



Earnings Conference Call

4Q25

March 05th, 2026

DISCLAIMER

This presentation may contain certain affirmations and statements that express beliefs and trends related to Rumo S.A. ("Rumo" or "Company") and its subsidiaries, reflecting current views and/or expectations of Rumo and its management concerning its businesses and future events, which, although considered reasonable by the Company based on public information, can be incorrect or inaccurate, or may not be materialized. This is because several relevant factors may cause actual results to substantially differ from plans, objectives and expectations expressed herein, most of them beyond the Company's control.

The statements and information on trends reported herein do not guarantee performance. This presentation does not represent an offer for subscription or acquisition of the Company's securities.

HIGHLIGHTS 4Q25

Transported Volume

(bln RTK)

4Q25 **22.9** (+15%)

2025 **84.2** (+5%)

Northern Operation

(bln RTK)

4Q25 **18.5** (+14%)

2025 **68.2** (+7%)

Southern Operation

(bln RTK)

4Q25 **3.2** (+25%)

2025 **11.8** (-2%)

Fixed Costs and Expenses

(BRL/'000 RTK)

4Q25 **33.1** (-11%)

2025 **32.7** (-6%)

Energy Efficiency

(Liters/'000 GTK)

4Q25 **-2%**

2025 **-3%**

EBITDA

Adjusted¹ (BRL mln)

4Q25 **1,793** (+8%)

2025 **8,021** (+4%)

Leverage

Net Debt/Adjusted EBITDA

1.9x

Capex

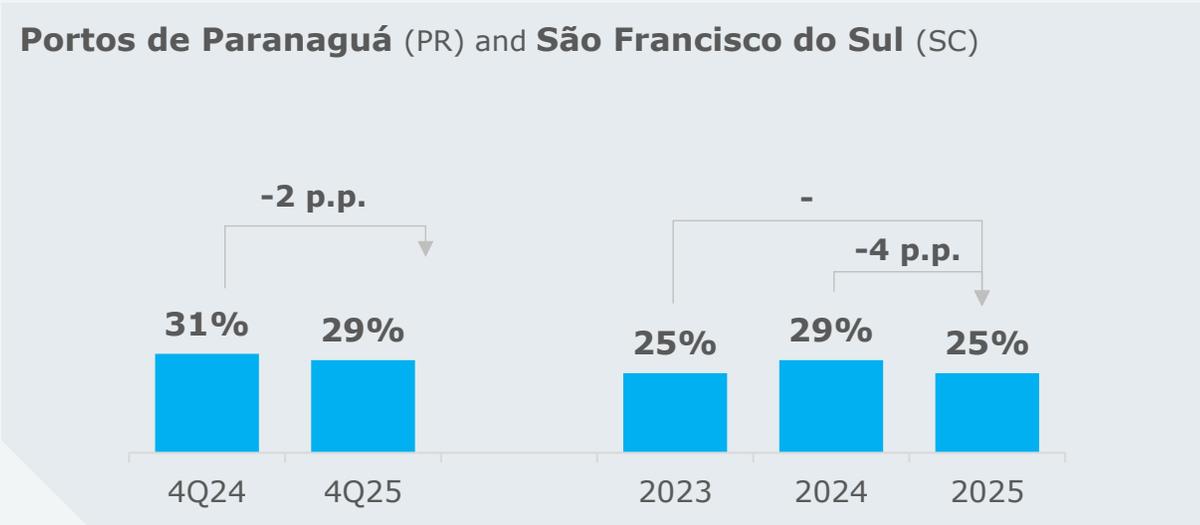
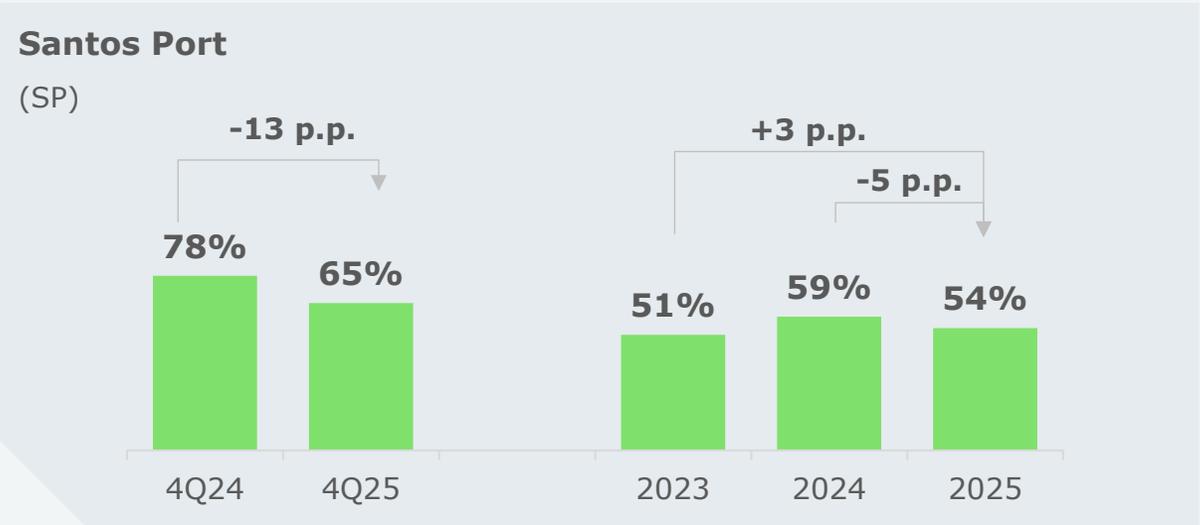
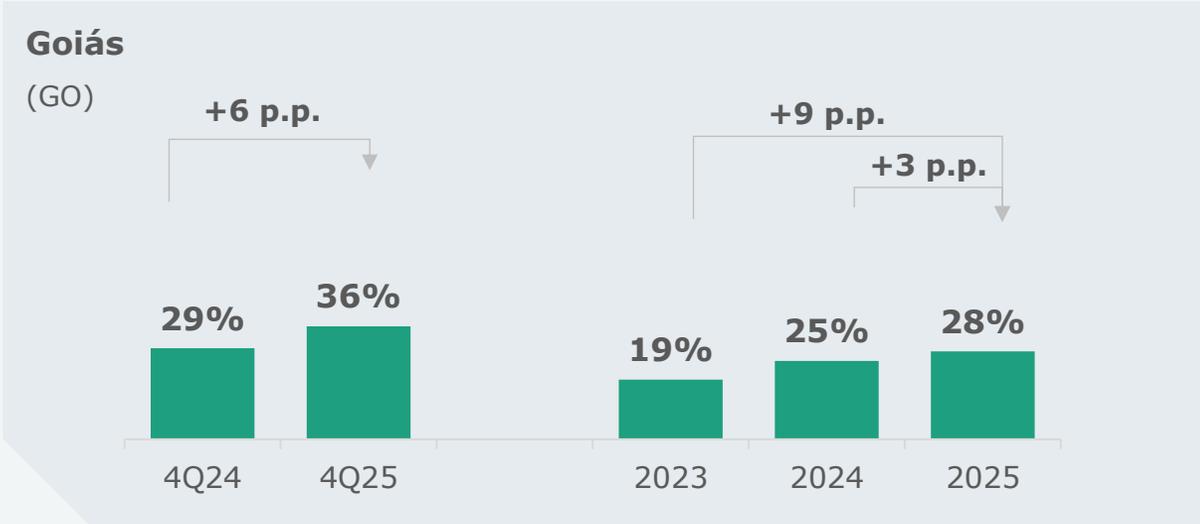
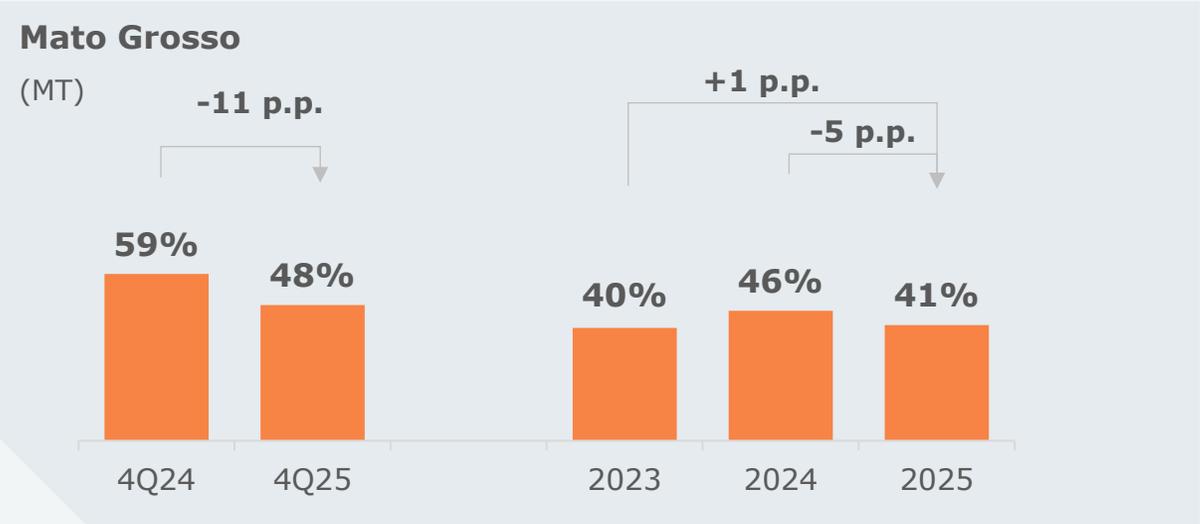
(BRL mln)

