SUSTAINABILITY REPORT

2025

marcopolo.com.br

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About the Report

We present the Sustainability Report of Marcopolo companies for the year 2025.

Marcopolo expresses its commitment to sustainability in its business vision: "To be a protagonist in sustainable mobility solutions". This commitment is embedded in its values, corporate strategies and how the company relates to the community, focusing on social development.

Marcopolo's sustainability practices are structured in an integrated and interrelated manner in the environmental, social and governance aspects (ESG).

This report presents information regarding the year 2025, covering Marcopolo's subsidiaries in Brazil and abroad. Its preparation is based on the guidelines of the **Global Reporting Initiative (GRI Standards 2021/2023) and the International Integrated Reporting Council (IIRC)**, established by the **International Accounting Standards Board (IASB)**. The financial information is consolidated.

Materiality and Engagement of Stakeholders

The last materiality survey carried out by Marcopolo took place by the end of 2023 and involved representatives of stakeholders in the seven countries where the company has industrial facilities. The process considered the most relevant issues in the environmental, social and governance aspects (ESG), according to the company's activities and strategy.

The audiences consulted included suppliers, service providers, sales representatives, dealers, customers, press, class associations, government institutions, partners of social projects, innovation and research and development, investors, financial institutions, employees, managers and members of the Board of Directors of Marcopolo.

The themes evaluated in the materiality process were as follows:

Environmental

- 01 Use of recyclable materials
- 02 Reduction in energy consumption
- 03 Reduction in water consumption
- 04 Adequate disposal of effluents and waste
- 05 Development of products not harmful to the environment
- 06 Fighting global warming

Governance

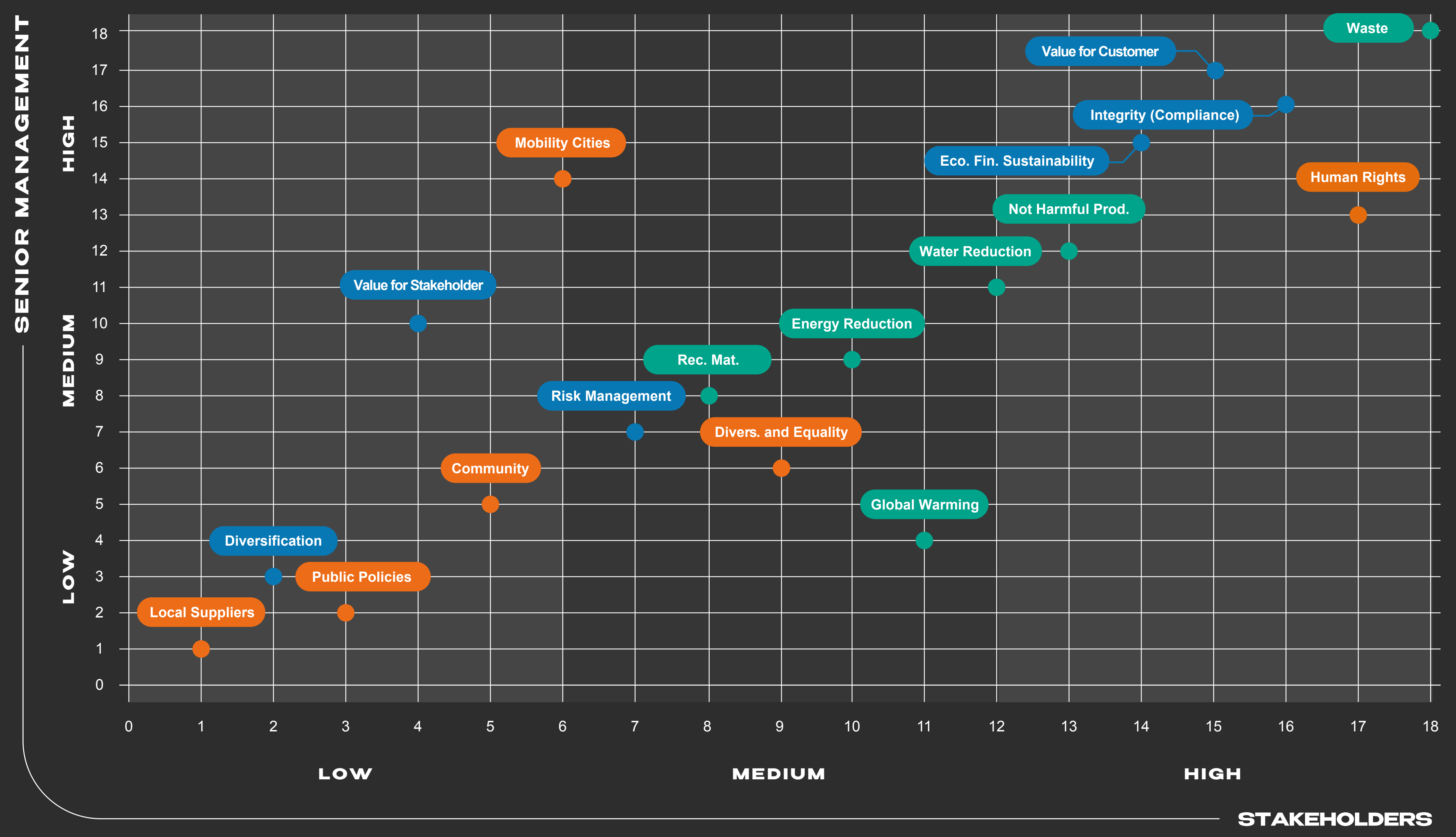
- 07 Economic and financial sustainability
- 08 Value generation for the shareholder
- 09 Value generation for the customer
- 10 Risk management to the business
- 11 Diversification of business
- 12 Comply with integrity rules (Compliance)

Social

- 13 Investment in local communities (actions focused on education, health and leisure)
- 14 Guarantee of human rights to employees
- 15 Hiring local suppliers
- 16 Diversity and equal opportunities for work
- 17 Promote the development of mobility in cities
- 18 Participation in the definition of public policies for the well-being of the population

The topics of greatest interest, pointed out by the stakeholders, are covered in this report, being:

- Correct disposal of waste
- Guarantee of human rights
- Comply with integrity rules (Compliance)
- Value generation for the customer
- Economic and financial sustainability



Message from Senior Management

The year 2025 began at a slow pace of deliveries, affected by the return of historical seasonality in the bus market. As of April, we observed volume growth, emphasizing exports and international operations, particularly due to Argentina's recovery and expansion of results in Australia.

The segment of micro buses achieved significant growth, by the increase of deliveries to the federal program *Caminho da Escola*, which had presented fewer substantial purchases of this model in 2024. The Volare segment experienced the opposite, with drop in volumes due to fewer deliveries to the *Caminho da Escola* compared to 2024, when it made more rapid progress in sales to the program.

Throughout the year, we promoted relevant launches with positive impact, such as the 8 Generation of coach buses in Australia, the Audace 1050 on the African continent and the Volare Fly 10 CNG or biomethane for the national market.

Between the months of May and June, we carried out the second edition of the global climate survey, conducted by the Great Place to Work Consulting. The overall average favorability rating was 71%, while the Brazilian facilities reached 72%, with a participation rate of 78% among all countries involved. The facilities in Argentina, Brazil, China and Colombia have obtained certification as a Great Place to Work. The survey results served as the basis for action plans at each of the participating facilities, and progress is monitored monthly. The next survey will be carried out in the second quarter of 2026.

At the beginning of December, we held the Marcopolo Global Management Conference (MGMC), which brings together the managers of subsidiaries abroad to plan business goals for the next year according to the company's strategy and to share good practices among areas.

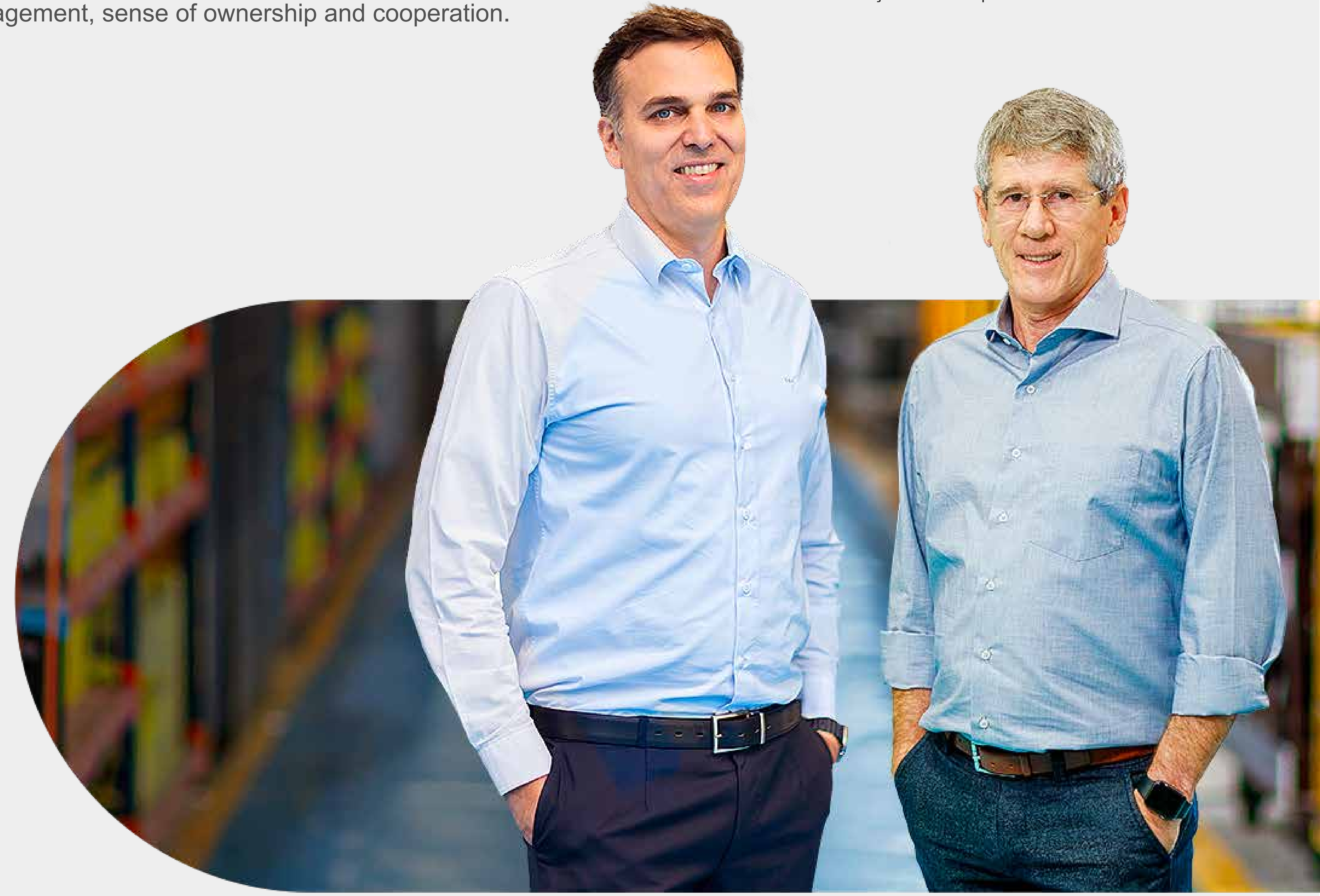
We also held the traditional *Encontro Marcado*, a meeting with all employees of the Brazilian facilities for year closure and alignment of expectations, conducted by the Chairman of the Board of Directors and the President (CEO) of the company.

Thus, the growth in earnings from international operations, as a whole, combined with the strong performance of Brazilian operations, despite a lighter product mix, allowed Marcopolo to achieve record results in 2025, following four years of evolution.

Marcopolo's excellent performance over the past few years is the result of its team, which works focused on its purpose of bringing people together, having as drivers their winning behaviors, which are transparency, trust, engagement, sense of ownership and cooperation.

André Vidal Armaganijan
Presidente (CEO) da Marcopolo

James Bellini
Presidente do Conselho de Administração da Marcopolo



02 GOVERNANCE

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About Marcopolo

Marcopolo S.A. is a Brazilian multinational corporation organized as a publicly traded joint-stock company. Founded on August 6, 1949, in the city of Caxias do Sul (RS), Brazil, its primary business activities are the manufacturing and sale of buses, bus bodies, and components.

Our Purpose

Bringing People Together

Our Vision

To be a protagonist in sustainable mobility solutions

Our Values

RESPECT AND PEOPLE VALUING

We believe that committed and engaged people are the most important thing.

ETHICS AND INTEGRITY

Our actions are reflections of our words.

CUSTOMER SATISFACTION

Satisfied customers are the reason we exist.

SUSTAINABILITY

We keep the company solid, thinking about the future.

MAKE IT HAPPEN WITH EXCELLENCE

Making things happen with excellence is what sets us apart.

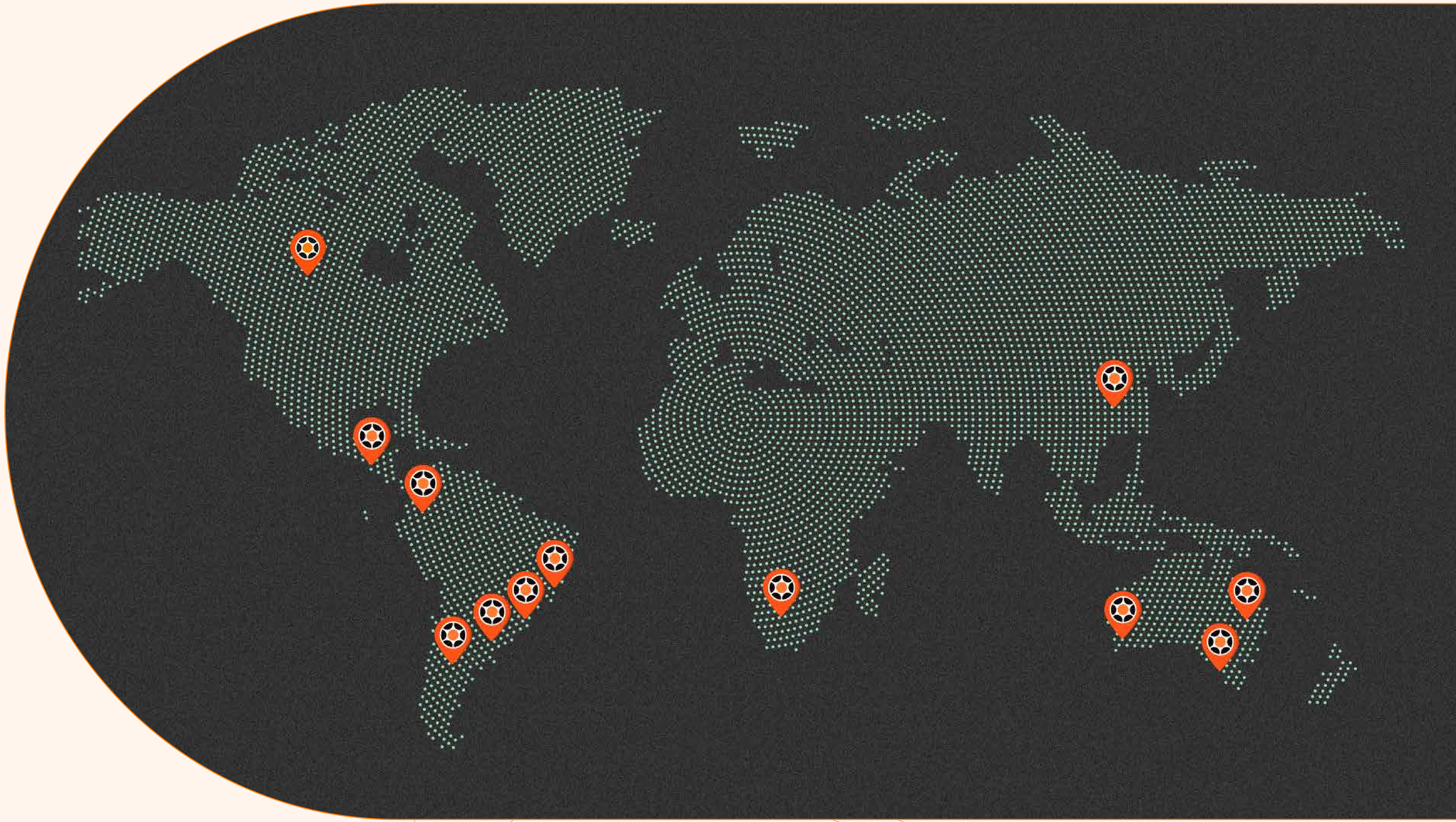
TEAMWORK

Together we accomplish more.

