



# Integrated Report



# 2023

EMPRESA DE LOS  
FERROCARRILES DEL ESTADO

**e**fe TRENES  
DE  
CHILE



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(CMF 1)

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# 01

## EXECUTIVE SUMMARY

EFE AT A GLANCE

CONSOLIDATED FIGURES 2023

HISTORY

HIGHLIGHTS 2023





01

# EFE AT A GLANCE •

02

## SUSTAINABILITY STATEMENT FROM THE PRESIDENT AND THE CEO

03

We are pleased to present our beloved company's fourth integrated report for 2023. At EFE Trenes de Chile, we value transparency in our actions and management, and this report reflects our ongoing commitment to sustainability, accountability, and excellence in rail transport.

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We want to start by highlighting the crucial role that EFE has played in our country's history over its 139 years of life. More than just a means of transport, our trains have promoted and facilitated our communities' economic, cultural, and social development. Despite the difficulties faced during 2023, with climatic and anthropogenic contingencies that tested the organization, the result was very satisfactory.

06

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Thanks to the commitment of our teams in the country's different regions, we dealt with the consequences of two large-scale hydrometeorological phenomena in record time. These events generated historic floods in watercourses in the central area and damaged almost a dozen bridges. We have diligently followed the recovery schedule to resume the different services progressively.

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An emblematic case was the heritage Talca-Constitución branch, the only means of transport for intermediate localities. At the end of August, more than 100 points were affected, and almost 8 kilometers of track were lost. However, the efforts of our workers and contractors allowed the service to resume 60 days after starting the work, fulfilling the company's social and integrating role.

11

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Within the year's milestones, we can highlight that once again, we recorded a historical figure of passengers transported, reaching 64.9 million, 16% more than in 2022. This figure fills us with pride but also poses enormous challenges to increase capacity and improve our users' service experience in the country's different regions.

Similarly, a core task for our management is to fulfill the commitments publicly assumed by the company because honoring our word is a vital part of our service promise. The inauguration of the new Temuco – Pitrufquén service, as part of the 30/30 Commuter Train Plan, is an example of this, as is the construction of the Cajón station in Vilcún, the Padre Las Casas station, the future works of Quepe, the recovery of the Railway Bridge over the Biobío River and the construction of the new viaduct within deadlines.

That is why it fills us with pride to have started the historic bidding processes for the Alameda-Melipilla and Quinta Normal-Batuco projects. Both have been studied and analyzed for more than 20 years, but since the second semester of 2023, both have been waiting for the presentation of bids for a total investment of about US\$1.3 billion. We also managed to close the contract for the purchase of 32 new trains for the Melipilla and Batuco services, which will allow us to have a 100% electric, state-of-the-art rolling stock, with an investment of US\$172 million, the highest amount destined to train purchases in the company's history.

Also, we received 6 BMU bimodal trains in March and June, the most modern and fastest trains in Latin America. These trains will serve all the communities of the Chillán-Alameda service during 2024.







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We are convinced that we must continue taking steps to increase our participation in the logistics chain. That is why we created the Logistics Area this year, which will develop strategic business plans for promoting and increasing transported cargo volumes. In line with this, we started the tender process for the Barrancas Intermodal Terminal, seeking to increase efficiency in the transfer of cargo to and from the Port of San Antonio and improve connectivity to contribute to the competitiveness of foreign trade.

Our employees are vital for all these achievements. That is why we care about maximizing their talents through academic training programs, providing scholarships, training, and activities that improve their quality of life. This effort was shown when we came first in the Fundación Chile Unido and El Mercurio ranking of the best organizations to integrate personal and work life in 2023 in the Public Organizations category. At EFE, we are committed to gender equity and strengthening labor relations, and we have set specific goals to increase the presence of women in our organization to reach 30% by 2026.

As a non-polluting means of transport committed to the environment, in 2023, we created the Environment and Sustainability Area, signed up to the United Nations Global Compact, and actively worked to meet the Sustainable Development Goals. We also promoted several initiatives to protect the planet and reduce our effects on climate change. An example is the I-REC certification obtained by EFE Valparaíso, demonstrating that 100% of its energy comes from non-conventional renewable sources.

Commitment and outreach with the community have been vital to executing the different projects, and we have taken care to develop them with the community, respecting the environment, dialoguing with our neighbors, welcoming their concerns and approaches, and making them part of the projects. We work hand in hand with the communities, prioritizing their safety and promoting railway education. Thus, in 2023 more than

13,000 students from different schools in Chile participated in campaigns and workshops associated with the National Railway Education and Safety Plan. We also held more than 200 community meetings, convened more than 60 panels with neighbors and authorities, and promoted diverse environmental activities.

This year, we continued to make progress in promoting historical heritage by creating EFE Cultura. This meeting space will allow us to share testimonies, ideas, and projects and contribute together to the heritage of the future.

We are at a historic turning point when trains are beginning to recover their place as a sustainable, safe means of transport that contributes to territorial equity and community development. Our work connects localities, life stories, and experiences and builds bridges toward a more just, inclusive, and sustainable future for all Chileans.

We would like to invite you to read our Integrated Report, which reflects our management during 2023. We encourage you to enjoy this tour of our achievements and challenges, bringing Chile closer to its better future!

**ERIC MARTIN GONZÁLEZ**

President of the Board

EFE Trenes de Chile

**JOSÉ SOLORZA ESTÉVEZ**

CEO

EFE Trenes de Chile







01

# CONSOLIDATED FIGURES 2023 •

(SASB TR-RA 000.A) (SASB TR-RA 000.C) (SASB TR-RA-000.E)

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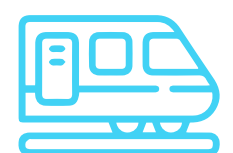
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**64.9**  
MILLIONTotal Number of  
Passengers Transported**64,668**  
mm\$Total Passenger  
Transportation Revenue

07

**94**Trains in Current  
Operation**10**Presence in 10  
regions**93%**Percentage of  
Electric Trains**25,109**tons  
CO<sub>2</sub> eq emissions**666,983**Average Monthly Cargo  
Transported**14,841**mm\$  
Total Cargo Transportation  
Revenue

09

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## EFE LENGTH

Linear kilometers

1,072.8

86.2

931.2

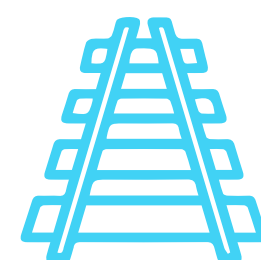
206.3

EFE CENTRAL

EFE UALPARAISO

EFE SUR

EFE ARICA - LA PAZ

**2,296**TOTAL KILOMETERS OF  
RAILWAYS**2,105**TOTAL NUMBER OF  
WORKERS**13,643**  
mm\$TOTAL INCOME FROM  
NON-TARIFF BUSINESS**1,638**SUPPLIER  
COMPANIES





01

# COVERAGE AND SERVICES

(CMF 6.4.i.) (GRI 2-6)

02

## ARICA - LA PAZ

A high mountain train from Arica to Visviri, on the Chilean section. The Railway from Arica to La Paz began in 1904, and its construction was promoted by the Peace Treaty between Chile and Bolivia to facilitate foreign trade. Over the years, this railway has been essential for bilateral trade.

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## CENTRAL AREA

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<b>Nos – Estación Central</b>	Urban service in Santiago. 22,822,549 passengers transported in 2023
<b>Rancagua – Estación Central</b>	Suburban service between Santiago and Rancagua. 7,108,362 passengers transported in 2023
<b>Talca - Constitución</b>	Provincial service connecting Maule, Penciahue, and Constitución with the city of Talca; 49,268 passengers transported in 2023
<b>Chillán – Estación Central *</b>	Regional long-distance service between Chillán and Santiago; 241,732 passengers transported in 2023

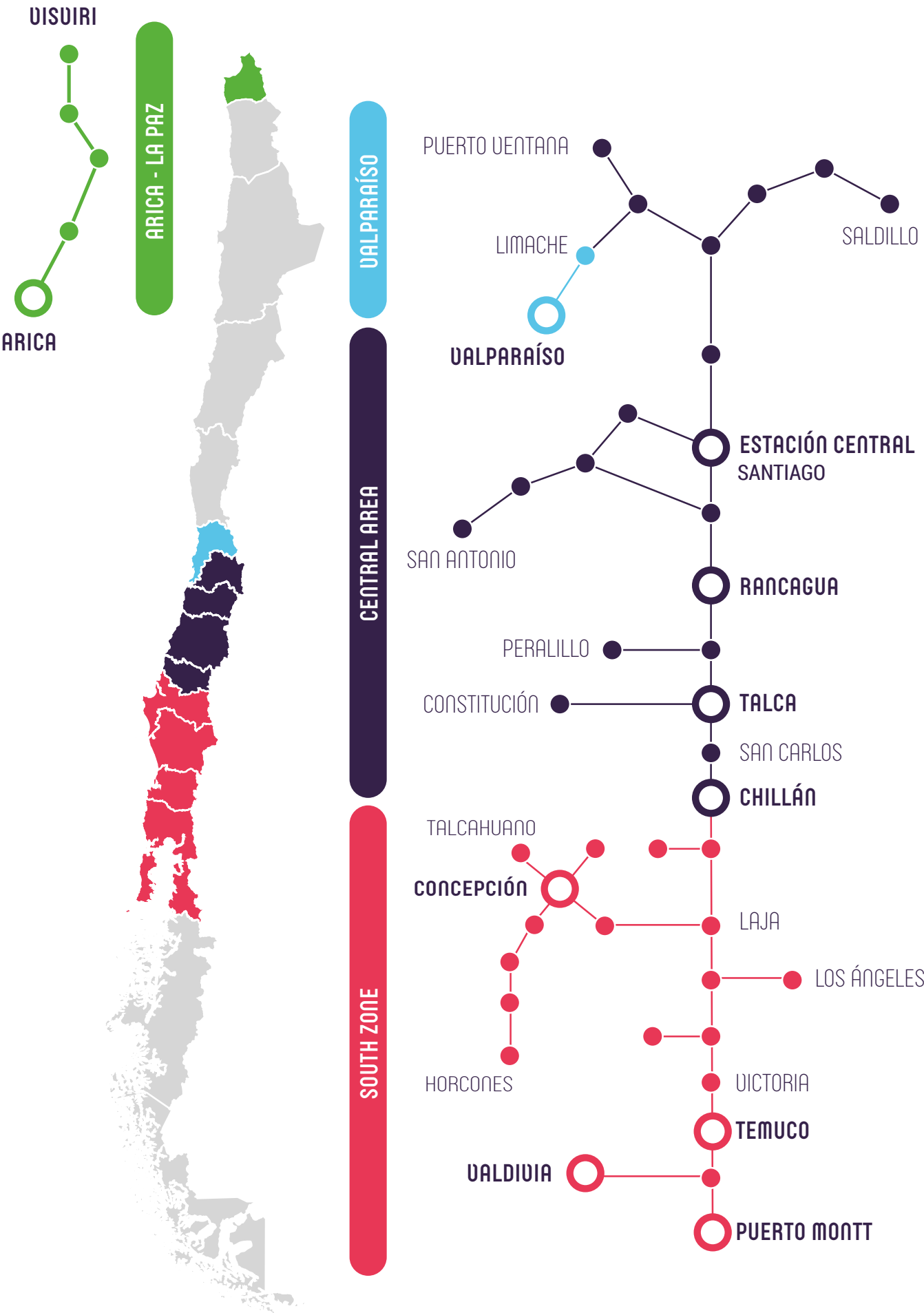
\* Service was interrupted from July to December.

## VALPARAÍSO

Urban service between Valparaíso and Limache, connecting 5 communes of the region.  
22,989,952 passengers transported in 2023.

## SOUTH AREA

<b>Biotren</b>	Urban service that connects seven communes of Greater Concepción 10,512,761 passengers transported in 2023
<b>Laja – Talcahuano</b>	Provincial train between Laja and Talcahuano; 539,419 passengers transported in 2023
<b>Tren Araucanía</b>	Provincial service linking Temuco, Lautaro, Victoria, and Pitrufquén; 663,434 passengers transported in 2023







DESCRIPTION OF THE SERVICES

(CMF 6.2.i)

	FREQUENCY	TYPE OF USE	AVERAGE TRAVEL TIME
URBAN	High	87% of our passengers for work or study	30 min.
SUBURBAN	Medium	10% of our passengers for work or study	41 min.
PROVINCIAL	Low	2% of our passengers to access services in the cities	83 to 119 min.
REGIONAL	Low	1% of our passengers for work or visiting family	203 min.







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## SERVICE QUALITY



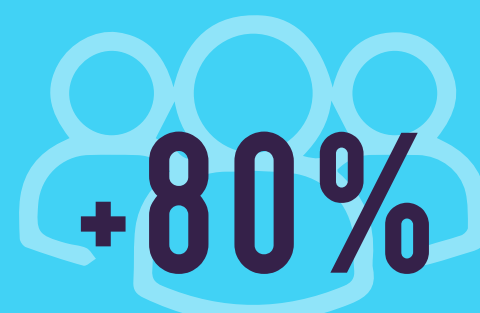
**PLAN 30/30**  
New commuter and regional  
services

**10<sup>th</sup>**

in the ranking of companies in the  
Business Sustainability Perception  
Index (IPSE)

**+5,800 mm USD**

investment for the 2024 to  
2029 period



**+80%**  
Passenger satisfaction for the  
last 4 years







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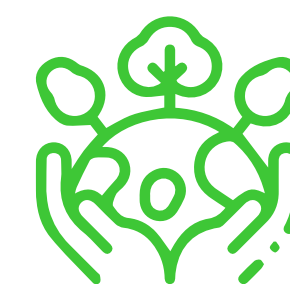
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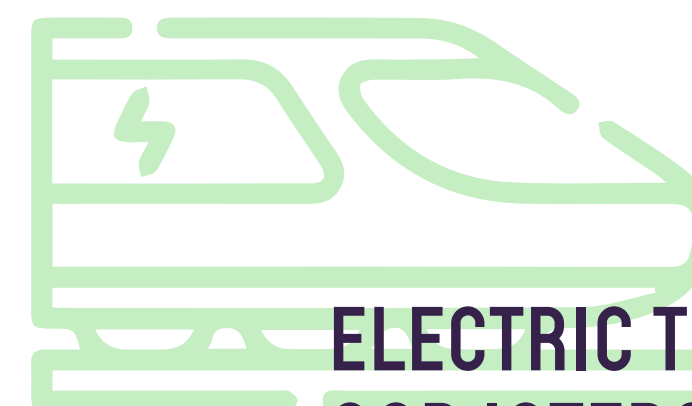
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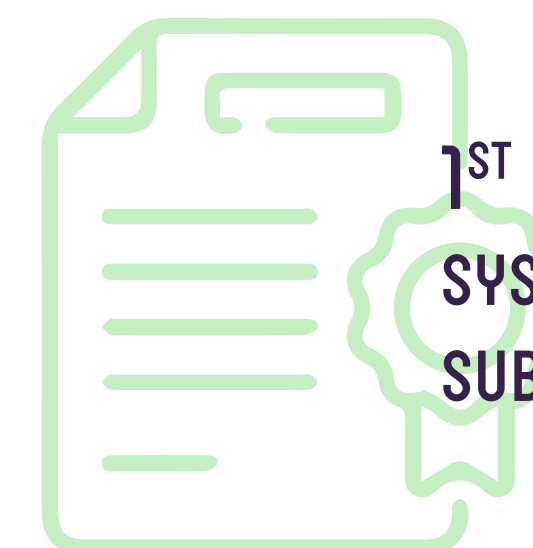
## COMMITMENT TO CARE FOR THE ENVIRONMENT



ELECTRIC TRAINS  
AND INTERMODALITY

100%

ACRE ENERGY FOR  
EFE VALPARAÍSO



1<sup>ST</sup> ENERGY MANAGEMENT  
SYSTEM CERTIFIED IN A  
SUBSIDIARY





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Chile has repeatedly committed to reducing its total Greenhouse Gas (GHG) emissions and achieving carbon neutrality by 2050. The train is a fundamental ally in this effort.

## POSITIVE ATTRIBUTES OF RAIL TRANSPORT

### SANTIAGO - SAN BERNARDO

The train has a longer distance between stations, fewer stops, and better connectivity options for remote areas.

70  
min



BUS NETWORK

28  
min



METRO L2 +  
EXTENSIÓN

18  
min



NOS - EST.  
CENTRAL TRAIN

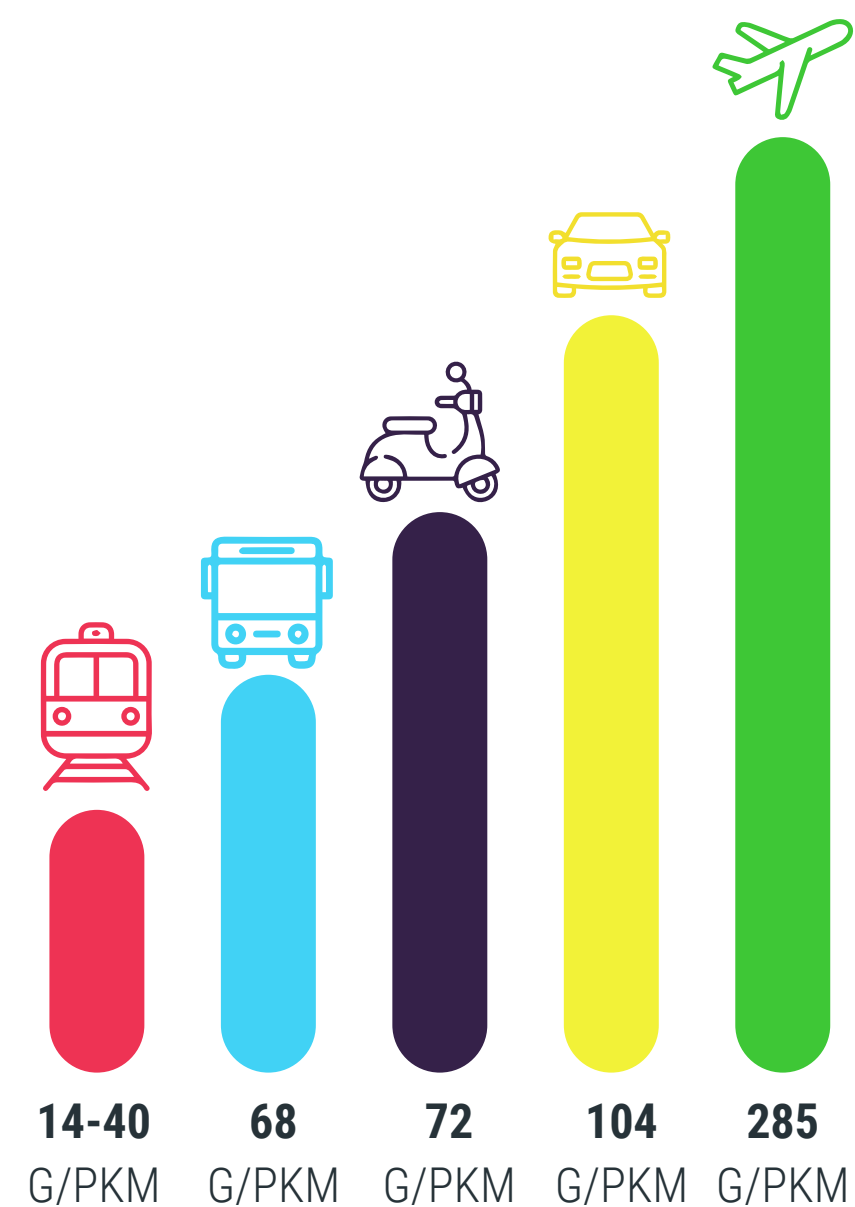
13  
min



RANCAGUA  
EST. CENTRAL  
TRAIN

### GRAMS OF CO<sub>2</sub> PER PASSENGER KILOMETER (PKM)\*

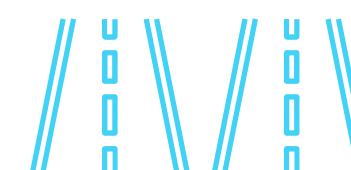
The train generates 5 to 7 times less greenhouse gas emissions than its direct competitors.



\* European Environment Agency

**Train:** Increased frequency in land use and transportation capacity.

### 2x3 TRACKS



40 m

### DOUBLE TRACK



25 m

1.7 CAR  
PASSENGERS



560 TRAIN  
PASSENGERS



01 TRAIN



11 BUSES



68 TRUCKS





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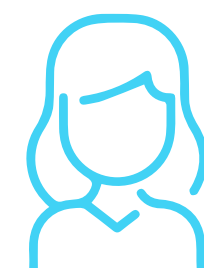
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## GENDER APPROACH

The Chilean Standard for Gender Equity and the reconciliation of work, family, and personal life is being implemented.



**22 PARTICIPANTS  
AND 11 FEMALE MENTORS  
IN THE LEADERSHIP PROGRAM**



## SAFETY IN OPERATIONS



**10  
REGIONS WITH PERMANENT COMMUNITY  
EDUCATION ACTIVITIES**







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## WELLBEING

**1<sup>ST</sup>** PLACE IN THE FUNDACIÓN CHILE UNIDO AND EL MERCURIO RANKING OF BEST ORGANIZATIONS FOR INTEGRATING PERSONAL AND WORK LIFE 2023, PUBLIC ORGANIZATIONS CATEGORY



## COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS







# HISTORY

(CMF 2.2)

The history of Chile's railway began with the private transportation of minerals in the northern desert and the start-up of the Caldera - Copiapó railway. Once its strategic role in the country's development was known, on January 4th, 1884, the President of the Republic, Domingo Santa María, signed the decree creating the State Railways Company (Empresa de los Ferrocarriles del Estado) to multiply Chile's incipient railway network and unite the operation of most of the existing private railway services.

1851

The first train in Chile. A trip made by EFE on the La Calera - Copiapó section.

1863

First trip - Valparaíso-Santiago

1904

The Arica-La Paz railway was born. This meant a significant engineering challenge that required seven years of work.

1923

Santiago-Valparaíso electrification reduced travel times from 7 to 4 hours, thanks to the electric traction system and the purchase of modern locomotives.

1995

Explosive vehicle growth, the emergence of air transport options, and decreased investment led to a constant reduction in railway services. The EFE Group subsidiaries were also born this year. Likewise, several investments were made in infrastructure and rolling stock during the decade.

2011

The Master Railway Plan was established, which contemplated three main aspects: developing commuter trains, enhancing cargo transportation, and drastically reducing EFE's losses.

2021

The Alameda-Melipilla Train project and the complete renovation of the fleet in the Biobío and La Araucanía regions began.

2022

The Trains for Chile Plan is launched, contributing to regional and national development.

1884

The creation of the State Railways Company (EFE) marked the beginning of the expansion of the train as a means of transport and communication in the country.

1913

EFE Iquique- Puerto Montt Network. In the first decade of the 1900s, the EFE network was already 7,000 kilometers long.

1993

The Organic Law of the State Railway Company (EFE) modernized the deteriorated railway system to settle outstanding investments in infrastructure and rolling stock.

2005

EFE Valparaíso entered into operation as the first EFE urban train, at that time called Metro Valparaíso.

2017

The current Nos-Estación Central and Rancagua-Estación Central services come into operation.

2019

The railway development plan "Chile On Rails" is implemented. It considers an investment of more than 5.5 billion dollars by 2027.

2023

Arrival and testing of BMU fast train for Chillán-Alameda service and record figures of 64.9 million passengers.







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# HIGHLIGHTS 2023 •

(CMF 2.2)

## JANUARY

- Launch of the Valparaíso- Santiago project
- Operational recovery of the Biobío railway bridge
- Universal accessibility works in all subsidiaries
- Promotion of summer tourist services

## FEBRUARY

- First night service for the Viña del Mar Festival

## MARCH

- Arrival and tests of rapid BMU train for Chillán Alameda service
- Infrastructure recovery of Talca Constitución branch line
- EFE Valparaíso receives certification for 100% renewable energy use

## MAY

- Start of the tender process for Barrancas Intermodal Terminal
- Architectural competition for new Corporate Building
- Celebration of Heritage Day
- Agreements to develop train studies in Arica and Aconcagua

## JUNE

- Announcement of the 30/30 Plan for Local Trains
- Launch of Temuco-Pitrufquén service

## JULY

- Preventive campaigns for crossings
- Inauguration of the national electronic monitoring center for payment systems and infrastructure

## AUGUST

- Awarding of the 32 new trains that will be used in the Melipilla and Batuco services
- Presentation of the Melipilla project and start of tender for US\$ 785 million
- EFE Valparaíso: Energy Management System ISO50001 Certification
- Start of beam installation for the new railway bridge over the Biobío
- MoU signed with the United Kingdom

## SEPTEMBER

- Signing of agreements with the Pan American and Parapan American Games

## OCTOBER

- Agreement with Los Ríos Regional Government and the Municipality of Valdivia for museum and market projects





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# HIGHLIGHTS 2023 •

(CMF 2.2)

02

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## NOVEMBER

04

✓ Construction of Valencia Station

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✓ Launch of EFE Cultura

06

✓ Opening of Padre Las Casas -  
Temuco service

07

✓ Launch of civil works tender for  
Santiago - Batico train

08

## DECEMBER

09

✓ Opening of Cajón station in Vilcún

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✓ Train service for the New Year in  
Viña del Mar

11

✓ Launching of a new payment  
system in Valparaíso

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# 02

## BUSINESS STRATEGY

BUSINESS STRATEGY AND SUSTAINABILITY

A LOOK AT THE BUSINESS

VALUE CREATION MODEL

STRATEGIC DEVELOPMENT PLAN

STRATEGY 2022-2026

SUSTAINABILITY IN EFE

STRATEGIC INVESTMENT PORTFOLIO

FEATURED PROJECTS

30/30 PLAN: NEW COMMUTER AND REGIONAL SERVICES

FINANCIAL SUSTAINABILITY

COMPLEMENTARY INFORMATION





# BUSINESS STRATEGY AND SUSTAINABILITY •

We understand the relevance of management based on sustainable economic performance that collaborates with local development and the environmental protection of the territories where we operate.

In 2023, we updated our Sustainability Policy in coherence with the EFE Strategic Plan 2022-2026.

## STRATEGIC INITIATIVES RELATED TO BUSINESS DEVELOPMENT



### RESULTS

#### DESCRIPTION

- Maximize the use of passenger services and the benefits of our cargo and complementary services business. All subject to the financial balance.

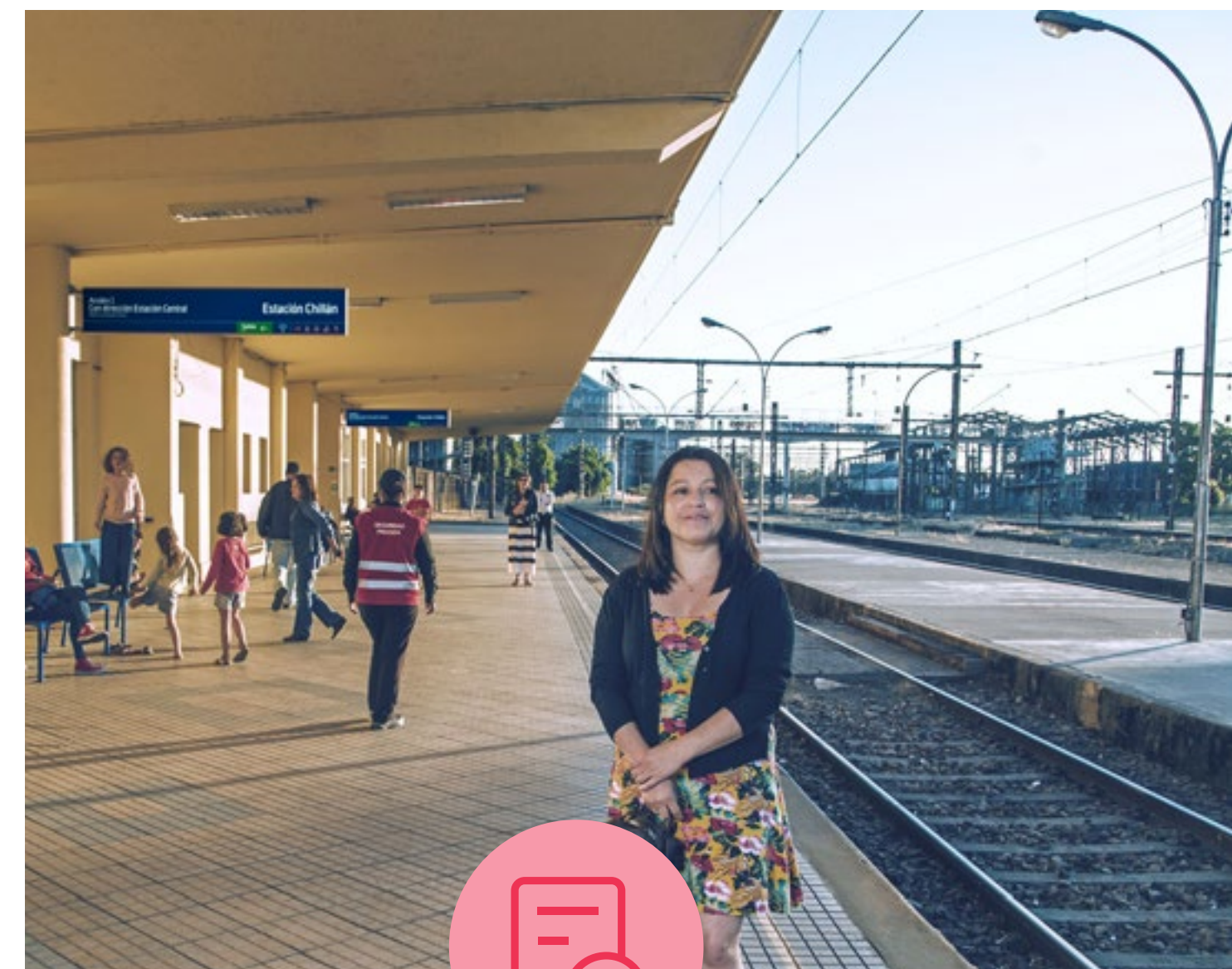
#### STRATEGIC INITIATIVES

- Roll out an optimization plan (service offer, revenue, costs).



### GROWTH

- Implement our projects considering the territorial reality and ensuring balanced growth, promoting public-private and/or public-public partnerships.
- Execute projects contemplated in the 2022-2026 Investment Plan with sound project management teams and processes. Implement strategic and emblematic project plans for each region.
- Implement public-private or third-party public financing tools and structures for the investment plan.



## MATERIAL TOPICS OF THIS CHAPTER

- Financial sustainability





# A LOOK AT THE BUSINESS •

(CMF 6.1) (GRI 2-6)

**Every day, thousands of Chileans rely on trains as their primary means of transport. It is often the most convenient option and, in some cases, the only one available for their journeys. The train is not only essential for passenger transportation but also plays a crucial role in Chile's economic activity and exports by facilitating cargo transportation and reducing congestion on the roads.**

EFE is a Chilean State autonomous company whose capital belongs entirely to the State. The company operates in ten regions of the country and plays a fundamental role in national connectivity, promoting well-being and regional development. We offer safe, reliable, and quality, environmentally sustainable public transport, thus fulfilling an important social role.

In 2023, we reached record passenger numbers, with an increase of close to 16% compared to the previous year. Our ambition is to mobilize 150 million passengers a year by 2030. To this end, we are implementing a strategic plan that guarantees the sustainability of our activities and a prosperous future for our company and the country.

The 2022-2026 Strategic Plan integrates sustainability in all its aspects to continue contributing to Chile's growth and the well-being of its inhabitants. The train is more than a means of transport; it is a driver of development and progress for everyone.

In 2023, we emphasized executing the Investment Plan, recovering and strengthening infrastructure, and advancing the 30/30 Project of short and fast trips around regional capitals, in addition to fulfilling our six main goals.







## THE MAIN GOALS OF EFE

(CMF 4.1)



### 150 MILLION PASSENGERS BY 2030

The train as a solution to connectivity and development needs.



### DOUBLING CARGO TRANSPORT BY 2030

Increase efficiency of the logistics chain and more than 80% of the cargo destined for ports.

Baseline - 2018.



### +ACCESSIBILITY (GOAL BEING DEFINED)

Number of people/communes with access to public transport - train/bus.



### CARBON NEUTRAL BY 2035

Baseline measurement 2021-2022.

Reduction of emissions.



### 30% FEMALE STAFF BY 2026

To move towards gender equity and contribute to a more sustainable future.



### EBITDA 0 FOR 2029

Financial sustainability.

Reduce the -25,000 MM\$ EBITDA of 2021 until reaching an operational break-even point.





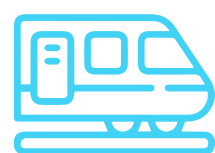


# VALUE CREATION MODEL •

(CMF 6.2.i) (CMF 6.2.ii) (CMF 6.2.v)

EFE has implemented relevant projects, and passenger mobilization has grown explosively by close to 16% compared to 2022, which shows the increase in its social contribution to the country.

Currently, we are working on strengthening the cargo transportation network, planning to meet the country's growing needs while diversifying our income base through the real estate segment.



## PASSENGER TRANSPORT

**This runs through three subsidiaries:** EFE Central, EFE Valparaíso, and EFE Sur.

**8 services:** 3 urban, 1 suburban, 3 provincial, and 1 regional service.

**64.9 million passengers** transported.

**MM\$ 64,668**  
revenues

**69%**



## CARGO TRANSPORT

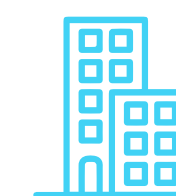
**Provides railway infrastructure** for cargo companies from La Calera to Puerto Montt.

**Led by two carriers:** Transap and Fepasa.

**+8 million tons** of cargo transported.

**MM\$ 14,841**  
revenues

**16%**



## NON-FEE BASED INCOME

**Complementary services that generate income** through the development, leasing, and management of EFE's real estate infrastructure.

Fastest growing revenue segment.

**MM\$ 13,643**  
revenues

**15%**



[MORE INFORMATION ABOUT  
THE INDUSTRIAL SECTOR](#)





# STRATEGIC DEVELOPMENT PLAN •

(GRI 2-22) (GRI 2-23) (GRI 2-24) (GRI 2-25) (CMF 2.1)

**PURPOSE: WHY WE EXIST** Bringing Chile to its better future.

## MISSION

We provide connectivity to the country through a reliable, efficient, safe, inclusive, and environmentally responsible comprehensive railway service. We also are an active part of the logistics chain.

We increase well-being and contribute to the country's sustainable development from our regions, and thanks to our people, we actively interact with our communities and stakeholders.

## VISION

To symbolize the country's connectivity, decentralization, and sustainable development, we aim to be recognized for our comprehensive and excellent transport experience.

## VALUES

- Service Attitude
- Commitment to people
- Probity and Transparency
- Sustainable Action
- Safety



[MORE INFORMATION ABOUT EFE'S VALUES](#)










# STRATEGY 2022-2026 •

(CMF 4.2.a) (CMF 4.2.b)

 Strategic focus	 Commitment	 Initiatives 2022-2026
<b>Social role</b>	<ul style="list-style-type: none"><li>To be an active agent in improving the welfare of our territorial communities, maintaining a fruitful relationship with our stakeholders.</li></ul>	<ul style="list-style-type: none"><li>Develop an outreach plan that promotes culture, art, heritage and territorial development.</li><li>Strengthen the strategic relationship plan with authorities and stakeholders to develop our cargo and passenger services with a regional focus.</li><li>Implement an SDG Commitment Plan.</li></ul>
<b>Environment</b>	<ul style="list-style-type: none"><li>To contribute to the care of the environment and ensure compliance with environmental standards.</li></ul>	<ul style="list-style-type: none"><li>Design and implement an action plan to become carbon neutral by 2035.</li><li>Develop innovative projects for the care of the environment, such as hydrogen train pilot, among others.</li></ul>
<b>Results</b>	<ul style="list-style-type: none"><li>To maximize the use of passenger services and the benefits of our cargo business and complementary services. All subject to financial balance.</li></ul>	<ul style="list-style-type: none"><li>Roll out an optimization plan (service offer, revenue, costs).</li></ul>
<b>Growth</b>	<ul style="list-style-type: none"><li>To implement our projects considering the regional reality, ensuring balanced growth, by promoting public-private and/or public-public partnerships.</li></ul>	<ul style="list-style-type: none"><li>Execute the projects considered in the 2022-2026 Investment Plan with sound project management teams and processes. Enact strategic and emblematic project plans for each of the regions.</li><li>Implement public-private financing tools and structures for the investment plan.</li></ul>
<b>Service</b>	<ul style="list-style-type: none"><li>To fulfill our service promise through a quality and integrated experience that promotes intermodality.</li></ul>	<ul style="list-style-type: none"><li>Standardize and improve EFE's service standards.</li><li>Build and implement a strategic safety plan for passengers and PEC (contact personnel).</li><li>Transform the management of the cargo business.</li></ul>
<b>Organization</b>	<ul style="list-style-type: none"><li>Have an organization prepared for growth, that is agile, diverse, inclusive, and that moves towards gender equity, together with a clear and efficient governance model.</li></ul>	<ul style="list-style-type: none"><li>Roll out a people and organization transformation plan (Culture, Talent, and Service).</li><li>Review and improve the parent company/subsidiary model and service areas.</li><li>Implement service SLA model and improve its results.</li><li>Implement a Gender Equity Program (Standard 3262 Certification - Igualta seal).</li><li>Strengthen internal knowledge in key areas such as operational continuity, environment, and projects, among others.</li></ul>
<b>Operation of excellence</b>	<ul style="list-style-type: none"><li>Move towards an operation of excellence by safeguarding the security and reliability of our infrastructure and operation.</li></ul>	<ul style="list-style-type: none"><li>Implement an Operational Transformation Plan, including improving processes, procedures, and systems.</li><li>Build and implement a strategic operational safety plan that allows having and complying with a safety standard for the infrastructure, the operation, the workers, and the communities.</li></ul>



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At the beginning of 2023, EFE's strategic plan was updated with a view to 2026. SEP's Executive Director approved this update in June 2023 after an exhaustive review at the SEP Council meeting in May 2023.

For 2024, EFE's priorities are communicating this plan to all levels of the organization, updating goals, and implementing the strategic initiatives needed to achieve the objectives set.







# SUSTAINABILITY IN EFE •

## HOW IT IS INTEGRATED INTO THE STRATEGY

(CMF 3.1.ii)

- As a fundamental requirement, all projects integrate social and environmental aspects in their evaluations.
- The **Sustainability Policy** establishes specific commitments in this area.
- In 2023, we committed to contributing to five **Sustainable Development Goals (SDGs)** through concrete actions.
- We have developed a **2022-2026 Business Strategy**, which is based on a sustainability approach.

## STAKEHOLDER RELATIONS

(CMF 3.1.iv)

In the last two years, we have developed an organizational structure that allows us to connect with the concerns of different stakeholders through the Environment and Sustainability, Communication and Communities, Customers and New Business Development, Logistics (for cargo transportation), and People areas.







## COMMITMENTS OF THE SUSTAINABILITY POLICY

(CMF 3.1.ii) (GRI 2-23)

**We understand the relevance of management based on sustainable economic performance that collaborates with local development and the environmental protection of the regions where we operate.**

**This Integrated Report provides an account of sustainability management for each aspect considered in the 2023 Sustainability Policy. Each commitment constitutes one of the following chapters describing what we are doing to meet the proposed challenges.**



By clicking on each principle, you will access the chapter of this report that discusses how the topic is managed.

ENSURING A ROBUST  
INSTITUTIONALITY

PUTTING OUR  
CUSTOMERS AT THE  
HEART OF WHAT WE DO

ENSURING RESPECT FOR  
AND PROMOTING THE  
DEVELOPMENT OF OUR  
WORKERS

SUPPORTING THE  
DEVELOPMENT OF  
SUSTAINABLE CITIES AND  
COMMUNITIES

VALUING HERITAGE AND  
PROMOTING CULTURE

TAKING CARE OF THE  
ENVIRONMENT

ADOPTING MEASURES TO  
FACE CLIMATE CHANGE





## COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS

(CMF 4.2.b)

In 2023, EFE focused on defining the most relevant Sustainable Development Goals (SDGs) for its activity through a participatory process involving different company areas. As a result, commitments related to 5 SDGs were established. This is aligned with Supreme Decree N° 67 of the Ministry of Foreign Affairs, published in 2019, which promotes implementing the 2030 Agenda for Sustainable Development in Chile.



By clicking on each of the SDGs, you will access the chapter of this report that refers to how the issue is managed.



### SDG 3: HEALTH AND WELL-BEING

3.6 halve the number of global deaths and injuries from road traffic accidents.



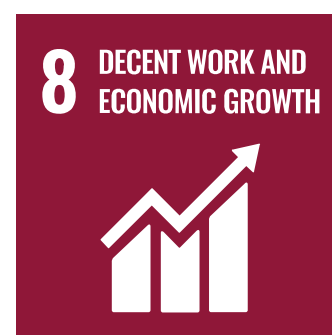
### SDG 5: GENDER EQUITY

5.5 Ensure women's full and effective participation and equal opportunities for leadership.



### SDG 7: AFFORDABLE AND CLEAN ENERGY

7.2 Increase substantially the share of renewable energy in the global energy mix.  
7.3 Double the global rate of improvement in energy efficiency.



### SDG 8: DECENT WORK AND ECONOMIC GROWTH

8.5 Achieve full and productive employment and decent work for all women and men, with equal pay for work of equal value.  
8.8 Protect labor rights and promote safe and secure working environments.



### SDG 11: SUSTAINABLE CITIES AND COMMUNITIES

11.2 Provide access to safe, affordable, accessible, and sustainable transport systems.  
11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.














# STRATEGIC INVESTMENT PORTFOLIO 2023-2031 •

(CMF 4.3)

## INVESTMENT STAGE | MORE THAN USD 4,900 MM IN STRATEGIC PROJECTS

TYPE	PROJECTS	STAGE	ESTIMATED INVESTMENTS (USD MM)	2023	2024	2025	2026	2027	2028	2029
Expansion	Melipilla – Estación Central	EJ	1,877					 Start Operation Section 1: 2027 Section 2: 2029		
Expansion	Quinta Normal – Batuco	EJ	951					 Start Operation Section 1: 2028 Section 2: 2029		
Improvement	New Biobío Bridge	EJ	267.7				 Start of Operation			
Improvement	Chillán – Estación Central	EJ	150				 Start of Operation			
Logistics	Ferroport Logistics Platform - Phase 1	EJ	66*					 Start of Operation Barrancas + detours 600 m		
System Improvements	Payment method	EJ	6.7		 Start of Operation					
System Improvements	Control by Virtual Signaling	EJ	93.7				 Start of Operation			

\* Depending on the program's component, they are at different stages of development.

FC Feasibility

DS Design

EJ Execution





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(CMF 4.3)

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TYPE	PROJECTS	STAGE	ESTIMATED INVESTMENTS (USD MM)	2023	2024	2025	2026	2027	2028	2029
Expansion	Ext. Limache – Quillota – La Calera	DS	880						 Start of Operation 2029	
Expansion	Valencia Station (Quilpué)	EJ	15.2			 Start of Operation 2025				
Extension	Trains for Rancagua – Estación Central	EJ	17.6			 Start of Operation 2025				
Replacement	Renewal Program Talca Constitución	*	40						 Start of Operation 2029	
Expansion	Cajón-Padre las Casas Stations	EJ	0.6	 Start of Operation 2025						
Expansion	Coronel – Lota Extension	DS	155						 Start of Operation 2030	
Expansion	Increased capacity Biotren	FC EJ	291.4						 Start of Operation 2028	
New Service	Temuco – Gorbea	FC	115						 Start of Operation 2029	

\*Depending on the program's component, they are at different stages of development.

FC Feasibility

DS Design








EJ Execution





PRE-INVESTMENT STUDIES STAGE | MORE THAN USD 3,000 MM IN STRATEGIC PROJECTS

(CMF 4.3)

TYPE	PROJECTS	STAGE	ESTIMATED INVESTMENTS (USD MM)*	2023	2024	2025	2026	2027	2028	2029	2030
New Service	Urban service Arica	PF	24.6*							 Start of Operation 2030	
New Service	Calera – San Felipe – Los Andes	EB	123.0*							 Start of Operation 2030	
Expansion	Concepción – Los Ángeles	PF	99.3*						 Start of Operation 2028		
New Service	Northern Extension Concepción	PF	111.2*							 Start of Operation 2031	
Expansion	Regional Services - O'Higgins, Maule, Ñuble	PF	238.4*							 Start of Operation 2030	
Expansion	Service to Concepción and Northern Access	PF	+ 2,200*							 Start of Operation 2030	
Expansion	Connection Est. Central – Quinta Normal	PF	196.0*							 Start of Operation 2030	
New Service	Pto Montt – Pto Varas – Llanq.	EB PF	60.0*	Under evaluation							

\*Preliminary

PF Pre-feasibility    EB Basic Study    FC Feasibility    DS Design    EJ Execution





# FEATURED PROJECTS •

All the projects are evaluated with social criteria, seeking to improve the connectivity of the regions to benefit people and favor trade through cargo transportation.

EFE has long- and medium-term projects in line with the three-year development plans established by the Railway Law.

## VALPARAISO REGION

EXTENSION OF THE SERVICE FROM LIMACHE TO QUILLOTA, LA CRUZ, AND LA CALERA



**1,118,449**  
people in the area of influence



**15**  
New trains



**4**  
municipalities benefitted:  
Limache, Quillota, La Cruz, and La Calera



**26 KM**  
of tracks



**6**  
stations



**3 TRACKS**  
two for passengers  
and one for cargo



**USD 880**  
million in estimated investment

LIMACHE - LA CALERA



**28 min.**



**24 min.**  
in time saved

PUERTO - LA CALERA



**1 HR. 23 min.**



**1 HR. 29 min.**  
of time saved

VALPARAÍSO

LIMACHE

SAN PEDRO

QUILLOTA SUR

QUILLOTA CENTRO

LA CRUZ

GUERRA

LA CALERA



[MORE INFORMATION](#)

**2023**

In the environmental process,  
tender TCs are being prepared.

**2025**

Start of works

**2029**

Start of operation







## METROPOLITAN REGION

### NEW MELIPILLA-SANTIAGO TRAIN


 **1,137,000**  
people in the area of influence


 **22**  
New trains

 **8**  
municipalities benefitted: Estación Central, Cerrillos, Maipú, Padre Hurtado, Peñaflor, Talagante, El Monte, and Melipilla


 **61 KM**  
of tracks

 **11**  
stations

 **3 TRACKS**  
to Malloco (two passenger and one cargo)

 **2 TRACKS**  
to Melipilla (one passenger and one cargo)

 **USD 1,877**  
million in estimated investment

 Connection to lines 1 and 6 of the Santiago Metro.

