SANTOS BRASIL

2025 SUSTAINABILITY REPORT

CONTENTS

INTRODUCTION

Welcome GRI 2-2, 2-3, 2-5

Welcome to the 20th edition of Santos Brasil's Sustainability Report.

As we mark two decades of continuous reporting, this Report looks back on a year defined by consistent execution of our investment cycle and continued integration into the CMA CGM Group. We are now part of a global platform spanning container shipping, port terminals, and logistics centers, committed to advancing sustainable development through tangible action.

This Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards (GRI 1: Foundation 2021 and applicable topic-specific standards), includes Sustainability Accounting Standards Board (SASB) disclosures, and incorporates the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). It also highlights our contribution to the United Nations Sustainable Development Goals (SDGs).

For ease of reading and review, information has been organized into two integrated publications. The main report presents information on strategy and key initiatives that shaped 2025. The accompanying Databook supplements this information with technical disclosures and data required by reporting frameworks to ensure transparency, completeness, and verifiability. To provide assurance over the reliability of disclosures, the Report underwent independent verification by the Brazilian Association of Technical Standards (ABNT).

As the operator of South America's largest container terminal, we reaffirm our commitment to creating sustainable value, driving operational excellence, and contributing to Brazil's social and economic development.

For further information about our ESG strategy or the contents of this Report, please contact us through the channels below.

We hope you find this Report informative and engaging.

CONTACT SANTOS BRASIL

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Message from the CEO GRI 2-22

The year 2025 marked a decisive phase in Santos Brasil's journey. The results achieved reflect the consolidation of a strategic cycle that we have carefully built, with a long-term vision, discipline in execution, and rigor in capital allocation—fundamentals that have consistently supported the Company's growth.

Even in a global scenario of uncertainties, we maintained our investment plan, with R$ 646.5 million directed towards the expansion and modernization of our assets. Based on a structured analysis of demand evolution, this decision allowed us to anticipate pressures on port infrastructure and prepare to capture growth efficiently and with a high level of service.

Today, Tecon Santos operates with an annual capacity of 2.7 million TEUs and is on track to reach 3 million in 2026, consolidating its position as the largest and most efficient container terminal in South America. At the same time, we advanced in consolidating liquid bulk operations, which, after the completion of expansion projects, reached a total storage capacity of approximately 190,000 m³.

We ended the year with strong operational and financial performance. Net revenue exceeded R$ 3.6 billion, with a 25% increase compared to the previous year. EBITDA approached R$ 2 billion, with an increase of 34.6% and a margin of 54.5%. Net income reached R$ 871.7 million, accounting for a 17.5% increase, demonstrating the consistency of the Company's multidisciplinary management.

It is in this context that CMA CGM's entry as a shareholder marks the beginning of a new cycle. This is a movement aligned with a global trend in the sector, in which shipowners expand their operations along the logistics chain. The completion of the public tender offer for shares and the consequent delisting of the Company from B3 mark the closure of a significant value creation cycle in the capital market, a period during which the Company accumulated appreciation of over 500% since 2018.

This transition is built on a strong alignment of values with our new shareholder while preserving the characteristics that have defined our success: disciplined management, a results-driven, execution-focused culture, and an unwavering commitment to environmental stewardship and social development.

"We strengthened a track record built on consistent execution that positions us for our next phase of growth"

Today, Tecon Santos is South America's largest and most efficient container terminal

The new structure expands our possibilities for action. More than global scale, there is an opportunity to advance in more complex projects and contribute to the Group's development in different geographies. Santos Brasil is thus established as a platform capable of generating value not only through its assets but also through its ability to structure and execute new businesses.

This progress is accompanied by consistent internal strengthening. Over the past few years, we have placed great importance on people, innovation, technology, and sustainability—dimensions that are now inseparable from the way we conduct business.

In the environmental field, this approach translates into concrete advances. We have progressed in structuring emissions management, neutralized Scope 2 emissions, and continue advancing in the electrification of equipment. Our work is organized into three main areas (decarbonization, waste management with a focus on circularity, and responsible water use), all integrated into operational logic and investment decisions.

Even so, the climate agenda poses significant challenges. A significant part of the emissions associated with our activity is related to the value chain, which requires the development of joint solutions. The advancement of this agenda depends on greater coordination with stakeholders, alignment of investments, and the development of adequate infrastructure, including initiatives such as providing electrical power to ships docked at the terminals.

In the social level, we continue to advance the experience of our employees, strengthen leadership, and build a safer, more respectful, and inclusive environment. We structured the diversity agenda with concrete actions to address the sector's historical challenges. At the same time, we maintain consistent engagement with communities, with special attention to education, recognizing its central role in the country's development.

This evolution is supported by a solid governance foundation. Throughout the corporate transition, we preserved the decision-making structure, the protocols, and the transparency in the processes. The maintenance of management mechanisms reinforces the principles of ethics and integrity that guide the Company and continue to be constantly improved in the new shareholder context.

The following content reflects the solidity of a 28-year journey built with consistency and that opens the way for a new phase of growth. We continue to move forward with a focus on execution quality, people development, and continuous business improvement, maintaining the responsibility and discipline that guide our actions.

Antonio Carlos Duarte Sepúlveda
CEO of Santos Brasil

2025 at a glance

FINANCIAL AND OPERATIONAL HIGHLIGHTS

R$ 1.98 billion
consolidated EBITDA

R$ 4.18 billion
in direct economic value generated

More than **R$ 1 billion**
planned for investment through 2040 to modernize assets in support of our low carbon transition

2.7 million
TEUs[1] of annual capacity at Tecon Santos

ENVIRONMENTAL HIGHLIGHTS

0.23584 GJ/TEU
energy intensity

87,172 thousand m³
of water consumed

11.19 $kgCO_2e$/TEU
carbon intensity

96.1%
reduction in landfilled waste from a 2023 baseline

SOCIAL HIGHLIGHTS

R$ 9.7 million
in direct and incentive-backed community investments

55
programs implemented, directly benefiting approximately 150,000 people

31.1%
women in leadership positions (35% targeted by 2030)

29.2%
black people in leadership positions (30% targeted by 2030)

GOVERNANCE HIGHLIGHTS

ISO 37001 and ISO 37301
certifications renewed for our Compliance and Strategic Risk Management programs

1,581
suppliers screened for environmental and social risks

48.2%
of procurement spend directed to local suppliers

[1] TEU: stands for Twenty-foot Equivalent Unit, the standard unit used to measure the cargo capacity of container ships and terminals. The annual volumes presented refer to the dynamic annual capacities of the relevant business units.

Awards and recognition

BUSINESS AND INFRASTRUCTURE

- Received the Broadcast Empresas 2025 award, recognizing outstanding shareholder returns in the *Novo Mercado*, Sustainability, and Small Cap categories.
- Named Brazil's Best Infrastructure Company for the second time by the *Época Negócios 360°* yearbook. Also ranked first for Future Vision and second in both ESG/ Corporate Governance and Innovation.
- Winner in the Transportation, Logistics and Logistics Services category at the 52nd EXAME Best & Biggest awards.
- Recognized at the 6th Portos + Brasil awards, presented by Brazil's Ministry of Ports and Airports through the National Ports Office, in the Cargo Throughput Growth – Absolute Growth category.

CAPITAL MARKETS (PRIOR TO DELISTING IN OCTOBER 2025)

- Included in the B3 Corporate Sustainability Index (ISE B3) , which tracks companies committed to sustainable business practices. The first sustainability index of its kind in Latin America and the fourth largest globally, ISE B3 supports informed investor decision-making and encourages organizations to implement ESG practices.
- Included in the B3 Carbon Efficient Index (ICO2 B3), which tracks companies engaged in improving greenhouse gas (GHG) emissions efficiency and advancing the transition to a low-carbon economy.
- Named to the B3 Great Place to Work Index (IGPTW), comprising companies recognized for leading workplace practices and certified by Great Place to Work.

SUSTAINABILITY AND ESG

- Awarded the GHG Protocol Gold Badge in 2025 (for 2024 data) for the complete disclosure and independent verification of our Scope 1 (direct) and Scope 2 (energy-related) emissions through Brazil's Public Emissions Registry.
- Received a C rating from the Carbon Disclosure Project (CDP), a global nonprofit promoting environmental transparency and action on climate change among companies, investors, and governments.
- Awarded the Diamond *Pró-Clima* Badge by the Brazilian Alliance for Port Decarbonization (ABDP).
- Ranked 2nd in the Itaqui Port ESG Awards, presented by the Maranhão Port Administration Corporation (EMAP).
- Earned the EcoVadis Bronze Badge, recognizing sustainability performance based on EcoVadis' global assessment framework.
- Presented with the ESG Excellence Award – Port of Santos by the Santos Port Authority (APS). Santos Brasil was recognized as a finalist in the Environmental and Governance categories and received the +ESG Award, which recognizes submissions taken as a whole.
- Awarded the Diamond Sustainability Badge, the highest sustainability distinction granted by Brazil's Ministry of Ports during COP30.
- Recipient of the 2025 Supplier Community Engagement Award from John Deere, recognizing a joint initiative between Santos Brasil's *Sou Voluntário* program and *Operação Enrede*, an initiative led by Instituto Nova Maré that combines community engagement, environmental education, and preservation of the mangrove ecosystem in the Santos Estuary.

PROFILE AND STRATEGY

In 2025, our integration into the CMA CGM Group connected Santos Brasil to a global transportation and logistics platform, expanding our scale and connectivity. This new stage will strengthen our competitive position and advance a strategy centered on efficiency, disciplined growth, and sustainability.

Our businesses GRI 2-1, 203-2

Santos Brasil plays a critical role in Brazil's foreign trade infrastructure. In 2025, we handled approximately 16% of all container cargo in Brazil and 43% of all cargo flowing through the Port of Santos, the largest port complex in Latin America. This scale, combined with the industry-leading productivity of Tecon Santos, positions our company as a critical link in Brazil’s foreign trade and supports efficient supply chains across a wide range of industries.