Business and Markets

Currently Marcopolo is a leader in the Brazilian market and a global reference in the manufacturing of mobility solutions. Its products are present in more than 140 countries, either through local operations or exports, serving the segments of coach buses, urban buses, micro buses and railway solutions.

The company operates through a broad portfolio of brands that strengthens its presence across the entire mobility chain, including products, services and social initiatives.



Marcopolo

Products in Mobility

Solutions and Services for the Mobility Market

Social Initiatives

Products in Mobility

The portfolio brings together Marcopolo, Volare, Neobus, Marcopolo Rail and Marcopolo Motorhome brands, which meet different passenger transport needs, including coach buses, urban buses, micro buses, railway and motorhomes. These products embody a variety of propulsion technologies (such as electric, hybrid, ethanol, CNG/biomethane and hydrogen), reinforcing the company's commitment to innovation, energy efficiency and decarbonization.

Solutions and Services for the Mobility Market

Marcopolo's operations extend to support the life cycle of vehicles and the development of specialized services. Among the brands that make up this pillar are Banco Moneo, Marcopolo Parts, Marcopolo Collection, Tecnopolo, Marcopolo Next and Apolo, offering financial services, genuine parts, licensed products, equipment upgrade, connected technologies and technical support, enhancing the competitiveness and reliability delivered to customers.

Social Initiatives

The social dimension of the company is accomplished through the *Fundação Marcopolo* (Marcopolo Foundation) and *Memória Marcopolo* (Marcopolo Memory), which promote education, human development, culture and preservation of institutional history. These initiatives reinforce commitment to the community and to the appreciation of its business trajectory.

Brazilian Units

Ana Rech Unit

Marcopolo's headquarters is the Ana Rech Unit, located in Caxias do Sul (RS). This facility manufactures a complete line of coach buses and urban models, for various applications in the Brazilian market and for export, as well as Marcopolo Rail and Chassis products. The administrative, commercial, engineering areas and the Training Center are also located in this unit.

Banco Moneo

It was created in 2005 to enable the purchase of Marcopolo products quickly, efficiently and competitively.

Marcopolo Rail

Marcopolo Rail is a unit specialized in the development and manufacture of rail modes, both for the Brazilian market and for export, in accordance with the high standards of international regulations of the rail segment.

São Cristóvão Unit

This unit is also located in the neighborhood of Ana Rech, in Caxias do Sul (RS). The facility manufactures Volare, urban and micro buses models of Marcopolo and Neobus brands.

Marcopolo São Mateus

The unit located in São Mateus (ES) has a modern structure capable of producing parts and components, urban buses, models of the Volare brand and the electric Attivi.

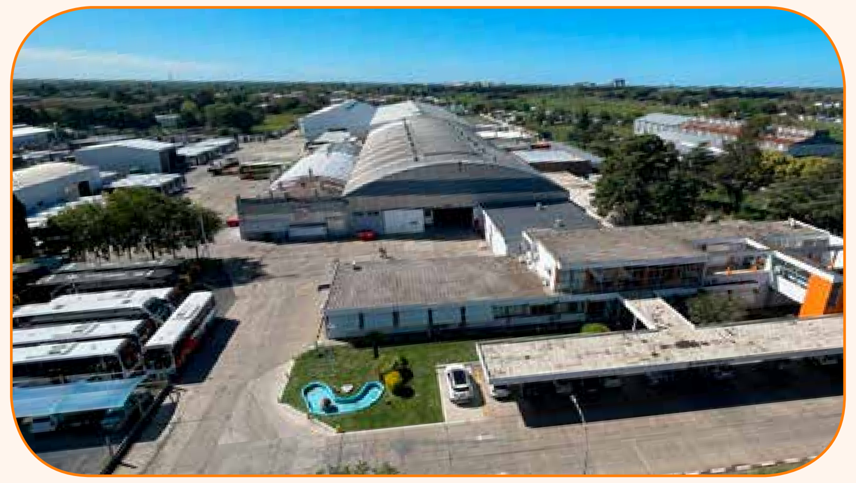
Apolo

Apolo is located in Farroupilha (RS). It is specialized in the production of polymer and high-tech parts and is focused on the market demand for plastic parts and graphene products, replacing steel made items.

Units Abroad

Marcopolo South Africa (MASA)

The product line of the unit consists of Andare 1000 and Torino to serve rural, urban and intercity uses.



Marcopolo Argentina (METALSUR)

The unit is the only company in the country manufacturing all models of bodies, from urban to Double Decker.

Marcopolo Australia (VOLGREN)

Volgren operates three industrials units and is responsible for producing more than 600 buses per year. The company stands out in the Australian market as a reference in light and high durability bodies, primarily serving the urban and BRT segments and contributing to the expansion of sustainable mobility solutions in the country.

Marcopolo China (MAC)

Marcopolo China (MAC) operates in the areas of supply and manufacturing of parts and components, as well as in the production of complete bus bodies and PKD models for export. The unit does not sell products in the Chinese market, focusing its operations on exports to countries in Asia, Africa and Oceania.

Marcopolo Colombia (SUPERPOLO)

Superpolo is a leader in the Colombian market in the design of customized bodies and comprehensive solutions for passengers transportation in the intercity, collective, urban and school segments, as well as models dedicated to special services.

Marcopolo Mexico (POLOMEX)

This company is dedicated to the manufacture of bus bodies and spare parts. The production of Marcopolo Mexico is intended for the national market for the urban, suburban and tourism sectors. It also manufactures the Grand models, intended for the American market.

NFI Group Inc. (Canada)

It is a Canadian company in which Marcopolo has 8.1% stake. It is the leading manufacturer of urban and coach buses in the United States and Canada, having industrial operations in Europe and assembly lines in Asia and Oceania.

Governance

Marcopolo seeks to adopt the best practices of Corporate Governance, following the principles of transparency, equity, accountability and corporate responsibility and its actions are listed in Level 2 of B3 Corporate Governance since 2002. The Company is bound to arbitration in the Market Arbitration Chamber, according to the arbitration clause contained in its Bylaws.

Marcopolo's management structure is based on the clear distinction between the roles and responsibilities of the Board of Directors and the Executive Board. The Board of Directors consists of seven members, of which six are independent, two are elected by minority shareholders, one by shareholders holding preferred shares and three by controlling shareholders.

The Chairman of the Board of Directors does not participate in the Executive Board. Additionally, to assist, suggest and support the conducting of the business, the Board of Directors has the following Committees: Audit and Risks; Human Resources and Ethics; Strategy and Innovation; and Compliance. The duties of each of these support Committees can be found on the Company's website (ri.marcopolo.com.br), under the title Corporate Governance/ Committees Bylaws. The training and professional background of each of the members making up the Board of Directors are available in the Company's Reference Form, which includes financial experts, people management and sectorial, among others. In addition, the Board of Directors also values the diversity and complementarity of competences.

The Company also has a Fiscal Council, composed of three members, one appointed by minority shareholders, one by the shareholders holding preferred shares and one by the controlling shareholders. The responsibilities of each body are defined in the Company's Bylaws.

BOARD OF DIRECTORS

MEMBERS	POSITION
James Bellini	Chairman
Paulo Cezar da Silva Nunes	Vice-President
André Meurer Papaleo	Director
Dan Ioschpe	Director
Denise Casagrande da Rocha	Director
Henrique Bredda	Director
José Antônio Valiati	Director
Eduardo Frederico Willrich	Secretary

Seated, from left to right: Paulo Cezar da Silva Nunes, James Bellini and Denise Casagrande da Rocha

Standing, from left to right: José Antônio Valiati, Henrique Bredda, Dan Ioschpe and André Meurer Papaleo

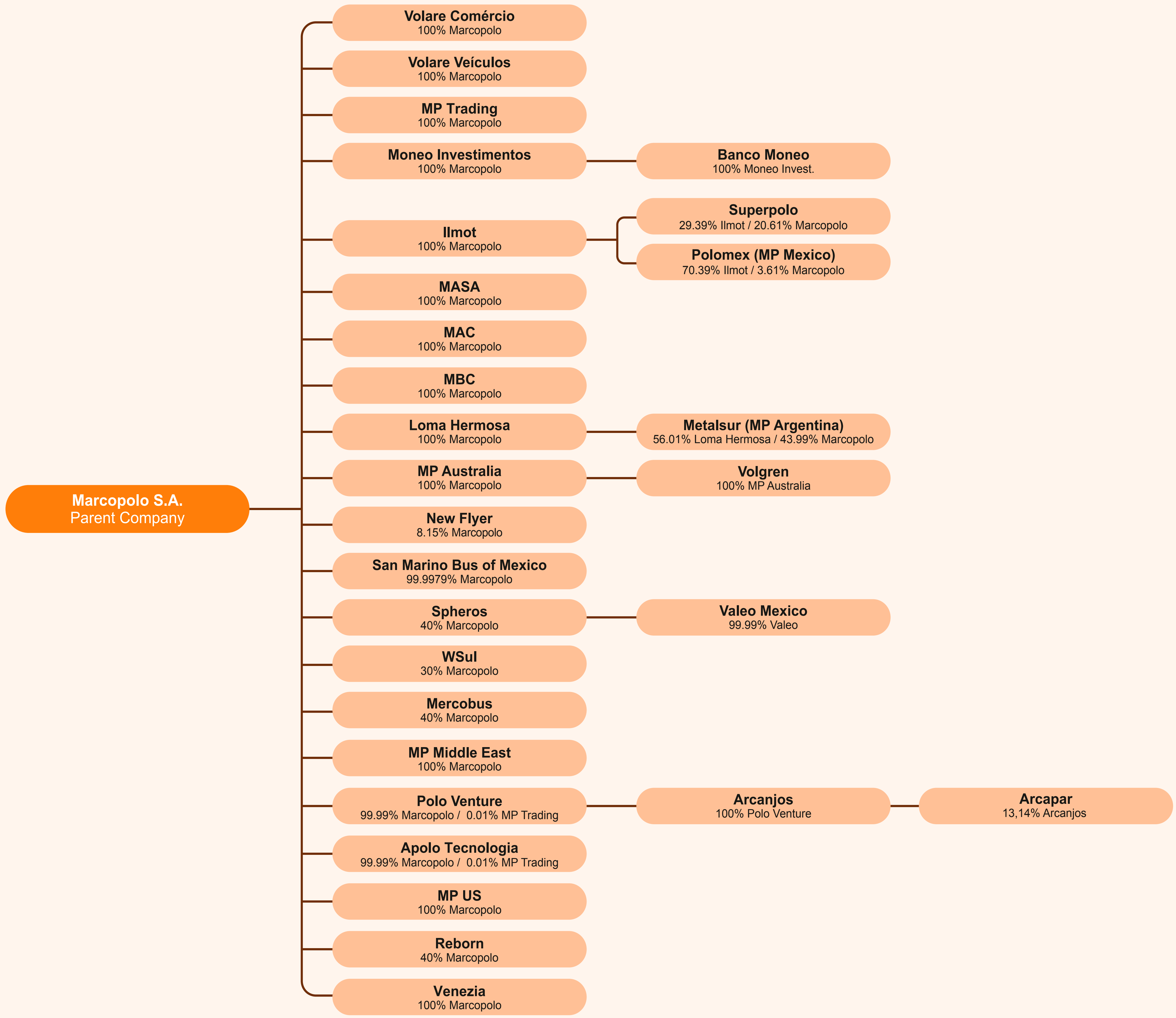
Shareholding Structure

Marcopolo S.A. shareholding basis include Brazilian and foreign shareholders. In Brazil, the Company has industrial operations located in the cities of Caxias do Sul (RS), Farroupilha (RS) and São Mateus (ES). Overseas, the units are in South Africa, Argentina, Australia, China, Colombia and Mexico. The Company also has a stake in other companies in Brazil and abroad.

SHARE HOLDING BASE IN 2025

Parent Company	24.1%
Shareholders Abroad	29.5%
Shareholders In Brazil	46.4%

Corporate Structure

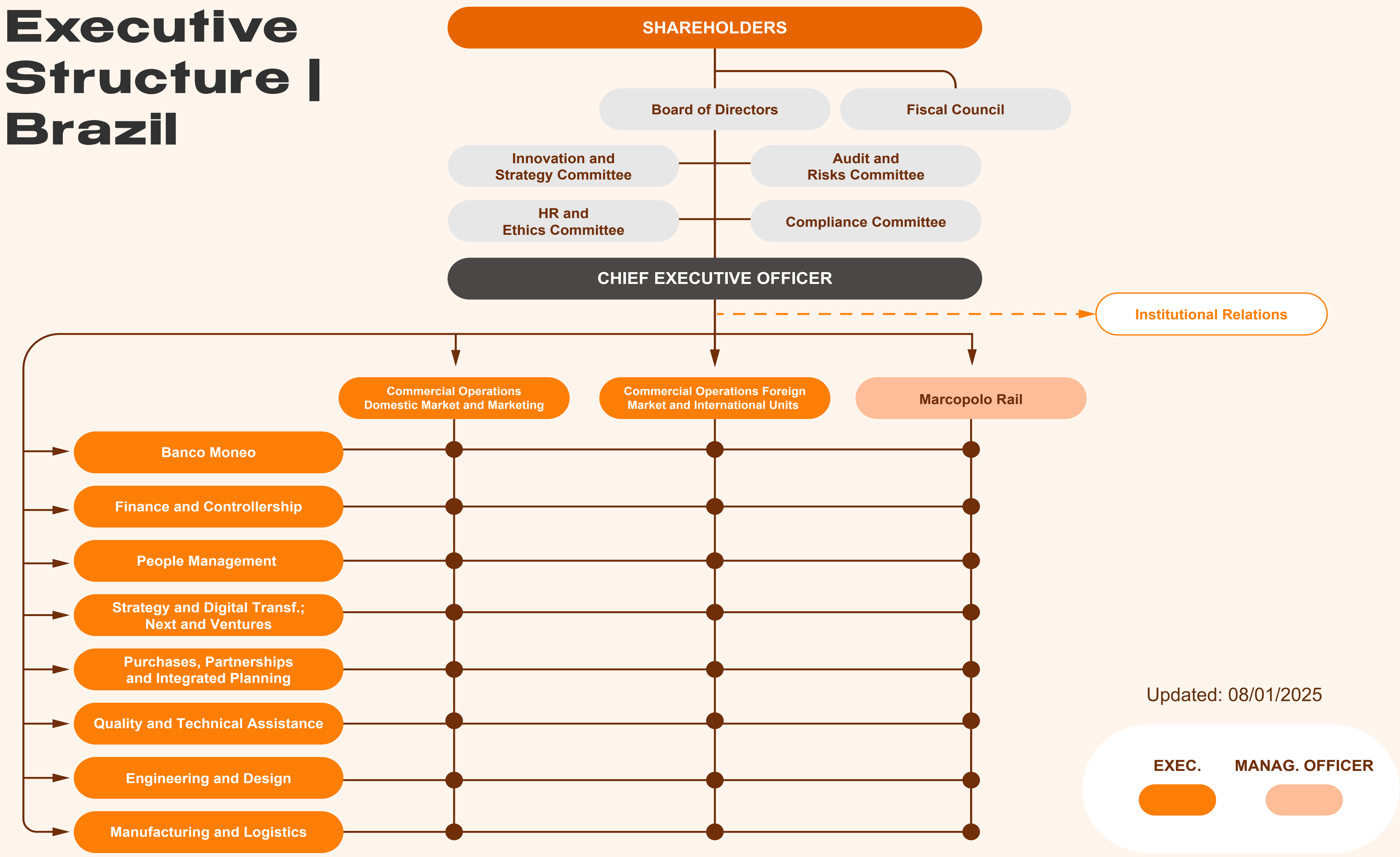


Organizational Structure

Marcopolo's organizational structure is designed to contribute to value creation through the development and execution of the strategy, observing the respect for its values and in alignment with its Vision and Purpose.

