



U&M IS GOLD!

And silver, copper, bauxite, iron... soon, lithium... an unstoppable engine at the service of people who, for 50 years, have trusted the company — a reference in earthmoving and rock excavation.

Clients, suppliers and employees are the ones who make U&M what it is today. Specializing in moving earth, one of the most complex stages in any mining operation, the company has grown since its foundation, guided by values such as ethics, simplicity, unity and excellence.

The results are measured not only in numbers, but in the satisfaction of maintaining strong relationships and respect within a network of partners proud to be part of U&M.

Throughout these pages, discover the journey, challenges, progress, and people who drive the company, which began from

“multiplying zero by zero so as not to go bankrupt” and today reaches the capacity to move up to 400 million tons of earth and rock per year, with a fleet of about 800 pieces of equipment across 10 operations in Brazil’s main mining regions.

And best of all: celebrating this story together with a team of 3,000 employees spread across the country.

This newspaper was created to record, celebrate and share this happiness with you, our reader!

Enjoy your reading!



INNOVATION

Tradition in maintenance opens the way for autonomous and hybrid solutions

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CLOSED-LOOP MAINTENANCE

Trucks are modernized with creativity and in-house engineering

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THE MACHADO LEGACY



The three brothers at the helm of U&M, Renato, Sérgio and Marcelo, recall their first steps in the company

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U&M's longest-serving employee, Maercio, tends to the sapling he planted every day.

The future takes root

In U&M's headquarters garden, a sequoia sapling was planted as a symbol of long-term vision, strength and permanence. Capable of living for more than 4,000 years, this tree inspires us to look beyond the present and to cultivate a solid and lasting future, deeply rooted in U&M's values.

GREEN BLOOD

The joy of wearing the jersey and taking the field



Read real stories of employees who proudly build U&M with a strong sense of belonging

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BEYOND OUR LAND

Behind everything we use, there is mining

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We are responsible for what we do and, ABOVE ALL, for what we fail to do.



"We want to build a future with responsibility, technical skill and soul."

Sérgio Machado,
CEO of U&M

OUR LAND

U&M of today and tomorrow

By Sérgio Ribeiro Machado, CEO of U&M

Since I was a child, I learned that when you move earth you also move a story: ours, that of people and that of the country. Following my father on small projects taught me that operating machines is only part of the job. More than moving earth, our mission is to move the world with responsibility, safety, ethics and excellence. Today, as CEO of U&M, I carry that awareness with me.

These five decades have been built on a tripod that never falters: passion for machines, commitment to people and respect for the planet. Over this journey, U&M has become a national reference in mining and heavy earthmoving. But what sets us apart is not the size of our fleet or the volume of material moved. It is the way we do it: with integrity, customer focus, technical skill and soul.

The company we have built with our hands

and minds is made of dedicated people who treat each operation as if it were their own. The employee-shareholding policy, which already includes nearly 200 shareholders, is the materialization of this spirit: those who build together reap together.

Our sector now faces a dual challenge: delivering performance in an increasingly complex environment while meeting growing demands for sustainability and governance. We know there is no future without mining, but we also know there will only be a future if mining is done responsibly. U&M is proud to be part of a new generation of mining: cleaner, more efficient.

We already operate with reduced emission standards, treat our waste rigorously and seek more sustainable energy solutions. We are aligned with global best practices. And we want to go further. Our experience in

countries such as Zambia has prepared us to operate in any environment, respecting cultures, overcoming challenges and delivering results with excellence.

In the next 50 years, we will continue to move earth. But more than that, we want to transform relationships and contribute to building a stronger, regenerative country. With simplicity and focus on what matters. Because this is how we have always done it. And this is how we want to continue.

Our commitment to the future lies in developing talent and ensuring that every operation brings value to the client, the community and the planet.

Moving forward is necessary. But moving forward with awareness, courage and consistency is what makes U&M a company with the stamina for the next thousand years.

BEYOND OUR LAND

Minerals in our lives

By Francisco Alves

Although most people do not realize it, minerals are increasingly present in our daily lives. Without exaggeration, one can say that without the many mineral resources extracted from the earth, our lives today — at least as we know them — would be almost impossible.

Our dependence on minerals grows each day as life on Earth becomes more modern. According to a UNEP (United Nations Environment Programme) report, between 1970 and 2024 the use of mineral resources rose from 30 billion tons to 106 billion tons. In other words, per capita consumption went from 23 kg/person/day to 39 kg/person/day. It is estimated that in developed countries each person consumes — directly or indirectly — 10 tons per year of mineral-based products. The most striking example is the United States, where, to maintain its standard of living, each individual requires no less than 17.4 tons of minerals annually. That is equivalent to a truckload of mineral products of every kind.

On average, each American consumes annually (based on 2024 data) 4.27 tons of stone, 3.07 tons of sand and gravel, 290 kg of cement, 110 kg of iron, 10 kg of aluminum and 600 g of copper. In Canada, average consumption is 15 tons per person. In Europe, the average has remained around 7 tons per person for many years.

In Brazil, unfortunately, there are no updated figures, but it is safe to say that per capita consumption of mineral goods is far below the average of developed countries. Data from 2008 (the most recent available) showed that the consumption of aggregates (sand and crushed stone), cement, steel, copper and aluminum in Brazil ranged between one third and one sixth of the European average.

Virtually everything we use today depends on minerals for its production. Starting

with our homes and almost everything inside them that provides comfort. Our modern means of transportation (cars, buses, high-speed trains) increasingly depend on minerals for their production.

Two of the main symbols of modernity, the cellphone and the electric car, rely on several minerals for their manufacture. The electric car requires lithium, cobalt, nickel, graphite, manganese, aluminum, copper, rare earths, niobium, zinc, silicon, in addition to traditional iron ore. The battery alone contains on average 300 kg of minerals.

A cellphone requires silicon, copper, gold, lithium, cobalt, tantalum, indium, tin, rare earths, aluminum, tungsten and zinc for its production.

Modern medical equipment, which today allows us to diagnose illnesses and save lives, also depends on many minerals and metals such as steel (which requires iron ore), titanium, cobalt, chromium, nickel, copper, silver, aluminum (bauxite), zinc, magnesium, niobium, platinum, palladium, rhodium, gold, lithium, silicon and rare earths.

Even basic activities such as agriculture depend on minerals (phosphate and potassium) to produce the food we eat every day. In other words, while it may not be entirely accurate to say that life on Earth would be impossible without minerals, it is fair to say that without minerals (and the mining that provides them) life would be extremely difficult.



