

INTEGRATED REPORT

/// 2025-2026



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Introduction

/// ABOUT THE REPORT

/// MESSAGE FROM LEADERSHIP

/// HIGHLIGHTS OF THE 2025/2026 CROP YEAR

/// AWARDS AND RECOGNITION

/// MATERIALITY

ABOUT THE REPORT

WELCOME TO SÃO MARTINHO S.A.'S INTEGRATED REPORT GRI 2-1

This document, published annually, presents the Company's strategy, management, key results, and impacts throughout the 2025/2026 crop year, which runs from April 1, 2025, to March 31, 2026, unless otherwise indicated. **GRI 2-3**

Consistent with the financial statements covering the same period, this Report includes all operations of the Company and its subsidiaries¹, including: **GRI 2-2, 2-3**

- » A corporate office in the capital of São Paulo (SP);
- » Four operational units: São Martinho (SP), Iracema (SP), Santa Cruz (SP) and Boa Vista (GO);
- » Five administrative hubs, two located in Ribeirão Preto (SP) and Rio Verde (GO) and three inside the São Martinho (SP), Santa Cruz (SP) and Iracema (SP) units.

The document is structured in accordance with the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) standards, and Technical Guidance CPC 09

– Integrated Reporting (which is aligned with the Framework for Integrated Reporting developed by the International Integrated Reporting Council – IIRC).

The content was developed based on the Company's material topics (see page 8 for more information), which were developed in the 2022/2023 crop year and are effective for this report. Methodological revisions or adjustments are noted in the explanatory notes, where applicable. **GRI 3-1**

The Report was assured by an independent third party (more information on page 129), as were the greenhouse gas (GHG) emissions data and the financial statements, thereby reinforcing the reliability and quality of the data presented. **GRI 2-5**

The publication was approved by the Board of Directors, and São Martinho's governance body is responsible for the integrity of the information disclosed herein. **GRI 2-5, 2-14**

If you have any questions, suggestions, or requests for information, please contact us: **GRI 2-3** sustentabilidade@saomartinho.com.br

READING GUIDE

For the purposes of consistency and comparability, this Report adopts international standards for financial reporting, including:

- » Global Reporting Initiative (GRI) content, including GRI Sector Standard 13;
- » Sustainability Accounting Standards Board (SASB) guidelines, including specific standards for the Biofuels and Agricultural Products sectors;
- » Task Force on Climate-related Financial Disclosures (TCFD) and Task Force on Nature-related Financial Disclosures (TNFD) Recommendations).

The indicators are identified at the end of the paragraphs or in the title of each chapter in which they are reported. Chapter openings list the Integrated Report's capitals and the Sustainable Development Goals (SDGs) related to the content. The full list of indicators can be found in the Attachments section.

CAPITALS



Learn more about our indicators on [São Martinho's website](#).

Check out the main highlights of the 2025/2026 crop year in the [Summary Version](#).

¹ We have nine subsidiaries 100% controlled by São Martinho S.A.: São Martinho Terras Agrícolas S.A., São Martinho Terras Imobiliárias S.A., Bioenergética São Martinho Ltda., Bioenergética Santa Cruz Ltda., Bioenergética Boa Vista S.A., Bioenergia São Martinho II Ltda., São Martinho Logística e Participações Ltda., São Martinho Inova Ltda., and Biometano Santa Cruz Ltda.

MESSAGE FROM LEADERSHIP

GRI 2-22

The challenging external environment of the 2025/2026 crop year included commodity price volatility, macroeconomic uncertainties, and climate-related issues that put our operational capabilities to the test. In this situation, São Martinho continued to concentrate on the things that are directly within its control: strategic consistency, execution discipline, and flexibility.

We closed the crop year with net revenue of R\$ 7.4 billion, adjusted EBITDA of R\$3.5 billion, and net income of R\$836.2 million thanks to these factors. These outcomes, which are consistent with our plans, show our tenacity and our capacity to proceed with projects that are essential to the company's future.

We strengthened our position in the biofuels market by combining important strategic choices, most notably the announcement of the expansion of our corn-based ethanol production capacity. Additionally, we started up our biomethane plant, creating a new avenue for the production of clean, sustainable energy.

Our long-term goals and dedication to generating long-term value for our shareholders and other stakeholders are reflected in these projects.

From an operational perspective, our personnel worked extremely hard during this period, both at our manufacturing sites and in the field. We overcome obstacles like rebuilding regions damaged by fires during the previous crop season and persisted in our quest for efficiency, which is a crucial component of our competitiveness.

At São Martinho, innovation remains essential. We have made significant progress toward energy efficiency, diversification, and decarbonization within the last 12 months. We have enhanced corn milling efficiency, - especially under various weather situations like droughts or extreme rains - started producing biomethane, and advanced sugarcane field management techniques.

Our dedication to our people has led to all of the outcomes we have attained this year. We prioritize the training and development of our talent while cultivating a culture that honors excellence, commitment, and respect for others. At the same time, we reaffirm our dedication to safety, which is a high concern in all of our activities and necessitates ongoing attention from the whole company.

Looking ahead, we believe in the potential of Brazilian agriculture and in the importance of biofuels in the global energy transition.

WITH A SOLID OPERATIONAL BASIS, STRATEGIC INVESTMENTS, AND A CONTINUAL EMPHASIS ON INNOVATION AND SUSTAINABILITY, WE ARE MOVING FORWARD, READY TO TRANSFORM POSSIBILITIES INTO GROWTH AND GENERATE VALUE IN A CONSISTENT AND LASTING MANNER.

Fábio Venturelli
CEO



HIGHLIGHTS OF THE 2025/2026 CROP YEAR



7.4 R\$
BILLION

NET REVENUE



1.41x

IN LEVERAGE



PHASE 2 OF THE CORN-BASED
ETHANOL PLANT APPROVED

1.1 R\$ BILLION

INVESTED



836.2 R\$
MILLION

NET PROFIT



DROP OF

34.4%

IN WATER CONSUMPTION IN
INDUSTRIAL PROCESSES SINCE 2020



BIOMETHANE

PRODUCTION BEGINS
AT THE SANTA CRUZ UNIT



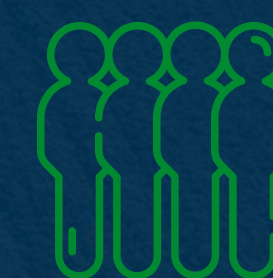
3.5 R\$
BILLION

EBITDA



210 R\$
MILLION

INVESTED IN INNOVATION



756 VACANCIES

AVAILABLE IN SOCIAL
TRANSFORMATION PROGRAMS
THROUGH EDUCATION

AWARDS AND RECOGNITION

Our outstanding performance was recognized in 2025, notably with a **first-place finish in the Valor Innovation Award** in the agribusiness category and the **Visão Agro Award**, which honored São Martinho as the best company in Brazil and the Center-South region in the Plant 4.0 category.



INNOVATION & QUALITY



VALOR INOVAÇÃO AWARD

» Champion in the Agribusiness category



VALOR 1000 AWARD

» 9th place in Bioenergy



HIROAKI KOKUDAI AWARD

» Best practices of the 5S Program for large companies



BEST COMPANIES

GREAT PLACES TO WORK (GPTW)

- » Certified by Great Place to Work **3RD CONSECUTIVE YEAR**
- » 10th place in the São Paulo state ranking **2ND CONSECUTIVE YEAR**
- » 10th place among the agribusiness giants
- » 20th place among the giants in the national ranking
- » Highlighted in Mental Health by Great People Mental Health in the state and national rankings **FIRST TIME EVER**

INCREDIBLE PLACES TO WORK

- » We have earned certification from the FIA Business School, in partnership with Estadão, for the second year in a row

MOST INCREDIBLE PLACES TO WORK

- » We also won the research award, with a special focus on people development practices



AGRICULTURAL RECOGNITION



THE BEST IN AGRIBUSINESS AWARD

- » 6th place in the Bioenergy category at the Globo Rural magazine awards



VISÃO AGRO BRASIL AWARD

- » Best company in Brazil and best company in the Central-South region in the Plant 4.0 category



ÉPOCA NEGÓCIOS 360 AWARD

- » Ranked 9th in the agribusiness sector



LÍDERES DO AGRONEGÓCIO AWARD

- » Winner in the ESG category of the awards organized by Grupo Mídia

MATERIALITY

São Martinho conducted a comprehensive review of its material topics in 2023, based on the concept of double materiality. The process considered the positive and negative, actual and potential impacts of the Company's business activities and relationships throughout the value chain on the economy, the environment, and people, as well as the risks and opportunities associated with these issues for the business. **GRI 3-1**

As a result, we identified the most relevant material topics for the Company and its stakeholders, supporting strategic decision-making, risk management, and long-term value creation. **GRI 3-1**

The methodology adopted was developed in four stages: **GRI 3-1**

01

DEFINITION & IDENTIFICATION

In the initial phase, stakeholders were identified across the entire value chain. Internal policies were also analyzed, sector-specific documents, market references, and recognized frameworks were analyzed, and a taxonomy developed by a specialized consulting firm was incorporated, resulting in a preliminary list of topics.

02

PRIORITIZATION

The prioritization of topics involved the participation of several stakeholders, including employees, suppliers, customers, agricultural producers, financial market participants, industry organizations, and communities. The process included interviews, meetings with senior leadership, an online survey with over 1,000 participants, and interactions with external experts. The socio-environmental and financial impacts were identified, along with their relevance to stakeholders, making up the relevance ranking for the interviewees.

03

ANALYSIS

Topics were evaluated and refined based on their impact on the business, their social and environmental impact, their magnitude, relevance, scope, and the coverage of the stakeholders consulted, providing an integrated view of the key risks and opportunities.

04

VALIDATION

As a result, ten material topics were identified and validated by São Martinho's Sustainability Governance Committee (learn more about our ESG governance on page 31). These topics guide the Company's strategy and reflect its priorities in managing impacts and generating sustainable value.

The ten material topics, applicable to the 2025/2026 Crop Year, are aligned with São Martinho’s Sustainability Ambitions (learn more on page 32) and the United Nations (UN) Sustainable Development Goals (SDGs). **GRI 3-2**

These cross-cutting themes cut across the Company’s entire operation, promoting better alignment among departments while strengthening the link between strategy, performance, and sustainability. **GRI 3-2**



CHAPTER 1

About São Martinho

- /// ABOUT US
- /// STRATEGIC VISION
- /// OUR ATTITUDE
- /// BUSINESS MODEL
- /// PRODUCTS, MARKET AND CLIENTS

SDGs



CAPITALS



ABOUT US

Over its 89-year history, São Martinho has built a legacy marked by tradition, innovation, and a commitment to excellence. Operating in Brazil's sugar and energy sector, we transform sugarcane and corn into renewable solutions that are part of people's daily lives, such as sugar, ethanol, bioenergy, and derivative products. **GRI 2-6, 2-1**

Our four operating units, located in the states of São Paulo and Goiás, bring together scale, technology, and expertise to ensure productivity, quality, and competitiveness. **GRI 2-6**

WITH 100% MECHANIZED HARVESTING, WE ARE ONE OF BRAZIL'S LARGEST SUGAR AND ETHANOL PRODUCERS.

In the 2025/2026 crop year, 21.9 million tons of sugarcane and 521,000 tons of corn were processed, producing 1.4 million tons of sugar, 1.1 billion liters of ethanol from sugarcane and corn, 875,400 MWh of energy, 139,000 tons of DDGS, and 7,000 tons of corn oil.

Beyond operational results, São Martinho is defined by its people. Throughout our history, we have cultivated a unique way of being, based on respect, collaboration, and pride in belonging. This culture guides our relationships with employees, partners, and communities, strengthening bonds and generating shared value.

The Company, with an efficient logistics structure and governance aligned with industry best practices, remains prepared to meet the challenges of the present and seize the opportunities of the future, contributing to a cleaner energy mix and to the sustainable development of the regions where it operates.



Visit São Martinho's [Timeline](#).



Our units

São Martinho's operating units are strategically located near logistics corridors and major consumer centers, and the company also stands out for the flexibility of its production mix, which is adjusted according to demand and market prices.

SÃO MARTINHO (USM)
Pradópolis (SP)

As the world's largest sugarcane processor, it has its own dedicated rail link that transports its production to the Port of Santos (SP).

- **Products:** sugar, ethanol, bioelectricity and dried inactive yeast (DIE)
- **Nominal processing capacity:** 10.5 million tons/crop year (sugarcane)
- **Employees:** 4,704 people

IRACEMA (UIR)
Iracemápolis (SP)

With over 80 years of experience in ethanol and sugar production, it is located near the Port of Santos (SP), providing a significant logistical advantage.

- **Products:** sugar, ethanol and bioelectricity
- **Nominal processing capacity:** 3.5 million tons/crop year (sugarcane)
- **Employees:** 1,945 people

SANTA CRUZ (USC)
Américo Brasiliense (SP)

ISO 9001-certified, the company opened a biomethane plant in 2025, taking a step forward in the production of renewable natural gas.

- **Products:** sugar, ethanol, bioelectricity, biomethane, yeast, and yeast extract
- **Nominal processing capacity:** 5.5 million tons/crop year (sugarcane)
- **Employees:** 3,237 people

BOA VISTA (UBV)
Quirinópolis (GO)

Considered one of the most modern in the world, it is the only facility that processes sugarcane and corn, with operations focused on ethanol production.

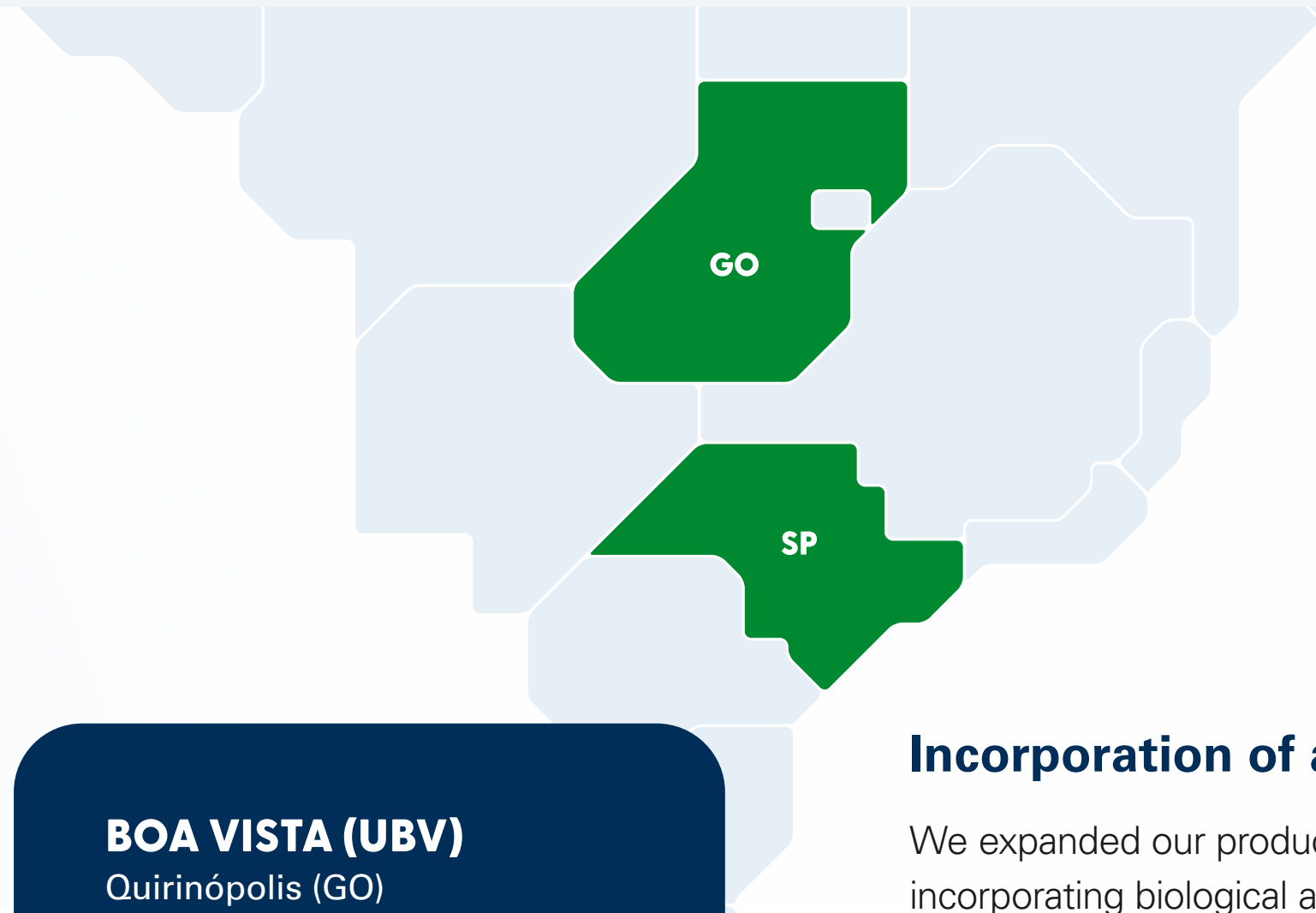
- **Products:** ethanol, bioelectricity, yeast, DDGS and corn oil
- **Nominal processing capacity:** 5 million tons/crop year (sugarcane) and 500,000 tons/crop year (corn)
- **Employees:** 2,557 people

Incorporation of agricultural areas

We expanded our production base in 2025/2026 by incorporating biological assets in the vicinity of the São Martinho Unit. This initiative increases the availability of raw materials in a region with high operational synergy, contributing to better use of the unit's installed capacity and reinforcing our growth strategy.

The new areas are located within an average radius of 25 km from the unit and add up to approximately 10,600 hectares of sugarcane, with about 80% on company-owned land and 20% from partner suppliers. The move creates the conditions to increase supply and boost agricultural and industrial productivity.

It is estimated that, given local soil and climate conditions, the total sugarcane volume will reach 600,000 metric tons in the 2026/2027 crop year and 800,000 metric tons starting in the 2028/2029 crop year.



STRATEGIC VISION

INNOVATION, EFFICIENCY, AND SUSTAINABILITY ARE KEY ELEMENTS OF OUR JOURNEY, BOOSTING IMPROVEMENTS IN THE COMPANY'S PROCESSES AND COMPETITIVENESS.

In recent years, São Martinho has focused its strategy on the transition to a low-carbon economy. Rather than simply following trends, we seek to anticipate developments and seize opportunities by combining operational efficiency, innovation, and the creation of sustainable value.

The **2021–2030 Strategic Plan** governs the expansion of the portfolio and the consolidation of new business areas, with a focus on biofuels and renewable solutions. This agenda translates into investment decisions that prioritize initiatives with potential for scale, competitiveness, and positive impact.

The 2025/2026 crop year highlighted the relevance of this approach. Amid a landscape marked by market volatility, macroeconomic

pressures, and operational challenges, we maintained consistent results and strong execution, reinforcing the robustness of our business model.

Highlights of the period included the growth of our corn ethanol operations and the start of operations at the biomethane plant, which diversify our portfolio and strengthen our decarbonization strategy by expanding the supply of lower-carbon products.

Beyond our financial results, we are committed to caring for everyone who drives the Company forward, working to promote increasingly safe work environments, relationships built on trust, and responsible conduct across all our business operations.



OUR ATTITUDE

Throughout its history, São Martinho has built a culture that is reflected in the way people work, interact, and deliver results.

Our Attitude is present in the Company's daily activities, guiding decisions, strengthening safety, building connections, and ensuring consistency in execution, based on simplicity, respect, and a commitment to what we agree upon.

IT IS THROUGH THESE PRACTICES AND BEHAVIORS THAT WE EVOLVE IN A CONTINUOUS AND SUSTAINABLE WAY.



Learn more about [Our Attitude](#).

CARING FOR PEOPLE STRENGTHENS THE ATTITUDES THAT BUILD A PROSPEROUS BUSINESS.



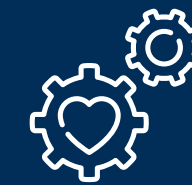
WE TAKE CARE OF PEOPLE

People are at the heart of São Martinho. This commitment is reflected in our daily work, as we build a safe environment for everyone, based on connection, collaboration across processes, and, above all, respect. We value each individual and recognize their contribution as critical to our success.



WE CARE ABOUT ATTITUDES

We are mindful of our attitudes, we are proactive, and we take ownership of everything we do. We prioritize effective communication and pay close attention to detail, because we know that every detail makes a difference. We act with integrity, respect, and simplicity in everything we do.



WE TAKE CARE OF BUSINESS

Simple, consistent attitudes generate extraordinary results. Taking care of our business means taking care of our present and our future. This requires responsible decisions, guided by a commitment to excellence in everything we do.

DOING THE SIMPLE AND MEETING EXPECTATIONS

São Martinho effectively reinforced the strength of its culture throughout a challenging crop season. The teams worked in an integrated manner, acting with quickness, alignment, and a sense of shared responsibility, ensuring the continuity of operations and the delivery of results.

This crop season, we were guided by the principle of “doing the simple things and meeting our expectations” in order to maintain operational consistency, allowing teams to move forward collaboratively to strengthen the organization.

MISSION



TO OFFER ENERGY, FOOD AND PRODUCTS FROM RENEWABLE SOURCES THAT GENERATE VALUE FOR HUMANITY.

VISION



TO BE A GLOBALLY LEADING AGRIBUSINESS PLAYER FOR VALUE CREATION, PROCESS EFFICIENCY, INNOVATION AND SUSTAINABILITY.

VALUES



» SAFETY;
» INTEGRITY AND ETHICS;
» RESPECT FOR PEOPLE AND THE ENVIRONMENT.

PILLARS



» PEOPLE AND RELATIONSHIPS;
» TECHNOLOGY;
» SUSTAINABILITY;
» VALUE CREATION;
» GROWTH.



Learn about our [pillars, values, and beliefs](#).

Our commitments

We have policies based on internationally recognized standards and principles that guide our business, notably: **GRI 2-23**

- » United Nations Global Compact, with a focus on the Sustainable Development Goals (SDGs);
- » Labor Standards of the International Labor Organization (ILO);
- » International Accounting Standards Board (IASB) guidelines for reporting financial information in line with International Financial Reporting Standards (IFRS).

In line with the Universal Declaration of Human Rights, we exercise due diligence in our processes, in accordance with the precautionary principle and respect for human rights. **GRI 2-23, GRI 2-24**

The policies disclosed to the market are approved by the Board of Directors and apply equally to all of our activities and relationships with stakeholders (employees, communities, suppliers, partners, and customers). It is implemented through operational procedures, monitoring, training, awareness-raising initiatives, and audits. **GRI 2-15, 2-24**

Communication to employees, partners and stakeholders occurs through internal communications, social media, websites, institutional videos, annual reports and official documents. **GRI 2-23, GRI 2-24**



Nossa empresa está comprometida com os Dez Princípios do **Pacto Global da ONU**. Consulte nossa **Comunicação de Progresso**.

Since 2022, we have been participating in the UN Global Compact to advance the sustainability agenda.



In 2025, we completed the CDP's Water Security and Climate Change questionnaires.



We have been committed to UN Women's Principles for Women's Empowerment since 2019.



We disclose our emissions inventory through the Brazilian GHG Protocol Program and have been awarded the Gold Seal.



Access São Martinho's [documents and policies](#).

HUMAN RIGHTS

At São Martinho, respect for human rights is directly linked to Our Attitude and guides the way we interact with all our stakeholders.

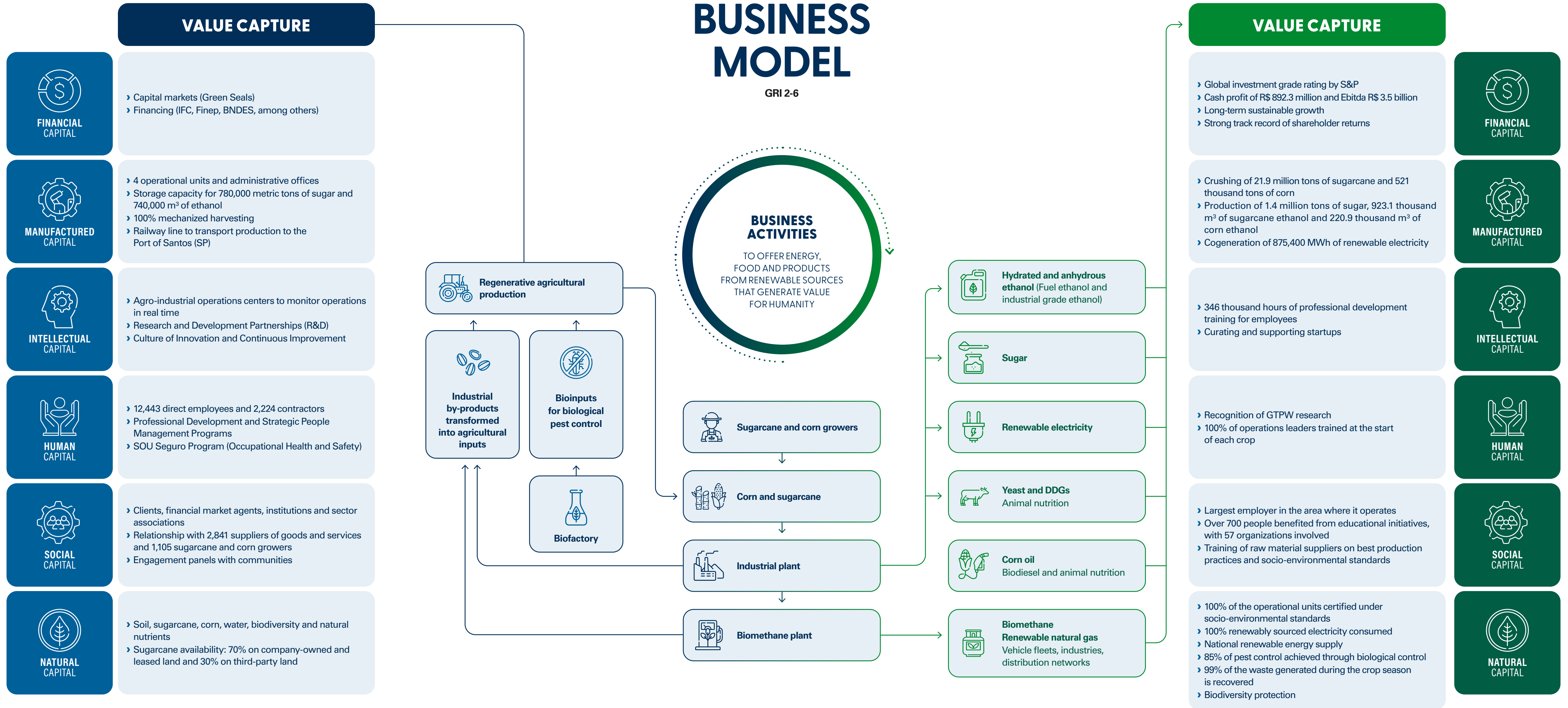
Our commitment to people extends beyond our employees to include partners, suppliers, and communities, fostering relationships based on respect, dignity, and the recognition of each individual's worth. **GRI 2-23**

This commitment is reflected in our decisions and behaviors—based on ethics, responsibility, and transparency—which guide our internal practices and interactions throughout the value chain.

By incorporating Human Rights into our processes, guidelines, and control mechanisms, we strengthen responsible operations, mitigate risks, and ensure the sustainability of our operations.



Visit the [Code of Ethics and Professional Conduct](#).



PRODUCTS, MARKET AND CLIENTS

The 2025/2026 crop season further strengthened the Company's business stability and operational consistency amid a climate of volatility and uncertainty, proving its ability to respond to various challenges.

The corn ethanol operation stood out, exceeding—for the second consecutive year—the capacity originally projected for the crop season and confirming the project's technical and economic robustness. Given this performance, the decision to double the plant's capacity reinforces the strategy of expanding production capacity and product offerings (learn more on page 40).

Another significant advancement was the start of operations at the biomethane plant, which expands the Company's involvement in renewable solutions, in line with trends toward decarbonization and the generation of sustainable value.

**SÃO MARTINHO MILL RECEIVED
THE IDEA/CTC AWARD AS THE
PRODUCTIVITY CHAMPION OF THE
RIBEIRÃO PRETO REGION.**

BUSINESS EXPANSION

The expansion of corn ethanol capacity is boosting São Martinho's commercial growth in its byproducts, such as DDGS and corn oil. This initiative strengthens our footprint in sectors such as animal nutrition, energy, and manufacturing, broadening our market reach and diversifying our revenue streams.

We are expanding our customer base and business outreach with a strategy that includes strengthening our presence in established markets, such as animal protein, and developing new segments and regions with growth potential.

The opening of the international market brings a new dimension to our agenda, requiring continuous improvement in quality, traceability, and logistics. As a result, we strengthen the resilience of our business and expand our ability to capture value throughout the supply chain.

The growth of our customer portfolio for corn by-products also reinforces our commitment to more efficient and circular production, based on the full utilization of the grain and the generation of economic value, reducing losses and contributing to more sustainable production chains.

OUR PRODUCTS

GRI 2-6



Sugar

We manufacture several types of sugar, including white sugar, VHP (Very High Polarization)—which is widely sold on the international market—and VVHP (Very Very High Polarization), intended for both the food industry and sugar refiners.



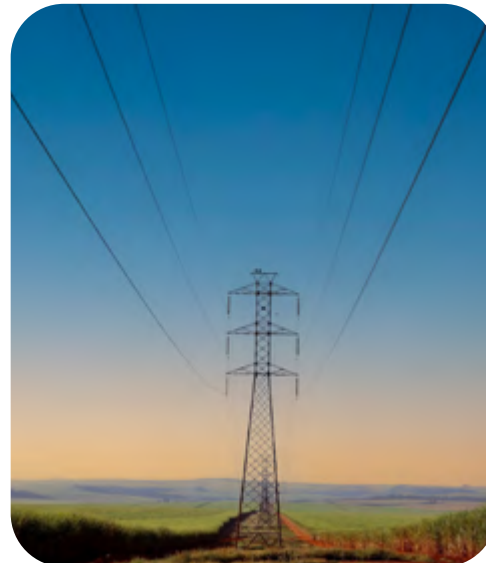
Ethanol

We produce different types of ethanol: hydrated ethanol (used directly as fuel in vehicles), anhydrous ethanol (used as an additive in gasoline), and industrial ethanol, which is used in the chemical, pharmaceutical, food (alcoholic beverages), and cosmetics industries.



Biomethane

As a byproduct of the ethanol production process, we produce renewable natural gas through the biodigestion of vinasse. Biomethane replaces the use of fossil natural gas in industrial applications and in light and heavy-duty vehicles, contributing to air quality and the fight against climate change.



Bioelectricity

Sugarcane bagasse, a byproduct of sugar and ethanol production, is reused in our operations. Its use as an energy source allows us to power our own units and sell the surplus, helping to reduce the use of fossil fuels for power and steam generation.



Yeast

As a byproduct of the ethanol production process, we manufacture and market various forms of yeast for animal feed. These include: inactive dry yeast (IDY), cell wall, autolyzed yeast, hydrolyzed yeast, and yeast extract.



Fusel oil

As a byproduct of the ethanol production process, we produce and sell fusel oil, which is used as a solvent and reagent in organic syntheses.



DDGS

Produced as a byproduct of corn-based ethanol production, our SMartDDG is a DDGS (Dried Distillers Grains with Solubles) intended for animal nutrition. Rich in protein and energy, it is highly digestible and can be used in feed for ruminants, pigs, horses, birds, and fish.



Corn oil

Also derived from corn ethanol production, SMartLIO is São Martinho's corn oil, a versatile product and considered an excellent source of energy for animal nutrition. The oil can also be used in the industrial sector in processes such as biofuel production, paint manufacturing and in the chemical industry.



Learn more about [São Martinho's products](#).

CERTIFICATIONS

Certifications are a cornerstone of our operations, ensuring product quality, the traceability of raw materials, and the social and environmental compliance of our operations.

Through the Integrated Management System (IMS), the Company promotes process standardization and continuous improvement, strengthening the trust of customers and partners in various markets. In the 2025/2026 crop year, our agenda evolved, with a particular focus on Halal certification at the Boa Vista facility for dry yeast and corn by-products.

These initiatives reinforce the Company's competitiveness in markets that demand high standards of sustainability and traceability.

We also maintained our focus on managing and renewing established certifications, as presented on the following page and available via the link below. This effort underscores our commitment to responsible, integrated operations aligned with international best practices.



Learn more about [our certifications](#).

PERCENTAGE OF AGRICULTURAL PRODUCTS SOURCED THAT ARE CERTIFIED TO A THIRD-PARTY ENVIRONMENTAL AND/OR SOCIAL STANDARD (% COST)¹

SASB FB-AG-430a.1

	2023/2024 Crop	2024/2025 Crop	2025/2026 Crop
Iracema Mill	62.0	81.1	83.3
São Martinho Mill	91.0	87.1	90.9
Santa Cruz Mill	90.0	84.2	86.5
Boa Vista Mill	62.0	88.1	95.1

¹ Our four mills are certified by RenovaBio. This metric includes sugarcane purchased from suppliers with whom we negotiate directly, and the percentage is calculated by dividing the cost of sugarcane purchased from RenovaBio-certified suppliers by the total cost of sugarcane purchased from all suppliers.

OUR CERTIFICATIONS



Bonsucro

International recognition for the sustainability of Sugarcane Production and Chain of Custody Standard.



RenovaBio

Certificate of efficient biofuel production from life cycle assessment.



ISCC EU: Demonstrates compliance with environmental, social, traceability and greenhouse gas emission reduction criteria compared to the fossil equivalent.

ISCC CORSIA PLUS: Demonstrates compliance with the sustainability criteria for CORSIA-eligible fuels for reducing CO2 emissions from international flights.

ISCC CORSIA Low LUC Risk: Certifies meeting requirements for growing raw materials with a low risk of Land Use Change (LUC) for the production of sustainable aviation fuel (SAF).



ISO 9001: Quality Management System

ISO 14001: Environmental Management System

ISO 17025: Competence of Testing and Calibration Laboratories



Kosher

Manufacturing certificate for products following specific rules governing the Orthodox Jewish dietary laws.



Halal

Certificate, recognized by Islamic countries, that food products are manufactured following legal requirements and criteria determined by Islamic dietary laws.



GMP + FSA

Food Safety Management System for animal nutrition.



LCFS (Low Carbon Fuel Standard) - CARB

Registration at the California Air Resources Board to market ethanol in the state of California.



Etanol Mais Verde ("Greener Ethanol")

A memorandum of intent to implement best practices in sustainability in the sugar and energy industry in São Paulo State.



RFS2 Renewable Fuel Standard - EPA

Registration with the US Environmental Protection Agency to market ethanol in the U.S.



I-REC

International certification of the renewable origin (biomass) of the electricity generated.



Gás-REC

International certification from Gas Renewable Energy Certificate, which verifies and records the environmental attributes of biomethane produced from biomass.



Green Energy Label/Certification

Certification of electricity generation from sugarcane biomass.