The guiding principles of the company's organizational structure are support the growth strategy; meeting the needs of flexibility, agility and competitiveness; simple and competitive cost structure; clear definition of responsibilities and management by results; vision of processes to promote integration and alignment; and customer proximity and operational excellence.

Executive Structure | Brazil



Remuneration of Directors

The remuneration practices and policies of senior executives are approved by the Board of Directors, in order to attract, engage and recognize professionals aligned with the skills and values defined by Marcopolo, aiming to meet the shareholders' expectations and achieve higher results in the short, medium and long term.

The remuneration package of the executives is evaluated annually based on salary surveys and good market practices, consisting of fixed remuneration, benefits and variable short and long-term remuneration.

Strategy

Marcopolo reviews its strategic planning from time to time, considering business volatility and dynamics. The company considers five business pillars, which are split into initiatives to be achieved in the short, medium and long term. Two approaches for implementing strategy are outlined.

The short-term vision is the annual plan, containing the main financial goal, commitments, business performance indicators and critical success factors for the company to achieve its goals for the year. The long-term vision, on the other hand, is aimed at a growth outlook of five to ten years, based on the organization strategic projects. Strategic planning is supported by the company's culture and winning behaviors.

In the last quarter of 2025, the planning review was carried out, with a view to the business outlook through 2030. The disclosure of this new plan to employees starts in the first quarter of 2026 and involves graphic material, article publication in ViaPolo Magazine and periodic information shared in internal communication vehicles.

Risk Management

Marcopolo's risk management approach is global, covering all units in Brazil and abroad. The methodology used is based on the COSO – ERM model, adapted to the characteristics of the business environment. Thus, the company seeks to identify, map and manage the business risks, in order to reduce failures, losses and uncertainties, aiming on planning, controlling and optimizing processes continuously.

Risks are mapped among strategic, operational, financial, cyber and regulatory. The management of these risks supports the strategy, contributing to the culture and planning; the governance, protecting image and reputation, and addressing corporate issues; and for the leadership, assisting in decision-making, prioritizing investments and increasing operational efficiency.

Alignment with Units Abroad

The company holds an annual meeting with the managers of the facilities in Brazil and abroad, called Marcopolo Global Management Conference (MGMC). The goal is to align the company's strategies and the positioning of new products, discuss process improvements and promote closer collaboration among the areas. In addition, meetings are held to deploy strategic planning, covering the annual short-term and long-term goals.

Participation in COP30 and C.A.S.E

Marcopolo attended the 30th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP30), held from November 10 to 21, 2025, in Belém (PA), at a decisive moment for Brazil in the leadership of the international climate agenda. As a national leader and global reference in developing solutions for sustainable mobility, the company presented at the conference its strategic vision for the future of the sector, based on industrial innovation, energy efficiency, social inclusion and commitment to sustainable development. During the event, Marcopolo reinforced its position as a leader by presenting technologies and solutions aimed at decarbonization of public transport.

Marcopolo also integrates Climate Action Solutions & Engagement (C.A.S.E.), a coalition of Brazilian private sector companies led by Bradesco, Itaúsa, Itaú, Natura, Nestlé and Vale. Within the framework of this initiative, the company participated in the debates “Public transport and decarbonization: Connecting Efficiency, Integration and Climate Impact” and “Biofuels in the Global Architecture of the Energy Transition”. In these agendas, Marcopolo reinforced its role as facilitator of sustainable and scalable solutions, with potential for replication in different national and international contexts. C.A.S.E. aims to position Brazil as a protagonist in the global climate agenda, highlighting the private sector as a strategic agent in overcoming the challenges related to climate, nature and people. The movement promotes qualified dialogs, strategic coordination and the value of concrete solutions already underway in the country, with potential of international scale.

Inovation

Continuous innovation is an integrating part of Marcopolo's strategy in its position as a protagonist in the development of sustainable mobility solutions. This strategic direction is reflected on company's permanent investment in research and development, launching new generations of products in shorter cycles, as well as in the development of complete mobility solutions, which include different propulsion technologies, versatile products and modular concepts.

The Development Engineering conducts research aimed at identifying trends, new materials, embedded electronic technology, structural concepts and emerging technologies, such as Artificial Intelligence (AI), through participation in innovation fairs, benchmarking, workshops and continuous training programs. The research and development process considers the offer of sustainable alternatives to customers, focusing on mitigating environmental impacts. This includes the use of recyclable materials, adoption of manufacturing processes with lower pollutant emissions, the development of lighter products contributing to fuel efficiency, and solutions with higher energy efficiency, such as 100% electric, hybrid and biofuel-driven vehicles.

Continuous improvement is part of the daily routine of every department of the company, encompassing products, processes, technology, market, customer relationship, business diversification, people and organization.

Business diversification is Marcopolo's strategic guideline implemented through initiatives for new segments and the development of complementary technologies to the main business, including solutions in advanced manufacturing and industrial technologies, such as additive manufacturing, as well as initiatives such as Marcopolo Rail, Marcopolo Motorhome and other ventures aligned with corporate strategy.

Culture of Innovation

The promotion of the culture of innovation takes place through structured initiatives of engagement and empowerment in partnership with UniMarcopolo, emphasizing the MVP (Marcopolo Venture Partners) community. The community is made up of volunteer workers from different areas and positions, who are protagonists in innovation projects, participate in strategic challenges and contribute to the dissemination of new methodologies and practices within the organization.

Throughout the recent cycles, the MVP community has evolved from the exclusive focus on engagement to an increasingly oriented performance toward the generation of concrete results, with active participation in the identification of challenges, structuring of solution hypotheses and support of the performance of innovation projects in partnership with internal areas, customers and startups.

Marcopolo Next also ran the MVP Academy – Immersion 360, a training program developed in partnership with the customer *Viação Ouro e Prata*. The program promoted a joint learning journey in innovation, operations, products and processes, through face-to-face meetings, technical visits, ideation workshops and collaborative project development.

The MVP Academy aims to strengthen the relationship with customers, deepen mutual understanding of operational and strategic challenges and foster the creation of innovation projects jointly developed between Marcopolo and partners, expanding the impact of solutions and contributing to a more sustainable and customer-oriented performance.

Another important action within the Innovation Culture Front was holding Innovation Week, an annual event that brings external partners and innovation cases to inspire and motivate employees. In 2025 we had the participation of executives from renowned companies, such as Dassault, C.E.S.A.R School, SKA, 3DScan, *Viação Águia Branca*, as well as representatives of the areas of Information Technology and leaders of open innovation projects at Marcopolo.

Marcopolo Next

Marcopolo Next plays a key role in the innovation process, having the mission of accelerating innovation, from complementary fronts involving culture of innovation, co-creation with customers and open innovation, enabling the company to move forward in a structured and sustainable manner in the face of the challenges of mobility and industry. This includes conducting collaborative projects with the innovation ecosystem, as well as fostering the culture of innovation and preparing employees to lead the transformations that will shape the future of mobility.

Open Innovation

In the field of open innovation, Marcopolo Next is responsible for the holding the GO³ Open, a program that connects real business challenges with solutions developed by startups in the innovation ecosystem. The initiative focuses on solving challenges related to operational excellence, safety, quality, productive efficiency and digital transformation, using a structured methodology and governance of open innovation.

Through GO³ Open, Marcopolo employees actively participate in defining challenges, while startups are selected to co-create and test solutions in partnership with internal areas. This approach allows us to accelerate the development of solutions, reduce risks and costs, and increase access to new technologies and business models, contributing directly to the company's competitiveness and sustainability.

Co-Creation with Customers

Co-creation with customers is also one of Marcopolo Next's main innovation strategies and materializes through initiatives such as COCRIATIVA, created to bring the company closer to its main customers through a structured channel of collaborative innovation.

COCRIATIVA promotes innovation workshops that involve immersing in customers' real challenges, joint ideation, prototyping and validation of concepts, always focusing on generating new solutions aligned with operational needs, user experience and business sustainability. This approach strengthens the relationship with customers, reduces development risks and increases the assertiveness of the proposed solutions.

The Future We Want

In 2025, Marcopolo Next was involved in the *O Futuro que Queremos* (The Future We Want program), an initiative led by *Fundação Marcopolo* (Marcopolo Foundation) and focused on the collective construction of visions and paths to more sustainable, resilient and people-centered cities. Marcopolo Next participated in an integrated way to the program's proposal, contributing with its experience in innovation, co-creation and activation of collaborative environments, in alignment with the leading of *Fundação Marcopolo*.

Marcopolo Next worked mainly in enabling spaces and innovation dynamics, supporting engagement initiatives, meetings and activities related to the program. One of the highlights was the implementation of the Next Arena in the *Biblioteca Parque da Fundação Marcopolo* (Park Library), a space designed to stimulate collaboration, exchange of ideas and workshops, which has now been used in *Fundação Marcopolo* initiatives and in actions connected to the agenda of the program *O Futuro que Queremos*.

This action reinforces Marcopolo Next's role as coordinator and facilitator of innovation processes, contributing to increasing the impact of social innovation initiatives and strengthening connections among people, territories and causes aligned with sustainability and the company's vision of the future.

Marcopolo Motorhome

Marcopolo Motorhome has taken an important step in the recreational vehicles market by presenting its first motorhome, NOMADE. Combining the robustness of an all-automatic 4x4 and the versatility of a compact model, the vehicle stands out for its high level of embedded technology, offering consumers a unique mobility experience. This new venture, which reinforces the diversification of Marcopolo's business, is the result of an intrapreneurship project started in 2022. With a dedicated team and its own infrastructure, NOMADE is the result of collaborative work between the company and the community, incorporating the demands and needs of the camping market.

During its development, Marcopolo conducted immersions in the camping ecosystem in Brazil and the United States, as well as interactions with recreational vehicle users, to ensure the model meets the expectations and demands of the target audience. The official launch of NOMADE took place in November 2024, at the 8th edition of Expo Motorhome, the largest camping and caravanning fair in Latin America.

Expo Motorhome

Integrated Business Management

The Brazilian facilities have the Integrated Business Management (GIN) implemented, which includes the following certifications:

ISO 9001 – Quality

ISO 45001 – Health and Safety

ISO 14001 – Environment

The scope of ISO 9001 certification has increased, with the inclusion of the Motorhome (São Cristóvão facility) and the assembly of Chassis (São Mateus facility).

Apolo facility has achieved ISO 14001 certification, which reinforces its commitment to sustainability and environmental management. In addition, work was started for the certification of the IATF 16949 standard (Quality Management for the Automotive Industry).

Marcopolo also obtained accreditation in ABNT NBR ISO/IEC 17025, an international standard that recognizes the competence of test and calibration laboratories, with requirements that ensure the validity of the results. The accreditation was granted by the General Coordination of Accreditation of INMETRO (CGCRE), an organization recognized by the Brazilian Government. Accreditation is a strategic factor for organizations wishing to stand out in global markets, considering the legal and regulatory requirements of the transportation sector.

Overseas units have the following certifications:

Marcopolo South Africa (MASA)
ISO 9001 – Quality

Marcopolo Argentina (Metalsur)
ISO 9001 – Quality

Marcopolo Australia (Volgren)
ISO 9001 – Quality

Marcopolo China (MAC)
ISO 9001 – Quality
ISO 45001 – Health and Safety
ISO 14001 – Environment

Marcopolo Colombia (Superpolo)
ISO 9001 – Quality

Marcopolo Mexico (Polomex)
ISO 9001 – Quality
ISO 14001 – Environment

Periodic evaluations are made to ensure compliance with the standards. Every three years, the company undergoes a recertification process, in which the requirements are verified, contributing to the refinement of sustainable practices. In 2025, Marcopolo's Brazilian facilities were recertified in ISO 9001, 14001 and 45001 standards.

Ethics and Compliance

Marcopolo values professional relationships based on mutual respect, not tolerating any kind of harassment, discrimination, favor or illegal practice. The guidelines of the Code of Conduct are designed to prevent and resolve conflicts of interest, ensuring an ethical and fair work environment.

Code of Conduct

Marcopolo established its first Code of Conduct in 2005, with periodic reviews, the most recent being carried out at the end of 2023. The Code of Conduct establishes the expected guidelines and standards of conduct guiding business decisions and the behavior of all company's managers and employees. In addition, it serves as a reference in relations with business partners such as suppliers, service providers, sales representatives, dealers and distributors, and other stakeholders. The Code of Conduct applies to controlled facilities in Brazil and abroad.

The HR and Ethics Committee, linked to the Board of Directors; the Central Committee of Conduct, which responds to matters related to the Brazilian facilities; and the Local Conduct/ Compliance Committee, which are responsible for the affairs of the subsidiary facilities abroad constitute the governance structure of the Code of Conduct.

To learn more about the Code of Conduct, visit the Marcopolo website: https://marcopolo.com.br/codigo-de-conduta, available in Portuguese, Spanish and English.

Compliance

Marcopolo has a structured Compliance Program since 2014, continuously improved to reflect its size, operations and risk environment in Brazil and abroad.

The governance of the Program has a Compliance Committee reporting to the Board of Directors, with the participation of Marcopolo's CEO, members of the Board and the Compliance Officer (CCO). CCO attends executive board meetings, ensuring the evaluation of strategic themes from the integrity perspective.

The Compliance structure is formed by the CCO, a specialist, and analysts and internal agents, responsible for disseminating the culture of ethics in all facilities.

The model adopted by Marcopolo is global, covering Brazil and all subsidiaries abroad, ensuring alignment of integrity practices. The company has a Global Integrity Policy, which offers guidance on conflicts of interest and the form of information and handling of any situation that may occur.

New employees participate in specific training on the Code of Conduct and Compliance in the onboarding process, where they receive the printed document in the pocket version and also guidance on how to use ombudsman channels to report violations of ethical and behavioral guidelines.

In addition to the onboarding training, employees receive training and internal communications from time to time on ethics, integrity and compliance issues, reinforcing the organizational culture. The online training of the Code of Conduct is also available at UniMarcopolo, ensuring that all employees have continuous access to content.

Ombudsman Channels

Marcopolo provides ombudsman channels for questions, complaints, suggestions and reports of misconduct, such as corruption, bribery, fraud, illegal or unethical conduct, environmental aggression, questionable accounting practices or records, misuse of the company's assets and discrimination of any kind.

Contato Seguro is an exclusive external channel for complaints of practices in disagreement with the internal policies and applicable laws, and can be accessed via toll free or website (https://contatoseguro.com.br/pt/marcopolo), 24 hours a day, 7 days a week. This service is operated by a third-party company, independent of Marcopolo, which uses its own system in an external environment, where all information is encrypted, ensuring impartiality, security and total commitment to the confidentiality of the whistleblower and confidentiality in processing the complaint.

This channel is also available for overseas facilities in English, Spanish and Mandarin languages via an ARU (Audible Response Unit).

During 2025, the *Contact Seguro* Ombudsman Channel received 525 claims, 89.52% anonymous and 10.48% identified, which were fully processed and answered by the committees established for this purpose.