FRANCISCO ALVES

Journalist, Executive Editor of Brasil Mineral, invited to write this article for U&M's 50th anniversary edition



Long is the road taught by theory. short and effective the one taught by example.

Seneca

The best way to predict the future is to create it.

Peter Drucker

It's kind of fun to do the impossible.

Walt Disney

ILLUSTRATED EARTH



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They jumped in the mud, dreamed big and keep on growing

Renato, Marcelo and Sérgio Machado recall the stories that shaped U&M's values, from their childhood on construction sites to the challenges that turned the company into a reference in earthmoving and rock excavation.

In a relaxed conversation one morning, before the Board meeting, the Machado brothers returned to U&M's origins, showing how unity, simplicity and the values inherited from their parents, Gumerindo and Berenice, continue to guide the company. More than telling the past, they help explain why the present is so solid and the future so promising.

"When I was a little kid, 5 or 6 years old, I would go with my father to the operations," Renato recalls. "I remember that little Hanomag tractor—still out there at the door, working in the Juiz de Fora Industrial District. Sometimes we would stay until noon trying to make it start. We'd leave it on top of the hill to push-start it. And it usually didn't start! Later, my father, with great effort, bought a Mercedes engine—probably an OM 352 or something like that—and adapted it to the tractor and it worked better."

In Renato's words, echoes from the early 1960s reveal U&M's vocation for creativity in the service of efficiency and innovation in favor of circularity. His next memory highlights another non-negotiable company value: care for people.

"I remember going with my father to find money to pay the employees. There were only five or six employees, and he paid every Saturday, but sometimes he didn't have the money. I would go with him, stay late running around gas stations to cash checks to pay the staff. He didn't have money for anything, but I can't remember a single day an employee's pay was late."

IT STARTED AS A GAME

For Marcelo, the first memories are playful: the workplace was also a playground. "My father would take us to the construction sites. The tractor would come, throw dirt, and we would run and jump into the piles." Enthusiastic, Marcelo explains that the brothers would get into the bucket of a Madal tractor and jump while the dirt was being loaded. Things completely unimaginable today, but at the time, they forged a very natural connection with earthmoving.

"It started as a game, and I think that gave us great familiarity with the subject. We practically grew up playing with dirt." The youngest, Sér-



"My father used to say the hardest part when starting out was multiplying zero by zero and finding a result."

Marcelo Machado

gio, agrees: "It was really fun. You'd jump on the embankment, fall and sink into the soft dirt."

"DAD, I WANT TO GET MARRIED"

All seven children of Gumerindo and Berenice started working early at Módulo Terraplenagem, which would eventually become U&M in the 1990s. But only Renato, Marcelo and Sérgio stayed in earthmoving.

"We were kind of independent at 13 or 14 when we started working with formal contracts," Marcelo recalls. He adds that they also worked at Módulo Metais, another family business, where, among other things, they "painted metal labels for Siderúrgica Mendes Júnior."

The eldest, Renato, took over Módulo at 18, but gradually began pursuing other businesses until he decided to leave the company.

"From 13 to 23, I earned a minimum wage. My father was strict. I said, 'Dad, I want to get married, I need more than this.' He accepted it and then it was up to Marcelo," he says jokingly.



The strength of origins: Dona Berenice and her three children—Sérgio, Renato and Marcelo—in front of the Hanomag, a symbol of the company's beginnings

gly, Marcelo took charge of Módulo at 18 or 19.

"I learned a lot from Renato because he was always demanding. And my father never interfered in our work. Total freedom, but a lot of responsibility: 'figure it out,'" Marcelo recalls.

Sérgio also started formal work at 14. "I had a closer relationship with them," he says, pointing to Renato and Marcelo. "I stayed at Módulo in the office we had at Solar do Progresso, did banking tasks in the afternoon and studied in the morning." At that time, Módulo Terraplenagem was already working outside the city, mostly on excavations.

"Marcelo took me to Cataguases. It was one of the first operations I visited; there was a tough guy there." Marcelo laughs: "It was a difficult project, a dam for Indústria Celulose Matarazzo. There was an Italian who liked us but was really strict. We were working at night with shovels, all that difficulty, and I brought little Sérgio during the holidays to help. The man, furious: 'I ask for reinforcement, and you bring Módulo's nursery here!!'"

BANGU AND A SHATTERED FEMUR

Motocross was a passion for Marcelo and Renato, but to earn a bike, you had to work for it. Around 1982-1983, Módulo won a contract for a housing project in Bangu, Rio de Janeiro, and Marcelo took his July school vacation to work there.

"Renato said, 'Go to the site, I'll talk to Dad, and you'll get a motocross bike.' I camped with the workers, helped with shift changes, worked as a mechanic's assistant, operated machines... a tight ride is the one that counts, right?"

In the end, Marcelo got the bike: "In the first race I did with the bike, which was old, I made a bad jump, fell and broke my femur. I was on crutches for six months, and my little

gift pretty much vanished right there."

The story makes Renato recall that bringing the machines back from Bangu—the project was called Rio Vivendas—was an adventure.

"We had five 621 moto scrapers working there. It was such a bad contract that when it ended, we didn't have money to bring the scrapers back. So, we decided to drive the moto scrapers from Bangu to Juiz de Fora. I went in a Brasília car as a scout. We took Avenida Brasil, then through Duque de Caxias and up Serra de Petrópolis. When we got to the top, only four arrived. 'Oh my God, it must have broken...!' Minutes later, the police brought the last one with Zé Paraná, our employee. In the end, the police didn't want to keep the scraper there, so they left it. We arrived in Juiz de Fora at night."

"A FROG DOES NOT JUMP FOR BEAUTY, BUT OUT OF NECESSITY"

The brothers began talking about the old machines they refurbished and customized, like those five moto scrapers, to make them operate better—a practice that would become one of U&M's greatest differentiators. Sérgio: "The old machine had to work, so if a part failed, we had to fix it." Renato: "We had no option to buy new ones because we had neither money nor credit, so people developed this expertise of caring for machines, and they responded." Marcelo: "Later we discovered, with Guimaraes Rosa, that it's biological, from nature: 'A frog does not jump for beauty, but out of necessity.' We did this out of necessity."

SKILLED ON THE CONSTRUCTION SITE

After leaving Módulo and passing leadership to Marcelo, Renato founded Unienge Construtora in 1985. But the brothers never drifted apart.

