



ENTENDER PARA ATENDER

INTEGRATED ANNUAL
REPORT
2025

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ABOUT THIS REPORT

GRI 2-2, 2-3, 2-5, 2-14

Welcome to the JSL 2025 Integrated Annual Report, which compiles the company's key financial-operational and sustainability results.

It has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. It also follows IFRS Foundation guidelines (International Financial Reporting Standards Foundation), adopting Integrated Reporting and applicable Sustainability Accounting Standards Board (SASB) disclosures for the logistics and road transport sectors.

The publication complies with all requirements of Brazilian Securities Commission (CVM) Resolution no. 14/2020, which mandates the adoption of the CPC 09 – Integrated Reporting Guidance by publicly traded companies. Specific cases where information is unavailable are addressed throughout the document and in the GRI and SASB content summary. The report also followed CDP recommendations for climate change information.



The GRI contents consolidate information from JSL and all its subsidiaries from January 01 to December 31, 2025—the same period and scope as the Financial Statements—with any exceptions clearly specified within the information.

The external assurance of the greenhouse gas emissions inventory was conducted by Fundação Vanzolini, in accordance with the Brazilian GHG Protocol Program and the ABNT NBR ISO 14064-3:2007 standard. Once again, the report underwent limited assurance, conducted by UHY Bendoraytes e Cia. Auditores Independentes. The final version of the publication was approved by the Sustainability Committee, which advises the Board of Directors, and subsequently reviewed by the Board of Directors as part of its governance responsibilities.

The publication includes JSL's contributions towards achieving the Sustainable Development Goals (SDGs).

Please send any queries, suggestions and feedback about this report to: ri@jsl.com.br.



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MANAGEMENT INTRODUCTION

GRI 2-22

The year 2025 marked another cycle of significant progress for JSL, as we continued moving the world through the essential services provided to various production chains, fueling the economy and connecting Brazil to other countries. A consistent strategy—placing customers, employees, best management practices, and results at the heart of everything we do—is what made these achievements possible.

We ended the year with R\$ 4.9 billion in new contract revenue and 32 new clients, culminating in JSL's entry into the airport sector. Since May, about a thousand dedicated employees have been operating the cargo terminal at Guarulhos International Airport, one of the largest in Latin America. We received various accolades from existing clients for the excellence of our services.

Tougher macroeconomic conditions—with the benchmark interest rate

at elevated levels and greater volatility in specific segments—demanded discipline across the board to make JSL leaner and more efficient. We continued our asset sale strategy, which generated R\$ 412.5 million in 2025. We also ran our operational efficiency program, which combines cost management discipline with the use of automation and artificial intelligence to optimize operational and backoffice processes. This set of initiatives resulted in a R\$ 270 million reduction, with part of this amount already captured in 2025. Meanwhile, we followed the company's deleveraging trajectory, with the net debt/EBITDA ratio reaching 2.9x, a reduction of 0.4x compared to 2024.

For the year as a whole, our net revenue amounted to R\$ 9.6 billion, an increase of 6.5% versus 2024. The adjusted EBITDA grew by 16% compared to the previous year to R\$ 2 billion, with a margin of 20.5%, an increase of 1.8 p.p., driven by exiting unprofitable segments and contracts, price adjustments in contracts affected by input inflation, and measures deployed to enhance our operational efficiency. Our adjusted net income was R\$ 147 million, a 22.7% decrease compared to 2024, affected by high CDI levels and our moves to amortize the company's debt.



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More than ever, we see technology and sustainability as core to our strategy—and as key drivers of the results we aspire to. We were extremely productive in 2025, including validating the JSL Digital technology platform, which connects independent drivers and small carriers to available spot market loads, finishing the year with 34,000 trips made via the platform and a doubling of net revenue compared to 2024. We also launched our AI assistant Julia, which facilitates problem-solving for the JSL team, improving our operational excellence. We continue adopting new operational safety solutions, such as the app that checks employees' alertness levels daily before they begin work.

Our sustainability agenda is grounded in our materiality study and aligned with the UN Global Compact principles and the Sustainable Development Goals (SDGs). Demonstrating the effectiveness of our strategy, we were once again selected to be part of the B3's Corporate Sustainability Index (ISE) portfolio, effective from May 2026. This marks the third consecutive year we are part of this select group of companies recognized for their good socio-environmental and governance practices.

In the climate and environmental front, we sustained our B rating in the CDP's climate change questionnaire, above the global average for the transportation and logistics sector. Operational efficiency remains our primary lever for gradual decarbonization. We are expanding telemetry, putting data to work more intelligently, deepening our economic driving practices, and rewarding the drivers who best embrace them. These combined actions enabled us to minimize fuel consumption and consequently reduce greenhouse gas (GHG) emissions and costs of acquiring this input.

We also continue to design sustainable logistic solutions to meet specific client demands and carry out pilot projects with alternative fuels. In 2025, we started using biomethane in the fleet serving one of our clients and began testing ultra-heavy-duty and hybrid electric trucks.

On the social front, our main goal is to create positive impact in local communities through our business model, an approach that simultaneously benefits society and the company. We continued professional qualification programs aimed at women (Women in the Driver's Seat) and immigrants and refugees (Connecting Borders), and launched the Training School to train new truck drivers. Under these three initiatives, we hired more than 130 people in 2025. More than boosting employability and income generation for disadvantaged groups, these programs help us increase talent retention – one of our greatest challenges today – and JSL's diversity.

We remain committed to the development of our team. In 2025, we recorded in excess of 900,000 hours of training. We also designed a new program (Potential in Action) to fast-track career progression for employees assessed as having high potential. In 2026, we intend to enhance the strategy and tools to boost the professional development of our people.

At the same time, 2025 set the stage for a new expansion cycle. In addition to updating the 2030 strategic plan, we reorganized the company into

three units: JSL Dedicated Services, which handles dedicated and specialized transportation operations through medium- and long-term contracts; Intralog, specializing in intralogistics and warehousing; and JSL Digital, a transportation operation focused on the spot market. With this move, we've enhanced our management focus and agility, allowing us to capture business opportunities and accelerate the development of even more customized solutions for our clients.

We closed the year satisfied with the results achieved and the groundwork laid for the future of JSL. I thank our team for their dedication and our clients, shareholders, and other partners for their trust. In 2026, we will remain committed to improving our business, the logistics sector and society.

We hope you enjoy this report.
Guilherme Sampaio
JSL CEO



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2025 AT A GLANCE

ECONOMIC

Consolidated leadership in the Brazilian logistics sector.

R\$ 9.6 billion
in net revenue
(+6.5% vs. 2024).

R\$ 2 billion
Adjusted EBITDA
(margin of 20.5% –
+ 1.8 p.p. vs. 2024).

Business reorganization into three companies: JSL Dedicated Services, Intralog and JSL Digital.

R\$ 4.9 billion
in revenue from new contracts.

Entry into the airport sector.

GOVERNANCE

40%
independent members on the Board of Directors.

Part of executive variable compensation is indexed to **sustainability goals**.

Member of **the ISE B3** (Corporate Sustainability Index) for the **third consecutive year: 19 positions gained** since debuting in the portfolio (2024).

26th
among the 1,000 largest companies in the country in the Biggest and Best ranking compiled by Exame magazine.



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SOCIAL

Program launch

Training School

3 editions in 2025; 58 drivers trained and hired.

4 editions of **Women in the Driver's Seat** (55 hired) and 2 editions of **Connecting Borders** (18 immigrants and refugees hired).

Launch of **Potential in Action**, a career development and fast-tracking program.

Operation of **6 monthly routes** (São Paulo to the northeastern hinterland) in support of the NGO Amigos do Bem.

54,200+ people impacted directly and indirectly by the social initiatives of the Instituto Julio Simões¹.

ENVIRONMENTAL

Trucks running on **biomethane** serving one of our clients.

42.5% reduction in the **total emission intensity** (tCO₂e/net revenue) compared to 2021.

Growth of **48%** in the volume of waste directed to recycling.

Maintaining a **B rating in the CDP Climate survey**, above the global sector average.

¹ Includes all investments by SIMPAR Group in the Institute.



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GRI 2-1, 2-6

With 70 years of history, JSL S.A. leads Brazil's logistics sector, and is renowned for its commitment to excellence, quality, safety and customized service for client needs.

Controlled by SIMPAR Group, we have a diversified portfolio of solutions, currently serving over 16 economic sectors, including consumer goods, automotive, airport, chemical, paper and pulp, agribusiness, steel, mining, food and beverages, pharmaceutical and e-commerce, among others.

With a view to growth, in 2025 we announced the Company was being restructured into three entities:

- **JSL Dedicated Services:** dedicated and specialized transportation operations under medium- and long-term contracts in two models: company fleet, with either owned or rented vehicles operated by JSL drivers, and third-party, through the subcontracting of independent drivers;
- **Intrallog:** offering warehousing and intralogistic services, operating in 3PL and 4PL models, including the movement of products and inputs in production plants, managing dedicated warehouses, multi-client centers, and distribution centers (DCs), and providing urban distribution services from these centers; and
- **JSL Digital:** spot road-transportation model, operated through a 100% asset light transport management platform, driving smart integration between loads and a broad network of independent drivers.

Our commitment to excellence is demonstrated by the fact JSL units are certified to international standards (learn more in the Appendices section on [page 81](#)).

JSL OVERVIEW



33,900
employees



31,000+
assets



2.2 million+
m² of warehouses under
management



170 million+
of Km traveled in 2025



Operations
in Brazil
and 8 other
countries



Administrative
headquarters
in Mogi das
Cruzes (SP) and
430 operations



R\$ 4.9
billion
in new contracts
in 2025

32
new clients
in 2025 at
JSL Dedicated
Services and
Intrallog

55,000+
independent
drivers registered



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MISSION, VISION AND VALUES

MISSION

Provide logistics services and solutions, with dedicated people, creating value for clients and shareholders and driving development in our local communities.

VISION

Maintain a position as the leading logistics operator, offering the largest array of innovative services and solutions, known for quality and aligned with client needs; be recognized for management professionalism; and become a benchmark in the use and marketing of assets.

VALUES

CUSTOMER

When serving our customers we strive to understand their requirements, to guarantee they always come back.

SIMPLICITY

An agile, uncomplicated way of being and moving forward.

PEOPLE

Our major differential, who enable us to achieve our goals.

OWNER MINDSET

Responsibility and commitment whilst focusing on results. Hands-on and with a comprehensive vision, with cost discipline and always willing to improve.

SUSTAINABILITY

Ecologically correct, economically viable and socially fair conduct.

PROFIT

Vital to sustainable business development and growth.

AWARDS AND RECOGNITION

Among the main awards received by JSL in 2025 are:

- **Brazilian Leaders Award 2025** – LIDE (Business Leaders Group): distinguished nationally in the Logistics and Transport category
- **Biggest & Best** – Exame magazine: 3rd place in the Transportation, Logistics and Logistics Services sector and 26th among the 1,000 largest companies in the country
- **Transportation Biggest & Best 2025** – OTM Publisher: 1st position in the Road Cargo category
- **Inbrasc Award 2025** – Brazilian Supply Chain Institute: winner in the Diversity and Inclusion in the Supplier Base category
- **IBRC Sector Forum 2025** – Ibero Brazilian Institute of Customer Relations: voted as the Road Transporter with the Most Satisfied Customers in Brazil
- **Gaucho Clean Air Award 2025** – Federation of Logistics and Cargo Transportation Companies in Rio Grande do Sul (Fetransul): 1st place in the Pure Air category

CLIENT RECOGNITION

- **The One Award 2025** – Volkswagen: winner in the Social and Diversity category
- **Value Partner 2025** – Vale: 1st place in the Service Performance category and among the top three in the Safety category
- **Whirlpool Award 2025**: voted Best Inbound Transporter
- **National Suppliers Award 2025** – CBA: winner in the Innovation category
- **Sustainability Supplier Award 2025** – Sekurit Service/Saint-Gobain Group
- **Outstanding Performance Award 2025** – Toyota
- **Operational Excellence in Transport Award 2025** – Heineken



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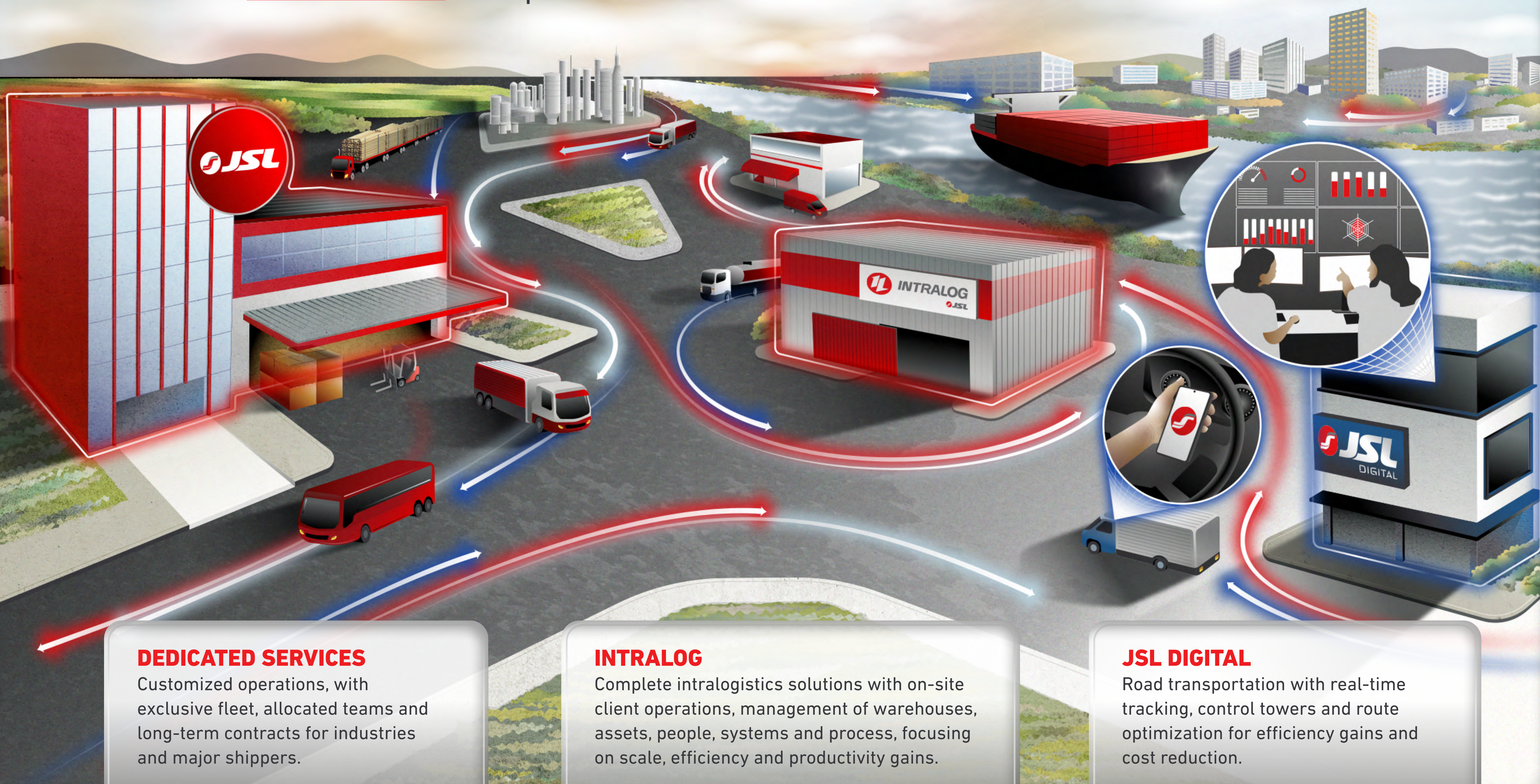
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VALUE CHAIN

Integrated logistics services, present in all production chains across Brazil



DEDICATED SERVICES

Customized operations, with exclusive fleet, allocated teams and long-term contracts for industries and major shippers.

INTRALOG

Complete intralogistics solutions with on-site client operations, management of warehouses, assets, people, systems and process, focusing on scale, efficiency and productivity gains.

JSL DIGITAL

Road transportation with real-time tracking, control towers and route optimization for efficiency gains and cost reduction.



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BUSINESS MODEL



INPUTS

FINANCIAL CAPITAL

Liquidity
Cash availability

Committed and undrawn credit facilities

INTELLECTUAL AND ORGANIZATIONAL CAPITAL

Expertise in various activities and services

Applied innovation

NATURAL CAPITAL

Fuels

MANUFACTURED CAPITAL

Fleet
Warehouses

SOCIAL & RELATIONSHIP CAPITAL

Market leadership
Customer trust and loyalty

Credibility and strong positioning in corporate ratings

Community ties: Instituto Julio Simões

HUMAN CAPITAL

A highly engaged workforce

In-house drivers and independent partners

Safety culture

HOW WE CREATE VALUE

GUIDING PILLARS

Excellence
Commitment to quality

Growth strategy
Organic expansion and acquisitions

Resilience
Diversification of sectors, services and locations

Shared value
Positive impact for the company and society

SERVICES

Cargo transportation

Staff transport services

Commodities logistics

In-city distribution

Specialized transportation: temperature-controlled and hazardous cargo

Warehousing and warehouse management

Movement of products and materials between units and production plants

Seamless monitored operations: receiving, checking, preparing and dispatching orders, inventory management

RESULTS AND IMPACTS IN 2025

FINANCIAL CAPITAL

DISTRIBUTION OF ADDED VALUE

R\$ 2 billion Adjusted EBITDA

14.8% profitability

R\$ 4.9 billion in new contracts with an average term of 70 months

INTELLECTUAL AND ORGANIZATIONAL CAPITAL

R\$ 270 million in efficiency gains

More than 3,000 independent drivers impacted by JSL Digital

Safety: 19% of JSL units testing employees daily on the Readiness App

NATURAL CAPITAL

37% reduction in Scope 2 and 21% reduction in Scope 3 GHG emissions

Fuel use efficiency: Megatrem, hexatrem, pentatrem, electric trucks and biomethane

Recovery or recycling of 80% of the waste generated

MANUFACTURED CAPITAL

Fleet under management: an average age of 4.7 years (JSL Group)

2,200,000 m² of storage

SOCIAL AND RELATIONSHIP CAPITAL

R\$ 3.5 billion in cross-selling contracts

54,200+ people benefited by social projects run by Julio Simões Institute, funded by the entire SIMPAR Group

HUMAN CAPITAL

921,000 hours of training

Health and safety: 34% reduction in the number of serious accidents

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GOVERNANCE AND MANAGEMENT

GRI 2-9, 2-10, 2-11

We are a publicly traded company, with shares traded on the B3 Novo Mercado, a listing segment for organizations with the highest standards of governance and transparency. Our corporate governance practices also closely follow the parameters established by the Brazilian Institute of Corporate Governance (IBGC) Code of Best Practices.

Senior governance is represented by the Board of Directors (CA), tasked with setting the company's strategy and business plan and monitoring its execution. The body is made up of five members, including two independents, and its chair does not hold an executive function at JSL. In December 2025, Juliana Baiardi was elected a board member, replacing Antônio Barreto, with her term starting on January 01, 2026.

Elected by the General Shareholders' Meeting for unified renewable two-year terms, the board members have complementary skills and experience – including sustainability –, ensuring the necessary diversity for secure and quality decision-making (learn more in the Board Skills Matrix on the next page).

The Board of Directors is required to meet four times a year. However, there are monthly meetings to monitor the business, according to the annual calendar defined by its

members. The body is supported by and advised by four advisory committees: Financial, Sustainability, Statutory Audit, and Ethics and Compliance.

The committee members are elected by the Board of Directors. The Statutory Audit Committee has at least three members, one of whom must be independent, and one must have proven experience in corporate accounting. The other committees are made up of between three and five members. For further information about the Sustainability Committee on [page 29](#).

The Executive Board completes the governance structure, and is responsible for carrying out the Company's operations. It is currently composed of five members elected by the Board of Directors for a renewable term of two years. In January 2026, Guilherme Sampaio took on the role of CEO, previously held by Ramon Alcaraz, in addition to the roles of Chief Financial Officer and Investor Relations Officer. The other officers do not have specific titles.

Our board members possess complementary skills and experience, ensuring the necessary diversity for secure and quality decision-making.

The Policy for Appointing Members to the Board of Directors, Committees, and Statutory Board and the rules of procedure of the Board of Directors and the four advisory committees are available in the [Articles of Organization, Policies, and Agreements section of the Investor Relations website](#). **GRI 2-10**



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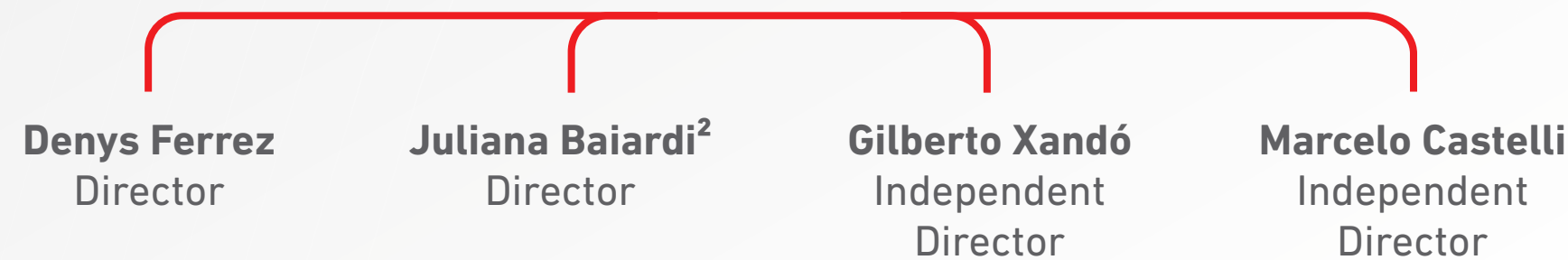
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BOARD OF DIRECTORS¹

GRI 2-9

Fernando Simões
Chairman



ADVISORY COMMITTEES

Ethics and Compliance Committee

Fabio Velloso
Vinicius Ralio
Marco Nahum

Financial Committee

Denys Marc Ferrez
Álvaro P. Novis
Guilherme Sampaio

Statutory Audit Committee

Luiz Paes
Marcelo Castelli
Paulo Baraldi

Sustainability Committee

Fernando A. S. Filho
Tarcila Ursini
Guilherme Sampaio³

Statutory Executive Board

Guilherme de Andrade Fonseca Sampaio

Eduardo Pereira

Samir Moises Gilio Ferreira

Maristela Aparecida do Nascimento

Mauro Gustavo Cardoso

1. 2026 baseline. See the full historical breakdown of Board members in the Appendices ([page 82](#)).

2. Elected on 01 January 2026.

3. He joined the committee in early 2026 as CEO, replacing Ramon Alcaraz.

The resumes of the board members and executive officers and the duties of each advisory committee can be seen in the [Board, Committees, and Executive Board](#) section of the IR site.

Our corporate structure is presented on [page 81](#).

Board skills matrix GRI 2-9	Fernando Antonio Simões (Chairman)	Denys Ferrez (director)	Juliana Baiardi (director) ¹	Gilberto Xandó Baptista (independent director)	Marcelo Castelli (independent director)
Economy and geopolitical situation		●			●
Climate emergency and environmental management		●			●
Strategies	●	●	●	●	●
Finance and accounting		●	●	●	●
People, culture and talent	●			●	●
Corporate governance in listed companies	●	●	●	●	●
Social impact, diversity, equity and inclusion					
Innovation, entrepreneurship and new business models	●				●
M&A and capital allocation	●	●	●	●	●
Logistical operations and mobility	●		●		●
Risks, compliance and our integrity culture		●			●
Retail, marketing and customer services	●			●	

1. Elected on 01 January 2026.



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EVALUATION OF THE BOARD OF DIRECTORS **GRI 2-18**

At least once a term, the overall performance of the Board of Directors and each individual member is evaluated.

The Chairman of the board is responsible for this task, and the general evaluation results are shared with all members, while the individual evaluations are shared with the respective board members, guiding the improvement of the board and its members. The evaluation results are also considered in the re-election proposals for board members. More details about the process are available in the Board's [Rules of Procedure](#).

In 2025, no evaluations of the board and its members were conducted as they will occur at the end of the current term, in 2026.



REMUNERATION PRACTICES **GRI 2-19, 2-20**

As established in the [Executive and Board Member Compensation Policy](#), members of the Board of Directors and advisory committees receive fixed monthly compensation and are not eligible for bonuses or participation in stock option plans.

The fixed monthly compensation of the executive officers is determined in individual negotiations. Annually, the Compensation function conducts a review process to ensure that compensation is aligned with best market practices, with the result being approved by the Board of Directors.

Variable compensation is indexed to achieving pre-established targets related to the Company's financial-operational performance. Financial goals embrace gross revenue (25%), EBITDA (25%), net income (30%), and ROIC (20%). Since 2023, part of the variable compensation has been indexed to achieving the Company's sustainability goals, covering topics such as climate change, productive inclusion, health and safety, and other ESG commitments relevant to our strategy. For further details on leadership compensation and the percentage of locally hired officers, see the Appendices section ([page 82](#)).

Severance amounts are calculated and paid in accordance with legal allocations and by the deadlines established by legislation. When there is variable compensation or a bonus with a clawback period, the repayment occurs at the time of termination, with the amount deducted net of tax. JSL does not offer retirement benefits to its executives or board members.



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As logistics sector leaders in Brazil, JSL keeps goods moving and supply chains running across a wide range of economic sectors. Over the past five years, we have grown steadily through a dual strategy: organic expansion—actively winning new clients and deepening existing relationships through integrated solutions—and

inorganic growth, with the acquisition of companies that complement the portfolio and strengthen our presence in the industry. In return, by joining our ecosystem, these companies benefit from our strengths, such as easy access to capital, robust governance standards and management, and capturing synergies.

Drawing on our competitive strengths—scale, reach, a diversified portfolio, service quality, and disciplined capital allocation—and the results we have built, we determined it was time to accelerate our expansion. Our focus is on increasing productivity and profitability to regain the historical growth pattern that forged JSL, thereby expanding the Company's market share in the highly fragmented logistics sector.

To guide our actions over the next five years, we updated our strategic plan in 2025. Built around three non-negotiable principles—safety, sustainability, and technology and data—our strategy rests on four pillars: people, customers, results, and management. In addition to focusing on our people, our customers, and the results we aspire to, the management pillar was incorporated to ensure greater consistency and discipline in our operational, financial, and commercial practices.

Strategic objectives were set for each pillar and the projects to be executed through 2030 to facilitate their achievement. We also defined the indicators (KPIs) to monitor our progress in each objective.

STRATEGIC ROADMAP TO 2030

BEING ESSENTIAL FOR MOVING THE WORLD

PILLARS			
RESULT	CUSTOMER	MANAGEMENT	PEOPLE
Main Strategic KPIs ¹			
Asset productivity Asset availability Return on assets (spread) Parts inventory turnover Compliance with contractual terms	New customer growth Cross-selling Growth in key accounts NPS Renewal of contracts Revenue from strategic alliances	Local management/ Net Operating Revenue (NOR) EBIT/NOR Selling, General and Administrative Expenses (SG&A)/NOR Adherence to the Excellence Program	GPTW climate survey Turnover of critical positions Adherence to the individual goal dashboard % of people in incentive programs Internal promotion of leaders Turnover of leaders

NON-NEGOTIABLE AND CROSS-CUTTING PRINCIPLES

We put safety first | Data-driven technology applied | Sustainability as a principle

JSL RUMO 2030 RECALIBRANDO O SONHO

1. Additional KPIs were established in each Company function.



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With an eye on future growth and sharper management focus, in 2025 we reorganized the Company into three strategic units, each with its own character, dynamics, and value proposition. These are:

JSL Dedicated Services

Includes specialized and dedicated transport operations under medium and long-term contracts, ranging from milk run transport for supplying assembly lines and transferring loads between manufacturing plants to the transportation of commodities, chemicals, urban distribution and employee shuttle services. Services are provided in two models: a company fleet, with either owned or leased vehicles operated by JSL drivers; and owner-operators and third parties, where independent drivers (owners of the assets) are subcontracted.

