



Sustainability Report 2024

Summary



Click on the title to be redirected to the page

- 3** Introduction
- 5** Chairman's Message
- 6** CRASA Infrastructure Foundation
- 13** CRASA Materiality
- 17** The 2024 Route
- 34** Environmentally Correct
- 46** Socially Fair
- 71** Strategic Governance
- 98** ESG Summary



Introduction

About the Sustainability Report

GRI 2-3; 2-4; 2-5

For the sixth consecutive year, we share our Sustainability Report. Over this period, the report has become more than a recording and communication tool: it represents the company's public commitment to a comprehensive ESG Agenda, consistently aligned with the UN Global Compact's 2030 Agenda and its Sustainable Development Goals (SDGs), as well as being attuned to current demands and challenges.

The document presents CRASA's main sustainability actions from 01/01/2024 to 12/31/2024. To compile this period's data and information, we adopted an objective structure based on materiality matrix results and ESG key themes. Notably, the report was prepared in accordance with Global Reporting Initiative (GRI) standards, meeting all nine requirements of GRI 1: Foundation 2021 - item 3 Report in accordance with GRI Standards.



In the following pages, you'll find not just numbers and indicators, but also a glimpse of what motivates CRASA to act with integrity and transparency, to realize dreams that positively impact the world, and to relentlessly pursue innovative and sustainable engineering solutions for each project. This vision, firmly established as a cornerstone of the company, undoubtedly positions it as a reference in national infrastructure construction.

We highlight that until this report's publication, no reformulations or significant changes were required compared to the previous reporting period. Modifications related to scope and boundaries are properly addressed in the document's sections. The previous report (base year 2023) was published in May 2024. Finally, we note that the information contained herein has not undergone external verification.

For questions about the 2024 Sustainability Report, contact us at phone: **+55 (41) 3165-5100** or email: **sustentabilidade@crasainfra.com**.

President's Message

GRI 2-22



The year 2024 has been challenging for Brazil and the world. We faced a global scenario marked by wars, political instability, climate tragedies – such as the one in Rio Grande do Sul—and economic challenges that required resilience to sustain our growth. Even in this context, we remain steadfast in our mission to build quality infrastructure, consistently aligned with the principles of sustainability and social responsibility.

The Artificial Intelligence (AI) revolution has also profoundly transformed the heavy infrastructure sector. At CRASA, we closely monitor these advancements and strive to integrate cutting-edge technologies into our processes, enhancing the efficiency, safety, and sustainability of our projects. A prime example is the adoption of machine control systems, which improve precision and productivity while reducing costs and material waste. Furthermore, we continue to strengthen partnerships with institutions like the Federation of Industries of the State of Paraná (FIEP) to develop innovative tools that further drive our competitiveness and excellence.

At CRASA, we believe our greatest asset is our people. It is through our values of integrity, innovation, respect, commitment, transparency and trust that we have earned, for the sixth consecutive year, recognition as a Great Place to Work (GPTW). This award reflects our team's dedication to creating an inclusive and motivating work environment.

Our commitment to sustainability and governance has also been recognized through prestigious awards including the Infrão-2024 Award, Sesi SDG 2024 Award in the Governance category (Large Companies segment), and Sesi-GPTW Trophy, which highlight our best practices in safety, health and well-being. Furthermore, we published our fifth Sustainability Report following GRI standards, reinforcing our commitment to transparency and continuous improvement. Notably, for this edition we conducted a dedicated materiality assessment incorporating the double materiality approach, ensuring our efforts align not only with stakeholder priorities but also with the social and environmental impacts of our operations, in line with company strategy.

This year we made significant progress in structuring our ESG Policy, establishing guidelines that will direct our environmental, social responsibility and corporate governance actions and investments. We also expanded our CRASA Infrastructure Corporate University (UCCI), investing in new facilities to enhance employee training and development.

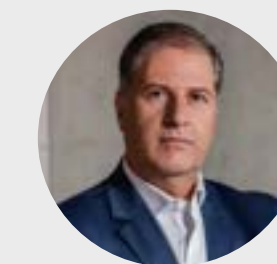
We successfully completed challenging projects that demonstrate our commitment to excellence in complex construction.

Notable achievements include the Ipatinga Viaduct, BR-135 Project and BR-153 Project Package 3 - all critically important for urban mobility and regional development. These and other projects showcase our technical capabilities and determination to overcome challenges through innovative solutions.

I look to CRASA's future with enthusiasm and confidence that we're on the right path. In the next decade, I see our company growing stronger - expanding our presence, investing in innovative technologies, and above all, deepening our sustainability commitment. Our purpose - to engineer sustainable infrastructure solutions through excellence in construction and management - aims to deliver greater comfort, quality of life and new possibilities to society. By transforming challenges into achievements, we create value for clients while building a responsible legacy for future generations.

2025 will bring tremendous opportunities for sustainable growth. Challenges will arise, but with our team's strength, dedication and expertise, we will overcome them and drive progress. We are a united team, driven by innovation and the relentless pursuit of excellence.

We move forward, confident that anything can be built."



Cid Andreucci

CEO of CRASA Infrastructure

CRASA Infrastructure Foundation



Who We Are

GRI 2-1; 2-6

We take pride in being a prominent Brazilian company in heavy infrastructure engineering. Since our founding on January 14, 2019, we have built our reputation through innovative projects, execution excellence, and strong alignment with sustainability and social responsibility principles. Leveraging over 60 years of history, expertise, and know-how from our parent group, we have established ourselves as strategic partners in developing transformative projects for communities and the environment. Among the projects executed since our establishment, notable highlights include the Rio-Niterói Bridge Access Roads, crucial for urban mobility in Rio de Janeiro's metropolitan region; the Santos Binary I and II projects, which significantly contribute to the road infrastructure and logistics of the Port of Santos, the largest in Latin America; the BR-135 project; the delivery of Package 3 of the BR-153 project; and the Ipatinga Viaduct project.

Headquartered in Curitiba, Paraná, CRASA operates as a closely-held corporation governed by its bylaws and applicable legislation. We serve both public and private sectors across heavy infrastructure segments, with strong commitment to innovation. Our governance follows Brazilian Institute of Corporate Governance (IBGC) standards. This pursuit of modern solutions enhances our market

competitiveness and establishes us as a national benchmark. Our engineering excellence combines decades of accumulated knowledge with continuous innovation, ensuring each project balances progress with legacy – creating infrastructure that transforms the present while paving the way for future generations. Central to our operations is socio-environmental responsibility. We implement sustainable practices throughout project lifecycles to systematically reduce environmental impacts and promote responsible resource use. Our approach demonstrates alignment with global challenges of environmental preservation and transition to circular, low-carbon economies. We equally emphasize human dimensions through social programs and community development initiatives in our project areas, generating employment and improving local quality of life. These commitments continually strengthen our ties with clients, partners and communities.

We firmly believe in our role as a catalyst for Brazil's infrastructure development and modernization. While recognizing future challenges, we see them as opportunities to deliver more sustainable, innovative and disruptive projects. It is with this motivation – and the certainty that **“anything can be built”** – that we present our sixth Sustainability Report.



We create projects that transform the present, honor history, and pave the way for future generations.

Purpose

To build sustainable infrastructure solutions and outcomes through engineering excellence and best management practices, providing society with greater comfort, quality of life, and opportunities.

Vision

To be recognized by the market as the benchmark for construction and management excellence in infrastructure, achieved through sustainable (economic, social, and environmental) growth.

Values



Integrity
as the foundation of all our relationships



Innovation
to create value and overcome challenges



Respect
and commitment to people



Transparency
in all our actions



Trust
that builds credibility

Prerequisite: certifications



ABNT NBR ISO 9001

Quality Management System

Scope: Execution of heavy construction works, special art works, road works, and basic sanitation projects.



ABNT NBR ISO 14001

Environmental Management System

Scope: Environmental management of heavy construction works, projects, and administrative services.



ABNT NBR ISO 45001

Occupational Health and Safety Management System

Scope: Management of heavy construction works, projects, and administrative services.



ABNT NBR ISO 37001

Anti-Bribery Management System

Scope: Management of heavy construction works, projects, and administrative services.



Requirements of the Conformity Assessment System for Civil Construction Companies – SiAC (PBQP-H/SiAC) – Level A

Scope: Execution of basic sanitation works, roadworks, and special structures.

Our Commitments to Sustainable Development

GRI 2-23

Since 2021, we have strengthened our commitment to sustainability, ethics, and corporate responsibility by becoming a signatory of the UN Global Compact. This initiative, the world's largest in corporate sustainability, guides organizations in adopting practices that promote fairer, more balanced, and sustainable development.

By joining the Global Compact, we have incorporated the Ten Principles established by the UN into our strategy and operations, covering key areas such as human rights, labor, environment, and anti-corruption. This means we remain steadfast in our commitment to transparency, respect for people, and social and environmental responsibility, driving positive transformations in the infrastructure sector.



Furthermore, our commitment extends to the Sustainable Development Goals (SDGs), reinforcing our contribution to global challenges such as reducing inequalities, promoting sustainable infrastructure, and combating climate change. We believe that by aligning our business with these principles and goals, we not only strengthen our company but also generate a positive impact on society. In 2024, CRASA reaffirmed its commitment to the Global Compact, meeting all requirements and remaining a signatory of the program.

Paving the ESG Path: Policy Creation

GRI 2-23; 2-24

The launch of our ESG policy, held on January 23, 2024, during the 1st CRASA Day, marked a fundamental step in consolidating our commitment to the environment, social responsibility, and transparency in corporate governance. The policy's development was led by the Sustainability department and benefited from the collaboration of our stakeholders as well as Ideia Sustentável, a leading Brazilian consultancy in corporate sustainability and ESG, headed by executive Ricardo Voltolini.

We adopted a strategic and integrated approach, conducting a thorough analysis of the impacts and priorities not only of our company but also of our wide range of stakeholders (employees, clients, suppliers, among others). Our ESG policy incorporates a series of intergovernmental instruments that provide guidelines, standards, and international commitments related to sustainability, human rights, and governance. These instruments, such as the SDGs, Paris Agreement, Universal Declaration of Human Rights, International Labour Organization (ILO) Conventions, United Nations Convention Against Corruption, UN Global Compact Principles, Equator Principles (financial sector), Rio Declaration on Environment and Development, among others, ensured the alignment of our ESG policy with recognized global standards.

Our ESG policy is reviewed every 5 years (aligned with Strategic Planning) and is built on three core pillars: i) Trusted and Inspiring Relationships; ii) Innovative and Resilient Operations; and iii) Inclusive and Safe Culture. In total, the policy covers six themes and defines 13 strategic objectives. To simplify understanding, we adopted a one-page summary format (ONE PAGE).

It is important to highlight that the policy guidelines apply not only to CRASA but also to consortia under our leadership, employees, executives, board members, and all third parties acting on our behalf or in our interest. Furthermore, we communicate our ESG policy strategically and comprehensively through training sessions, lectures (CRASA Day and Engenhar), team-building activities (GINCRASA), corporate emails, contractual clauses, sustainability reports, social media, and our website. ■

Beyond tangible benefits, the implementation of our ESG policy will drive a cultural shift within the company, raising awareness among employees and partners while reinforcing shared accountability for the impacts of our operations. This shift is crucial to aligning our activities with the SDGs and other international frameworks, solidifying CRASA's role as a catalyst for positive societal change.



Watch the recording with **Ricardo Voltolini** on the creation of CRASA's ESG Policy!

Scan the QR Code to view the final video with testimonials:



Core of the ESG Policy: guidelines, themes and strategic objectives



Inclusive and safe culture

Safe, diverse and inclusive environment

Establish a culture of belonging by actively promoting diversity, inclusion and combating all forms of discrimination through education initiatives, communication, and talent attraction and retention programs.

Ensure strict compliance with norms and regulations, promoting an environment of physical, emotional and mental health and safety for permanent, temporary and outsourced employees, as well as for all people affected by our operations.

Enhance accessibility in business operations, focusing on equipment, facilities and machinery, providing diverse and inclusive work positions.

Social inclusion in communities

Generate value through socio-environmental projects that reduce inequalities in vulnerable areas, with performance indicators and monitoring targets, near CRASA's operations.



Trusted and inspiring relationships

Trusted and inspiring relationships

Ensure ethical conduct and corporate compliance with laws, market regulations, and anti-competitive, anti-corruption and anti-bribery practices.

Engage stakeholders through transparency and sector leadership, communicating CRASA's ESG progress and participation in specialized forums.

ESG Culture

Strengthen ESG implementation in corporate education programs, developing competencies for a sustainability culture that generates business value and credibility.

Integrate ESG themes into business strategy, promoting risk and opportunity identification among senior leadership.

Sustainable partners

Develop a supply chain compliant with Human Rights and best environmental and ethical practices, offering fair negotiation and compensation terms.

Promote strategic alliances with suppliers and clients aligned with CRASA's ESG principles, generating social, environmental and governance opportunities while creating sustainable value.



Innovative and resilient operations

Eco-efficiency, climate and innovation

Optimize natural and energy resource usage in operations; protect biodiversity and reduce waste generation, following circularity principles.

Increase business resilience by reducing environmental footprint and promoting low-carbon projects, operations and value chain.

Promote the use of innovative technologies to address CRASA's socio-environmental challenges, enabling new business models, eco-efficiency improvements, cost reduction, and the acceleration of projects with positive impact for the company and its ventures.

Scan the **QR Code** to view CRASA's One Page Policy





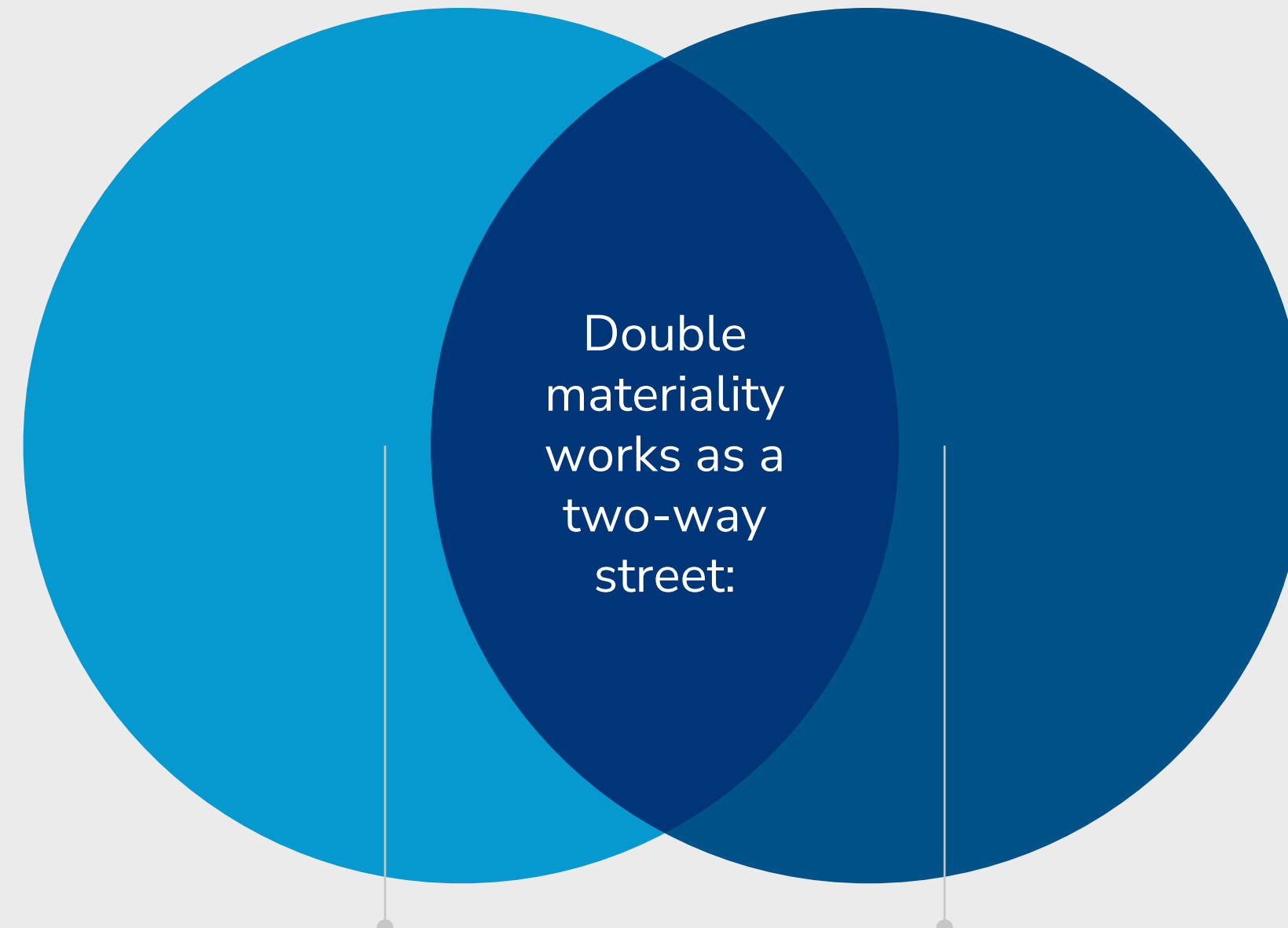
CRASA Materiality

Creation of the Double Materiality Matrix

GRI 3-1; 3-2

We understand that materiality is much more than a technical concept — it is a fundamental principle that guides our transparency and accountability. Following the Global Reporting Initiative (GRI) guidelines, we always strive to listen and consider what truly matters to our stakeholders, looking not only within the company but also at our impact on the world around us.

Traditionally, materiality focuses on the most relevant topics for the organization. However, in 2024, we took a step further by adopting a more modern and comprehensive approach: we developed our double materiality matrix. This methodology, based on the Sustainability Accounting Standards Board (SASB) standards, expands the traditional view by considering both the impacts CRASA has on society and the environment and the effects external factors may have on our financial performance.



Impact materiality (inside-out):

How our activities affect the environment, society, and other stakeholders.

Financial materiality (outside-in):

How external issues can influence our financial results and sustainability.

Therefore, we used the GRI and SASB frameworks to structure the Double Materiality Matrix. Our unified approach effectively highlighted which topics are most relevant to CRASA (impact ON the organization) and those where CRASA most affects society (impact BY the organization).



“Conducting the Double Materiality analysis in 2024 was a key milestone for CRASA, reflecting our commitment to sustainability and transparency. This process allowed us to deeply identify and understand the impacts our activities generate on the environment and society, as well as the risks and opportunities that environmental, social, and governance factors represent for our business.”



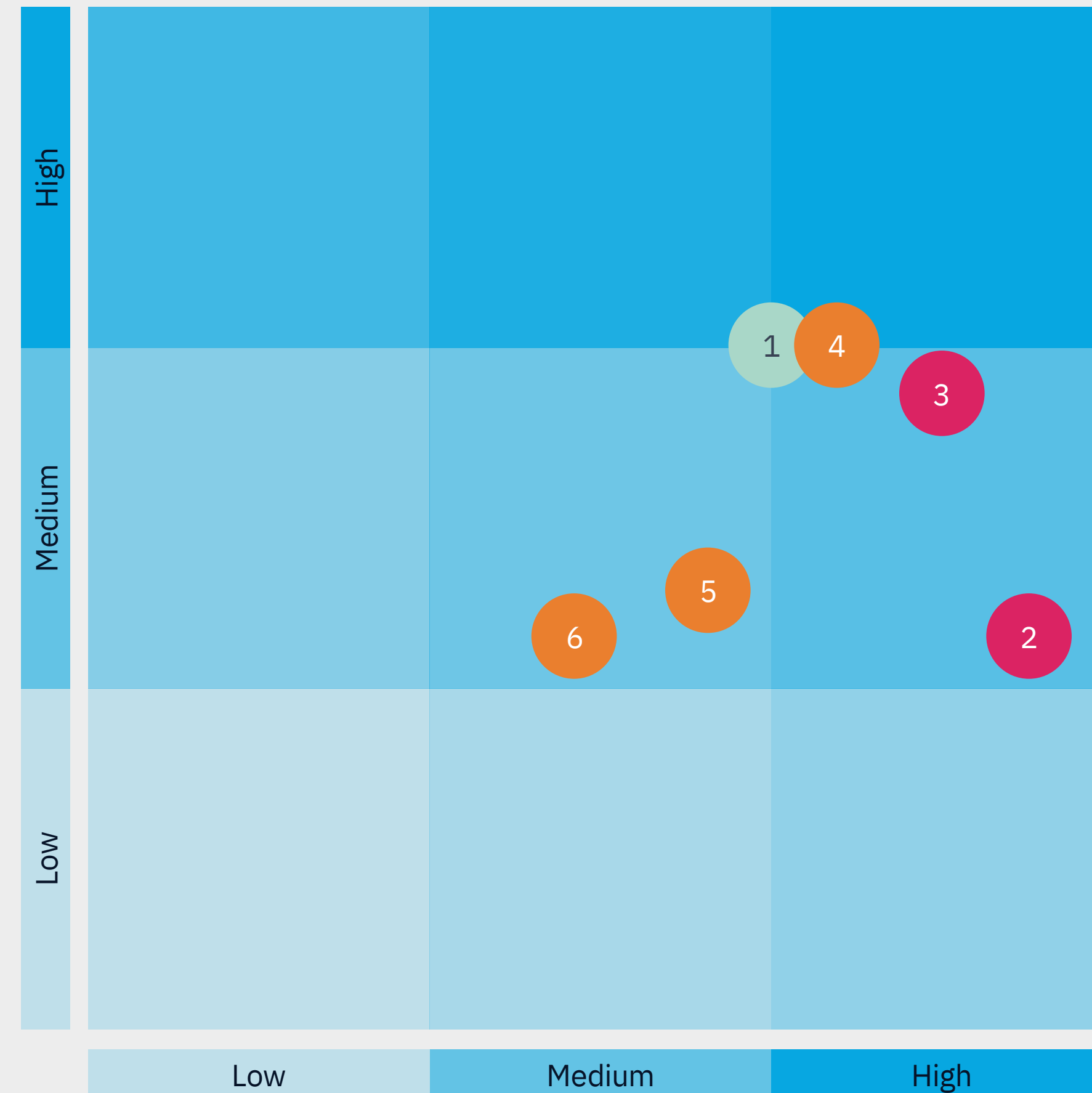
Helryn Becker
Sustainability Coordinator at CRASA

To build the materiality matrix, we began with a detailed analysis of CRASA's internal documents, including previous reports, corporate policies, and strategic plans. This first step was essential to better understand the challenges faced by the company and provided a solid foundation for discussing the most relevant topics.

Next, we expanded our analysis beyond the organization by reviewing sector-specific documents and industry best practices. This phase was crucial in bringing an external perspective, highlighting trends and common challenges in the heavy infrastructure sector, while also revealing gaps and improvement opportunities. It is worth noting that for the double materiality analysis, we had the support of Gobbo Consulting, which assisted us in guiding the process and prioritizing the most relevant topics for our business and stakeholders.

With this foundation, we initiated direct dialogue with both CRASA employees and communities affected by our operations. We conducted comprehensive interviews with internal and external stakeholders, gathering insights on: operational challenges, sustainable practices aligned with SDGs, risk assessments, measured impacts, and innovation opportunities. These insights were crucial for prioritizing material topics, considering both financial perspectives and socioenvironmental impacts.

Materiality Matrix



1. Environmental impacts in construction
2. Worker health and safety
3. Community relations
4. Governance structure
5. Business ethics
6. Innovation and technology

- Environmental
- Economic
- Governance
- Social

Through this consolidated assessment process, involving CRASA's senior leadership and sustainability team, we identified six key material topics that will guide our efforts:

- **Environmental Impacts;**
- **Worker Health and Safety;**
- **Community Relations;**
- **Governance Structure;**
- **Business Ethics;**
- **Innovation and Technology.**

These topics reflect our core commitments and challenges, which we address through responsible and innovative approaches in our business journey.

Material Themes and Their Correlation with the SDGs

GRI 3-2; 3-3

Environmental Impacts

We recognize that environmental impacts extend beyond our operations, being also shaped by external factors that affect our business. Climate change, natural resource scarcity, and new environmental regulations directly impact our sector, requiring proactive and resilient actions to balance business and environmental sustainability.



Worker Health and Safety

Worker health and safety stand as fundamental and non-negotiable priorities in our organization. We maintain an unwavering commitment to providing secure, healthy, and well-structured work environments designed to prevent accidents, protect employee well-being, and cultivate a deeply rooted safety culture throughout all operations. We acknowledge that external factors including climate change, evolving regulatory requirements, and shifting industry standards significantly influence working conditions. Consequently, we maintain constant vigilance in adapting and strengthening our protocols to ensure consistently safe and healthy workplaces for every team member.



Community Relations

We believe that sustainable development goes beyond our operations and should generate positive impacts for the communities where we operate. Therefore, we establish relationships based on dialogue, transparency, and a commitment to social well-being, aiming to build strong partnerships and contribute to the growth of the regions where we are present. We acknowledge that external factors, such as economic, climatic, and social changes, also influence community dynamics, requiring flexible and adaptive action.



Corporate Governance

We understand that corporate governance should be a strategic pillar ensuring transparency, integrity, and the sustainability of our business. We adopt governance best practices to ensure compliance with laws and regulations, strengthen risk management, and promote an ethical and responsible organizational culture. We recognize that external factors, such as regulatory changes, market demands, and socioeconomic challenges, directly impact our governance. Therefore, we are constantly evolving, improving our processes, and adopting innovations that enhance our resilience and competitiveness.



Business Ethics

We are convinced that business ethics is a non-negotiable value and should guide all corporate actions and decisions. We believe integrity, transparency, and accountability are essential to building trust with our employees, customers, partners, and society. We also acknowledge that the business environment is constantly changing, with new regulations and increasingly stringent social expectations. Therefore, we remain attentive to the best corporate practices and innovation, reinforcing our commitment to responsible and sustainable business management.