Canal Livre is an internal ombudsman system exclusively for employees, aimed at sending ideas, suggestions, compliments and complaints about general issues of the company.

Free Channel

Secure Contact

Privacy Policy of Personal Data

Since 2021 Marcopolo applies the Privacy Policy and Protection of Personal Data in all its units in Brazil. The Personal Data Privacy Committee and the Data Protection Officer (DPO) act to ensure compliance with the standards. In 2024, an employee was appointed to the position of supervisor/ DPO assistant, who acts in the absence or unavailability of the holder of DPO, keeping the company always protected and ensuring the continuity of the good practices of the procedures.

In compliance with the Brazilian General Data Protection Law (LGPD – Law 13.709), Marcopolo carried out the mapping and legal framework of all activities processing personal data and formalized the appointment of the persons in charge and responsible for the adequacy to the standard and the contact with the supervisory authorities. The company conducts the review of the mapping from time to time including new activities and/or improvements along with the Compliance/LGPD agents of the various areas, ensuring alignment and effectiveness in the management of personal data throughout the organization.

The company regularly promotes awareness campaigns and offers customized training on LGPD through UniMarcopolo. In addition, suppliers who handle personal data must comply with specific provisions for the protection of personal data contained in the contracts.

Marcopolo didn't receive any sanctions in 2025 from the National Data Protection Agency (ANPD) and there were no incidents in the technological controls, reinforcing its commitment to the protection of the personal data of the public with which it relates.

03 FINANCIAL PERFORMANCE

GRI 2-2; 201-1

In this chapter we present the main financial indicators related to Marcopolo's business during the year 2025.

27,516
units produced in Brazil in 2025

Performance of the Bus Sector in Brazil

Brazilian bus production reached 27,516 units in 2025, a volume 1.7% higher than the 27,067 units produced in 2024. Demand in the domestic market reached 20,832 units, 2.63% higher than in 2024 (20,299), while production for the foreign market was 3,483 units, an increase of 24.4% compared to exports of the previous year (2,800). In the Volare segment, production was 3,201 units in 2025, a reduction of 19.3% compared to the 3,968 units produced in 2024.

BRAZILIAN PRODUCTION OF BUSES - TOTAL (in units)

	2025			2024			VAR.
PRODUCTS [1]	DM	FM [2]	TOTAL	DM	FM [2]	TOTAL	%
Coach Buses	5,257	2,793	8,050	5,020	2,139	7,159	12.4%
Urban Buses	9,334	422	9,756	9,188	372	9,560	2.1%
Micro Buses	6,241	268	6,509	6,091	289	6,380	2.0%
Volares	2,917	284	3,201	3,831	137	3,968	-19.3%
TOTAL	23,749	3,767	27,516	24,130	2,937	27,067	1.7%

Sources: FABUS (Associação Nacional dos Fabricantes de Ônibus)
Notes: [1] DM = Domestic Market; FM = Foreign Market, units produced for export; [2] Includes units exported in KD (knocked-down).

Marcopolo Performance

The Brazilian bus production showed stability in 2025 compared to 2024, based on normalization of all market segments. The drop in volumes for the domestic market was offset by the increase in exports, which gained momentum particularly in the coach bus segment.

The Company's performance in Brazil followed the market trend, with exports as a highlight. Throughout 2025, the production mix was substantially lighter, focused on products of lower added value, compared to 2024, both in coach and urban buses.

The segment of micro buses achieved significant growth, by the increase of deliveries to the federal program Caminho da Escola, which had presented fewer substantial purchases of this model in 2024.

The Volare segment experienced the opposite, with drop in volumes due to fewer deliveries to the Caminho da Escola compared to 2024, when sales to the program had grown more rapidly.

The international operations, as a whole, grew, emphasizing Metalsur's Argentine operation, with substantial growth in volumes and results, and the consolidation and expansion of the results of the Australian Volgren, demonstrating the sustainability of the operation.

The growth in earnings from international operations, combined with the strong performance of Brazilian operations, despite a lighter mix of products, allowed Marcopolo to achieve record results in 2025, following 4 years of evolution.

Units Recorded in Net Revenue

In 2025, 15,048 units were recorded in net revenue, 11,006 registered in Brazil (73.1% of the total), 1,474 exported from Brazil (9.8% of the total) and 2,568 produced and sold abroad (17.1% of the total), as shown in the following table:

OPERATIONS (IN UNITS)		2025	2024	VAR.%
BRAZIL	Domestic Market	11,006	11,566	-4.8%
	Foreign Market	2,128	1,371	55.2%
SUBTOTAL		**13,134**	**12,937**	**1.5%**
KD's Exported Eliminations 1		654	251	160.6%
TOTAL IN BRAZIL		**12,480**	**12,686**	**-1.6%**
ABROAD	South Africa	439	454	-3.3%
	Australia	569	582	-2.2%
	China	189	135	40.0%
	Mexico	911	1.063	-14.3%
	Argentina	460	163	182.2%
TOTAL ABROAD		**2,568**	**2,397**	**7.1%**
GRAND TOTAL		**15,048**	**15,083**	**-0.2%**

Notes: 1 KD (Knock Down) = Partial or fully disassembled bodies.

Production

In 2025, Marcopolo's consolidated production totaled 15,024 units, 1.7% lower than the 15,289 units manufactured in 2024. Out of this total, 81.9% were produced in Brazil and the other 18.1% abroad. Data on Marcopolo's world production are presented in the tables below:

MARCOPOLO - CONSOLIDATED GLOBAL PRODUCTION

OPERATIONS (IN UNITS)		2025	2025	VAR.
BRAZIL 1	Domestic Market	10,861	11,843	-8.3%
	Foreign Market	2,102	1,381	52.2%
SUBTOTAL		**12,963**	**13,224**	**-2.0%**
KD's Exported Eliminations 2		654	251	160.6%
TOTAL IN BRAZIL		**12,309**	**12.973**	**-5.1%**
ABROAD	South Africa	449	413	8.7%
	Australia	571	540	5.7%
	China	197	126	56.3%
	Mexico	920	1,062	-13.4%
	Argentina	578	175	230.3%
TOTAL ABROAD		**2,715**	**2,316**	**17.2%**
GRAND TOTAL		**15,024**	**15,289**	**-1.7%**

Notes 1 Includes the production of the Volare model; 2 KD (Knock Down) = Partial or fully disassembled bodies.

MARCOPOLO - CONSOLIDATED GLOBAL PRODUCTION BY MODEL

PRODUCTS/ MARKETS ❶ (IN UNITS)	2025			2024		
	DM	FM ❷	TOTAL	DM	FM ❷	TOTAL
Coach	2,542	2,571	**5,113**	2,830	1,494	**4,324**
Urban	2,507	1,742	**4,249**	2,663	1,912	**4,575**
Micro Buses	2,895	220	**3,115**	2,519	154	**2,673**
SUBTOTAL	**7,944**	**4,533**	**12,477**	**8,012**	**3,560**	**11,572**
Volares	2,917	284	**3,201**	3,831	137	**3,968**
TOTAL	**10,861**	**4,817**	**15,678**	**11,843**	**3,697**	**15,540**

Notes: ❶ DM = Domestic Market; FM = Foreign Market; ❷ The total production of the FM includes the units exported in KD (partial or fully disassembled bodies).

MARCOPOLO - PRODUCTION IN BRAZIL

PRODUCTS/ MARKETS ❶ (IN UNITS)	2025			2024		
	DM	FM ❷	TOTAL	DM	FM ❷	TOTAL
Coach	2,542	1,529	**4,071**	2,830	945	**3,775**
Urban	2,507	69	**2,576**	2,663	145	**2,808**
Micro Buses	2,895	220	**3,115**	2,519	154	**2,673**
SUBTOTAL	**7,944**	**1,818**	**9,762**	**8,012**	**1,244**	**9,256**
Volares	2,917	284	**3,201**	3,831	137	**3,968**
TOTAL	**10,861**	**2,102**	**12,963**	**11,843**	**1,381**	**13,224**

Notes: ❶ DM= Domestic Market; FM= Foreign Market; ❷ The total production of the FM includes the units exported in KD (partial or fully disassembled bodies).

Market Share

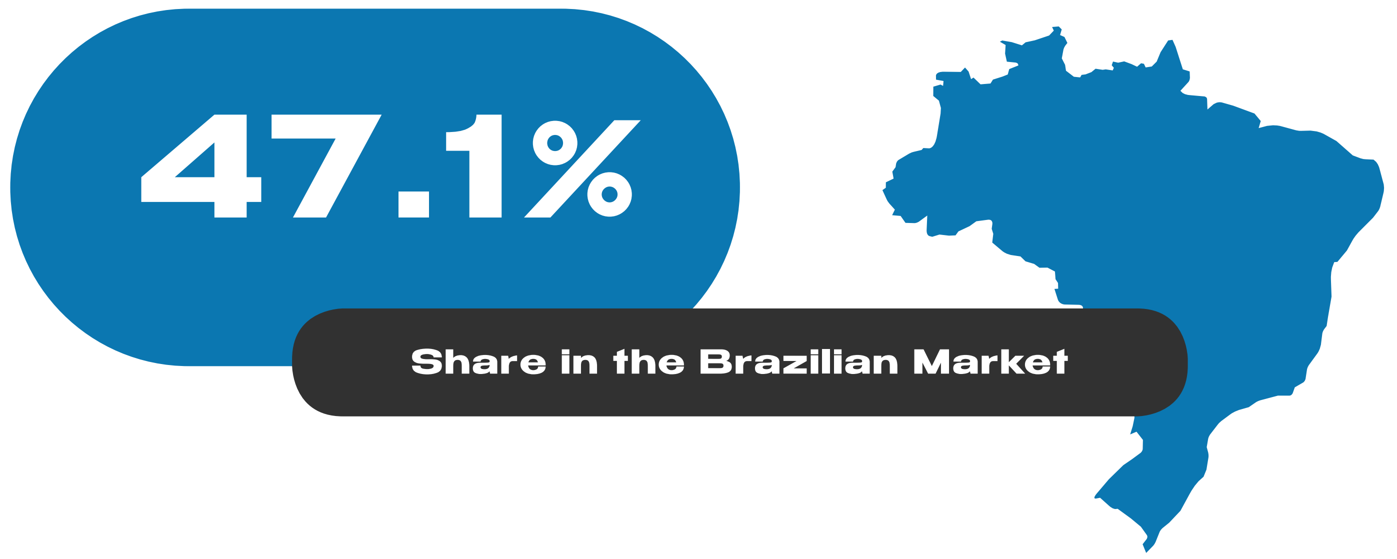
Marcopolo maintained the leadership of the bus body market, ending the year with a 47.1% share, without substantial changes in comparison to 2024.

The following table highlights Marcopolo's market share in Brazilian production by product line:

PARTICIPATION IN BRAZILIAN PRODUCTION (%)

PRODUCTS ❶	2021	2022	2023	2024	2025
Coach	49.6	44.7	**54.1**	52.3	50.6
Urban	42.1	50.8	**37.4**	29.4	26.4
Micro Buses e Volares	77.3	61.1	**65.8**	64.2	65.0
TOTAL	**56.9**	**53.5**	**49.3**	**48.4**	**47.1**

Source: FABUS
Notes: ❶ Volare models were computed as micro buses for market share purposes.



Consolidated Net Revenue

Consolidated net revenue reached BRL 9,057.5 million in 2025, 5.4% higher than BRL, 8,593.8 million in 2024. The increase in revenue reflects the growth of exports from Brazil and the good performance of the Company's international operations, especially in Australia and Argentina. The retraction of revenue in the domestic market represents the lighter mix in all segments.

Domestic sales generated revenues of BRL 4,945.5 million or 54.6 % of total net revenue (63.7% in 2024).

Exports, combined with foreign businesses, reached revenue BRL 4,112 million or 45.4 % of the total (36.3% in 2024).

Out of the total consolidated net revenue of 2025, 74.1% originated from the sales of bus bodies (70.7% in 2024), 18.3% from the sales of Volares (21.1% in 2024) and 7.6% from the revenue of parts, Banco Moneo and chassis (8.2% in 2024). Revenue per product and destination market are shown in the following table:

BRL 9,057.5 million

Consolidated Net Revenue in 2025

TOTAL NET REVENUE CONSOLIDATED BY PRODUCTS AND MARKETS (BRL MILLION)

PRODUCTS/MARKETS❶ (IN UNITS)	2025			2024		
	DM	FM	TOTAL	DM	FM	TOTAL
Coach	1,485.7	2,256.4	**3,742.1**	1,649.1	1,390.3	**3,039.4**
Urban	885.1	1,424.2	**2,309.3**	1,023.8	1,424.1	**2,447.9**
Micro Buses	595.0	61.1	**656.1**	539.6	46.2	**585.8**
SUBTOTAL BUS BODIES	**2,965.8**	**3,741.7**	**6,707.5**	**3,212.5**	**2,860.6**	**6,073.1**
Volares❷	1,521.1	137.0	**1,658.1**	1,748.2	66.1	**1,814.3**
Chassis	32.0	28.7	**60.7**	163.9	49.5	**213.4**
Banco Moneo	260.7	0.0	**260.7**	192.9	0.0	**192.9**
Partss and Others	165.9	204.6	**370,5**	160.7	139.4	**300.1**
OVERALL TOTAL	**4,945.5**	**4,112.0**	**9,057.5**	**5,478.2**	**3,115.6**	**8,593.8**

Nota: ❶ DM = Domestic Market; FM= Foreign Market; ❷ Volares revenue includes chassis.

Gross Income and Margins

In 2025, gross profit totaled BRL 2,314.3 million, representing 25.6% of net income (BRL 2,131.4 of net income or 24.8% of the net revenue in 2024).

The increase in gross profit and gross margin reflects the best performance of all international operations and operational efficiency gains obtained from the second quarter of 2025. The gross margin was negatively affected by the sales mix, with lower value products gaining representativeness in the distribution of revenue, and by the appreciation of the Real against the US dollar, with impacts on the profitability of exports from Brazil.

Selling Expenses

Selling expenses amounted to BRL 417.6 million in 2025 or 4.6% of net revenue against BRL 352.4% million in 2024 or 4.1% of revenue in 2024.

The increase in commercial expenses in absolute and percentage terms reflects, mainly, the increase in exports from Brazil, sales that typically have higher commissioning.

General and Administrative Expenses

General and administrative expenses totaled BRL 472.5 million in 2025 and BRL380.1 million in 2024 representing 5.2% and 4.4% of net revenue, respectively.

Other Revenue/ Operating Expenses

In 2025, BRL 17.2 million was recorded as “other operating revenues” against BLR 18.8 million as “other operating expenses” in 2024. The main positive effect on the line of “other operating revenues” was the contribution of the Mover Program.

Equity Method Result

The result of equity method in 2025 was negative in BRL 91.7 million, compared to BRL 77.5 million positive in 2024. Colombian Superpolo’s operations added BRL14.7 million (BRL 12,6 million in 2024), while the affiliate manufacturer of air-conditioning equipment Spheros had a positive impact of BRL 15.4 million (BRL 22.3 million in 2024) to the equity method.

The main negative impact refers to the result of the operation of the Canadian affiliate NFI, negatively impacting equity method in BRL 127.5 million against BRL 11.3 million also negative in 2024. The affiliate results were negatively affected by two non-recurring events throughout 2025, which, together, totaled BRL 133.3 million: In the second quarter of 2025, NFI recorded an impairment loss on the fair value uplift arising from the acquisition of the British company Alexander Dennis, held in 2019; while in the third quarter, NFI provided estimated costs for technical service for electric buses affected by a battery recall. The provision for technical service should be partially reversed by NFI, considering the publication of NFI announcement where it informs it had made an agreement with the battery provider, to offset part of the afore mentioned costs with the replacement of batteries and the adequacy of the affected units.