With routing and transportation management systems and real-time predictive analysis for route optimization and effective performance management, we offer unrivaled levels of safety, efficiency and delivery capability in high-complexity operations for clients demanding customization and flexibility.



Intralog

Specialized in the internal movement of client production plants, management of multi-client and dedicated warehouses, and urban distribution services from these warehouses. It resulted from the merger of JSL's Warehousing and Intralogistics departments with the acquired company TPC, specialized in these two segments.

A cutting-edge technological ecosystem and a highly specialized team enable us to offer customized solutions and inventory management, receipt, inspection, preparation, and shipment of orders with agility and precision, helping make clients more profitable.

JSL Digital

Encompasses spot-market operations, where clients demand agility and flexibility. With a 100% asset-light and digital model, backed by JSL's expertise and operational safety, it smartly connects a variety of cargoes to independent drivers (third parties and owner-operators).

JSL Digital currently includes the migration of the general cargo segment to this business. Disregarding this effect, its growth was twice that of 2024. Learn more about how it works on [page 34](#).



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NET REVENUE
R\$ 7.2 billion

- KEY SECTORS
- | | |
|--------------|------------------|
| Food | Chemicals |
| Pulp & Paper | E-commerce |
| Automotive | Steel and Mining |

Dedicated transportation services, with medium- and long-term contracts tailored to specific client needs.

- LEVERS
- TMS and routing**
Predictive TMS and routing systems to ensure faster deliveries at lower operational costs.
- Risk and safety management**
Utilizing real-time data analysis to ensure the safety and protection of cargo and drivers nationwide.

- STRATEGIC DIFFERENTIALS
- Expertise and delivery capacity.
 - Solid and long-term relationship with clients.
 - Presence in more than 16 sectors of the economy.
 - Extensive access to capital for large projects.



NET REVENUE
R\$ 1.9 billion

- KEY SECTORS
- | | |
|-----------------|------------------|
| Consumer goods | Automotive |
| Food & Beverage | Steel and Mining |
| Pulp & Paper | Chemicals |

Exclusive operation in warehousing and intralogistics in 3PL and 4PL models, warehouse management, internal movement, and team coordination.

- LEVERS
- Integration with clients**
Combination of proprietary WMS and specialized in-house team ensures end-to-end integration and efficiency for clients.
- Applied technology**
Technological solutions (WMS, automation, traceability, among others) adaptable to different sectors and operational complexities.

- STRATEGIC DIFFERENTIALS
- High technical specialization and internal career development.
 - Solutions customized according to client needs.
 - Proprietary WMS and cutting-edge technologies.



NET REVENUE
R\$ 495 million

- KEY SECTORS
- | | |
|-----------------|------------------|
| Consumer goods | E-commerce |
| Food & Beverage | Steel and Mining |
| Automotive | |

Road cargo transportation with digitized management for greater efficiency and scalability.

- LEVERS
- Risk and safety management**
Controlled by a centralized platform, it monitors routes and driver safety across the country.
- JSL Digital App**
Digital platform for quick connections between shippers (cargo) and drivers.
- Loyalty program**
Loyalty and rewards program for productivity and engagement of partner drivers.
- Proprietary TMS**
Transport management system to smartly optimize routes.

- STRATEGIC DIFFERENTIALS
- Operational safety in a flexible model.
 - Expertise in driver relationships.
 - Optimization of cross-industry and client flow.
 - Operation with a 100% asset-light model.

UPDATE
OF THE COMMERCIAL
STRATEGY

In parallel, we reorganized and expanded the Company's commercial structure, now organized into verticals, each dedicated to strategic sectors and key accounts, with specialized teams.

With JSL's growth firmly in mind, this restructuring will also let us build closer, more proactive client relationships—expanding wallet share and uncovering new opportunities within our existing base.

Additionally, the new organization will enhance our capacity to prospect new clients.



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Acquired in 2020, Fadel specializes in last-mile¹ urban distribution and middle-mile² road transport, in addition to working in internal logistics and warehouse management. Initially focused on the beverage segment, serving Ambev, in recent years the company has been expanding into other sectors, such as consumer goods. It ended 2025 with 4,950 employees, distributed among 65 branches in Brazil, five in Paraguay, nine in South Africa, and one in Ghana.

Read more in:
fadeltransportes.com.br

1. Movement from the distribution center to the point of sale or the final customer.
2. Movement from the factory to the distribution center or other intermediate points in the logistics chain.



2025 ADVANCES

In 2025, Fadel continued down its path of expansion and diversification, with the New Business department accounting for 25% of net profit *versus* 16% in 2024. The company ended the year serving Leroy Merlin and Softys, in addition to Mercado Livre and Minalba, whose operations, initiated the previous year, were stabilized and scaled in 2025. The highlight of the Ambev, service was the implementation of a new operation in Rio de Janeiro (RJ) in record time (33 days).

Throughout the year, Fadel also prioritized measures to increase efficiency, optimize costs, and improve processes. It developed an automated system for fleet monitoring and driver dispatch, increasing operational predictability. Another advancement was the Excellence Program, which tracks the performance of branches in Brazil and Paraguay in quality, people management, productivity, and cost, encouraging team engagement to improve performance.

Once again certified as a great place to work by GPTW in Brazil and Paraguay - achieving 99% satisfaction in the latter.

SUSTAINABILITY HIGHLIGHTS

Project People: focused on improving the organizational environment and preparing the team for future challenges, in 2025 the project evaluated 100% of the leadership (coordinator and above) in Brazil and Paraguay and established the respective individual development plans (IDPs) for each leader, in addition to conducting two training modules within the Leaders Academy. These and other team initiatives helped stabilize absenteeism at 1.5%, reduce work-related accidents, and improve the workplace environment. Monthly turnover rates also dropped, reaching 1.4%.

Inclusion and Diversity: Fadel intensified the hiring of people with disabilities (PwDs) and ran an internal campaign focused on the inclusion of this group and reducing stereotypes.

Fleet Renewal: the company renewed one-third of its trucks for last mile routes and 25% of the fleet for middle mile operations. Following these upgrades, maintenance decreased, fleet availability increased, and there were environmental benefits with reduced pollutant emissions. Fadel also began operating a natural gas-powered truck and expanded the use of electric vehicles (41 in Brazil and two in Paraguay).

Other socio-environmental initiatives: Fadel continued to neutralize the electricity consumed in its offices through renewable energy certificates (I-RECs) and managing and disposing of waste. On the social front, it kept organizing campaigns and supporting social institutions around its units.

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Acquired at the end of 2020, Transmoreno has nearly half a century of history, serving the vehicle manufacturing industry exclusively and excellently. With a 100% asset-light model, it specializes in transporting new vehicles throughout Brazil and some Mercosur countries. It also offers other solutions to the automotive sector, such as managing the entire intralogistics flow of finished vehicles in manufacturers' or own yards.

Read more in:
transmoreno.com.br

2025 ADVANCES

Transmoreno transported 91,000 vehicles in 2025 and performed 970,000 intralogistics operations. In addition to continuing to serve two of the country's leading manufacturers, it began providing services to other carriers in the sector, diversifying its revenue sources.

Another highlight was the new contract with the Chinese company Geely, newly arrived in the country, to transport part of the volume sold by the automaker in the Brazilian market and manage 100% of its intralogistics operation.

It also established a new partnership with longtime client Renault to allocate imported vehicles from the automaker that arrive at the Paranaguá (PR) port to its yard in São José dos Pinhais, in the Curitiba metropolitan area. The yard, at 300,000 m², operates as a multi-client logistics condominium, serving JSL and other companies in SIMPAR Group, such as Movida and CS Brasil.



100% of the fleets passed the pollutant gas emission test conducted in 2025.

SUSTAINABILITY HIGHLIGHTS

Environmental monitoring on trucks: Transmoreno conducted tests to measure pollutant gas emissions across its entire truck fleet. These measurements are expected to take place biennially. Additionally, the fleet maintained an average age of 5 years.

Employee development: through the Pegasus Academy, it offers various training paths for employees and independent drivers. Another program focuses on leadership development, with individual and group mentoring. After prioritizing officers, managers and coordinators, the 2025 edition aimed at preparing employees currently working as analysts to take on potential future leadership roles in the company.

Work hours and speed control: Transmoreno continued monitoring work hours and speed for 100% of the fleet. This good practice, increasingly becoming an industry benchmark, ensures greater safety for drivers and everyone on the roadways, improving the well-being and quality of life of these service providers and preserving the quality of transported vehicles and fleet assets.



Acquired in 2021, Rodomeu has been operating for over 50 years in the road transport of highly complex cargoes. 80% of its operations today involve transporting gases, chemicals, machinery and equipment.

Read more in:
rodomeu.com.br



2025 ADVANCES

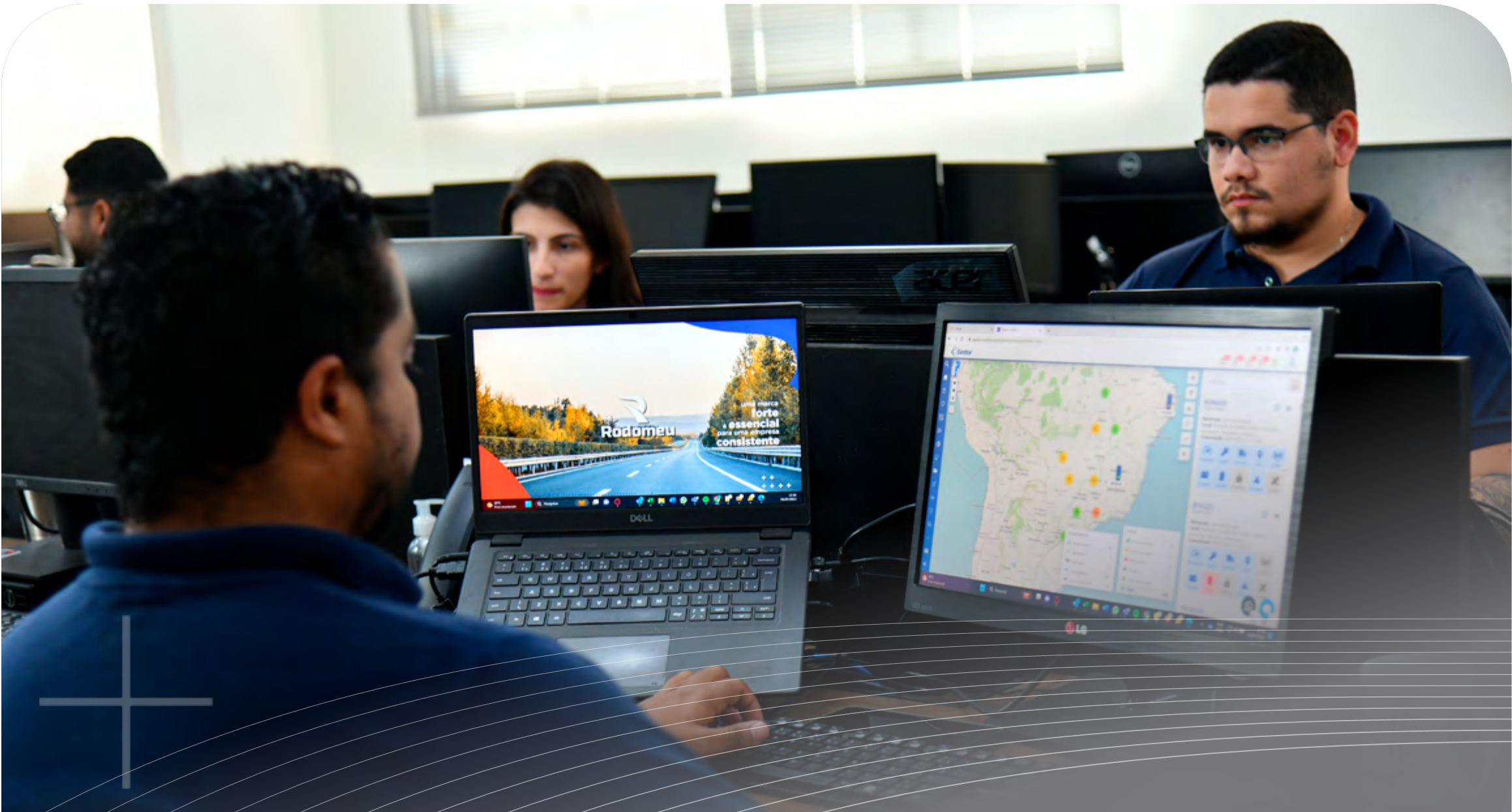
The challenging environment faced by segments served by Rodomeu required prioritizing initiatives to increase efficiency and cut costs in 2025. The company also expanded its commercial department to actively seek new clients starting in 2026.

Despite the headwinds, it renewed and secured new contracts with clients such as Ultragas, Supergasbras, Mosaic, Caterpillar, and CNH Agricultural Machines.

SUSTAINABILITY HIGHLIGHTS

Control tower and telemetry: in 2025, Rodomeu implemented its control tower and installed the telemetry system, including cameras and fatigue sensors, for 100% of its fleet. At the start of 2026, technology installation was completed on the trucks of owner-operators. These two solutions will further enhance the company's safety levels.

Fuel consumption reduction: with the control tower and telemetry system in place, the company is also optimizing fuel consumption, consequently reducing carbon emissions and other pollutants. A program was also designed to reward drivers most aligned with economic driving practices, which will be valid in 2026.



Driver training: another highlight was the launch of the Rodomeu 360° app, which includes a series of training programs for drivers, replacing in-person sessions and accelerating this group's development. The app also allows for viewing paylips and other employee information.

Little Traffic Guardians: the company continued running the project that teaches elementary school students about traffic safety at public schools. In 2025, eight editions of the project were conducted, impacting more than 3,500 children.

Rodomeu achieved a 2% reduction in fuel consumption in 2025 - with a target of 3% for 2026.



Acquired in 2021, TPC celebrated 25 years in 2025 as one of the leading logistics operators in distribution centers and warehousing in Brazil. The company provides bonded and non-bonded warehousing and intralogistics services, serving sectors such as retail, fashion, cosmetics, pharmaceuticals, petrochemicals, oil and gas, technology, and telecommunications, among others. It currently has around 7,500 employees across its 106 operations, which total over 1.2 million m² of storage space and about 406,000 pallet positions.

Following the reorganization of JSL in 2025, it became part of Intralog (read more on [page 19](#)).

Read more in:
grupotpc.com

2025 ADVANCES

The year was marked by the expansion of TPC's operations. The company implemented Bridgestone's largest distribution center (DC) worldwide, with 100,000 m², and a new DC for Puma, with 30,000 m². In Northeast Brazil, it resumed services for Petrobras and began providing services to Chinese automaker BYD, which opened its first plant in the country. It also signed a contract with the retailer C&A and started operating a second DC for the footwear company Crocs, focused on e-commerce.

The reinstatement of payroll taxes at the beginning of 2025 required the company to prioritize cost optimization and productivity gains. To achieve this, it continued investing in technology and automation, using bots in backoffice activities and drones for inventory tasks and security patrols in its bonded warehouses.

Increasing customer satisfaction levels was another focus for 2025. Among the initiatives, it began holding regular meetings to listen to customer demands and collaboratively build improvement plans.



SUSTAINABILITY HIGHLIGHTS

Retention and development of people: in 2025, TPC updated its compensation strategy, linking it more closely to performance, team engagement, and reduction of absenteeism, which has already improved its turnover rate – this topic remains a priority for 2026. It also invested in training the leaders of its operations to strengthen data-driven unit management.

ISO certification: the company achieved ISO 9001 (quality), 14001 (environmental management), and ISO 45001 (occupational health and safety) certifications for one of its operations in Santa Catarina.

Environmental management: among the company's current best practices are the use of solar energy, water reuse, and waste recycling, in addition to monitoring socio-environmental indicators for customer reporting.

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Acquired in 2021, Marvel is the largest refrigerated goods carrier in Latin America, with a fleet of over 1,200. Specializing in food transportation—mainly perishables—it operates long-distance routes in Brazil, Argentina, Chile, Paraguay, Peru, and Uruguay, including hard-to-reach areas, which requires an even higher level of excellence. It currently employs 1,300 drivers and over 400 administrative and maintenance staff.

Read more in:
marvel.com.br



2025 ADVANCES

The year was marked by expanding service to some clients in the portfolio, such as Minerva Foods, Seara, BRF, and Colgate, and diversifying operations by entering the pharmaceutical and e-commerce sectors. Another development was the structuring of after-sales, to strengthen customer relationships and business sustainability in the long term.

Marvel remained committed to cost optimization, cash generation, and financial leverage reduction, intensifying asset leasing, for instance. Another priority was attracting and retaining drivers, with fair compensation, stricter working hour controls, and other appreciation practices.



NPS score of 90 in 2025 and recognized among the best carriers by important partners like Minerva Foods, Mars, Martin Brower, Vigor, and Fini.

SUSTAINABILITY HIGHLIGHTS

Fuel consumption reduction: in 2025, Marvel scaled up the "Bom de Média" program, which manages and optimizes fuel consumption thereby reducing associated carbon emissions. Drivers whose average consumption exceeds the set parameter undergo training on economic driving practices. The result was a saving of approximately R\$ 3 million.

Driver education and qualification: in 2025, 148 drivers completed high school through its e-learning platform. Under the Apprentice Driver program, the company trains some 30 new professionals every month for the sector, in partnership with the Fabet school.

Safety: the company consolidated its control tower, which monitors 100% of the fleet, structured a dedicated road-safety function, and continued investing in telematics, cameras, and fatigue sensors in trucks. These measures drove the accident rate down by about 30% compared to 2024.

Other social and environmental actions: among the good environmental practices are the use of solar energy at its units and sending tires for recycling. One social initiative is the monthly donation of food to a project in the Jundiaí (SP) region, which serves 1,500 disadvantaged people.



Acquired in 2023 and operating for over 40 years in handling solid, liquid, and gas bulk products, IC Transportes is recognized for its excellence in the road transport of controlled hazardous goods. It employs around 1,200 staff and has units spanning all five regions of the country. Besides Brazil, it also operates in Argentina, Paraguay, and Uruguay.

Read more in:
ictransportes.com.br

2025 ADVANCES

The company focused on increasing financial-operational efficiency, notably by consolidating its unified control tower, which monitors all operational movements, and improving management processes for maintenance and fuel consumption. In the latter area, it also automated the refueling flow.

The year also included securing new strategic clients, with contracts signed with Ipiranga, ALE, Ultragaz, and Bunge. Additionally, IC Transportes finalized the renegotiation of a number of unprofitable contracts, improving its margins.



The SASSMAQ recertifications, exclusive for chemical products, and ISO 39001, for road safety, were some of the leading milestones of 2025.

SUSTAINABILITY HIGHLIGHTS

Safety: the company ended the year with 100% of the fleet equipped with fatigue cameras connected to its control tower. It also began piloting technology for preventive fatigue detection – before starting the vehicle, the driver uses the Sobereye glasses and performs a self-test. The plan is to gradually extend the use of the technology to all drivers. Safety management also includes partnerships with specialized companies that ensure prompt responses to environmental incidents. As a result of these and other actions, in 2025 IC Transportes reduced fatigue-related deviations and lowered the frequency rates of road accidents, incidents, and employee absences.

Promoting diversity: in its recruitment and selection processes, the company seeks, whenever possible, to favor the hiring of representatives from minority groups (women, people over 60, Black individuals, people with disabilities, and LGBTQIAPN+).

Social responsibility: IC Transportes is involved in the In the Right Hands program, of Childhood Brasil, to combat the sexual exploitation of children and adolescents on highways. One of the social organizations it supports is Associação Pestalozzi, which assists people with disabilities in the city of Sumaré (SP), where the company is headquartered.



Acquired in 2023, FSJ (Fazenda São Judas) Logística celebrated its ten-year anniversary in 2025, a leader in consolidated freight transport middle mile¹ using asset light and asset heavy models. Primarily serving the e-commerce and retail sectors, its strategy is based on designing customized solutions for each client. It operates fixed daily long-distance routes, departing from São Paulo (SP) to different Brazilian cities. In return loads, it participates in the spot market, ensuring operational sustainability and asset optimization.

Read more in:
fsjlogistica.com.br

¹. Movement from the factory to the distribution center or other nodes in the logistics chain.



Bestowed the
Top Performance
Safety award
by one of its
e-commerce
clients in the
first months of
the contract's
duration.

2025 ADVANCES

To support the company's growth, FSJ implemented its new operational system (ERP), ensuring more efficient processes and faster decision-making. It also strengthened its management structure by creating dedicated functions for maintenance, purchasing, and fuel. To reduce financial leverage, it intensified operations in the asset-light model.

It also began serving a major e-commerce player, expanded routes for Magalu, and secured a new account in the pharmaceutical sector.

SUSTAINABILITY HIGHLIGHTS

Fleet renewal and emissions reduction: FSJ continued acquiring Euro 6 trucks, which feature advanced engine technology to reduce pollutant gas emissions. The company ended 2025 with 115 Euro 6 vehicles (23.9% of its own fleet), with plans to reach 50% by 2027. It also incorporated five double-trailer trucks to operate the Cabreúva (SP) – Murici (AL) route for the client Natura, replacing ten traditional trailers, thereby avoiding the emission of 54 tons of CO₂e/month. It additionally acquired 50 32-pallet trailers. By replacing 30-pallet trailers, around 14,000 km are no longer traveled monthly, preventing the emission of 16.8 tons of CO₂e.

Waste and energy: given that FSJ primarily transports lightweight cargo, it performs three tire retreads, whereas the national average is two. A total of 3,420 retreads per year prevent the disposal of 1,140 tire carcasses. In 2025, the company also installed solar panels at its administrative office.

Talent retention: in 2025, the company launched the FSJ Well-being project, featuring a professional dedicated to listening empathetically and individually to address the demands of registered drivers and other employees. Drivers were also categorized based on tenure, with specific compensation strategies for each level (gold, silver, and bronze).

Loyalty of contracted drivers: a department handles the relationship with these providers. To retain them, the company maintains a fixed volume of monthly trips, helping them achieve financial sustainability.

SUSTAINABILITY

Sustainability is core to JSL's strategy. Material ESG and governance topics—fundamental to our growth and long-term viability—are regularly monitored and factored into every decision. Decarbonization agendas and the attraction and development of drivers and other employees, for instance, are topics that impact our results and, if not managed properly, could impair our competitiveness over time.

The importance of business sustainability was evident in 2025 during the strategic planning review focused on 2030, when it was formally incorporated as a core component of our strategy.

In addition to our commitment to the continuous improvement of our processes and outcomes, we also aim to foster best practices and sustainable solutions within JSL Group companies and among clients, suppliers, sector peers, and other stakeholders, positively influencing the business environment as a whole.

PRESENCE IN B3 ISE

Supporting the effectiveness of our sustainability strategy, JSL was selected to be part of B3's Corporate Sustainability Index (ISE) for the third consecutive year. The 2026 portfolio comprises 69 publicly traded companies renowned for their good socio-environmental and governance practices.

We continue to climb up the rankings. In 2025, we had already gained 12 places since our debut. In the 2026 portfolio, we advanced 19 positions compared to 2024.



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OUR SUSTAINABILITY
GOALS GRI 3-3

Topic	 Climate Change	 Diversity and Inclusion	 Productive Inclusion	 Health and Safety
Goal	Reduce GHG emissions intensity by 15% by 2030, for scopes 1 and 2 and categories 4 and 13 of scope 3. Goal linked to the Sustainability-Linked Bond of the holding company SIMPAR, with the consolidated group's net revenue as the denominator.	Expand inclusion and increase female representation at the company through the Women in the Driver's Seat program.	Prepare disadvantaged young people for the job market through the Você Quer? Você Pode! program.	Reduce our accident and lost-time injury rates.
Key initiatives in 2025	Progress in operational efficiency efforts, with economic-driving training, individual driver goals, and improvements in route planning, optimizing asset usage and reducing fuel consumption. The use of alternative fuels also increased, including the first operation with biomethane. Learn more on page 67 .	Four more editions of the program were conducted in 2025 (two for truck drivers and two for forklift operators). Learn more on page 50 .	All JSL apprentices participated in the Você Quer? Você Pode! program, which supplements the Learning Law content with training in socio-emotional skills, enhancing development and better preparing young people for their professional challenges. Learn more on page 51 .	Continuation of the Zero Accidents Safety Culture Program, launching safe management training for leadership at Universidade JSL, and ongoing investments in technology. Learn more on page 58 .
2025 Results	For the sixth consecutive year, JSL reduced its emissions intensity (t CO ₂ e/ net revenue). The reduction was 2% compared to 2024, reaching 42.5% compared to 2021. Learn more on page 68 .	55 women hired in 2025. Learn more on page 50 .	747 participants in 2025 and 103 hired after completing the program. Learn more on page 51 .	34% reduction in the number of serious incidents and fatalities. Learn more on page 63 .



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SUSTAINABILITY
GOVERNANCE

GRI 2-12, 2-13

Based on the [Sustainability Policy](#) guidelines, we have established a robust governance model aimed at ensuring a proper balance between financial, social, and environmental spheres.

The Board of Directors oversees the company's sustainability practices and deliberates on related risks and opportunities. Oversight occurs through periodic reports from advisory bodies, particularly the Sustainability Committee and the Audit Committee. At monthly board meetings, directors receive status updates on JSL's key ESG indicators, with the Sustainability team on hand to answer any questions.

The board is also responsible for approving corporate policies, such as the Sustainability Policy, Code of Conduct, and Social Investment Policy. In presentations and reports from support committees and the Executive Board, the board

has access to the stakeholders' perceptions, mainly from clients.

The Sustainability Committee's duties include driving agenda integration across the company's various departments and interactions with stakeholders, while monitoring socio-environmental indicators and executing the related projects.

There are also working groups dedicated to specific sustainability topics. Comprised of managers from various functions, these teams help transform strategic guidelines into concrete actions and projects.

To keep senior leadership updated on different parts of the sustainability agenda, SIMPAR Group also maintains the Executive Sustainability Academy.



COMPOSITION OF THE SUSTAINABILITY COMMITTEE

The committee consists of three to five members, including permanent members of the Board of Directors, officers, and other Company executives, serving alongside outside professionals with proven expertise and experience in sustainability topics.

Currently, the members of the body are:

- Fernando A. S. Filho
- Tarcila Ursini (independent member)
- Guilherme Sampaio¹

¹. In 2025, the position was held by Ramon Alcaraz, who stepped down as CEO in December, being replaced by Guilherme Sampaio.



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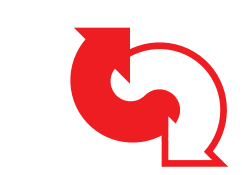
MATERIALITY
ASSESSMENT **GRI 2-29, 3-1, 3-2**

In 2025, we started a new study to update the business’s material topics. Once again, we adopted the double materiality approach to assess how our operations impact the environment and society and how socio-environmental and governance topics shape our financial performance.

Throughout the year, we conducted benchmarking on market best practices, interviewed leadership, and consulted with stakeholders to construct our impact and financial materialities. In 2026, the results will be validated by the Company's governance bodies for adoption from the next reporting cycle.

In this Integrated Annual Report, we continue relying on the study conducted in 2022, which included an analysis of internal strategic documents, benchmarking with industry players and global sustainability leaders, interviews with executives, board members, and logistics experts, plus an online consultation with other stakeholders (employees, suppliers, clients, independent and affiliate drivers, shareholders, investors, financiers, communities, civil society organizations, students, and industry companies). There were a total of 1,281 participants.

The Sustainability Committee validated the process, which resulted in nine material topics:

-  **Economic-financial performance and business expansion**
-  **Corporate governance, ethics and compliance**
-  **Climate strategy and environmental management**
-  **Respect, development and valuing people**
-  **Customer relations**
-  **Occupational health and safety**
-  **Technological and sustainable innovation**
-  **Appreciation of truck drivers**
-  **Impacts on communities and the value chain**



STANDARDS S1 AND S2

Throughout 2025, we retained a specialized consultancy firm to help us understand the IFRS Foundation's new S1 and S2 sustainability communication standards and opportunities for advancing our reporting process.