"The companies were small, and we continued working closely together," Marcelo recalls. Re-

nato explains: "I took on a big job that could involve everyone and called the team. There was a machinery auction we could participate in together, and we did... and eventually formally merged the companies."

Marcelo remembers that the idea to merge them into U&M (Unienge & Módulo) came up during a lunch at Carretão Gaúcho. The goal was to be large enough to participate in public construction bids, as family companies always worked as subcontractors, providing services to the main contractors because they couldn't work directly for the government.

"But we realized that to work for the government, you have to be efficient in Brasília or Belo Horizonte, and we weren't. We only knew the site. Those projects weren't for us." The creation of U&M was motivated by winning public contracts, but that never materialized. To this day, it is part of the company culture not to get involved in state projects.

"The first 20 years were about multiplying zero by zero, trying not to go bankrupt. And learning, of course." Marcelo praises his brother: "Renato has always been a true leader. I always worked closely with him. We always listened to Renato, and we agreed to downsize. We reduced the number of work fronts, sold some assets, bought Caterpillar 651 tractors from Odebrecht and Camargo Corrêa and restructured."

DONA BERENICE, THE ORGANIZER

Dona Berenice was more involved in the company's early organization. "She handled finances," Renato remembers. "I was the office boy, and there was a lady doing the accounting and printing the forms. It was stressful. I'd go there waiting for my mom to call saying there was money, so I could rush to the bank and pay. And sometimes she couldn't, 'oh, not today.'"

Gumerindo was not as organized as his wife, who was very strict with finances. "I remem-



"We didn't have the option to buy new machines, so people developed this expertise of taking care of the machines. And the machines delivered."

Renato Machado

ber my father buying a tractor behind my mother's back, a Caterpillar D4. I remember when she found out: 'What's this?' She controlled it, but he was bold."

SIMPLICITY AND CONSISTENCY WITH VALUES

The values of Seu Gumerindo and Dona Berenice remain deeply embedded in U&M's culture. Family unity was something they both always took great pride in, and that unity continues among the siblings. "My father was always very fair, always aiming to do the best without taking shortcuts. That's a catalyst for us," says Sérgio. Despite differences in temperament, admiration between the brothers is mutual. "I really envy these two for knowing how to run a business of this size," admits Renato. "When I left U&M, it was much smaller." Marcelo believes there's no secret. "It's about simplicity and staying true to your values. Treat people well because they make the company and must be treated properly. We treat everyone in the company equally. This human side has always been very strong in our experiences."

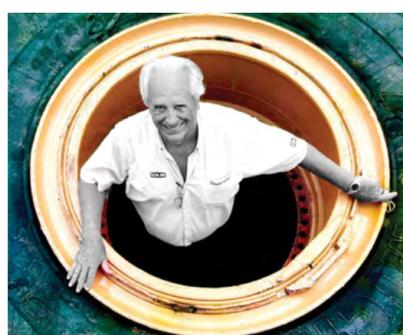
FROM THE GARAGE TO THE MINES

Among the countless small stories that shaped U&M's big history, Renato, Marcelo, and Sérgio remember many far more than would fit on a single newspaper page. But what about the future? "At 50 years old, U&M is experiencing the best moment in our history, without a doubt. We've never been so organized, so secure, so promising," says Renato. Looking ahead, he also recalls the more distant past. "When my father got a small garage excavation, it was a celebration: 'Yay, work for tomorrow and the day after!' And today, that little company has become the largest mining contractor in Latin America." For Marcelo, the future looks bright. "I think we're ready for a new growth cycle, now with new leadership at the helm: Sérgio and his team. There was a first stage with my father, a second with Renato, a third with me, and now it's Sérgio's turn. And there's a new generation coming, young and passionate." Sérgio emphasizes that more important than the Machado family is the Green Blood family. "The Machados are always welcome, as long as there's Green Blood in their veins." In the company's internal jargon, that means full alignment with U&M's culture, the big tree Marcelo describes.

"We're here taking care of a great tree. It will outlive us all. If we take good care of it, everyone will enjoy its fruits for generations."

THE LEGACY OF GUMERCINDO MACHADO

Passion for work and for people



Gumerindo Machado: His example lives on, carried forward by new generations

Two years ago, U&M said goodbye to its founder. Yet the spirit of Gumerindo Machado remains present in every project, every achievement and every employee who proudly wears the company's green. Time passes, but the legacy endures, built on hard work, enthusiasm and the belief that dreams can become reality.

Born on October 9, 1928, in the small town of Guarará (MG), Gumerindo Machado instilled the value of work by leading through example. He moved as a boy to Leopoldina and later to Juiz de Fora, where he studied Civil Engineering

at UFJF. By his second year at university, he was already working in surveying. In 1957, he founded his first earthmoving company, planting the seed of what would become one of the country's largest soil and rock moving companies: U&M Mineração e Construção.

His career was marked by boldness, ethics and perseverance. "We do the difficult by yesterday; the impossible takes a little longer, but we do it too," he often said. And it wasn't just a saying—it was a philosophy of life. For him, "those who wish wait for things to happen; those who want make them happen."



"My father was always very fair, always aiming to do the best without taking shortcuts. That's a catalyst for us."

Sérgio Machado

50 YEARS MOVING EARTH FOR A BETTER WORLD

The saga of U&M told by those who continue building one of the largest earthmoving companies: a story of resilience, innovation and culture shaped by machines, courage and people.

Innovators by necessity, creative by nature

From the blend of optimism and boldness of Gumerindo Machado, U&M was born with a vocation for innovation and excellence. CEO Sérgio Machado divides the company's history into two major chapters:

"In the first 25 years, we were small, working with small tractors. Later came the pull scrapers and the used motor scrapers we bought from contractors that had retired them. That was all we had, and it had to do the job. The second chapter began in 1999, when we started investing in off-highway trucks and larger equipment. The first acquisitions were 11 model 773 trucks from a major Brazilian mining company."

It was in the adversities of those early years that U&M began developing its renowned expertise in maintenance,

circularity and reuse. "As we started making some money, we rebuilt those machines and extended their useful life," says Sérgio. Administrative Director Luciana Neves adds: "That's why we built our own workshop and warehouse. With BRL 300 million in spare parts on hand, we keep our machines running with minimal downtime."

In 2024, the two refurbishment centers—Matias Barbosa (MG) and Canaã dos Carajás (PA)—together delivered 905 rebuilt components, reusing more than 2,000 tons of parts that otherwise would have been discarded. This avoided the purchase of new materials and reinforced the company's commitment to circularity.