Net Financial Result

The net financial result of 2025 was positive at BRL 217.8 million, against a positive result of BRL 13 million in 2024. The financial result was positively affected by the exchange rate variation generated by the appreciation of the Real against the US dollar over the US dollar order portfolio. The Company hedges the exchange of exports at the time of confirming the sales orders, ensuring the margin of the business. As the products are delivered and billed, the Company records the effects of the appreciation or depreciation of Real on its operating margins or on the financial result.

EBITDA

EBITDA reached BRL 1,506.1 million in 2025 with 16.6% margin against BRL 1,625.2 million and 18.9% margin in 2024. EBITDA was positively affected by the performance of the Company's international operations and efficiency gains and, negatively, by the worst sales mix with higher revenue exposure to lower value-added products, by the appreciation of the Real against the US dollar in exports from Brazil and the non-recurring impacts brought by the NFI affiliate.

In 2025, EBITDA was negatively impacted in a non-recurring manner by the result of the Canadian affiliate NFI, at BRL 133.3 million. Adjusted by the impact mentioned, EBITDA of 2025 would reach BRL 1,639.4 million, with 18.1% margin.

In 2024, EBITDA benefited from BRL 49.2 million due to the equity method result from the Argentine Metalpar affiliate, and negatively impacted in non-recurrent manner in BRL 5.9 million by REFIS, in BRL7.3 million by the result of third quarter of 2024 of the Canadian affiliate NFI and in BRL 16.8 million by an additional provision in the fourth quarter of 2024 associated with the variable remuneration of the Company's employees due to the broad outperforming of the Company's goals. Adjusted by the effects mentioned, EBITDA of 2024 would reach BRL 1,606 million, with 18.7% margin.

The following table highlights the accounts that make up EBITDA.

BRL MILLION	2025	2024
Result before IT and SC	1,567.4	1,470.6
Financial Income	-857.5	-716.0
Financial Expenses	639.7	703.0
Depreciation / amortizations	156.5	167.6
EBITDA	1,506.1	1,625.2

Net Income

Net income of 2025 reached BRL1,235.5 million, with 13.6% net margin against BRL 1,222.4 million and 14.2% net margin in 2024. The increase in net profit compared to 2025 reflects the factors detailed in EBITDA and financial results.

Net Profit Reached

BRL 1,235.5 million

with net margin of 13.6%

Financial Indebtedness

Net financial indebtedness amounted to BRL 1,481.2 million on 12/31/2025 (BRL 1,158.1 million on 12/31/2024). Out of this total, BRL1,199.3 million came from the financial segment (Banco Moneo) and BRL 281.9 million from the industrial segment. It should be noted that the indebtedness of the financial segment comes from the consolidation of Banco Moneo's activities and should be analyzed separately, since it has distinct characteristics from that arising from the Company's industrial activities. Banco Moneo's financial liabilities are offset against the "Clients" account in the Bank's Assets. Credit risk is properly provisioned. Since these are FINAME transfers, each disbursement coming from BNDES has exact counterpart in the accounts of receivables from Banco Moneo's clients, both in terms of maturity and in fixed rate.

On December 31, the net financial indebtedness of the industrial segment represented 0.2 times the EBITDA of the last 12 months.

Cash Generation

In 2025, operational activities generated resources of BRL1,438.8 million. Investment activities, less dividends received from affiliated companies, demanded BRL 321.2 million, while financing activities consumed BRL 968.1 million.

As a result, the initial cash balance of BRL 2,098.6 million, considering the financial investments not available and deducting BRL 26.1 million regarding the difference between the exchange rate variation and the variation of the accounts relating to non-available financial investments, rose to BRL 2,222 million at the end of the year.

Value Generation

The direct economic value generated and distributed by Marcopolo in 2024 and 2025 occurred as follows:

DISTRIBUTION OF THE ADDED VALUE	2024 (BRL thousand)	2025 (BRL thousand)
	3,786,529	4,012,432
PERSONNEL	1,593,434	1,727,783
Direct remuneration	1,350,963	1,452,152
Benefits	180,202	202,830
FGTS (Severance Payment Indemnity Fund)	62,269	72,801
TAXES, FEES AND CONTRIBUTIONS	249,242	388,569
Federal	360,476	475,504
State	-114,235	-90,391
Municipal	3,001	3,456
REMUNERATION OF THIRD-PARTY CAPITAL	721,476	660,572
Financial expenses	469,311	557,931
Rentals	18,498	20,889
Others	233,667	81,752
PROFIT OF THE FINANCIAL YEAR, INTEREST ON EQUITY AND DIVIDENDS	1,222,377	1,235,508
Interest on equity and dividends	364,124	991,665
Retained earnings from the financial years	858,253	243,843

Performance of Subsidiaries and Affiliates

Banco Moneo

Banco Moneo is authorized to operate in the portfolio of leasing and credit, financing and investment. In 2025, it reported net profit of BRL 42.2 million (BRL 35.1 million in 2024).

Moneo maintained the policy of prioritizing the quality of its credit portfolio, through a rigorous evaluation and approval system, expanding its operations in a structured manner as the evolution of the Brazilian bus market itself.

Subsidiaries abroad delivered
2,568
units in 2025

Subsidiaries Abroad

In 2025, subsidiaries operations abroad delivered 2,568 units, 7.1% more than 2024 (2,397 units). The following are the main highlights of the subsidiaries abroad:

MARCOPOLO AUSTRALIA (VOLGREN)

The operation delivered 569 units in 2025 (2.2% reduction compared to 582 delivered in 2024). The Australian unit continues to achieve historical performance records, focused on cost control, efficiency advancement and on commercial and industrial presence. Even with volume reduction, Volgren achieved record results with a mix of deliveries aimed at products of higher added value, reaching net profit of BRL132.5 million (BRL 85.8 million in 2024).

MARCOPOLO MEXICO (POLOMEX)

The Mexican operation delivered 911 units in 2025, 14.3% less than 2024. The unit was affected by the macroeconomic uncertainties associated with the discussion of tariffs with the North American market, which affected the confidence of the main customers in relation to the investment decision. Polomex achieved net profit of BRL 46.8 million in 2025 (BRL 51.8 million in 2024).

MARCOPOLO ARGENTINA (METALSUR)

In 2025, the Argentine Operation delivered 460 units (all from the coach segment), with a growth of 182.2% compared to the 163 delivered in 2024. The sharp increase in volumes was due to the recovery of Argentina's macroeconomic scenario and the restructuring carried out in Metalsur over the last few years. Metalsur concentrated its deliveries on higher value-added products, especially heavy coach buses, achieving a record net result of BRL 129 million (BRL 75.7 million negative in 2024).

MARCOPOLO SOUTH AFRICA (MASA)

In 2025 MASA delivered 439 units, 3.3% reduction compared to 2024. Even with lower volumes, the South African operation expanded its profitability from the delivery of higher added value products, presenting net profit of BRL 24.5 million in 2025 (BRL 14.9 million in 2024).

MARCOPOLO CHINA (MAC)

In 2025, the Chinese unit had a positive result of BRL 5.4 million versus BRL 12.2 million negative in 2024.

Affiliates Abroad

MARCOPOLO COLOMBIA (SUPERPOLO)

The Colombian unit presented increasing results in 2025, with evolution of volume and sales mix composition. The affiliated company presented equity method of BRL 14.7 million against BRL 12.6 million in 2024.

NFI GROUP INC. (CANADA)

The Canadian company suffered from non-recurring events in its results, despite having a long portfolio of orders and good prospects in the recovery of its operating results. In 2025, the affiliated company had a negative result of BRL 127.5 million to equity method versus BRL 11.3 million also negative in 2024.

Independent Auditors

In compliance with CVM Resolution 162/22, Marcopolo declares to have other contracts with its Independent Auditors that are unrelated to the audit of the Company's Financial Statements.

During the financial year 2025, *KPMG Auditores Independentes Ltda*. ("KPMG") was contracted for financial statements audit services and other non-audit related services. Regarding non-audit services, the Company has the procedure to obtain prior approval from the Audit Committee, to avoid any conflict of interest, loss of independence or of objectivity of its independent auditors.

The responsibility for the definitions inherent to the procedures performed and their application are the Management's prerogatives, thus the Company and its external auditors understand such services do not affect professional independence.

AUDIT AND NON-AUDIT FEES (BRL THOUSAND)	2025
Audit fees	2,339.0
Non-audit fees	507.0
TOTAL	2,846.0

Capital Market

Share Capital

On December 31, 2025, Marcopolo's share capital was BRL 3,039,801,848.62, divided into 1,249,898,603 shares, of which 450,945,982 common shares (36.1%) and 798,952,621 (63.9%) preferred shares, all nominative, book-entry and without par value.

Performance of Marcopolo's Shares in B3

In 2025, transactions with Marcopolo shares amounted to BRL 24,492.3 million. The participation of foreign investors in Marcopolo's share capital totaled, on December 31, 43.3% of preferred shares and 29.5% of the total share capital. At the end of the period, the Company had 88,033 shareholders.

As of January 3, 2025, Marcopolo returned to Ibovespa, the main stock index of the Brazilian capital market. The following table shows the evolution of the main indicators related to the capital market:

INDICATORS	2025	2024
Transaction value (BRL million)	24,492.3	16,804.0
Market value (BRL million) ❶ ❷	7,461.9	8,385.7
Existing shares	1,249,898,603	1,136,271,458
Book value per share (BRL)	3.09	3.42
POMO4 price at the end of the period (BRL)	5.97	7.38

Notes: ❶ Price of the last transaction of the preferred share period (POMO4), multiplied by the total common and preferred shares existing in the same period. ❷ Out of this total 9,306,661 preferred shares were in treasury on 12/31/2025.

Dividends/ Interest on Equity

The total amount of dividends distributed in 2025 totaled BRL 1,161.3 million or BRL 0.94 per share. The amount is equivalent to 94.9% of the net profit in 2025 and represents a yield (dividend per share/share price of the preferred share at the end of the year) of 15.7%. In 2025, the Company distributed record earnings, supported by cash generation and low indebtedness, making a pay-out of 94.9%.

Investments/Fixed Assets

In 2025, Marcopolo invested BRL 320.9 million in its fixed assets, of which BRL 123.1 million was spent on the parent company and applied as follows: BRL 87 million in machinery and equipment, BRL 16.4 million in buildings and improvements, BRL 16.1 million in computer and software equipment and BRL 3.6 million in other fixed assets. BRL 197.8 million was invested in the subsidiaries, BRL 101 million in Volare Veículos (São Mateus), BRL 41 million in Apolo (Plastics), BRL 12.8 million in Marcopolo Australia, BRL 8.2 million in Marcopolo Mexico, BRL 7.9 million in Marcopolo Argentina and BRL 26.9 million in other facilities.

Relevant Facts and Announcements to the Market

On December 19, 2025, Marcopolo communicated to the market about the issuance of new shares through the capitalization of existing reserves, and 10% bonus on the existing position on December 23, 2025. The cost assigned to the new shares was BRL 6.21.

04 PEOPLE MANAGEMENT

GRI 2-7, 2-30, 401-2, 401-3, 403-1, 403-2, 403-4, 403-5, 403-6, 403-8, 404-1, 405-1

Getting to Know Marcopolo's Team

Marcopolo's global team in December 2025 consisted of 15,056 employees, distributed across seven countries, with 77% concentrated in Brazil. In terms of gender, women represent 22.4% of the workforce in Brazil and 11.1% in facilities abroad, totaling 19.8% of employees.

EMPLOYEES BY GENDER AND TYPE OF EMPLOYMENT

GENDER	TYPE OF EMPLOYMENT	BRAZIL	ABROAD	TOTAL
Men	Full-time	8,966	3,006	11,972
	Apprentice	48	19	67
	Intern	23	10	33
	TOTAL	9,037	3,035	12,072
Women	Full-time	2,550	366	2,916
	Apprentice	41	6	47
	Intern	13	8	21
	TOTAL	2,604	380	2,984
TOTAL	TOTAL	11,641	3,415	15,056

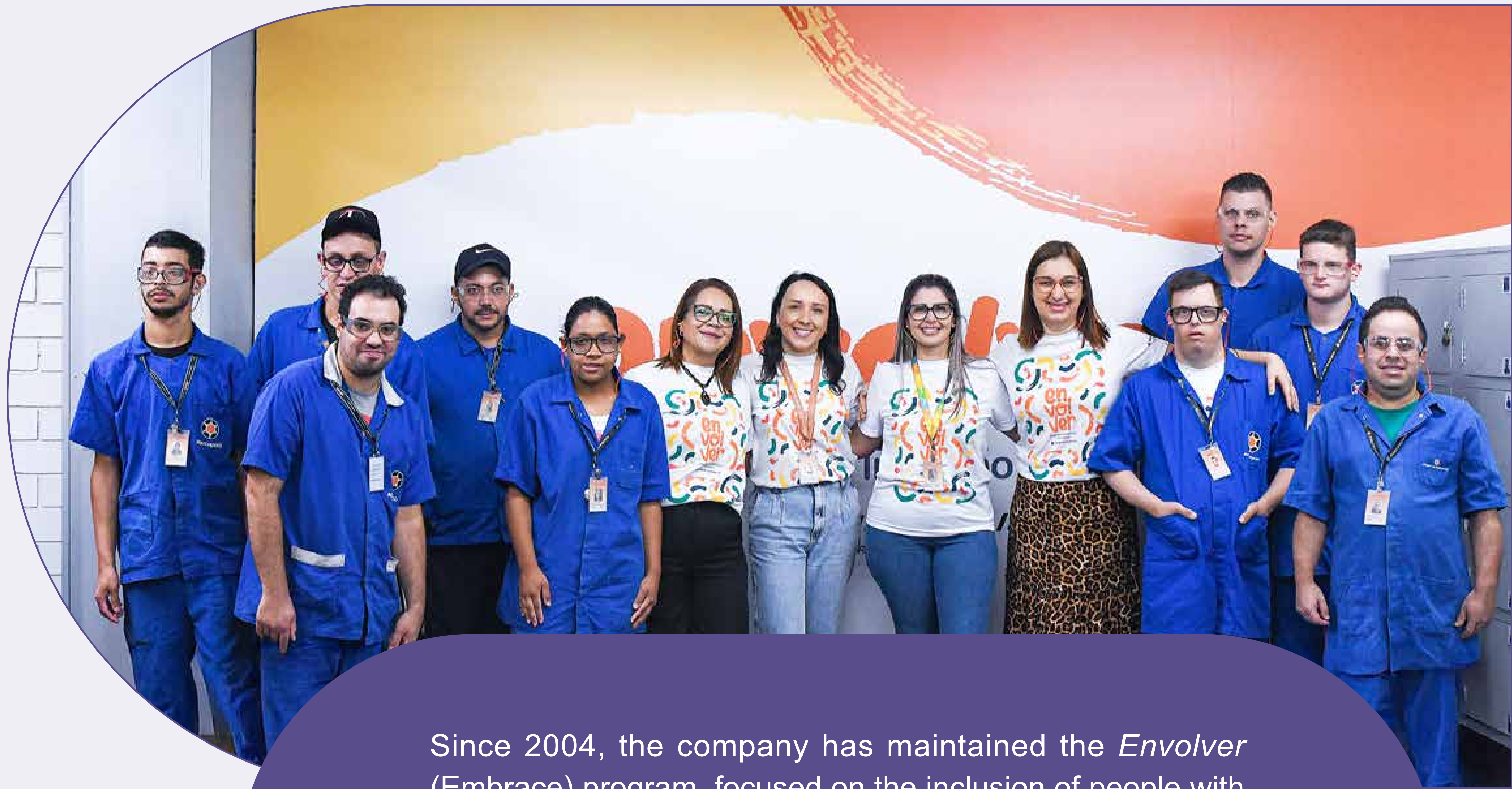
Diversity and Inclusion

Marcopolo has reinforced its commitment to diversity and inclusion through structured initiatives aimed at increasing the knowledge and awareness of all employees. The *Somos Coletivos* (We are Collective) program, launched in 2023, stood out as a platform for discussions and learning on relevant topics of the agenda, while UniMarcopolo (Marcopolo University) made available online courses accessible to the entire organization. The management team was provided with specific content in the *Escola de Liderança e Gestão* (Leadership and Management School), focusing on diverse and inclusive teams.