Innovation and Technology

Innovation and technology are strategic pillars driving operational efficiency, sustainability, and our business competitiveness. We recognize that continuous process modernization and adoption of advanced technological solutions are essential to address infrastructure sector challenges, as well as to generate positive impacts for society and the environment. We understand that innovation extends beyond technology, also encompassing an organizational culture open to new ideas and creative solutions. Therefore, we actively encourage collaboration among our professionals, partners, and clients, fostering a dynamic environment conducive to constant transformation.



The 2024 Route

Challenges, Overcoming, and Commitment to Infrastructure

The year 2024 proved particularly challenging for our organization. We faced numerous obstacles while remaining mindful that one of engineering's fundamental objectives is to solve complex problems by applying specialized knowledge that integrates theory and practice, aiming for innovative solutions, team development, and strengthening our commitment to quality and sustainability. As a result, we look back and recognize a year of remarkable achievements. Each challenge made us more resilient, better prepared, and even more aligned with our purpose. At this time, we recall the projects that marked this period and represent significant contributions to national infrastructure development.



Our Projects

GRI 203-1; 203-2; 301-1; 301-2

São Paulo Metro - Line 2 Project



Scope

Civil works execution including rough structures, finishes, and permanent way between Penha Station (inclusive) and Castelo Branco VSE (inclusive) - Vila Prudente-Dutra section of Green Line 2. Client: São Paulo Metro Company. **Contract period: July/2019 to February/2027.**



Key Services

- 2 metro stations (Penha and Penha de França);
- 1 CPTM integration station (Penha);
- 6 ventilation/emergency shafts (VSEs);
- 1 double TBM-excavated tunnel (5.8 km);
- 1 access trench and parking tunnel (VCA Penha - 286 m);
- 1 access trench and elevated way to depot (VCA São Pedro - 227 m).



2024 Key Deliverables

CPTM Line 11 Station:

- Completion of containment structures (diaphragm walls, secant piles, and 2-level strutting);
- Finalization of base slabs, platform slabs (including cable base-ment), and mezzanine slab.

Penha Station:

- Completion of interconnection base slabs (Metro-CPTM);
- Secondary lining finalized (elevation 722.47);
- Roof slab completion (axes 13-15, elevation 728).

VCA:

- Completion of secondary lining up to roof slab elevation level
- Installation of Penha Trench roof slabs completed (remaining: only equipment/material access structures).

Parking Tunnel:

- 98 meters of tunnel advance completed using NATM with primary lining, including invert.

Main Running Tunnel:

- Jet grouting executed for 1st and 2nd treatment lines of the TBM launch areas, covering both sections from Penha Station towards Penha Trench and from Penha Trench towards Padre João VSE.



Materials Used in 2024

Item	Unit	Quantities
Steel	kg	2.090.000,00
Concrete	m ³	17.430,00
Earthworks	m ³	29.140,00
NATM-excavated Tunnel	m	127,00
Pipe Roofing	m	8.000,00



Project Highlights

- Efficient schedule management enabled timely completion of Penha Trench's base slab and delivered Penha Station's base slab six months ahead of schedule;
- The innovative ground stabilization solution using coulis grouting resulted in significant material savings, elimination of rework, and accelerated project timelines.



Our Projects

GRI 203-1; 203-2; 301-1; 301-2

BR-135 Highway Project

Scope

Execution of operational improvements, capacity expansion and structural reinforcement works along BR-135 highway in Minas Gerais. Client: Ecorodovias (ECO 135). **Contract period: July/2021 to March/2025.**

Key Services

- 136.65 km of highway duplication;
- 345.89 km of pavement rehabilitation;
- 6 grade-separated interchanges;
- 25 at-grade intersections;
- 2 underpasses.

Project Highlights

- The precast beams were transported from the fabrication yard and installed at km 370 (Montes Claros Bypass-MG), 409, and 579 of BR-135 using specialized trailers. Each beam weighs between 78 and 90 tons and measures approximately 40 meters;
- The duplication works are progressing rapidly as part of the New BR-135 project, which aims to modernize and expand this key transportation corridor connecting the Northeast and Southeast/South regions.

2024 Key Deliverables

- 30 km of highway duplication, increasing road capacity and safety;
- Construction of 6 Special Structures (OAEs), including the completion of Montes Claros Bypass-MG comprising 5 of these structures;
- 2 km of slope cutting and stabilization at Serra de Bocaiúva-MG, involving Category 3 excavation (with blasting and mechanical breaking) and installation of anchored walls with protective mesh;
- 6 at-grade U-turn facilities to improve mobility and operational safety;
- Installation of a 36-meter pedestrian bridge in Lagoinha community (Montes Claros-MG);
- 2.51 km of new roadway in Cordisburgo-MG with three at-grade U-turn facilities.

2024 Material Quantities

Item	Unit	Quantities
Steel	kg	884.142,00
Concrete	m ³	8.026,36
Compacted fill	m ³	901.040,00
Base and sub-base	m ³	205.781,00
Hot Mix Asphalt (HMA)	ton	187.230,00



Our Projects

GRI 203-1; 203-2; 301-1; 301-2

BR-53 Highway Project



Scope

Execution of conservation, maintenance, improvement and expansion works for highways BR-153/414/080 - TO/GO. Client: Ecorodovias (ECO Araguaia). **Contract period: 2021 to 2029.**



Key Services

621.38 km of duplication (including turnarounds, urban special devices and SAWs);

90 km of parallel frontage roads;

27.58 km of additional lanes;

835 km of pavement restoration;



2024 Key Deliverables

- Completed 754 m² deck;
- 8 km of duplicated highway in rural Gurupi section (km 662-671, northbound);
- Traffic release of duplicated segments in two municipalities, totaling: 12.85 km of duplicated highways, 14.2 km of frontage roads, 1 bridge, 4 overpasses, 1 pedestrian bridge;
- Rehabilitation of 5 SAWs (bridges and overpass).



Project Highlights

- The project delivered 8 km of duplicated highway ahead of schedule, creating 1,300 direct and indirect jobs while enhancing road user comfort and safety – this section now serves over 9,000 vehicles daily.



2024 Material Quantities

Item	Unit	Quantities
Steel	kg	484.949,00
Earthworks (cut)	m ³	650.521,19
Base and sub-base	m ³	220.516,14
HMA (Hot Mix Asphalt)	ton	100.011,47
Cement	ton	7.635,35
Fill	m ³	512.775,94
TSD (Treated Subgrade)	m ²	269.398,53
Landscaping	m ²	254.250,66
Piping	m ²	4.070,00

Our Projects

GRI 203-1; 203-2; 301-1; 301-2

Ipatinga Overpass Project

Scope

Construction of highway overpass above railway. Client: VALE. Contract period: Jan/2024 to Jan/2025.

Key Services

1 SAW with 3 supports and 2 spans; Containment wall.

Project Highlights

- On-time completion despite significant logistical and operational challenges, requiring full railway shutdown for beam launching and limiting crane operations to daily 2-hour windows.

2024 Key Deliverables

- 300 m overpass in Santana do Paraíso - MG;
- 3,500 m containment wall using **145,786 structural concrete blocks**.

2024 Material Quantities

Item	Unit	Quantities
Piles	m	10.933,00
Steel beams	kg	201.046,00
Ready-mix concrete	m ³	15.516,49
Reinforcement for retaining structures	kg	201.046,00
Compacted fill	m ³	20.004,00
HMA	ton	1.812,82
Reinforced earth	m ²	3.813,50



Our Projects

GRI 203-1; 203-2; 301-1; 301-2

Araguaia Bridge Project



Scope

Railway bridge construction over Araguaia River and surroundings (GO/MT border). Client: VALE - West-Central Integration Railway (FICO). **Contract period: Mar/2024 to Mar/2026.**



Key Services

1 SAW with 37 piers (33 spans with precast girder beams + 3 cantilever spans).



Project Highlights

- The project faces extreme weather challenges (alternating between severe droughts and torrential rains), directly impacting work execution. Additionally, establishing a construction camp for approximately 1,000 workers – equivalent to 20% of the local population – required comprehensive logistical planning to provide proper housing, meals and sanitation infrastructure. In 2025, the project will enter its peak phase with a significant increase in work volume.



2024 Key Deliverables

- **117** drilled shafts completed
- **4** foundation blocks cast



2024 Material Quantities

Item	Unit	Quantidades
Piles	m	3.163,80
Steel	kg	1.240.271,83
Formwork	m ²	287,28
Concrete	m ³	6.173,96
Reinforcement for retaining structures	kg	418.000,00
Earthworks (cut/fill)	m ³	40.909,00

Our projects

GRI 203-1; 203-2; 301-1; 301-2

Northwest São Paulo Project

Scope

Improvements and expansion of highways SP-310, SP-333, SP-326, SP-351 and SP-323, under the Northwest São Paulo Program. Contracting company: Ecorodovias (Ecovias Northwest São Paulo). Period: 2024 to 2028.

Main services

- 124.7 km of highway duplication;
- 147.0 km of additional lanes;
- 25.2 km of frontage roads;
- 75 km of bicycle paths.

The project was mobilized in late 2024 and will effectively begin construction in 2025. For this reason, it was not included in the results of this Sustainability Report.

Rio-Minas Project

Scope

Improvements and expansion of highways BR-116, BR-465 and BR-493 connecting Rio de Janeiro to Governador Valadares (MG), under the Rio-Minas program. Client: Ecorodovias (Ecovias Rio-Minas). Period: October/2024 to October/2030.

Main services

- **303 km** duplication
- Additional lanes: **255 km**
- Frontage roads: **85 km**
- Bike paths: **1.5 km**
- Piping: **126.7 km** (concrete and steel)
- **129 structures** (bridges, overpasses and galleries)
- Pedestrian bridges: **75 units**

This project includes 25 million m³ of earth excavation, 1.7 million m³ of rock excavation, 11 million m³ of fill compaction, 1.2 million tons of asphalt concrete, and 30 million m² of prime coat and tack coat, plus other complementary services. These numbers demonstrate the massive scale of this undertaking.

Like the Northwest São Paulo project, Rio-Minas completed its mobilization phase in late 2024, which involved setting up construction camps, installing asphalt and concrete plants, acquiring 109 pieces of equipment, and implementing other operational structures. The actual construction work will begin in earnest in 2025. For this reason, the project has not been included in this Sustainability Report's results.

Brand Promotion and Event Participation

March 5-7

Intermodal

International logistics, cargo transportation, and foreign trade event held in São Paulo, Brazil.



March 7-8

Project Controls

Forum focused on project management and controls held in São Paulo, Brazil.



March 19-20

7th National Conference on SHPs and SGHPs

National conference about small hydroelectric plants and hydroelectric generating centers held in Brasília, Brazil.



April 24-26

IFAT Brasil

Trade fair for waste management, water, and sanitation solutions held in São Paulo, Brazil.

April 23-26

M&T EXPO

International construction and mining equipment exhibition held in São Paulo, Brazil.

May 08

SESI Focus on Safety and Health

Occupational health and safety awareness event held in Curitiba, Brazil.



May 23

ABDIB Forum 2024

Infrastructure forum promoted by the Brazilian Association of Infrastructure and Basic Industries held in Brasília, Brazil.



June 06

2nd Highway Concessions Summit

Event about concessions and investments in the highway sector held in São Paulo, Brazil.

June 16-18

AACE2024 Conference and Expo

International forum on project management and cost control held in Atlanta, USA.



Brand Promotion and Event Participation

August 7-8

Highways Biennial

Road infrastructure and management event held in Brasília, Brazil.

September 9-12

Exposibram 2024

International mining exhibition held in Belo Horizonte, Brazil.

October 8

7th Infra Forum and Brazilian Engineering Ranking 2024 - Top 500 Construction Companies

Technical event by O Empreiteiro Magazine about Brazil's infrastructure future held in São Paulo, Brazil.

November 13-14

12th AACE Brazil International Meeting

Project management and cost control conference held in Belo Horizonte, Brazil.

November 28-29

ABDIB Experience 2024

Digital event with leaders and experts on infrastructure and basic industry investments in Brazil, featuring the launch of the 2024 Blue Book.

August 27-29

Intersolar South America 2024

Solar energy and related technologies trade fair held in São Paulo, Brazil.

September 27

INFRÃO Award 2024

Award ceremony for outstanding heavy construction suppliers held in Belo Horizonte, Brazil.

December 5-6

SESI SDG Congress 2024

Event supporting Paraná's industry in sustainable development and SDG goals held in Curitiba, Brazil.



- REAL-TIME SCHEDULE
- SPEAKER PROFILES
- CUSTOMIZED AGENDA



Awards and Recognitions

“500 Largest Construction Companies - 2024” Ranking

Annual publication by O Empreiteiro magazine highlighting Brazil’s largest construction and infrastructure companies. Conducted for 50 years, the ranking evaluates companies based on criteria like gross revenue, participation in major projects, and market relevance.

INFRÃO Award

We won the 2024 INFRÃO Award by the National Civil Engineering Institute (INEC). In its 6th edition, the award recognizes companies excelling in supplying products and services for Heavy Construction. We were honored for our infrastructure projects in urban mobility.



Great Place to Work (GPTW) 2024 Award

We received the GPTW 2024 Award as one of the best companies to work for in Paraná. While this was our first time winning the award, we have held the GPTW Certification for six consecutive years. The 15th edition in the state included 341 organizations, impacting 235,804 employees.

SESI Trophy - 2nd Sesi Focus on Safety and Health

Recognized at the 2nd Sesi Focus on Safety and Health in May 2024, we were awarded the Sesi Trophy for our commitment to best practices in workplace safety, health and wellbeing. This marks the second consecutive year we receive this certification, resulting from rigorous evaluation by Sesi in partnership with GPTW.

Awards and Recognitions

Sesi SDG Award 2024

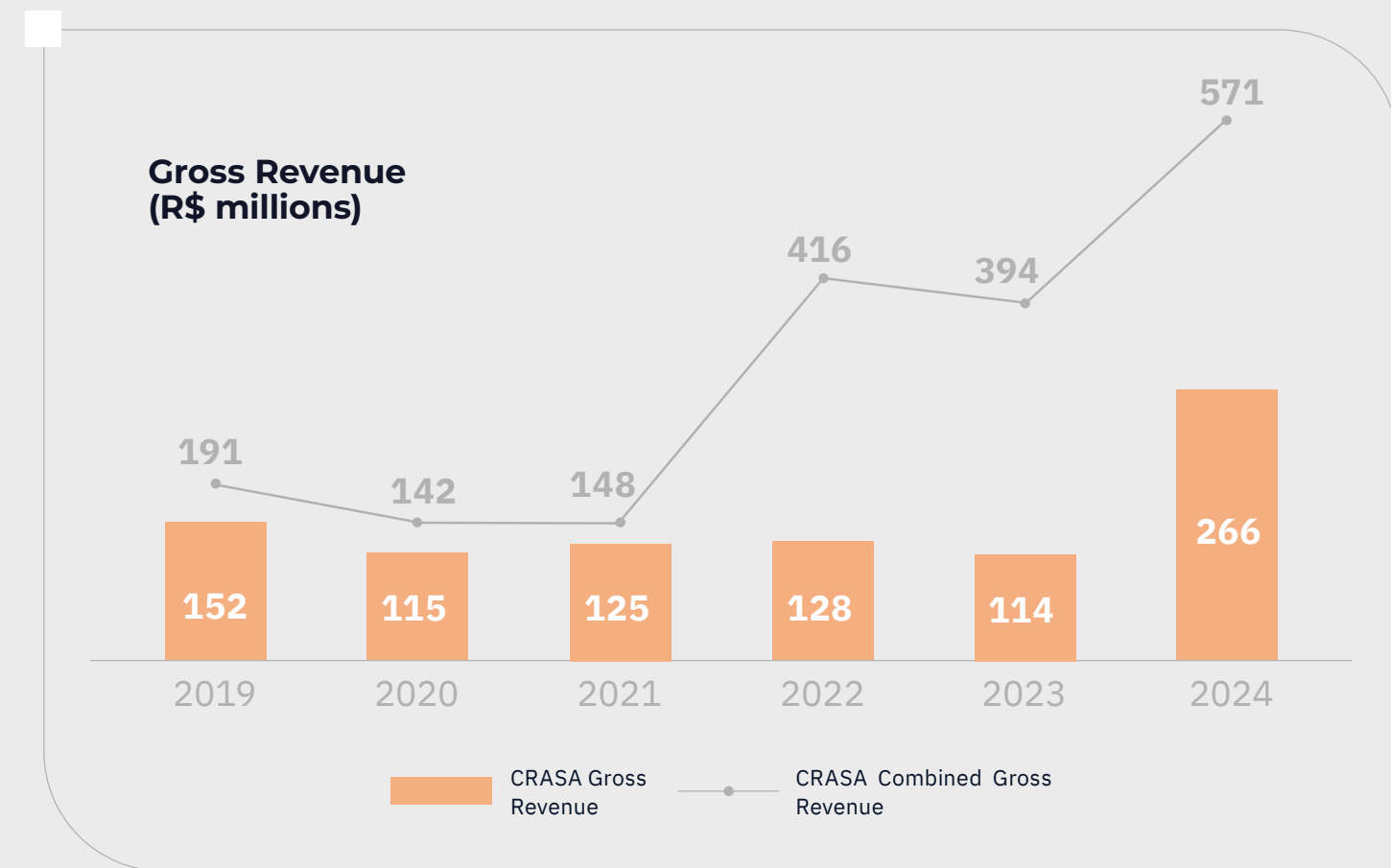
We were recognized for the second consecutive year with the Sesi SDG 2024 Trophy in the Governance (Large Companies) category for our CRASA Infrastructure Corporate University (UCCI) project. Organized by the FIEP System through Sesi Paraná, the event reached its 8th edition and aims to highlight companies with the best initiatives in environmental, social, governance, and sustainable partnerships. Having already recognized over two thousand practices across industries, companies, and civil society organizations nationwide, the award celebrates initiatives that contribute to achieving the SDGs.



Company Operations

GRI 201-1; 203-2

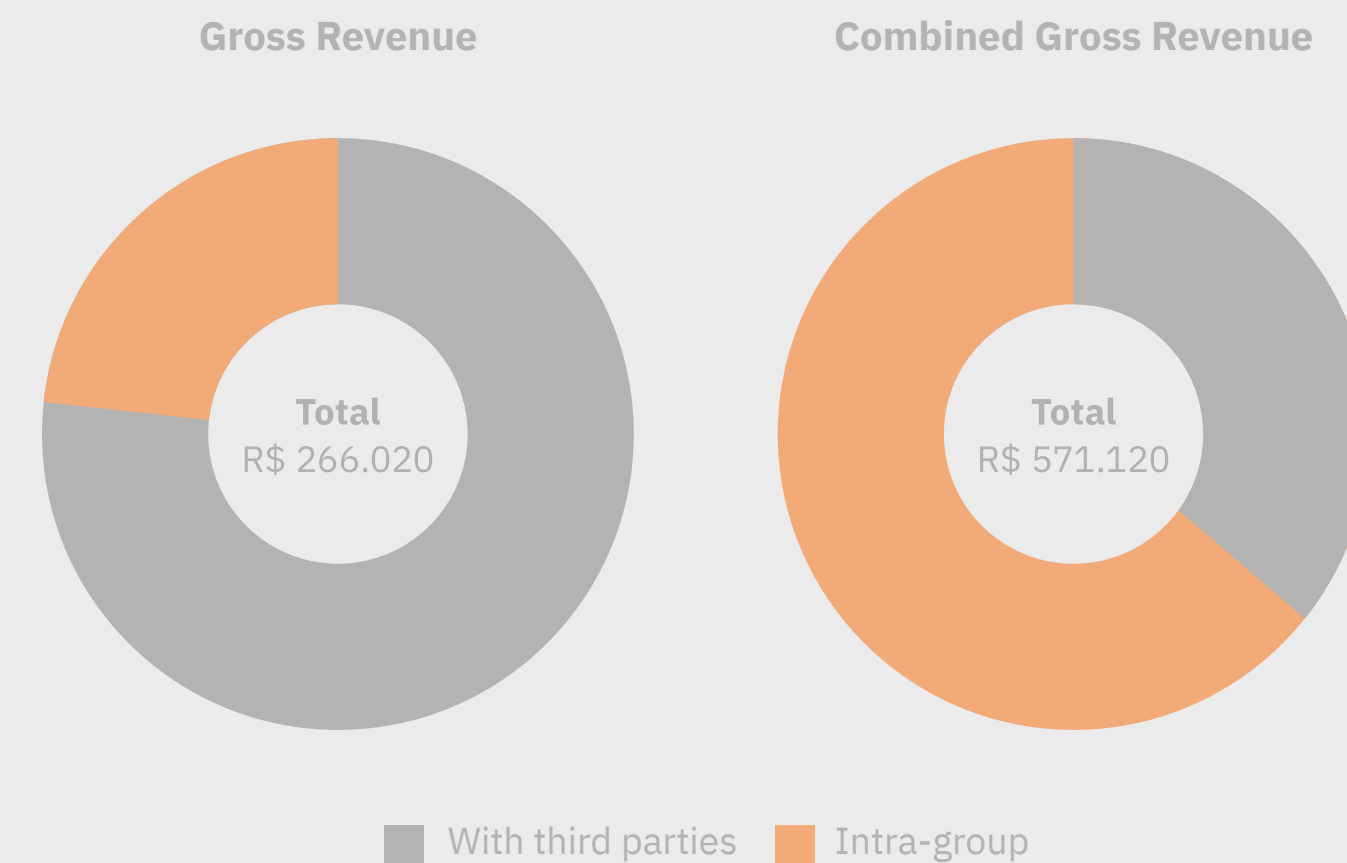
In pursuit of operational efficiency, CRASA participated in projects under consortium models, individual contracts, and Special Purpose Entities (SPEs). For SPEs, accounting entries are recorded as “Equity Method Results”. To demonstrate business scope and volume, we present below the gross revenue evolution, including our share in SPEs (combined gross revenue).



The Company currently holds a backlog of **R\$ 8.7 billion**, reflecting a robust contract portfolio. This not only ensures a consistent growth pipeline but also strengthens client confidence in our excellence and quality.

Our national presence was solidified through strategic projects across all Brazilian regions. This geographic expansion broadened our market influence and enabled contributions to local community development. We take pride in delivering infrastructure with direct impact on thousands of lives. Gross revenue by region was concentrated in the Southeast, with 61% coming from infrastructure projects in the states of São Paulo, Minas Gerais, and Rio de Janeiro.