CHAPTER 2

Governance & Corporate Management

- /// GOVERNANCE STRUCTURE
- /// RISK MANAGEMENT
- /// INTEGRITY AND COMPLIANCE
- /// INSTITUTIONAL AND GOVERNMENT RELATIONS
- /// BUSINESS SUSTAINABILITY

SDGs



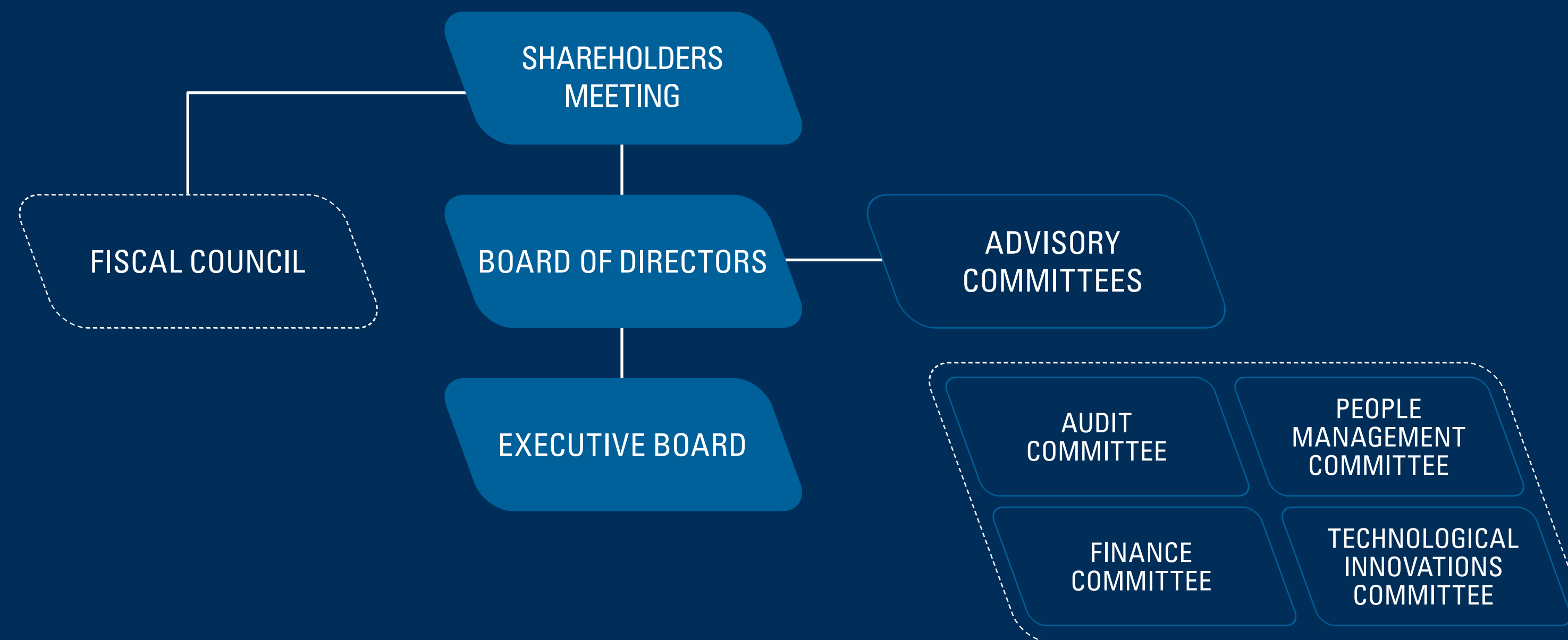
CAPITALS



GOVERNANCE STRUCTURE

São Martinho is a publicly traded company and, since 2007, has been a member of the Novo Mercado - a listing segment of the Brazilian stock exchange (B3) with the highest standards of corporate governance and transparency **GRI 2-1**

Our governance structure is made up of the Board of Directors, the Statutory Executive Board and the Fiscal Council. We have four Advisory Committees (Finance, Audit, People Management and Technological Innovations), which support the Board of Directors by studying and first analyzing relevant issues for the Company. **GRI 2-9**



View our full [shareholding structure](#).



Learn more about our [governing bodies and committees](#).

Board of Directors

The Board of Directors (BD) is São Martinho's collegiate, main decision-making body, responsible for providing strategic business guidance and establishing long-term guidelines, taking into account economic, social, and environmental factors. **GRI 2-12**

Its responsibilities include electing the Executive Board and overseeing its management, as well as approving reports and disclosures required by the market and applicable laws, such as financial statements, annual reports, reference forms, and other matters affecting the Company. The Board also has a formal and transparent channel for communicating with shareholders, using its Investor Relations department for this purpose **GRI 2-12**

The Board consists of seven non-executive members, two of whom are independent, elected to a two-year term with the possibility of reelection. The current Board consists of six men and one woman, all of whom are white, and the board members have, on average, 12 years of experience in their positions. **GRI 2-9, 2-10, 2-11**

Members are elected in accordance with applicable laws, the Novo Mercado Regulations, and the guidelines set forth in the Board of Directors' Internal Regulations. The composition of the board strives to include a variety of profiles, taking into account criteria such as gender diversity, academic background, qualifications, and professional experience. **GRI 2-9, 2-10**

The Board of Directors conducts periodic performance evaluations at the end of each term (two years), focusing on the performance of the Board as a whole and that of the Chairman, whose responsibilities include providing general guidance on business matters, addressing economic, environmental, and social issues. The process includes a questionnaire and interviews with members, addressing the Board's composition, dynamics, culture, structure, and processes. **GRI 2-18**

These evaluations are conducted with the assistance of the Human Resources Department and in collaboration with the People Management Committee and the Chairman of the Board. The results are consolidated by an independent external consulting firm and presented to the Committee and the Board, identifying improvement measures to enhance governance. **GRI 2-18**

Advisory Committees

The Advisory Committees support the Board of Directors in carrying out its duties by conducting preliminary studies and analyses of matters within their purview. **GRI 2-9, 2-17**

Each committee consists of three Board of Directors members, appointed by the Board itself based on their experience and expertise, and their responsibilities are defined by the Internal Regulations of the Advisory Committees. **GRI 2-9, 2-10**

Audit Committee

Provides advice on matters related to financial reporting, audits, internal controls, risk management, ethics, and compliance.

Finance Committee

Provides support on issues related to financial planning, investments, performance, debt, and risks, including those associated with sustainability and climate change.

People Management Committee

Supports the people strategy, covering compensation, executive performance, succession planning, talent development, and talent retention.

Technological Innovations Committee

Providing advice on innovation, technology, and growth opportunities, and assessing the strategic alignment of business initiatives.



Learn more about the Board of Directors' key responsibilities in our [Reference Form](#).



Fiscal Council

The Fiscal Council is responsible for ensuring the accuracy of the Company's financial statements, as well as for overseeing the management's actions.

It consists of three regular members and three alternate members, elected at the General Meeting for a two-year term, with the possibility of reelection. Its current composition includes five men and one woman. **GRI 2-9**



Visit the [Internal Regulations of the Fiscal Council](#).



Access the [Internal Regulations of the Executive Board](#).



Click here to view the [Executive Compensation Policy](#).

Executive Board

The Executive Board is the executive body responsible for managing São Martinho's business and representing the company, in accordance with the guidelines established by the Board of Directors. According to its Internal Regulations, it consists of no more than 12 members; it currently has 11 statutory directors. **GRI 2-9**

In accordance with the Bylaws, the Executive Board is responsible for managing the Company's business, taking into account economic, social, environmental, and governance aspects in an integrated manner. Within this context, it is the Vice President's task to promote collaboration and coordination among the Executive Boards, ensuring that these considerations are integrated into the conduct of activities. **GRI 2-13**

Compensation

We adopt market-aligned practices based on compensation and benefits surveys conducted with the support of specialized consulting firms. Our strategy takes into account the market median and includes variable components, depending on the department, such as the Profit-Sharing Program (PPR), short-term incentives (ICP), bonuses—with metrics linked to sustainability practices (environmental, social, and governance)—and long-term incentives (ILP). Besides employees, executives also earn variable compensation tied to ESG goals. For Board of Directors members, compensation consists exclusively of a fixed portion and benefits; variable compensation mechanisms do not apply. **GRI 2-19**

RISK MANAGEMENT

São Martinho's risk management is aligned with the guidelines of the ISO 31000 and COSO ERM standards and is guided by its Risk Management Policy, ensuring a structured, integrated approach that follows best market practices.

The process is led by the Risk department, under the supervision of the Executive Board and the Board of Directors, which are responsible for periodically monitoring and reviewing the corporate risk matrix.

The matrix is reviewed every three years or whenever significant changes occur in the business environment, guiding decision-making based on the likelihood of occurrence and the potential impact on the Company.

Currently, 33 corporate risks are being monitored, eight of which are classified as strategic and reported to the Board of Directors as critical concerns. **GRI 2-16**

Operational and tactical risks are monitored quarterly by the Tactical Corporate Risk Governance (GRC) Committee, with the participation of management and members of the Executive Board. Strategic risks, as well as those that exceed the risk tolerance, are reported monthly to the Board of Directors.

In critical situations, the Company may invoke a Crisis Committee, which is responsible for defining and monitoring the implementation of corrective and mitigating measures. **GRI 2-16**



Learn more at [Risk Management Policy](#).

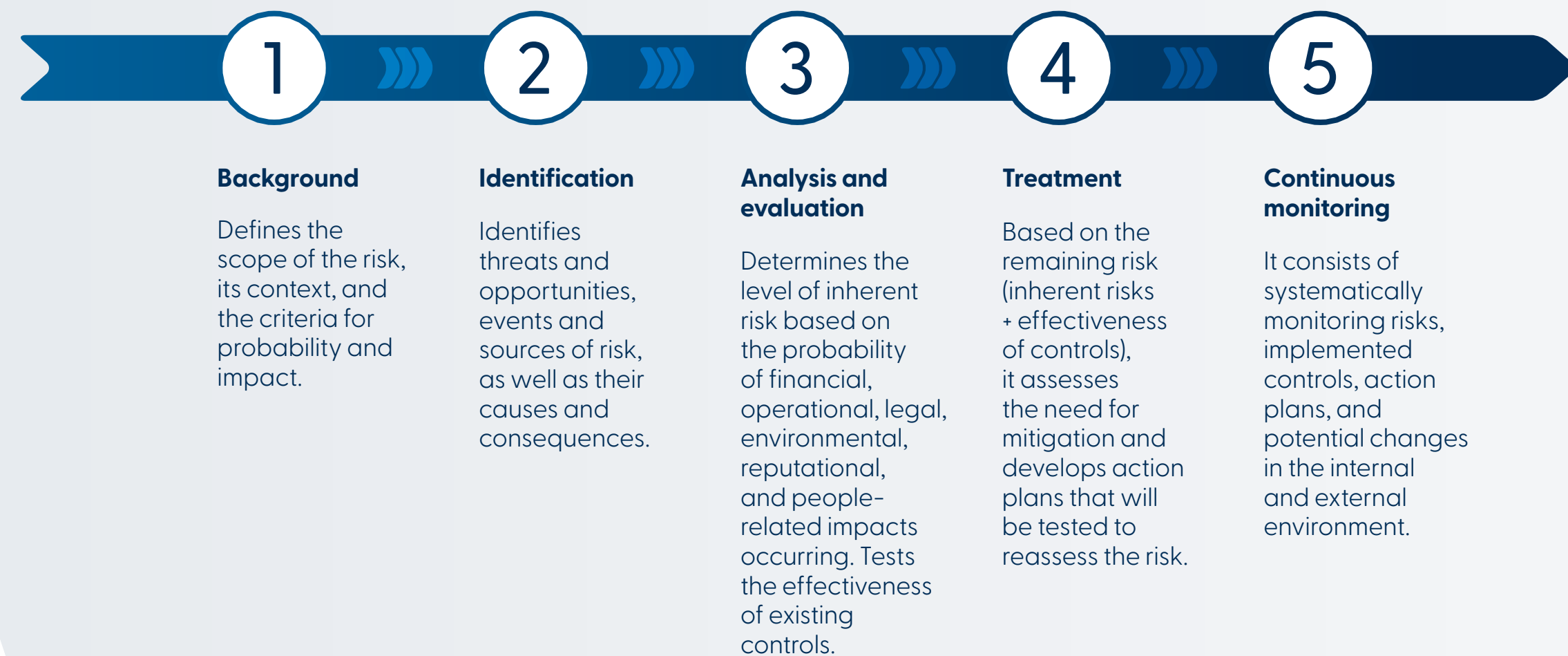


Risks and Internal Controls

The Governance, Risk, Compliance, and Internal Controls (GRC) department supports the integrated management of risks and controls, contributing to decision-making and the achievement of objectives. Operating cross-functionally, the department strengthens integration among the various business units and reports directly to the Legal, GRC, and Institutional Relations Division.

Its activities include promoting best practices in governance, coordinating and supporting risk management—including crisis management, business continuity, and ensuring compliance with regulations, policies, and ethical standards (including the General Personal Data Protection Law [LGPD] and the whistleblower channel)—as well as monitoring internal controls and the progress of action plans.

RISK MANAGEMENT PROCESS



Risk governance

The Risk Management Policy defines risk governance, establishing roles, responsibilities, and guidelines for risk management. Monitoring and control activities follow the three-lines model:

1st line: comprising the business units responsible for directly managing the risks inherent in their activities, such as Agriculture, Industry, Commercial, and Finance, among others.

2nd line: comprising support functions that assist, guide, and monitor the risk management carried out by the first line, including Industrial and Agricultural Quality, Maintenance, Environment, Information Security, and Occupational Health and Safety, among others.

3rd line: represented by Internal Audit, which operates independently to assess the effectiveness of the risk management process and the effectiveness of internal controls.

RISK CATEGORIES

The main risks monitored by São Martinho are divided into nine categories:

-  **FINANCIAL AND MARKET;**
-  **ENVIRONMENT;**
-  **PEOPLE;**
-  **OPERATIONAL;**
-  **LEGAL/REGULATORY;**
-  **COMPLIANCE;**
-  **THIRD PARTIES;**
-  **TECHNOLOGY;**
-  **EMERGING.**

INTEGRITY AND COMPLIANCE

SÃO MARTINHO EMBRACES ETHICS AS A CORE PRINCIPLE IN CONDUCTING ITS BUSINESS AND IN ITS RELATIONSHIPS WITH ALL STAKEHOLDERS.

This commitment is supported by corporate policies and the Code of Ethics and Professional Conduct, which guides behavior and decision-making on issues such as respect for people and the environment, regulatory compliance, and the prevention of corruption.

The Code applies to employees, executives, business partners, and other stakeholders, and also reinforces guidelines related to human rights, such as combating discrimination, harassment, child labor, and forced labor, and respecting freedom of association. **GRI 2-23**

The Compliance department is responsible for promoting these principles; it conducts training and engagement initiatives and monitors compliance with ethical and legal standards. **GRI 2-15, 2-24**

Governance of this topic occurs at various levels, with periodic discussions in the GRC Tactical Committee and the Ethics and Compliance Committee, as well as semiannual reports to the Audit Committee and the Board of Directors, ensuring continuous oversight and strategic alignment. **GRI 2-24**

Fight against corruption

In the fight against corruption, the Company reinforces its commitment to ethics, integrity, and transparency, and does not tolerate practices such as bribery, fraud, or any illegal act.

The guidelines set forth in the Code of Ethics and the Anti-Corruption Policy govern the Company's relationships with government agencies, partners, and society. To prevent and detect irregularities, the Company conducts training sessions and campaigns and employs control mechanisms, notably the Ethics Hotline, a tool that enables the identification of misconduct.

Conflict of interest

The Company also has clear guidelines for the prevention and management of conflicts of interest, ensuring integrity and fairness in decision-making processes. Situations involving related parties are governed by a specific policy approved by the Board of Directors. **GRI 2-15**

Directors and shareholders must disclose any conflicts of interest in advance, recuse themselves from discussions, and abstain from voting, thereby ensuring impartial and transparent decisions. These practices also apply to employees and are reinforced through mandatory training. **GRI 2-15**



Access the [Code of Ethics and Professional Conduct](#).



Learn more in the [Anti-Corruption Policy](#).



Access the [Policy on Transactions with Related Parties and Conflicts of Interest](#).

ETHICS HOTLINE

The Ethics Hotline is São Martinho's official channel for receiving complaints, suggestions, compliments, and reports regarding ethical violations or noncompliance with laws and corporate guidelines. **GRI 2-25, 2-26**

Operated by an independent third-party company under the oversight of the Compliance department, the Channel is available to all stakeholders, ensuring anonymity, confidentiality, and protection against retaliation for whistleblowers. Whistleblowers can rate the channel's reliability, enabling continuous improvement of the tool and the process. **GRI 2-25, 2-26**

The investigations are conducted by Working Groups from the operating units, and the results are reported periodically to the governing bodies. At the end of each crop season, a summary of the results of the reported cases is made available to all employees. In the 2025/2026 crop season, 575 reports were filed. **GRI 2-25**

During this period, the Compliance department conducted a benchmarking study to ensure ongoing alignment with industry best practices. As a result, measures were approved to improve process quality and the user experience. **GRI 2-25**

SERVICE CHANNELS **GRI 2-25, 2-26**

To file a report, please contact us:

Website: <https://www.canaldeetica.com.br/saomartinho/>

Telephone: 0800-777-3131

E-mail: etica@saomartinho.com.br

INFORMATION SECURITY AND DATA PRIVACY

Information security is a core value across our operations, encompassing the entire digital environment. The protection of our own data, as well as that of our customers and partners, is underpinned by a governance framework that integrates guidelines, controls, and practices focused on the confidentiality, integrity, and availability of information.

Our approach to this issue is focused on preventing and mitigating cyber and operational risks, seeking to avoid impacts such as system downtime, financial losses, and reputational damage through the integration of technology, processes, and people.



Access our [Privacy Policy](#).

PILLARS OF OPERATION

- » Governance structured by policies and standards that lay down clear guidelines for information security management and personal data protection;
- » Ongoing employee training on topics such as the LGPD, GRC, social engineering, and the safe use of digital tools;
- » Management of information security risks and IT failures, identifying weaknesses and applying corrective measures;
- » Resilience and responses following incidents that could threaten operations or assets;
- » Internal controls and third-party monitoring that strengthen our cyber resilience and ensure greater visibility over the value chain.



99%

PARTICIPATION
OF ELIGIBLE
PROFESSIONALS IN
TRAINING PROGRAMS



4.6

THOUSAND HOURS
OF COMPLETED
TRAINING SESSIONS



EMPLOYEE AWARENESS

In the 2025/2026 crop year, we achieved significant results in areas such as personal data protection, governance, risk, and compliance, with notable progress in formalizing corporate policies and guidelines, including the Artificial Intelligence Use Policy, which establishes guidelines for the ethical and safe use of this technology.

Also noteworthy are the advances in Information Security, with a focus on email protection, the prevention of digital scams and fraud, and raising employee awareness of cyber risks.

Awareness initiatives are continuous and combine formal training, educational communications, and internal campaigns, with a focus on incident prevention.

INSTITUTIONAL AND GOVERNMENT RELATIONS

Our relationship with public agencies and industry associations is guided by ethics and transparency, as set forth in the Institutional and Government Relations Policy.

To foster and support these interactions, the Institutional and Government Relations (RIG) department continuously monitors the legislative and regulatory environment, engages in dialogue with public, government, and regulatory agencies, and participates in discussions related to the sectors in which we operate. **GRI 2-29**

Throughout 2025, we highlighted advances in the regulation of the “Fuel of the Future,” such as the increase in the ethanol blend in gasoline (E30), the regulation of the Biomethane Incentive Program, and the creation of Conexão SAF by the National Agency of Petroleum, Natural Gas, and Biofuels (ANP) and the National Civil Aviation Agency (ANAC) to discuss relevant issues regarding the requirement to reduce

greenhouse gas emissions through the use of sustainable aviation fuel. **SASB RR-BI-530a.2**

On the international stage, we participate in discussions at the Biofuture Council and follow international forums, such as CORSIA and the IMO, related to biofuel eligibility and global decarbonization targets.

AS A RESULT, WE HAVE REINFORCED OUR STRUCTURED AND PROACTIVE APPROACH TO ANTICIPATE RISKS AND IDENTIFY OPPORTUNITIES FOR OUR BUSINESS.

SASB RR-BI-530a.2

During the 2025/2026, Crop Year, we held dialog with the following audiences: GRI 2-28, 2-29



GOVERNMENT AGENCIES

- › Ministry of Agriculture, Livestock and Supply (MAPA)
- › Ministry of Mines and Energy (MME)
- › São Paulo State Environmental Company (CETESB)
- › Goiás State Secretariat for the Environment and Sustainable Development (SEMAD)
- › Brazilian Institute for the Environment and Renewable Natural Resources (IBAMA)
- › National Petroleum, Natural Gas and Biofuels Agency (ANP)
- › National Civil Aviation Agency (ANAC)
- › National Electricity Agency (ANEEL)
- › National Telecommunications Agency (ANATEL)
- › National Water and Sanitation Agency (ANA)
- › Securities and Exchange Commission (CVM)



SECTOR ASSOCIATIONS

- › São Paulo State Sugarcane Agroindustry Union (UNICA)
- › National Corn Ethanol Union (UNEM)
- › Brazilian Biogas and Biomethane Association (ABIOGAS)
- › Brazilian Association for Research & Development at Innovative Companies (ANPEI)
- › Brazilian Association of Listed Companies (ABRASCA)
- › Goiás State Ethanol Industry Union (SIFAEG)
- › Brazilian Bioinnovation Association (ABBI)

BUSINESS SUSTAINABILITY

Sustainability is a strategic pillar that guides our mission to create value through energy, food, and products from renewable sources. It is present throughout the entire production process, from responsible land management to mechanized harvesting, and translates into investments in operational efficiency, innovation, and process improvement.

The Sustainability Policy sets guidelines for environmental, social, and governance (ESG) aspects, in line with international standards such as the UN Guiding Principles on Business and Human Rights and the Sustainable Development Goals (SDGs), as well as our materiality assessment (learn more on page 8).

SUSTAINABILITY IS A STRATEGIC PILLAR OF THE COMPANY AND IS PRESENT THROUGHOUT THE ENTIRE PRODUCTION CHAIN.



Learn more in the [Sustainability Policy](#). GRI 2-23

Sustainability governance

The ESG agenda is managed through an integrated structure, with the Sustainability Department responsible for coordinating this area and reporting directly to the Vice President and Agroindustrial Superintendent. **GRI 2-12, 2-17**

At the tactical and strategic levels, we have a Sustainability Committee, composed of leaders from multiple disciplines and the Executive Board, which is responsible for reviewing agendas in advance, facilitating discussions, and monitoring progress toward greater maturity in this area. **GRI 2-12**

The Executive Board monitors this topic in quarterly meetings, reporting to the Board of Directors and with the support of the Finance Committee. At these meetings, discussions focus on indicators, risks, and opportunities related to sustainability and climate, ensuring that these topics are monitored and integrated into strategic management. **GRI 2-12, 2-13**

The reporting and discussion of ESG issues follow the process outlined next: GRI 2-12, 2-13



Ambitions

Our ESG strategy is guided by three pillars linked to the Company's strategy, reinforcing our purpose of making São Martinho a leader in sustainability within the agribusiness sector.

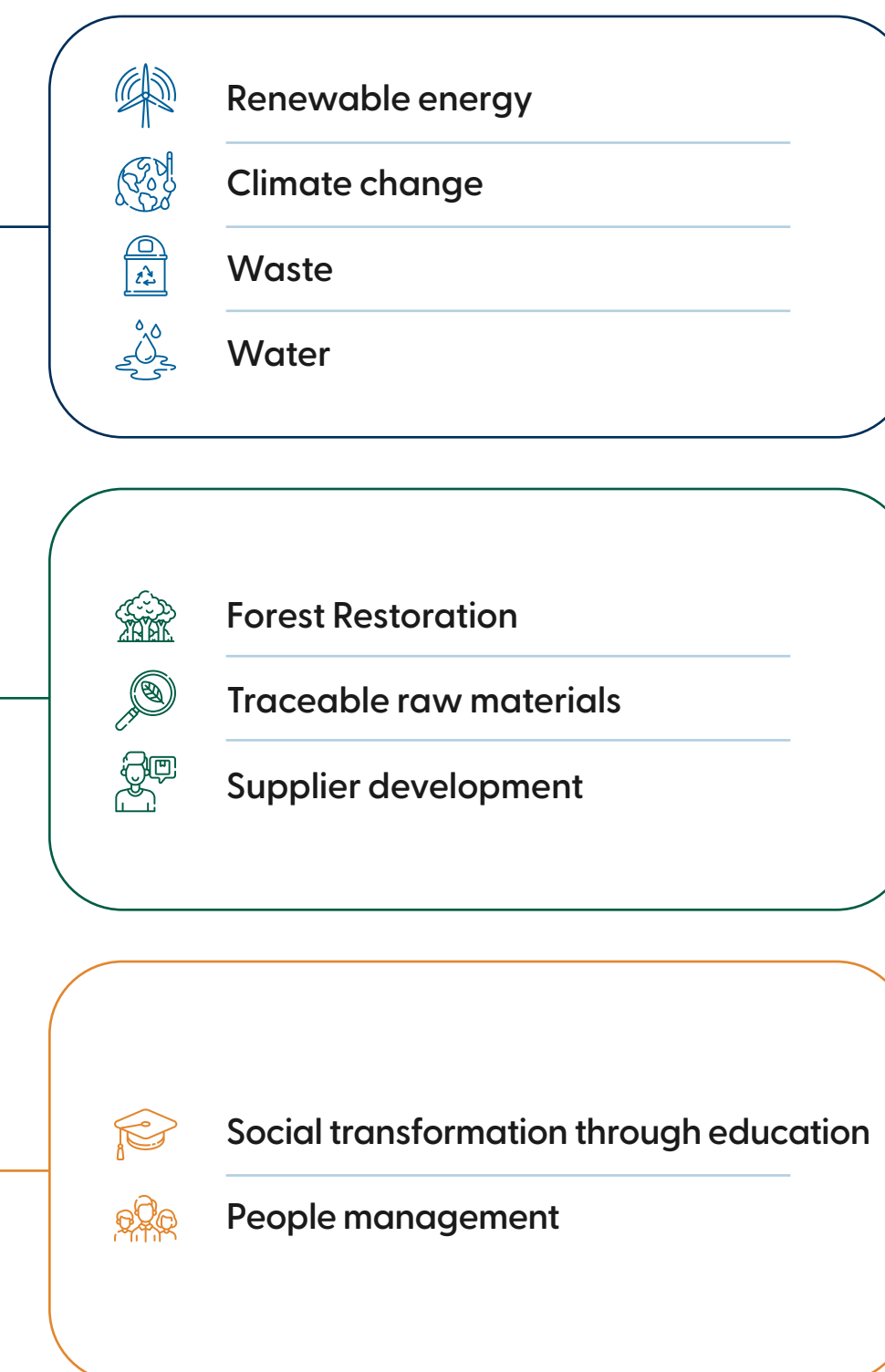
Each pillar has ESG drivers that, in addition to being related to material topics, provide metrics to monitor performance and support decision-making at all levels of the organization, in accordance with sustainability governance (learn more on page 31).

To ensure consistency, the measurement of results, and the continuous advancement of the sustainability agenda, medium- and long-term objectives and targets have been defined, using the 2020/2021 crop year as the baseline and setting 2030 as the target year.

PILLARS OF ACTION



ESG DRIVERS



CHAPTER 3

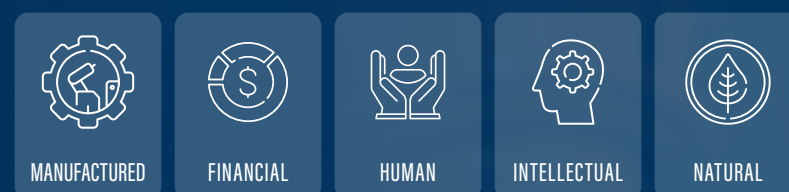
Performance

- /// OPERATIONAL EFFICIENCY
- /// FINANCIAL RESULTS
- /// STRATEGIC INVESTMENTS

SDGs



CAPITALS



OPERATIONAL EFFICIENCY

The 2025/2026 crop year saw the company overcome significant challenges, particularly in the recovery of sugarcane fields following the impacts of the fires that occurred during the previous cycle.

THE TIMELY OPERATIONAL RESPONSE AND THE INVESTMENTS MADE ALLOWED FOR A RESILIENT RECOVERY IN PRODUCTIVITY.

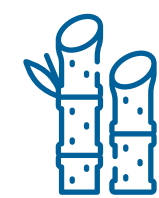
At the start of the cycle, a fire in a boiler at the Iracema Mill required rapid re-planning on the eve of the crushing season. The mobilization of teams redistributed operations among the units, ensuring the continuity of activities safely and efficiently.

At the same time, we made progress on our innovation and energy transition agenda with the start of operations at the biomethane plant, which enables the production of renewable natural gas through the biodigestion of vinasse (an ethanol byproduct), promoting the recovery of energy and nutrients.

Besides creating a new energy source, biodigested vinasse continues to be used as a source of potassium for agriculture, ensuring the return of nutrients to the fields and enhancing the efficiency of the production cycle and the generation of sustainable value in the long term.

As yet another example of innovation focused on delivering results, the São Martinho Mill harvested its first crop entirely using two-row harvesters, in line with the strategic plan to increase productivity and operational efficiency.

THE CROP YEAR IN FIGURES



21,909
THOUSAND TONS
crushed sugarcane



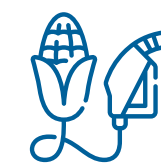
521
THOUSAND TONS
processed corn



139
THOUSAND TONS
DDGS produced



1,423
THOUSAND TONS
sugar produced



221
THOUSAND M³
corn ethanol produced



7.9
THOUSAND TONS
corn oil produced



923
THOUSAND M³
sugarcane ethanol produced



875
THOUSAND MWH
exported electricity



49-51%
MIX
sugar-ethanol



RECOGNIZED OPERATIONAL EXCELLENCE

For the second consecutive year, São Martinho won the Hiroaki Kokudai Award for Best Practices in the 5S¹ Program, in the Large Companies category. This recognition reflects the consolidation of a culture focused on organization, discipline, and continuous improvement, which has a direct impact on operational efficiency.

The evaluation process consisted of four elimination rounds, during which the case study from the Boa Vista Mill's Industrial Boiler Shop was presented. This project involved the team building a warehouse on their own, using the 5S program to design a more productive and safer layout. The initiative highlights the role of 5S as the foundation for operational excellence and for strengthening sustainable practices.

¹ 5S Program: a Japanese management methodology focused on optimizing the work environment, eliminating waste, and increasing productivity.

OPERATIONAL PERFORMANCE OF THE CROP YEAR

OPERATIONAL DATA - SUGARCANE

	2023/2024	2024/2025	2025/2026	Variation ¹ (%)
Crushed sugarcane (thousand t)	23,067	21,788	21,909	0.6
Yield in the period (t/ha)	84.8	79.0	75.7	-4.1
Average TRS (kg/t)	136.8	142.5	139.0	-2.5
Sugar production (thousand t)	1,468	1,329	1,423	7.1
Ethanol production (thousand m³)	948	1,009	923	-8.5
Exported energy (thousand MWh)	708	789	875	11.0
TRS produced (thousand t)	3,155	3,106	3,045	-2.0
Sugar - ethanol mix	49% - 51%	45-55%	49% - 51%	-

OPERATIONAL DATA - CORN

	2023/2024	2024/2025	2025/2026	Variation ¹ (%)
Processed corn (thousand t)	391	511	521	1.9
Corn ethanol production (thousand m³)	156	213	221	3.9
DDGS/WDG production (thousand t)	100	137	139	0.9%

¹ Change in the 2025/2026 crop year compared to the 2024/2025 crop year.

SUGARCANE PROCESSING SASB FB-AG-000.A, B and C

	2023/2024	2024/2025	2025/2026
Production by harvest/principal crop (t) - Sugarcane	23,066,695	21,788,206	21,908,527
Number of processing facilities	4	4	4
Total land area under active production (ha)	198,690	199,960	207,258

AMOUNT OF FEEDSTOCK CONSUMED IN BIOFUEL PRODUCTION (t) SASB RR-BI-000.C

	2023/2024	2024/2025	2025/2026
Processed sugarcane	23,066,695	21,788,206	21,908,527
Processed corn	390,725	511,354	521,307

BIOFUEL PRODUCTION CAPACITY¹ SASB RR-BI-000.A

Biofuels	2023/2024	2024/2025	2025/2026
Anhydrous ethanol (m³/day)	4,484	4,834	4,834
Hydrous ethanol (m³/day)	7,510	7,510	7,510
Biomethane (Nm³/day)	-	-	82,575

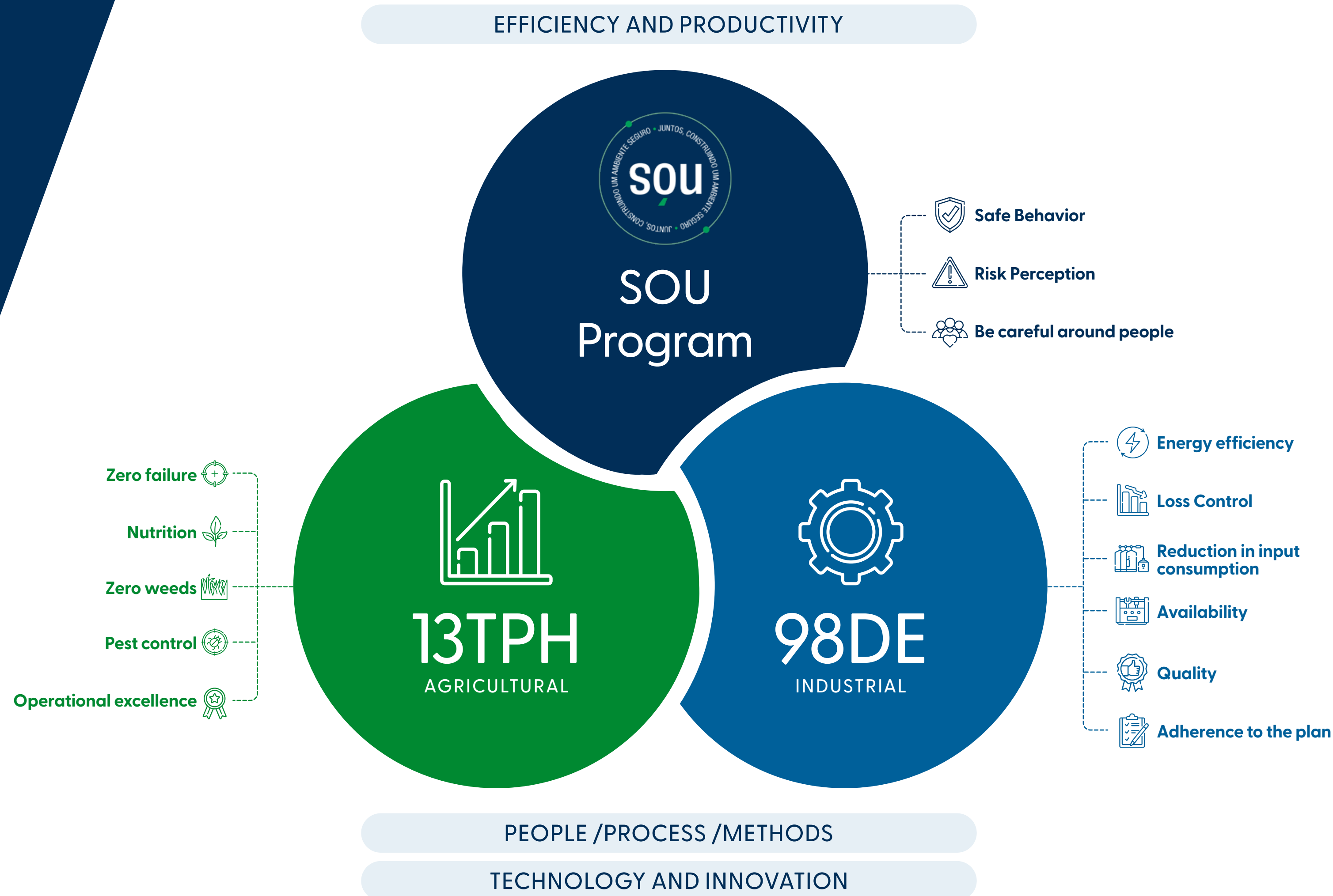
ADVANCED BIOFUEL PRODUCTION (Mgal) SASB RR-BI-000.B

	2023/2024	2024/2025	2025/2026
Advanced biofuel production	250.4	296.4	302.3

¹ Capacity available in the [Dynamic Report](#) of biofuel production facilities authorized by the ANP. ² The other categories set forth in SASB RR-BI-000.B do not apply to the Company's operations.