Over nearly three decades, we have evolved from a single-terminal operator into an integrated logistics and port infrastructure platform. With operations in strategic locations and links to extensive hinterland markets, our network enhances supply chain reliability, supports cost efficiency, and strengthens the global competitiveness of Brazilian businesses.

Our business model is aligned with key trends shaping Brazil's logistics sector, including port infrastructure modernization, increased containerization, and the expansion of coastal shipping supported by the *BR do Mar* program. At the same time, our liquid bulk operation at the Port of Itaqui has become a strategic asset supporting the supply of fuels and biofuels to MATOPIBA (Maranhão, Tocantins, Piauí, and Bahia) and Brazil's Midwest, both of which are strategic to the country's agribusiness sector.

Our complementary assets and geographies enable us to serve shipping lines, industrial customers, and exporters with exceptional efficiency, reliability, and resilience. We operate an integrated logistics network that links ports, industrial hubs, and production centers in Santos, Guarujá, São Bernardo do Campo, Imbituba, Barcarena, and São Luís, positioning us as a provider of infrastructure and logistics solutions that support Brazil's economic development. Through our operations, we contribute to local economic development, support direct and indirect jobs, and stimulate the growth of suppliers and contractors in the communities and regions where we operate.

Integrated operations across strategic regions for Brazil’s foreign trade

INVESTMENTS AND INTEGRATION

Our 2025 performance demonstrated both the maturity of our business model and the results of prior-year investments:

- Our container terminals continued to operate at high productivity levels. Tecon Santos expanded annual capacity to 2.7 million TEUs and remains on track to reach 3 million TEUs in 2026.

- Our logistics operations maintained yard occupancy rates above 80% throughout the year, reflecting sustained and growing demand. We continued to renew our fleet, modernize warehouse infrastructure, and implement a new Terminal Management System (TMS), enhancing traceability and operational control.

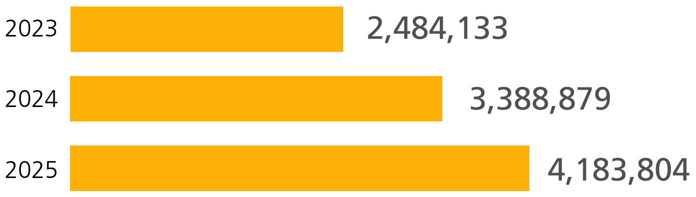
- In liquid bulk operations, 2025 saw the realization of benefits from the capacity expansion completed between December 2024 and February 2025. The project enhanced operating performance and supported the structured expansion of our customer base.

Within the organization, we strengthened critical capabilities in safety, equipment modernization, digitalization, and data governance while accelerating the adoption of automation, artificial intelligence, and integrated management systems. We also continued our efforts across social programs, diversity, employee development, and community investment, reinforcing the role of ESG as a strategic enabler of business performance and long-term resilience.

VALUE CREATION AND DISTRIBUTION

GRI 201-1

Direct economic value generated (R$ thousand)[1]



[1] *Direct economic value generated is equal to economic value retained.*

Growing adoption of artificial intelligence and automation

Economic value distributed (R$ thousand)[1]

	2023		2024		2025	
	Amount (R$)	Percent	Amount (R$)	Percent	Amount (R$)	Percent
Operating costs	1,029,440	41.44%	1,349,889	39.83%	1,708,194	40.83%
Employee salaries and benefits	455,314	18.33%	574,977	16.97%	617,511	14.76%
Payments to providers of capital	504,304	20.30%	741,966	21.89%	871,664	20.83%
Payments to government (by country)	490,172	19.73%	711,322	20.99%	971,381	23.22%
Community investments	4,903	0.20%	10,725	0.32%	15,054	0.36%
Total	2,484,133	100.00%	3,388,879	100.00%	4,183,804	100.00%

[1] *Economic Value Generated and Distributed (EVG&D) was calculated on an accrual basis for our operations and services across Brazil and international markets, extending beyond operations at the Port of Santos.*

GLOBAL ECOSYSTEM

In 2025, Santos Brasil entered a new chapter with our acquisition by the CMA CGM Group. Our integration into a global shipping and logistics platform expands our ability to create value, drive innovation, and advance our sustainability agenda, while accelerating alignment with leading global practices in governance, planning, and reporting.

Founded in France in 1978 by the Saadé family, CMA CGM is one of the world's leading providers of integrated shipping and logistics solutions. Over the years, the Group has expanded its global shipping network, acquired strategic businesses, and diversified its service offerings, establishing itself as a global leader in shipping and end-to-end logistics solutions.

The Group continues to invest in technology, innovation, and sustainability, expanding its fleet, port infrastructure, and inland logistics network while enhancing operational efficiency, reducing environmental impacts, and delivering high-quality service. CMA CGM's strategy is aligned with key global trends, including digital transformation and the transition to low-carbon logistics.

Integrated infrastructure and logistics platform

GRI 2-6, 3-3

Santos Brasil's business model combines container, vehicle, liquid bulk, and general cargo terminal operations with integrated logistics solutions, creating seamless connectivity between inland logistics networks and port infrastructure. Our platform connects Brazil's production centers to major import and export infrastructure, providing end-to-end services from the port terminal to final distribution.

The resilience of our business model is ensured by a combination of strategic planning, risk management, and publicly stated sustainability commitments. In a business environment marked by economic volatility, regulatory shifts, and technological disruption, we continuously assess geopolitical, market, environmental, and social developments and incorporate these insights into investment decisions, supplier management, and operational planning.

Our governance structure ensures that operational, financial, reputational, social, and climate-related risks are considered using an integrated approach, strengthening business resilience and supporting long-term value creation.

Presence that connects Brazil to the world

SANTOS BRASIL LOGÍSTICA
- Bonded warehousing
- Cross-docking
- Labeling and sealing
- Logistic operations (unloading, packing and bonded warehouse)

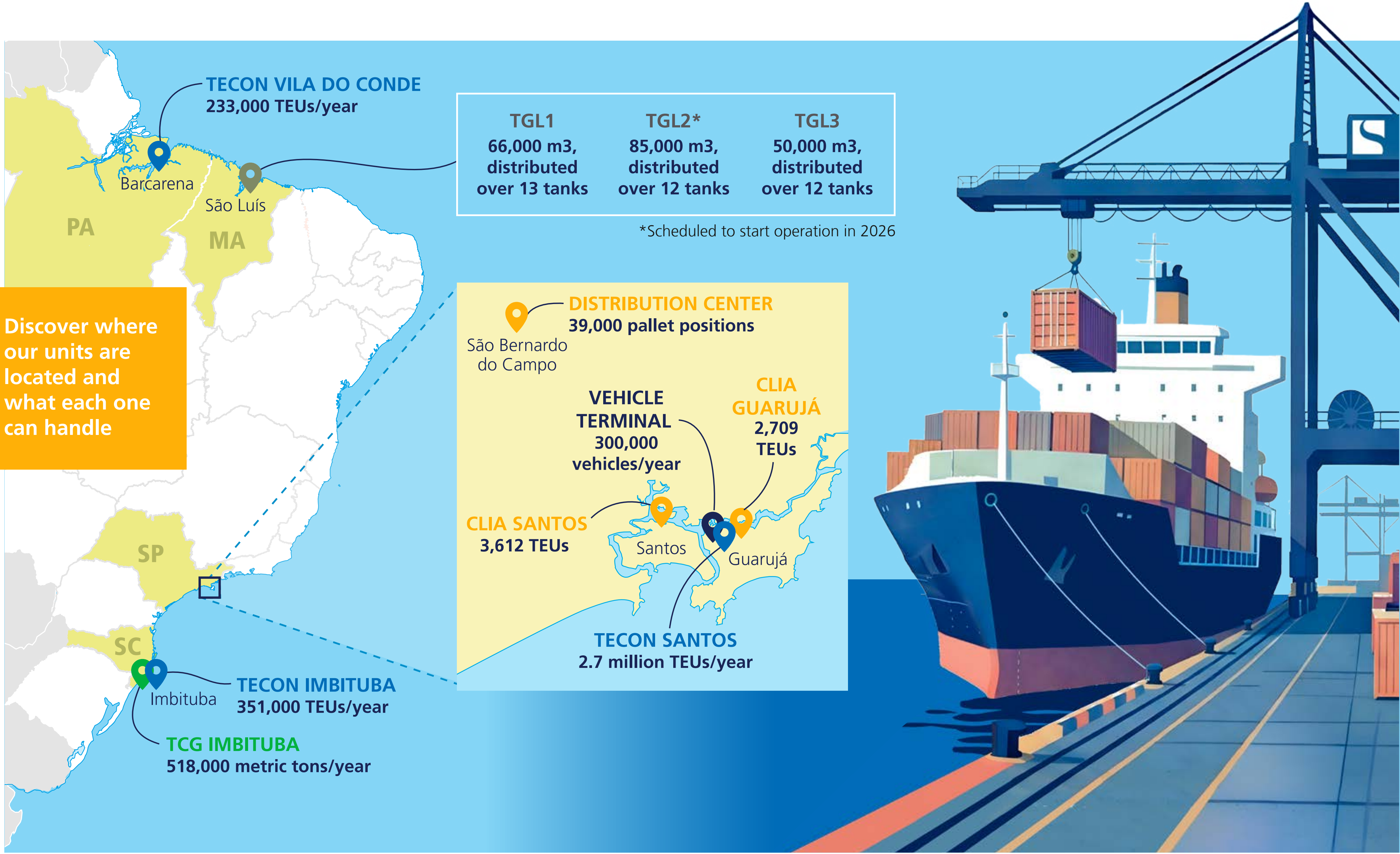
CONTAINER TERMINALS
- Loading and unloading of ships
- Storage
- Ancillary services for containerized cargo

TCG IMBITUBA
- Handling of high-complexity and high-value-added cargo
- Storage
- Ancillary services for general cargo

VEHICLE TERMINAL (TEV)
- Movement of light and heavy vehicles
- Machinery (excavators, tractors, harvesters, others)
- Project cargo

LIQUID BULK TERMINAL
- Receipt
- Storage
- Fuel dispatch (diesel, biodiesel, gasoline, and ethanol)

Discover where our units are located and what each one can handle



Our competitive advantages

CONTAINER TERMINALS

Tecon Santos (Guarujá/SP)

Four rail links, 15 ship-to-shore cranes, 55 rubber-tired gantry (RTG) cranes, capacity to handle up to four vessels simultaneously, and infrastructure accommodating Super Post-Panamax vessels.