 Approximate demand of **57 MILLION** passengers per year

#### ESTACIÓN CENTRAL - MALLOCO



**21 min.**



**1 HR. 4 MIN.**  
of time saved

#### ESTACIÓN CENTRAL - MELIPILLA



**46 min.**



**1 HR. 12 MIN.**  
of time saved

**2022**

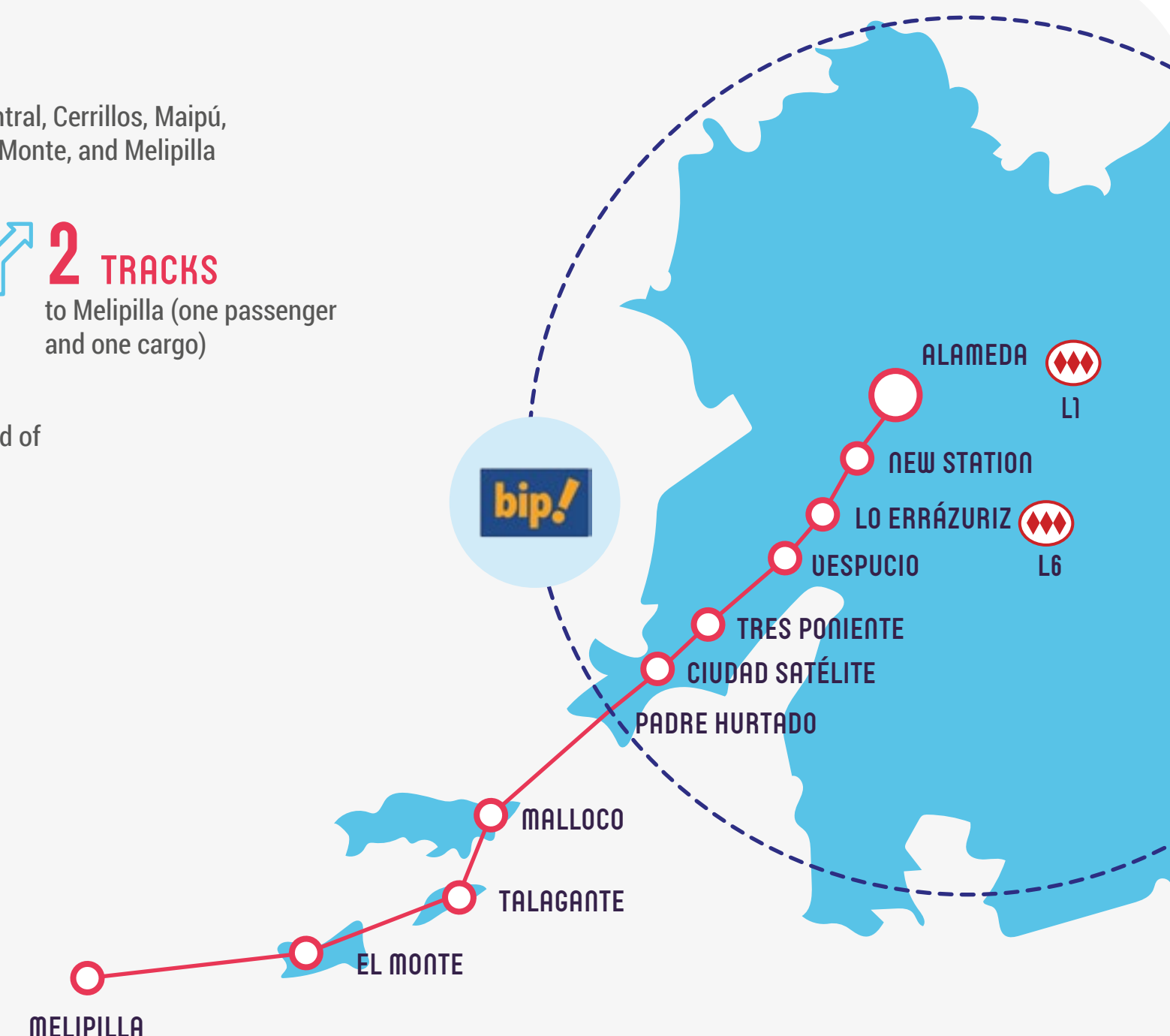
Start construction of stations, bridge extension, and obtaining the Environmental Qualification Resolution.

**2023**

Award of the contract for the purchase of new trains and publication of the tender for the construction of works.

**2029**

Start of operation



[MORE INFORMATION](#)






## METROPOLITAN REGION

### NEW BATUCO-SANTIAGO TRAIN

 **1,000,000**  
people in the area of


 **11**  
New trains

 **5**  
municipalities benefitted: Santiago, Quinta Normal, Renca, Quilicura, and Lampa.


 **26 KM**  
of tracks

 **8**  
stations

 **3 TRACKS**  
to Las Industrias (two for passengers and one for cargo)

 **2 TRACKS**  
to Batuco (one passenger and one cargo)

 **USD 951**  
million – estimated investment

 Connection to lines 3, 5, and 7 of the Santiago Metro.

 Approximate demand of **35 MILLION** passengers per year

#### QUINTA NORMAL - BATUCO

 **24 min.**

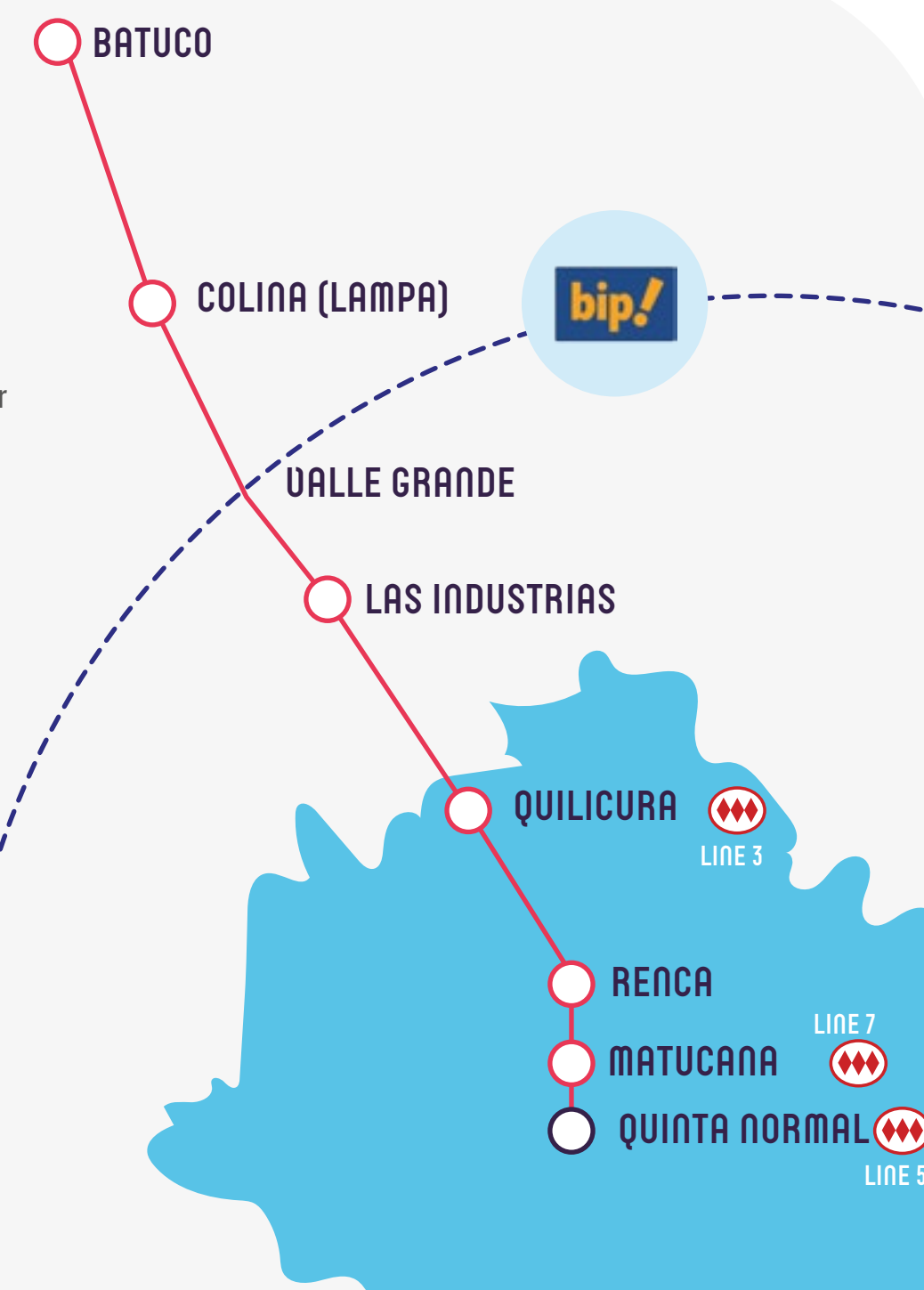
 **1 HR. 06 MIN.**  
of time saved

2023

Award of the contract for the purchase of new trains and publication of the tender for the construction of works.

2029

Start of operation



[MORE INFORMATION](#)





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## METROPOLITAN REGION AND VALPARAISO REGION

### FERROPORT LOGISTICS PLATFORM, SAN ANTONIO - PHASE 1

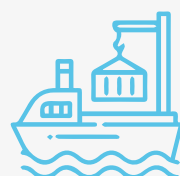


# USD 66

million in estimated investment  
Barrancas Intermodal Terminal  
(TIB)



The platform seeks to reduce  
congestion in the city and  
improve the efficiency and  
capacity of cargo transportation.



Various initiatives to improve the railway infrastructure of the container logistics chain between the Port of San Antonio and the Metropolitan Region:

- Improvement of the Barrancas Intermodal Terminal (TIB) in the execution stage with projected start of works in 2024
- Construction of the Alameda-Barrancas Intermodal Rail Corridor (in the feasibility stage).
- Construction of a Modal Exchange Center (CIM).

**2024**

Start of works

**2031**

Start of operation

## LIBERTADOR BERNARDO O'HIGGINS REGION

### CAPACITY EXPANSION RANCAGUA - ESTACIÓN CENTRAL SERVICE



# USD 18

million in estimated  
investment



Acquisition of 3 electric cars  
for the Rancagua Metrotren  
due to increased demand.



They will allow operating with a short loop  
between Alameda Station and Paine, which  
increases the frequency of trips.

**2023**Manufacture of  
trains**2024**

Arrival of the new trains






## MAULE REGION

### RENEWAL OF THE TALCA - CONSTITUCIÓN TRAIN

 **325,000**  
people in the area of influence

 **3**  
New trains

 **4**  
municipalities benefited:  
Talca, Maule, Pénahue, and Constitución

 **88 Km**  
of tracks

 **10**  
Stations to be restored

 **50,000**  
passengers per year

 **USD 40**  
million in estimated investment

#### TALCA - CONSTITUCIÓN



**2 HR. 45 MIN.**



**30 MIN.**  
of time saved



[MORE INFORMATION](#)






## METROPOLITAN, O'HIGGINS, MAULE, AND ÑUBLE REGIONS

## CHILLÁN-ESTACIÓN CENTRAL TRAIN

 **2,000,000**  
people in the area of influence

 **6**  
New trains


 **4**  
regions benefitted: Metropolitan, O'Higgins, Maule, and Ñuble.

 **400 KM**  
of tracks

 **12**  
stations in regular service

 Approximate demand of **800,000** passengers per year


 **USD 150**  
million in estimated investment

 Complementary works to improve the passenger service

 **160 KM/HR**  
maximum train speed and capacity of 236 passengers

## EXPRESS SERVICE

 **3 HR. 40 min.**

 **1 HR. 20 min.** of time saved

## REGULAR SERVICE

 **4 HR.**

 **1 HR.** of time saved

Nota: Una vez que el servicio se encuentre en régimen completo

**2024 - 2025**

Execution of works

**2025**

Start of the operation



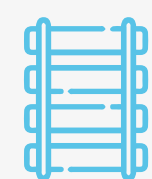
[MORE INFORMATION](#)





## BIOBÍO REGION

### NEW RAILWAY BRIDGE OVER THE BIOBÍO RIVER (BIOBÍO REGION)



**1.9 KM**  
Bridge



**BENEFITS:**  
consolidating passenger (Bio-tren) and cargo service, enables extension to Lota.



**320**  
linear meter tunnel in Chepe Hill



Replacement of 133-year-old infrastructure



**USD 267**  
million in estimated investment

2022

Start of works

2023

30% progress in works

2025

Start of operation



[MORE INFORMATION](#)





# BIOBÍO REGION

## BIOTREN NORTHERN EXTENSION



**19.5 KM**

extension between Concepción and Lirquén with stations in Andalién and Penco.



### BENEFITS:

new and better level of public transport and decongestion of Route 150.



**USD 111.2**

million in estimated investment



**10 MILLION**

new passengers for the Biotren network



**27 min.**

**2023 - 2025**

Pre-feasibility study

**2028 - 2030**

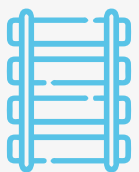
Execution of works

**2031**

Start of operation

# BIOBÍO REGION

## BIOTREN EXTENSION TO LOTA



**9 KM**

extension between Coronel and Lota to decongest Route 160.



**4.7 MILLION**

estimated annual trips



**USD 155**

million in estimated investment



The project requires the construction of a new bridge over the Biobío River and other capacity-enhancing works (expansion of passenger stations, electrical substations, and diversions).



**13 min.**

**2024**

Start of design

**2025 - 2026**

Start of works

**2030**

Start of operation





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## LA ARAUCANÍA REGION

### EXTENSION OF ARAUCANÍA TRAIN SERVICE

#### NEW PADRE LAS CASAS STATION



**\$300 mm**

of investment

PADRE LAS CASAS - TEMUCO



**6 min.**

**2023**

Execution of works and  
start of operation

#### NEW STATION IN CAJÓN, COMMUNE OF VILCÚN



**\$227 mm**

of investment

CAJÓN - TEMUCO



**12 min.**

**2023**

Execution of works and  
start of operation





# SYSTEM IMPROVEMENTS

## ACTIVATION OF CONTROL BY VIRTUAL SIGNALING



**USD 93.7**  
million in estimated investment



Improving railway safety in rolling stock



Increasing the operational capacity in the current EFE infrastructure



Incorporating better railway safety standards



Developing a new operational model

2023

Tender process

2024

Start of implementation

2026

Start of operation







# 30/30 PLAN: NEW COMMUTER AND REGIONAL SERVICES

The 30/30 Plan aims to develop new passenger services around regional capitals and nearby cities, supporting the advancement of new urban areas and providing access to better public transport. This plan emphasizes promoting fast, safe, accessible, and sustainable services.



## 30 KM - 30 min



### INAUGURATED 2023 TEMUCO-PITRUFQUÉN

**333,000**  
people in the area of influence

**1**  
electric diesel train

**29.6 KM**  
long

**3**  
municipalities

#### TEMUCO - FREIRE

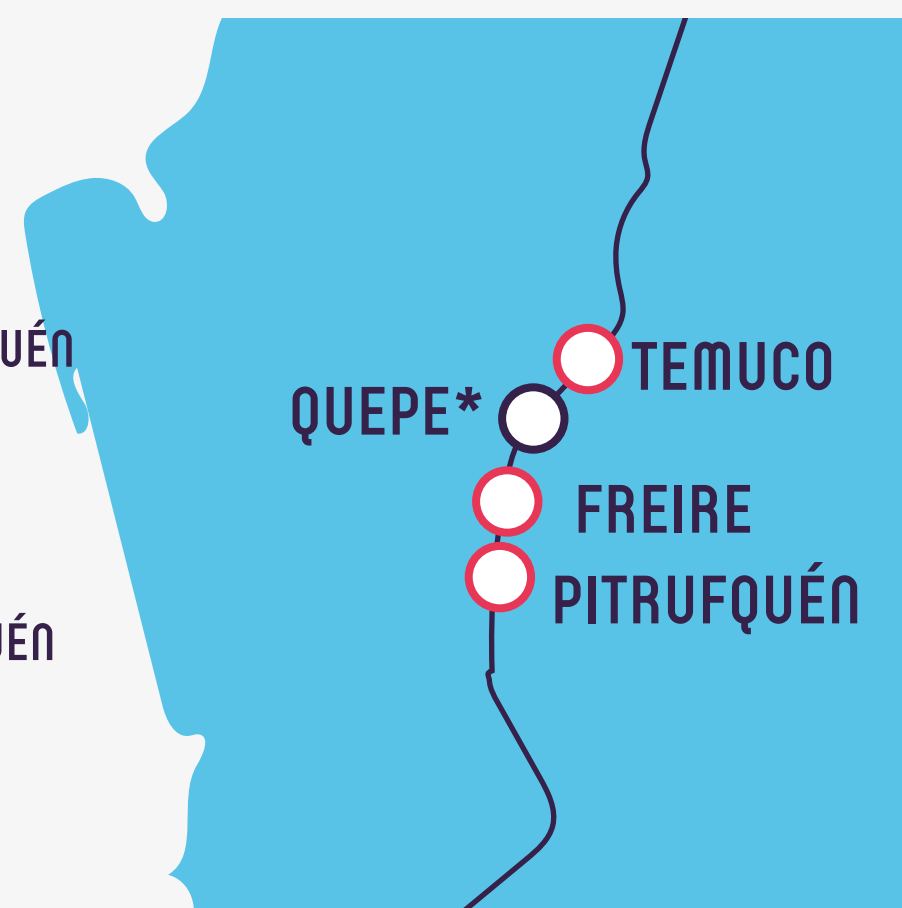
**34 min.**

#### TEMUCO - PITRUFQUÉN

**41 min.**

#### FREIRE - PITRUFQUÉN

**7 min.**



### LLANQUIHUE-PUERTO MONTT

**308,000**  
people in the area of influence

**3**  
electric diesel train

**27.4 KM**  
long

**3**  
municipalities

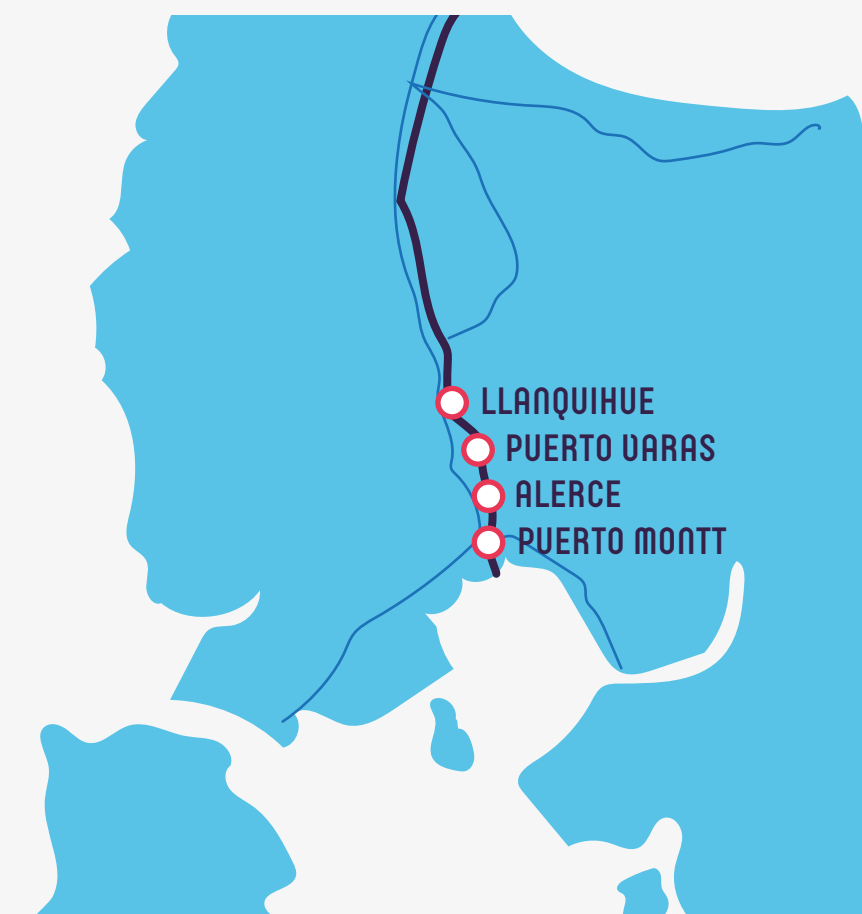
**4**  
stations

#### PUERTO VARAS - PUERTO MONTT

**27 min.**

#### LLANQUIHUE - PUERTO MONTT

**37 min.**



### CURICÓ-TALCA-LINARES

**555,000**  
people potentially benefited

**3**  
Electric trains

**114.7 KM**  
long

**5**  
municipalities

#### TALCA - CURICÓ

**42 min.**

#### TALCA - LINARES

**39 min.**



\*Future station





01

# FINANCIAL SUSTAINABILITY •

02

**A sound investment plan and a remarkable financial improvement have made EFE a strategic company for Chile's economic and social development.**

03

**EFE has set itself the goal of reaching the operational break-even point (EBITDA 0) by 2029 by increasing revenues through increased passenger and cargo numbers and real estate business revenues.**

04

Millions of Chileans rely on the train as their primary means of transport, and it is vital for productive and export activity. In addition, rail transport contributes to reducing road congestion, and its impact on emissions is very low. As a strategic company that provides a public service, EFE makes special efforts to maintain sustainable financial management. This means maintaining a balance by carrying out cash planning with several timeframes.

05

We only invest in projects with financing previously approved by the Directorate of Budgets (DIPRES) of the Ministry of Finance. We design a program of sources and uses of funds approved by the Ministry of Finance annually, ensuring financial balance. This includes income from state contributions, subsidies, fees, external financing, and payouts related to operating expenses, investments, and debt repayment commitments.

06

Implementing public-private financing tools and structures for the investment plan is a strategic initiative of EFE.

07

EFE obtains financing through DFL N°1 and is authorized by DIPRES and the Ministry of Transport (MTT). The main sources include fiscal contributions, three-year plans, and indebtedness with and without State guarantees.

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## FINANCIAL SUSTAINABILITY MANAGEMENT GUIDELINES

- Constant control of cash flows (investments and operations)
- Smooth and reliable relationship with DIPRES to manage tax contributions
- Insurance policy for accidents or catastrophes
- Budgetary control system to avoid unplanned expenses
- Sound internal control system to protect financial resources
- Prompt payment commitment





## EBITDA EVOLUTION

Period	EBITDA before compensation*	Change from the previous period (%)
2017	(36,596)	-
2018	(30,178)	+17.5
2019	(23,869)	+20.9
2020	(34,315)	-43.8
2021	(25,231)	+26.5
2022	(16,986)	+32.7
2023	(30,037)	-78.4

\*EBITDA before state contributions.

## STATE FINANCING

(GRI 201-4)

At EFE, we receive contributions through the Annual Budget Law of the State of Chile, which is its 100% owner. This allows us to finance investments, operational deficits, and debt servicing.

	2020	2021	2022	2023
Grants for investment, R&D, among other relevant aspects (MM\$)	63,331	0	157,619	187,925
Comments	Partial contribution of what is authorized in the year	Due to COVID contingency	Total contribution of what was authorized in the year	Total contribution of what was authorized in the year

Note: Currency of each year.







01

## PORTFOLIO MANAGEMENT MODEL

02

We are currently implementing a new EFE Portfolio Management Model to make investments more sustainable and viable. This approach allows us to make more informed decisions and align investments with long-term strategic and financial goals, ensuring sustainable growth.

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Strengthening internal  
processes of the  
investment life cycle



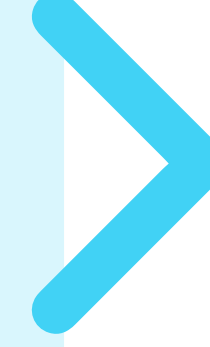
Portfolio  
Governance



Involvement of internal  
and external stakeholders



Portfolio risk  
management



Strategic Portfolio  
Management  
(Corporate PMO)



For project management, we have developed a process that allows us to generate early warnings in environmental, territorial, and heritage management matters, facilitating team collaboration with the engineering department throughout the projects' entire life cycle. We are currently working on developing standards and manuals needed to implement them efficiently.





TAX APPROACH

(GRI 207-1) (GRI 207-2) (GRI 207-3) (GRI 207-4)

At EFE Trenes de Chile, we have a clear fiscal policy defining our **tax strategy**, and the body is responsible for its review, evaluation frequency, regulatory compliance, and relationship with our business and sustainable development initiatives.

Being a state-owned company, **we strictly comply with all tax regulations**, with VAT, stamp duty and regional contributions standing

out. Our companies have accumulated significant income tax losses, which we exclude from our cash flows and financial statements. The Administration and Finance Area supervises the tax payments, which an external firm previously reviews.

For monthly taxes, we comply with the F-29 (VAT, unique tax, and fees) and F-50 (additional tax) forms. For annual taxes, such as income tax, we comply with the current tax regulations.

ECONOMIC PERFORMANCE

(GRI 201-1)

		2019	2020	2021	2022	2023
Economic value generated and distributed (M\$)*						
Economic value generated (A)	Revenues	\$89,325,591	\$72,222,442	\$86,502,061	\$102,037,060	\$117,024,992
	From passenger transportation	\$44,234,045	\$24,426,595	\$34,332,822	\$56,424,881	\$64,668,225
	From cargo transportation	\$12,093,391	\$12,620,596	\$13,850,796	\$15,617,184	\$14,841,127
	From real estate assets	\$8,198,160	\$9,290,491	\$10,478,768	\$12,398,014	\$12,877,724
	From government contributions	\$23,869,263	\$25,274,900	\$26,983,000	\$16,986,298	\$23,872,187
	Other income	\$930,732	\$609,860	\$857,000	\$610,683	\$765,729
Distributed economic value (B)		\$89,325,230	\$ 81,262,707	\$84,750,131	\$102,037,060	\$117,024,992
Personnel **	Salaries	\$34,145,441	\$31,263,845	\$33,757,576	\$41,199,570	\$48,945,265
Economic value generated and distributed (M\$)*						
Operating costs	Maintenance	\$27,545,173	\$24,921,049	\$26,232,664	\$26,937,811	\$32,807,515
	Electricity and fuel	\$6,489,738	\$5,597,709	\$4,879,918	\$6,307,560	\$6,920,096
	General costs	\$21,144,878	\$19,480,104	\$19,879,973	\$27,592,119	\$34,517,007
	Total Operating Costs	\$55,179,789	\$49,998,862	\$50,992,555	\$60,837,490	\$74,244,618
Distributed economic value (B)						
	Total reinvestment (A-B)	\$89,325,230	\$ 81,262,707	\$84,750,131	\$102,037,060	\$117,024,992

\*The data presented come from the audited financial statements for the end of the financial years 2020, 2021, and 2022. The costs of the providers of funds are not included because the interest and debt repayments are covered or contributed by the State. In the same way, because it is a public company, EFE does not make direct investments in the community through monetary donations or in-kind contributions, so this item is not recorded.

\*\* It considers the payment of salaries and other provisions.

Note: Currency of each year





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# 03

## GOVERNANCE

ENSURING A ROBUST INSTITUTIONALITY

CORPORATE GOVERNANCE DIRECTIVES

GOVERNANCE FRAMEWORK

BOARD OF DIRECTORS

BOARD COMMITTEES

EXECUTIVE TEAM

RISK MANAGEMENT

INFORMATION SECURITY

CRIME PREVENTION MODEL

COMPLEMENTARY INFORMATION





# ENSURING A ROBUST INSTITUTIONALITY •

In our commitment to promoting a just, peaceful, and inclusive society, we have made sure that we have an effective and transparent institutional framework for all company levels. To this end, we apply policies and mechanisms that guarantee good corporate governance, with high standards of ethics and transparency, in all our administrative actions and decision-making. We also promote a prevention culture that allows us to identify and minimize risks in our company.

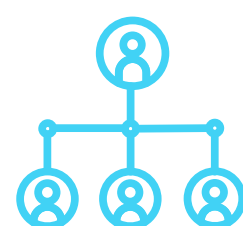
## EFE SUSTAINABILITY POLICY 2023

## RELATED STRATEGIC INITIATIVES



### GROWTH

- Execute projects contemplated in the 2022-2026 Investment Plan with sound project management teams and processes. Implementing strategic and emblematic project plans for every region.



### ORGANIZATION

- Review and improve the parent company/subsidiary and service areas model.
- Implement service SLA model and improve the results.



### RESULTS

- Deploy an optimization plan (demand, revenue, costs).
- Implement public-private or third-party public financing tools and structures for the investment plan.



## MATERIAL TOPICS OF THIS CHAPTER

- Corporate governance and organizational structure
- Ethics, transparency, and compliance
- Information security





## EFE GOALS

**30%**

female participation in staff  
by 2026

**35%**

female participation in  
executive roles by 2026

## EFE COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS

**5** GENDER  
EQUALITY**SDG 5.5:**

Ensure women's full and effective participation and equal opportunities for leadership



## EFE COMMITMENT

Ensure women's participation and equal opportunities in leadership positions and at different levels of the organization.

Adapt the infrastructure to incorporate women into the company's different areas.





# CORPORATE GOVERNANCE DIRECTIVES •

(GRI 3-3) (CMF 3.1.i.) (CMF 3.5.a.) (CMF 3.5.b.)

As a state-owned company, EFE Trenes de Chile is supervised by the **State Public Enterprise System** (SEP, in Spanish), which provides a regulatory framework and oversees public resource management.

For this, it has the **SEP Code**, which systematizes the guidelines for State-run enterprises. Its rules and principles of best Corporate Governance practices establish more rigorous requirements than those required by the laws applicable to other companies.

EFE has sound governance that aims to rigorously comply with legal regulations and prevent inappropriate behavior that may impact its reputation and results.

## WHAT IS THE PUBLIC ENTERPRISE SYSTEM (SEP)?

The Public Enterprise System (SEP) is the entity that represents the interests of the Chilean State to supervise and evaluate the management of public sector companies. Its main objective is to maximize benefit for society through efficient resource management and guarantee the adequate protection of the citizens' patrimony managed by these companies.







## SIX PRINCIPLES OF BEST CORPORATE GOVERNANCE ESTABLISHED BY THE SEP

- 1 Efficient use of resources
- 2 Separation of the roles of the State as an entrepreneur and as a regulator
- 3 Competitive conditions of access to financing
- 4 Equitable treatment of shareholders
- 5 Transparency and information
- 6 Responsibility of the Board of Directors



**MORE INFORMATION ON THE SIX  
PRINCIPLES OF BEST CORPORATE  
GOVERNANCE**





# GOVERNANCE FRAMEWORK •

(CMF 3.1.vi) (CMF 3.1.vii) (CMF 3.7.iii) (GRI 2-10)

The SEP is responsible for appointing seven of the eight board members, including the President. The new directors vote to appoint the Vice President at the first Board meeting (either Ordinary or Extraordinary). The eighth member of the Board of Directors is elected on behalf of the workers, following the procedure outlined in the Organic Law of the State Railway Company and the Regulations for the Election of the Workers' Representative.

The SEP also has the power to remove directors in the manner and conditions established by the Public Limited Companies Law, the corresponding Organic Law, and/or delegatory resolutions made by the Chilean Economic Development Agency (CORFO, in Spanish) or the respective authority.

The board of directors of EFE's Parent Company comprises three female directors and five male directors who have extensive experience in public and private service.

We have standardized procedures for recruiting, evaluating, and choosing candidates for different positions, ensuring equal opportunities and non-discrimination under any criteria.

EFE's CEO calls for elections of the Workers' Representative 35 days before the incumbent's term expires.







# BOARD OF DIRECTORS •

(CMF 3.2.i) (CMF 6.5.1)

## EFE PARENT COMPANY BOARD OF DIRECTORS

(GRI 2-11)

### President

**Eric Martin González**  
Civil Industrial Engineer

### Director

**Rafael Epstein Numhauser**  
Civil Industrial Engineer

### Director

**Loreto Wahr Rivas**  
Architect

### Vice-President

**Fidel Miranda Bravo**  
Business Administrator

### Director

**Mabel Leva Henríquez**  
Civil Industrial Engineer

### Director

**Juan Antonio Carrasco Montagna**  
Civil Engineer in Industries

### Director

**María Beatriz Bonifetti Miranda**  
Business Administrator

### Worker's Representative

**Juan Jiménez Uásquez**  
IT Engineer

The incumbent Board of Directors was appointed by official order of SEP on May 26th, 2022, while the workers voted in the workers' representative in September 2022.



**Standing, from left to right:** Rafael Epstein, Loreto Wahr, Eric Martin, María Beatriz Bonifetti, and Fidel Miranda.

**Seated:** Juan Antonio Carrasco, Mabel Leva, and Juan Jiménez.





## BOARDS OF THE SUBSIDIARIES

(CMF 6.5.1)

EFE has four main subsidiary companies: EFE Arica-La Paz, EFE Valparaíso, EFE Central, and EFE Sur. The directors of these companies are appointed by SEP, with the exception of the President, who the EFE Parent Company appoints from among its directors.



### MORE INFORMATION ON THE MAIN SUBSIDIARIES



### EFE CENTRAL

Name	Position	Profession
Mabel Leva Henríquez *	President	Civil Industrial Engineer
Christian Vigouroux Steck	Vice-President	Civil Engineer
Eric Martin González *	Director	Civil Industrial Engineer
Ricardo Giesen Encina	Director	Civil Engineer in Industries
Susana Andrea Silva Valenzuela	Director	Business Administrator
Justin Siegel Stafford	CEO	Civil Industrial Engineer

### EFE VALPARAÍSO

Name	Position	Profession
María Beatriz Bonifetti Miranda *	President	Business Administrator
Rodrigo Patricio Ibáñez Franck	Vice-President	Architect
Marcela Andrea Soto Caro	Director	Architect
Sebastián Seriani Awad	Director	Civil Engineer in Civil Works
Eric Martin González *	Director	Civil Industrial Engineer
Miguel Saavedra Lavanal	CEO	Civil Engineer

### EFE SUR

Name	Position	Profession
Juan Antonio Carrasco Montagna *	President	Civil Engineer in Industries
Carola Venegas Bravo	Vice-President	Civil Industrial Engineer
Eric Martin González *	Director	Civil Industrial Engineer
Camilo Huneeus Guzmán	Director	Civil Engineer in Industries
Ximena Andrea Moya Roa	Director	Civil Industrial Engineer
Nelson Hernández Roldán	CEO	Business Administrator

### EFE ARICA - LA PAZ

Name	Position	Profession
Eric Martin González *	President	Civil Industrial Engineer
Ricardo Montecino Leonard **	Vice-President	Civil Engineer
Cristóbal Montecino Castro **	Director	Civil Industrial Engineer
Jacqueline Herrera Orrego **	Director	Business Administrator
Yuny Arias Córdova	CEO	Business Administrator

\*Director of EFE Parent Company

\*\*Executive of EFE Parent Company

Note: Cristóbal Montecino Castro left his role on 03/07/2023 and was replaced by Miguel Urzúa Brito, executive of the EFE Parent Company.





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## RESPONSIBILITIES OF THE BOARD

(GRI 2-12) (GRI 2-14)

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The Board administers and represents the company with the faculties granted by the **Organic Law of EFE**. It is in charge of defining and controlling the fulfillment of the company's strategic objectives.

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Regarding sustainability management, the Board monitors the effectiveness of the **Sustainability Policy**, its plans, reports, and communication with stakeholders. It considers sustainability a central issue in the company and an essential element of the strategy.

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It reviews and approves the Integrated Report annually, incorporating information on the company's financial and sustainability performance.

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### SPECIFIC ROLES

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a. Designate the Director, who will serve as the group's Vice President, replacing our President in their absence or the latter's temporary impossibility to exercise the position.

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b. Appoint the CEO and the Executive, who should temporarily replace them in case of absence or the temporary impediment of the former to fulfill the position. The CEO will be appointed or removed in a session specially convened for this purpose.

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c. Issue the regulations and rules that it deems appropriate to regulate the internal organization of our company and its proper operation.

- d. Establish the tender T&Cs referred to in Article 2 of the Organic Law of EFE to grant concessions or establish joint-stock companies with third parties. Likewise, it must expressly approve the text of the concession contracts and the statutes of the public limited companies it agrees to establish.
- e. Establish and modify the personnel's payroll, set and determine their remuneration and benefits, and approve the internal work regulations that the CEO submits for their decision.
- f. Approve and modify the annual income, expenses, and investment budgets and establish the necessary rules to control their compliance.
- g. Rule upon the quarterly and annual financial statements that the CEO must present to them following the rules established by our Board of Directors and the accounting principles and systems applicable to open joint stock companies.
- h. Approve the creation of offices, agencies, or representations within the country or abroad.
- i. Confer general powers to the CEO and special powers to other executives or attorneys of our company and, for specific and determined cases, third parties. These powers may be revoked and limited at any time without expression of cause. In no case may our Board of Directors constitute our company as a guarantor, surety, or joint and several co-debtors of third parties, natural or legal persons, nor may it make donations.







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## BOARD MEETINGS

(CMF 3.2.x)

The board sets the Ordinary Sessions, indicating the days and dates they will be held. The Directors are informed at least 24 hours before the session's date. The Board of Directors may set only two ordinary meetings per month.



## ON-SITE VISITS

(CMF 3.2.viii)

In 2023, the following on-site visits by the full Board stood out: the wheel workshop, a visit to the new trains that arrived from China, participation in the Planning and Meeting Day in Olmué, and a trip on the Train of Remembrance.



## BOARD MONITORING

(CMF 3.2. xii.a) (CMF 3.2. xii.d)

The EFE Board uses online applications (Teams, One Drive, Sharepoint) to securely, remotely, and permanently access each board session. All relevant documentation from the last two years is stored digitally on this platform.

The oldest Board minutes are kept in the Documentary Center of the Warehouse, located in the San Eugenio Workshop.



## INDUCTION OF NEW MEMBERS

(CMF 3.2.v)

In 2023, there were no new additions to the Board; for this reason, no induction was made. As established, people who assume positions of directors or managers receive an induction from each area regarding their work.



## PROCEDURE FOR HIRING CONSULTANTS

(CMF 3.2.iii)

The consulting engagements carried out by EFE's Board of Directors and all the procurement processes followed in the company comply with the established procedures.



## BOARD REMUNERATIONS

(GRI 2-19) (GRI 2-20)

According to the roles performed, the Board earns a fee-based monthly salary.

DFL N°24, related to the remunerations of our Board of Directors, sets attendance fees of 6 UTM per month, with a monthly ceiling of 12 UTM and a fixed monthly remuneration of 7 UTM. The President or whoever replaces them receives an additional 100% allowance.



### WAGE GAP IN THE BOARD

(CMF 3.2.xiii.f)

There is no gender-differentiated remuneration for Board Members, nor are there any royalties, allowances, or other types of compensation that are not applicable to everyone.

### REMUNERATION FOR PARTICIPATION IN BOARD COMMITTEES

(CMF 3.3.iii)

Under the provisions of the Organic Law, Directors may only receive payment for attendance to two meetings during the month, whether these are two ordinary sessions, one ordinary session and one extraordinary session, one ordinary session and one committee, or two committees, regardless of whether there are three or more meetings.



**MORE INFORMATION ON THE REMUNERATION OF DIRECTORS AND SENIOR EXECUTIVES OF EFE'S PARENT COMPANY AND ITS SUBSIDIARIES.**



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## PERFORMANCE ASSESSMENT

(CMF 3.2.ix.a) (CMF 3.2.ix.b)

To evaluate the director's performance, the SEP uses a tool consisting of 52 questions to generate an overview, determine gaps, and implement the improvements detected.

We held the Second Session with the Presidents of the Boards of Directors and Managers of the Parent Company and its Subsidiaries, where the Best Practices of Corporate Governance, Risk Management, and Audit Model were announced. We also communicated the new corporate values and the results of the work done in Limache with the executive teams, which cements the steps of the cultural change that EFE is experiencing.







# BOARD COMMITTEES •

(CMF 3.3.i) (CMF 3.3.ii) (CMF 3.3.iv) (CMF 3.3.v) (CMF 3.3.vi) (CMF 3.3.vii)

The Board of Directors of EFE's Parent Company has established four committees to support the management of key issues. Each committee has an appointed Chairperson and includes managers of the parent company and subsidiaries. Only the Directors have the right to vote.

The sessions are held monthly, and the topics discussed are presented at the Board Session of the respective month, whose results become part of the minutes.



## AUDIT COMMITTEE

**The Audit Committee is responsible for protecting EFE's financial interests and integrity. It works with the Board of Directors to ensure compliance with laws, regulations, ethical codes, and internal regulations and to supervise and monitor risk management and internal control operations.**

The Audit Committee is an advisory and support body created by EFE's Board of Directors. Its primary mission is to advise the Board on corporate governance issues and manage risks that could affect the company's assets and reputation. To achieve this, the Committee focuses on ensuring the effectiveness and efficiency of internal control systems and compliance with internal and external regulations. It also supervises the application and operation of internal controls at EFE and evaluates the risks associated with the company's operations.

Name of members	Position
María Beatriz Bonifetti Miranda	Director - Chair of the Audit Committee
Eric Martin González	Director
Fidel Miranda Bravo	Vice-President
José Solorza Estévez	CEO
Gloria Peña y Lillo Ramírez	Comptroller Manager



## RISK COMMITTEE

**The Risk Committee recommends risk management policies and strategies to the Board, oversees their implementation, and constantly monitors the company's risk criticality level.**

The Risk Committee proposes the Risk Management Model, Policy, and Risk Acceptance Levels to the Board. It oversees the implementation of the risk management framework, monitors the organization's risk exposure level, and recommends adjustments. This committee includes at least three members of the Board, those responsible for risk management, the worker's representative to the Board, and a representative of the Comptroller Area. Only the Directors have the right to vote.

The Committee meets monthly, and detailed reports, including risk exposure, indicators, and materialized risks, are received from the risk area. At least three company Directors, the CEO, the Comptroller, and the Risk Manager participate in each meeting.

Name of members	Position
Loreto Wahr Rivas	Director - Chair of the Risk Committee
Mabel Leva Henríquez	Director
Eric Martin González	Director
Juan Antonio Carrasco Montagna	Director
Juan Jiménez Vásquez	Worker's Representative before the Board
José Solorza Estévez	CEO
Ricardo Montecino Leonard	Development, Engineering, and Projects Division Manager
Gloria Peña y Lillo Ramírez	Comptroller Manager
Marcelo Corral Aliaga	Risk Manager





(CMF 3.3)



## PEOPLE COMMITTEE

**The People Committee was created in 2023 in line with EFE's strategy to strengthen the organization to face future growth projects.**

The People Committee of EFE Trenes de Chile plays a key role in defining People Management policies to foster a unified organizational culture and promote organizational development projects. It reports directly to the Board and works closely with the company's management. Its objective is to support a People Management strategy, promote an Organizational Welfare Model, and strengthen recruitment, training, inclusion, gender equity, and work-family conciliation policies. In addition, it is assigned a budget approved by the Board of Directors to carry out its functions.

Name of members	Position
Loreto Wahr Rivas	Director - Chair of the People Committee
María Beatriz Bonifetti Miranda	Director
Rodrigo Ibáñez Franck	Director EFE Valparaíso
Carola Venegas Bravo	Director EFE Sur
Ximena Moya Roa	Director EFE Sur
Susana Silva Valenzuela	Director EFE Central
José Solorza Estévez	CEO
Jacqueline Herrera Orrego	Corporate People Manager and Director EFE Arica- La Paz
Marcelo Corral Aliaga	Risk Manager



## PROJECTS COMMITTEE

**The Projects Committee was created in 2023, taking advantage of the experience and the knowledge of some of its members, to propose conclusions and suggestions to the Board regarding investment projects.**

The EFE Trenes de Chile Board's Projects Committee analyzes and proposes decisions related to contracts, investments, and strategic risks. It prioritizes areas of interest that contribute to an agile and successful management of the company's projects and investment processes. The Manager responsible presents the relevant information to the Chair of the Committee, who submits this for analysis, validation, and/or consultation. Although the Committee has some authority delegated by the Board, its decisions are presented as proposals to the latter for approval, thus speeding up the investment processes.

Name of members	Position
Juan Antonio Carrasco Montagna	Director - Chair of the Projects Committee
Eric Martin González	Director
Rafael Epstein Numhauser	Director
José Solorza Estévez	CEO
Ricardo Montecino Leonard	Development, Engineering, and Projects Division Manager
Carlos Mella Cariman	Planning and Development Manager







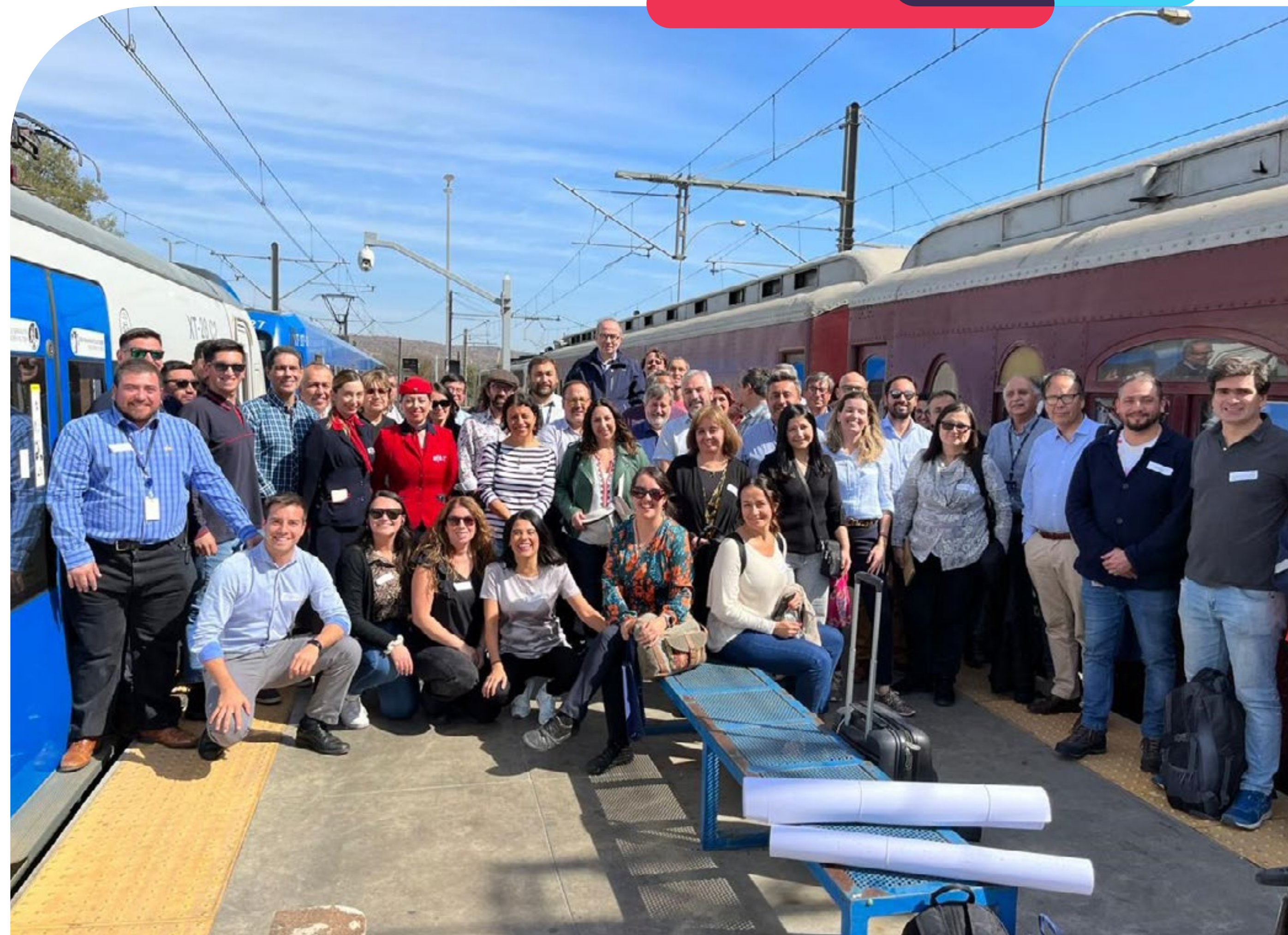
# EXECUTIVE TEAM •

(CMF 3.4.iii) (CMF 3.6.xi)

**EFE has an excellent executive team organized into areas and divisions for management, maintenance, and operation challenges, which will allow us to fulfill our development plans.**

At EFE, Senior Executives or Chief Executives are responsible for leading and implementing the business strategy, fulfilling our objectives, and playing fundamental roles in the corporate structure. This group includes the CEO, Division and Area Managers, and others appointed by the Board. They follow the recommendations of the SEP, and their fixed and variable remunerations are reported through the **active transparency** mechanism.