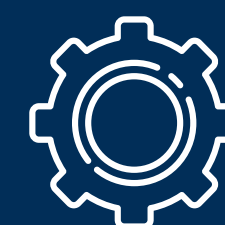
OPERATIONAL PERFORMANCE MANAGEMENT

In the sugar-energy sector, where prices are determined by the market, operational efficiency and cost management are key levers for competitiveness. In this context, the 13TPH and 98DE programs focus on agricultural and industrial management, respectively, to make operations increasingly efficient. Together, the SOU program ensures health and safety across all of the Company's operations.





13TPH



98DE



Agricultural management program

THE 13TPH PROGRAM FOCUSES ON AGRONOMIC EXCELLENCE AND VALUE CREATION THROUGH THE USE OF TECHNOLOGY.

Therefore, it seeks to maximize field productivity and asset performance, ensuring their availability and efficiency throughout the entire production cycle, from planting to harvest. Monitoring covers indicators such as sugarcane yield per hectare, operational performance, and pest and weed control, enabling precise and integrated management.

Climatic variables are monitored, guiding the management of the sugarcane field to make it more resilient to adverse conditions and more responsive in favorable scenarios, while also strengthening stability and production potential throughout the cycles.

The results of this approach were highlighted during the last crop season through external recognition, such as the Ribeirão Preto Region productivity award, granted by IDEIA/CTC to the São Martinho Mill, reinforcing the consistency and competitiveness of the agricultural operation.

Industrial management program

THE 98DE PROGRAM AIMS TO ACHIEVE 98% PROCESS EFFICIENCY AND ASSET AVAILABILITY.

The initiative addresses the main causes of losses by increasing asset availability, optimizing installed capacity, and boosting productivity.

The program links corporate strategy to execution at the operational units, establishing standardized management practices, operational discipline, and continuous performance monitoring.

Since its implementation, the program has achieved significant operational improvements, notably:

- » Implementation of a standardized model of industrial indicators, aligned with the strategy and replicated across units;
- » Development of action plans focused on key performance levers, with monitoring and cross-functional coordination;
- » Strengthening of industrial routines, enhancing the ability to respond to deviations and prepare for the off-season.

Initiatives were also implemented to optimize the production mix and increase efficiency in the sugar and ethanol supply chains, contributing to value creation and enhanced competitiveness.

SOU SEGURO PROGRAM

Safety underpins our actions, strengthens our culture, and guides our strategy, fostering an environment where health and safety are part of our daily lives. Since 2022, our safety practices have been organized under the SOU program, an initiative that reinforces individual and collective ownership of safe behavior (learn more on page 60).

FINANCIAL RESULTS

We closed the crop year with net revenue of R\$ 7.4 billion, up 3.3% from 2024/2025, showcasing our resilience despite a landscape dominated by economic uncertainty, geopolitical instability, and volatility in commodity prices.

With adjusted EBITDA of R\$ 3.5 billion and net income of R\$ 836.2 million, we showed our strategic consistency and our ability to adapt even when dealing with the impacts of climate change on agricultural productivity, less favorable sugar prices, and operational challenges.

Our financial strength was also reflected in our ability to maintain a leverage ratio of 1.41x, preserving our capacity to finance strategic investments without compromising our financial flexibility. In this regard, we approved the second phase of the corn-based ethanol plant, totaling R\$1.1 billion invested in a project that will strengthen our presence in the biofuels market.

During this crop season, we remained focused on operational efficiency and, above all, on the safety of our people. As a result, our figures reflect, for yet another year, our long-term vision and commitment to creating sustainable value.

 [Access the full results in the 2025 Financial Statements.](#)

FINANCIAL INDICATORS (R\$ THOUSAND)

	2023/2024	2024/2025	2025/2026	Variation (%)
Net Revenue ¹	6,922,302	7,199,269	7,435,012	3.3%
Adjusted Ebitda	3,070,147	3,445,216	3,503,416	1.7%
Adjusted Ebitda Margin	44%	47.9%	47.1%	-0.7 p.p.
Adjusted Ebit	1,229,844	1,571,424	1,573,413	0.1%
Adjusted Ebit Margin	18.0%	21.8%	21.2%	-0.7 p.p.
Copersucar Rights	1,213,646	-	-	-
EBIT	1,786,621	502,744	540,571	7.5%
Net Income net of IFRS 16 effects	1,564,416	707,713	870,074	22.9%
Non-cash effect of IFRS 16 on Net Income	-88,137	-150,982	-33,897	77.5%
Net Income	1,476,279	556,731	836,177	50.2%
Cash Income	1,400,983	772,106	892,347	15.6%
Leverage (Net Debt/Ebitda)	1.08 x	1.43 x	1.41 x	-1.1%

¹ Excludes the effect of Hedge Accounting of foreign currency debt, PPA USC and includes financial income from real estate businesses.

VALUE CREATION AND DISTRIBUTION (R\$ THOUSAND) ¹ GRI 201-1

	2023/2024	2024/2025	2025/2026
Revenue			
Gross sales of goods and products	7,234,082	7,555,830	8,012,404
Revenue relating to construction of Company assets	1,831,030	1,964,472	1,882,674
Reversal of the allowance for doubtful accounts ²	14	-214	556
Other revenue	15,018	-174,371	-523,060
TOTAL	9,080,144	9,345,717	9,372,574
Inputs acquired from third parties			
Cost of products and goods sold	-2,055,256	-1,781,542	-1,615,567
Materials, energy, third-party services and other operational	-2,281,199	-2,337,713	-2,132,100
Loss of asset values ²	-2,814	-	-
TOTAL	-4,339,269	-4,119,255	-3,747,667
Gross added value	4,740,875	5,226,462	5,624,907
Depreciation and amortization	-2,348,444	-2,402,182	-2,371,247
Net added value produced by the entity	2,392,431	2,824,280	3,253,660
Added value received in transfer			
Equity income result	8,318	9,456	10,857
Finance revenue	675,241	321,597	381,061
Other	1,594,153	328,777	93,852
Added value to be distributed	4,670,143	3,484,110	3,739,430
Distribution of added value			
Payroll and related charges	1,246,980	1,331,616	1,328,487
Taxes, fees and contributions	522,190	259,033	284,867
Remuneration of third-party capital	1,424,694	1,336,730	1,289,899
Dividends and interest on equity	155,000	300,000	150,000
Retained earnings for the year	1,321,279	256,731	686,177
Added value distributed	4,670,143	3,484,110	3,739,430

¹ Data is calculated on an accrual basis and covers the entire country. ² This category does not apply to comparative fiscal years; it applies only to the 2023/2024 crop year.

REVENUE BY PRODUCT SOLD (%)

	2023/2024	2024/2025	2025/2026
Sugar	52.3	45.4	43.3
Ethanol	39.0	44.7	46.7
Electricity	2.8	3.2	3.8
Yeast	0.9	0.7	1.0
CBIOs	1.1	0.9	0.4
DDGS	1.5	2.1	2.3
Other	2.5	3.1	2.5

STRATEGIC INVESTMENTS

WE MAINTAINED OUR CAPITAL DISCIPLINE AND MADE PROGRESS ON INITIATIVES **THAT STRENGTHEN OUR COMPETITIVENESS AND VALUE CREATION.**

The investments made in 2025 reflect the efficient and diversified growth strategy, notably the approval of the second phase of the corn ethanol project, which will expand processing capacity from 500,000 tons to approximately 1.1 million tons.

The project will receive R\$728 million in financing from the BNDES' Fundo Clima and Finem programs, as well as from FINEP's Innovation program, with a total term of 12 years, including a two-year grace period.

The project's expansion strengthens the Company's position in the renewable energy market and increases its production output.

As part of this initiative, construction has begun on a warehouse in Montividiu (GO), scheduled for completion in 2027 and with a capacity of 240,000 tons of corn. The facility brings operations closer to the producing regions, strengthening relationships with suppliers while also providing greater logistical efficiency and supply security.

In the agricultural sector, we have incorporated the biological assets of new areas surrounding the São Martinho Unit, expanding our production base and helping to make better use of our installed capacity. Located in a strategic region with high production potential, these areas are expected to boost milling volume in the upcoming cycles.

CHAPTER 4

Innovation and Technology

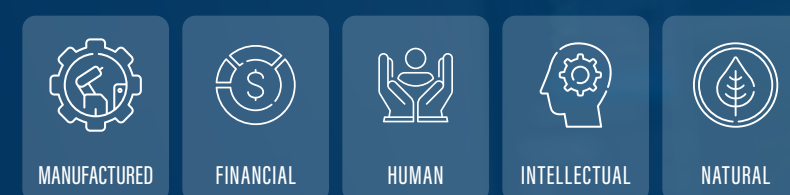
/// INNOVATION, RESEARCH, AND DEVELOPMENT

/// DIGITIZATION AND ARTIFICIAL INTELLIGENCE

SDG



CAPITALS



INNOVATION, RESEARCH AND DEVELOPMENT

GRI 3-3

Throughout its 89-year history, São Martinho has always stood out for its pioneering spirit in innovation, with significant milestones such as being the first farm to fully mechanize the harvest and the implementation of 5G connectivity in its agroindustrial operations, making it a benchmark in the sector.

In the 2021–2030 Strategic Plan, this commitment has become one of the Company’s growth pillars, with innovation playing a central role in shaping its future.

In the 2025/2026 crop year, we reinforced innovation applied to our operations, focusing on efficiency, decarbonization, and the development of new uses for our own products. These areas reflect our ability to transform technical knowledge into practical solutions, with a direct impact on the competitiveness and sustainability of the business.

The effectiveness of these initiatives is tracked through performance indicators and feedback from internal users and senior leadership, consolidated into Business Intelligence tools to support continuous improvement.

Before adopting new technologies, we conduct proof-of-concept tests to assess potential impacts and mitigate risks related to project implementation, such as technical failures, delays, budget overruns, and difficulties integrating the new technology into existing processes.

Renewable fuels in agricultural operations

In the field, progress in the use of renewable fuels in agricultural equipment stood out. In partnership with manufacturers, we continued testing the ethanol-powered sugarcane harvester, which began in late 2024, and also incorporated a tractor using the same technology.

This initiative expands the possibilities for replacing fossil fuels with a renewable source produced by the operation itself, contributing to the sector’s energy transition by exploring applications for ethanol in high-powered equipment. In addition to reducing emissions, there are benefits related to logistics efficiency, reduced exposure to fluctuations in fossil fuel prices, and the creation of new sources of demand for ethanol. By integrating energy production and consumption, the Company reinforces its commitment to self-sufficiency and innovation applied to its core business.

Biomethane: a new energy source

On the energy front, the Santa Cruz Mill began operating its biomethane plant. The project uses the biodigestion of vinasse—a byproduct of the ethanol production process—to generate renewable natural gas.

This initiative strengthens the circular economy by reusing waste and further diversifies the energy mix.



Learn more about our [work in innovation](#).





Sustainable logistics: the Rota Verde project

In line with the new biomethane plant, the project aims to integrate renewable energy generation initiatives into sugar transportation. Previously carried out using diesel-powered trucks, the service will now incorporate vehicles powered 100% by natural gas, initially, until the transition to the full use of biomethane across the entire fleet responsible for transporting sugar from the Santa Cruz Mill. The project connects these vehicles to the rail network to transport USC's production—located in Itirapina (SP)—to the Port of Santos, ensuring greater logistical integration.

The initiative, considered a milestone for sustainable logistics in Brazil's sugar and energy sector, represents a step forward in reducing the activity's carbon footprint and improving operational efficiency, with the potential for significant emission reductions compared to the traditional model. In addition to the environmental benefits, the project reinforces the vision of integration among different stages of the production chain, linking production and logistics.



Advances in biological control

Another significant milestone of the crop was the inauguration of the Trichogramma galloi biofactory, dedicated to the production of biological agents for controlling the sugarcane cutworm. With an investment of R\$ 15 million and the capacity to serve all units, the initiative combines technology, science, and environmental responsibility, expanding the use of biological solutions in agricultural operations.

The facility enables the large-scale production of biological agents, reducing dependence on chemical inputs and increasing the productivity and quality of the raw material. Mastery of the entire biological control cycle—from host cultivation to field application—reinforces the Company's leading role in applying technology to agribusiness, as it is the only company in Brazil with complete control over this chain. With six biofactories in operation, we are making progress in productivity gains, predictability, and environmental preservation.



PEOPLE AS THE DRIVING FORCE BEHIND INNOVATION

São Martinho has completed the training of its first class of Innovation Ambassadors, establishing an internal network of employees with multidisciplinary expertise and a focus on creating value.

The initiative strengthens employee engagement, encourages proactive participation, and broadens the identification of opportunities for process improvement. The ambassadors act as agents of change, disseminating concepts, connecting ideas to practice, and contributing to the continuous evolution of the Company's culture of innovation.

This effort is complemented by knowledge-sharing initiatives, such as Agroindustrial Technology Week, which reached its 19th edition in 2025. The event promotes training, the exchange of experiences, and visibility for innovative projects, addressing topics such as artificial intelligence, decarbonization, and operational safety, while reinforcing innovation as a daily practice connected to real business challenges.

OPEN INNOVATION AS A DEVELOPMENT STRATEGY

São Martinho's innovation is driven by a structured open innovation model that connects us to a broad network of partners. This approach expands our capacity for technological development and accelerates the transformation of knowledge into business solutions.

- » **Engineering Research Center - Plant Health in Sugarcane** (CEPENFITO), dedicated to developing solutions for the integrated management of pests and diseases in sugarcane, with a current focus on combating Sphenophorus levis and Sugarcane Wilt Syndrome;
- » **Interuniversity Network for the Development of the Sugar-Energy Sector (RIDESA), Agronomic Institute (IAC), and Sugarcane Technology Center (CTC)** that contribute to the development of varieties that are more productive and better adapted to different growing conditions;
- » **Cooperative Experimentation and Management Program** (PCEM), which, through a network of field trials at processing plants and major companies in the sector, generates consistent results that serve as a decision-making tool in the areas of soil management and nutrition, while investing in high-quality research.
- » **Research Agreement with Embrapa Cerrados**, a partnership that has been active since 2018, focused on research into sugarcane management, including soil preparation, fertilization, irrigation, soil health, and pest and weed control.

From research to practical application

Open innovation creates value through the practical application of knowledge in key areas of interest by establishing research and development platforms that bring together different partners, thereby transforming basic science into operational solutions and tangible efficiency gains.

This model combines long-term strategic projects with more agile initiatives, including the co-development of technologies and applied field testing, ensuring alignment with business needs and a focus on results.

Networks for experimentation and continuous learning

São Martinho has an extensive experimentation network, one of its competitive advantages. Every year, tests are conducted in areas such as sugarcane varieties, agricultural management, bio-inputs, and new technologies, generating a significant amount of applied technical knowledge.

The ability to test, learn, and scale solutions enables more precise decision-making and contributes to building a more efficient and resilient operational model. By integrating experimentation, partnerships, and practical application, we strengthen our position as a leader in innovation within the sugar-energy sector.

INSTITUTIONAL COORDINATION

São Martinho is a member of the National Association for Research and Development of Innovative Companies (ANPEI) and the Brazilian Association for Bioinnovation (ABBI), strengthening its connection to the innovation ecosystem, its access to best practices, and its ability to monitor trends and public policies.

In 2025, the Company hosted ANPEI's "Rotas Inovadoras" initiative, bringing together companies and experts to discuss the bioeconomy and decarbonization in agriculture. The event included visits to the Innovation Center, the biorefinery, and agricultural operations, promoting knowledge exchange and increasing São Martinho's visibility as a strategic partner in innovation.

DIGITIZATION AND ARTIFICIAL INTELLIGENCE

DIGITAL TRANSFORMATION CONNECTS TECHNOLOGY, OPERATIONS, AND PEOPLE TO DRIVE EFFICIENCY, SAFETY, AND VALUE CREATION.

Throughout the 2025/2026 crop year, we established a robust digital architecture, featuring greater integration among corporate systems, intensive use of data, and the incorporation of artificial intelligence (AI) across various areas. This initiative reflects a data-driven operational model that enables more agile decision-making, more efficient processes, and greater adaptability to the industry's challenges.

A digital foundation for growth and efficiency

The completion of the RISE2025 project marked a new level of digital maturity for São Martinho. The modernization of the integrated management system (ERP, or Enterprise Resource Planning), its migration to a cloud environment, and the upgrade of the tax and financial management platform significantly increased system availability, responsiveness, and the long-term sustainability of the technological environment.

Anticipating the key requirements of the Tax Reform, scheduled for 2026, also reinforced the robustness of this foundation, contributing to risk reduction, process simplification, and continuous adaptation to regulatory changes. As a result, we have strengthened compliance and increased the predictability and stability of critical business operations.

More than just a one-time technological upgrade, the project establishes a model of continuous evolution, reducing the risk of obsolescence and creating the conditions for recurring updates, scalability, and the incorporation of new capabilities over time.

As a result, we now have a more flexible architecture capable of supporting growth, innovation, and integration with new solutions, ensuring high levels of operational resilience, information governance, and support for strategic decision-making in a constantly changing environment.

Human Resources Management

In 2025, we launched the second phase of our people processes management platform, further digitizing the employee journey. This new phase represented the evolution from an already consolidated foundation to a more integrated, standardized, and data-driven model, covering

end-to-end processes such as talent acquisition, onboarding, development, performance management, compensation, benefits, work schedules, and active listening to employees.

As a result, the Company enhances the reliability of information and brings greater transparency to processes, strengthening data governance and creating a more robust foundation for decisions aligned with corporate strategy.

Logistics modernization

The implementation of a digital logistics management platform has improved real-time visibility into the loading and unloading of sugar, ethanol, and raw materials.

As a result, São Martinho has achieved greater efficiency, standardization, and safety, with integrated management of its four facilities and the generation of valuable insights.

A smarter, data-driven industry

In industrial operations, digitalization is advancing through initiatives such as the Digital Twin and the application of artificial intelligence solutions in process engineering. The integration of sensors, automation, and real-time data analysis contributes to greater operational stability and efficiency, supporting the optimization of production parameters and data-driven decision-making.

At the same time, we have made progress on the Industry 4.0 Autonomy Plan, which incorporates machine learning algorithms and advanced controls for continuous process improvement. With approximately 65% of processes already mapped, the initiative fosters a more autonomous, efficient, and resilient operation, helping to reduce input consumption and emissions, in line with the pillars of 98DE (learn more on page 37).

Artificial Intelligence in everyday life

São Martinho is guided by an AI Usage Policy, which provides guidelines for the responsible, safe, and ethical use of the technology, ensuring alignment with the principles of corporate governance, information security, and data protection.

As part of this process, 99% of the eligible workforce underwent specific training on the policy, reinforcing their understanding of the limits, responsibilities, and best practices in using the technology.

In the corporate and operational environment, Artificial Intelligence is used to support data analysis and predictive modeling, contributing to more informed decisions across various business areas, such as manufacturing, sales, and operational planning. Approved solutions, including generative AI co-pilots integrated into work tools, support analytical activities, information organization, and decision-making, in accordance with corporate policies.

Additionally, Computer Vision applications are being gradually incorporated into agricultural, industrial, and administrative operations, connecting Artificial Intelligence to the physical business environment and contributing to greater operational efficiency, standardization, traceability, and intensive use of data in processes.

Together, these initiatives are part of a data-driven digitalization strategy, strengthening information governance, operational efficiency, and the Company's ability to evolve its processes in a consistent and resilient manner, aligned with business and market demands.



CHAPTER 5

Our People

/// STRATEGIC PEOPLE MANAGEMENT

/// HEALTH, WELL-BEING, AND SAFETY

SDG



CAPITALS



STRATEGIC PEOPLE MANAGEMENT

GRI 3-3

IN A DYNAMIC ENVIRONMENT, ATTRACTING, DEVELOPING, AND RETAINING TALENT, AS WELL AS STRENGTHENING THE COMPANY'S CULTURE AND LEADERSHIP, IS KEY TO ENSURING THE EXECUTION AND CONTINUITY OF THE BUSINESS.

In this regard, our management is guided by corporate guidelines, governance procedures, and continuous monitoring of key performance indicators, which support decision-making and the prioritization of initiatives. This model enables the consistent evolution of our practices, with a focus on training, engagement, and building an environment capable of generating long-term value for both people and the business.

Strategic People Management (GEP) guides decisions regarding development, performance, and recognition. Based on competencies aligned with the business, the model drives results through three complementary pillars:

- » Performance and potential evaluations;
- » Ongoing development, including feedback, individual plans, and corporate training;
- » Recognition practices that combine fixed and variable compensation.

This set of principles helps align expectations, reinforce key behaviors, and maximize individual and organizational performance.



OUR PEOPLE

WORKFORCE BY EMPLOYMENT CONTRACT ¹ GRI 2-7

Region		2023/2024 Crop			2024/2025 Crop			2025/2026 Crop		
	Definite term ²	Indefinite term	TOTAL	Definite term ²	Indefinite term	TOTAL	Definite term ²	Indefinite term	TOTAL	
Midwest	205	2,378	2,583	208	2,381	2,589	223	2,334	2,557	
Southeast	602	9,520	10,122	482	9,629	10,111	452	9,434	9,886	
Gender		2023/2024 Crop			2024/2025 Crop			2025/2026 Crop		
Men	758	10,937	11,695	642	10,979	11,621	604	10,748	11,352	
Women	49	961	1,010	48	1,031	1,079	71	1,020	1,091	
TOTAL	807	11,898	12,705	690	12,010	12,700	675	11,768	12,443	

TOTAL WORKFORCE BY EMPLOYMENT TYPE ¹ GRI 2-7

Region	2023/2024 Crop			2024/2025 Crop			2025/2026 Crop		
	Full-Time	Part-time³	Total	Full-Time	Part-time³	Total	Full-Time	Part-time³	Total
Midwest	2,582	1	2,583	2,588	1	2,589	2,556	1	2,557
Southeast	10,115	7	10,122	10,105	6	10,111	9,876	10	9,886
Region	2023/2024 Crop			2024/2025 Crop			2025/2026 Crop		
Men	11,689	6	11,695	11,616	5	11,621	11,346	6	11,352
Women	1,008	2	1,010	1,077	2	1,079	1,086	5	1,091
TOTAL	12,697	8	12,705	12,693	7	12,700	12,432	11	12,443

TOTAL EMPLOYEES

12,443
PEOPLE

91.2%
MEN

8.8%
WOMEN

79.5%
SOUTHEAST

20.5%
MIDWEST

¹ The figures for the 2024/2025 and 2025/2026 crop years include Board members and executives. They do not include third parties, apprentices, interns, or trainees. The numbers were extracted from the SAP Success Factors database and represent the total number of employees during the selection period from March 1 to March 31, 2026. ² There is a variation in the number of employees on fixed-term contracts due to harvest and off-season periods. ³ Part-time work includes any work period totaling 180 hours per month or less. We do not have employees working under an arrangement without a defined work schedule.

PROFESSIONAL DEVELOPMENT

Throughout 2025, we made progress in structuring a data-driven management model for people development, with the creation of a Business Intelligence (BI) system that consolidates information from different sources.

The tool integrates results from workplace climate surveys, such as the GPTW, competency and potential assessments, as well as indicators by area, unit, and process, enabling a more accurate understanding of strengths and opportunities for development.

Building on this foundation, we defined development initiatives throughout the year, combining corporate initiatives—such as behavioral training—with specific programs tailored to each business unit. This approach allows us to prioritize critical areas, reinforce established competencies, and address areas of concern more effectively, ensuring greater consistency in the evolution of our people development practices.

DRIVER TRAINING FOR SAFER OPERATIONS

By the end of 2025, São Martinho had trained the professionals responsible for disseminating technical and behavioral knowledge in sugarcane truck operations—the so-called Masterdrivers. The initiative reinforces the strategy of “training those who train others,” increasing the consistency of training and strengthening the safety culture.

The training brought together 16 professionals from all units, with the program held at SENAI in Ribeirão Preto (SP). The program integrated teaching methodologies and technical proficiency assessments, with content focused on practical instruction, educational planning, and the fundamentals of vehicles and equipment. In this way, we strengthened the role of internal trainers, expanded the scope of learning, and contributed to the ongoing preparation of teams, with a focus on safety, standardization, and operational excellence throughout the crop seasons.



Education and Training

The Company maintains a structured professional development model that ranges from basic training to ongoing team development and leadership strengthening, promoting initiatives tailored to different career stages—such as programs led by the Executive Board and the Leadership Academy—which help enhance technical and behavioral competencies and support the company’s growth. **GRI 404-2**

To reinforce behaviors aligned with São Martinho’s Attitudes and prepare the entire team for the crop season, the model includes behavioral awareness sessions, conducted annually with 100% of employees, reinforcing shared responsibility and safety as non-negotiable values. **GRI 404-2**

Preparations for the crop season also include the Leaders and Technical Support Staff Meeting and the Agroindustrial Meeting, which bring together specialists, managers, and executives. Both events focus on aligning expectations, sharing information, and discussing business challenges, contributing to a more integrated view of the operation and greater consistency in execution. **GRI 404-2**



TRAINING

AVERAGE HOURS OF TRAINING PER EMPLOYEE, BY JOB CATEGORY¹ GRI 404-1

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Hours of training	Average hours of training	Hours of training	Average hours of training	Hours of training	Average hours of training
Managers	1,451.0	37.2	1,434.3	36.8	732	18.8
Leaders/Coordinators	2,937.1	38.6	3,437.8	44.1	2,379	30.9
Technical/Supervisor	16,561.6	35.1	25,660.9	53.7	14,092	31.5
Administrative	27,412.2	27.4	27,749.1	26.1	24,272	20.5
Operational	358,140.7	32.7	324,673.1	29.9	299,691	27.4
Support	6,376.8	42.5	7,621.7	46.5	5,754	36.6
Trainee	5,495.4	152.6	-	-	4,713	- ²
TOTAL	418,374.9	32.8	390,576.9	30.8	351,633	27.3

AVERAGE HOURS OF TRAINING PER EMPLOYEE, BY GENDER^{1 3} GRI 404-1

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Hours of training	Average hours of training	Hours of training	Average hours of training	Hours of training	Average hours of training
Men	391.671.0	32.6	365.312.0	31.5	329.410	27.9
Women	31.050.7	26.1	25.264.9	23.5	22.223	20.9
TOTAL	422.721.6	32.0	390.576.9	30.8	351.633	27.3

¹ Data extracted from HR records, including active and former employees during the period. Does not include apprentices and interns. We did not include training hours for executives, as they are not included in the employee database. ² As of March 2026, there were no active trainees at the Company. For this reason, the average number of training hours does not apply to this category. ³ São Martinho does not differentiate training hours by gender.

PERFORMANCE EVALUATION

By aligning individual results with business challenges, performance evaluations measure the quality of employees’ work and guide decisions regarding talent development, succession, and recognition, contributing to the Company’s competitiveness in the market.

Each year, São Martinho employees participate in the Individual Performance Evaluation, which assesses performance and competencies using the 180-degree model—including self-assessment and manager evaluation—with results reflected in the 9-box matrix. This process is complemented by calibration steps, feedback sessions, and the development of the Individual Development Plan (IDP).

All eligible employees also undergo a Potential Assessment, based on the Learning Agility methodology, which evaluates employees’ ability to take on more complex challenges within the organization.

PROFESSIONALS WHO RECEIVED PERFORMANCE REVIEWS. BY CATEGORY (%)^{1 2} GRI 404-3

	2023/2024 Crop	2024/2025 Crop ³	2025/2026 Crop
Managers	77	100	97.5
Leaders/Coordinators	55	93.6	94.8
Technical/Supervisor	49	1.3	1.3
Administrative	18	42.9	43.6
Operational	17	0	0
Support	69	0	0
TOTAL	19	4.5	4.6

PROFESSIONALS WHO RECEIVED PERFORMANCE REVIEWS. BY GENDER (%)¹ GRI 404-3

	2023/2024 Crop	2024/2025 Crop ³	2025/2026 Crop
Men	19	3.3	3.4
Women	17	17.2	17.0
TOTAL	19	4.5	4.6

¹ Does not include executive management, contract workers, interns, apprentices, and trainees. ² The difference observed in the Operational and Support categories is related to the system transition and the gradual implementation of the new evaluation methodology (GEP), which is being rolled out across the entire Company and has a schedule for reaching these groups.



COMPENSATION AND BENEFITS

One of the key factors that underpin São Martinho's competitiveness is our commitment to our people. Our compensation and benefits practices are part of this process and are guided by the Compensation Policy, which uses market benchmarks to determine the composition of compensation packages.

The Policy is designed to be free from any form of discrimination based on gender, race, religion, or political affiliation, and is based on salary and benefits surveys conducted with the support of external consulting firms. To determine salaries and benefits, we use market data as a benchmark, including Short- and Long-Term Incentives (ICP and ILP), a Profit-Sharing Program (PPR) for employees under the CLT framework, bonuses for managers, and virtual stock options for executives.

Benefits offered to employees at the four facilities include: **GRI 401-2**

- » Life insurance;
- » Health insurance;
- » Dental insurance;
- » Extended maternity and paternity leave;
- » Private pension plan;
- » Workplace fitness programs;
- » Meal vouchers;
- » Christmas gift basket.

Other benefits include:

- » Access to health and wellness services, such as the Dr. Alper and Wellhub apps;
- » New Value benefits club;

Leadership compensation

The variable compensation for eligible leaders is structured around various components that take into account the organization's overall performance, the results of their respective areas of responsibility, safety targets, and sustainability indicators related to their area, including climate-related aspects. This approach encourages shared responsibility and strengthens the integration of these issues into business management.

Information on the compensation of the Board of Directors and Executive Management is available in the Governance and Corporate Management chapter (learn more on page 25).





TALENT ACQUISITION AND RETENTION

Attracting and retaining talent helps build qualified teams, strengthen organizational culture, and prepare professionals for the challenges of the industry. To that end, we support employees throughout their entire journey—from onboarding to career development—with initiatives that combine training, mentoring, and growth opportunities.

In partnership with the Safety department, the 2025/2026 Crop selection process now includes criteria aligned with our commitment to safety, with the goal of attracting candidates who are already connected to the São Martinho Attitudes from the very beginning of their journey with the Company.

Internship Program

Considered a calling card for attracting talent, the internship program is designed to train professionals by providing practical experiences that complement the knowledge learned at university. Lasting six months, it includes structured onboarding, development tracks, and participation in projects within various departments, promoting technical learning and the development of behavioral skills. **GRI 404-2**

Values in Action Program

An initiative focused on developing internal talent, the program identifies professionals with potential and prepares them for new challenges. Over the course of 12 months, participants follow a structured path that combines technical and behavioral development, business acumen, and project oversight, contributing to the development of future leaders. **GRI 404-2**

Scholarship

The Company supports the academic and technical training of its employees by providing scholarships for technical, undergraduate, and graduate programs. This initiative contributes to professional development and helps prepare talent aligned with the company's business needs. **GRI 404-2**

In 2025/2026, we awarded 124 new scholarships for technical, undergraduate, and graduate programs in fields such as Production Engineering, Agricultural Technology, Mechanical Engineering, and Agronomy. Including those already in effect, we have awarded a total of 331 scholarships.

Trainee Program

Focused on developing future leaders, the program offers a structured journey based on business immersion, technical and behavioral development, and career coaching. The latest edition of the program, which began in November 2024, attracted over 20,000 applicants and consisted of four stages leading up to the selection of 44 participants.

GRI 404-2

As part of this process, cultural fit and safety assessments were incorporated, with the goal of identifying candidates aligned with the Company's values and its commitment to safe operations—core elements of the São Martinho Attitude

Throughout the program, the trainees were able to gain experience in different areas of the Company, participate in strategic projects, and undergo development modules, mentoring, and ongoing evaluations.

The cycle concluded in November 2025, with 35 participants and an 80% retention rate, demonstrating the initiative's effectiveness in developing and retaining talent.

TOTAL NUMBER AND NEW HIRES RATE, BY GENDER¹²³⁴ GRI 401-1

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Total	Rate	Total	Rate	Total	Rate
Men	2,122	18.1	2,115	18.1	1,893	16.7
Women	245	23.9	238	22.3	205	18.8
TOTAL	2,367	18.5	2,353	18.5	2,098	16.9

NEW HIRES, BY AGE GROUP¹²³⁴ GRI 401-1

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Total	Rate	Total	Rate	Total	Rate
Under 30	938	38.8	922	42.4	805	35.8
30 to 50	1,145	14.6	1,262	16.2	1,146	15.3
Over 50	284	11.4	169	6.1	147	5.5
TOTAL	2,367	18.5	2,353	18.5	2,098	16.9

NEW HIRES, BY REGION¹²³⁴ GRI 401-1

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Total	Rate	Total	Rate	Total	Rate
Midwest	593	22.9	638	16.9	633	24.8
Southeast	1,774	17.4	1,715	24.7	1,465	14.8
TOTAL	2,367	18.5	2,353	18.5	2,098	16.9

TOTAL TERMINATIONS, BY GENDER¹²³⁴ GRI 401-1

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Total	Rate	Total	Rate	Total	Rate
Men	1,991	16.9	2,212	19.0	2,164	19.1
Women	206	20.1	188	17.6	220	20.2
TOTAL	2,197	17.2	2,400	18.9	2,384	19.2

TOTAL TERMINATIONS, BY AGE GROUP¹²³⁴ GRI 401-1

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Total	Rate	Total	Rate	Total	Rate
Under 30	996	41.2	634	29.2	648	28.8
30 to 50	1,060	13.5	1,419	18.3	1,418	18.9
Over 50	141	5.6	347	12.5	318	11.9
TOTAL	2,197	17.2	2,400	18.9	2,384	19.2

TOTAL TERMINATIONS, BY REGION¹²³⁴ GRI 401-1

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Total	Rate	Total	Rate	Total	Rate
Midwest	530	20.4	641	24.8	657	25.7
Southeast	1,667	16.4	1,759	17.3	1,727	17.5
TOTAL	2,197	17.2	2,400	18.9	2,384	19.2

¹ Employee: Refers to any individual who has an employment relationship with the organization, as established by national law or its practical application. Employees who have left the company: Includes those who left the organization voluntarily, were terminated, retired, or died while on the job. ² The information was obtained from the active employee database as of March 2025. ³ Fluctuations in employee hires and separations occur primarily due to the specific characteristics of agricultural activity. Peak periods occur between February and April, when we hire new employees to begin the crop season, and between November and December, when some employees leave the Company due to the end of the crop season. At the same time, others are hired to carry out planting through the MEIOSI system. ⁴ Data for the 2024/2025 crop year was adjusted after inconsistencies were found in previously reported data. **(GRI 2-4)**.

