Copilot, Teams, OneDrive, SharePoint, online calendar and cloud solutions, as well as the structured mapping of the systems managed by the Information Technology area.

The company also made progress in the implementation and consolidation of Power BI dashboards for operational and strategic analyses, expanding its capacity for monitoring, traceability and intelligence generation to support corporate decisions. Also noteworthy is the use of the GAUSS system, developed in-house for geospatial intelligence and fleet monitoring, allowing greater operational control through real-time tracking of the vessels.

Key indicators of the area in the year: average processing time

Operational reports:
23 minutes

Data Warehouse:
1,874 milliseconds
(55 endpoints)

Highlight actions in 2025

- Broad training of employees in digital tools
- Structured mapping of IT systems
- Implementation and consolidation of Power BI dashboards
- Use of GAUSS for strategic fleet monitoring

The strengthening of the technological infrastructure also included investments in corporate systems for the areas of ERP, maintenance, human resources and maritime operations, as well as the evolution of Business Intelligence solutions, data intelligence (GAUSS and integrations) and collaboration tools.

In 2025, investments in digital transformation and operational efficiency improvement totaled approximately R$ 1 million, distributed among corporate systems, collaborative platforms, data intelligence and analytical solutions.

The initiatives implemented contributed directly to increased team productivity and efficiency, greater integration and communication between areas, greater traceability and control of maritime and market operations, strengthened digital governance and improved quality of the information used in operational and strategic decisions.

Technologies and systems used in 2025

- Copilot
- Microsoft Teams, OneDrive and SharePoint
- ERP Oracle
- Helm Connect
- ENGEMAN
- TOTVS RM and Clock In
- GAUSS (geospatial intelligence)
- Integrations with MarineTraffic, IHS Seaweb, Datalastic
- Power BI
- Data Warehouse

These advances also generated significant gains in energy efficiency and sustainability, especially through continuous monitoring of the relationship between vessel speed and fuel consumption, resulting in a reduction of approximately R$ 250 thousand in fuel costs during the period.

For the coming years, Sulnorte intends to continue its digitalization strategy, advancing in the secure and intelligent integration of systems, strengthening intelligent data management and developing predictive analytics to support operations.

Future objectives also include improving integrations between corporate systems and expanding camera monitoring to the entire fleet, reinforcing the safety, operational efficiency and sustainability of the company's activities.

People Management

Material topics GRI 3-3: People Management and Development + Health, Safety and Quality of Life

36 Hiring, professional development and talent retention

38 Diversity and anti-discrimination

38 Employee benefits

39 Occupational health and safety

Sulnorte has internal guidelines and procedures for people management and development, aimed at standardizing processes, valuing employees and strengthening the organizational culture.

The people management procedure covers processes such as recruitment and selection, onboarding program, follow-up of new employees, transfers between areas, benefits management, disciplinary measures and the termination workflow, seeking to ensure transparency, alignment and compliance in labor relations.

In addition, the company has a Code of Ethics and Conduct, which establishes the principles and behaviors expected of employees and leadership, reinforcing values and responsibilities in professional relationships.

Hiring, professional development and talent retention

In the hiring process, Sulnorte prioritizes technical and behavioral assessments aligned with the competencies required for each role, seeking professionals aligned with the organizational culture and the company's values. The company also invests in talent training and development programs, such as internships, technical training and initiatives aimed at the in-house development of professionals who are strategic to the business.

Mandatory training is carried out continuously for seafarers and maintenance professionals, as well as technical and behavioral development for operational teams on the Moodle e-learning platform. New employees go through an onboarding program with all areas so that they gain a good understanding of the company and the business. Additionally, leaders take part in specific training on mental health and psychosocial factors, focused on developing competencies to identify, prevent and manage these aspects in the workplace.

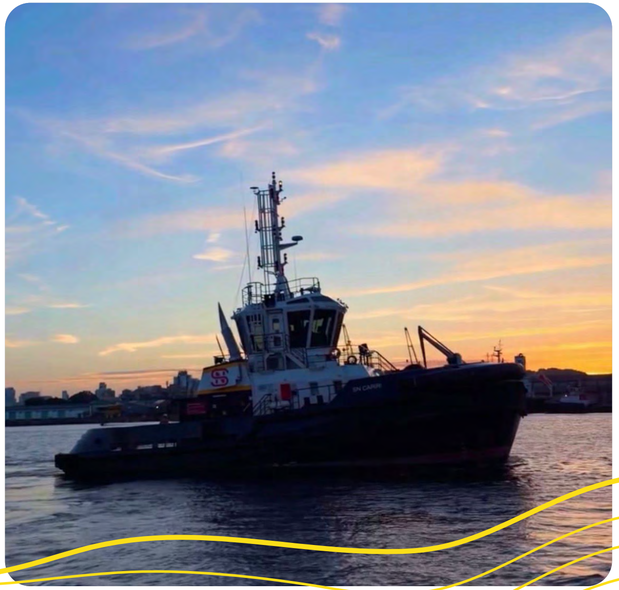
In 2025, the company strengthened its investments in training and professional development, with special attention to in-house development and preparing talent for strategic positions. With investments of around R$ 100 thousand, highlights include the Internship Program, aimed at training and integrating new talent; the “Preparando O Amanhã” (Preparing for Tomorrow) Program, aimed at developing maritime cadets; and the Tug Master Training Program, designed to broaden technical qualifications and strengthen the company's operational succession pipeline.

As a result of this initiative, it was possible to promote deckhands to the position of tug master, in addition to hiring cadets and interns as permanent employees, contributing to employees' career development, to valuing the in-house workforce and to strengthening the company's operational sustainability.



Sustainability training

Sulnorte carried out internal communication and training actions aimed at disseminating sustainability concepts, including training to present the company's ESG journey and raise employees' awareness of the topic's importance to the business strategy. The initiatives addressed subjects such as risk management, operational efficiency, responsibility toward people and communities, ethics and long-term value creation, promoting employees' alignment with the principles and objectives of the company's ESG agenda.



Performance management

The company's performance management is based on the alignment between targets, competencies and professional development, seeking to ensure high performance and sustainability in the business. For administrative and maintenance teams, corporate and departmental targets are cascaded, monitored periodically and linked to the variable compensation program.

In maritime operations, the company prioritizes keeping professionals technically up to date, including e-learning refresher courses. In 2025, the assessment schedule changed: assessments previously held at the end of the year are now applied at the start of the following year. As a result, no assessments took place in the period covered by this report.

To strengthen employees' competencies and career development, Sulnorte applies and monitors the individual development plan, prepared by managers together with their team members, which makes it possible to identify training needs and opportunities for professional growth aligned with the activities performed. In addition, the company offers educational support by granting scholarships for language courses, undergraduate and graduate programs and other training.

GRI 404-2

In maritime operations, the company prioritizes keeping professionals technically up to date, including e-learning refresher courses, as well as compliance with the schedule of mandatory training related to the Brazilian Regulatory Standards (NRs).

Knowledge management



Throughout 2025, knowledge management initiatives were promoted to disseminate best practices, foster technical development and strengthen the organizational culture.

Sulnorte held several internal workshops on different topics, including the company's role in the international context, cargo types and the commodities market, and naval and port structures, among others. In addition, continuous learning practices, integration between areas and mentoring of professionals in training were encouraged, especially in programs focused on maritime operations.

Diversity and anti-discrimination

Sulnorte maintains guidelines that prohibit discriminatory practices and provides internal channels for reporting inappropriate conduct, ensuring confidential treatment, investigation of reported situations and the adoption of appropriate measures, when necessary.

Guided by Sulnorte's Code of Ethics and Conduct, all employees are made aware that the company does not condone cases of discrimination. In addition, the company has a whistleblowing channel for reporting situations that violate internal guidelines, ensuring confidential treatment, proper investigation of reported cases and the adoption of appropriate measures, when necessary.

At the same time, leaders are guided on the importance of promoting a healthy, inclusive and respectful environment, encouraging professional relationships based on dialogue, diversity, equity and mutual respect.

In 2025, the company reinforced its commitment to ethics, respect and equal opportunities through the application of the Code of Ethics and Conduct and internal campaigns to disseminate organizational values, including the values of “ethics” and “respect”. No cases of discrimination were recorded during the year.

GRI 406-1



Employee benefits

GRI 401-2

Benefits are offered to Sulnorte's employees in order to provide health, quality of life and well-being, namely:

- Meal and food vouchers;
- Transportation vouchers;
- Health plan;
- Dental plan;
- Group life insurance;
- Subsidy for sports activities (Wellhub/Gympass);
- Pharmaceutical assistance program (Vidalink);
- Profit Sharing Program.

The health plan offered by Sulnorte has nationwide coverage and follows all the rules established by the National Supplementary Health Agency (ANS). Employees may choose from three available options.

As for the corporate life insurance, it provides all the coverage set out in the policy, for example, natural death, accidental death, permanent disability due to accident, total permanent disability due to illness and individual funeral assistance.

For the coming years, the company intends to strengthen initiatives aimed at people development, safety, well-being and the development of talent that is strategic to the business.

Priorities include advancing actions on mental health and psychosocial factors in the workplace, in line with Regulatory Standard NR-1; the technical development of critical maritime operations roles, such as those of tug masters and chief engineers; and the

implementation of a new operations trainee program, with the aim of attracting and developing new talent.

In addition, the company seeks to expand leadership training, internal succession, the strengthening of the organizational culture and initiatives aimed at employee engagement and retention.