Updating our materiality and climate risk matrix, to be concluded in 2026, were part of this preparatory cycle.



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EXTERNAL
COMMITMENTS

GRI 2-28

JSL and the Group's companies are party to a set of sustainable development commitments. Sustainability issues are also addressed in the sectoral entities we participate in.

Commitment	Participating companies/Year joined
The United Nations (UN) Global Compact	JSL 2020TPC 2022
Global Compact's Human Rights Action Platform	JSL 2023
Brazilian GHG Protocol Program and Public Emissions Registry	JSL 2020
CDP	JSL 2018
Businesses for Climate Positioning – Brazilian Business Council for Sustainable Development (CEBDS)	JSL 2021
Commitment to Climate Action (in partnership with the client)	JSL 2023Fadel 2023
Ethnic and Racial Diversity Badge – Salvador Municipal Government	TPC Since 2009, renewed in 2025
Clean Air Program	JSL 2007IC Transportes 2007Fadel 2007Marvel 2007Rodomeu 2007
In the Right Hands Program	JSL 2007IC Transportes 2010Rodomeu 2015
Federal Government's <i>Empresa Cidadã</i>	JSL 2018
Vez e Voz Movement	JSL 2023IC Transportes 2023
Women's Move Route Mentoring Program	IC Transportes 2022
Her Voice Program	Marvel 2022IC Transportes 2021
Clean Company (Business Pact for Integrity and Combating Corruption) – Instituto Ethos	JSL 2018TPC
Greenlight Path – Siemens	TPC 2025
Brazilian Association of Logistics Operators (Abol)	JSL 2019
Transportation Social Service and the National Transportation Learning Service (SEST SENAT)	JSL Group 2022
Business Development Agency (AGFE)	JSL 2021
Brazilian Association of Hazardous Products Transportation and Logistics (ABTLP)	IC Transportes 2012Rodomeu 2002
Brazilian Logistics Association (Abralog)	Fadel 2007
Brazilian International Transporters Association (ABTI)	Marvel 2011
Cargo Transport Companies Union of Chapecó (Sitran)	Marvel 2018



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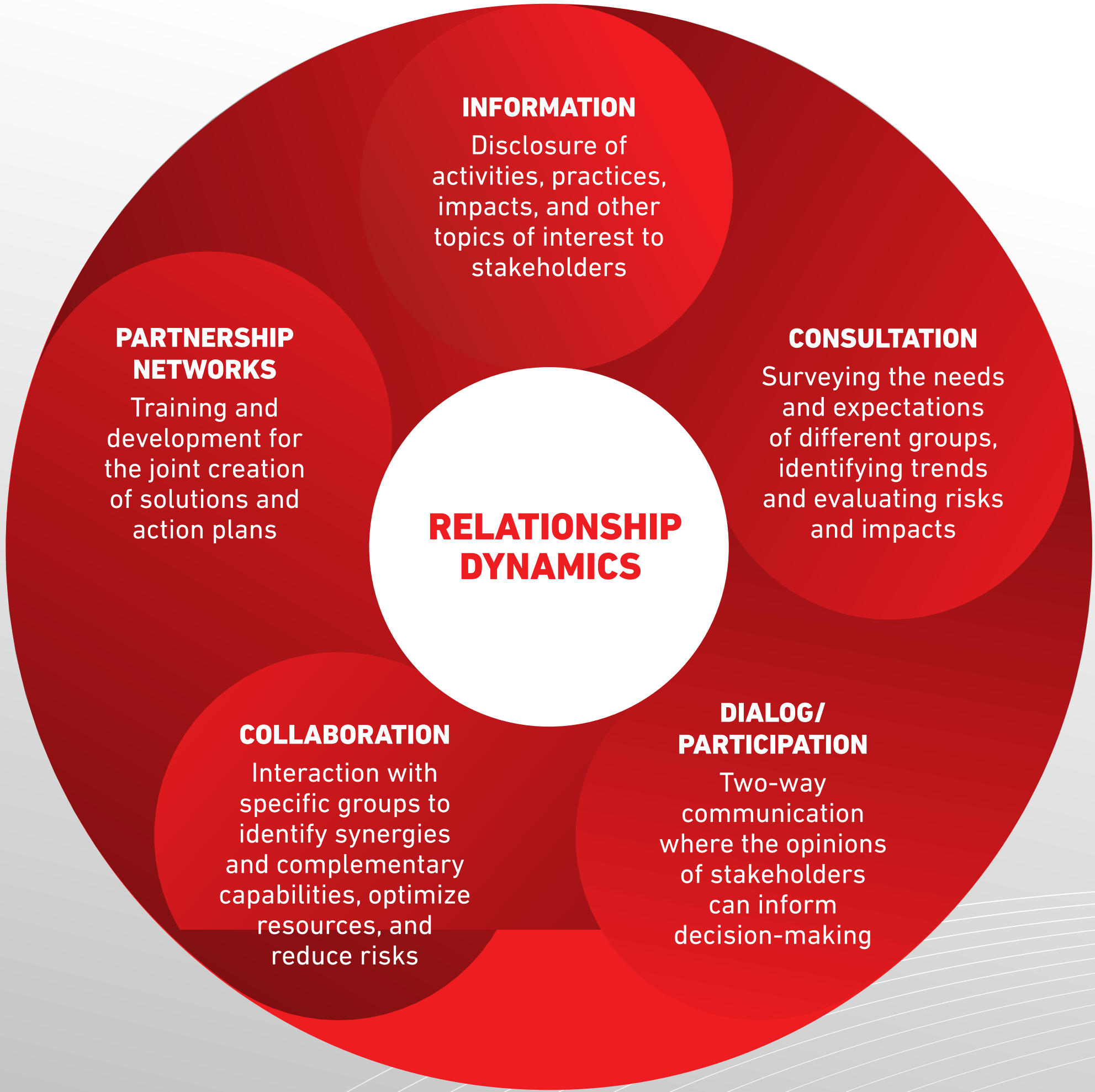
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STAKEHOLDER ENGAGEMENT GRI 2-29, 413-1

Our relationships with strategic groups aim to sustain long-term partnerships guided by principles of ethics, transparency, and compliance, focused on creating shared value.

The work involves different dynamics, channels, and relationship forums, as described below. Their results are monitored through performance indicators.

Public	Assumptions and objectives	How we engage
Employees and contractors	Professional development Strategic alignment Health and safety Appreciation	Satisfaction surveys Individual Development Program (direct employees)
Customers	Needs analysis Offering solutions, products and services Privacy	Satisfaction survey CRM (customer relationship management)
Suppliers	Qualification and development Nurturing sound social, environmental, and governance practices	Approval process Code of Conduct for Contractors
Government	Institutional relationship and sector development	Advocacy forums and associations
Investors and shareholders	Transparency, accuracy, integrity, and timeliness in communication	Events (JSL Day, results call) Shareholders' Meeting IR website
Communities and society	Fomenting the economy, development, and social well-being of communities Easing/mitigating impacts	Private Social Investment Sponsorship and donations



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INNOVATION AND TECHNOLOGY

GRI 3-3

With innovation as a strategic pillar, we continuously sharpen our processes and how we serve clients, keeping up with rapid change across society and the logistics sector. For this, we are relying increasingly on technology and the use of data to enhance our productivity, efficiency, and safety, cut costs, and generate positive environmental impacts.

JSL's technological transformation journey continued gaining momentum in 2025. We scaled up JSL Digital, which became one of the Company's three strategic units, and launched the first version of our AI assistant (read more on the next page). We also started major work on centralizing the different Information Technology systems that support our core and back office activities to make JSL lighter, nimbler, seamless and flexible.



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DIGITAL JSL

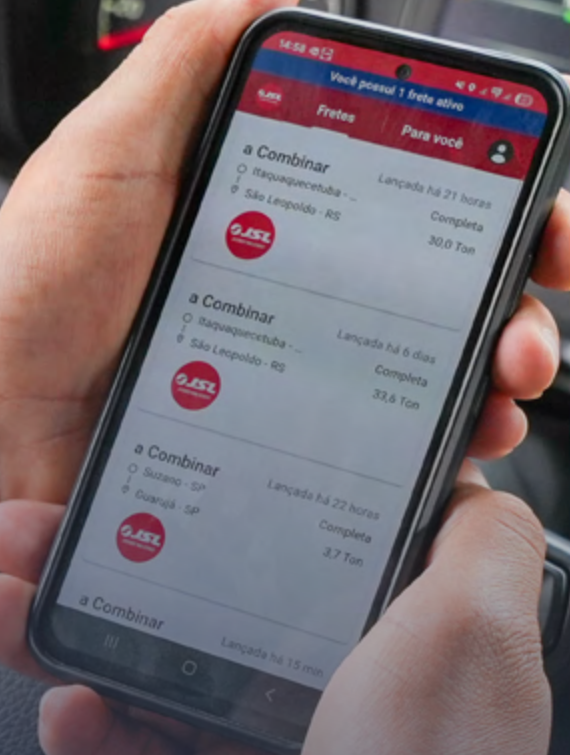
Our 100% digital carrier was launched in 2024 to grow JSL's presence in the road cargo transport sector.

The logic is straightforward: we connect small transport companies and independent drivers to the spot cargos available in the market, ensuring competitive prices, ease, and agility for clients and work opportunities for service providers.

JSL Digital closed 2025 with net revenue of R\$ 495 million, a two-fold increase in relation to the previous year.

HOW IT WORKS

- 1 Drivers register on the Cargo and Freight app
- 2 In the app, they have access to a list of cargos based on their geolocation and asset profile.
- 3 If they are interested, they can also check available return cargos.
- 4 Upon accepting a cargo, they can issue the transport documents directly in the app.
- 5 With leading-edge technology, 100% of movements are monitored, ensuring the safety of partner drivers and smart route optimization.
- 6 The client can track all stages, from cargo pickup to final delivery to the destination.



RESULTS

In year one, JSL Digital completed 34,000 trips and impacted more than 3,000 independent drivers.

VIRTUOUS EXPANSION CYCLE

The higher demand and the loyalty program attract more drivers, which expands the platform's coverage and its visibility for other shippers.

JULIA, JSL'S AI ASSISTANT

In December, we launched JSL's first AI assistant, Julia. At first, she was made available to address queries and solve problems for operational and administrative teams, unifying all support channels we maintained.

Everything is managed through Microsoft Teams and WhatsApp communication tools, and if an issue cannot be resolved without human intervention, the assistant directs the user to the responsible team. Since launching Julia, we have reduced the average resolution time for requests by 66%.

The assistant is currently in a training phase, processing the received data, and creating patterns and connections. The next step is to make it available for drivers at JSL Digital.



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OTHER DIGITAL TRANSFORMATION PROJECTS

We are also advancing the deployment of other technology solutions that make various stages of our operations more efficient. Some of the projects that were launched or gained traction in 2025 at JSL are presented below.

Technology is also being increasingly used by our subsidiaries to boost their operational efficiency (learn more in the JSL Group Companies section, starting on [page 20](#)). There are also solutions that help maintain and enhance our stringent safety standards (the year's main advancements in this area are described in the Commitment to Safety chapter, on [page 57](#)).

GRI 3-3	Project	Aims	Contribution to sustainability	Related disclosures
	Sisma system for fleet maintenance management in the Commodities Division	Automate this business stage, ensuring greater visibility around asset reliability, with more accurate preventive maintenance and cost cutting	Trucks that are regularly serviced consume less fuel and emit less CO ₂ and other pollutants, diminishing the number of incidents and accidents	GHG emissions Injury frequency rate
	Technology for route optimization is in the testing phase at a partner startup	Increase journeys with return freight, consequently reducing so-called empty runs (when the truck returns to the origination point or moves to another pickup point empty)	Optimize assets, avoiding fuel consumption and emissions of CO ₂ and other pollutants	GHG emissions
	Equipment with sensors and other devices for automated sorting and classification in a client's warehouse, replacing the manual work previously done by 172 people	Increase operational efficiency and minimize the occurrence of deviations	Eliminate repetitive work Increase operational safety	Injury frequency rate
	Automated forklifts and pallet trucks are being tested at a client's warehouse	Increase operational efficiency and minimize the occurrence of deviations	Increase operational safety	Injury frequency rate
	Swap body truck. Pioneer testing of Australian technology in the country by JSL in 2025. An additional 11 such trucks will be acquired in 2026 to serve a client in the paper and pulp sector	Optimize the asset, enabling it to operate day and night, complying with the permitted legislative limits: Daytime—up to nine axles (74 tons) Nighttime—up to seven axles (57 tons)	Moving more cargo during the day reduces the number of vehicles on the road, decreasing fuel consumption and CO ₂ emissions and other pollutants, while reducing waste, like tires	GHG emissions Volume of waste generated



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FINANCIAL PERFORMANCE



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In 2025, we celebrated five years since JSL's relisting on B3, during which time we cemented the company's leadership in the Brazilian logistics market, built over decades of specialization and expertise in providing transportation, warehousing, and intralogistics services. Since 2020, the combination of organic growth (CAGR of 19%) and the acquisition of eight companies has added over BRL 5.3 billion in revenue and enabled us to enter new segments, expand into Paraguay, South Africa, and Ghana, and acquire over 80 new clients.

The results achieved in 2025 reflect the resilience of our business. Revenue diversification—with the company's presence in over 16 economic sectors—long-term contracts, and disciplined capital allocation resulted in robust, recurring, and growing cash generation. Throughout the year, we also continued our asset sales strategy, contributing to capital allocation optimization, and maintained our deleveraging trajectory, despite a prolonged period of high interest rates. These moves demonstrate that our business model can grow and deleverage simultaneously, driven by strong cash generation and a deliberate shift toward a more asset-light model.

Our performance was also bolstered by an ongoing operational efficiency program, which combines cost management

discipline and technological innovation (automation and artificial intelligence) to optimize operational and backoffice processes. The actions implemented in 2025 netted a reduction of BRL 270 million, part of which was already captured during the year.

As described in the Strategy chapter, on [page 18](#), in 2025 we prepared for a new growth cycle by reorganizing JSL into three strategic units—JSL Dedicated Services, Intralog, and JSL Digital—while strengthening our commercial structure with a focus on value creation and expanding our presence at clients.

Next, we present the company's key consolidated financials. The full financial statements are available in the [Results Center](#) section of our Investor Relations website.



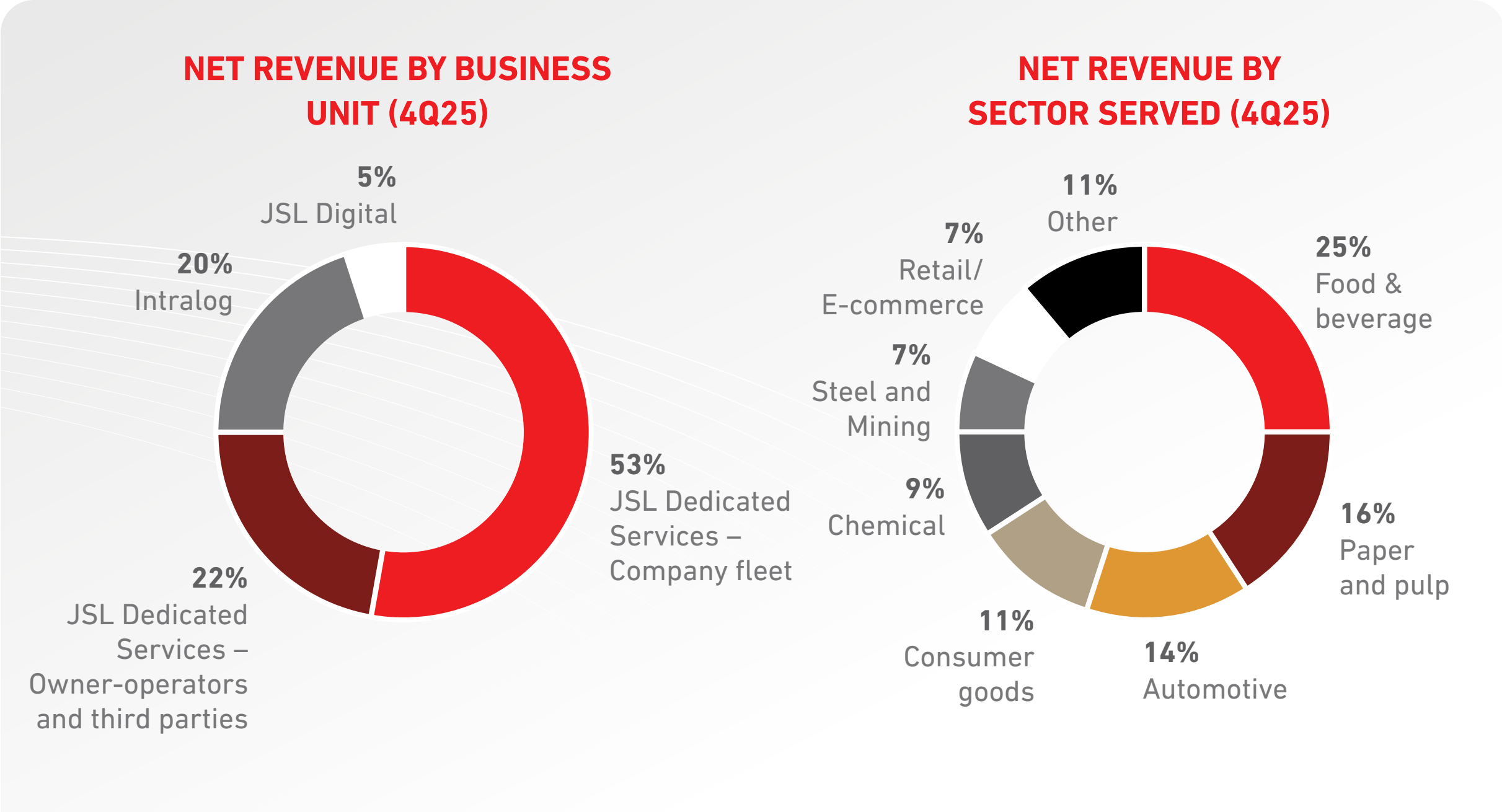
NET REVENUE, EBITDA AND NET INCOME

Our consolidated net revenue was R\$ 9.6 billion in 2025, up by 6.5% on 2024. Excluding portfolio exit effects, with a reduction in the agricultural sector and lower-margin chemical contracts, growth was 10.1% due to new contracts secured throughout the year, totaling BRL 4.9 billion, with an average term of 70 months.

Compared to 2024, Intralog grew by 17% and JSL Digital by 14%. Excluding the migration of the general cargo segment to JSL Digital, this business unit's revenue increased twofold *versus* 2024. JSL Dedicated Services recorded

growth of 8%, excluding the effects of the aforesaid intentional reductions.

EBITDA reached BRL 2 billion in 2025, with a margin of 20.5% and an expansion of 1.8 p.p. The margin benefited from disciplined contract pricing, with adjustments at the beginning of the year in response to input inflation, and our continuous efforts to improve operational efficiency. Adjusted net income was R\$ 147 million in 2025. The result was still pressured by the high CDI interest rates, partially offset by a 0.5 p.p. reduction in the average spread of the company's debts compared to 2024.



Direct economic value generated and distributed (R\$ million) GRI 201-1	2023	2024	2025
Gross revenue	8,929.8	10,686.0	11,334.2
Deductions	-1,355.2	-1,629.8	-1,693.6
Net revenue	7,574.6	9,056.3	9,640.6
Net service revenue	7,299.0	8,762.4	9,228.1
Net revenue from asset sales	275.7	293.9	412.5
Costs	-6,182.6	-7,502.4	-8,118.6
Cost of services	-5,977.5	-7,226.1	-7,717.1
Cost of asset sales	-205.1	-276.3	-401.5
Gross profit	1,392.0	1,553.9	1,522.0
Gross margin (%)	18.4	17.2	15.8
Expenses	-110.6	-343.4	-380.3
EBIT	1,281.4	1,210.5	1,141.8
Margin (% Service NOR)	17.6	13.8	12.4
Finance income (cost)	-903.7	-942.1	-1,144.5
Taxes	-26.0	-61.0	84.4
Consolidated net income	351.8	207.3	81.7
Net service margin (%)	4.6	2.3	0.9.
EBITDA	1,728.0	1,819.5	1,959.0
Margin (% ROL)	22.8	20.6	20.3

The distribution of added value can be seen on page 82.



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CASH GENERATION

JSL ended 2025 with BRL 392 million in cash generation after growth, interest payments, rentals, and company acquisitions, a result reflecting not only operational performance but also the company's high EBITDA-to-cash conversion.

LIQUIDITY AND INDEBTEDNESS

Regarding our capital structure, we ended 2025 with BRL 1.5 billion in cash and financial investments and BRL 320 million in committed and undrawn facilities, resulting in BRL 1.8 billion in liquidity. This amount is equivalent to 1.2 times the company's short-term debt and is sufficient to amortize it until the first half of 2027.

Our leverage was 2.88 times net debt/EBITDA and 2.37 times net debt/Adjusted EBITDA, our benchmark for covenants. The coverage ratio measured by Adjusted EBITDA/net financial results was 2.57 times.

In 2024, the Company's leverage benefited from the reversal effect of the System S provision that occurred in the second quarter. Excluding this effect (R\$ 151.7 million in EBITDA), our leverage experienced a 0.44x year-on-year reduction.

INVESTMENTS

Our investments (net capex) amounted to R\$ 159.7 million, of which 60% was allocated to expansion and 27% to renewal.

In line with strategic planning, part of the new contracts signed during the year involved leasing assets (partially or fully). As a result, the investment needs for 2025 were much lower compared to previous years, with an 80% reduction compared to 2024.

Investments – RS million	2023	2024	2025
Gross investment by nature	1,293.3	1,092.2	590.4
Expansion	1,052.7	833.4	354.9
Renovation	217.5	225.1	158.4
Other	23.2	33.7	77.1
Gross investment by type	1,293.3	1,092.2	590.4
Trucks	802.1	764.1	279.5
Machinery and equipment	181.6	132.6	126.0
Light vehicles	209.8	79.7	42.2
Buses	19.4	21.3	3.2
Other	80.4	94.5	139.4
Asset sale revenue	284.7	303.2	430.7
Total net investment	1,008.7	789.0	159.7



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TAX MANAGEMENT

GRI 207-1, 207-2

JSL remains committed to fulfilling its tax obligations and responsibilities. Paying taxes in full compliance with prevailing regulations is another way we contribute to the country's socioeconomic development, with such amounts returning to society in the form of health, education, public safety, and infrastructure services, among others.

Tax Management is responsible for formulating JSL's tax strategy, which is approved by senior leadership, and monitoring its execution. We also maintain an active tax group comprised of internal and external experts, who guide our decisions based on principles of governance, transparency, and regulatory compliance.

We also have the support of our Fiscal Council and periodically submit our practices to internal and external audits.

Our tax governance also extends to Investor Relations, which communicates our quarterly results and addresses questions and concerns related to tax issues.

It is worth noting that the holding company, SIMPAR, centralizes tax planning and management for all its subsidiaries, enabling us to optimize tax burdens and fully utilize benefits and incentives.

Throughout 2025, we began preparing to ensure the Company's compliance with the new consumption tax system, approved in December 2023 and already partially regulated. The tax reform introduced two value-added taxes (VATs) – one federal (Contribuição sobre Bens e Serviços/CBS) and another covering states and municipalities (Imposto sobre Bens e Serviços/IBS) – replacing the PIS, Cofins, ICMS, and ISS taxes. The transition period between the two systems started in 2026 and will extend until 2032, thus having no effect on JSL's 2025 financial statements.



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ETHICS AND COMPLIANCE



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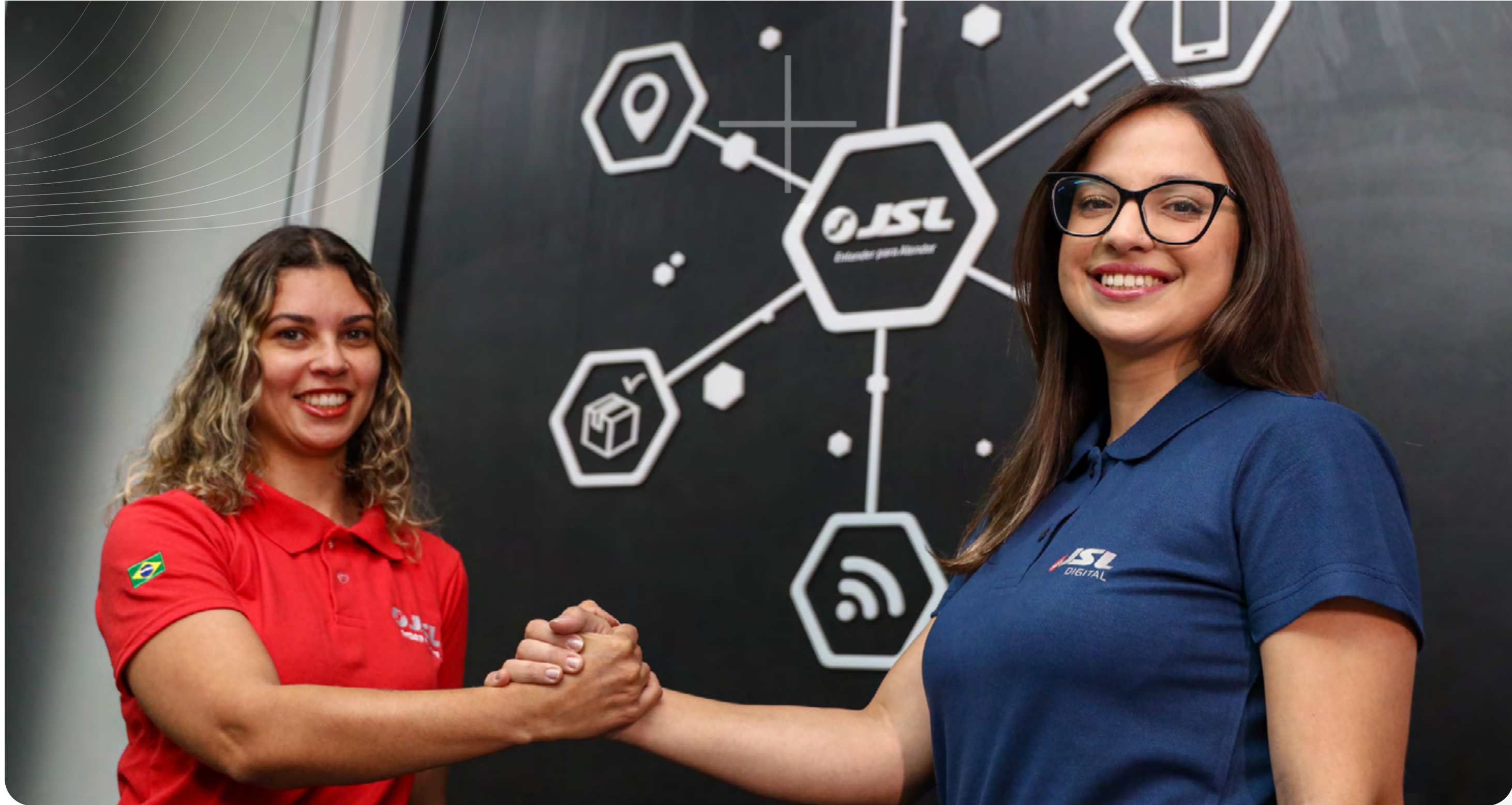
GRI 2-15, 2-23, 2-24, 2-26, 3-3,
205-1, 205-3, 206-1, 417-2, 417-3

At JSL, we are committed to ethics, transparency, integrity, and legal compliance. All inherent matters are managed by the Internal Controls, Risks, and Compliance Department (CRC), which reports to the Audit Committee and advises the Ethics and Compliance Committee.

This commitment is put into practice through our Compliance Program, which also applies to Group companies. The program's various fronts allow us to prevent, detect, and remedy potential deviations, fraud, irregularities, and illegal acts, thereby strengthening our organizational conduct.