DIVERSITY, EQUALITY AND INCLUSION

GRI 3-3

São Martinho bases its activities on diversity, equality and inclusion, guided by respect for Human Rights and the principle of non-discrimination, as reflected in its Code of Ethics.

WE STRIVE TO FOSTER A WELCOMING ENVIRONMENT WHERE EVERYONE FEELS RESPECTED AND CAN BE THEMSELVES.

Among the management priorities for this issue, the inclusion of people with disabilities (PwD) stands out, tracked by recurring indicators. In March 2026, the Company reached 96.5% of the legal target, with continued improvement in the indicator compared to the 92.7% achieved in the previous cycle.

Throughout the crop year, initiatives were carried out to attract, welcome, and develop PwD, including special editions of “Coffee with the Director” to include this group, the second edition of the “Inclusive Leadership” training program, a job fair, and the presence of a Brazilian Sign Language interpreter at the Behavioral Awareness event.

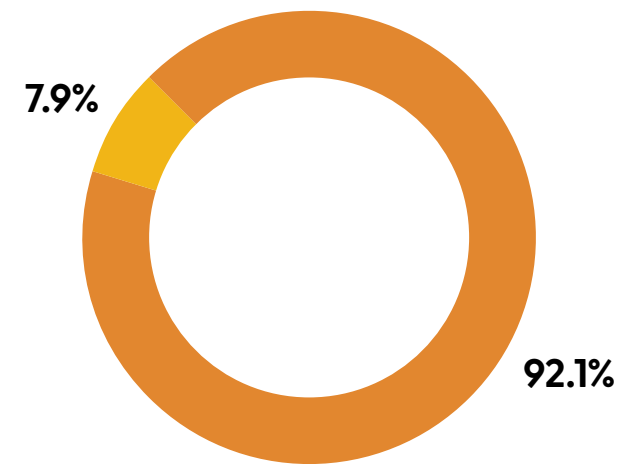
Our concern with diversity, equality and inclusion (DE&I) extends beyond our operations to include our actions in the communities. In this regard, five of the social projects supported by the Company aim to engage at least 30% women, establishing a gender-specific focus.

These projects are monitored by the ESG governance body, contributing to local development and the creation of shared value (learn more on page 31).



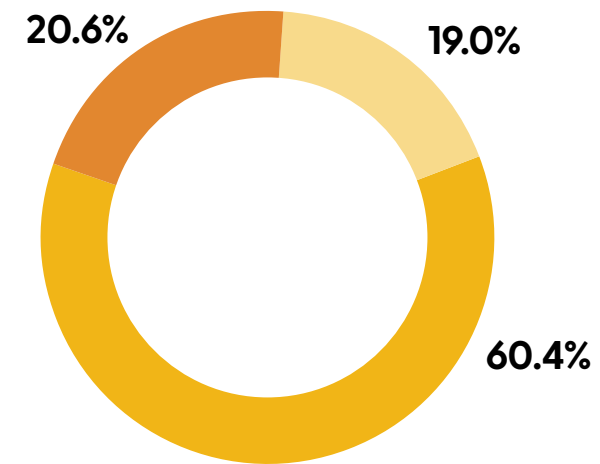
Employee diversity GRI 405-1

Employees by gender



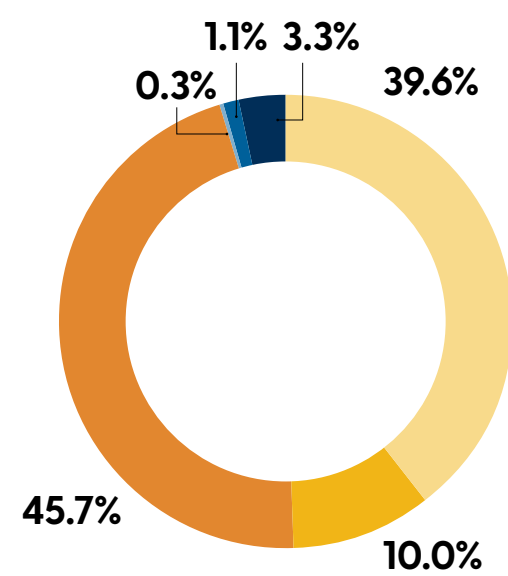
- Men
- Women

Employees by age group



- Under 30
- 30 to 50
- Over 50

Employees by race/ethnicity



- White
- Black
- Brown
- Indigenous
- Asian
- Not informed

Equal pay

In accordance with Law No. 14,611/2023, which provides for equal pay for women and men in the same position, we publish São Martinho's Salary Transparency Report every six months.



Access our [Salary Transparency Report](#).

YOUNG APPRENTICE PROGRAM

Targeting young people aged 16 to 24, the Young Apprentice Program is carried out in partnership with SENAI and the Pradópolis Association for Adolescent Assistance and Professional Development (Projovem). The initiative aims to provide training and prepare these young people to join the workforce. **GRI 404-2**

The program combines theoretical activities with hands-on experience at São Martinho's units. Participants are hired under the legal apprenticeship quota, contributing to the social inclusion and professional development of young people. **GRI 404-2**



HEALTH, WELL-BEING AND SAFETY

GRI 3-3

THE SAFETY, HEALTH, AND WELL-BEING OF PEOPLE ARE PRIORITIES FOR SÃO MARTINHO AND REPRESENT ONE OF THE COMPANY'S MAIN COLLECTIVE EFFORTS.

In an operational context involving risks inherent to agroindustrial activities, our work is guided by the development of a strong culture of prevention, in which safety must be a central consideration in day-to-day decisions and actions. This is an ongoing commitment by everyone to strengthen risk awareness and ensure that no activity is carried out without adequate safety conditions.

The Company operates on the principle that every activity can and must be carried out safely, in order to reduce exposure to risks and strengthen individual and collective responsibility.

This approach aims to mitigate negative impacts—such as accidents, occupational illnesses, and potential health and safety risks—while generating significant positive effects, such as increased operational efficiency, the promotion of sustainable practices, and improved working conditions.

The progress of this agenda is supported by initiatives focused on professional development and engagement, ranging from senior leadership down to the operational level. Training programs, awareness sessions, and risk perception methodologies help strengthen the safety culture, while structured actions—such as training emergency response teams and reviewing response plans—enhance the Company's preparedness.

This set of practices reinforces the ongoing pursuit of excellence in health and safety, fostering an increasingly safe, healthy, and sustainable work environment.



Access the [Occupational Health and Safety Policy](#).



HEALTH AND SAFETY MANAGEMENT SYSTEM

São Martinho has an Occupational Health and Safety Management System (SGSSO) in place, based on the conventions of the International Labor Organization (ILO), the Civil and Penal Codes, the regulatory standards of the Ministry of Labor and Employment, the collective agreements and conventions of the Labor Prosecutor's Office (MPT), and ISO 45001. **GRI 403-1**

Operational risk management is carried out based on defined procedures and responsibilities, with leadership involved in prioritizing actions, monitoring action plans, and continuously reviewing health and safety performance. **GRI 403-2**

The system covers 100% of employees and is based on the Occupational Health and Safety (OHS) Policy, strengthening the commitment to safety, the prioritization of preventive measures, the allocation of resources, and periodic performance reviews, thereby fostering an organizational culture based on prevention and continuous improvement. The Policy is in line with applicable legislation, including NR-1, and provides for the implementation of the hierarchy of controls as a guideline for managing occupational risks, prioritizing the most effective measures for their elimination or reduction. **GRI 403-9**

The Occupational Health and Safety Management System (SGSSO) was developed with the active participation of employees, and each department has management dashboards where relevant information is made available and updated periodically. **GRI 403-1, 403-4, 403-9**

As part of the SGSSO, we have the "SOU Seguro" Program, which brings together efforts to foster a healthy work environment for everyone. It is structured around six areas, as shown in the infographic next. **GRI 403-1**



1. GOVERNANCE

- › Governance, duties, and responsibilities in safety
- › Audit program
- › OHS culture diagnosis
- › Health and safety performance

2. PEOPLE DEVELOPMENT

- › Leadership development
- › Training and development matrix and plan
- › Consequence management and recognition
- › Contractor management
- › People change management
- › Integration of Employees, Partners and Visitors

3. RISK AND CHANGE MANAGEMENT

- › Process risk analysis
- › Service and equipment procurement standards
- › Risk change management in processes, equipment and facilities
- › Space for Excellence
- › Maintenance Management
- › Pre-Operation Check List

4. RISK PERCEPTION AND PROCEDURES

- › Risk awareness
- › Proactive verification tools
- › Critical corporate and operational procedures
- › LPRO - Occupational Hazards and Risks Survey
- › 5S Program

5. COMPLIANCE AND EMERGENCY MANAGEMENT

- › Incident investigation
- › Emergency management
- › Management of legal requirements

6. BEM SAUDÁVEL PROGRAM AND OHS COMMUNICATION

- › Bem Saudável
- › Communication and Campaigns

KEY SAFETY MILESTONES

To encourage and reward safe behavior among our employees, we have the “SOU Seguro” Recognition Program. In 2025, we celebrated a historic milestone at the São Martinho facility: ten years with no lost-time accidents (LTA) in the Industrial Quality process.

Inspired by this achievement, we expanded the initiative company-wide, recognizing processes that have gone 5, 10, 15, and 20 years without a lost-time accident at all units. The recognized departments enjoyed a special celebration with their managers, receiving commemorative T-shirts and letters of appreciation.



SOU Seguro Program

During the 2025/2026 crop year, several initiatives under the SOU Seguro program were underway, such as:

- » Behavioral training, such as Risk Factors and leadership training in risk perception;
- » Emergency assessment;
- » Management of contractors and partners;
- » Review of the Operational Hazards and Risks Assessment (LPRO);
- » Health and wellness campaigns;
- » Assessment of psychosocial risks, in compliance with NR-01 (learn more on page 63);
- » Safety Culture Maturity Assessment;
- » Review of the Bem Saudável Program, aligned with healthcare programs.

A safety assessment was also conducted in collaboration with a specialized company, which—through employee surveys and field visits—revealed progress in the safety culture.

The areas for improvement identified relate to strengthening leadership in safety, improving risk identification and control, enhancing knowledge transfer among experienced professionals, and ensuring greater consistency in the application of management tools.

Leadership and attention to safety

SIPAT 2026 emphasized safety as a core value in everyday life, with the theme “Caring means being an active participant in our safety.” The program took place at various locations, promoting practical reflections on safe behaviors, risk perception, and decision-making, with strong engagement from employees and leaders.

Among the highlights were discussions on the three dimensions of care—caring for oneself, caring for others, and allowing oneself to be cared for—as well as topics such as critical risks, human factors, and self-care. Interactive activities and real-life examples helped deepen understanding and foster a connection with the theme. The initiative also included simulations, safety checkpoints, field visits, and safety dialogues (SOU Moments), reinforcing preventive practices and the use of tools such as the Opportunity for Safety (OPS).



OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM GRI 403-8

	2023/2024	2024/2025		2025/2026	
		Own employees	Outsourced	Own employees	Outsourced
Total number of individuals ¹	12,175	12,137	1,850	11,964	1,742
Individuals covered by an internally audited health management system ²	100%	100%	100%	100%	100%
Individuals covered by a health management system certified by an independent third party	0%	0%	0%	0%	0%

¹ The indicator includes the monthly total of all active employees of the four operational mills, excluding those on leave. As of 2024/2025 crop year, we have started accounting for third parties in our occupational health and safety management system. ² Internal audits are based on ISO 45001, Bonsucro and ISCC guidelines and are conducted by qualified auditors.

Operational Risk Management

Operational risk management in occupational health and safety is structured through tools, processes, and channels that encourage active employee participation. Noteworthy is the use of the OPS (Opportunity for Safety) tool, accessible via the SOU app, which allows employees to identify risks and exercise their right to refuse work in situations involving serious risk, without fear of reprisal. The process is complemented by regular on-site inspections conducted by managers and directors, training sessions, emergency drills, and initiatives such as SIPAT and the Bem Saudável Program. **GRI 403-2, 403-7**

Besides employee consultations, the main hazards are identified through the LPRO, on-site inspections, and incident investigations. The information collected is continuously evaluated to determine control measures. **GRI 403-2, 403-9**

The Company ensures the quality of its processes through clear guidelines, the definition of responsibilities for prioritizing actions, the involvement of senior leadership in monitoring action plans, and the continuous review of health and safety performance, with the results used to improve the Health, Safety, and Environmental Management System (SGSSO). **GRI 403-2**

The investigation of incidents involves the following steps: recording and providing a detailed description of the incident; assessing associated risks; establishing an investigation team and conducting a root cause analysis;

assessing severity; gathering information; evaluating probability; documenting and communicating findings; defining corrective actions; and providing training and raising awareness. This process supports the review of training programs, contingency plans, policies, and procedures. **GRI 403-2, 403-9**

This cycle is complemented by a structured set of training programs, which include onboarding training, a behavioral observation program, and specific training for critical activities such as working at heights, confined spaces, electricity, and machine operation. **GRI 403-5**

In recent years, the Company has strengthened its preparedness for emergency situations, particularly with regard to fire prevention, by reviewing protocols, standardizing processes, and expanding preventive measures and training initiatives, in order to enhance operational readiness. **GRI 403-5, 403-7**

Despite these initiatives, we regret to report two fatalities during this period, one of which occurred during the yeast unloading process at the Santa Cruz Mill, and the other during the cleaning of a harvester at the São Martinho Mill. Specific risk mitigation measures were defined for each fatality, such as:

- » For harvester cleaning activities, an automated machinery locking system was installed;
- » For tank unloading activities, a tank pressure control system and a procedure for the safe unloading of products were implemented.

EMPLOYEE HEALTH AND SAFETY RATES AND NUMBERS¹²³ GRI 403-9 | SASB FB-AG-320A.1

	2023/2024	2024/2025		2025/2026	
	Own employees	Own employees	Outsourced	Own employees	Outsourced
Number of hours worked	25,925,431	25,847,513	2,092,625	25,326,254.18	1,899,409.00
Number of hours worked basis	200,000				
Number of fatalities as a result of work-related injury	0	2	0	2	0
Rate of fatalities as a result of work-related injuries	0	0.02	0	0.02	0
Number of high consequence work-related injuries (excluding fatalities)	3	2	0	0	0
Rate of serious work-related injuries (excluding fatalities)	0.02	0.02	0	0	0
Number of recorded work-related injuries (including fatalities)	248	204	17	245	12
Rate of recorded work-related injuries (including fatalities) (TRIR)	1.91	1.58	1.62	1.93	1.3
Number of reportable near-misses related to work ²	-	-	-	-	-
Near-miss frequency rate (NMFR) ²	-	-	-	-	-

¹ The main hazards identified that contributed to workplace injuries included falls, muscle injuries, vehicle accidents, falling objects, burns, and trauma injuries. ² São Martinho does not track the near-miss frequency rate (NMFR). ³ As of the 2024/2025 crop year, we started to account for outsourced workers in our occupational health and safety management system. The Board of Directors is not included.

HEALTH AND WELL-BEING

At São Martinho, efforts to promote employee health and well-being are guided by programs focused on hearing conservation, respiratory protection, and ergonomic management, aimed at risk prevention, health monitoring, and improving quality of life. **GRI 403-3**

One of the flagship programs is Bem Saudável, part of the SOU program, which includes initiatives focused on preventive health, chronic disease management, and the prevention of alcohol and drug use, in addition to complying with legal requirements related to occupational health.

These initiatives are led by multidisciplinary teams and integrated with educational activities, strengthening a culture of safety and ongoing care for employees. **GRI 403-3**

Along with the evolution of our management practices, we began mapping psychosocial risks during the 2025/2026 crop year, focusing on identifying and mitigating factors that impact mental health, such as stress, harassment, excessive workload, job insecurity, and organizational conditions. The survey, which complies with NR-01 guidelines, marks a step forward in addressing this issue and will guide the implementation of structured actions over the next few cycles. **GRI 403-3**

Focus groups, interviews, and an assessment—including a Preliminary Ergonomic Analysis—were conducted, along with evaluations that took

into account identified risks, the most vulnerable groups, and risk prioritization based on severity and frequency. Throughout 2026, the company will analyze organizational indicators, develop preventive and corrective strategies, conduct awareness campaigns, and implement previously planned actions.

Access to health services is ensured through on-site clinics at each facility, offering 24-hour care and specialized staff, as well as medical and dental plans for employees and dependents, partnerships with healthcare institutions, workplace exercise programs, and flexible leave and time-off policies.

Occupational Health and Safety (OHS) governance is structured around three formal committees, which meet monthly. The Strategic Committee, composed of the Chief Executive Officer, Agroindustrial Directors, and leaders from HR, Administration, and CSC, is responsible for monitoring indicators, deciding on actions, and allocating resources for OHS management. The Tactical Committee, made up of managers, OSH professionals, and safety consultants, evaluates the performance of the management system, analyzes accidents, sets priorities, and proposes improvements. The Operational Committee, composed of directors, managers, process managers, OHS coordinators, and representatives from operational areas, monitors indicators, executes action plans, and ensures the implementation of the defined improvements. **GRI 403-4**

Additionally, employee participation in health and safety management is ensured through CIPA and CIPATR, which represent employees in identifying risks, discussing improvement opportunities, and monitoring working conditions. In accordance with the LGPD, we ensure the confidentiality and protection of health information, with access restricted to authorized professionals. **GRI 403-3, 403-4, 403-6**

Ongoing health care

São Martinho runs campaigns throughout the year focused on health and well-being, such as “Yellow September”—a month dedicated to raising awareness about mental health—“Pink October”—focused on breast cancer prevention—and “Blue November”—focused on prostate cancer. These initiatives reinforce the importance of self-care and access to information, encouraging the adoption of healthy habits.

The initiatives include in-person activities at our facilities, such as workplace exercise programs and interactive workshops, as well as webinars with experts that expand knowledge about health. The content covers everything from risk factors and prevention to emotional and behavioral aspects related to health care.

By encouraging a proactive role in individual and collective care, the campaigns contribute to building a more conscious and preventive organizational culture, reinforcing our commitment to employees’ quality of life and well-being.

DIGITAL HEALTH FOR EVERYONE

São Martinho has expanded healthcare coverage for its employees and their dependents with the launch of the Dr. Alper health app, in partnership with the insurance company Alper. The digital platform offers free urgent and low-complexity care, expanding access to healthcare services in a convenient and efficient manner.

Among the available features are telemedicine, telenutrition, mental health care, and health and wellness content. Offering more than 20 medical specialties and 24-hour service, the app promotes prevention, early diagnosis, and quality of life, eliminating the need for in-person visits or copayments.

CHAPTER 6

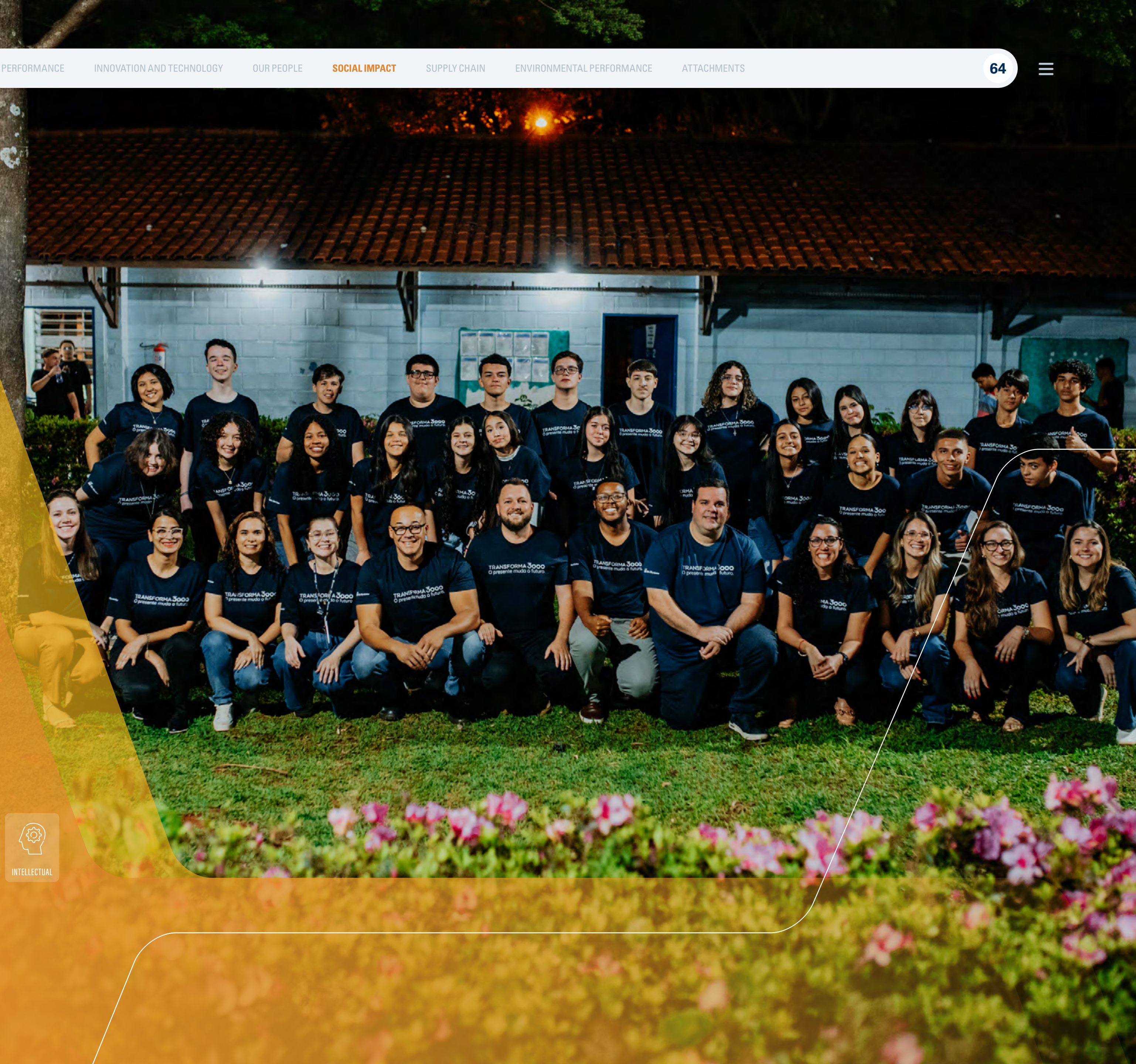
Social Impact

/// COMMUNITY RELATIONS

SDG



CAPITALS



COMMUNITY RELATIONS

GRI 3-3

São Martinho recognizes that its operations may have an impact on the communities where it operates and, therefore, conducts its activities with a focus on building transparent relationships and creating shared value.

Within an agroindustrial context, factors such as vehicle traffic, the application of agricultural inputs, and farming operations may cause disturbances and pose environmental risks, requiring responsible and proactive measures to mitigate impacts and preserve the quality of life for surrounding communities.

We also recognize that our presence contributes positively to local development by creating jobs, generating tax revenue, stimulating the economy, and promoting environmental conservation, in addition to fire prevention and suppression efforts that also benefit neighboring areas.

THE BALANCE BETWEEN MANAGING IMPACTS AND CAPITALIZING ON OPPORTUNITIES GUIDES SÃO MARTINHO'S ACTIONS IN ITS RELATIONSHIPS WITH COMMUNITIES.

Our management of this topic is based on corporate policies and commitments, such as the Social Responsibility and Private Social Investment Policy and the Sustainability Ambitions (learn more on page 32).

Our relationship with communities is facilitated by structured engagement channels, such as community panels, social projects, meetings with specific agendas, and the Ethics Channel. This allows us to understand local needs, mitigate impacts, and guide our actions in line with the communities' needs. **GRI 2-29**

COMMUNITY MANAGEMENT AND ENGAGEMENT

During this cycle, São Martinho made progress in developing its Community Management and Engagement Protocol, reflecting a new level of maturity in the management of socio-environmental impacts. The initiative aims to gain a structured understanding of how the Company's activities interact with local communities, guiding actions to prevent, mitigate, or offset impacts. **GRI 2-25**

Approximately 100 field interviews were conducted with residents of the regions, with a focus on active listening. Based on these interactions, a proprietary methodology was developed to measure communities' perceptions of impact and their level of trust, enabling the transformation of qualitative perceptions into indicators.

We prioritized the regions with the greatest potential for impact, selected based on an activity intensity index that takes into account the Company's operational presence, thereby directing efforts more efficiently and in line with local realities. The protocol represents an evolution in our approach to social engagement, linking our community relations agenda to our business strategy.

IMPACT OF OPERATIONS ON LOCAL COMMUNITIES

São Martinho's operations may have actual or potential negative impacts on local communities, particularly those associated with traffic from sugarcane trucks and other vehicles and machinery used to transport sugarcane or for other purposes, as well as the application of pesticides and vinasse (fertigation). Among the main effects identified are dust dispersion, noise at inappropriate times, damage to roads and infrastructure, risks to human health, wildlife, and vegetation, as well as nuisances caused by dirt, property damage, and odors. **GRI 203-2, 413-2**

We recognize that these impacts may directly affect residents, users of local infrastructure, and rural properties located in the surrounding area of our operations. For this reason, we continuously identify and assess socio-environmental risks, in line with best sustainable practices, ensuring that

potential adverse effects are identified and properly addressed. **GRI 413-2**

Despite the negative impacts, São Martinho maintains a structured set of control, mitigation, and—where applicable—compensation measures, including technical monitoring, the designation of protected areas, the use of early-warning technologies, operational restrictions, channels for dialogue with communities, compensation for proven damages, and specific prevention plans.

These measures aim to reduce the severity and frequency of these impacts, reinforcing the Company's commitment to responsible management, continuous improvement, and sustainable coexistence with the communities where it operates.

Local development

Our activities contribute to the socioeconomic revitalization of the regions where we operate, particularly due to our proximity to urban centers and local communities. This presence

expands access to job opportunities, income, and development, thereby improving people's quality of life and increasing their participation in the local economy. **GRI 203-2**

Furthermore, contracting local suppliers, service providers, and partners strengthens the regional economy, stimulates job creation, and contributes to tax revenue, boosting local commerce. **GRI 203-2**

To reinforce this positive impact, we make ongoing investments in training and income-generation programs, with a primary focus on socially vulnerable populations. To this end, in partnership with leading organizations, we promote initiatives that support social well-being. With education as our central driving force, we promote professional training, social leadership, productive inclusion, income generation, and basic education. The importance of these impacts to the Company is underscored by its alignment with the UN 2030 Agenda and the Sustainable Development Goals. **GRI 203-2**

SOCIAL TRANSFORMATION

Among our Sustainability Ambitions (learn more on page 32) is Social Transformation through education and professional training, which aims to bring about social change in the communities surrounding our operations.

Our efforts to achieve internal goals—guided by sustainability governance—related to five projects in the regions where we operate, is described on the following pages.

PROFESSIONAL QUALIFICATION

With the goal of promoting the inclusion and employability of women in socioeconomic vulnerable situations, the initiative helps expand opportunities and strengthen participants' financial independence through technical training tailored to business needs. **GRI 203-1**

In the most recent cycle, R\$ 268,488 was invested in training on the operation of motor vehicles and tractors, in partnership with SENAI and SENAR, for a total of 70 participants. The program blends theoretical and practical training, including technical visits to the units, providing a closer connection to the operational reality. **GRI 203-1**

Thanks to previous editions, 29 women have joined the workforce, demonstrating the project's potential to generate income and foster the development of surrounding communities.

SUSTAINABLE AGRICULTURE

Launched in 2025, the project supports the socioeconomic development of small-scale farming partners, with a focus on strengthening production, expanding market access, and generating income. The initiative includes 50 farmers from Horto Guarani in Pradópolis (SP), with activities aimed at providing technical training and improving farm management. **GRI 203-1**

One of the main drivers is the use of sustainable, low-carbon agricultural practices, particularly eliminating the use of fire as a management technique and replacing it with safer and more efficient methods. Activities include training in organic farming, rural management, and entrepreneurship, as well as practical initiatives such as soil analysis and seedling production.

Developed in partnership with SEBRAE, SENAR, and the Associação Verde da Terra, the project received an investment of R\$ 61,658, contributing to the reduction of environmental risks and the strengthening of local communities. **GRI 203-1**



Training local agents for social transformation

The project aims to strengthen community organizations and leaders, empowering them to develop collaborative solutions to address the social challenges in their communities, with a focus on creating impact and strengthening autonomous local networks. **GRI 203-1**

In the first cycle, which concluded with the 2025/2026 crop year, the project received an investment of R\$ 584,076, reached 136 participants (76% of whom were women), and involved 57 organizations in five cities. The training covered topics such as project management, social impact, and fundraising, resulting in the development of 31 initiatives.

GRI 203-1

Throughout the training program, participants structured and developed their projects, which were presented to an evaluation panel at the end of the cycle. Five of these projects were selected to receive seed funding of R\$ 30,000 each, for a total of R\$ 150,000, cementing the initiative as an important vector for social transformation.

Entrepreneurs of the Future

Seeking to broaden the academic curriculum and encourage public school students to take the lead, the project connects their learning to the business world. Held before or after school, the project promotes the development of entrepreneurial skills and exposure to innovation tools and methodologies. **GRI 203-1**

IN ITS THIRD CYCLE, THE PROJECT INVOLVED 70 YOUNG PEOPLE, WHO DEVELOPED SOLUTIONS ALIGNED WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDGS).

The program included the creation of startups and the development of ideas with the potential for social impact. The initiative also stands out for its internal engagement, with 22 volunteer employees from São Martinho participating as educators, strengthening the connection between the company and the community.

Future generations

Designed to strengthen basic education and the development of young people—the children of employees—the project prepares them for new opportunities for training and entry into the job market. The initiative serves approximately 40 participants, ages 15 to 17, with activities held before or after school in a space dedicated to the project. **GRI 203-1**

Focused on strengthening skills such as Portuguese and Mathematics, the project—which received R\$ 105,120 in funding for this cycle—also works to develop behavioral skills and foster leadership among young people through reflections on life and career plans. The initiative aims to broaden perspectives and support the development of more structured life paths. **GRI 203-1**

Beyond the educational impact, the initiative helps connect these young people with future opportunities within the Company itself, particularly through apprenticeship programs, linking social development to business needs.

VOLUNTEERING

With the goal of encouraging our people to take an active role in addressing social issues in the regions where we operate, São Martinho offers volunteer opportunities so that employees can contribute to the sustainable development of these communities.

Trainee challenge

In the second edition of the event, trainees and other employees—totaling 190 people—participated in a competition among the operating units on initiatives related to the Company’s prioritized Sustainability Ambitions, such as health and well-being, quality education, reducing inequalities, and climate action. The initiative impacted 37 organizations and 3,637 people in the communities served.

The initiatives were developed by groups of trainees, with each team planning and implementing actions based on the proposed themes:

- » Education;
- » Health and Safety;
- » Environment;
- » Work and Income;
- » Citizenship and Inclusion.



Among the projects carried out, the following stand out:

- » Social campaigns and donations, such as Solidarity Easter, the Winter Clothing Drive, the Book Donation Drive, Children’s Day, and lectures on mental health at institutions;
- » Health initiatives, such as the Blood Drive and efforts to collect hygiene supplies;
- » Educational and development initiatives, such as career talks and college entrance exam preparation;
- » Income-generating initiatives and support for entrepreneurs, including participation in the Entrepreneurs of the Future project;
- » Environmental initiatives, such as creating vegetable gardens and planting native seedlings;
- » Community outreach initiatives, such as food drives and recreational activities with local communities.

The challenge, which took place over seven months, helped strengthen the organizational culture, engaging employees in the sustainability agenda and bringing ESG commitments to life by generating measurable impact.

PRIVATE SOCIAL INVESTMENT

Our work in private social investment focuses on driving sustainable development in priority communities, in line with the ESG agenda, certifications, and other relevant benchmarks. These initiatives strive to generate value for the business and positive impacts in these regions through two main approaches:

DONATIONS AND SPONSORSHIPS

Throughout the 2025/2026 cycle, the units continued to support public-interest institutions in their local communities through philanthropic donations to projects or activities of social interest. In all, 248 sponsorship and donation initiatives were carried out, totaling R\$ 376,371. **GRI 203-1**

Among the beneficiaries are the Military Police, the Fire Department, and local institutions that provide social assistance to communities.