4Q25 **1,463** (-23%)

2025 **6,112** (+11%)

¹Excluding the effect of non-recurring events. For more available information, please refer to the Earnings Release.

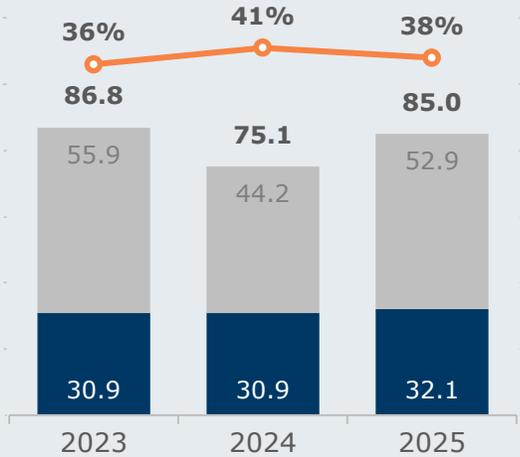
GRAINS MARKET SHARE (Soybean, corn and soybean meal)



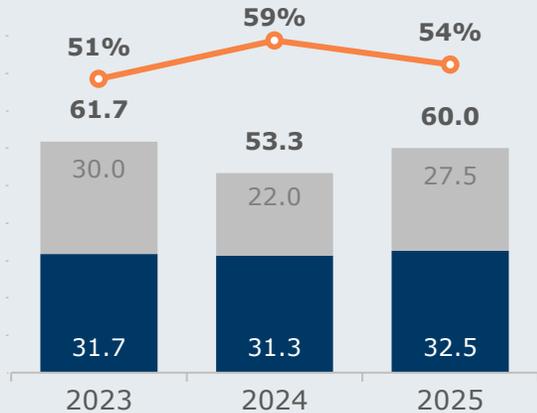
GRAINS MARKET SHARE

SOY + SOYBEAN MEAL + CORN

Mato Grosso (MT) and Goiás (GO)



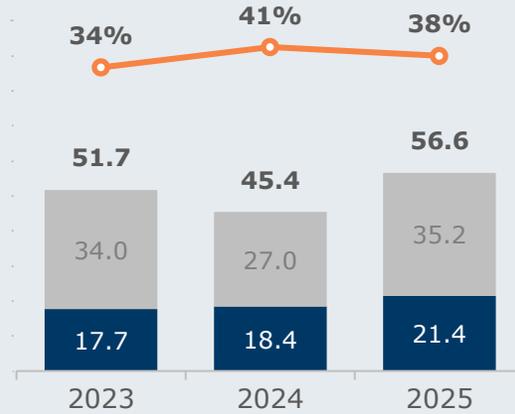
Santos Port (SP)



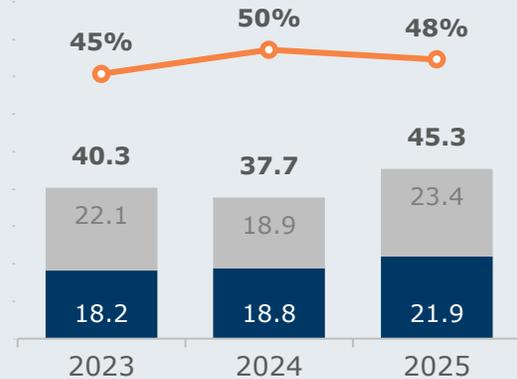
Rumo Market Market Share

SOY + SOYBEAN MEAL

Mato Grosso (MT) and Goiás (GO)