The payoffs have legal limits of 11 years of services and 90 UF. Likewise, we do not provide retirement benefits, and each person must bear the cost of the complementary medical insurance in the parent company. We apply a Compensations Study that helps us establish salary bands.

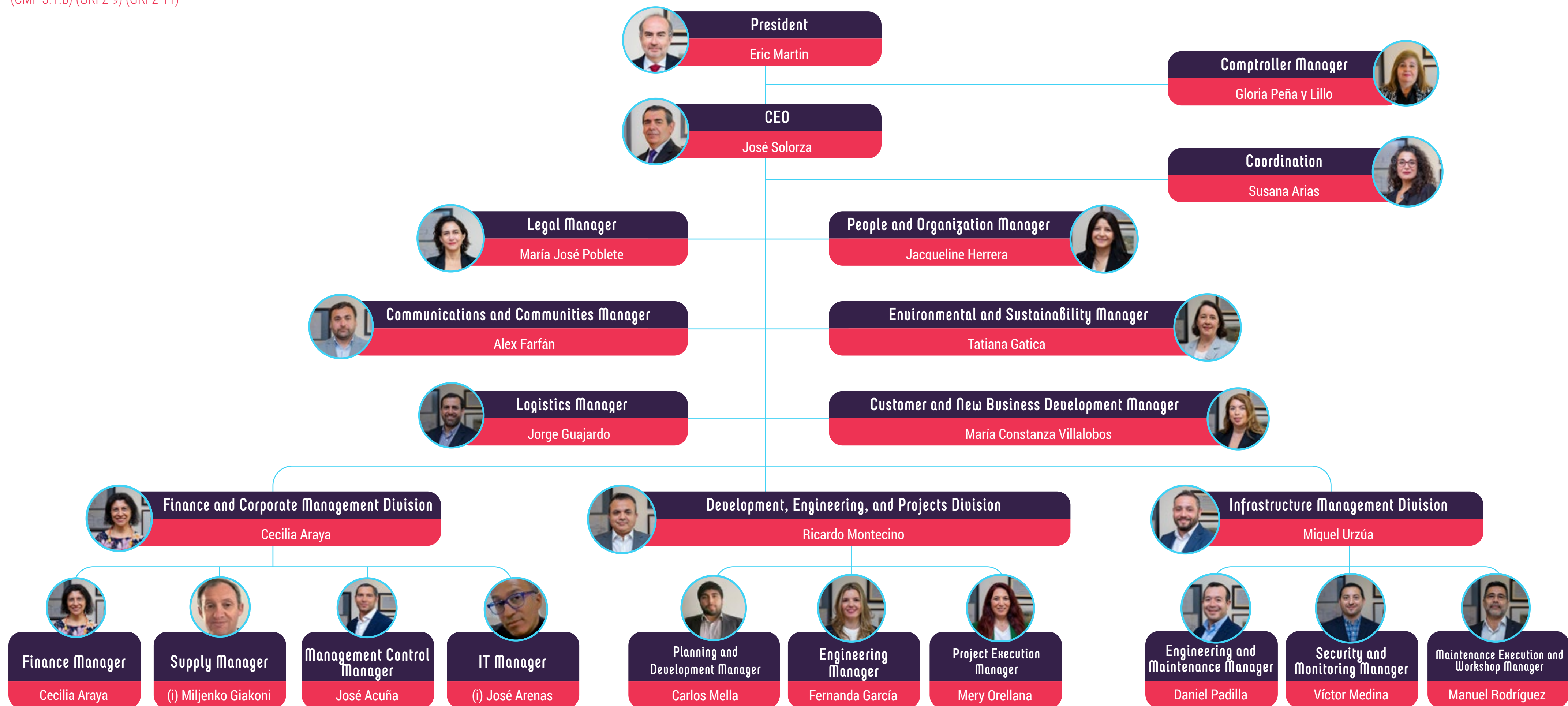






## PARENT COMPANY ORGANIZATIONAL CHART

(CMF 3.1.b) (GRI 2-9) (GRI 2-11)







## DIVERSITY - BOARD AND EXECUTIVE TEAM

(CMF 3.2.xiii.a.) (CMF 3.2.xiii.b.) (CMF 3.2.xiii.c.) (CMF 3.2.xiii.d.) (CMF 3.2.xiii.e.) (GRI 405-1)

### DIVERSITY OF THE BOARD

#### ● DIVERSITY IN BOARDS: GENDER AND NATIONALITY

TOTAL  10  17

ALL OF THE BOARD MEMBERS ARE CHILEAN

EFE PARENT  
COMPANY



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EFE CENTRAL



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EFE VALPARAISO



2



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EFE SUR



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3

EFE ARICA  
LA PAZ



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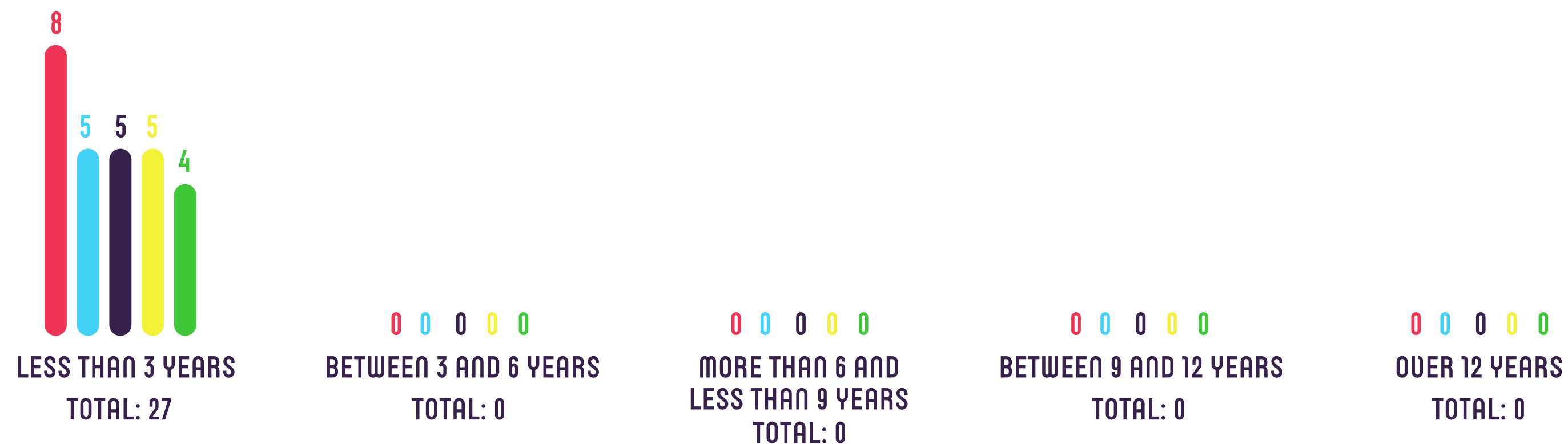
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THERE ARE NO DIRECTORS WITH DISABILITIES. NOR ARE THERE SUBSTITUTE DIRECTORS.

#### ● DIVERSITY IN BOARDS: AGE RANGE



#### ● DIVERSITY IN BOARDS: SENIORITY IN THE POSITION



EFE PARENT  
COMPANY

EFE CENTRAL

EFE VALPARAÍSO

EFE SUR

EFE ARICA - LA PAZ

FOR TRANSLATION PURPOSES ONLY





## DIVERSITY OF OUR EXECUTIVES

(GRI 405-1)

## DIVERSITY IN MANAGEMENT: GENDER AND NATIONALITY

TOTAL

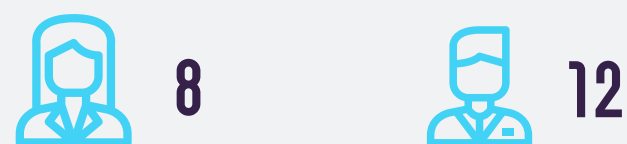


FOREIGNERS

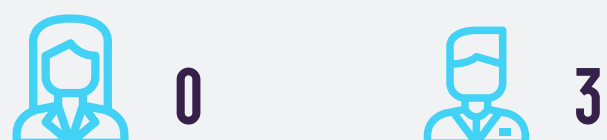
1 (PARENT COMPANY)

CHILEANS

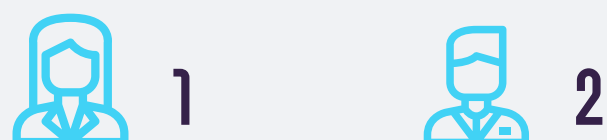
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EFE PARENT  
COMPANY

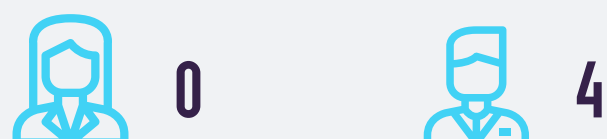
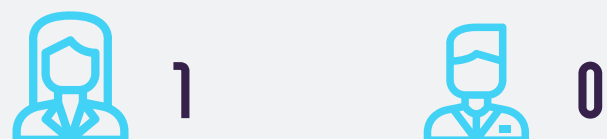
EFE CENTRAL



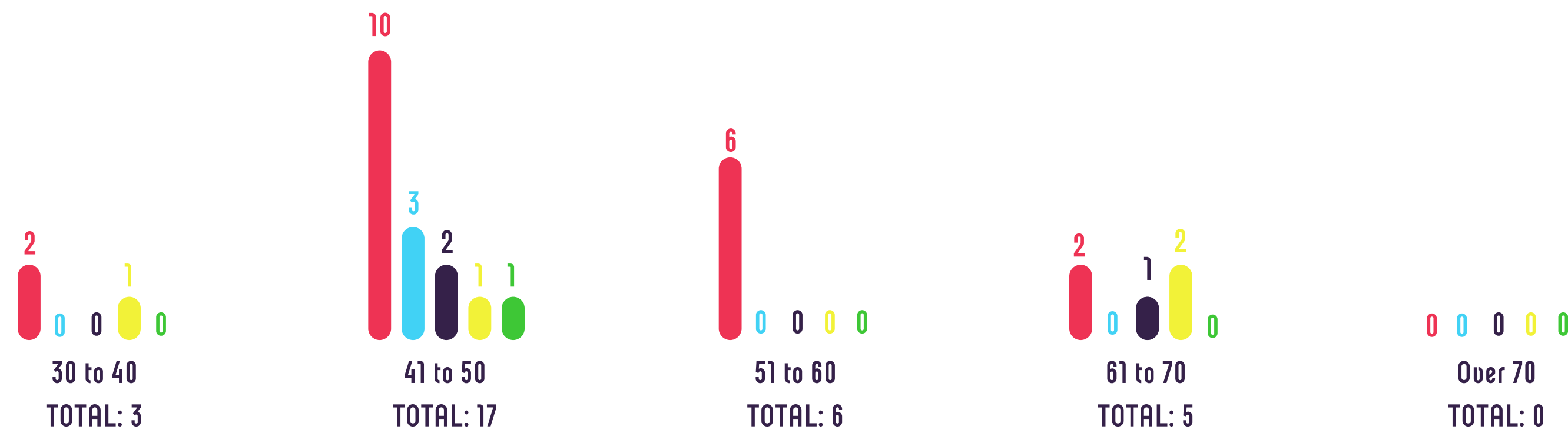
EFE VALPARAÍSO



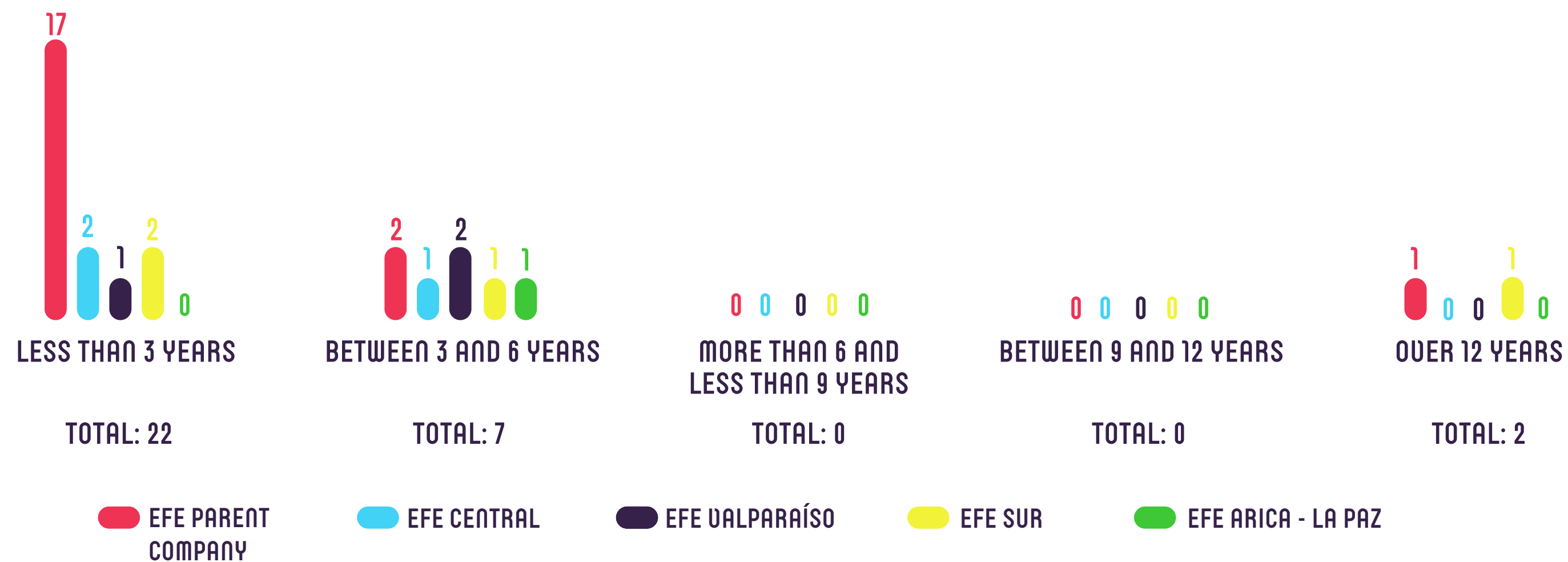
EFE SUR

EFE ARICA  
LA PAZ

## DIVERSITY IN MANAGEMENT: AGE RANGE



## DIVERSITY IN MANAGEMENT: SENIORITY IN THE POSITION







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# RISK MANAGEMENT •

## GENERAL GUIDELINES IN RISK MANAGEMENT

(CMF 3.6.i) (CMF 3.6.ii) (CMF 3.6.ii.a.) (CMF 3.6.ii.b.) (CMF 3.6.ii.c.) (CMF 3.6.ii.d.) (CMF 3.6.v.) (CMF 3.6.vi.)



### ORGANIZATIONAL STRUCTURE

We have an organizational structure for risk management: **The Risk Management Area**, which reports to the Comptroller's Office, a **Risk Management Board Committee** and **Area Managers** with responsibility in the matter.



### MANAGEMENT FRAMEWORK

We work with a framework of action defined by the **Risk Management Policy** and the **Corporate Risk Management Model** (MCGR, in Spanish), which the Board defines based on the SEP guidelines and international models.



### DEFINED AREAS OF ACTION

- Impact on information
- Accidents or safety
- Operational interruption
- Customer satisfaction
- Image
- Financial loss and lost income



### IDENTIFIED RISKS WITH HIGH IMPACT ON THE BUSINESS



RELATED TO DAMAGE TO MAJOR ASSETS AND EQUITY



RELATED TO THE SAFETY OF THE USERS



RELATED TO PEOPLE



RELATED TO THE SAFETY OF THE PEOPLE WHO WORK AT EFE





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## MODEL TO DETERMINE RISKS IN EFE

(CMF 3.6.iii.)

02

The Corporate Risk Management Model (MCGR) is an initiative of the Board of Directors to identify and manage risks. It was developed based on the Best Corporate Governance Practices established in the Public Company System (SEP), the Government's General Internal Audit Council (CAIGG, in Spanish), and the three-line defense model implemented by EFE Trenes de Chile and recommended by The Institute for Internal Auditors.

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- The identification of risks must consider their impact on the strategic focuses and operational and non-operational risks of our processes.
- The responsibility for this management lies with the process owners (Managers) with the support of the Parent Company's Risk Management Area.
- Standardization of operational risks for processes applicable in all our subsidiaries.
- The risk assessment will be carried out according to an Evaluation Guide approved by the Board. The guide considers the impact in different areas, including information loss or unavailability, accidents or safety, operational interruption, customer satisfaction, image, financial loss, and lost income.
- Any change in internal processes and the environment (including changes in the applicable regulation) implies a reassessment of risks or the identification of emerging risks.

## ONGOING TRAINING

In 2023, talks and training were held for the personnel responsible for risk management of the different areas and subsidiaries.

## RELEVANT ASPECTS OF THE RISK MANAGEMENT POLICY

At EFE, risk management aims to identify activities that make risk control a regular daily work task rather than an additional activity.

### OPERATIONAL CONTINUITY RISKS

In 2023, preventive controls focused on the proper maintenance of railway, technological, energy, and communications infrastructure and rolling stock were strengthened. A milestone in this aspect is the change in the infrastructure maintenance model, thanks to the incorporation of technology, towards a predictive approach to incidents.

## SENIOR EXECUTIVE SUCCESSION POLICY

(CMF 3.6.x)

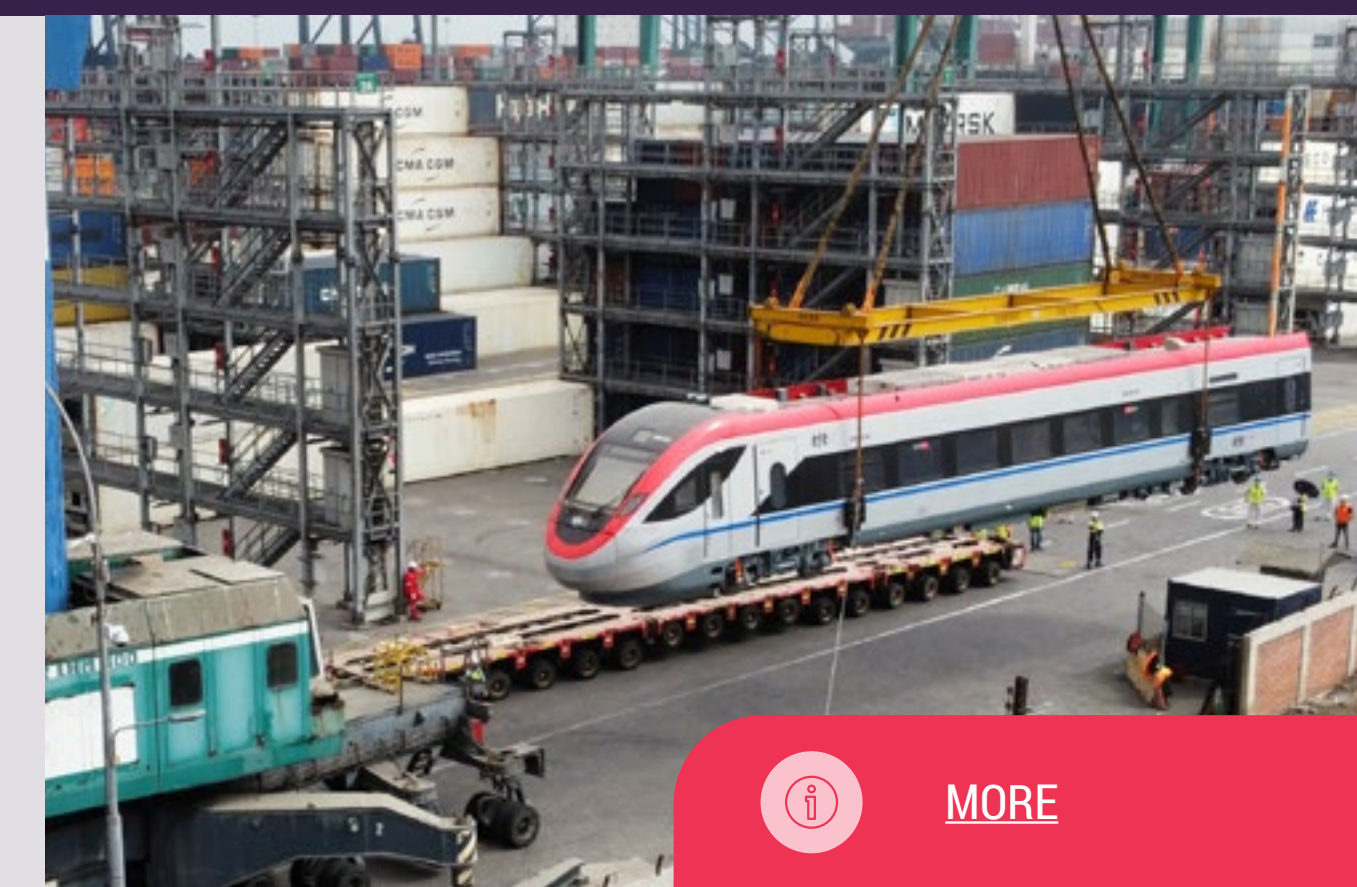
We have a Succession Policy for Senior Executives and Other Key Executives that allows us to manage risks associated with the need to make changes, maintaining the stability and continuity of our business.

## CLIMATE CHANGE RISKS

(GRI 201-2) (CMF 3.6.ii.e.)

The environmental risks related to climate change have been addressed by the Risk Committee, defining an action plan to address four areas:

- Temperature increase: impact due to expansion of the overhead cables and the rails
- Heavy rains in short periods: affects EFE's bridges
- Sea level rise: risk in operations and projects on coasts near sea level
- Rising temperatures: Forest fires impact the operation due to the burning of sleepers and interruption of the electricity supply.

[MORE](#)





# INFORMATION SECURITY •

(CMF 3.6.ii.b)

Information is a crucial element for our operations and projects. That is why, just as we take care of the company's physical infrastructure, we must also take care of the information we manage and produce.

## HOW EFE MANAGES INFORMATION SECURITY



### ORGANIZATIONAL STRUCTURE

Commitment of the Board and Management, **Executive Committee on Information Security and Cybersecurity** and **Information Security Area**.



### MANAGEMENT FRAMEWORK

We work within a framework of action defined by our **Information Security and Cybersecurity Policy**, based on the guidelines of the SEP Code and the ISO/IEC 27000 standard.



### DEFINED AREAS OF ACTION

- Strengthen data protection and access to information
- Have a resilient infrastructure to face cyber threats
- Incorporate information security and cybersecurity measures from the initiatives and projects
- Maintain the risk management and continuous improvement approach
- Promote a security culture with our employees and suppliers



### INFORMATION SECURITY AND CYBERSECURITY MODEL

This unifies a series of directives, procedures, and activities necessary to guarantee the levels of protection required by the organization of its information assets, systems, applications, networks, and communications that support the objectives of our operations, projects, and services.





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## INFORMATION SECURITY AND CYBERSECURITY COMMITTEE

This was formed in 2023 with the participation of the CEO, Comptroller, Technology Manager, Infrastructure Manager, Finance and Administration Manager, People and Organization Manager, and Information Security Officer.

## INFORMATION SECURITY AREA

This leads to strategic initiatives that allow the organization to manage risks regarding the integrity, confidentiality, and availability of information, prepare the organization and suppliers for a resilient information infrastructure against cyber threats, and train to prevent and strengthen controls and processes.

## INFORMATION SECURITY RELATED INCIDENTS

(CMF 3.6.ii.b) (GRI 418-1)

In 2023, no incidents were reported related to the impact of information security and/or the materialization of any cyber threat that has resulted in an impact on services, legal breach, and/or an impact on customer data privacy.

Likewise, no customer complaints related to events that affected the information's security and/or data privacy were reported.

Last year, the EFE—Ministry of the Interior and Public Security collaboration agreement was also formalized. This agreement benefits from specialized knowledge and technical support in this area.







# CRIME PREVENTION MODEL •

(CMF 3.6.xiii.) (CMF 8.1.4.a.i.) (CMF 8.1.4.a.ii.) (CMF 8.1.4.a.iii.) (CMF 8.1.5.a.ii.) (CMF 8.1.5.a.iii.) (GRI 2-27 ) (GRI 205-3) (GRI 205-1) (SASB TR-RA-520a.1)

**EFE and its subsidiaries have a Crime Prevention Model (CPM) following the provisions of Laws N°20.393, N°19.913, and the SEP Code in the Fraud Risk Management Guide to prevent, deter, and detect the commission of crimes.**

In compliance with Law 20.393, we update the risk matrices annually to ensure the effectiveness of controls to prevent crimes. In addition, detection and monitoring activities are carried out, including having a complaints channel.

We have independent units for reviewing controls and investigating possible violations of internal or external regulations. Third parties review the effectiveness of the CPM annually, and we have an external certification that supports this model.

The policies and procedures incorporated in this system allow safeguarding free competition by providing guidelines and obligations in purchasing operations.

No corruption-related incidents or breaches that violated free competition or unfair competition were reported in the company in 2023.

In 2022 and 2023, no complaints were received related to crimes under Law 20,393; therefore, no sanctions have been issued.

## CONFLICTS OF INTEREST

(CMF 3.1.iii) (GRI 2-15)

We have a **Conflict-of-Interest Management and Related Operations Policy**, which was updated in 2023. The Crime Prevention Manual is also under review regarding controls to prevent, detect, and manage conflicts of interest in purchasing processes.

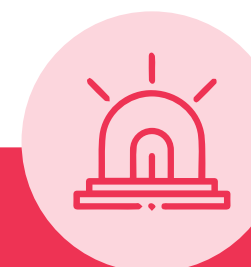
## FRAUD PREVENTION AND MANAGEMENT

(CMF 3.6.vii.)

To prevent corruption, money laundering, and terrorist financing, we are updating the **Crime Prevention Manual** and the **Code of Ethics** and Conduct to reinforce the measures that prevent such acts.

We have due diligence policies and procedures to evaluate the third parties with whom the company has business relationships, and training is carried out on the matter.

We are updating the CPM that contemplates the aforementioned crimes to improve the mitigating controls for these risks. We are changing the approach by process rather than by crime as it was.



### CPM POLICIES AND PROCEDURES

- Conflict of Interest Management and Related Operations Policy
- EFE and Subsidiaries Crime Prevention Policy
- General Use Policy for Transactions between Related Parties
- Relationship with Public Officials Policy
- Related Party Transactions and Conflicts of Interest Policy
- Crime Prevention Procedure
- Complaints Procedure Law No. 20.393
- Control of Sponsorships, Atronage, and Charity Agreements Procedure
- Relationship with Public Officials Procedure
- Corporate Intelligence Control Procedure
- Management of Operations with Related Parties and Conflicts of Interest Procedure
- Suspicious Transaction Reporting Procedure, EFE and Subsidiaries Complaints Procedure
- Code of Ethics and Conduct
- Internal regulations of order, health, and safety.



REPORTING CHANNEL

(CMF 3.6.ix.) (GRI 2-26)

The confidential and secure complaints channel is one mechanism available for individuals to seek advice on implementing company policies and express concerns about the organization’s conduct. In this channel, all people, internal or external to the organization, can report ethical concerns or violations anonymously if they so wish. The principles of non-retaliation and confidentiality govern investigations, and the presumption of innocence of the person reported applies. Workers can also contact the compliance area, the Comptroller, or the People Manager directly.



On the **website** and intranet, it is possible to anonymously and confidentially report potentially irregular activities and behaviors, such as potential conflicts of interest, any other unethical behavior, violations of the fundamental rights of the worker (discrimination, workplace harassment, sexual harassment, others), violations of the policies, internal rules and procedures of EFE and its Subsidiaries, current legislation, the possible commission of a criminal offense contemplated in the CPM, and any situation that requires the attention of the Senior Management or the Board of Directors of EFE Trenes de Chile.

COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES

(GRI 205-2)

Category	N° of people informed	N° of people trained
Board of Directors	26	13
Managers	30	25
Executive and administrative staff	896	789
Operations staff	1,044	825
Total	1,996	1,652







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# 04

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## CUSTOMERS

PUTTING OUR CUSTOMERS AT THE HEART OF  
WHAT WE DO

INITIATIVES TO IMPROVE THE SERVICE

PASSENGER SERVICE

CUSTOMER EXPERIENCE

CARGO SERVICE

COMPLEMENTARY SERVICES

SERVICE CONTINUITY

INTERMODALITY IN PASSENGERS AND CARGO





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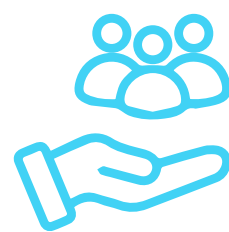
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# PUTTING OUR CUSTOMERS AT THE HEART OF WHAT WE DO •

We put customers at the heart of our activities, recognizing their diversity and benefiting both passengers and cargo and commercial customers. We seek to provide an excellent service that allows the train to be the symbol of integration and territorial equity, promoting a reliable, efficient, safe, inclusive, and environmentally responsible service experience.

## EFE SUSTAINABILITY POLICY 2023

### RELATED STRATEGIC INITIATIVES



#### SERVICE

##### DESCRIPTION

- Fulfill our service promise through a quality and comprehensive experience that promotes intermodality.

##### STRATEGIC INITIATIVES

- Standardize and improve EFE's service standards.
- Build and implement a strategic safety plan for passengers and PEC (contact personnel).
- Transform the management of the cargo business.



#### OPERATIONAL EXCELLENCE

- Move towards operational excellence by safeguarding the security and reliability of our infrastructure and operation.

- Implement an Operational Transformation Plan, including improving processes, procedures, and systems.
- Build and implement a Strategic Operational Safety Plan that establishes and enforces a safety standard for the infrastructure, operation, workers, and communities.



### MATERIAL TOPICS OF THIS CHAPTER

- Quality and safe service
- Intermodality
- Customer experience
- Operational Continuity





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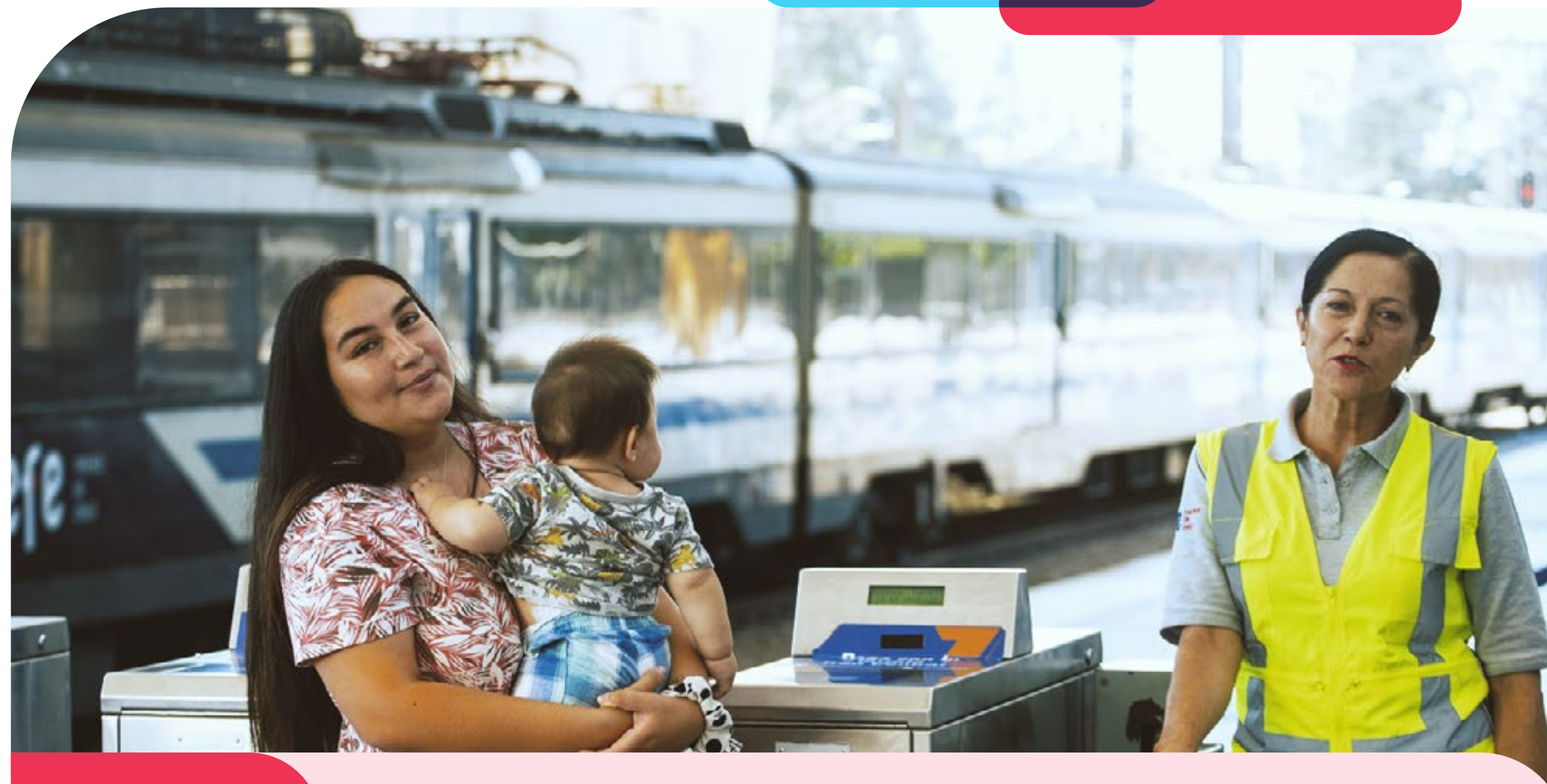
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**68.7**

million passenger

journeys a year in 2026 and 150 million passengers by 2030.



**0.95**

Railroad accident rate (TAF, in Spanish) **by 2026**, and 0.74 by 2030

## EFE COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS

**11** SUSTAINABLE CITIES AND COMMUNITIES



### SDG 11.2:

Provide access to safe, affordable, accessible, and sustainable transport systems.

**3** GOOD HEALTH AND WELL-BEING



### SDG 3.6:

Halve the number of global deaths and injuries caused from road traffic accidents.



## EFE COMMITMENT

Develop intermodality initiatives using EFE's services.

Infrastructure standardization program associated with pedestrian and vehicle crossings.

National Railway Safety Plan aimed to educate people about safety measures for crossing rail lines.

Infrastructure maintenance program for pedestrian and vehicle safety.

Preventive program for the control of alcohol and drug consumption.

Comprehensive Health Wellness Program for workers.





# INITIATIVES TO IMPROVE THE SERVICE •

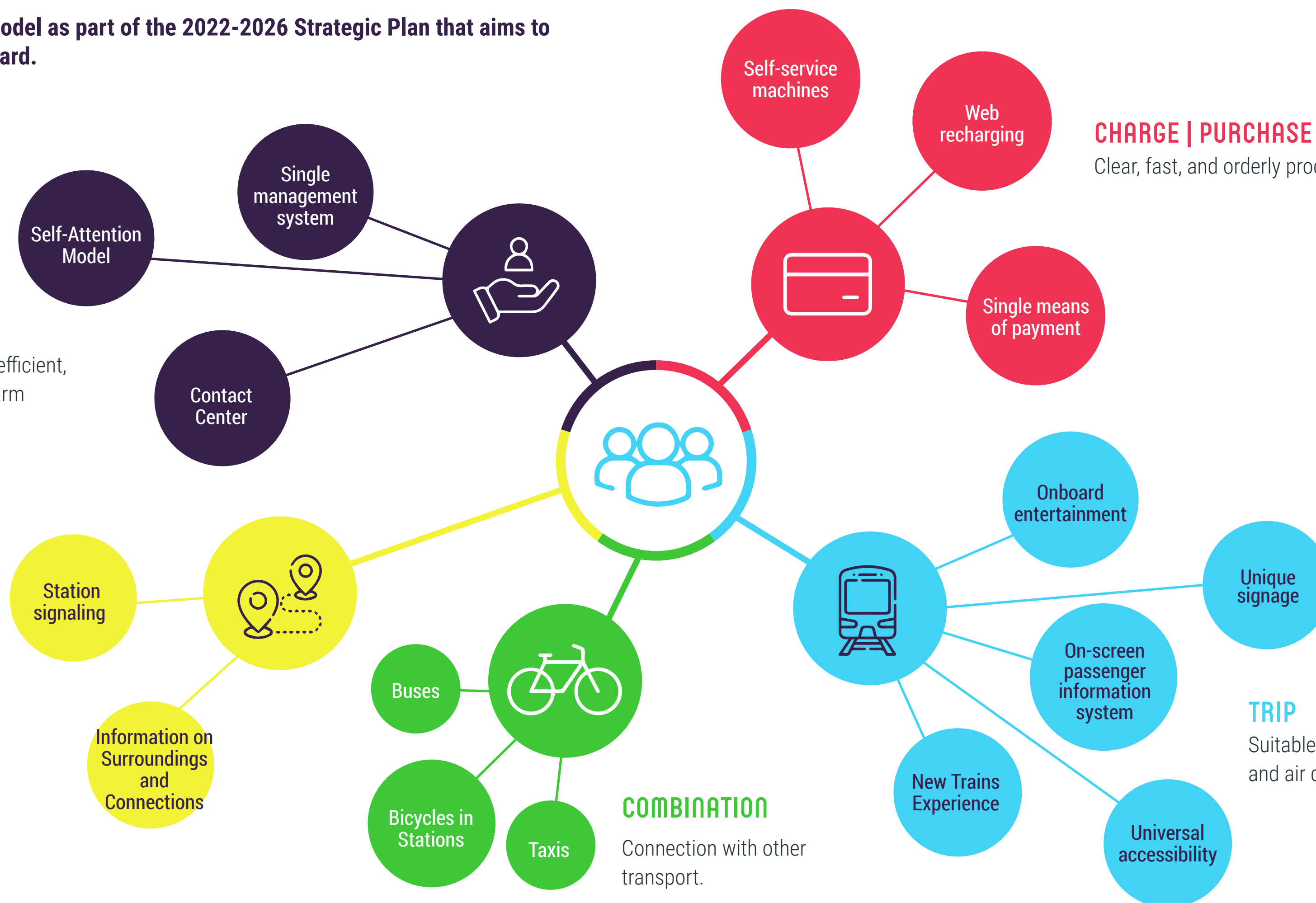
At EFE, we have designed a model as part of the 2022-2026 Strategic Plan that aims to standardize the service standard.

## AFTER-SALES

Problem-solving with an efficient, effective, prompt, and warm approach.

## PLAN A TRIP

Provide valuable and timely information from the origin to the final destination.







# PASSENGER SERVICE •

(GRI 3-3)

As part of our commitment to connectivity and development, we recognize the importance of having trained and qualified staff to meet passengers' needs in everyday and emergency situations.

Therefore, in 2023, we implemented a comprehensive training program for our internal and contractor staff to improve their skills to comply with the protocols and meet passengers' demands. This program led to the creation of the Service School.

We have focused on improving our relationship with passengers and operational efficiency by implementing new technologies and optimizing safety and emergency procedures. This reflects our commitment to sustainability and continuous improvement in the customer experience. Although we have implemented security measures and emergency procedures, we recognize the need to continue improving our operating standards to ensure a safe and efficient service.

## RELEVANT ACTIONS 2023

- In 2023, we created 25 high-impact procedures for passengers, of which 8 are already in daily operation, to standardize and regulate the balance between operational continuity and quality service.
- We strengthened the **customer service website** for a better response from the executives responsible.
- We implemented a messaging system for service suspension messages: website and mobile app.
- Implementation and dissemination of new online payment methods for the Biotren and Limache-Puerto lines.
- Standardization of sales price for senior citizen benefit cards.
- Focus Group with Contact Personnel about needs to improve work with passengers.
- Digitization of the accident Insurance reimbursement process for passengers.
- New fare architecture for the Limache - Puerto Train.





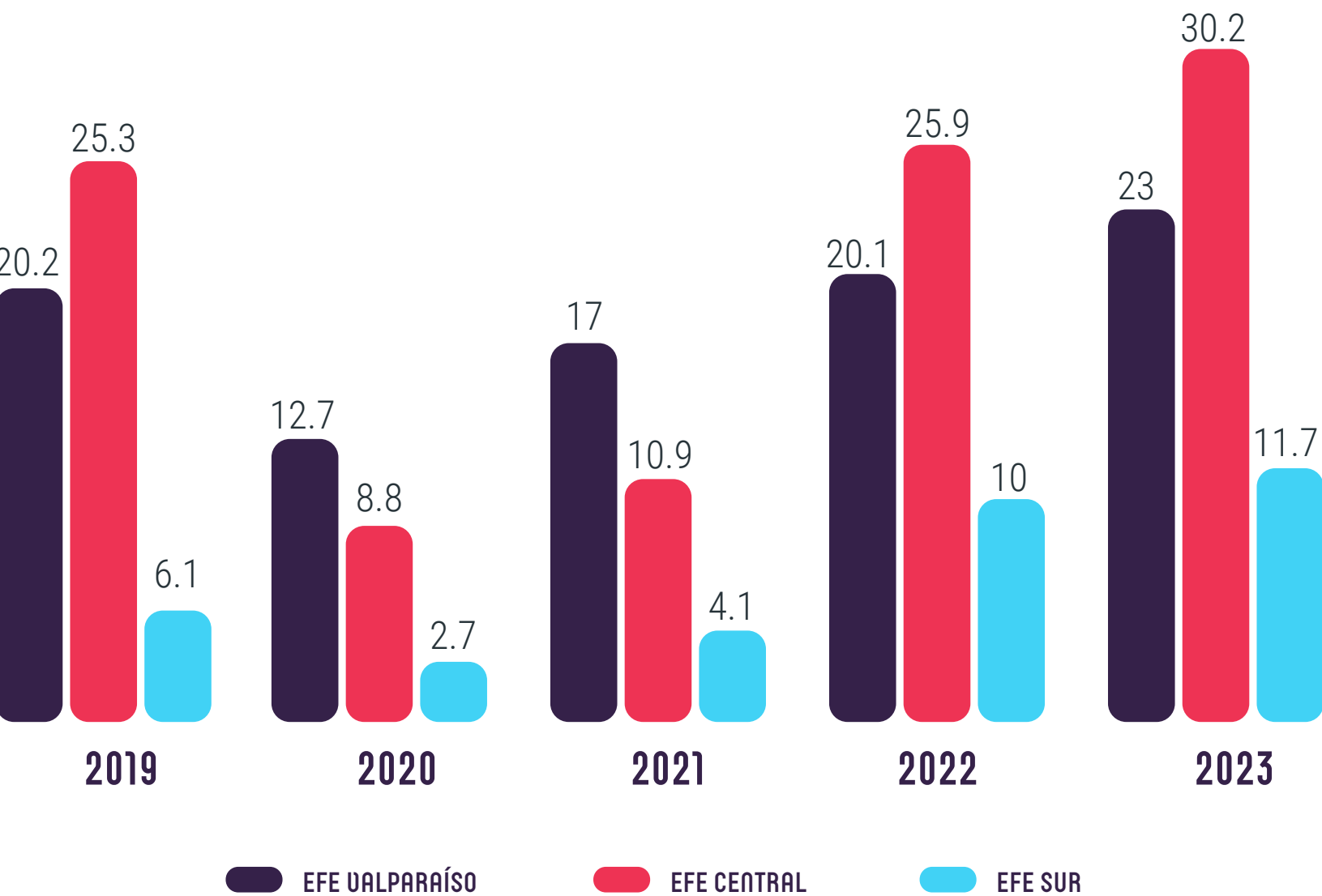


# PASSENGER MOVEMENT

(CMF 6.2.a) (CMF 6.2.iv) (GRI 2-6)

We aim to triple the number of passengers mobilized by 2030 to reach 150 million passengers per year. To this end, we are developing an Investment Plan that will allow us to expand the quality of the service, frequencies, coverage, and accessibility.

## PASSENGER TRANSPORT BY SUBSIDIARY (IN MILLIONS OF PASSENGERS TRANSPORTED)



## PASSENGER TRANSPORT BY SERVICE (IN MILLIONS OF PASSENGERS TRANSPORTED)

Service	2019	2020	2021	2022	2023
Limache - Puerto Train	20.17	8.80	10.89	20.07	22.99
Nos – Estación Central Train	22.35	10.80	13.43	19.79	22.82
Rancagua – Estación Central Train	2.68	1.71	3.32	5.71	7.11
Chillán – Estación Central Train	0.22	0.12	0.21	0.32	0.21
Parral - Chillán Train (new 2023)	-	-	-	-	0.03
Talca - Constitución Train	0.05	0.03	0.03	0.05	0.05
Biotren	5.22	2.37	3.83	9.07	10.51
Laja - Talcahuano Train	0.43	0.20	0.27	0.47	0.54
Araucanía Train	0.46	0.10	0.04	0.48	0.66
Total	51.58	24.13	32.02	55.96	64.93





PASSENGER SAFETY

(GRI 416-1) (GRI 416-2) (SASB TR-RA-540a.1)

The EFE Strategic Plan 2022-2026 considers, in the Service focus, the preparation of a strategic safety plan for passengers and contact personnel (PEC, in Spanish) that allows them to have and comply with a standard during the entire travel experience.