INCENTIVIZED PROJECTS AND DONATIONS

In accordance with the Company's Private Social Investment Policy, 100% of the 2025/2026 Crop projects were invested in initiatives stemming from the Culture Incentive Law, the Sports Incentive Law, and the Funds for the Rights of the Elderly and of Children and Teenagers. The projects, totaling R\$ 756,000, will be implemented in the next crop season, with selection criteria based on their scope, measurable ESG impact, and feasibility of implementation. **GRI 203-1**



CHAPTER 7

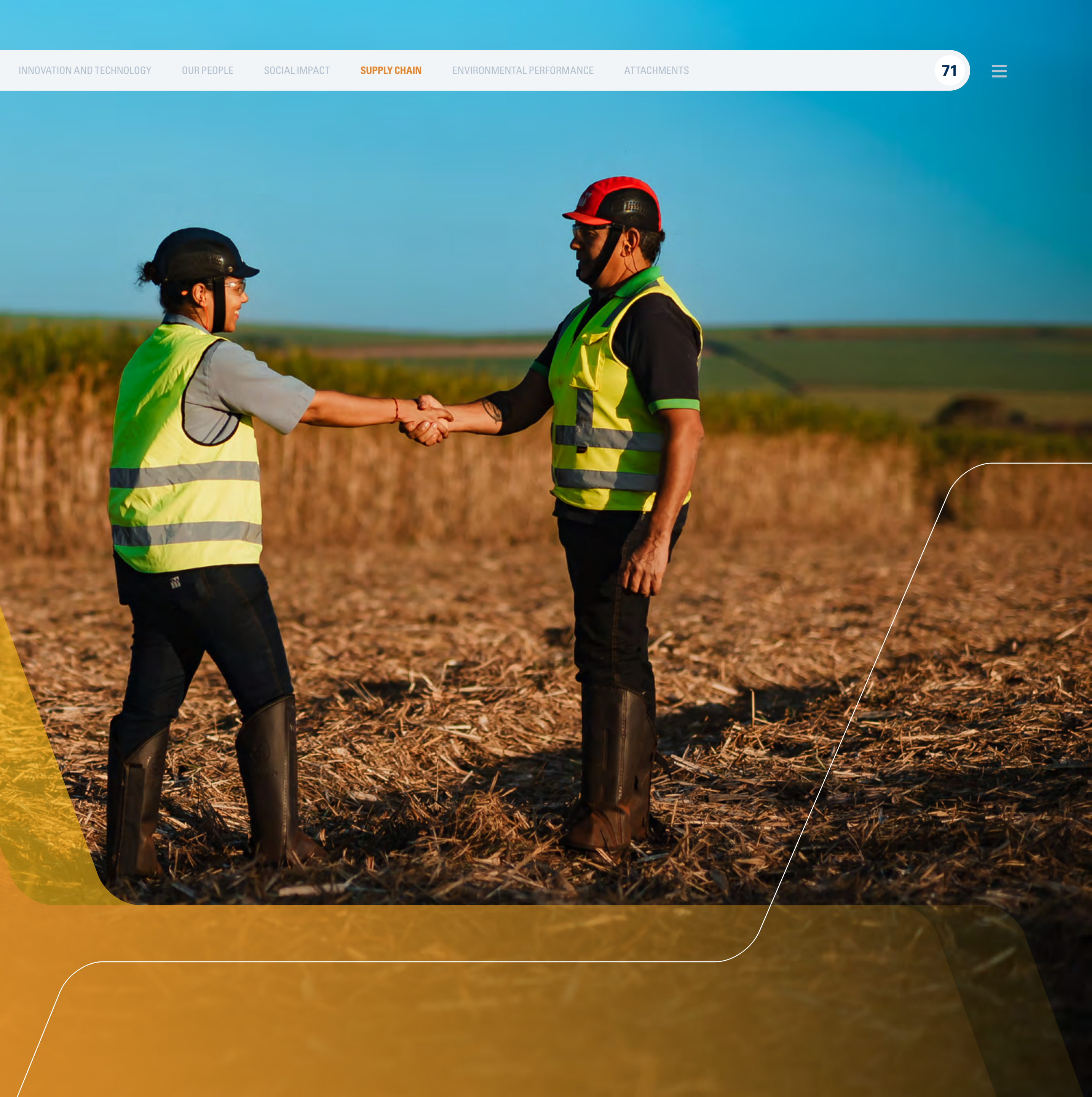
Supply Chain

- /// RESPONSIBLE SUPPLY
- /// MANAGEMENT OF GOODS AND SERVICES SUPPLIERS
- /// RAW MATERIAL SUPPLY CHAIN

SDG



CAPITALS



RESPONSIBLE SUPPLY

GRI 3-3

The supply chain has a direct impact on São Martinho's operational efficiency and product quality. For this reason, we work in close collaboration with our partners, seeking to build lasting relationships based on trust, transparency, and shared values, while paying constant attention to economic, social, and environmental impacts.

Our supply chain consists of raw material suppliers and providers of goods and services. During the crop season, we carry out targeted engagement initiatives, taking into account the impacts associated with the specific features of each type of relationship. **GRI 2-6**

Supplier management is governed by guidelines and processes that ensure compliance with legal requirements and the social, environmental, and ethical criteria established by the Company; this alignment is established from the outset of the relationship. Suppliers are evaluated through a rigorous due diligence process, which verifies compliance with requirements defined according to the type of supply; they must also make commitments through contractual clauses, compliance with the Code of Ethics, and applicable legislation. In addition, service providers undergo on-site inspections focused on labor compliance. **GRI 408-1, 409-1**

The monitoring process makes it possible to identify actual and potential impacts on the supply chain, including incidents related to deforestation alerts, environmental embargoes, and noncompliance with the social and environmental criteria defined by the Company. **GRI 308-2**

In the 2025/2026 crop year, 100% of new suppliers of corn, sugarcane, and goods and services were evaluated based on environmental and social criteria. **GRI 308-1, 414-1**

We also have mechanisms in place for qualifying, monitoring, and engaging our supply chain, which help mitigate risks and strengthen responsible practices. This monitoring is carried out through periodic analyses of internal controls and performance indicators, covering topics such as compliance, sustainability, biodiversity, occupational health and safety, and risk management, thereby helping to track progress toward the Company's sustainability goals.

GRI 101-4

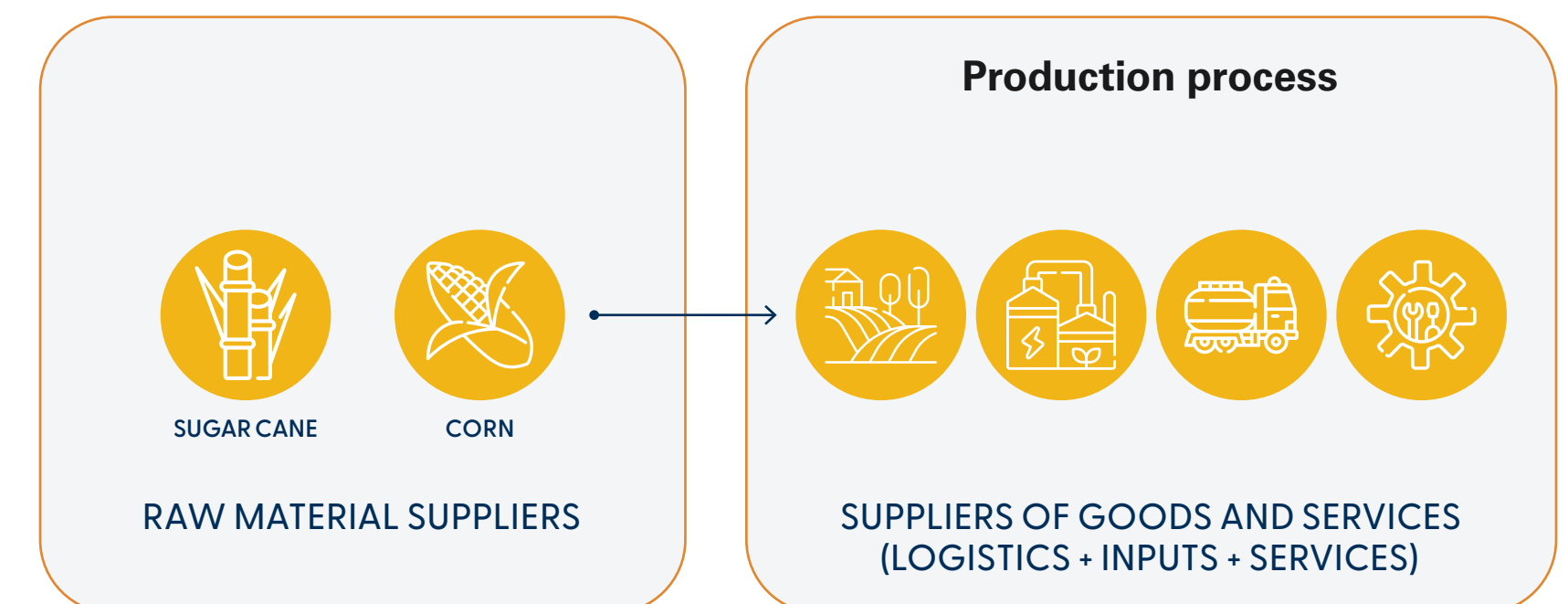
Our relationship with these partners is underpinned by channels for dialogue and continuous development initiatives. We organize periodic meetings, technical visits, field days, specialized support, and management tools that help improve processes, share best practices, and boost productivity. **GRI 2-29**

In the case of raw material suppliers, our relationship also aims to support transparency in production management, as well as to promote initiatives that contribute to increased income, such as CBIOS. **GRI 2-29**

Through these initiatives, we support our partners' development and promote best practices, while strengthening the security of our supply, the quality of our products, and the sustainability of our business.

Suppliers of raw materials, goods, and services: GRI 2-6, 2-28, 2-29

NUMBER OF DIRECT SUPPLIERS (TIER 1)



MANAGEMENT OF GOODS AND SERVICES SUPPLIERS

Besides the due diligence process that assesses the integrity, working conditions, and environmental compliance of suppliers of goods and services, São Martinho has a structured annual supplier evaluation process through the Supplier Qualification Index (IQF).

This tool strengthens integration between the requesting departments and the Procurement team by centralizing information, enhancing traceability, and streamlining decision-making. During the 2025/2026 crop year, the Company began conducting performance evaluations of its partners, identifying opportunities for improvement and, in some cases, publishing the results to define action plans and implement corrective measures for suppliers that do not meet minimum performance standards. **GRI 2-24**

Throughout the last crop, São Martinho also implemented a digital platform specializing in third-party management, which centralizes and standardizes the preparation of service providers, equipment, and vehicles for service delivery. The initiative provides greater transparency for

both suppliers and contract managers, as well as greater efficiency in tracking documents and legal requirements.

With an end-to-end scope—from mobilization to the termination process—the tool strengthens risk prevention in the supply chain, reduces labor liabilities, and contributes to safer operations. The implementation involved departments such as Procurement, Health and Safety, Administrative Operations, and contract managers, consolidating a more integrated and efficient management system.

Health and Safety

São Martinho's Health and Safety System identifies risk conditions and works to prioritize and address them. For risks related to third-party activities, the Company has a management manual containing documents, rules, and procedures to be followed during the performance of their activities. All third parties participate in onboarding processes, receiving guidance on risks, risk controls, and tools, as well as emergency guidelines. **GRI 403-7**

LOGISTICS EFFICIENCY AND REDUCTION OF ENVIRONMENTAL IMPACTS

Over the past few years, São Martinho has been strengthening initiatives aimed at reducing environmental impacts and improving efficiency in the supply chain. Among the highlights is logistics optimization through return freight, which combines trucks used to transport inputs with those used to ship products, reducing trips and greenhouse gas emissions.

Another significant advancement is the implementation of the fertilizer warehouse, which expands the use of bulk inputs, reducing the use of big bags. This initiative helps reduce packaging waste and streamline supply logistics.

We have also implemented changes to our agricultural input receiving model, prioritizing higher-volume packaging and, in partnership with suppliers, developing solutions to significantly reduce waste generation. One example is the implementation of a dedicated tank for storing glyphosate at the São Martinho mill—an initiative scheduled to begin operations during the next crop season that could eliminate the use of thousands of packages per year.

SEMENTE PROGRAM

As São Martinho's flagship initiative for the development of goods and services suppliers, the Semente Program focuses on strengthening management, aligning with the Company's guidelines, and advancing sustainable practices throughout the value chain. Now in its fifth cycle, the initiative has included training, engagement, and knowledge-sharing activities. **GRI 2-26, 2-29**

Suppliers invited to participate in the program are selected based on criteria such as transaction volume, business impact, and risks. Participants complete a social and environmental assessment questionnaire that covers 17 guidelines across the following areas: Environmental, Social, and Governance. At the end, each supplier receives personalized feedback, including their maturity level and opportunities for improvement. **GRI 101-4**

Also in 2025, we held a pilot workshop on decarbonization in Ribeirão Preto (SP), in partnership with SENAI. The event brought together participants from 12 supplier companies and addressed the climate change landscape, as well as opportunities to reduce emissions and increase efficiency in the supply chain.

In January 2026, the latest edition of the Program kicked off with a workshop that brought together approximately 150 participants. Besides presenting the guidelines and stages of the process, the meeting addressed the topic of risk management in the supply chain—a key aspect for supplier development. In addition, online Q&A sessions were held to assist suppliers in completing the questionnaires and to increase their participation.

In March, we held a new development workshop, attended by approximately 100 suppliers. The event featured contributions from the Environment and Social Responsibility departments, which shared best practices related to environmental management and community relations.

By promoting training, dialogue, and the sharing of best practices, the Semente Program strengthens the resilience of the supply chain, contributes to risk mitigation, and increases the creation of shared value with our partners. **GRI 2-26,**



GREATER PREDICTABILITY IN INPUT MANAGEMENT

Throughout the 2025/2026 crop year, we made progress in supply chain risk management by expanding our supply hedge strategy for fertilizers, the primary input used in sugarcane field management. Conducted in a coordinated manner between the Procurement and Finance departments, this initiative allows us to lock in future prices on the exchange, reducing exposure to market volatility and bringing greater predictability to budget and operational planning.

The strategy was launched during the 2024/2025 crop year, with a hedge covering approximately 3% of the urea volume, resulting in a 9% cost reduction. Given the positive results, we expanded the hedge to cover 10% of the total fertilizer volume for the 2025/2026 crop year, achieving a 25% reduction compared to market prices. The progress of this initiative underscores the maturity of our supply chain management and contributes to the business’s resilience in a globally unstable environment.

SUPPLIERS OF GOODS AND SERVICES WITH NEGATIVE ENVIRONMENTAL AND SOCIAL IMPACTS GRI 308-2, 414-2, 2-4, FB-AG-430a.2¹

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Environmental Impacts	Social Impacts	Environmental Impacts	Social Impacts	Environmental Impacts	Social Impacts
Number of growers assessed	3,234		3,133		2,841	
Number of growers identified as causing actual and potential significant negative impacts	0	0	0	4	0	2
Percentage of growers identified as causing negative social impacts with whom improvements have been agreed as a result of the assessment carried out.	0	0	0	100	0	100
Percentage of growers identified as having actual and potential significant impacts with whom the organization has terminated its relationships, and the reasons for termination	0	0	0	0	0	0

¹ The data for the 2024/2025 crop year were adjusted after inconsistencies were found in the previously reported data (GRI 2-4).



RAW MATERIAL SUPPLY CHAIN

We have implemented structured processes to ensure the compliance of our raw materials. Before signing contracts, our suppliers and the farms undergo a due diligence process that covers specific criteria related to social and environmental compliance. **GRI 2-24, 13.23.1, SASB RR-BI-430a.1**

As part of this process, starting with the identification of properties for contracting, we conduct territorial traceability checks on the properties based on the Rural Environmental Registry (CAR), assessing whether there are any environmental injunctions, deforestation alerts, or land-use changes. We also evaluate social criteria, such as overlaps with indigenous or Quilombola territories and the “blacklist” of slave labor. **GRI 13.23.1, 13.23.2, SASB FB-AG-430a.3**

Traceability includes sugarcane suppliers, identified as one of the key links in the supply chain with potential impacts on biodiversity. These activities take place in Brazil, in the states of São Paulo and Goiás, where the agricultural areas of São Martinho’s suppliers are located. **GRI 101-5**

Throughout the crop season, suppliers undergo operational inspections. These visits are conducted by the Third-Party Sugarcane and Health and Safety departments, under the supervision of the Compliance and Risk Management department, to ensure

compliance with applicable standards. Items such as the proper hiring of labor, working conditions, health and safety, housing, worker transportation, and living areas are evaluated. Whenever opportunities for improvement are identified, action plans are established and their implementation is monitored; in critical situations, the business relationship may be terminated. With each contract renewal, these areas are reevaluated and the documentation is updated. **SASB FB-AG-430a.3**

Best Practices in Labor Relations

São Martinho provides guidance to its raw material suppliers on best practices related to labor hiring, with a focus on promoting adequate working conditions. The guidelines are compiled in a manual, which is available on the supplier portal and the São Martinho website and is sent individually to partners; they are also reinforced in the materials and meetings held during Field Days (learn more on page 78).

All monitoring and cultural adaptation efforts within the raw material supply chain are carried out to mitigate the risk of precarious working conditions. Monitoring is conducted with the necessary rigor, including biweekly meetings with the relevant executive and management teams, which underscores the importance of this issue to the Company.



ADVANCES IN RENOVABIO

At Boa Vista Mill, we continued to engage with corn suppliers to provide clarification on the RenovaBio program, with the goal of expanding the certification of areas planted with this raw material, as is already the case with sugarcane. As a result, approximately 30% of the corn volume has already become eligible for the program in 2025, with expectations of reaching 70% in 2026. **GRI 13.23.4**

In 2025, the Iracema, São Martinho, and Santa Cruz mills underwent the RenovaBio recertification process,

accompanied by an increase in the number of sugarcane suppliers certified with primary data. Under this program, in addition to proving the area’s eligibility through an active Rural Environmental Registry (CAR) and the absence of vegetation clearance, suppliers also report data on their consumption of fertilizers, soil conditioners, fuels, and electricity in their operations. **GRI 13.23.4**

During this period, we increased the number of suppliers certified with primary data at our facilities. This progress reflects our efforts and investment in improving traceability throughout our value chain. **GRI 13.23.4**



Access the [Guide to Best Practices for Farmers](#).

CORN GROWERS WITH NEGATIVE ENVIRONMENTAL AND SOCIAL IMPACTS GRI 308-2, FB-AG-430a.2

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Environmental Impacts	Social Impacts	Environmental Impacts	Social Impacts	Environmental Impacts	Social Impacts
Number of growers assessed	23		42		37	
Number of growers identified as causing actual and potential significant negative impacts	0	0	0	0	0	0
Percentage of growers identified as causing negative social impacts with whom improvements have been agreed	0	0	0	0	0	0
Percentage of growers identified as having actual and potential significant impacts with whom the organization has terminated its relationships, and the reasons for termination	0	0	0	0	0	0

SUGARCANE GROWERS WITH NEGATIVE ENVIRONMENTAL AND SOCIAL IMPACTS GRI 308-2, 414-2, FB-AG-430a.2

	2023/2024 Crop		2024/2025 Crop		2025/2026 Crop	
	Environmental Impacts	Social Impacts	Environmental Impacts	Social Impacts	Environmental Impacts	Social Impacts
Number of growers assessed ¹	2,592		2,505		1,337	
Number of growers identified as causing actual and potential significant negative impacts ²	0	2	0	14	0	14
Percentage of growers identified as causing negative social impacts with whom improvements have been agreed	0	0	0	93	0	100
Percentage of growers identified as having actual and potential significant impacts with whom the organization has terminated its relationships, and the reasons for termination	0	100	0	7	0	14

¹ The number of raw material suppliers assessed is higher than the total number of raw material suppliers reported in GRI indicator 2-6, since the analyses consider both the primary supplier and the co-contractors linked to the contract. GRI indicator 2-6, however, includes only the primary CNPJ. In many cases, a single registration encompasses several associated producers linked through their CPFs. ² The Company conducts on-site inspections of suppliers’ operations and third-party workers’ housing. For reporting purposes, only those inspections that revealed non-compliance with the criteria were considered. The Company monitored these cases until the identified issues were resolved. The business relationship was terminated with suppliers who failed to comply.

Access the [Guide to Best Practices for Farmers](#).

FIELD DAY

With a focus on sharing technical knowledge and fostering relationships with raw material suppliers, the 40th edition of Field Day took place at three different locations to serve all partner suppliers: Pradópolis (SP), serving producers from the São Martinho and Santa Cruz mills; Itacemápolis (SP), for those located near the Itacema mill; and Quirinópolis (SP), for suppliers to the Boa Vista mill. **GRI 2-26, 2-29**

In this edition, the event was held entirely in the field, providing a more immersive experience closely tied to the reality of operations. The initiative aimed to foster the exchange of experiences, familiarize producers with the Company's practices, and expand access to relevant information for improving management and productivity.

Throughout the program, participants received technical information on varieties, nutrition, and fertilization, as well as guidance on pest control, such as for *Sphenophorus levis*. A guided tour of sugarcane stubble fields was also conducted, allowing participants to deepen their understanding of management practices, productivity, and sustainability in cultivation. The supporting materials provided complemented the experience, bringing together technical guidance and content related to sustainability and compliance in agricultural work. **GRI 2-26**



THIS INITIATIVE REINFORCES OUR COMMITMENT TO THE TECHNICAL DEVELOPMENT OF OUR PARTNERS, CONTRIBUTING TO THE DISSEMINATION OF BEST PRACTICES, INCREASED PRODUCTIVITY, AND THE STRENGTHENING OF LASTING AND SUSTAINABLE RELATIONSHIPS WITH SUPPLIERS.

CHAPTER 8

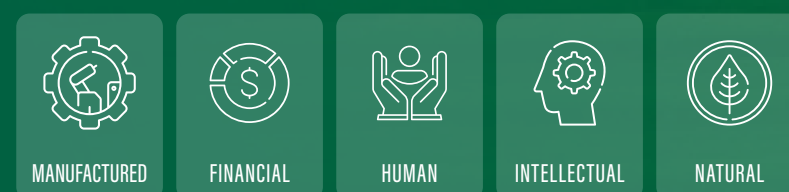
Environmental Performance

- /// CLIMATE STRATEGY
- /// ENERGY EFFICIENCY
- /// BIODIVERSITY
- /// WATER RESOURCES MANAGEMENT
- /// WASTE AND THE CIRCULAR ECONOMY

SDG



CAPITALS



CLIMATE STRATEGY

GRI 3-3, TCFD Strategy, SASB FB-AG-110a.2

SÃO MARTINHO INTEGRATES CLIMATE RESILIENCE ACROSS ITS OPERATIONS AND BUSINESS MODEL, TAKING INTO ACCOUNT DIFFERENT TIME HORIZONS.

We recognize that our operations create significant positive impacts, such as the production of biofuels and bioelectricity from biomass, while at the same time requiring rigorous management of emissions associated with agricultural, industrial, and logistics activities.

In this context, the Company operates in accordance with corporate guidelines and specific management tools. The Sustainability Policy reinforces our commitment to reducing climate impacts and decarbonizing the energy mix.

Climate change has direct effects on agricultural productivity and water availability. Therefore, we invest in practices focused on adaptation and operational efficiency, such as the Climate Change Mitigation and Resilience Plan, water efficiency initiatives, and climate monitoring, in addition to the use of more resilient sugarcane varieties.

At the same time, the Company monitors developments in the regulated carbon market and invests in reducing the carbon intensity of its products, thereby strengthening its competitiveness in a landscape of rising demand for renewable energy solutions.

Regenerative agriculture practices, energy efficiency gains at operating facilities, and the monitoring of emissions in agro-industrial processes are examples of practices that mitigate the Company's environmental impacts. Since 2020, the greenhouse gas (GHG) emissions inventory has been audited by a third party, enhancing the quality of the information and the focus of our actions. **GRI 2-25**

Management of this topic is led by the Sustainability department and integrated into the ESG forums (learn more on page 31), with reporting to the Board of Directors. Through our relationships with stakeholders, we understand local needs, mitigate impacts, and guide our actions. To assess performance and support decision-making, indicators such as direct emissions, energy intensity, and water consumption are monitored.



Greenhouse Gas emissions (tCO₂e)^{1 2}

SASB FB-AG-110a.1, GRI 305-1 | 305-2 | 305-3



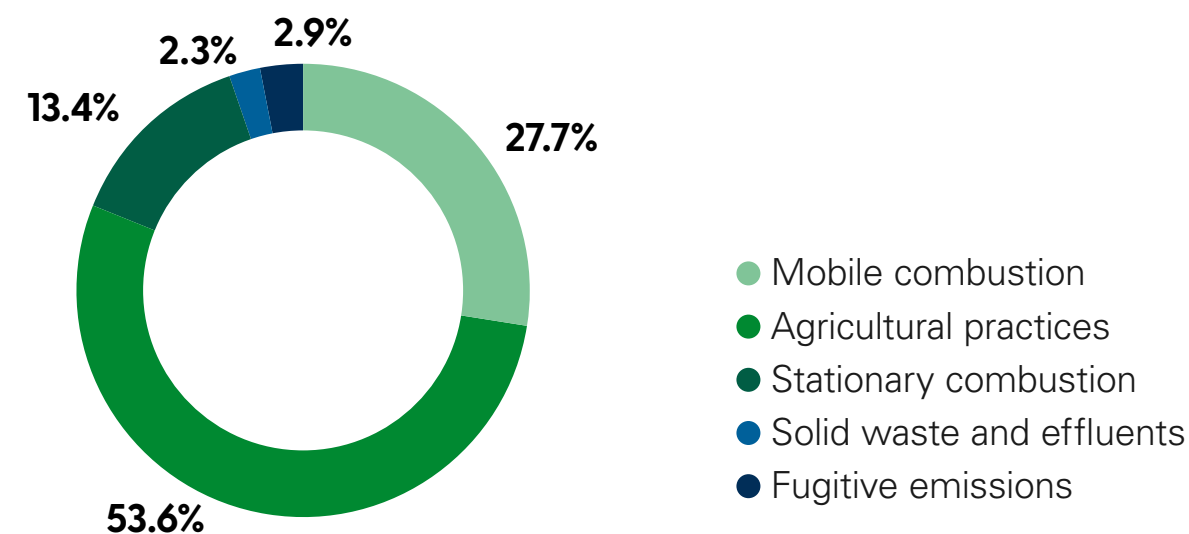
Greenhouse Gas emissions intensity

(kgCO₂e/tc.eq.)^{1 3 4 5} GRI 305-4



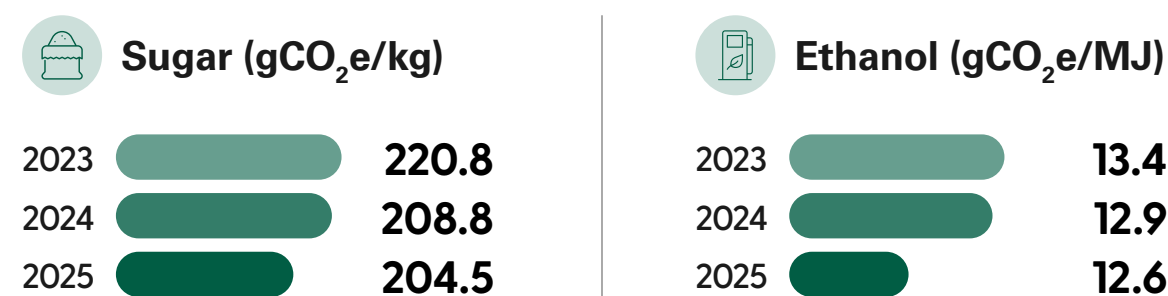
- Scope 1
- Scopes 1+2 (market-based approach)
- Scopes 1, 2 and 3 (market-based approach)

Emissions - Scope 1



Greenhouse Gas emissions intensity^{1 4 5 6}

GRI 305-4



Electricity (gCO₂e/kWh)



Greenhouse Gas emissions profile

SASB FB-AG-110a.2

In 2025, the Company reported changes in its greenhouse gas (GHG) emissions profile, reflecting operational improvements and methodological changes. Total emissions increased by 9% compared to the previous cycle. In Scope 1, which accounts for the majority of direct emissions, there was a reduction of approximately 19,000 tCO₂e (-2.9%), driven primarily by:

- » Lower fuel consumption from mobile sources, with a reduction of approximately 13,000 tCO₂e;
- » Reductions in the Stationary Combustion and Agricultural Activities categories, indicating gains in operational efficiency and improvements in regenerative management.

Under Scope 2, emissions remained relatively low and stable, reflecting the use of renewable energy and the tracking of energy procurement through I-REC certificates. Scope 3, on the other hand, showed a significant

increase of 41%, driven primarily by increases in upstream transportation and distribution and in the category of purchased goods and services. However, it is worth noting that some categories within this same scope showed a reduction, such as downstream transportation and distribution.

Within this context, an analysis of the company's climate performance must consider not only absolute emissions but also intensity indicators. The increase in emissions observed in 2025 is also linked to the larger operational scale and fluctuations in the volume of raw materials and products produced, which result in variations in input consumption and, consequently, in total emissions.

The indicators show a reduction in emissions per unit of product. Thus, a combined analysis of the indicators reinforces that the growth in total emissions is aligned with the expansion of production, while the intensity indicators reflect relative gains in operational efficiency.

¹ The calculations took into account the following gases: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃. We used the methodology of the Brazilian GHG Protocol Program (PBGHG), based on the GHG Protocol Corporate Standard and the IPCC Guidelines (2006). The inventory is verified by a third party in accordance with ISO 14064-3:2019. ² The total corresponds to Scopes 1, 2 (purchasing approach), and 3. ³ tc. eq. = metric ton of sugarcane equivalent. ⁴ The consolidation approach used is operational control. ⁵ Emissions intensity considers the calendar year and Scopes 1 and 2 (purchasing approach). ⁶ The base year chosen was 2020, as it was the first year of external verification of the greenhouse gas inventory. There were no significant changes that required adjustments to the emissions calculation for that year. Total Scope 1 emissions in the base year were 809,205 tCO₂e, Scope 2 emissions were 1,382 tCO₂e, and Scope 3 emissions were 271,423 tCO₂e.



Explore São Martinho's greenhouse gas emissions history in the [Public Emissions Registry](#).

CLIMATE RISKS AND OPPORTUNITIES

TCFD STRATEGY AND GOVERNANCE, SASB FB-AG-440A.1, GRI 201-2

The identification, assessment, and monitoring of corporate risks, including those related to climate, are carried out using the Corporate Risk Matrix, which is structured in accordance with the guidelines of ISO 31000 and integrated with GRC and sustainability governance frameworks.

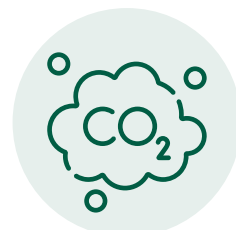


RISKS



PHYSICAL

- Agricultural fires, which can result in a temporary reduction in the volume of available raw materials, logistical and operational adjustments, increased costs, and potential loss of biodiversity;
- Water crises, which impact agricultural productivity, affect the supply of raw materials, increase water management costs, and require greater operational efficiency.



TRANSITIONAL

- Exposure to the regulated carbon market may require adaptation to new rules, generate additional compliance costs, and require investments in monitoring, measuring, and reducing emissions;
- Regulatory and market changes related to environmental standards, certifications, and traceability and sustainability requirements.



OPPORTUNITIES



OPPORTUNITIES

- Growing demand for low-carbon products, which could enhance the Company's competitiveness, enable access to niche markets, and generate potential price premiums;
- Promoting renewable energy solutions, strengthening São Martinho's strategic position as a producer of biofuels and bioenergy;
- Adoption and development of advanced agricultural technologies, such as more resilient crop varieties and precision agriculture, which contribute to greater efficiency and reduced exposure to climate risk.

Climate Risk Mitigation

Changes in rainfall patterns, severe droughts, extreme weather events, and temperature fluctuations are risks inherent to São Martinho's business, with direct impacts on agricultural productivity, water availability, and the stability of operations.

Given this context, the Company employs an integrated approach to mitigate these effects, combining technology, planning, and innovation to strengthen the resilience of its production system.

Climate management is also supported by continuous monitoring of weather conditions, which informs operational decisions and enables prompt adjustments in the face of adverse scenarios.

Water efficiency is dealt with as a strategic priority, with initiatives aimed at reducing water consumption in the industrial sector (learn more on page 92) and promoting sustainable water use in agricultural operations through the Irrigation Master Plan, which takes into account climatic characteristics, water availability, and the specific needs of each area (learn more on page 94).

The Company invests in research and experimentation, focusing on the development and adoption of more modern and resilient sugarcane varieties capable of maintaining productive performance even under adverse conditions, whether in scenarios of drought or excess water.

WHILE WORKING ON INNOVATIVE SOLUTIONS FOR THE SUPPLY OF CLEAN AND RENEWABLE ENERGY, THE COMPANY IS ALSO WORKING TO MITIGATE THE CAUSES OF CLIMATE CHANGE.

In the field, fire prevention and suppression remain a priority, with ongoing improvements to protocols, training for teams, and strengthening of response capabilities.

The use of monitoring technologies—including long-range cameras integrated with artificial intelligence systems—enables the real-time identification of smoke hotspots and the rapid deployment of resources to respond, thereby increasing efficiency and reducing impacts. This model is complemented by awareness campaigns and the engagement of employees and external partners.

Replacing fossil fuels with renewable alternatives, such as ethanol and biomethane, expands the use of clean energy in the Operational energy mix and reduces long-term exposure to climate risks.

DECARBONIZATION JOURNEY

A cornerstone of the Company's greenhouse gas emissions management strategy, the Decarbonization Initiative is aligned with the transition to a low-carbon economy and the mitigation of climate risks associated with agroindustrial operations. The strategy focuses on: **SASB FB-AG-110a.2**

- » Projects aimed at improving diesel fuel efficiency, including the transition to biofuels;
- » Optimizing the energy efficiency of industrial and agricultural processes;
- » Seeking alternatives to minimize nitrous oxide (N₂O) emissions—a gas with high global warming potential—in agricultural activities.

The performance of the Journey is monitored through ESG governance and in meetings with multidisciplinary groups. The Company also sets internal targets for reducing greenhouse gas emissions, which are periodically monitored by the governance structure and reported to the Board of Directors. **SASB FB-AG-110a.2**

ENERGY EFFICIENCY

GRI 3-3

Energy efficiency is directly linked to business competitiveness, reduced operating costs, and the mitigation of GHG emissions. We work continuously to improve the stability and performance of our processes, balancing productivity, more efficient use of resources, and the reduction of environmental impacts.

Energy management is carried out in an integrated manner, with daily monitoring of industrial and agricultural processes by the Industrial Operations Center (COI) and Agricultural Operations Center (COA).

The company tracks internal energy efficiency metrics by means of its sustainability ambitions, which are managed periodically through its sustainability governance framework. Tracking performance indicators, combined with daily operational meetings to analyze deviations and define corrective actions, allows for greater control over biomass consumption, equipment efficiency, and operational stability. This model is complemented by crop planning, which compares projected and actual results to guide improvements.

Among the energy sources used within the organization, diesel remains the most consumed non-renewable fuel, used primarily in farm machinery. Among renewable sources, sugarcane bagasse stands out; after being burned, it is used in cogeneration to produce steam and electricity to power industrial operations. The surplus energy generated is exported to the power grid, contributing to the supply of renewable energy in the system. In 2025, 2.9 million GJ were exported. In addition, when there is a surplus of bagasse, this material is sold.

In recent years, the Company has been making progress in reviewing routines, standardizing processes, and implementing KPIs focused on energy intensity. As a result, the operation's energy intensity was reduced from 1.85 GJ/tc eq. in 2024 to 1.71 GJ/tc eq. in 2025, as shown in the table on the right. These advances demonstrate consistency in energy optimization and are particularly relevant given the challenges inherent in agroindustrial operations, such as variations in raw material quality, seasonality, and the need for gradual asset modernization.

TOTAL ENERGY CONSUMED (GJ)^{1 2} GRI 302-1

	2023	2024	2025
Non-renewable fuels	2,642,425	2,671,093	2,416,548
Renewable fuels	42,619,930	45,672,165	42,738,133
Electricity consumed ³	79,037	86,698	99,747
Electricity sold ⁴	2,484,986	2,803,741	2,975,658
TOTAL	42,856,406	45,626,216	42,278,770

ENERGY INTENSITY⁵ GRI 302-3

	2023	2024	2025
Specific metric (tc eq.) ⁶	25,326,535	24,712,069	24,679,893
Within the organization(GJ/tc eq.)	1.69	1.85	1.71
Outside the organization (GJ/tc eq.)	0.09	0.07	0.08

¹ The conversion factors from the National Energy Balance were used, as available in the greenhouse gas emissions calculation tool of the Brazilian GHG Protocol Program (PBGHG). The reported information is collected for emissions calculations using the PBGHG methodology and, therefore, follows the calendar year. Energy emissions from renewable and non-renewable fuel sources are calculated as: volume consumed × density × lower heating value. To calculate the energy consumed from bagasse, we used the lower heating value derived from internal analyses. ² In 2025, there was no consumption of energy for heating, cooling, or steam. ³ This category of electricity comes from the National Interconnected System (SIN). ⁴ The electricity generated by burning sugarcane bagasse powers our facilities, and the surplus is sold. ⁵ The types of energy included in the intensity rate were fuel and electricity. The rate considers energy consumed both within and outside the organization. ⁶ The tc eq. (metric ton of sugarcane equivalent) for this indicator refers to the mill's production for the calendar year.