To guide the conduct of our employees, we have a set of policies, including the Code of Conduct and Anti-Corruption policies; for Transactions with Related Parties, dealing with conflicts of interest; Dealings with Public Authorities; Donations and Sponsorships; and Participation in Public Tenders. All are signed off by the Board of Directors or its advisory committees and are available for consultation on the [Investor Relations website](#) and the [Compliance Program page](#) on the Company's institutional site.

The [Code of Conduct](#) is our foundational document, with guidelines on combating



corruption, receiving gifts and presents, and channels for reporting deviations, among other topics. The code also clearly sets forth JSL's commitment to protecting human rights (our actions on this topic are presented starting on [page 54](#)). Every professional who joins the JSL team receives the code and signs a declaration of commitment thereto.

There is also a specific [Code of Conduct for Contractors](#) for suppliers, service providers, and business partners. This group is also required to formally commit to the document's guidelines. It is worth mentioning that during the supplier approval process, checks are conducted to verify inclusion in restricted lists and the existence of legal and administrative proceedings. Partners identified

as high-risk undergo additional due diligence that more thoroughly assesses legal, reputational, and conflict of interest risks.

In 2025, JSL and the Group's eight companies underwent corruption risk assessments, covering 100% of operations. A case of corruption was confirmed after an investigation, resulting in the termination of the contract with the involved partner. We are not involved in any lawsuits for unfair competition, trust practices, monopoly, fines, or warnings related to product and service labeling information and marketing communications. No fines related to environmental topics with an individual value over USD 10 thousand were paid either. More information is available in the Appendices, on [page 83](#).



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TRAINING **GRI 2-23, 205-2**

The Compliance Program is based on mandatory periodic training for all employees. All new hires are trained on the Code of Conduct and other policies as part of the onboarding process. There are also mandatory annual trainings that employees must complete, available at the SIMPAR University. Additionally, training sessions are held for specific Company departments that are more exposed to integrity risks, such as commercial, public tenders and purchasing.

All these training sessions help employees identify conflict of interest situations, potential ethical deviations and potential cases of discrimination and harassment and emphasize professionals' obligations to report them to the Company.

CRC also regularly disseminates related content through internal communication channels and organizes awareness campaigns.

Another good practice is the Compliance Dialogs, meetings held by CRC to reinforce the Company's ethics guidelines whenever an opportunity for preventive action is identified.

We ended 2025 with 90% adherence to the Compliance Track, composed of the Integrity, Moral Harassment, Sexual Harassment, and LGPD tracks, with over 15,000 employees trained. Specifically regarding anti-corruption topics, around 24,000 employees were communicated and 19,000 trained during the year (learn more in the adjacent table and in the Appendices section, on [page 83](#)).



Anticorruption procedures GRI 205-2	People communicated			People trained ²		
	2023	2024	2025	2023	2024	2025
Senior governance ¹	41%	33%	53%	29%	17%	26%
Employees	64%	61%	68%	58%	58%	54%

1. Members of the Board of Directors, its advisory committees, and the Statutory Executive Board.

2. People who completed at least one of the four training courses in the Compliance Track.



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WHISTLEBLOWING CHANNEL

GRI 2-16, 2-25, 2-26 , 207-2

Our Whistleblowing Channel operates 24 hours a day, every day. It was designed to handle grievances and reports involving situations with potential negative impacts, such as reporting omissions, irregularities, non-compliance, and breaches of legislation, our Code of Conduct, and internal policies and norms, from any person.

The reports received are investigated by Compliance and structured reports are sent to the Audit Committee, which keeps the Board of Directors duly informed through its coordinator.

To ensure security and confidentiality, the channel is managed by an independent firm, which uses a secure platform and allows whistleblowers acting in good faith to remain anonymous.

We also maintain a zero-tolerance policy against reprisals and ensure that no whistleblower, witness, or anyone involved in the internal investigation processes suffers exposure, threats, or coercion.

All reports are received exclusively by the Compliance and Forensic Audit teams, tasked with conducting investigations according to each case's classification. The professionals involved in this process sign a specific Confidentiality Agreement, which reinforces

the commitments outlined in the employment contract and in the Code of Conduct Responsibility Statement, in addition to imposing additional obligations related to information secrecy and confidentiality. Investigations may involve interviews, evidence collection, and the preparation of technical reports.

According to the criteria matrix for reporting critical cases, investigation findings are forwarded to the Ethics and Compliance Committee and the Company's Audit Committee. To ensure impartiality, reports involving members of the Compliance and Forensic Audit functions, statutory officers or members of committees and the Board of Directors follow a specific communication matrix of the Whistleblower Channel, approved by the Board of Directors, which



provides for cross-referencing and guarantees ethical, independent, and impartial handling of the cases.

The Transparency Line, in turn, is the channel that receives internal and external communications, suggestions, and queries related to the Compliance Program, internal regulations (Code of Conduct, Anti-Corruption Policy), and laws applicable to our business, managed internally by Corporate Compliance.

Whistleblowing Channel

Exclusive for reporting illegalities and non-compliance with the Company's legislation and policies.
Available 24 hours a day, 7 days a week
Phone: 0800 726 7111
Site: contatoseguro.com.br/jsl

Transparency Line

Exclusive for clearing up queries and reporting on points of the Compliance Program's policies.
Available Monday to Friday,
8 a.m. to 5:48 p.m
Phone: 0800 726 7250
E-mail: conformidade@jsl.com.br



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RISK MANAGEMENT **GRI 2-25**

Maintaining an effective risk management process is essential to ensure JSL's growth and longevity. We have a specific policy that provides guidelines on the topic, the latest version of which was approved by the Board of Directors in 2025.

The risk management structure is based on the COSO (2017) methodology of the Committee of Sponsoring Organizations of the Treadway Commission and is aligned with ISO 9001 (quality management), ISO 31000 (risk management), and guidelines from the Control Objectives for Information and Related Technologies (COBIT).

Our managers and officers map risks with the support of the Internal Controls, Risks, and Compliance (CRC) function, which are analyzed for their impact and probability. The most significant risks form the risk matrix and produce treatment and monitoring plans. The risk matrix is reviewed annually.

The entire process is overseen by the Audit Committee, the Board of Directors and the Executive Board.

Risks are classified into eight categories:

Strategic

It includes risks associated with the Company's strategic decisions or its inability to protect itself from and adapt to changes.

Operational

This covers failures, flaws or fraud in internal processes and technologies, including cyberattacks and systemic failures.

Market

Caused by losses resulting from transactions subject to exchange variation, interest rates, share prices, and costs.

Liquidity risk

Related to the potential insufficiency of funds for the Company to honor its financial obligations without impacting operations or causing significant losses to the business.

Credit risk

The potential default of counterparties in financial contracts, impacting JSL's accounts receivable, deposits, and investments, as well as its access to credit facilities.

Image risk

Considers internal and external factors that can affect stakeholders' perception, harming the Company's reputation, credibility, and brand.

Compliance

Resulting from possible non-compliance with laws and regulations, which may trigger fines, indemnities, and reputational damage.

Social and environmental

Includes risks arising from potential harm caused to the environment, social relations, and communities.

DATA PRIVACY AND INFORMATION SECURITY **GRI 418-1**

We have a Privacy and Personal Data Protection Governance Program and Privacy Policy through which we ensure the Company's compliance with the Brazilian General Data Protection Regulation (BR GDPR) and other related regulations.

As in recent years, there were no complaints from regulatory agencies, verified complaints about customer privacy violations, or cases of data theft, robbery, or loss in 2025. However, we continue to work on enhancing the security of our systems. One of the measures was restricting employees' access to certain databases, which are now only open to the Information Technology team. We also adopted a single AI tool that can be accessed by the entire team and, in early 2026, we started using newer technology for employees to remotely access our network, thereby bolstering data security.

Using specialized tools, we continue to conduct cyberattack tests and simulations (pentests) to proactively identify any system vulnerabilities and then take action to promptly correct and mitigate them. We also began preparations for the ISO 27000 certification process (information security management).



In the year, 66% of eligible employees completed the training included in the information security track.



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GRI 3-3

The excellent services we guarantee to clients are delivered daily by our more than 33,000 employees. It is no coincidence that people form one of the pillars of JSL's business strategy, which remains committed to attracting, retaining, developing, and ensuring career progression opportunities in an inclusive and respectful work environment that provides health, safety, and quality of life¹ for all.

To achieve this, our people management strategy comprises a set of processes and practices that permeate the entire employee journey, divided into five major areas:

- Attraction
- Recruitment and selection
- Development
- Promotion
- Engagement

The People Committee monitors all these actions and drives the continuous enhancement of our talent management strategy and model.

In 2025, we continued strengthening our practices at every stage of the employee journey, working to tackle the logistics sector's defining challenge today: hiring and keeping talent. Through our initiatives in this field (detailed below), we foster the growth and sustainability not only of the business but of the entire sector.

1. Health, safety, and wellness practices are described in the chapter Commitment to Safety.

TEAM OVERVIEW GRI 2-7, 2-30 | SASB TR-RO-000.C, TR-AF-000.C

We ended 2025 with a headcount of 33,874 employees, including 6,548 drivers. The 7% reduction in the overall workforce compared to the previous year was caused by a number of organizational structure overhauls during the period.

Most employees (97%) were hired on a permanent basis and worked full-time. All of them were covered by collective bargaining agreements.

Detailed figures are presented in the Appendices section on [pages 83](#) and [84](#).



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ATTRACTION AND RETENTION OF TALENT

Our well-established human resource management practices have allowed us to build a strong employer brand over the years, which is crucial for attracting qualified professionals who align with the Company's values, such as an owner mindset and customer focus. In total, 19,533 new professionals joined the JSL team in 2025.

As stated in our Code of Conduct, we do not tolerate any discriminatory behavior at JSL. To prevent such situations during recruitment processes, measures include modules on unconscious biases and diversity, equity, and inclusion in the Recruiter track, available at the JSL University for leaders and employees involved in recruitment. This topic is also part of the compliance track, which must be completed by all Company employees.

In addition to traditional recruitment and selection processes, we maintain specific talent attraction initiatives that help improve the Company's retention rates and employee diversity while also facilitating the entry and permanence of individuals in socioeconomically disadvantaged situations into the job market. Among them are the Connecting Borders, Women in the Driver's Seat, and Training School initiatives, launched in 2025 (read more about these and other initiatives below). With the latter two, we seek to address a challenge that has become

The turnover rates are historically lower in programs like Connecting Borders and Women in the Driver's Seat. Over the past four years, the average turnover for Women in the Driver's Seat was only 13%.

a reality in the logistics sector: the shortage of labor. Surveys indicate that the profession's specific needs, such as the need to be away from home for extended periods, along with other socioeconomic factors, have been diminishing the number of new professionals entering the segment each year, with a declining number of young drivers (under 30 years old).

In the Company's consolidation, our turnover rate in 2025 was 65.6%, representing a five-percentage-point reduction compared to the previous year (the complete indicator can be found on [page 86](#)). The drop in unemployment rates in Brazil, which in 2025 reached its lowest level since 2012 (5.6%), and the growth of the informal market have fueled this result not only among the group of drivers but also among other employees, especially those in operational positions.

Complementing programs like the Training School, we work directly with units displaying high turnover and absenteeism rates, identifying root causes and implementing measures to mitigate them. These actions may include hiring professionals who live closer to the branch and optimizing routes, which reduces daily travel time for employees and enhances their quality of life and desire to stay with the Company.



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**TRAINING SCHOOL:
PREPARING FUTURE DRIVERS**

GRI 203-1

We launched the Training School program in 2025, offering training to drivers of any gender with licenses in categories C or D who wish to move to category E, allowing them to drive heavy articulated vehicles.

The program consists of 390 hours of theoretical and practical training. The Transportation Social Service and the National Transportation Learning Service (SEST SENAT) are our technical partners responsible for the theoretical part, covering topics like traffic laws, professional behavior, transport management, and workplace safety, with our team leading practical activities. In some cases, we also finance the driver's license acquisition process. All participants who complete the training cycle are hired as JSL employees.

Prioritizing locations where our demand for drivers is highest, we held two editions in 2025 in Mato Grosso do Sul, in the Ribas do Rio Pardo region, and one edition in Rio Grande do Sul, in the municipality of Butiá.

Three editions are planned for 2026.



**3 editions of the
Training School in 2025.**

**40 slots in Mato Grosso do
Sul (two editions) and 20
slots in Rio Grande do Sul.**

**Of the 60 participants,
58 completed the training
and were hired.**



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OTHER RECRUITMENT PRACTICES MAKING JSL MORE DIVERSE

WOMEN IN THE DRIVER'S SEAT **GRI 203-1**

Created in 2021, Women in the Driver's Seat is JSL's most established initiative, training women as truck drivers, bus drivers (charter), forklift operators, and mechanics—jobs still predominantly held by men.

Four editions took place in 2025, totaling 55 slots, with over 600 applications received. Like the Training School, the program also includes theoretical and practical training.

Thus far, all graduates have been immediately hired by JSL. In 2026, participants in the driver groups will receive a stipend during the course and join a talent pool so they can be recruited as new positions arise within the Company. This change will allow us to conduct more driver editions over the years and produce adequately prepared professionals to work in other logistics companies in their regions. There were no changes in the program's other modalities.



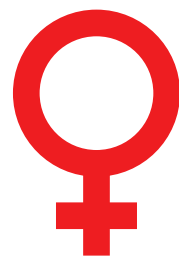
4 editions of **Women in the Driver's Seat in 2025.**

55 women hired.

Municipalities Arujá (SP), Guarulhos (SP), Jacareí (SP) and Parauapebas (PA).

16 editions conducted since 2021, with approximately 250 women hired.

Year after year, JSL¹ is increasing female representation in operations. From 2021 to 2025, the growth reached 41%.



1. Does not include JSL Group companies.



CONNECTING BORDERS **GRI 203-1**

In 2025, two editions of the program were conducted, launched the previous year to foster the inclusion of immigrants and refugees into the formal labor market. Also in partnership with SEST SENAT, selected individuals receive 160 hours of theoretical and practical training and are hired by JSL. A total of 18 slots were available for logistics operators and warehouse workers, with 70 candidates applying.

Reflecting the program's impact throughout the Company, units that received these professionals hired an additional seven immigrants and refugees. The 2025 Trainee Program also included a final-stage candidate from Cuba.

2 editions of **Connecting Borders in 2025.**

18 immigrants and refugees (Afghanistan, Angola, Venezuela, Democratic Republic of Congo, and Haiti) hired for units in Arujá (SP) and Guarulhos (SP).

3 editions since 2024, with 27 hired int total.



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YOUNG APPRENTICE

In the Você Quer? Você Pode! initiative, we select disadvantaged young people to work as apprentices in our units. With the support of SEST SENAT, they undergo a development program featuring content that goes beyond the mandatory training of the Apprenticeship Law, including the cultivation of socio-emotional skills, communication and public speaking practices, technology use, the job market in the logistics sector, among other topics.

Employees can also nominate family members to participate in the program.

747
young participants
in 2025.

103
hired by JSL at the
end of the program.



PEOPLE WITH DISABILITIES

In 2025, 3.9% of JSL Group's workforce consisted of people with disabilities. Specifically at JSL, this percentage exceeded the quota law requirements. In 2026, we began providing structural support to the other Group companies to boost the hiring of these professionals.

More details on gender, race, age group diversity, and employees with disabilities can be seen in the Appendices section, on [pages 84](#) and [85](#).



REVAMPED TRAINEE PROGRAM

Another structured recruitment initiative is our Trainee Program. Attuned to the aspirations of today's young professionals, in the 2025 edition, JSL offered positions in eight specific regions, which candidates selected during registration.

This strategy allows successful candidates to be closer to their hometowns — distance being one of the main reasons cited by former trainees who leave the company.

The process selected 18 professionals who began working at JSL in March 2026.

Meanwhile, the Internship Program is centrally managed by the SIMPAR holding company.



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DEVELOPMENT STRATEGY

GRI 404-1, 404-2, 404-3

In the employee development pillar, we focus on performance evaluation and training initiatives, by which JSL ensures employees' professional growth and career advancement opportunities.

The so-called People Cycle begins with performance evaluation. For professionals in analyst positions and above, the methodology includes self-evaluation and assessment by immediate leaders; for general managers and above, self-evaluation and assessments by all superiors; and for employees in operational roles, evaluation by the immediate leader.

The results are analyzed by the People Committee, composed of leaders from each area, where potential talents and development needs are mapped, leading to Individual Development Plans (IDPs). Employees receive feedback on the process, during which they are guided on their IDP and potential promotions. In 2025, 51% of the entire JSL Group team was evaluated (see more in the Appendices section on [page 86](#)).

In our continuous effort to improve our development practices, we launched the Potential in Action program in 2025. The focus is to fast-track employees into analyst roles and above with identified potential to assume leadership positions in the future, strengthening our succession pipeline. Two



pilot editions were held in this first year, and the intention is to scale up the initiative starting in 2026, with more cohorts launched each cycle.

The JSL Leaders School hones the management skills of those already in leadership roles. Previously targeting coordinators and above, in 2025 we also selected a number of supervisors to participate in the program. In total, 75 leaders went through the school training this year. We also conducted a new class of the Senior Leaders School, training 22 managers in leadership, innovation, and management topics.

Then there's the JSL University, an online platform offering training paths for the entire

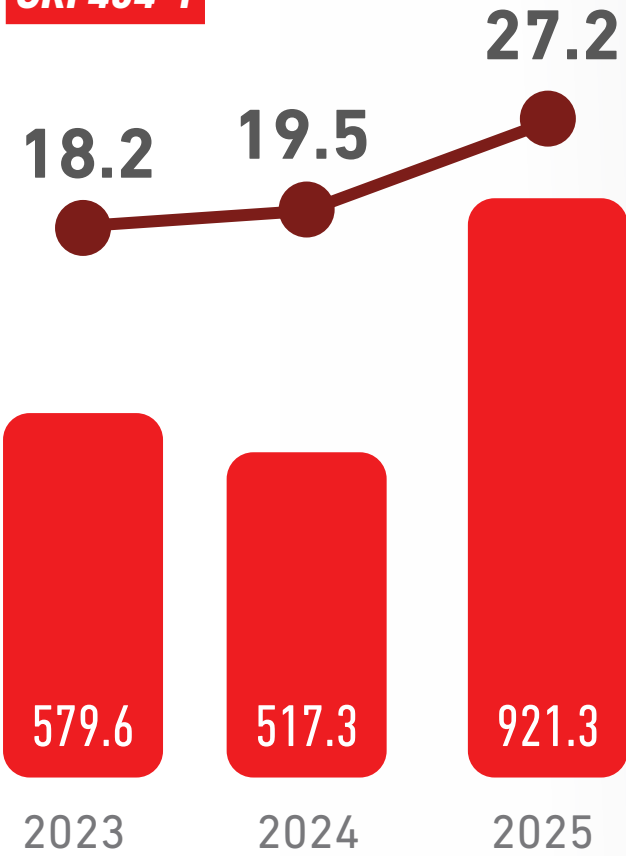
team. In 2025, the platform introduced new content (Sapience), addressing the cultivation of soft skills, leadership, innovation, diversity, and digital transformation.

Companies within JSL Group also maintain specific team development initiatives, including corporate universities and partnerships with educational institutions, among others.

Combining in-person and virtual training, the team completed 921,300 hours of training in 2025 (see more below and in the Appendices section on [page 86](#)).

Approximately 50 employees participated in the two cohorts of the Potential in Action career acceleration and development program launched in 2025.

TRAINING¹
GRI 404-1



● Total hours of training (thousand)
● Average hours per employee

1. Based on the training hours of active employees as of December 31 of each year.



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REMUNERATION PRACTICES **GRI 401-3**

To retain our talent, we also have a compensation strategy aligned with the market, including base salary and benefits package.

In 2025, there was an improvement in the pay equality disclosure (average amounts received by women and men at each functional level), particularly in officer and general management positions. The progress is due to structural adjustments in salary ranges and compensation elements and increased female representation in the company. Nonetheless, at certain functional levels, such as operational roles, the lower equality does not reflect different salary practices

for each gender but rather the longer tenure of male professionals, with the level of seniority justifying higher salaries.

We also monitor return rates (professionals who return after parental leave) and retention rates (employees who remain with the company 12 months after returning). In 2025, the female retention rate increased from 65.8% to 77%.

The complete version of these disclosures can be seen in the Appendices section, from [page 87](#).

BENEFITS **GRI 401-2**

The benefits offered to all JSL employees¹, including temporary workers and part-timers, are:

- Medical and dental assistance (extended to spouses and children)
- Extended parental leave as part of the Empresa Cidadã program (six months for mothers and 20 days for fathers)
- The Connected to You program, offering psychological, assistance, financial, and legal support (available 24 hours, with confidentiality guaranteed)
- TotalPass (gyms and other wellness services)
- School kit and educational support for employees' children
- Clube Mais discount platform, featuring options for tourism, culture, entertainment, gastronomy, among others
- Discounts on pet health insurance plans

Some benefits are stipulated in collective agreements and may vary between units and professional categories, such as life insurance, meal vouchers, and food vouchers. The latter is also only provided to employees who work a minimum of 6-hour shifts.

There is a dedicated lactation space at our Mogi das Cruzes (SP) offices, our administrative headquarters, and in the São Paulo capital and at the Intermodal Logistics Center in Itaquaquecetuba (SP).

¹. Does not include JSL Group companies.



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ENGAGEMENT AND SATISFACTION

At JSL, there are various tools that help in team engagement and their sense of belonging, such as our internal communication channels. One of the main ones is Tamo Junto com a Liderança, when the CEO and officers visit the units and meet with the operational teams to recognize talent, listen to suggestions, and brainstorm initiatives to improve the work environment.

We measure employee satisfaction every year through the Climate and Engagement Survey. The 2025 survey recorded higher favorability indices in areas such as

respectful labor relations, equal treatment, clarity about the company's values, day-to-day satisfaction, and pride in working with the team.

Strengthening continuous feedback and recognition practices, fostering participation and idea-sharing among employees, and improving management of emotional and psychological health are among the points for improvement and will be prioritized in 2026 to build an increasingly healthy, transparent environment aligned with team's needs.

75% of employees participated in the 2025 Climate and Engagement Survey.

HUMAN RIGHTS

GRI 2-23, 407-1, 408-1, 409-1, 411-1

JSL is committed to upholding and promoting human rights in line with the principles set forth in the Federal Constitution and in international treaties and conventions, such as the United Nations (UN) International Bill of Human Rights and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

The Human Rights Policy formalizes this commitment, guiding our actions and decisions concerning employees, drivers, suppliers, surrounding communities, and other stakeholders. The topic is also covered in the Code of Conduct and the Code of Conduct for Contractors.

We strive to make JSL an increasingly diverse and inclusive company and do not tolerate any form of discrimination, investigating all reports submitted through our Whistleblower Channel and taking appropriate action. In 2025, we received 320 reports of discrimination, of which 193 were investigated and concluded by December. Of those concluded, 20 resulted in improvement plans, including eight considered valid. The



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other 127 were still under investigation in 2026. To mitigate these practices, we communicated and conducted specific training on discrimination and harassment, which reached 90% of the team in 2025.

We also ensure decent working conditions for all employees, contractors working in our facilities, and independent drivers. Examples include standardizing our facilities with adequate spaces for dining, hygiene and rest, and monitoring drivers' work and rest periods.

We also prioritize everyone's health and safety by providing relevant personal protective equipment (PPE) and continuously training and raising awareness among employees on health and safety concerns. Every year, we also train professionals involved in asset security on human rights (see more in the Appendices section, on [page 88](#)).

By cultivating the insertion into the job market of disadvantaged people through programs like Connecting Borders, Women in the Driver's Seat, and Você Quer? Você Pode!, we also help ensure they are not exposed to potential human rights violations.

In 2025, no cases were identified of violation or risk of violation of employees' rights to union freedom and collective association in



our operations and supply chain. No significant risks of child labor, forced or slave-like labor, or youth exposure to hazardous work were mapped in the Company and supply chain, nor were there any violations of indigenous peoples' rights.

Through some of our business commitments, we also reaffirm our total respect for human rights. These include:

- **UN Global Compact**
- **UN Women's Empowerment Principles**
- **The Pledge on Addressing Sexual Violence against Children and Adolescents, of Childhood Brasil**

Discrimination GRI 406-1	2023	2024	2025
Incidents received ¹	67	278	320
Incidents reviewed	54	113	193
Cases with implemented measures and analysis of results	0	18	20
Cases with action plans being implemented	0	0	0
Concluded cases	54	113	193

1. Cases identified by the informant as discrimination, moral or sexual harassment, or sexual misconduct.



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STRENGTHENING MANAGEMENT ON THE TOPIC

In 2025, we voluntarily participated in a human rights assessment conducted by Unilever — one of our clients — with its business partners from different countries. The process involved interviews with 280 JSL employees and the analysis of internal policies and procedures.

The results positioned the Company at the highest level of maturity in the methodology, reflecting the robust governance established for the topic, which includes monitoring related topics by our Board of Directors, the existence of specific policies, a channel for recording violations, and related training, alongside our practices that ensure adequate working, health, and safety conditions, among other things.

With a focus on continuous improvement, the assessment yielded an action plan to enhance our management of the various facets covered by the topic. Strengthening our human rights training and formalizing who the vulnerable groups in our value chain are, the risks they are exposed to, and how we manage these risks are some of the measures we will dedicate ourselves to from now on.

Meanwhile, throughout 2025, we also deepened our understanding of new recently approved human rights guidelines, such as the EU's CS3D (Corporate Sustainability Due Diligence Directive), which requires companies operating in the block to make their monitoring processes on environmental and human rights issues in their value chains more stringent.



For further information about:

- Our practices to increase the Company's diversity and include disadvantaged groups, see the People first chapter.
- Our health and safety practices, see the Commitment to safety chapter.



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Safety is an uncompromising commitment throughout JSL Group. We have a consolidated occupational health and safety management system, developed in compliance with applicable laws and regulations and using ISO 9000 and 9001 (quality), ISO 14001 (environment), and ISO 45001 (occupational health and safety) standards as references. The system embraces all our employees and includes engagement and guidance activities for service providers and contractors working in our facilities (see more in the Appendices section, on [page 88](#)).

Rooted in prevention—through daily routines and continuous improvement cycles—we are building a safety culture where everyone thinks, talks, and lives safety.

We achieve this via the Safety Culture Program – Zero Accidents, based on three pillars: the first focuses on the management work and specialized technical skills of the Health, Safety, and Environment (HSE) teams; the second involves leadership across the board as mobilizers of the safety culture, setting an example for the rest of the team; and the third includes all employees, encouraging everyone to act according to our guidelines, taking care of themselves and others, and allowing themselves to be cared for.



Through the program, we guarantee:

- The detection of hazards and risk assessment in the workplace, covering different locations and activities. Processes carried out by the HSE team, leadership, and the employees.
- The definition of the hierarchy of risk and hazard controls for their elimination and control, under the responsibility of the HSE team.
- Regular performance monitoring, considering preventive and reactive indicators, goals, and previously defined parameters.
- Regular updates of mapping and action strategies, conducted periodically and whenever changes occur in the environment or working dynamics and the legal and regulatory context.

Employees are responsible for reporting risk situations through the Zero Risk program. In the notice boards of the units, QR Codes are made available providing access to the channel, which receives reports from anyone, including service providers and contractors.

Another mechanism for employee participation in safety management is their involvement in the Internal Accident and Harassment Prevention Committees (CIPAs) in each unit. These commissions are made up of employees elected to represent their colleagues and members appointed by JSL.