STRATEGIC SAFETY PLAN LINES



Definition of passenger attention staff for staff at stations and on trains.



Training and attention protocols for situations such as disturbances in stations, vandalism, platform saturation, suicide attempts, and harassment.



Implementation of a workplace safety culture.

	2022	2023
Reports about passenger accidents	0	32
Reimbursements for medical expenses	0	24.79 UF

In case of accidents, customers can request refunds for **medical expenses online**, which are subsequently referred to the insurance company.

FATAL ACCIDENTS

	2021	2022	2023
Railroad accident rate	2.97	2.36	2.17
Number of deaths	32	34	40
Types of case	9 suicides and 23 operational.	10 suicides and 24 operational.	10 suicides and 30 operational.

Frequency of track inspections 2023

(SASB TR-RA-540a.4)

- 3 weekly reviews carried out by inspectors
- 4 annual inspections of line registration machine (MRV, in Spanish)
- In 2023, all lines covering about 7,400 km were inspected: each sector was inspected between 3 to 4 times a year.
- 2,365 km. of lines, of which 2,063 km. are operational.



MORE INFORMATION ON  
SAFETY EDUCATION





ACCIDENTS BY TYPE OF EVENT 2023

(SASB TR RA-540a.3)

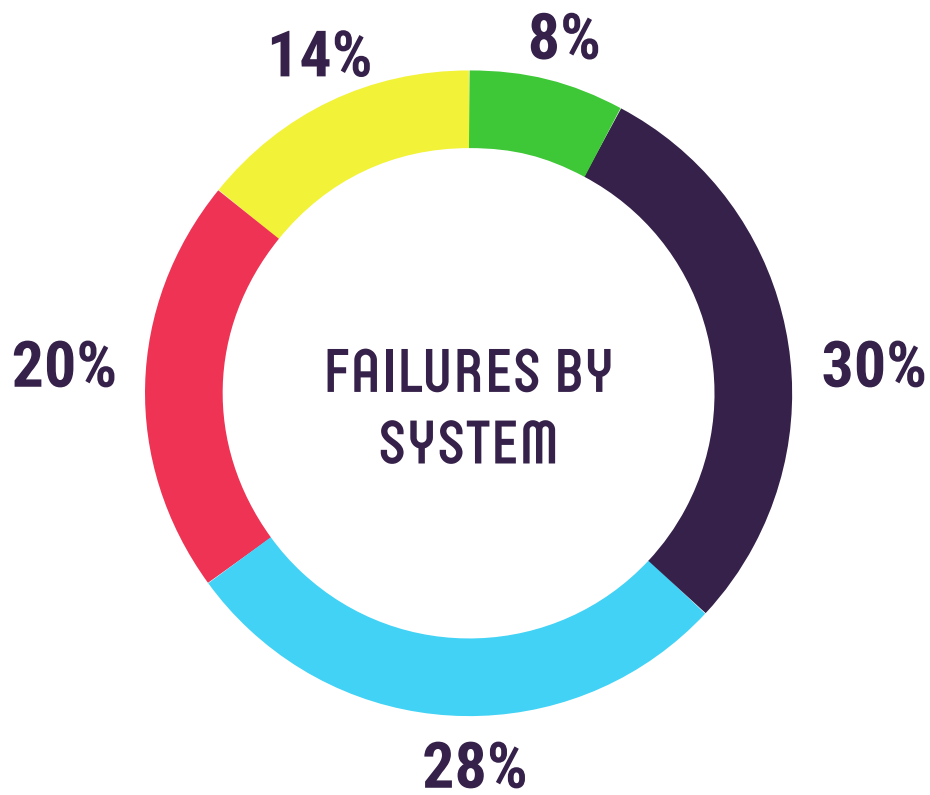
Incident	Main line derailments	Yard derailments	Collision	Crash	Run Over
24%	12%	13%	25%	1%	25%

CERTIFICATION AND INSPECTION OF RAILWAY EQUIPMENT

The objective of the inspection and certification process is to supervise railway equipment following the established regulations, thus guaranteeing railroad safety.

The distinction between these two procedures is that the certification renews the EFE network traffic permit every two years. At the same time, during the intermediate year, the inspection is responsible for verifying that the equipment continues to comply with the minimum standards required by EFE regulations.

**2,507**  
**pieces of railway**  
**equipment** were revised in  
2023. **18%** had some fault  
to be corrected.



- Safety systems
- Brake system
- Rolling system
- Coupling system
- Damping system





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# CUSTOMER EXPERIENCE •

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(GRI 3-3)

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## HOW EFE MANAGES CUSTOMER EXPERIENCE

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### REGULATIONS

- Rights and duties of the passenger
- Commercial conditions
- Instructions
- Attention procedures
- Protocols



### CUSTOMER COMMITTEE

- Design and implementation of improvements based on satisfaction studies.
- Quality Measurement Model.



### PASSENGER SATISFACTION PERCEPTION STUDIES

- Quality model produced, with monthly measurements.
- Quarterly satisfaction assessment.





## CUSTOMER SATISFACTION PERCENTAGE

(CMF 8.1.1) (GRI 2-27)

To measure our passengers' satisfaction, we apply a series of measurement instruments, such as satisfaction studies, round-table meetings, and reputation analysis. These tools allow us to design customized action plans for each group, addressing their specific needs. In addition, we have established methodologies that generate annual statistics, which provide a comprehensive view of our interaction with the different stakeholders.

To maintain transparent and effective communication, we use several tools and channels to provide detailed information on project development and facilitate the attention of requirements and queries related to railway operations. Nonetheless, we also value negative feedback and have efficient mechanisms for receiving and analyzing complaints through institutional emails, telephone communications, and social networks.

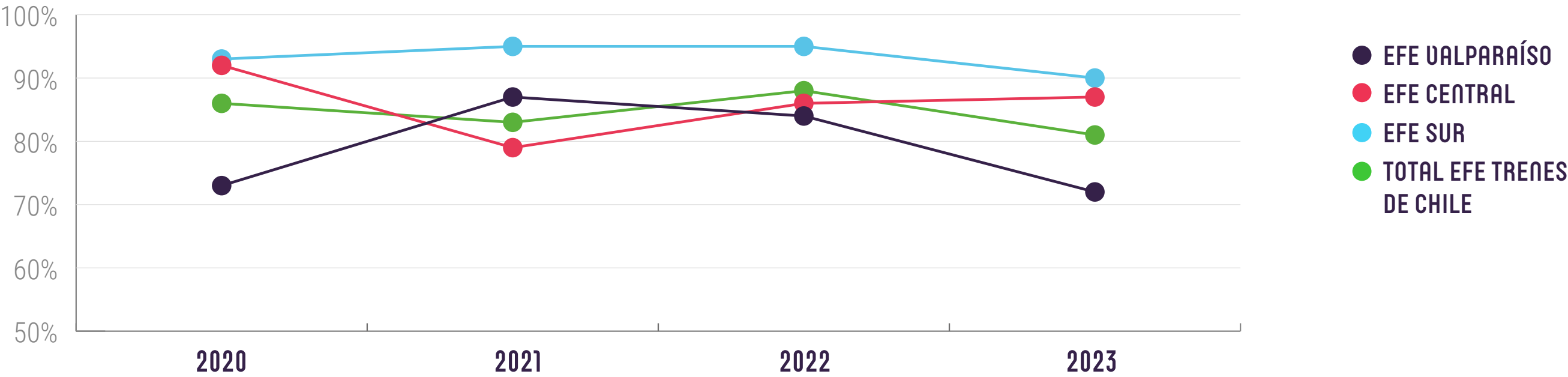
We analyze complaints quarterly, identifying areas that require greater attention and providing prompt solutions to improve our customers' experience.

This comprehensive approach to strategic communication positions us as an organization committed to the satisfaction and well-being of all our stakeholders.

10<sup>th</sup>

PLACE IN RANKING OF COMPANIES  
IN THE BUSINESS SUSTAINABILITY  
PERCEPTION INDEX (IPSE)

## PASSENGER SATISFACTION BY SUBSIDIARY



Subsidiary	2020	2021	2022	2023
EFE Valparaíso (Limache – Puerto Train)	73%	87%	84%	72%
EFE Central	92%	79%	86%	87%
Nos – Estación Central Train	93%	86%	86%	89%
Rancagua – Estación Central Train	84%	52%	82%	85%
Chillán – Estación Central Train	96%	94%	94%	*
Talca - Constitución Train	85%	86%	73%	89%
EFE Sur	93%	95%	95%	90%
Biotren	93%	95%	96%	90%
Araucanía Train	91%	82%	98%	97%
Laja - Talcahuano Train	91%	97%	92%	93%
TOTAL (Net Satisfaction weighted by passenger percentage)	86%	83%	88%	81%

\*Chillán Service did not have service between September and mid-December, so the satisfaction of this service was not measured.





# CARGO SERVICE •

We contribute to national economic development in cargo logistics by establishing efficient connectivity between the main industrial areas and port terminals in key regions such as Valparaíso, O'Higgins, Maule, Ñuble, and Biobío. Our challenge is to generate a new cargo model and expand the benefits to other regions of the country.

Cargo transportation is done through the carrier companies Transap and Fepasa.

In 2023, 8 million tons of materials and products from the main industries operating in the territory were transported through our networks, such as the forestry, agricultural, mining, and container industries, among others. Cargo transportation represents 18.5% of EFE's business.

EFE has the responsibility of becoming a relevant actor in terms of logistics chains, given the current context of restrictions

for enabling infrastructure, logistical contingencies, and growing demand for cargo transportation.

Rail transport provides efficiency, safety, reliability, and resilience in the logistics chain, promoting sustainable growth. It also reduces harmful gas emissions and the circulation of heavy vehicles, reducing road accidents.



## CARGO MOVEMENT

(SASB TR-RA-000.D)

### TONS KILOMETERS TRANSPORTED IN MMGTK\*

Carrier Company	2022	2023
FEPASA	2,626	1,903
TRANSAP	1,008	887
TOTAL	3,634	2,790

\* Millions of Gross Tons Kilometers: everything that circulates on the rail, including the weight of locomotives and wagons.

### TOTAL CARGO TRANSPORTATION REVENUE IN MILLIONS OF PESOS (MM\$)

2022	2023
15,617	14,843





# TRANSFORMATION OF CARGO MANAGEMENT

EFE's goal is to double the cargo transported by 2030 and reach 6 billion Gross Tons Kilometers (GTK).

## THREE TARGETS TO DOUBLE CARGO BY 2026

1

**Improvement of the infrastructure service level**

- Track improvements
- Improvement of bridges
- Unevenness of crossings and protection of level crossings
- Control by Virtual Signaling (CSV)

2

**Improve railway connectivity to cargo generation points, making investments through public-private partnerships**

- Ports
- Industry

3

**Ensure modern contractual conditions that regulate incentives to service quality and investment with a clear framework under an Open-Access model**

The following are the improvements that will allow complying with **Target N°2**.

Industrial and Agriculture	Construction of railway infrastructure to connect plants to the existing railway line.
Containers	Improvement and construction of infrastructure associated with improving railway connectivity with Logistics Operators and Ports
Forestry, Chemicals, and Fuels	Improving railway infrastructure for circulation and access to scrap and cellulose collection fields, increase circulation channels, and improving safety conditions.
Mining	Implementing access diversions will improve the infrastructure associated with improving the railway's connectivity with mining customers.





# COMPLEMENTARY SERVICES •

The priority has been to generate income through the operation of real estate projects. A remarkable milestone was acquiring and planning the new corporate building, which will generate revenue and bring strategic and social benefits to the company.

In 2023, we continued working on the strategy to maximize revenue generation through complementary services that focus mainly on real estate management, ensuring its adaptation to social and commercial needs and maintaining a focus on financial sustainability.

Property leasing	Business infrastructure	Crossings and sidings	Marketing	Easement and usufructs	Real estate development
Commercial use leases (retail, parking lots, warehouses, service centers, among others).	Electrical, telecommunications, and drinking water infrastructure projects that use the tracks.	Projects associated with services that take advantage of the line crossings.	Leasing spaces in stations and trains.	Authorizations for the use of land and infrastructure.	Development of real estate projects with third parties.

## LAND LEASING

1,292  
contracts

42%  
commercial

54%  
housing

4%  
safeguards

+50  
renegotiations  
in the year

+70  
new  
businesses

+125,000  
UF/year







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## RELEVANT ACTIONS 2023

(GRI 413-2)

- Public architectural competition for the EFE Corporate Building in “Chile Postal Service Classifier Building in Estación Central station.”
- Master Plan for strategic premises.
- Investment projects to expand the offer of services in stations: Wi-Fi, vending machines, and services to people.
- Social Projects in Llay Llay, Paine, and Curacautín stations.
- Signing of usufructs for a total of 6.5 ha.
- Collection and systematization of information on the infrastructure.
- 11 new contracts for telecommunications services for UF2,880 per year, which will contribute to improving coverage in 6 regions of the country
- Sale of expendable materials for \$476 million, freeing up land for operation or business development use.
- 46 contracts for crossings and sidings for UF33,372
- 138 contracts for the regularization of works in crossings for UF84,630
- 8 private easements for UF2,165
- Agreement with Pan American Games, National Institute of Human Rights, and Arturo López Pérez Foundation to promote the EFE advertising network.

## RELEVANT PROJECTS 2024

- Electric buses charging stations on EFE land.
- Exploration of new businesses.
- First EFE boxpark or Pocket Square.
- Development of an innovation area for new businesses.







# SERVICE CONTINUITY •

(GRI 3-3)

**2023 was marked by unprecedented challenges in terms of operational continuity. The new infrastructure maintenance model, which began to be implemented at the beginning of 2023, aims to manage risks such as these.**

In 2023, we faced a series of adversities that tested our operational and response capacity. From temporarily suspending services to recovering infrastructure damaged by extreme weather events, our commitment to operational continuity and safety has been a priority.

The Biotren, one of the company's flagship services, was forced to suspend its operations over the Biobío railway bridge on two occasions due to structural problems.

Additionally, two extreme weather events damaged the trunk network, leaving operations from San Fernando to Chillán out of service.

The Buscarril Heritage railway network also suffered severe damage, with almost 100 points affected and more than 8 kilometers of tracks, embankments, rails, and sleepers lost. However, thanks to the hard work of the EFE team, this service was restored to operation in a record 60 days, thus fulfilling the community's commitment.

The full resumption of service operations to Chillán is projected for the first quarter of 2024, ten months after the first storm and eight months after the second.

## HOW EFE MANAGES SERVICE CONTINUITY

Service quality and operational continuity have been the pillars of this work, which has focused on changing the infrastructure maintenance paradigm from reactive to preventive/predictive.

We have started implementing the 24/7 infrastructure monitoring office by progressively installing sensors and cameras at different points to strengthen security and efficiency in all company operations. This focus on security will continue to be a priority to ensure the integrity of the infrastructure and users in all of the company's offices.







# INTERMODALITY IN PASSENGERS AND CARGO •

(GRI 3-3)

**The challenge of creating efficient, friendly, integrated, and accessible cities implies facing the complexity of the interaction between different means of transport.**

Intermodality stands out as a crucial option for both passengers and cargo. It allows us to connect our service with destinations that are not accessible due to structural and railway infrastructure limitations.

We seek to promote passenger intermodality, facilitating integration with other means of transport such as buses, bicycles, pedestrians, taxis, buses, and electric vehicles. As for freight transport, it is essential to increase the railway's participation in the movement of goods and establish intermodal points with trucks.

## CARGO INTERMODALITY

(SASB TR-RA-000.B)

In 2023, the operation of two intermodal stations in the municipality of Talcahuano has been authorized. These stations will allow the transfer of containers and other cargo in a highly industrialized area with access to the main ports of the Biobío Region.

The intermodal units (shipping containers and truck trailers) for 2023 are **57.948 TEU\***.

\*TEU: twenty-foot equivalent unit

## PASSENGER INTERMODALITY

**Limache-Puerto Service:** Limache Station has fare integration with buses to La Calera, Quillota, and Limache Viejo and connections with buses to La Cruz, Olmué, Quilpué, and Villa Alemana.

**Valparaiso:** Fare integration through the transport card for buses, trolleys, and funiculars.

**Rancagua - Estación Central Service:** integration with bicycles (EFE Bike) in 4 stations with a capacity for 190 bicycles in total. For 2024, the opening of other EFE Bikes in new stations is being evaluated.

**Biotren:** connection with Biobus service in Concepción.

In 2023, contractual adjustments were made with bus companies to improve the integrated transport service.



- Measure service quality and comfort by systematically monitoring complaints.
- Strengthening coordination to inform passengers promptly about changes or diversions on routes.
- Adjustments to the frequency of buses to maintain a coordinated service.





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# 05

## PEOPLE

ENSURING RESPECT FOR AND PROMOTING  
THE DEVELOPMENT OF OUR WORKERS

PEOPLE MANAGEMENT FRAMEWORK

INFORMATION ABOUT STAFF

STRATEGIC PEOPLE PLAN

CULTURAL TRANSFORMATION

ATTRACTING AND DEVELOPING TALENT

TAKING CARE OF PEOPLE

DIVERSITY, EQUITY, AND INCLUSION

HUMAN RIGHTS

CONTRACTORS AND SUPPLIERS

LABOR RELATIONS

COMPLEMENTARY INFORMATION



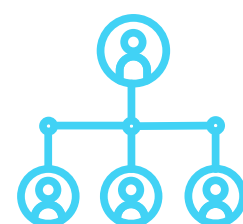


# ENSURING RESPECT FOR AND PROMOTING THE DEVELOPMENT OF OUR WORKERS •

We do our work with the utmost respect for the United Nations Guiding Principles on Human Rights and Business, without discriminating based on race, gender, nationality, religious beliefs, or political affiliations. We also promote the development of our employees and collaborating companies, maintaining fair labor practices in a safe and healthy work environment based on a culture of inclusion, respect for diversity, and human development.

## EFE SUSTAINABILITY POLICY 2023

## RELATED STRATEGIC INITIATIVES



### ORGANIZATION

- Deploy a people and organization transformation plan (Culture, Talent, and Service)
- Implement a Gender Equality Program (Certification of NCh 3262 standard\_- Iguala seal)
- Strengthen internal knowledge in crucial areas such as operational continuity, environment, and projects, among others.



## MATERIAL TOPICS OF THIS CHAPTER

- Worker and contractor health and safety
- Diversity and inclusion
- Human rights
- Labor welfare
- Employee talent and development
- Supply chain





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## EFE GOALS



Reduce the wage gap between men and women:

**8%** by 2026 and  
**4%** by 2030.



Occupational accident rates by 2026, by subsidiary:

- **EFE PARENT COMPANY: 0.21**
- **EFE CENTRAL: 10.46**
- **EFE SUR: 3.32**
- **EFE VALPARAÍSO: 2.36**
- **EFE ARICA- LA PAZ: 0**



Progress in the NCh3262 Management

System by implementing the Program of Reconciliation of Personal, Family, and Work-Life and promote the legal benefits in the reconciliation of personal, family, and work life.



**30%**  
female participation by 2026



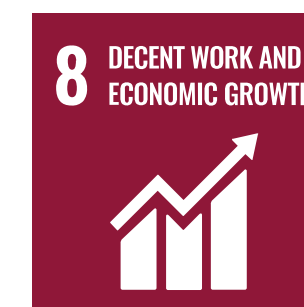
**35%**  
female participation in executive roles by 2026

## EFE COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



### SDG 5.5:

Ensure women's full and effective participation and equal opportunities for leadership.



### SDG 8.5:

Achieve full and productive employment and decent work for all women and men.

### SDG 8.8:

Protect labor rights.



## EFE COMMITMENT

- Contribute to reducing wage gaps in workers, adopting internal policies that progressively guarantee greater equality.
- Promote and strengthen occupational safety policies for our EFE team and contractors, supervising their compliance onsite.
- Women's Leadership Program for workers.
- Implementation of and certification in NCh3262:2021 Management System.
- Ensure women's participation and equal opportunities in leadership positions and at different levels of the organization.
- Adapt the infrastructure for the incorporation of women in the different areas of the company.





# PEOPLE MANAGEMENT FRAMEWORK •

**Our goal is to have an organization prepared for growth, that is agile, diverse, inclusive, and advances toward gender equity.**

At EFE, we are dedicated to serving the country, committed to people's productive and logistical development, and promoting territorial equity.

Our talented and committed human team promotes a diverse and inclusive culture, with particular emphasis on gender equity.

In addition, we strive to achieve the company's strategic objectives, focusing on sustainable growth and organizational strengthening. This is reflected in our strategic development plan, which is aligned with our sustainability policy and commitments to the Sustainable Development Goals (SDGs).







# INFORMATION ABOUT OUR STAFF •

Diversity in the staff at EFE Trenes de Chile is fundamental.

This provides different perspectives, skills, and experiences that enrich decision-making and promote innovation. It favors an inclusive and collaborative environment, promoting growth and excellence in the railway service.



**2,105**  
**DIRECT WORKERS**  
13% more than 2022



**24.5% WOMEN**  
2.5% more than the previous period



**78% ARE UNIONIZED**  
2% more than in 2022



**32% IN TELEWORKING  
HYBRID MODE**  
14% more than the previous period



**46%**  
**ARE FROM REGIONS OTHER THAN  
THE METROPOLITAN REGION**



**96.7%**  
**HAVE AN INDEFINITE  
CONTRACT**



**98%**  
**ARE WORKING FULL-TIME**



**THE STAFF TURNOVER RATE  
DECREASED 8%**  
As a result of the talent retention  
policies implemented



**30%**  
**RECRUITMENT RATE OF  
WOMEN AND 17% OF MEN**



**DETAILED STAFF  
INFORMATION**





# STRATEGIC PEOPLE PLAN •

We seek to ensure that EFE has the organizational structure and the right talent to achieve its strategic objectives, strengthening the organizational culture and the employee experience.

A three-pillar plan with a transversal basis: diversity, equity, and inclusion.

1  
CULTURAL  
TRANSFORMATION

2  
ATTRACTING AND  
DEVELOPING TALENT

3  
TAKING CARE  
OF PEOPLE

DIVERSITY, EQUITY, AND INCLUSION





# CULTURAL TRANSFORMATION •

The social and economic context has influenced the need to adapt people management strategies to a changing environment, focusing on inclusion and sustainable talent development.

In addition, the challenges of EFE's future growth demand cultural changes, such as greater female participation in critical roles and effective human resources management in the context of organizational transformation.

That is why the company's cultural transformation is a strategic initiative. It includes revising corporate values and updating internal policies. This approach is related to the parent-subsidiary integration and the unification of strategies and values in all company areas.

LINE OF WORK	HIGHLIGHTS
Corporate policies	<ul style="list-style-type: none"><li>• <b>7 policies approved in 2023</b></li><li>• Update of the Internal Health and Safety Regulation.</li></ul>
Culture and change management	<ul style="list-style-type: none"><li>• <b>New Corporate Values</b></li></ul>
Strengthen organizational communications	<ul style="list-style-type: none"><li>• Extend communications coverage to operational groups.</li><li>• Corporate Magazine.</li></ul>
Digitalization of processes and services	<ul style="list-style-type: none"><li>• Implementation of the ALMA 2023 Platform.</li><li>• Implementation of digital signature.</li></ul>







# ATTRACTING AND DEVELOPING TALENT •

Career Development at EFE is oriented towards personal and professional growth and the mobility of our employees. This process is based on continuous feedback, highlighting the integrated development of labor competencies.

Our selection policy is governed by six fundamental principles: equal rights and non-discrimination, compliance with current regulations, meritocracy, internal promotion, confidentiality, objectivity, and transparency.

We seek to develop skills that align with EFE's values and strategy. We aim to maximize people's performance in their current and future roles by working on their opportunities for improvement, strengths, and potential. This process is based on 3 major actions:

1. **MOBILITY MANAGEMENT**
2. **PERFORMANCE MANAGEMENT**
3. **SUCCESSION MANAGEMENT**

LINE OF WORK	HIGHLIGHTS
Job Descriptors/ Competencies and Skills	<ul style="list-style-type: none"><li>• Updating of Job Descriptors of Parent Company and Subsidiaries.</li></ul>
Performance Management	<ul style="list-style-type: none"><li>• More than 90% received performance assessment.</li></ul>
Training and Development	<ul style="list-style-type: none"><li>• Services School</li><li>• Railway School</li><li>• Projects School</li><li>• Leadership School</li><li>• Safety School</li><li>• Mandatory training</li></ul>
Strengthen Labor Relations	<ul style="list-style-type: none"><li>• Diploma in Labor Relations and Social Dialogue.</li><li>• Union Meeting Day where members of the 22 unions of EFE Parent and Subsidiaries participated.</li><li>• Labor Productivity Agenda.</li><li>• Periodic Monitoring of Conflicts.</li></ul>







## 01 ATTRACTION OF NEW TALENT

02 Professional internships contribute to the creation of opportunities and development spaces for future professionals and technicians, eventually allowing us to fill future vacancies according to the profiles and competencies evidenced.

03 In December 2022, the first call was made to the professional internship program "My First Station," which created the first seedbed of young people, of whom there are three working in different areas today.

04 The Talent Attraction Team also participated in Job Fairs from Arica to Concepción.

05 On October 31<sup>st</sup>, 2023, the second version of the My First Professional Station Program was launched.

**SOMOS EFE Talentos**

**LA PRIMERA ESTACIÓN PROFESIONAL PROGRAMA DE PRÁCTICAS**

Damos inicio al Programa de Prácticas 2023 - 2024 cuya meta es atraer nuevos talentos que busquen adquirir y aportar aprendizajes en las distintas áreas de nuestra organización.

**¿CUÁLES NUESTRO PROPÓSITO?**

- Atraer los nuevos talentos.
- Desarrollar un semillero de talento futuro.
- Contar con una base de candidatos, lo que permite hacerlos crecer.
- Posicionar a EFE Trenes de Chile como una empresa atractiva y vanguardista para realizar prácticas profesionales.

**¿CÓMO REFERIR A ESTUDIANTES?**

Porque en EFE Trenes de Chile queremos sumar nuevos talentos, invitamos a participar de la convocatoria a los familiares o amigos/as que deseen realizar su práctica profesional en nuestra empresa. Para ello, podrás enviarnos el CV de la persona referida al correo [seleccion@efe.cl](mailto:seleccion@efe.cl).

Nuestro equipo de Atracción de Talentos se pondrá en contacto con quien referas para entregar mayor información respecto del proceso.

En caso de consultas, puedes escribir a Valeria Sepúlveda, Analista de Atracción de Talentos, al correo [valeria.sepulveda@efe.cl](mailto:valeria.sepulveda@efe.cl).

**FRANCISCO INOSTROZA VEGA**  
Planificador (ex-practicante en EFE)  
Gerencia de Ingeniería

“Fue una gran experiencia tanto a nivel de relacionarme como a nivel profesional, para poder conocer más acerca de la actividad, fue fundamental comunicarme con diferentes personas de diferentes áreas de la Gerencia, generando muchas habilidades en la empresa y adquiriendo muchos conocimientos en áreas diversas a las de mi rol en la práctica. Por parte de mi equipo de trabajo me ayudó y colaboró con grandes profesionales, los cuales siempre estuvieron a disposición de transmitir sus conocimientos para que yo pudiera desarrollar mi práctica profesional de la mejor manera posible. Cuando me incorporé como PFT sentí mucha vitalidad, mucha generosidad al compartir su conocimiento y experiencia en sus áreas, lo que me permitió aprender mucho y crecer profesionalmente. Los invito a participar del programa de prácticas de EFE, con un año de gran experiencia, de desafíos, siendo una oportunidad perfecta para crecer profesionalmente. Gracias a la práctica pude ir conociendo a diferentes profesionales y técnicos de la empresa, además, EFE cuenta con grandes profesionales que están dispuestos a enseñar y compartir todo lo que han aprendido, el cual es un gran valor para la empresa.”



Breakfast held with interns on 02.10.2023







## PERFORMANCE MANAGEMENT

The performance assessment promotes a talent development culture through feedback and collaboration. The CEO evaluates the Managers who report to him annually, aligning the work with the strategic objectives and the expected behaviors.

At EFE Trenes de Chile, we seek to strengthen a culture that promotes feedback based on three objectives.



### OBJECTIVES

1. Accelerate the culture of feedback, recognizing our employees' strengths and providing opportunities for continuous improvement.
2. Ensure everyone knows their responsibilities and how their work contributes to the company's success.
3. To nurture the people management processes, covering aspects such as training, internal mobility, and professional development.

In 2023, **93.3%** of the people received performance assessments. This is **61%** more than in 2022, as the scope was extended to positions not previously evaluated, especially outside the management line, achieving that their direct boss evaluated 100%.



## DIGITALIZATION OF PEOPLE MANAGEMENT WITH ALMA

In 2023, we made a leap towards digitalization in People Management by implementing the ALMA system. This system facilitates compliance with labor regulations, automates processes, and strengthens internal communications. It also allows improving access to benefits through a self-service module.

At the end of the year, the Performance Assessment module was activated throughout EFE Trenes de Chile, and we completed the project, including the Recruitment, Training, Compensation, Onboarding, Succession, and Development modules.



[MORE INFORMATION ON THE SCOPE OF PERFORMANCE ASSESSMENT](#)





## PROFESSIONAL DEVELOPMENT AND TRAINING

An essential part of our growth involves constantly improving our employees' professional and technical skills and strengthening the company's strategic projects.



In 2023, we laid out the learning path in five Schools of Competence and Skills Training

- SERVICE SCHOOL
- RAILWAY SCHOOL
- PROJECTS SCHOOL
- LEADERSHIP SCHOOL
- SAFETY SCHOOL



[MORE INFORMATION ON THE SCHOOLS AND TRAINING.](#)



# \$241,280,076

in education and professional development (\*),  
**73%** higher than the previous period.



# 1,922

employees trained, equivalent to **91%** of the staff and **62%** more than in 2022.

(\*) the amount associated considers tax exemption, training at company cost, and Advanced Training Scholarships.







(CMF 5.8.i) (CMF 5.8.ii)

UNIT	TRAINING AND/OR BENEFIT	2022	2023
\$ (CLP)	Total amount of monetary resources allocated for education and professional development	\$86,192,378	\$241,280,076
\$ (CLP)	Total annual income from the entity's ordinary activities (or its equivalent)	-	
%	Percentage of resources compared to the annual income of the entity	-	
N°	Total number of trained personnel	1,183	1,922
N°	Total number of employees (Total staff)	1,871	2,105
%	Percentage of trained personnel compared to total staff	63%	91%



HOURS OF TRAINING

(CMF 5.8.iii) (GRI 404-1)

Category of functions	Hours of training			Number of people trained			Average number of hours		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Senior Managers	116	72	189	6	11	17	19	7	11
Managers	732	1,200	1,932	21	66	87	35	18	22
Middle Managers	1,794	3,790	5,585	60	176	236	30	22	24
Operators	5,150	16,803	21,953	116	533	649	44	32	34
Sales force	372	11	383	26	2	28	14	6	14
Administrative staff	364	219	583	26	19	45	14	12	13
Support staff	75	230	305	6	19	25	13	12	12
Other Professionals	9,639	22,387	32,026	208	490	698	46	46	46
Other Technical Staff	66	2,581	2,647	7	130	137	9	20	19
TOTAL	18,309	47,293	65,602	476	1,446	1,922	38	33	34





## SIGNIFICANT MILESTONES OF TRAINING

The **2° Parent Company and Subsidiaries Labor Relations Program** was held, and union leaders and workers from all companies participated. Subjects such as labor legislation, inclusion, gender equity, basic accounting concepts, digital tools, and prevention of work-related and sexual harassment, among several others, are addressed, which will finally prepare them for a much more active future outlook, aware of their role and leadership.

**First Version of the Sign Language Course**, with 35 participants from different areas, especially those in contact with passengers, to contribute to the travel experience of all our users. **Full Speed Ahead Learning**, where workers, directors, and people who share topics of interest with our railway workers are invited. On average, 160 people attend, and it is one topic per month, from March to December.

Workers, managers, and union leaders were trained on the new **ALMA People Management Platform**, helping and supporting them in using the tool.

These were carried out through Teams and there were also face-to-face visits to the operation.







# TAKING CARE OF PEOPLE •

At EFE, caring for people is a fundamental priority, reflected in our commitment to labor welfare. We strive to maintain a positive organizational climate and ensure the health and safety of our employees through policies and practices that promote a safe and healthy work environment.

LINE OF WORK	HIGHLIGHTS
Organizational welfare	<div>Climate Management and Commitment</div> <div>Comprehensive Health Management</div> <div>Work-Family Balance</div> <div><ul style="list-style-type: none"><li>Recognition “Best Organizations to Integrate Personal and Work Life 2023 of the United Chile Foundation” in the Public Organizations category.</li></ul></div>
Occupational Health and Safety	<div>Strengthening the preventive culture</div> <div><ul style="list-style-type: none"><li>Two high-impact safety campaigns: “Hand in Hand (Mano a Mano)” and “Step by Step (Paso a Paso)” to raise people’s awareness of prevention in their work activities.</li><li>First National Meeting for the Joint Committees of EFE Trenes de Chile.</li><li>Certification of Joint Committees in GOLD Category and highest distinction in EFE Sur, EFE Valparaíso, and EFE’s Parent Company: San Eugenio, Agustinas, and Concepción Workshops.</li><li>Promotion of employee participation and consultation.</li></ul></div> <div>Follow-up Action Plan on preventive measures and evaluation of Psychosocial Risks.</div> <div>Implementation of preventive activities</div> <div>Safe working environments</div> <div><ul style="list-style-type: none"><li>Continuous work of the PEC Executive Committee (Competitive Enterprise Program) for the analysis of accident rates and to generate visible leadership in the areas.</li></ul></div> <div>Updating of the management with contracting companies in documents and records deliverable to companies.</div>
Compensation and Benefits	<div><ul style="list-style-type: none"><li>Benefits Manual</li><li>Improvement of workspace conditions</li><li>Mental health care</li></ul></div>





## WORK CLIMATE AND ENGAGEMENT

At EFE Trenes de Chile, we conduct an annual climate and organizational engagement study to evaluate the satisfaction and commitment of our employees and improve our working environment.

### GENERAL RESULTS OF THE WORK CLIMATE AND ENGAGEMENT STUDY

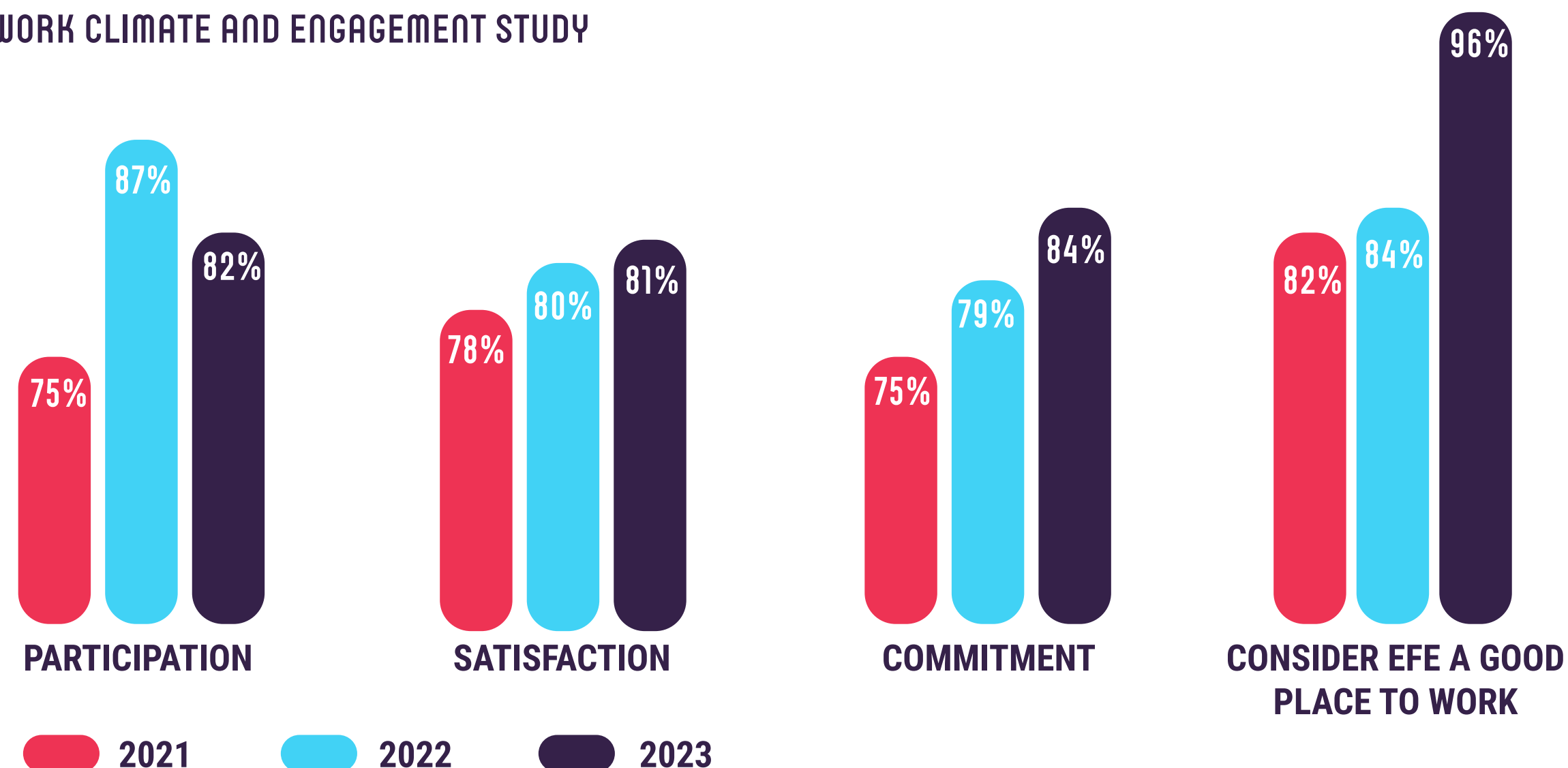
**81%**  
feel satisfied working  
at EFE

**85%**  
recommend the organization  
as a workplace

**89%**  
are willing to continue their  
career at EFE

**84%**  
feel a commitment to  
the organization

### RESULTS OF WORK CLIMATE AND ENGAGEMENT STUDY







## BENEFITS

(CMF 5.8.b) (GRI 401-2)

We offer different benefits to promote our employees' well-being and satisfaction, including collective agreements and contracts for unionized employees and benefit plans for non-unionized employees. Part-time workers with a valid contract receive the same benefits as full-time workers.

### MAIN BENEFITS

- Daycare for children of workers with a valid contract, up to 5 years and 11 months
- Agreement with Complementary Health Insurance
- Life insurance
- Half day off for the worker's birthday
- An early departure time for workers who are studying (previously coordinated with their boss)
- Medical permission/medical leave
- Bonus for change of work residence and two working days' leave to carry out associated actions
- Marriage or civil union agreement bonus
- Payment for the first three days of medical leave
- Agreements with gyms, mental healthcare, banks, dental centers, oncology care, and stores for school supplies



### HYBRID WORK IN EFE

(CMF 5.3)

Our hybrid work model, developed in conjunction with our workers, adapts to the company's and employees' needs, facilitating work-family reconciliation.

After an internal dialogue process at the end of the pandemic, we established criteria to determine who can opt for this modality, combining face-to-face and teleworking days. We implemented awareness and risk assessment courses, legal agreements, and a monthly allowance for connection. We seek to make hybrid work a market standard that promotes work-family reconciliation and healthy and equitable work environments. This is in line with our principles of trust and objectives focused on the positive impact on people, which will benefit the productivity and well-being of our employees.

### PERCENTAGE OF TELEWORKING WORKERS IN THE TOTAL WORKFORCE

2022	28%
2023	32%



### PARENTAL LEAVE

(CMF 5.7.a.i.) (CMF 5.7.a.ii)

At EFE, we promote the co-responsibility of our employees in their work, family, and personal responsibilities, seeking to balance the roles of men and women. This is established in our **Gender Equity and Reconciliation Policy**, which offers workers returning from leave the option of teleworking for a whole month in roles where feasible to facilitate the balance between work, family, and personal life.



**MORE INFORMATION ON  
MATERNITY LEAVE**





## OCCUPATIONAL HEALTH AND SAFETY

(CMF 5.6.i.) (GRI 3-3) (GRI 403-1) (GRI 403-3) (GRI 403-4) (GRI 403-6) (GRI 403-8)

Occupational Health and Safety are essential components at EFE Trenes de Chile, and they aim to safeguard the physical and mental integrity of its workers and contractors.

During 2023, EFE Sur, EFE Valparaíso, and EFE's Parent Company have been working based on an Occupational Health and Safety Management System model focusing on ISO 45.001 to promote continuous improvement and a preventive culture.



[MORE INFORMATION ON THE IDENTIFICATION OF RISKS AND INVESTIGATION](#)

### MANAGEMENT FRAMEWORK

We work with an institutional framework: the action plan is determined by the **Occupational Health and Safety Policy** updated in 2023.

We operate under an Occupational Health and Safety Management System.

We implement Occupational Health plans and programs in compliance with the Ministry of Health (MINSAL, in Spanish) Protocols.

We have an Internal Health and Safety Regulation updated in 2023.

### PROCEDURES

We ensure regulatory compliance by carrying out inspections, audits, and regular on-site checks.

We carry out regular reviews of the management system, looking for opportunities for improvement.

We investigate accidents and/or incidents and take corrective and preventive measures.

We have reporting systems and mechanisms.

Risk management applying control hierarchy.

### PARTICIPATION

We involve people in the identification and management of risks.

Training in safety, risks, and preventive measures.

We have Joint Committees.

We use communication campaigns.

We created the PEC Executive Committee to analyze and show leadership in safety matters.





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# CHALLENGES - 2024

Expand the Health and Safety in the Workplace Management System (HS) for all EFE’s Parent Company areas.

Strengthen the management and control of contractor companies in EFE’s Parent Company.

Develop a health and safety work plan based on a transversal management system for EFE’s Parent Company and subsidiaries.

Promote learning and the preventive culture of health and safety at work.

## HEALTH AND SAFETY TRAINING

(GRI 403-5) (GRI 403-7)

Having a Training Plan is essential for regular occupational health and safety training. These courses ensure workers know the risks, legal requirements, workplace health and safety protocols, and emergency procedures. This promotes a safety culture and encourages the active participation of all organization members.

We carry out internal training provided by our staff and external training provided by OAL, OTEC, and OTIC, which is managed with the support of the organizational development area.

We use different methodologies to manage accident detection, training development, and evaluation of the effectiveness of competencies in Occupational Health and Safety (OHS). This ensures that all workers acquire the knowledge needed to manage and control risks.



[MORE INFORMATION ON SAFETY EDUCATION](#)

## ACCIDENT RATE - EFE PARENT COMPANY

(CMF 5.6.ii.) (CMF 5.6.iii.) (CMF 5.6.iv.) (CMF 5.6.v.) (GRI 403-9) (GRI 403-10) (SASB TR-RA-320a.1)

	2019	2020	2021	2022	2023
Accident rate	0.32	1.33	0.83	0.25	0.78
Occupational diseases rate	0	0.15	0	0.25	0
Average number of days lost due to accidents	27	10	34	43	22

In 2023, we had no fatalities due to workplace accidents or occupational diseases.





# PREVENTION OF WORKPLACE AND SEXUAL HARASSMENT

(CMF 5.5.a) (CMF 5.5.b)

After the publication of the Gender Equity and Reconciliation Policy, where the company's commitment to preventing, detecting, and referring situations of violence is declared, the Internal Health and Safety Regulations have been updated, considering the process related to these issues.

In 2023, we also informed about the Reporting Channel and updated the investigation procedure.

In addition, the following procedures were worked on:

- **Detection, Prevention, Investigation, and Referral of Abuse, Workplace Harassment and Sexual Harassment.**
- Prevention, Detection, and Referral of Cases of Domestic Violence.
- Confidential Registration and Handling of Complaints Regarding Unfair or Discriminatory Situations.
- Hiring legal advice for the referral of investigation on situations of Mistreatment, Workplace Harassment, and Sexual Harassment.

	2022	2023
Percentage of people trained in sexual harassment	-	3%
N° of complaints for sexual harassment under Law N°20.005	2	3
Number of complaints for workplace harassment under Law No. 20,607	13	8







# DIVERSITY, EQUITY, AND INCLUSION •

We recognize the importance of diversity and inclusion in the success of our work. For the same reason, it is considered a strategic element for the growth and development of our services. Consistent with this, we have a **Diversity and Inclusion Policy** based on the following principles:

- All people are valuable in the company, and we appreciate each one's contribution
- We do not discriminate; we provide equal opportunities and act with equity
- We fight our biases, basing our decisions on data and applying impartiality
- We interact with respect and trust, protecting the dignity of people
- We promote environments where all people can express their opinions and be listened to in an open and respectful way
- We reproach harassment, bullying, and mistreatment, taking firm actions in this regard







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## GENDER EQUITY MANAGEMENT

In 2023, we started the implementation of the Chilean Standard Nch3262:2021 to promote gender equity and work-family reconciliation, benefiting both men and women with better working conditions.



### STANDOUT INITIATIVES

- Launch of Gender Equity Plan.
- Holding the First Version of the Women's Leadership Program "Railway Women Who Inspire."
- Publication of Gender Equity and Reconciliation Policy.
- Signature of commitment to implement the 3262:2021 Standard: Management of Gender Equity and Reconciliation of Work, Family, and Personal Life. Formation of the Implementing Committee.
- Participation in the SernamEG Best Labor Practices with Gender Equity Program.
- Carrying out a diagnosis of Gender Equity and Stereotypes.
- Participation in a UN Women diagnosis.
- Formation of Gender Equity Committees for EFE and Subsidiaries.

### TRAINING HIGHLIGHTS

- General concepts of Gender Equity.
- General concepts, implementation, and internal audit of the 3262:2021 Standard.
- Domestic Violence.
- Conciliation.
- Breast cancer and cervical cancer prevention.

### WEPs Cycle 2023 Latin America and the Caribbean:

- Gender equity in the value chain: gender-focused procurement
- Marketing and communication without stereotypes: How to build equality from language
- The business case for gender equality
- The role of men in gender equality: New masculinities
- Gender equality in the company: monitoring, transparency, and accountability
- Gender pay gap





## RAILWAY WOMEN WHO INSPIRE

**In 2023, the First Version of the Women's Leadership Program was held, in which 22 mentees and 11 mentors participated. The objective was to promote the development of women under the EFE leadership seal through a development program aimed at boosting their careers.**



In addition, a professional development program based on the Leadership Seal is sought, which allows them to use their competencies, generate contact networks, and enhance their visibility in the organization. It also provides tools for female empowerment and thus expands their business outlook through the experience of others, individual tasks, and internships in critical business areas and meetings.