International experience

According to Sérgio Machado, U&M entered its second major chapter at the turn of the 21st century. The company was a pioneer in Brazil, investing in large-scale equipment along with its own maintenance and training structure. This positioned it to take on major earthmoving projects and serve large mining companies both in Brazil and abroad.

In 2007, U&M began its international journey in Zambia, operating a copper mine. The challenge of training and integrating local teams, combined with the freedom to import, allowed the company to develop a robust supply chain and gain a full understanding of mine operations. It was the first time U&M had assumed 100% responsibility for a large mine, providing a deep learning experience across all stages of the mining process. That journey consolidated expertise in international logistics and opened the door to future expansion. Building on that foundation, the company is now reassessing plans to expand abroad, this time with greater experience and confidence.

Equipment as an advantage

U&M operates with around 800 pieces of equipment, half of which are large-scale, including excavators up to 550 tons and off-highway trucks up to 300 tons. Standardizing the fleet makes maintenance more efficient, with equipment availability reaching approximately 85%.

This standard supports safer and more efficient operations, replacing multiple highway trucks with a single mining truck. To go even further, the company invests in innovation, such as autonomous and hybrid truck

projects (see more on page 6).

"We focus on a very small part of the mining value chain—and that's intentional, because we want to be the best in the world at this niche. To do that, we must constantly find new ways to reinvent ourselves."

The quote comes from Lucca Machado, project coordinator of the hybrid truck—called RePower—and a representative of the family's third generation.

Client relationships

Clients are an essential part of U&M's story. Operations director Guilherme Castro and commercial director Maurício Casara recall how the company has evolved alongside its partners. "Clients have always pushed us to grow. They teach us every day to be better, especially when it comes to high standards of mine operations and safety," summarizes Guilherme. Fully aware that U&M can always make a difference, Casara adds: "We went through crises and came out stronger with them."

U&M's philosophy goes beyond business transactions: clients are part of a community. These are relationships

that span decades and generate mutual improvements. Feedback leads to innovation, opens markets and strengthens trust — the foundation for the next 50 years. Luciana reinforces: "In addition to collaborations with clients, partnerships with suppliers also generate results that would be unattainable individually. We are very grateful for that."

Looking ahead, U&M envisions growth, but not at any cost. No pressure. With ethics. One day at a time. And no shortcuts, as Casara emphasizes: "We want to grow, but in a sustainable and lasting way."

Excellence in governance

The spirit of innovation and the culture built over the years — what U&M leaders call "green blood" (a sense of shared values and identity) — are alive in every operation. "Training people, daring, adapting equipment and maintaining them with excellence brought us this far," says Clóvis Sales, U&M's executive director, who has been with the company since 1990.

Life first

Safety is treated proactively: U&M focuses on preventing accidents, not just recording those that have already happened. The total recordable frequency rate, which measures the number of accidents with or without leave per million man-hours worked, fell from 3.17 in 2020 to 1.26 in 2024.

In 2025, the company will take an even more decisive step by implementing the Fatal Risk Management (FRM) program, designed to antici-

pe critical scenarios and rigorously control fatal risks. This initiative represents a significant shift in the way risks are managed in mining, focusing on identifying exposures in advance and implementing critical controls capable of preventing high-potential events.

More than a management tool, FRM symbolizes a change in mindset: seeing ahead to protect better. It strengthens a culture where care is daily, discipline is essential, and life always comes first.

Family values

The values of Seu Gumerindo and Dona Berenice remain central: caring for people and fostering human development. "It is genuine," says Luciana.

To ensure the strategic goal of "having the right people in the right places, trained and motivated," U&M supports the employee journey from attraction, recruitment and selection to onboarding and the Padrinho mentoring program. This is when employees learn by doing and are immersed in the culture throughout their entire development journey, which also includes evaluation, compensation, benefits and recognition.

The results are clear: the 2024 climate survey revealed that 91.1% of employees declared themselves satisfied and motivated.

This human connection also extends to caring for nature, as Sérgio reminds us: "We recognize the impact and work hard to make up for it." Projects such as Ibiti, Moimho and the Guairá Foundation reflect this genuine commitment to environmental regeneration and social responsibility (see more on page 7).

NOSSO TRECHO



By the late 1970s, Gumerindo moved on to other ventures, and his son Renato, about 18 years old, took over Módulo. Later, in 1983, Renato left to start Uniege. Meanwhile, his younger brother Marcelo remained in charge of Módulo. The two companies operated in parallel, often competing against each other.

With the Collor government and changes in the market, a decision was made: join forces. Thus, in the early 1990s, U&M was born: the union of Uniege and Módulo. Renato and Marcelo alternated in the presidency, and, from the start, the company established a clear purpose: to operate exclusively in the private sector, away from public works and their scandals. As Clóvis Sales, Executive Director, summarizes: "We admit mistakes, because that's human. But never the deviation."



In the 2000s, U&M accelerated. The bet on off-highway trucks proved right. Teams were sent to Australia to study mining operations, and the company began large-scale projects, such as in Itabira (MG) with Vale. Investments in new equipment from Japan, ISO certifications and attention to safety and the environment became pillars of growth.

In 2007, international expansion began with operations in Zambia, Africa. The following year, SAP was implemented—a management technology used by large corporations—and auditing by the Big Four was conducted.



Today, U&M operates in 10 client sectors across Pará, Maranhão, Bahia, Minas Gerais and Goiás, in addition to two in-house maintenance centers: Matias Barbosa (MG), where the headquarters is located, and Canaã dos Carajás (PA). The company continues to grow, always supported by the culture that began long ago with a tractor, a family and unwavering faith in quality work.

Lucca Machado reinforces the commitment to the future: "It has always been the company's commitment to operate as sustainably as possible; it's a core value. Sustainability allows us to generate new ways of thinking that deliver economic return and environmental impact through the circular economy."

1970s

Origins

The history of U&M, which celebrates its 50th anniversary in 2025, has even older roots, back in 1958, when engineer Gumerindo Machado founded Sotepa – Sociedade Terraplenagem e Pavimentação. With a Hanomag K60 tractor and financed equipment, he dreamed big. He faced setbacks, such as a default by a municipality in Rio de Janeiro, but with the support of his wife, Berenice Ribeiro, he recovered and, in 1975, created Módulo Terraplenagem, the company that would later become U&M. The tax registration (CNPJ) filed that year remains active to this day.

Those were years of struggle, where every contract, no matter how small, was a reason to celebrate. All seven of the couple's children worked with their father at some point, learning about effort and resilience. This experience shaped the company's culture, as Guilherme Castro, Operations Director, emphasizes: "If something goes wrong, what we hear is 'good that it happened, because we learned'... it's remarkable."