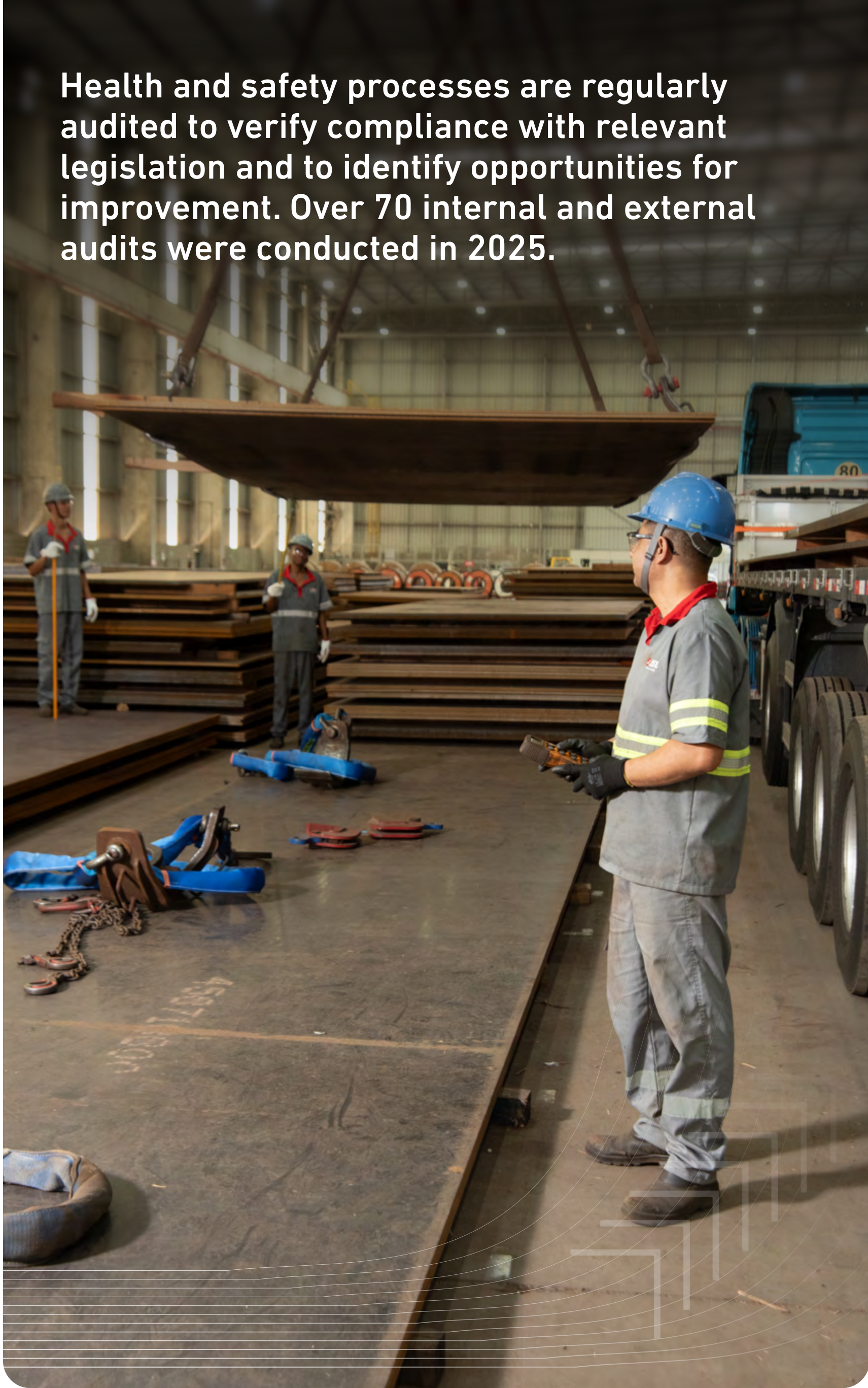
As outlined in our Code of Conduct, every employee is entitled to refuse to carry out an activity if they identify it poses a risk to their health and safety, without fear of reprisal.

CERTIFIED TO ISO 45001

Located in Itaquaquecetuba (SP), our Intermodal Logistics Center became the first JSL unit to receive the ISO 45001 certification (occupational health and safety), a milestone achieved in November.

The hub holds the highest number of certifications, such as ISO 9001, ISO 14001, SASSMAQ (for chemicals), and SMETA (Sedex Members Ethical Trade Audit), developed by Sedex to assess ethical and responsible supply chain practices.

The management model implemented during the certification process will now be rolled out to other units.



Health and safety processes are regularly audited to verify compliance with relevant legislation and to identify opportunities for improvement. Over 70 internal and external audits were conducted in 2025.

LEADERSHIP AT THE FOREFRONT

While JSL considers every employee an active participant in safety management, we understand that leaders play a more pivotal role in this process, being responsible for monitoring their area's performance and inspiring their teams.

A leader's routine includes conducting Safety Walks (inspecting workplaces and interacting with employees to identify deviations and risks and fostering team engagement); leading Toolbox Talks with teams (Management Moment); participating in HSE behavioral audits; and tracking related indicators, incidents, and actions in weekly and monthly HSE meetings.

In 2025, we recorded over 85% of leadership adequately performing the duties that make up the leader's routine. All together, there were:

- 80,000 Safety Walks
- 90,000 Management Moments (DDS)
- 10,000 HSE committees (weekly and monthly meetings)
- Over 47,000 behavioral audits



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To reinforce leaders' adherence to the agenda, in 2025, we launched the nine-module safe management training path at JSL University. From February 2026, the course became mandatory for all current leaders and those taking on leadership positions within the Company.

In 2026, initiatives will also be undertaken to strengthen the safety culture in leadership with the support of specialized consultants.

The CEO, the Human and Organizational Development (DHO) officer, and the key leaders of each operation monitor safety indicators and related actions on a monthly basis.



TEAM TRAINING AND AWARENESS **GRI 403-5**

All employees, including drivers, undergo HSE integration when hired. The team also receives periodic training on safety topics, with training applicable to everyone and specific to each activity.

In 2025, over 8,000 employees participated in safety training, totaling around 62,000 hours of training. The main topics covered were: safe management, safe behavior, use of PPE, right of refusal, regulatory standards, safe driving, defensive driving, hand protection, among others.

Communication campaigns about health and safety also take place regularly. Throughout the year, various campaigns were conducted, spreading information and raising team awareness on safe driving, accident prevention in cargo and passenger transport, invisible risks, disease prevention, ergonomics, and more.

TECHNOLOGY AT THE SERVICE OF SAFETY

GRI 403-2

We increasingly rely on technology to enhance HSE management. One of the main tools is ObraSoft, risk management software that centralizes all communications and records on preventive actions, accidents, and near misses, incident investigations, action plans implemented to prevent recurrence, and effectiveness of those measures.

Implemented the previous year, the software was expanded across JSL throughout 2025, ensuring corporate HSE team visibility on everything happening in each unit. In 2026, the operations of JSL Group companies will also be uploaded into the tool.



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OTHER TECHNOLOGY SOLUTIONS

READINESS APP

Adopted since late 2024, the app conducts daily tests on drivers and operators of motorized equipment (wheel loaders, backhoes, forklifts, among others) before the work shift starts. Levels of attention and concentration and overall health conditions (anamnesis) of employees are checked.

Approved individuals are cleared to work, and those not approved have a follow-up with leadership. The app helps to remove professionals not in ideal conditions to perform their duties from potential risk situations, reducing the occurrence of accidents.

The app is being gradually rolled out across the Company, aiming to reach 100% of potential employees.

DRIVING SIMULATORS

A technological solution adopted by JSL to train drivers in operations serving customers in the paper and pulp and mining sectors, among others.

There are two simulators that circulate among the units throughout the year, training professionals to respond appropriately in adverse situations, such as brake system failures, landslides on dirt roads, and dangers caused by other drivers on highways.



Over **850** employees trained on simulators in 2025.

ADAS SYSTEM

Advanced Driver Assistance Systems consist of cameras (front, side, and external), fatigue and distraction sensors, emergency braking, and lane departure warning, enhancing driver safety.

More than 170 assets in the company fleet equipped with ADAS systems.

TELEMETRY

A system that monitors a data set, such as speed and braking, with immediate notification of deviations to the driver and their manager.

Over 1,900 vehicles in the company fleet with telemetry.

PPE MANAGEMENT

The digitalization of the entire process—from stock to delivery and registration of personal protective equipment (PPEs)—began in 2025, improving management.

It is worth noting that leaders and HSE teams continuously monitor employees to ensure proper use of PPEs.

40 operations under digital management by December 2025.



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TEAM HEALTH AND WELL-BEING

GRI 403-3, 403-6 | SASB TR-RO-320a.3

Our employees undergo periodic health assessments conducted by specialized professionals. All related information is stored in the Health and Safety ERP system and accessed by the responsible team.

To prevent repetitive strain injuries (RSI) and other health problems, we adopt various ergonomic measures, such as regular breaks, task rotation, and workplace exercises.

As part of the Hearing Protection Program, we assess the noise levels in workplaces and, based on measurements and technical reports, implement necessary measures to preserve employees' hearing health.

In addition to health and dental plans and benefits for physical activity (TotalPass), our professionals also have access to psychological and psychiatric care through the "Ligado em Você" program. Created in 2011 and now managed by the holding company SIMPAR, the program provided 2,692 services to 1,263 JSL employees in 2025. SIMPAR also maintains Saúde 360, which assesses the physical and

emotional health of leaders and ensures, when necessary, specialized medical follow-up for one year.

Throughout the year, our teams also mapped the Company's compliance with the new NR-1 requirements, which incorporated psychosocial risks as part of the employees health procedures required of organizations. The new regulation takes effect in May 2026.

ENCOURAGING SELF-CARE

GRI 403-6

To nurture a culture of self-care among employees, we also conducted awareness campaigns—often in partnership with clients.

These include content shared through internal channels on key dates, like Pink October and Blue November (focused on breast and prostate cancer prevention), specialist lectures, and activities like blood pressure and glucose measurement and bioimpedance exams.



DRIVERS' HEALTH AND SAFETY

GRI 403-7 | SASB TR-RO-320a.3

JSL and its investees have structured practices and processes to ensure the safety of drivers and all other users who travel on the highways. Examples include telemetry systems, cameras and fatigue sensors installed in trucks, and periodic training on defensive driving and safe cargo transportation, among other topics.

We also act to combat the excessive consumption of alcohol and other substances, including the daily application of breathalyzer tests.

We are also attentive to other health risks associated with the profession, such as sleep deprivation, fatigue, stress, obesity, hypertension, and diabetes. To prevent these, we conduct health campaigns and encourage healthy eating, offering mental health care through the program Ligado em Você.



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HEALTH AND SAFETY OUTCOMES

GRI 403-9 | SASB TR-AF-540a.1

The maturity gains in safety culture and ongoing investments to maintain the highest safety standards in our operations have been driving down the number of incidents over the years.

Compared to 2024, the Company recorded a 34% reduction in both the number of serious accidents and mandatory reportable accidents, which include fatalities. There was also a slight 4% decrease in the number of road accidents. However, the number of incidents leading to leave, specialized medical treatment, work restriction, or transfers increased by 18% year over year.

These results highlight the importance of continuously improving the Company's HSE processes and practices and maintaining the engagement of leaders and teams around this issue.

ROAD ACCIDENTS

SASB TR-RO-540a.1, TR-AF-540a.3



1. The increase compared to 2023 was driven by the expansion of operations and a 30% growth in total kilometers driven.

Occupational health and safety ¹ GRI 403-9, 403-10 SASB TR-RO-320a.1, TR-AF-320a.1	2023	2024	2025
Hours worked	67,301,723	75,288,723	72,698,465
Work-related injuries			
Fatalities (total rate ²)	3 0.04	2 0.03	2 0.03
High-consequence work-related injuries, excluding fatalities ³ (total rate ²)	70 1.04	142 1.88	94 1.29
Recordable work-related injuries ⁴ (total rate ²)	73 1.08	146 1.93	96 1.32
Recordable incidents ⁵ – TRIR (total rate ²)	194 2.88	308 4.07	363 4.99
Work-related ill health			
Cases	0	0	0
Related fatalities	0	0	0
1. Scope: direct employees. JSL does not monitor these indicators among service providers and contractors. 2. For comparability, all rates in the table use the formula Total occurrences/Total hours worked X 1,000,000. TRIR values according to SASB standards (Total occurrences/Total hours worked x 200,000) are: 0.22 (2023), 0.85 (2024) and 1.00 (2025). 3. Accidents resulting in injuries from which the employee has not recovered or is not expected to recover within six months after the incident. 4. Accidents resulting in death, leave, reduced work capacity, role transfer, or involving loss of consciousness or treatment beyond first aid. 5. Accidents with absence, restricted work, role transfer, or specialized medical treatment.			



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CLIMATE AND

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GRI 3-3

The energy sector, which includes the transportation category, is responsible for the largest share of global greenhouse gas (GHG) emissions. Although in Brazil a major part of emissions is associated with deforestation and other land-use changes, decarbonizing the transportation and logistics sector remains crucial for the country to meet its reduction targets pledged in the Paris Agreement. Despite advancements, the sector still faces structural challenges, such as diesel's significant role in the energy matrix, the high cost and low availability of alternative technologies, and the lack of adequate infrastructure for using low GHG emission fuels.

Given the materiality of this topic and the complexity of the challenge, JSL continues to advance its climate strategy year on year, guided by its [Climate Change Policy](#) and the public target set by holding company SIMPAR, which aims for a 15% reduction in the Group's emissions intensity by 2030, measured in tCO₂e/net revenue, covering scopes 1 and 2 and two categories of scope 3.

Our actions are divided into different fronts:

- Monitoring risks and opportunities associated with climate change, including financial estimates, and the decarbonization plans of customers and suppliers.
- Monitoring market developments, especially new technologies that enable the reduction and gradual replacement of diesel in freight transport to incorporate them into operations.
- Implementing initiatives to better utilize assets and optimize fuel consumption and associated carbon emissions.
- Measuring GHG emissions from operations and disclosing results.
- Economic-driving training for employees and partner drivers.

The topic is overseen by the Sustainability Committee, which reports it periodically to the Board of Directors and the Company's senior leadership. Increasingly embedded in the business, the topic is also part of the customized value proposition we build for JSL customers, including route optimization; the use of vehicles with higher load capacity, which reduce the number of trucks on roads; elimination of empty trips; and the adoption of renewable fuels, combining financial efficiency and carbon footprint reduction (learn more about the solutions already available on [page 67](#)).

Beyond GHG emissions, we rigorously manage other environmental issues as presented in the Environmental Management subchapter, starting on [page 69](#).



PERFORMANCE IN THE CDP

In 2025, we once again secured a B rating in the CDP climate change questionnaire, positioning JSL among organizations that manage the topic robustly and communicate it transparently. The result keeps the Company above the global average for the transportation and logistics sector (C score).



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CLIMATE RISK AND OPPORTUNITY MANAGEMENT

GRI 201-2

In 2025, we began updating the Company's climate risk matrix, which was structured in 2022. The revision process will be completed in 2026.

The 2022 mapping considered two transition scenarios—Net Zero emissions from the International Energy Agency (IEA NZE) and IRENA 1.5°C from the International Renewable Energy Agency—and two physical scenarios mapped by the Representative Concentration Pathway (RCP). As a result, 23 transition and physical risks were identified, classified in a matrix according to their impact and probability.

The adjacent table presents the risks with high financial impact and some climate opportunities. The full description of the process and the list of all mapped risks can be found on pages 62 and 63 of the [previous report](#).

It is worth reiterating that climate risks are part of the Company's risk management process and, in 2025, continued to be regularly monitored by the Board of Directors and the executives.

Risks & opportunities ¹	Associated impacts	Management
REGULATORY RISK Risk associated with the creation of laws limiting the use of fossil fuels	Higher costs on biofuels and the need to renew the vehicle fleet for lower-emission options.	Increase in the share of renewable fuels aligned with customer contracts; monitoring of lower-emission technologies and efforts to enhance operational efficiency and reduce fossil consumption.
REGULATORY RISK Risk of emission limits being imposed on the transportation sector, requiring payment of fees and/or taxes or compensation through the purchase of carbon credits	Increased expenses to mitigate emissions and comply with legal limits; risk of fines and damage to reputation from association with fossil fuel use.	Increase in the share of renewable fuels, maintenance of a young and efficient fleet, and continuous improvement in operational efficiency to reduce fossil consumption.
TECHNOLOGICAL RISK Risk associated with replacing internal combustion vehicles with electric vehicles	High investments for renewing the vehicle fleet.	Fleet renewal or leasing tied to customer contracts and continuous monitoring of new lower-emission technologies.
PHYSICAL RISK Risk associated with the rise in average temperature	Higher equipment maintenance costs due to heat and loss of customers in the agricultural and food sectors due to changing temperature patterns.	Implementation of measures to reduce GHG emissions and diversification of serviced sectors.
OPPORTUNITY Improvement in energy and water efficiency standards	Lower energy, fuel, and water consumption expenses.	Energy and water efficiency actions, prioritizing better asset utilization and resource consumption optimization.

1. Although classified among risks and opportunities, certain risks, when properly managed, can represent an opportunity for the organization.



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EVOLVING DECARBONIZATION STRATEGY **SASB TR-AF-110a.2, TR-RO-110a.2**

Operational efficiency is our main lever for decarbonization. Through telemetry, we monitor the fleet and drivers' performance in real-time, ensuring safer operations and optimizing fuel consumption, consequently reducing GHG emissions. The initiative also reduces the Company's costs on fuel acquisition.

In 2025, we launched a pilot project to scale these gains by expanding the telemetry system in our company fleet and setting ideal fuel consumption standards for drivers based on the data provided by the technology. We also implemented a recognition and bonus mechanism for drivers who meet their goals. 84 drivers participated in the initiative during this testing phase, and emissions in these operations fell by over 10%.

Through the Julio Simões Institute — the entity responsible for the private social investment of JSL and other SIMPAR Group companies — we offered a course on economic driving to all our employed and affiliated drivers, which in 2025 was attended by 1,200 professionals.

As detailed below, throughout the year we continued investing in trucks with higher load capacity and powered by alternative fuels.

OTHER PRACTICES TO REDUCE EMISSIONS **SASB TR-AF-110a.2, TR-RO-110a.2**

PIONEERING USE OF BIOMETHANE
In 2025, our fleet dedicated to a client responsible for urban waste collection and disposal in the metropolitan region of Rio de Janeiro (RJ) began to be fueled with biomethane — biogas from organic waste, capable of generating up to 99% lower CO₂ emissions compared to diesel.

The renewable fuel used in the trucks serving the operation is produced by the client itself, which has a biomethane plant at the Rio de Janeiro landfill.

With biomethane, each trailer stops consuming over 5,700 liters of fossil fuel per month.

In parallel, we continue to study the feasibility of adopting biomethane in other operations and biodiesel with higher percentages of renewable raw materials (B100, B80, and B60).

10 trucks running on biomethane.
In 12 months of operation, the use of biomethane should avoid emitting over 1,500 t CO₂e into the atmosphere.

ELECTRIC AND HYBRID VEHICLES
In addition to the electric trucks that make up the fleet and are primarily dedicated to short routes and urban sections, in 2025 we began pilot operations with extra-heavy electric trucks, hybrid trucks — where one axle is electric — and an electric wheel loader to test the economic viability of the three models.

We also have trucks powered by CNG (compressed natural gas), which, although a fossil fuel, still emits up to 20% less carbon than diesel.

VEHICLES WITH HIGHER CARGO CAPACITY
In 2025, we introduced two Megatrem trucks, composed of six semi-trailers and a load capacity of 250 tons, to serve the pulp and paper sector. We also have ten pentatrem trucks and operate another 13 hexatrains for a client in the sector, both with a load capacity of 220 tons. The three models reduce the number of trips needed to transport a certain amount of wood, avoiding CO₂e emissions.

FLEET RENEWAL
By December 2025, the average age of the fleet managed by JSL (own and leased assets¹) was 4.2 years and, including JSL and other Group companies, 4.7 years. The market average is 13 years.

Our fleet also includes Euro 6 trucks, whose technology reduces emissions of other pollutants (read more on [page 72](#)).

595 sustainable assets (trucks, light vehicles, and forklifts), among electric, hybrid, and powered by CNG and biomethane.

1. Reflecting the change in the asset leasing strategy, which reduces the need for investments both for expansion and fleet renewal.



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EMISSIONS IN 2025

Our greenhouse gas (GHG) emissions inventory embraces the Company's direct and indirect emissions (scopes 1, 2, and 3) and is conducted according to GHG Protocol guidelines.

In 2025, our scope 1 emissions increased by 9% compared to the previous year, while scope 2 and 3 emissions decreased by 37% and 21%, respectively.

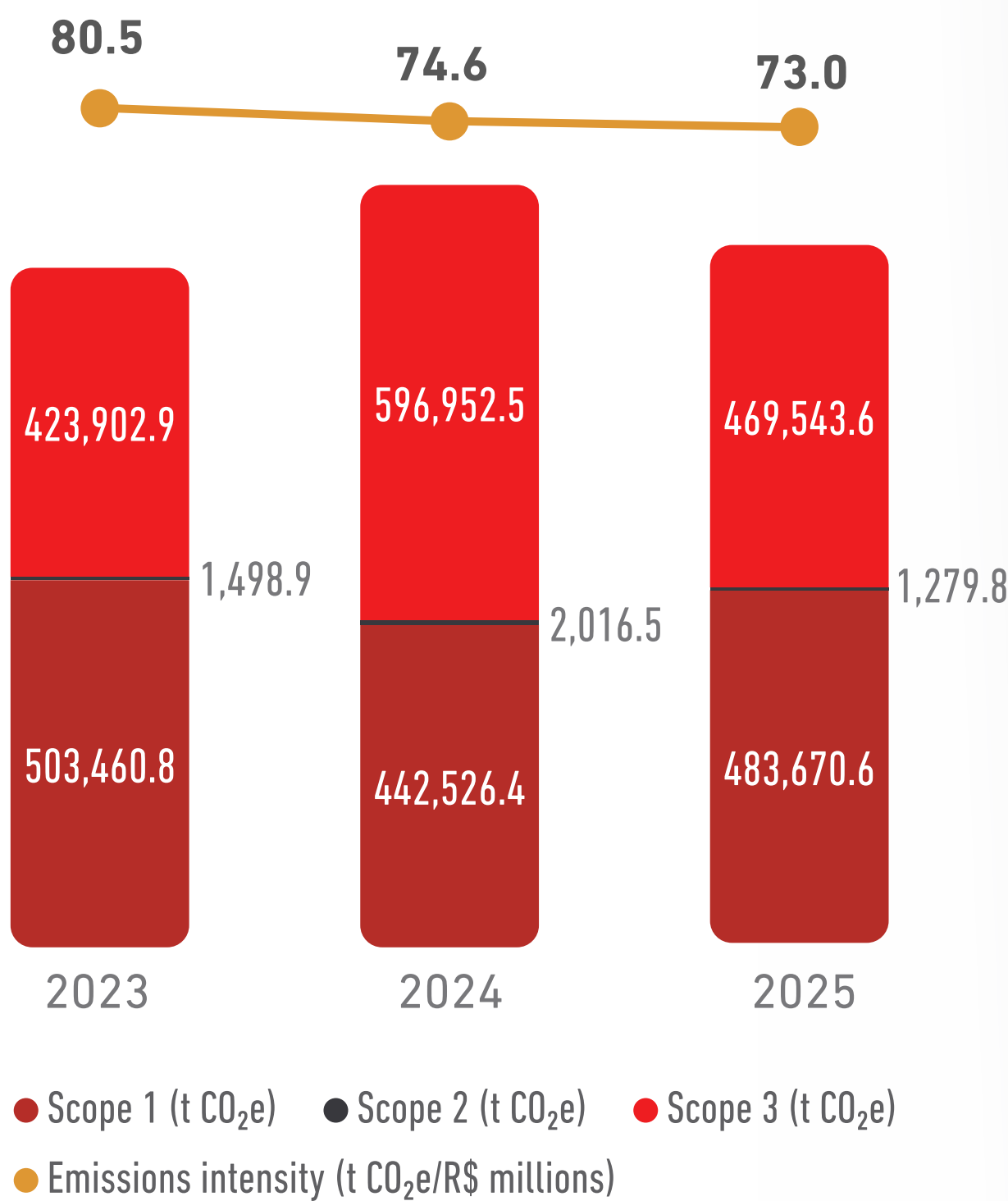
The intensity indicator, which counts emissions from

scopes 1 and 2 and categories 4 (upstream transport and distribution) and 13 (assets leased to third parties) of scope 3 per net revenue, continued its decline, falling by 2% compared to 2024. The results achieved demonstrate the effectiveness of our decarbonization strategy. The complete results are presented in the Appendices section, starting on [page 88](#). The inventory is also available for consultation at the [Public Emissions Registry](#).



In 2025, our GHG emissions inventory (2024) received the Gold Badge from the Brazilian GHG Protocol Program for the sixth consecutive year.

GHG EMISSIONS¹ **GRI 305-1, 305-2, 305-3, I**
SASB TR-RO-110a.1, TR-AF-110a.1



1. The data related to scope 1 (2024) and scope 3 (2023 and 2024) and the internal emissions intensity indicator for both years have been corrected and differ from those published in the 2024 Integrated Annual Report. This restatement has no financial impact. **GRI 2-4**

ENVIRONMENTAL MANAGEMENT

GRI 2-25, 3-3

In addition to aligning with the responsible manner in which we conduct the Company, our efforts to optimize the use of natural resources, eliminate waste, and adopt technologies with less environmental impact bring real gains to the business, increasing our productivity and driving innovation.

The topics of GHG emissions and other pollutants, energy, water, waste, and biodiversity are managed within the framework of the Environmental Management System (EMS), built according to international standards like ISO 14001 (environment), ensuring the adoption of best practices and full compliance with relevant legislation.

With the LAIA tool (Environmental Issues and Impacts Survey), we identify, assess, and monitor the environmental risks of our operations according to their severity and probability of occurrence. In addition to monthly monitoring of key indicators, we have established goals and objectives related to environmental preservation and consolidated operational controls for risk mitigation. The management of potential negative impacts occurs as outlined in the Environmental Management System Manual, which includes an environmental emergency plan, a structured flow for communicating such accidents and incidents, and a specific system for recording occurrences and investigating their causes.

Our employees also receive periodic training on environmental policies and procedures and are made aware about the responsible use of natural resources through communication campaigns.



Environmental investment ¹ (R\$)	2023	2024	2025
Capital expenditure ²	NA	5,460,000.00	10,605,041.42
Operating expenses ³	19,726,705.93	21,589,739.96	29,583,863.05
Total	19,726,705.93	27,049,739.96	40,188,904.47
Coverage (operations)	100%	100%	100%

NA: not available.

1. Scope: JSL S.A.

2. Capital investment in electric and gas assets.

3. Expenses on consulting, waste management, and personnel from Health, Safety, Environment (HSE) and Sustainability functions.

ENVIRONMENTAL ASSESSMENT

GRI 2-25

As part of our commitment to continuous improvement, in 2025, we completed a diagnosis at all JSL branches, mapping the environmental specificities of each one and best practices already adopted or with the potential to be implemented.

The results of this assessment will help improve our management at these facilities and enable the expansion of eco-efficiency initiatives.



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ENERGY

As stated in the Sustainability Policy, we are committed to the efficient and rational use of energy resources. We also follow the advances of the country's energy transition agenda to understand and plan the incorporation of new technologies into our operations.

In line with our commitment to increasing the use of renewable sources and optimizing costs, we continued to make consistent progress in our energy transition project throughout 2025. We completed the migration of seven more high-voltage units to the Free Energy Market, bringing the total number of operations integrated into this model to 12. Simultaneously, we expanded our proprietary electricity generation with the installation of three new solar plants and ended the year with four units powered by clean energy.

In 2026, we will complete the migration of eligible units to the Free Energy Market or to our own solar generation solutions. In new operations, these alternatives will be considered from the planning phase, consolidating a more sustainable and efficient energy matrix.

We also continue striving to optimize fuel consumption in fleet movements and identify opportunities to expand the use of alternative fuels, such as adopting biomethane in one of our operations (read more on [page 67](#)).

The measures for energy efficiency and operational cost optimization have already been reflected in the Company's energy intensity (total energy consumption inside and outside the organization per net revenue), which continued to decline in 2025.

ENERGY INTENSITY – GJ/NET REVENUE IN R\$ THOUSANDS GRI 302-3



Fuel consumption by source is detailed on [page 89](#).