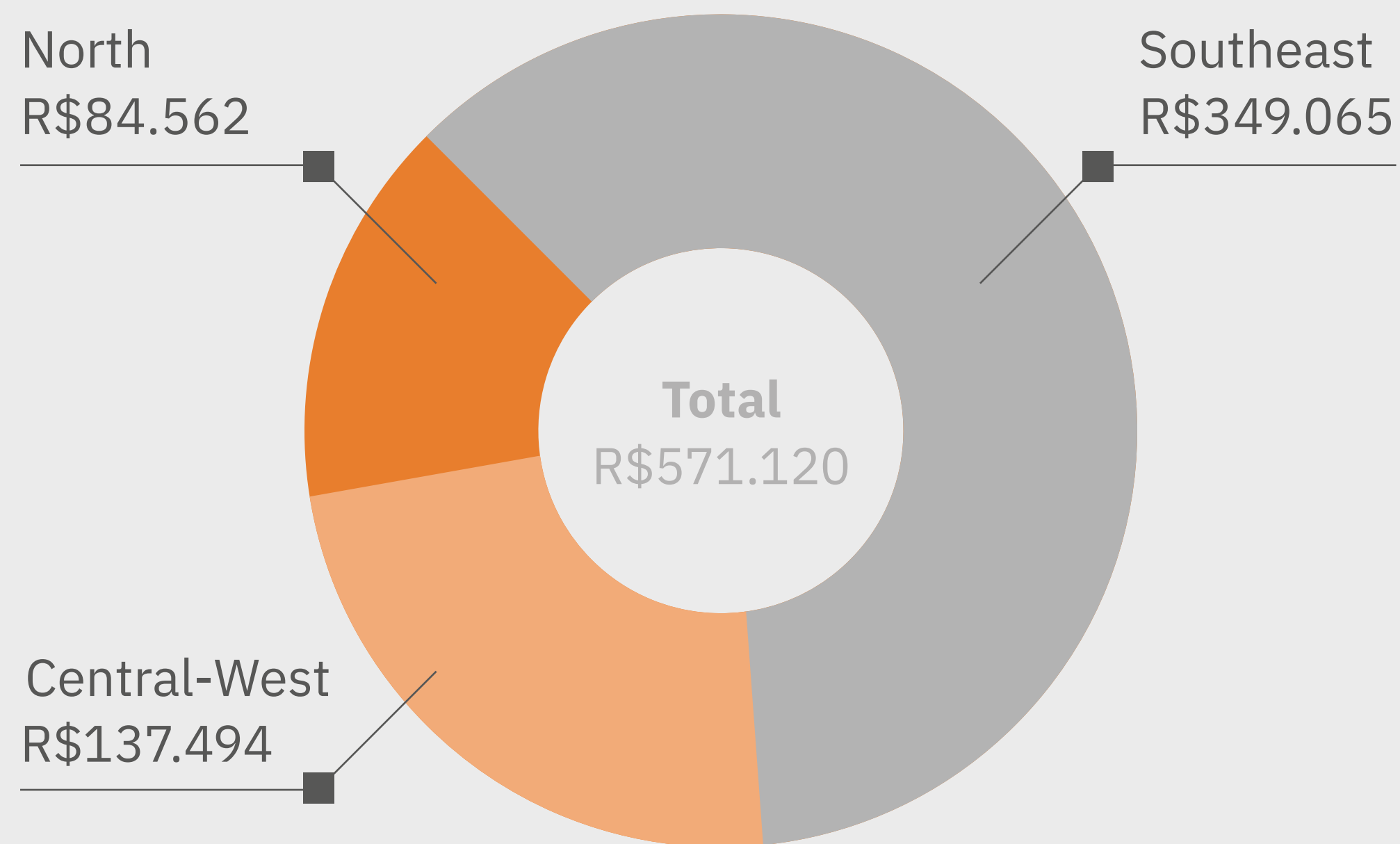
(Values in thousands of BRL)



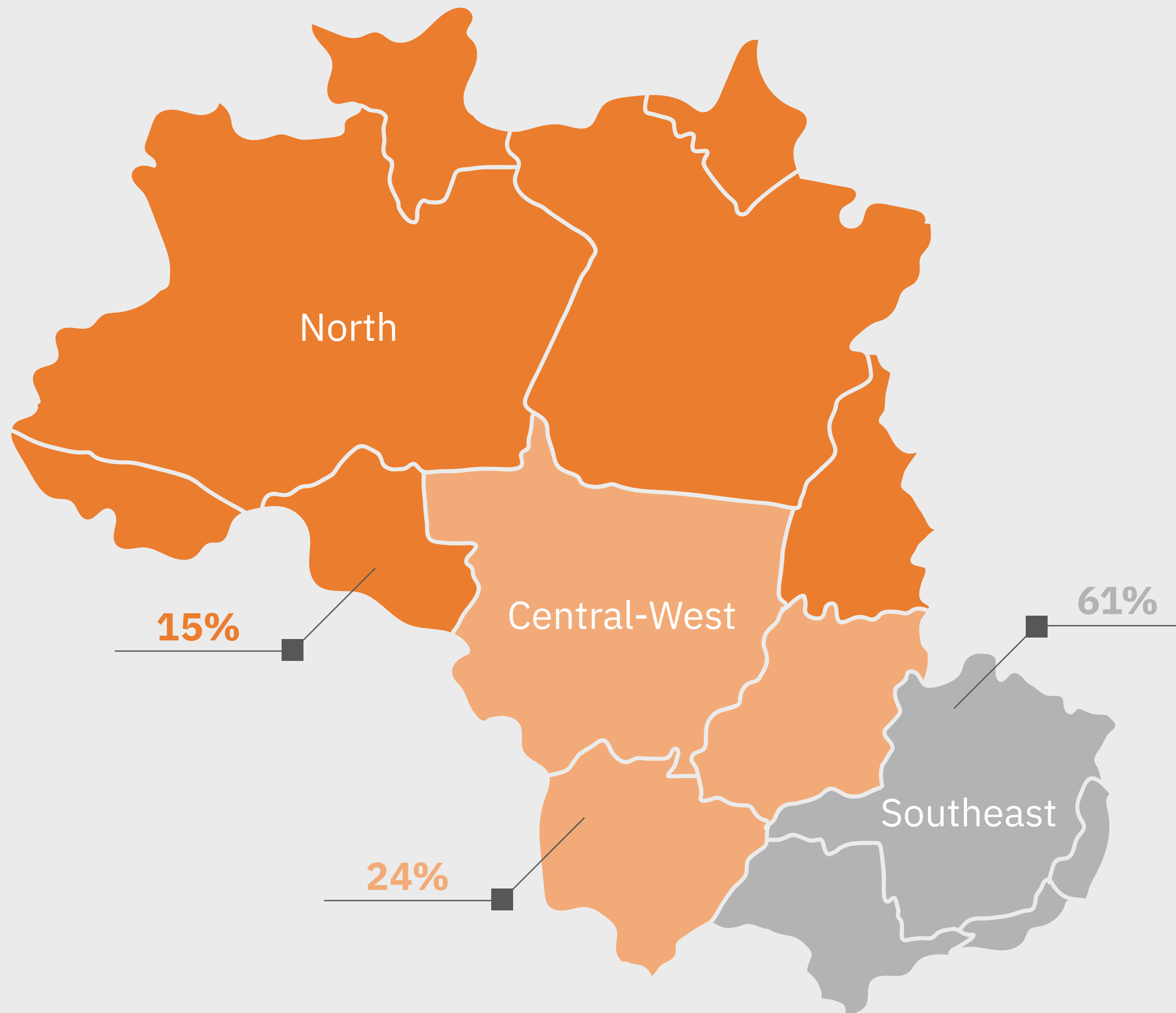
(Values in thousands of BRL)

Source	Gross Revenue	Combined Gross Revenue
With third parties	R\$ 205.620	R\$ 205.620
Intra-group	R\$ 60.400	R\$ 365.500
TOTAL	R\$ 266.020	R\$ 571.120

Combined Gross Revenue



(Values expressed in thousands of BRL)



Data as of December 31, 2023 and 2024 (Values in thousands of BRL).

Financial Statements

GRI 2-2

CRASA's financial statements are audited by Ernst & Young (EY), one of the world's largest audit firms and a member of the Big Four in this segment. Below is CRASA's Value Added Statement (VAS), which shows the wealth generated by the Company and its distribution. In 2024, CRASA recorded operating net revenue of R\$ 254 million.

	2024	2023
Revenue	281.449	138.719
Service Revenue	266.020	114.210
Equity Interests	15.512	24.440
Gains/Losses on Disposal of Investments and PP&E	(23)	70
Other Non-Operating Results	(60)	(2)
Inputs Acquired from Third Parties	(151.020)	(66.816)
Materials Consumed	(54.971)	(27.105)
Energy, Third-Party Services and Other Operating Expenses	(96.049)	(39.711)
Gross Value Added	130.430	71.903
Retentions	(941)	(489)
Depreciation and Amortization - Property, Plant & Equipment and Intangibles	(941)	(489)
Net Value Added	129.488	71.414
Value Added Received in Transfer	1.913	4.901
Financial Income	1.913	4.901
Total Value Added to be Distributed	131.401	76.315
Value Added Distribution	-	-
Personnel and Related Charges	(84.854)	(38.512)
Taxes, Fees and Contributions	(13.346)	(9.167)
Financing Agents	(1.729)	(125)
Rent	(38.195)	(9.069)
Shareholders	-	(4.617)
Retained Earnings	6.723	(14.823)

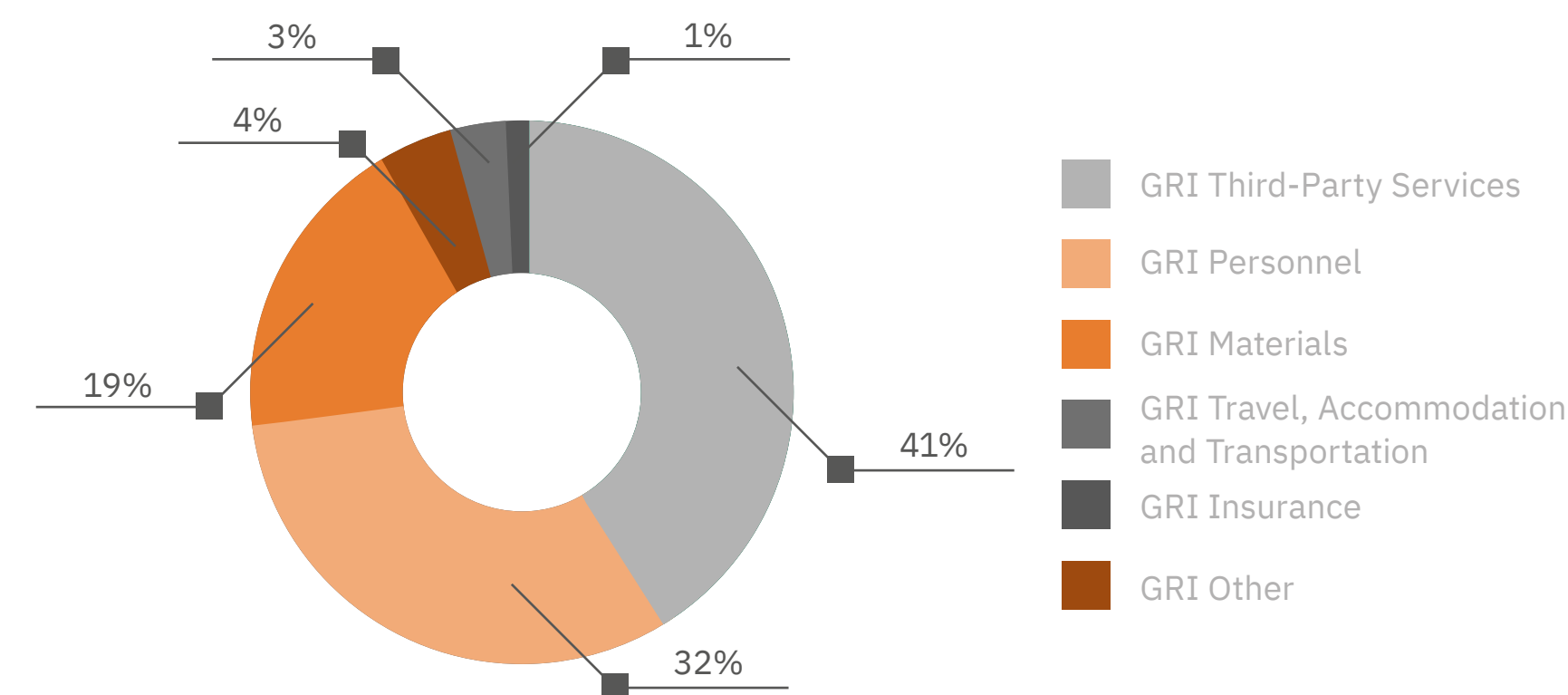
Operating Activities Costs and Expenses

GRI 201-3

In 2024, the company recorded R\$ 287 million in operating costs and expenses, with the most significant items being personnel and related charges, third-party services, and materials.

(Values in thousands of BRL)

Total	R\$ 287.655
GRI Third-Party Services	R\$ 117.862
GRI Personnel	R\$ 91.311
GRI Materials	R\$ 54.971
GRI Travel, Accommodation and Transportation	R\$ 9.373
GRI Insurance	R\$ 1.727
GRI Other	R\$ 12.411



Taxes

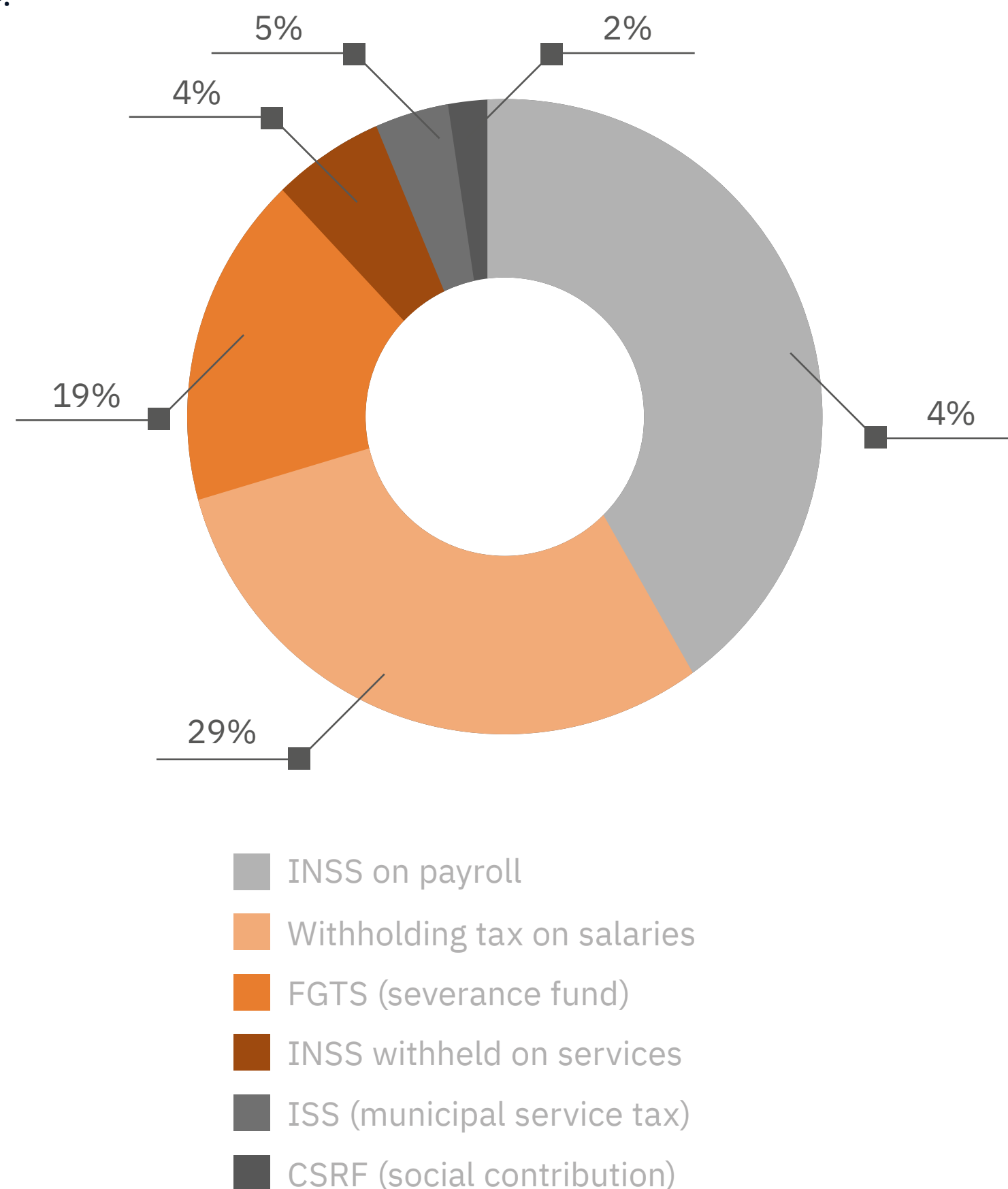
GRI 207-1

CRASA paid R\$ 23 million in taxes and contributions in 2024.

(Values in thousands of BRL)

Breakdown	Total
ISS (municipal service tax)	R\$ 1.073
COFINS (social contribution)	R\$ 64
Withholding tax on salaries	R\$ 6.617
FGTS (severance fund)	R\$ 4.196
PIS (social integration program)	R\$ 10
Individual withholding tax	R\$ 10
CSRF (social contribution)	R\$ 373
Corporate withholding tax	R\$ 181
INSS on payroll	R\$ 9.339
INSS withheld on services	R\$ 614

TOTAL	R\$ 22.647
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Tax Incentives

GRI 201-4

Some CRASA projects benefited from REIDI, a federal tax incentive (Law 11,488/2007) that suspends PIS and COFINS for 5 years on goods/services for infrastructure projects. In 2024, the total benefit amounted to R\$ 3,014,854.60 (100% CRASA projects).

The Company also utilized ICMS exemption on domestic goods transactions, granted by São Paulo State for Metro Line 2-Green (Vila Prudente-Penha section). This construction stimulus totaled R\$ 3,264,190.34 in 2024.

Environmentally Correct





Eco-efficiency

GRI 3-3

Eco-efficiency is one of the pillars of sustainability at CRASA, guiding our operations to optimize the use of natural resources and reduce environmental impacts without compromising the economic viability of projects. This concept combines productive efficiency with environmental responsibility, promoting innovative solutions that minimize waste and maximize benefits for society and the environment.

To ensure the application of eco-efficiency in our activities, we adopt strategies that reduce the consumption of resources such as water, energy, and construction materials. Proper project planning, combined with the use of more efficient technologies, helps minimize waste and make our processes more sustainable. Additionally, we constantly seek to improve our construction methods to generate less waste and ensure the proper disposal of discarded materials.

Another fundamental aspect of our approach is the emphasis on the circular economy. Whenever possible, we reuse inputs and encourage material repurposing, reducing the extraction of new na-

tural resources. We also invest in solutions that enhance the energy efficiency of our operations, such as modern equipment and low-consumption lighting systems.

Through eco-efficiency, we reaffirm our socio-environmental responsibility and our commitment to solutions that balance economic development and environmental preservation. We continue to evolve and improve our practices, always aiming to deliver projects that generate value for communities and the environment.

To measure the performance of these actions, we will monitor eco-efficiency indicators related to water consumption, effluent management, energy consumption, fuel consumption, waste management, and material reuse. These indicators will allow us to evaluate the effectiveness of implemented initiatives and guide continuous improvements, strengthening our commitment to sustainability.

Through eco-efficiency, we reaffirm our socio-environmental responsibility and our commitment to solutions that balance economic development and environmental preservation.

Water Management

GRI 3-3; 303-1; 303-3; 303-5

Water is an essential resource for life and sustainable development, playing a fundamental role in our operations. Conscious water use is a priority at CRASA, as it not only reduces operational costs but also contributes to the preservation of water sources and minimizes environmental impacts. Water is used in various stages of our projects, such as in concrete mixing and curing, road wetting, equipment cleaning, and worker support at construction sites, among other purposes. Therefore, adopting efficient water management practices is crucial to preventing waste and ensuring more sustainable use.

Analyzing 2024 data, we observed that our total water consumption reached 274,176 m³, equivalent to a daily average of approximately 751 m³. The highest consumption occurred in the BR-135 project (141,859 m³), accounting for about 51% of the total. Next were the BR-153 (49,195 m³), Araguaia Bridge (38,068 m³), and São Paulo Metro (34,052 m³) projects, with similar water consumption levels. Finally, the Ipatinga Viaduct project recorded the lowest water consumption during the assessed period (10,880 m³). Additional information is available in the [ESG Consolidated](#) section at the end of this report.

Thanks to the methodology adopted in the BR-153 Project, there was a savings of 843,332 liters of water, representing a 30% reduction in consumption for the root pile foundation execution activity, thus contributing to the optimization of natural resources.

It is noteworthy that in 2024, we faced significant challenges related to water scarcity in some regions where we operate. This reduced water availability required emergency measures to ensure work continuity without compromising project sustainability and efficiency. Given this, we are continuously seeking technological solutions to optimize water resource use. In nearly all our projects, construction sites are equipped with wheel-washing systems using recycled water. At the BR-153 project, for instance, we reused water from the root pile foundation process. Through an efficient containment basin system, we reduced consumption by 450 liters per meter of drilled pile. This project executed 151 piles, totaling 1,885 meters. With this methodology, we saved 843,332 liters of water—a 30% reduction in consumption for this activity, contributing to natural resource optimization. Additionally, in 2024, we launched a pilot project at the Araguaia Bridge to expand water reuse alternatives through sewage treatment, thereby reducing withdrawals from artesian wells and rivers. The project will run through 2025, with an expected reuse of approximately 90 m³ per day.

We recognize that reducing water consumption in our projects depends not only on adopting technologies and best practices but also on employee engagement. Thus, we continuously invest in training and awareness initiatives to promote a culture of responsible water use. This way, our commitment to water eco-efficiency reinforces CRASA's socio-environmental responsibility, ensuring projects are executed with environmental respect and aligned with the best sustainability practices.



Effluent Management

GRI 3-3; 303-2; 303-4

Effluent management is an essential aspect of environmental sustainability, especially for infrastructure companies like ours. Improper effluent disposal can cause significant negative impacts, including contamination of water bodies, soil degradation, and public health risks. Therefore, adopting effective measures for proper treatment and disposal of effluents is crucial to ensure legal compliance and minimize environmental impacts.

Our responsible effluent management begins with pollution prevention and the adoption of treatment technologies. Our construction sites are equipped with systems that reduce pollutant loads before environmental disposal. This primarily includes oil and grease separation, as well as particle sedimentation. Additionally, when necessary, we implement sewage treatment plants (ETEs) at our construction sites, as in the cases of the São Paulo Metro, BR-153, and Araguaia Bridge projects.

In 2024, we properly disposed of 192,666 m³ of effluents, equivalent to a daily average of approximately 527 m³. The highest effluent generation occurred at the BR-153 (86,984 m³) and BR-135 (85,887 m³) projects, which together accounted for about 90% of the total. These were followed by the São Paulo Metro (18,758 m³), Ipatinga Viaduct (667 m³), and Araguaia Bridge (246 m³) projects. Additional information can be found in the [ESG Consolidated](#) section.

It is worth noting that in 2024, we innovated by implementing an effluent treatment system using constructed wetlands at the Araguaia Bridge project. Wetlands are natural systems designed to treat effluents through physical, chemical, and biological processes similar to those occurring in flooded ecosystems. At this project, the system was designed to treat up to 90 m³ per day of sanitary effluents from the construction site, ensuring efficient removal of organic matter, nutrients, and pathogenic microorganisms. One of the main advantages of this system is the possibility of reusing treated water for non-potable purposes, such as irrigation of green areas and road wetting.

To ensure compliance with environmental regulations, we continuously monitor the quality of treated effluents from the ETEs (Sewage Treatment Plants). Through periodic laboratory analyses, we verify the efficiency of the treatment systems and identify any necessary adjustments.





Energy Management

GRI 3-3; 302-1

We recognize the importance of efficient energy management to reduce environmental impacts and optimize resources in our operations. With a growing commitment to sustainability, CRASA has implemented measures to minimize energy consumption and increase the use of renewable sources at our construction sites. The transition to clean energy is one of our strategic sustainability pillars. We have invested in studies and partnerships for the implementation of solar photovoltaic systems, both at the company headquarters and at construction sites, reducing reliance on conventional sources and contributing to the reduction of greenhouse gas (GHG) emissions. At the BR-135 project, for instance, we installed solar panels at advanced construction sites to supply electricity and meet minor demands, such as internet systems, property surveillance, cafeteria access control, among others.

In 2024, we consumed a total of 4,727,232.11 kWh, with 55.7% coming from renewable sources and 44.3% from non-renewable sources. The BR-135 project was the largest consumer, with 1,970,004.34 kWh, notably due to its high use of non-renewable sources (1,074,807.34 kWh). Meanwhile, the São Paulo Metro Line 2 project consumed 1,231,429.08 kWh, predominantly from renewable sources (1,214,813.08 kWh). The BR-153 project used 847,581.00 kWh, mostly non-renewable, while the Araguaia Bridge, with 527,800.27 kWh, showed a balance between both sources. The Ipatinga Viaduct recorded 113,661.42 kWh, with a higher share of

renewables. The company headquarters had a minimal consumption of 36,756.00 kWh, entirely from renewable sources. The average consumption across projects was 1,181,821.00 kWh, with significant variation between large and small-scale units. Further details on electricity consumption are available in the [ESG Consolidated](#) section.

In 2024, we faced significant challenges related to electricity supply in projects located in remote areas with limited infrastructure. Implementing projects in these locations requires specialized logistical and operational planning. In many cases, there is no immediate access to conventional power grids, necessitating alternative energy sources to ensure operational continuity. To overcome these challenges, CRASA has adopted strategies such as installing diesel generators, while acknowledging the environmental impacts related to emissions and fossil fuel consumption. As part of our efforts to mitigate these impacts, we are conducting studies to implement more sustainable solutions, including hybrid generators and the aforementioned solar photovoltaic systems. A notable example is the photovoltaic lighting towers deployed in the Ipatinga Viaduct project, which provide clean, renewable energy with up to 36 hours of autonomy. These towers reduce operational costs and dependence on fossil fuels, strengthening our environmental commitment and promoting sustainable practices in large-scale projects.

Fuel Management

We constantly strive for fuel efficiency in our operations, aligning our activities with our commitment to sustainability and environmental impact reduction. The consumption of fossil fuels, necessary for equipment operation, material transport, and team mobilization, is monitored to minimize GHG emissions and enhance operational efficiency. We have implemented a structured monitoring process where our Quality, Safety, Environment, and Health (QSEH) teams at each project site periodically record fuel consumption using corporate forms. This data is analyzed by the sustainability department and discussed with the responsible teams.



In 2024, we consumed a total of 7,572,095 liters of fuel, including diesel, gasoline, and ethanol. This amount represents a daily average of approximately 20,745 liters. About 92% of this volume was diesel, 5.5% ethanol, and 2.5% gasoline. It is worth noting that 26% of the total volume was used for stationary equipment, such as generators and asphalt plants, while 74% was consumed by the vehicle fleet. The highest consumption occurred at the BR-135 project (4,518,374 liters), accounting for about 60% of the total. This was followed by the BR-153 (2,078,127 liters), Araguaia Bridge (779,106 liters), Ipatinga Viaduct (102,736 liters), and São Paulo Metro (78,365 liters) projects. Further details are available in the [ESG Consolidated](#) section.

Currently, we are implementing the replacement of gasoline with ethanol, a renewable and more environmentally friendly fuel, across all our projects. This initiative aims to reduce GHG emissions and strengthen our commitment to more sustainable practices. Additionally, we continue to optimize transport routes and internal material handling to minimize unnecessary travel and fuel consumption.

Despite the progress made, we acknowledge that the major challenge remains reducing diesel consumption, particularly in generators used at construction sites. This equipment still accounts for a significant portion of our fossil fuel consumption and, consequently, GHG emissions. We are evaluating alternatives and technologies that could reduce this dependency, seeking cleaner and more efficient solutions to meet the energy demands of our construction sites.





Waste Management

GRI 3-3; 306-1; 306-2; 306-3; 306-5

We understand that responsible waste management is essential to minimize the environmental impacts of our activities and contribute to a more sustainable future. Therefore, we continuously work to adopt practices that promote the reduction, reuse, recycling, and proper disposal of waste generated at our construction sites. We manage waste from generation to final disposal, always in compliance with current environmental legislation and industry best practices.