Santos Port (SP)



Rumo Market Market Share

CORN

Mato Grosso (MT) and Goiás (GO)



Santos Port (SP)

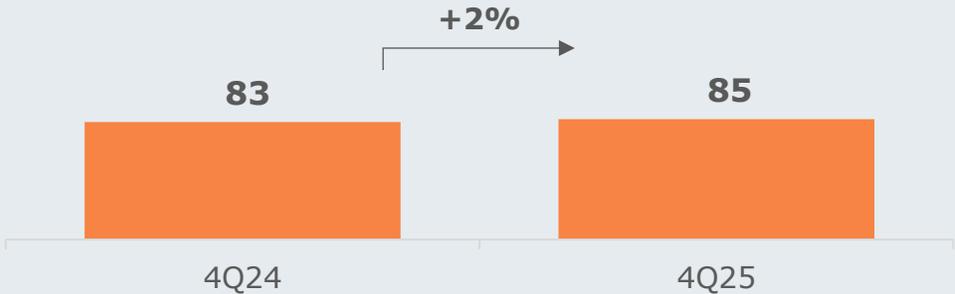
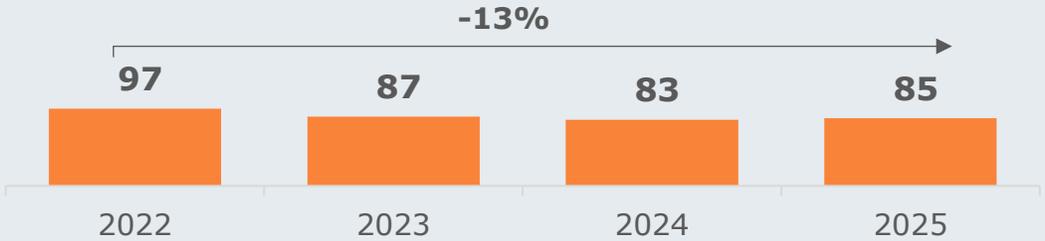


Rumo Market Market Share

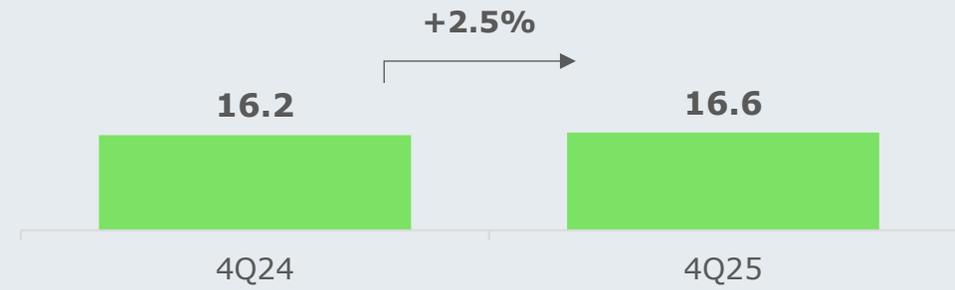


OPERATIONAL INDICATORS

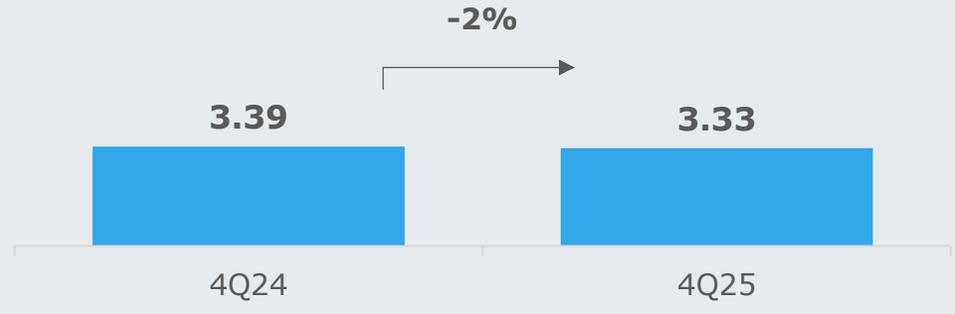
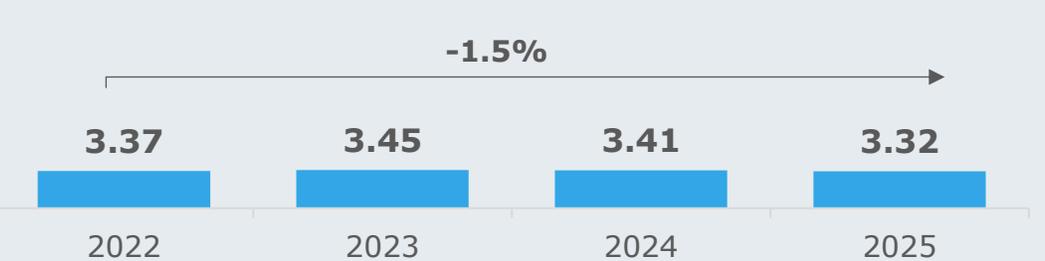
North Operation Transit Time (hours)



Dwell Time in Santos (hours)



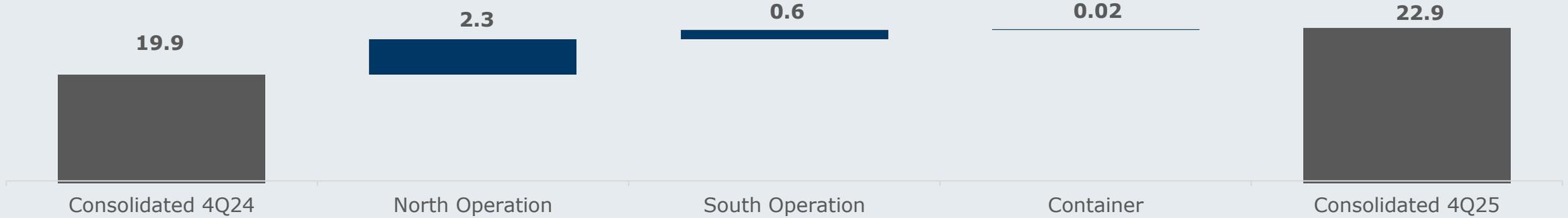
Consolidated Diesel Consumption (liters/ '000 GTK)