1980s

Uniege + Módulo = U&M



1990s

Turning the key

By the end of the decade, U&M entered a new phase. As Sérgio Machado recalls, scrapers were scarce in the market, and the company chose to invest in off-highway trucks, a technology until then exclusive to mining companies. In 1999, U&M acquired its first fleet of 11 773 model trucks. For a medium-sized company at the time, this was a bold and strategic step, paving the way for the next growth cycle.

2000s

Growth and international expansion



2010s

Shared achievements

In 2016, the Employee-Partner Program was launched, allowing employees—from operators to directors—to become company partners. They purchase subsidized shares and receive dividends like any other shareholder. Today, nearly 200 employees participate, representing about 10% of the company's shares.

Sebastião Machado, known as Tito, from the family's third generation, emphasizes: "Our values are reflected in actions. If someone fits culturally, works well, has future potential, has what we call 'Sangue Verde'... it makes sense to invite them to be a partner." For the company, it's an investment in people who also invest in U&M.

Another governance milestone was the Board's role in creating the Code of Ethics and Conduct, reaffirming the Administration's commitment to Reliability, Integrity and Compliance.

2020s

Capacity, presence and consistency



THE SCALE OF GIANTS

Source: U&M operational data, provided by chief engineer Gustavo Giarolla

U&M moves around 300 million tons of earth per year, equivalent to Brazil's annual grain production.

This volume is comparable to the total amount excavated during the construction of the Panama Canal: about 177 million m³.

The largest tire in the fleet belongs to the Komatsu 930 truck, measuring 4 meters tall, taller than a standard city bus.



The largest excavator in U&M's fleet is the Hitachi EX 5500/5600, capable of moving 2,500 m³ of earth per hour, the volume of an Olympic swimming pool.

This excavator weighs nearly 550 tons, equivalent to 2.5 blue whales or 12 empty Boeing 737 airplanes. Transporting it disassembled requires about 15 trucks.



Komatsu 930E, one of the largest trucks in the world



Size comparison between heavy mining models and a standard road truck

The machine's fuel tank holds an impressive 10,400 liters. Every 30 seconds, the excavator fills a truck with a new bucket load of earth, consuming roughly 5 liters of diesel per cycle.



LEADERSHIP THAT WALKS ALONGSIDE



Guilherme Castro
Operations Director

At U&M since 2007, he started as an intern and faced major challenges, such as implementing operations at the S11D mine. He values teamwork and believes in a leadership style that serves, inspires and delivers. Proud of the company's culture of unity.



Maurício Casara
Commercial and New Technologies Director

Joined in 2005 as production manager and experienced key moments in Zambia operations. Advocates a collaborative leadership style based on purpose, proactivity and honesty. Believes it's always possible to make a difference.



Carolina Zacharias
Finance and Governance Director

Started as an intern in 2000, returned as director in 2013. Witnessed milestones like the mobilization in Itabira and the structuring of key areas such as ESG and Strategic Planning. Values simplicity, discipline, and reliability, and takes pride in the boldness of the founding family's history.



Luciana Neves
Administrative Director

At U&M since 2005, she began as Supply and Logistics Manager. Faced challenges like upgrading the 300-ton truck fleet and international expansion. Uses participative leadership, emphasizing direct communication and respect as pillars of an effective team. Leads with purpose.



Clóvis Sales
Executive Director

Started in 1990 as an intern and has been an essential part of U&M's history ever since. Led challenging implementations such as PPSA in Pará. Supports situational leadership and values transparency and attention to detail.

Innovation born from tradition

Reuse and maintenance culture paved the way for autonomous, hybrid and sustainable mining solutions

Innovation has never been a trend for U&M. The company believes the future should be safe, smart and sustainable, and this vision is not new. It stems directly from a culture that learned to reuse, adapt and make things last. The first restored machines, back in the 1970s, set U&M on a path that established a tradition extending beyond preventive, corrective and predictive maintenance into what is now known as creative maintenance, consolidated in two current innovation projects. Both aim to create kits capable of transforming off-highway trucks into more modern and sustainable machines: the Autonomous Project, which seeks to automate part of the fleet, and RePower, which electrifies trucks to increase energy efficiency and reduce carbon emissions. Both stem from the same mindset: avoid premature disposal, save resources, reduce environmental impact and ensure greater safety for field operators.

“The Innovation Department was created within the maintenance area in 2017 with the Autonomous Project,” says Maurício Casara, U&M’s Commercial and New Technologies Director. But the seed was planted much earlier: “The history behind innovation goes back a long way. In the past, when a motor scraper lost its engine, for example, the company would adapt a truck engine and put it to work. If there was no air conditioning, we added it to improve working conditions for the operator. By learning, adapting, reusing and improving equipment structures

for higher productivity and safety, U&M has, over decades of moving tons of earth, paved a road where creativity and sustainability operate in harmony.”

AUTONOMY AND SAFETY

Recognizing that manufacturers could not provide solutions to modernize older trucks, U&M decided to develop its own Innovation Department to add value to its services and meet client demands more efficiently, sustainably and safely. Lucca Machado, RePower coordinator and third-generation family member, recalls the pivotal decision: “We concluded that since we are the main stakeholders—owning a fleet of many older trucks still running perfectly thanks to our refurbishment centers—we would have to do the so-called ‘retrofit’ ourselves.”

Luiza Bartels coordinates the Autonomous Project. “The idea is for the two teams—Autonomous and RePower—to share insights and learnings from each project.” She describes her department’s workflow: “The hardware engineer drafts the schematics and the team tests the electrical circuits; then we install the software, debug it and deploy it on the trucks in U&M’s test area. Once everything checks out, we move it to operations. Naturally, new issues appear, field operators report them, and we work on solutions.” Currently, five trucks are undergoing intermittent testing with operators, aiming for

24-hour operation starting in 2026.

According to Luiza, autonomous trucks involve more intangible variables than tangible ones. “The tangible variables are the usual: availability, utilization. But there are other factors, like the reduction of incidents or near misses in the pit, plus safety and environmental impacts.” Casara emphasizes that the main focus is worker safety: “It’s not about cost savings, it’s about the person, not exposing them to risk.” Economic and environmental benefits follow naturally from the circular culture, as autonomous retrofits give a second life to the equipment. “When operated as intended, the trucks consume less fuel, suffer less wear and are less affected by human error. This results in lower maintenance and longer component lifespan.” At U&M, ESG is a natural consequence of culture. “Our sustainability is practical, day to day,” asserts Luiza Bartels.