Collective agreements

GRI 2-30

Sulnorte negotiates with the regional unions of the categories involved in the business, signing annual agreements that benefit the company and its employees in accordance with mutual interests. Therefore, all employees (100%) are covered by collective bargaining agreements.

Administrative employees working at the head office are covered by the Collective Bargaining Agreement (CCT) signed between Sindesnav and Sindiporto. Although the CCT applies only in the state of Rio de Janeiro, Sulnorte extends the negotiated benefits to its other administrative and technical maintenance employees nationwide.

Occupational health and safety

Sulnorte has a formal health and safety policy for all its employees, which establishes guidelines for promoting a safe and healthy work environment oriented toward the preservation of life.

This commitment is reinforced by the company's values, which prioritize care for people and the physical integrity and well-being of employees, guiding decisions at all levels of the organization.

In practice, Sulnorte acts preventively, identifying and monitoring the risks of its operations, promoting continuous training and initiatives focused on health and quality of life, and strengthening a consistent safety culture.

Occupational health and safety management system

GRI 403-1, 403-8

The company has an occupational health and safety (OHS) management system applicable to its own employees and third-party workers, structured to identify, assess and control operational risks. The system is based on legal requirements, good management practices and the principles of ISO 45001, encompassing procedures, training, monitoring of working conditions and preventive actions aimed at preserving workers' integrity.

This management system was implemented in compliance with the legal requirements applicable to the company's activities, including the Brazilian Labor Code (CLT), the NRs of the Ministry of Labor and Employment (MTE) and other requirements related to maritime operations.

With regard to the NRs, all those related to maritime and port operations are complied with, including requirements for electrical safety, machinery and equipment, confined spaces, work at height and waterway operations.

All own employees and third-party workers are covered by the OHS management system, including those who carry out activities on board the tugboats, in maritime operations, in the maintenance workshops and in operational and administrative support areas. As such, there are currently no workers, activities or workplaces excluded from the scope of this system.

In numbers, this coverage corresponds to 100% of the 266 own employees, all working at workplaces controlled by the company, as well as 100% of the 358 qualified third-party workers when working on premises under Sulnorte's control, ensuring that both direct employees and service providers are subject to the same operational safety and supervision standards applicable to the activities performed.

The QHSE team periodically checks the company's operations and activities to monitor compliance with applicable legal requirements and safety procedures. For activities classified as critical, analyses and verifications of the work permits issued are carried out, prioritizing compliance with safety controls and the prevention of operational risks.

Prevention of occupational health and safety impacts

GRI 403-7

Sulnorte acts preventively in the identification, assessment and control of hazards and risks related to maritime and port operations, maintenance activities and operational support.

The main risks related to operations include work at height, confined spaces, electricity, cargo handling, machinery and equipment, exposure to noise, chemical agents, fire, falls and activities carried out in the maritime and port environment.

To prevent significant impacts on occupational health and safety, the company uses risk management tools, operating procedures, training and monitoring of operating conditions.

Sulnorte also establishes health and safety requirements applicable to contractors and service providers working in its operations. They take part in safety inductions and must comply with specific operating procedures, risk controls and requirements related to the activities performed.

Additionally, for critical activities on the tugboats, the company uses a process called work permits, which ensures that appropriate safety measures are implemented before risk activities begin. These practices aim to control the associated hazards and ensure that all operations are carried out safely and in compliance with established standards.



Risk identification

GRI 403-2

To identify hazards and assess risks on a routine and non-routine basis, Sulnorte preventively hires specialized third-party companies for analyses and technical reports, even though it has experienced professionals in-house. This measure ensures a detailed and impartial assessment of hazards and risks, ensuring that all necessary actions are taken to eliminate hazards and effectively minimize risks.

The results of the analyses carried out are used to define preventive measures, review operational controls, update procedures, guide training and implement improvements aimed at reducing exposure to occupational risks and strengthening the safety culture.

Investigations of workplace incidents and accidents are conducted in accordance with an internal procedure, which establishes criteria for classifying occurrences, defining responsibilities, investigation deadlines and the implementation of corrective and preventive actions.

Analyses of incidents and accidents consider the factors and risks involved, as well as existing controls, in addition to disseminating lessons learned and evaluating the effectiveness of the actions implemented, contributing to the continuous improvement of OHS practices.

Safety Blitz

Periodic operational inspections and checks are carried out at all Sulnorte units, including onboard visits, monitoring of critical activities and workplace safety audits, known internally as the Safety Blitz.

These activities aim to identify deviations, verify compliance with safety procedures and strengthen the preventive controls of operations. At units without a resident safety technician, assessments are likewise carried out through periodic visits by the QHSE team, ensuring the application of the same monitoring and verification processes adopted at the other units.

Dialogue with workers

GRI 403-4

Culturally, Sulnorte encourages preventive communication and the active participation of workers in identifying opportunities for improvement related to health and safety. One example is the prevention program, which establishes guidelines for the immediate communication of risk conditions to leadership and the QHSE team, reinforcing a preventive approach to the preservation of life. All workers receive training on this process, reinforcing the importance of preventive communication and the identification of risk situations.

The company also promotes training, safety talks and operational follow-ups, making information related to occupational health and safety available through its internal communication channels. The QSMS Conecta channel, for example, is used to disseminate guidance, campaigns, alerts and relevant updates on the subject.

In addition, workers are encouraged to use tools such as the Deviation Identification Card (CID), through which they report hazards, deviations and risk situations. It records unsafe conditions and behaviors related to operations. To protect workers against any kind of reprisal, these records are handled collectively and linked to the vessel or activity, and not individually to whoever filed the report.

Sulnorte also formalized the creation of the "Care for Life" Committee, made up of shore and onboard representatives, with the aim of strengthening actions related to health, safety and well-being in the workplace. The committee monitors topics related to risk prevention, promotion of the safety culture, worker awareness and the identification of opportunities to improve working conditions.

It should be noted that the company guarantees workers the right to stop or not start activities when situations of serious and imminent risk to health and safety are identified, as provided for in internal OHS procedures and applicable legislation.

Health and safety training

GRI 403-5

Sulnorte offers occupational health and safety training in accordance with the risks and activities performed by employees. Everyone takes part in mandatory training related to general safety principles, operating procedures, use of personal protective equipment (PPE), emergency response and accident prevention.

Specific training is also provided for critical activities and occupational risks, including work at height, cargo handling, electricity, hot work, confined spaces and maritime operations.

Training is carried out periodically by qualified professionals, with the aim of ensuring that employees are able to perform their activities safely.

Health and quality of life

GRI 403-3, 403-6

Occupational health services play a crucial role in identifying and eliminating hazards and reducing risks, and are integrated into the Occupational Health Medical Control Program (PCMSO).



Based on the risks mapped by the Risk Management Program (PGR), the PCMSO provides for specific medical examinations to continuously monitor employees' health, ensuring that any risk conditions are identified and addressed. The quality of these services is ensured through the careful selection of specialized providers.

Access to medical services is facilitated by a health plan made available to employees, complementing the health promotion actions developed by the company. The health plan includes access to consultations, examinations, treatments and other medical services.

In addition to occupational health services, Sulnorte promotes internal awareness campaigns and actions focused on workers' physical and mental health, addressing topics related to disease prevention, quality of life and well-being. The initiatives carried out include campaigns such as Yellow September, Pink October and Blue November.

In 2025, the company promoted actions to raise awareness of mental health, quality of life and well-being, encouraging the promotion of physical and mental health and the prevention of health problems. In addition, actions related to monitoring working conditions, proper management of working hours and the promotion of a safer and healthier organizational environment were reinforced, in line with the preventive guidelines set out in NR-1.

Investment in actions aimed at accident prevention and improving working conditions reached R$ 1.1

million during 2025. These resources covered the supply and updating of personal protective equipment (PPE), mandatory training, OHS programs, occupational health services, environmental and operational monitoring and actions related to improving the safety conditions of operations.

Sulnorte verifies the effectiveness of the actions implemented through the monitoring of internal indicators, incident analysis, follow-up of corrective and preventive actions, safety inspections and feedback from leadership and employees. The results obtained are used to identify opportunities for improvement and the continuous strengthening of occupational health and safety practices.

For 2026, investments of around R$ 1.5 million are planned, to be directed mainly to training, strengthening operational controls, improving working conditions, occupational programs and preventive actions aimed at employee safety and well-being. These actions represent the strengthening of OHS initiatives and the continuity of the investments made by the company in this area.

For the coming year, Sulnorte has established commitments aimed at strengthening the safety culture, continuously improving operational performance and advancing ESG maturity. The main targets include monitoring and improving safety performance indicators, strengthening audits and preventive controls, reducing the time needed to conclude incident investigations, implementing actions related to psychosocial risks in accordance with the guidelines of NR-1, and advancing initiatives related to climate management and the carbon inventory.

The company also plans to carry out awareness and training actions aimed at crews, seeking to broaden the preventive mindset and employee engagement in health and safety practices.

Partner engagement

The company seeks to engage its partners by continuously communicating the health, safety and environmental requirements applicable to the activities carried out in Sulnorte's operations.

Contractors and service providers must meet the safety requirements applicable to the activities performed and take part in safety inductions when necessary.

Sulnorte also promotes preventive alignment with partners through the monitoring of critical activities, the sharing of best practices and the continuous reinforcement of the culture of safety and risk prevention.



Environmental and Climate Management

Material topics GRI 3-3: Environmental Management + Climate Change

45 Biodiversity

46 Waste

47 Water and effluents

48 Climate change

50 Energy efficiency measures

Sulnorte conducts the company's operations in accordance with its environmental policy, which establishes guidelines related to legal compliance, pollution prevention, responsible management of environmental aspects and impacts, efficient use of natural resources, waste management, protection of the marine environment and continuous improvement of environmental performance.