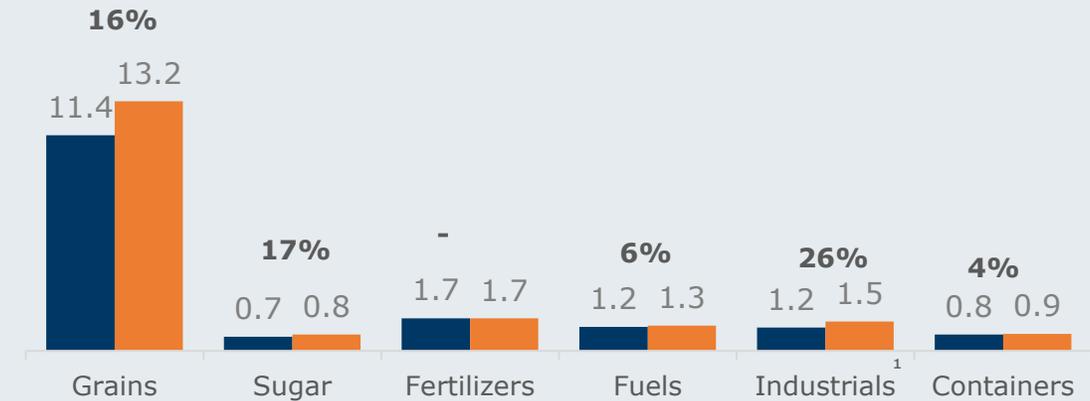


OPERATIONAL RESULTS

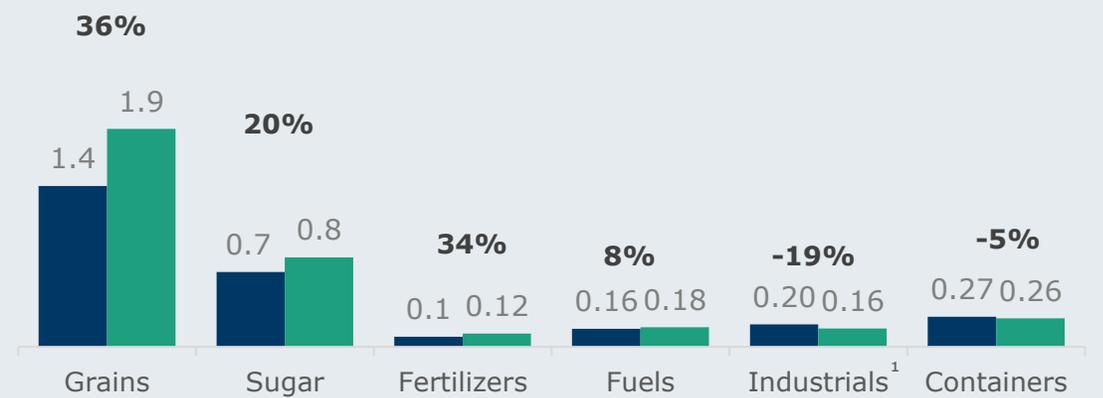
Volumes (Bln RTK)



North Operation (Bln RTK)



South Operation (Bln RTK)



■ 4Q24 ■ 4Q25

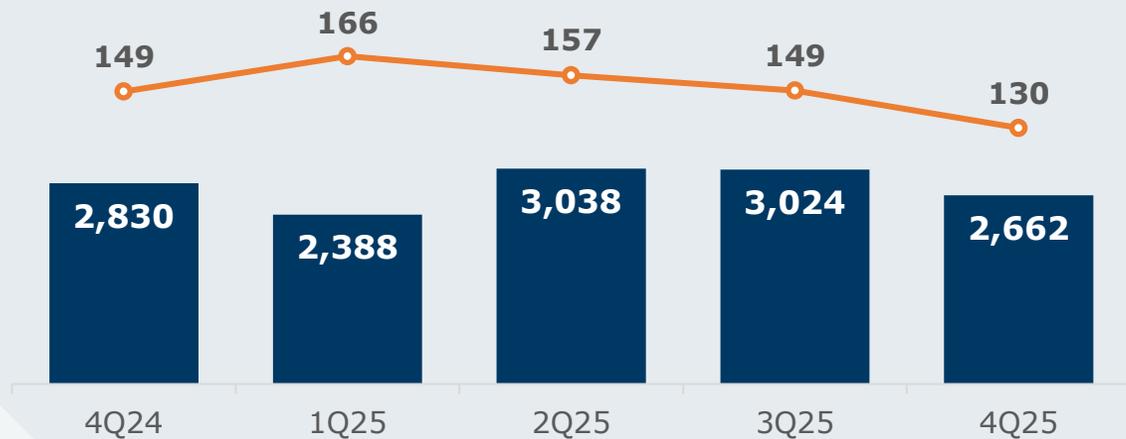
¹Pulp and paper, building materials, steel and mining.

REVENUE AND YIELDS

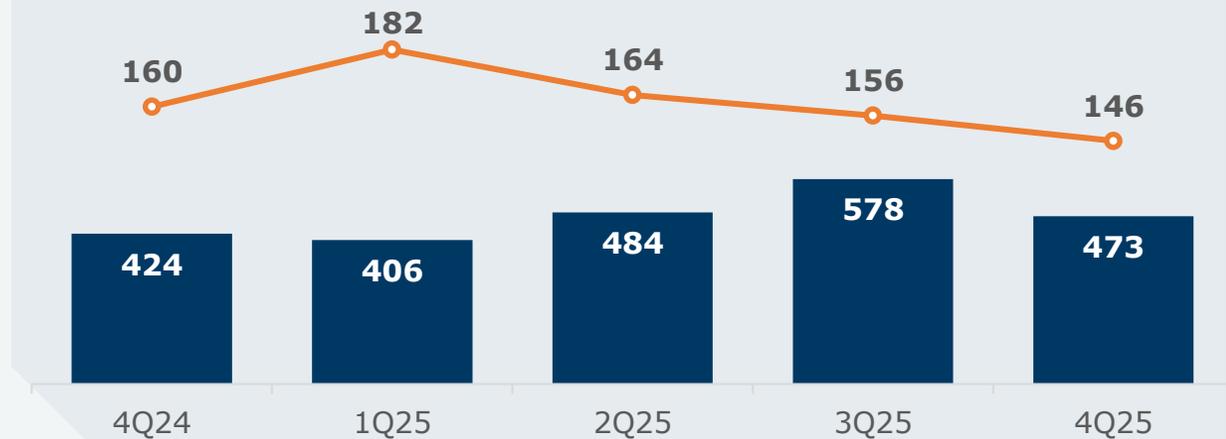
Consolidated



North Operation



South Operation





EBITDA

Consolidated EBITDA

(BRL Mln)