As part of the diversity process, Marcopolo has monitored the participation of women in management positions in all its facilities. Selection processes and development opportunities are carried out comprehensively so that both men and women can participate on equal terms. The following table shows the percentage of men and women occupying management positions in the company.

% MANAGEMENT POSITIONS BY GENDER

GENDER	BRAZIL	ABROAD
Men	91.7	90.1
Women	8.3	9.9



Since 2004, the company has maintained the *Envolver* (Embrace) program, focused on the inclusion of people with disabilities (neurodivergent professionals, people with physical, hearing, and visual disabilities, as well as rehabilitated workers) in Brazilian facilities. Program participants are trained to perform various activities and are accompanied by a specialized team. In 2025, the program was implemented at São Cristóvão unit.

Relationship with Employees

Marcopolo seeks to maintain relationship with its employees based on its values and reinforced by its five Winning Behaviors: transparency, trust, engagement, sense of ownership and cooperation.

The company uses several communication channels to keep the employees informed about various issues, such as intranet, weekly newsletter, WhatsApp groups, bulletin boards and printed magazines, which are part of the ViaPolo network. Units overseas use similar channels, tailored to their needs. Ombudsman channels are also available as shown in chapter 2 of this report.

Similarly, periodic meetings with managers and teams are held in all units. In Brazil, the traditional *Encontro Marcado* is an alignment meeting bringing together all employees, with the Chairman of the Board of Directors and the President of the Company (CEO). In international operations, the meetings are held by the General Manager of the facility with his teams.

Employee's Day - Marcopolo Mexico

International Women's Day - Marcopolo Colombia

Heritage Day - Marcopolo South Africa

Honor of Merit - Marcopolo Argentina

20th China Unit Anniversary

Comemoration of the delivery of the 2,000th bus in Queensland Plant - Marcopolo Australia

Encontro Marcado Caxias do Sul

Honor of Merit - Celebration of 25 Years of Service - Marcopolo Brazil

Employee engagement initiatives are held throughout the year, including festival dates, cultural celebrations, results celebrations, anniversary in facilities and honors for length of service.

As a highlight in 2025, the Marcopolo Connection Program was held, focusing on promoting an institutional alignment with the 15 thousand employees of all facilities in Brazil and abroad.

The program stimulates the sense of belonging, in a learning experience developed to mobilize, engage and connect participants with topics relevant to the company, such as Safety, Quality and Competitiveness. The activity also strengthened Marcopolo culture, promoting an increasingly plural and respectful work environment.

Caxias do Sul - Brazil

Marcopolo South Africa

Employees' Satisfaction

Marcopolo has been conducting periodic surveys since 1997 to monitor the employees' satisfaction. As of 2024, the company started using the Great Place to Work (GPTW) methodology. The 2025 survey had the spontaneous participation of 78% of employees from all facilities in Brazil and abroad.

The overall average approval rating stood at 71%, while the average for Brazilian facilities was 72%. The facilities in Brazil, Argentina, Colombia and China have been certified as an excellent place to work, according to the GPTW methodology.

The results of the research, together with the 18,936 comments received, were used by the facilities to structure improvement plans, which are accompanied by the Project Management team, monthly reporting to the Executive Board of the company.

Benefits to Employees and Families

Marcopolo offers several benefits for employees and their families, aligned to the needs and legislation of each country. Most of the benefits are focused on health and quality of life programs. The company also offers extended maternity and paternity leave for the associated facilities.

The *Fundação Marcopolo* contributes to most actions in Brazilian facilities, including internal sports championships, recreational activities, soccer training for children, socio-educational workshops for students, Children's Day, St. John's Festival, *Entrevero Farroupilha* and the traditional Christmas Party. The units abroad perform engagement actions coordinated by the Human Resources areas, according to the characteristics of the local culture.

Christmas Party
Marcopolo Brazil - Caxias do Sul

Renewal of the Volare São Mateus charted bus fleet

Family Day - Marcopolo Australia

Benefits Fair - Marcopolo Colombia

Soccer championship final - Marcopolo Mexico

Launching the Benefits Club
Marcopolo Argentina

Employees' Training

Marcopolo constantly invests in training the employees for good performance in current businesses and for the future. In 2025, there were 341,235 hours training, an average of 22.7 hours per employee/year among all facilities.

The company maintains training centers in its industrial facilities, focused on the training of employees in the main operational activities, such as electricity, welding, painting, sealing, plastics, machine operation, as well as complementary and safety processes.

UniMarcopolo has a structured learning architecture, which includes knowledge centers: Leadership and Management, New Business, Marcopolo way, Operational Effectiveness, Product and self-development initiatives. The *Escola de Liderança e Gestão* (Leadership and Management School) offered in-person courses and hands-on activities focusing on Leadership, impacting 850 professionals in Brazilian facilities. The *Impulsionando Carreiras* (Driving Careers) program, aimed at strengthening core skills for high-potentials development, trained in 2025 more than 120 high-potential people to take on new business challenges.

The UniMarcopolo platform offers more than 200 online free courses to all employees, covering technical, behavioral and content aligned to the strategic needs of the business, which had more than 15 thousand accesses in 2025. The platform also offers a Language Program, focused on increasing English and Spanish proficiency for teams acting globally,

Since 1990, the company has the *Escola de Formação Profissional Marcopolo* - EFPM (Marcopolo Professional Training School), which works in the development of young apprentices from the community of Caxias do Sul. In 2025, EFPM trained 79 professionals in the motor vehicle assembler course and has selected 100 more young apprentices for the period 2026. At its 35th anniversary, EFPM also started activities at the São Mateus unit, hiring 38 students from the local community. The course is carried out in partnership with SENAI (National Industrial Training Service) and, in Caxias do Sul, also with FAS (Social Assistance Foundation).

Inauguration of Marcopolo Professional Training School in São Mateus Unit

Training - Brazil

Leadership Development - Marcopolo Argentina

Human Rights and Labor Relations

Marcopolo is committed to ensuring the basic human rights are applied in all its operations in Brazil and abroad. The Human Rights Policy is registered in the Code of Conduct, covering the following topics: child labor, slave labor, health and safety, freedom of association, discrimination, disciplinary practices, working hours, remuneration and redress.

Employees of all facilities have the right to free association with trade union entities representing the professional categories to which they belong and recognized by the company.

In Brazil, 100% of employees are covered by collective bargaining agreements and, abroad, membership depends on the professional category. The company seeks to maintain a relationship based on respect and appreciation with the various trade union entities through the representatives of both parties.

Health and Safety Management System

The Marcopolo companies are committed to the health and safety of their employees. The Health and Safety Management System of Marcopolo Brazil is certified by ISO 45001. The overseas facilities follow the legislation applied locally, having specialized teams working on all plants. The indicators of these processes are evaluated from time to time by the Management team. The company continuously invests in protection and prevention systems, aiming at reducing occupational hazards and risks and the occurrence of occupational accidents in all its facilities. Employees also receive safety training in carrying out their activities, in the operation of machinery and equipment and in the use of Personal Protection Equipment (PPE) and Collective Protection Equipment (EPCs), according to their needs.

Health Management

The company has outpatient clinics for medical care and occupational care to its employees in all facilities in Brazil and abroad. In the Caxias do Sul facilities, the company also has telemedicine booths, where the employee can have virtual consultations with physicians from the health insurance plan. The employees and their families in Brazilian facilities benefit from medical and dental care. Additionally, some overseas units, such as Argentina and Mexico, also offer health insurance plan.

In 2025, the Collective Mental Health Program was implemented in Brazil, aligned with the updates of the Regulatory Standard NR-01. Workplace gymnastics has been offered for indirect labor areas, strengthening health practices.

Throughout the year, several care and prevention initiatives were carried out, such as campaigns for thematic dates such as White January, Yellow September, Pink October and Blue November, considering both Brazilian facilities and some operations abroad.

In addition, campaigns for blood donation and vaccination were carried out, and breastfeeding support rooms were maintained in the Caxias do Sul units, ensuring adequate structure for female employees returning from maternity leave.

Marcopolo has a multidisciplinary team, consisting of physicians, nurses, physiotherapists and other health and well-being professionals. The monitoring of health indicators is done according to the specific programs defined by the legislation of each country.

In Brazil, this monitoring is established by the Regulatory Standard NR-07, including the Occupational Health Medical Control Program (PCMSO) and the Hearing Conservation Program (PCA). Health data serve as a reference for the collective prevention and well-being programs, kept confidential according to the data protection legislation of each country. The cases of occupational diseases are evaluated by a specialized team in each facility of the company and preventive and corrective actions are taken according to the identified needs. The evaluation process uses a research protocol and nexus protocol as a reference.

Blue November Talk - Marcopolo Mexico

Pink October Walking - Marcopolo Argentina

Yellow September Activity on Mental Health - Marcopolo Brazil

Launching of the Care Culture - Marcopolo Colombia

Safety Management

Safety teams work together with other areas to identify, eliminate or minimize employee exposure to risks, to provide a safe and healthy environment.

The company offers systems for individual and collective protection for employees of all facilities according to the activity and tasks. Visitors and third parties are also covered, as needed. Industrial plants have adequate signaling to meet safety requirements and environmental risks.

Some of the tools used in safety management are Safety Dialogues, Sector Inspections, Vehicle Blitz and the Work Incident Record (RIT), which is a digital channel for identifying risk conditions, and can be used anonymously or providing personal information.

The members of the Internal Accident Prevention Committees (CIPA) and the Internal Fire Fighting Team (EICI) support the performance of safety inspections in the various environments of the company, identifying points for improvement.

The identification of dangerous hazards/situations and risk assessment and quantification is carried out in all operational jobs, based on the job description. Hazard and Damage Worksheets, recommended by ISO 45001, are updated whenever changes in the production process, layout change or some work accident occur. Mitigation and reduction of these risks are addressed with specific work plans.

Information on Health and Safety is disclosed to employees through the ViaPolo network and by managers at Shop Floor meetings and other area meetings.

General and specific safety training is also carried out for certain jobs, as defined by the Regulatory Standards (NRs). These training courses are designed for new employees, employees changing positions and refreshing.

Abroad, prevention actions are like those carried out in Brazil, with due adaptation to local reality and legislation. All facilities carry out actions focused on the dissemination of the safety culture, aiming at raising the employees' awareness for risk prevention.

Traffic safety initiative for motorcyclists in Caxias do Sul

Internal Accident Prevention Week (SIPAMAR) Marcopolo Brazil

Safety Journey - Marcopolo Mexico

Internal Fire Brigade (EICI) - Marcopolo Brazil

05 RELATIONSHIP WITH STAKEHOLDERS

GRI 2-6; 2-26; 204-1

Overview

Marcopolo maintains a relationship based on transparency, respect and trust with its main stakeholders, including customers, investors, suppliers, network of representatives and dealers, chassis manufacturers and the community in general. The relationship with employees is addressed specifically in Chapter 4 of this report.

To foster closer relationship and ongoing dialogue with customers and the general public, the company uses several communication channels, such as the Consumer Service (SAC – 0800) and digital platforms. The brands making up Marcopolo's business ecosystem use their own communication channels, aligned with their strategies, target audiences and operations market, observing corporate communication guidelines.

The presence in digital media enables permanent interaction with different audiences, contributing to the strengthening of the reputation of Marcopolo's brands and products.

Relationship with Customers

Customer satisfaction is one of Marcopolo's core values, and the reason for its existence. The company strives to identify what adds value to the customer, offering products and services to meet their needs and expectations.

In addition to communication channels, customer relationship actions are also carried out through representatives and dealers network, who assist in sharing information and developing regular initiatives focused on closer relationships.

Customer satisfaction is evaluated from time to time through specific research conducted by the Commercial, Quality and After-Sales areas. The information collected is used to guide improvements in processes and products, serving as a source for commercial and development engineering actions.

The After-Sales area performs training in operation and maintenance of products for customers, representatives and dealers of Marcopolo, Volare and Neobus brands. These training courses keep field teams qualified to perform preventive and corrective maintenance on products, as well as share knowledge about new embedded technologies. The units abroad also conduct training for their local customers, which can occur in face-to-face and distance learning (EAD) format.

2025 TRAINING FOR CUSTOMERS (FACE-TO-FACE AND ONLINE)

MARKET	NUMBER OF PARTICIPANTS	TRAINING HOURS
Domestic	262	3,364
Abroad	1,264	10,136

Volare Sales Convention

Launching of BYD Attivi Articulated Marcopolo Colombia

Expoforo in Mexico

Customers training Marcopolo Brazil

Volare delivery for Dargil customer

Product delivery for Lindetur customer in Brazil

Relationship with Investors

Marcopolo provides fair and equal treatment to all minority investors, whether capital or other stakeholders". In the disclosure of information, it uses high standards of transparency, seeking to establish a climate of trust, both internally and in the company's relations with third parties.

In 2025, the Company held a meeting with *Associação dos Analistas e Profissionais de Investimentos do Mercado de Capitais* (Association of Analysts and Investment Professionals of the Capital Markets - APIMEC), attended several conferences and non-deal roadshows sponsored by financial institutions in Brazil and abroad, and maintained permanent services to analysts and investors. The Company also conducted its face-to-face investor day, with live streaming through its official YouTube channel.

The Marcopolo Investor Relations website (ri.marcopolo.com.br) has updated content to serve the investors.

Relationship with Suppliers

Marcopolo's relationship with the supply chain covers the development of suppliers and materials, the negotiation of commercial conditions, the monitoring and control during the process of providing quality requirements, delivery and compliance guidelines previously negotiated, in addition to the support and governance of the performance of the purchasing process itself.

The main means of communication with the supply chain is the web page *Portal de Fornecedores Marcopolo* (Supplier Portal), where the exchange of information and documents related to the processes of registration, segmentation, selection, contracting, supply and monitoring of purchases takes place. Go to: portaldefornecedores.marcopolo.com.br

Since 2024, the company has been developing a Global Sourcing project, focusing in establishing greater synergy of its international procurement processes, as well as to obtain a competitive advantage through integrated governance.

The supply chain is distributed among suppliers located in the same region as industrial units and suppliers from other regions or countries.

SUPPLY CHAIN DISTRIBUTION 2025 (%)

COUNTRY OF LOCATION OF THE UNIT	BRASIL	SOUTH AFRICA	ARGENTINA	AUSTRALIA	CHINA	COLOMBIA	MEXICO
Suppliers in the region of the country where the company is located	61%	95%	45%	64%	72%	60%	21%
Suppliers from other regions	36%	4%	25%	30%	27%	34%	40%
Suppliers from other countries	3%	1%	30%	6%	1%	6%	39%

Relationship With Communities

Marcopolo is committed to contributing to the development of the communities where it is inserted. All units in Brazil and abroad seek to carry out actions that may involve people in their surroundings, such as lectures in schools, encouraging volunteering, donations to social institutions and support in emergency situations.

Bus donation to Epworth Foster Home
Marcopolo South Africa

Delivery of donation for the Women's Institute
Marcopolo Mexico

Fundação Marcopolo (Marcopolo Foundation)

Fundação Marcopolo develops structuring programs for the development of cities and communities related to Marcopolo. Founded in 1998, *Fundação Marcopolo* is a non-profit organization that operates on five fundamental pillars: Education, culture, sport, doing good and social synergy.

Its main responsibility is to empower cities and develop the talents of its students, working in synergy with partners of the same vocation: Companies, government entities, other foundations and any initiatives dedicated to promoting a better world.