The program incorporates a cycle of mentorships with organization leaders to promote their development, preparing internal mentors to support the development of mentees.



The Railway Women Who Inspire program was launched on April 6th, 2023, with a presentation of the program's mentors and the team that will accompany this path. The workers were very interested in the program, and 106 applications were received.



In line with increasing female participation, processes have been carried out for critical positions such as Drivers and Traffic Controllers with a greater involvement of women.







PAY GAP BETWEEN MEN AND WOMEN

(CMF 5.4.1) (CMF 5.4.2) (GRI 405-2) (GRI 202-1)

Although there is no specific policy on pay equity, the principles are established in the Internal Regulations on Order, Health, and Safety.

2023					
	EFE Parent Company	EFE Central	EFE Valparaíso	EFE Sur	EFE Arica – La Paz
Senior Managers	84%	N/A	N/A	N/A	N/A
Managers	88%	84%	110%	N/A	N/A
Middle Managers	112%	79%	78%	73%	N/A
Operators	97%	72%	67%	74%	78%
Sales Force	N/A	N/A	100%	N/A	N/A
Administrative staff	119%	N/A	105%	N/A	N/A
Support staff	N/A	N/A	95%	88%	N/A
Other Professionals	87%	77%	65%	72%	N/A
Other Technical Staff	89%	82%	74%	126%	101%



At EFE Trenes de Chile, we have adopted a Compensation Policy that uses an objective approach to valuing positions. This policy guarantees internal equity and establishes a salary band based on performance, responsibility, experience, and the position’s hierarchy.





## LABOR INCLUSION OF PEOPLE WITH DISABILITIES

**We maintain a diverse environment where we respect and value differences, implementing equitable practices that foster a sense of belonging for each of our collaborators.**

We promote the labor inclusion of people with disabilities in the organization, promoting inclusive work environments with equal opportunities and non-discrimination, based on the principles established in Law N° 20.422 and the International Convention on the Rights of Persons with Disabilities.

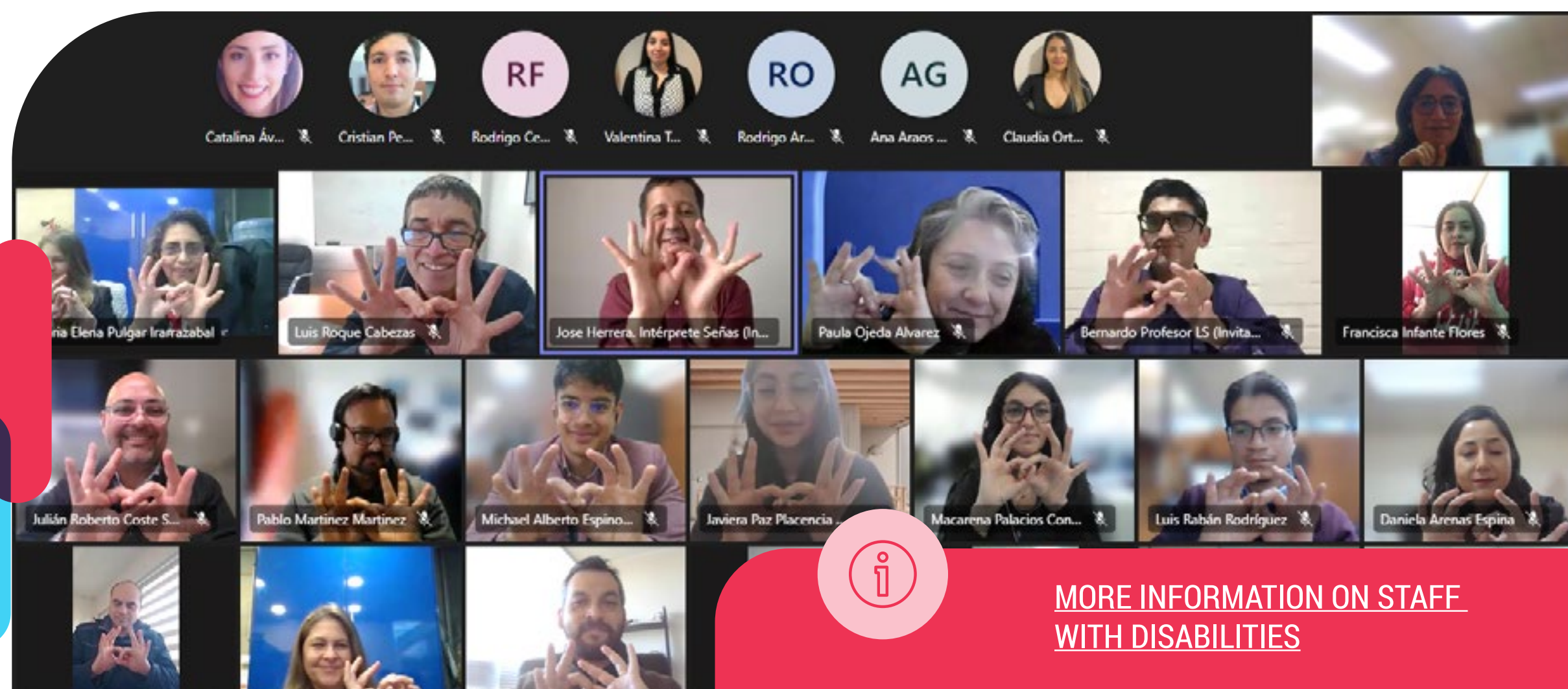
**1. We Manage Labor Inclusion:** we promote inclusive workspaces that allow the full development of people with disabilities in the different stages of the worker's life cycle.

For this, the company has people certified in managing the labor inclusion of people with disabilities, following Law 21.275.

**2. Diagnosis:** By analyzing diagnoses, we identify the state of inclusion in the organization and the environmental and attitudinal barriers.

**3. Plan of Action:** We develop a comprehensive strategy that allows the full inclusion of people with disabilities in the organization, safeguarding accessibility and necessary adjustments according to the needs of the workers with disabilities.

**4. Training Plan:** We hold training and awareness programs to provide tools for effective labor inclusion within the company.



### STANDOUT INITIATIVES

- Development of an Inclusion diagnosis and list of people with disabilities.
- Updated Labor Inclusion Policy.
- Participation in EXPO INCLUSION 2023.
- Inclusive sports activities with the National Football Team for the Blind.
- Collaborative agreement with the Inclusive Business Network (REIN, in Spanish).
- Collaborative agreement with Fundación Descúbreme.
- Launch of complementary zero-cost insurance for people with a disability credential or disability pension.
- Accompanying workers to obtain a disability credential.
- Labor position analysis.

### TRAINING HIGHLIGHTS

- Let's talk about disability.
- Leadership and Inclusive Culture.
- Sign Language.
- Universal Accessibility.
- Autism Spectrum Disorder (ASD) in the Workplace.
- Training of four inclusion managers certified by Chile Valora.



[MORE INFORMATION ON OUR  
LABOR INCLUSION POLICY](#)





## SEXUAL DIVERSITY

**EFE demonstrates its commitment to gender diversity through several significant initiatives.**  
**As a state organization, it is imperative to serve all people without discrimination.**

### STANDOUT INITIATIVES

- Collaboration agreement with Pride Connection.
- Participation in Pride Radiography on Sexual Diversity in the organization.
- Commemoration of special dates such as Pride Month and Diversity Day.

### TRAINING HIGHLIGHTS

- Sexual and Gender Diversity.
- Gender and Disability: Addressing the invisible gaps.
- Diversity and Inclusion, the path to mental health.
- LGBTI+ community and neuro divergence.

EFE goes one step further by exploring the intersection between the LGBTI+ community and the importance of embracing diversity in all its forms.

These actions show that the Empresa de Ferrocarriles del Estado not only celebrates gender diversity, but actively works to create an inclusive and respectful working environment for all its employees.







# HUMAN RIGHTS •

(CMF 2.1.e.)

We have a **Business and Human Rights Policy** that aims to safeguard the respect for human rights considering the agreements the State has signed in the international context. This means refraining from infringing the human rights of third parties and dealing with the negative consequences of human rights violations in which one has any participation, following the guiding principles on Human Rights and Business that the United Nations (UN) has promoted. The Guiding Principles are also incorporated in the companies within the Public Company System. Additionally, the Company maintains a cooperation agreement with the National Institute of Human Rights (INDH, in Spanish) in this framework.

The policy applies to all persons exposed to real or potential impacts on their human rights due to the company's activities, such as workers, passengers, and communities.



## PRINCIPLES OF THE HUMAN RIGHTS POLICY

- **Non-discrimination**
- **Rejection of child labor**
- **Decent work**
- **Freedom of association and collective bargaining**
- **Safety, health and well-being**
- **Fair and favorable working conditions**
- **Diversity and Inclusion**
- **Protection Groups**
- **Prevent, minimize, and remedy impacts on the environment**
- **Respect for the Rights of Communities**
- **Ethical Behavior**

We are committed to respecting human rights, preventing our activities from causing negative consequences through identifying, preventing, and mitigating risks, and establishing complaint and reparation procedures for negative impacts.







# CONTRACTORS AND SUPPLIERS •

## CONTRACTOR MANAGEMENT

(CMF 5.9.a.i) (CMF 5.9.a.ii.) (CMF 5.9.a.iii.)

At EFE, we have a **Corporate Procurement Regulation**, guaranteeing periodic reviews to ensure that the activities of our collaborators are aligned with sustainable social, environmental, and economic standards. The latest version of this regulation is from 2023.

In the contracts for the provision of services and/or execution of works, the obligation is established that contractors and subcontractors must accept and comply with all the safety provisions that EFE has and that are established in our quality, safety, occupational health, environmental policies, and all other applicable internal regulations.

The Supply Management has awarded over 740 contracts representing approximately \$288,385 MM. Currently, about 200 processes are managed for a total value of \$1,250,000 MM.

## HEALTH AND SAFETY

We consider it essential to effectively manage our contracting companies in occupational health and safety issues. We choose contractors by evaluating their safety records and setting specific contract requirements. In addition, we provide orientation and training to subcontracted workers, we coordinate safety activities and conduct regular inspections and audits to evaluate their performance.

Integrating safety practices, encouraging open communication, and assessing shared risks are key aspects of this process.

Establishing a standard system for recording incidents, analyzing them, and taking corrective measures is essential to maintaining a safe working environment. The effective collaboration between us and the contracting companies contributes significantly to complying with the established regulations and creating a safe working environment for everyone.

### Main activities carried out in 2023:

- Monthly control and monitoring of occupational health and safety statistics activities.
- Application of onsite checklists.
- Health and safety walks at work.
- Compliance with EFE's 2023 Internal Audit Program.
- Verification of compliance with SD No. 594 onsite.
- Implementation of the Occupational Health and Safety Management System documentation and update.

## SUPPLIER MANAGEMENT

We recognize the importance of our suppliers in our sustainability strategy. Therefore, we seek to establish relationships based on mutual benefit, honesty, and high quality and compliance standards. We have defined a Supplier Policy supported by our Corporate Procurement Manual, which is aligned with our business mission, strategic objectives, purchasing procedures, selection requirements, and Code of Ethics.

In 2023, the Regulations (NAC) were updated to introduce new modifications to improve efficiency in project development and EFE's operation. This version considers:

- Corporate Procurement Regulations: policies, principles, modalities, attributions, and guarantees.
- Corporate Procurement Manual: procedures and operations.





01

SUPPLIER ASSESSMENT

(CMF 7.2.a) (CMF 7.2.b) (GRI 414-1)

02

We are implementing a supplier assessment with sustainability criteria, including social and environmental criteria.

03

The assessment process, which uses quantitative and qualitative tools, was approved and started in 2023.

04

This process also includes evaluating existing suppliers to monitor their performance, improve operational efficiency, reduce costs, and mitigate risks.

05

The assessment is conducted through surveys answered by the contract administrators that are then consolidated with the results of each evaluation.

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**1. The surveys will be differentiated for goods and services, and will consider specific criteria and sub-criteria.**

- Quality of services and/or goods
- Delivery times
- Service throughout the entire process
- Compliance with the contractual conditions

**2. The Environmental Area will be surveyed to evaluate the supplier's compliance with EFE's regulations.**

- Compliance with the Environmental Management Plan proposed at the beginning of the service
- Presentation of carbon footprint form



280

contracts in the assessment process.

Local and national suppliers participate in the tenders or quotations to promote competitiveness in the proposals.

IDENTIFIED IMPACTS RELATED TO SUPPLIERS

(GRI 308-2) (GRI 414-2) (GRI 408-1) (GRI 409-1)

- Occupational health and safety of contractor's workers
- Workers' health
- Breach of labor rights by contracting companies
- Discrimination based on gender or race
- Improper handling of hazardous substances

We are committed to carefully selecting our suppliers and conducting a thorough review in each bidding process. We verify that the awardees comply with the technical, legal, financial, and administrative requirements established in the corresponding terms and conditions.

In the bidding rules and procurement processes, the hiring of minors is strictly prohibited, as well as any form of child labor or forced labor.





## PAYMENT OF SUPPLIERS AND CONTRACTORS

(CMF 7.1.a) (CMF 7.1.b.i) (CMF 7.1.b.ii) (CMF 7.1.b.iii) (CMF 7.1.b.iv) (CMF 7.1.b.v)

- In 2023, 1,638\* EFE Trenes de Chile suppliers were registered.
- EFE and its subsidiaries comply with Law N° 21.131, which establishes a 30-day payment to suppliers from the invoice's receipt date.
- No late payments on bill payments were filed during 2023.
- EFE does not have a record of Term Agreements.

### COMPLIANCE FOR PAYMENT OF INVOICES

Company	Percentage
EFE Parent Company	90%
EFE Valparaiso	95%
EFE Arica - La Paz	96%
EFE Sur	91%
EFE Central	94%

Invoices paid more than 30 days later are usually due to contractual breaches on the supplier's part.

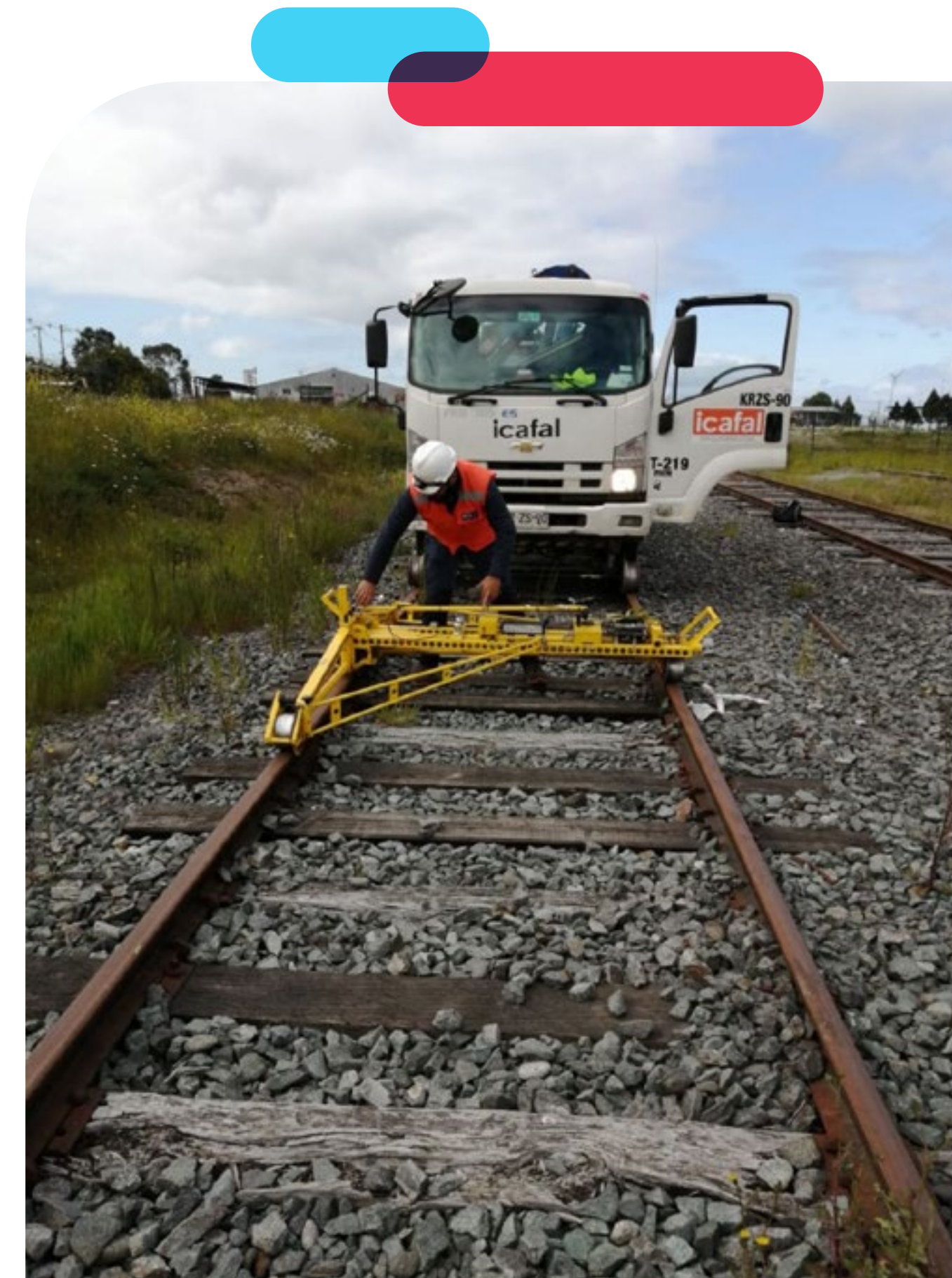
\* The Integrated Report 2022 mistakenly reported that the number of suppliers that year was 961 when the correct number was 1,921.

### NUMBER OF INVOICES PAID

Company	Quantity
EFE Parent Company	10,821
EFE Valparaiso	1,463
EFE Arica - La Paz	264
EFE Sur	2,220
EFE Central	1,561
TOTAL	16,329

### TOTAL AMOUNT OF INVOICES PAID IN MILLIONS OF PESOS (MM\$)

Company	MM\$
EFE Parent Company	280,487
EFE Valparaiso	11,613
EFE Arica - La Paz	73
EFE Sur	4,595
EFE Central	25,532
TOTAL	322,300







# LABOR RELATIONS •

(GRI 2-30)

At EFE, we cultivate a culture of trust and mutual respect, fostering open dialogue to achieve common objectives and ensure the well-being of our employees.

Our unionization rate is 78%, with 4 Federations, 5 inter-company unions, 22 Trade Union Organizations, and a Worker Representative for EFE’s Parent Company. In 2023, 6 collective bargaining processes were held (of which 4 were advance negotiations), all successfully concluded with reviews of improvements in aspects of workers’ quality of life and our company’s sustainability purpose.

Recently, the **Industrial Relations Policy** was signed, which will be released in 2024.

## COLLECTIVE BARGAINING AGREEMENTS

Companies	2022		2023	
	Non-unionized	Unionized	Non-unionized	Unionized
EFE Parent Company	29%	71%	31%	69%
EFE Arica - La Paz	29%	71%	36%	64%
EFE Central	24%	76%	16%	84%
EFE Sur	19%	81%	8%	92%
EFE Valparaiso	12%	88%	21%	79%
OVERALL TOTAL	24%	76%	22%	78%







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# 06



## community

SUPPORTING THE DEVELOPMENT OF SUSTAINABLE CITIES  
AND COMMUNITIES

EFE IN THE DEVELOPMENT OF THE COUNTRY

STAKEHOLDER RELATIONS

COMMUNITY OUTREACH STRATEGY

NATIONAL RAILWAY SAFETY EDUCATION PLAN

COMPLEMENTARY INFORMATION





# SUPPORTING THE DEVELOPMENT OF SUSTAINABLE CITIES AND COMMUNITIES •

We encourage dialogue and joint work with our stakeholders, promoting the strengthening of the communities that inhabit the territories where we operate. Thus, we generate virtuous and collaborative relationships, which allow us to value EFE's contribution to building sustainable territories and comprehensively address connectivity challenges.

## EFE SUSTAINABILITY POLICY 2023



### MATERIAL TOPICS OF THIS CHAPTER

- Railway safety education
- National and local development
- Community relations





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## RELATED STRATEGIC INITIATIVES

**Strengthen the strategic engagement plan with authorities and stakeholders to develop cargo and passenger services with a regional focus.**

- The **EFE strategy** prioritizes the company's social role, particularly its stakeholder relationship.



## EFE COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



**SDG 11.2:**  
Provide access to safe, affordable, and sustainable transport systems.



### EFE Commitment

Implement the Community Relations Plan, with a focus on an open dialogue with the communities and their representatives, which strengthens territorial development and environmental care.





# EFE IN THE DEVELOPMENT OF THE COUNTRY •

(GRI 3-3) (GRI 203-1) (GRI 203-2)

EFE has set out the purpose of Bringing Chile Closer to its Better Future. This means uniting both people and communities through the sustainable mobility model offered by rail transport in the 10 regions where we are present.

In 2023, we are moving forward in **flagship initiatives for EFE** and for large areas of our country's territory, allowing us to expand coverage and capacity with technology and comfort levels similar to those of developed countries.

We have reached record numbers of passengers transported. In 2023, the company recorded a growth of almost 16%, totaling 64.9 million passengers, without adding new trains to the passenger service.

One of our goals is to increase public transport accessibility, increase the number of passengers transported, and expand the coverage of our operations.

As a state-owned company, we must contribute to the economic development and growth of the country, strengthening foreign trade through cargo transportation. For the same reason, we are working on a new **model for the logistics business**.

In 2023, we faced weather contingencies that caused the prolonged suspension of the service due to bridge cuts, which affected the transportation of passengers and cargo. We are changing the paradigm of infrastructure maintenance, moving from a reactive model to a preventive/predictive one to manage these risks.

We also had to regret serious accidents that drove us to reinforce safety campaigns further.





# STAKEHOLDER RELATIONS •

(GRI 3-3) (CMF 3.7.i)



## ORGANIZATIONAL STRUCTURE

We have an organizational structure for engagement: the Communications and Communities Area, which was created in 2023.



## MANAGEMENT FRAMEWORK

We work within an institutional framework. **The Community Policy** determines the action plan through a collaborative approach that aligns with the company's strategic goals.

**The Communications Policy** is the framework to guide the information and feedback channels with stakeholders.



## ADAPTATION TO CHANGES IN THE ENVIRONMENT

We adapt to changes in the environment. In 2024, we will review the Communities Policy because we understand the environmental changes, especially after the pandemic.

In 2023, we **updated the stakeholder map** to establish gaps and action plans accordingly.



## WORK AGENDA

We operate with the communities under a Community Relations Plan.

With the society organizations, we work with a four-topic agenda:

- Passengers
- Framework projects
- Intermodality
- Expansion of the network



Thanks to the governance developed regarding outreach, it has been possible to establish ties with authorities and social organizations of territories that lacked attention or had a higher level of conflict.





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## COMMUNITY POLICY

- Support the development of sustainable cities and communities
- Position EFE as a relevant player in local, regional, and national development
- Incorporate communities in the development of our projects in advance
- Maintain systematic dialogue, communication, and participation of communities
- Collaborate in the cultural and local economic development in our areas of influence
- Have attention protocols for the requirements and contingency in our settings
- Generate an internal culture of respect for the settings and communities.

## COMMUNICATIONS POLICY

- Guiding principles: proactivity, truthfulness, timeliness, consistency.
- Coordination for implementation through an Inter-area Communications Committee.
- In external communications, the lines of work are relationships with the media, press conferences, and contingencies.
- In internal communications, the strategy is led by the People Area.
- The Social Media Policy guides digital communication on a multichannel model.
- The stakeholders are approached with specific plans.
- A Brand Manual defines the use of the brand.







01

## DETERMINATION OF STAKEHOLDERS

(CMF 3.7.ii) (GRI 2-29)

02

At EFE, we know that the environment is constantly changing, which challenges us to strengthen the stakeholder engagement mechanisms.

03

We annually update their concerns through studies that consider interviews and field surveys.

04

In 2023, EFE also carried out a specific study applied to the community of San Antonio due to the future projects that will be generated in the area. Under the same logic, in 2024, we will make stakeholder information surveys in the Arica, Valparaíso, Metropolitan, O'Higgins, Maule, Ñuble, Biobío, Araucanía, Los Ríos, and Los Lagos regions.

06

In 2023, we implemented territorial deployment with authorities and communities, covering the 10 regions with railway operations, including Los Lagos and Los Ríos.

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## COMMUNICATION CHANNELS WITH STAKEHOLDERS

- In 2023, communication work was strengthened through corporate social networks, particularly LinkedIn, Instagram, Facebook, and X.
- Compared to 2022, engagement on LinkedIn increased by 25% and followers by 40%, reaching 52,000.







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We work by listening to stakeholders to understand their needs and expectations and promptly sharing information about projects and operations improvements.



RELATIONS



SOCIAL NETWORKS



MEDIA



MORE INFORMATION ON THE  
STAKEHOLDER COMMUNICATION  
CHANNELS

PASSENGERS

EXISTING  
COMMUNITY  
SERVICES

AUTHORITIES

LOGISTICS  
COMMUNITIES

BUSINESS  
PARTNERS

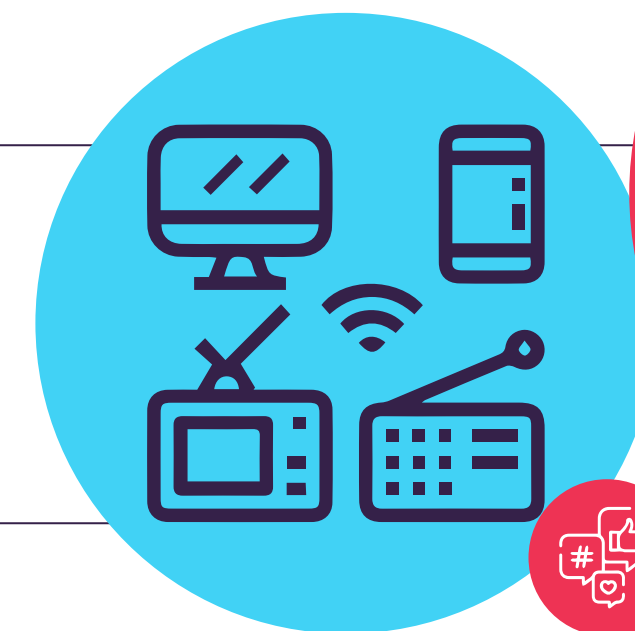
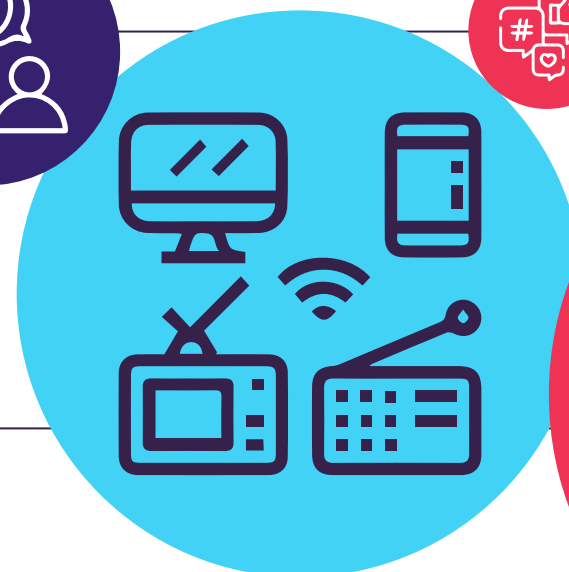
ACADEMIA, GUILDS,  
PEER COMPANIES,  
SUPPLIERS

PROJECTS

SAFE AND EFFICIENT  
MOBILITY

TRANSPORT DEVELOPMENT

SITE VISITS







# COMMUNITY OUTREACH STRATEGY •



## PURPOSE

**Through community management, we seek to support the integration of the different territories and communities, thereby enhancing productive and economic development, improving people's quality of life, and promoting the country's sustainability and electromobility.**



## LINES OF ACTION

- Open dialogue
- Security of the Communities
- Local and cultural development
- Social and environmental responsibility



## OBJECTIVES

- Build and maintain relationships with the community and authorities based on transparent and collaborative dialogue
- Generate outreach with communities to improve railway behaviors and habits
- Collaborate in the development of communities, promoting connectivity and local revitalization
- Actions that promote the prompt provision of information about the environmental impacts of our operations and their mitigation measures



## METHODOLOGY

### TERRITORIAL DIAGNOSIS

- Socio-territorial review
- Mapping of Stakeholders
- Community dialogues with 69 communes in 10 regions of the country.
- Meetings with 103 Municipalities Meetings with 209 Communities
- Human environment baseline, more than 200 interviews were conducted.

### ANALYSIS

- Data integration
- Map of community risks and impacts

### DESIGN AND MANAGEMENT

- Community plan for the projects
- Initiatives to be carried out



[MORE INFORMATION ON THE ACTIONS OF THE OUTREACH PLAN](#)





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103

meetings with municipalities of  
144 communes without railway  
decree

19

meetings with Presidential and  
Provincial Delegations for EFE  
projects

69

Round-table meetings with  
neighbors and authorities

9

meetings with Regional  
Governments

209

meetings with communities in 10  
regions of the country

15

company activities with Local  
Public Works, Transport, and  
Culture Authorities





## DIALOGUE WITH THE COMMUNITY

We seek to promote local and cultural development through shared value projects with the communities we are inserted in, encouraging participation and being good neighbors.

In 2023, we promoted **community interest projects** in stations and properties without commercial use, in coordinated work by the Communities, Real Estate, and Heritage Areas.

We are also working on strengthening coordination with the **communities living near the rail tracks to address concerns such as** clearing EFE-owned land, improving security related to illegal occupations, and preventing land seizures.

We collaborate with neighborhood councils, municipalities, police officers, and firefighters to address security issues. We carry out activities with safety monitors and work with children who interact with the railway.



## RELEVANT PROJECTS WITH THE COMMUNITY

- Communal Infrastructure
- Green Areas
- Bicycle Paths
- Heritage Recovery
- Cultural interventions
- Production promotion





# OPEN LINE CHANNEL WITH NEIGHBORS

(GRI 2-29)

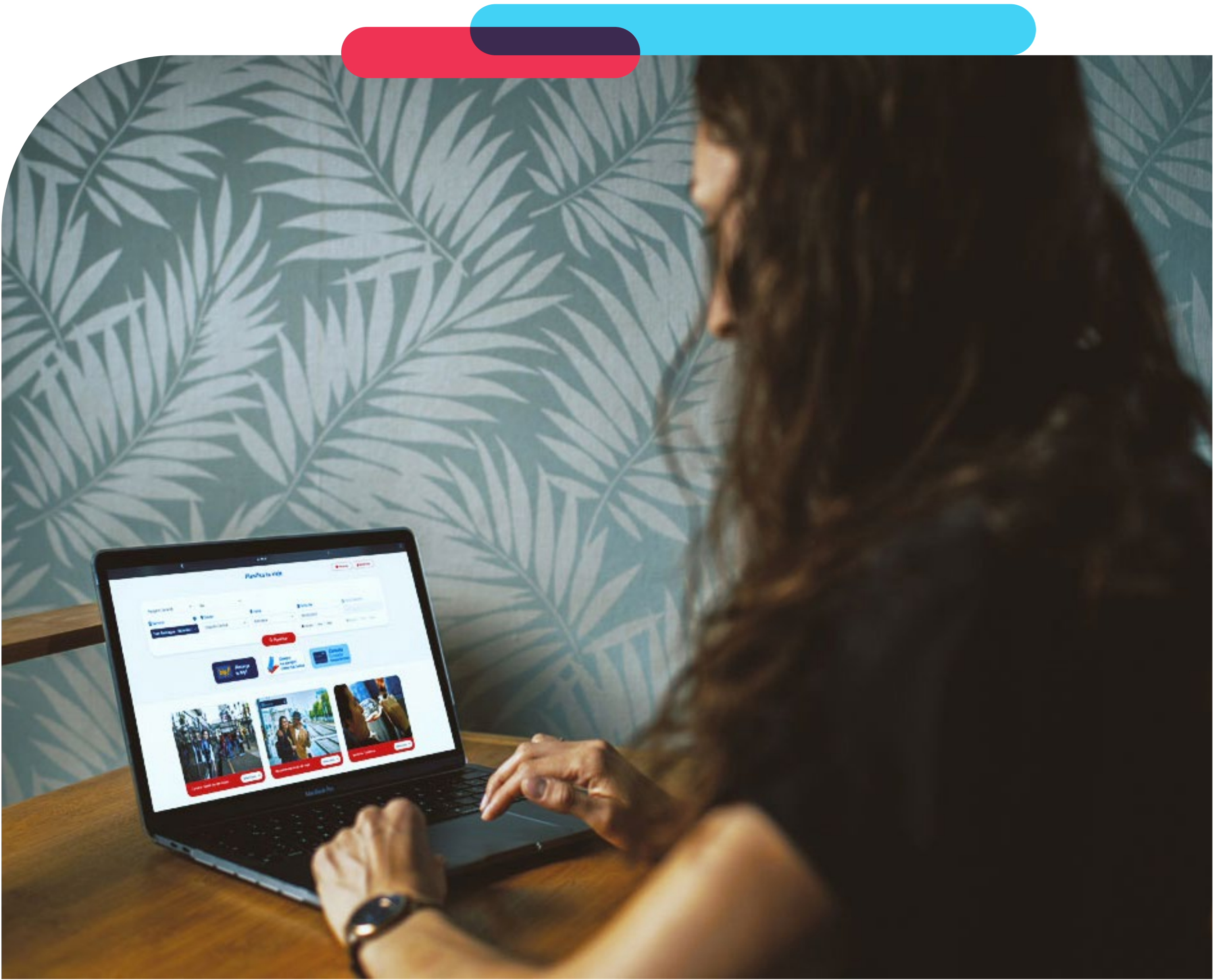


Through our open line, community relations executives are available to receive complaints from neighbors about our operations' social and environmental issues.

Project	Number of complaints	Resolved	To be resolved
Train to Batuco	12	10	2
Train to Melipilla	69	60	9
Quillota - La Calera	19	12	7
<b>Total</b>	<b>100</b>	<b>82</b>	<b>18</b>

## TOPICS OF THE COMPLAINTS

- Cleaning, weeding, and garbage
- Confinement
- State of Crossings
- Construction
- Security: Theft, usurpation, etc.
- Asking for information about the projects
- Dust
- Truck traffic



FOR TRANSLATION PURPOSES ONLY



## JOINT WORK WITH SOCIETY ORGANIZATIONS

(GRI 413-1)

At EFE, we seek to establish relationships with local and regional organizations, authorities, transport governance, the public sector, and private institutions based on the four lines we prioritize: passengers, framework projects, intermodality, and network expansion.


[MORE INFORMATION ON AGREEMENTS SIGNED IN 2023](#)

### RELEVANT PROJECTS WITH SOCIETY ORGANIZATIONS

- **Stand out agreements with municipalities:** To speed up the expansion projects of the Train to Melipilla, Train to Batico, and Environmental Improvement of the Santiago – Nos Service. The Municipality of Temuco to promote the tourist train and the local economy.
- **Cultural alliances and dissemination of railway heritage:** With the La Moneda Cultural Center and the ACTO Foundation. Agreement with the Department of Architecture of the Ministry of Public Works (MOP) for support as the heritage project technical unit.
- **Collaboration for disseminating the Pan American and Parapan American Games Santiago 2023:** EFE made spaces available for disseminating transport strengths and services.
- **International agreement:** An MOU was signed with the United Kingdom to develop and strengthen the railways.







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## STAKEHOLDER VALUATION

EFE participates annually in the IPSOS reputation survey to learn its stakeholders' perceptions and build relationships based on their concerns.

In 2023, the company was ranked 67th overall out of 100 companies measured versus 65th in 2022 due to a decrease in its users' valuation and knowledge level.

This can be explained by the contingencies linked to major accidents with regretful consequences and natural phenomena of a climatological nature, which affected the infrastructure and operational continuity.

Likewise, in 2023, EFE appeared for the first time in the CADEM citizen brands study, ranking 150th out of 270 brands.





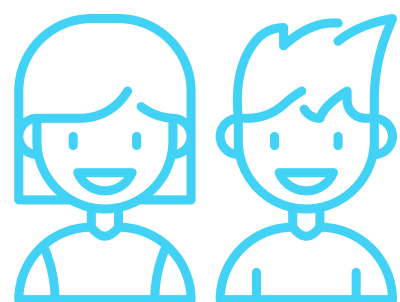


# NATIONAL RAILWAY SAFETY EDUCATION PLAN •

(GRI 3-3)

In 2023, we increased educational campaigns and workshops in the communities next to passenger and cargo train operations. We significantly strengthened railway education by incorporating the school community into self-care behaviors to avoid accidents on the track.

The Los Rios and Los Lagos regions were incorporated into the National Plan.



13,398

students from 10 regions participated in a safety campaign to prevent accidents at railway crossings.



## HIGHLIGHTS OF THE PROGRAM

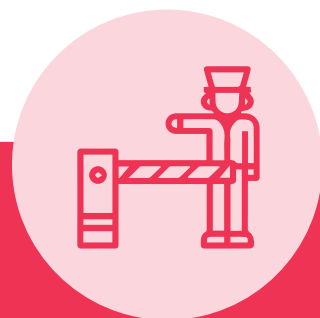
- Education campaigns in schools
- Awareness raising at crossings
- Demonstration trips

## PROGRAM ACTIVITIES

Activity	2022	2023
School communities	41	59
Safety campaigns for level crossings	56	89
Demonstration trips	24	91
Others	25	0
<b>TOTAL</b>	<b>146</b>	<b>239</b>







## SAFETY RECOMMENDATIONS

- Take off your headphones before crossing the line
- Respect the warning signs at vehicle crossings
- Stop, look, and listen before you cross
- Organize your time before leaving
- Don't put graffiti on the trains
- Avoid using your cell phone when crossing the line
- Don't cross the yellow line
- Don't sit on the floor
- Allow people to get off before you get onboard

## ENCAMPMENTS AND CAMPS ON THE RAIL LINE

EFE considers the camps on the railway a matter of security and loss of infrastructure. The company collaborates with regional bodies and the National Housing and Urbanism Service (SERVIU) in the Precarious Settlements program.

In 2023, 8 camps with 671 people were eradicated in the La Araucanía, Biobío, and Metropolitan regions.



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# 07

## CULTURAL HERITAGE

VALUING HERITAGE AND PROMOTING CULTURE

HERITAGE MANAGEMENT POLICY

RECOVERY OF HERITAGE PROPERTIES

STANDOUT INITIATIVES

EFE CULTURA





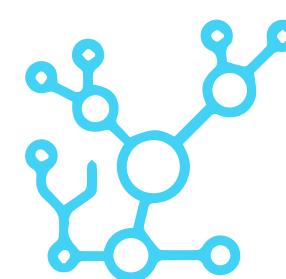
# VALUING HERITAGE AND PROMOTING CULTURE •

We promote the recovery and enhancement of our company's historical-cultural heritage and the incorporation of art and cultural activation in the user experience we provide in our current services and future railway projects. In the same spirit, we encourage public-private partnerships to highlight and disseminate railway culture by developing initiatives associated with goods, routes, and the knowledge linked to them while generating development opportunities in the territories in which they are inserted.

## EFE SUSTAINABILITY POLICY 2023



### RELATED STRATEGIC INITIATIVES



Develop a relationship plan that promotes culture, art, heritage, and territorial development.



### MATERIAL TOPICS OF THIS CHAPTER

- Cultural heritage





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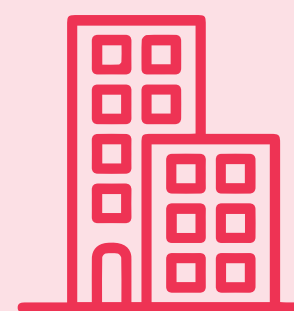
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## EFE GOALS



To carry out three activities per subsidiary per year by 2026, and at least five by 2030.



To have three properties with valuation processes by 2026, and at least five by 2030.

## EFE COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS

11 SUSTAINABLE CITIES AND COMMUNITIES



### SDG 11.4:

Strengthen efforts to protect and safeguard the world's cultural and natural heritage



## EFE COMMITMENT

To care for and value EFE's cultural heritage throughout the country and to bring culture closer through the EFE infrastructure in the territory.





# HERITAGE MANAGEMENT POLICY •

“Cultural heritage is a specific set of tangible, intangible, and natural assets that are part of social practices, to which values are attributed to be transmitted, then re-signified, from one era to another, or from one generation to the next. Thus, an object is transformed into a heritage or cultural asset or ceases to be one through a process and/or when someone - individual or collective - affirms its new condition. It is the product of a permanent social process.”

(Dibam, Memory, culture, and creation. Political guidelines. Document, Santiago, 2005).

At EFE, we value our historical-cultural heritage and integrate art and culture into the experience for our users and clients, both in current services and in new projects. In addition, we promote public-private partnerships to highlight the wealth of assets and inactive routes.

1

To enhance the value of the heritage linked to new railway projects

2

Building heritage for the future

3

Recognize heritage management as a means for local development

4

Provide identity to routes and stations

5

To disseminate EFE's heritage collection



[MORE INFORMATION ON THE HERITAGE MANAGEMENT POLICY](#)





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## LINES OF WORK IN HERITAGE MANAGEMENT

(GRI 3-3)

- In 2023, the relevance of the Heritage Management area was emphasized, and it was integrated more actively into new railway projects. A proactive approach was taken to preserve and promote tangible and intangible heritage, including objects, documents, infrastructure, and memory.
- Significant progress has been made in integrating heritage into railway projects, implementing restoration and conservation projects, and implementing actions for their dissemination.



### VALUATION OF HERITAGE PROPERTIES

- National Monuments and other buildings (survey, conservation, and restoration)
- EFE project consultancy
- Green Areas



### HERITAGE ASSET MANAGEMENT (HERITAGE COLLECTION)

- Inventories, bailment, and others
- Conservation measures and actions to restore movable property
- Contents for dissemination



### CULTURAL MANAGEMENT

- Cultural Activation in the EFE network
- Heritage Dissemination (what we are and do)
- Routes and station's identity



### TRANSVERSAL SUPPORT TO EFE TEAMS

- Heritage component in EFE projects
- Coordination with heritage institutions







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# VALUATION OF HERITAGE ASSETS

Our interventions on heritage assets enable them to generate sustained cultural, social, and economic benefits for the community.

We are managing restoration and conservation projects, as well as strategies to integrate heritage into new railway developments, highlighting its historical and cultural value.

Although the company's heritage covers more than what is officially protected, the 150 properties under the National Monuments Act (40 properties and 110 associated with rolling stock) reflect its relevance at the national level.







# ROLLING STOCK

In 2023, we advanced in the inventory process of the heritage collection, registering a total of 1,233 artifacts. In the case of rolling stock, 110 out of 398 have been declared National Monuments. Rolling stock has different types of protection and conservation through its own and third-party resources. This is how an essential part of this selection is located at the EFE-administered San Eugenio Workshop. There are also agreements with other institutions for its enhancement, such as the Santiago Railway Museum, the Pablo Neruda Railway Museum in Temuco, and the National Association of Railway Heritage.