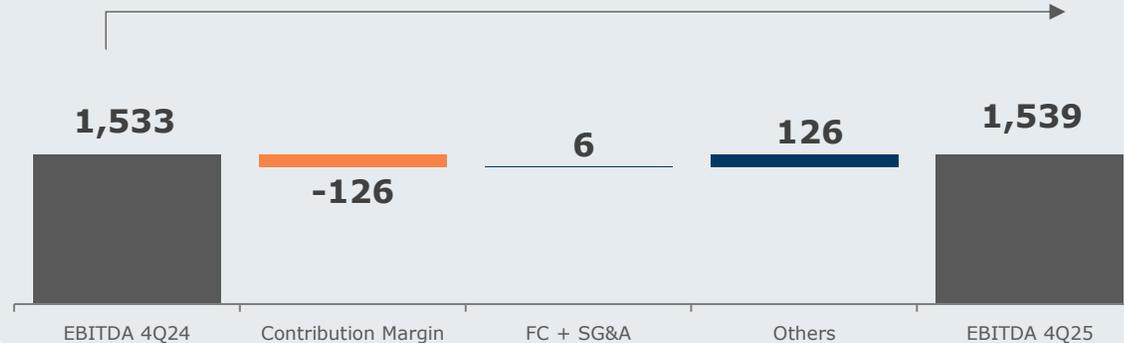
+8%



North Operation¹

(BRL Mln)

+0.4%



South Operation¹

(BRL Mln)

+162%

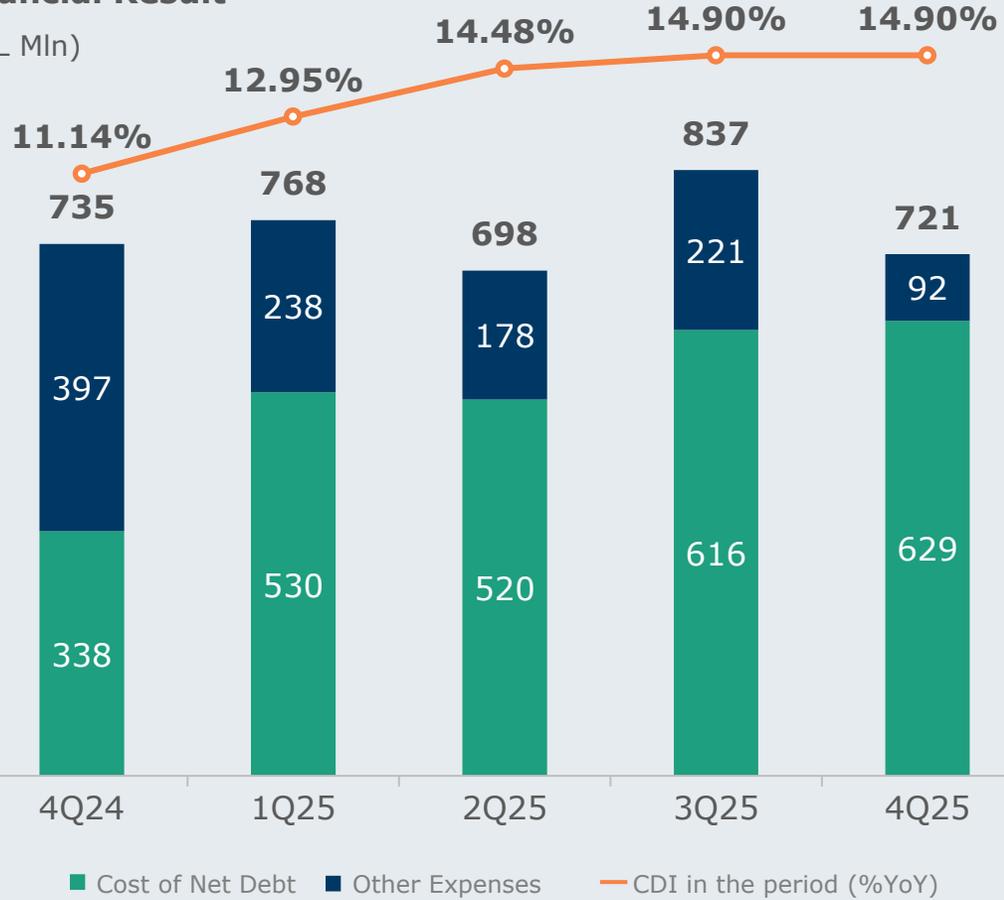


¹Excluding the non-recurring events effect. Additional information is available in the Earnings Report.

FINANCIAL RESULT AND NET INCOME

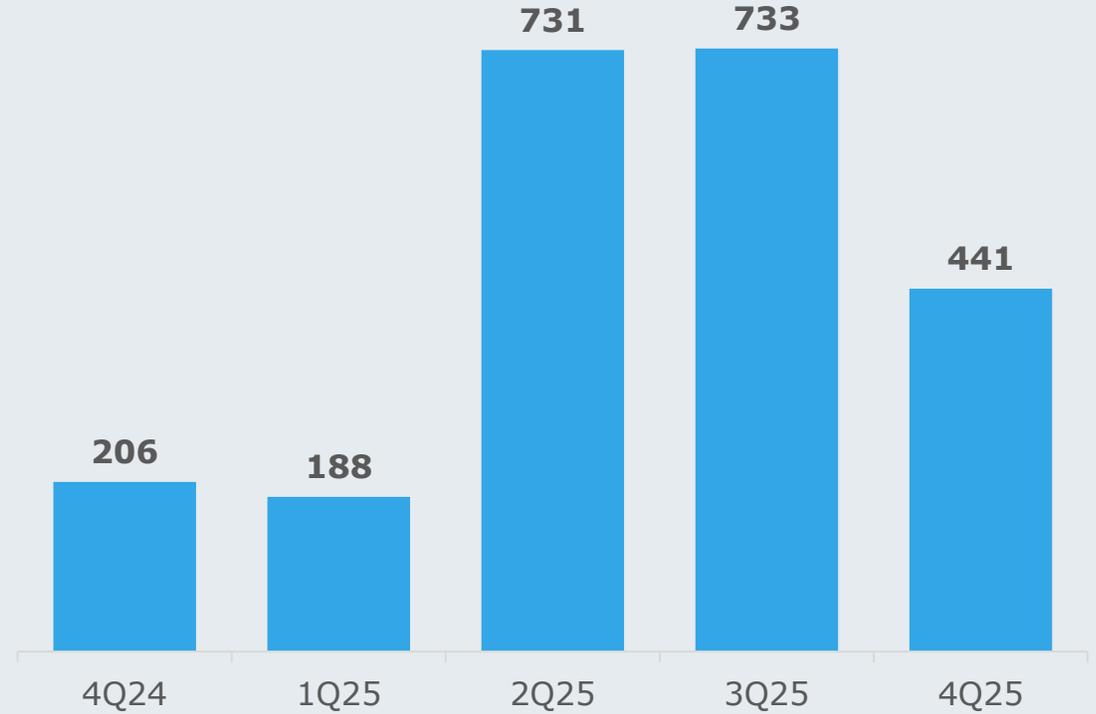
Financial Result

(BRL Mln)