In its relationships with partners and service providers, the company promotes the alignment of operational, environmental and safety requirements, seeking to strengthen environmental compliance, operational efficiency and the adoption of best practices. Operational and environmental indicators are currently monitored with a view to preventing impacts, meeting applicable requirements and continuously improving internal processes.

The targets and controls adopted are mainly regulatory and operational in nature, and are associated with compliance with the legal and environmental requirements applicable to the maritime and port sector, which reinforces a management approach guided by operational safety, environmental responsibility and regulatory adherence.

The company reaffirms its commitment to the responsible conduct of its operations, seeking to minimize environmental impacts and continuously strengthen its environmental culture and good sustainability practices. This commitment is complemented by environmental awareness actions and the strengthening of preventive practices related to maritime and port operations.

Environmental impacts

The main potential environmental impacts related to the company's operations are associated with maritime and port activities, especially in the event of operational incidents involving fuels, lubricating oils or other contaminating waste.



Biodiversity

The company seeks to prevent and mitigate impacts on biodiversity through operational controls, environmental risk management, preventive maintenance of vessels and compliance with applicable legal requirements.

The potential impacts on biodiversity include:

- Contamination of the marine and coastal environment;
- Impacts on aquatic fauna and flora;
- Generation of oily and contaminated waste;
- Atmospheric emissions from operations;
- Consumption of natural resources, especially fuels and water.



Waste

The main impacts related to the waste generated by the company are associated with the potential for contamination of soil, water and the marine environment, especially with regard to oily waste, contaminated waste and chemicals used in operations. Risks related to workers' health and safety in the event of improper handling of this waste are also considered.

Currently, the mapped impacts relate mainly to the waste generated in the company's own operational activities, and there is not yet a structured mapping of upstream and downstream impacts in the value chain.

In this context, the company carries out the proper management of solid, contaminated, oily and septic waste generated in its operations, seeking to ensure proper segregation, safe storage, traceability and environmentally sound disposal.

The correct disposal of waste is carried out by specialized companies licensed by the competent authorities. In addition, controls are maintained over the collection, transportation and disposal of the waste generated in operations, including disposal records and certificates where applicable.

As a preventive measure, actions are adopted to reduce waste generation, including continuous improvement of maintenance processes, more efficient use of materials and strengthening of operational controls.

Among the initiatives implemented, a highlight is the use of lubricating oil analysis to support predictive maintenance, making it possible to extend the use of the product, reduce waste and minimize the generation of oily waste.

The company also promotes internal awareness actions and good operating practices aimed at reducing waste and ensuring the correct management of the waste generated.

The effectiveness of the environmental actions implemented is observed by the QHSE team through operational monitoring, analysis of internal indicators, tracking of waste generation, compliance checks and assessment of operational deviations.

The results obtained are used to define improvements, strengthen environmental controls and continuously refine environmental management practices.

Water and effluents

The company's interaction with water resources occurs mainly through its maritime operations and the consumption of water used on vessels and in administrative facilities.

Sulnorte seeks to conduct its activities preventively, adopting operational controls and practices aimed at pollution prevention and the responsible use of natural resources, especially in the marine and port environment.

The main potential impacts related to water are associated with the risk of contamination of the marine and coastal environment in the event of operational incidents involving fuels, oily waste, effluents or other contaminating materials.

As a preventive measure, the company acts through operational controls, proper waste management and compliance with the legal requirements applicable to its maritime and port operations, seeking to minimize the risk of environmental impacts.

In addition, it manages the effluents generated in compliance with the legal requirements applicable to its operations and the treatment facilities available at the locations where it operates.

In administrative activities, effluents are discharged into public sewage systems. In maritime operations, the legal and operational requirements applicable to the vessels and port structures used are observed.

Campaigns and awareness actions are also promoted for the rational use of water, seeking to avoid waste in administrative and operational activities.

It is worth mentioning the monitoring of water storage and usage conditions on board the vessels, contributing to greater operational control and responsible use of the resource.

For the coming years, the company intends to continuously strengthen its environmental management, especially with regard to improving the environmental performance of operations, strengthening the environmental culture and advancing ESG practices.



Planned commitments include improving waste management, strengthening operational environmental controls, developing new environmental awareness actions, advancing initiatives related to climate management and continuing the carbon emissions inventory.

Climate change

In carrying out its activities, Sulnorte uses vessels, equipment, administrative facilities and support structures that require the consumption of fuels, electricity and other operational inputs, resulting in environmental impacts associated with greenhouse gas (GHG) emissions.

Accordingly, to support its environmental management strategy, the company prepared its GHG emissions inventory based on the accounting principles and guidelines established by the GHG Protocol Corporate Standard, the Brazilian GHG Protocol Program, the Intergovernmental Panel on Climate Change (IPCC) and ABNT NBR ISO 14064-1.

The organizational boundaries for accounting for Sulnorte's GHG emissions were defined based on the operational control approach. The inventory considers direct GHG emissions from sources owned or controlled by the organization (Scope 1), indirect emissions associated with the consumption of electricity directly related to the organization's operations (Scope 2) and indirect emissions associated with the company's value chain (Scope 3).

In Scope 1, emissions relate to fuel consumption by vessels and vehicles, fugitive emissions from refrigeration systems and fire extinguishers, and emissions associated with the consumption of lubricating oils. Scope 2 accounts for emissions arising from the consumption of electricity purchased from the grid. Scope 3 (upstream) covers emissions related to the treatment of effluents generated in operations and business travel by employees.

Emissions for 2025 totaled 9,188.22 tCO_2e, distributed between Scope 1 (9,078.645 tCO_2e), Scope 2 (19.083 tCO_2e) and Scope 3 (90.494 tCO_2e).

GRI 305-1, 305-2, 305-3

In Scope 1, mobile combustion stands out as the main emission source, representing an emission of 7,648.896 tCO_2e. This result is consistent with the nature of Sulnorte's operations, whose maritime activities depend significantly on fuel consumption by the tugboats. Stationary combustion also had a significant share, totaling 1,408.833 tCO_2e. The other Scope 1 categories – fugitive emissions and industrial processes – made less significant contributions, corresponding to 15.953 tCO_2e and 4.962 tCO_2e, respectively.

Scope 2 emissions, associated with the consumption of electricity purchased from the National Interconnected System (SIN), totaled 19.083 tCO_2e, representing a small share of the inventory.

Scope 3, in turn, totaled 90.494 tCO_2e, distributed between the treatment and/or final disposal of effluents, responsible for 4.010 tCO_2e, and business travel, responsible for 86.484 tCO_2e.

Additionally, 6.459 tonnes of biogenic CO_2 were reported, of which 6.389 tonnes are associated with mobile combustion and 0.070 tonne with business travel.

With regard to emissions intensity, the indicator adopted was the ratio between total GHG emissions and the number of operating hours recorded during the inventoried period. Thus, considering that 26,890 operating hours were recorded in 2025, Sulnorte's emissions intensity was 0.342 tCO_2e per operating hour, equivalent to 341.697 $kgCO_2e$.

GRI 305-4

The main actions to reduce GHG emissions include the pursuit of greater operational efficiency, the reduction of fuel consumption and the improvement of the vessels' energy performance, as highlighted in the section "Energy efficiency measures."

Total greenhouse gas (GHG) emissions

Emissions in tCO_2e in 2025			
GHG	**Scope 1**	**Scope 2**	**Scope 3**
TOTAL	9,078.645	19.083	90.494

Climate-related risks and opportunities

GRI 201-2

Climate change may represent physical and transition risks for the company's operations, especially given the maritime and port nature of its activities.

Physical risks include severe weather events, storm surges, heavy rainfall, strong winds and hydrological seasonality in certain regions of the country, especially in the North and Northeast regions, where periods of drought can affect the depth of water bodies and the navigability of larger vessels, with operational and financial repercussions for the company.

In this sense, the impacts associated with climate risks may include temporary operational shutdowns, reduced port throughput, increased operating costs and the need for additional maintenance of vessels and operational structures, as well as possible reductions in revenue resulting from adverse weather conditions.

Opportunities include the strengthening of more efficient operating practices, the continuous improvement of environmental controls and the refinement of the company's operational processes.

In addition, there are also potential transition risks, especially regulatory ones, related to the evolution of environmental legislation applicable to the maritime sector, including possible additional requirements for emissions control, energy efficiency and operational adaptation.

Management of climate-related risks and opportunities

The company manages climate-change-related risks through operational controls, monitoring of operating conditions, preventive maintenance of vessels and monitoring of the operating conditions of the ports served.

Considering the possibility of operational unavailability in certain regions due to hydrological seasonality, Sulnorte seeks to reduce the financial impacts associated with operational fluctuations by analyzing its operating history and incorporating the study of seasonal variations into operational planning and revenue projections.

The development of the greenhouse gas emissions inventory is an example of how Sulnorte has been gradually increasing its maturity in environmental management practices. The inventory will contribute to a deeper and more concrete understanding of the environmental impacts related to operations.



Impacts on clients

In addition to the possible impacts on Sulnorte's business, climate-change-related risks may also affect clients and society at large by compromising the continuity of port and maritime operations, influencing operational lead times, service availability and logistics costs, with possible repercussions on supply chains and the efficiency of the economic activities served.



To prevent or mitigate negative impacts, the company adopts operational controls, preventive maintenance of vessels, risk management, safety protocols and environmental pollution prevention measures, seeking to strengthen the reliability, safety and resilience of operations.