Tecon Imbituba (Imbituba/SC)

Strategic location, natural deepwater conditions, capacity to accommodate vessels up to 366 meters in length, rail connectivity, and unrestricted nighttime vessel access.

Tecon Vila do Conde (Barcarena/PA)

Global connectivity, barge access through inland waterways, and three mobile harbor cranes (MHCs).

GENERAL CARGO TERMINAL (TCG) (IMBITUBA, SANTA CATARINA)

Strategic location, natural deepwater port conditions, and unrestricted nighttime vessel access.

VEHICLE TERMINAL (TEV) (GUARUJÁ, SÃO PAULO)

The only terminal at the Port of Santos purpose-built for vehicle handling, featuring 24/7 monitoring and dedicated infrastructure for handling electric vehicles.

LIQUID BULK TERMINAL (SÃO LUÍS, MARANHÃO)

Connected to road, rail, pipeline, and maritime transportation networks, serving Brazil's Midwest, North, and Northeast regions.

SANTOS BRASIL LOGISTICS

Customized logistics solutions for customers across multiple industries, supported by an in-house pharmaceutical team for specialized cargo handling and automated logistics processes from inbound receipt through final shipping.

Learn more about Santos Brasil's operations on our website

Materiality GRI 3-1, 3-2

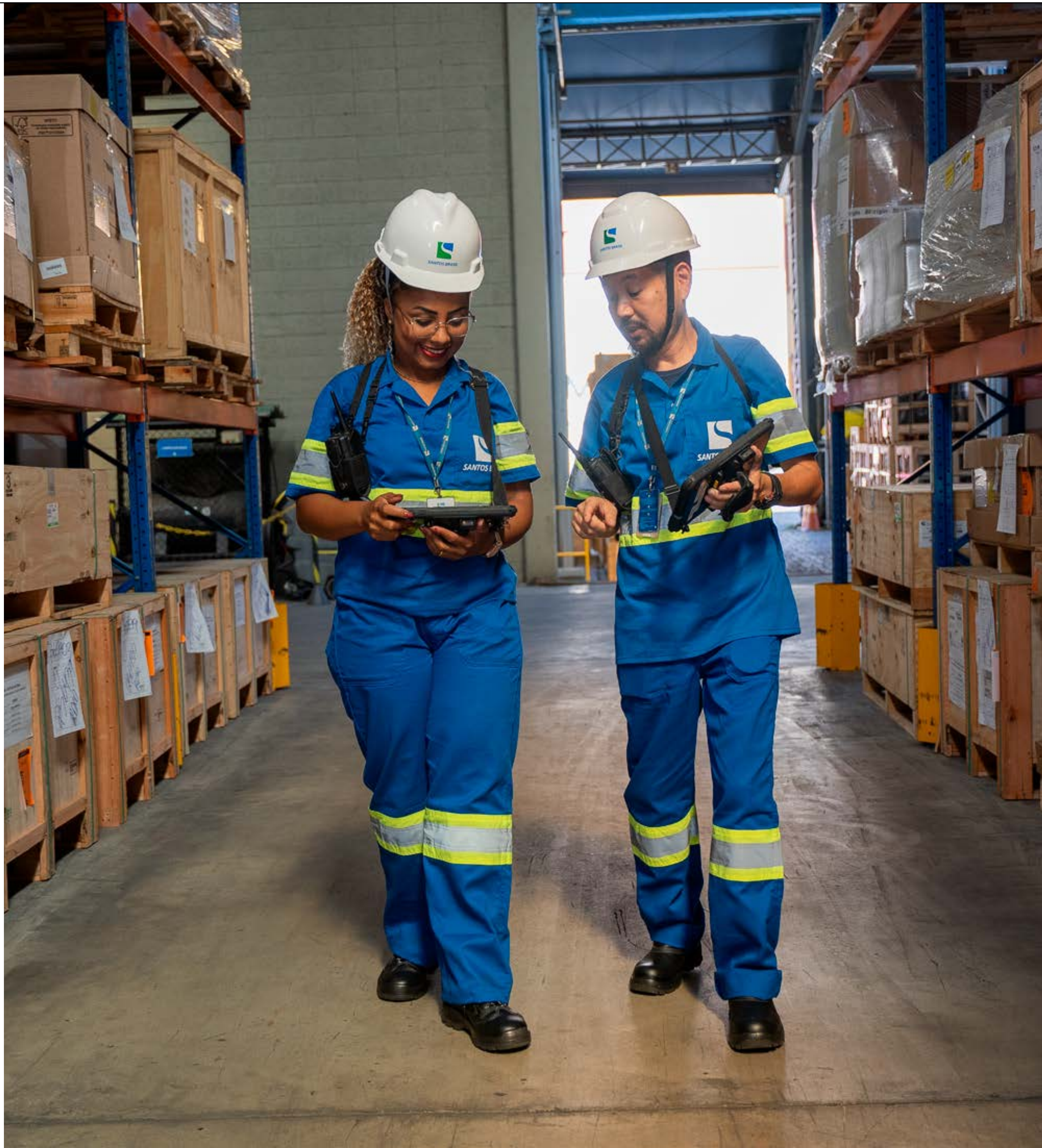
Assessing and identifying material topics is a key tool for integrating sustainability into corporate strategy. Materiality assessments are conducted by the Sustainability team using the double materiality approach. The process involves our highest governance body and concludes with a review and final validation by the Chief Executive Officer. This approach supports methodological rigor, strategic planning, and effective integration of ESG into corporate decision-making.

In 2024, we reviewed our materiality matrix in an exercise that assessed both the impacts our activities have on the economy, the environment, and people, and the issues that may influence our financial performance. This assessment is conducted every two years and is designed to support consistent, transparent, and actionable decision-making.

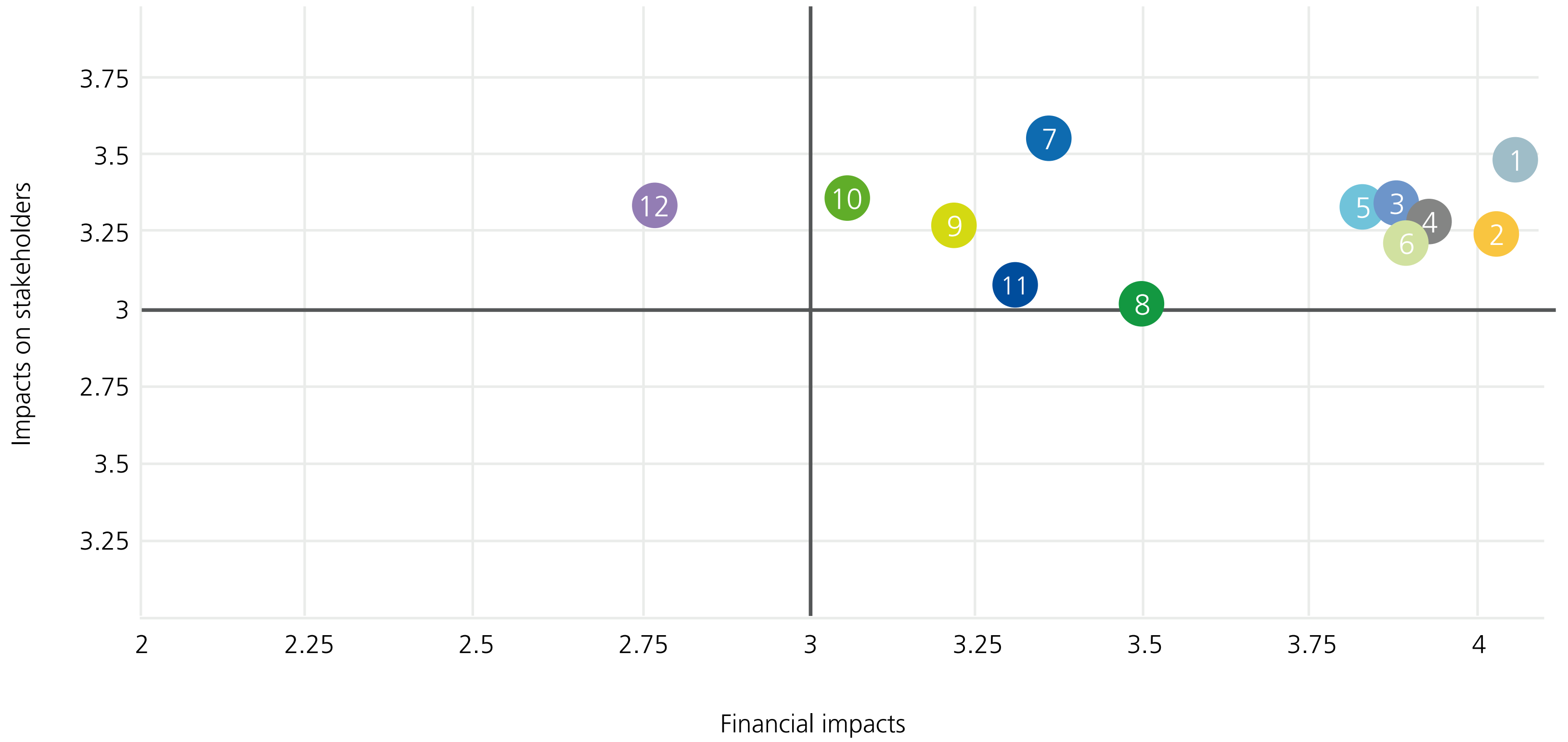
We describe how we manage these topics and integrate them into strategic planning and corporate practices throughout this Report and in the Databook. As part of the materiality assessment, we consider stakeholder perspectives with the participation of senior management and the Board of Directors. However, we have not yet formally incorporated stakeholder feedback in evaluating the effectiveness of initiatives, as 2024 was the first year of our double materiality assessment. The matrix will be reassessed during the next sustainability reporting cycle.