FUEL CONSUMPTION WITHIN THE ORGANIZATION – NON-RENEWABLE SOURCES (GJ)^{1 2} GRI 302-1

Fuel	2023	2024	2025
Diesel (pure diesel fraction)	2,628,123	2,660,332	2,402,930
Gasoline (pure gasoline fraction)	4,107	4,327	3,706
Compressed Natural Gas (CNG)	4,524	5,306	1,597
Liquefied petroleum gas (LPG)	5,671	1,129	8,315
TOTAL	2,642,425	2,671,093	2,416,548

FUEL CONSUMPTION WITHIN THE ORGANIZATION, RENEWABLE SOURCES (GJ)^{1 2} GRI 302-1

Fuel	2023	2024	2025
Hydrous ethanol	79,741	81,541	83,605
Anhydrous ethanol (gasoline fraction)	1,051	1,107	948
Sugarcane bagasse	42,220,333	45,196,269	42,295,969
Biodiesel (diesel fraction)	318,805	393,249	357,610
TOTAL	42,619,930	45,672,165	42,738,133

ENERGY CONSUMPTION OUTSIDE THE ORGANIZATION (GJ)⁵ GRI 302-2

	2023	2024	2025
Category 1: Purchased goods and services: agricultural and industrial inputs	2,329,552	1,841,708	2,062,511
Category 2: Capital goods	103	99	90
Category 3: Fuel- and energy- related activities not included in Scope 1 or Scope 2: LPG (cafeterias)	2,472	2,771	2,526
TOTAL	2,332,130	1,844,578	2,065,126

ENERGY SOLD (GJ)^{1 2} GRI 302-1

	2023	2024	2025
Electricity consumed ³	79,037	86,698	99,747
Electricity sold ⁴	2,484,986	2,803,741	2,975,658

¹ The conversion factors from the National Energy Balance were used, as available in the greenhouse gas emissions calculation tool of the Brazilian GHG Protocol Program (PBGHG). The reported information is collected for emissions calculations using the PBGHG methodology and, therefore, follows the calendar year. Energy emissions from renewable and non-renewable fuel sources are calculated as: volume consumed × density × lower heating value. To calculate the energy consumed from bagasse, we used the lower heating value derived from internal analyses. ² In 2025, there was no consumption of energy for heating, cooling, or steam. ³ This category of electricity comes from the National Interconnected System (SIN). ⁴ The electricity generated by burning sugarcane bagasse powers our facilities, and the surplus is sold. ⁵ Energy consumption outside the organization is based on the calendar year, as it uses data from the GHG Inventory in accordance with the Brazilian GHG Protocol Program. The conversion factors used are derived from the Brazilian GHG Protocol Program's Calculation Tool.

BIODIVERSITY

GRI 3-3

Agricultural activities rely directly on ecosystem services such as water availability, soil quality, biological pest control, and climate stability.

Biodiversity conservation contributes to agricultural productivity and long-term value creation, strengthening the resilience of our operations, the protection of natural resources, and the well-being of communities in the regions where we operate.

Thus, biodiversity management represents the way in which the Company balances agricultural production, environmental conservation, and the responsible use of natural resources, based on the Sustainability Policy¹, which applies to all business units. **GRI 101-1**

This commitment translates into practices that seek to preserve ecosystems, restore degraded areas, and promote sustainable land use, contributing to the resilience of operations and the maintenance of ecosystem services essential to the business. **GRI 101-1**

¹ There is no reference to the Kunming-Montreal Global Framework in the Sustainability Policy.

WE HAVE EMBRACED A SET OF PRACTICES AIMED AT PREVENTING AND MITIGATING IMPACTS ON BIODIVERSITY, WITH AN EMPHASIS ON REGENERATIVE AGRICULTURE AND TECHNIQUES THAT MINIMIZE SOIL DISTURBANCE.

These initiatives contribute to the conservation of soil microbiota, water retention, reduced erosion, and lower greenhouse gas emissions, while also promoting the productivity and longevity of the sugarcane field (learn more on page 87).

São Martinho also invests in technologies and solutions with a lower environmental impact, such as biological pest control—which accounted for about 85% of phytosanitary management in the 2025/2026 crop year—which can be carried out in various ways, including the use of drones.

These measures reduce the need for chemical inputs and improve the effectiveness of soil, water, and wildlife protection.

Restoration, monitoring, and engagement

Biodiversity is preserved through initiatives dedicated to environmental conservation and restoration. The Viva Natureza Project, for example, has already planted over four million seedlings (learn more on page 90).

Adding to this are wildlife monitoring programs, measures to prevent wildlife roadkill, and initiatives to protect pollinators, such as the Bee Project—an initiative that simultaneously benefits both biodiversity and the climate. **GRI 101-2**

Progress on this topic is monitored through environmental indicators, internal and external audits, certifications, and governance forums.

Moreover, the Company invests in environmental education and dialogue with stakeholders, including schools, communities, municipalities, and public agencies, thereby strengthening a collaborative agenda for conservation, fire prevention, and biodiversity protection in the regions where it operates. The feedback received guides its actions, and its performance is monitored periodically. **GRI 101-2**

REGENERATIVE AGRICULTURE

Sustainable soil management

São Martinho follows a soil management plan based on minimal intervention, with a focus on preventing erosion and maximizing water infiltration and retention.

This approach helps maintain soil fertility, increase usable productive area, and enhance the resilience of agricultural operations. The guidelines for these practices are outlined in the Soil and Water Conservation Manual, a document that standardizes operations across all units. **GRI 13.5.1**

Erosion is the leading risk to soil health; it can compromise soil structure, reduce productivity, and affect water resources. To mitigate these effects, the Company employs a comprehensive set of practices, including: **GRI 13.5.1**

- » Minimal soil preparation, with reduced tillage and preservation of the soil's physical, chemical, and biological properties;
- » Maintenance of plant cover through the use of sugarcane mulch, legumes, and green manure during the renewal of sugarcane fields;
- » Implementation of water retention and management structures to prevent surface runoff and soil loss;
- » Crop rotation;

- » Organic-mineral fertilization, using agro-industrial byproducts.

The planning of these actions is based on technical studies that take into account the slope of the land and the behavior of water flow, with ongoing monitoring to ensure the effectiveness of the practices employed.

GRI 13.5.1

When it comes to the use of raw materials, São Martinho has solutions in line with the circular economy, reusing byproducts from the production process—such as vinasse, filter cake, ash, and soot—as organic fertilizers. **GRI 13.5.1**

This strategy helps improve soil quality, increase water retention, and boost productivity while using the same amount of inputs. **GRI 13.5.1**

On the next page, we present an infographic showing the key elements of this approach.



REGENERATIVE AGRICULTURE

Regenerative agriculture has been part of São Martinho's journey since 1979, with continuous investments in biological solutions and practices that enhance the productive potential of its soils.



CIRCULAR ECONOMY

Reuse of industrial byproducts as a source of nutrients for sugarcane fields and for energy production (bioelectricity and biomethane).



VINASSE

Reuse as a source of nutrients for sugarcane fields and for energy production (biomethane).



FILTER CAKE

Source of macro- and micro-nutrients, and organic matter, contributing to soil nutrition.



ASH AND SOOT

A source of nutrients that enriches the compost applied to the sugarcane field.



SUGARCANE BAGASSE

Renewable bioelectricity source.
Generation capacity: 1,000 GWh/year.

99%

OF THE BYPRODUCTS
GENERATED ARE
REUSED



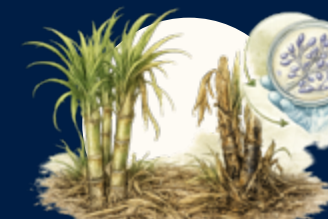
BIOLOGICAL MANAGEMENT

We use biological products as part of our Total Integrated Management approach, reinforcing more sustainable agricultural practices.



PEST CONTROL

Reduction in chemical pesticide use.



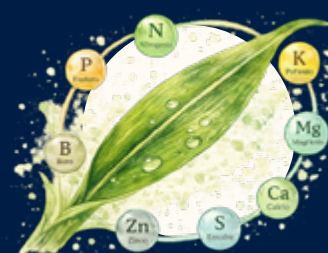
DISEASE MANAGEMENT

Increased crop resilience and agricultural yield.



SUGARCANE BIOSTIMULATION

Accelerates crop growth.



NUTRIENT AVAILABILITY

Helps reduce the need for additional nutrient inputs.

85%

OF PEST CONTROL
IS **BIOLOGICAL**



SOIL MANAGEMENT AND CONSERVATION

The soil is the foundation of the production system and supports our productivity. We use practices that preserve its structure and reduce losses due to erosion.



REDUCED TILLAGE

Less soil disturbance during sugarcane field renovations.



CANTEIRÃO SYSTEM AND TWO-ROW HARVESTING

Reduced traffic area, less soil compaction, lower fuel consumption, and reduced air emissions.



SOIL COVER

Straw management and crop rotation in sugarcane field rehabilitation to protect the soil and reduce erosion losses.



BIOLOGY AND ORGANIC MATTER IN SOIL

Greater root development and improved utilization of water and nutrients, benefiting biological communities, carbon sequestration, and organic matter accumulation.



ENVIRONMENTAL EDUCATION

Awareness-raising initiatives involving employees, suppliers, and communities.



BEE PROJECT

Promotes coexistence between beekeepers and agricultural production.



IRRIGATION MASTER PLAN

Adoption of best practices for water use and increased field productivity.



REFORESTATION AND CONSERVATION AREAS

Planting and maintaining environmental conservation areas, thereby contributing to water availability.

INTEGRATED MANAGEMENT OF NATURE-RELATED RISKS

TNFD STRATEGY, GOVERNANCE, AND RISK MANAGEMENT

The management of nature-related risks is integrated into corporate governance, following the same management process as the organization's other risks (learn more on page 27).

The process guides the identification, assessment, and response to dependencies, impacts, risks, and opportunities associated with the use of natural resources, taking into account factors essential to business continuity, such as water availability, soil quality, climate stability, biodiversity, and regulatory compliance.

Environmental risks associated with raw material production are managed through preventive controls, which include responsible management practices, equipment maintenance, and staff training. We uphold protocols for the safe suspension of operations when adverse conditions are identified, emergency response procedures, systematic incident reporting, awareness campaigns, and compliance audits, ensuring that processes adhere to legal requirements and environmental best practices.

SASB RR-BI-430a.1

Risks and opportunities

The Company's risk management (learn more on page 26) combines periodic reviews of the corporate risk matrix with continuous monitoring of operational risks, providing an integrated view that bridges the strategic level and day-to-day operations.

Water scarcity, extreme weather events, biodiversity loss, increasing regulatory requirements, and the potential for soil and water contamination are among the most significant risks—as shown in the table on the following page—considering their probability of occurrence and their financial, operational, environmental, legal, and reputational impacts.

The main opportunities, meanwhile, focus on expanding protected areas, improving water-use efficiency, strengthening regenerative agriculture, and gaining access to sustainable markets through certifications.

ALL UNITS ARE CERTIFIED UNDER THE BONSURO STANDARD, WHICH SETS REQUIREMENTS FOR THE RESPONSIBLE PRODUCTION OF SUGAR AND ETHANOL, INCLUDING THE PROTECTION OF BIODIVERSITY AND THE SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES.

The management of nature-related risks also extends to the value chain, particularly in the sourcing of raw materials. Starting with the exploration of new areas, we conduct traceability analyses using specialized software, verifying criteria such as environmental compliance, citations issued by regulatory agencies, and overlaps with sensitive areas. This process identifies opportunities for improvement and establishes action plans with ongoing monitoring.

SASB RR-BI-430a.1, FB-AG-430a.3, GRI 101-4

BIODIVERSITY MANAGEMENT PLAN

Our operations are located in highly agricultural-intensive regions, requiring continuous monitoring of their interaction with ecosystems.

To this end, we have a Biodiversity Management Plan, applicable to all of the Company's operating units, that integrates territorial assessments, ecological mapping, and mitigation measures—and we conduct systematic mapping of land cover using satellite imagery and public databases to identify biomes, APPs, Legal Reserves, protected areas, and frequent wildlife sighting locations.

VIVA A NATUREZA

Created in 2000, the Viva a Natureza Project aims to restore degraded areas and strengthen ecosystem conservation in the regions where São Martinho operates. The initiative has evolved into a long-term internal corporate environmental goal, with 2020 as the base year and a horizon extending to 2030, guided by a reforestation Master Plan. Its implementation is overseen by the sustainability governance structure, with reporting to management and the Board. To date, the initiative has met its projected annual milestones. **GRI 101-2**

The initiative operates its own nurseries for native seedlings (including endangered species) and blends active reforestation with assisted natural regeneration strategies, prioritizing ecosystem recovery with minimal intervention. This approach seeks to maximize synergies between biodiversity and climate, prioritizing actions that generate multiple environmental benefits. Restoration using native species simultaneously contributes to carbon sequestration, increased climate resilience, and biodiversity conservation. **GRI 101-2**

During the 2025/2026 crop year, 7.5 ha were restored at the São Martinho Mill, 10.4 ha at the Boa Vista Mill, 51 ha at the Iracema Mill, and 13.2 ha at the Santa Cruz Mill, for a total of 82.2 ha. There are no areas classified as under restoration. **GRI 101-2**

To speed up this process, the Company follows practices such as isolating areas, controlling invasive species, improving soil quality, and using green manure made from organic compost produced from cafeteria waste, which helps restore biodiversity, soil health, and water resources. **GRI 101-2**

Seedlings are donated year-round; they can be requested on the São Martinho website.

IMPACTS ON BIODIVERSITY **GRI 101-2**

Risk	Potential impact	Key Mitigation Measures
Vehicle traffic in operational areas	May affect local wildlife, particularly through roadkill and habitat disturbance, contributing to a decline in biodiversity	Systematic monitoring and recording of wildlife sightings, using this information to guide mitigation efforts, raise awareness among employees and raw material suppliers, and implement preventive measures in the most sensitive areas
Use of Pesticides	Risk of soil and water contamination, as well as potential impacts on human health and ecosystems	Use of integrated pest management, biological control, and resistant varieties; application in accordance with agronomic guidelines and current regulations; use of personal protective equipment (PPE); and prioritization of inputs not classified as POPs or as highly toxic by the WHO
Vinasse Application (Fertigation)	Potential for contamination of soil, surface water, and groundwater, especially if applied improperly	Strict control through the Vinasse Application Plan (PAV), definition of technical criteria for eligible areas, limitation of the application rate to the soil's infiltration capacity, protection of water bodies, and safety systems for transportation and application structures
Agricultural fires	Air pollution, damage to flora and fauna, and ecosystem degradation, with environmental, social, and economic impacts	Ban on sugarcane burning, 100% mechanized harvesting, implementation of fire prevention and suppression plans, continuous monitoring via towers and cameras, use of the Agricultural Operations Center (COA), and coordinated efforts with communities and partner organizations



Photo of a Black-tufted Marmoset (Callithrix penicillata) in the São Martinho Mill conservation area

Mapping priority areas for conservation

As part of its efforts to strengthen biodiversity management, São Martinho conducted its first comprehensive study of High Conservation Value Areas (HCV) during the 2025/2026 crop year, covering its four operational units and the entire area of influence of its operations, including its own lands and those of its suppliers. **GRI 101-7**

This study represents a significant step forward in understanding the interactions between our activities and ecosystems by enabling the identification of priority areas for conservation based on biological, ecological, and social criteria. **GRI 101-7**

Conducted by a specialized consulting firm, the study was structured in phases that involved the consolidation of cartographic databases and the analysis of environmental, territorial, socioeconomic, and cultural data, as well as the integration of public and internal information. **GRI 101-7**

Among other variables, the following were taken into account: protected areas, land use and land cover, water resources, biodiversity, ecosystem services, infrastructure, and aspects related to cultural heritage and the social context of the territories. **GRI 101-7**

BASED ON THIS PROCESS, WE MAPPED AND CATEGORIZED THOSE AREAS OF GREATEST CONSERVATION IMPORTANCE, THEREBY PROVIDING A TECHNICAL FOUNDATION TO SUPPORT FUTURE DECISIONS.

Although no critical situations of high severity were identified, the study provided important insights to guide protection, monitoring, and management efforts, in addition to supporting initiatives already underway, such as reforestation, wildlife sightings, and environmental awareness campaigns. **GRI 101-7**

In 2026, São Martinho starts interpreting the results and rolling out the recommendations to the teams at its units. This work will inform the development of a long-term action plan for monitoring, protecting, and managing the mapped areas, thereby strengthening the biodiversity conservation strategy, the preventive management of nature-related risks, and the prioritization of socio-environmental investments in the territories where it operates. **GRI 101-7**

LOCATIONS WITH AN IMPACT ON BIODIVERSITY GRI 101-5, TNFD Metrics and Targets

Mill	Type of operation	Unit size	Location	Proximity to an ecologically sensitive area
Iracema	Manufacturing/ Production	16,695 hectares	Iracemapolis (SP)	The study of High Conservation Value areas is being reviewed in collaboration with the consulting firm responsible for compiling the data during the 2026/2027 crop year, with a view to subsequently defining an action plan.
São Martinho	Manufacturing/ Production	34,002 hectares	Pradópolis (SP)	
Boa Vista	Manufacturing/ Production	2,269 hectares	Quirinópolis (GO)	
Santa Cruz	Manufacturing/ Production	2,090 hectares	Américo Brasiliense (SP)	

ECOSYSTEM SERVICES GRI 101-8

Mill	Affected services	Beneficiaries	Impacts on services and beneficiaries
Iracema, São Martinho, Boa Vista and Santa Cruz	Freshwater supply	São Martinho and local communities	1. Critical dependence on water for irrigation (especially during drought years) and for industrial processes (boilers). 2. Reduced availability of water for consumption
	Climate and Rainfall	São Martinho and local communities	Sugarcane depends on predictable rainfall patterns
	Erosion control	São Martinho	Dependence on soil health to maintain agricultural productivity.

WATER RESOURCES MANAGEMENT

GRI 3-3

Water resource management is critical to the continuity of operations and the resilience of the business in the face of the effects of climate change. São Martinho recognizes risks such as water scarcity, revisions to authorized water volumes, and changes in regulatory requirements related to water withdrawal and effluent discharge, and takes proactive measures to reduce its vulnerability and optimize water use in its processes. **SASB - RR-BI-140a.2**

To support decision-making, anticipate potential water scarcity scenarios, and guide structural adaptation measures, we monitor water stress risk in the regions where we operate using the Aqueduct Water Risk Atlas tool, developed by the World Resources Institute (WRI). According to the tool, none of our agroindustrial facilities are located in areas with high or extremely high baseline water stress.

At the same time, we continuously monitor the quality of the water we draw and the effluents we generate, in accordance with environmental legislation and the standards of socio-environmental certifications such as Bonsucro, ISCC Corsia, and ISO 14001.

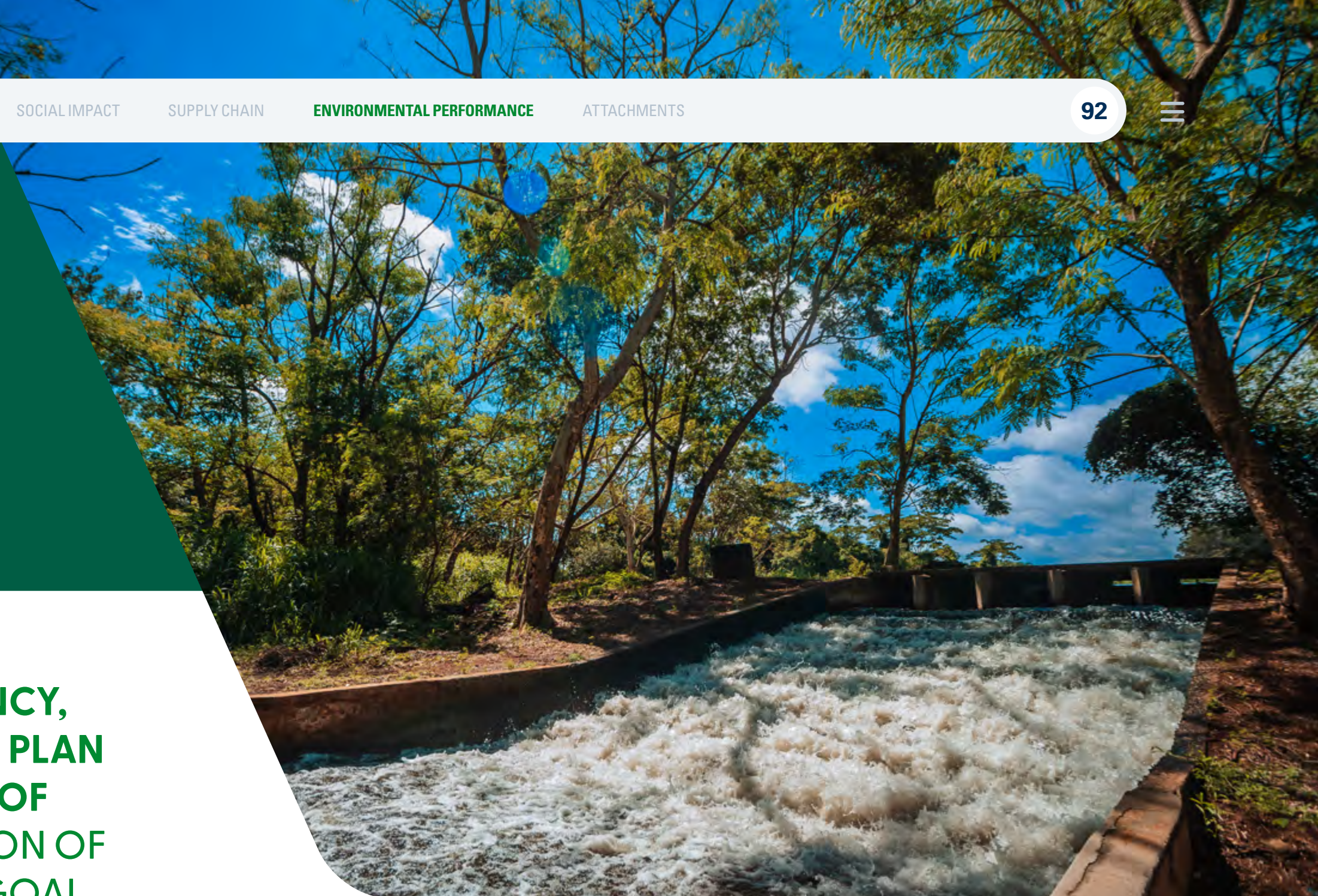
WITH A FOCUS ON WATER EFFICIENCY, SÃO MARTINHO HAS DEVELOPED A PLAN AIMED AT REDUCING THE VOLUME OF WATER ABSTRACTED PER METRIC TON OF SUGARCANE PROCESSED, WITH A GOAL OF REACHING 0.70 M³ PER METRIC TON OF SUGARCANE EQUIVALENT BY 2030.

The goal lines up with SMA Law No. 88/2008 and the commitments made to environmental agencies and Watershed Committees.

During the 2025/2026 crop year, we reduced water withdrawal per metric ton of sugarcane equivalent by 19.6% compared to the previous crop year, as a result of the technological modernization of water cooling processes in the sugar and ethanol production cycle. This progress showcases the effectiveness of the measures implemented, guiding the continuation of water efficiency initiatives at our operating units. This metric has been tracked through our Sustainability Ambitions since the 2020/2021 crop year, in accordance with our sustainability governance framework, and is reported periodically to internal committees.

The main efforts are focused on the São Martinho Mill, which has the highest water intensity among the Company's operations. The project, which is still underway, aims to optimize operations and reduce the need for water withdrawal in the years to come.

Management of this topic is strengthened through participation in watershed committees in the regions where the company operates, awareness-raising activities in schools and communities—addressing responsible water use in environmental education initiatives and social training programs—as well as by bringing the topic to raw material suppliers at the Field Day (see more on page 78). This engagement allows us to monitor developments, contribute to the improvement of public policies, and anticipate necessary adjustments. **GRI 303-1**



TOTAL VOLUME OF WATER WITHDRAWAL, BY SOURCE (ML)¹²³ GRI 303-3, SASB RR-BI-140a.1, FB-AG-140a.1

	2023/2024	2024/2025	2025/2026
Surface water (ML)	28,743.59	24,055.69	18,603.55
Groundwater (ML)	2,169.96	1,961.96	2,409.66
TOTAL	30,913.54	26,017.64	21,013.20
Water withdrawal per metric ton of sugarcane (m ³ /tc eq.) ⁴	1.23	1.02	0.82

TOTAL WATER CONSUMPTION (ML)¹⁵ GRI 303-5, SASB RR-BI-140a.1, FB-AG-140a.1

	2023/2024	2024/2025	2025/2026
Water consumption ⁶	18,975.97	20,674.39	18,620.29

TOTAL VOLUME OF WATER DISCHARGE, BY SOURCE (ML)¹³⁵ GRI 303-4

	2023/2024	2024/2025	2025/2026
Surface water	11,937.57	5,343.25	2,392.92

¹ Flow meters are installed at all water intake points; these meters transmit data to the SAP or MII system, where the data is compiled and monitored monthly using the m³/tc indicator. ² All water abstracted and disposed of is considered freshwater. Water abstraction volumes are within the limits of the permits granted by the São Paulo State Department of Water and Electric Power (DAEE), the São Paulo State Secretariat of Infrastructure and Environment (Sima), the Goiás State Secretariat of Environment and Sustainable Development (Semad Goiás), and the National Water Agency (ANA). Environmental agencies consider various factors, such as water availability in the water body, the number of permits already issued in the region, watershed data, and water quality. ³ The water withdrawal and discharge indicators include volumes related to industrial sugarcane crushing processes, considering exclusively the crushing period at the industrial facilities. ⁴ This metric considers the water withdrawn for the industrial processing of raw materials. In the 2025/2026 crop year, the equivalent sugarcane crushing volume was 25,688,010 metric tons. ⁵ The reported volume was updated to account only for the milling period at the operating units, in order to ensure comparability and consistency with the reported water withdrawal volume; consequently, the value reported for the water consumption indicator was also adjusted (2-4). ⁶ For the USM unit: Water consumption = Total water withdrawal – Total water discharge. For the UIR, UBV, and USC units, water consumption is equal to water withdrawal, since there is no discharge into water bodies. Only the São Martinho Unit discharges water into a water body. During the reporting period, there was no change in water storage.

CONTINUOUS MONITORING OF WATER RESOURCES

We continuously improve our management in this area through our Contingency Plan and by implementing water resource management initiatives, such as reducing the volume of water abstracted, reusing water, and securing water supplies from groundwater sources. São Martinho does not operate in areas classified as having high or extremely high baseline water stress. **SASB - RR-BI-140a.2**

Water is used in sugar and ethanol production processes; effluent discharge into water bodies occurs only at the São Martinho Mill, where the effluent passes through stabilization ponds before being discharged into an authorized water body, with semiannual analyses to ensure compliance with CONAMA Resolution 430/2011 and Decree 8,468/1976.

These analyses consider quality parameters defined by applicable legislation and international standards, in order to prevent impacts on the environment and human health. At the other units, wastewater and vinasse from the production process are used for fertigation. **GRI 303-1, 303-2**

We continuously monitor our impacts through indicators, field inspections, and monthly forums involving different levels of management, where we discuss results, justifications, and action plans for any deviations identified. Furthermore, we adopt industry-recognized standards and best practices, including participation in Watershed Committees and organizations such as Unica and Sifaeg. **GRI 303-1, SASB - RR-BI-140a.2**

WATER RISK MITIGATION

SASB FB-AG-140A.2

Water risk management is conducted through the corporate risk platform, which consolidates the identification, assessment, and monitoring of risks related to water availability, quality, and use in agricultural and industrial contexts. The process follows the same management workflow as the Company's other risks (learn more on page 27).

Water management risks include:

- » Dependence on water resources, given the need for this resource in agricultural and industrial processes;
- » Extreme weather events, such as changes in rainfall patterns that can lead to water shortages.

Mitigation is achieved through a set of controls, including water-efficient practices, contamination prevention, compliance with regulatory requirements, and structured procedures for safe shutdown and incident response. These controls are complemented by training initiatives, operational monitoring, and mechanisms for recording and analyzing incidents.

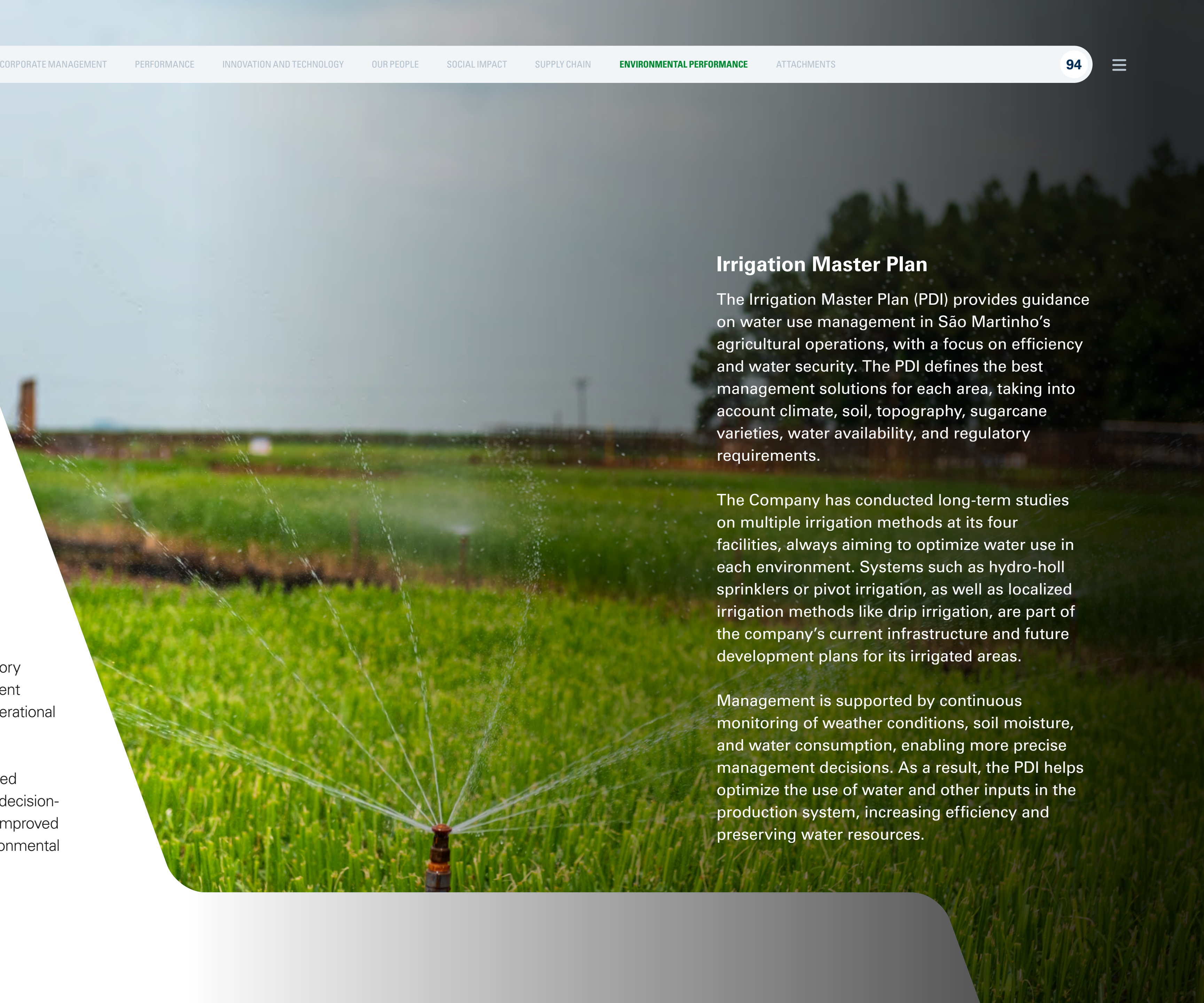
The process is supported by indicators, periodic reviews, and structured governance, which enable tracking changes in exposure and support decision-making by the responsible committees. The strategy is continuously improved based on data, strengthening water resilience and adherence to environmental best practices.

Irrigation Master Plan

The Irrigation Master Plan (PDI) provides guidance on water use management in São Martinho's agricultural operations, with a focus on efficiency and water security. The PDI defines the best management solutions for each area, taking into account climate, soil, topography, sugarcane varieties, water availability, and regulatory requirements.

The Company has conducted long-term studies on multiple irrigation methods at its four facilities, always aiming to optimize water use in each environment. Systems such as hydro-holl sprinklers or pivot irrigation, as well as localized irrigation methods like drip irrigation, are part of the company's current infrastructure and future development plans for its irrigated areas.

Management is supported by continuous monitoring of weather conditions, soil moisture, and water consumption, enabling more precise management decisions. As a result, the PDI helps optimize the use of water and other inputs in the production system, increasing efficiency and preserving water resources.



WASTE AND CIRCULAR ECONOMY

GRI 3-3

São Martinho's units practice the concept of the circular economy by reusing byproducts from sugarcane processing, seeking to create a cycle of value generation while reducing environmental impact and optimizing processes. Among the main examples are:

- » The use of vinasse in fertigation, contributing to soil fertilization;
- » The use of filter cake as a nutrient-rich organic compost, partially replacing mineral fertilizers;
- » The use of sugarcane bagasse as biomass for energy generation.

THESE INITIATIVES ENABLE THE REUSE OF APPROXIMATELY 99% OF THE WASTE GENERATED DURING THE CROP SEASON.

Moreover, packaging and other recyclable materials are disposed of in accordance with the Solid Waste Management Plan (PGRS), in compliance with the National Solid Waste Policy (PNRS).

Management of this issue is supported by monthly monitoring of indicators, internal forums, and ongoing efforts to engage and raise awareness among employees through the 3Rs concept:

- » Reduce the consumption of inputs and materials;
- » Reuse the materials and byproducts generated;
- » Recycle materials whenever possible.

For yet another cycle, we have stepped up our recycling efforts, provided training on this topic and on the ISO 14001 standard, and standardized waste disposal procedures across our facilities.

We began composting organic waste at our units, allowing waste generated in the restaurants to be reused as fertilizer in gardening areas and native seedling nurseries (learn more on page 97).