Sulnorte also maintains communication channels with clients, authorities and other stakeholders to inform them, address important issues and manage any complaints related to its operations or to operational and environmental occurrences.

Statements received through the communication channels are handled in accordance with internal procedures and applicable legal requirements, contributing to greater transparency, responsiveness and stronger relationships with stakeholders.

Energy efficiency measures

In 2025, the company maintained initiatives aimed at improving operational efficiency, such as the optimization of port operations, and developed actions aimed at reducing the fleet's fuel consumption. Among the main actions, the internal GP Eficiência program stands out, which monitors the vessels' operational performance and encourages best practices related to efficient fuel consumption, according to criteria established in the company's internal procedures.

In addition, Sulnorte has been developing initiatives jointly with port areas, tugboat companies and local power utilities to enable alternatives aimed at improving the energy efficiency of operations.

Some projects were created with the aim of expanding the supply of electricity to tugboats during periods of operational inactivity, reducing the need to use auxiliary engines and, consequently, fuel consumption.

Projects under development include initiatives at the ports of Paranaguá and Vila do Conde to supply electricity to vessels during periods of operational inactivity.

At the port of Vila do Conde, due to the limited availability of berthing space, a working group was created with companies in the harbor towage sector to discuss possible solutions for adapting to the port's current structure. The objective is to structurally reinforce the site's areas and install mooring bollards, so as to allow the safe berthing of tugboats.

In Paranaguá, through a similar partnership model between tugboat operators and the port administration, Sulnorte hired an engineering company to design and obtain approval for a cabling solution to supply power to the port's tugboats.

These initiatives reinforce the company's commitment to the continuous improvement of operational and energy efficiency, the reduction of waste and the strengthening of sustainability practices applicable to maritime operations and the operational performance of the vessels.

Progress is also planned on projects related to the supply of electricity to tugboats at certain ports, as well as the continuation of awareness actions and the encouragement of good operating practices by the crews.

Energy efficiency results

The energy efficiency initiatives developed by the company relate mainly to reducing the consumption of fuels used by the fleet's vessels. In administrative facilities, actions focus on reducing electricity consumption through conscious-use practices by employees and operational control.

The measures implemented in 2025 contributed to strengthening the company's energy and operational efficiency practices, especially those related to monitoring and controlling the fleet's fuel consumption.

In addition, the projects related to supplying electricity to tugboats during periods of operational inactivity represent an important step forward in the gradual reduction of fuel consumption, atmospheric emissions and operating costs, contributing to the improvement of the energy efficiency of operations.

The results of these initiatives are tracked through internal operational indicators related to fleet consumption and performance, allowing continuous assessment of opportunities for operational and energy improvement.

The reduction in fuel consumption contributes directly to lowering the vessels' operating cost base, providing greater operational efficiency, better use of resources and optimization of fleet activities.

In addition to the financial benefits, the energy efficiency initiatives also contribute to strengthening the company's sustainability practices, reducing waste, promoting the more conscious use of energy resources and supporting the continuous improvement of the environmental performance of operations.

These results are enhanced by internal awareness campaigns and the encouragement of good operating practices aimed at the efficient use of fuel and energy, especially those directed at the vessels' crews and the operational and maintenance areas.

The total amount of electricity purchased in 2025 from the National Interconnected System (SIN) was 421.47 MWh (or 1,517.29 GJ), representing an energy intensity of 0.0157 MWh per operating hour, considering the 26,890 operating hours recorded in the year.

GRI 302-3



Supplier Management

Material topics GRI 3-3: Value Chain Management

53 Supplier Code of Conduct

53 Supplier assessment

54 Commitment to ESG aspects

Sulnorte's supplier management is guided by formal policies and instruments that seek to ensure integrity, compliance, operational efficiency and alignment with corporate guidelines.

As of December 31, 2025, a total of 7,793 suppliers were registered in the internal system, of which 7,649 were active and 1,381 were actually used during the year, 49 of which are considered critical.

Supplier criticality is defined by the level of annual spending and the quality of the material or service provided. The main critical suppliers are related to vessel equipment, shipyard contracting, services for vessels (boilermaking, electrical, etc.), vessel chartering and fuel supply.

Supplier Code of Conduct

In October 2025, the company structured and published its Supplier Code of Conduct, an important document that reinforces Sulnorte's principles related to ethics, social and environmental responsibility, legal compliance and standards of business relationships.

In total, 170 suppliers with current contracts, i.e., 12%, formally accepted the terms of the Code. The company expects further adherence in 2026, as our partners become even more familiar with the document.

In addition to the Supplier Code of Conduct, Sulnorte maintains internal policies for procurement and contract management, as well as due diligence processes, which strengthen the stages of assessment, selection, monitoring and management of risks associated with the supply chain, thereby contributing to greater transparency, contractual security and sustainability in relationships with third parties.

Supplier assessment

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

The commercial assessment is carried out by the procurement department, which analyzes overall costs, delivery times, payment terms, avoided costs, adjustment indices and other factors that are decisive for the security of Sulnorte's business relationships.

The technical assessment, in turn, takes into account all the documentation submitted by the supplier, as well as a questionnaire from the QHSE area containing 13 questions, including on the Environmental Risk Prevention Program (PPRA).

To qualify as a supplier to Sulnorte, companies must submit their qualification documents, CNPJ, FGTS, Federal Revenue clearance certificate, labor clearance certificate, protest certificate, Serasa report and, finally, the questionnaire applied by the QHSE area.

With regard to technical qualification, a technical proposal, ART, available equipment and its condition and, finally, an operating license are requested.

For activities requiring environmental certifications, Sulnorte carries out a documentary analysis to ensure that the supplier is authorized by the competent authority. In this way, the company mitigates environmental risks.

Sulnorte currently maintains business relationships with 19 suppliers with potential negative environmental and/or social impacts. Of this total, 16 relate to fuel supply and three to chemicals, whose risks are mainly associated with the possibility of contamination from leaks of fuel, lubricating oil and other chemical substances.

Of the 19 suppliers mentioned above, the company has established improvement agreements with five of them, seeking to strengthen preventive practices, mitigate potential impacts and keep the contracts active.

It is worth noting that, in 2025, the company discontinued its business partnership with two other suppliers as a way of preventing or reducing potential negative impacts on the environment and society.

To analyze the integrity of the companies that provide services to Sulnorte, a tool called Integrity Due Diligence (DDI) is used.

Commitment to ESG aspects

GRI 407-1, 408-1, 409-1

In 2025, the company provided free ESG training to its suppliers, addressing topics related to social and environmental responsibility, including the prevention and combating of child labor, forced labor or labor analogous to slavery.

The initiative strengthened the development of the supply chain by expanding knowledge, awareness and alignment with Sulnorte's guidelines regarding compliance, integrity and the adoption of good business practices.

All contracts are signed with the supplier's commitment never to use child labor in the provision of the contracted services, in compliance with the provisions of the Federal Constitution, under penalty of immediate termination of the contract. In addition, the contracted company is required to keep all documents relating to quality, health, environment and safety duly in order and up to date, both for the company and for its employees.

It is important to note that Sulnorte is not aware of any operations and/or suppliers in which workers' right to exercise freedom of association or collective bargaining may be at risk. There are currently no labor lawsuits involving suppliers.

Objectives for the coming years

Sulnorte intends to improve and strengthen its relationships with business partners, establishing the following objectives for this purpose:

- Implement internal and compliance audits for supplier assessment;
- Assess supplier performance with regard to ESG aspects;
- Update the Procurement Policy, including the ESG aspects considered during the supplier selection process, where applicable;
- Increase the percentage of suppliers trained so that they can follow the guidelines established in Sulnorte's Supplier Code of Conduct.



Financial Management and Shared Value

Material topics GRI 3-3: Local Economic Impact

57 Industry landscape in 2025

58 Areas of action

59 Investments made

60 Local economic impact

61 Approach to tax

Sulnorte delivered consistent financial and operational performance, demonstrating its capacity to adapt and its resilience in a year marked by greater regulatory complexity, rising costs, market uncertainty and new operational challenges.

The company maintained a balanced stance on costs, investments and the sustainability of the business, allocating capital with a view to the longevity of its vessels and the preservation of its financial strength in an environment as volatile as shipping.

It also adjusted its pricing policy to the context of geopolitical change and the transformations in international structures, paying particular attention to specific customer niches, thereby ensuring competitiveness and alignment with the new dynamics of the industry. This strategic approach made it possible to enter new markets and develop new business, expanding the customer portfolio and contributing to the diversification and growth of revenues.

On the operational front, the reliability of operations stood out, with high fleet availability and the maintenance of rigorous standards of navigation safety, in compliance with international standards, responding to changes in the industry and meeting fluctuations in demand and adverse weather conditions.

Advances in asset management and in maintenance planning and control contributed to greater efficiency and risk mitigation, reinforcing the company's position as a safe operational partner in the port complexes in which it operates.

The digitalization of technical and operational processes across all areas of Sulnorte was one of the main milestones of the past year. Combined with the entry into operation of another vessel in the fleet – the SN Acaraú – this evolution contributed decisively to making 2025 a year marked by significant achievements, efficiency gains and structural advances, reinforcing Sulnorte's commitment to modernization, operational reliability and a long-term vision.

Internally, the company also made consistent progress in implementing and improving its tax practices, strengthening its revenue analysis and management processes. These initiatives enabled greater precision, control and efficiency, contributing to risk mitigation, value retention and the reduction of tax losses, in line with best practices in governance and financial sustainability.