Complete tables detailing the positive and negative impacts associated with each material topic are available in the Databook.

Our materiality matrix is reviewed every two years using a double materiality approach



Santos Brasil Materiality Matrix



1 Ethics and integrity
2 Cybersecurity, innovation, and digital transformation
3 Customer relationships and satisfaction
4 Cargo integrity
5 Health, safety, and labor practices
6 Governance, risk management, and compliance
7 Climate transition strategy
8 People and diversity
9 Stakeholder engagement and communication
10 Business model resilience
11 Coastal ecosystem conservation
12 Local social and economic impact

Sustainability strategy and governance GRI 2-19

Santos Brasil's sustainability approach is structured around three complementary pillars that guide decision-making and practices across all business units:

- Internal policies and standards, including: our Code of Conduct, which outlines the values that guide our actions; our Sustainability, Integrated Management System (IMS), and Stakeholder Engagement Policy, which establishes guidelines for implementing ESG best practices across the organization; and our Donations and Sponsorships Policy, which sets out criteria for providing financial or in-kind support to social and environmental initiatives.
- Our materiality matrix, which sets priorities based on significant impacts and stakeholder expectations.
- Public commitments to external initiatives, which connect our company to recognized global and industry agendas and strengthen our collaboration with and influence on sustainability initiatives.

These pillars are integrated into our corporate strategy and underpin our commitment to combining economic performance with environmental and social responsibility.

The Board of Directors provides oversight of economic, environmental, and social impacts and ensures they are considered in our planning and risk management processes. Over time, sustainability has evolved from a compliance-focused approach to a strategic management model embedded in our governance structures and focused on impact management.

Variable compensation is linked to environmental and social performance

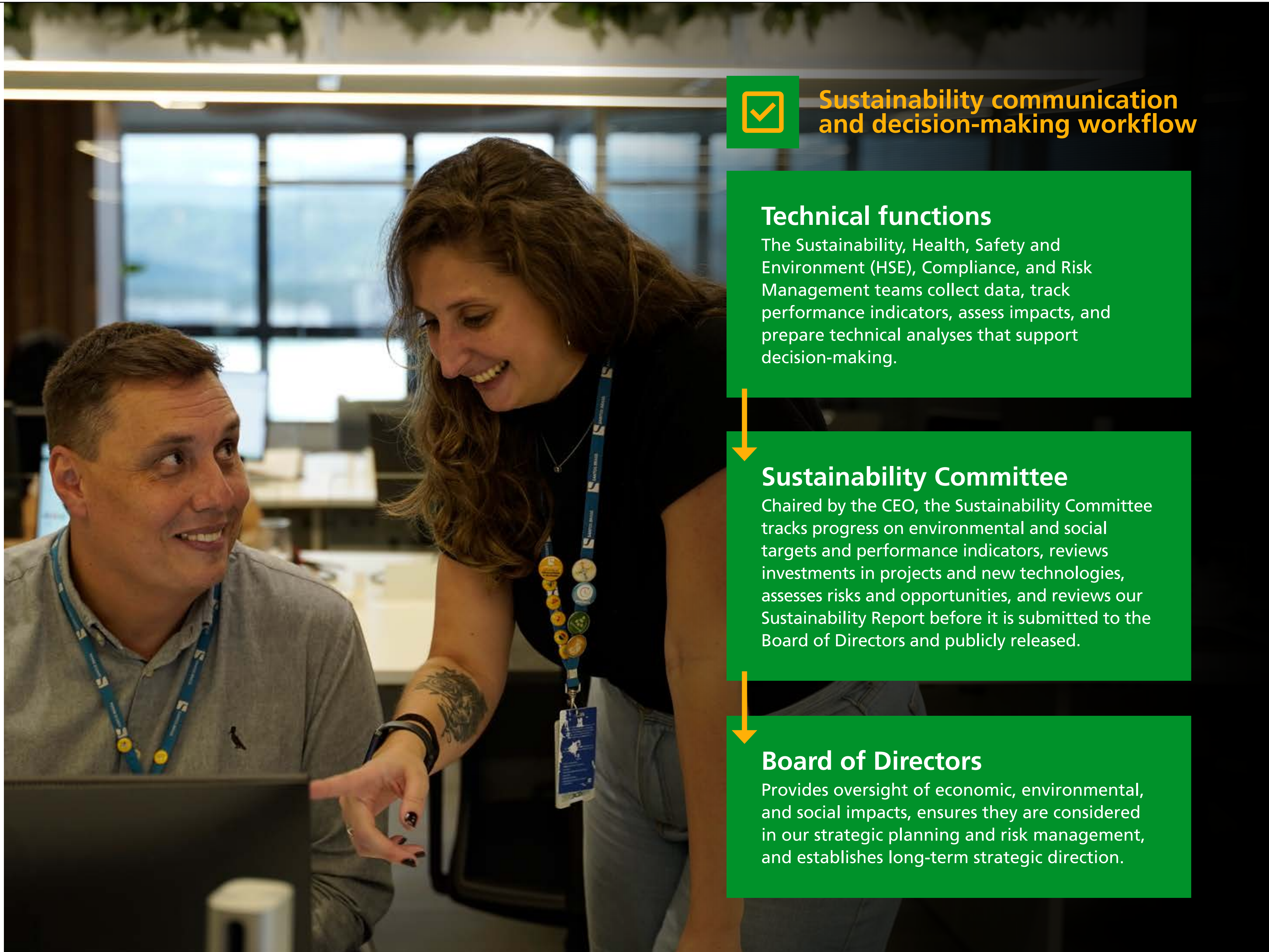
Since 2022, our strategic vision has formally recognized ESG as an enabling pillar of our strategy for business growth. Santos Brasil has expanded investments in climate transition initiatives, employee training—particularly in compliance-related topics—sustainable logistics integration, and community development.

Employees' variable compensation—including our Profit-Sharing (PPR), Short-Term Incentive (STI), and Long-Term Incentive (LTI) programs—is determined by economic, operational, environmental, social, and governance performance. Variable compensation metrics include operational efficiency, sustainability, health and safety, compliance, and risk management, supporting alignment between strategy, execution, and long-term value creation.

HOW OUR SUSTAINABILITY GOVERNANCE IS STRUCTURED

GRI 2-12, 2-13, 2-14

Santos Brasil's sustainability governance framework comprises clearly defined governance bodies, responsibilities, and communication workflows, ensuring alignment across strategy, risk management, and operational execution. The roles and responsibilities of each governance body are described in the Databook.



Sustainability communication and decision-making workflow

Technical functions

The Sustainability, Health, Safety and Environment (HSE), Compliance, and Risk Management teams collect data, track performance indicators, assess impacts, and prepare technical analyses that support decision-making.

Sustainability Committee

Chaired by the CEO, the Sustainability Committee tracks progress on environmental and social targets and performance indicators, reviews investments in projects and new technologies, assesses risks and opportunities, and reviews our Sustainability Report before it is submitted to the Board of Directors and publicly released.

Board of Directors

Provides oversight of economic, environmental, and social impacts, ensures they are considered in our strategic planning and risk management, and establishes long-term strategic direction.

PROGRESS IN 2025

In 2025, we strengthened our governance practices and further integrated sustainability, planning and risk management. Key developments during the year included:

- A review of our Climate Transition Plan, including alignment with the CMA CGM Group's global policies and the establishment of targets and actions to mitigate impacts and strengthen business resilience.
- An eco-efficiency assessment across operational sites, which informed action plans to improve energy efficiency and water savings.
- Expanded support for social and environmental initiatives in the regions where we operate, with a focus on community development and ecosystem restoration.
- Reporting process enhancements, including improved data quality and integration between the Sustainability team and other functions, such as HSE, Compliance, Planning, and Risk Management.
- Compliance Program improvements, including annual reviews and continued ISO 37001 (Anti-Bribery) and ISO 37301 (Compliance Management) certification.
- An improved process for setting environmental and social targets and linking them to variable compensation programs (profit-sharing, short-term incentive, and long-term incentive programs).
- Enhanced due diligence processes for suppliers and organizations submitting projects for sponsorship, as well as enhanced monitoring of their environmental and social performance.
- Improved investigation procedures and feedback mechanisms for whistleblowers through our Confidential Portal.

Since 2022, ESG has been formally recognized as one of the enabling pillars of our strategy

Sustainability milestones at Santos Brasil

2013

Joined the UN Global Compact

2015

Expanded environmental practices and began developing ESG metrics

2018

Strengthened our Compliance Program and improved reporting channels.

2021

Published our Sustainability, Integrated Management System (IMS), and Stakeholder Engagement Policy and refined our Integrated Management System

2022

Revised our strategic vision and formally established ESG as an enabling pillar of the business

Began purchasing I-RECs (International Renewable Energy Certificates) to neutralize Scope 2 emissions

2023

Received the first eight electric RTGs at Tecon Santos as part of our decarbonization and electrification plan.

2024

Conducted first biennial double materiality assessment, maintained ISO 37001 and ISO 37301 certifications, and launched a Climate Transition Plan.

Launched our Carbon Neutral LCL[1] program for customers at our Santos and Guarujá bonded warehouses, offsetting emissions from LCL cargo operations through carbon credits.

2025

Enhanced ESG governance, strengthened reporting processes, and aligned sustainability priorities with the CMA CGM Group's sustainability pillars.

2026

Received eight additional electric RTGs at Tecon Santos as part of the gradual replacement of diesel-powered yard cranes.

[1] *Less than Container Load*

SUSTAINABILITY AT A GLOBAL SCALE

With our integration into the CMA CGM Group, aligning our sustainability strategy with that of the Group has become central to building a consistent, scalable, and cohesive approach to sustainability.