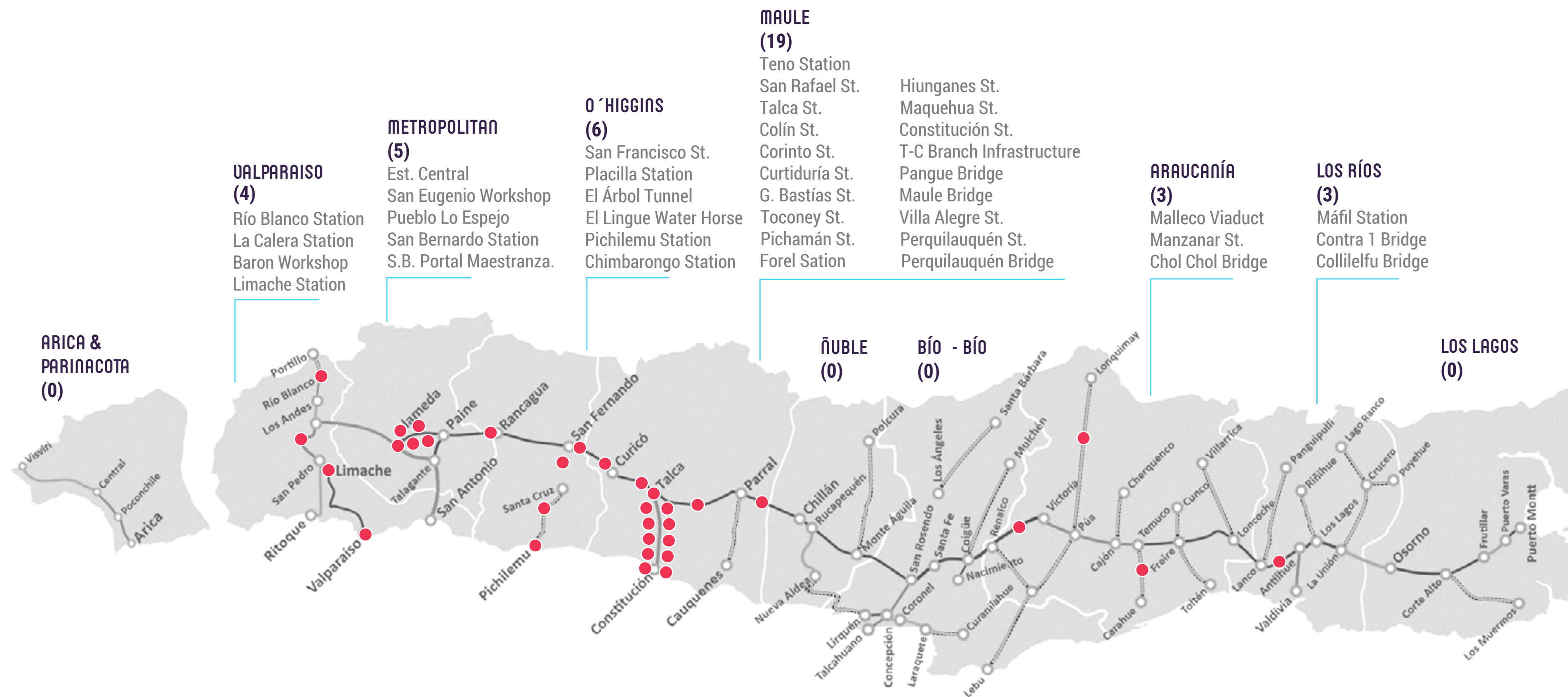
REAL ESTATE HERITAGE COLLECTION	QUANTITY
Artifacts and Decorative Elements Collection	22
Communications and Technology Collection	9
Collection of Numismatics, Philately and Commemorative Objects	3
Photography and Audiovisual Collection	109
Graphic Collection	57
Tools, Machines and Instruments Collection	31
Books and Documents Collection	531
Track Material Collection	19
Rolling Stock Collection	398
Furniture Collection	29
Collection Pieces of Rolling Stock	18
Nolberto Muñoz's own collection	1
Technology and Communications Collection	5
Textile and Clothing Collection	1
OVERALL TOTAL	1,233

ROLLING STOCK COLLECTION	QUANTITY
Passengers Car	44
Locomotive	46
Automotive	1
Other equipment	3
Rail Bus	10
Cargo car	2
Internal service cart	1
Internal service	1
Driver's seat	2
OVERALL TOTAL	110





## NATIONAL MONUMENTS - PROPERTIES







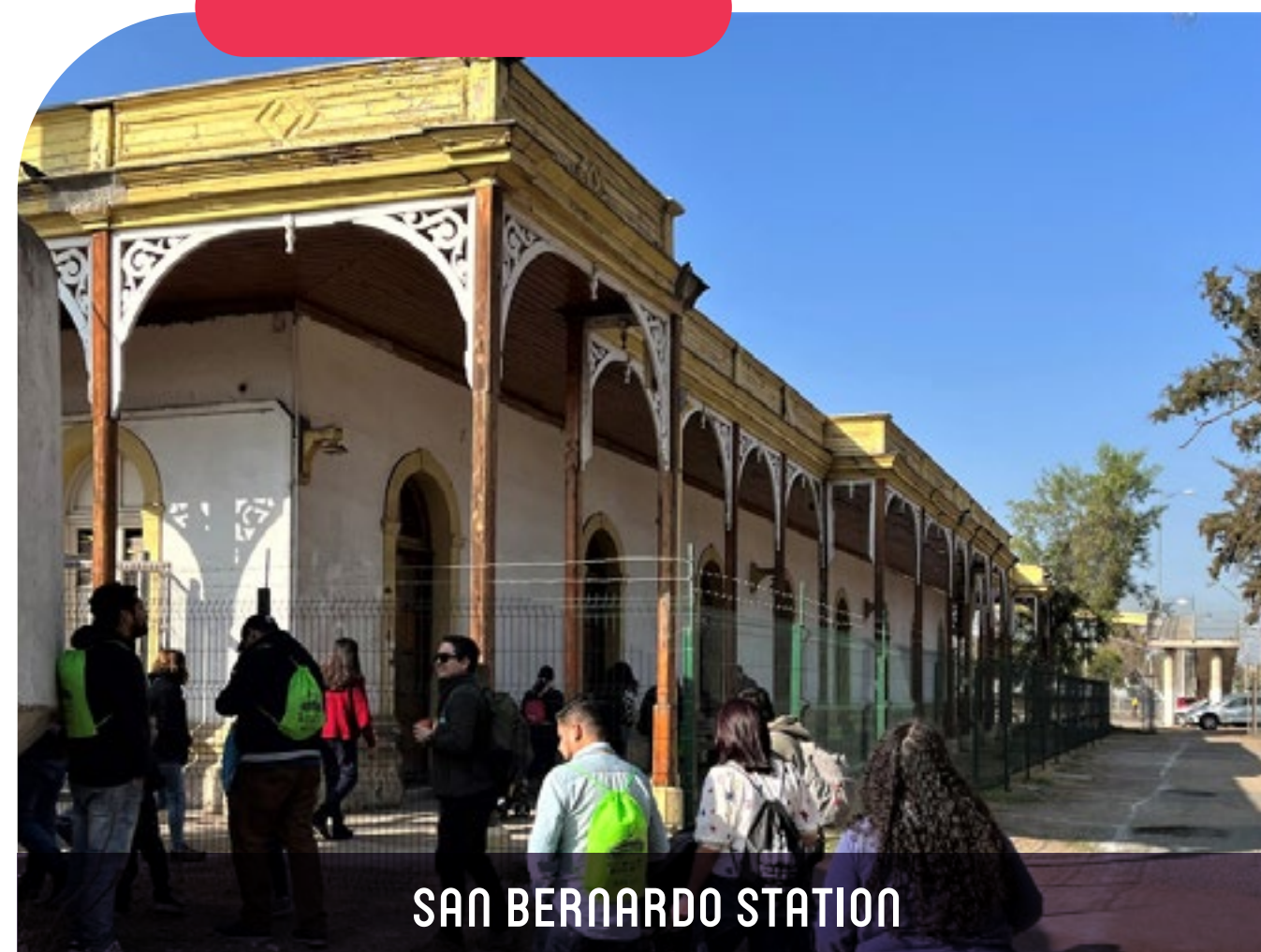
# RECOVERY OF HERITAGE PROPERTIES •

(Indicador propio)

**The future goals include continuing to restore and conserve the heritage, integrating it into railway projects and operations, and having at least five properties in the valuation process by 2030.**

In December 2023, we started the bidding process to carry out diagnostic studies of the **San Bernardo Station** and the **Baron Railway Complex** to reduce the gap in the maintenance and conservation of our historical monuments. These studies will serve as the basis for future restoration projects and enhancing these properties.

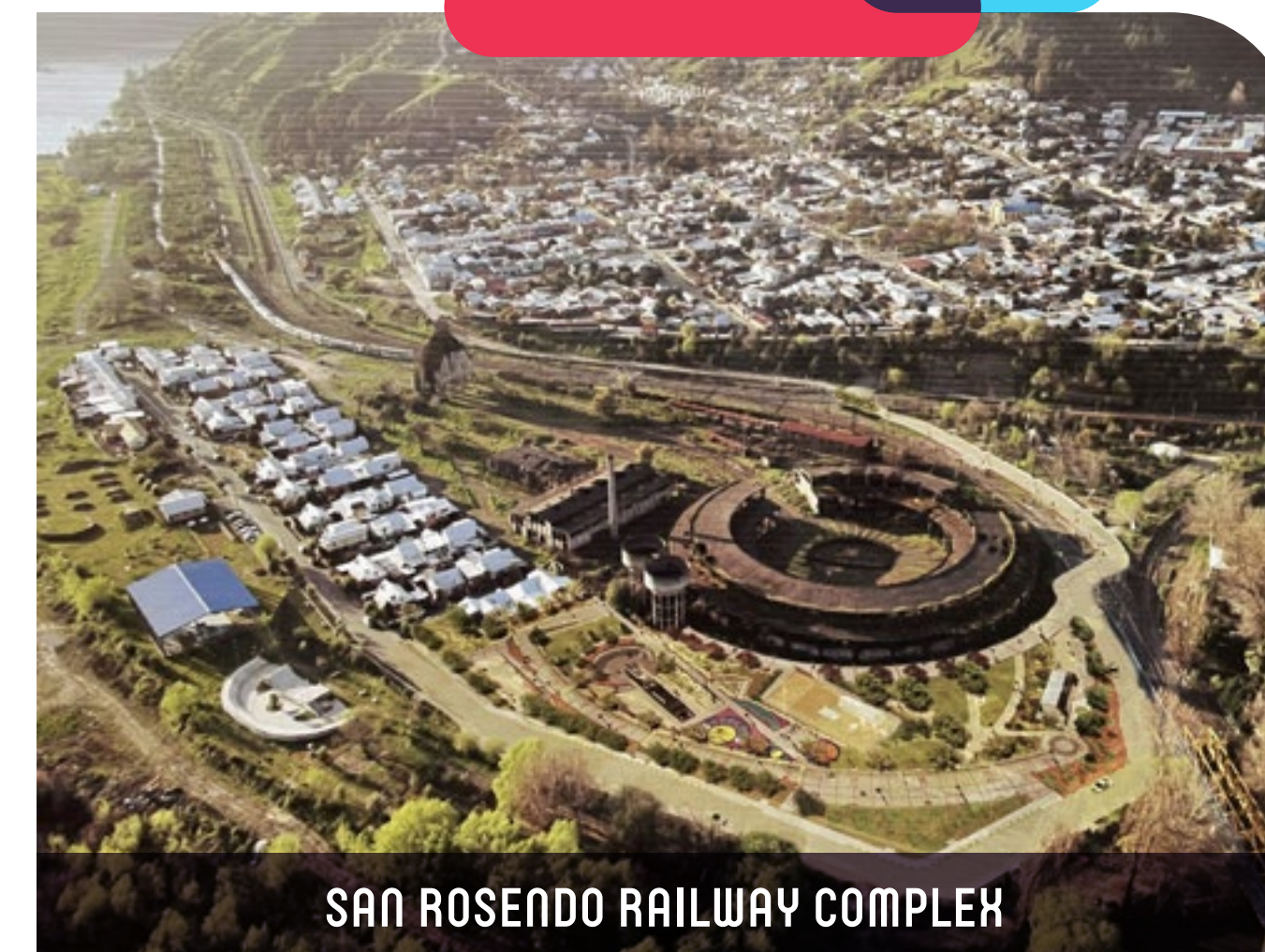
The **San Rosendo Railway Complex's** declaration as a historical monument was approved thanks to the work carried out by the regional technical panel. This will allow it to apply for regional funds for its restoration.



SAN BERNARDO STATION



BARON RAILWAY COMPLEX



SAN ROSENDO RAILWAY COMPLEX





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In 2023, we also made progress in the basic engineering for the restoration of the workshops in San Eugenio and at La Calera Station, as well as in the formulations that will allow us to put out for tender in 2024, the designs for the restoration of the central nave of Estación Central and the stations on the Talca—Constitución Branch line, all emblematic historical monuments for the country.

Additionally, we inaugurated the rehabilitation of the Llay - Llay station as a cultural center, a project managed through the usufruct modality and implemented by the Municipality. With the same objective, the signing of an usufruct with the Municipality of Tiltil to restore the old Rungue electric substation was materialized.



SAN EUGENIO WORKSHOP



LA CALERA STATION



TALCA - CONSTITUTION BRANCH LINE





# STANDOUT INITIATIVES •

## CORPORATE BUILDING FORMER CENTRAL MAIL SORTING OFFICE

Located at 221 Exposición, Estación Central, our new corporate building aspires to become a symbol of collaborative identity for all EFE workers.

The project to adapt the building involves the participation of outstanding architectural professionals from the country. The aim is to create modern, comfortable, inclusive, and sustainable spaces, including meeting areas, and integrate them with the surrounding neighborhood.

Given the importance of this building as EFE's corporate headquarters, it was decided to choose the best project through an architectural competition. A jury evaluated the 22 proposals submitted and selected the UMWELT, PRODUCTORA, and LANDMRX consortium. In August 2023, they signed a contract to develop the final project, covering all the necessary specialties for its subsequent implementation.

In line with EFE's heritage management policy, we project the heritage into the future by rehabilitating this emblematic building.







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## “WOMEN AND LOCAL HISTORY” MURAL

We seek to give identity to routes and stations, incorporating works of art in our services. In March 2023, we commemorated International Women’s Day with a mural by 15 local female artists at the Lo Espejo Station. This work, “Mujeres, memoria e historial local,” sought to highlight local culture and unite different groups in a joint project. The mural was made possible thanks to the support of the Metropolitan Region’s Local Culture and Heritage Authority.



## BRINGING THE WORLD OF TRAINS CLOSER TO THE COMMUNITY

In 2023, we participated once again in Heritage Day, and our four subsidiaries joined the initiative for the first time. We held 12 activities, which attracted 18,831 people and involved more than 80 members of the EFE team.

In the same vein, we were part of the OH! STGO Festival for the first time, offering tours of our new corporate building (the old Mail Sorting Office building) and the San Eugenio Workshop, the only places representing the commune of Estación Central.







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## CHINCHORRO WORKSHOP MURAL

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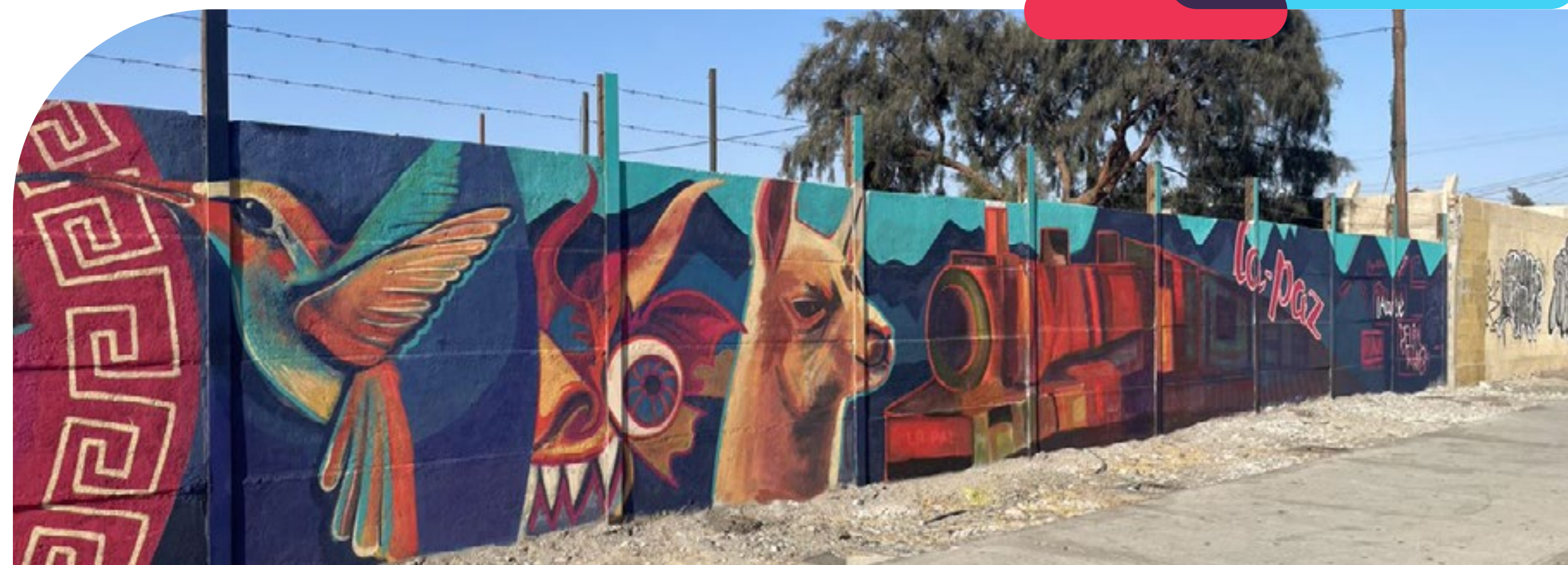
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## “VERTEBRAL” MEMORIAL

To commemorate the 50th anniversary of the Coup d'état, EFE decided to make space for reflection at the San Eugenio Workshop to keep alive the memory of our company's 11 executed railway workers and 1 missing detainee. In this place, the “Vertebral” work of the artist Veronica Astaburuaga was arranged, which was chosen through a participatory process between different areas and the workforce. The sculpture comprises an iron plate, forming a curved trunk structure from which 11 and 12 blades detach, placed on a ballast mounting. Since its inauguration, the memorial has been included in the guided tours within the Workshop, being visited by different audiences.

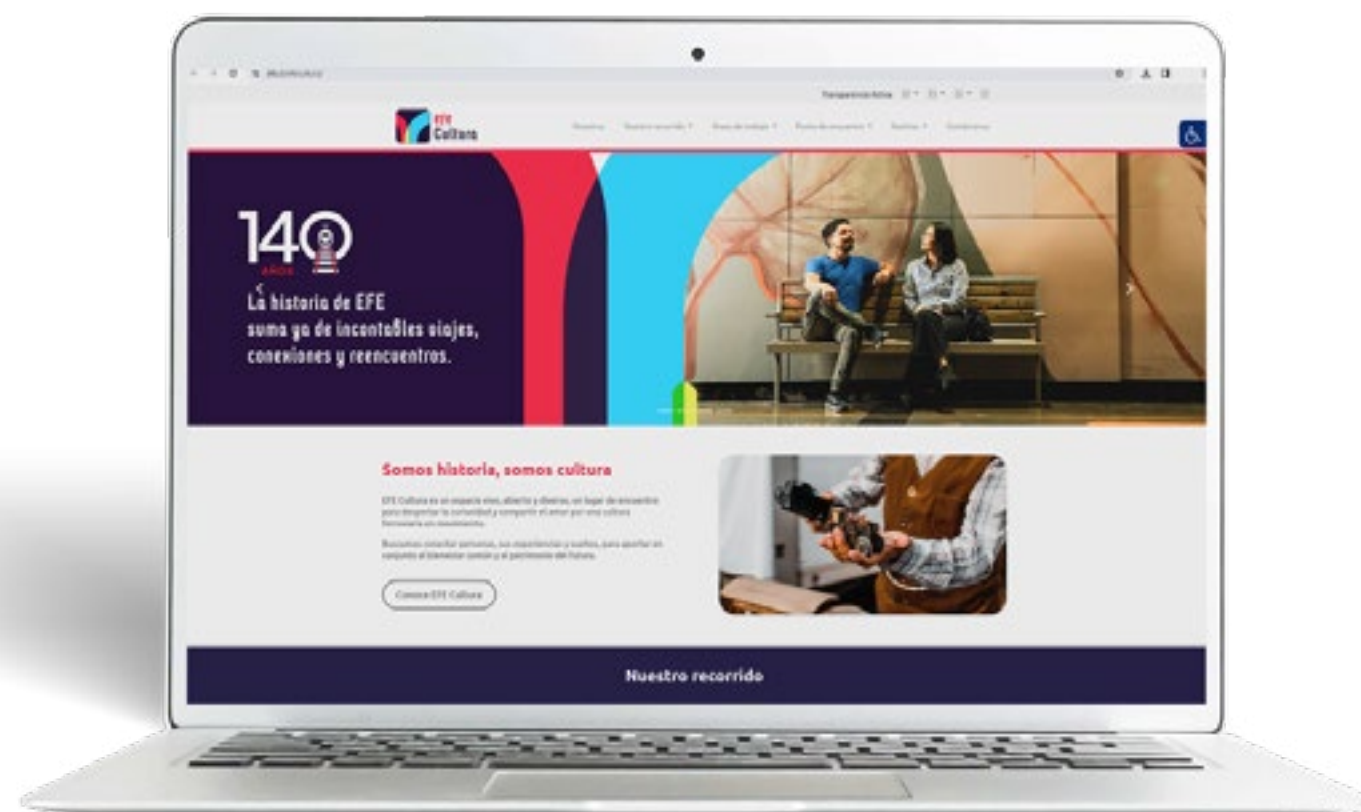






# EFE CULTURA •

**EFE Cultura is a meeting place to awaken curiosity and share the love for railway culture.**



Thanks to the collaboration of several teams within the company, we have made the EFE Cultura project a reality. It is a space designed to share testimonies, ideas, and projects that contribute to a common well-being and future heritage. Its goal is to connect people, their experiences, and their dreams through a moving railway culture.

Since the start of 2023, we have been sharing content on social networks under the hashtag #EFECultura. We regularly publish recommendations of artistic material related to the train, interviews with EFE collaborators and former employees, ephemerides, railway

mementos and the contents of the EFE heritage collection stand out, with rolling stock, archives, objects, and tools of high heritage value.

In November, we launched a mini-website dedicated to railway heritage, with sections that include the dissemination of the EFE heritage catalog, progress in heritage and cultural projects, and testimonies and stories of the railway family.

We inaugurated the Railway News Salon at the Santiago Railway Museum, which serves as EFE Cultura's first dissemination point. Through immersive projections, we seek to establish a dialogue with the public about the railway heritage projected into the future.







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# 08

# ENVIRONMENT

TAKING CARE OF THE ENVIRONMENT

INSTITUTIONAL MANAGEMENT FRAMEWORK

ENVIRONMENTAL POLICY: PROGRESS ON COMMITMENTS

ENERGY EFFICIENCY AND CONSUMPTION

WATER MANAGEMENT

BIODIVERSITY

WASTE MANAGEMENT

COMPLEMENTARY INFORMATION





# TAKING CARE OF THE ENVIRONMENT •

We ensure environmental protection through the efficient use of energy and the resources we use. With this in mind, we seek to ensure compliance with environmental standards, promote the care of biodiversity, and reduce the generation of waste and pollution in our facilities. We establish measures to prevent and take responsibility for the environmental impacts generated by our projects and services.

## EFE SUSTAINABILITY POLICY 2023

### RELATED STRATEGIC INITIATIVES



Develop innovative projects for the care of the environment.



### MATERIAL TOPICS OF THIS CHAPTER

- Energy
- Environment





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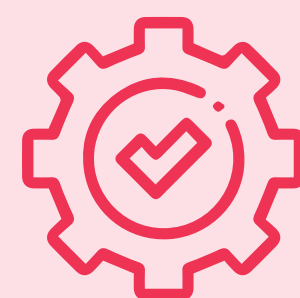
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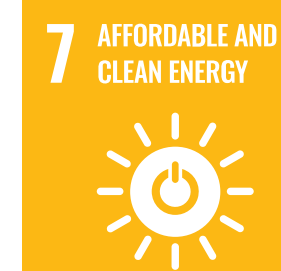
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Energy management diagnosis, by subsidiary by 2026, to develop an Energy Management System.

## EFE COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



**SDG 7.3:**  
Double the global rate of improvement in energy efficiency by 2030.



## EFE COMMITMENT

Advance in implementing an Energy Management and Energy Efficiency System for each company.



# INSTITUTIONAL MANAGEMENT FRAMEWORK •

(CMF 8.1.3) (CMF 3.1.a.ii) (GRI 3-3) (GRI 2-27)



## ORGANIZATIONAL STRUCTURE

We have an environmental management organizational structure that became fully operational in 2023 with the reorganization of the **Environmental and Sustainability Area**. This unit reports to EFE's Board when requested.



## MANAGEMENT FRAMEWORK

We have an **Environmental Policy** and a **Sustainability Policy**, which was updated in 2023 at the request of EFE's Board.



## WORK AGENDA

We regularly control our activities for works, services, and supplies throughout the region to ensure regulatory compliance in environmental matters.







# ENVIRONMENTAL POLICY: PROGRESS ON COMMITMENTS

SUSTAINABILITY POLICY COMMITMENT	OUTSTANDING ACTIONS 2023
Promote continuous improvement in environmental matters	Consolidation of the Environmental Area by strengthening environmental control, permit processing, and heritage
Prevent pollution and manage the impacts we generate	Waste removal from Lo Adasme Well.
Safeguard the protection of the environment	Preparation of an SDG commitment plan framed within the company's Strategic Initiatives.
Promote the efficient use of resources	100% NCRE for Valparaíso energy supply
Adopt measures to face climate change	Incorporation of physical risks into the corporate risk matrix.  Progress is being made in the definition of an Adaptation and Resilience Plan for EFE's infrastructure services.
Mobilize others on environmental issues	Incorporation of a Manual of Environmental Considerations for contracting companies in the bidding T&Cs of major works, minor works, and supplies.







# ENERGY EFFICIENCY AND CONSUMPTION •

(GRI 3-3) (GRI 302-1) (GRI 302-3) (SASB TR-RA.110.A.3)

**The railway is considered a backbone of sustainable transport of people and cargo. Since it operates mainly using electricity, it contributes only 0.5% of the transport sector's GHG emissions (131 kton CO<sub>2</sub>eq).**

According to the National Energy Balance 2022, the transport sector accounts for 18.5% of the country's energy consumption, of which 99% is from oil-derived sources and the remaining 1% is from electricity. According to the National Greenhouse Gas Inventory Report of Chile 1990-2020, the transport sector is responsible for about 25% of Chile's greenhouse gas emissions.

According to technical reports developed by EFE, railway projects such as the Santiago-Batuco Train and Alameda-Melipilla Train could reduce the railway subsector's emissions by up to 40%, the equivalent of 52 ktonCO<sub>2</sub>eq per year.

At EFE, we have implemented an Energy Management area. Our aim is to have better energy management and decarbonization plans to reach the carbon neutrality goal by 2035.

As a company, we contribute to promoting affordable and environmentally friendly energy by progressing in implementing Non-Conventional Renewable Energy projects (NCRE) in our facilities and implementing and certifying Energy Management Systems.



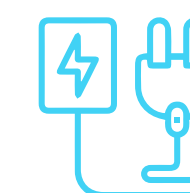
An achievement in Energy Efficiency was the preparation of the Energy Management Policy at EFE Central and the work carried out by the subsidiary for the implementation and certification of Energy Management Systems.



**70,641 mWh**  
TOTAL ENERGY  
CONSUMPTION



**728,861 liters**  
DIESEL CONSUMPTION



**62,881 mWh**  
ELECTRICITY CONSUMPTION





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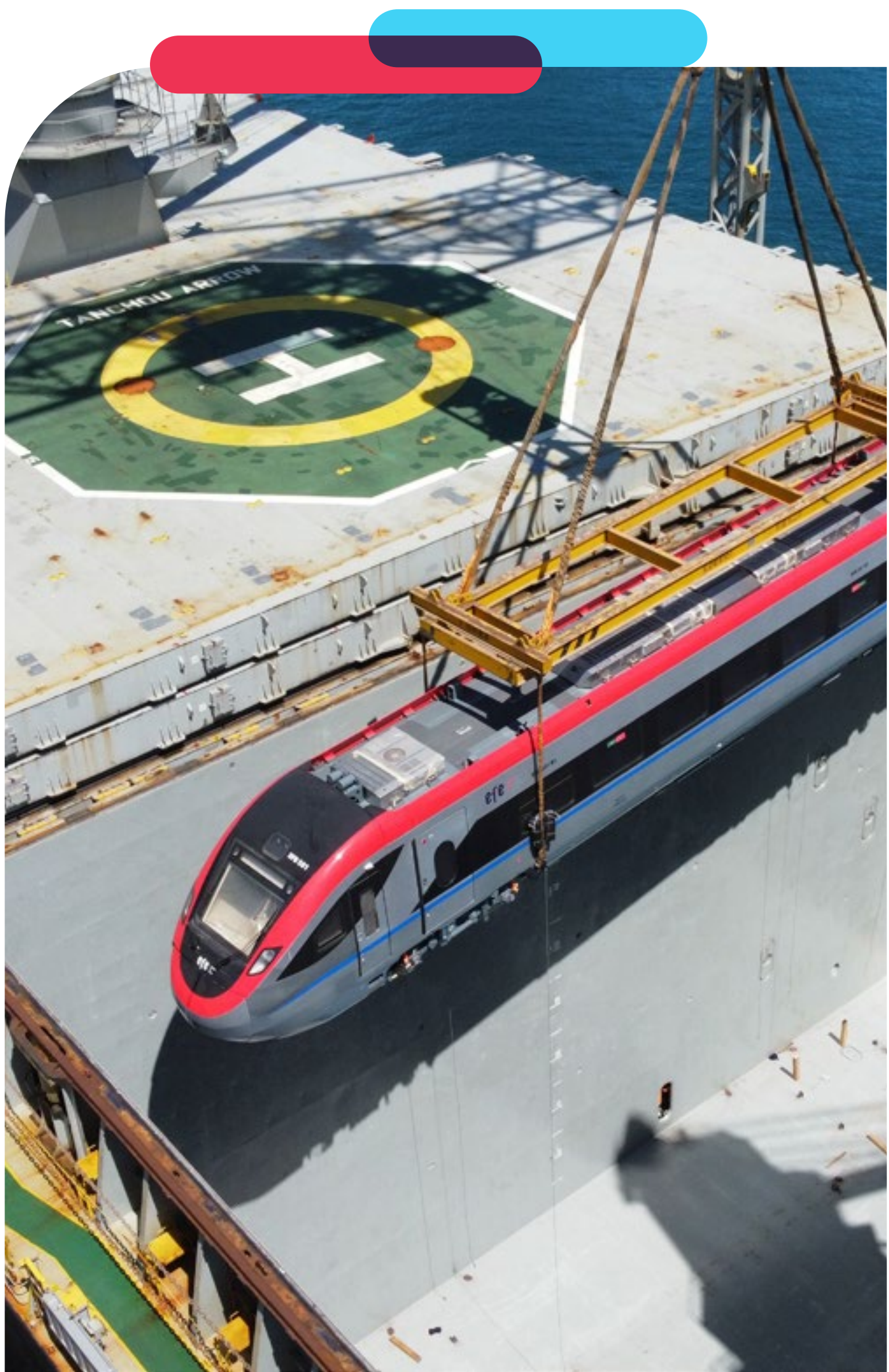
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ELECTRICITY CONSUMPTION (kWh)		2021	2022	2023
Lighting		10,326,343	11,686,105	9,018,528
Traction energy		35,539,869	52,682,412	53,862,287
TOTAL		45,866,212	64,368,517	62,880,815

CONSUMPTION PER SUBSIDIARY (kWh)

Subsidiary	2022		2023	
	Lighting	Traction	Lighting	Traction
EFE Valparaíso	2,839,779	13,020,821	392,928	16,741,295
EFE Sur	1,100,742	9,303,328	827,380	10,687,128
EFE Central	1,204,967	30,358,263	1,364,139	26,433,864
EFE Parent Company	6,496,400	-	6,384,462	-
EFE Arica - La Paz	44,217	-	49,620	-
TOTAL	11,686,105	52,682,412	9,018,528	53,862,287







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ENERGY INTENSITY BY SUBSIDIARY

03

Energy intensity is an indicator that describes the efficiency with which energy is used in a process or system. In the context of EFE, it is defined as the amount of energy used in the traction of passenger trains, considering both electricity and fuel consumption, per commercial train-kilometer.

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Subsidiary	2021	2022	2023
EFE Valparaíso	4.0	4.1	4.8
EFE Sur	9.9	6.7	7.3
EFE Central	4.2	5.9	4.9
EFE Parent Company	-	-	-
EFE Arica - La Paz	-	-	-

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ANNUAL ENERGY CONSUMPTION ON TRAINS OTHER THAN ELECTRICITY (LITERS)

Type of consumption	2021	2022	2023
Diesel Consumption in Trains (EFE Central, EFE Sur, EFE Arica-La Paz)	115,810	278,050	278,532
Diesel Consumption in Vehicles Operated by EFE	359,991	355,716	411,994
Fixed Source Fossil Fuel Consumption	195,028	102,597	38,335
TOTAL	670,829	736,363	728,861

DIESEL CONSUMPTION PER SUBSIDIARY (LITERS)

Subsidiary	2022			2023		
	Diesel Traction	Diesel - own vehicles	Fossil - fixed sources	Diesel Traction	Diesel - own vehicles	Fossil - fixed sources
EFE Valparaíso	-	1,361	-	-	1,644	1,100
EFE Sur	234,000	52,487	20,532	235,838	51,218	60
EFE Central	35,000	59,424	52,054	32,632	56,313	503
EFE Parent Company		232,432	30,011	-	297,671	35,941
EFE Arica - La Paz	9,050	10,012	-	10,062	5,148	731
TOTAL	278,050	355,716	102,597	278,532	411,994	38,335

TOTAL ENERGY CONSUMPTION WITHIN THE ORGANIZATION (MWh)

2021	2022	2023
53,008	72,208	70,641



## ENVIRONMENTAL AND ENERGY MANAGEMENT IN VALPARAÍSO

**In 2023, EFE Valparaíso acquired 100% of its energy from non-conventional renewable sources again, obtaining the I-REC international certification.**

An energy audit was also carried out, which involved technical visits to several operations-related facilities to identify variables that influence energy consumption, the main energy uses, and the factors that affect energy performance.

In turn, EFE Valparaíso has a certification of an Environmental Management System based on ISO 50.001:2018 that applies to the operational processes in the network's 20 stations.

In recognition of our progress in energy management, the Ministry of Energy and the Energy Sustainability Agency awarded us the Energy Excellence Seal in the Bronze category.







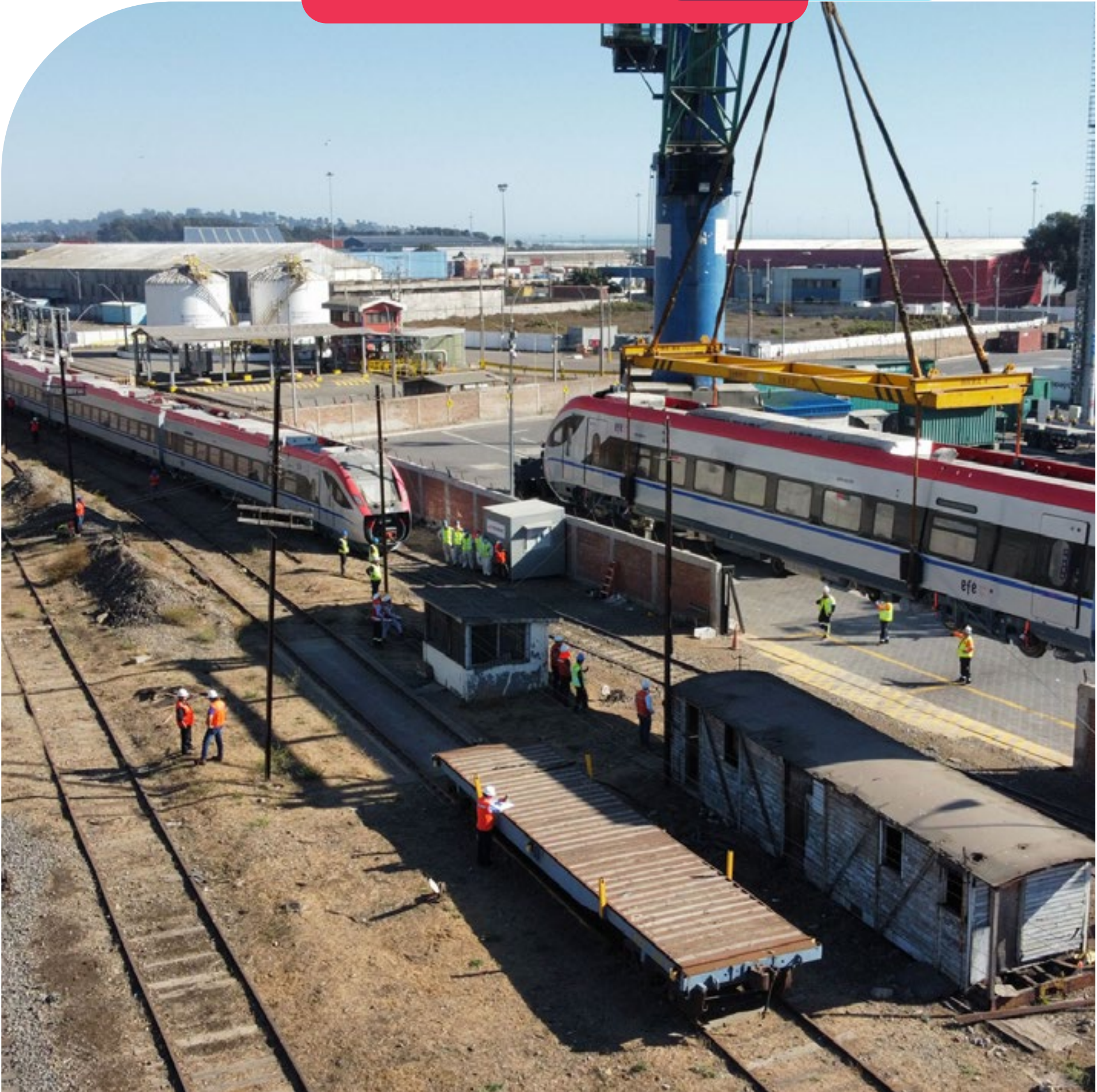
# WATER MANAGEMENT •

(GRI 303-5)

We can emphasize the implementation of Liquid Industrial Waste (LIW) treatment plants in most of our projects, with an 80% recirculation of treated waters used within the same train washing process. Below, we present the drinking water consumption by subsidiary, demonstrating our commitment to the responsible management of this vital resource. At EFE, every drop of water counts, and our commitment is clear: to lead with responsibility and respect toward the water resource that is an essential part of our environment.

## DRINKING WATER CONSUMPTION PER SUBSIDIARY (m³)

Subsidiary	2022	2023
EFE Valparaíso	15,668	27,619
EFE Sur	45,452	43,646
EFE Central	73,520	85,543
EFE Parent Company	176,928	240,144
EFE Arica - La Paz	762	483
TOTAL	312,330	397,435







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[MORE INFORMATION ON PROTECTED AREAS](#)

# BIODIVERSITY •

(GRI 304-1) (GRI 304-2) (GRI 304-3)

**An essential component of our approach is constantly monitoring potential environmental impacts. Before starting operations on new projects, we conduct exhaustive analyses to evaluate the possible effects, allowing us to develop effective mitigation plans to protect local species.**

In particular, as part of our commitment to preventing river pollution during bridge maintenance works, we carry out rigorous water monitoring to ensure compliance with the standards established by current regulations.

To construct new infrastructures, we prepare baseline studies that assess the potential impact on biodiversity.

We know the importance of urban wetlands that interact with our infrastructure, and we strive to create a meaningful connection. We work closely with our contracting companies, developing procedures and instructions that ensure that maintenance works or project execution do not compromise the biodiversity of the areas where we carry out our activities.





# WASTE MANAGEMENT •

(GRI 306-1)

EFE manages its solid waste with clear guidelines for contracting companies so that its transportation and final disposal are carried out within a regulatory framework. Non-hazardous waste is destined for recycling companies, which subject it to different treatments to give it a second life and avoid its final disposal. An example of this is the shavings from the profiling, which are removed by a company

that recovers this product by transforming it into metal profiles, bars, parts, and structures that are later classified and delivered for sale. Hazardous waste is disposed of in safe landfills with the corresponding sanitary authorizations.

## AMOUNT OF WASTE BY SUBSIDIARIES (TON)

Subsidiary	2022	2023
EFE Central	10,529	1,213
EFE Sur	7,665	16
EFE Valparaíso	25	92
EFE Arica-La Paz	3	792
EFE Parent Company	-	30,510
TOTAL GENERAL	18,222	32,623

No waste generated by EFE's Parent Company was reported in 2022, as it was assigned to the user subsidiary of each project. For 2023, we consider a new criterion, assigning by the area that owns the projects.







BREAKDOWN OF HAZARDOUS AND NON-HAZARDOUS WASTE (TON)

(GRI 306-2)

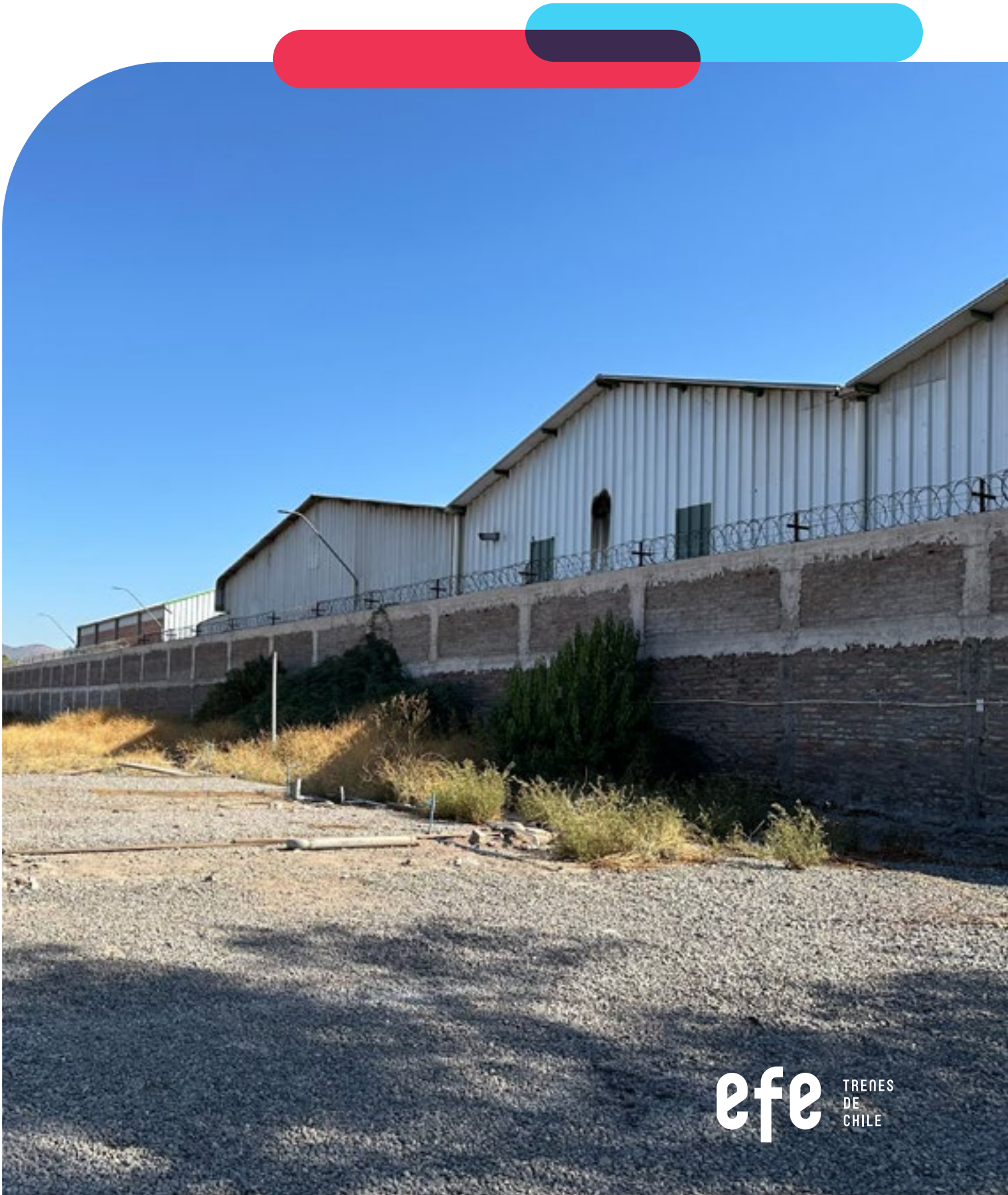
	2022	2023
NON-HAZARDOUS WASTE		
In EFE facilities	68	1,154
Generated in construction or maintenance projects	14,012	21,919
Total Non-hazardous Waste	14,080	23,073
HAZARDOUS WASTE		
In EFE facilities	63	79
Generated in construction and/or maintenance projects	22	7
From land remediation projects	4,058	9,455
Associated with PCB removal	Without removal	9
Total Hazardous Waste	4,143	9,550

The increase in non-hazardous waste is mainly due to the construction of the Alameda - Melipilla Train project, while hazardous waste corresponds to the Lo Adasme Well project.

SOIL REMEDIATION IN SAN BERNARDO

(GRI 306-3)

In November 2023, we celebrated the successful completion of sanitation works, marking a significant milestone by extracting 8,663 tons of asbestos-contaminated material.







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# 09

## CLIMATE CHANGE

ADOPTING MEASURES TO FACE CLIMATE CHANGE

STRATEGIC INITIATIVES FOR CLIMATE CHANGE

CARBON FOOTPRINT





# ADOPTING MEASURES TO FACE CLIMATE CHANGE •

We are making progress in reducing greenhouse gases from operations on our network. In this way, we work to achieve and maintain the neutrality of our emissions. To this end, we develop cost-efficient initiatives and efforts to contribute to mitigating global warming. We also adapt our infrastructure and project design to the new conditions generated by climate change.

## EFE SUSTAINABILITY POLICY 2023

### RELATED STRATEGIC INITIATIVES



**Design and implement an action plan to become carbon neutral by 2035.**



### MATERIAL TOPICS OF THIS CHAPTER

- Climate change





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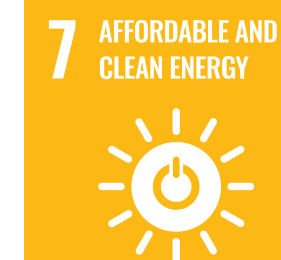
## EFE GOALS



100%

of traction power supply will come from Non-Conventional Renewable Energies by subsidiary by 2026.

## EFE COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



**SDG 7.2:**  
Increase substantially the share of renewable energy in the global energy mix.



## EFE COMMITMENT

Generate electricity supply contracts from Non-Conventional Renewable Energy Sources (NCRE).

Develop Non-conventional Renewable Energy projects in own facilities.





# STRATEGIC INITIATIVES FOR CLIMATE CHANGE •

(GRI 3-3)

EFE's Strategic Plan seeks to have an active role in the care for the environment, deploying an action plan towards carbon neutrality that allows:



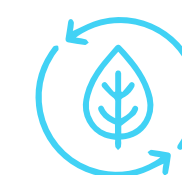
**INCORPORATING THE  
ENVIRONMENTAL COMPONENT  
IN PROJECTS, SERVICES, OR  
PROCESSES**



**CHANNELING REQUIREMENTS  
OF THE ENVIRONMENTAL  
AUTHORITY**



**CONTROLLING COMPLIANCE  
WITH ENVIRONMENTAL  
REGULATIONS**



**PROMOTING CONTINUOUS  
IMPROVEMENT AND  
SUSTAINABILITY PRACTICES**



**RESPONSIBILITY FOR CLIMATE  
CHANGE**

We adhere to the Acción Empresas Climate Action Program, which seeks to encourage companies to develop and implement concrete and specific actions on climate issues.

We collaborate with the Ministry of Transport and Telecommunications in preparing the transport sector's Sectoral Mitigation Plan (PSM, in Spanish) and Sectoral Adaptation Plan (PSA, in Spanish). We participate in the Ministry of Environment's Work Panel for the elaboration of Sectoral Mitigation Plans.



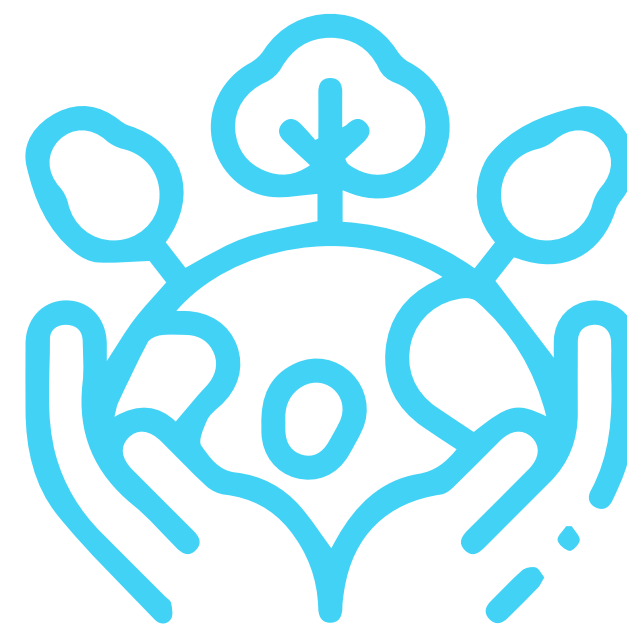


## WE PARTICIPATED IN THE UNITED NATIONS CONFERENCE ON CLIMATE CHANGE - COP 28

EFE was invited by the International Union of Railways (UIC) to participate in the Conference of the Parties (COP28) that was held in Dubai, United Arab Emirates, between November 30th and December 13th, where government and State representatives met to address climate change and develop international agreements for action.