Industry landscape in 2025

Among the external factors that most affected Sulnorte's operations in 2025 were the high-impact weather events in the North region and the aftermath of the heavy rains in the South region, especially at the port of Porto Alegre. Added to these were exchange rate effects, uncertainty in international trade and the global geopolitical reconfiguration. These factors directly influenced the business over the past year. However, despite the obstacles, the operational restrictions and the new commercial dynamics that these factors brought about, Sulnorte strengthened its service portfolio in other regions of Brazil, concentrating its efforts on new business in order to mitigate the consequences of these events.

At the same time, the transitions under way in the global energy mix opened doors to new projects linked to the oil and gas, biofuels and port infrastructure sectors. It is worth emphasizing that Sulnorte has one of the most diversified customer and business portfolios in the market, which makes it one of the companies least exposed to external risks.

With regard to regulatory developments, since 2024 the company has been preparing to meet the ESG agenda through stronger corporate governance and more robust internal processes.

Looking at the direct impacts on Sulnorte, as well as the trends and challenges the industry – and shipping in particular – will face in the coming years, it can be said that the environmental, climate, regulatory and energy transition agendas will shape the next steps of the global supply chain, both for staying in the market and for entering it, over the long term.

Sulnorte understands that the coming years will demand more planning, responsibility and a vision geared toward a sustainable future. In assessing its own trajectory, the company recognizes that both the progress achieved and the structural challenges have been important lessons that marked its process of expansion in Brazil.

This vision guides all of Sulnorte's decisions and strategies, reinforcing its pioneering spirit and expertise in the field. Continuous evolution, committed to safe and responsible operations aligned with market expectations, is a reality at Sulnorte, especially over the past 5 years.

Areas of action

The year 2025 was also marked by the intensification of technical discussions and developments in the operational parameters of Brazil's main ports. The continuous increase in the size of ships and the exploration of maneuvering conditions at their maximum limits led Sulnorte to invest in three important areas of action to balance these challenges.

1

Fleet adaptation and risk mitigation in Todos os Santos Bay

Faced with the change in operational parameters in Todos os Santos Bay, the company was challenged to adapt its towing capacity (bollard pull) to ensure safe and efficient maneuvers for larger ships. The decision to mobilize and incorporate the new vessel into the fleet, in September 2025, was driven primarily as a strong measure of governance and environmental protection. Equipment with adequate power is the main line of defense against port and environmental incidents. By anticipating this structural need and actively participating in maneuvering simulations, the company balances the investment, translated into economic performance, with the elimination of social and environmental risks in Todos os Santos Bay.

2

Strategic repositioning in the North region (Santarém and Vila do Conde)

Another challenging decision was to strengthen the company's position in Santarém while maintaining one of its own vessels in Vila do Conde. This transition was carried out after a careful study of operational and regulatory impacts. To avoid keeping underutilized assets, the company chose to rely on partnerships at the port to ensure continuity and safety for local customers. This move optimized the fleet economically, consolidating operations in the North region in a responsible manner.

3

Asset integrity and valuing human capital

The year demanded considerable logistical and human effort, with five regulatory dry-dockings of the fleet and the demobilization/return to service of the tugboat SN Pituba, which had been chartered to third parties and required extensive preparation and a voyage to its new operational base. The challenge was to maintain the level of customer service without overburdening the operational crews. Decision-making prioritized valuing and respecting the waterway workers, who played a vital role. Dry-dockings, although they have a strong short-term impact on cash flow and require an enormous operational effort, are non-negotiable commitments that prevent mechanical failures, spills and workplace accidents.

The main lesson of 2025 is that the tugboat sector has ceased to be an ancillary service and has consolidated itself as a critical, consultative logistics service, taking part from the design phase of new terminals through to maneuvering simulations. Sulnorte learned that, by integrating fleet engineering with the commercial area and by staying physically close to regulatory changes, it is possible to grow sustainably. Beyond that, it understood that ESG decisions in shipping are not taken in parallel to the business; on the contrary, they are, in essence, the foundation for operating at the limit of efficiency without ever crossing the line of safety.

Investments made

One of the main milestones of the year was the entry into operation of the tugboat SN Acaraú, the company's first in the Ramparts 2300 series, with 75+ tonnes of bollard pull. The vessel was designed to meet the new operational requirements of Brazilian ports, adding greater maneuvering capacity and safety. Also noteworthy are the incorporation of the FiFi-1 (fire fighting) system, which expands emergency response capacity, and the adoption of engines compliant with the IMO Tier III standard, which provide better energy efficiency and reduced atmospheric emissions. This investment reinforces Sulnorte's commitment to operational excellence and the environmental agenda.

Another significant project was the re-engining of the tugboat SN Jauá, which operates at the port of Santos. The central objective of the initiative was to increase efficiency, gain power and standardize the fleet's technology. In addition to contributing to the optimization of fuel consumption and carbon emissions, standardization facilitates maintenance processes, increases asset reliability and reduces operational risks.

Three major areas of action will guide Sulnorte's long-term value creation from 2026 onward:

High-performance fleet expansion

Continuing the successful 2025 project, the second tugboat in the Ramparts 2300 series is expected to be received in 2026. The arrival of this new equipment solidifies the commitment to technological standardization, offering the market safer assets with operational excellence, designed to handle the widest range of vessels calling at Brazilian ports and mitigating the risks associated with the most complex maneuvers.

Technological retrofit and operational versatility (SN Mossoró Project)

One of the main and most sustainable initiatives will be the in-depth modernization of the tugboat SN Mossoró. Originally fitted with conventional propulsion, the vessel will undergo a retrofit to receive azimuth thrusters. From an ESG standpoint, requalifying an asset extends its service life and efficiency without the need to build a hull from scratch, demonstrating intelligent and sustainable capital management. In addition to the leap in reliability, power and harbor maneuvering capacity, this vessel is already equipped with a towing winch, which will enable it to perform ocean towage. This creates a new lever of economic value for Sulnorte, expanding its portfolio of open-sea services through a highly safe asset.

Planning the new shipbuilding cycle

Seeking resilience and competitiveness for the coming decade, the company will also launch in 2026 a new tender process with shipyards for the construction of two more tugboats. These new projects will be conceived on the premise of very high performance, with the cleanest and most innovative technologies available in the segment. This reinforces the company's long-term vision by preparing the fleet for future regulatory, climate, operational and market challenges.

In short, Sulnorte's priorities for the coming years demonstrate that the path to growth lies not only in increasing capacity, but in the sophistication and intelligent deployment of assets, ensuring that financial performance goes hand in hand with the mitigation of operational risk and the protection of the environment.

Local economic impact

Sulnorte is attentive to the direct and indirect economic impacts arising from its activities, seeking to maximize positive effects and mitigate any negative impacts on its stakeholders. Direct positive impacts include job creation, the payment of salaries and benefits, tax revenues and the contracting of suppliers and service providers. Indirectly, the company contributes to strengthening local economies, developing the supply chain and generating income for partner companies and the communities where it operates.

GRI 203-2

As for negative impacts, the company recognizes that fluctuations in its operations, changes in market conditions and regulatory changes may affect demand for goods and services from suppliers, as well as influence job creation and economic activity in the regions where it is present. To reduce these risks, Sulnorte adopts responsible management practices, long-term planning and a transparent relationship with its stakeholders, seeking to promote the economic sustainability of its operations and its value chain.

In 2025, Sulnorte maintained its commitment to the development of its maritime and port activities, as well as to the generation of wealth, resources and well-being for society through investments in infrastructure and technology of approximately R$ 40.5 million.

GRI 203-1

These investments are mostly related to the development and continuity of its business activities and are directed toward expanding operational capacity, modernizing the fleet, improving the safety of operations and increasing the efficiency of the services provided. A large share of these investments stems from the needs of the business and from the commercial relationships maintained with customers, suppliers and other partners.

Specific investments and expenses are associated with compliance with legal, regulatory and contractual requirements applicable to the maritime sector, including navigation safety standards, environmental requirements and tax obligations. The company also carries out initiatives that, while aligned with its business strategy, generate benefits for communities and the local economy.

During the period covered by this report, Sulnorte did not receive any direct financial transfers, subsidies, donations or government contributions. The company did, however, benefit from tax incentives provided for in Brazilian legislation applicable to its sector of activity. Chief among these is the exemption from PIS and Cofins on revenues from services rendered abroad, as provided for in current tax legislation.

GRI 201-4

It should also be noted that investments in vessels built in Brazil may benefit from incentive mechanisms and specific financing lines aimed at strengthening the national shipbuilding industry. Such benefits are of a tax and sector-development nature and do not represent the direct receipt of financial resources from the government



In addition to investments in infrastructure, Sulnorte contributed economically to the country, engaging in lawful tax planning and duly paying approximately R$ 34.0 million in taxes, distributed as follows:

- ISS (R$ 10.6 million);
- PIS (R$ 1.7 million);
- Cofins (R$ 8.0 million);
- IRPJ (R$ 10.1 million);
- CSLL (R$ 3.6 million).

These resources help fund public services and government investments, generating indirect benefits for the communities and regions where the company carries out its operational activities.

Investments, job creation and the payment of taxes reflect Sulnorte's contribution to the economic development of society, the strengthening of the supplier chain and the creation of value for communities and other stakeholders.



Approach to tax

GRI 207-1

Sulnorte adopts an approach to tax based on the principles of legal compliance, transparency, ethics and the efficient management of financial resources. The company maintains internal guidelines aimed at full compliance with applicable tax legislation, the appropriate management of tax risks and the pursuit of tax efficiency through the use of incentives, benefits and tax credits provided for by law.