‘A GIANT HAIR DRYER’

The RePower project follows the same logic as the Autonomous Project: extend the life and efficiency of older vehicles. A significant portion of U&M’s fleet is originally electric, explains Maurício Casara. “These partially electric trucks have existed for decades. The diesel engine generates energy and the electric wheel propels the truck. When braking, the electric motor sends energy back to the system. In 1970, however, there was no bat-

tery technology to store this energy, so it went into a resistance box. It’s like a giant hair dryer, burning off energy that cannot be stored.” In 2020, U&M CEO Sérgio Machado reflected: “We’re wasting energy, and now batteries are starting to appear, what should we do?”

“In 2020 we started testing batteries,” recalls Lucca. “Over the past two years, similar initiatives have emerged in Australia and Canada. It’s satisfying because it shows we are on the right track, both in retrofit concepts and technical solutions.” Lucca estimates that a truck like the 730E may consume around BRL 2.5 million annually in fuel. “So any reduction is highly significant. Imagine the savings.”

The choice of non-plug-in hybrid trucks is driven by technical and geographical reasons. “Brazil has varied mine topography, which is ideal for this. It’s not flat like Australia, where little energy is recovered, nor a giant mountain like in Chile, which would need a very strong battery. Our terrain has many hills with variation, allowing a smaller, cheaper battery to recover significant energy on average 25% to 30% fuel reduction.” This goes beyond diesel savings and supports sustainable circular practices.

ELECTRONICS LABORATORY

U&M’s Electronics Laboratory originated in

the Innovation Department and later integrated into maintenance operations. All fleet electronic maintenance is performed here, with a primary goal of circularity through creativity. “The idea was: why not refurbish our own electronic components, boards and modules?” says Mauro Couto, lab member. “Many machine components no longer exist in the market, so we rebuild them here, saving time and money,” adds Filipe Fernandes.

Parts that would take weeks or months to source—if available at all—can be repaired in one day. “Waiting for expensive components could keep equipment idle for three months. We fix it in a day and send it to operations,” explains Marcos Severo, another lab member. “Many mining companies have abandoned certain trucks because this is 1970s technology. They lose the entire machine as the control board no longer exists,” notes Maurício Casara. “Here, we can recover it.”

For Luiza Bartels, the Electronics Lab, which she has overseen since the Autonomous Project, is admirable. “It’s a very small team of just four people but highly effective.” Alongside Fernandes, Severo and Couto, Gabriel Ferreira also contributes. Skilled and precise, they are a reference even for manufacturers. “Companies like Komatsu and Hitachi visit us and ask: ‘How are you operating machines we no longer make?’” recounts Couto, answering himself: “Dedication, care, knowledge and a lot of work.”



RePower and Autonomous projects transform off-highway trucks into cleaner, smarter and safer machines, combining electrification and automation for sustainable mining.

MAINTENANCE AND CIRCULARITY

When sustainability is in the DNA

Behind the scenes of the country’s largest heavy maintenance team, where old machines become assets and waste gives way to efficiency

When U&M bought its first motor scrapers, they were all second-hand machines, discarded remnants left behind by major construction companies that had already gone through Brazil’s Economic Miracle in the 1970s. To bring these monsters, dormant for more than ten years, back to life required creativity: replacing parts, restoring them and making 657 models with two engines operate like a 651 with just one. “It worked really well because the fleet became very reliable,” says CEO Sérgio Machado. Out of the need to find solutions for making its fleet of massive metal giants efficient, U&M began forging a tradition of maintenance, circularity and sustainability that became part of the company’s DNA and allowed it to grow.

Today, U&M has two Overhaul Centers: one in Matias Barbosa, Minas Gerais and another in Canaã dos Carajás, Pará. Both are the result of a culture: knowing machines and equipment deeply to extract maximum efficiency,

optimizing resources and minimizing waste. “We only move earth with excellence because we have excellent maintenance,” says Sebastião Machado, third generation of U&M’s founders, whose words echo the company’s values, which are also family values. “We have an outstanding maintenance team for these heavy machines. The team was trained in-house. Some started as washers in our workshop and today are mechanics, leading Hitachi excavator service operations.”

According to U&M’s Operations Director, Guilherme Castro, top performance is a prerequisite at the company. “Good maintenance guarantees production delivery and results in lower costs and better profitability,” he explains. The equipment overhaul process, therefore, leads to faster service, cost efficiency for all parties involved, community development through job creation and staff specialization and environmental sustainability, drastically reducing waste. There’s a reduction of up to 90% in the use of new

materials, up to 87% in energy consumption during the process and up to 87% in greenhouse gas emissions.

STANDARDIZATION AND SIMPLICITY

The reuse of parts and equipment restoration aligns with one of U&M’s pillars: offering efficient, specialized, fast and cost-effective solutions to clients and partners, as Sérgio Machado emphasizes. “We have a wide variety of large-scale equipment, but we work to create a standardized fleet. This standardization is one of U&M’s differentiators because it allows our staff to develop deep knowledge of maintenance and operation of key business equipment. This results in higher fleet reliability, simplified operational processes and faster repairs.”

Maurício Casara adds that today, manufacturer support for companies “has improved a

lot,” but in the past it was very different. Replacement parts for “mining contractors” were practically unavailable. “If we wanted a 200-ton truck operating, we had to know how to maintain it ourselves,” he explains. U&M mastered this task like no other. “Today, a machine in our fleet is never down for more than a day. And if, for some reason, it has to stay idle and no engine is available, another one takes its place. We’ve developed maintenance and logistics capabilities to handle these situations.”

CIRCULARITY AS A VOCATION

Sustainability is one of U&M’s pillars, and it’s not just lip service. “Our purpose is to move earth to build a better, sustainable world,” says Casara. “Even though we specialize in equipment overhauls, adding new technologies to older machines, our purpose remains moving earth, always grounded in core values: safety and care for people, reliability, simplicity, boldness and innovation.” U&M was the first

Brazilian company in its sector to invest in large-scale equipment and also the first to build a robust maintenance and training structure, developing highly specialized labor as a competitive advantage.