The UIC is an observer organization of the United Nations Framework Convention on Climate Change. As EFE, we wanted to accompany them in bringing the voice of the railway sector to the critical conversations on climate and transport.

Represented by the Environment and Sustainability Manager, we presented how renewable energies and transport are coming together to face global climate challenges, the decarbonization of transport, and the benefits of circularity and life cycle optimization.



## ADAPTATION AND RESILIENCE TO CLIMATE CHANGE

At EFE, we are aware of climate change's impacts and are committed to adapting our infrastructure and project design to the new conditions.

In June and August, due to the weather front that affected the south-central area of the country, we suffered damage to bridges considered critical infrastructure for cargo and passenger services. Given this, we implemented a monitoring room to constantly review our infrastructure and detect anomalies, vibrations, and conditions that could affect our operation. We also initiated a prioritization study of EFE bridges. The

results will allow us to manage operations, maintenance, investments, and prevention measures to face large-scale hydrometeorological events and thus provide greater resilience to the system.

In line with this, we are preparing the technical T&Cs to tender a service for preparing the EFE Adaptation and Resilience against Climate Change Plan.

Also, aligned with our Environment Policy and Sustainability Policy, and to have an opportunity to exchange best practices and knowledge, as well as to develop guidelines to deal with climate change, in 2023, we started our participation in the UIC's **RERA-Rain** (Railways Resilient in the Face of Extreme Rains) project's work group. We plan to participate in the **RERA-Temp** (High-Temperature Resilient Railways) project's work group in 2024.





# CARBON FOOTPRINT •

(SASB TR-RA-110.a.1)

**In 2023, we made progress in verifying our carbon footprint, which made the actions related to managing greenhouse gas emissions (GHG) transparent. We also obtained the HuellaChile Program's quantification seal.**

This process is essential to maintaining the trust of our different stakeholders at national and international levels, thus contributing to improving the company's perception regarding environmental management. In addition, it allows us to apply for the Carbon Footprint Calculation Quantification recognition seals granted by the Huella Chile Program of the Ministry of Environment. This reinforces our commitment and positions us as an organization recognized by the Ministry regarding GHG emissions management.

This platform has allowed us to register valuable information for calculating our carbon footprint. At the same time, it facilitates the traceability and transparency of the information used to quantify GHG emissions, ensuring that our process is rigorous and reliable.

Besides managing carbon emissions, we have taken significant steps as an organization towards the supply of affordable and non-polluting energy. This is reflected in our progress in developing renewable energy projects in our facilities and implementing and certifying Energy Management Systems. These actions not only demonstrate our commitment to environmental sustainability but also contribute positively to mitigating climate change and promoting a more sustainable future.



FOR TRANSLATION PURPOSES ONLY





# MEASURING THE CARBON FOOTPRINT

(GRI 305-1) (GRI 305-2) (GRI 305-3) (SASB TR-RA-110a.2) (SASB TR-RA-110.a.1)

The scope of the Greenhouse Gas emissions inventory includes quantifying CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, and SF<sub>6</sub>.

Note: The 2022 carbon footprint reported in the 2022 Integrated Report was methodologically adjusted, presenting variations with respect to the footprint reported in that period.

## CARBON FOOTPRINT EFE TRENES DE CHILE (ton CO<sub>2</sub>eq)

	Calculation method	2022	2023
Scope 1: Direct emissions		2,021	2,539
Scope 2: Electricity	Local	19,324	15,415
	Market	17,099	16,269
Scope 3: Other indirect emissions		3,273	7,155
Total	Local	24,618	25,109
	Market	22,393	25,963



## ANNUAL EMISSIONS BY SUBSIDIARY (ton CO<sub>2</sub>eq)

	Calculation method	EFE Central		EFE Sur		EFE Valparaíso		EFE Arica - La Paz		EFE Parent Company	
		2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
Scope 1: Direct emissions		396	443	834	876	4	212	52	43	735	965
Scope 2: Electricity	Local	9,488	6,815	3,112	2,823	4758	4,200	13	12	1,953	1,565
	Market	11,088	9,853	3,637	4,081	76	54	16	18	2,282	2,263
Scope 3: Indirect Emissions		1,292	187	655	344	263	22	24	141	1,039	6,461
Total	Local	11,176	7,445	4,601	4,043	5,025	4,434	89	196	3,727	8,991
	Market	12,776	10,483	5,126	5,301	343	288	92	202	4,056	9,689





## LOCAL AIR POLLUTANT EMISSIONS

(SASB TR-RA-120a.1) (GRI 305-7)

The emissions of local contaminants presented below are for emissions resulting from the combustion of fixed and mobile sources, the latter of which include the combustion of vehicles operated by EFE and combustion in traction.

Contaminant	Quantity	Unit
SOx	17.36	kg
NOx	16,881.48	kg
PM10	382.05	kg

## INNOVATION IN THE USE OF GREEN HYDROGEN

We are working on the “Engineering Development Project for the conversion of a train to Hydrogen (H2)”, to be implemented in a train provided by EFE that uses hydrogen as an energy vector for medium and high-power mobility, applied in the railway sector of people and cargo transportation.

The project has been developed in several stages. In the first instance, the available information was surveyed to characterize the rolling stock, considering train dimensions, general operation, movement and braking dynamics, as well as route profile. We have progressed in the search for equipment for train conversion, both in the national and international markets, to meet the requirements of the designed hydrogen propulsion powertrain system.

At the same time, different sources of financing are being sought to achieve its implementation.

In 2023, we reached a significant milestone with the external verification of EFE Trenes de Chile’s carbon footprint quantification. We also obtained the quantification seal of the HuellaChile Program



**Certificado de Verificación**  
**Inventario de Emisiones de Gases de Efecto**  
**Invernadero-Huella de Carbono**  
**efe**  
**Empresa de los Ferrocarriles del Estado EFE 2023**

Geoinvest Limitada, informa que la organización Empresa de los Ferrocarriles del Estado EFE Y FILIALES, logró su cuantificación de la Huella de Carbono en base a las normas ISO14064-1:2018 y GHG Protocol para el AÑO BASE 2023 en sus tres alcances, cuyos resultados en toneladas de CO<sub>2</sub>e, se indican en la siguiente tabla:

Huella de Carbono 2023 Total EFE y filiales	tCO <sub>2</sub> eq
Alcance 1	2.539,3
Alcance 2 (ubicación)	15.415,0
Alcance 3	7.154,7
<b>TOTAL (ubicación)</b>	<b>25.109,0</b>
Alcance 2 (mercado)	16.268,6

El método de auditoría: basado en la norma ISO 14064-3:2018.

Enfoque y Límite: Enfoque de control operacional, actividades desarrolladas dentro de las empresas que conforman EFE.

Nivel de aseguramiento: Limitado

Umbral de materialidad: 5 %.

Fecha de auditoría: 27 de marzo de 2024  
Fecha de emisión final del reporte Versión 02.1: 10 de abril de 2024  
Exclusiones: Se excluyen las emisiones asociadas a la construcción de nuevos proyectos, con la finalidad de reflejar las emisiones asociadas a la operación de los servicios de pasajeros y carga.

Chile, 10 de abril de 2024.

Firmada en este acto oficial:

Pablo Lean  
Geoinvest Ltda.

Víctor Abarca  
Geoinvest Ltda.

Este certificado es emitido por Geoinvest Ltda., empresa acreditada en Chile por Huella Chile organismo dependiente del Ministerio de Medio Ambiente de la República de Chile para la auditoría de Huella de Carbono de Organización según -ISO14064-1:2018 y GHG Protocol.  
www.geoinvest.cl

N° CERTIFICADO: 0002-2024  
Versión 02.1





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# ABOUT THIS REPORT

ABOUT THIS REPORT

DECLARATION OF RESPONSIBILITY - INTEGRATED REPORT 2023

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GENERAL STANDARD 461 INDEX





# ABOUT THIS REPORT •

(GRI 2-2) (GRI 2-3) (GRI 2-4) (GRI 2-5) (GRI 2-14) (CMF 8.2)

We are pleased to present our Integrated Annual Report, which offers a detailed overview of our performance in the environmental, social, and governance (ESG) fields, as well as our Financial Statements, corresponding to the period from January 1st to December 31st, 2023. This report covers our four subsidiaries: EFE Central, EFE Valparaíso, EFE Sur, and EFE Arica - La Paz, in addition to EFE's Parent Company.

Our report complies with the standards established by the Financial Markets Commission, according to NCG 461, the Global Reporting Initiative (GRI), and the Sustainability Accounting Standards Board (SASB). To define the information's content and structure, we have used the Integrated Reporting (IR) Framework, which is integrated into the International Financial Reporting Standards (IFRS).

The report is organized following EFE's strategic Sustainability priorities, reflecting our commitment to corporate responsibility and transparency.

This report has been approved by EFE's Board of Directors and Executive Committee. If you have any questions or suggestions about this document, do not hesitate to contact the Environment and Sustainability Area:

**Name: Tatiana Gatica Navea**

**Position: Environmental and Sustainability Manager**

**[tatiana.gatica@efe.cl](mailto:tatiana.gatica@efe.cl)**

## CONTACT INFORMATION FOR INVESTORS

**Name:** Cecilia Araya Catalán

**Position:** Finance and Administration Manager

**[cecilia.arayacatalan@efe.cl](mailto:cecilia.arayacatalan@efe.cl)**

**+562 2585 5000**







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## DEFINITION OF MATERIALITY

(GRI 2-12) (GRI 3-1) (GRI 3-3)

At EFE, we recognize that guaranteeing sustainability in all our operations is imperative to seriously promoting the growth and development of rail transport. This implies not only a commitment to economic efficiency but also to environmental and social responsibility. In line with our vision of a modern and robust company, determining material issues becomes a fundamental pillar, albeit adaptable to the changing demands of climate change.

The materiality process at EFE has been prepared in consultation with key stakeholders and with a documentary analysis of the environment. This has allowed us to identify and prioritize the issues that are important not only for our company but also for society as a whole.

Our commitment to sustainability is reflected in the selection of material topics that directly address the challenges of climate change, railway safety, operational efficiency, responsible management of natural resources, and the contribution to the economic and social development of the communities where we operate.

By addressing these issues in this report, we are not only meeting the transparency and accountability requirements set by the GRI standard but also demonstrating our commitment to operational excellence and long-term value creation for all our stakeholders.

### 1. Identification

Before exploring the material topics that comprise our Integrated Report, we analyzed the transportation industry at a national level to contextualize and evaluate the overall picture of reportability within the sector. In addition, we reviewed studies, documentation, media coverage, and internal communication to identify the year's most outstanding milestones and the most relevant management issues.

26 interviews were conducted with the EFE management team to understand our collaborators' perceptions better. In addition, we highlight that eight leading companies in national and international transport, specifically rail transport, were benchmarked. This comparative benchmarking focused on analyzing these companies' sustainability strategies, the commitment to the Sustainable Development Goals (SDGs), and the material issues declared by these companies.

### 2. Prioritization

The list of material topics for 2023 was adjusted based on the content analysis findings. The topic of Social Community was explicitly incorporated, thus reflecting the growing importance of this issue for the company and its stakeholders. In addition, the topics of biodiversity protection, technological development, and digitalization were removed

from the 2022 list in response to changes in EFE's operational context and strategic priorities.

It is important to understand that a material topic refers to issues that significantly impact an organization's ability to create value in the short, medium, and long term. These topics may vary from year to year due to changes in the organization's internal and external environment and stakeholders' changing expectations.

The 21 identified material issues comprise EFE's Integrated Report for the year in question. This inclusion ensures the report fully and accurately reflects the company's sustainability and corporate responsibility challenges, opportunities, and commitments.





### 3. Validation and definition of material issues

GRI 3-2

The Environment and Sustainability Area supervised validating the updating process of the materiality study for 2023, maintaining a constant commitment to the advancement of ESG management.

Aspect		Material topic	
Environmental	3	Climate change	
Environmental	1	Energy	
Environmental	2	Environment	
Social	7	Labor welfare	
Social	14	Supply chain	
Social	12	Operational continuity	
Social	5	Human rights	
Social	13	Diversity and inclusion	
Social	10	Railway safety education	
Social	16	Customer experience	
Social	9	Intermodality	
Social	17	Cultural heritage	
Social	11	Community relations	
Social	6	Health and safety of workers and contractors	
Social	8	Quality and safe service	
Social	15	Talent and employee development	
Governance and economic	18	National and local development	
Governance and economic	21	Ethics, transparency, and compliance	
Governance and economic	19	Corporate governance and organizational structure	
Governance and economic	4	Information security	
Governance and economic	20	Financial sustainability	

### MATERIALITY MATRIX







## IDENTIFICATION OF THE COMPANY

(GRI 2-1) (CMF 2.3.1.a) (CMF 2.3.2.a) (CMF 2.3.3.b)

**Name:** Empresa de los Ferrocarriles del Estado y Filiales

**Fantasy Name:** EFE- Grupo EFE

**Unique Taxpayer Number:** 61.216.000-7

**Legal Address:** Morandé N° 115, floor 6. Santiago

**Fax:** 56-2-2585 5656

**Telephone:** 56-2-2585-5000

**CMF Securities Registration:** EFE is registered in the securities registry maintained by the Financial Market Commission (CMF) under number 253 of 07/30/1984.

**Legal and corporate organization:** EFE is a legal entity under public law and an autonomous State-owned company endowed with its own assets and whose capital belongs 100% to the State of Chile.

We interact with the Government through the Ministry of Transport and Telecommunications, and we are governed by the Decree with the Force of Law DFL N°1 of 1993 of the Ministry of Transport and Telecommunications.







# STATEMENT OF RESPONSIBILITY - INTEGRATED REPORT 2023 •

Following the provisions of General Regulation No. 461/2021 of the Commission for the Financial Market, this Integrated Report for 2023 is signed by the Directors of Empresa de los Ferrocarriles del Estado, who, together with the CEO, declare themselves responsible for the veracity of the information contained therein.

Santiago, April 2024

Eric Martin González  
Presidente  
9.563.643-8

Fidel Antonio Miranda Bravo  
Vicepresidente  
6.923.830-0

María Beatriz Bonifetti Miranda  
Directora  
7.860.078-0

Juan Antonio Carrasco Montagna  
Director  
12.881.063-3

Rafael Epstein Numhauser  
Director  
6.979.792-k

Mabel Leva Henríquez  
Directora  
16.079.810-6

Loreto Wahr Rivas  
Directora  
12.721.283-k

Juan Eduardo Jiménez Vásquez  
Representante de los Trabajadores  
8.500.629-0

José Humberto Solorza Estévez  
Gerente General  
10.066.061-k





# GRI CONTENTS INDEX •

(CMF 1)

## DECLARATION OF USE

GRI 1: Fundamentals (2021)      EFE HAS PRESENTED THE INFORMATION CITED IN THIS GRI CONTENTS INDEX FOR THE PERIOD FROM JANUARY 1ST, 2023 TO DECEMBER 31ST, 2023 USING THE GRI STANDARDS AS A REFERENCE

INDICATOR	DESCRIPTION	CHAPTER OMISSIONS/RESPONSE	PAGE
GRI 2: General Contents (2021)			
The organization and its reporting practices			
2-1	Organizational details	Identification of the company	175
2-2	Entities included in the organization's sustainability reports	About this report	172
2-3	Reporting period, frequency, and contact	About this report	172
2-4	Update of the information	About this report	172
2-5	External verification	About this report	170-172
Activities and workers			
2-6	Activities, value chain, and other business relationships	Executive summary/ Business strategy/ Customers	08-20-77
2-7	Employees	People	201-202
2-8	Workers who are not employees	People	203
Governance			
2-9	Governance structure and composition	Governance	62
2-10	Appointment and selection of the highest governing body	Governance	52
2-11	President of the highest governing body	Governance	53-62
2-12	Role of the highest governing body in monitoring impact management	About this report/ Governance	55-173
2-14	The role of the highest governing body in the preparation of sustainability reports	About this report/ Governance	55-172
2-15	Conflicts of interest	Governance	70
2-19	Remuneration policies	Governance	57
2-20	Process to determine remunerations	Governance	57





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INDICATOR	DESCRIPTION	CHAPTER OMISSIONS/RESPONSE	PAGE
Strategy, policies, and practices			
2-22	Statement on the Sustainable Development Strategy	Business strategy	23
2-23	Commitments and policies	Business strategy	23-27
2-24	Incorporation of commitments and policies	Business strategy	23
2-25	Processes to remedy adverse impacts	Business strategy	23
2-26	Mechanisms for seeking advice and raising concerns	Governance	71
2-27	Compliance with laws and regulations	Governance	70-81-152-205
2-28	Affiliation to associations	Community	212-216
Participation of stakeholders			
2-29	Approach to stakeholder engagement	Community	124-129
2-30	Collective bargaining agreements	People	117
GRI 3: Material Issues (2021)			
3-1	Process for determining material issues	About this report	173
3-2	List of material issues	About this report	174
3-3	Management of material issues	This is done throughout all the chapters	
Specific GRI			
Category: Economy			
Economic Performance (2016)			
201-1	Direct economic value generated and distributed	Business strategy	46
201-2	Financial implications and other risks and opportunities arising from climate change	67 Environmental risks related to climate change are not explicitly managed in EFE	
201-4	Financial assistance received from the government	Business strategy	44
Presence in the market (2016)			
202-1	Ratios between the standard entry-level salary by gender and the local minimum wage	People	110





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INDICATOR	DESCRIPTION	CHAPTER OMISSIONS/RESPONSE	PAGE
Indirect economic impacts (2016)			
203-1	Investments in infrastructure and supported services	Community	121
203-2	Significant indirect economic impacts	Community	121
Anti-Corruption (2016)			
205-1	Operations assessed on the basis of corruption-related risks	Community	70
205-2	Communication and training on anti-corruption policies and procedures	Community	71
205-3	Confirmed incidents of corruption and measures taken	Community	70
Anti-competitive behavior (2016)			
206-1	Legal action for anti-competitive behavior, antitrust, and monopoly practices	Governance	No legal actions have been registered pending or completed during the reporting period for unfair competition, free competition, nor violations of the applicable legislation on monopolistic practices.
Tax Performance (2019)			
207-1	Tax approach	Business strategy	46
207-2	Tax governance, control, and risk management	Business strategy	46
207-3	Stakeholder engagement and management of concerns related to taxes	Business strategy	46
207-4	Country by country	Business strategy	46
Category: Environment			
Energy (2016)			
302-1	Energy consumption within the organization	Environment	154
302-3	Energy intensity	Environment	154





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INDICATOR	DESCRIPTION	CHAPTER OMISSIONS/RESPONSE	PAGE
Water (2018)			
303-4	Dumping of water	Environment	N/A
303-5	Water consumption	Environment	159
Biodiversity (2016)			
304-1	Owned, leased, or managed operational sites located within or adjacent to protected areas or areas of great value for biodiversity outside protected areas	Environment	160
304-2	Significant impacts of activities, products, and services on biodiversity	Environment	160
304-3	Protected or restored habitats	Environment	160
304-4	UICN red list species and national conservation list species with habitat in areas affected by operations	Environment	N/A
Emissions (2016)			
305-1	Direct GHG emissions (Scope 1)	Climate change	169
305-2	Indirect GHG emissions associated with energy (Scope 2)	Climate change	169
305-3	Other indirect GHG emissions (Scope 3)	Climate change	169
305-7	7 Nitrogen oxides (NOx), Sulfur oxides (SOx) and other significant air emissions	Climate change	170
Waste (2020)			
306-1	Discharge of water according to its quality and destination	Environment	161
306-2	Waste by type and method of disposal	Environment	162
306-3	Significant spills	Environment	162
Environmental assessment of the supplier (2016)			
308-1	New suppliers that have passed selection filters according to environmental criteria	People	N/A
308-2	Negative environmental impacts on the supply chain and measures taken	People	115 There were no negative environmental impacts on the supply chain
Category: Social performance			
Employment (2016)			
401-1	Hiring of new employees and staff turnover	People	203-204
401-2	Benefits for full-time employees that are not given to part-time or seasonal workers	People	103
401-3	Parental leave	People	208





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INDICATOR	DESCRIPTION	CHAPTER OMISSIONS/RESPONSE	PAGE
Health and safety at work (2018)			
403-1	Occupational health and safety management system	People	104
403-2	Hazard identification, risk assessment, and incident investigation	People	209
403-3	Occupational health services	People	104
403-4	Employee participation, consultation, and communication on occupational health and safety	People	104
403-5	Training of workers on occupational health and safety	People	105-210
403-6	Health promotion at work	People	104
403-7	Prevention and mitigation of occupational health and safety directly linked through commercial relations	People	105
403-8	Workers covered by the health and safety system	People	104
403-9	Work accident-related injuries	People	105
403-10	Occupational ailments and diseases	People	105
Training and Education (2016)			
404-1	Average number of training hours per employee per year	People	99
404-2	Programs to develop the skills of employees and programs to help transition	People	103-207
404-3	Percentage of employees receiving regular performance assessments and career development	People	205
Diversity and Equal Opportunities (2016)			
405-1	Diversity of governing bodies and employees	People	63-64-200
405-2	The ratio of the basic wage to the remunerations of women and men	People	110
Child labor (2016)			
408-1	Operations and suppliers with a significant risk of child labor cases	People	115
Forced or compulsory labor (2016)			
409-1	Operations and suppliers with a significant risk of cases of forced or compulsory labor	People	115
Local Communities (2016)			
413-1	Operations with the participation of the local community, impact assessments, and development programs	Community	130





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413-2	Operations with significant adverse impacts, real and potential, on local communities	Community	85
Social evaluation of suppliers (2016)			
414-1	New suppliers who have passed selection filters according to social criteria	People	115
414-2	Negative social impacts on the supply chain and measures taken	People	115
Public Policy (2016)			
415-1	Political contributions	Governance	EFE, as a state enterprise, does not make political contributions
Customer Health and Safety (2016)			
416-1	Evaluation of the impacts of product and service categories on health and safety	Customers	78
416-2	Cases of non-compliance relating to the impacts of product and service categories on ealth and safety	Customers	78
Customer Privacy (2016)			
418-1	Substantiated claims regarding violations of customer privacy and loss of customer data	Governance	69





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(CMF 1) (CMF 8.2)

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TR-RA-000-A	Amount of carloads transported	Executive summary	07
TR-RA-000-B	Number of intermodal units transported	Customers	87
TR-RA-000-C	Track kilometres	Executive summary	07
TR-RA-000-D	Revenue tonne-kilometres (RTK)	Customers	82
TR-RA-000.E	Number of employees	People	7-199
Greenhouse gas emissions			
TR-RA-110.a.1	Scope 1 gross global emissions	Climate change	168-169
TR-RA-110.a.2	Greenhouse gas emissions	Climate change	169
TR-RA.110.a.3	Total fuel consumed, renewable percentage	Environment	154
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TR-RA-120a.1	Air emissions of pollutants	Environment	170
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TR-RA-320.a.1	Health and safety of employees	People	105
Competitive behavior			
TR-RA-520a.1	Competitive behavior	Governance	70
Accident and safety management			
TR-RA-540a.1	Number of accidents and incidents	Customers	78
TR-RA-540a.3	Defects due to violation	Customers	79
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Entity profile			
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2.2	Historical information	Executive summary	15-16-17
2.3.1	Control situation	Identification of the company	175
2.3.2	Major changes in ownership or control in the last year	Identification of the company	175
2.3.3	Identification of partners or majority shareholders: Corporate structure	Identification of the company	175
2.3.4	Actions, their characteristics and rights	Identification of the company	N/A
Corporate governance			
3.1	Governance framework	Environment/Governance/ Business strategy	26-27-50-52-62-70-152
3.2	Board of Directors	Governance	53-56-57-58-63-194
3.3	Board Committees	Governance	57-59-60
3.4	Main executives	Governance	61-196-197
3.5	Adherence to national or international codes	Governance	50





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3.7	Relationship with stakeholders and the general publicl	Community/Governance	52-122-124
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4.1	Time horizons	Business strategy	21
4.2	Strategic objectives	Business strategy	24-28
4.3	Investment plans	Business strategy	29-30-31
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5.1.1	Number of people by sex	People	199
5.1.2	Number of people by nationality	People	199
5.1.3	Number of people by age range	People	200
5.1.4	Labor seniority	People	200
5.1.5	Number of people with disabilities	People	201
5.2	Labor formality	People	201
5.3	Job adaptability	People	103-201
5.4.1	Equity policy	People	110
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5.7	Parental leave	People	103-208
5.8	Training and benefits	People	99-103-206-207
5.9	Subcontracting policy	People	114
6.1	Industrial sector	Business strategy	20-190
6.2	Business	Customers/ Executive summary	09-22-77
6.3	Stakeholders	Community	212-214
6.4	Properties and facilities	Executive summary	08
6.5.1	Subsidiaries and associates: Individualization, legal address and nature	Gobernanza	53-54-193-231
6.5.2	Investment in other companies	Governance/ Business strategy	There is no investment in other companies
Supplier management			
7.1	Payment to suppliers	People	116
7.2	Evaluation of suppliers	People	115
Indicators			
8.1.1	Regarding customers	Governance	81
8.1.2	Regarding employees	People	205
8.1.3	Environmental	Environment	152 There were no compliance fines or penalties or programs of related to this topic





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8.1.5	Others	Governance	70
8.2	Sustainability indicators	About this report	172-183-184
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10	Comments from shareholders and Board Committee	Financial statements	224
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OWN INDICATORS

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# BUSINESS STRATEGY



## COMPLEMENTARY INFORMATION





INDUSTRIAL SECTOR

(CMF 6.1)

	Passenger transport	Cargo transport	Complementary services
Description	<ul style="list-style-type: none"><li>It consists of 8 services: 3 urban, 1 suburban, 3 provincial, and 1 regional service; operated by 3 subsidiary companies</li></ul>	<ul style="list-style-type: none"><li>EFE provides railway infrastructure for transport companies to develop related activities from La Calera to Puerto Montt.</li></ul>	<ul style="list-style-type: none"><li>Complementary services that generate income for the development, leasing, and management of the real estate infrastructure of EFE.</li></ul>
Nature	<ul style="list-style-type: none"><li>Passenger transport</li></ul>	<ul style="list-style-type: none"><li>Infrastructure for cargo transportation services</li></ul>	<ul style="list-style-type: none"><li>Real estate</li></ul>
Competition	<ul style="list-style-type: none"><li>Buses of regional, urban, suburban and provincial services that share the same train route</li></ul>	<ul style="list-style-type: none"><li>Truck transport.</li></ul>	<ul style="list-style-type: none"><li>Shopping malls, real estate and land and infrastructure owners</li></ul>
Legal Framework	<ul style="list-style-type: none"><li>General Railway Act of 1931</li><li>The other applicable legal and regulatory provisions are derived from the general legislation or that refer to the activity of public passenger transport by rail</li></ul>	<ul style="list-style-type: none"><li>The law of the company itself and its internal regulations. In addition, each cargo project must comply with the regulations of the specific market to which it belongs.</li></ul>	<ul style="list-style-type: none"><li>Law 21.461, called the "Lease Law"</li><li>Regulation of Crossings and Sidings</li><li>General Law of Urban Planning and Constructions</li></ul>
Stakeholders	<ul style="list-style-type: none"><li>Users who live in or visit areas where a station and/or railway line is located</li><li>Authorities related to passenger transport</li></ul>	<ul style="list-style-type: none"><li>Cargo generators</li><li>Ministries of Transport and Telecommunications, Finance and Social Development</li><li>Business groupings</li></ul>	<ul style="list-style-type: none"><li>Service companies, real estate developers and retailers.</li></ul>
Affiliation	<ul style="list-style-type: none"><li>UITP (International Association of Public Transport)</li></ul>	<ul style="list-style-type: none"><li>Business groups that use the train as a means of transport.</li></ul>	<ul style="list-style-type: none"><li>Agreement of the Undersecretary of Tourism to encourage investment in EFE land.</li><li>Agreement with the Ministry of Transport for the implementation of electric bus charging station in Rancagua</li><li>Banco Estado agreement to explore passenger and community services at stations</li></ul>





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# GOVERNANCE

## COMPLEMENTARY INFORMATION



## SIX PRINCIPLES OF CORPORATE GOVERNANCE OF THE SEP CODE

1. Efficient use of resources: We make sure to conduct an efficient and effective business activity, oriented mainly to the sustainable creation of value and to maximize the surpluses and profitability of the assets under its management.
2. Separation of the State's roles as an entrepreneur and regulator: To avoid distortions to competition, SEP companies should be subject to the same standards and inspection criteria by regulatory and supervisory authorities as those applied to private companies.
3. Competitive conditions of access to financing: As a SEP company, we must maintain financial relations with other entities on strictly commercial terms, clarifying to creditors that they must distinguish between the State and its companies.
  - Equitable treatment of shareholders: This is divided into two lines:
  - Respect for minority shareholders when recognizing equal conditions and equal treatment of corporate information, transparency being the guiding principle.
4. Regarding shareholder meetings, minority shareholders should be facilitated and integrated into the organization's decisions.
5. Transparency and information: According to this principle, we must apply the highest standards of quality, periodicity, and dissemination of information related to the company, understanding that we use the capital of all Chileans.
6. Responsibility of the Board of Directors: Our Board must always ensure that we have the most complete information, act in good faith, adhere to the highest standards of good practices and ethics, and act in the highest interest of the company and its shareholders.







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# INDIVIDUALIZATION OF SUBSIDIARIES

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(CMF 6.5.1)

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EFE's services mainly consist of the provision of railway infrastructure for the operation of cargo and passenger transportation. The cargo is carried out by companies independent of the company (carriers), and the passenger subsidiaries of EFE do the latter. In addition, EFE operates the real estate assets it owns.

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## EFE VALPARAISO S.A.

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EFE Valparaíso, S.A., is the passenger rail transport company of the V Region and operates in the municipalities of Valparaíso, Viña del Mar, Quilpué, Villa Alemana, and Limache. EFE Valparaíso S.A. provides an efficient, safe, and environmentally sustainable public transport service.

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 **CEO:** Miguel Saavedra Lavanal


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 **Address:** Viana 1685, Viña del Mar, Valparaíso

## EFE CENTRAL S.A.

EFE Central S.A. is a company that serves the transport market between Santiago and Chillan and intermediate stations. It also provides passenger services between the cities of Talca and Constitución. EFE Central S.A. offers modern, high-quality, safe, and integrated urban and suburban transport with the public transport system in the Metropolitan and surrounding regions.


 **CEO:** Justin Siegel Stafford

 **Address:** Av. Libertador Bernardo O'Higgins n° 3170, andén 6, Estación Central.

## EFE SUR S.A

EFE Sur S.A. provides services in the VIII and IX regions, connecting Lomas Coloradas, Talcahuano, Hualqui, and others with the city of Concepción. It is also responsible for managing passenger rail transport in the Biobío and La Araucanía Regions. Its services are called "Biotren," "Laja-Talcahuano," and "Tren Araucanía."


 **CEO:** Nelson Hernández Roldán

 **Address:** Avenida Padre Hurtado 570, Concepción.

## EFE ARICA LA PAZ S.A.

It is responsible for operating and maintaining the Chilean section of the railway route connecting the city of Arica with La Paz, Bolivia. Its role is to establish, develop, and manage EFE's real estate and personal assets in the Arica and Parinacota Region. The route starts in the center of Arica, passing through the ancient Chinchorro Workshop and the Lluta Valley to reach Visviri, more than 4,000 meters above sea level.

 **CEO:** Yuny Arias Córdova

 **Address:** Avenida Brasil 117, Maestranza Chinchorro, Arica





# INCOME OF BOARD MEMBERS

(CMF 3.2.ii)



[MORE INFORMATION](#)

## EFE PARENT COMPANY

NAME	POSITION	GROSS INCOME (Total M\$) 2022	GROSS INCOME (Total M\$) 2023
Eric Martin González	President	15,827	23,905
Fidel Miranda Bravo	Vice-President	7,913	11,953
Rafael Epstein Numhauser	Director	7,203	10,455
Mabel Leva Henríquez	Director	7,913	11,953
María Beatriz Bonifetti Miranda	Director	7,913	11,953
Loreto Wahr Rivas	Director	7,913	*
Juan Antonio Carrasco Montagna	Director	7,913	11,953
Juan Jiménez Vásquez	Worker's Representative.	4,239	11,567

(Fixed monthly allowance DFL N° 1 Article 11°)

Director Loreto Wahr Rivas does not receive fees for EFE, as indicated in the Official Letter ES N° 110268 05/Oct/2023 of the Office of the Comptroller General of the Republic, which becomes effective as of January 2023.

## EFE CENTRAL

NAME	POSITION	GROSS INCOME (Total M\$) 2022	GROSS INCOME (Total M\$) 2023
Mabel Leva Henríquez	President	15,827	28,750
Christian Vigouroux Steck	Vice-President	11,870	21,562
Eric Martin González	Director	7,913	9,580
Ricardo Giesen Encina	Director	7,340	14,375
Susana Andrea Silva Valenzuela	Director	7,332	14,375

(Allowances determined by the Shareholders' Meeting)





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## EFE VALPARAÍSO

NAME	POSITION	GROSS INCOME (Total M\$) 2022	GROSS INCOME (Total M\$) 2023
María Beatriz Bonifetti Miranda	President	15,826	28,740
Rodrigo Patricio Ibáñez Franck	Vice-President	11,870	21,555
Marcela Andrea Soto Caro	Director	7,913	14,370
Sebastián Seriani Awad	Director	7,913	14,370
Eric Martin González	Director	6,757	8,438

(Allowances determined by the Shareholders' Meeting)

## EFE SUR

NAME	POSITION	GROSS INCOME (Total M\$) 2022	GROSS INCOME (Total M\$) 2023
Juan Antonio Carrasco Montagna	President	15,827	28,750
Carola Venegas Bravo	Vice-President	11,870	21,562
Eric Martin González	Director	6,820	12,575
Camilo Huneeus Guzmán	Director	7,802	14,375
Ximena Andrea Moya Bravo	Director	5,155	14,375

(Allowances determined by the Shareholders' Meeting)

## EFE ARICA - LA PAZ

NAME	POSITION	GROSS INCOME (Total M\$) 2022	GROSS INCOME (Total M\$) 2023
Eric Martin González	President	7,986	17,969
Ricardo Montencino Leonard	Vice-President		
Cristóbal Montecino Castro*	Director		
Jacqueline Herrera Orrego	Director		
Miguel Urzúa Brito			

Note: He left his role on 07/03/2023 and was replaced by Miguel Urzúa Brito, executive of the EFE Parent Company.





# EXECUTIVE TEAM INFORMATION

(CMF 3.4.i) (CMF 3.4.ii)

NAME	POSITION	ID N°	PROFESSION	START DATE
José Solorza Estévez	CEO	10.066.061-K	Civil Engineer	14-11-2022
Gloria Peña y Lillo Ramírez	Comptroller Manager	6.738.626-4	Business Administrator	05-12-2022
Alex Farfán Lobos	Communications and Communities Manager	13.458.963-9	Journalist	01-03-2023
Carlos Mella Cariman	Planning and Development Manager	17.488.195-2	Civil Industrial Engineer	02-08-2023
Cecilia Araya Catalán	Finance and Corporate Management Division Manager	8.351.927-4	Business Administrator	26-01-2009
Daniel Padilla Gutiérrez	Engineering and Maintenance Manager	15.482.285-2	Construction Engineer	01-06-2023
Fernanda García Polanco	Engineering Manager	24.477.727-9	Roads, Canals, and Ports Engineer	01-03-2023
Jacqueline Herrera Orrego	People and Organization Manager	12.876.009-1	Business Administration	01-12-2021
Jorge Guajardo Rodríguez	Logistics Manager	13.996.504-3	Civil Industrial Engineer	02-10-2023
José Arenas Pizarro	IT Manager (Interim)	10.837.489-6	Computer Science and IT Engineer	03-10-2023
José Ignacio Acuña Gutiérrez	Risk and Management Control Manager	15.366.636-9	Civil Industrial Engineer	06-11-2017
Manuel Rodríguez Amengual	Maintenance Execution Manager	12.215.628-1	Mechanical Engineer	01-06-2023
María Constanza Villalobos Gimeno	Customer and New Business Development Manager*	13.989.880-K	Transport Engineer	01-11-2023
María José Poblete Gómez	Legal Manager	13.335.299-6	Lawyer	23-10-2023
Mery Orellana González	Project Execution Manager	10.490.971-K	Civil Industrial Engineer	01-06-2023
Miguel Urzúa Brito	Infrastructure Division Manager	13.702.060-2	Civil Industrial Engineer	17-03-2023
Miljenko Giakoni Atalah	Supply Manager (Interim)	10.246.022-7	Civil Industrial Engineer	15-11-2023
Ricardo Montecino Leonard	Development, Engineering, and Projects Manager	9.517.894-4	Civil Engineer	15-05-2019
Tatiana Gatica Navea	Environmental and Sustainability Manager	13.815.711-3	Engineer in Renewable Natural Resources	01-03-2023
Victor Medina Seguel	Security and Monitoring Manager	17.320.491-4	Civil Industrial Engineer	01-09-2023

\*María Constanza Villalobos Gimeno held the position of Passenger Manager at EFE Central until October 2023.





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NAME	POSITION	ID N°	PROFESSION	START DATE
Justin Siegel Stafford	CEO / EFE Central	8.613.031-9	Civil Industrial Engineer	25-09-2023
Guillermo Ramírez Muñoz	Railway Operation Manager / EFE Central	13.065.734-6	Civil Industrial Engineer	03-07-2019
Lautaro Contreras Vera	Service Operations Manager / EFE Central	14.392.417-3	Business Administrator	01-03-2022
Miguel Saavedra Lavanal	CEO / EFE Valparaíso	13.868.922-0	Civil Engineer	01-09-2022
Juan Rodó Rodas	Railway Operation Manager / EFE Valparaíso	7.176.962-3	Civil Electronic Engineer	01-04-2020
María Alicia Sánchez Rozas	Passenger Manager / EFE Valparaíso	12.884.157-1	Business Administrator	01-12-2020
Nelson Hernández Roldán	CEO / EFE Sur	7.967.866-K	Business Administrator	01-05-2008
Gonzalo Cueto Pezoa	Passenger Manager / EFE Sur	17.567.508-6	Civil Industrial Engineer	13-06-2022
Mario Riveros Ávalos	Service Operation Manager / EFE Sur	8.917.020-6	Business Administrator and Auditing Accountant	01-03-2021
Pedro Baeza Tapia	Railway Operations Manager / EFE Sur	9.461.710-3	Transport Engineer	03-02-2020
Yuny Arias Córdova	CEO / EFE Arica - La Paz	16.655.086-6	Business Administrator and Auditing Accountant	11-11-2019

In 2023, the total gross remuneration paid to the chief executives was M\$3,201,291. This is 4% higher than in 2022, when the amount was M\$3,073,785.

## SPECIFIC ROLES IN RISK MANAGEMENT

### BOARD OF DIRECTORS AND CEO

(CMF 3.6.iv.)

Board of Directors: Approve the Risk Management Model and Policy, determine the acceptable level of risks, and approve the Risk Committees' regulations. Approve the methodology to identify, monitor, limit, report, and disclose the different types of risks and monitor the level of risk exposure.

CEO: To become aware of the risks, controls, and valuations of those that require action plans by their degree of exposure (high or extreme).

Approve or reject the implementation, considering the cost-benefit and justifying the decision before the Risk Committee. Is responsible for ensuring that each identified risk has controls and, if necessary, short-, medium- and long-term action plans that allow mitigating risks at unacceptable levels.

### RISK AREA

(CMF 3.6.iv)

This unit—dependent on the Comptroller's Office—is responsible for advising and supporting process owners from other areas in the identification, valuation, and effective mitigation of their risks.

They must also update our Management Model and Risk Portfolio, prepare risk management reports, and report the model's status to our Risk Committee. They should disseminate this Management Model through dissemination programs.





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# PEOPLE



## COMPLEMENTARY INFORMATION





STAFF

SASB TR-RA-000.E

STAFF BY SEX

(CMF 5.1.1)

Category of functions	Men	Women	Total
Senior Managers	9	7	16
Managers	66	22	88
Middle Managers	134	52	186
Operators	648	147	795
Salesforce	2	29	31
Administrative staff	22	26	48
Support staff	18	10	28
Other Professionals	540	216	756
Other Technical Staff	150	7	157
TOTAL	1,589	516	2,105

STAFF BY NATIONALITY AND GENDER

(CMF 5.1.2)

Category of functions	Chilean		Foreign	
	Men	Women	Men	Women
Senior Managers	9	7	0	0
Managers	62	20	4	2
Middle Managers	127	48	7	4
Operators	641	135	7	12
Salesforce	2	26	0	3
Administrative staff	21	26	1	0
Support staff	18	10	0	0
Other Professionals	504	198	36	18
Other Technical Staff	145	7	5	0
TOTAL	1,529	477	60	39





STAFF BY AGE RANGE

(CMF 5.1.3) (GRI 405-1)

Category of functions	Under 30		30 to 40		41 to 50		51 to 60		61 to 70		Over 70	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Senior Managers	0	0	0	0	5	5	3	0	1	2	0	0
Managers	0	0	15	6	28	8	20	7	3	1	0	0
Middle Managers	1	0	47	25	40	21	30	5	15	0	1	1
Operators	78	40	232	57	159	34	136	15	42	1	1	0
Salesforce	0	3	0	9	0	7	1	9	1	1	0	0
Administrative staff	0	4	5	6	1	5	10	8	5	3	1	0
Support staff	1	2	5	4	2	3	3	1	7	0	0	0
Other Professionals	39	28	220	115	151	53	87	17	41	3	2	0
Other Technical Staff	22	2	34	2	36	1	38	2	18	0	2	0
TOTAL	141	79	558	224	422	137	328	64	133	11	7	1

STAFF BY SENIORITY

(CMF 5.1.4)

Category of functions	Less than 3 years		Between 3 and 6 years		More than 6 and less than 9		Between 9 and 12		Over 12	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Senior Managers	7	3	1	1	0	0	0	1	1	2
Managers	27	13	15	4	6	2	10	0	8	3
Middle Managers	35	12	25	14	23	5	20	6	31	15
Operators	178	94	82	8	142	22	73	13	173	10
Salesforce	0	11	0	0	0	7	1	9	1	2
Administrative staff	7	7	6	7	0	3	4	2	5	7
Support staff	6	8	2	1	1	0	3	0	6	1
Other Professionals	214	133	104	43	123	17	54	6	45	17
Other Technical Staff	50	5	19	0	37	1	17	0	27	1
TOTAL	524	286	254	78	332	57	182	37	297	58





STAFF WITH DISABILITY

(CMF 5.1.5)

Senior managers		Managers		Middle Managers		Operators		Salesforce		Administrative staff		Support staff		Other professionals		Other technical staff	
Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
0	0	0	0	1	1	1	2	1	0	1	0	1	0	2	4	0	1

Note: In 2023, 15 people with disabilities worked with us, equivalent to 0.7% of the staff. However, not enough candidates with disabilities were presented for the vacancies that have occurred to reach the expected 1%.