It is worth noting that we sort waste directly at construction sites, ensuring proper disposal for each type of material, such as wood, metal, paper, plastic, construction and demolition waste (CDW), organic waste, and hazardous waste. Additionally, we partner with licensed transporters and disposal companies to ensure the entire waste transportation and final disposal process is carried out safely and in an environmentally responsible manner. We also conduct training and awareness campaigns for our teams to emphasize the importance of proper waste management and encourage more sustainable practices in daily operations.

2024 data showed that we managed 78,180 metric tons of waste. Approximately 90% of this amount refers to soil excavated from the São Paulo Metro Line 2 project. It is important to highlight that excavated soil and rocks not used in the project must be considered waste. Meanwhile, construction and demolition waste (CDW) accounted for 7% of the total managed. Recyclable, organic, and hazardous waste, combined, did not exceed 3.0% of the total. Further details are available in the [ESG Consolidated](#) section.

At the Araguaia Bridge project, we implemented a pilot biodigester for organic waste treatment. In 2024, over 1.2 metric tons of this waste were sent to the system, reinforcing our pursuit of innovative and sustainable solutions. The project aims to use the biogas generated to heat water for coffee preparation at the construction site. Additionally, the resulting biofertilizer can be used as compost in green areas and gardens, promoting waste valorization and the efficient use of natural resources.

Despite the progress made, we remain committed to continuously improving our processes and seeking innovative solutions to reduce waste generation and increase the percentage of recycled and reused materials in our operations.



Material Reuse

GRI 301-3

We are continuously seeking solutions to enhance material reuse in our operations. We recognize that this practice is essential for reducing the consumption of natural resources and promoting sustainability in our processes. To advance this commitment, we are developing strategies that not only increase reuse but also improve the control and monitoring of these materials at our construction sites.

Among the initiatives we have already implemented, we highlight reuse of wood in drainage processes (such as gutters), the use of test specimens as containment barriers, the repurposing of metal and PVC pipe cuttings, as well as the reuse of milled material (asphalt) in various services. These practices have helped make our processes more efficient and sustainable, while simultaneously reducing waste generation and the consumption of new raw materials.

In 2024, we continued using milled material in asphalt mix composition, lowering costs and minimizing waste generation. After milling the hot mix asphalt (HMA) layers, the material is transported to storage areas, where it is mixed with crushed stone and cement before being applied to new pavement bases.

This process enables low-environmental-impact final disposal and reduces the extraction of virgin materials. At the BR-153 project, for instance, approximately 5,000 metric tons of this material were reused for temporary traffic detours and service roads.

Although we have made significant progress, we still face the challenge of accurately quantifying the volume of reused materials at our work fronts. To overcome this difficulty and obtain more reliable data, we plan to implement pilot projects in 2025, focused on quantification and mapping reuse routes.



Environmental Compliance

GRI 2-27

We remain committed to environmental respect and strict compliance with applicable legislation in all our operations, both at headquarters and construction sites. To ensure this compliance, we conduct joint monitoring between Environmental and Legal departments to prevent any environmental violations.

We use the SOGI (AMBIPAR) software as a management and monitoring system for legal requirements, along with the GAIA module to manage our environmental aspects and impacts. This tool enhances our monitoring capabilities and supports informed decision-making.

In 2024, we recorded no notifications, environmental accidents, or significant spills at our sites, reflecting our dedication to prevention and environmental care. Throughout the year, we conducted inter-

nal and external audits with support from independent third parties, as well as legal compliance audits. No non-conformities were identified, confirming the maturity of our management system and our commitment to environmental responsibility.

To enhance team awareness and knowledge, we intensified environmental training and meetings in 2024, focusing on legal compliance and sensitive issues related to construction activities. We also indirectly monitor environmental initiatives by road concessionaires where we operate, such as wildlife monitoring programs, which have received national recognition for their effectiveness. These efforts help mitigate environmental impacts and preserve biodiversity in our areas of operation.

Climate Change

GRI 201-2

We recognize that our activities, albeit minimally, may contribute to climate change. The operation of heavy equipment, use of fossil fuels, waste generation, and GHG emissions during project execution are factors that may directly or indirectly affect the local microclimate. Therefore, we have been adopting practices and technologies to reduce our carbon footprint.

As part of these initiatives, we prioritize using ethanol instead of gasoline in our vehicle fleet, a measure that aims to reduce CO₂ emissions and mitigate the environmental impacts associated with transportation. This substitution reinforces our commitment to transitioning to cleaner and more sustainable alternatives in our daily operations. Additionally, we implemented a wetlands system at the Araguaia Bridge project, which enables natural water treatment and contributes to CO₂ sequestration. This sustainable solution combines technology and environmental preservation, promoting water purification and carbon capture, further strengthening our commitment to emission reduction and natural resource protection.

On the other hand, we also understand that climate change directly affects our services. Extreme weather events, such as heavy rainfall, prolonged droughts, and temperature variations, can impact construction schedules, material quality, and team safety. Above-average rainfall, for instance, may cause delays in critical construction phases and require enhanced erosion and

drainage control measures. Heat waves, meanwhile, demand additional health and safety precautions for workers, as well as potential adjustments to equipment operation.

In 2024, we faced significant challenges related to climate variations during the construction of the Araguaia Bridge. During the dry season, we encountered difficulties in obtaining potable water, requiring additional planning and alternative solutions to meet project needs and ensure worker well-being. In the rainy season, we faced operational challenges, including the need to update the project schedule and implement enhanced erosion control, drainage, and site safety measures.

To address these challenges, which are likely to become more frequent, we must invest further in planning and preventive actions, such as climate risk assessments, schedule adaptations, and technical solutions that account for potential climate change impacts. We also aim to strengthen dialogue with clients and partners to develop joint strategies that make our operations more resilient and adaptable to this new reality.

We recognize that combating climate change is a collective challenge, and we remain committed to doing our part, whether by mitigating our impacts or adapting to new environmental conditions, to ensure the continuity and safety of our projects.





Emissions

GRI 3-3; 305-1; 305-2

We recognize the importance of monitoring and managing GHG emissions in our operations, responsibly contributing to climate change mitigation. To this end, we quantify emissions from our projects using the GHG Protocol (2025 version). This process accounted for direct emissions from fuel consumption in equipment and vehicles (Scope 1) and indirect emissions associated with purchased electricity consumption (Scope 2). In 2024, we accounted for 9,123.98 metric tons of CO₂ equivalent under our responsibility. Additionally, we recorded 1,694.82 metric tons of biogenic CO₂ from biomass combustion, which is accounted for separately due to its renewable origin. More information on this topic is available in the [ESG Consolidated](#) section.

We are committed to continuously improving our GHG emissions management. Currently, we focus efforts on specific actions to reduce emissions in each scope, even without a defined reduction target. We acknowledge that reducing GHG emissions is an ongoing challenge, but we believe that with the active participation of all our teams and partners, we can progress toward increasingly sustainable and responsible operations. We remain committed to continually improving our practices and keeping pace with technological and regulatory advancements, effectively contributing to environmental preservation and the well-being of future generations.

A key practice adopted across all our construction sites is the use of S10 diesel in equipment. This fuel significantly reduces emissions by up to 98% for nitrogen oxides (NO_x) and up to 80% for sulfur dioxide

(SO₂) and other particulates. These pollutants are highly harmful to the atmosphere, potentially causing acid rain and health issues such as respiratory diseases, while also increasing greenhouse gas emissions. The choice of S10 diesel not only minimizes environmental impact but also reinforces our commitment to environmental preservation.

Furthermore, the increased use of ethanol in vehicle fleets at our construction sites has proven an effective strategy for reducing GHG emissions. At the São Paulo Metro Line 2 project, for instance, the gradual replacement of gasoline with ethanol led to emissions 85% lower in 2023 and 2024 compared to 2022. This success was driven by awareness campaigns and strategic corporate positioning.

In 2024, we continued using the DocuSign platform for electronic document signing. This tool estimates the number of sheets of paper saved through digital signatures. During the year, 7,059 envelopes were processed, saving water, preserving wood, and reducing waste. Another notable initiative was the covering of aggregate piles at the BR-153 industrial yard. This measure not only improved air quality but also reduced fuel consumption by 10% in asphalt concrete production, contributing to emission mitigation.

Biodiversity

GRI 304-1; 304-2; 304-3; 304-4

We are fully aware that our activities may directly impact local biodiversity, especially in projects involving vegetation removal and proximity to natural habitats. We understand that clearing areas for construction can alter ecosystems, affect local fauna and flora, and modify watercourses and soils. Therefore, we adopt responsible practices to minimize these impacts throughout our value chain.

In 2024, at the Araguaia Bridge project, for example, we cleared approximately 370,000 m² of vegetation. To mitigate the impacts of this intervention, we implemented a robust and carefully planned effort, with actions focused on preserving local wildlife and plant life. The project client also established a nursery for native species collected on-site before clearance. This nursery was crucial for species preservation and will serve as the foundation for future planting, contributing to the recovery of the affected area and the maintenance of local biodiversity. Additionally, we took measures to protect local wildlife, such as rescuing and relocating wild animals in partnership with specialized professionals and environmental agencies.

We also continuously monitor areas adjacent to our operations to detect potential changes and take preventive action.

Within our value chain, we encourage suppliers, partners, and clients to adopt sustainable practices that respect biodiversity. We invest in training for our teams, emphasizing the importance of environmental preservation at all project stages. Through these actions, we reaffirm our commitment to sustainable development and environmental protection, contributing to the conservation of ecosystems where we operate.

During this reporting period, there were no recorded impacts on species listed in the IUCN Red List of Threatened Species or national conservation lists, reaffirming our commitment to responsible practices and the protection of local wildlife.



Socially Fair



CRASA Employees

GRI 2-7; 2-8; 3-3

Our people management is based on building relationships founded on trust, respect, and mutual development, always with the purpose of contributing to a more sustainable future. We value each employee's potential and strive to foster a healthy, collaborative, and inspiring work environment. This commitment was recognized for the 6th consecutive year with the Great Place to Work (GPTW) certification, positioning us among the best companies to work for.

At the end of 2024, our team consisted of 1,463 dedicated professionals (1,329 men and 134 women), who worked daily to deliver sustainable infrastructure solutions. In addition to direct employees, we relied on over 680 outsourced workers, who played a key role in supporting our operations. Our employees work across various sectors, including administrative, operational, and

field roles, distributed among construction sites and administrative units nationwide. During 2024, the peak number of registered employees reached 4,466 (4,233 men and 233 women).

Alignment with our values and principles is essential to maintaining an integrated and safe work environment. Therefore, all new employees undergo an onboarding program, covering our code of ethics and conduct, compliance and ESG policies, safety standards, and internal procedures. Additionally, we conduct periodic refresher training and upskilling programs to ensure continuous professional development. We remain committed to valuing our people, believing that CRASA's growth is directly linked to the well-being and engagement of our employees. Further details are available in the [ESG Consolidated](#) section.



Diversity and Equity in Construction

GRI 3-3; 405-1

We believe diversity and inclusion are essential to fostering a more innovative, collaborative, and fair work environment. We understand that building sustainable solutions for society requires respecting differences and valuing diverse perspectives across all our operations.

Despite progress in several areas, we acknowledge we still face significant challenges. The infrastructure sector has historically been male-dominated, and this reality is reflected in our workforce. In 2024, women accounted for just 5% of our team – a figure that highlights the need to accelerate our efforts to promote gender equity. We recognize that increasing female participation in construction not only creates a more inclusive environment but also enhances productivity, creativity, and decision-making.

Therefore, we are committed to increasing women's representation across all company areas, focusing on initiatives to attract, retain, and develop female talent. We are reviewing our recruitment processes to make them more inclusive and plan to implement targeted training programs for women, creating opportunities for them to hold prominent positions, including leadership roles.



Beyond gender equity, we aim to expand diversity in other dimensions, such as race, ethnicity, age, sexual orientation, and people with disabilities. To achieve this, we conduct awareness training, discussion circles, and initiatives that reinforce respect and empathy in the workplace.

The majority of our employees, both men and women, come from the Southeast region, which accounts for **1,839 men** and **135 women**. The Northeast appears as the second largest source of workers, with **1,500 men** but a significantly lower number of women - only **12**. The South region has **112 men** and **17 women**, while the Central-West has **223 men** and **40 women**. The lowest participation comes from the North region, with **556 men** and **29 women**. Additionally, most of our employees are in the 30-50 age group for both genders. In total, this age group represents 2,235 men (52.8%) and 126 women (54.1%). The second largest age group is under 30 years, with 1,262 men (29.8%) and 92 women (39.5%). The participation of workers over 50 years is the smallest, totaling 736 men (17.4%) and only 15 women (6.4%).

We know there is still work to be done, but we are determined to progress. Our commitment to diversity and inclusion is directly tied to our purpose of building solutions that respect people and the environment, contributing to a fairer and more equitable society. Further details are available in the **ESG Consolidated** section.

Compensation and Career Policies

GRI 2-19; 2-20; 2-30; 3-3

We have adopted a structured compensation policy based on market research and internal practices, aimed at attracting and retaining talent while promoting employee motivation and engagement.

To ensure salary competitiveness, we use compensation surveys from Korn Ferry, a renowned global organizational management consultancy. These surveys provide up-to-date data on market salaries and benefits, enabling CRASA to align its practices with current trends and standards.

Based on this information, we develop salary scales that guide compensation ranges for different roles and hierarchical levels within the organization. This approach ensures internal equity and transparency, while facilitating career management and succession planning.

In addition to fixed compensation, the company implements a Profit Sharing Program (PPR), approved through collective bargaining. This program establishes criteria and targets that, when met, result in additional financial rewards for employees, aligning company interests with those of its workforce and encouraging superior performance.

We remain committed to periodically reviewing our compensation policy to ensure it stays aligned with market dynamics and employee needs, reinforcing our position as one of the best companies to work for, according to **Great Place to Work**.

Finally, it is worth noting that all our employees are covered by collective agreements and represented by unions that engage in collective bargaining. Thus, we comply with legislation ensuring freedom of association, without creating any obstacles to this practice.





New Hiring and Workforce Turnover

GRI 3-3; 401-1

The heavy construction sector is dynamic and requires flexible personnel management. This means that hiring, terminations, and transfers may occur more frequently than in other industries. When new work fronts are required, it's common to hire dozens of workers within short timeframes. Similarly, when project phases are completed, terminations may occur if specific roles are no longer needed.

This seasonal and temporary nature explains the high turnover rate in the sector. Heavy construction projects have fixed deadlines, and project completion naturally reduces local labor demands. Although we strive to reassign employees to new projects, it's not always possible to transfer everyone, particularly during intervals between projects or due to logistical challenges.

Another relevant factor is crew mobilization and demobilization, a common practice in the industry. Opening new work fronts or completing phases generates constant personnel movements. Additionally, projects in remote or hard-to-access locations re-

quire workers to relocate temporarily, leading some to choose opportunities closer to their homes.

Adverse weather conditions, such as prolonged rainfall, also impact work continuity and staffing needs, potentially resulting in temporary layoffs or schedule adjustments.

In 2024, our turnover rates reflected the dynamics and challenges of the heavy construction sector. The company's average turnover was 54%, indicating operational expansion and the ongoing need to mobilize teams for new work fronts. This situation reinforces our commitment to attracting talent to execute projects with quality and within deadlines. Despite industry characteristics, we continuously work to reduce unwanted turnover by investing in training, improving working conditions, and implementing retention strategies. Our goal is to maintain qualified and engaged teams by providing a safe and productive work environment. Additional information is available in the [ESG Consolidated](#) section.

Benefits for Full-Time Employees

GRI 3-3; 401-2

At CRASA, people are at the heart of everything we do. That's why we continuously invest in a work environment that values well-being, quality of life, and employee development, fostering a healthy, welcoming, and motivating space. Our commitment to excellence is reflected in our adherence to best practices recognized by Great Place to Work (GPTW) and in a comprehensive benefits policy that prioritizes work-life balance. We offer a carefully designed benefits package to meet the needs of our employees and their families, ensuring security, health, and recognition. Key benefits include:

For us, caring for people is more than a value – it's part of our culture. We know that satisfied and motivated employees are essential to the company's success, which is why we keep investing in practices that make CRASA a great place to work.



Meal and food vouchers
Supporting quality daily nutrition.



Birthday day off
Celebrating special moments in each employee's life.



Health and dental insurance
Protecting the well-being of employees and their dependents.



Life insurance
Providing security and peace of mind for the present and future.



Profit Sharing Program (PPR)
Rewarding dedication with performance-based bonuses.



Private pension
A savings fund enabling employees to plan their careers while securing their future.



Childcare assistance
For mothers with children up to 6 years old, supporting career-motherhood balance.

Maternity/Paternity Leave

GRI 3-3; 401-3

We guarantee all our employees under the CLT regime the right to maternity and paternity leave, as established by Brazilian labor laws. This benefit aims to promote work-life balance, contributing to a healthier and more welcoming work environment. In 2024, six maternity leaves were granted, with one at company headquarters, three at the BR-153 construction site, and two at Metro Line 2. During the same period, eight employees used paternity leave, all working at Metro Line 2. 100% of employees who took leave returned to their roles afterward, demonstrating the effectiveness of CRASA's support and reintegration policy. We recognize the importance of supporting employees during significant life moments and remain committed to practices that enhance retention and job satisfaction.



Davi de Paula Patulski.
Son of employee Ana
Caroline de Paula Patulski

Average Training Hours

GRI 3-3; 404-1

We believe the company's growth is directly tied to employee development and ESG commitment. Therefore, we continuously invest in training programs that go beyond technical skills, promoting ESG awareness and practices across all operations. In 2024, we recorded a total exceeding 5,000 training hours dedicated to developing our employees in topics that reflect our values and our commitment to building a more sustainable and responsible future. By investing in continuous employee development, we strengthen our operations and foster an organizational culture based on responsibility and commitment to future generations. Well-prepared employees who understand their role in building a more sustainable environment are key to our success and legacy. Further details are available in the **ESG Consolidated** section.

Skills Development Programs

GRI 2-17; 3-3; 404-2

We continuously pursue the development and upskilling of our employees through programs such as CRASA Day, the Engenhar Project, and UCCI.

CRASA Day:

The CRASA Day Project was born alongside the company in 2019, with the goal of strengthening organizational culture and preparing our employees for the challenges of the industry. More than just a training program, CRASA Day is a commitment to excellence, bringing together teams, clients, suppliers, and partners for a moment of learning, experience sharing, and alignment with the values that underpin the company.

Recognizing the importance of keeping our professionals qualified and aligned with the best engineering and governance practices, always connected to the SDGs, **CRASA Day** promotes quarterly lectures and trainings on essential topics for the organization. Among them, Governance, Sustainability, Integrity, Innovation, Respect, Transparency, and Trust stand out – principles that guide all our actions.

The project extends beyond headquarters employees, also reaching teams at construction sites across the country. It reinforces the importance of collaboration among all stakeholders, acknowledging that clients, suppliers, and partners play a fundamental role in building a more sustainable and responsible company. With this broad and integrated approach, CRASA Day has already impacted over 1,500 people, fostering an environment of continuous learning and strengthening the foundation for a more innovative and sustainable future. In 2024, we held six editions of the event, as follows:



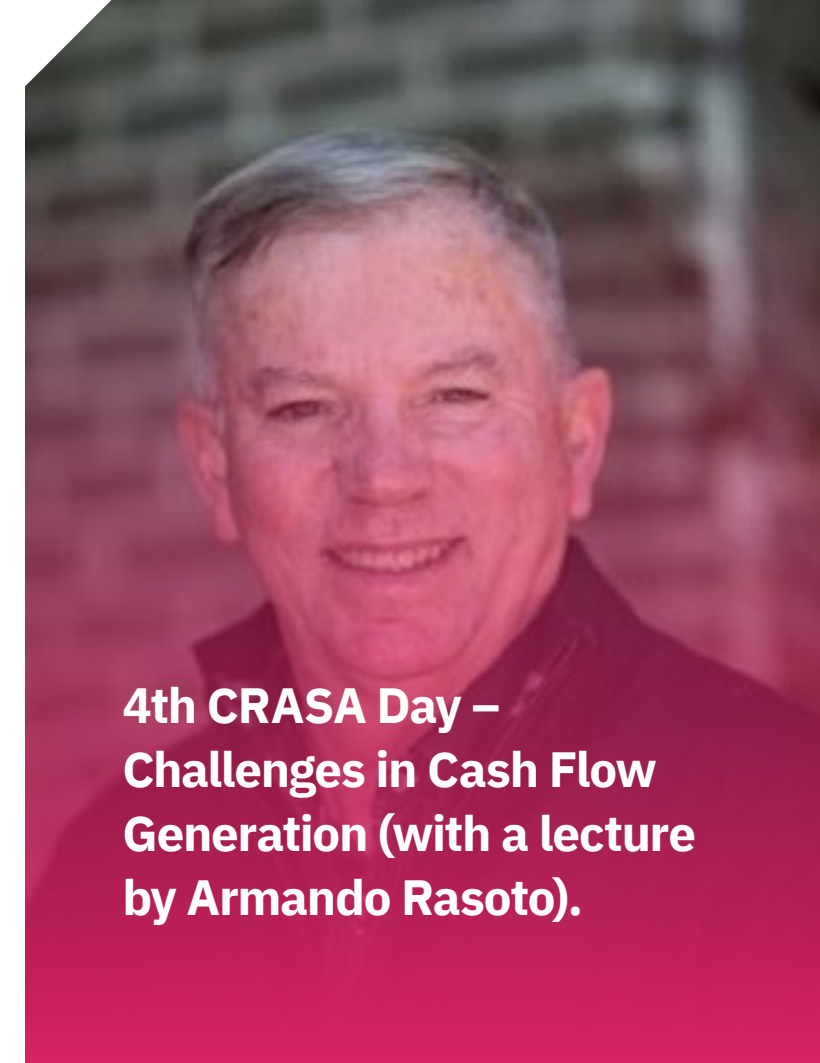
1st CRASA Day – Launch of the ESG Policy (with a lecture by Ricardo Voltolini).



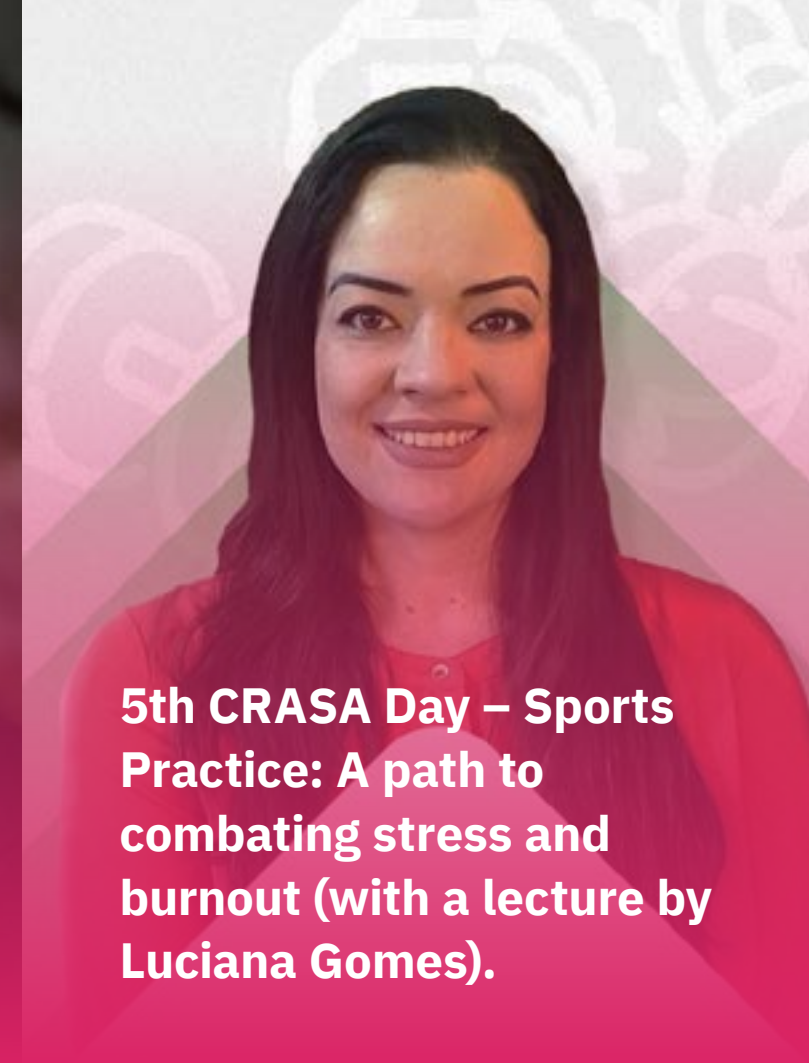
2nd CRASA Day – The importance of Change Management for business transformation (with a lecture by Tatiana Mendes).