Energy consumption (GJ) ¹	2023	2024	2025
Within the organization GRI 302-1			
Non-renewable fuels ²	4,806,981.8	5,966,618.6	6,128,994.7
Renewable fuels ³	602,508.0	896,142.5	1,015,883.7
Electricity purchased ⁴	138,825.7	134,799.3	101,406.3
Total internal consumption	5,548,315.5	6,997,560.4	7,246,284.7
Reductions in total internal consumption ⁵ GRI 302-4	1,212,349.9	-1,449,244.9	-248,724.3
Outside the organization GRI 302-2			
Logistics	4,512,247.3	4,297,964.3	4,609,737.5
Energy intensity (GJ/Net Income in R\$ k) GRI 302-3			
Within the organization	837.7	772.7	751.6
Outside the organization	595.7	474.6	478.2
Total energy intensity	1,433.4	1,247.3	1,229.8

1. References used for conversion calculations: GHG Protocol and National Energy Balance (2025). Fuel consumption considers direct acquisition and the estimate based on driven kilometers. The acquisition of electricity was calculated from invoices and the average value of national rates according to the National Electricity Regulatory Agency (ANEEL). There is no energy consumption for heating, cooling, or steam generation, nor energy sale or export. Note: since values are rounded, subtotals and the total may slightly differ from the sum of the parts presented in the table.

2. Mostly diesel.

3. Mostly biodiesel.

4. Based on data from the National Electric System Operator (ONS), the share of renewable sources accounted for 89% in 2023, 88% in 2024, and 87% in 2025.

5. Total internal consumption in the previous year less the total internal consumption in the reported year. Negative values indicate an increase instead of a reduction. Note: in the 2024 Integrated Annual Report, the increase in consumption relative to 2023 was recorded as 0.0 (no reduction). In this edition, the decision was made to disclose the number resulting from the calculation.



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WATER AND EFFLUENTS **GRI 303-1, 303-2**

The Company's water use is concentrated in vehicle cleaning and maintenance activities and for human consumption, with supply primarily occurring through public utilities. Some units, however, draw water from deep-cased wells. Our operations do not cause significant impacts on water resources. All impacts are identified through the LAIA tool (Environmental Issues and Impacts Survey) and are evaluated according to their severity and probability.

We remain committed to optimization initiatives, such as reuse practices and rainwater harvesting, which were in place at eight branches in 2025. Units certified by ISO 14001 have reduction targets, monitored by the Integrated Management System (SGI) team. We also regularly raise employee awareness to ensure their engagement in reduction actions.

Effluents are discharged into the sewer system, and all units remain in compliance with environmental licenses and related legislation. It is worth noting that the Intermodal Logistics Center, in Itaquaquetuba (SP), has a Wastewater Treatment Plant (WWTP).

The complete indicator is available on [page 90](#), in the Appendices section.

WATER WITHDRAWAL (ML) **GRI 303-3**

● Groundwater ● Sanitation companies



WASTE **GRI 306-1, 306-2**

At JSL, we work to expand initiatives for reducing, reusing, and recycling waste, in line with the principles of the circular economy, and to minimize the final disposal volume, with landfill being the last option. In addition to that resulting from administrative activities, such as paper, plastic, and organics, the waste generated in our operations includes tires, lubricating oils, oil filters, batteries, and other automotive parts.

We have maintained a dedicated working group since 2023, which includes all JSL Group companies, where opportunities for improvement in waste management are discussed and existing best practices are shared.

In 2025, 100% of our operations, including subsidiaries, started using specific waste management software, ensuring standardization and greater accuracy of information. It is worth noting that all units carry out waste segregation and storage and have duly certified companies that provide proper final disposal in compliance with relevant legislation, always prioritizing recycling, reuse, and recovery initiatives. These service providers regularly present documentation to JSL, which monitors the compliance of the entire process.

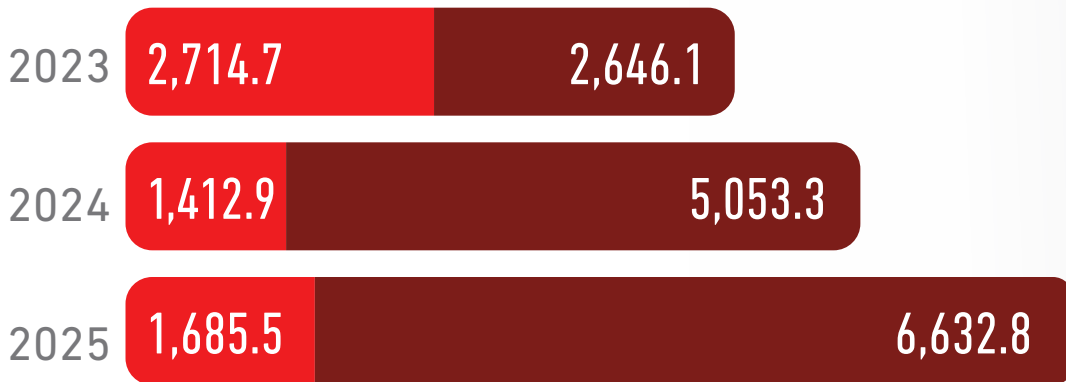
Regarding our performance, the volume directed to recycling increased by 48%

compared to 2024, and the waste directed to landfills fell by 2.6 percentage points compared to the previous year, from 20.7% to 18.1% of the total disposed. The complete indicators are presented on [pages 90](#) and [91](#).

Among the best practices already adopted, the sending of tires for reuse or recycling and lubricating oil for re-refining stand out. In 2025, a project was conducted at the Intermodal Logistics Center in Itaquaquetuba (SP) to minimize the generation of organic waste in the onsite canteen, which, among other actions, focused on staff awareness. The average food waste per person fell from 453 grams in June to 103 grams in November.

WASTE MANAGEMENT (t)

● Final disposal ● Recovery



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AIR EMISSIONS

In addition to greenhouse gas emissions (GHG), diesel-powered vehicles can generate other air emissions caused by mechanical failures or improper driving.

At JSL, the issue is rigorously monitored within our Environmental Management System (EMS), with semi-annual inspections of the fleet under our management and the trucks of owner-operators. Those failing the tests must implement pertinent corrective actions and undergo a new inspection.

In the renewal of our company fleet, we prioritize acquiring vehicles with Euro 6 engines, a technology that meets the most stringent European emission standards for diesel engines. Compared to previous generations, the Euro 6 engine generates 75% fewer nitrogen oxides (NOx) emissions,

70% fewer hydrocarbon (HC) emissions, and 50% fewer particulate matter emissions.

Meanwhile, vehicles systematically undergo preventive and corrective servicing. We also offer training on economic driving to both direct employees and owner-operators — in 2025, 1,200 drivers completed the program.

To prevent air pollution in units with body shop and painting areas, these spaces are equipped with exhaust systems and filters, whose effectiveness is regularly evaluated.

Other air emissions ¹ (t)	2023	2024	2025
GRI 305-7 SASB TR-RO-120a.1, TR-AF-120a.1			
NOx	1,479.3	132.7	242.7
Particulate matter (PM)	12.4	2.6	3.6
Carbon monoxide (CO)	194.4	25.2	22.2

1. Scope: fuels acquired by the company for fleet use (recorded in scope 1 of the GHG emissions inventory) and an estimate of consumption based on the mileage covered during operations by third-party drivers and owner-operators (in line with the transport and upstream category of scope 3). The calculation uses the emission factors published by Companhia Ambiental do Estado de São Paulo (Cetesb).

NOISE EMISSIONS

We also monitor the noise produced by the Company's operations and adopt measures to ensure alignment with the parameters established by relevant regulatory standards. Corrective actions are implemented immediately whenever deviations are identified.

Vehicles managed by JSL and those owned by owner-operators undergo annual noise tests and preventive and corrective maintenance. Units near populated areas with generators, exhaust systems, and heavy machinery, with yards where large vehicles are parked or that perform fleet maintenance activities, are subject to analyses by specialized companies responsible for issuing compliance reports.

BIODIVERSITY

Preserving biodiversity and using ecosystem services sustainably are enshrined in our Sustainability Policy. The topic is also addressed in the Climate Change Policy, which relates combating climate change to biodiversity preservation and reinforces the Company's commitment to preventing illegal deforestation.

Given the potential impact on the business, our clients and suppliers, biodiversity loss and ecosystem collapse are factors monitored in our risk matrix.

Specific indicators are tracked as part of our Environmental Management System (EMS), including spills that may affect flora and fauna (learn more in the Appendices section on [page 91](#)). It is worth reiterating that we have specific procedures to contain and minimize impacts when environmental accidents occur.

We periodically raise awareness among drivers to prevent accidents that result in roadkill and comply with all legal requirements to ensure the conservation of the permanent preservation area (APP) at the Itaquaquecetuba Intermodal Logistics Center (SP). As stipulated in the Internal Policy for Land Rights and Use, the Company does not install units on deforested, confiscated or otherwise irregular land under any circumstances.



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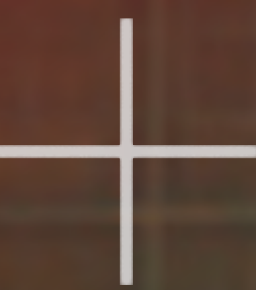
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VALUE CHAIN DEVELOPMENT

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CUSTOMERS

GRI 2-6, 3-3

Customers lie at the center of JSL's strategy. With specialized teams working in pre- and post-sales, we strive to better understand the specifics and challenges of our current and potential customers, in order to design customized solutions and deliver an excellent service level, ensuring their satisfaction and loyalty.

Besides expanding our client portfolio, another focus of the commercial department is to increase cross-selling contracts, where the customer uses more than one solution from our portfolio, involving only JSL or JSL and the Group's companies. In 2025, 71% of new contracts signed involved cross-selling.

Among the new contracts of the year, one marked our entry into the airport sector, opening other business opportunities for the Company in this segment (learn more on the next page).

We recently conducted a reorganization and expansion of our commercial structure to strengthen the Company's prospecting capacity and improve service levels (read more in Strategy on [page 19](#)).



R\$ 4.9 billion
revenue from new
contracts¹ in 2025,
with an average term
of 70 months.

1. Includes new customers and new contracts signed with current clients.

32 companies
became new clients of
JSL Dedicated Services
and Intralog in 2025.



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JSL'S DEBUT IN THE AIRPORT SECTOR

On May 1st, JSL took over the operation of the Cargo Terminal at Guarulhos International Airport (GRU Airport), one of the largest logistics hubs in Latin America. With over 110,000 m² of storage area and an installed capacity of 19,000 tons, TECA GRU receives goods from around the world for subsequent national distribution and consolidates cargo from all regions of Brazil for export.

It is an 11-year contract with nearly a thousand dedicated employees, supported by processes, technology, and governance in alignment with the highest regulatory and civil aviation safety standards.

Even during the competitive phase, we responded to an emergency request from GRU Airport: in just seven days, we structured and launched an operation with some 50 employees and dozens of pieces of equipment (tractors, forklifts, electric pallet trucks, and ULD dollies), ensuring uninterrupted service continuity. This swift implementation, combined with flexibility and operational excellence, was crucial for securing the contract.

The TECA operation is highly complex due to both its scale and the need for daily compliance with requirements of agencies such as the Federal Revenue Service, the National Health Surveillance Agency

(Anvisa), and the Federal Police. The processes involve inspections, documentary and physical audits, and various customs arrangements, plus specific procedures for special cargoes, such as perishables, pharmaceuticals, livestock, hazardous, valuable, and oversized cargo.

The transition from the previous provider to JSL occurred without any incidents, thanks to the planning of a multidisciplinary team comprising Operations, Engineering, IT, Quality, Safety, Legal, and People & Management. In the first few months, the client enjoyed consistent improvements in service levels, reduced cargo dwell time at the terminal, greater timeline predictability, and improvements in process accuracy.

Today the terminal handles around 30,000 tons of cargo per month and approximately 126,000 CPDs¹ per month.

1. Cargo presence declaration.

PARTNERING IN CLIENTS' SUSTAINABILITY JOURNEYS

In addition to helping grow clients' businesses, the Company also aspires to partner them in their sustainability journeys. With a relationship based on proximity and a proper understanding of each client's business context, we work together to devise solutions to help them become more eco-efficient.

The use of alternative fuels in our assets and route optimization exemplify how we help reduce greenhouse gas (GHG) emissions per ton handled, while also providing financial gains for clients (read more in the Climate Strategy and Environmental Management chapter, on [page 64](#)). The Company's deployment of advanced technologies in client-managed warehouses, in turn, mitigates accident risks and increases operational efficiency.

In 2025, we assisted the automaker Toyota—a JSL client for over 20 years—in overcoming a setback caused by an extreme climatic event that destroyed part of its engine factory in the city of Porto Feliz (SP). We quickly provided our own warehouse to accommodate engines sent from abroad and structured a special operation to transport them. With our support, the Japanese automaker managed to launch a new model in the Brazilian market on the initially planned date.



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DRIVERS

GRI 3-3

We are only able to carry out the road transport of thousands of tons of diverse products daily with quality and safety thanks to the commitment of our drivers. In addition to our direct staff, we work with affiliate and third-party drivers, who can drive their own or the Company's vehicles under loan contracts and provide services regularly or on an *ad hoc* basis.

Our company drivers are embedded in our people management strategy, and receive fair remuneration and a benefits package. A dedicated team closely monitors these employees, and this close, transparent relationship helps strengthen their ties with the Company. The structured dialog, which includes conducting interviews to understand the reasons for potential departures, helps us map opportunities for improving our practices to increase retention and satisfaction among these professionals. Additionally, we have several channels and tools to keep them aligned with our culture and updated about what is happening at JSL. These include direct communication from operations leaders via WhatsApp, leadership alignments, internal announcements, internal social networks, and operation bulletin boards, in addition to the Company's social media channels (Instagram, Facebook, and LinkedIn).



For affiliate and third-party drivers (17,872 in 2025), there are also a set of initiatives to support their development and well-being. An example is the Bem+Cuidado service, which ensures special conditions in health and dental appointments for these professionals and their families. Those who need financial assistance can turn to financing from Banco BBC, SIMPAR Group's financial arm.

Due to this group's strategic importance to our business, in 2026, we established a specific function that will centralize the management of the relationship with affiliate and third-party drivers and practices aimed at ensuring these professionals are satisfied and willing to keep providing services to the Company.

RIGHT DIRECTION PROGRAM

The Julio Simões Institute – the entity responsible for the private social investment of JSL and the wider SIMPAR Group – conducts the Right Direction program, featuring two online training tracks aimed at driver development.

The first on defensive driving is open to both company and independent drivers and focuses on developing essential technical and behavioral skills to improve road safety. The second is exclusive to affiliate drivers and was created to help them manage their finances.

Over 4,000 company drivers and more than 700 independent truck drivers completed the defensive driving course in 2025.

That year, 500 affiliate drivers completed the financial education training.



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SUPPLIERS

GRI 2-6, 3-3, 204-1, 414-1

The commitment of our suppliers is essential for the Company to maintain its level of service excellence. With this network, which in 2025 comprised 7,422 active business partners, we aim to forge long-term commercial relationships based on our ethical and compliance standards that generate mutual benefits.

The selection of suppliers considers technical and quality requirements for the services and products to be contracted and the financial, fiscal, and social standing (labor and human rights aspects) of potential partners. In 2025, 99.4% of new suppliers were screened using social criteria.

Another factor considered is their location. To drive socioeconomic development of our geographies, we give priority to local suppliers. In 2025, 68.2% of purchases were made from companies that were part of this group. In the previous two years, these percentages corresponded to 58.7% and 56.6%, respectively.

Supplier approval takes place on a specialized platform (G-Certifica). The partner must commit to the **Code of Conduct for Contractors** and answer a due diligence questionnaire, which assesses the criticality level of their activity and their adherence to the requirements of

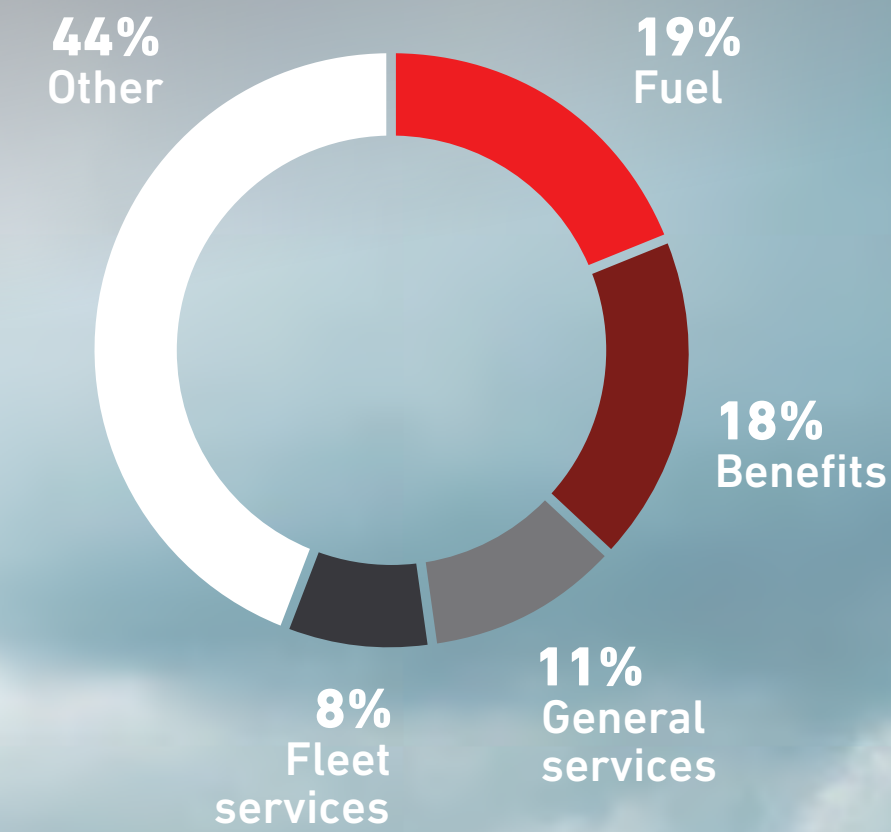
our Compliance Program. High-risk suppliers are automatically blocked by the system and undergo additional checks. Those approved in the process must sign a declaration of compliance.

Additionally, the Internal Controls, Risk, and Compliance (CR) department uses a tool for consulting documentation and public lists to identify and mitigate risks, including those related to child and forced labor.

Periodic due diligence reviews are conducted for active suppliers deemed critical.

More details about our supply chain can be found on **page 91** in the Appendices section.

TOTAL PURCHASES BY CATEGORY



In 2025, more than R\$ 1.7 billion was paid to suppliers.



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COMMUNITIES

GRI 2-25, 3-3, 203-2, 413-1, 413-2, 414-2

Through our social responsibility strategy, we aim to foster the development of the locations where the Company's units are situated. This work is conducted in alignment with our sustainability strategy and guided by the **Social Investment Policy**, involving:

- Socioeconomic diagnostics of the geographies;
- Prioritization of locations; and
- Action through proprietary initiatives and sponsorship for third-party projects (with own or tax-deductible funds) focused on education, employment and social inclusion.

More and more, we seek to connect our social responsibility strategy to business demands, creating a virtuous cycle where we generate positive impact for communities and the Company itself. This is the case of the professional qualification initiatives Training School, Women in the Driver's Seat, and Connecting Borders (described in the chapter People first, on [page 46](#)), which help get people into the formal job market and help disadvantaged people or minority groups earn a living. Several editions of these programs take place in disadvantaged areas, where job opportunities are scarcer, mapped by JSL or indicated by clients.

We also participate in other projects led by clients to expand their impact, and in initiatives carried out and supported by the Julio Simões Institute, funded by JSL and other SIMPAR Group companies.

All projects are monitored through key metrics, such as the number of beneficiaries and results achieved, which allows us to adjust and evolve our social responsibility strategy.

Management is also committed to minimizing and mitigating the negative impacts (real and potential) of operations, such as increased traffic and road accident risk, noise and air emissions, product spills, and potential environmental contamination, among others. In 2025, no significant impacts on communities were identified.



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MAIN INITIATIVES OF 2025 **GRI 413-1**

In 2025, we formalized our support for the non-governmental organization Amigos do Bem, which strives for socioeconomic development and the eradication of hunger and poverty in the Sertão region of Alagoas, Pernambuco and Ceará. The organization maintains initiatives in education, income generation, food distribution, housing construction, and provision of medical and dental services. About 10,000 children and young people are served in Amigos do Bem's transformation centers, 10,000 people benefit from monthly income, 1,800 jobs have been created, and 2.8 million meals are provided to schools in the region annually.

We operate six monthly routes from São Paulo (SP), delivering donations of food and other items to the northeastern Sertão and returning with products developed by local communities. The partnership will continue in 2026.

In 2025, JSL also sponsored a social leadership meeting arranged by the organization Gerando Falcões. The Julio Simões Institute maintains its own sociocultural projects and supports initiatives conducted by other institutions, such as educational projects, long-term care facilities for the elderly, and emergency campaigns.

Volunteering initiatives are also organized, mobilizing the Group's employees. Examples include the Christmas Solidarity and Winter of Good campaigns, benefiting social institutions and vulnerable populations.

In 2025, more than
R\$ 1.7 million
was invested in social
responsibility initiatives.

Impact:
4,200+
directly benefited.

50,000+
benefited from the
supported projects.



**COMBATING THE SEXUAL
EXPLOITATION OF CHILDREN
AND ADOLESCENTS ON
HIGHWAYS**

We are signatories of the Business Pact against Roadside Sexual Exploitation of Children and Adolescents, part of the In the Right Hands program, led by Childhood Brasil.

In 2025, 14,000 employees and 6,000 drivers were impacted by our campaign against the abuse and sexual exploitation of children and adolescents in over 200 Company operations.

We also encourage our company and affiliated drivers to take courses offered on the In the Right Hands platform.



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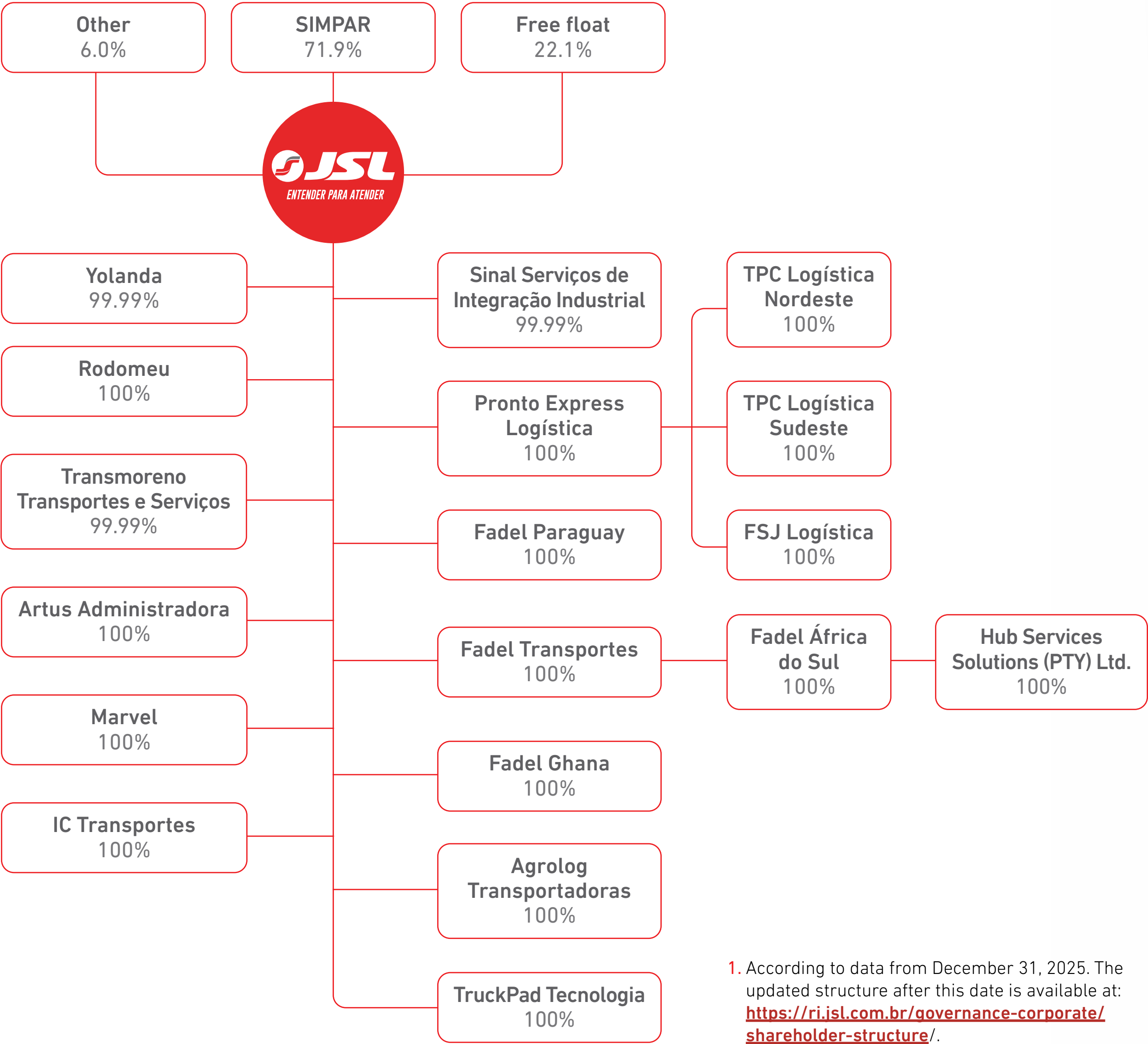
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Certifications - coverage ^{1 2}	2023	2024	2025
Units audited internally	22%	35%	33%
Units audited/certified by third parties			
Great Place to Work (GPTW)	2%	16%	36%
Units certified to international standards			
BRC	1%	1%	1%
ISO 9001	17%	21%	20%
ISO 14001 ³	0%	0%	1%
ISO 39001 ^{3 4}	-	4%	0%
ISO 45001 ³	0%	0%	0%
OEA	1%	1%	2%
SASSMAQ	1%	5%	1%
URSA ⁴	1%	2%	0%
1. Operational units certified (or audited)/Total operational units. 2. The Company has an Integrated Management System (SGI) department that ensures process, procedure, and instruction standardization, available in the document control system to foster sound management practices across all units, regardless of certifications. 3. The cases reported as 0% correspond to one certified unit, representing 0.3% of the total. 4. This disclosure was first reported in 2024.			

GOVERNANCE AND MANAGEMENT

OWNERSHIP STRUCTURE¹ GRI 2-1, 2-2



1. According to data from December 31, 2025. The updated structure after this date is available at: <https://ri.jsl.com.br/governance-corporate/shareholder-structure/>.



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Board of Directors - members and terms	2023	2024	2025
Fernando Antonio Simões	04/27/2022 – August/2024	04/29/2024 – August/2026	04/29/2024 – August/2026
Denys Marc Ferrez	04/27/2022 – August/2024	04/29/2024 – August/2026	04/29/2024 – August/2026
Antônio da Silva Barreto Júnior ¹	04/27/2022 – August/2024	04/29/2024 – August/2026	04/29/2024 – December/2025
Gilberto Meirelles Xandó Baptista	04/27/2022 – August/2024	04/29/2024 – August/2026	04/29/2024 – August/2026
Marcelo Strufaldi Castelli	04/27/2022 – August/2024	04/29/2024 – August/2026	04/29/2024 – August/2026

1. Antônio da Silva Barreto Júnior stood down on December 04, 2025. Juliana Sá Vieira Baiardi joined the Board on January 01, 2026.

Compensation ratio ¹ GRI 2-21	2023	2024	2025
Total pay of the highest-paid individual (a) / Average total pay of other employees (b)	183.9	188.9	124.7
Variation of (a) compared to the previous year / Variation of (b) compared to the previous year	-3.2	1.6	3.2

1. In 2025, data from Fadel Africa and Fadel Paraguay companies and benefit costs were not included. The company is working to improve these controls for future reports. The 34% decrease in the ratio of the highest-paid individual's pay/average of all employees from 2024 to 2025 results from adjustments to the remuneration structure during the period, which mainly impacted the highest-paid individual's pay. This change significantly reduced the top-end value of the wage distribution, which consequently influenced other indicators dependent on the same ratio or its percentage variation.