Adjusted Net Income¹

(BRL Mln)



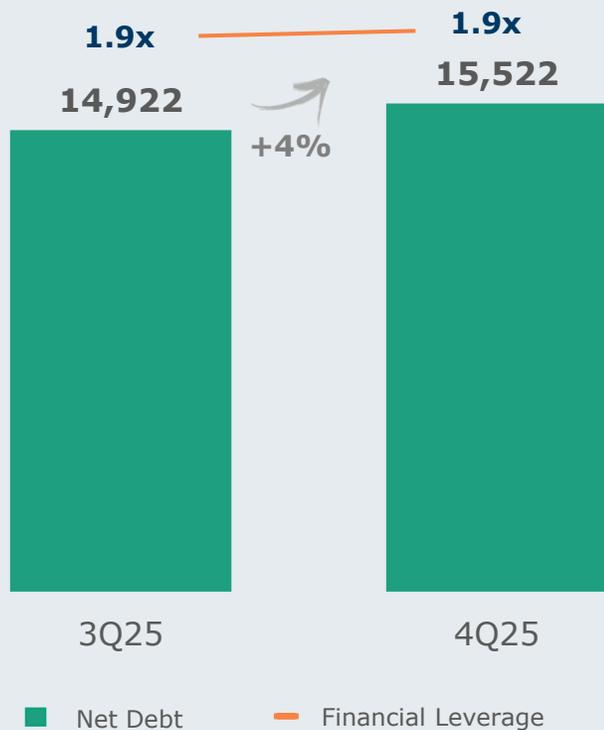
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INDEBTEDNESS

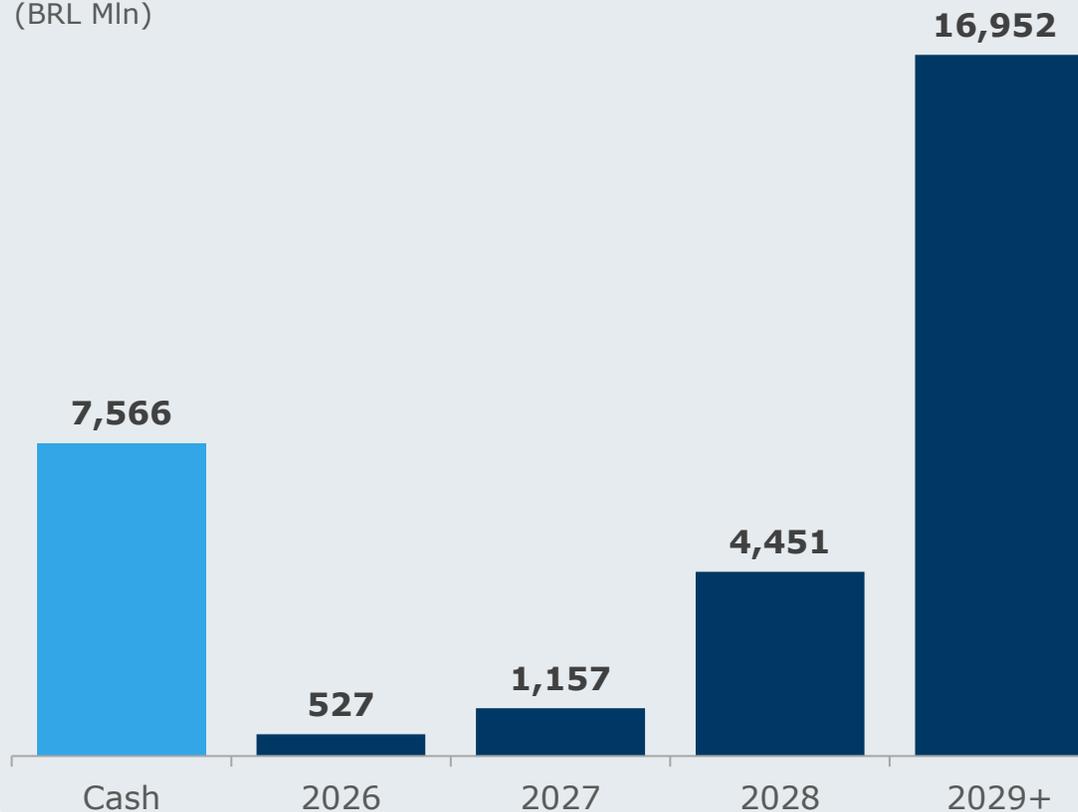
Net Debt

(BRL Mln)



Debt Amortization Schedule

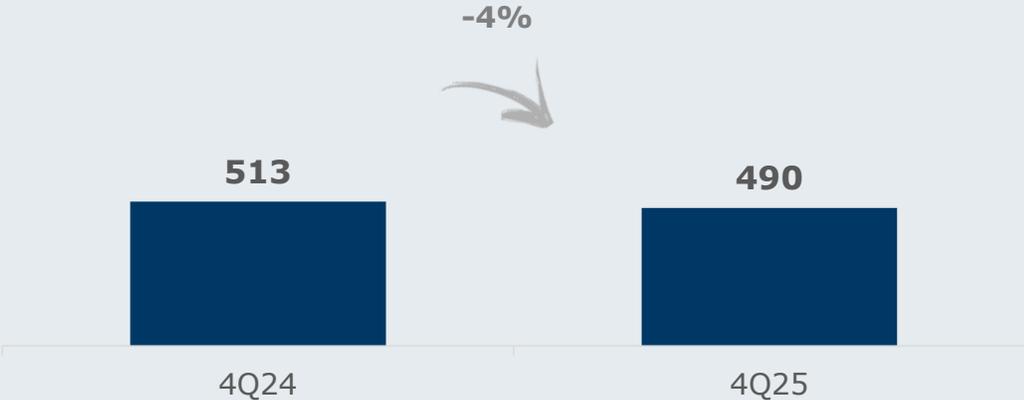
(BRL Mln)