The Group's pillars—acting for the planet, acting for people, and acting for fair trade—address priorities already embedded in our sustainability agenda, including emissions reduction, employee safety and development, community engagement, and ethical governance.

This alignment strengthens integration across our operations, guides investments in clean technologies and low-carbon practices, and enhances our ability to generate positive impact. At the same time, it further aligns our operations with international standards and is accelerating the adoption of ESG practices across our business.

Sustainability synergies between Santos Brasil and CMA CGM

Santos Brasil actions	CMA CGM pillar
• Tackling climate change and achieving Net Zero by 2040[1] • Protecting marine and terrestrial biodiversity • Advancing the circular economy • Using natural resources responsibly and efficiently • Investing in low-carbon technology	Acting for the planet
• Ensuring employee safety, health, and well-being • Supporting education and professional development • Fostering diversity and inclusion • Supporting local communities through social and environmental investments • Upholding human rights throughout the value chain and in our operating regions	Acting for people
• Acting with ethics and integrity • Delivering sustainable products and services • Fostering a sustainable and transparent supply chain	Acting for fair trade

[1] *Timeline under review for 2050, in alignment with the CMA CGM Group's global guidelines.*

BUILDING COLLABORATIVE SOLUTIONS GRI 2-28

Our participation in external initiatives and coalitions supports our commitment to global and industry efforts supporting sustainable development. Through collaborative networks, we share experiences, disseminate international best practices, and help advance environmental, social, and governance practices across the port and logistics sectors.

We are linking efforts to create positive impact at scale

Global initiatives

- UN Global Compact (a signatory since 2013)
- Active in the UN Global Compact Network Brazil through the:
  - +Water, Net Zero Ambition, Circular Connection, and *Mente em Foco* initiative of the UN Global Compact Network
  - Maritime Business and Human Rights Working Groups
  - Brazil Ocean Center, launched in September 2025

Industry initiatives (Brazil)

- Brazilian Alliance for Port Decarbonization (ABDP)
- ESG initiatives led by the Brazilian Association of Logistics Operators (ABOL), the Brazilian Association of Port Terminals (ABTP), and the Brazilian Infrastructure Institute (IBI)
- The National Federation of Port Operations' (FENOP) Permanent Technical Committee on Social and Environmental Responsibility
- Moveinfra, an initiative that brings together Brazil's six largest infrastructure groups

Regional initiatives

- Guarujá Agenda 21
- Port of Santos ESG Manifesto
- Santos 2030 SDG Initiative, in collaboration with government agencies and civil society organizations

Social and human rights initiatives

- *Na Mão Certa* Program, a Brazilian initiative to combat roadside sexual exploitation of children and adolescents
- Joined the UNICEF's One Million Opportunities (1MiO) program in 2026, supporting skills development and workforce inclusion for vulnerable young people

STAKEHOLDER ENGAGEMENT

GRI 2-29, 3-3

We engage with our stakeholders through an approach built on transparency, active listening, and long-term relationships. Our approach varies by stakeholder group, reflecting the nature of our interactions and the impacts associated with our operations.

Employees

Structured leadership development programs (PDLs); our *Carreira em Foco* career development platform with dedicated learning tracks; health and safety campaigns such as Zero Harm; public diversity and inclusion targets; and ongoing ESG training through our Sustainability Academy.

Suppliers

Legal, environmental and social due diligence, supplier risk assessments conducted through the IBRACEM platform, and ongoing communication guided by our Supplier and Contractor Code of Conduct, integrating sustainability considerations into our value chain.

Communities

Priority investments in initiatives focused on culture, environmental education, supplemental and vocational education, sports, and environmental stewardship, funded both by the company and by tax-incentivized donations. Our *Sou Voluntário* program complements these efforts through social initiatives that connect employees and communities in collaboration with local NGOs.

Customers

A focus on quality of service, operational efficiency, and integrated logistics solutions tailored to customer needs. Our approach is supported by high standards of information security, data protection, and cargo integrity, helping ensure reliability, traceability, and operational continuity throughout the customer journey.

Investors

Timely and transparent communication through virtual and in-person meetings, material disclosures, market communications, quarterly and annual reports, and corporate events.

Industry associations and regulators

Active participation in trade associations and industry forums, along with proactive engagement with government agencies and institutional organizations to anticipate regulatory and operational impacts and contribute to technological advancement.

Shared value

- Inputs
- Value creation

NATURAL CAPITAL

Inputs:
- **760,000** GJ of energy consumed
- **87.17 ML** of water consumed

Value creation:
- **96.15%** reduction in landfilled waste compared to a 2023 baseline
- Carbon intensity for Scopes 1 and 2 of **11.19 kgCO2e/TEU handled**

HUMAN CAPITAL

Inputs:
- **3,826** direct employees
- **1,178** outsourced workers
- **84** interns and young apprentices

Value creation:
- No fatal accidents
- **702** new jobs created
- An average of **6.60** hours of training/employee
- **31.1%** women in leadership positions
- **29.2%** black people in leadership positions

SOCIAL AND RELATIONSHIP CAPITAL

Inputs:
- **34+** sectors of the Brazilian economy served
- **2,121** suppliers
- **421** active volunteers in initiatives
- **32** Civil Society Organizations (CSOs) benefited
- **R$ 876.6 million** in contracts with local suppliers

Value creation:
- **1,392** hours dedicated by volunteers in 17 initiatives
- **40** tax-deductible socio-environmental projects conducted
- **R$ 7.7 million** in tax-deductible funds allocated to socio-environmental projects
- **R$ 2 million** in company funds for donations and sponsorships in local communities
- **150,000+** people directly benefited by the Company's socio-environmental strategy

FINANCIAL CAPITAL

Inputs:
- **R$ 646.5 million** in investments for asset expansion and modernization

Value creation:
- **R$ 1.98 billion** EBITDA and 54.5% EBITDA margin
- **R$ 3.6 billion** in net revenue, up 25.0% year on year

INTELLECTUAL CAPITAL

Inputs:
- **100+** employees trained in Lean Six Sigma
- **202** employees trained by the Sustainability Academy
- ***Carreira em foco*** Platform for employee development

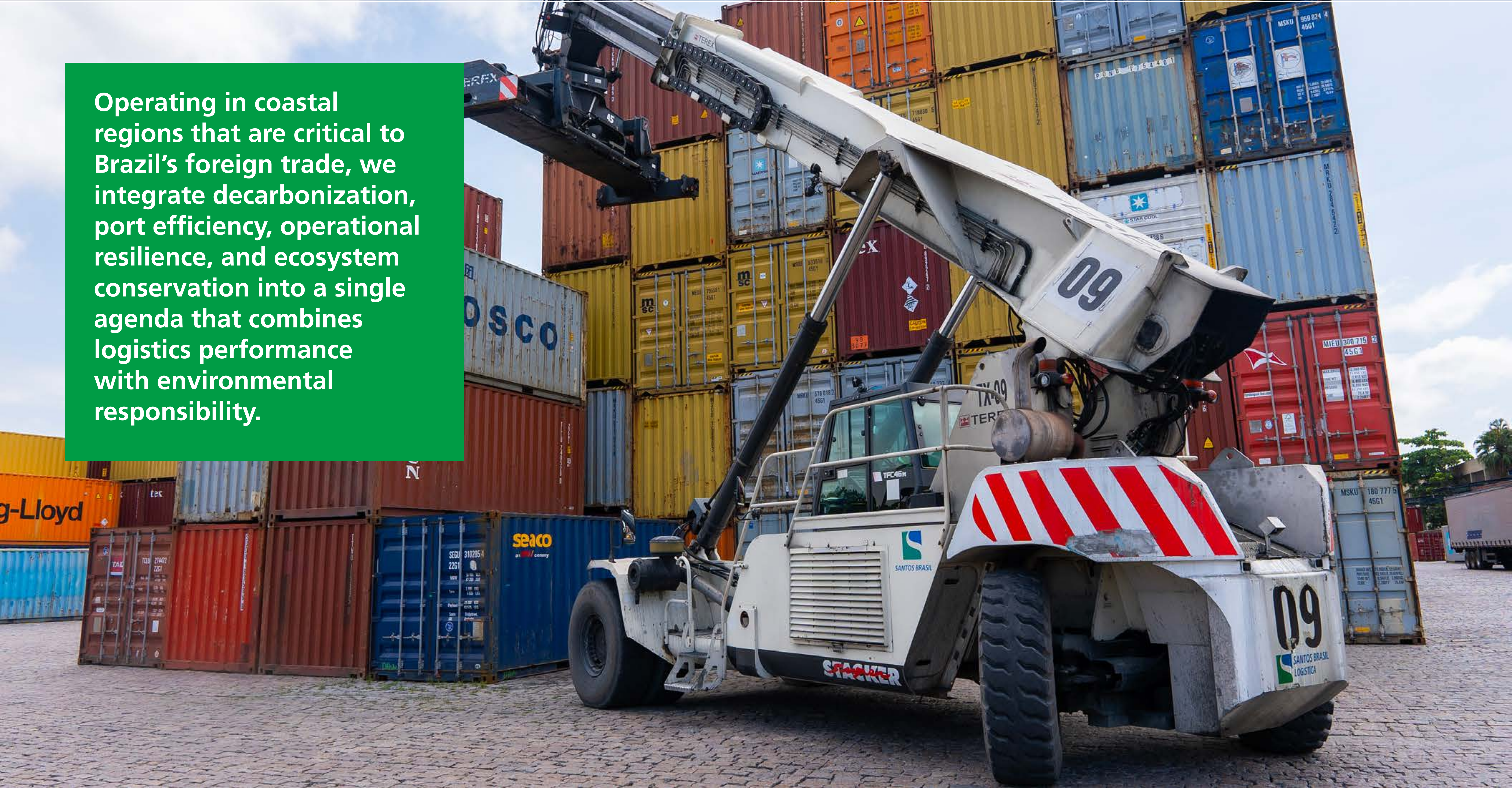
Value creation:
- **80 projects** registered in SB Inova
- **6 initiatives** carried out by the sustainability academy, totaling over 12 hours of training
- **23,325** man-hours worked/trained on Occupational Health and Safety topics

MANUFACTURED CAPITAL

Inputs:
- **3** Container Terminals
- **1** General Cargo Terminal
- **1** Liquid Bulk Terminal, consisting of three areas
- **1** Vehicle Terminal
- **1** Distribution Center
- **2** Industrial and Customs Logistics Centers

Value creation:
- **1,443,392 containers** handled at Tecon Santos
- **875,714 m³ handled** at the Liquid Bulk Terminals
- **73,056 containers** handled at CLIA Santos and CLIA Guarujá
- **240,445 vehicles** handled at the Vehicle Terminal (TEV)
- **234,806 pallets** handled at the São Bernardo Distribution Cente

ENVIRONMENTAL



Operating in coastal regions that are critical to Brazil's foreign trade, we integrate decarbonization, port efficiency, operational resilience, and ecosystem conservation into a single agenda that combines logistics performance with environmental responsibility.