As Casara points out, circularity—a term often discussed in the mining industry—has been part of U&M’s history since its founding, in the daily struggle to adapt machines, restore them, reuse parts, reduce waste and increase efficiency. All with innovation and creativity. Today, U&M obviously purchases many new machines but still acquires older ones, knowing how to recover and make them efficient again. “Even our new machines, when they age, go through a parts reuse cycle,” highlights Sérgio Machado. The Matias Barbosa Overhaul Center’s yard resembles a true graveyard of steel-and-rubber dinosaurs. “We have tons of trucks and large excavators that look like scrap,” admits the CEO. “But these machines spend two months here at the Overhaul Center and come out like new, as if they just rolled off the factory floor.”

Transformations in motion

Three inspiring projects put U&M's values into practice, generating real impact

Over five decades, U&M has grown powered not only by machines but also by ideas, dreams and a steady belief in the strength of people. This forward-looking vision and commitment to transformation extend beyond the company itself, reflected in initiatives that carry the mark of the founding family and the purpose of leaving the world a better place.

Discover three of these projects: Fundação Guairá, which for more than 30 years has cultivated citizenship, culture and education in southern Minas; Ibiti Projeto, a regenerative territory that returns land to nature and inspires new ways of living; and Moinho, an urban hub of innovation and community that has reinvented the old flour mill in Juiz de Fora's North Zone.

Each in its own way, these projects express the same spirit that drives U&M: to build with excellence, respect the land and value people.

FUNDAÇÃO GUAIRÁ Educate, preserve, connect

Since the early 1990s, Fundação Guairá has worked in Andrelândia (MG) and surrounding areas with a clear mission: to promote respect for life and encourage social transformation through education, culture and sustainability. The name "Guairá," of Tupi-Guarani origin, means "land without evil"—a reference to the ideal that has guided its actions for more than three decades.

Operating across six pillars—education, sociocultural, tourism, rural, sustainability and health—Fundação Guairá develops projects that range from children's education to boosting the local economy. The Guairá Educational Center, created in 2009, serves around 200 students with a pedagogical approach based on the Montessori method, promoting social inclusion, quality education and active citizenship.

The Sobrado Barão do Cabo Verde, known locally as the Casarão, is the foundation's headquarters and a listed municipal heritage site. It functions as a living cultural center, hosting workshops, courses, events and activities that strengthen local traditions and knowledge. A highlight is the Pottery Workshop, which trains residents in artisanal craftmaking, generating income and reinforcing cultural identity.

In the countryside, the foundation maintains Polo Guairá, a hands-on experiment in sustainable living at Fazenda Vista Alegre and also runs the Pousada dos Querubins, which welcomes visitors seeking ecotourism and nature-based events. Along the same line, the Ave-Guairá project has already recorded more than 200 bird species in the region, some endangered, positioning Andrelândia as an emerging destination for birdwatching and environmental education in Minas Gerais.

Rooted in southern Minas and with its eyes on the future, Fundação Guairá proves that it is possible to transform realities with responsibility and wonder, caring for the land, for people and for what connects us.



IBITI PROJETO Regenerar a terra, transformar relações

O Ibiti Projeto é um experimento vivo de regeneração ambiental, social e econômica, situado na Zona da Mata de Minas Gerais, nos arredores do Parque Estadual do Ibitipoca. Com mais de 6 mil hectares de terras que envolvem três biomas - Mata Atlântica, Cerrado e Campos Rupestres -, o projeto nasceu da visão de que a natureza pode retomar seu espaço quando deixada em paz, com apoio técnico e sensibilidade.

A iniciativa começou há mais de 40 anos com Carlinhos Repetto, que adquiriu antigas áreas de pasto degradado. Primos de Carlinhos, os irmãos Renato e Marcelo Machado se envolveram e contribuíram para a consolidação do projeto como um território de regeneração. Hoje, a iniciativa é liderada por Renato Machado e equipe.

Espécies nativas são reintroduzidas, como as jacutingas, dispersoras naturais de sementes; os muriquis-do-norte, por meio do inédito Projeto Muriqui House, que já registrou o nascimento de um filhote e atua na reabilitação de indivíduos; e as antas, com um filhote atualmente sendo monitorado em um recinto cercado. O plantio de espécies estratégicas, como a palmeira juçara, também contribui para acelerar o equilíbrio ecológico e a restauração da biodiversidade local.

O projeto gera aproximadamente 300 empregos, estimula o empreendedorismo na comunidade local e um estilo de vida mais consciente e conectado com o entorno: o uso de bicicletas e caminhadas é incentivado em vez do carro; a produção local de alimentos orgânicos abrange cerca de 100 variedades; e a

cozinha do projeto segue o conceito farm to table, usando ingredientes produzidos no próprio Ibiti ou adquiridos de pequenos parceiros e agricultores artesanais da região, fortalecendo a economia circular.

O Ibiti é uma visão de mundo em prática. Cuidar da terra e das pessoas é o ponto de partida.



"Regenerar a terra é também regenerar o jeito como a gente vive. O Ibiti é esse respiro da natureza e de nós mesmos"

Renato Machado
Fundador do Ibiti Projeto



Learn more
www.ibiti.com
@@ibitiprojeto
Point the camera to the QR Code



MOINHO A place for collective life and innovation

Located in the North Zone of Juiz de Fora (MG), Moinho is a modern urban center that integrates entrepreneurship, innovation, culture and housing, all under one roof, in the former Moinhos Vera Cruz building. Its dynamic ecosystem connects businesses and people through experiences that inspire and mobilize creative, sustainable ideas.

Structured around four pillars—health, education, commerce and housing—Moinho promotes coexistence as a central element to transform human relationships and drive local development. Integrated, collaborative spaces stimulate connections and strengthen innovation in Juiz de Fora's strategic economic sectors.

The site also houses the Moinho Innovation Hub, a fully equipped business space offering private offices, workstations, meeting rooms and community areas. Beyond physical infrastructure, the Hub provides an exclusive program for its 15 member companies, including technology challenges, case presentations, leadership meetups and access to national innovation networks.

To broaden connections among people, themes and ideas, Moinho also features the Espaço Conectar, dedicated to events. With three multipurpose rooms, an auditorium and a rooftop viewpoint, it hosted more than 300 activities and 15,000 participants in 2024, consolidating itself as a meeting point for meaningful exchanges.

In its pursuit of new housing models, Moinho recently launched flexible subscription-based apartments: 22 units across two floors of the old grain silo, now redesigned with original architecture and interiors inspired by local artists. Alongside practicality and independence, these units offer an immersive cultural experience integrated with technology.



The area around Moinho is also being transformed. In early 2026, Rua Abherta will open as an extension of Rua Berta Halfeld, creating a new connection to Avenida JK. The street

will be activated on weekends and holidays with leisure, culture and gastronomy, further reinforcing Moinho's role as a hub of community, innovation and regional reference.