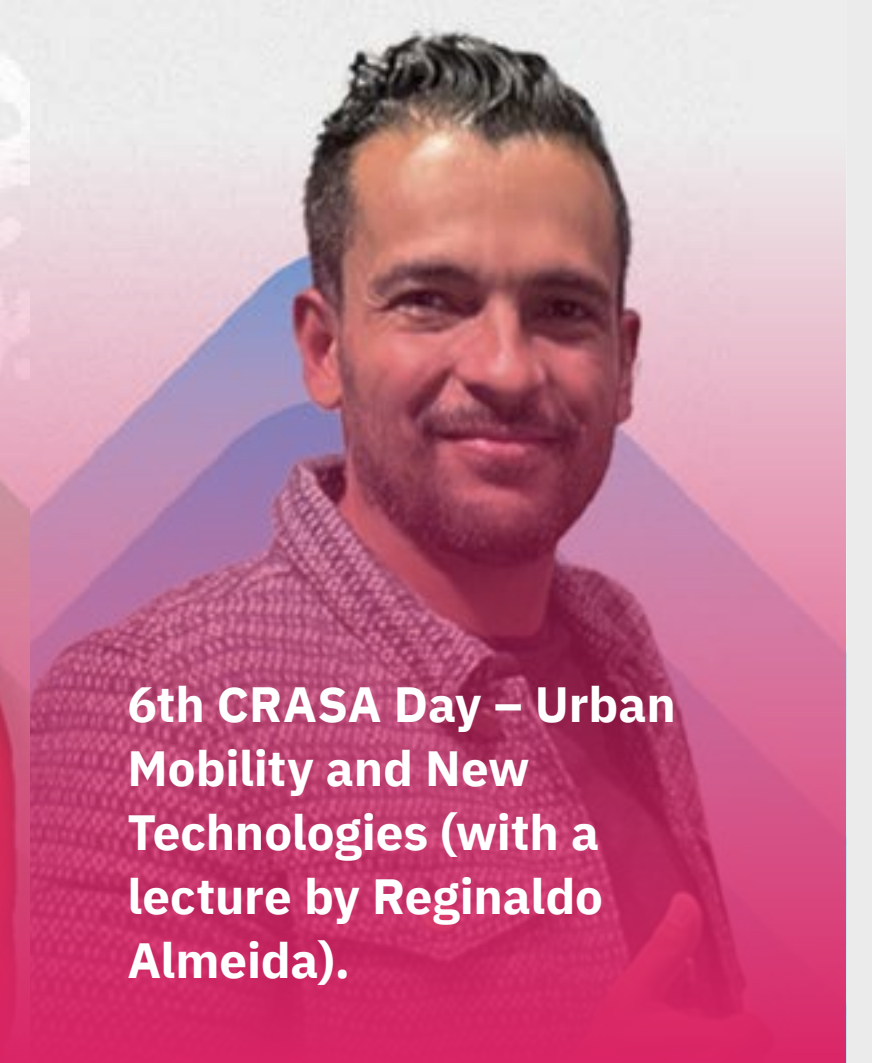
3rd CRASA Day – Launch of CRASA's 5th Sustainability Report (with a lecture by Gustavo Loiola).



4th CRASA Day – Challenges in Cash Flow Generation (with a lecture by Armando Rasoto).



5th CRASA Day – Sports Practice: A path to combating stress and burnout (with a lecture by Luciana Gomes).



6th CRASA Day – Urban Mobility and New Technologies (with a lecture by Reginaldo Almeida).



Engenhar Project:

The Engenhar Project was created with the purpose of strengthening knowledge exchange and continuous learning within CRASA. More than just a space for sharing lessons learned from completed projects, the initiative has become a catalyst for innovation and professional development for employees. Through lectures and training sessions led by external experts, the project broadens horizons and brings new perspectives on engineering, covering trends, innovations, and industry best practices. In addition to enhancing technical skills, the discussions provide valuable insights into creativity, innovation, and industry connections, preparing our teams for the daily challenges of the profession.

The impact of the Engenhar Project goes beyond technical improvement. It fosters the development of soft skills, essential for collaborative work and leadership, while reinforcing the importance of sustainability and social responsibility in our operations. More than just sharing knowledge, the project inspires change, encouraging a more strategic and innovative approach to engineering and infrastructure.

Among the topics covered in 2024, the following stand out:

1st Engenhar – Pavement Management (with a lecture by José Leomar);

2st Engenhar – Hydropower Generation in Brazil (with a lecture by Cláudio Kruger);

3st Engenhar – Best Practices for Schedule Development (with a lecture by Ivaldo Monteiro).

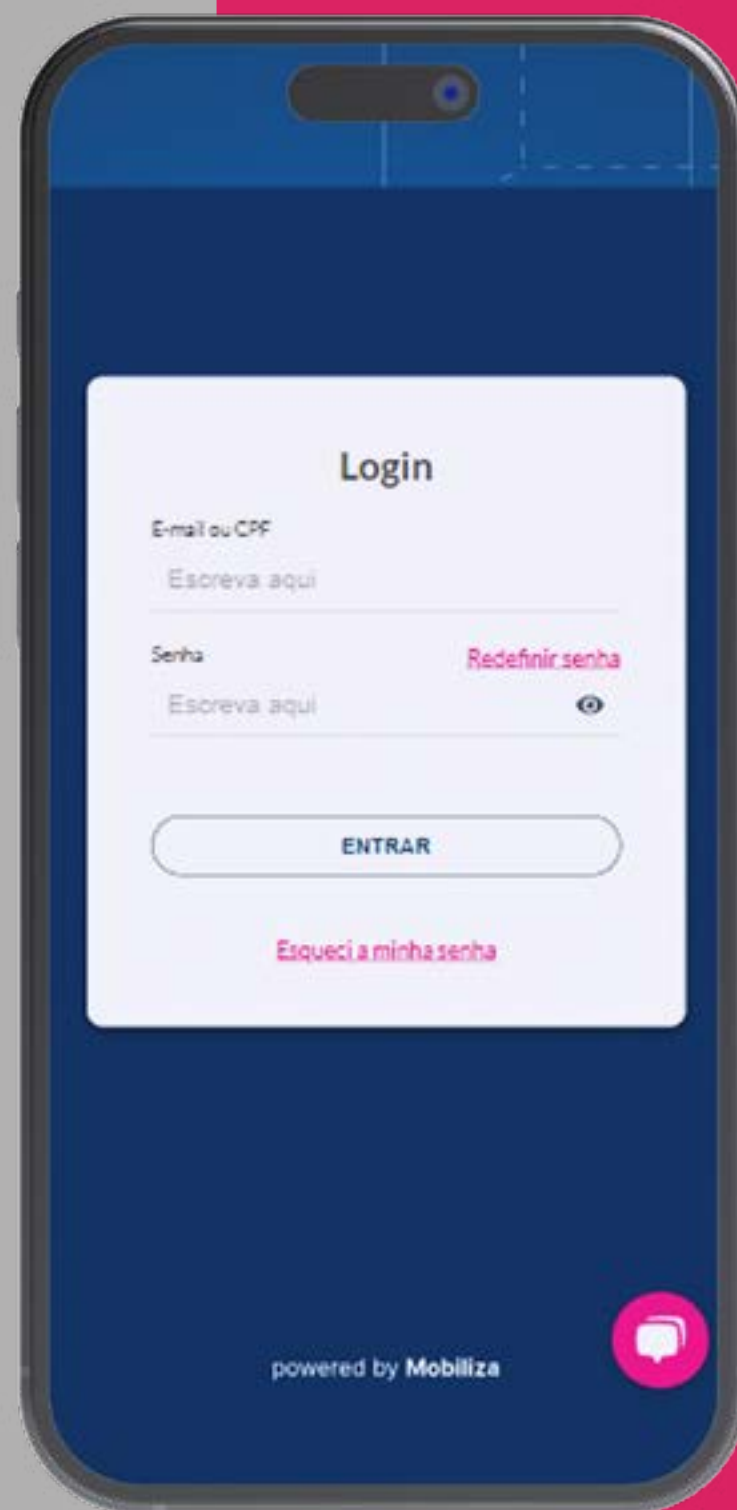


CRASA Infrastructure Corporate University (UCCI):

At CRASA Infrastructure, we believe that corporate education is the foundation for continuous and sustainable transformation within our company. Established in 2023, the CRASA Infrastructure Corporate University (UCCI) is a distance learning (EaD) platform focused on developing technical, managerial, and behavioral competencies. Its goal is to prepare employees – whether from headquarters, construction sites, consortiums, outsourced teams, or partners – for the operational, tactical, and strategic challenges of the infrastructure sector.

More than just a learning space, UCCI represents CRASA's commitment to qualification, innovation, and sustainable growth, fostering positive impact both in individual development and in the collective strengthening of the organization. The faculty consists of the company's own employees, as well as consultants and market experts, reinforcing the connection between theory and practice.

The result of a collaborative effort between CRASA specialists and renowned institutions such as FAE, SENAI, and Instituto Aldo Mattos, UCCI was structured with a focus on excellence. With a catalog of 24 courses, distributed across five Schools of Learning – Engineering, ESG, Leadership, Operational Techniques, and Forums & Lectures –, the university provides essential content for the performance of critical roles within the company.





Percentage of employees receiving regular performance reviews

GRI 3-3; 404-3

With the goal of strengthening people management and promoting the continuous development of its employees, CRASA has been investing in structured performance evaluation processes. In 2023, the company implemented the ProTalent system as a pilot project, which was officially adopted in 2024. The tool is designed to monitor goal achievement and conduct performance evaluations in a systematic and transparent manner. It is worth noting that at the beginning of each year, employees, together with their leaders, set individual goals aligned with corporate objectives. In 2024, five individual and two corporate goals were defined for each employee, with monthly monitoring until the end of the annual cycle in December. Performance evaluations are conducted annually to identify development opportunities and support the creation of Individual Development Plans (IDPs). The results of these evaluations are also used in CRASA's strategic decision-making. In 2024, we completed 83% of the scheduled performance reviews, demonstrating our commitment to valuing and developing our professionals. This practice reflects the company's dedication to maintaining a work environment that fosters individual and collective growth, contributing to the achievement of organizational goals and the establishment of a high-performance culture.

Community Relations

GRI 3-3; 203-1; 203-2; 413-1

In ESG, the social aspect goes beyond a corporate commitment – it is essential for building a sustainable future and ensuring our company's success. Caring for people, offering fair working conditions, respecting human rights, and promoting diversity and inclusion are actions that make a difference in the lives of our employees, the communities where we operate, and everyone who interacts with us. At CRASA, we know that integrating the social component into our daily activities not only strengthens our reputation but also creates genuine connections with our stakeholders. Furthermore, we believe that companies that put people at the center of their actions achieve more solid and sustainable long-term results, as clients and investors are increasingly attentive to organizations' social responsibility. Therefore, in 2024, we reinforced our commitment to this agenda by investing in initiatives that positively impact society. Among the main actions we implemented or strengthened are:

Former Inmates Hiring Program:

The legislation of the state of São Paulo, according to Decree 55.126/2009, ensures humane and unique treatment for individuals who have committed offenses through two fronts: 1) referral of former inmates from the São Paulo prison system to the job market; and 2) professional qualification of sentenced individuals in semi-open prison units, former inmates, and people serving alternative sentences or measures. In the state of São Paulo, the **“Meu Emprego Pró-Egresso”** Program (Social Reintegration Employment Program) is carried out in partnership between the Secretariats of Economic Development and Penitentiary Administration. This program is part of the social reintegration process provided for by the Penal Execution Law. Former inmates receive support to obtain their professional cards and are included in professional qualification initiatives and job intermediation for their entry or re-entry into the job market. The São Paulo Metro construction project joined this program by providing vacancies and creating work and inclusion opportunities for former inmates. The project in question hired six former inmates to work in the production sector in 2024.

Young Apprentice Inclusion Project:

Following the inclusion program, the São Paulo Metro construction project sought to integrate young apprentices into the job market. This program is a federal government-regulated initiative aimed at providing professional training to young people, combining theoretical education with professional practice within companies. In addition to promoting the inclusion of these young people, CRASA prepares them for professional work in various company departments. For the young participants, the program offers the opportunity to acquire practical and theoretical knowledge relevant to their careers. For companies, participation in the program allows them to develop new talents aligned with specific business needs, in addition to fulfilling labor obligations and contributing to the community's socioeconomic development. Currently, there are four young apprentices working in the social communication department of the São Paulo Metro construction project, being prepared for future employment opportunities within the company or in other organizations in the sector.



Community Relations

GRI 3-3; 203-1; 203-2; 413-1

I Want to Learn Project:

In compliance with Installation License (LI) 2.352/2015 and aligned with Sustainable Development Goal (SDG) 4, which seeks to ensure inclusive, equitable, and quality education while promoting lifelong learning opportunities for all, the São Paulo Metro construction project launched the “I Want to Learn” Project at the worksite in 2022.

Initially, classes from 1st to 5th grade were offered under the Youth and Adult Education (EJA) program, previously known as the Intensive Literacy Program (PAI). Starting in 2024, the project was expanded with the implementation of the New EJA, now also serving those who wish to complete their studies from 6th grade of elementary school to 3rd year of high school. Classes are taught by a qualified teacher, coordinated by Sesi, and held in a dedicated classroom within the administrative site of the future Penha Station, specially built to provide a suitable learning environment.

Since its inception, “I Want to Learn” has graduated 34 students and currently has 20 active learners in the classroom. A significant milestone was the graduation of the first two 5th-grade students, who are now continuing their education in the New EJA. Additionally, as of October 2024, Sesi began subsidizing 50% of the tuition fee, a cost previously fully covered by the construction project. This partnership reinforces the commitment to education and expands the project’s reach, enabling more workers to complete their studies and achieve a future with greater opportunities.

“**I Want to Learn**” is more than an educational program—it is a real opportunity for transformation for many workers, allowing them to resume their studies, expand their knowledge, and consequently gain better professional and personal prospects.

Free Library Project:

Launched in 2022 at the administrative site of the São Paulo Metro construction project, the Free Library is a sustainable initiative aimed at collecting and donating books, benefiting both the project's internal and external audiences. The São Paulo Metro project provides a physical space as a collection and distribution point, promoting access to reading for Consortium employees, sub-contractors, client staff, and members of the surrounding community. The initiative began with a donation of 500 books by CRASA, covering a variety of subjects. With the goal of fostering knowledge and strengthening ties with the local community, the library is set to expand, encouraging active public participation through book donations and usage. The library space was designed to ensure easy access without disrupting employees' routines, promoting integration among all stakeholders and creating an environment for shared living and learning.



Share Program:

This program is an initiative by our client Vale, designed to support and encourage its supplier chain in strengthening the socioeconomic development of the regions where they operate. Our voluntary participation in the Share Program reinforces our commitment to the sustainable development of the region, prioritizing local commerce for project-related purchases whenever possible.

The inclusion of the Ipatinga Viaduct project in the Share Program is a concrete example of how infrastructure projects can boost the regional economy by promoting income generation, social investment, and local business growth. In 2024, CRASA sponsored three Share Program initiatives:

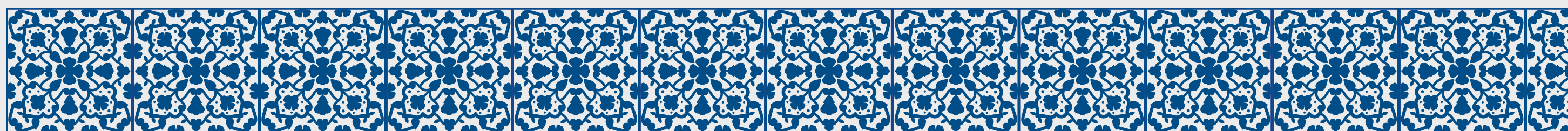


- Donation of sports and cultural materials to the Children of the World institution in Coronel Fabriciano - MG, including soccer cleats, uniforms, balls, ballet and swimwear, among other items, to foster social inclusion and mental health through sports and art;
- “Seamstresses of the Future” Project, with the donation of 15 sewing machines, 15 chairs, and five tables to serve elderly residents at the Heroes Neighborhood Residents’ Association in Nova Era - MG;
- School supply kits for 130 students at Maria Ivone School, delivered through the Ipaba do Paraíso Neighborhood Development Association (AHDESIPA).

In addition to these on-site programs, we made financial donations, both corporate and individual (from our employees), in 2024 to organizations running social projects. Key initiatives included::

Renascer com Jesus Support House – São Paulo - SP:

The São Paulo Metro project partnered with Renascer com Jesus Support House (Reborn with Jesus Support House), which assists children and women with cancer and transplant recipients by providing free lodging (for up to 50 out-of-state patients during treatment). Services include meals, accommodation, and hospital transportation, all at no cost. This effort aligns with Article 25 of the UN Universal Declaration of Human Rights, which guarantees everyone a standard of living adequate for health and well-being, including food, clothing, housing, and medical care. In 2024, donations to the institution included blankets, sheets, towels, pillows, diapers, and cribs..



Donations – Caixa do Bem – Salvation Army – São Paulo/SP:

Caixa do Bem is a sustainable and strategic donation initiative launched in 2023 by the São Paulo Metro project in partnership with the Salvation Army. The construction site became an official collection point, receiving contributions and helping to strengthen the project's positive impact on the served community. Metal boxes from the Salvation Army are used to collect donations and support social causes, providing assistance to vulnerable families, care for the elderly, and support for children in need. Aligned with Article 22 of the UN Universal Declaration of Human Rights, the project contributes to social security and community development, promoting well-being and human dignity.

In 2023, the project collected 32 boxes, gathering 1,529 kg of items, representing 4,779 donated pieces, equivalent to 38,187.5 kg of CO2 savings. In 2024, 55 boxes were collected, totaling 2,588 kg of items, representing 8,088 donated pieces, equivalent to 59,925.0 kg of CO2 savings. These numbers demonstrate the commitment of the company, its employees, and the local community to social causes, as there was an approximate 50% increase in donated items within just one year.

ECOPATAS Initiative – São Paulo/SP:

The São Paulo Metro project partnered with the NGO ECOPATAS, an initiative dedicated to environmental sustainability and social responsibility. Founded in 2018, the NGO innovatively combines recycling with the protection of abandoned animals. As part of this partnership, collection boxes for bottle caps and tabs were produced and installed at the entrances of the Administrative Site and Vala Penha. To encourage participation, both physical and digital promotional materials were used, mobilizing employees and neighboring communities to contribute with their donations.

Every semester, the project's Communication and Environment teams collect the donated materials, sort them according to the NGO's guidelines, weigh them, and forward them to ECOPATAS. The latest delivery, covering collections from January to July 2024, took place on August 7, 2024, and achieved a significant result: 11,300 caps, totaling 12.5 kg of recyclable material. This partnership not only reinforces the São Paulo Metro project's commitment to sustainability but also directly contributes to a noble cause, transforming waste into hope for abandoned animals.



Júlio Botelho Community Club (CDC) – São Paulo/SP:

In celebration of Children's Day in 2024, the São Paulo Metro project donated toys to the playground at the Júlio Botelho Community Club (CDC) in Penha. This initiative highlights our commitment to preserving and improving public spaces. We are dedicated to encouraging children and young people to engage in building more sustainable communities and valuing the environments they frequent.

Arsenal da Esperança Dom Luciano Pedro Mendes de Almeida – São Paulo/SP:

The Arsenal of Hope Dom Luciano Pedro Mendes de Almeida, located in the facilities of the old São Paulo Immigrant Hostel, welcomes around 1,200 homeless individuals daily, offering them new opportunities for work and life. Over more than 29 years of uninterrupted operation, the Arsenal of Hope has hosted over 76,000 people. The São Paulo Metro project donated 504 liters of milk, delivered on December 26, 2024.



Bezerra de Menezes Institution – São Paulo/SP:

The Dr. Adolfo Bezerra de Menezes Spiritist Beneficent Association provides free shelter for elderly individuals in socially vulnerable situations, regardless of gender, ethnicity, nationality, creed, or political ideology. The association offers material and spiritual assistance, extending support to families in the outskirts of São Paulo and Itaquaquecetuba. Currently, it serves 65 elderly residents. In 2024, the São Paulo Metro project donated 65 kits, each containing: 1 polo shirt; 1 short-sleeve T-shirt (modest/evangelical style); 1 deodorant; 1 moisturizer; 1 panettone or honey bread.



Paraná Institute for the Blind – Curitiba/PR:

For nearly 80 years, the Paraná Institute for the Blind has been transforming lives and building pathways to inclusion and autonomy for visually impaired individuals. As a nonprofit organization, it is dedicated to the holistic development of these individuals, offering guidance, projects, and specialized services that make a difference in the daily lives of hundreds. Through classes and courses in various fields, the Institute opens doors to new opportunities and promotes true social inclusion. Monetary donations are essential to sustaining this mission with excellence, ensuring resources are used responsibly and efficiently, always focusing on the well-being and growth of those served. Contributing to the Paraná Institute for the Blind means being part of a story of care, resilience, and solidarity.

Amigos Da Caximba – Curitiba/PR:

Amigos da Caximba (Caximba Community Project) is more than a social project – it is a warm embrace for the Caximba community in Curitiba. With dedication and affection, the initiative reintegrates children and youth in vulnerable situations, using children’s literature, playful activities, recreation, and music as tools to inspire dreams, smiles, and new life perspectives. Currently, over 300 children benefit from the project, which also extends care to pregnant women and the elderly in the community, reinforcing its commitment to social transformation at every stage of life. Supporting Amigos da Caximba means contributing to a fairer future where education, culture, and love are the pillars of change.

Support for Victims of the Rio Grande do Sul Tragedy:

All of Brazil was moved by the devastation caused by the rains that struck Rio Grande do Sul in May 2024. Considered the worst climate disaster in the state’s history, the floods resulted in 183 deaths, and according to the latest Civil Defense update, 27 people are still missing. Thousands of families lost their homes, belongings, and, in many cases, their loved ones. Faced with this immeasurable grief, CRA-SA could not remain indifferent. Committed to supporting affected communities, the company donated 300 blankets and over 8,000 liters of drinking water, helping bring some comfort and relief to those in greatest need.



Promoting Safety and Health at Work

GRI 3-3; 403-1; 403-2; 403-4; 403-5; 403-8

Workplace safety and health are fundamental pillars for the success of any organization, and at CRASA, this commitment goes beyond compliance with norms and regulations. It is a philosophy that permeates all our actions, reflecting our policy of promoting the well-being and quality of life of our employees. We believe that a safe and healthy work environment is essential for each individual's personal and professional development, as well as being a determining factor for productivity and operational excellence.

At CRASA, occupational safety and health are treated as strategic priorities. Our Occupational Health and Safety Management System (OHSMS) is designed to ensure all activities are carried out with the utmost care and attention to potential risks. We strictly follow the regulatory standards established by Ordinance 3.214/1978 of the Ministry of Labor, but we go further by continuously seeking to improve our practices and strengthen a prevention-focused culture throughout the organization.

One of the key differentiators of our system is its comprehensiveness. It covers 100% of employees, from headquarters to construction sites under our responsibility, and also extends to third-party companies working in our offices and construction sites. This ensures everyone involved in our operations adheres to the same safety and health standards, creating a cohesive and protected environment.

To ensure the effectiveness of our OHSMS, we continuously invest in training and development. All employees undergo onboarding programs that include specific modules on occupational safety and health when joining CRASA. Additionally, we conduct periodic refresher courses and specialized training tailored to the needs of each role and applicable regulatory standards. This approach ensures our team is always up-to-date and prepared to handle daily challenges.

Our structure includes a multidisciplinary team of professionals dedicated to occupational health and safety, including safety engineers, occupational nurses, occupational safety technicians, technical assistants, apprentices, and occupational physicians. The Internal Accident Prevention Commission (CIPA) also plays a crucial role, acting preventively and promoting awareness about safe and healthy practices. In addition to its legal responsibilities, the committee serves as a link between management and employees, emphasizing the importance of accident prevention. The Internal Week for Accident Prevention (SIPAT), organized by CIPA, is a key event to reinforce these values through lectures, training, and activities that engage all employees. We believe that CIPA's proactive actions, combined with our health and safety initiatives, significantly contribute to reducing accidents and occupational illnesses, ensuring a safer, healthier, and more productive work environment for all.

At the operational level, we implement rigorous measures to identify, assess, and control risks. We conduct detailed analyses of each activity, especially high-risk ones such as working at heights or in confined spaces. The Work Permit is an essential tool in this process, ensuring all steps are planned and executed with complete safety.

Furthermore, our OHSMS is managed through a computerized system that optimizes risk management and streamlines processes, ensuring greater efficiency and productivity. CRASA's senior management is directly involved in maintaining and continuously improving the system, actively participating in meetings, investigations, and accident analyses. This engagement demonstrates leadership's commitment to the safety and health of all employees.

At CRASA, we understand that occupational health and safety go beyond accident prevention. They also create opportunities for continuous improvements, innovations, and strengthening an organizational culture based on respect, collaboration, and care for people. Through well-defined methodologies, we seek not only to minimize risks but also to create an environment where everyone feels valued, protected, and motivated to contribute to collective success.

Occupational Health and Well-being

GRI 3-3; 403-3; 403-6; 403-7

The company demonstrates its commitment to employee health and well-being by providing on-site clinics directly at construction sites. These facilities are equipped to offer clinical care, ensuring all workers are in proper condition to perform their duties. Additionally, we conduct regular health examinations that are essential for monitoring workers' health, preventing potential complications, and ensuring their fitness to perform tasks at our sites. In emergencies, these clinics serve as immediate support, ensuring prompt care and risk reduction.

CRASA further stands out by promoting monthly occupational health awareness campaigns aligned with nationally recognized initiatives such as "Janeiro Branco" (White January – addressing mental health), "Outubro Rosa" (Pink October – focused on breast cancer prevention), and "Novembro Azul" (Bleu November – dedicated to men's health and prostate cancer prevention). These initiatives reinforce the importance of preventive care and health education, contributing to a safer and healthier work environment. In this way, the company not only complies with safety regulations but also values its employees' quality of life.





Accident analysis

GRI 3-3; 403-9

Whenever an incident occurs, such as an injury accident or near-miss, the company immediately implements preventive measures and strategies to ensure the involved employee's well-being and prevent recurrence. The first step is providing proper medical care, either on-site or at a specialized healthcare facility. Simultaneously, a detailed investigation is conducted in partnership with the Internal Accident Prevention Commission (CIPA) to understand contributing circumstances and factors.



Following the initial investigation, the company performs a root cause analysis to identify the incident's origin. This process is crucial for implementing corrective and preventive actions to mitigate risks and avoid recurrence. Additionally, the company ensures formal registration of work accidents through the Work Accident Communication (CAT), a mandatory document that protects workers' rights and officially records the incident.