Climate strategy and net zero transition GRI 3-3

Our climate agenda has become a cornerstone of our long-term resilience and competitiveness. Decarbonization is incorporated in our strategic decisions, investments, innovation initiatives, and risk prioritization efforts. In an industry facing increasing regulatory pressure and evolving customer expectations, integrating climate transition considerations into our business has become vital to maintaining operational efficiency, access to capital, and business relationships. Factoring climate considerations into our investment decisions and planning cycles helps ensure alignment across our environmental ambitions, service excellence objectives, and financial discipline.

We first formalized our climate strategy in 2019, when we publicly committed to reducing greenhouse gas (GHG) emissions by 15% between 2020 and 2024. We exceeded this target ahead of schedule, achieving a 36% reduction in emissions as of 2023, demonstrating consistent execution and growing maturity in managing climate initiatives.

In 2024, we launched our Climate Transition Plan, establishing new short- and long-term targets, investment guidelines, and climate governance mechanisms, including our Climate Change Policy.

In 2025, we initiated a technical review of the Climate Transition Plan to align it with the CMA CGM Group's global strategy while preserving its ambition and updating the scenarios and timelines for certain targets, including net zero.

FROM AMBITION TO STRUCTURED EXECUTION

Our climate strategy is supported by defined targets and timelines that guide investments, technology modernization, and operational improvements.

Targets by time horizon	Short-term (through 2032)	Long-term (under review for 2050)
Commitment	Limit emissions to the same level as the baseline year (2024)	Achieve Net Zero by 2040 (timeline under review for 2050)
Target	Align operational expansion with emissions reduction, avoiding a net increase in emissions	70% reduction in combined Scope 1 and Scope 2 emissions 47% reduction in Scope 3 emissions Removal of residual emissions
Scopes covered	Scopes 1, 2, and 3	Scopes 1, 2, and 3
Methodology	Non-biogenic (fossil) emissions	Total emissions (fossil and biogenic)
Levers	Partial electrification of RTGs and feasibility study for implementation of shore power	Full electrification of RTGs Electrification of most of our truck fleet and other equipment, including stackers and smaller forklifts Engagement with the value chain to support emissions reduction initiatives
Neutralization	Not applicable.	Net Zero by 2040 (timeline under review for 2050).

CLIMATE RISKS AND OPPORTUNITIES GRI 201-2

Our climate assessments factor in both physical and transition risks associated with our port, logistics, and warehousing operations (see table). Although these risks are addressed in our Climate Transition Plan, their full integration into our corporate risk matrix will be completed in 2026 with the support of a specialized consultancy and in alignment with the CMA CGM Group's global guidelines, enabling a more comprehensive assessment of financial implications.

Our Net Zero ambition is supported by progressive targets and regular scenario reviews

Key climate risks monitored

Category	Type of risk	Examples of potential impacts
Physical	Acute (extreme events)	Windstorms, storm surges, and heavy rainfall that may cause structural damage, operational disruptions, cargo losses, or impacts on employee well-being.
	Chronic (gradual changes)	Progressive asset deterioration, permanent equipment damage, and increased exposure to accidents.
Transition	Regulatory and legal	Regulatory gaps related to the use of alternative fuels, environmental and social compliance risks in the value chain, and carbon pricing.
	Technological and operational	Operational inefficiencies and productivity losses resulting from weather events; reduced energy efficiency when equipment cannot operate at full capacity; increased vessel berthing queues; and logistics bottlenecks caused by adverse weather conditions
	Market	Reduced demand for fossil fuel storage (potentially offset by demand for biofuel storage), reconfiguration of trade flows due to climate impacts, loss of competitiveness linked to sustainability criteria, and challenges in incorporating ESG considerations into projects.
	Reputational	Reputational damage, lower ESG ratings, and reduced access to capital, particularly green finance.

Alongside these risks, the climate transition also creates strategic opportunities for the business, across three main levers:

1

Operational efficiency and technology modernization

- Efficiency gains through modernized assets supporting decarbonization.
- Optimized truck traffic and more efficient vessel berthing, helping reduce emissions.
- Reduced equipment idle time and improved energy efficiency.

2

Energy and low-carbon innovation

- Installation of photovoltaic arrays, particularly at Tecon Santos.
- Diversification of our energy mix and continued use of I-RECs (International Renewable Energy Certificates).
- Evaluation of solutions such as shore power.
- Development of carbon-neutral logistics solutions, such as our Carbon Neutral LCL program, which offsets emissions associated with LCL cargo handling at the Santos and Guarujá bonded warehouses for NVOCCs[1] and freight forwarder customers.
- Anticipating clean fuel trends within our diesel-powered truck and equipment fleet.

3

Market positioning and resilience

- Strengthened competitiveness in customer acquisition.
- Expanded access to capital, particularly green finance.
- Maintained and improved positioning in ESG lists, including CDP (Carbon Disclosure Project) and EcoVadis.
- Integration into more sustainable global logistics value chains.

[1] *Non-Vessel Operator Common Carrier*

CLIMATE GOVERNANCE

Oversight of our climate transition strategy is provided by the Board of Directors, with technical oversight from the Sustainability Committee, which is chaired by our CEO and includes other Executive Officers. This structure ensures that investment, expansion, and modernization decisions explicitly factor in the regulatory, technological, and market developments as part of the transition to a low-carbon economy.

Our climate agenda:

- Is being integrated into corporate risk management.
- Is factored in variable compensation for all employees, including senior leadership.
- Is incorporated into planning and budgeting cycles.
- Is reviewed periodically in light of regulatory, technological, and market developments.

Our governance structure addresses the cross-functional nature of climate-related issues and systematically factors them into decision-making through regularly monitored KPIs, emissions inventories, and value chain assessments.

EMISSIONS AND NET ZERO AMBITION

Since 2023, we have participated in the Brazilian GHG Protocol Program and submitted our emissions inventory to the Public Emissions Registry, a platform that enables transparent disclosure of participating companies' inventories.

For Scope 1 and Scope 2 emissions, we address sources under our direct or indirect control through equipment electrification, the introduction of lower-carbon fuels in our fleet, and the procurement of renewable energy.

Scope 3 emissions remain our primary structural challenge, particularly those associated with vessels at berth and the broader logistics value chain. We are tackling this challenge by engaging customers and continuously exploring structural solutions such as shore power, which would allow vessels at berth to shut down auxiliary diesel engines and draw electricity from the onshore power grid.

Our Net Zero ambition is anchored in progressive targets and periodic scenario reviews that address technological feasibility, market maturity, and alignment with international guidelines. This helps ensure that our decarbonization pathway remains ambitious, achievable, and aligned with evolving global regulatory requirements.

Additional information on climate governance, scenario analysis, risk management, and performance metrics is available in the Databook and has been prepared in accordance with the TCFD recommendations.

Decarbonization, energy efficiency, and operational resilience

GRI 3-3, 302-3, 302-4 / SASB TR-MT-110a.3

We translate our climate agenda into tangible operational decisions. In 2025, targeted investments and operational improvements demonstrated that decarbonization efforts can advance alongside capacity expansion and logistics efficiency.

In a year marked by record throughput volumes and high occupancy at the Port of Santos, we were faced with a structural challenge: reducing emissions without compromising productivity or competitiveness. In the port sector, the answer lies in efficient, state-of-the-art technology as a driver of both environmental and economic performance. Operational efficiency is both an economic imperative and our primary near-term decarbonization lever. It directly influences our emissions intensity (kgCO_2e per TEU handled), a key climate performance metric.

Between 2024 and 2025, we invested approximately R$ 224 million in asset modernization, electrification, digitalization, and infrastructure supporting the energy transition.

These investments focus on three areas: equipment replacement, technology-enabled optimization, and operational resilience.

In 2025, our Scope 1 and Scope 2 energy intensity was 0.23584 GJ per TEU handled, while our Scope 1 and Scope 2 carbon intensity was 11.19 kgCO_2e per TEU handled. This performance reflects the higher container throughput during the year and the time required for energy efficiency initiatives to fully translate into performance improvements.

> **We were faced with the challenge of reducing emissions without compromising productivity**

ELECTRIFICATION AND FUEL TRANSITION

Replacing diesel-powered equipment with electric alternatives is central to our efforts to reduce direct emissions.

At Tecon Santos, we further advanced the electrification of our RTG (Rubber Tyred Gantry) fleet. Eight electric RTGs are already in operation, and eight additional units arrived at Tecon Santos in January 2026 and are currently undergoing commissioning. Each electrified unit can reduce emissions by up to 97% compared with a conventional diesel-powered RTG, while also lowering noise levels and maintenance costs. Under our Transition Plan, all RTGs will be replaced on a phased schedule: 15 units in 2028, 14 in 2029, and 10 in 2035, resulting in a fully electrified fleet.

Our asset modernization efforts also include the addition of six reach stackers equipped with Category 5 engines, reducing emissions of nitrogen oxides (NOx) and particulate matter. Combined with new Euro 6 trucks deployed in our logistics operations, these assets can significantly reduce air emissions—by as much as 40% in some cases compared with previous models.