EDUCATION PILLAR

The focus of this pillar is on the training of citizens through development programs for young people and teachers. In 2025, more than 50,000 students from public schools benefited from education programs. Activities such as ***Mostra Científica* (Scientific Exhibition)** and ***Jornalista Por um Dia* (Journalist for a Day)** brought together students and teachers from all over the Serra Gaúcha (Rio Grande do Sul mountains region), focusing on expanding the discussion on current emerging topics, such as scientific thinking, creative writing and sustainability.

Scientific Exhibition in Caxias do Sul

Journalist for a Day in Caxias do Sul competition

Meanwhile, the ***Escola Marcopolo de Criatividade* (Marcopolo's Creativity School)**, which is in its fourth year, generated opportunity for the participation of more than 400 young people from Caxias do Sul (RS) and São Mateus (ES), through workshops held after school hours. Activities include laboratories of physics, biology, computational thinking, creative writing, cinema, music, illustration, design, fashion, sustainability and recycling, among others.

Marcopolo's Creativity School in Caxias do Sul

CULTURE PILLAR

Considering culture as a driving force for social transformation, Fundação Marcopolo promotes activities that expand the repertoire and strengthen the bond with the community. In 2025, the ***Biblioteca Parque Fundação Marcopolo* (Marcopolo Foundation Park Library)** was inaugurated, as a new space within the Marcopolo School of Creativity, opened to the community and conceived as an environment of coexistence, access to knowledge and cultural exchanges.

Opening of the Park Library in Caxias do Sul

In Caxias do Sul, partnerships made possible projects such ***Cinema de Verão* (Summer Festival), *Cinema nas Escolas* (Cinema in Schools), *Tratado de Paz* (Peace Treaty), *Causos e Gaitas* (Stories and Accordions), *Passaporte Caxias* (Caxias Passport), *Festival Especial* (Special Festival** dedicated to people with disabilities**), *Girando Histórias* (Spinning Stories) and *Feira do Livro* (Book Fair).** In São Mateus, initiatives such as the ***Centro Cultural Araçá* (Araçá Culture Center)** serve hundreds of people. These projects are carried out using funds from incentive laws in partnership with sponsors and producers of civil society and aims to promote inclusion through art and culture, expanding the repertoire of the city and its citizens.

Araçá Culture Center in São Mateus

SPORTS PILLAR

The **recreational headquarters** in Caxias do Sul is equipped with one of the best sports complexes in Rio Grande do Sul, where several activities of public interest are carried out in partnership with municipal and state institutions. Since 2022, the Recreation center has generated its own energy through a photovoltaic system, reducing energy consumption by more than 80%.

Volleyball, football and handball **sports schools** are carried out through partnerships and funds from Fundação Marcopolo itself, offering 500 free places for students from public schools and employees' children.

In addition, *Fundação Marcopolo* promotes an annual calendar of **games and tournaments** with 19 sports modalities, serving approximately 3,000 participants, promoting health and well-being to its employees and families. In 2025, projects such as ***Copinha Zona Norte* (North Zone Cup), *Copa Fundação Marcopolo* (Marcopolo Foundation Cup)** and other championships such as **football, futsal and football seven** were carried out with the participation of about 2,500 young people from all over the city of Caxias do Sul.

Internal Championship - Marcopolo Brazil

North Zone Cup

SOCIAL SYNERGY PILLAR

***O Futuro que Queremos* (The Future We Want)** program is a cycle of discussions and events that encourages reflections on possible future issues on the environment, education, urban mobility and life in cities. In 2025, more than 10,000 people participated in the program's activities, strengthening dialogue and engagement around these strategic themes.

TO DO GOOD PILLAR

In 2025, *Fundação Marcopolo* **donated equipment and materials to public schools**, directly benefiting educational units by providing household appliances for school kitchens, supplies for community activities and the donation of books and toys. The actions also included support to various social service institutions in different municipalities.

Books donation to school in Caxias do Sul

Through the **Acolher Project (Welcome Project)**, *Fundação Marcopolo* guaranteed specialized psychological care to 50 children and adolescents living in foster homes and shelters, with individual support aimed at emotional well-being, healthy development and strengthening social bonds and skills.

FESTIVALS

Fundação Marcopolo contributes to the festive celebrations of Marcopolo and the communities where it operates, such as Christmas, *Entrevero* (a three-day celebration on the traditions of Rio Grande do Sul) and the St. John Festival. More than 80,000 people participated in these events, including employees, family members, partners and communities.

Entrevero Marcopolo - Caxias do Sul

Saint John Festival - São Mateus

Awards and Recognitions

In 2025, Marcopolo received several awards and recognitions for its performance in different fields of society.

FEBRUARY

Lotus Award 2025 - Editora Frota & Cia
1. Coach bus body brand: MARCOPOLO
2. Micro bus brand: VOLARE

MARCH

Brands of Those Who Decide 2025 - Jornal do Comércio
Marcopolo is the leader in the Bus Factory category and gets a prominent place as an Innovative Brand of Rio Grande do Sul and Rio Grande do Sul's Great Brand of the Year.

MAY

Companies of the Year Award - Tribuna do Cricaré
Marcopolo was chosen for the relevant contribution to the development of São Mateus and Espírito Santo, by offering thousands of jobs and their industrial production, adding technology and value to the São Mateus and Espírito Santo economy.

JULY

Champions of Innovation - Revista Amanhã
Recognition for the launch of NOMADE: Innovation on Wheels. Marcopolo becomes a pioneer in Brazil by offering the first compact integrated motorhome model produced in the country and takes the title of champion in innovation processes.

AUGUST

52nd RS Export Award - ADVB/RS
Branding International Recognition.

SEPTEMBER

Gazeta Empresarial Award of São Mateus - Rede Gazeta
Marcopolo ranked 1st in five categories in the quantitative research conducted with the residents of São Mateus, consolidating its leadership of local image.

Ranking Value 1000 - Jornal Valor Econômico
The company is the 158th largest company in the country (advancing 29 positions compared to the previous year) and the 29th largest company in the South Region, among 50 in the South, rising 8 positions.

Best and Greatest of Exame - Revista Exame
Marcopolo was mentioned among the 200 largest companies in Brazil in 2025, staying in the 169th position and maintains sectorial prominence in the Top 5 Capital Goods and Electronics, in 4th place. In relation to 2024, the company rose 29 positions in the overall ranking that evaluates 1,000 companies.

OCTOBER

500 Biggest of the South - Revista Amanhã
1. ranked 2nd in Automotive category
2. 10th place in Net Revenue in RS
3. 11th place in Equity Method in RS
4. 11th Place among the 100 largest in RS
5. 32nd place overall, rising 2 positions compared to the previous year

AutoData Award 2025 - Revista AutoData
Company of the Year and winner in the Extended Automotive Chain Category.

Top 30 Award – Best Companies in Brazil - Revista Veja
Marcopolo is the winner, in the category Vehicles and Auto Parts, of the Top 30 Companies of Brazil in 2025. The award of Marcopolo in the Top 30 Companies of Brazil in 2025, sponsored by VEJA Business in partnership with Austin Rating, is a technical and highly prestigious recognition, which publicly endorses the company's business model, its financial strength and strategic impact for the national economy.

NOVEMBER

Major & Best Transport Award - Revistas Transporte Moderno e Technibus, da Editora OTM

1. The best among the largest in the BUS BODY sector

2. The best among the best – TRANSPORT INDUSTRY

Environmental and Innovation Award - awarded by WA Bus Show for Marcopolo Australia

Recognition for the commitment to build cleaner and more sustainable transport solutions through continuous improvement and innovation.

Environmental and Innovation Award
Marcopolo Australia

Participation in Associations

Marcopolo participates in the following associations, which contribute to its performance in industries in which it operates.

BRAZIL

ASSOCIATION	WEBSITE
Associação do Aço do RS (AARS)	www.aars.com.br
Associação Serrana de Recursos Humanos (ARH Serrana)	arhserrana.com.br
Associação Nacional de Transportes Públicos (ANTP)	www.antp.org.br
Associação Brasileira da Indústria Ferroviária (ABIFER)	abifer.org.br
Associação Brasileira de Veículo Elétrico (ABVE)	www.abve.org.br
Associação dos analistas e profissionais de investimentos do mercado de capitais (APIMEC)	www.apimecbrasil.com.br
Câmara Americana de Comércio para a o Brasil (AMCHAM)	www.amcham.com.br
Câmara de Indústria, Comércio e Serviços de Caxias do Sul (CIC Caxias)	ciccaxias.org.br
Centro das Indústrias do Estado do RS (CIERGS)	www.fiergs.org.br/tags/ciergs
Conselho Regional de Engenharia e Agronomia do Estado do Rio Grande do Sul (CREA-RS)	www.crea-rs.org.br
Associação Nacional dos Fabricantes de Ônibus (FABUS)	www.fabus.com.br
Instituto Caldeira	institutocaldeira.org.br
Instituto Hélice	helice.network
Instituto Brasileiro de Executivos de Finanças (IBEF)	ibef.org.br
Instituto Brasileiro de Governança Corporativa (IBGC)	www.ibgc.org.br
Sindicato das Indústrias Metalúrgicas e de Materiais Elétricos de Caxias do Sul (SIMECS)	simecs.com.br
Sindicato Interestadual da Indústria de Materiais e Equipamentos Ferroviários e Rodoviários (SIMEFRE)	simefre.org.br
Sindicato das Indústrias de Material de Plástico do Nordeste Gaúcho (SIMPLAS)	www.simplas.com.br/home

SOUTH AFRICA

ASSOCIAÇÃO	SITE
MIOSA - Motor Industry Ombudsman of South Africa	www.miosa.co.za
NAAMSA	www.naamsa.net
NUMSA – National Union of Metalworkers South África	www.numsa.org.za

ARGENTINA

ASSOCIAÇÃO	SITE
Asimra - Metalúrgicos	www.asimra.org.ar
Registros de la Propiedad Automotor	www.dnrpa.gov.ar
Unión Obrera Metalúrgica	www.uom.org.ar
Comisión Nacional de Regulación del Transporte	www.argentina.gob.ar/transporte/cnrt
Instituto Argentino de Normalización y Certificación (IRAM)	www.iram.org.ar

AUSTRALIA

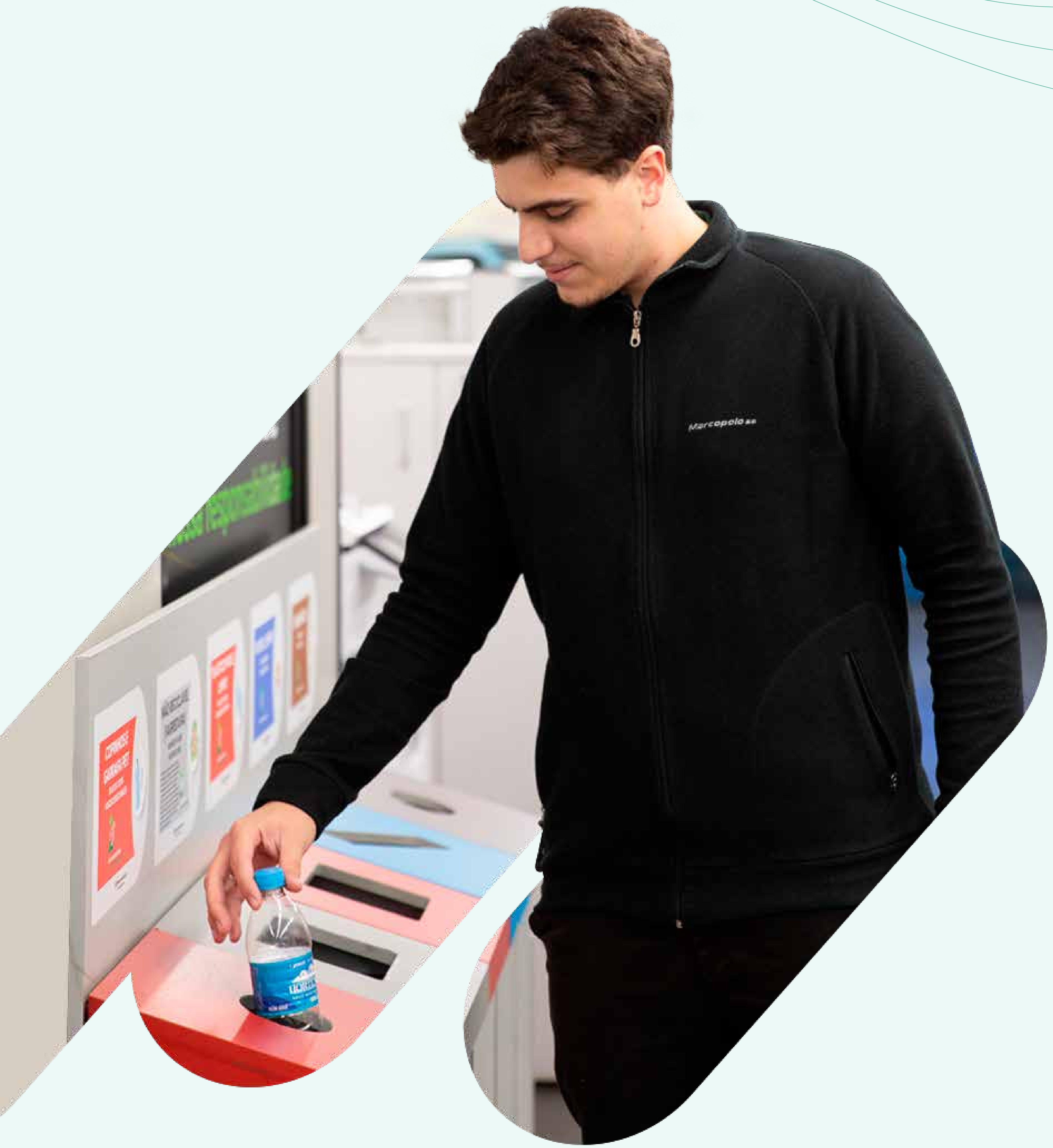
ASSOCIAÇÃO	SITE
BusVIC	www.busvic.asn.au
BusNSW	busnsw.com.au
BusWA	buswa.com.au
QBIC	www.qbic.com.au
BusSA	www.bussa.asn.au
TasBus	tasbus.com.au
BIC - National Bus Association / Council Members	bic.asn.au
PTAANZ - Public Transport Autorities Australia and New Zealand	ptaanz.org
SEMMA - South East Melbourne Manufacturers Alliance	semma.com.au
ABCC - Australia-Brazil Commerce Chambers	www.australiabrazilchamber.com
AMWU - Australian Manufacturing Workers' Union	www.amwu.org.au

MEXICO

ASSOCIAÇÃO	SITE
Cámara Nacional del Autotransporte de Pasaje y Turismo (CANAPAT)	www.canapat.org.mx
Alianza Nacional de Transportadoras Turisticas (ANTT)	antt.org.mx

06 ENVIRONMENTAL MANAGEMENT

GRI 302-1; 302-3; 303-1; 303-2; 303-3; 303-4; 303-5; 305-1; 305-2; 305-4; 306-1; 306-2; 306-3; 306-4; 306-5; 307-1



Overview

Marcopolo upholds sustainability as one of its core values, recognizing that a balance between economic development, environmental preservation, and social well-being is essential to ensuring a resilient future. In 2025, the company consolidated its initiatives focused on responsible management, reinforcing its commitment to minimizing environmental impacts and using natural resources efficiently, as well as strengthening its internal culture of social and environmental awareness.

Operations at our industrial facilities continue to be guided by compliance with the applicable laws in each country where Marcopolo operates, as well as by a continuous pursuit of best market practices. The company maintains robust controls to prevent, mitigate, and monitor the impacts resulting from its activities, including the systematic tracking of greenhouse gas (GHG) emissions and strategic environmental indicators.