STAFF BY TYPE OF CONTRACT

(CMF 5.2)

Type of contract	2019		2020		2021		2022		2023	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Indefinite contract	1,367	324	1,352	316	1,360	321	1,411	374	1,551	486
Fixed term contract	29	6	18	9	23	13	54	32	38	30
TOTAL	1,396	330	1,370	325	1,383	334	1,465	406	1,589	516

STAFF BY TYPE OF WORKING DAY

(CMF 5.3) (GRI 2-7)

Type of day	2019		2020		2021		2022		2023	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Part-time	78	18	256	29	50	12	50	21	41	21
Full-time	1,318	312	1,114	296	1,333	322	1,415	385	1,548	495
TOTAL	1,396	330	1,370	325	1,383	334	1,465	406	1,589	516





STAFF BY TYPE OF CONTRACT BY REGION

(GRI 2-7)

Region	2021			2022			2023		
	Indefinite	Fixed	Total	Indefinite	Fixed	Total	Indefinite	Fixed	Total
Arica and Parinacota Region	15	3	18	21	0	21	19	3	22
Valparaíso Region	321	6	327	316	21	337	374	25	399
Metropolitan Region	892	21	913	980	35	1,015	1,145	13	1,158
O'Higgins Region	25	1	26	25	1	26	19	0	19
Maule Region	48	3	51	49	0	49	47	0	47
Ñuble region	19	0	19	23	0	23	15	0	15
Biobío Region	296	3	299	307	26	333	350	22	372
La Araucanía Region	55	0	55	58	3	61	67	5	72
Los Lagos Region	1	0	1	1	0	1	1	0	1
TOTAL	1,680	37	1,717	1,785	86	1,871	2,037	68	2,105

STAFF BY TYPE OF CONTRACT BY REGION

(GRI 2-7)

Regions	2022				2023			
	No. of full-time employees		No. of part-time employees		No. of full-time employees		No. of part-time employees	
	Men	Women	Men	Women	Men	Women	Men	Women
Arica and Parinacota Region	19	2	0	0	18	4	0	0
Valparaíso Region	244	52	36	5	286	74	31	8
Metropolitan Region	723	263	13	16	800	336	10	12
O'Higgins Region	21	4	1	0	19	0	0	0
Maule Region	45	4	0	0	44	2	0	1
Ñuble region	22	1	0	0	15	0	0	0
Biobío Region	282	51	0	0	305	67	0	0
La Araucanía Region	54	7	0	0	60	12	0	0
Los Lagos Region	1	0	0	0	1	0	0	0
TOTAL	1,411	384	50	21	1,548	495	41	21





WORKERS WHO ARE NOT EMPLOYEES

(GRI 2-8)

	2022	2023
Total number of workers who are not employees and whose work is controlled by the organization	3,600	4,300

ROTATION BY AGE

(401-1)

	2022			2023		
	Number of departures	Departure rate	Turnover rate	Number of departures	Departure rate	Turnover rate
Under 30	38	20%	23%	21	10%	10,%
30 to 40	98	14%	15%	52	7%	7%
41 to 50	39	8%	8%	44	8%	8%
51 to 60	16	4%	5%	18	5%	5%
61 to 70	15	12%	12%	20	14%	15%
Over 70	3	38%	35%	4	50%	47%
TOTAL	209	11%	12%	159	8%	8%

ROTATION BY SEX

(401-1)

	2022			2023		
	Number of departures	Departure rate	Turnover rate	Number of departures	Departure rate	Turnover rate
Women	56	14%	15%	42	8%	9%
Men	153	10%	11%	117	7%	8%
TOTAL	209	11%	12%	159	8%	8%





NEW HIRES BY AGE

(GRI 401-1)

2022			2023	
	Number of hires	Recruitment rate	Number of hires	Recruitment rate
Under 30	99	52%	102	46%
30 to 40	127	19%	187	24%
41 to 50	65	13%	83	15%
51 to 60	20	5%	33	8%
61 to 70	3	2%	1	1%
Over 70	0	0%	1	13%
TOTAL	314	17%	407	19%

NEW HIRES BY GENDER

(GRI 401-1)

2022			2023	
	Number of hires	Recruitment rate	Number of hires	Recruitment rate
Women	113	28%	157	30%
Men	201	14%	250	16%
TOTAL	314	17%	407	19%





PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND PROFESSIONAL DEVELOPMENT ASSESSMENTS

(GRI 404-3) (GRI 2-27 )

	2022	2023
Senior Managers	35.2%	46.7%
Managers	83.5%	93.7%
Middle Managers	66.5%	96.6%
Operators	0.5%	93.6%
Salesforce	0%	86.7%
Administrative staff	51.5%	93.8%
Support staff	6.3%	91.3%
Other Professionals	50.8%	93.3%
Other Technical Staff	11.4%	93.7%
TOTAL	32.3%	93.3%

LEGAL AND REGULATORY COMPLIANCE RELATED TO WORKERS

(CMF 8.1.2)

	2021	2022	2023
Number of sanctions enforced in the field	5	13	10
Amount in pesos that those sanctions represented	\$28,627,375	\$ 35,206,925	\$ 34,210,704





# TRAINING STRATEGY: TRAINING SCHOOLS

(CMF 5.8.iv)

Our learning map includes different training schools of competencies and skills, along with mandatory training, which is nourished by the Detection of Training Needs, Performance Assessment, Climate and Commitment Study, operational needs, new projects, Psychosocial Risk Survey, among others, from which the following are derived:

School	Railway	Safety	Service	Leadership	Projects
Objective	Train the workers who hold critical operational positions through different learning paths that contemplate mandatory technical aspects of the field and skills, providing them with opportunities for growth and development and guaranteeing compliance with the regulations and standards of EFE Trenes de Chile.	Train the organization's workers who belong to the Safety Area in competences and skills so that they are protagonists of safety from a close, collaborative, and flexible role that contributes to the resolution of service situations, considering the current regulations and procedures, transforming them into strategic allies of the Operational Safety of EFE Trenes de Chile.	Train the Staff in Contact (PEC, in Spanish) with passengers, developing skills that allow them to be able to solve and handle the customer's needs in regular situations and service breakdowns, complying with the protocols and aligned with the new service strategy defined by EFE Trenes de Chile.	Create a learning and growth path that allows establishing firm and close leadership, strengthening the networks and relationships of the parent and subsidiary teams, with leaders who are protagonists of the strategy and management of their teams and who promote the organization's seal of leadership through their actions.	Create a learning path for workers in the areas of engineering and projects, providing them with knowledge and skills in the comprehensive methodological development in the framework of PMI, concepts, and processes of Project Leadership and Management, along with practical experiences and lessons learned from large projects.
Main initiatives	Certification of Competencies Chile Valora			Running the "Railway Women Who Inspire" program	







TRAINING STRATEGY: MAIN TRAINING SUBJECTS

(CMF 5.8.iv) (GRI 404-2)

Training	Diploma in Labor Relations and Social Dialogue	Trainer Training	Accreditation of Competencies CHILE VALORA	Virtual Campus: Pharos By Structuralia	Railway Women Who Inspire	Sign Language	Writing Techniques in the Workplace	Full Speed Ahead learning	Comprehensive Safety Training	The 40-hour Law
Provided by	SEK University and the Undersecretary of Labor	SOFOFA Foundation	Bureau Veritas	EFE	Alago	Caspe	Transversal Capacitaciones Limitada	Internal teachers	Aporta	Pricewaterhousecoopers Cyp Prof. Ltda.
Objective	Contribute to the training of workers on issues related to the labor union world to promote participation in trade union activity in Chile and the development of collaborative labor relations.	Provide our collaborators with knowledge and presentation skills that allow them to reproduce knowledge in a fruitful, quality environment, where they can meet the learning objectives they propose.	Formally recognize the labor competencies of the workers who occupy the position of Machinist and Operator Command Posts, and value continuous learning, professionalization, experience, and career paths.	Training is available to all EFE Trenes de Chile workers.  More than 700 asynchronous courses are available online. Topics of interest: Railway, BIM, Project Management, Engineering, and Infrastructure, among others.	Promote the development of women linked to the EFE leadership seal through a development program aimed at boosting their career.	Provide initial knowledge in Chilean sign language and approach to the deaf community.	Provide knowledge for the correct creation of written texts, in the workplace, applying writing techniques, discursive strategies, and normative rules.	Manage internal knowledge with employees to generate shared knowledge. 2023 topics: <ul style="list-style-type: none"><li>• Personal Finance</li><li>• General Aspects of the Railway</li><li>• Approach to Cultural Heritage</li><li>• Change of the VAT Law</li><li>• Universal accessibility</li><li>• Hydrogen</li></ul>	Acquire knowledge, develop attitudes, and apply practices for protecting people and infrastructure from a close, collaborative, and flexible role. This role contributes to the resolution of service situations, considering current regulations and procedures.	Acquire knowledge on new regulations about to enter into force. <ul style="list-style-type: none"><li>• Analysis of working hours reduction</li><li>• Impact on overtime</li><li>• Review of new labor flexibility regulations</li><li>• Analysis of new Article 22</li></ul>
Duration	68 hours	16				20 hours	20 hours		10 weeks	2 hours
Participants	38	36	50		22	35	30	500	44	20





## PARENTAL LEAVE

(CMF 5.7.b.i) (CMF 5.7.b.ii)

Parental leave	2022					2023				
	Number of Women	Number of Men	Total number of employees	% of Women	% of Men	Number of Women	Number of Men	Total number of employees	% of Men	% of Women
No. of employees entitled to parental leave	12	1	13	92.3%	7.7%	7	1	8	12.5%	87.5%
No. of employees on parental leave	12	1	13	92.3%	7.7%	7	1	8	12.5%	87.5%
Number of employees who returned after parental leave	1	1	2	50%	50%	2	0	2	0%	100%
Number of employees who returned after parental leave and stayed 12 months at the company	11	1	12	91.7%	8.3%	5	1	6	16.7%	83.3%

(GRI 401-3)

	2021			2022			2023		
	Women	Men	Total employees	Women	Men	Total	Women	Men	Total
Total number of employees who have returned to work after parental leave	0	0	0	1	1	2	6	1	7
Total number of employees required to return to work after parental leave	12	0	12	12	1	13	7	1	8
Return to work rate	0%	-	0%	8%	100%	15%	85%	100%	87.5%

	2021			2022			2023		
	Women	Men	Total employees	Women	Men	Total	Women	Men	Total
Total number of employees retained 12 months after returning to work following a period of parental leave	12	-	12	11	1	12	6	1	8
Total number of employees who returned from parental leave in the previous reporting period(s)	12	-	12	12	1	13	7	1	8
Return to work rate	100%	N/A	100%	92%	100%	92%	85%	100%	87.5%





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# RISK IDENTIFICATION AND INCIDENT INVESTIGATION

(GRI 403-2)

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To identify and evaluate risks, we use and prepare the IPER (Hazard Identification and Risk Assessment, in Spanish) Matrix, which contains the following core elements:

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- Routine and non-routine activities.
- Consider the aspects associated with the use or handling of hazardous substances.
- Consider the activities of contracting and subcontracting companies, as well as the visitors.
- The dangers and threat risks in emergency and disaster situations.
- The physical, chemical, and biological hazards of occupational hygiene, ergonomic risk factors, and psychosocial risk factors.
- The hazards associated with the critical risks defined by the OAL, among others.
- The processes, activities, and functions of the company or workplace that are associated with or may affect road safety.
- Criteria for valuing the risk or Magnitude of the Risk (MR) and its classification.

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Control measures, according to the following hierarchy:

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1. Eliminate the risk.
2. Substitute the risk.
3. Implement administrative controls (procedures, instructions, internal rules, etc.), signage, and training activities (training, instruction, talks, etc.).
4. Wear Personal Protective Equipment. In this case, auxiliary equipment for personal or environmental monitoring should also be considered appropriate.

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The Internal Regulations on Order, Health, and Safety establish the obligation to immediately inform the direct supervisor of any irregular (dangerous) situation.

## INCIDENT INVESTIGATION PROCEDURE

EFE Trenes de Chile has procedures to define the methodology, records, and formats for investigating incidents, accidents, and occupational diseases. The main objective is to identify the primary causes of adverse workplace events. This process aims to improve health and safety at work, prevent the recurrence of incidents, accidents, and occupational diseases, and strengthen preventive practices in the company through dissemination and learning.

Summary of the most important steps:

1. Registration and format for the immediate notification of incidents, accidents, or occupational diseases.
2. Designation of an incident investigation team.
3. Interviews with the people directly involved.
4. Documentation analysis.
5. Workplace assessment
6. Analysis of quantitative and qualitative data.
7. Application of a cause methodology.
8. Preparation of a detailed report.
9. Implementation of corrective and preventive measures.
10. Monitoring the effectiveness of corrective measures over time.





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# HEALTH AND SAFETY TRAINING SUBJECTS

(GRI 403-5)

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- Guidance on Risk Prevention
- Risk Control for Ultraviolet Radiation

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- Emergency Monitors

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- Risk Control in Remote Working

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- Control of Electrical Risks

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- Defensive Driving on Motorways and Highways

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- Use and Handling of Fire Extinguishers

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- Civil and Criminal Liability Workshop

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- Accident Investigation (Cause Tree)

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- First Aid

- Hazard Identification and Risk Assessment (IPER)

- Risk Control in Work at Height

- Prevention of Coronavirus (COVID-19)

- Civil and Criminal Liability for Senior Management

- Training for Disaster First Response Teams in Workplaces

- Risk Control in the Prevention of Road Accidents

- Conflict Prevention and Management

- Handling of Hazardous Substances

- Training on the use of AED

- Workplace Violence Course

- Conflict prevention and management training - passenger area.

- All those related to MINSAL Protocols (MMC, TMERT, psychosocial, noise, Hypobarica, etc.)

- Job-specific training (Railway Traffic Regulations)





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# COMMUNITY



## COMPLEMENTARY INFORMATION





MAIN NATIONAL AND INTERNATIONAL ASSOCIATIONS OR AFFILIATIONS TO WHICH THE COMPANY ADHERES

(CMF 6. 3.a.ii.) (GRI 2-28)

Associations/ organizations	Description	Level of participation
Technical Committee of Bridges	To develop thematic content in priority aspects of the field of urban and interurban bridges for Chile.	Parent Company Managers
ALatin American Association of Metros and Subways (Alamys)	Seeks to be part of a circle for reflection, transfer of information, ideas, and cutting-edge practices in the management and development of urban passenger transport services.	Subsidiary Managers
Port Logistics Community of Talcahuano (COMLOG)	An entity that brings together different players linked to the logistics activity of the commune located in the Biobío Region. Through its technical panels, it seeks to install a dynamic of continuous improvement that allows strengthening the sector, overcoming gaps, and enhancing the competitiveness of the ports of Talcahuano.	EFE Sur Managers
Ferroport Logistics Committee	Its objective is to contribute to better and more expeditious port logistics from the railway.	CEO
National Forestry Corporation	Seeks to promote self-care and care for nature	EFE Sur Managers
Acción Empresa	Non-union business network that promotes positioning sustainability in the business strategy of its associates. It works from different thematic measurable lines under a collaborative and articulating logic, responding concretely to the country's social, environmental, and economic needs.	Parent company professionals and managers







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Associations/ organizations	Description	Level of participation
CTES (Committee on Tunnels and Underground Spaces of Chile) <a href="#">🔗</a>	A technical entity that brings together the leading professionals and related institutions (suppliers, consultants, construction companies, constituents, and academics, among others) to channel concerns, knowledge, and information, becoming an opportunity for technical development, dissemination, and best practices for promoting this industry.	Parent Company Managers
City Coordination Council - Puerto Valparaíso <a href="#">🔗</a>	A meeting comprising the Regional Government, Valparaíso Port, Municipality of Valparaíso, Local Public Works, and Transport authorities, whose objective is to ensure a harmonious development of the port and the city.	Permanent
City Coordinating Council San Antonio Port <a href="#">🔗</a>	Instance formed by the Regional Government, Puerto Valparaíso, Municipality of Valparaíso, Local Public Works, and Transport authorities, whose objective is to ensure a harmonious development of the port and the city.	Permanent
International Union of Railways (UIC) <a href="#">🔗</a>	An organization that collaborates to promote railway transport, bring systems closer to international standards, and spread knowledge worldwide.	Permanent
Latin American Railway Association ALAF <a href="#">🔗</a>	An entity recognized by the United Nations as a non-governmental organization (NGO). It is comprised of most of the railway and industrial companies in Latin America.	Permanent
Global Compact <a href="#">🔗</a>	It is a special initiative of the Secretary-General of the United Nations that calls on companies worldwide to align their operations and strategies with the Ten Principles in the areas of Human Rights, Labor Relations, Environment, and Anti-Corruption.	Permanent







RELEVANT STAKEHOLDERS AND COMMUNICATION CHANNELS

(CMF 6.3.a.i.)

Stakeholder	Description	Communication channels	Periodicity
National authorities and public organizations	Presidency, Parliamentarians, Presidential Delegations, Regional Governments, Local Authorities, Mayors, Municipalities, Ministries, Comptroller, Public Enterprise System, National Authorities, Foreign Diplomatic Representations, and other public institutions.	Meetings and panels Management reports Public platforms Integrated report	Permanent Quarterly Permanent Annual
Workers	Directors Own workers External workers	Meetings Newsletters Phone, email and social media Internal dissemination sessions Intranet Meeting days Focus Group Trade Union Dialogue Climate and commitment survey	Permanent Monthly Permanent Permanent Permanent Semi-annual Monthly Permanent Annual
Suppliers	Providers of construction and operating services and products.	Reports Meetings Public and private management reports Phone calls and emails	Annual Permanent Permanent Permanent
Peer companies	Ports, Santiago Metro, intercity and/or intermodal services and Arica - Tacna Train; public companies' panel	Meetings Phone and emails	Monthly Permanent





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Stakeholder	Description	Communication channels	Periodicity
Community	Territories we are inserted in	Door to door	Permanent
		Letters	Permanent
		Phone, email and social media	Permanent
		Face-to-face meetings (meetings, assemblies, early citizen participation processes through digital media)	Permanent
		Complaint mechanisms	Permanent
Customers	Internal customers, carriers, cargo generators, train users (passengers) and those of our infrastructure, commercial, and residential tenants.	Working days/meetings	Monthly
		Newsletter	Permanent
		Customer service offices	Permanent
		Phones and emails	Permanent
		Website/ Social networks	Permanent
Media	Written media and radio stations, TV, portals and social media.	Satisfaction Survey	Annual
		Phone and email	Permanent
		Face-to-face meetings	Monthly
		Press guidelines	Permanent
		Integrated report	Annual





## AGREEMENTS SIGNED DURING 2023

(GRI 2-28)

Associations/organizations	Description	Level of participation
Conaf	Strengthening forest fire prevention campaigns	EFE SUR
Municipality of El Bosque	Environmental Improvement Project Santiago-Nos	EFE PARENT COMPANY - EFE CENTRAL
Municipality of Lampa	Train to Batuco Project	EFE PARENT COMPANY
Municipality of Temuco	Development of the tourist train and promotion of the local economy	EFE PARENT COMPANY
Municipality of El Monte	Additive N°1 Collaboration Agreement Project Train to Melipilla	EFE PARENT COMPANY
Municipality of Melipilla	Additive N°1 Collaboration Agreement Project Train to Melipilla	EFE PARENT COMPANY
Municipality of El Monte	Additive N°2 Collaboration Agreement Project Train to Melipilla	EFE PARENT COMPANY
Brazil	Declaration of Wishes for Collaboration between Chile and Brazil for the transport of cargo from the Port of Arica	EFE ARICA-LA PAZ
2023 Pan American and Parapan American Games	Spaces for the dissemination of skills through the use of its infrastructure and the wagons themselves	EFE PARENT COMPANY
United Kingdom	Strengthening sustainable passenger and cargo transportation.	EFE PARENT COMPANY
SernamEG	Implementation of gender equality management system	EFE VALPARAISO
PUCV	Cooperation agreement with French researchers to promote innovation and development in railway technology.	EFE VALPARAISO
La Moneda Cultural Center	To create and implement actions for the dissemination of railway heritage, in relation to other disciplines, together and with decentralized regional projection	EFE PARENT COMPANY
Fundación ACTO	Enhancing the value of railway heritage with a territorial vision, either through cultural actions or by promoting intersectorality	EFE PARENT COMPANY
Public Works Ministry's Department of Architecture	Collaboration agreement for support as a technical unit of heritage projects, through its heritage department	EFE PARENT COMPANY





COMMUNITY OUTREACH STRATEGY

OBJECTIVE 1: TO BUILD AND MAINTAIN RELATIONSHIPS WITH THE COMMUNITY AND AUTHORITIES BASED ON TRANSPARENT AND COLLABORATIVE DIALOGUE

Initiative	Milestones	Results
<b>Meetings with Communities</b> To promote dialogue with local communities through formal instances, to understand their expectations, to respond to their concerns regarding current and future operations, and to open spaces for them to participate in the generation of solutions, providing them with timely, relevant, and truthful information.	Successful rehabilitation of the Talca-Constitution Branch line affected by the weather contingency. Repair and protection work of the Railway Bridge over the Biobío River. Recovery of community space in Lo Espejo Dialogue with 44 indigenous communities of the Quepe Station area for a future station.	209 meetings with communities in the 10 regions where EFE has involvement.
<b>Meetings with Municipalities</b> To generate engagement between EFE Trenes de Chile and the authorities inserted in the areas of operation.	Bolsillo Square Usufruct with Municipality of Paine. Usufructs with the Municipality of Viña del Mar for the construction of public squares. Start-up of the Temuco-Pitrufuén service. Outreach work to achieve projects that improve the safety of railway crossings in Coronel and San Pedro de la Paz, in Concepción. Municipal requirement of Arauco for families of Ramadillas, improvement of the access road, solution to the electric power supply, and solution to overlapping of ownership deeds.	103 meetings with municipalities in the 10 regions where EFE has involvement in the territory.





OBJECTIVE 2: GENERATE OUTREACH WITH COMMUNITIES TO IMPROVE THE BEHAVIORS AND HABITS IN THE RAILWAY ENVIRONMENT

Initiative	Milestones	Results
<b>Safety Campaign in Educational Establishments</b> Awareness-raising about railway risks in educational establishments, face-to-face.	Extension of the campaigns to 10 regions of the country. Increase in educational establishments compared to 2022 Registration of number of students per establishment.	59 educational establishments. 13,398 students
<b>Campaigns at railway crossings</b> Community outreach activities at intersectoral junctions, depending on the coordination and times of each institution.	Increase in activities compared to 2022. Extension of the campaigns to 10 regions of the country.	89 campaigns
<b>Demonstration trips</b> To deliver an experience that generates a bond with the community and promotes the care of trains, railway infrastructure, and civic behavior.	Increase in activities compared to 2022.	91 demonstration trips in the Metropolitan, Valparaíso, Biobío, and Araucanía regions







OBJECTIVE 3: COLLABORATE IN THE DEVELOPMENT OF COMMUNITIES, PROMOTING CONNECTIVITY AND LOCAL REVITALIZATION

Initiative	Milestones	Results
<b>Camp management</b> An alliance with SERVIU allows the recovery of assets taken along the EFE lines and land, establishing intervention modalities with families so that they can get a subsidy.	Eradication of 8 camps: Angostura Camp – Curacautín – Araucanía. Cruzada Sur Camp - Freire - Araucanía. La Construcción Camp – Freire – Araucanía. Siempre Viva Rail Line Camp - Nueva Imperial - Araucanía. Diuquín Camp – Laja – Biobío. Estación Cuñibal Camp – Los Ángeles – Biobío. Melón Esperanza Camp – Quinta Normal – Metropolitan. Enrique Carrasco Camp – Paine - Metropolitan	8 camps eradicated with a total of 671 people
<b>Strategic Alliances of Local – Cultural Development</b> Contribute to local development and the physical social recovery of neighborhoods through partnerships with Municipalities, communities, and public agencies, in EFE stations or in some premises.	Murals in stations in alliance with the Municipalities of Lo Espejo, PAC, and Coronel. Lo Espejo: Lo Espejo Station Pedro Aguirre Cerda: Lo Valledor Station Coronel: Huinca Station - Cristo Redentor Station- Los Canelos Station  Mosaics in San Bernardo Stations: San Bernardo Station Maestranza Station 5 Pinos Station Nos Station  Lyrical Concert: Limache Station	Annual flow of passengers in the stations: Lo Espejo: 1,734,480 Lo Valledor: 2,918,880 Huinca: 338,385 Cristo Redentor: 572,411 Los Canelos: 616,139 Saint Bernard: 3,330,720 Maestranza: 1,470,240 5 Pinos: 1,616,040 Nos: 2,649,600 Limache: 6,005,350





OBJECTIVE 4: ACTIONS THAT PROMOTE THE PROVISION OF PROMPT INFORMATION ON THE ENVIRONMENTAL IMPACTS OF OUR OPERATIONS AND THEIR MITIGATION MEASURES

Iniciativa	Hitos	Resultados
<b>Projects with EIS/EIS/EQR</b> Collaborate with the design and human resources baseline of large projects and maintain early attention to possible problems that may affect communities due to high-impact works.	<p>Rail Port Corridor Project: Early dialogue with the key players in the municipality of San Antonio; 14 actions, 75 participants, and 50 social risks raised.</p> <p>Ferropuerto Corridor Project: Establishment of a Governance Panel between MOP - EPSA and EFE in San Antonio, led by the Provincial Presidential Delegation of San Antonio.</p> <p>Quillota - La Calera Project: Update of the human environment baseline for Resettlement Plan (RDP).</p> <p>Train to Batuco Project: Support in a weather emergency due to the overflowing of the Colina Estuary in Lampa together with (DOH, Presidential Delegation of Chacabuco, Municipality of Lampa).</p> <p>Train to Melipilla Project: Work with families of the Resettlement Plan (RDP) - Interviews with 69 families— three of them with housing solutions.</p>	<p>642 people participating in dialogues with EFE:</p> <p>Rail Port Corridor:75</p> <p>Governance San Antonio: 21</p> <p>Quillota La Calera: 120</p> <p>Train to Melipilla: 276</p> <p>Train to Batuco: 150</p>
<b>Community Relations in Projects Engineering Works</b> Generate a community plan for engineering projects that require dissemination with the communities according to 3 guidelines: Territorial Diagnosis Neighborhood dissemination plan Dispute management	<p>Works of new Valencia Station.</p> <p>Improvement of Chagres Bridge, Town of Camarico, Maule Remediation Arica.</p> <p>Confinement project in Angol Valley and Pedro del Río in Concepción</p> <p>Construction of stations in Cajón, in Vilcún, and in Padre Las Casas.</p>	<p>652,406 participants who will directly or indirectly benefit from the projects</p> <p>Valencia: 640,000</p> <p>Chagres Bridge: 780</p> <p>Arica Remediation: 126</p> <p>Confinement project: 800</p> <p>Stations: 10,700 people</p>







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# ENVIRONMENT

## COMPLEMENTARY INFORMATION





PROTECTED AREAS

Protected area	Geographical location	m <sup>2</sup> between the urban wetland/ nature sanctuary polygon and the EFE operational network	Biodiversity value characterized by the attributes of the protected area or the area of great value for biodiversity outside the protected area (terrestrial, marine, or freshwater ecosystems)	Value of biodiversity, characterized by appearing on lists of protected nature
Urban Wetlands				
Paso Seco Sur	Commune of Coronel, Biobío Region	146	Surfaces covered by waters, whether natural or artificial, permanent or temporary, stagnant or flowing, fresh, brackish or salty, including expanses of marine water, the depth of which at low tide does not exceed six meters and which are totally or partially within the urban limit.	Law 21202, On the Protection of Urban Wetlands
Piedras Blancas Municipal Nature Reserve	Commune of Limache, Valparaíso region	1920		
Quilpué Estuary, Quilpué area	Quilpué Commune, Quilpué Region	606		
Los Juanes	Quintero Commune, Valparaiso region	2,115		
Quilpué Estuary	Commune of Villa Alemana, Valparaíso region	249		
Mapocho River in El Monte and Talagante communes	Municipality of El Monte and Talagante, Metropolitan Region	3,924		
Rayencura Lagoon	Commune of Hualqui, Biobío Region	498.5		
Collilelfu - Equil	Los Lagos Commune, Los Ríos Region	781		





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Protected area	Geographical location	m <sup>2</sup> between the urban wetland/ nature sanctuary polygon and the EFE operational network	Biodiversity value characterized by the attributes of the protected area or the area of great value for biodiversity outside the protected area (terrestrial, marine, or freshwater ecosystems)	Value of biodiversity, characterized by appearing on lists of protected nature
Los Maitenes – Campiche	Puchuncaví Commune, Valparaíso Region	483		
Quebrada Gramado	Municipality of Puerto Varas, Los Lagos Region	49		
Lo Godoy and Pejerreyes Estuaries	Commune of Villa Alemana, Valparaíso Region	157		
Mantagua	Quintero Commune, Valparaiso Region	83,257		
Nature Sanctuary				
Batuco Lagoon	Commune of Lampa, Metropolitan Region	1,447	All those terrestrial or marine sites that offer special possibilities for geological, paleontological, zoological, botanical, or ecological studies and research or that have natural formations, whose conservation is of interest to science or to the State.	Decree 20 declares Batuco Lagoon a nature sanctuary





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# RELEVANT FACTS

(CMF 9) (CMF 10)





# EMPRESA DE LOS FERROCARRILES DEL ESTADO AND SUBSIDIARIES

Summary of the Relevant facts of Empresa de los Ferrocarriles del Estado and Subsidiaries, reported from January 1<sup>st</sup> to September 30<sup>th</sup>, 2023.

Company that reports	Matter	Summary
09-12-2023 <b>Empresa de los Ferrocarriles del Estado</b>	Contingencies, strikes, stoppage of activities	<p>At the ninth ordinary session of EFE’s Board of Directors, held on September 07th, 2023, it was agreed to inform that train traffic on the railway bridge over the Biobío River is preventively suspended, including the transit of passenger trains carried out by the subsidiary EFE Sur S.A. and those of cargo carried out by private carriers, Fepasa and Transap, to ensure the safety of people and railway operations as a result of the last weather front that affected the country’s central southern areas. Also, train traffic is suspended on the railway bridges: Guaquillo km 187, Lircay N°1 km 244, Achibueno km 305 and Longaví km 320, all belonging to the San Fernando – Chillán Section, Maule Region; and Colin Bridges N° 1 and 2 of the Talca – Constitución Branch, which have suffered damage to their infrastructure given the inclement weather in June and August this year.</p> <p>The company executes actions to recover services as soon as possible, guaranteeing the safety of people traveling and operating the trains.</p>
05-03-2023 <b>Empresa de los Ferrocarriles del Estado</b>	Miscellaneous	<p>At the Ordinary Meeting of the Board of Directors, held on April 20th, 2023, it was agreed to inform with an Essential Fact that, as of Monday, April 17th, the preventive suspension of cargo and passenger train traffic on the railway bridge over the Biobío River was canceled, thus resuming its normal operation as of that same date.</p>
28-12-2023 <b>EFE Arica – La Paz S.A.</b>	Extraordinary Shareholders’ Meeting, summons, agreements, and proposals	<p>At the Extraordinary Shareholders’ Meeting of the company, held on December 27<sup>th</sup>, 2023, it was agreed to approve the following transactions with related party:</p> <p>1) To extend for one more year, from January 1<sup>st</sup>, 2024, to December 31<sup>st</sup>, 2024, the Agreement Mandate for the Operation and Maintenance of the Arica – La Paz Railway, Chilean section, dated December 26<sup>th</sup>, 2012, signed between the company EFE Arica – La Paz S.A., formerly called “Ferrocaril de Arica a La Paz S.A.” and the Empresa de los Ferrocarriles del Estado, and subsequent modifications; and</p> <p>2) To subscribe with the Empresa de los Ferrocarriles del Estado, the Commercial Mandate, with a validity of two years, from January 1<sup>st</sup>, 2023 to December 31<sup>st</sup>, 2024.</p>





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Company that reports	Matter	Summary
12-07-2023	EFE Arica – La Paz S.A. Extraordinary Shareholders' Meeting, summons, agreements, and proposals	<p>It informs about the holding of the next Extraordinary Shareholders' Meeting of the Company EFE Arica – La Paz., which will be held on December 27<sup>th</sup> at 12:00 p.m., at the Santiago office of Calle Morandé N° 115, floor 6, commune of Santiago and in it, the shareholders who wish to do so will have the right to participate and vote remotely using the technological platform defined by the Board of Directors and that has been informed to them in the respective summoning letter.</p> <p>The topics to be discussed at this time will be:</p> <ol style="list-style-type: none"><li>1. To extend one more year from January 1<sup>st</sup>, 2024 to December 31<sup>st</sup>, 2024, the Agreement Mandate for the Operation and Maintenance of the Arica – La Paz Railway, Chilean section, dated December 26<sup>th</sup>, 2012, signed between the company EFE Arica – La Paz S.A., formerly called "Ferrocaril de Arica a La Paz S.A." and the Empresa de los Ferrocarriles del Estado, and subsequent modifications.</li><li>2. To approve the signing of a Commercial Agreement between Empresa de los Ferrocarriles del Estado and EFE Arica La Paz S.A. regarding the income of the subsidiary Arica La Paz S.A. for the execution of different commercial activities.</li></ol>
07-03-2023	EFE Arica – La Paz S.A. Changes in the administration	<p>The resignation of Mr. Cristóbal Montecino Castro from his position as Director of the EFE Arica – La Paz S.A. company is hereby informed, which becomes effective as of July 3<sup>rd</sup>, 2023.</p>
04-28-2023	EFE Arica – La Paz S.A. Ordinary Meeting of Shareholders, summons, agreements, and propositions.	<p>At the Ordinary Shareholders' Meeting of the company held on April 27<sup>th</sup>, 2023, it was agreed, among other matters, the following:</p> <ol style="list-style-type: none"><li>1) To appoint the following people as Directors of the EFE Arica – La Paz S.A. company: Eric Martin González, Ricardo Montecino Leonard, Cristóbal Montecino Castro, Miguel Urzúa Brito, and Jacqueline Herrera Orrego, who will hold their position for a new period of 3 years, that is, between the years 2023 and 2026;</li><li>2) To appoint the company EY Servicios Profesionales de Auditoría y Asesorías Limitada. as external auditors of the company during 2023.</li></ol>
04-12-2023	EFE Arica – La Paz S.A. Ordinary Meeting of Shareholders, summons, agreements, and propositions.	<p>It is informed that the next ordinary Shareholders' Meeting of the company EFE Arica - La Paz S.A., will be on April 27<sup>th</sup>, 2023, at 09:30 hours, at the offices of Morandé N° 115, floor 6, commune of Santiago. The Meeting will be held in person. Notwithstanding, Shareholders may participate and vote, by suitable technologies, in accordance with the General Regulations N° 435 and the Circular Letter N° 1141, issued by the Commission for the Financial Market.</p> <p>The purpose of the Meeting will be to know, propose, and pronounce on the following matters:</p> <ol style="list-style-type: none"><li>1) Submit for approval the Annual Report, General Balance Sheet and Report of the External Auditors for the year ended December 31<sup>st</sup>, 2022.</li><li>2) Distribution of Profits for the 2022 financial year.</li><li>3) To appoint the External Auditors for the 2023 period.</li><li>4) Election of the Board of Directors.</li><li>5) To set the remuneration of the Board.</li><li>6) Information on transactions with related parties provided for in Law N°18.046 on Joint Stock Companies; and</li><li>7) To deal with other matters of social interest within the competence of the Ordinary Meeting, in accordance with the Law and the Bylaws.</li></ol> <p>The qualification of powers of attorney, if applicable, will be carried out on the same day of the Meeting prior to its initiation.</p>





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Company that reports		Matter	Summary
01-03-2023	EFE Arica – La Paz S.A.	Extraordinary Shareholders’ Meeting, summons, agreements, and proposals	At the Extraordinary Shareholders’ Meeting of the company EFE Arica – La Paz S.A., held on December 28 <sup>th</sup> , 2022, it was agreed to approve the following operation with the related party: to extend for a period of one year, from January 1 <sup>st</sup> , 2023 to December 31 <sup>st</sup> , 2023, the Agreement Mandate for the Operation and Maintenance of the Arica – La Paz Railway, Chilean section, dated December 26 <sup>th</sup> , 2012, signed between the company and the Empresa de los Ferrocarriles del Estado, and subsequent modifications.
09-14-2023	EFE Central S.A.	Changes in the administration	At the Ninth Ordinary Session of the Board of Directors of EFE Central S.A., on September 13 <sup>th</sup> , 2023, it was agreed to appoint Justin Siegel Stafford as CEO of EFE Central S.A., who will assume his duties from September 25 <sup>th</sup> , 2023. It was also agreed to inform as an essential fact that, due to the last weather front that affected the country’s central southern area, train traffic is suspended on the railway bridges: Teno II km173, Guaiquillo km 187, Lontué km190, Lircay N°1 km 244, Achibueno km 305, and Longaví km 320, all belonging to the San Fernando -Chillán Section, Maule Region; and Colin Bridges N°1 and 2 and Rauquén Bridge km 16 of the Talca-Constitución branch, with a preliminary estimate of the replacement of rail traffic within 6 to 10 months.
06-15-2023	EFE Central S.A.	Changes in the administration	At the Sixth Ordinary Session of the Board of Directors of EFE Central S.A., dated June 14 <sup>th</sup> , 2023, it was agreed that the General Manager, Mr. Juan Pablo Palomino Álvarez, will hold his position until June 30 <sup>th</sup> , 2023, to subsequently assume new functions at the Parent Company, Empresa de los Ferrocarriles del Estado. As of July 1 <sup>st</sup> , 2023, Mr. Guillermo Ramirez Muñoz will take over as Interim CEO of EFE Central.
04-27-2023	EFE Central S.A.	Ordinary Shareholders’ Meeting, summons, agreements, and proposals.	At the Ordinary Shareholders’ Meeting of the company held on April 27 <sup>th</sup> , 2023, it was agreed, among other matters, the following: 2) To appoint the company EY Servicios Profesionales de Auditoría y Asesorías Limitada. as external auditors of the company during 2023.
04-13-2023	EFE Central S.A.	Ordinary Shareholders’ Meeting, summons, agreements, and proposals.	It is informed that the next ordinary Shareholders’ Meeting of the company EFE Central S.A., will be on April 27 <sup>th</sup> , 2023, at 12:30 pm, at the offices of Avenida Libertador Bernardo O’Higgins 3170, Platform 6, commune of Estación Central. The Meeting will be held in person, notwithstanding that Shareholders may participate and vote, by suitable technological means, in accordance with General Regulations No. 435 and Circular Letter No. 1141, issued by the Commission for the Financial Market. The purpose of the Meeting will be to know, propose, and pronounce on the following matters: 1) Submit for approval the Annual Report, General Balance Sheet and Report of the External Auditors for the year ended December 31 <sup>st</sup> , 2022. 2) Distribution of Profits for the 2022 financial year. 3) To appoint the External Auditors for the 2023 period. 4) Set the remuneration of the Board. 5) Information on transactions with related parties provided for in Law No. 18,046 on Public Limited Companies; and 6) To deal with other matters of social interest within the competence of the Ordinary Meeting, in accordance with the Law and the Bylaws. The qualification of powers of attorney, if applicable, will be carried out on the same day of the Meeting prior to its initiation.





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Company that reports	Matter	Summary
01-03-2023	EFE Central S.A. Extraordinary Shareholders' Meeting, summons, agreements, and proposals	At the Extraordinary Shareholders' Meeting of the company EFE Central S.A. held on December 29th, 2022, the following was agreed: 1) Approve the subscription of Additive No. 2 to the Contract for the Provision of Transport Services and Provision of Traffic Control over the EFE Network, signed between Empresa de los Ferrocarriles del Estado and Tren Metropolitanos S.A. (today EFE Central S.A.), dated January 1st, 2021. 2) Approve the subscription of Additive No. 2 to the Service Provision Contract, signed between the Empresa de los Ferrocarriles del Estado and Tren Metropolitanos S.A. (today EFE Central S.A.), dated January 1st, 2021. 3) Approve the subscription by EFE Central S.A. of a Debt Recognition with the Empresa de los Ferrocarriles del Estado, for a set of invoices accumulated as of November 29, 2022, whose payments have not been made by EFE Central S.A.
08-30-2023	EFE Sur S.A. Miscellaneous	At an Extraordinary Meeting of the Board of Directors held on August 28th, 2023, it was agreed to report as an essential fact that, due to the last weather front that, affected the country's central southern area, train traffic on the railway bridge over the Biobío River was suspended as a precaution. It was also reported that evaluation work is being carried out on the bridge's structure, preliminarily estimating that the suspension of train traffic will be extended for at least 30 days.
04-27-2023	EFE Sur S.A. Ordinary Shareholders' Meeting, summons, agreements, and proposals.	At the Ordinary Shareholders' Meeting of the company held on April 27th, 2023, it was agreed, among other matters, the following: 1) To appoint the following people as Directors of the company EFE Sur S.A.: Carola Venegas Bravo, Camilo Huneus Guzmán, Eric Martin González, Ximena Andrea Moya Roa and Juan Antonio Carrasco Montagna, who will hold office for a new period of 3 years, that is, between the years 2023 and 2026; 2) To appoint the company EY Servicios Profesionales de Auditoría y Asesorías Limitada as external auditors of the company during 2023.
04-14-2023	EFE Sur S.A. Ordinary Shareholders' Meeting, summons, agreements, and proposals.	It is informed that the next ordinary Meeting of Shareholders of the company EFE Sur S.A., will be on April 27th, 2023, at 11:00 am, at the offices of Avenida Padre Hurtado N°570, floor 4, commune of Concepción. The Meeting will be held in person, notwithstanding that Shareholders may participate and vote, by suitable technological means, in accordance with General Regulations No. 435 and Circular Letter No. 1141, issued by the Commission for the Financial Market. The purpose of the Meeting will be to know, propose, and pronounce on the following matters: 1) Submit for approval the Annual Report, General Balance Sheet and Report of the External Auditors for the year ended December 31st, 2022. 2) Distribution of Profits for the 2022 financial year. 3) To appoint the External Auditors for the 2023 period. 4) Election of the Board of Directors. 5) Set the remuneration of the Board. 6) Information on transactions with related parties provided for in Law No. 18,046 on Public Limited Companies; and 7) To deal with other matters of social interest within the competence of the Ordinary Meeting, in accordance with the Law and the Bylaws. The qualification of powers of attorney, if applicable, will be carried out on the same day of the Meeting prior to its initiation.





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Company that reports		Matter	Summary
07-04-2023	Servicio de Trenes Regionales Terra S.A.	Changes in the administration	The resignation of Mr. Cristóbal Montecino Castro from his position as Director of the company Servicio de Tren Regionales Terra S.A. is hereby informed, which becomes effective as of July 3 <sup>rd</sup> , 2023.
05-04-2023	Servicio de Trenes Regionales Terra S.A.	Ordinary Shareholders' Meeting, summons, agreements, and proposals.	The Minutes of the Ordinary Shareholders' Meeting, held on April 27 <sup>th</sup> , 2023, are published.
04-28-2023	Servicio de Trenes Regionales Terra S.A.	Ordinary Shareholders' Meeting, summons, agreements, and proposals.	At the Ordinary Shareholders' Meeting of the company held on April 27 <sup>th</sup> , 2023, it was agreed, among other matters, the following: 1) To appoint as Directors of the company Servicio de Tren Regionales Terra S.A. the following people: Cristóbal Montecino Castro, José Ignacio Acuña Gutiérrez, Jacqueline Herrera Orrego, Ricardo Montecino Leonard, and Fernanda García Polanco, who will hold their position for a new period of 3 years, that is, between the years 2023 to 2026; 3 years, that is, between 2023 and 2026; 2) To appoint the company EY Servicios Profesionales de Auditoría y Asesorías Limitada as external auditors of the company during 2023.
04-14-2023	Servicio de Trenes Regionales Terra S.A.	Ordinary Meeting of Shareholders, sum-mons, agreements, and propositions.	It is informed that the next Ordinary Shareholders' Meeting of the company EFE Sur S.A., will be on April 27 <sup>th</sup> , 2023, at 11:00 am, at the offices of Avenida Padre Hurtado N°570, floor 4, commune of Concepción. The Meeting will be held in person, notwithstanding Shareholders may participate and vote, by suitable technologies, in accordance with the General Regulations N° 435 and the Circular Letter N° 1141, issued by the Commission for the Financial Market. The purpose of the Meeting will be to know, propose, and pronounce on the following matters: 1) Submit for approval the Annual Report, General Balance Sheet and Report of the External Auditors for the year ended December 31 <sup>st</sup> , 2022. 2) Distribution of Profits for the 2022 financial year. 3) To appoint the External Auditors for the 2023 period. 4) Election of the Board of Directors. 5) To set the remuneration of the Board. 6) Information on transactions with related parties provided for in Law N°18.046 on Joint Stock Companies; and 7) To deal with other matters of social interest within the competence of the Ordinary Meeting, in accordance with the Law and the Bylaws. The qualification of powers of attorney, if applicable, will be carried out on the same day of the Meeting prior to its initiation.





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Company that reports		Matter	Summary
07-04-2023	Infraestructura y Tráfico Ferroviario S.A.	Changes in the administration	The resignation of Mr. Cristóbal Montecino Castro from his position as Director of the company Infraestructura y Tráfico Ferroviario S.A. is hereby informed, which becomes effective as of July 3 <sup>rd</sup> , 2023.
04-28-2023	Infraestructura y Tráfico Ferroviario S.A.	Ordinary Shareholders' Meeting, summons, agreements, and proposals	At the Ordinary Shareholders' Meeting of the company held on April 27 <sup>th</sup> , 2023, it was agreed, among other matters, the following: 1) To appoint as Directors of the company Infraestructura y Tráfico Ferroviario S.A. the following people: Cristóbal Montecino Castro, José Ignacio Acuña Gutiérrez, Jacqueline Herrera Orrego, Ricardo Montecino Leonard, and Fernanda García Polanco, who will hold their position for a new period of 3 years, that is, between 2023 and 2026; 2) To appoint the company EY Servicios Profesionales de Auditoría y Asesorías Limitada. as external auditors of the company during 2023
04-14-2023	Infraestructura y Tráfico Ferroviario S.A.	Ordinary Shareholders' Meeting, summons, agreements, and proposals	It is informed that the next Ordinary Shareholders' Meeting of the company Infraestructura y Tráfico Ferroviario S.A., will be held on Thursday, April 27 <sup>th</sup> , 2023, at 10:30 am, at the offices of Calle Morandé N°115, floor 6, commune of Santiago. The Meeting will be held in person, notwithstanding that Shareholders may participate and vote, by suitable technological means, in accordance with General Regulations No. 435 and Circular Letter No. 1141, issued by the Commission for the Financial Market. The purpose of the Meeting will be to know, propose, and pronounce on the following matters: 1) Submit for approval the Annual Report, General Balance Sheet and Report of the External Auditors for the year ended December 31 <sup>st</sup> , 2022. 2) Distribution of Profits for the 2022 financial year. 3) To appoint the External Auditors for the 2023 period. 4) Election of the Board of Directors. 5) Set the remuneration of the Board. 6) Information on transactions with related parties provided for in Law No. 18,046 on Public Limited Companies; and 7) To deal with other matters of social interest within the competence of the Ordinary Meeting, in accordance with the Law and the Bylaws. The qualification of powers of attorney, if applicable, will be carried out on the same day of the Meeting prior to its initiation.





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# FINANCIAL STATEMENTS

(CMF 6.5.1)

INDEPENDENT AUDITOR'S REPORT

CONSOLIDATED FINANCIAL STATEMENTS





INDEPENDENT AUDITOR’S REPORT



EY Chile  
Avda. Presidente  
Riesco 5435, Piso 4,  
Las Condes, Santiago

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Report of the Independent Auditor  
(Translation of a report originally issued in Spanish)

To the Shareholders of and Directors  
Empresa de los Ferrocarriles del Estado

Opinion

We have audited the consolidated financial statements of Empresa de los Ferrocarriles del Estado and its subsidiaries, which comprise the consolidated statements of financial position as of December 31, 2023 and 2022, and the related consolidated statements of comprehensive income, changes in equity and cash flows for the years then ended, and the corresponding notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of Empresa de los Ferrocarriles del Estado and its subsidiaries as of December 31, 2023 and 2022, and the results of its operations and its cash flows for the years then ended, in accordance with International Financial Reporting Standards and specific instructions issued by the Financial Market Commission [Comisión para el Mercado Financiero] as described in Note 2.2 to the consolidated financial statements.

Basis for Opinion

We conducted our audits in accordance with generally accepted auditing standards in Chile. Our responsibilities under those standards are further described in the “Auditor’s Responsibility for the Audit of the consolidated Financial Statements” section of our report. We are required to be independent of Empresa de los Ferrocarriles del Estado and its subsidiaries and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibility of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards, and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free of material misstatement, whether due to fraud or error.



In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate that raise substantial doubt about the ability of Empresa de los Ferrocarriles del Estado and its subsidiaries, to continue as a going concern for at least the twelve months following the end of the reporting period, but not limited to that period.

Auditor’s Responsibility for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free of material misstatements, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with the generally accepted auditing standards in Chile will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards in Chile, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of the internal control relevant to an audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of Empresa de los Ferrocarriles del Estado and its subsidiaries. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the ability of Empresa de los Ferrocarriles del Estado and its subsidiaries to continue as a going concern for a reasonable period of time.



We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies and material weaknesses in internal control that we identified during the audit.

  
Andrés Marchant V.  
EY Audit Ltda.

Santiago, Chile  
March 21, 2024





## CONSOLIDATED FINANCIAL STATEMENTS

### EMPRESA DE LOS FERROCARRILES DEL ESTADO AND SUBSIDIARIES

DECEMBER 31<sup>ST</sup>, 2023 AND 2022.

### CONTENTS

- Consolidated Statements of Financial Position
- Consolidated Statements of Comprehensive Income
- Consolidated Statements of Changes in Net Equity
- Consolidated Statements of Cash Flows
- Notes to the Consolidated Financial Statements



EFE launched a commemorative postage stamp for the 140 years of the company





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The consolidated financial statements for EFE as of December 31, 2023 and 2022 are available at the following link:

<https://www.efe.cl/wp-content/uploads/2024/07/EFE-December-2023.pdf>





**PREPARATION AND GENERAL DIRECTION:** ENVIRONMENT AND SUSTAINABILITY MANAGEMENT, EFE.

**CONTENT DEVELOPMENT:** SOUL CONSULTORES.

**DESIGN:** MOTIF DISEÑO INTEGRAL.