INVESTMENTS

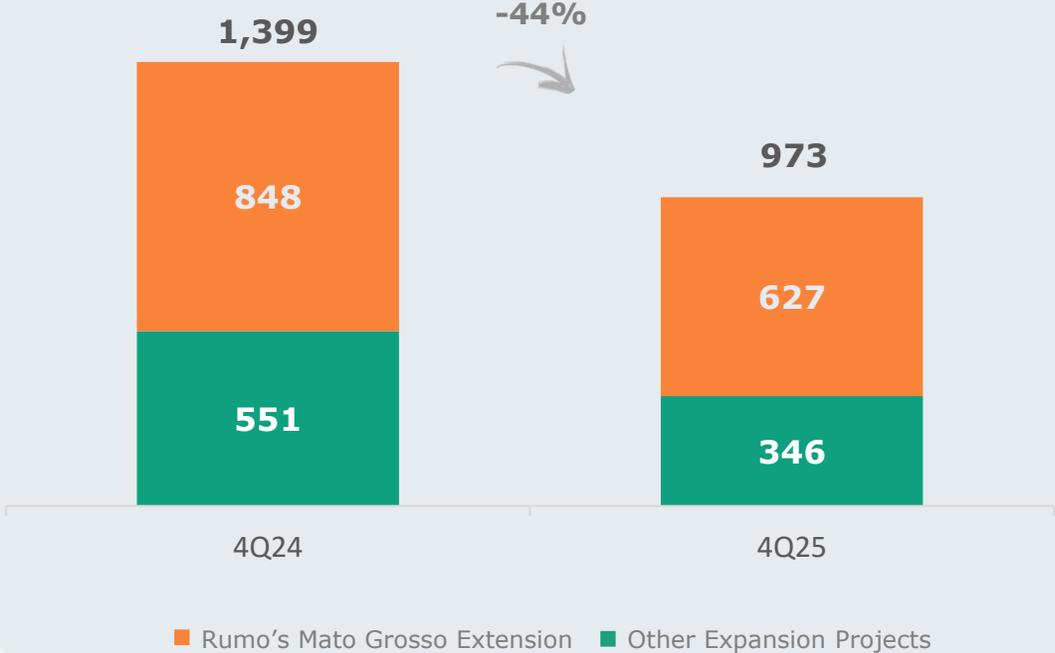
Recurring CAPEX

(BRL Mln)



Expansion CAPEX

(BRL Mln)