Sulnorte's tax management is conducted by the Controllership area, with support from the accounting, tax and legal areas, including external specialized advisors when necessary. Tax analyses are carried out periodically and whenever significant changes occur in legislation or in the company's operations. Tax strategies and planning that could have significant impacts are submitted to the Executive Board for assessment and approval, as it exercises executive oversight of the company's tax matters.

To remain in regulatory compliance, the company continuously monitors legislation, meets its principal and ancillary tax obligations in a timely manner, maintains internal controls and conducts periodic reviews of its tax procedures. The aim is to ensure that all tax positions adopted have an adequate legal basis and are aligned with best practices in corporate governance.

Sulnorte is currently taxed under the “Lucro Real” (actual taxable profit) regime and manages its taxes in strict observance of current legislation. The legal mechanisms used include the use of tax credits permitted by legislation, the offsetting of tax credits and the use of tax incentives applicable to the company's sector of activity. In addition, a significant share of revenue comes from the international market, and such revenues benefit from the exemption from PIS and Cofins, as provided for in Brazilian legislation.

At Sulnorte, tax management is directly linked to the business strategy and to sustainable development goals. The efficient and responsible control of tax payments helps preserve the company's financial health, enabling investments in operational safety, fleet renewal and expansion, technological innovation and job creation. In this way, the tax strategy supports the sustainable growth of the business while ensuring compliance with tax obligations and the creation of value for stakeholders and society.

Tax governance, control and risk management

GRI 207-2

Sulnorte has a tax governance structure integrated into its management processes, with clearly defined responsibilities to ensure tax compliance and the appropriate management of tax risks. Executive responsibility for overseeing tax matters rests with the Executive Board, supported by the Controllership area, which coordinates accounting and tax activities and ensures adherence to internal guidelines and applicable legislation.

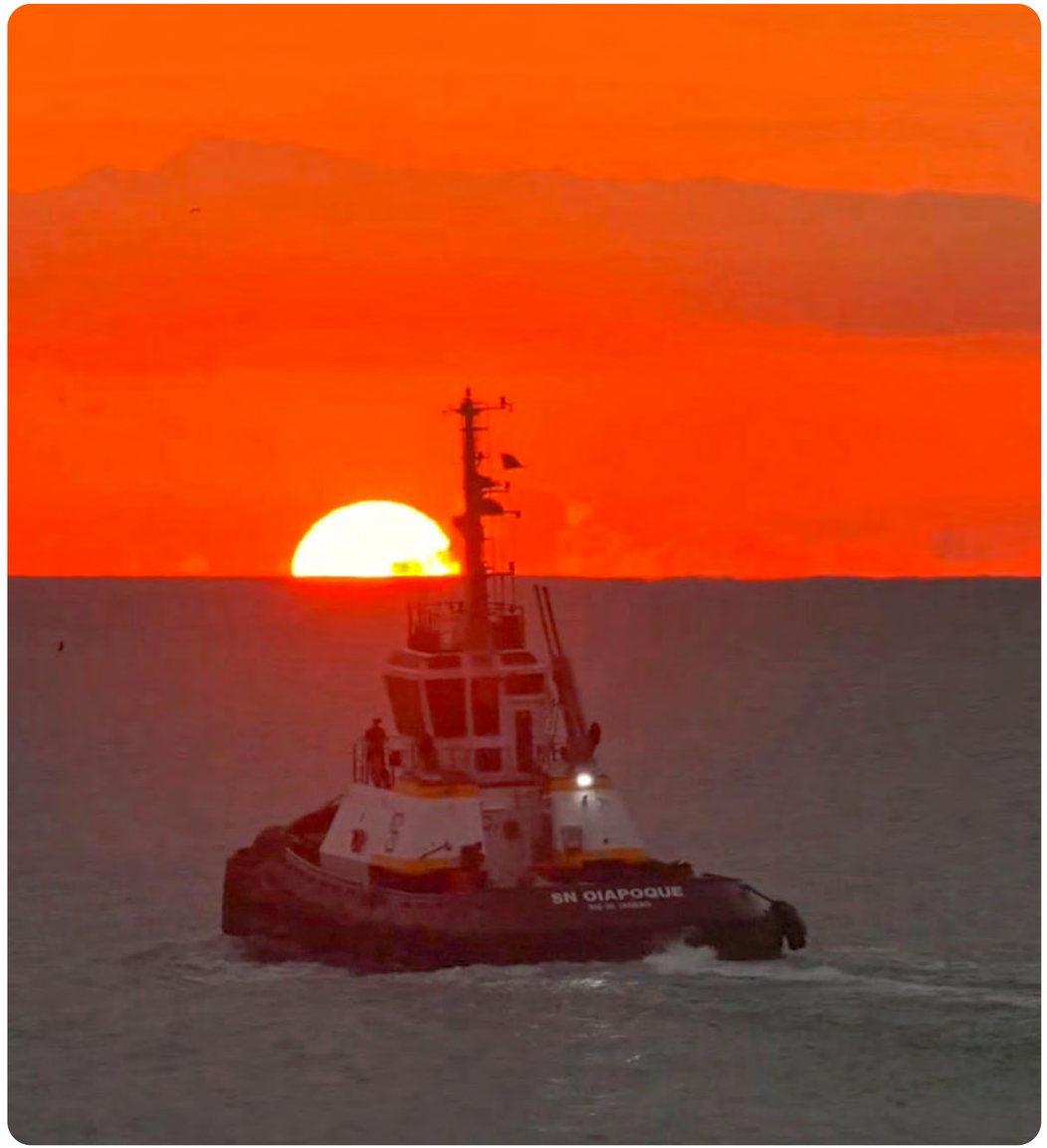
The approach to tax is integrated into the organization's management through operational procedures, internal controls and periodic review processes for tax obligations. The accounting, tax, controllership and legal areas work in a coordinated manner to ensure that operations are carried out in compliance with current legislation and in line with the company's business strategy.

Tax risk management involves continuous monitoring of legislation, assessment of the impacts of regulatory changes, periodic review of tax calculations and monitoring of potential tax contingencies. Risks are identified through internal analyses, reviews of tax and accounting processes, technical consultations and support from specialized advisors. Once identified, risks are assessed, addressed and continuously monitored by the responsible areas, with reporting to management where applicable.

Compliance with the governance structure and tax controls is assessed through internal procedures, management reviews, monitoring of indicators, independent external audits and analyses carried out by specialized consultants. Each year, the company submits its financial statements to an external audit, which includes review procedures covering relevant tax aspects and the controls related to tax obligations.



The tax information disclosed by the company is prepared by the responsible areas, reviewed by management and subjected to the usual internal control and validation procedures. In addition, the financial and tax data that make up the financial statements are reviewed by an independent external audit, contributing to the reliability and integrity of the information reported. Where applicable, details of this verification can be found in the independent auditors' report accompanying the company's financial statements.



Relationship with tax authorities and other stakeholders

GRI 207-3

Sulnorte adopts a stance based on transparency, legal compliance and open dialogue with its stakeholders on tax matters. It seeks to maintain professional and collaborative relationships with tax authorities, customers, suppliers, consultants, auditors and other stakeholders, ensuring that its tax practices are aligned with current legislation and best practices in corporate governance.

In its relationship with tax authorities, Sulnorte acts in a transparent and cooperative manner, providing in a timely fashion the information and documentation requested in inspections, tax offset proceedings, audits or other administrative procedures. Interactions with tax bodies are conducted by the Controllership and legal areas, with support from specialized consultants when necessary, in order to ensure the correct interpretation and application of tax legislation.

With regard to participation in discussions on public tax policy, the company does not engage in direct political advocacy before government bodies. Where relevant, it monitors legislative and regulatory changes that may affect its operations and may take part in industry debates through trade associations, representative bodies or specialized consultancies, always in compliance with applicable legislation and with its principles of ethics and integrity.

Sulnorte collects and evaluates the perceptions and concerns of stakeholders through regular interactions with customers, suppliers, independent auditors, tax consultants, financial institutions, regulatory bodies and tax authorities. Internally, the areas involved in the tax process maintain constant communication with management to assess risks, opportunities and expectations related to tax management.

The contributions obtained through these channels are taken into account when reviewing procedures, improving internal controls and updating the company's tax practices, promoting responsible, transparent tax management that is connected to the expectations of its stakeholders.

Country-by-country reporting

GRI 207-4

Sulnorte prepares individual financial statements and has no subsidiaries, controlled entities or other entities forming part of a consolidated economic group. Accordingly, all of the company's operational and tax activities are concentrated in a single tax jurisdiction.

Tax jurisdiction of residence of the entities

Tax jurisdiction	Brazil
Entity	Sulnorte Serviços Marítimos Ltda.

Information by tax jurisdiction

Information	Brazil
Name of the resident entity	Sulnorte Serviços Marítimos Ltda.
Primary activities of the organization	Provision of maritime services and port support activities
Number of employees and basis of calculation	256 active employees as of December 31, 2025
Tangible assets other than cash and cash equivalents	• Inventories: R$ 7 million • Fixed assets: R$ 124.7 million • Right-of-use assets: R$ 11.8 million
Income tax paid on a cash basis	• IRPJ: R$ 5.4 million • CSLL: R$ 2.9 million
Income tax accrued on profit for the period	• Current IRPJ: R$ 10.1 million • Current CSLL: R$ 3.6 million
Reasons for differences between tax accrued and tax calculated at the statutory rate	The differences arise mainly from temporary adjustments between accounting profit and taxable profit, including provisions not deductible in the period and unrealized exchange rate variations. In addition, the company adopts the cash basis for the taxation of exchange rate variations, as permitted by Brazilian tax legislation, which gives rise to temporary differences between the tax calculated on accounting profit and the tax actually due in the period.