These actions demonstrate the company's commitment to employee safety and well-being, reinforcing a culture of prevention and continuous improvement. By adopting a proactive and transparent approach, the company not only complies with legal requirements but also strengthens team trust and safety. In 2024, we recorded 92 accidents involving employees, third parties, and subcontractors. The project with the highest incidence was São Paulo Metro Line 2 (46), followed by BR-135 (39). Notably, the Ipatinga Viaduct project had zero accidents during its entire operational period. More details are available in the [ESG Consolidated Report](#).

Another CRASA highlight is the 5S program implemented across all projects. More than an organizational method, it has become part of our daily routine, contributing to safer worksites. By eliminating unnecessary items, organizing spaces, maintaining cleanliness, and following standards, we reduce risks and prevent accidents. 5S transcends rules - it's a habit that creates safer, more comfortable, and productive environments. Each employee plays a vital role in this process, strengthening a culture of mutual care and responsibility. Safety begins with small actions.

SIPATMA Held at São Paulo Metro Project

CRASA, together with its consortium partners for the São Paulo Metro project, held the 3rd Internal Week of Accident Prevention and Environment Week (SIPATMA 2024) from June 17 to 21, centered around the theme **“Healthy Mind, Safe Environment”**. The theme selection resulted from a satisfaction survey conducted during SIPATMA 2023, where workers suggested relevant topics for the 2024 edition, particularly highlighting safety, addictions, communication, respect, and mental health.

Given some mental health-related cases recorded in early 2024, the organizing committee chose to emphasize workplace mental health care. Two specialized facilitators were hired to conduct dynamic and enriching activities. The event saw active participation from representatives of consortium companies, contractors, service providers, Personal Protective Equipment (PPE) suppliers, and healthcare professionals from Escola Pascoal Dantas and UBS Vila Nova Esperança.

To ensure all employees could participate regardless of work shift, lectures were scheduled at two different times. Organization was coordinated with essential support from the site's occupational safety team, the Internal Accident Prevention Commission (CIPA), and other organizing committee members, who managed entry logistics, queue organization, signature collection, and gift distribution.

The event achieved significant engagement, with 2,049 participation signatures collected. The 3rd SIPATMA reinforced CRASA's commitment to a safer, healthier, and more welcoming work environment, promoting awareness and building a workplace that values life and everyone's well-being.



Timeline of 2024 Actions and Campaigns

We believe our greatest asset is our people. Throughout 2024, we promoted various initiatives to enhance safety, well-being, and development for our employees and community. Each campaign was designed to create a safer, healthier, and more inclusive work environment while reinforcing our social responsibility commitment. Discover the highlights of this year of learning, growth, and positive impact!

January

White January
Mental Health lecture by Nilsea Roberta

White & Purple January
Lecture by nurse Renata de Freitas (Topic: Workplace mental health and active aging)
Lecture by nurse Amanda and social worker from Hora Certa Hospital (Topic: Leprosy)

February

RSI/WMSD Awareness Campaign
Workplace exercises



Launch of GinCRASA: 2nd Edition
Internal team-building games with community social actions

Carnival
Engagement campaign via Viva Engage platform



April



Compliment Form Implementation
Workplace recognition initiative to boost well-being

Green April
World Day for Safety and Health at Work awareness campaign

Solidarity Easter
Chocolate donation drive for Amigos do Caximba Community

World Water Day
Lecture: "Rational Water Use in Construction Sites"
Speakers: Maurício Almeida and Julio Rietow (CRASA Sustainability team)



International Women's Day
Hair care workshop + gift distribution



Internal Accident Prevention Week (SIPAT)
Itinera Construções e CRASA Infraestrutura



Easter Action at Casa Apoio Renacer
(CRASA Ghella Consbem Consortium)

Chocolate donations to Amigos do Caximba NGO



May

Yellow May
Traffic safety questionnaire

Labor Day
Launch of three new UCCI courses:
1. Nonviolent Communication – Professor Cleila Lyra
2. ESG Policy Developments – Professor Norman Neto
3. Strategic Planning – Professor Cláudio Ferreira

Mother's Day
Gift distribution

Donate Warm Clothing
Clothing and blanket drive for Rio Grande do Sul

Solidarity Week
Donations of 300 blankets and 8,000 liters of water to Rio Grande do Sul

Workplace Exercise Class
Partnership with SESI

June

Red June
Corporate Uber credits as blood donation incentive

Environment Week
Office resource reduction campaign (water/waste)

July



National Work Accident Prevention Day
Quick massage sessions

Lecture: "São Paulo Metro Expansion"
Speaker: Paulo Sérgio Amalfi Meca (Metro-SP Engineering Director)

QHSE Workshop Quality, Health, Safety & Environment for Ponte Araguaia Project team



Flu Vaccination Campaign

3rd OSH & Environment Week (SIPATMA)
Held at São Paulo Metro Line 2 Project – CRASA Ghella Consbem Consortium

August

CRASA Olympics
Internal competitions aligned with Olympics
General Knowledge Quiz



Friendship Day
Compliment Mail
Photo sharing on Viva Engage

White August
Tobacco use awareness notice

Purple August
Violence against women awareness notice + Discussion circle with female employees
Lecture by Civil Police (Lilás Room Project)
Lecture by Mato Grosso Military Police for all staff

September

Father's Day
Gift Giveaway

Pollution Combat Day
Ecological Footprint Test

Yellow September
Anywhere Office

Gratitude Tree:
Space for employees to write daily reasons for gratitude

"Take What You Need" Campaign:
Offering "treats" with messages about well-being and emotional health

Safety Talks (DDS) at work fronts and remote lecture with volunteers from the Life Valuation Center (CVV), including distribution of socioeducational material and gifts

Arbor Day
Seed Pencil distribution
Environmental awareness social project with CEI Doce Infância (Sweet Childhood Child Education Center), addressing the theme **"Life on Earth"**



November

World Diabetes Day
Awareness lecture on improving prevention, diagnosis, and diabetes care



Blue November
Awareness booklets.
Lecture on the theme: Blue November

CRASA Employees in Motion: Obesity Prevention + Pink October/Blue November
Awareness campaign encouraging exercise



Pink October
Awareness booklets

Children's Day
Game: Back to the Past

December

Black Consciousness Day
Raising awareness through notable Black figures in engineering

Christmas
Solidarity Christmas: Personal Hygiene Kit donations for the Institute for the Blind
"Adopt an Elderly" Campaign: Gift/kit deliveries for seniors at the Dr. Adolfo Bezerra de Menezes Beneficent Spiritist Association

Red December
Awareness

Orange December
Gift Giveaway

Implementation of the Border with Donated Test Specimens for Bandeirantes Condominium
Test specimens generated in the Consortium's construction projects, which would otherwise be discarded, were donated to the condominium to build a garden bed along its perimeter

Donation to Arsenal Esperança
Donation of 504 liters of milk to Arsenal Esperança, which shelters homeless individuals seeking new work and life opportunities



Strategic Governance

- 5 IGUALDADE DE GÊNERO
- 8 TRABALHO DECENTE E CRESCIMENTO ECONÔMICO
- 9 INDÚSTRIA, INOVAÇÃO E INFRAESTRUTURA
- 10 REDUÇÃO DAS DESIGUALDADES
- 11 CIDADES E COMUNIDADES SUSTENTÁVEIS
- 12 CONSUMO E PRODUÇÃO RESPONSÁVEIS
- 13 AÇÃO CONTRA A MUDANÇA GLOBAL DO CLIMA
- 16 PAZ, JUSTIÇA E INSTITUIÇÕES EFICAZES

Our Governance Model

GRI 2-9; 3-3; 403-3; 403-6; 403-7

Corporate governance is the foundation that ensures our transparency, efficiency, and accountability. More than a set of rules, it defines how we make strategic decisions, ensuring every choice reflects our values and serves the interests of all stakeholders in our journey—employees, clients, investors, and society. Through these principles, we build trust and strengthen our business's sustainability.

Since our founding, we have followed the guidelines of the Code of Best Practices in Corporate Governance by the Brazilian Institute of Corporate Governance (IBGC), based on four pillars: **transparency, equity, accountability, and corporate responsibility.**



This body's role in sustainability reporting involves reviewing and validating information disclosed in corporate reports. These documents must transparently reflect the company's progress and challenges in sustainable practices, providing reliable data for investors, clients, and other stakeholders.

To reinforce a culture of trust internally and externally, we rely on three key bodies supporting our board in corporate governance: the Committees for People and Sustainability (CGS), Audit, Risk, and Integrity (CARI), and Innovation.

Additionally, we highlight the strategic role of the Engineering Board, which advises our leadership in conducting business under the highest standards of engineering excellence, planning, control, and contract management. Composed of engineers Aldo Mattos, Francisco Holanda, and Paulo Fonseca, the Board has played a vital role in enhancing the company's technical and operational processes.

Throughout 2024, the Board expanded its collaboration across the company's departments, holding regular meetings and strengthening alignment between engineering, management, and operations. Continuous improvement of engineering processes was central to discussions, with initiatives focused on workflow optimization, project execution efficiency, and contract management enhancements.

Strategic Planning

GRI 2-25; 3-3

Strategic planning is the compass that guides us. It helps us define goals, direct efforts, and utilize resources in the best possible way. Beyond that, it allows us to anticipate challenges, reduce risks, and maximize results, ensuring we're always ready to adapt to market changes. It also strengthens integration between departments and keeps everyone aligned with our vision.

Following the best Corporate Governance practices, we involved employees from different areas and hierarchical levels, both from headquarters and construction sites, in the 2024 planning.

This meeting was a valuable opportunity to look at the future with a critical and analytical perspective. In addition to defining operational plans to achieve annual goals, we also mapped risks and opportunities, analyzed market scenarios, and outlined strategic objectives for the next five years.

One of the main outcomes was the risk matrix (SWOT), built based on precautionary criteria to minimize or even avoid negative impacts. From this, we established clear goals and individual action plans, which will be closely monitored by the ProTalent system, a tool we use to track performance and ensure our commitments are met.

To make the event even more inspiring, the program featured prominent industry leaders such as André Caldeira, Claudinei Alves, Claudio Ferreira, Cleila Lyra, Emerson Urizzi, Fernando Gonçalves, Pablo Valle, Teotonio Suzuki, and Yoshio Kawakami. And to conclude on a high note, former Brazilian National Volleyball Team player Giovane Gávio delivered a motivational speech emphasizing the importance of teamwork, resilience, and the pursuit of excellence.





More than an organizational change, this evolution solidifies a corporate culture that values: people, social-environmental responsibility, and sustainable growth.

Restructuring of Departments

GRI 2-9; 2-10; 2-11; 2-12; 2-13; 2-14; 3-3

In 2024, we took a decisive step toward modernizing our corporate and operational structure. This transformation didn't happen by chance. It reflects our genuine commitment to innovation, sustainability, and adapting to new market demands, which increasingly value responsible and efficient practices.

As part of this strategic evolution, we underwent a restructuring that introduced new departments, key developments, and an expanded scope for essential sectors. We created the Facilities department to enhance efficiency and daily operational support, contributing to a more agile and functional work environment. The Communications department was separated from the former Information and Communication Technology (ICT) and structured to strengthen team connections and expand market dialogue. Our focus is to promote greater transparency and engagement, consolidating the company's internal and external communications.

Additionally, several core departments underwent significant modernization. The former QHSE department is now Sustainability, reflecting the growing importance of environmental, social, and governance practices in our DNA. The traditional Human Resources (HR) department evolved into People and Management, reinforcing the value of people as a strategic pillar. Meanwhile, Supply Chain was renamed Procurement, with an even more strategic and sector-integrated approach.

These changes go beyond structure – they represent a new era for us, where innovation, sustainability, and excellence work together to drive the company's future. More than an organizational change, this evolution reflects a corporate culture that values people, social-environmental responsibility, and sustainable growth. With this new management model, we aim for greater employee engagement, talent retention, and new business opportunities.

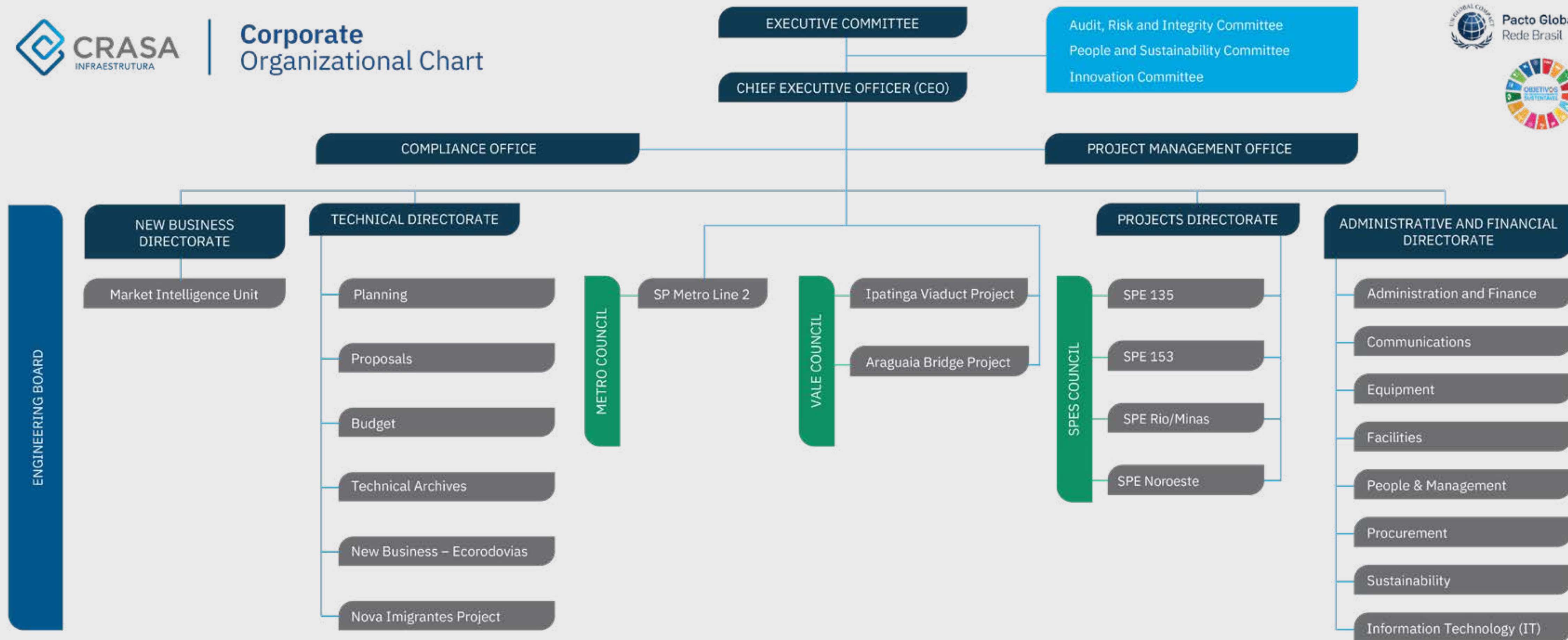
Our organizational chart, available on the following page, shows how our governance is structured.

Our CEO holds the leadership position at the highest governance body of CRASA. Their role is crucial in overseeing impact management, including the analysis and monitoring of our initiatives to mitigate risks and maximize ESG opportunities, in addition to technical engineering matters. This approach ensures predictability and sustainability, fostering long-term planning and an organizational culture that's robust yet adaptable to diverse economic, social, and cultural scenarios.

To ensure the effectiveness of our sustainable actions, we delegate impact management responsibility to specific directors and managers who implement and monitor strategic initiatives. In 2024, we established a dedicated risk management department under the Compliance Office, which now has direct responsibility for this matter.



Corporate Organizational Chart



CRASA Committees

We believe strategic, innovative, and sustainable decisions are only possible with a solid and collaborative corporate governance model. For this purpose, we've structured our management around four fundamental bodies, each playing an essential role in building a more efficient, humane work environment aligned with our sector's challenges.

Always attentive to market evolution and our own learnings, we constantly seek to improve our practices and strengthen governance. As part of this commitment, we implemented committee adjustments during the second half of 2024, ensuring continuous alignment with our purpose, vision, and values.

Executive Committee

The Executive Committee is the backbone of our corporate management. Its mission is to ensure increasingly efficient internal processes, disseminate and strengthen our organizational culture, and monitor the effectiveness of growth-driving initiatives. Beyond strategic decision-making, this committee identifies continuous improvement opportunities, ensuring sustainable and innovative progress. The group comprises César Beltrão de Almeida, Marco Antônio Cassou, Eros Gradowski Junior, and Arnaldo Conceição - professionals whose expertise and vision strengthen CRASA. No membership changes occurred in 2024.

Audit, Risk and Integrity Committee (CARI)

The Audit, Risk and Integrity Committee (CARI) ensures our operations are conducted with transparency, ethics, and security. The group monitors and evaluates operational risks, oversees audits, and guarantees compliance with regulatory standards and industry best practices. Beyond preventive action, it develops studies and recommendations to strengthen internal controls. Until the first half of 2024, Luana de Sá Bodon chaired the committee, with participation from Luciano Reikdal, Jair Ferreira de Lima, and José Carlos Lopes dos Santos. After restructuring, Luciano Reikdal assumed leadership, with the team now including Noslen Rodrigues, Jair Lima, and Jairce Lara, reinforcing our commitment to integrity and risk mitigation.

People and Sustainability Committee (CGS)

The People and Sustainability Committee (CGS) places people at the heart of its decisions, as they are the driving force behind CRASA. This committee supports the Board and Executive Committee in developing people management strategies, fostering an increasingly inclusive and stimulating work environment. Additionally, it works to integrate sustainable practices into our daily operations, ensuring business development remains aligned with socio-environmental responsibility. Until the first half of 2024, Gabriel Honório e Silva chaired the committee, joined by Mauricio Pinto de Almeida, Ana Caroline de Paula Patulski, and José Augusto Alves. From the second half onward, Flávia Rosá assumed leadership with Bruna Grisbach, José Carlos Lopes, and Eloir Nogueira as members, strengthening our commitment to people and sustainability.

Innovation Committee

The Innovation Committee keeps CRASA one step ahead by driving research and development of new technologies to enhance our operations. Beyond tracking trends, the committee evaluates innovative projects and identifies value-adding opportunities for our business. As innovation is a core pillar of our DNA, this group plays a vital role in shaping the company's future. In the first half of 2024, the team comprised Alan Silva (chair), Cleiton Jesus, Julio Rietow, and Rogério Leite. During the second half, Alan Silva continued leading alongside Domage Ribas, Julio Rietow, and Ana Beatriz Ribeiro, broadening perspective diversity and reinforcing our innovative capacity.



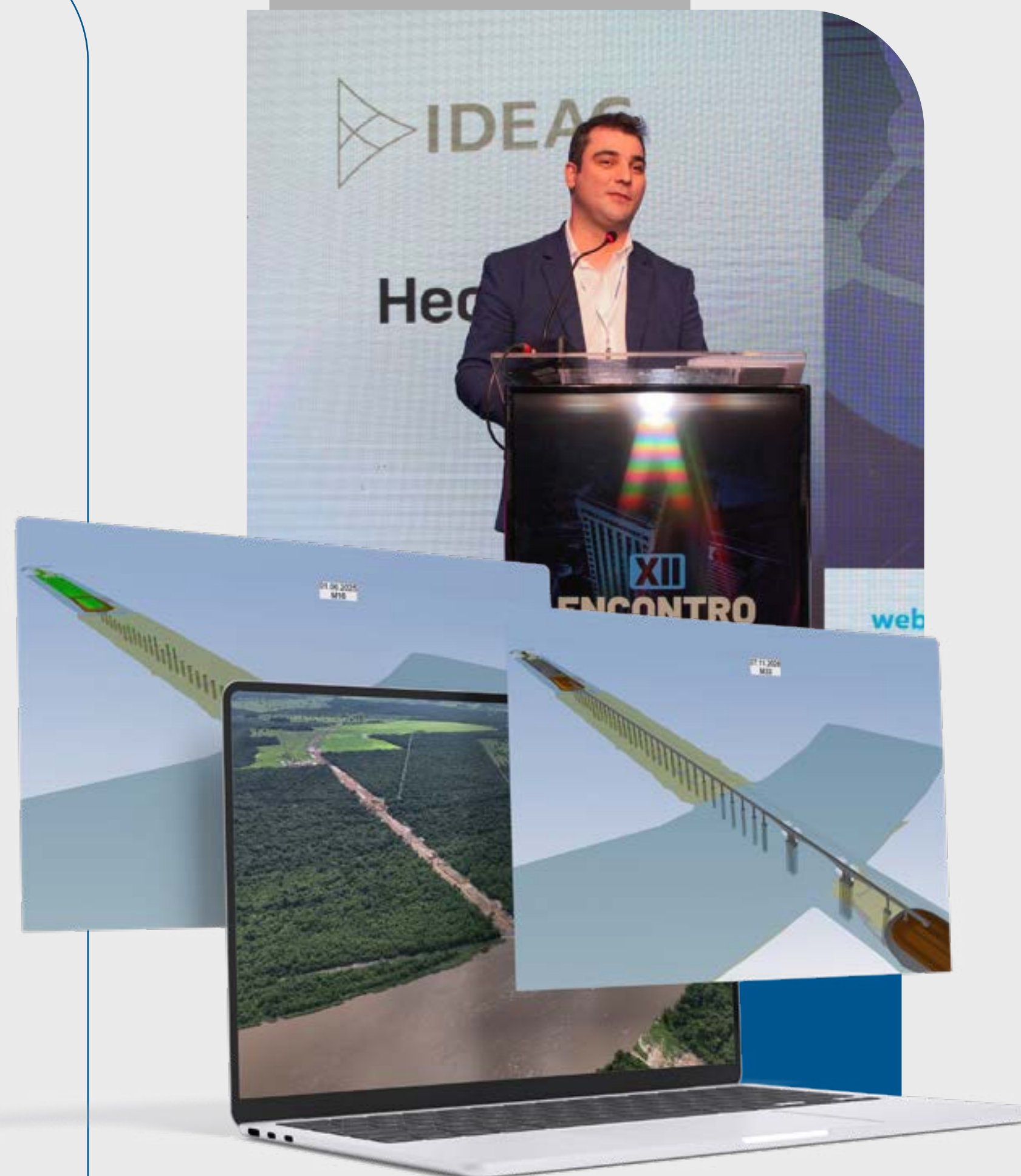
Visit by the Innovation and People & Sustainability committees to SENAI's headquarters in Ponta Grossa/PR to discuss initiatives for the Sustainable Construction Site Project.

With this strengthened governance structure, we reaffirm our commitment to transparency, innovation, and sustainable development. Our committees are more than management models - they're collaborative spaces where diverse experiences converge to build a more robust, responsible future. After all, growing with excellence means evolving together with purpose and commitment.

Our Value Engineering






CRASA's Project Management Office (PMO) was established following a recommendation from our Innovation Committee, responding to the growing demand for greater predictability and control in infrastructure projects. Since then, the PMO has played a key role in implementing standardized processes across all engineering project phases, using proprietary methodology inspired by industry best practices and renowned international institutions like PMI (Project Management Institute), AACE (Association for the Advancement of Cost Engineering), and BuildingSMART.

This meticulous work has provided more accurate data for decision-making, minimizing errors and increasing success rates, always focusing on schedule, scope, cost, and quality management. A highlight of this journey has been the increasing adoption of Building Information Modeling (BIM) methodology, particularly 4D BIM, which enables virtual construction simulation by integrating schedules with 3D models, bringing greater clarity and efficiency to project planning.



In 2024, the PMO took a significant step by adopting value engineering practices, focusing on three essential pillars: processes, people, and systems.

Key annual achievements:

-  Expansion of cost engineering processes, enabling better management of schedules, costs, and project scope.
-  4D planning implementation for the Araguaia Bridge Project, enhancing precision and challenge anticipation capabilities.
-  Completion of the first implementation phase of the TeamSystem platform.
-  Development of new processes to improve cost management.
-  Creation of a quantitative 4D BIM model for the Ipatinga Viaduct Project, optimizing construction monitoring and execution.

These initiatives have enabled CRASA to conduct projects more securely, anticipating potential issues and making strategic decisions that reduce timelines, costs, and operational risks. The PMO remains steadfast in its commitment to innovation and excellence, helping establish CRASA as a benchmark in complex project management and execution.



Paving Our Future: The NBD

In 2024, the New Business Directorate (NBD) played a fundamental strategic role in generating new opportunities for CRASA, directly enhancing our market competitiveness. With Market Intelligence as its central pillar, the NBD implemented advanced Business Intelligence (BI) tools, developed dynamic dashboards and analytical reports, improving its ability to analyze complex scenarios and identify relevant sector opportunities.

During this period, six strategic documents were prepared to support critical decisions and guide initiatives aligned with CRASA's organizational objectives. Participation in 12 strategic events enabled knowledge sharing, identification of emerging trends, and strengthened partnerships through interactions with key stakeholders. Additionally, the NBD conducted over 30 qualified meetings with potential clients and partners, promoting new business prospecting in a manner both assertive and aligned with our sustainable growth vision.



COM CRASA Project Management

The CPM project aims to structure and implement a new lifecycle management model for our projects, promoting integration between engineering disciplines and establishing a continuous feedback system for better results.

The project was organized into strategic phases, beginning with the Initial Diagnosis completed in March 2024. This phase mapped over 80 opportunities throughout CRASA's Business Lifecycle, detailed in approximately 60 products and deliverables. Following this diagnosis, the Future Model Design and Implementation phases were developed simultaneously through multidisciplinary working groups, ensuring agile and efficient deliveries.

To keep the company informed about project progress, the CPM Newsletter was distributed monthly, highlighting key advancements across work fronts. Below are the project's five pillars:



Technical Directorate Handbook

Structuring and implementing processes, governance frameworks, roles, responsibilities, and tools to enhance the Technical Directorate's performance.