TRACEABILITY AND RESPONSIBLE WASTE DISPOSAL

Most of our products are shipped in bulk, which significantly reduces the waste generated by the sale of sugar and ethanol. **GRI 306-1, 306-2**

At the Iracema Mill, granulated sugar is packed in big bags that are returned to the site for washing, repair, and reuse, reducing the need for new packaging. Dry yeast, on the other hand, is packaged in non-returnable containers and is destined for the foreign market. **GRI 306-1, 306-2**

The waste generated by our operations is concentrated in the sugarcane processing stages and maintenance activities, including packaging, scrap, and contaminated materials, which account for a small portion of the total volume of materials

processed. To mitigate these impacts, we have implemented prevention, traceability, and environmentally sound disposal practices, managed through strict controls and in compliance with the law. All units use the MTR (Waste Transport Manifest) tool, which allows for the tracking of the generation, storage, transport, and disposal of solid waste. **GRI 306-1, 306-2**

The transportation of hazardous waste is the responsibility of a contracted company that is duly licensed for this activity. The final disposal of this waste is authorized through the Certificate of Movement of Waste of Environmental Interest (CADRI), issued by the competent environmental agency in the state of São Paulo, or by an equivalent document in the state of Goiás. This model enhances transparency, ensures legal compliance, and reinforces the Company's commitment to responsible waste management throughout its entire operation. **GRI 306-2**

TOTAL WASTE DIRECTED TO DISPOSAL, BY COMPOSITION (t)^{1 2 3} GRI 306-5

Hazardous	2023	2024	2025
Contaminated materials	0.16	74.50	0.16
Construction materials containing asbestos	25.42	99.37	44.14
TOTAL	25.58	173.87	44.30
Non-hazardous	2023	2024	2025
Plastic, paper, cardboard and glass	29.12	20.36	70.80
Municipal waste	957.66	1,109.71	954.38
Civil Construction	-	-	549.05
Tires and rubber	7.76	10.94	7.92
TOTAL	994.54	1,141.01	1,582.15
GRAND TOTAL	1,020.12	1,314.88	1,626.45

TOTAL WASTE DIRECTED TO DISPOSAL, BY DISPOSAL OPERATION (t)^{1 2} GRI 306-5

Hazardous	2023	2024	2025
Landfilling	25.42	99.37	44.14
Incineration	0.16	74.50	0.16
TOTAL	25.58	173.87	44.30
Non-hazardous	2023	2024	2025
Landfill (Class IIA and IIB)	994.54	1,141.01	1,582.15
TOTAL	994.54	1,141.01	1,582.15
GRAND TOTAL	1,020.12	1,314.88	1,626.45

¹ All disposal is carried out outside the organization. ² The information was extracted from the waste inventory and compiled into specific waste control spreadsheets. ³ Although we do not have public waste-related targets, we report the total amount generated transparently; this topic is addressed internally through our sustainability ambitions and monitored periodically by our sustainability governance body.

COMPOSTING OF ORGANIC WASTE

Following the investments made during the previous harvest to set up composting facilities for organic waste generated by the facilities' restaurants, in 2025/2026, São Martinho moved into the operational and consolidation phase of the initiative.

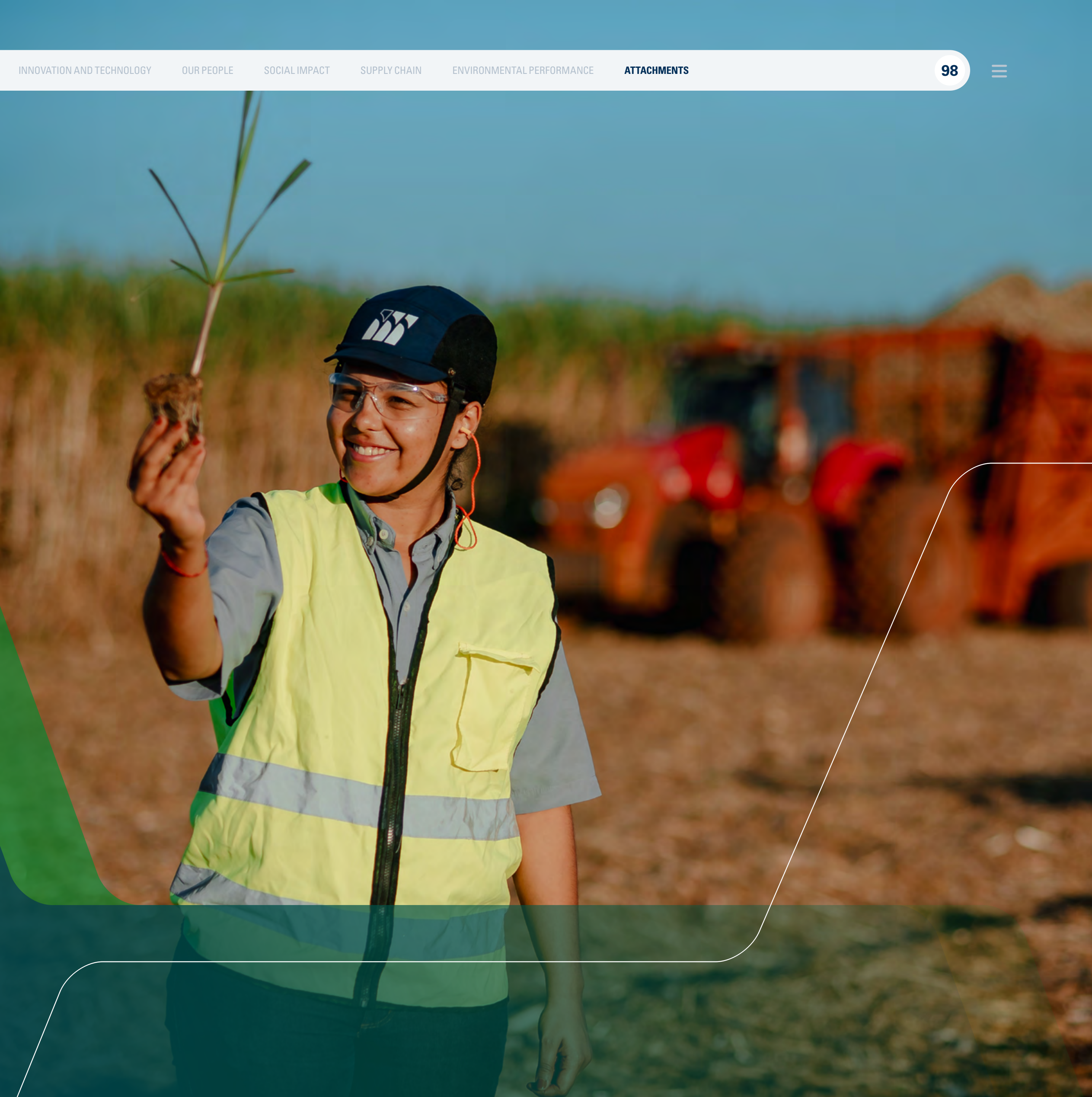
The project transforms organic waste generated by the facilities' restaurants into compost, reducing the amount of waste sent to landfills and strengthening the Company's circular economy strategy.

With low maintenance costs, the composting sites have been operating satisfactorily and are already producing compost that is used in the production of native seedlings in nurseries, in garden patches and flower beds, and in reforestation areas, contributing to the enrichment of green spaces.

We continue to improve the mechanisms for quantifying and tracking the volumes sent to the composting yards and the compost produced, with a focus on expanding data management and supporting the initiative's progress in future cycles.

Attachments

- /// INDICATORS ATTACHMENT
- /// GRI CONTENT INDEX
- /// SASB INDEX
- /// TCFD INDEX
- /// TNFD INDEX
- /// LIMITED ASSURANCE REPORT
- /// CREDITS



INDICATORS ATTACHMENT

ETHICS AND COMPLIANCE

COMPLIANCE WITH LAWS AND REGULATIONS ¹ SASB RR-BI-140a.3, GRI 2-27

	2023/2024	2024/2025	2025/2026 ³
Total number of fines imposed for non-compliance with laws and regulations	7	12	55
Total number of non-monetary sanctions imposed for non-compliance with laws and regulations	0	0	0
Total value of fines imposed for non-compliance with laws and regulations	R\$ 1,089,830.37	R\$ 1,114,622.14	R\$ 2,249,352.72
Fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods	R\$ 66,672.77	R\$ 17,644.64	R\$ 166,862.31

¹ Significant cases include all notices of violation related to environmental and social issues, which were forwarded to the department for review and necessary action by the Legal Department. Significant cases include citations for labor violations—such as apprenticeship quotas, health and safety, and environmental issues—as well as fires of unknown origin and water withdrawals exceeding the amount authorized in the concession agreement.³ The significant increase in amounts for the 2025/2026 crop year occurred due to inspections by public agencies, without any particularly critical issues being identified.

FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT¹ (R\$ THOUSAND)¹ SASB RR-BI-530A.1

	2023/ 2024	2024/ 2025	2025/ 2026
Benefits, and financial and tax incentives	402,880	198,383	232,017

¹ The countries that received the financial assistance mentioned above refer only to Brazil. The government does not hold any shares in the organization.

INDICATORS ATTACHMENT

CERTIFICATIONS & STANDARDS

PERCENTAGE OF BIOFUEL PRODUCTION THIRD-PARTY CERTIFIED TO AN ENVIRONMENTAL SUSTAINABILITY STANDARD¹²³⁴ SASB RR-BI-430a.2. GRI 2-4

	2023/2024				2024/2025				2025/2026			
	Iracema	São Martinho	Santa Cruz	Boa Vista	Iracema	São Martinho	Santa Cruz	Boa Vista	Iracema	São Martinho	Santa Cruz	Boa Vista
Percentage of certified biofuel production of the certified type – Bonsucro	48.9	56.2	58.0	5.2	30.7	53.7	59.0	5.3	ND ³	59.4	62.0	4.3
Percentage of certified biofuel production of the certified type – RenovaBio: anhydrous ethanol	94.7	98.1	91.6	99.4	94.7	98.1	89.0	89.7	93.0	96.4	90.3	77.0
Percentage of certified biofuel production of the certified type – RenovaBio: hydrous ethanol	94.7	98.1	91.6	99.4	94.7	98.1	89.0	89.7	93.0	96.4	90.3	77.0
Percentage of certified biofuel production of the certified type – ISCC EU & CORSIA PLUS	Not certified	0	32.0 ²	Not certified	Not certified	56.2	35.0 ²	Not certified	Not certified	59.4	62.0 ²	Not certified

¹ Biofuel production is certified under the Bonsucro, RenovaBio and ISCC EU & CORSIA PLUS standards. ² According to ISCC, the gradual annual increase is due to the inclusion of additional areas within the certification scope. ³ Data is not yet available due to the ongoing audit. ⁴ In previous years, some figures were reported incorrectly and have therefore been adjusted. (GRI 2-4)

PERCENTAGE OF SUGARCANE VOLUME PURCHASED AND CERTIFIED BY CHAIN TRACKING STANDARDS (RENOVABIO)¹ GRI 13.23.3

	2023/ 2024	2024/ 2025	2025/ 2026
Iracema Mill	92.5	80.1	83.4
São Martinho Mill	92.9	87.2	90.8
Boa Vista Mill	89.8	87.1	87.9
Santa Cruz Mill	58,0	84.6	95.0

¹ The value is calculated using the amount of sugarcane purchased from growers and certified by RenovaBio divided by the total amount of sugarcane purchased from growers.

WORKFORCE

WORKERS WHO ARE NOT EMPLOYEES¹ GRI 2-8

	2023/2024	2024/2025	2025/2026
Apprentices	437	446	418
Interns	25	45	33
Trainees	36	42	0
Contractors ²	552	592	2,224
TOTAL	1,050	1,125	2,675

¹ This includes program participants (interns, apprentices, and trainees) and contractors. The numbers of program participants were extracted from the March 2026 database, and contractors were identified by the Payroll department. The survey is conducted directly; that is, it counts all workers who are not employees, including both full-time and part-time workers. ² Outsourced workers, hired by the procurement department, work in the following areas: food services (30), construction (734), healthcare (37), security (103), transportation (54), and others (1,266).

RATIOS OF STANDARD ENTRY LEVEL WAGE COMPARED TO LOCAL MINIMUM WAGE¹²³ GRI 202-1

	Men	Women
Iracema Mill	1.0	1.0
São Martinho Mill	1.0	1.0
Boa Vista Mill	1.1	1.1
Santa Cruz Mill	1.0	1.0

¹ It considers the minimum wage set by the unions through collective bargaining agreements to be R\$ 1,804.00 for the Iracema, São Martinho, and Santa Cruz mills, and R\$ 1,518.00 for the Boa Vista Mill. We considered the lowest value among the union-set minimum wages at each mill, a standard workweek of 220 hours per month, and the minimum wage in effect in July 2025. We do not have information on the compensation of outsourced employees. ² We define important operating units as the Company's four production facilities. ³ São Martinho does not differentiate wages by gender.

PARENTAL LEAVE

PARENTAL LEAVE GRI 401-3 | 2-4

	2023/2024	2024/2025	2025/2026
Total number of Company employees who are entitled to maternity/paternity leave			
Men	11,695	11,601	11,630
Women	1,010	1,076	1,229
Total number of employees who took maternity/paternity leave in the crop year			
Men	321	263	302
Women	27	46	43
Total number of employees who took leave during both the previous crop year and the current crop year, and who returned to work during the current crop year after their leave ended			
Men ¹	324	264	302
Women	37	42	42
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work			
Men	270	269	205
Women	17	21	19
Return to work rate after the end of leave²			
Men	100%	100%	100%
Women	100%	100%	100%
Retention rate of employees who have taken leave³			
Men	86.8%	83.0%	77.6%
Women	56.6%	56.7%	45.2%

¹ Two employees were not included in the 2024/2025 Crop because their leave requests were submitted after the data collection period (GRI 2-4). ² This figure includes the total number of employees who were expected to return to work during the current crop year and the total number of employees who actually returned to work after their leave ended. ³ This figure considers the total number of employees who, in the current crop year, completed 12 months of employment after the end of their leave, relative to the total number of employees who returned to work after the end of their leave in the previous crop year.

COMPENSATION

PERCENTAGE INCREASE IN ANNUAL TOTAL COMPENSATION¹²³ GRI 2-21

	2023/2024	2024/2025	2025/2026
Ratio	122.4	313.1	125.0
Ratio of the percentage increase of the highest-paid individual to the median annual total compensation	-3.8	7.6	-416.4

RATIO OF BASIC SALARY AND COMPENSATION OF WOMEN TO MEN. BY JOB CATEGORY¹²⁴⁵ GRI 405-2 | 13.15.3

		2023/2024	2024/2025	2025/2026
Executive Board	Salary	0.9	0.9	0.8
	Salary + Variable compensation	0.9	0.8	0.7
Managers	Salary	0.9	1.0	1.2
	Salary + Variable compensation	1.0	1.0	1.2
Leaders/Coordinators	Salary	0.8	0.8	0.9
	Salary + Variable compensation	0.6	0.7	0.8
Technical/Supervisor	Salary	1.0	1.0	0.9
	Salary + Variable compensation	0.8	0.9	0.8
Administrative	Salary	0.9	0.9	1.0
	Salary + Variable compensation	0.8	0.8	0.9
Operational	Salary	0.9	0.9	0.8
	Salary + Variable compensation	0.7	0.7	0.7
Support	Salary	0.9	0.9	0.9
	Salary + Variable compensation	0.7	0.7	0.7
Trainee	Salary	-	1.0	1.0
	Salary + Variable compensation	-	0.9	1.0
Apprentice	Salary	-	1.0	1.2
	Salary + Variable compensation	-	1.0	1.3

¹ For the salary analysis up to the Manager level (as reported by the Compensation and Benefits department), the following were considered: base salary, overtime, night shift and hazard pay, commuting time, bonuses, sick/accident/leave benefits, institutional overtime, time bank payments, maternity pay, Profit-Sharing (PPR), and Variable Compensation (RV) for managers. For the Executive Board level (reported by Payroll), the following were considered: salary, Profit-Sharing (PPR), Variable Compensation (bonuses), fees, and virtual stock options. ² For the Operational level, there was a 10% increase in salary through a collective bargaining agreement. For the other levels, there was a redistribution of the labor budget aimed at retaining talent and high-potential employees. ³ The highest-paid individual saw a reduction in annual variable compensation. ⁴ We consider “important operating units” to be all four of the Company’s production units. ⁵ The trainee category was included in the Administrative category.

DIVERSITY, EQUALITY AND INCLUSION

DIVERSITY IN GOVERNANCE BODIES AND EMPLOYEES, BY GENDER (%) ¹ GRI 405-1

	2023/2024		2024/2025		2025/2026	
	Men	Women	Men	Women	Men	Women
Board of Directors ²	70	30	80.0	20.0	80.0	20.0
Executive Board ³	92	8	92.3	7.7	92.3	7.7
Managers	90	10	89.7	10.3	83.8	16.2
Leaders/Coordinators	86	14	84.6	15.4	89.7	10.3
Technical/Supervisor	96	4	95.8	4.2	95.9	4.1
Administrative	65	35	65.2	34.7	63.6	36.4
Operational	95	5	94.1	5.8	95.1	4.9
Support	81	19	80.5	19.5	83.4	16.6
TOTAL	91	9	91.5	8.5	92.1	7.9

DIVERSITY IN GOVERNANCE BODIES AND EMPLOYEES, BY AGE GROUP (%) ¹ GRI 405-1

	2023/2024			2024/2025			2025/2026		
	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50
Board of Directors ²	0	10	90	0	10.0	90.0	0	10.0	90.0
Executive Board ³	0	23,1	77	0	23,1	76.9	0	23.1	76.9
Managers	0	72	28	0	71.8	28.2	0	73.0	27.0
Leaders/Coordinators	3	89	8	1.3	92.3	6.4	1.3	91.0	7.7
Technical/Supervisor	9	76	15	8.6	76.1	15.3	6.8	74.6	18.6
Administrative	35	57	8	35.8	56.6	7.6	37.0	55.1	7.9
Operational	18	61	21	17.3	60.6	22.1	18.0	59.9	22.1
Support	15	78	7	14.0	79.2	6.7	9.7	78.6	11.7
TOTAL	24	57	19	18.3	61.2	20.5	19.0	60.4	20.6

DIVERSITY IN GOVERNANCE BODIES AND EMPLOYEES, BY RACE/ETHNICITY (%) GRI 405-1

	2023/2024						2024/2025						2025/2026					
	Asian	White	Black	Brown	Indigenous	Not informed	Asian	White	Black	Brown	Indigenous	Not informed	Asian	White	Black	Brown	Indigenous	Not informed
Board of Directors ²	0	100	0	0	0	0	0	100	0	0	0	0	0	100	0	0	0	0
Executive Board ³	0	100	0	0	0	0	0	100	0	0	0	0	0	100	0	0	0	0
Managers	0	97.4	0	2.6	0	0	0	97.4	0	2.6	0	0	0	94.6	0	2.7	0	2.7
Leaders/Coordinators	1.3	79.0	1.3	7.9	0	10.5	1.3	73.1	1.3	14.1	0	10.3	1.3	75.6	1.3	15.4	0	6.4
Technical/Supervisor	1.3	57.0	4.0	34.8	0.2	2.8	1.5	55.2	4.4	36.2	0.2	2.5	1.7	53.9	4.7	36.9	0.2	2.6
Administrative	1.2	60.8	5.1	25.1	0.2	7.6	1.0	61.7	5.4	25.6	0.2	6.2	1.1	60.9	5.6	27.5	0.2	4.7
Operational	1.2	37.2	10.6	45.6	0.3	5.0	1.2	37.2	10.7	46.9	0.3	3.8	1.1	35.6	11.0	48.8	0.4	3.1
Support	1.3	69.3	2.7	22.0	0.7	4.0	1.2	70.7	2.4	21.3	0.6	3.7	1.4	69.0	2.1	22.1	0.7	4.8
TOTAL	1.2	40.7	9.6	42.7	0.3	5.6	1.2	40.9	9.8	44.0	0.3	3.9	1.1	39.6	10.0	45.7	0.3	3.3

¹ Starting with the 2025/2026 crop year, the indicator is now reported to one decimal place. Data for the 2024/2025 crop year were adjusted to reflect this level of precision, while data for the 2023/2024 crop year were retained as originally reported. ² Includes the Board of Directors and the Fiscal Council. ³ The number of directors includes the Statutory Executive Board and two directors employed under the Consolidated Labor Laws (CLT) at São Martinho S.A.

DIVERSITY, EQUALITY AND INCLUSION

PWD IN GOVERNANCE BODIES AND EMPLOYEES, BY JOB CATEGORY (%) GRI 405-1

	2023/2024	2024/2025	2025/2026
Board of Directors ¹	0	0	0
Executive Board ²	0	0	0
Managers	5.1	2.6	5.4
Leaders/Coordinators	2.6	1.3	2.6
Technical/Supervisor	2.3	3.6	3.8
Administrative	3.9	7.3	7.4
Operational	2.6	4.1	4.4
Support	0	1.2	1.4
TOTAL	2.6	4.3	4.6

¹ Includes the Board of Directors and the Fiscal Council. ² The number of directors includes the Statutory Executive Board and two directors of São Martinho S.A. under the Consolidated Labor Laws (CLT).

SUPPLY CHAIN MANAGEMENT

PROPORTION OF SPENDING ON LOCALLY-BASED SUPPLIERS¹ (%) GRI 204-1

Sugarcane ²	2023/2024	2024/2025	2025/2026
Iracema Mill	100	100	100
São Martinho Mill	100	100	100
Santa Cruz Mill	100	100	100
Boa Vista Mill	100	100	100
Corn³	2023/2024	2024/2025	2025/2026
Boa Vista Mill	70.0	49.0	33.0
Goods and services²	2023/2024	2024/2025	2025/2026
Iracema Mill	35.0	12.0	43.1
São Martinho Mill	35.0	17.0	45.0
Santa Cruz Mill	35.0	8.0	37.8
Boa Vista Mill	35.0	6.0	6.9

¹ We consider the Company's four production units to be "important operating units." ² For suppliers of sugarcane, goods, and services, we consider a supplier to be "local" if it is located within 150 km of the cities where the mills are located. For this indicator, we consider the total amount of corn purchased during the 2025/2026 crop year, regardless of the date on which this raw material was processed. ³ Corn production is exclusive to the Boa Vista Mill. For corn suppliers, we consider those located in the state of Goiás to be "local."

GREENHOUSE GAS EMISSIONS

SCOPE 1: DIRECT GREENHOUSE GAS EMISSIONS (TCO₂e)¹² GRI 305-1 | SASB FB-AG-110a.1 | TCFD Metrics and Targets

	2023	2024	2025
Stationary combustion	106,382	90,974	84,869
Solid Waste and Effluents	3,326	4,280	14,450
Mobile combustion	194,009	188,329	175,308
Fugitive emissions	27,893	21,777	18,532
Agricultural practices	301,602	345,527	338,608
TOTAL	633,213	650,886	631,767
Biogenic emissions	6,295,598	5,409,574	5,154,602

SCOPE 2: INDIRECT GREENHOUSE GAS EMISSIONS (TCO₂e)¹³ GRI 305-2 | TCFD Metrics and Targets

	2023	2024	2025
Indirect emissions from the acquisition of electricity based on location (location-based)	789	1,090	1,103
Indirect emissions from the acquisition of electricity based on purchase (market-based)	0	0	0

SCOPE 3: OTHER GREENHOUSE GAS EMISSIONS (tCO₂e)⁴⁵ GRI 305-3 | TCFD Metrics and Targets

	2023	2024	2025
Goods and services purchased	221,307	174,962	195,938
Capital goods	4,713	4,546	4,114
Fuel and energy-related activities not included in Scopes 1 and 2 and mobile fuels	160	175	136
Upstream transportation and distribution	16,341	27,470	129,760
Downstream transportation and distribution	29,731	38,034	17,077
Business travel	84	161	16
Employee commuting	-	3,332	3,968
TOTAL	274,488	248,681	351,009
Biogenic emissions	4,950	1,207,648	7,229

¹ All gases are included in the calculation. ² Currently, the Company does not have formally established public targets for reducing Scope 1 emissions, but the issue is continuously monitored as part of its decarbonization journey through the tracking of direct emissions, the adoption of more efficient operational practices, and the ongoing evaluation of mitigation opportunities aligned with the business's sustainability strategy. ³ The Company has been making significant progress in managing Scope 2 emissions since 2021, thanks to the use of renewable energy certificates associated with the purchase of electricity from hydro, wind, and solar sources. This strategy contributes to reducing the intensity of indirect emissions related to electricity consumption, reinforcing São Martinho's alignment with the country's predominantly renewable energy mix and the principles of the transition to a low-carbon economy. ⁴ Purchased goods and services, capital goods, fuel- and energy-related activities not included in Scopes 1 and 2, transportation and distribution (upstream), business travel, home-to-work emissions, transportation and distribution (downstream), and use of goods and services sold. Currently, the Company does not have any formally established public targets for reducing Scope 3 emissions, but the issue is continuously monitored as part of its decarbonization efforts. ⁵ The category "use of goods and services sold," which consists entirely of biogenic emissions, was accounted for only in 2024.

REDUCTION OF GREENHOUSE GAS EMISSIONS (tCO₂e)¹² SASB FB-AG-110a.2, GRI 305-5

	Scope 1	Scope 2 ³	Scope 3
Emissions in baseline year (2020)	809,205	1,382	271,423
Emissions in 2025	631,768	0	351,010
Reduction of GHG emissions (tCO ₂ eq)	-177,437	-1,382	79,588

¹ For the calculations, the following gases were considered: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃.² The base year chosen was 2020, as it was the first year that São Martinho’s GHG Inventory underwent independent external verification. ³ The value used for Scope 2 refers to the market-based approach.

NOX, SOX AND OTHER SIGNIFICANT AIR EMISSIONS (tCO₂e)¹²³⁴ GRI 305-7, SASB RR-BI-120a.1

	2023	2024	2025
NOx	4,889.0	4,919.3	5,945.0
Particulate Matter	4,358.0	5,963.5	5,416.1

¹ The sources of the emission factors were derived from monitoring reports on the Group’s existing stationary sources (boilers). Annual sampling of atmospheric emissions from our stationary sources is conducted to analyze particulate matter and nitrogen oxides. At the Boa Vista Mill, sampling is conducted every six months, as required by current state legislation. ² The emission rates for particulate matter (PM) and nitrogen oxides (NOx) (kg/h) are obtained from stationary sources (boilers). Boiler operating time is calculated as: 24 (h/day) × number (days/harvest). ³ The standards, methodologies, and assumptions adopted were based on studies conducted by a third-party company specializing in the subject at the São Martinho, Iracema, and Santa Cruz mills—conducted annually—and at Boa Vista, every six months. The same methodology is followed at all mills, with the only variation being the applicable legislation for comparing boiler emission limits, which depends on the boiler’s date of manufacture. The applicable legislation is specified in each report. ⁴ The Company does not monitor SOx, VOCs, and PAHs for reporting purposes.

LIFE CYCLE GREENHOUSE GAS EMISSIONS BY TYPE OF BIOFUEL¹ SASB RR-BI-410a.1

	2023/2024				2024/2025				2025/2026			
	Iracema Mill	São Martinho Mill	Santa Cruz Mill	Boa Vista Mill	Iracema Mill	São Martinho Mill	Santa Cruz Mill	Boa Vista Mill	Iracema Mill	São Martinho Mill	Santa Cruz Mill	Boa Vista Mill
Carbon Intensity of Hydrous Ethanol (gCO ₂ e/MJ)	27.56	23.96	25.00	21.93	27.56	23.96	25.00	19.31	27.83	24.12	22.82	19.31
Carbon Intensity of Anhydrous Ethanol (gCO ₂ e/MJ)	27.21	23.61	24.64	21.58	27.21	23.61	24.64	18.95	27.48	23.91	22.31	18.95

¹ The carbon intensity of ethanol is calculated under the RenovaBio Program using RenovaCalc and is verified by a third party.

EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS)¹² GRI 305-6

	2023	2024	2025 ¹
Total ODS produced in metric tons of gas – HCFC-22	0.9318	0.4887	-
Total ODS produced in metric tons of gas – HCFC-141b	0.0539	0.0409	-
Total ODS produced in tCFC-11 eq – HCFC-22	0.0373	0.0195	0.0323
Total ODS produced in tCFC-11 eq – HCFC-141b	0.0065	0.0049	-
Production of ODS	0.0438	0.0245	-

¹ Emissions of refrigerants containing substances regulated by the Montreal Protocol were assessed, using an Ozone Depletion Potential (ODP) of 0.055 for HCFC-22, in accordance with values published by the World Meteorological Organization and the United Nations Environment Programme. Only HCFC-22 was included in the calculation of the indicator, as it has ozone depletion potential (ODP > 0), while substances such as HFC-410A and HFC-134a were excluded because they have an ODP of zero. ² The Company does not import and/or export ozone-depleting substances.

ENERGY CONSUMPTION

ENERGY CONSUMPTION SASB FB-AG-130a.1

	2023	2024	2025
Total energy consumed, except fleet vehicles (GJ)	53,999,003.99	47,239,664.15	42,427,898.33
Percentage of energy consumed supplied by the power grid (%)	0.1	0.2	0.2
Percentage of energy consumed from renewable fuels (%)	104.2	99.7	99.5

FLEET FUEL CONSUMED GRI 2-4, SASB FB-AG-110a.3

	2023	2024	2025
Total fuel consumed by fleet vehicles (GJ)	3,185.484.77	3.082.639,58 ¹	2.730.150,42
Percentage of fuel consumed by fleet vehicles that is renewable (%)	12,9	15,1	15,5

¹ There was a typo in the Integrated Report for the 2024/2025 Crop Year, and the correct total amount of fuel consumed by fleet vehicles (GJ) was adjusted to 3,082,639.58 in 2024 (**GRI 2-4**).

CLIMATE STRATEGY

METRICS USED TO ASSESS CLIMATE CHANGE RISKS TCFD Metrics and Targets			
Risk type	Metric	Unit of measure	Explanation
Physical risk	Fire outbreaks	Number	Climate change can influence temperature and rainfall patterns, which can result in an increase in the number of fire outbreaks and the extent of burnt areas. To handle this issue, we have a fire-fighting structure, with a team dedicated to this subject.
	Burned area	Hectares	

METRICS USED TO ASSESS CLIMATE CHANGE-RELATED OPPORTUNITIES TCFD Metrics and Targets			
Opportunity type	Metric	Unit of measure	Explanation
Transition opportunity	Volume of renewable fuel supplied to markets with CO ₂ emission reduction programs.	m ³	The growing demand for sustainable biofuels and low-carbon products is bringing about significant changes in the markets, with new laws and practices governing the use of renewable fuels.

CARBON PRICE TCFD Metrics and Targets	
Internal carbon price	Explanation
R\$ 75.00/CBIO ¹	The methodology used for pricing is that of RenovaBio in which 1 CBIO (decarbonization credit) = 1 ton of CO ₂ e avoided.

TARGETS USED TO MANAGE RISKS RELATED TO CLIMATE CHANGE ² TCFD Metrics and Targets							
Metric category ³	Metric	Unit of measure	Target	Timeframe	Result in 2025/2026	Result in the base year (2020)	Reduction compared to the base year (%)
Water use	Cubic meters of water captured per ton of sugarcane processed	m ³ /t	0.7 m ³ /t (intensity-based)	2030	0.82	1.25 m ³ /t	34.4%

¹ We use the CBIO's gross price as a benchmark. ² This metric takes into account water abstracted for the industrial processing of raw materials. ³ For water use, we use flow meters at surface and groundwater intake points, enabling precise control by source. This allows us to monitor withdrawal flow in real time at some points, while at others, readings are taken daily on-site. All flows are recorded in industrial management reports and monitored monthly by our four mills.

CLIMATE-RELATED RISKS AND THEIR FINANCIAL IMPACTS, BY TYPES OF TRANSITION RISKS TCFD Risk Management

Corporate risk (Strategic or Tactical)	Operational risk	Risk type	Risk classification	Main climate risk factor	Sector/ geographical region	Main potential financial impact	Time frame	Residual probability	Magnitude of impact
Regulatory changes (S)	Changes in legislation	Transition risk	Political and Legal	More restrictive environmental regulations	Goiás (GO) and São Paulo (SP)	Increased operating costs (higher compliance costs and higher insurance premiums).	Medium-term	High	Low
Low return on investment (T) Market	Market changes	Transition risk	Technological	Market pressure for sustainable and low carbon practices	Goiás (GO) and São Paulo (SP)	Investments in new technologies and costs to adapt practices and products	Medium-term	Medium	Medium
Changes in the price of products, taxes, exchange rates and inputs (S)	Increase in input prices	Transition risk	Market	Rising costs due to the transition to a low-carbon economy	Goiás (GO) and São Paulo (SP)	Increased production costs due to changes in input prices (water) and product requirements (waste treatment)	Short-term	Very low	Medium
Ethical and compliance deviations (T)	Non-compliance with legislation	Transition risk	Reputation	Lack of adherence to climate and ESG policies	Goiás (GO) and São Paulo (SP)	Increased costs and/or reduced demand for products and services due to fines and court decisions	Short-term	Very low	High
Climate change (T)	Floods	Physical risk	Acute	Increased frequency of extreme weather events (heavy rainfall)	Goiás (GO) and São Paulo (SP)	Reduced revenue due to reduced production capacity (transportation difficulties, supply chain disruptions)	Short-term	Low	High
Climate change (T)	Extreme temperatures	Physical risk	Acute	Rising average temperatures and heat waves	Goiás (GO) and São Paulo (SP)	Decrease in revenue due to reduced production capacity	Short-term	Medium	Medium
Climate change (T)	Storms	Physical risk	Acute	Increased frequency and intensity of rainfall	Goiás (GO) and São Paulo (SP)	Increased capital costs (e.g. damage to facilities) and increased insurance premiums and the possibility of reduced availability of insurance for assets in high-risk locations	Short-term	High	Low
Climate change (T)	Frost	Physical risk	Acute	Changes in weather patterns and higher incidence of frosts	Goiás (GO) and São Paulo (SP)	Decrease in revenue due to reduction in raw material quality	Short-term	Low	Medium
Climate change (T)	Extended droughts	Physical risk	Chronic	Reduced water availability and changes in rainfall	Goiás (GO) and São Paulo (SP)	Decrease in revenue due to reduction in raw material quality	Short-term	High	Low
Climate change (T)	Fires	Physical risk	Acute	Increased temperature and reduced soil moisture	Goiás (GO) and São Paulo (SP)	Decrease in revenue due to reduction in raw material quality	Short-term	Medium	Low
Water crisis (T)	Shortage of water resources	Physical risk	Chronic	Increasing water stress and competition for water resources	Goiás (GO) and São Paulo (SP)	Decrease in revenue due to reduced production capacity	Medium-term	Medium	Medium
Regulatory changes (S)	Stricter legislation	Physical risk	Chronic	Water withdrawal limits imposed by climate legislation	Goiás (GO) and São Paulo (SP)	Decrease in revenue due to reduced production capacity	Medium-term	High	Low

WASTE MANAGEMENT

TOTAL WASTE GENERATED, BY TYPE AND COMPOSITION (t)¹ GRI 306-3

Non-hazardous	2023	2024	2025
Sugarcane bagasse	6,138,745.40	5,486,038.21	5,670,025.73
Ash and soot	364,643.24	205,769.25	227,493.97
Wood	360.76	377.45	445.51
Construction materials	731.84	-	4,958.56
Vegetable oil / grease	18.80	0.25	0.15
Filter cake	900,085.54	707,146.25	614,832.17
Plastic, paper, cardboard and glass	213.68	274.13	520.56
Municipal waste / general trash	957.66	1,109.71	955.66
Scrap metal	5,605.49	5,444.58	6,995.52
Tires and rubber	1,284.32	1,323.61	1,460.29
TOTAL NON-HAZARDOUS WASTE	7,412,646.72	6,407,483.44	6,527,688.12
Hazardous	2023	2024	2025
Electrical and electronic equipment, batteries	108.91	49.58	23.75
Contaminated packaging	147.06	509.39	329.66
Contaminated materials	892.53	830.02	1,118.89
Contaminated oils	474.98	437.24	510.07
Building materials containing asbestos	25.42	99.37	44.14
TOTAL HAZARDOUS WASTE	1,648.90	1,925.59	2,026.51
GRAND TOTAL	7,414,295.62	6,409,409.03	6,529,714.63

TOTAL WASTE DIVERTED FROM DISPOSAL, BY TYPE AND COMPOSITION (t)¹² GRI 306-4

Non-hazardous	2023	2024	2025
Sugarcane bagasse	6,138,745.40	5,486,038.21	5,670,025.73
Ash and soot	364,643.24	205,769.25	227,493.97
Wood	360.76	377.45	445.51
Construction materials	731.84	-	4,409.51
Vegetable oil / grease	18.80	0.25	0.15
Filter cake	900,085.54	707,146.25	614,832.17
Municipal waste	0	0	1.28
Plastic, paper, cardboard and glass	184.56	253.77	449.76
Scrap metal	5,605.49	5,444.58	6,995.52
Tires and rubber	1,276.56	1,312.67	1,452.37
TOTAL NON-HAZARDOUS WASTE	7,411,652.19	6,406,342.43	6,526,105.97
Hazardous	2023	2024	2025
Electrical and electronic equipment, batteries	108.91	49.58	23.75
Contaminated packaging	147.06	509.39	329.66
Contaminated materials	892.37	755.52	1,118.73
Contaminated oils	474.98	437.24	510.07
TOTAL HAZARDOUS WASTE	1,623.32	1,751.73	1,982.21
GRAND TOTAL	7,413,275.50	6,408,094.16	6,528,088.18

¹ The information was extracted from the waste inventory and compiled into specific waste control spreadsheets. ² Of the total waste generated (GRI 306-3), only a portion is sent for recovery and reported in GRI 306-4. The remaining waste is sent for other forms of treatment or final disposal, as shown in indicator GRI 306-5.