In our logistics operations, we expanded the transition that began in 2022 by replacing 23 internal-combustion forklifts at our Distribution Center and five additional units at our bonded warehouses (two in Guarujá and three in Santos) with lithium-battery electric models, reducing local emissions and noise levels. Expanding our low-emission fleet remains a priority in future investment cycles. However, additional purchases and replacements depend on infrastructure adaptations at our bonded warehouses, which currently limit the operation of these forklifts to indoor warehouse environments.

INVESTING IN BIOMETHANE

In a high-intensity operating environment, decarbonizing our fleet of terminal tractors (TTs)—which move containers between the yard and the quay—required a pragmatic approach. These vehicles operate 24 hours a day and are critical to maintaining operational continuity. While promising, electric technology does not yet provide the battery performance required to support the current operating model of a container terminal.

Our transition began in 2024 with a pilot project using compressed natural gas (CNG). In 2025, we began evaluating the use of biomethane, a second-generation fuel produced from the decomposition of organic waste in landfills, including waste generated outside our operations. This fossil-carbon-neutral solution transforms waste into a source of energy.

Under the Plan, approximately 50 terminal tractors operating at Tecon Santos are expected to transition progressively from diesel to alternative fuels, such as biomethane, by 2032, significantly reducing fossil-fuel emissions. Beginning in 2033, we plan to initiate the gradual electrification of the fleet, supporting our long-term net zero objectives.

TECHNOLOGY AND OPERATIONAL OPTIMIZATION

Decarbonization is also achieved by eliminating inefficiencies. Since 2023, we have accelerated the digitalization of our operations through the use of artificial intelligence, predictive models, and digital twin technology. In 2025, these solutions became more fully integrated into berth planning, cargo sequencing, and truck traffic management.

The benefits include fewer unproductive moves, shorter vessel dwell times, and improved asset utilization—factors that directly affect emissions intensity per TEU handled.

At our Liquid Bulk Terminal, we advanced the installation of floating roof storage tank seals, which reduce evaporation emissions during filling and emptying operations. This will help manage fugitive emissions and illustrates how our climate agenda is integrated across business units.

We also expanded the remote operation of our new e-RTGs through our Remote Operations Center. In addition to enhancing operator safety, comfort, and well-being, this will reduce internal travel and improve energy efficiency per move.

We also advanced building energy-efficiency initiatives, including the phased retrofitting of lighting systems with LED technology, increased use of natural lighting in warehouses, and layout adjustments to reduce travel distances and energy consumption. Together, these initiatives will help reduce emissions intensity per unit handled and further align efficiency and decarbonization.

We are investing in technologies that combine efficiency and decarbonization

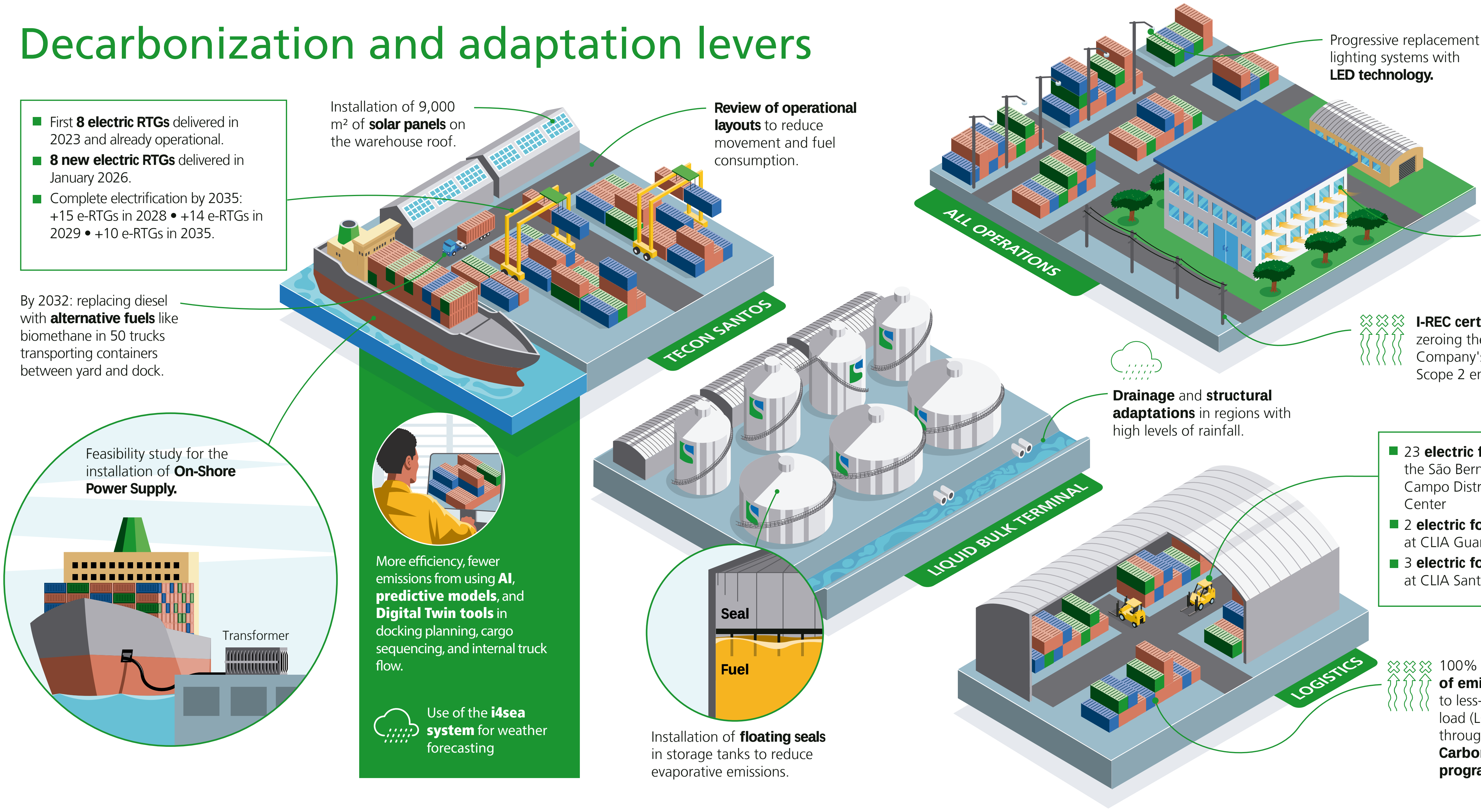
RENEWABLE ENERGY AND INFRASTRUCTURE

Since 2022, we have used I-RECs to match our electricity consumption with renewable energy sources, reducing our reported Scope 2 emissions to zero.

At Tecon Santos, a rooftop solar photovoltaic array covering approximately 9,000 m^2 will have the capacity to supply between 5% and 7% of the terminal's total electricity requirement. This reduces dependence on the grid, contributes to long-term energy reliability, and supports our strategy of diversifying our electricity mix. Installation continued throughout 2025, while technical studies were conducted to evaluate expansion of the model to other facilities, including Tecon Vila do Conde.

Concurrently, we continued developing our shore power project at Tecon Santos. This system will allow vessels to connect to shore power while at berth, eliminating the need to operate auxiliary engines. The project remains in the early stages of technical, financial, and regulatory feasibility assessment. Implementation depends on coordination among multiple stakeholders across the port ecosystem. The terminal is responsible for developing the infrastructure; the port authority oversees permitting processes and assessments of grid capacity and potential upgrades; and shipping lines must deploy vessels equipped to use the technology on routes calling at the terminal. The participation of all three parties is essential to the project's viability.

Decarbonization and adaptation levers



- First **8 electric RTGs** delivered in 2023 and already operational.
- **8 new electric RTGs** delivered in January 2026.
- Complete electrification by 2035: +15 e-RTGs in 2028 • +14 e-RTGs in 2029 • +10 e-RTGs in 2035.

Installation of 9,000 m² of **solar panels** on the warehouse roof.

Review of operational layouts to reduce movement and fuel consumption.

By 2032: replacing diesel with **alternative fuels** like biomethane in 50 trucks transporting containers between yard and dock.

Feasibility study for the installation of **On-Shore Power Supply.**

More efficiency, fewer emissions from using **AI**, **predictive models**, and **Digital Twin tools** in docking planning, cargo sequencing, and internal truck flow.

Use of the **i4sea system** for weather forecasting

Installation of **floating seals** in storage tanks to reduce evaporative emissions.

Progressive replacement of lighting systems with **LED technology.**

Greater use of **natural lighting.**

I-REC certificates, zeroing the Company's Scope 2 emissions.

Drainage and **structural adaptations** in regions with high levels of rainfall.