The information presented refers to the fiscal year from January 1 to December 31, 2025.



ESG Indicators

Human resources

Total workers, by employment type and gender

GRI 2-7

	2023	2024	2025
Full-time contract	**217**	**237**	**244**
Female	40	41	42
Male	177	196	202

Total workers, by employment type and region

GRI 2-7

	2023	2024	2025
Full-time contract	**217**	**237**	**244**
Sulnorte Serviços Marítimos Ltda. - Maceió	10	10	10
Sulnorte Serviços Marítimos Ltda. - Paranaguá	17	17	17
Sulnorte Serviços Marítimos Ltda. - Porto Alegre	13	14	15
Sulnorte Serviços Marítimos Ltda. - Rio Grande	19	20	19
Sulnorte Serviços Marítimos Ltda. - Rio de Janeiro	61	60	63
Sulnorte Serviços Marítimos Ltda. - Salvador	36	37	35
Sulnorte Serviços Marítimos Ltda. - Santarém	2	2	10
Sulnorte Serviços Marítimos Ltda. - Santos	42	42	42
Sulnorte Serviços Marítimos Ltda. - Vila do Conde	2	14	12
Sulnorte Serviços Marítimos Ltda. - Vitória	15	21	21

Total workers who are not employees and whose work is controlled by the organization, by type

GRI 2-8

	2023	2024	2025
Direct hiring	**5**	**13**	**16**
Contractors	2	2	3
Apprentices	3	2	1
Temporary workers			
Interns		9	12
Subcontractors			
Volunteers			
Home-office workers			
Indirect hiring (through a third party)	**4**	**0**	**1**
Contractors			
Apprentices			
Temporary workers	4		1
Interns			
Subcontractors			
Volunteers			
Home-office workers			
Total	**9**	**13**	**17**

Return-to-work and retention rates after parental leave, by gender

GRI 401-3

	2023	2024	2025
Employees entitled to take leave (no.)			
Female	1	1	0
Male			
Employees who took leave (no.)			
Female	1	1	0
Male			
Employees who returned to work after the end of leave (no.)			
Female	1	2	0
Male			
Employees still employed 12 months after returning (no.)			
Female	1	1	0
Male			
Return-to-work rate (%)			
Female	100%	100%	0
Male			
Retention rate of employees who took leave (%)			
Female	100%	100%	0
Male			

Remuneration

Ratio of basic salary and remuneration of women to men, by employee category

GRI 405-2

	2023	2024	2025
Director*			
Basic salary	0%	0%	0%
Remuneration	0%	0%	0%
Management			
Basic salary	78%	76%	87%
Remuneration	77%	79%	80%
Coordinator/Supervisor			
Basic salary	104%	99%	90%
Remuneration	104%	104%	92%
Professional			
Basic salary	98%	103%	94%
Remuneration	99%	103%	95%
Maritime operations**			
Basic salary	84%	79%	83%
Remuneration	83%	85%	86%
Technical			
Basic salary	75%	71%	71%
Remuneration	68%	68%	63%
Operations			
Basic salary	69%	84%	78%
Remuneration	55%	70%	69%

Ratio of basic salary and remuneration of women to men, by significant operating units

GRI 405-2

	2023	2024	2025
Maritime (sea)			
Basic salary	84%	79%	83%
Remuneration	83%	85%	86%
Administrative and Maintenance (shore)			
Basic salary	48%	58%	65%
Remuneration	48%	59%	63%

*The company has only male directors; therefore, the ratio was 0% in all years.
**"Maritime operations" salaries follow a pay scale with fixed salaries per position. The variation in the percentages over the years occurs when no women are assigned to a given position.

New hires and employee turnover

GRI 401-1

Number of hires by gender

	2023	2024	2025
Men	26	41	41
Women	11	5	6
TOTAL	37	46	47

Number of hires by age group

	2023	2024	2025
Under 30	21	8	8
30 to 50	15	33	34
Over 50	1	5	5
TOTAL	37	46	47

Number of hires by region

	2023	2024	2025
Sulnorte - Maceió	0	0	2
Sulnorte - Paranaguá	4	1	4
Sulnorte - Porto Alegre	0	4	3
Sulnorte - Rio de Janeiro	9	11	12
Sulnorte - Rio Grande	5	1	2
Sulnorte - Salvador	4	3	3
Sulnorte - Santarém	1	0	10
Sulnorte - Santos	10	6	3
Sulnorte - Vila do Conde	1	11	4
Sulnorte - Vitória	3	9	4
TOTAL	37	46	47

Number of terminations by gender

	2023	2024	2025
Men	25	30	32
Women	9	2	4
TOTAL	34	32	36

Number of terminations by age group

	2023	2024	2025
Under 30	0	1	2
30 to 50	29	24	25
Over 50	5	7	9
TOTAL	34	32	36

Number of terminations by region

	2023	2024	2025
Sulnorte - Maceió	0	**0**	**2**
Sulnorte - Paranaguá	3	**1**	**4**
Sulnorte - Porto Alegre	1	**6**	**2**
Sulnorte - Rio de Janeiro	12	**8**	**9**
Sulnorte - Rio Grande	6	**1**	**2**
Sulnorte - Salvador	4	**3**	**3**
Sulnorte - Santarém	0	**0**	**2**
Sulnorte - Santos	4	**6**	**3**
Sulnorte - Vila do Conde	1	**5**	**6**
Sulnorte - Vitória	3	**2**	**3**
TOTAL	34	**32**	**36**

Turnover rate

	2023	2024	2025
TOTAL	**9.69%**	**12.99%**	**11.14%**

Note: Calculation method = Number of terminations with replacement / total number of employees with open-ended contracts.



Training and development

Average hours of training per year per employee, by gender

GRI 404-1

	2023	2024	2025
Female	3.50	5.73	9.40
Male	46.64	33.28	55.09
TOTAL	**38.76**	**28.52**	**47.23**

Average hours of training per year per employee, by employee category

GRI 404-1

	2023	2024	2025
Professional	9.25	8.05	7.30
Shore operations	3.5	4.08	3.04
Coordinators	12.31	2.28	3.93
Director	0	0	0
Management	7.29	1.67	3.75
Maritime operations	63.98	46.87	79.79
Technical	43.43	13.17	17.5

Note: Permanent employees were considered. Operations staff were divided into maritime operations, which account for 50% of the company's workforce, and shore operations, made up of assistants and aides. Supervisors were included in the coordinators category, and advisors in the managers category. The professional category covers all higher-education positions that are not management positions, such as analysts and specialists.



Percentage of total employees, by gender, who received regular performance and career development reviews (%)

GRI 404-3

	2023	2024	2025
Female	28%	78%	0%
Male	43%	27%	0%

Percentage of total employees, by employee category, who received regular performance and career development reviews (%)

GRI 404-3

	2023	2024	2025
Professional	90%	81%	0%
Shore operations	86%	96%	0%
Management	7%	17%	0%
Maritime operations	0%	0%	0%
Coordinator/s upervisor	92%	100%	0%
Director	0%	0%	0%
Technical	57%	94%	0%

Note: The performance review, which previously took place in the last months of the year, is now carried out at the beginning of the year. As a result, no reviews were carried out in 2025, since, under the new schedule, this change took effect at the beginning of 2026.

Health and safety

Work-related injuries – employees

GRI 403-9

	2023	2024	2025
Number of hours worked	567,749	585,858	602,779
Number of fatalities as a result of work-related injury	0	0	0
Rate of fatalities as a result of work-related injury	0.00	0.00	0.00
Number of high-consequence work-related injuries (excluding fatalities)	6	5	2
Rate of high-consequence work-related injuries (excluding fatalities)	10.57	8.53	3.32
Number of recordable work-related injuries (including fatalities)	9	7	5
Rate of recordable work-related injuries (including fatalities)	15.85	11.95	8.29

Work-related injuries – workers who are not employees but whose work and/or workplace is controlled by the organization

GRI 403-9

	2023	2024	2025
Number of hours worked	567,749	585,858	602,779
Number of fatalities as a result of work-related injury	0	0	0
Rate of fatalities as a result of work-related injury	0.00	0.00	0.00
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injuries (including fatalities)	0	0	0
Rate of recordable work-related injuries (including fatalities)	0.00	0.00	0.00

Work-related ill health – employees

GRI 403-10

	2023	2024	2025
For all employees	**0**	**0**	**0**
Number and rate of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0.00	0.00	0.00
Main types of work-related ill health	–	–	–
For all workers who are not employees but whose work and/or workplace is controlled by the organization (contractors)	**0**	**0**	**0**
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0.00	0.00	0.00
Main types of work-related ill health	–	–	–

Note: The company's core activity is, in itself, classified as a risk level 3 activity. However, during the period, there were no social security leaves related to occupational disease, nor was any occupational disease recognized in labor lawsuits, which are still pending.