WASTE MANAGEMENT

TOTAL WASTE DIVERTED FROM DISPOSAL, BY TYPE AND RECOVERY OPERATION (t)¹²³ GRI 306-4

2023				2024			2025		
Non-hazardous	Within the organization	Outside the organization	TOTAL	Within the organization	Outside the organization	TOTAL	Within the organization	Outside the organization	TOTAL
Recycling	0.00	8,178.01	8,178.01	0.00	7,388.72	7,388.72	0.00	13,754.10	13,754.10
Agricultural use	1,264,728.78	0.00	1,264,728.78	912,915.50	0.00	912,915.50	842,326.14	749.98	843,076.12
Use in animal feed	0.00	2,007.43	2,007.43	0.00	1,311.60	1,311.60	0.00	946.64	946.64
Wastewater treatment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Energy Recovery	6,074,710.61	62,027.36	6,136,737.97	5,440,658.36	44,068.25	5,484,726.61	5,585,822.51	82,506.60	5,668,329.11
TOTAL	7,339,439.39	72,212.80	7,411,652.19	6,353,573.86	52,768.57	6,406,342.43	6,428,148.65	97,957.32	6,526,105.97

2023				2024			2025		
Hazardous	Within the organization	Outside the organization	TOTAL	Within the organization	Outside the organization	TOTAL	Within the organization	Outside the organization	TOTAL
Recycling	0.00	257.15	257.15	0.00	558.96	558.96	0.00	353.44	353.44
Re-refinement of oil	0.00	371.63	371.63	0.00	389.56	389.56	0.00	445.33	445.33
Co-processing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Blending for co-processing	0.00	634.38	634.38	0.00	630.53	630.53	0.00	860.19	860.19
Wastewater treatment	0.00	360.16	360.16	0.00	172.67	172.67	0.00	279.47	279.47
TOTAL	0.00	1,623.32	1,623.32	0.00	1,751.73	1,751.73	0.00	1,982.21	1,982.21
GRAND TOTAL	7,339,439.39	73,836.11	7,413,275.50	6,353,573.86	54,520.29	6,408,094.16	6,428,148.65	99,939.53	6,528,088.18

¹ Within the Organization: operations carried out by the agro-industrial unit. Outside the Organization: operations carried out by contractors under agreement. ² The information was extracted from the inventory and waste records and compiled into specific waste control spreadsheets. ³ The amount of waste sent for effluent treatment is included in line with data reported to the National Information System on Solid Waste Management (Sinir) and the Goiás State Secretariat for the Environment and Sustainable Development (Semad).

GRI CONTENT INDEX

Statement of use: São Martinho reported in accordance with the GRI Standards for the period from April 1, 2025, to March 31, 2026

GRI 1 used: GRI 1: Foundation 2021

Applicable GRI Sector Standard: GRI 13: Sector Standard for Agriculture, Aquaculture and Fishing 2022

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
General disclosures			
THE ORGANIZATION AND ITS REPORTING PRACTICES			
GRI 2: General Disclosures 2021	2-1 Organizational details	Pages 4, 11, 23 and 130	
	2-2 Entities included in the organization's sustainability reporting	Pages 4 and 130	
	2-3 Reporting period, frequency and contact point	Pages 4 and 130	
	2-4 Restatements of information	Page 55, 75, 93, 100, 101 and 107	
	2-5 External assurance	Page 4	
ACTIVITIES AND WORKERS			
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Pages 11, 17, 19 and 72	
	2-7 Employees	Page 49	
	2-8 Workers who are not employees	Page 101	
GOVERNANCE			
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Pages 23, 24 and 25	
	2-10 Nomination and selection of the highest governance body	Page 24	
	2-11 Chair of the highest governance body	Page 24 The Chairman of the Board does not perform executive functions in the Company.	
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 24 and 31	
	2-13 Delegation of responsibility for managing impacts	Pages 25 and 31	
	2-14 Highest governance body's role in sustainability reporting	Page 4	

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
GRI 2: General Disclosures 2021	GOVERNANCE		
	2-15 Conflicts of interest	Pages 16 and 28 i. In the event of cross-ownership in other governing bodies, provided that it does not violate Article 147 of the Brazilian Corporations Law, such cross-ownership shall be disclosed in the Reference Form, item 7.3, a document required by the CVM. i. In the event of cross-ownership with suppliers and other stakeholders, if any resolution in this context could give rise to a conflict of interest, the director must follow the guidelines of the Policy on Related-Party Transactions and Conflicts of Interest and must abstain from participating in discussions and resolutions on the matter. The minutes of the respective meeting must record the abstention, and such abstention will be recorded and published. iii. The Company has a defined family-controlled shareholder structure, with more than 50% of the voting rights. This structure is updated and disclosed on the IR website and in other documents, such as the Company’s Reference Form and other documents. In the event of a conflict of interest, the director must follow the guidelines of the Policy on Related-Party Transactions and Conflicts of Interest and must abstain from participating in discussions and deliberations on the matter. The minutes of the respective meeting must record the abstention, and such abstention will be recorded and published. iv. In the event of a conflict of interest or related-party transactions, such transactions are disclosed in the Financial Statements, the Reference Form, and in announcements to the market, as required and in accordance with legal provisions. Minutes of the Board of Directors, when they are effective with respect to third parties, and minutes of the General Meeting are disclosed to the market and are available on the Company’s IR website (https://ri.saomartinho.com.br/).	
	2-16 Communicating critical concerns	Page 26	
	2-17 Collective knowledge of the highest governance body	Pages 24 and 31 Although no specific training sessions focused on educating members of the highest governance body on sustainable development topics were held during the reporting period, relevant sustainability issues were regularly presented, analyzed, and discussed at meetings of the Board of Directors and the Audit Committee. These discussions contributed to the development of collective knowledge on sustainability-related topics and to strengthening the governance bodies’ oversight and decision-making capabilities regarding this topic.	
	2-18 Evaluation of the performance of the highest governance body	Page 24 The Board of Directors’ evaluations are carried out through a collegiate reflection process, which promotes the sharing of insights on the challenges faced by the Board and fosters harmony among its members. During the reporting period, the evaluations did not result in any changes to the composition of the Board of Directors or in any significant adjustments to internal organizational practices.	
	2-19 Remuneration policies	Page 25 Clawback provisions for bonuses and incentives do not apply. Severance payments are made in accordance with current law, and retirement benefits are provided through a private pension plan.	

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
GRI 2: General Disclosures 2021	2-20 Process for determining remuneration	Several governance bodies are involved in the process of determining senior management compensation. The Personnel Management Committee advises the Board of Directors on monitoring market trends and practices, evaluating the performance of the Executive Board, and proposing adjustments to the compensation policy. The Board of Directors defines the compensation criteria for board members and executive officers, taking into account responsibilities, experience, time dedicated to their duties, and market benchmarks. The total compensation for executives is submitted annually to the General Meeting for approval, allowing shareholders to express their views and vote on the proposal presented. Individual compensation is determined based on job evaluations and market studies conducted by an independent specialized consulting firm, which supports the Board of Directors and the People Management Committee with technical analyses and compensation benchmarks. The suitability of the compensation policy is reviewed annually, taking into account the external environment, market practices, and the objectives of attracting, retaining, and developing talent. The Management Proposal provides for setting the total annual compensation for directors (Board of Directors and Executive Board) at up to R\$ 62,026,600.21, of which R\$ 8,947,975.68 relates to the fees (fixed compensation and benefits) of the Board of Directors; R\$ 53,078,624.53 for the Executive Board, of which R\$ 43,136,711.60 relates to compensation (fixed pay, variable pay, and benefits) and R\$ 9,941,912.93 relates to the limit for granting virtual stock options. This limit does not include virtual stock options granted in prior fiscal years.	
	2-21 Annual total compensation ratio	Page 102	
STRATEGY, POLICIES AND PRACTICES			
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Page 5	
	2-23 Policy commitments	Pages 16, 28 and 31	
	2-24 Embedding policy commitments	Pages 16, 28, 73 and 76	
	2-25 Processes to remediate negative impacts	Page 28	
	2-26 Mechanisms for seeking advice and raising concerns	Pages 28, 74 and 78	
	2-27 Compliance with laws and regulations	Page 99	
	2-28 Membership of associations	Pages 30 and 72	
STAKEHOLDER ENGAGEMENT			
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Pages 30, 65, 72, 74 and 78	
	2-30 Collective bargaining agreements	100% of direct employees are covered by collective bargaining. Not included in the calculation: Contractors, Apprentices, Interns and members of the Board of Directors and Executive Board.	

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Pages 4 and 8	
	3-2 List of material topics	Page 9	
Biodiversity, ecosystems and land use			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 86 to 91	
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Page 86	
	101-2 Management of biodiversity impacts	Pages 86 and 90 The Company follows the principles of the mitigation hierarchy in managing impacts on biodiversity, giving priority to measures to avoid impacts, followed by actions to minimize impacts and restore the environment. Impact offsetting represents the final step in the hierarchy and is not currently part of the Company's formal biodiversity management strategy.	
	101-3 Access and benefit-sharing	Not applicable.	The company does not use genetic resources for research purposes and does not use traditional knowledge related to genetic resources.
	101-4 Identification of biodiversity impacts	Pages 72, 74 and 89	
	101-5 Locations with biodiversity impacts	Pages 76 and 91	
	101-6 Direct drivers of biodiversity loss		São Martinho does not engage in the harvesting of wild species, does not systematically compile indicators of pollutant types associated with the use of pesticides and solid waste, and does not analyze such data from the supply chain. Potential vectors for the introduction of invasive alien species are assessed only theoretically and are considered highly unlikely; they are primarily associated with the movement of agricultural machinery, the receipt of inputs from contractors, and activities at native seedling nurseries.
	101-7 Changes to the state of biodiversity	Page 91	
	101-8 Ecosystem services	Page 91	

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
Biodiversity, ecosystems and land use			
GRI 13: Sector Standard for Agriculture, Aquaculture, and Fishing 2022	13.4.2 Report the percentage of production volume from land owned, leased or managed by the organization determined to be deforestation- or conversion-free		Currently, the Company does not consolidate data on the conversion of natural ecosystems in the requested format. However, São Martinho participates in the RenovaBio Program, under which its own areas and those of its suppliers undergo verification of socio-environmental eligibility. The calculated eligibility percentage is disclosed in SASB indicator RR-BI-430a.2; ineligibility may result from various factors, including the conversion of areas after 2018. It should be noted that the ineligibility percentage reported under the program refers to the total area registered in the property’s Rural Environmental Registry (CAR), and not to the percentage actually converted, which makes it impossible to use this figure or compare it with the requested data. Additionally, the Company ensures the social and environmental compliance of its supply chain through periodic analyses of territories and agricultural partners, using traceability software based on the CAR and verifying criteria such as environmental fines issued by Ibama and ICMBio, as well as Prodes records. In this way, it maintains a continuous system of social and environmental management and monitoring, aligned with its commitment to non-conversion and environmental legality.
	13.4.3 Percentage of sourced volume determined to be deforestation- or conversion-free for products sourced by the organization		
	13.4.4 Report the size in hectares, the location, and the type of natural ecosystems converted since the cut-off date on land owned, leased, or managed by the organization		
	13.4.5 Report the size in hectares, the location, and the type of natural ecosystems converted since the cut-off date by suppliers or in sourcing locations where agricultural commodities are produced		
	13.5.1 Soil health	Page 87	
	13.6.1 Pesticide use		The metrics are sensitive to our business and therefore this information is kept confidential.
	13.6.2 Pesticide use - volume and intensity of pesticides used		The metrics are sensitive to our business and therefore this information is kept confidential.
Climate strategy and air quality			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 80 to 83	
GRI 201: economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Page 82	Costs related to measures adopted to manage risks and opportunities were not reported. São Martinho has been conducting internal initiatives to enable the tangible implementation of these costs.

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
Climate strategy and air quality			
GRI 305: emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages 81 and 105	
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 81 and 105	
	305-3 Other indirect (Scope 3) GHG emissions	Pages 81 and 105	
	305-4 GHG emissions intensity	Page 81	
	305-5 Reduction of GHG emissions	Page 106	
	305-6 Emissions of ozone-depleting substances (ODS)	Page 106	
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Page 106	
Water resource stewardship			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 92 to 94	
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	Pages 92 and 93	
	303-2 Management of water discharge related impacts	Page 93	
	303-3 Water withdrawal	Page 93	
	303-4 Water discharge	Page 93	
	303-5 Water consumption	Page 93	
Supply chain management and traceability			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 72 to 78. The Company does not have publicly disclosed quantitative targets for this material topic.	
GRI 204: Procurement practices 2016	204-1 Proportion of spending on locally-based suppliers	Page 104	
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 74	
	308-2 Negative environmental impacts in the supply chain and actions taken	Pages 75, 75 and 77	

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 72. São Martinho operates consistently with current legislation and human rights principles, and does not tolerate child labor in its operations or supply chain. The Company implements risk prevention and management tools, including guidelines set forth in its Code of ethics and Conduct, supplier evaluation processes, a confidential reporting channel, and external audits based on recognized standards, such as Bonsucro and ISCC. In its risk and internal controls matrix, the Company considers aspects related to human rights, including child labor, with the aim of preventing, identifying, and mitigating potential incidents. During the 2025/2026 crop year, no operations or suppliers posing significant risk were identified, nor were any cases of child labor reported.	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 72. São Martinho condemns any form of forced labor or labor analogous to slavery and conducts its activities in accordance with applicable laws and human rights principles. The Company maintains prevention and control practices, including guidelines set forth in its Code of ethics and Conduct, supplier evaluations, a whistleblower channel, and external audits aligned with standards such as Bonsucro and ISCC. In its risk and internal controls matrix, the Company considers aspects related to human rights, including forced labor or labor analogous to slavery, with the aim of preventing, identifying, and mitigating potential incidents. During the 2025/2026 crop year, no operations or suppliers posing significant risk were identified, nor were any cases related to forced labor or labor analogous to slavery reported.	
GRI 411: Rights of indigenous people	411-1 Incidents of violations involving rights of indigenous peoples	No cases of violations of the rights of indigenous peoples and Quilombola communities were identified during the 2025/2026 crop year. São Martinho's operations are not located near these communities. Therefore, the total number of reported cases is zero, and there were no situations that required investigation, remediation plans, or corrective measures.	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 72	
	414-2 Negative social impacts in the supply chain and actions taken	Pages 75 and 77	
GRI 13: Sector Standard for Agriculture, Aquaculture, and Fishing 2022	13.23.1 Describe the theoretical foundation and methodology used to track the source, origin or production conditions of the products purchased by the organization.	Page 76	
	13.23.2 Describe the level of traceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin.	Page 76	
	13.23.3 Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product and list these standards.	Page 100	
	13.23.4 Describe improvement projects to get suppliers certified to internationally recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified	Page 76	

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
People management and diversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 48 to 57	
GRI 202: Market presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		No information is available regarding the compensation of contractors.
	202-2 Proportion of senior management hired from the local community	100% of the members of the executive Board come from local communities. São Martinho defines “senior management” as the positions of President, Vice President, and all members of the executive Board. “Local community” is defined as the city where the operational unit is located, as well as other municipalities directly impacted by the company’s operations. This definition takes into account factors such as the presence of resident employees, local suppliers, and socioeconomic impacts on the region. Operational units are considered “important” if they have a strategic impact on the company’s production, distribution, or management, based on factors such as the volume of operations, the number of employees, and their financial significance within the context of the company.	
GRI 401: employment 2016	401-1 New employee hires and employee turnover	Page 55	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 53	
	401-3 Parental leave	Page 101	
GRI 402: Labor/ management relations 2016	402-1 Minimum notice periods regarding operational changes	Organizational changes—which are not limited to operational ones—are always preceded by negotiations with labor unions or groups of workers. The timeline for implementing these changes is flexible and can be negotiated every year, we hold negotiations with the unions to renew labor agreements, discuss wage adjustments, and review other terms. These negotiations begin before the current agreements expire, with Boa Vista Mill starting in January and the other São Paulo facilities beginning in March.	
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	Page 51	
	404-2 Programs for upgrading employee skills and transition assistance programs	Pages 50, 54, 55 and 57	São Martinho does not have structured career transition assistance programs aimed at continued employability or end-of-career management in cases of retirement or termination of employment.
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 52	

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 57, 103 and 104	
	405-2 Ratio of basic salary and remuneration of women to men	Page 102	
GRI 406: Nondiscrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Six cases of discrimination were reported during the 2025/2026 crop year, and for 83% of them, remediation plans were implemented and the results were analyzed. 83% of the reported cases no longer require corrective action.	
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	There were no reports of transactions or suppliers in which the right to freedom of association or collective bargaining might have been violated or at significant risk. São Martinho is committed to respecting the individual right to join unions and to engage in collective bargaining, fundamental values guaranteed by the Constitution. This commitment is outlined in the Code of ethics and Professional Conduct and in the Compliance Training program, which is available to all employees.	
GRI 13: Sector Standard for Agriculture, Aquaculture, and Fishing 2022	13.15.3 Ratio of the basic salary and remuneration of women to men for workers who are not employees and whose work is controlled by the organization.	Page 102	
	13.15.5 Differences in terms of employment contracts and approach to compensation based on nationality or migrant status of workers, broken down by location of operations.	The company does not discriminate in its contracts or compensation based on workers' nationality or immigration status.	
Innovation and technology			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 42 to 46	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 39	
GRI 13: Sector Standard for Agriculture, Aquaculture, and Fishing 2022	13.10.4 Percentage of production volume from sites certified to internationally recognized food safety standards, and list these standards.	We hold food safety certifications for the following products: - São Martinho Mill: 100% of the dried inactive yeast; - Boa Vista Mill: 100% of the Inactivated Dry Yeast, Yeast Cell Wall, and Autolyzed Yeast; - Santa Cruz Mill: 100% of the Inactivated Dry Yeast and Yeast Cell Wall. Standard: GMP+FSA, which is a global standard for safety in the production and marketing of animal feed. We do not have food safety certifications for the other São Martinho products that may be used in the food and beverage industry (sugar, industrial ethanol H2, and neutral ethanol).	
	13.10.5 Recalls carried out for reasons related to food safety and the total volume of products withdrawn from the market.	We did not have any recalls during the 2025/2026 crop year.	

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
Energy efficiency			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 84 and 85	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Pages 84 and 85	
	302-2 Energy consumption outside of the organization	Page 85	
	302-3 Energy intensity	Page 84	
	302-4 Reduction of energy consumption	We do not distinguish between energy savings resulting specifically from improvements in energy conservation and efficiency. The reduction in energy consumption during the 2025/2026 crop year was due to projects implemented in the industrial and agricultural sectors, such as the efforts to reduce steam consumption at the Boa Vista Mill and the two-row harvester, which reduces diesel consumption.	
Waste management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 95 to 97	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 96	
	306-2 Management of significant waste-related impacts	Page 96	
	306-3 Waste generated	Page 110	
	306-4 Waste diverted from disposal	Pages 110 and 111	
	306-5 Waste directed to disposal	Page 96	
Occupational health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 58 to 63	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	Page 59	
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 59 and 62	
	403-3 Occupational health services	Page 63	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Pages 59 and 63	
	403-5 Worker training on occupational health and safety	Page 62	

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
GRI 403: Occupational health and safety 2018	403-6 Promotion of worker health	Page 63	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 62 and 73	
	403-8 Workers covered by an occupational health and safety management system	Page 61	
	403-9 Work-related injuries	Pages 59 and 62	
	403-10 Work-related ill health	No cases of work-related illnesses were identified among our own employees during the 2025/2026 crop year. Monitoring indicators related to work-related illnesses among contractors is the responsibility of the respective contracting companies. Major Hazards: exposure to physical, chemical, and biological agents, as well as ergonomic and psychosocial factors, which may cause work-related illnesses. Occupational risks are identified through the Occupational Risk Management (ORM) process, which includes periodic assessments of work environments and processes. The identified risks are recorded in the Risk Management Program (RMP), where they are assessed for their likelihood of occurrence and the severity of potential consequences, allowing priorities to be set for mitigation and control. The organization adopts the hierarchy of controls as a principle for addressing occupational risks, prioritizing the most effective measures: - Elimination: removal of the source of the hazard whenever technically feasible, through process review, automation of activities, or elimination of tasks that pose unnecessary risks; - Substitution: replacing materials, equipment, or work methods with less hazardous alternatives; - Engineering Controls: implementation of physical safeguards, machine enclosures, ventilation systems, safety barriers, interlocking devices, and ergonomic improvements to workstations; - Administrative Controls: setting up operational procedures, training, work permits, change management, signage, periodic inspections, and monitoring of safety indicators. Personal Protective Equipment (PPE): provision, training on proper use, periodic replacement, and monitoring. Measures are continuously monitored for effectiveness and reviewed whenever there are changes in processes, new risks are identified, or the controls in place yield unsatisfactory results.	
GRI 410: Security practices 2016	410-1 Security personnel trained in human rights policies or procedures	At São Martinho, all security personnel are contracted. We value partners who share our values and commitment to human rights, which is why all security personnel are trained in human rights policies and procedures.	

GRI STANDARD	DISCLOSURE	PAGE/ANSWER	REASON FOR OMISSION
Community engagement and local development			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 65 to 70	
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	Pages 67, 68 and 70	
	203-2 Significant indirect economic impacts	Page 66	
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	100% of operations include engagement initiatives, impact assessments, or development programs focused on the local community.	
	413-2 Operations with significant actual or potential negative impacts on local communities	Page 66	

SASB INDEX

TOPIC	CODE	TITLE	PAGE/ANSWER	CORRELATION TO GRI
Renewable Resources & Alternative Energy: Biofuels				
Air quality	RR-BI-120a.1	Air emissions for the following pollutants: NOx (excluding N2O), SOx, volatile organic compounds (VOCs), particulate matter (PM10), and hazardous air pollutants (HAPs)	Page 106	GRI 305-7
	RR-BI-120a.2	Number of incidents of non-compliance associated with air quality permits, standards, and regulations	During the 2026/2026 crop year, two incidents of noncompliance related to air quality were identified. Both were referred to the legal department for review and appropriate action.	GRI 2-27
Water management in manufacturing	RR-BI-140a.1	Total water withdrawn, total water consumed, percentage of each in regions with high or extremely high baseline water stress	Page 93	GRI 303-3, GRI 303-5
	RR-BI-140a.2	Discussion of water management risks and description of strategies and practices to mitigate those risks	Pages 92 and 93	GRI 303-1
	RR-BI-140a.3	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Page 99	GRI 2-27
Lifecycle GHG emissions balance	RR-BI-410a.1	Lifecycle greenhouse gas (GHG) emissions, by biofuel type.	Page 106	GRI 305-1, 305-2, 305-3
Sourcing & environmental impacts of feedstock production	RR-BI-430a.1	Discussion of strategy to manage risks associated with environmental impacts of feedstock production	Pages 76 and 89	GRI 201-2
	RR-BI-430a.2	Percentage of biofuel production third-party certified to an environmental sustainability standard.	Page 100	
Management of the legal & regulatory environment	RR-BI-530a.1	Amount of subsidies received through government programs	Page 99	
	RR-BI-530a.2	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Page 30	
Operational safety, emergency preparedness & response	RR-BI-540a.1	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR).	The Company does not monitor the number and rates requested by the American Chemistry Council (ACC) Responsible Care Program, as required by the disclosure, following Brazilian standards instead.	
Activity metrics	RR-BI-000.A	Biofuel production capacity.	Page 35	
	RR-BI-000.B	Production of: (1) renewable fuel, (2) advanced biofuel, (3) biomass-based diesel, and (4) cellulosic biofuel	Page 35	
	RR-BI-000.C	Amount of feedstock consumed in production	Page 35	

TOPIC	CODE	TITLE	PAGE/ANSWER	CORRELATION TO GRI
Food & Beverage: Agricultural Products				
Greenhouse gas emissions	FB-AG-110a.1	Gross global Scope 1 emissions	Pages 81 and 105	GRI 305-1
	FB-AG-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Pages 80, 81, 83 and 106	GRI 3-3 (Climate strategy and air quality), GRI 305-1, GRI 305-5
	FB-AG-110a.3	Fleet fuel consumed, percentage renewable	Page 107	
	FB-AG-250a.3	Number of recalls issued and total amount of food product recalled	We did not have any recalls during the 2025/2026 crop year.	
Energy Management	FB-AG-130a.1	Operational energy consumed, percentage grid electricity, percentage renewable	Page 107	
Water management	FB-AG-140a.1	Total water withdrawn, total water consumed, percentage of each in regions with high or extremely high baseline water stress	Page 93	GRI 303-3, GRI 303-5
	FB-AG-140a.2	Discussion of water management risks and description of strategies and practices to mitigate those risks	Page 94	GRI 303-1
	FB-AG-140a.3	Number of incidents of non-compliance associated with water quality and quantity permits, standards, and regulations	During the 2025/2026 crop year, there were no incidents of noncompliance related to water quality.	GRI 2-27
Food safety	FB-AG-250a.1	Global Food Safety Initiative (GFSI) Audit: Nonconformance rate and associated corrective action rate for minor and (b) major non-conformances.	We do not have any certifications recognized by the Global Food Safety Initiative (GFSI) at our production facilities.	
	FB-AG-250a.2	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Given the raw materials used in our operations (sugarcane and corn) and their intended uses, certification under GFSI-recognized programs does not apply. However, we have established procedures for evaluating purchased raw materials from a food safety perspective, in order to prevent negative impacts on the products we supply to the human food and animal nutrition markets, with the aim of ensuring consumer safety and health.	
	FB-AG-250a.3	Number of recalls issued and total amount of food product recalled	We did not have any recalls during the 2025/2026 crop year.	
Occupational health and safety	FB-AG-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Page 62	GRI 403-9

TOPIC	CODE	TITLE	PAGE/ANSWER	CORRELATION TO GRI
Environmental and social impacts of supply chain	FB-AG-430a.1	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	Page 20	
	FB-AG-430a.2	(1) Rate of non-compliance in social and environmental responsibility audit of suppliers and (2) associated corrective action rate for (a) major and (b) minor non-compliances	Pages 75 and 77	GRI 308-2, GRI 414-2
	FB-AG-430a.3	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	Pages 76 and 89	3-3 (Supply chain management and traceability)
GMO management	FB-AG-430b.1	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	São Martinho is currently conducting performance evaluations of genetically modified (GMO) sugarcane at its facilities, although on a small scale and in small volumes, and these evaluations are still in the validation phase. In the case of corn, the raw material is GMO, as there is not enough non-GMO corn production to meet demand. It is worth noting that the corn is not used to manufacture products intended for human consumption, but rather for the production of biofuel (ethanol) and products intended for animal feed (DDGS and crude corn oil).	
Raw material sourcing	FB-AG-440a.1	Identification of principal crops and description of risks and opportunities presented by climate change	Page 82	GRI 201-2 and GRI 3-3 (Climate strategy and air quality)
	FB-AG-440a.2	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	We do not produce agricultural products from regions with high or extremely high levels of water stress.	GRI 303-3, 303-4, 303-5
Activity metrics	FB-AG-000.A	Production by principal crop.	Page 35	
	FB-AG-000.B	Number of processing facilities	Page 35	
	FB-AG-000.C	Total land area under active production	Page 35	
	FB-AG-000.D	Cost of agricultural raw materials sourced externally		The metrics are sensitive to our business and therefore this information is kept confidential.

TCFD INDEX

THEMES	TCFD RECOMMENDATIONS	PAGE/ANSWER
Governance 1	Describe the Board’s oversight of climate-related risks and opportunities	Page 82
Governance 2	Describe management’s role in assessing and managing climate-related risks and opportunities	Page 82
Strategy 1	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	Pages 80 and 82
Strategy 2	Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning	Pages 80 and 82
Strategy 3	Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Pages 80 and 82
Risk management 1	Describe the organization’s processes for identifying and assessing climate-related risks	Page 109
Risk management 2	Describe the organization’s processes for managing climate-related risks	Page 109
Risk management 3	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management	Page 109
Metrics and goals 1	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Pages 105 and 108
Metrics and goals 2	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Pages 105 and 108
Metrics and goals 3	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Pages 105 and 108

TNFD INDEX

THEMES	TNFD RECOMMENDATIONS	PAGE/ANSWER
Governance 1	Describe the board’s oversight of nature-related dependencies, impacts, risks and opportunities	Page 89
Governance 2	Describe management’s role in assessing and managing nature-related dependencies, impacts, risks and opportunities	Page 89
Strategy 1	Describe the nature-related dependencies, impacts, risks and opportunities the organization has identified over the short, medium and long term	Page 89
Strategy 2	Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organization’s business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place	Page 89
Strategy 3	Describe the resilience of the organization’s strategy to nature-related risks and opportunities, taking into consideration different scenarios	Page 89
Strategy 4	Disclose the locations of the organization’s assets and activities that meet the criteria for material or sensitive locations	Page 89
Risk Management 1a	Describe the organization’s processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its direct operations	Page 89
Risk Management 1b	Describe the organization’s processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain	Page 89
Risk Management 2	Describe the organization’s processes for monitoring nature-related dependencies, impacts, risks and opportunities	Page 89
Risk Management 3	Describe how processes for identifying, assessing, prioritizing and monitoring nature-related risks are integrated into and inform the organization’s overall risk management processes	Page 89
Metrics and Targets 1	Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process	Page 91
Metrics and Targets 2	Describe the targets and goals used by the organization to manage nature-related dependencies, impacts, risks and opportunities and its performance against these targets	Page 91

LIMITED ASSURANCE REPORT



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Independent auditors' limited assurance report

(This is a free translation of the original report issued in Portuguese)

To the Board of Directors and Shareholders
São Martinho S.A.
São Paulo - SP

Limited assurance report on the Environmental, Social and Governance (ESG) information included in the 2025/2026 Integrated Report of São Martinho S.A. for the year ended March 31, 2026

Conclusion

We carried out a limited assurance engagement related to the Environmental, Social and Governance (ESG) information included in the 2025/2026 Integrated Report ("Report") of São Martinho S.A. ("Company") for the year ended March 31, 2026, prepared in accordance with the guidance of the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) Standards, and CPC Technical Guidance 09 – Integrated Reporting (which is aligned with the International Integrated Reporting Council – IIRC's International Framework) ("Criteria").

Based on the procedures performed and the evidence obtained, we are not aware of any fact that leads us to believe that the Environmental, Social and Governance (ESG) information included in the 2025/2026 Integrated Report of São Martinho S.A. for the year ended March 31, 2026 was not prepared, in all material respects, in accordance with the Criteria.

Our conclusion about the Environmental, Social and Governance (ESG) information included in the Company's 2025/2026 Integrated Report does not extend to any other information, including information accessible through hyperlinks, the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) (referenced on pages 4 127) and the Task Force on Nature-related Financial Disclosures (TNFD) (referenced on pages 4 and 128), Awards and Recognition (page 7), and the Company's Management Message (page 5), which accompany and are contained in the Report. We have not performed any assurance procedures in relation to such other information in the context of this engagement.

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Basis for conclusion

We conducted our engagement in accordance with NBC TO 3000 (revised) - Assurance Engagements Other Than Audits or Reviews and *International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* issued by the Brazilian Federal Association of Accountants (CFC) and the *International Auditing and Assurance Standards Board (IAASB)*, respectively. Our responsibilities under those standards are further described in the "Our Responsibilities" section of the report.

We have complied with the independence and other ethical requirements of the Accountant's Professional Code of Ethics and professional standards (including independence standards) issued by the Federal Association of Accountants (CFC) based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

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

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

Responsibilities of the Company's Management for the ESG Information Included in the Report

The Company's management is responsible for:

- designing, implementing and maintaining internal controls relevant for the preparation of the information included in the Report that are free from material misstatement, whether due to fraud or error;
- selecting the Criteria as being appropriate for the preparation of the information included in the Report and the appropriate reference to the Criteria used or a description of those Criteria; and
- the preparation and fair presentation of the information included in the Report according to the Criteria.

Our Responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Report is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, according to the procedures applied and the evidence obtained; And
- reporting our conclusion to the Company's Board of Directors and Shareholders.

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Summary of the work performed as a basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed procedures to obtain sufficient and appropriate evidence about the Report that provides a basis for our conclusion. Our selected procedures depend on our understanding of the Report and other circumstances of the engagement, and on our consideration of the areas in which material misstatements are likely. When carrying out the work, we perform the following procedures:

- we planned our engagement taking into consideration the relevance and the volume of quantitative and qualitative information that served as the basis for the preparation of the information included in this Report;
- we obtained an understanding of the calculation methodologies and procedures used to compile the indicators by inquiring about and interviewing the managers in charge of preparing the information;
- we applied analytical procedures to quantitative information and inquiries about qualitative information and its relation with the indicators disclosed in the information included in the Report;
- we evaluated the procedures followed to prepare the Report and its structure and contents in accordance with the Criteria; And
- comparison of the financial information included in the Report with the Company's financial statements as of March 31, 2026.

The procedures applied in a limited assurance engagement vary in nature and timing, and their extent is restricted (less extensive) than in a reasonable assurance engagement. Thus, the level of assurance obtained from a limited assurance engagement is substantially lower than the assurance that would have been obtained if a reasonable assurance engagement had been performed.

São Paulo, July 29, 2026.

KPMG Auditores Independentes Ltda.
CRC 2SP-014428/O-6

ORIGINAL REPORT IN PORTUGUESE SIGNED BY
Juliana Leonam de Araujo Braga
Accountant CRC 1SP-251062/O-5

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