Proportion of senior management hired from the local community ¹² GRI 202-2	2023	2024	2025
Executive Board ³	11%	84%	83%
Middle Management ⁴	13%	85%	80%

1. Scope: active full-time employees. Local hires are considered those where the state where the worker resides—according to the SAP record—is the same as where the Company's unit is located.
2. Until 2023, the calculation in each segment used the formula: Total locally hired during the year/Total employees. Starting in 2024, all active locally hired employees who were part of the team in December of each year are considered.
3. President, vice president, CEO, CFO, and officers. Statutory officers were excluded from the calculation in 2025.
4. General management (senior management) and departmental management.

FINANCIAL PERFORMANCE

Distribution of added value (R\$ million) GRI 201-1	2023	2024	2025
Payroll and related charges, except INSS	2,183.8	2,722.5	2,969.6
Subtotal	2,183.8	2,722.5	2,969.6
Federal taxes	648.4	821.9	748.9
State taxes	416.6	474.5	505.9
Municipal taxes	120.9	137.7	151.8
Subtotal	1,186.0	1,434.1	1,406.6
Interest and banking expenses	999.1	1,189.6	1,368.5
Truck, machinery, and equipment/ property leasing	91.5	98.2	103.7
Subtotal	1,090.6	1,287.8	1,472.2
Retained earnings for the year	261.6	87.6	4.1
Dividends and interest on equity paid during the year	90.2	119.7	77.6
Subtotal	351.8	207.3	81.7
Distribution of added value	4,812.2	5,651.8	5,930.1



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ETHICS AND COMPLIANCE

Significant instances ¹ of non-compliance with laws and regulations ² GRI 2-27	2023	2024	2025
Fines received	0	1	1
Non-monetary sanctions incurred	0	0	0
1. Individual fines above R\$ 5,000,000.00 are considered significant, regardless of their nature, as are non-financial fines and sanctions that have a relevant impact on the Company's operation or image. 2. The significant cases reported are of a tax nature and are ongoing: the fine reported in 2024 was about R\$ 16.7 million (at the date of the decision order), and in 2025, R\$ 148.6 million. No fines were paid in 2025.			

Anticorruption procedures 2025 GRI 205-2	People communicated ¹		People trained ²	
	Total	%	Total	%
Senior governance ³	10	53%	5	26%
Employees (total)	24,067	68%	19,036	54%
Workforce by employee level				
Executive Board	14	61%	8	35%
General management (Senior management)	19	100%	18	95%
Department management	215	66%	176	54%
Coordination (Jr. management)	328	73%	277	62%
Supervision	522	65%	368	41%
Administrative	2,031	69%	1,648	56%
Operational	20,247	69%	15,884	54%
Apprentice	689	69%	655	66%
Interns	2	17%	2	17%
Trainee	0	0%	0	0%
Workforce by region				
North	1,569	86%	1,569	86%
Northeast	2,881	51%	2,400	42%
Midwest	1,759	96%	1,750	95%
Southeast	14,106	69%	11,210	55%
South	3,513	86%	1,869	46%
Overseas	239	18%	238	18%
1. There is no information on the number of other stakeholders communicated about the anti-corruption procedures during the year, but 100% of active registered suppliers (7,422) have formally committed to the Code of Conduct of Contractors, which covers ethics and integrity topics. 2. People who completed at least one of the four training courses in the Compliance Track. 3. Members of the Board of Directors, its advisory committees, and the Statutory Executive Board. Note: the entire senior governance is located in the Southeast.				

PEOPLE FIRST

Employees 2025 ^{1 2} GRI 2-7	Employment contract		Employment type		Total
	Permanent	Temporary	Full-time	Part-time	
By gender					
Men	26,508	472	26,559	421	26,980
Women	6,293	601	6,324	570	6,894
By region					
North	1,744	89	1,749	84	1,833
Northeast	5,475	206	5,474	207	5,681
Midwest	1,761	79	1,782	58	1,840
South	3,992	105	3,991	106	4,097
Southeast	19,825	594	19,883	536	20,419
Argentina	4	0	NA	NA	4
Total	32,801	1,073	32,883	991	33,874
NA: Information not available.					
1. Based on the total active headcount as of December 31. Includes interns. As there was no information, the data for the companies Fadel Africa and Fadel Paraguay were not included.					
2. There are no employees with undefined working hours.					

Employees GRI 2-7	2023	2024	2025
Employment contract			
Permanent	30,876	35,850	32,801
Temporary	875	735	1,073
Employment type			
Full-time	30,016	35,459	32,883
Part-time	1,835	1,126	991
Total	31,851	36,585	33,874



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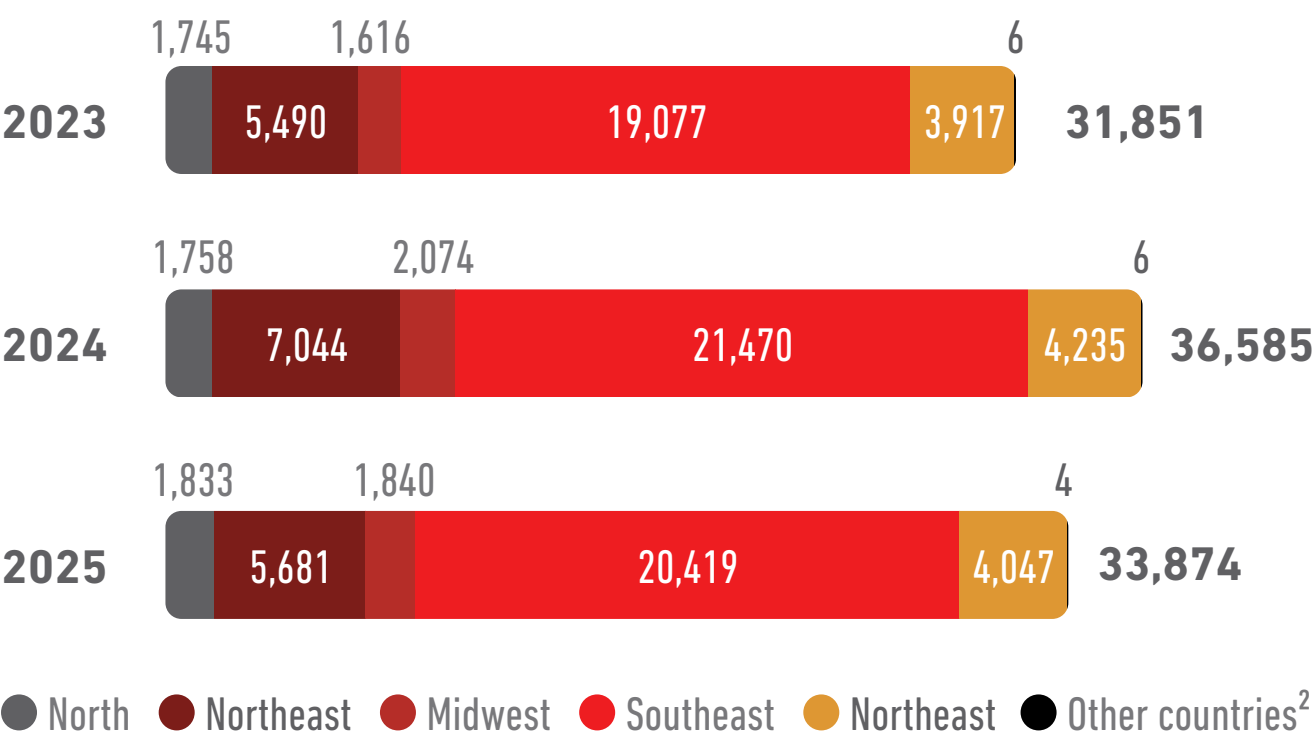
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EMPLOYEES - REGION¹ **GRI 2-7**



1. Total active employees as of December 31 of each year. The 2025 scope does not include the companies Fadel Africa and Fadel Paraguay.
2. In 2023 and 2024, the segment Other countries referred to Argentina and Paraguay; in 2025, the available information was limited to Argentina.

Drivers	2023	2024	2025
SASB TR-AF-000.C and 310a.1; TR-RO-000.C			
Employees	7,188	7,551	6,548
Independent ¹ GRI 203-2	10,558	20,036	17,872
% of independent drivers (of the total number of drivers)	59%	73%	73%
1. All affiliate and outsourced drivers who provided services to the companies at least once each reported year. Note: the information for FY 2024 was restated due to the identification of inconsistencies after the publication of the 2024 Integrated Report. GRI 2-4			

Employee Diversity ¹ 2025 GRI 405-1	Gender				Age group						People with disabilities	
	Men		Women		Under 30		30 - 50		Over 50			
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
Executive Board	16	80.0%	4	20.0%	0	0.0%	20	100.0%	0	0.0%	2	10.0%
General management (Senior management)	18	94.7%	1	5.3%	0	0.0%	17	89.5%	2	10.5%	3	15.8%
Department management	250	79.6%	64	20.4%	9	2.9%	252	80.3%	53	16.9%	30	9.6%
Coordination (Jr. management)	313	72.6%	118	27.4%	71	16.5%	316	73.3%	44	10.2%	37	8.6%
Supervision	560	73.9%	198	26.1%	188	24.8%	527	69.5%	43	5.7%	44	5.8%
Administrative	1,273	44.0%	1,621	56.0%	1,677	57.9%	1,119	38.7%	98	3.4%	136	4.7%
Operational	24,122	84.9%	4,305	15.1%	9,152	32.2%	15,284	53.8%	3,991	14.0%	1,078	3.8%
Trainees	2	100.0%	0	0.0%	2	100.0%	0	0.0%	0	0.0%	0	0.0%
Interns	4	33.3%	8	66.7%	12	100.0%	0	0.0%	0	0.0%	0	0.0%
Apprentices	422	42.3%	575	57.7%	997	100.0%	0	0.0%	0	0.0%	3	0.3%
Total	26,980	79.6%	6,894	20.4%	12,108	35.7%	17,535	51.8%	4,231	12.5%	1,333	3.9%
1. Based on the total active headcount as of December 31. Note: due to rounding in the percentage calculation, some totals may slightly differ from 100%.												



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Employee Diversity¹ 2025 GRI 405-1	Color/race/ethnicity											
	Asian		White		Indigenous		Brown		Black		Not reported	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
Executive Board	0	0.0%	15	75.0%	0	0.0%	4	20.0%	0	0.0%	1	5.0%
General management (Senior management)	0	0.0%	15	78.9%	0	0.0%	4	21.1%	0	0.0%	0	0.0%
Department management	5	1.6%	182	58.0%	0	0.0%	100	31.8%	13	4.1%	14	4.5%
Coordination (Jr. management)	2	0.5%	229	53.1%	2	0.5%	160	37.1%	19	4.4%	19	4.4%
Supervision	5	0.7%	339	44.7%	0	0.0%	351	46.3%	60	7.9%	3	4.4%
Administrative	25	0.9%	1,377	47.6%	6	0.2%	1,172	40.5%	264	9.1%	50	1.7%
Operational	241	0.8%	9,003	31.7%	79	0.3%	14,941	52.6%	3,711	13.1%	452	1.6%
Trainees	0	0.0%	1	50.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%
Interns	1	8.3%	5	41.7%	0	0.0%	5	41.7%	1	8.3%	0	0.0%
Apprentices	9	0.9%	361	36.2%	4	0.4%	502	50.4%	121	12.1%	0	0.0%
Total	288	0.9%	11,527	34.0%	91	0.3%	17,239	50.9%	4,190	12.4%	539	1.6%
1. Based on the total active headcount as of December 31. Note: due to rounding in the percentage calculation, some totals may slightly differ from 100%.												

Diversity of governance bodies¹ 2025 GRI 405-1	Gender				Age group²			
	Men		Women		30 to 50		Over 50 years	
	Total	%	Total	%	Total	%	Total	%
Sustainability Committee	2	66.7%	1	33.3%	1	33.3%	2	66.7%
Audit Committee	3	100.0%	0	0.0%	0	0.0%	3	100.0%
Ethics & Compliance Committee	3	100.0%	0	0.0%	1	33.3%	2	66.7%
Financial Committee	3	100.0%	0	0.0%	1	33.3%	2	66.7%
Statutory Executive Board	5	83.3%	1	16.7%	4	66.7%	2	33.3%
Board of Directors	5	100.0%	0	0.0%	1	20.0%	4	80.0%
1. Considers distribution in each governance body as of December 31. Note: out of the total 19 people counted, four participate in more than one forum. 2. No members are under 30.								

Employee Diversity¹ GRI 405-1	2023	2024	2025
By gender			
Men	81.5%	79.1%	79.6%
Women	18.5%	20.9%	20.4%
By age group			
Under 30	35.6%	38.9%	35.7%
30 to 50	53.6%	50.8%	51.8%
Over 50 years	10.8%	10.3%	12.5%
By color/race/ethnicity			
Asian	0.6%	1.0%	0.9%
White	32.9%	32.0%	34.0%
Indigenous	0.1%	0.0%	0.3%
Brown	50.1%	53.0%	50.9%
Black	9.8%	11.0%	12.4%
Not reported	6.5%	3.0%	1.6%
People with disabilities	1.5%	3.9%	3.9%

Diversity of governance bodies¹ GRI 405-1	2023	2024	2025
By gender			
Men	86.4%	91.3%	89.5%
Women	13.6%	8.7%	10.5%
Age group²			
30 to 50	36.4%	39.1%	36.8%
Over 50 years	63.6%	60.9%	63.2%
1. Based on the total governance members as of December 31 each year: 22 in 2023, 23 in 2024 and 19 in 2025. In the three years reported, 100% were white. Information on the presence of people with disabilities is limited. The disclosure is only monitored in the Statutory Board, which included one person with a disability in 2025, representing about 20% of the Statutory Executive Board and around 5% of the total governance. 2. No members are under 30.			



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Hires and turnover 2025 ¹ GRI 401-1	New hires		Terminations	
	Total	Rate ²	Total	Rate ³
By age group				
< 24 Years	5,930	99%	5,888	98%
> 24 to < 30 Years	4,004	66%	4,593	75%
> 30 to < 50 Years	8,403	48%	10,165	58%
> 50 to < 55 Years	711	32%	856	38%
> 55 Years	485	25%	730	37%
By gender				
Men	14,236	53%	16,258	60%
Women	5,297	77%	5,974	87%
By region				
North	889	48%	814	44%
Northeast	2,253	40%	3,588	63%
Midwest	1,266	69%	1,499	81%
Southeast	13,059	64%	14,157	69%
South	2,066	50%	2,174	53%
Argentina	0	0%	0	0%
Total	19,533	57.7%	22,232 ⁴	65.6%
1. The rates are not comparable to those published in previous reports because the calculation methodology was updated in 2025 (see notes 2 and 3). Until 2024, the calculation followed the formula: Number of hires (or terminations) in each analyzed segment/Total number of hires (or terminations). In the new methodology, the total hiring rate was 52.4% in 2023 and 71.0% in 2024; the turnover rate was 45.6% in 2023 and 57.2% in 2024. GRI 2-4 2. Hiring rate (in each segment): Number of hires/Number of active employees as of December 31. Total rate: Total hires/Total active employees at December 31. 3. Turnover rate (in each segment): (Number of voluntary terminations + Number of involuntary terminations)/Number of active employees as of December 31. Total rate: Total terminations/Total active employees at December 31. 4. Out of all terminations, 14,700 (66.1%) are classified as “without occurrence,” meaning they were not caused by downsizing, demobilization, death, or contract termination. The indicator remained stable in recent years: 61.4% in 2024 and 65.6% in 2023.				

Performance review ^{1 2} GRI 404-3	2023	2024	2025
By gender			
Men	53%	43%	51%
Women	51%	37%	50%
By employee category			
Executive Board	67%	32%	85%
General management (Senior management)	90%	117%	84%
Department management	65%	54%	66%
Coordination (Jr. management)	69%	63%	83%
Supervision	80%	52%	97%
Administrative	59%	58%	100%
Operational	53%	41%	46%
Trainees	0%	0%	50%
Interns	8%	0%	50%
Apprentices	2%	2%	5%
Total	53%	42%	51%
1. In each segment and reported year: Total number of people who underwent performance evaluations/Total number of active employees as of December 31. 2. The 2023 and 2024 scopes present some limitations. The data for the company Transmoreno are accounted for from 2024; those for the company TPC recorded that year were partial and only fully accounted for in 2025. FSJ began reporting the indicator in 2025, thus completing the scope of the entire operation.			

Training 2025 - Average (h)/employee ¹ GRI 404-1	
By gender	
Men	24.1
Women	39.3
By employee category	
Executive Board	17.3
General management (Senior management)	68.1
Department management	19.3
Coordination (Jr. management)	33.6
Supervision	37.5
Administrative	36.8
Operational	25.9
Trainees	13.0
Interns	46.1
Apprentices	28.0
Total	27.2
1. Formula: Total hours of training/Total active employees at December 31.	



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Ratio of the entry level wage to the minimum wage ¹ GRI 202-1	2023	2024	2025
Men	1.01	1.00	1.00
Women	1.01	1.00	1.00
1. Scope: active employees in Brazilian units. Formula used: Lowest salary/National minimum wage (R\$ 1,302.00 in 2023; R\$ 1,412.00 in 2024; and R\$ 1,518.00 in 2025). Employees earning the minimum wage accounted for only 3.3% of our total staff in 2025.			

Other remuneration indicators ¹	2023	2024	2025
Employees receiving the minimum wage	3.0%	3.4%	3.0%
Employees (full-time) compensated with company shares ²	0.1%	0.0%	0.0%
Employees receiving family allowance	NA	NA	NA
NA: Information not available. 1. Scope: active employees in Brazilian companies. 2. Due to rounding, values up to 0.05% appear as 0.0%.			

Pay equality ¹ GRI 405-2	2023		2024		2025 ²	
	Basic salary	Remuneration	Basic salary	Remuneration	Basic salary	Remuneration
Executive Board	0.8	1.2	0.7	0.8	0.7	0.9
General management (Senior management)	NA	NA	0.7	0.6	0.7	0.6
Department Management	0.9	1.1	0.9	0.9	0.9	0.9
Coordination (Jr. management)	1.0	1.0	1.0	1.0	1.0	1.0
Supervision	1.0	1.0	1.0	0.9	1.0	0.9
Administrative	1.0	0.9	0.9	0.9	0.9	0.8
Operational	0.8	0.7	0.8	0.7	0.8	0.6
Apprentice	1.1	0.9	1.0	1.0	1.0	1.0
Interns	0.9	0.9	0.9	0.8	1.0	0.9
Trainees	1.0	0.8	1.0	1.0	1.1	1.1
NA: Information not available. 1. The indicator reflects the mathematical ratio between the average amounts received by women and men at each functional level, excluding factors like tenure and/or function, productivity, quality, or individual responsibilities. In 2023 and 2024, the remuneration calculation reflected the total remuneration cost, including benefits. The benefits data were disregarded in 2025, and the Company is working on improving the control and quality of this information for reintegration in the next report. 2. Does not include the companies Fadel Africa and Fadel Uruguay.						

Parental leave GRI 401-3	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Employees entitled to parental leave ¹	25,947	5,904	28,956	7,629	26,994	6,896
Employees who took parental leave	410	116	437	120	511	139
Employees that returned to work after parental leave	394	64	424	91	492	78
Return rate ²	96.1%	55.2%	97.0%	75.8%	96.3%	56.1%
Total number of employees retained 12 months after returning to work following a period of parental leave	341	87	340	79	406	107
Retention rate ³	83.2%	75.0%	77.8%	65.8%	79.5%	77.0%
1. All employees. 2. Employees that returned to work/Employees that took leave. When the calculation excludes employees who remained on leave at the end of the period, the return rates are 100% 3. Until 2024, the formula for the male retention rate was: Employees retained 12 months after the end of the leave/Employees that took leave. In 2025, it was updated to: Employees retained 12 months after the end of the leave/Employees that returned from leave. There was no change in the calculation for the female retention rate, which continues to count employees that returned and those that remained on leave.						



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HUMAN RIGHTS

Security personnel trained in human rights policies or procedures ¹ GRI 410-1	2023	2024	2025
Direct employees ²	0%	0%	0%
Third party-sourced	6%	10%	7%
Total	5%	8%	7%
1. Exceptionally in this indicator, the scope considered is the entire SIMPAR Group, since the surveillance and security teams provide shared services to different units. Calculation formula: Total number of trained people/Total number of security professionals in December of each year x 100. 2. The employee training rate in 2024 was corrected and differs from that previously disclosed in the 2024 Integrated Report (34%). GRI 2-4			

COMMITMENT TO SAFETY

Workers covered by an occupational health and safety management system ¹ GRI 403-8	2023		2024		2025	
	Total	%	Total	%	Total	%
Workers covered	31,851	100%	36,585	100%	33,874	100%
1. The entire system undergoes periodic internal audits. Some units are ISO 45001 and SASSMAQ certified, but it is not possible to determine the total number of employees covered in these locations.						

CLIMATE AND ENVIRONMENTAL STRATEGY

GHG Emissions (t CO ₂ e) 2025 ^{1 2}	t CO ₂ e	Biogenic CO ₂ (t)
Direct (Scope 1) emissions GRI 305-1 SASB TR-RO-110a.1, TR-AF-110a.1		
Mobile combustion	460,679.8	72,034.1
Fugitive combustion	22,494.1	0.0
Stationary combustion	186.0	22.1
Waste and wastewater	309.2	0.0
Industrial processes	1.5	0.0
Scope 1 (total)	483,670.6	72,056.1
Energy indirect (Scope 2) GHG emissions GRI 305-2		
Scope 2 (total) - Location-based method ³	1,279.8	0.0
Scope 2 (total) - Market-based method	0.0	0.0
Other indirect (Scope 3) GHG emissions GRI 305-3		
Fuel- and energy-related activities	122,501.4	0.0
Leased assets (the organization as lessor)	4,152.8	483.7
Capital goods	339.0	0.0
Goods and services purchased	48,675.7	0.0
Employee commuting	77,993.1	15,537.7
Waste	480.9	4.7
Transportation and Distribution (upstream)	214,975.0	25,382.6
Business travel	425.7	0.0
Scope 3 (total)	469,543.6	41,408.7
1. The emissions inventory was compiled in compliance with the ABNT NBR ISO 140641:2022 and ABNT NBR ISO 140643 standards and the calculation specifications, tools, and emission factors informed by the Brazilian GHG Protocol Program. The estimates use primary and secondary data, and the assumptions are aligned with recognized practices and principles of relevance, consistency, transparency, and accuracy. Consolidation approach: operational control. The emissions inventory was externally verified by Fundação Vanzolini. 2. Gases measured in scope 1: CO₂, CH₄, N₂O and HFCs. It does not include fugitive emissions not covered by the Kyoto Protocol, which totaled 1,740.1 tCO₂e for the year. Scope 2: CO₂. Scope 3: CO₂, CH₄, N₂O and HFCs. 3. Emission factors as per the National Energy Balance (BEN).		



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GHG Emissions (tCO ₂ e) ¹	2023 ²	2024 ²	2025
Direct (scope 1) emissions GRI 305-1 SASB TR-RO-110a.1, TR-AF-110a.1	503,460.8	442,526.4	483,670.6
Biogenic CO ₂ emissions - scope 1	58,933.1	64,723.1	72,056.1
Indirect emissions from energy acquisition GRI 305-2			
Localization approach	1,498.9	2,016.5	1,279.8
Market approach	0.0	0.0	0.0
Other indirect emissions - scope 3 GRI 305-3	423,902.9	596,952.5	469,543.6
Biogenic CO ₂ emissions - scope 3	18,665.7	54,130.6	41,408.7
1. The emissions inventory was externally verified by Fundação Vanzolini. 2. The data for scope 1 (2024) and scope 3 (2023 and 2024) were revised after the publication of the 2024 Integrated Annual Report. The information corresponds to that published in the Public Emissions Registry (https://registropublicodeemissoes.fgv.br/estatistica/estatistica-participantes/3651). This data restatement has no financial impact. GRI 2-4			

GHG emissions intensity (t CO ₂ e emitted/R\$ million of net revenue) GRI 305-4	2023	2024	2025
Scope 1 emissions intensity	66.5	48.9	50.2
Scope 2 emissions (location-based)	0.2	0.2	0.1
Scope 3 emissions intensity	56.0	65.9	48.7
Total emissions intensity (scope 1 + scope 2 + scope 3)	122.6	115.0	99.0
Internal emissions intensity indicator ¹ (scope 1 + scope 2 + Transportation and distribution upstream categories and Leased assets to third parties of scope 3)	80.5	74.6	73.0
1. As a result of the emissions revision for scope 1 (2024) and scope 3 (2023 and 2024), the historical series data for the internal emissions intensity indicator were also changed, with no financial impact. GRI 2-4			

Reduction of GHG emissions (t CO ₂ e) ¹ GRI 305-5	2023 ²	2024 ²	2025
Scope 1	259,702.0	60,934.4	-41,144.2
Scope 2 (location-based)	87.6	-517.6	736.7
Scope 3	-271,475.8	-173,049.6	127,408.9
1. Emissions from the previous year - reported year emissions. Negative values indicate an increase in emissions compared to the previous year. 2. Due to the revision of emissions data in 2023 and 2024, the decreases/increases reported in the previous report were also corrected in scopes 1 (2024) and 3 (2023 and 2024). This data restatement has no financial impact. GRI 2-4			

ENVIRONMENTAL MANAGEMENT

Fuel consumption 2025 ¹ GRI 302-1 SASB TR-RO-110a3, TR-AF-110a.3	Total (GJ)	% of total consumption ²
Non-renewable fuels		
Diesel	6,032,019.2	84%
Gasoline	60,257.9	1%
Compressed Natural Gas	18,510.3	0%
Liquefied petroleum gas (LPG)	13,972.6	0%
Jet fuel	1,210.5	0%
Acetylene	23.6	0%
Wet Natural Gas (NG)	0.6	0%
Total nonrenewable fuels	6,128,994.7	86%
Renewable fuels		
Biodiesel	949,410.2	13%
Hydrous ethanol	50,072.0	1%
Anhydrous ethanol	16,401.5	0%
Total renewable fuels	1,015,883.7	14%
Total consumption	7,144,878.4	-
1. Based on fuel acquired directly and the estimated consumption per distance traveled. 2. As values were rounded with no decimal places, values up to 0.5% appear as 0% in the table, and the total share of renewable sources differs from the sum of shares of each of these fuels.		



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Water ¹ (ML)	2023		2024 ⁵	2025 ⁵
	Total	Areas with water stress ⁵		
Withdrawals ² GRI 303-3				
Groundwater (deep-cased well)	14.4	14.4	58.1	23.8
Utility-supplied water	161.6	0.0	95.5	147.5
Total withdrawn	176.0	14.4	153.6	171.3
Discharge ³ GRI 303-4	140.8	11.5	122.9	137.0
Consumption ⁴ (volume drawn less volume discharged) GRI 303-5	35.2	2.9	30.7	34.3
1. All reported volumes are of freshwater (with total dissolved solids up to 1,000 mg/l). 2. At JSL, the data on water abstraction from third parties consider the invoices from sanitation utilities that supply the operations (financial value/average monthly rate per volume). The other companies carry out monitoring independently; some follow the same methodology as JSL, while others consider the consumption volume reported on the invoices. Groundwater withdrawal was estimated from the average monthly consumption at units using deep-cased wells. 3. All discharges are made into sewer networks. Due to the type of water usage in the units, the volume was estimated at 80% of the withdrawal, considering a technical return coefficient, according to consolidated sanitary engineering practices and ABNT guidelines. 4. The consumption data for 2023 and 2024 have been corrected and differ from those disclosed in previous reports. Until 2024, the Company interpreted consumption as synonymous with withdrawal. GRI 2-4 5. The volumes reported in water stress zones denote groundwater withdrawals in areas classified as high or extreme risk according to the Aqueduct Water Risk Atlas of the World Resources Institute (WRI). There was no such withdrawal in 2024 and 2025.				