Suppliers

Spending on suppliers by state and by type

GRI 204-1

	2023	2024	2025
Santos			
Number of suppliers	99	116	148
% of spending	11.9	23	20
Vitória			
Number of suppliers	48	58	67
% of spending	5	11	10.7
Rio Grande			
Number of suppliers	79	57	100
% of spending	12.3	6	2.7
Porto Alegre			
Number of suppliers	31	49	76
% of spending	3.1	4	1.1
Manaus			
Number of suppliers	9	8	0
% of spending	0.4	1	0
Santarém			
Number of suppliers	4	30	71
% of spending	0	3	5.1

	2023	2024	2025
Vila do Conde			
Number of suppliers	6	24	83
% of spending	4.5	3	4.5
Paranaguá			
Number of suppliers	67	92	88
% of spending	6.1	4	7.4
Maceió			
Number of suppliers	43	51	74
% of spending	1.3	6	1.4
Salvador			
Number of suppliers	129	115	126
% of spending	19.3	33	6.6
Rio de Janeiro			
Number of suppliers	47	40	168
% of spending	35.9	6	17.3
Total materials			
Number of suppliers	**325**	**414**	**704**
% of spending	**87**	**65**	**83.2**
Total services			
Number of suppliers	**237**	**226**	**297**
% of spending	**13**	**35**	**16.8**

Diversity in governance bodies and employees

GRI 405-1

Employee category	Under 30											
	2023				2024				2025			
	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%
Director		0%		0%		0%		0%		0%		0%
Management		0%		0%		0%		0%		0%		0%
Coordinator/supervisor		0%		0%		0%		0%	1	7%		0%
Professional	4	50%	4	29%	4	29%	7	55%	1	7%	5	56%
Shore operations	2	25%	10	71%	2	29%	5	45%	4	27%	4	44%
Maritime operations	1	13%		0%	2	29%		0%	8	53%		0%
Technical	1	13%		0%	1	14%		0%	1	7%		0%
TOTAL	**8**	**100%**	**14**	**100%**	**9**	**100%**	**12**	**100%**	**15**	**100%**	**9**	**100%**

Employee category	Between 30 and 50											
	2023				2024				2025			
	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%
Director	1	1%		0%	1	1%		0%		0%		0%
Management	6	5%	3	13%	5	4%	3	13%	5	4%	5	18%
Coordinator/supervisor	7	6%	5	22%	8	6%	4	17%	8	6%	5	18%
Professional	9	8%	9	39%	10	8%	12	50%	12	9%	14	50%
Shore operations	6	5%	4	17%	7	5%	3	13%	6	5%	1	4%
Maritime operations	76	66%	1	4%	88	66%	1	4%	87	66%	1	4%
Technical	10	9%	1	4%	14	11%	1	4%	13	10%	2	7%
TOTAL	**115**	**100%**	**23**	**100%**	**133**	**100%**	**24**	**100%**	**131**	**100%**	**28**	**100%**

Employee category	Over 50											
	2023				2024				2025			
	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%
Director	3	6%		0%	3	6%		0%	5	9%		0%
Management	5	9%		0%	4	7%		0%	2	4%		0%
Coordinator/supervisor	1	2%		0%	1	2%	1	20%	1	2%	1	20%
Professional	1	2%	2	67%	1	2%	2	40%	2	4%	2	40%
Shore operations	5	9%	1	33%	5	9%	2	40%	5	9%	2	40%
Maritime operations	37	69%		0%	39	72%		0%	39	70%		0%
Technical	2	4%		0%	1	2%		0%	2	4%		0%
TOTAL	**54**	**100%**	**3**	**100%**	**54**	**100%**	**5**	**100%**	**56**	**100%**	**5**	**100%**

Employee category	Black and mixed-race											
	2023				2024				2025			
	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%
Director	1	1%		0%	1	1%		0%		0%		0%
Management	2	2%	1	6%	2	2%	1	6%	1	5%		0%
Coordinator/supervisor	4	5%	2	13%	5	5%	2	13%		0%		0%
Professional	2	2%	7	44%	3	3%	9	56%	1	5%	1	50%
Shore operations	6	7%	5	31%	7	7%	4	25%	1	5%		0%
Maritime operations	59	70%	1	6%	74	73%		0%	15	68%		0%
Technical	10	12%		0%	10	10%		0%	4	18%	1	50%
TOTAL	**84**	**100%**	**16**	**100%**	**102**	**100%**	**16**	**100%**	**22**	**100%**	**2**	**100%**

Employee category	People with disabilities (PwD)											
	2023				2024				2025			
	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%
Director		0%		0%		0%		0%		0%		0%
Management		0%		0%		0%		0%		0%		0%
Coordinator/supervisor		0%		0%		0%		0%		0%		0%
Professional		0%		0%		0%		0%		0%		0%
Shore operations	1	33%	1	100%	1	50%		0%	1	50%		0%
Maritime operations	1	33%		0%	1	50%		0%	1	50%		0%
Technical	1	33%		0%		0%		0%		0%		0%
TOTAL	**3**	**100%**	**1**	**100%**	**2**	**100%**	**0**	**0%**	**2**	**100%**	**0**	**0%**

Employee category	New employees											
	2023				2024				2025			
	Men	%	Women	%	Men	%	Women	%	Men	%	Women	%
Director		0%		0%		0%		0%	1	2%		0%
Management	1	5%		0%	1	3%		0%	1	2%		0%
Coordinator/supervisor		0%		0%	2	5%		0%	1	2%		0%
Professional	1	5%	4	33%	5	10%	4	75%	3	7%	4	67%
Shore operations	2	11%	7	58%	2	5%	1	25%	3	7%	1	17%
Maritime operations	12	63%	1	8%	27	68%		0%	27	66%		0%
Technical	3	16%		0%	4	10%		0%	5	12%	1	17%
TOTAL	**19**	**100%**	**12**	**100%**	**40**	**100%**	**4**	**100%**	**41**	**100%**	**6**	**100%**

GRI Content Index

GRI Content Index

Statement of use: Sulnorte has reported in accordance with the GRI Standards for the period from January 1 to December 31, 2025.
GRI 1 used: GRI 1: Foundation 2021
Applicable GRI Sector Standard: None

GRI STANDARD	DISCLOSURE	PAGE / DIRECT ANSWER
GENERAL DISCLOSURES		
GRI 2: GENERAL DISCLOSURES 2021	2-1 Organizational details	p. 6 – Headquarters location: Rua Nossa Senhora do Amparo, s/n, Centro, CEP 49140-000, in the municipality of Barra dos Coqueiros, SE.
	2-2 Entities included in the organization's sustainability reporting	p. 15
	2-3 Reporting period, frequency and contact point	p. 15
	2-4 Restatements of information	None.
	2-5 External assurance	None.
	2-6 Activities, value chain and other business relationships	p. 6
	2-7 Employees	p. 66
	2-8 Workers who are not employees	p. 66
	2-9 Governance structure and composition	p. 21
	2-10 Nomination and selection of the highest governance body	p. 23
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 24
	2-13 Delegation of responsibility for managing impacts	p. 24
	2-14 Role of the highest governance body in sustainability reporting	p. 17
	2-15 Conflicts of interest	p. 21
	2-16 Communication of critical concerns	p. 24
	2-17 Collective knowledge of the highest governance body	p. 25
	2-19 Remuneration policies	p. 25
	2-20 Process to determine remuneration	p. 25

GRI STANDARD	DISCLOSURE	PAGE / DIRECT ANSWER
GRI 2: GENERAL DISCLOSURES 2021	2-21 Annual total compensation ratio	8.86. All employees receive an annual adjustment based on the INPC (national consumer price index), including the highest-paid individual. Total compensation was calculated as [(salary x 13.33) + PLR].
	2-22 Statement on sustainable development strategy	p. 3
	2-23 Policy commitments	p. 26
	2-24 Embedding policy commitments	p. 28
	2-25 Processes to remediate negative impacts	p. 24
	2-26 Mechanisms for seeking advice and raising concerns	p. 32
	2-27 Compliance with laws and regulations	There were no significant cases of non-compliance in 2025.
	2-28 Membership associations	Employers' union – Sindiporto – National Union of Harbor Towage Companies.
	2-30 Collective bargaining agreements	p. 39
GRI 3: MATERIAL TOPICS		
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics	p. 16
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	201-4 Financial assistance received from government	p. 60
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GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1 Infrastructure investments and services supported	p. 60
	203-2 Significant indirect economic impacts	p. 60
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GRI 204: PROCUREMENT PRACTICES	204-1 Proportion of spending on local suppliers	p. 71

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GRI 205: ANTI-CORRUPTION 2016	205-3 Confirmed incidents of corruption and actions taken	p. 32
ANTI-COMPETITIVE BEHAVIOR		
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TAX		
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	207-2 Tax governance, control, and risk management	p. 62
	207-3 Stakeholder engagement and management of concerns related to tax	p. 63
	207-4 Country-by-country reporting	p. 64
ENERGY		
GRI 302: ENERGY 2016	302-3 Energy intensity	p. 51
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GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	p. 48
	305-2 Energy indirect (Scope 2) GHG emissions	p. 48
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	305-4 GHG emissions intensity	p. 48
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GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1 New suppliers that were screened using environmental criteria	p. 53
	308-2 Negative environmental impacts in the supply chain and actions taken	p. 53

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GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover	p. 68
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p. 38
	401-3 Parental leave	p. 67
OCCUPATIONAL HEALTH AND SAFETY		
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	p. 39
	403-2 Hazard identification, risk assessment, and incident investigation	p. 41
	403-3 Occupational health services	p. 42
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 41
	403-5 Worker training on occupational health and safety	p. 42
	403-6 Promotion of worker health	p. 42
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 40
	403-8 Workers covered by an occupational health and safety management system	p. 39
	403-9 Work-related injuries	p. 70
	403-10 Work-related ill health	p. 70
TRAINING AND EDUCATION		
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	p. 69
	404-2 Programs for upgrading employee skills and transition assistance programs	p. 37
	404-3 Percentage of employees receiving regular performance and career development reviews	p. 69

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GRI 406: NON-DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	p. 38
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GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	p. 54
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GRI 408: CHILD LABOR 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p. 54
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