Employee awareness remained a central pillar of environmental management in 2025. Through internal campaigns, training sessions, and regular communications, guidelines on proper waste sorting and disposal, waste reduction, and the responsible use of natural resources, such as water, energy, and raw materials, have been reinforced. These actions help to strengthen the understanding of the individual's role in environmental preservation and encourage sustainable practices that extend beyond the workplace, reaching families and communities.

In Brazil, Marcopolo's Environmental Management System is certified under ISO 14001, with internal and external audits that verify its effectiveness and compliance with applicable requirements.

In 2025, the company continued to monitor the selective waste collection compliance indicator, reinforcing its commitment to recycling, reverse logistics, the circular economy, and reducing costs related to final disposal. The indicator, which covers more than 60 types of segregated waste, reached 89% at Brazilian plants, exceeding the minimum compliance target of 85%. This result aligns with the priority themes identified in the Materiality Matrix, reaffirming the relevance of waste management as a strategic factor for sustainability.

Investments in Environmental Management

Investments in environmental management initiatives in Brazil and at overseas facilities in 2025 totaled R$ 11,818,084.93*, broken down as follows:

INVESTMENTS IN ENVIRONMENTAL MANAGEMENT INITIATIVES	BRAZIL	ABROAD*
Waste Treatment and Transportation	R$ 8,935,707.41	R$ 2,882,377.22
Effluent Treatment		
Despesas Financeiras		
Analyses/Monitoring (wastewater, waste, emissions, fauna, flora, water, and soil)		
Fees (taxes, annual fees, etc.)		
Total Investment	**R$ 11,818,084.93**	

*USD/BRL Exchange Rate: 5.6334

Energy

Marcopolo's facilities in Brazil remain active in the Free Energy Market and, since 2014, have participated in the Sustainable Profile Program, which tracks the amount of greenhouse gas (GHG) emissions avoided through the purchase of renewable energy in the Free Contracting Environment (FCE). The company reaffirms its commitment to a more sustainable future by consuming energy from renewable sources. During the year 2025, the Brazilian units avoided emitting 3,328 tCO_2e. Marcopolo Colombia (Superpolo) started using solar panels at its Cota plant, resulting in an 11% annual energy saving at that location. At its other overseas facilities, electricity supplied by local utilities is used.

The company also uses other fuels for power generation, with 57.92% coming from renewable sources and 42.08% coming from non-renewable sources. The following tables show the company's use of energy resources in Brazil and abroad.

Inauguration of solar panels at Marcopolo Colombia (Cota Plant)

FUEL CONSUMPTION BY SOURCE TYPE

FUELS FROM NON-RENEWABLE SOURCES (Gigajoules - GJ)

TYPE OF FUEL	BRAZIL	ABROAD
Natural Gas	116,864	24,184
LPG	9,377	3,618
Diesel Fuel	54,221	18,764
Gasoline	976	831
TOTAL	**181,438**	**47,397**

FUELS FROM RENEWABLE SOURCES (Gigajoules - GJ)

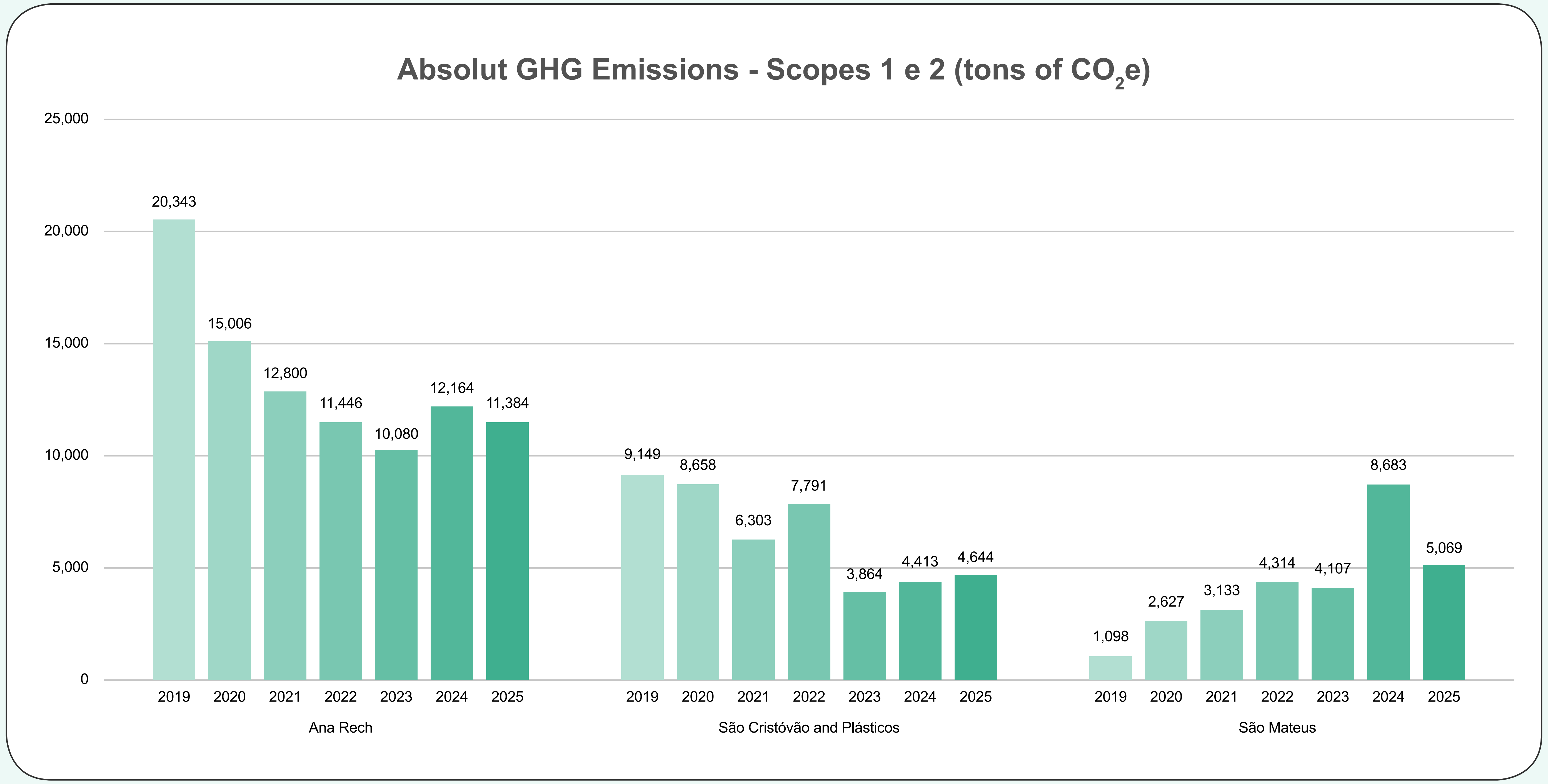
TYPE OF FUEL	BRAZIL	ABROAD
Renewable Electricity	249,772	25,783
TOTAL	**249,772**	**25,783**
GRAND TOTAL	**431,210**	**73,180**

Emissions

The organization monitors and manages its greenhouse gas (GHG) emissions at Brazilian plants, in accordance with the GHG Protocol, covering direct emissions (Scope 1) and indirect emissions associated with purchased energy consumption (Scope 2), thereby enhancing the transparency of its environmental information.

Marcopolo Brasil received environmental recognition by being certified by the Proamb Foundation during the second edition of the Proamb ReCO2nhece 2026 program. The award highlights companies that adopt sustainable practices and can technically demonstrate effective results in reducing greenhouse gas emissions. The Certificate of Avoided Emissions is a technical recognition that attests, according to an international methodology (GHG Protocol and IPCC guidelines), the amount of greenhouse gases (GHG) that were prevented from being emitted into the atmosphere. This result is a direct consequence of the destination of industrial solid waste to co-processing – a technique used in the cement industry that replaces fossil fuels, such as petroleum coke, with energy-rich waste, called RDF (Refuse-Derived Fuel). In the specific case of the Proamb Foundation project, a Marcopolo partner, this substitution resulted in a reduction of more than 15% in CO_2 emissions compared to burning traditional fossil fuels. In this way, by 2025, Marcopolo will have stopped emitting 25 tCO2e by sending industrial waste for co-processing to this partner.

The following information presented refers to the absolute emissions of the Ana Rech, São Cristóvão/Plásticos, and São Mateus units for the period from 2019 to 2025, expressed in tons of carbon dioxide equivalent (tCO_2e). The graph presents the historical series of emissions since the first inventory, conducted in 2019, allowing for a comparative analysis of the evolution of results for Marcopolo Brazil's facilities.



During the period analyzed, from 2019 to 2025, there was a significant reduction in absolute GHG emissions (Scopes 1 and 2) compared to the base year, particularly through 2023, followed by fluctuations in recent years, primarily associated with operational dynamics and the level of activity at the facilities. Consolidated emissions reflect both structural measures for energy efficiency and fuel management, as well as cyclical effects related to fluctuations in production and the reorganization of production processes.

Water and Effluents

At the Brazilian facilities in Caxias do Sul (RS), water is supplied by the local utility. At the Ana Rech Unit, part of the water used in industrial processes comes from two artesian wells properly registered with the Department of Water Resources (DWR). At the São Mateus Unit (ES), the entire water supply is obtained exclusively from an artesian well. At international units, water is supplied by local utilities in each region. The following table shows the source of water consumed in 2025:

TOTAL VOLUME OF WATER WITHDRAWN BY SOURCE (in Megaliters)	GROUNDWATER	THIRD-PARTY WATER
Brazil	153	134
Abroad	6	37
TOTAL WATER WITHDRAWN	330	

In 2025, total water consumption at Marcopolo's facilities was 330 megaliters, as shown in the previous table. The company treats all the effluents it generates. The volume of water discharged in the Brazilian units was 129 Megaliters. At facilities without an on-site treatment system, effluents are sent for off-site treatment or are treated to meet local regulatory standards.

Marcopolo is continually making progress in adopting water-conservation practices, both in its production processes and in the technology embedded into its vehicles.

At its manufacturing facilities, highlights include recirculation and reuse systems in leak testing, paint booths, and surface treatment lines, as well as a total reuse project currently being implemented at the São Mateus (ES) facility, which will enable the full utilization of treated effluent. These initiatives reduce the need to drinking water withdrawal, decrease effluent generation, and increase operational efficiency.

In its vehicles, the company incorporates innovative solutions that utilize water from air conditioning condensation to supply the windshield washer and sanitation systems, reducing water consumption during operation. With these advances, Marcopolo reinforces its commitment to water sustainability, innovation, and the efficient management of natural resources.

Wastewater Treatment Plant (WWTP) – São Mateus Unit

Materials and Waste: Production Process

The manufacture of bus bodies involves the use of more than 9,000 items produced from various raw materials, including metal alloys, high-grade plastics, textile coverings, formica, fiberglass laminates, wood, glass, rubber, foams, electronic components, paints, solvents, and adhesives. The high level of customization of the bodies, a fundamental characteristic of Marcopolo's business model, directly impacts process standardization and results in significant material losses throughout production.

At the units in Caxias do Sul, solid waste is initially stored at Waste Collection Centers and then sent to the Waste Processing Unit (WPU), which is responsible for the continuous and integrated management of industrial waste. The WPU plays a key role in the operation by prioritizing the reduction of landfill disposal, adding value to materials, optimizing sorting, identifying waste, and promoting reuse and recycling. In addition, since the WPU was integrated into the Ana Rech facility in 2023, there has also been an optimization of the logistics for transporting this waste, consequently leading to reductions in the atmospheric emissions associated with this process.

In 2025, at production plants in Brazil, there was a reduction of more than 9% in the amount of waste sent to landfills compared to 2024. At the plants in Caxias do Sul (RS), where the WPU process is in place, a reduction of more than 25% was observed. These actions increase the added value of waste, strengthen recycling, and mitigate environmental risks.

Hazardous waste is disposed of in an environmentally appropriate manner, including co-processing in cement clinker kilns, specific decontamination processes, or recycling, when technically feasible.

At international facilities, the technological solutions available in each country are utilized, prioritizing, whenever possible and economically viable, alternatives such as recycling, thermal recovery, or complete destruction, while avoiding disposal in landfills.

Ana Rech Waste Management Facility Staff

PERCENTAGE OF WASTE SENT FOR DISPOSAL

TYPE OF DISPOSAL	BRAZIL	ABROAD
External recycling	66.9%	50.2%
Co-processing	11.0%	2.1%
Landfill	9.3%	26.9%
Decontamination	1.7%	0.1%
Composting	0.3%	0.0%
Recycling for internal use	0.8%	0.0%
Incineration	0.0%	3.0%
Energy recovery	9.2%	0.0%
Others	0.9%	0.0%

Reuse and Recycling

In 2025, the company achieved an 89% compliance rate for selective waste collection, exceeding the set target of 85% compliance. This target is monitored monthly, encouraging employees to properly sort waste at the source to maximize material recovery and recycling.

Celebration of World Environment Day at Marcopolo Mexico

Environment Week in Caxias do Sul

On World Environment Day, celebrated on June 5, Marcopolo's facilities in Brazil promoted awareness and engagement initiatives focused on the entire waste cycle generated by the company, from its source to its environmentally appropriate final disposal. The initiative emphasized that proper waste separation is a collective commitment and essential to ensuring process efficiency. The campaign highlighted that each type of waste has a specific impact and destination, and those simple everyday actions - such as properly sorting at the source - contribute to reducing waste, recovering materials, and protecting the environment. At Marcopolo, every individual action strengthens the company's environmental performance and supports the development of an increasingly sustainable path.

Life Cycle

Marcopolo has been developing circular economy initiatives that are already having a positive impact on its operations, customer relationships, and environmental protection. Examples of implemented actions include: the internal reuse of cleaning solvents through distillation processes; the use of aluminum scrap for mold manufacturing; and aluminum profile waste is sent for reprocessing by the supplier and returned for reuse in the production process. In addition, some chemical packaging and wood waste are also reintroduced into the production cycle, reducing the demand for new materials and encouraging reuse.

Regarding waste management, one of the major differentiators is the Waste Processing Unit (WPU), which handles the control, sorting, decharacterization, and compaction of industrial waste. With over 60 types of materials segregated at the source, the WPU ensures the best possible use of the waste generated, increasing recycling rates and significantly reducing landfill disposal.

These initiatives enhance the company's operational efficiency by reducing costs, optimizing processes, and adding value to materials. For customers, they represent greater security, transparency, and alignment with sustainability practices. For the environment, they mean reduced extraction of natural resources, decreased waste generation, and mitigation of environmental liability risks. By integrating innovation, environmental responsibility, and efficient management, Marcopolo strengthens its position as a leader in industrial sustainability and consistently advances in the transition toward a more circular, intelligent, and future-oriented production model.

Marcopolo remains actively engaged in the search for solutions that reduce waste, expand recycling, and promote greater efficiency in its production processes. This approach reflects the company's commitment to responsible waste management and the continuous improvement of its environmental performance. The results regarding the final disposal of materials scraps from the production process throughout 2025 are presented below:

DISPOSAL OF GENERATED WASTE (Tons)

HAZARDOUS WASTE	BRAZIL	ABROAD
External recycling	674	1,282
Internal recycling	91	0
Co-processing	905	116
Decontamination	502	5
Incineration	0	18
Autoclave	1	0
Landfill	564	53
Treatment plant	748	0
Containment	0	15
TOTAL	**3,485**	**1,489**

NON-HAZARDOUS WASTE	BRAZIL	ABROAD
External recycling	19,056	2,602
Internal recycling	147	0
Co-processing	2,332	0
Composting	97	0
Landfill	2,147	55,864
Biological treatment	139	0
Reverse logistics for aluminum	0	23
Energy recovery	2,711	0
TOTAL	**26,628**	**58,489**

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*This report was based on the GRI standards 2016, 2020 and 2021.

CREDITS

MARCOPOLO COMPANIES SUSTAINABILITY REPORT 2025

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