Waste management ^{1 2} (t) GRI 306-3, 306-4, 306-5	2023			2024			2025		
	Nonhazardous	Hazardous	Total	Nonhazardous	Hazardous	Total	Nonhazardous	Hazardous	Total
Waste generated	3,985.2	1,375.6	5,360.8	4,616.2	1,850.1	6,466.2	6,097.7	2,220.6	8,318.3
Waste diverted from disposal ³	2,254.8	391.3	2,646.1	3,345.3	1,708.1	5,053.3	4,903.4	1,729.4	6,632.8
Preparation for reuse	5.2	20.5	25.7	1,012.0	1,392.7	2,404.7	231.4	0.0	231.4
Recycling	1,105.1	5.2	1,110.3	2,119.3	19.8	2,139.1	2,571.7	587.4	3,159.1
Other recovery operations	1,144.5	365.6	1,510.1	214.1	295.5	509.6	2,100.3	1,142.0	3,242.3
Waste directed to disposal	1,730.4	984.3	2,714.7	1,270.9	142.0	1,412.9	1,194.3	491.2	1,685.5
Incineration with energy recovery	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Incineration without energy recovery	0.0	778.1	778.1	3.8	41.1	44.9	6.3	56.4	62.7
Landfilling	1,533.5	206.2	1,739.7	1,236.8	99.1	1,335.9	1,188.1	319.2	1,507.3
Other final disposal operations	196.8	0.0	196.8	30.4	1.9	32.3	0.0	115.6	115.6
1. Scope: waste disposed of by JSL and Group companies directly or indirectly, through specialized suppliers. It does not therefore include household waste directed to public collection nor waste moved in units where the issue is the client's responsibility. Note: the calculations do not include the company Transmoreno. 2. All types of disposal operations take place outside the company, conducted by specialized partners. 3. The quantities directed to reuse and other recovery operations in 2025 are not directly comparable to those recorded in previous years because there was a reclassification; from now on, only waste intended for direct reuse is computed as preparation for reuse. The Company does not have the information to recalculate the historical series data based on the new classification criteria.									



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Waste generated 2025 (t) GRI 306-3	
Nonhazardous waste	6,097.7
Blackwater	1,383.5
Worthless used tires	1,076.5
Paper/cardboard/plastic	944.6
Metals	727.4
Wood	310.8
Domestic or organic waste	73.0
Biological sludge	43.2
Other waste ¹	1,538.7
Hazardous waste	2,220.6
Light bulbs	944.1
Class I waste – contaminated	359.3
Used lubricants (OLUC)	239.8
Contaminated soil	71.3
Oil filters	19.2
Electronic scrap	0.1
Other waste ¹	586.8
Total	8,318.3

¹. Oily emulsions, contaminated brake pads, tin, glass, rubber, ceramics, protective clothing, decommissioned equipment, adhesive products, resins, filtering materials, other liquid waste, sweeping waste, among others.

Spills and releases to the environment ¹ SASB TR-RO-540a.3	2023	2024	2025
Cases	12	6	5
Volume (m³)	25.1	24.3	25.2

¹. JSL maintains an emergency response contract, manuals, and procedures to handle any type of environmental accident. All reported cases were treated and remedied in accordance with the legislation, and their waste adequately disposed of, leaving no pending issues or non-conformities.

SUPPLIERS

Supply chain ¹ GRI 2-6, 204-1	2023	2024	2025
Active suppliers (registered)	7,094	8,444 ³	7,422
New suppliers registered with purchase orders	1,752	2,054	1,562
Current contracts	722	1,454	1,719
Critical/priority suppliers ²	42	31	51
Total spending on suppliers (R\$)	2,015,628,890.70	2,153,340,284.06	1,743,924,138.48
Spending on critical/priority suppliers (R\$)	1,007,814,445.35	1,072,836,164.57	894,792,671.08
Local purchases (in the same state as the company)	56.6%	58.7%	68.2%

¹. Scope: JSL S.A.
². Suppliers representing more than 50% of the company's expenses.
³. The total number of active suppliers for 2024 was corrected after the publication of RA2024, which contains information on 7,094 partners. This adjustment has no financial impact. **GRI 2-4**



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GRI & SASB CONTENT INDEX



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Statement of use	JSL S. A. has reported in accordance with the GRI Standards for the period from January 01 to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard/SASB ¹ / Proprietary indicators	Contents	Location/additional information	Omission			Global Compact/SDG ²
			Requisite omitted	Reason	Explanation	
GRI 2: General disclosures 2021	2-1 Organizational details	9, 81 / The company is a publicly traded corporation.				–
	2-2 Entities included in the organization’s sustainability reporting	3 / The entities covered in the report are the same as those included in the Financial Statements. The full list can be consulted in the corporate structure chart, on page 92. Exceptions to this scope, caused by data unavailability, are occasional and clearly indicated. The method used was operational control.				–
	2-3 Reporting period, frequency and contact point	3 / The publication is annual. This edition was published in July 2026.				–
	2-4 Restatements of information	68, 84, 86, 88, 89, 90, 91/ These restatements have no financial impact.				–
	2-5 External assurance	3 (general description), 103 (external assurance of content related to GHG emissions), 105 (limited assurance of the report).				–
	2-6 Activities, value chain and other business relationships	9, 74, 77, 91 / According to the Global Industry Classification Standard (GICS), the Company’s activities focus on sub-sector 20304030 - Ground Freight Transportation; the Sustainable Industry Classification System (SICS), developed by SASB, classifies the company in the Logistics and Air Freight Transport sector due to its logistics activities.				–
	2-7 Employees	47, 83, 84				Principle 6 SDGs 8 and 10
	2-8 Workers who are not employees	–	All	Information unavailable	The Company does not monitor this information.	–

1. SASB Standards for the Road Transportation sector (TR-RO, according to the Sustainable Industry Classification System - SICS), which focuses on the company's main activities, and for Air Freight and Logistics (TR-AF according to SICS), in which the company is classified by its logistics activities.

2. Principles of the Global Compact and the Sustainable Development Goals, initiatives of the United Nations, with GRI content reported as per analysis conducted by the Company itself.

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GRI Standard/SASB ¹ / Proprietary indicators	Contents	Location/additional information	Omission			Global Compact/SDG ²
			Requisite omitted	Reason	Explanation	
GRI 2: General disclosures 2021	2-9 Governance structure and composition	13, 14				SDGs 5 and 16
	2-10 Nomination and selection of the highest governance body	13				SDGs 5 and 16
	2-11 Chairman of the highest governance body	13				SDG 16
	2-12 Role of the highest governance body in overseeing the management of impacts	29				–
	2-13 Delegation of responsibility for managing impacts	29				–
	2-14 Role of the highest governance body in sustainability reporting	3 / The Board of Directors approved the report. The material topics were approved by the Sustainability Committee, which advises the Board of Directors.				–
	2-15 Conflicts of interests	42 / The Company discloses transactions with related parties through a specific release, in compliance with Brazilian Securities Commission (CVM) regulations. This information and the controlling shareholders' data are part of the Reference Form, available at: https://ri.jsl.com.br/informacoes-aos-investidores/formulario-de-referencia/ . Information about cross-participation in other management bodies or cross-ownership with suppliers and other stakeholders is disclosed to the market as required by applicable legislation.				SDG 16
	2-16 Communication of critical concerns	44	b	Confidentiality constraints	The information is considered sensitive/strategic.	–
	2-17 Collective knowledge of the highest governance body	There is no structured knowledge-building program on sustainable development, but members of senior governance participate in meetings, discussions, and forums related to the subject. Some duties of current members are described in the table that comprises the GRI 2-9 content, on page XX.				–
	2-18 Evaluation of the performance of the highest governance body	15				–
	2-19 Remuneration policies	15				–



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GRI Standard/SASB ¹ / Proprietary indicators	Contents	Location/additional information	Omission			Global Compact/SDG ²
			Requisite omitted	Reason	Explanation	
GRI 2: General disclosures 2021	2-20 Process to determine remuneration	15				–
	2-21 Annual total compensation ratio	82				–
	2-22 Statement on sustainable development strategy	4				–
	2-23 Policy commitments	42, 43, 54 / The full application of the precautionary principle is not provided in corporate policies, but the Company adopts a preventive approach to avoid and minimize impacts.				Principle 10; SDG 16
	2-24 Embedding policy commitments	42				SDG 16
	2-25 Processes to remediate negative impacts	44, 45, 69, 78				SDG 16
	2-26 Mechanisms for seeking advice and raising concerns	42, 44				SDG 16
	2-27 Compliance with laws and regulations	83				–
	2-28 Membership associations	31				–
	2-29 Approach to stakeholder engagement	30, 32				–
	2-30 Collective bargaining agreements	47				Principle 3; SDG 8
SASB TR-AF/TR-RO: Activity metrics	TR-AF-000.C/TR-RO-000.C Total employees, total drivers	47, 84				–
Proprietary disclosure	Composition and terms of the Board of Directors	82				–
GRI 3: Material topics 2021	3-1 Process to determine material topics	30				–
	3-2 List of material topics	30				–
Material topic: Economic and financial performance and business expansion						
GRI 3: Material topics 2021	3-3 Management of material topics	37				Principle 7 SDGs 1, 8, 9, 10 and 17
GRI 201: Financial performance 2016	201-1 Direct economic value generated and distributed	38, 82	b	Information unavailable	The Company does not monitor data segmented by region.	SDGs 8 and 9
	201-2 Financial implications and other risks and opportunities due to climate change	66				Principle 7; SDG 13



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GRI Standard/SASB ¹ / Proprietary indicators	Contents	Location/additional information	Omission			Global Compact/SDG ²
			Requisite omitted	Reason	Explanation	
GRI 207: Taxes 2019	207-1 Approach to tax	40 / The tax strategy is not publicly disclosed and there is no predetermined frequency for analyzing and reviewing it.	a - iv	Information unavailable	The Company does not monitor this information.	SDGs 1, 10 and 17
	207-2 Tax governance, control and risk management	40, 44 / For more information on tax content verification, see the reference form (https://ri.jsl.com.br/informacoes-aos-investidores/formulario-de-referencia/).				SDGs 1, 10 and 17
	207-3 Stakeholder engagement and management of concerns related to tax	-	All	Information unavailable	The Company does not monitor this information.	SDGs 1, 10 and 17
Material topic: Corporate governance, ethics and compliance						
GRI 3: Material topics 2021	3-3 Management of material topics	42				Principles 3, 6 and 10 SDGs 5, 8 and 16
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	42				Principle 10; SDG 16
	205-2 Communication and training on anti-corruption policies and procedures	43, 83				Principle 10; SDG 16
	205-3 Confirmed incidents of corruption and actions taken	42				Principle 10; SDG 16
GRI 206: Unfair competition 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	42				SDG 16
GRI 402: Labor/management relations 2016	402-1 Minimum notice periods regarding operational changes	There are no deadlines for operational changes established in collective agreements, but the Company aims to keep all employees informed about operational changes at least 15 days in advance.				Principle 3; SDG 8
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	55				Principle 6 SDGs 5 and 8
GRI 415: Public policy 2016	415-1 Political contributions	In compliance with legislation, the Company does not make this type of contribution.				Principle 10; SDG 16
GRI 418: Customer privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	45 / There were no cases in the past three years.				SDG 16



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GRI Standard/SASB ¹ / Proprietary indicators	Contents	Location/additional information	Omission			Global Compact/SDG ²
			Requisite omitted	Reason	Explanation	
Material topic: Climate strategy and environmental management						
GRI 3: Material topics 2021	3-3 Management of material topics	28, 65, 69				Principle 7, 8 and 9 SDGs 3, 6, 7, 8, 11, 12, 13, 14 and 15
GRI 302: Energy 2016	302-1 Energy consumption within the organization	70, 89				Principles 7 and 8 SDGs 7, 8, 12 and 13
	302-2 Energy consumption outside the organization	70				Principle 8 SDGs 7, 8, 12 and 13
	302-3 Energy intensity	70				Principle 8 SDGs 7, 8, 12 and 13
	302-4 Reduction of energy consumption	70 / To ensure clarity on data changes over time, reductions are always calculated based on the previous year.				Principles 8 and 9 SDGs 7, 8, 12 and 13
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	71				Principle 8 SDGs 6 and 12
	303-2 Management of water discharge-related impacts	71				Principle 8; SDG 6
	303-3 Water withdrawal	71, 90				Principles 7 and 8 SDG 6
	303-4 Water discharge	90				Principles 7 and 8 SDG 6
	303-5 Water consumption	90				Principle 8; SDG 6
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	68, 88, 89				Principles 7 and 8 SDGs 3, 12, 13, 14 and 15
	305-2 Energy indirect (Scope 2) GHG emissions	68, 88, 89				Principles 7 and 8 SDGs 3, 12, 13, 14 and 15
	305-3 Other indirect (scope 3) GHG emissions	68, 88, 89				Principles 7 and 8 SDGs 3, 12, 13, 14 and 15
	305-4 Greenhouse gas (GHG) emissions intensity	89 / Note: calculations are based on the greenhouse gas emission inventory, externally assured by Fundação Vanzolini.				Principle 8 SDGs 13, 14 and 15



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GRI Standard/SASB ¹ / Proprietary indicators	Contents	Location/additional information	Omission			Global Compact/SDG ²
			Requisite omitted	Reason	Explanation	
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	89 / Note: calculations are based on the greenhouse gas emission inventory, externally assured by Fundação Vanzolini.				Principles 8 and 9 SDG 13, 14 and 15
	305-6 Emissions of ozone-depleting substances (ODS)	The operation does not generate this type of emission.				Principles 7 and 8 SDGs 3, 12, 14 and 15
	305-7 NOx, SOx, and other significant air emissions	72 / The Company does not monitor other emissions outlined in this GRI content, which are not mandated by law.				Principles 7 and 8 SDGs 3, 12, 14 and 15
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	71				Principle 8 SDGs 3, 6, 11 and 12
	306-2 Management of significant waste-related impacts	71				Principle 8 SDGs 3, 6, 11 and 12
	306-3 Waste generated	90, 91				Principle 8 SDGs 3, 11 and 12
	306-4 Waste diverted from disposal	90				Principle 8 SDGs 3, 11 and 12
	306-5 Waste directed to disposal	90				Principle 8 SDGs 3, 11 and 12
SASB TR-RO and TR-AF: GHG emissions	TR-AF-110a.1/ TR-RO-110a.1 Gross global Scope 1 emissions	68, 88, 89				—
	TR-AF-110a.2/ TR-RO-110a.2 Short and long-term strategy to manage Scope 1 emissions	67				—
SASB TR-RO and TR-AF: GHG emissions	TR-AF-110a.3 Fuel consumed by road transport, percentage natural gas and renewable, and air transport, percentage alternative and sustainable.	89 / The Company does not perform air transport.				—
	TR-RO-110a.3 Total fuel consumed, percentage natural gas, percentage renewable	89				—
SASB TR-AF/TR-RO: Air quality	TR-AF-120a.1/ TR-RO-120a.1 Air emissions of NOx (excluding N2O), SOx and particulate matter (PM10)	72 / SOx emissions are not monitored.				—



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GRI Standard/SASB ¹ /Proprietary indicators	Contents	Location/additional information	Omission			Global Compact/SDG ²
			Requisite omitted	Reason	Explanation	
Material topic: Respect, development and valuing people						
GRI 3: Material topics 2021	3-3 Management of material topics	28, 47				Principles 3 and 6 SDGs 1, 3, 4, 5, 8, 9, 10 and 11
GRI 202: Market presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	87	b	Information unavailable	The Company does not monitor the remuneration of other non-employed workers.	Principle 6 SDGs 5, 8 and 10
	202-2 Proportion of senior management hired from the local community	82				Principle 6 SDGs 1, 5 and 8
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	86				Principle 6 SDGs 1, 5 and 8
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	53 / The information is limited to JSL itself and does not include other companies mentioned in this report.	a (partially)	Information incomplete	The Company does not have systematized information regarding the benefits granted by other companies.	Principle 6 SDGs 3, 5 and 8
	401-3 Parental leave	53, 87				Principle 6 SDGs 5 and 8
GRI 404: Training and education 2016	404-1 Average hours of training per employee	52, 86				Principle 6 SDGs 4, 5, 8 and 10
	404-2 Programs for upgrading employee skills and transition assistance programs	52 / There are no structured programs to support employee career transitions.				SDG 8
	404-3 Percentage of employees receiving regular performance and career development reviews	52, 86				Principle 6 SDGs 5, 8 and 10
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity of governance bodies and employees	84, 85				Principle 6 SDGs 5 and 8
	405-2 Ratio of basic salary and remuneration of women to men	87				Principle 6 SDGs 5 and 8
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	54				Principle 6; SDG 8
SASB TR-AF: Employment practices	TR-AF-310a.1 Percentage of drivers classified as independent contractors	84				–
Proprietary disclosure	Other remuneration indicators	87				–



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GRI Standard/SASB ¹ / Proprietary indicators	Contents	Location/additional information	Omission			Global Compact/SDG ²
			Requisite omitted	Reason	Explanation	
Material topic: Customer relations						
GRI 3: Material topics 2021	3-3 Management of material topics	74				SDGs 12 and 16
GRI 416: Consumer health and safety	416-1 Assessment of the health and safety impacts of product and service categories	The Company does not apply this type of assessment to any service or service category.				SDGs 12 and 16
GRI 417: Marketing and labeling	417-1 Requirements for product and service information and labeling	There are no formal labeling or mandatory information requirements defined by legislation or internal corporate procedures for the services we provide. The Company voluntarily discloses institutional information related to sustainability, safety, certifications, and performance through annual reports, its Investor Relations page, and corporate communications.				SDG 16
	417-2 Incidents of non-compliance concerning product and service information and labeling	42 / There were no cases in the past three years.				SDG 16
GRI 417: Marketing and labeling	417-3 Incidents of non-compliance concerning marketing communications	42 / There were no cases in the past three years.				SDG 16
Material topic: Occupational health and safety						
GRI 3: Material topics 2021	3-3 Management of material topics	28, 58				SDGs 3, 8 and 16
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	58				SDG 8
	403-2 Hazard identification, risk assessment, and incident investigation	58, 60 / Information is systematized through the Risk Management Program (RMP).				SDG 8
	403-3 Occupational health services	62 / The Occupational Health Medical Control Program (PCMSO) contributes to risk reduction.				SDG 8
	403-4 Worker participation, consultation, and communication on occupational health and safety	58				SDGs 8 and 16
	403-5 Worker training on occupational health and safety	60				SDG 8
	403-6 Promotion of worker health	62				SDG 3



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GRI Standard/SASB ¹ / Proprietary indicators	Contents	Location/additional information	Omission			Global Compact/SDG ²
			Requisite omitted	Reason	Explanation	
GRI 403: Occupational health and safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	58, 62				SDG 8
	403-8 Workers covered by an occupational health and safety management system	88 / Although the management system does not cover third-party workers, service providers also receive all applicable guidelines from the Company.	a-iii	Information unavailable	The Company does not have systematized information regarding the total number of employees covered by the externally certified portion of the system.	SDG 8
	403-9 Work-related injuries	58, 63	b	Information unavailable	The Company does not monitor this information among workers who are not employees.	SDGs 3, 8 and 16
	403-10 Work-related ill health	63 / Note: as there have been no cases of occupational diseases, there are no related hazards to report.	b	Information unavailable	The Company does not monitor this information among workers who are not employees.	SDGs 3, 8 and 16
SASB TR-AF: Workforce health and safety	TR-AF-320a.1 Total recordable incident rate (TRIR) and fatality rate for direct employees and contract employees	63 / The rates are calculated based on one million man-hours worked.				—
SASB TR-RO: Labor conditions and workforce health and safety	TR-RO-320a.1 Total recordable incident rate (TRIR) and fatality rate for direct employees and contract employees	63 / The rates are calculated based on one million man-hours worked.				—
	TR-RO-320a.3 Approach to manage short-term and long-term driver health risks	62				—
SASB TR-AF/ TR-RO: Accident and safety management system	TR-AF-540a.1 Description of implementation and outcomes of a Safety Management System	58, 63				—
	TR-AF-540a.3/ TR-RO-540a.1 Number of road accidents and incidents	63				—
	TR-RO-540a.3 Number and aggregate volume of spills and releases to the environment	90				—
Material topic: Technological and sustainable innovation						
GRI 3: Material topics 2021	3-3 Management of material topics	33, 35				—



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GRI Standard/SASB ¹ / Proprietary indicators	Contents	Location/additional information	Omission			Global Compact/SDG ²
			Requisite omitted	Reason	Explanation	
Material topic: Appreciation of truck drivers						
GRI 3: Material topics 2021	3-3 Management of material topics	76				–
Material topic: Impacts on communities and the value chain						
GRI 3: Material topics 2021	3-3 Management of material topics	28, 77, 78				Principles 1, 2, 4, 5 and 8 SDGs 1, 2, 5, 8, 9, 11 and 16
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	49, 50				SDGs 5, 9 and 11
	203-2 Significant indirect economic impacts	84	b	Information unavailable	The Company does not monitor this information.	-
GRI 204: Procurement practices	204-1 Proportion of spending on local suppliers	77, 91				SDG 8
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	None. The Company does not apply environmental criteria in supplier selection, although it does conduct opacity and noise tests on specific segments during the qualification stage.				Principle 8
	308-2 Negative environmental impacts in the supply chain and actions taken	–	All	Information unavailable	The Company does not monitor this information.	Principle 8
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	54				Principle 5 SDGs 8 and 16
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	54				Principle 4; SDG 9
GRI 410: Security practices 2016	410-1 Security personnel trained in human rights policies or procedures	88				Principle 4; SDG 9
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	54				Principle 1; SDG 16



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			Requisite omitted	Reason	Explanation	
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	78, 79 / Stakeholder engagement plans follow the premises described on page 32. Broad consultation with society is limited to the materiality definition process. Environmental and social impact assessment results are primarily disclosed in the integrated annual reports of JSL and SIMPAR Group. The Company does not conduct participatory processes for gender impact assessment.				Principle 1
	413-2 Operations with significant actual or potential negative impacts on local communities	78				Principle 1 SDGs 1 and 2
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	77				Principle 2 SDGs 5, 8 and 16
	414-2 Negative social impacts in the supply chain and actions taken	78 / No significant impacts from suppliers were identified.				Principle 2 SDGs 5, 8 and 16
Other monitored indicators						
Proprietary disclosure	Certifications	81				—
Proprietary disclosure	Environmental investments	69				—



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LIMITED

ASSURANCE REPORT

GRI 2-5



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INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION

To the Board of Directors, Management, and Shareholders of
JSL S.A.

Limited Assurance Conclusion

We have carried out a limited assurance engagement related to the environmental, social and governance (ESG) indicators included in the “Integrated Sustainability Report” (“Report”) of JSL S.A. (“Company”) for the year ended December 31, 2025, prepared based on the standards of Global Reporting Initiative (GRI Standards), the SASB industry standards and *Orientação OCPC 09*.

According to the procedures applied and the evidence obtained, we are not aware of any fact that leads us to believe that the environmental, social and governance (ESG) indicators included in the “Integrated Sustainability Report” of JSL S.A. for the year ended December 31, 2025 were not prepared, in all material respects, based on the standards of Global Reporting Initiative (GRI Standards) including OCPC 09 Guidance, SASB industry standard and with *Orientação OCPC 09*.

Basis for Conclusion

We conducted our limited assurance engagement in accordance with NBC TAS 5000 - the Brazilian Accounting Standard for Assurance on Sustainability Information Disclosure (NBC TAS 5000), issued by the Federal Association of Accountants (CFC) and ISSA 5000 - General Requirements for Sustainability Assurance Engagements, issued by the international Auditing and Assurance Standards Board (IAASB).

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities with respect to those standards are further described in the “Our responsibilities” section of the report.

GBS-730/26

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We have complied with the independence and other ethical requirements of the Accountant’s Professional Code of Ethics and Professional Standards (including Independence Standards) issued by the Federal Association of Accountants (CFC) according to key principles of integrity, objectivity, professional competence and due zeal, confidentiality and professional behavior.

Our firm applies the NBC PA 01 Quality Management for Independent Auditors’ (legal entities) and International Standards on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by CFC and IAASB respectively. This Standards requires the firm to prepare, implement and operate a quality management system, including policies or procedures related to compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other Information

The Company's management is responsible for the other information. The other information comprises the financial statements and the historical information included in the Integrated Report, but does not include the Sustainability Information subject to this engagement and our assurance report thereon. Our limited assurance conclusion on the Sustainability Information does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our engagement, our responsibility is to read this other information and, in doing so, consider whether the other information is materially inconsistent with the Sustainability Information or our knowledge obtained in the engagement, or otherwise appears to be materially misstated. We have nothing to report in this regard.

Management's Responsibilities for the Sustainability Information

The Company's management is responsible for:

- The proper preparation and presentation of the information in the Report in accordance with the OCPC 09 Guidance, GRI Standards and the SASB industry standard and
- Design, implementation and maintenance such internal control as management determines is necessary to enable the preparation of the Sustainability Information in accordance with *Orientação OCPC 09* — Integrated Reporting, the GRI Standards and the SASB industry standards that is free from material misstatement, whether due to fraud or error.

Inherent Limitations in the Preparation of Sustainability Information

Inherent Limitations are the significant limitations associated with the measurement or evaluation of the underlying subject matter against the applicable criteria, which arise from the nature of the subject matter information itself, rather than from any deficiency on the part of the responsible party or the practitioner.

As discussed in the sections on climate strategy and environmental management, and on targets and performance within the Sustainability Information, the measurement of certain sustainability matters is subject to measurement uncertainty and inherent limitations.

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With respect to the remaining environmental indicators, the reported information is compiled using different data sources and calculation, conversion and estimation methodologies, depending on data availability and the operational characteristics of each unit and indicator. Accordingly, the physical quantities disclosed may result either from direct measurement or from the application of technical measurement criteria adopted by the entity.

Independent Auditor's Responsibilities

Our responsibilities are to plan and perform the assurance engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the Sustainability Information.

As part of a limited assurance engagement in accordance with NBC TAS 5000, we exercise professional judgement and maintain professional skepticism throughout the engagement. In addition:

- We performed risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatement, whether due to fraud or error, at the disclosure level, but not for the purpose of expressing a conclusion on the effectiveness of the entity's internal control.
- We designed and performed procedures responsive to the assessed risks of material misstatement at the disclosure level. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve the override of internal control, collusion, forgery, intentional omissions or misrepresentations.

Summary of the work we performed as basis for our conclusion

A limited assurance engagement involves performing procedures to obtain evidence about the Sustainability Information. The nature, timing and extent of the procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error. In conducting our limited assurance engagement, we:

- Made inquiries of management and of those responsible for preparing the Sustainability Information regarding the processes, systems and controls applied in collecting and consolidating the data;
- Obtained an understanding of the data flow from source to the disclosed indicators, for those topics in which the information derives from system records;
- Selected items from the underlying records of environmental, training and emissions indicators and compared the individual record with the corresponding supporting documentation;
- Compared the financial information disclosed with the audited financial statements for the year and with the Company's earnings release;
- Inspected the bylaws, policies, internal charters and other governing documents supporting the governance and compliance disclosures;

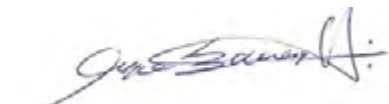


- Inspected the credentials of the accredited body responsible for verifying the greenhouse gas emissions inventory and considered that verification in our risk assessment and in determining the extent of our procedures; and
- Made inquiries of management, inspected minutes of the governing bodies and consulted external sources to identify events occurring after the reporting date that could have an effect on the Sustainability Information.

Rio de Janeiro, August 27, 2026.

UHY Bendoraytes e Cia.
Auditores Independentes
CRC 2RJ 0081/O-8

Original report in Portuguese signed by


Geysa Bendoraytes e Silva
Contadora - Sócia-Líder do Trabalho
CRC RJ 091330/O-5

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TRANSLATION

Roger Barlow – LATAM Translations

GHG EMISSIONS INVENTORY – EXTERNAL ASSURANCE

Fundação Vanzolini

INTEGRATED ANNUAL REPORT – LIMITED ASSURANCE

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