Lessons Learned Management

Implementation of cost analysis forums and meetings to capture and share knowledge, driving better results in new projects.

CRASA Business Lifecycle

Definition and implementation of a new business lifecycle for the company, focusing on change management and integration between engineering disciplines.

The CPM Project marked an important milestone for CRASA Infrastructure, reinforcing its commitment to project management excellence and the continuous pursuit of best corporate practices.

Risk Management, Legal Compliance and Corruption Prevention GRI

3-3; 205-1; 205-2; 205-3; 206-1; 415-1

We conduct continuous assessments of corruption-related risks across all operations, following our Anti-Corruption Policy guidelines. In 2024, we received no corruption reports through our Ethics Channel, which operates independently while ensuring anonymity and confidentiality. Furthermore, 100% of our employees have access to the Code of Ethics and Conduct since their onboarding, and our senior leadership participates in regular ethics and compliance training.

We maintain ethical and responsible market conduct and, consequently, have not been involved in any legal proceedings for unfair competition, anti-competitive practices, or monopoly formation in Brazil or abroad. Additionally, we make no financial contributions to political campaigns, in full compliance with current electoral legislation.

Scan the QR Code to access our Anti-Corruption Policy:



Ethics and Governance

GRI 2-15; 2-25; 2-26; 3-3; 406-1; 408-1; 409-1, 411-1

We value respect and equality in all our operations. In 2024, we recorded no cases of discrimination, reinforcing our commitment to a diverse and inclusive work environment. To this end, we provide accessible reporting channels, ensuring that any ethical violation is addressed responsibly and transparently.

Our Compliance Office has strengthened its efforts through strategic initiatives, such as implementing the Dispute Management and Prevention Committee (Dispute Board) and launching the Compliance Program for the Ponte Araguaia Project. We also hired a Contract Administration Coordinator to enhance the efficiency and oversight of our projects.

To ensure transparency in our operations, we provide an Ethics Hotline, a secure space for anyone to report concerns or misconduct. In 2024, we received 24 reports, 97% of which were related to violations of the Code of Ethics. We investigated and resolved all cases, reaffirming our commitment to ethics and integrity. Hosted outside CRASA's corporate environment, the hotline guarantees absolute secrecy, anonymity, and confidentiality, ensuring a safe space for individuals to freely and securely report any conduct violating our Code of Ethics and Conduct, company policies, or applicable laws.



Click the icon to be redirected to the link.

Available 24/7, the hotline can be accessed by employees, suppliers, and third parties through the following channels:

0800 602 6911

contatoseguro.com.br/crasa/



We rigorously evaluate our suppliers and conduct inspections to ensure no forced or child labor exists in our supply chain. Additionally, none of our operations impact indigenous lands, ensuring compliance with socio-environmental regulations

We reinforce our zero-tolerance policy against corruption by maintaining the **ABNT NBR ISO 37001 – Anti-Bribery** Management System certification. Furthermore, we began implementing the LegalOne system, which will enhance control and security in managing our legal processes.

For us, doing the right thing is non-negotiable. We maintain strict controls and transparent practices to ensure our operations always align with legal and ethical principles. Our commitment to governance, social responsibility, and transparency strengthens stakeholder trust and reaffirms our purpose of acting with integrity in all activities.

Customer Privacy

GRI 3-3; 418-1

We take data protection seriously. Our Data Protection Policy guides internal practices to ensure information security and privacy. Beyond complying with current laws, we keep our records and documents updated, safeguarding data integrity.

To reinforce this culture of privacy, we adopt preventive measures and include specific data protection clauses in our contracts. We are committed to transparency and information security, fostering a trustworthy environment for clients and partners.

To ensure the privacy of internal and external clients, we adhere to the Brazilian General Data Protection Law (LGPD), mitigating risks related to improper or abusive data processing. Our Data Protection Officer (DPO) is Rafael Gasparelo Rodrigues, and in 2024, we conducted periodic reviews of all internal documentation on the subject.

For any data protection inquiries, please contact us at: **dpo@crasainfra.com.**

Notably, in 2024, we received no verified complaints regarding privacy breaches or data loss, reflecting our ongoing commitment to information security and integrity.

Stakeholder Communication

GRI 205-2; 415-1

Interaction with our stakeholders is carried out transparently through social media and the dissemination of relevant content on CRASA's official channels, such as LinkedIn, Instagram, YouTube, and the blog on the institutional website. Our communication efforts follow the ESG Policy, focusing on transparency, sustainability, and social responsibility.

In 2024, our communication has been inspired by the four core pillars that guide the company — governance, engineering, sustainability, and compliance — to steer our actions. This guidance allowed for the creation of a more assertive visual identity that connects each pillar, facilitating both internal and external understanding and engagement.

On LinkedIn, for example, there was a 143% increase in the number of followers in 2024 compared to 2023. Internal campaigns and projects that reinforce these values were planned and executed throughout the year, along with social media posts reflecting CRASA's commitment to transparency, innovation, and responsible development.

A total of 112 posts were published across social networks within the company's core pillars. Some examples include:

Governance

Records of internal and external campaigns and events; event sponsorship; dissemination of UCCI; project SIPATs; job openings; best practices for becoming a CRASA supplier; 1st Year of the Engineering and UCCI Board; receipt of the GPTW Paraná 2024 award; receipt of the SESI ODS 2024 award.

Engineering

Updates on CRASA's projects; Dream Builders Project on BR-135; Machine Control; receipt of the INFRÃO award, among others.

Sustainability

Launch of the ESG Policy (with explanatory videos, including an interview with expert Ricardo Voltolini); publication of the Sustainability Report.

Compliance

Promotion of the Ethics Channel, Ambassadors of Compliance program, among others.

Additionally, it's worth noting that one of the most relevant communication actions in 2024 was the launch of CRASA News, the company's institutional magazine. Created to strengthen communication among our employees, the publication aims to keep the team informed about key initiatives, share best practices, promote innovations, and reinforce organizational culture.

Throughout the year, two issues of the magazine were published, featuring strategic content on ongoing projects, technological advancements, sustainability initiatives, and corporate indicators. With a clear and dynamic approach, CRASA News has established itself as an essential channel to bring employees closer to management and promote greater transparency within the company.

Besides informing, the magazine also plays a key role in recognizing and valuing employees' achievements, encouraging professional development, and sharing inspiring stories. Active participation by the team is crucial for CRASA's growth, and CRASA News reinforces this commitment by fostering a more integrated and collaborative environment.

Distributed digitally, the magazine ensures easy and quick access for all employees, allowing them to stay updated on the company's news and challenges in an accessible format. Through this initiative, CRASA Infrastructure strengthens its connection with employees, encouraging engagement, knowledge sharing, and alignment with company values.

Partnerships and Affiliated Entities


GRI 2-28

We know that success and innovation depend on strategic partnerships and solid collaborations with affiliated entities. In the engineering and construction sector, we work side by side with companies, educational institutions, industry organizations, and qualified suppliers to optimize processes, strengthen our commitment to sustainability, safety, and operational efficiency.

By establishing partnerships, we expand our access to new technologies, more efficient methodologies, and continuous training opportunities for our team. This allows us to always align with the best market practices, improve our corporate governance, enhance risk management, and promote a more ethical and transparent business environment.

We constantly seek to develop sustainable solutions, improve our employees' qualifications, and drive innovation in our operations. We believe that, together, we can not only build great projects but also a more efficient, responsible, and innovative future.

Based on the above, below are the institutions/organizations with which we have partnerships and affiliations:

 Click on the Entity to be redirected to the link



Heavy Civil Construction Union (SINTRAPAV)



Heavy Civil Construction Union of the State of São Paulo (SINICESP)



Brazilian Institute of Corporate Governance (IBGC)



Brazilian Institute of Finance Executives (IBEF)



Brazilian Human Resources Association of Paraná (ABRH-PR)



Brazilian Infrastructure and Base Industries Association (ABDIB)



Social Service for Industry (SESI)



National Industrial Apprenticeship Service (SENAI)





Supplier Management

GRI 3-3; 204-1; 414-1; 414-2

In 2024, CRASA's Procurement Area underwent a year of intense transformations, driven by innovation, efficiency, and continuous improvement. Faced with challenges, we reinforced our investments in technology and training, ensuring a more strategic approach aligned with the company's growth.

One of the major milestones of the year was the team restructuring and process review, fostering greater synergy and operational effectiveness. Additionally, we implemented new tools, such as the procurement software developed in partnership with Paradigma and Business Intelligence (BI) solutions, which enhanced spending analysis and payment term management. Our collaboration with LS Consultoria was also crucial in adopting a more strategic approach, particularly through the Strategic Category Matrix and the S&OP Agenda, which brought greater agility to decision-making and strengthened supplier relationships.

The area's evolution is supported by the Velocità Project, launched in 2020, which continues to drive continuous improvements. In 2024, we advanced in integrating the Procurement 4.0 concept, making our processes smarter and more connected to Industry 4.0. The development of strategic indicators, such as Savings, Average Procurement Lead Time, and Spend Analysis, allowed us to more accurately assess negotiation performance and improve decision-making.

Another key step was the optimization of the product registry, making the database more integrated and efficient. The implementation of the new procurement software was successfully completed with the participation of the IT and Supplies team from Metro Line 2 and training sessions at headquarters. Furthermore, we began structuring a new supplier portal, which will be integrated into the Paradigma platform and is scheduled for launch in the first quarter of 2025.

In strategic planning, we closely monitored key projects, such as the Ipatinga Viaduct, whose procurement schedules will continue until the project's completion in December 2025. We also initiated procurement structuring for the Bridge over the Araguaia River Project, with support from Viságio. Although the schedules were temporarily paused, they will resume in 2025.

We ended the year with significant progress and remain committed to innovation, efficiency, and strengthening Procurement within CRASA. With more structured processes and technology on our side, we are prepared to continue evolving and contributing to the company's sustainable growth in 2025.

Additional information can be found in the [ESG Consolidated](#) section.

Equipment

In 2024, CRASA Infrastructure's Equipment Department solidified its strategic role, providing essential support for projects such as the Ipatinga Viaduct and the Araguaia Bridge. Strengthening market relationships was a priority, driving closer ties with manufacturers and rental companies. Solid partnerships are crucial to ensuring access to modern equipment, favorable commercial terms, and continuous innovation in our operations.

Throughout the year, we held several meetings with suppliers, deepening discussions about industry demands and the specific needs of our projects. These meetings were essential to align expectations, identify new collaboration opportunities, and develop joint strategies that boosted operational efficiency and the competitiveness of our projects. A highlight of this agenda was the technical visit to XCMG in China, where we had the opportunity to learn in detail about the company's production process and exchange valuable insights with industry experts. Additionally, we actively participated in M&T Expo, Latin America's largest event for the equipment sector, strengthening our networking and expanding our knowledge of new technologies and market trends.

Asphalt Paver	6
Hydraulic Excavator	5
Asphalt Milling Machine	2
Mini Wheel Loader	2
Motor Grader	7
Wheel Loader	4
Recycler	1
Backhoe Loader	1
Corrugated Roller	17
Smooth Roller	3
Pneumatic Roller	7
Tandem Roller	8
Crawler Tractor	1
Wheel Tractor	5
Machines	69

Aggregate Distributor	3
Flatbed Trailer	5
Attachments	8

14 m³ Dump Truck	66
16 m³ Dump Truck	35
Concrete Mixer Truck	6
Munck Truck (with crane)	6
Cement Distributor Truck	1
Asphalt Distributor Truck	4
Water Truck	6
Lubrication Truck	5
Truck Tractor	6
Trucks	135

Tertiary Crushing Plant	1
Mobile Asphalt Plant	2
Concrete Batching Plant	1
Crane	1
Industrial Equipment	5

TOTAL	217
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Project mobilization management was also one of our main focuses. In addition to supporting equipment allocation, we sought to ensure that teams were aligned with our culture and values. The selection of qualified professionals was an ongoing challenge, reinforcing the importance of integrating people and resources for operational success. In the Araguaia River Bridge Project (PPA), we acquired a modern concrete batching plant, ensuring productivity, precise material dosing, and logistical efficiency. This strategic installation will enable agile concrete supply directly at the construction site, reducing operational costs and ensuring ideal material quality for each project phase.

Our commitment to technological innovation was also demonstrated by the implementation of machine control in the BR-135 project. This technology optimized processes such as sub-base and base leveling, ensuring precision of ± 10 mm, reducing rework, and minimizing material waste. Additionally, we incorporated advanced solutions like compaction meters for uniform soil control, reducing unnecessary passes, and saving fuel. The fuel management system was also enhanced, enabling real-time monitoring and greater consumption efficiency.

Investing in team training was a priority throughout the year. Through the CRASA Infrastructure Corporate University (UCCI), we launched courses focused on operating techniques for key equipment used in our earthworks. We also relied on support from rental companies, dealers, and manufacturers, who actively participated in training sessions, ensuring operators and drivers received hands-on field training. To support truck operations in the PPA, we hired a master-drive, who contributed to the technical development of teams and aligned operational practices with project requirements.

Another key milestone was the consolidation of our partnership with Itinera for equipment acquisitions for 2025 projects. In 2024, we invested nearly R\$ 40 million in purchasing the first equipment package, selected based on criteria such as direct applicability in project phases, durability, and operational costs. We plan to expand these investments, totaling R\$ 167 million over the next two years, ensuring continuous operational development and enhanced field productivity.

With a focus on innovation, efficiency, and sustainability, we continue to strengthen our industry leadership, ready to tackle future challenges with cutting-edge technology, continuous training, and strategic resource management.

Innovation is in Our DNA

GRI 3-3

At CRASA, we are certain that technological innovation is essential to make our operations more efficient, safe, and sustainable. In the construction and engineering sector, where we handle large-scale, highly complex projects, adopting new technologies allows us to improve processes, reduce risks, and optimize resources.

Artificial Intelligence (AI) has revolutionized how we operate. With AI, we achieve greater predictability in risk management, process automation, and more precise data analysis. Applying AI to our construction sites helps anticipate operational challenges, optimize resource allocation, and enhance the safety of our workers.

Additionally, data analysis has been a strategic pillar for decision-making. Using advanced Business Intelligence tools like Power BI and implementing robust Data Warehouses, we perform Data Mining to identify patterns, optimize processes, and improve organizational performance. Access to accurate, real-time information reduces uncertainty and makes our decisions more assertive.

We also invest in technologies that transform construction management. The use of drones to track project progress enables continuous and detailed monitoring, with high-reso-



lution aerial images that help identify schedule deviations. Meanwhile, Building Information Modeling (BIM) allows for digital construction modeling, fostering better team integration, improving resource allocation, and reducing waste.

Our commitment to innovation is reflected in our ongoing investments. In 2024, we allocated approximately R\$ 1 million to modernize our processes, promoting digitalization, information security, and the integration of strategic data. In this document, we present the key innovation projects and initiatives we are implementing, highlighting how these efforts contribute to CRASA's sustainability and operational efficiency.



Machine Control

We have adopted Machine Control technologies to automate and improve sub-base and base leveling, using software that processes real-time data and 3D models, along with robotic stations that ensure more precise and efficient earthmoving cuts. Tools like AutoCAD Civil 3D convert 2D projects into three-dimensional models, allowing motor graders to automatically adjust their blades according to the digital design, with real-time monitoring by the operator.

This technology eliminates manual markings, reduces reliance on grade checkers, speeds up execution, minimizes errors, and ensures deviations of no more than ± 10 mm. It also improves material application, prevents waste, and optimizes resources such as soil, asphalt, and concrete, reducing overall project time while enhancing safety by minimizing worker exposure to machinery. Environmentally, it contributes to lower fuel consumption and reduced emissions, aligning with sustainable practices and ESG principles.

Another advantage is its efficiency in nighttime operations or low-visibility conditions, while also requiring more skilled professionals, adding value to the team. The technology has already delivered outstanding results: over 50% reduction in execution time, up to 25% cost savings, and a significant decrease in material waste. An example of this was the BR-135 project, where the Leica iGG3 system paired with a John Deere 670G motor grader delivered substantial gains in productivity and quality. By integrating digital planning with execution, we continue to modernize infrastructure with greater efficiency, sustainability, and excellence.



SAP B1 Consolidation - Corporate Management

We chose SAP B1 to integrate and automate construction management, ensuring better control over costs, planning, and operational efficiency. As one of the world's leading providers of business solutions, SAP stands out for its ability to deliver robust and scalable systems, essential for large-scale projects.

The implementation of SAP B1 in São Paulo Metro Line 2 and other projects we manage was a significant challenge for our IT team and other business sectors. Migrating from the long-established Protheus system to SAP B1 required meticulous planning and precise execution, especially since the transition occurred during the year-end. The success of this process underscores our IT team's ability to lead strategic projects, ensuring uninterrupted operations and strengthening the company's modernization.

In 2024, we continued to enhance the system's maturity by implementing new processes for payment approval and measurements management, as well as updates to contract management, cost, and procurement modules. With 72 active users, SAP B1 has solidified its position as our corporate management system, bringing greater transparency, efficiency, and operational intelligence to our projects.



Power BI and Data Warehouse on Oracle Cloud

Data analysis is crucial for more strategic and efficient management. Therefore, we implemented Power BI integrated with a Data Warehouse (DW) hosted on Oracle Cloud, enabling faster processing of large data volumes and more assertive decision-making. This infrastructure allows us to create dynamic dashboards and strategic reports that support both construction management and corporate operations.

Power BI enables interactive data visualization, generating valuable insights from multiple integrated sources. The Data Warehouse (DW) serves as a centralized repository, organizing and structuring information from different systems to facilitate robust, data-driven analyses.

In 2024, we reached an important milestone: 43 active users leveraging the platform to support decision-making across various areas. Additionally, we developed and deployed strategic management dashboards covering: Tax Accounting, Financial, Procurement, Contract Management, IT, Performance Analysis and Sustainability. With these advancements in data analysis, we continue to strengthen our management capabilities, making our processes more agile, precise, and data-driven.



Expanding Simova to SPVs and New Construction Sites

We continuously seek to innovate and optimize our processes to enhance operational efficiency at our construction sites. With this goal in mind, we integrated solutions from Simova, a startup specializing in technologies for workforce and transportation management in civil construction. By modernizing our suppliers through this partnership, we gained access to tools that enable real-time monitoring and precise control of field activities.

The Simova App has become essential for detailed recording and tracking of operational activities. It allows structured labor and transport allocation, ensuring accurate resource control. Real-time inputs are analyzed via interactive dashboards, enhancing transparency in crew and equipment management while enabling faster, data-driven decisions.

In 2024, we expanded the solution to our Special Purpose Vehicles (SPVs) and new workfronts, strengthening data centralization and operational process optimization. This implementation improved control over workforce and transportation, directly boosting productivity. Today, with Simova active at three sites and logging 240 monthly entries, we've established it as our corporate standard for field allocation.

MS SharePoint – Mobility and Information Security

Innovation and efficiency go hand in hand, and document management is no exception. We deployed MS SharePoint as a strategic solution to securely centralize, store, and distribute corporate documents, ensuring mobility and data protection. This tool eliminated reliance on physical files and optimized team collaboration, enabling faster, more reliable access to information.

Our key objective with SharePoint was to create a secure digital environment where employees can access and share critical files from any authorized device without disrupting operational continuity. This flexibility boosts productivity and ensures compliance with Brazil's General Data Protection Law (LGPD).

Beyond mobility, information security is a standout feature. With granular permission controls, only authorized users can access or edit specific documents, reducing risks of data loss, unauthorized access, and compliance breaches.

Through this digitalization strategy, we've established a more agile and secure workflow, driving productivity and regulatory compliance. In 2024, we reached a milestone: 12 terabytes (TB) of data stored in the Microsoft Cloud, solidifying SharePoint as a cornerstone of our digital transformation.

Contract Plus in SAP B1 – Contract Management

We constantly seek to improve our processes to ensure greater efficiency, transparency, and security in our contract management. With this goal in mind, we consolidated the use of Contract Plus, an SAP B1 add-on developed by Invent Software, which underwent several updates throughout 2024. In large-scale projects, where the volume of contracts is significant, having an integrated solution makes all the difference, providing clarity in agreements, better risk management, and greater operational efficiency.

Contract management is a strategic pillar for the success of our business. Ensuring that contracts with third parties are fulfilled efficiently and transparently is essential to maintaining compliance with corporate compliance guidelines. The integration of Contract Plus with our SAP B1 ERP has brought even more agility and security to the process, minimizing failures, standardizing methods, and making operations more dynamic and effective.

By elevating the level of contract management and conducting negotiations fairly and transparently, we strengthen relationships with our partners—the foundation for long-term collaborations and future business opportunities. Today, with 150 active users and 490 managed contracts, Contract Plus has become our primary tool for ensuring efficient and strategic control of contract management in our projects.



Artificial Intelligence Project for Risk Analysis

In 2024, we launched an innovative Artificial Intelligence (AI) project in partnership with the Innovation Committee, Sustainability Department, Information Technology (IT) Department, Technical Board, New Business Board, and the AI Hub of the Federation of Industries of the State of Paraná (FIEP). With an investment of approximately R\$ 100 thousand between 2024 and 2025, our goal is to enhance risk analysis in the mobilization of new projects, ensuring more assertive and strategic planning.

FIEP plays a fundamental role in the development of Paraná's industry, promoting innovation, training, and incentives for new technologies. We know that corporate projects involving AI are essential to optimize processes, predict risks, and increase operational efficiency. With this initiative, we will be able to map critical aspects of the regions where our projects will be implemented, assessing sanitation infrastructure, electrical grids, water availability, and supplies. This way, we not only improve decision-making but also reinforce our commitment to sustainability and efficiency in project execution. We are taking an important step toward integrating technology and engineering, creating smarter and safer solutions for the infrastructure sector.

Construcode – Digitization and Distribution of Construction Projects

Digitization and efficient distribution of on-site project documentation are essential to ensure operational efficiency and minimize risks in large-scale construction projects. With online traceability and updates, we guarantee all teams immediate access to the latest versions of technical documents, reducing execution errors and rework.

At CRASA, in partnership with Itinera Construções, we implemented Construcode, an innovative solution that transforms on-site project management. Through this digital platform, engineers, site supervisors, and operational teams access blueprints and documents directly via mobile phones or tablets, eliminating printed materials and ensuring everyone works with up-to-date information.

Traceability and efficient management of technical documentation are pillars of quality and safety in our projects. Since the implementation of Construcode in 2024, we have enhanced process transparency, reduced waste, and improved communication among teams. This ensures more agile and efficient operations, directly contributing to the success of our engineering and construction projects.



Sustainable Construction Site Project

We are committed to sustainability and socio-environmental responsibility. We developed the Sustainable Construction Site Project to reduce the environmental impact of our operations, promote resource efficiency, and encourage more responsible practices in the construction sector. This project resulted from a technical and scientific cooperation with SENAI, with a total investment of R\$ 240 thousand, of which R\$ 40 thousand was contributed by CRASA.

The initiative, launched in late 2024, will be carried out over 18 months and will focus on: water, sewage, and waste management; energy and site structures; connectivity and worker well-being. Our goal is to develop a more efficient and sustainable construction site model, ensuring rational resource use and improving workplace quality. Beyond water and waste management improvements, we aim to provide greater comfort and connectivity to workers, fostering a safer, more innovative, and sustainable environment.

 Smart internet access (Starlink)	 Compact construction site	 Modular construction site	 Water reuse system	 Rainwater harvesting	 Employee well-being programs
 AI-based PPE control	 Smart waste management system	 Organic waste treatment	 Photovoltaic modules for energy generation	 Energy storage system	 AI-based timekeeping



Smart Wetlands: Sustainability and Innovation in Sewage Treatment

CRASA reaffirms its commitment to sustainability by implementing an innovative constructed wetlands system for sewage treatment at the living quarters of the Ponte Araguaia construction site. This solution combines technology and nature to ensure efficient treatment of wastewater generated by worker accommodations, avoiding environmental harm and promoting smart water reuse.

With a treatment capacity of 90 m³/day, the system was designed to serve approximately 1,000 people—equivalent to 1/5 of the population of Cocalinho (MT). This scale highlights the initiative's importance, turning an environmental challenge into an opportunity to apply sustainable solutions directly within the construction site.

The system's key differentiator lies in its hybrid wetlands model, which combines efficiency, simplicity and innovation. The treatment occurs in two stages. First, in the vertical wetland, where wastewater passes through a filtering bed that removes

suspended solids and reduces organic load. Next, the effluent flows to the horizontal wetland, where a subsurface flow and innovative aeration process enhance impurity removal, ensuring high-quality treated water.

What makes this solution unique is the destination of the treated water. Instead of being discharged, it is stored in dedicated reservoirs and reused for road wetting, helping to control dust on-site and reducing potable water consumption. This approach creates a sustainable cycle within the project, promoting responsible water use and minimizing environmental impacts.

Beyond its high efficiency, the Ponte Araguaia wetlands system also stands out for its low energy consumption and easy maintenance, as it uses natural processes to treat effluent without requiring chemicals or complex equipment. Thus, it not only solves an environmental problem but also becomes a benchmark for responsible water management in large infrastructure projects.



Compact Biodigesters for Organic Waste Treatment on Construction Sites

In the Ponte Araguaia project, we implemented a compact biodigester to treat organic waste generated on-site. This initiative reinforces the company's commitment to responsible environmental management and the circular economy.

In 2024, over 1.2 metric tons of organic waste were processed in the biodigester, diverting these materials from landfills and converting them into valuable resources. The biodigester's biological process breaks down waste through microbial action, producing two high-value byproducts: biogas and biofertilizer.