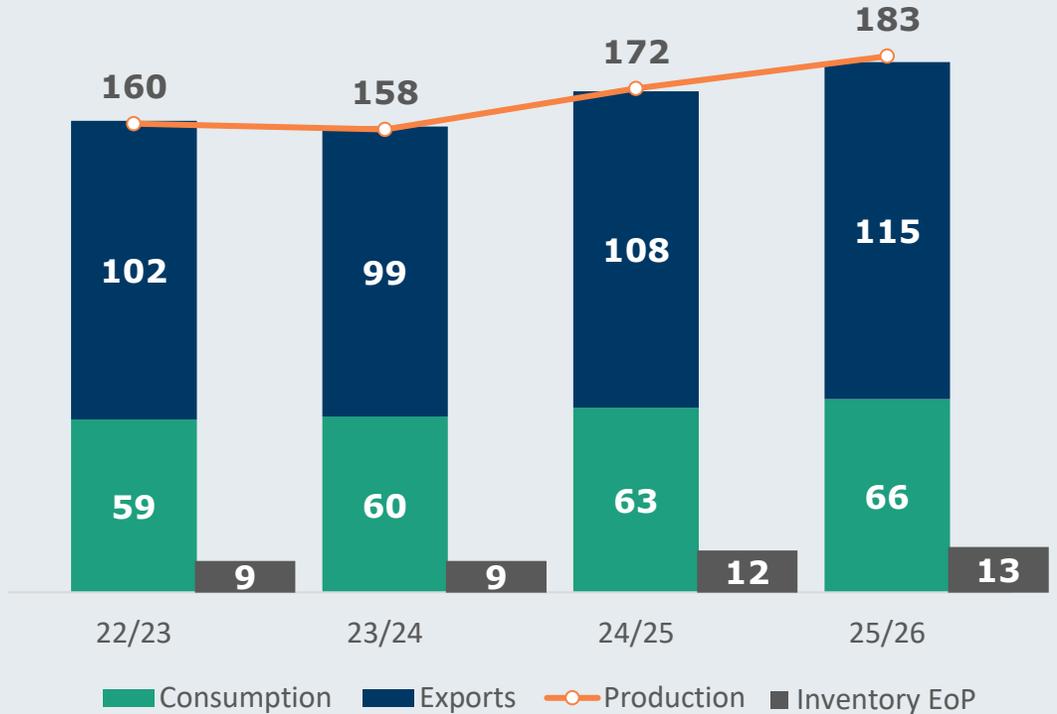




SOYBEAN MARKET OUTLOOK

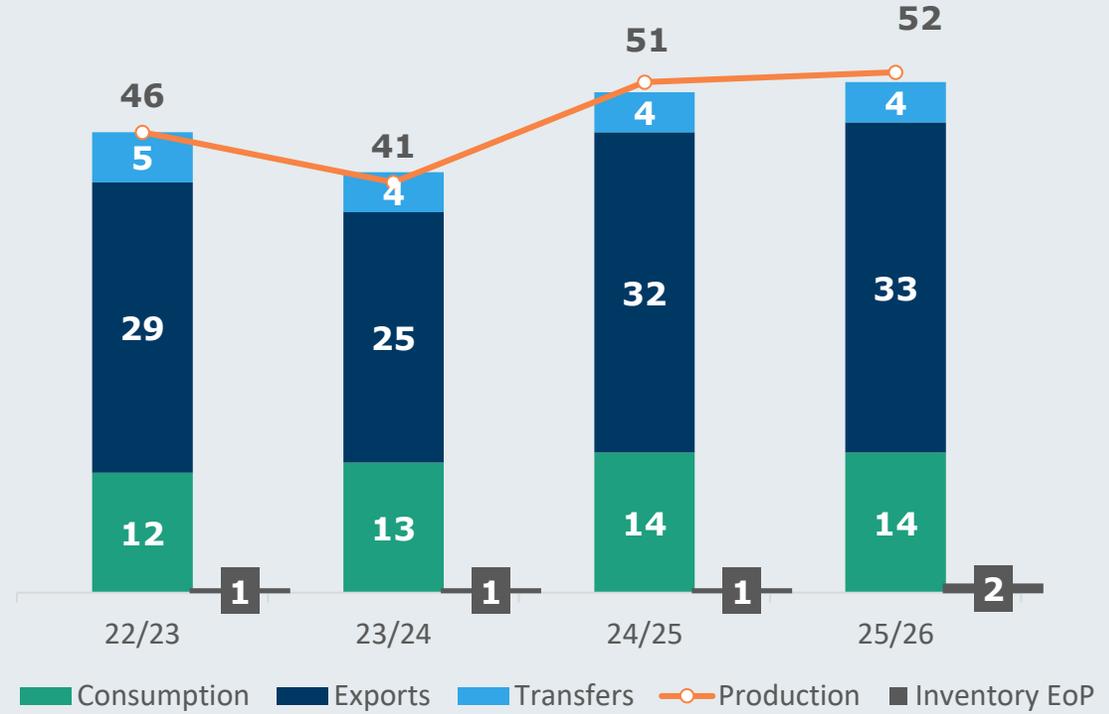
Supply and Demand

Brazil



Supply and Demand

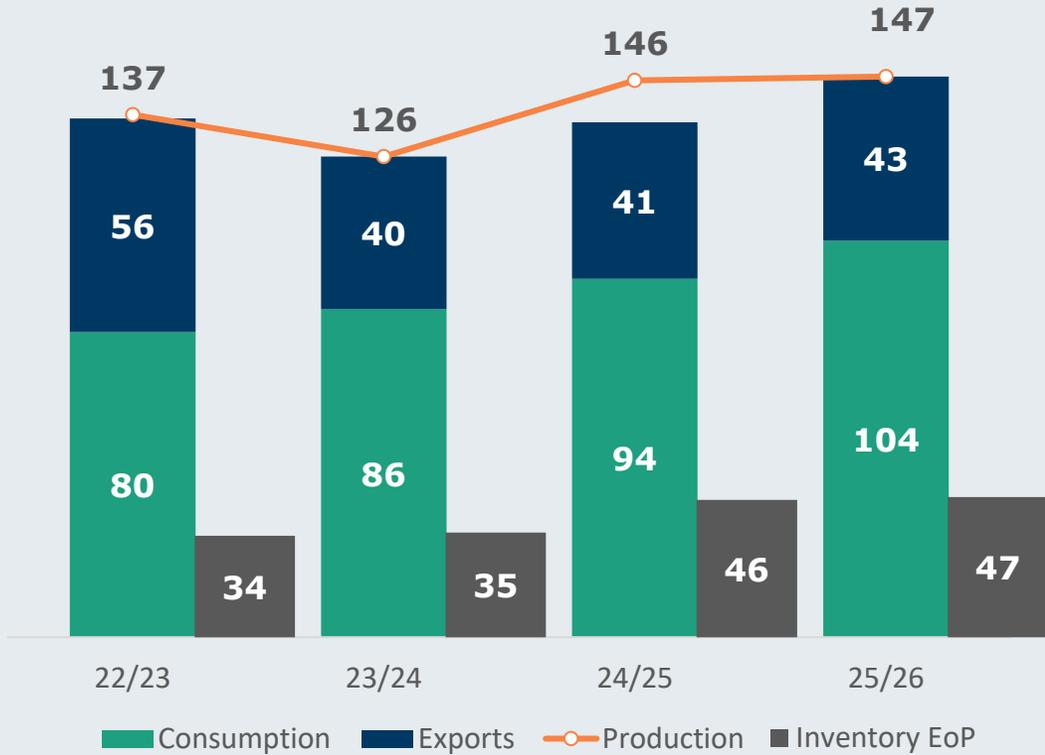
MT



CORN MARKET OUTLOOK

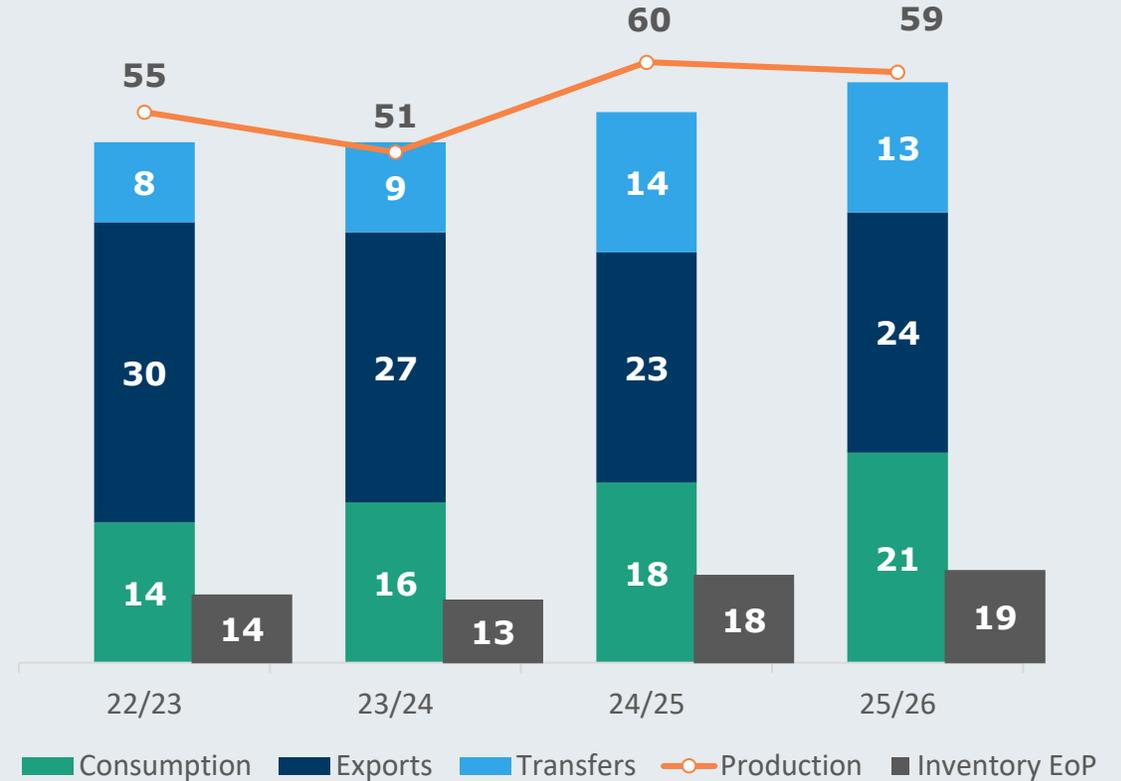
Supply and Demand

Brazil



Supply and Demand

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