"The old mill once transformed grain. Today it transforms ideas, businesses and the lives of everyone who passes through here. Together, we are building the possibility of living in a better world."

Marcela Machado
Director of Moinho



Learn more
www.nossomoinho.com
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"We believe education is a path to freedom. And freedom begins with opportunity for everyone."

Berenice Machado
Founder of Fundação Guairá



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Green Blood

Cristiano Fábio Scheffer (Tianinho)

Supervisor
"Do good without expecting anything in return."

Ruberval Batista Alves

General Production Supervisor

"Do every task with safety, no matter what it is."

Maercio Alcântara Cerqueira

Fleet Manager

"An arrow once released never returns. Opportunity comes only once—if you let it pass, it's gone."

Neirivan França da Costa

General Production Supervisor

"There's an inner strength that rises in me when facing challenges. When obstacles appear, I dive in headfirst."

Tatiana Deotti de Assis

Fleet Manager

"Values I carry with me: simplicity, humility and leading by example."

João Emílio de Faria (João Dunga)

General Maintenance Supervisor
"Humility is learned at home. A family lives on love and care, not on luxury."

Daniela Fialho

Accounting Manager

"The only certainty we have is that after every closing there will be a new opening. That's accounting—and that's life."

Antônio Rezende Neto

Maintenance Specialist

"Tell the truth. Better to blush once now than stay embarrassed for life."

Valdinei Braz dos Santos

Engineer

"The sky is the limit."

Wander Rocha Dutra

Logistics Coordinator

"If you want to succeed, you need total dedication and to always give your best."

TOGETHER ON THE ROAD

From makeshift camps to leadership in the field: the journeys of those who accepted the challenge and have kept the wheels turning for 50 years

Behind the helmet, the radio on the belt, or the boarding gate for a remote operation, there is a whole life story. Over U&M's 50 years, these paths have helped cement the Green Blood culture.

More than accounts of time with the company, these are experiences of people who accepted unthinkable invitations, faced fear (or learned to walk alongside it) and stepped out of their comfort zones without warning. Most have been with the company for over 20 years. In makeshift tents, through sleepless nights in distant mines, came the sense of mission accomplished, the joy of teamwork and recognition for their dedication.

"I'm not a dreamer. I make it happen every day through work," says João Emílio de Faria, known as João Dunga, who was here before the company was even called U&M. "Life was an odyssey. We did the impossible with what we had. But we got it done." Today, at 73, he still works at the Pará workshop. "Renato built a structure there that matches headquarters. Marcelo never let me go without anything, he's a friend. And Mr. Gumerindo always treated us with humanity. That leaves a mark."

Another name crossing generations is Maer-

cio Alcântara Cerqueira. At 81, he is still active in the field with energy to spare. "Every day, at 6:30 a.m., I'm already at the computer. And I travel a lot. Off the plane, into the car and straight to the mine. In Goiás, in Pará... I spend the week answering the team's questions." Maercio was one of the first to work with Renato Machado. "I've been at U&M for 39 years." He was also the one who planted the sequoia seedling that now grows at company headquarters. "It's already almost three meters tall," he says proudly.

CHALLENGES IN AFRICA

Many of these stories cross paths far from home. Antonio Rezende remembers the sleepless nights at a mine in Zambia. "We worked through the night to keep machines from stopping. We built the workshop from scratch." He brought his wife and four children to live with him. "That was our greatest challenge—starting out without speaking the language." A hard memory: his daughter developed skin lesions. "Seventeen botfly larvae. A real scare. But the Brazilian support network was strong, and the company was always by our side."

Ruberval Batista Alves, now a general super-

visor, also spent time in Africa. "Every project has its challenges, but the operation in Zambia was the toughest." One phrase he never forgot: "An African worker once said to me, 'We like working with you because you don't mistreat us.'" He left Amazonas, raised his three children and bought his house with what he built in the company. "U&M is my life. It trains you, it shows you the right paths."

Cristiano Scheffer, known as Tianinho, had another journey. He started as a maintenance assistant, left for five years, then returned. "I realized I should never have left. I do what I love and I'm in the right place. And now, as a partner at U&M, it's an even greater pride to be part of this family that grows with ethics." When he speaks of Africa, it's with affection. "Another language, another culture... but it became my favorite destination. I made friends, worked hard and had fun."

FOCUS AND DISCIPLINE

From the workshop floor to logistics planning, Wander Rocha Dutra carries nearly 26 years dedicated to relocating massive equipment, literally. "Importing D11 tractors through the port of Belém, delivering excavators to Pedra

Branca do Amapari... We race against the clock to deliver equipment and components within record deadlines. I'm meticulous, I like everything precise."

On the management side, Tatiana Deotti also recalls the days of scarce resources and big challenges. Still an intern, she was sent alone to high-stakes negotiations with foreign buyers. "Once in Rio Capim, another in Carajás. I was inexperienced, young, and they sent me there to sell heavy trucks. I was afraid, of course. But I went and I made it!" Today she leads the Fleet Management area, with a lean team working under high pressure. "Managing a fleet means monitoring performance, availability and cost. It's focus and discipline every day."

Daniela Fialho also grew within the company. She began as an administrative assistant and rose to Accounting Manager. In 2010, she became the group's Chief Accountant. "It was a moment of great responsibility, but also great learning." During the pandemic, she saw the department shift to remote work overnight. "We had to learn to work in a completely new way and fast." More than 20 years after joining the company, she keeps the same attitude: "I'm grateful for the opportunities and I still see many years ahead."

HARD WORK IN THE FIELD

In Maranhão, Neirivan França da Costa recalls the greatest milestone of his 25 years with the company: the Estreito Hydroelectric Plant. "Completing that project with excellence filled me with pride. I feel privileged to have seen what the company was and what it has become."

Valdinei Braz dos Santos, known as Dinei, joined as a trainee, went through several roles and fulfilled his dream of becoming an engineer. "In the early days, when we were mobilizing a project, many suppliers didn't even know U&M. I would show photos of our equipment and say: 'These are just a glimpse; we have machines even bigger and better.' It's rewarding to see how much the company has grown and to know I contributed with my work."

Together, these voices tell a bigger story: that no robust structure exists without people willing to face uncertainty, to endure the hard days and to take pride in a job done with excellence. A company doesn't grow alone, it is built by those who stay, return, change and persist.

This is the Green Blood culture. Each of these professionals who carry a badge also carry a choice: the choice to keep going.