The project, which will be replicated in other CRASA projects, aims to use the generated biogas to heat water for coffee preparation on-site, improving energy efficiency and reducing fossil fuel consumption. Additionally, the resulting biofertilizer can be used to enrich green areas and gardens, enhancing soil quality and promoting sustainable landscaping and food production practices. The implementation of compact biodigesters on construction sites demonstrates the technology's potential to reduce environmental impacts, optimize natural resources, and create viable solutions for the construction industry.

Implementation of Electromagnetic Density Meters in Road Embankment Quality Control

Road embankment compaction is critical to ensure the stability and longevity of highway structures. The Sheep's Foot Roller is widely used in this process, providing efficient compaction through dynamic and static loads applied to the soil.

The traditional method for assessing compaction quality is the Sand Cone Test (1964), which takes 22 to 30 minutes to complete. However, this method poses operational risks, including accidents and ergonomic issues due to workers' improper positioning during execution.

With the adoption of the Electromagnetic Density Meter, CRASA modernized the process, eliminating risks and reducing testing time to a maximum of six minutes. This innovation also delivers benefits such as lower operational costs, profit margin protection, and greater efficiency in embankment construction.

The implementation of this technology reflects the company's commitment to innovation and integrated management, strengthening its leading position in the heavy construction infrastructure sector. The use of the Electromagnetic Density Meter enables a 50-75% reduction in test execution time, 30-50% reduction in testing costs, and 5-15% reduction in total embankment construction costs. In this way, CRASA reinforces its market leadership, delivering value engineering with enhanced safety, efficiency, and competitiveness.

Timeline of Corporate Actions and Projects in 2024

We believe our greatest asset is our people. Therefore, throughout 2024, we promoted various actions and campaigns to enhance the safety, well-being, and development of our employees and the community. Each initiative was designed to create a safer, healthier, and more inclusive work environment while reinforcing our commitment to social responsibility. Check out the milestones that marked this year of learning, growth, and positive impact!

January >>>



Achievement: Viaduto Ipatinga Project



CRASA Anniversary
Celebration of 5 years of the company



1st CRASA Day 2024
Theme: Launch of CRASA's Sustainability Policy
Speaker: Ricardo Voltolin



CRASA Project Management (CPM)
Kick-off for the COM Project implementation

February >>>



Paradigma SEM 360 Project
Kick-off of the project



2nd CRASA Day 2024
Theme: "The Importance of Change Management for Business Transformation"
Speaker: Tatiana Mendes



1st CRASA Projects Forum
Theme: "Compacted Embankments"
Speakers: CRASA Engineers – Israel Lederman and Luiz Macedo

<<< April



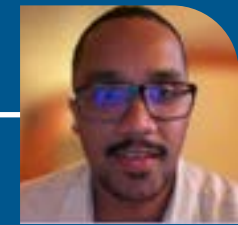
Achievement Ponte Araguaia Project



1st Engenhar 2024
Theme: "Why are Brazilian pavements below what they could and should be?"
Speaker: Prof. Dr. José Leomar

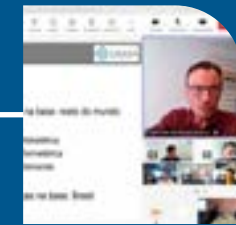
<<< March

May >>>



3rd CRASA Day 2024

Tema: Lançamento do 5º Relatório de Sustentabilidade CRASA
Palestrante: Gustavo Loiola



2nd Engenhar 2024

Theme: Hydroelectric Power Generation in Brazil
Speaker: Cláudio M. Krüger



Workshop Organizational Culture and Teamwork

Speaker: Claudinei Alves

June >>>



Launch of the 1st Edition of CRASA News



2nd CRASA Projects Forum

Theme: Foundations
Speakers: CRASA Engineers - Edvan Uchôa and Antonio Djalma



4th CRASA Day 2024

Theme: Cash Flow Generation Challenges.
Speaker: Armando Rasoto



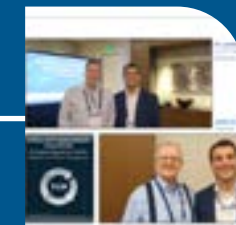
GPTW Certification Renewal for the 6th Consecutive Year

<<< August



3rd Engenhar 2024

Theme: Best Practices for Schedule Development.
Speaker: Ivaldo Monteiro



4th CRASA Projects Forum

Theme: AACE Conference 2024
Speakers: CRASA Engineers - Angela Pacheco and Rogério Cruz



1 Year of Engineering Board



3rd CRASA Projects Forum

Theme: Technical Visit to China
Speakers: CRASA Engineers - Alexandre Macambyra and Leonardo Oliveira



UCCI Anniversary

Delivery of customized sweatshirts

<<< July

September >>>



5th CRASA Day 2024

Theme: Sports Practice: A Path to Combat Stress and Burnout
Speaker: Luciana P. Gomes



Strategic Planning 2025 Kick-off Meeting (Cycle 2023-2027)

November >>>



6th CRASA Day 2024

Theme: Urban Mobility and New Technologies. Speaker: Reginaldo Almeida

December

Performance Evaluation

ESG Summary

General Contents

GRI Index	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 2: General Contents - 2021	2-1	Organization details	Page 07. Item: Who we are. Supplement: CRASA Infrastructure, a private limited liability company located at 1746 Mario Tourinho St., Seminário Curitiba/PR ZIP Code 80740-000	8,9	-
	2-2	Entities included in the organization's sustainability reporting	Page 32. Item: Financial Results	16	-
	2-3	Reporting period, frequency and contact point	Page 04. Item: About the Sustainability Report	12	-
	2-4	Restatements of information	Page 04. Item: About the Sustainability Report	12	-
	2-5	External verification	Page 04. Item: About the Sustainability Report	16	-
	2-6	Activities, value chain and other business relationships	Page 07. Item: Who we are	8,9	-
	2-7	Employees	Page 47. Item: CRASA Employees Page 135. Item: CRASA Employees, Diversity and Equity in Construction	8,10	-
	2-8	Workers who are not employees	Page 47. Item: CRASA Employees Page 135. Item: CRASA Employees, Diversity and Equity in Construction	8,10	-
	2-9	Governance structure and composition	Page 72. Item: Our Governance Model Page 74. Item: Department Restructuring	16	-
	2-10	Nomination and selection for the highest governance body	Page 74. Item: Department Restructuring	16	-

General Contents

GRI Index	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 2: General Contents - 2021	2-11	Chair of the highest governance body	Page 74. Item: Department Restructuring	16	-
	2-12	Role of the highest governance body in overseeing impact management	Page 74. Item: Department Restructuring	16	-
	2-13	Delegation of responsibility for impact management	Page 74. Item: Department Restructuring	16	-
	2-14	Role of the highest governance body in sustainability reporting	Page 74. Item: Department Restructuring Supplement: The Executive Board of CRASA Infrastructure is responsible for analyzing and approving the reported information, including the organization's material topics. This process is conducted with the support of the sustainability department, which plays a fundamental role in collecting, analyzing, and validating data.	16	-
	2-15	Conflicts of interest	Page 82. Item: Ethical Conduct and Governance Supplement: The CRASA Infrastructure Ethics Channel plays an essential role in managing conflicts of interest within the organization. It functions as a secure and confidential communication mechanism, allowing employees, suppliers, and other stakeholders to report situations that may compromise integrity and transparency in business relationships.	16	-
	2-16	Communication of critical concerns	At CRASA Infrastructure, critical concerns are communicated to the Executive Board through a structured process of strategic information reporting and analysis. This communication flow is ensured by different mechanisms and formal governance instances, guaranteeing that critical issues are promptly evaluated and addressed. One of the main instruments for this communication are the Monthly Results Management Meetings (RGR), where the Executive Board receives detailed reports on the company's key indicators. Another relevant channel is the Ethics Channel, which allows the communication of sensitive issues such as conflicts of interest and potential misconduct, ensuring that senior management can take corrective measures when necessary.	16	-

General Contents

GRI Index	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 2: General Contents - 2021	2-17	Collective knowledge and expertise of the highest governance body	Page 52. Item: Programs for employee competency development. Supplement: CRASA Infrastructure fosters continuous development of the Executive Board on sustainability through trainings and lectures during CRASA Day. The UCCI also offers related courses. Additionally, the sustainability department produces periodic reports with indicators and best practices to support decision-making. Senior governance is encouraged to incorporate ESG criteria into business strategy, ensuring alignment with market best practices.	4, 16	-
	2-18	Performance evaluation of the highest governance body	At CRASA Infrastructure, the commitment to excellence and continuous improvement extends beyond operational and managerial teams. The Executive Board also has strategic goals, aligned with the company's strategic objectives and sustainable growth. These goals cover multiple areas, including financial performance, innovation, sustainability, governance, workplace safety, and operational efficiency. Ensuring the fulfillment of these goals, CRASA Infrastructure uses ProTalent, a platform for structured monitoring of senior leadership performance.	8, 16	-
	2-19	Políticas de remuneração	Page 49. Item: Remuneration and Career Policies	8, 10	-
	2-20	Remuneration determination process	Page 49. Item: Remuneration and Career Policies	8, 10	-
	2-21	Ratio of annual total compensation	The ratio of the annual total compensation of the highest-paid individual in the Company to that of other employees was 3,562% in 2024.	10	-
	2-22	Statement on sustainable development strategy	Page 5. Item: President's Message	8,12	-

General Contents

GRI Index	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 2: General Contents - 2021	2-23	Policy commitments	Page 10. Item: Our sustainable development commitments Page 11. Item: Paving the ESG path: policy creation	16	-
	2-24	Incorporation of policy commitments	Page 11. Item: Paving the ESG path: policy creation	16	-
	2-25	Processes for remedying negative impacts	Page 73. Item: Strategic planning Page 82. Item: Ethical conduct and Governance	12, 16	-
	2-26	Mechanisms for advice and raising concerns	Page 82. Item: Ethical conduct and Governance	16	-
	2-27	Compliance with laws and regulations	Page 42. Item: Environmental compliance Supplement: No cases of non-compliance with laws and regulations were recorded during the reporting period.	16	-
	2-28	Membership in associations	Page 84. Item: Partnerships and affiliated entities	17	-
	2-29	Stakeholder engagement approach	CRASA Infrastructure employs various practices to engage its stakeholders, ensuring transparent communication and building trust-based relationships. Key practices include regular meetings with clients and partners, employee participation in Results Management Meetings (RGR), ongoing training and development programs, Code of Ethics, and Ethics Hotline, dialogue with communities near construction sites, social and environmental programs, supplier compliance monitoring (due diligence), among others.	16	-
	2-30	Collective bargaining agreements	Page 49. Item: Remuneration and Career Policies	8,10	-

General Contents

GRI Index	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 301: Materials – 2016	301-1	Materials used, by weight or volume	Page 19. Item: Our Projects Supplement: The main quantities of inputs and services for projects completed in 2024 were recorded.	12	-
	301-2	Raw or recycled materials used	Page 19. Item: Our Projects Supplement: The main quantities of inputs and services for projects completed in 2024 were recorded.	12	-
	301-3	Reused products and their packaging	Page 41. Item: Material reuse	12	-
GRI 302: Energy – 2016	302-1	Energy consumption within the organization	Pages 38 and 109. Item: Energy Management		
	302-2	Energy consumption outside the organization	-		No relevant energy consumption outside the organization was identified for this reporting period.
	302-3	Energy intensity	-	7, 11, 13	We implement practices to optimize resource consumption in our operations, including energy management. However, we do not monitor energy consumption reduction or energy intensity on a year-to-year comparative basis, as our activities are highly dynamic and variable. Each year, we work on different projects, with distinct work fronts and at different construction stages. These variables directly impact energy consumption, making it impossible to establish an annual reduction standard.
	302-4	Reduction of energy consumption	-		
	302-5	Reductions in energy requirements of products and services	-		

Environmental Content

GRI Notebook	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 303: Water and Effluents – 2018	303-1	Interactions with water as a shared resource	Page 36 and 99. Topic: Water Management	6, 11	-
	303-2	Management of impacts related to water disposal	Page 37 and 104. Topic: Effluent Management	6, 11	-
	303-3	Water withdrawal	Page 36 and 99. Topic: Water Management	6, 11	-
	303-4	Water discharge	Page 37 and 104. Topic: Effluent Management	6, 11	-
	303-5	Water consumption	Page 36 and 99. Topic: Water Management	6, 11	-
GRI 304: Biodiversity – 2016	304-1	Owned, leased, or managed operational units within or adjacent to environmentally protected areas and high biodiversity value areas located outside protected areas	Page 45. Topic: Biodiversity	14, 15	-
	304-2	Significant impacts of activities, products, and services on biodiversity	Page 45. Topic: Biodiversity	14, 15	-
	304-3	Protected or restored habitats	Page 45. Topic: Biodiversity	14, 15	-
	304-4	Species included in the IUCN Red List and national conservation lists with habitats in areas affected by the organization's operations	Page 45. Topic: Biodiversity	14, 15	-

Environmental Content

GRI Notebook	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 305: Emissions – 2016	305-1	Direct (Scope 1) greenhouse gas (GHG) emissions	Page 44 and 127. Topic: Emissions	11,13	-
	305-2	Indirect (Scope 2) greenhouse gas (GHG) emissions from energy acquisition	Page 44 and 127. Topic: Emissions	11,13	-
	305-3	Other indirect (Scope 3) greenhouse gas (GHG) emissions	-	11,13	We do not account for Scope 3 emissions.
	305-4	Greenhouse gas (GHG) emission intensity	-	11,13	We adopt practices to optimize resource use and reduce environmental impacts in our operations regarding GHG emissions. However, the company does not monitor emission reductions nor calculate emission intensity due to the dynamic nature of its activities. Each year, we work on different projects, with distinct work fronts and construction phases. These variations directly impact fuel and energy consumption, making it difficult to establish annual comparisons on emission reductions or emission intensity per production unit.
	305-5	Reduction of greenhouse gas (GHG) emissions	-	11,13	
	305-6	Emissions of ozone-depleting substances (ODS)	-	11,13	
	305-7	NOX, SOX, and other significant atmospheric emissions	-	11,13	We do not have significant emissions of the indicated atmospheric pollutants.

Environmental Content

GRI Notebook	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 306: Waste – 2020	306-1	Waste generation and significant waste-related impacts	Page 40 and 119. Topic: Waste Management	11,12	-
	306-2	Management of significant waste-related impacts	Page 40 and 119. Topic: Waste Management	11,12	-
	306-3	Waste generated	Page 40 and 119. Topic: Waste Management	11,12	-
	306-4	Waste not directed to final disposal	We maintain a strong commitment to sustainability and environmental compliance in all our operations. Therefore, 100% of the waste generated at our construction sites and headquarters is properly disposed of, being sent to locations duly licensed by the competent environmental authorities.	11,12	-
	306-5	Waste directed to final disposal	Page 40. Topic: Waste Management	11,12	-

Social Content

GRI Notebook	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission	
GRI 401: Employment – 2016	401-1	New hires and employee turnover	Page 50 and 138. Topic: New hires and employee turnover	8	-	
	401-2	Benefits offered to full-time employees that are not offered to temporary or part-time employees	Page 51. Topic: Benefits for full-time employees	8	-	
	401-3	Maternity/paternity leave	Page 52. Topic: Maternity/paternity leave	5, 8	-	
GRI 402: Labor/Management Relations – 2016	402-1	Minimum notice period regarding operational changes	-	8	Although we don't yet have a formalized indicator for the minimum notice period regarding operational changes, we respect and understand the importance of necessary lead times for communicating these changes in advance. We adopt good planning and transparency practices, ensuring that relevant operational changes are communicated with adequate advance notice, always considering the impact on employees, clients, suppliers and other stakeholders.	
GRI 403: Occupational Health and Safety – 2018	403-1	Occupational health and safety management system	Page 64. Topic: Promoting Occupational Health and Safety	3, 8		-
	403-2	Hazard identification, risk assessment and incident investigation	Page 64. Topic: Promoting Occupational Health and Safety	3, 8		-
	403-3	Occupational health services	Page 64. Topic: Occupational Health and Well-being	3		-
	403-4	Worker participation, consultation and communication on occupational health and safety	Page 64. Topic: Promoting Occupational Health and Safety	3, 8		-

Social Content

GRI Notebook	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 403: Occupational Health and Safety – 2018	403-5	Workers trained in occupational health and safety	Page 64. Topic: Promoting Occupational Health and Safety	3,8	-
	403-6	Worker health promotion	Page 65. Topic: Occupational Health and Well-being	3	-
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Page 65. Topic: Occupational Health and Well-being	3,8	-
	403-8	Workers covered by an occupational health and safety management system	Page 64. Topic: Promoting Occupational Health and Safety	3, 8	-
	403-9	Work-related accidents	Page 66. Topic: Accident Analysis	3,9	-
GRI 404: Training and Education – 2016	404-1	Average training hours per year, per employee	Page 52 and 138. Topic: Average Training Hours	4	-
	404-2	Programs for employee skills development and career transition assistance	Page 52. Topic: Employee Skills Development Programs	4,8	-
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 56. Topic: Percentage of Employees Receiving Regular Performance Reviews	4, 8	-

Social Content

GRI Notebook	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 405: Diversity and Equal Opportunity – 2016	405-1	Diversity in governance bodies and employees	Page 48. Topic: Diversity and Equity under construction Page 135. Topic: CRASA Employees, diversity and inclusion	5, 10	-
	405-2	Ratio of base salary and remuneration of women to men	-	5,10	We believe diversity and inclusion are essential for a more innovative and collaborative work environment. Valuing different perspectives is crucial for sustainable solutions. However, the infrastructure sector remains predominantly male, which is reflected in our workforce. Therefore, our mission is to increase female participation in the company, particularly at construction sites, as well as to implement pay equity, ensuring women and men receive fair and equal compensation for equivalent roles.
GRI 413: Local Communities – 2016	413-1	Operations with engagement, impact assessments, and local community development programs	Page 57. Topic: Community relations	11	-
	413-2	Operations with significant actual or potential negative impacts on local communities	-	11	We strive to operate responsibly and sustainably in all our operations, minimizing as much as possible any actual or potential negative impacts on local communities. We adopt rigorous environmental and social planning and management practices to reduce interference in aspects such as noise, air quality, traffic, access to services, and population well-being. Furthermore, we maintain open dialogue with affected communities, listening to their demands and implementing preventive and corrective measures whenever necessary.

Governance Content

GRI Notebook	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 201: Economic Performance – 2016	201-1	Direct economic value generated and distributed	Page 30. Topic: Company Operations	8, 9	-
	201-2	Financial implications and other risks and opportunities due to climate change	Page 43. Topic: Climate Change	13	-
	201-3	Defined benefit plan obligations and other retirement plans	Page 32. Topic: Operating Costs and Expenses	8	-
	201-4	Financial assistance received from government	Page 33. Topic: Tax Benefits	16	-
GRI 403: Occupational Health and Safety – 2018	203-1	Infrastructure investments and services support	Page 19. Topic: Our Projects Page 57. Topic: Community Relations Additional Information: Our projects go beyond execution – they represent a boost to the development of the communities where we operate. Our investments in infrastructure and services support generate direct benefits for local society.	9,11	-
	203-2	Significant indirect economic impacts	Page 19. Topic: Our Projects Page 30. Topic: Company Operations Page 57. Topic: Community Relations Additional Information: Our projects not only deliver direct improvements but also generate significant indirect benefits for local society. Beyond infrastructure investments, our operations boost the regional economy by stimulating job creation, local commerce, and demand for various services.	8, 10	-
GRI 204: Procurement Practices – 2016	204-1	Proportion of spending on local suppliers	Page 85 and 140. Topic: Supplier Management	12	-

Governance Content

GRI Notebook		Content	Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 205: Anti-corruption – 2016	205-1	Operations assessed for corruption-related risks	Page 81. Topic: Risk Management, Legal Compliance and Anti-corruption	16	-
	205-2	Communication and training on anti-corruption policies and procedures	Page 81. Topic: Risk Management, Legal Compliance and Anti-corruption Page 83. Topic: Stakeholder Communication	16	-
	205-3	Confirmed cases of corruption and actions taken	Page 81. Topic: Risk Management, Legal Compliance and Anti-corruption	16	-
GRI 205: Anti-corruption – 2016	206-1	Legal actions for anti-competitive behavior, trust practices, and monopolies	Page 81. Topic: Risk Management, Legal Compliance and Anti-corruption	16	-
GRI 207: Tax – 2019	207-1	Tax approach	Page 33. Topic: Taxes	16	-
GRI 406: Non-discrimination – 2016	406-1	Discrimination cases and corrective measures taken	Page 82. Topic: Ethical Conduct and Governance	5, 10	-
GRI 407: Freedom of Association and Collective Bargaining – 2016	407-1	Operations and suppliers where freedom of association and collective bargaining may be at risk	Additional Information: We respect and ensure workers' rights to freedom of association and collective bargaining, guaranteeing a fair and transparent work environment. In 2024, no cases were identified in operations or suppliers where these rights were violated or presented significant risk of violation.	8	-
GRI 408: Child Labor – 2016	408-1	Operations and suppliers with significant risk of child labor cases	Page 82. Topic: Ethical Conduct and Governance Additional Information: In 2024, no operations or suppliers were identified with significant risk of child labor occurrence.	8	-

Governance Content

GRI Notebook	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 409: Forced or Compulsory Labor – 2016	409-1	Operations and suppliers with significant risk of forced or compulsory labor cases	Page 82. Topic: Ethical Conduct and Governance Additional Information: In 2024, no operations or suppliers were identified with significant risk of forced labor occurrence.	8	-
GRI 207: Tax – 2019	411-1	Cases of violation of indigenous peoples' rights	Page 82. Topic: Ethical Conduct and Governance	16	-
GRI 414: Supplier Social Assessment – 2016	414-1	New suppliers selected based on social criteria	Page 85 and 140. Topic: Supplier Management Additional Information: We adopt a rigorous due diligence process for suppliers and partners, ensuring compliance with principles of ethics, sustainability, and social responsibility. This analysis includes verification of labor, environmental, and safety legislation compliance, as well as risk assessments related to child labor, forced labor, and other inadequate practices.	12	-
	414-2	Negative social impacts in the supply chain and actions taken	Page 85 and 140. Topic: Supplier Management Additional Information: We maintain continuous monitoring of our supply chain to ensure compliance with labor, environmental, and social standards. In 2024, no negative social impacts were identified from our suppliers' activities.	8, 12	-
GRI 415: Public Policy – 2016	415-1	Political contributions	Page 81. Topic: Risk Management, Legal Compliance and Anti-corruption	16	-
GRI 418: Customer Privacy – 2016	418-1	Substantiated complaints regarding privacy violations and customer data loss	Page 82. Topic: Customer Privacy	16	-

Material Topics

GRI Notebook	Content		Reference/Direct Response	Alignment with SDGs	Information and reasons for omission
GRI 3: Material Topics – 2021	3-1	Process for defining material topics	Page 14. Topic: Creation of the Double Materiality Matrix	-	-
	3-2	List of material topics	Page 14. Topic: Creation of the Double Materiality Matrix Page 16. Topic: Material Topics and their correlation with SDGs Page 16. Topic: Material Topics and their correlation with SDGs Page 35. Topic: Eco-efficiency Page 36 and 99. Topic: Water Management Page 37 and 104. Topic: Effluent Management Page 38 and 109. Topic: Energy Management Page 40 and 119. Topic: Waste Management Page 44 and 127. Topic: Emissions Page 47. Topic: CRASA Employees Page 48 and 185. Topic: Diversity and Equity under construction Page 49. Topic: Compensation and Career Policies Page 50 and 138. Topic: New hires and employee turnover Page 51. Topic: Benefits for full-time employees Page 52. Topic: Maternity/Paternity Leave Page 52 and 138. Topic: Average training hours Page 52. Topic: Employee Skills Development Programs Page 56. Topic: Percentage of employees receiving regular performance reviews Page 57. Topic: Community Relations Page 64. Topic: Promoting Occupational Health and Safety Page 65. Topic: Occupational Health and Well-being Page 66 and 139. Topic: Accident Analysis Page 72. Topic: Our Governance Model Page 73. Topic: Strategic Planning Page 74. Topic: Department Restructuring Page 81. Topic: Risk Management, Legal Compliance and Anti-corruption Page 82. Topic: Ethical Conduct and Governance Page 82. Topic: Customer Privacy Page 85 and 140. Topic: Supplier Management Page 88. Topic: Innovation is in our DNA	-	-
	3-3	Management of material topics		-	-



Sustainability is more than a concept; it is a commitment to the future and to how we interact with the world around us. Throughout this report, CRASA has explored the impacts of our actions on the environment, society, and the economy, highlighting initiatives that seek to create a balance between growth and responsibility. Small gestures can make a big difference, and we know that every step toward more sustainable practices contributes to the preservation of natural resources and a better quality of life.

Transparency and results monitoring are equally important. We need to ensure that our actions are effective and that the commitments we make move from paper to reality. This report is part of that process, helping to measure progress and identify new opportunities for improvement.

Looking ahead, we are excited about innovation and corporate education initiatives, which are part of our journey. For 2025, at UCCI, we have an implementation schedule with over 10 courses covering topics such as Engineering, Artificial Intelligence, and Soft and Hard Skills. Beyond training, we aim to reinforce our commitment to continuous development, professional leadership, and building a more qualified, sustainable, and resilient work environment. Through corporate education, we empower

our employees to be agents of transformation, prepared for the challenges of today and tomorrow.

Finally, I would like to emphasize that sustainability is not a passing trend but an urgent and collective necessity. Adopting responsible practices benefits not only the present but also ensures that future generations inherit a healthier and more balanced planet and society. With commitment and innovation, we can turn challenges into opportunities and build a more sustainable world together. After all, every choice counts, and the future we want to build depends on the decisions we make now.



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