- 23 **electric forklifts** at the São Bernardo do Campo Distribution Center
- 2 **electric forklifts** at CLIA Guarujá
- 3 **electric forklifts** at CLIA Santos

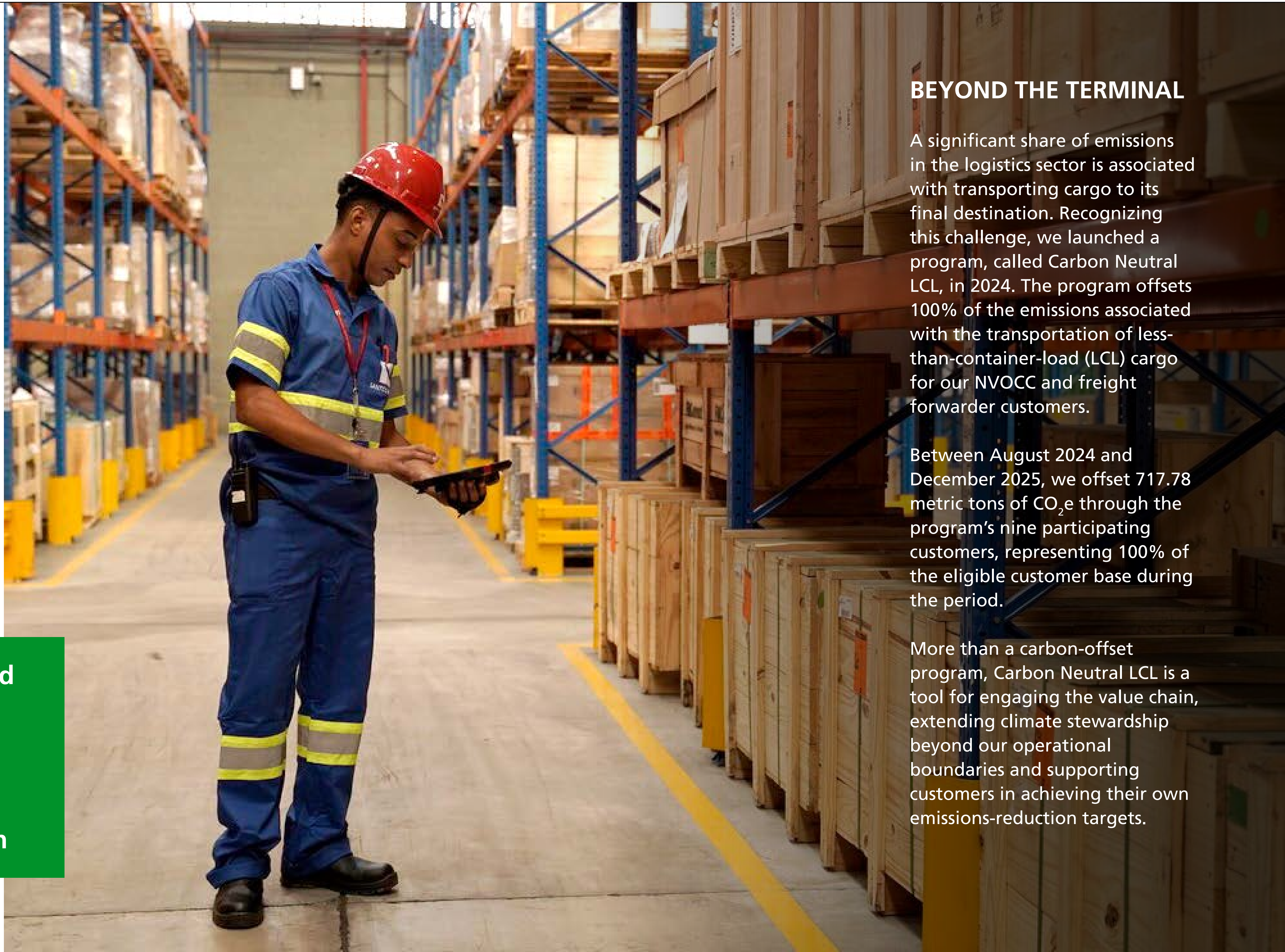
100% **compensation of emissions** related to less-than-container load (LCL) shipments through the **LCL Carbon Neutral program.**

OPERATIONAL RESILIENCE TO WEATHER EVENTS

Mitigation and adaptation go hand in hand. In 2025, we expanded our use of the i4sea system, a high-precision weather forecasting and operational planning tool that helps us anticipate windstorms, storm surges, and periods of heavy rainfall. In addition to mitigating physical risks, the system helps optimize berthing windows, reducing queuing time and ultimately vessel fuel consumption.

We also completed drainage improvements and structural adaptations at the Liquid Bulk Terminal and Tecon Vila do Conde to address increasingly intense rainfall patterns in those regions. These measures form part of our adaptation strategy for physical risks identified through our climate analysis, strengthening the resilience of our infrastructure to extreme weather events.

We have invested R$ 224 million in assets and infrastructure supporting the energy transition



BEYOND THE TERMINAL

A significant share of emissions in the logistics sector is associated with transporting cargo to its final destination. Recognizing this challenge, we launched a program, called Carbon Neutral LCL, in 2024. The program offsets 100% of the emissions associated with the transportation of less-than-container-load (LCL) cargo for our NVOCC and freight forwarder customers.

Between August 2024 and December 2025, we offset 717.78 metric tons of CO_2e through the program's nine participating customers, representing 100% of the eligible customer base during the period.

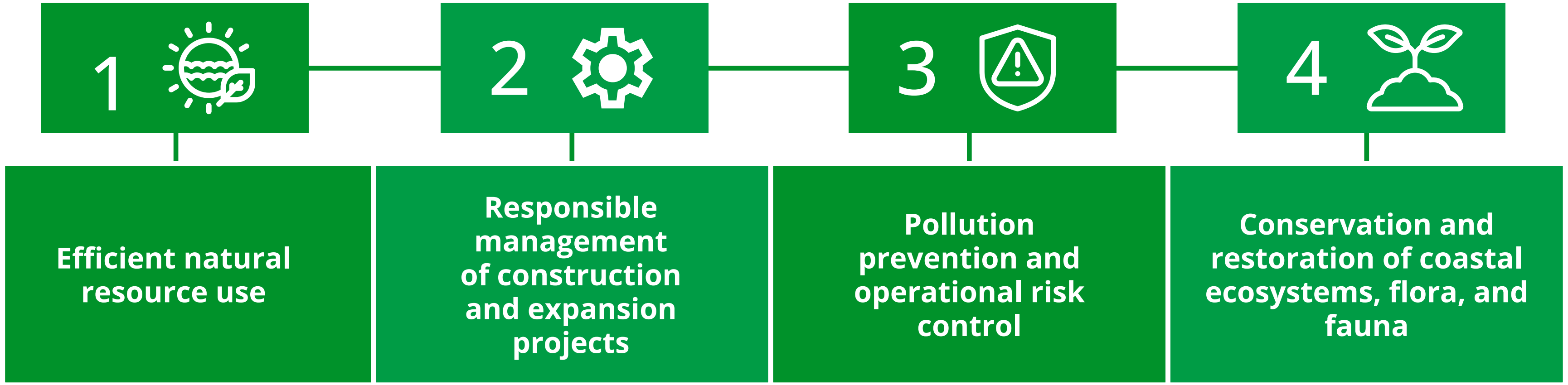
More than a carbon-offset program, Carbon Neutral LCL is a tool for engaging the value chain, extending climate stewardship beyond our operational boundaries and supporting customers in achieving their own emissions-reduction targets.

Ecosystem management and conservation

GRI 3-3, 101-2

For nearly three decades, we have operated in coastal regions that are critical to Brazil's foreign trade. Our longstanding presence along the coast has shaped an environmental culture that has evolved alongside our growth. We have learned that protecting ecosystems is not separate from our operations; it is an essential part of operational discipline, risk management, and long-term business resilience.

Our approach is governed by policies that establish guidelines for preventing, mitigating, and offsetting environmental impacts associated with our activities, while also defining criteria for supporting ecosystem restoration, local biodiversity conservation, and environmental education initiatives in the communities where we operate. Our environmental management system is integrated into operational routines, with our related efforts organized around four complementary areas:



PROGRESS IN RESOURCE MANAGEMENT

We have established public commitments around waste management and water consumption, with targets set to eliminate waste sent to landfills and reduce water consumption by 20% from 2023 levels by 2028. Responsible waste management helps prevent indirect contamination and mitigate risks associated with improper disposal practices. Water efficiency helps reduce pressure on sensitive water bodies and estuarine systems, which are particularly significant in the regions where we operate.

In 2025, we took an important step toward our Zero Waste to Landfill target, reducing the volume of landfilled waste by 96.1% compared with our 2023 baseline. Despite continuous effluent monitoring and a structured water management approach, our water consumption increased by 6.1% compared with 2023. This increase reflects higher levels of operational activity, water leaks, and greater reliance on water trucks to supply facilities during periods of water scarcity, particularly at Tecon Santos.

Additional information on water consumption, waste generation and disposal, and related initiatives in 2025 is available in our Databook.

BIODIVERSITY HARBORED AT THE PORT

GRI 101-1, 101-2

We currently do not have specific quantitative biodiversity targets. Our existing environmental commitments—including reducing water consumption, achieving Zero Waste to Landfill, and advancing our decarbonization roadmap—indirectly support the protection of coastal ecosystems and help mitigate environmental pressures associated with our operations.

Although we operate primarily in developed port areas, we conduct environmental impact assessments to mitigate residual risks and enable a rapid response to any incidents. We seek to avoid operating in sensitive areas, such as protected areas and critical habitats.

And we systematically monitor compliance with environmental licensing requirements. In 2025, all expansion projects and any physical interventions were conducted under this approach, with any clearing of vegetation supported by appropriate permits, reforestation offsets, flora and fauna monitoring, and the use of preventive technologies. We maintain 43.32 hectares of restored or rehabilitated areas as part of our environmental licensing processes, overseen by the São Paulo State Environmental Corporation (CETESB) and the State Office for the Environment (SEMA).

Through our integration with the CMA CGM Group, we strengthened alignment with the Group's "Acting for the Planet" pillar, connecting our local practices to global marine and biodiversity conservation objectives. These commitments are aligned with the Kunming-Montreal Global Biodiversity Framework's 2050 Goals and 2030 Targets.

We work to reduce the impact of our operations on coastal ecosystems

Awareness and livelihoods

Our efforts to conserve coastal ecosystems include initiatives combining environmental education, community engagement, and livelihoods. By integrating biodiversity protection with social development, we seek to extend our positive impact beyond the boundaries of our terminals, foster a culture of conservation, and advance sustainable solutions in the communities where we operate.

Vamos Desenredar project: a partnership with Instituto Gremar, this initiative works with artisanal fishing communities in the Baixada Santista region to collect discarded fishing nets and other fishing gear that can threaten marine wildlife when improperly disposed of. Collected materials are sorted and directed to recycling or reuse. In 2025, 100 fishers from communities across the region participated in the project, and 3.2 metric tons of materials were collected across 5 municipalities.

Rede de Mulheres pela Vida Marinha Project: also led by Instituto Gremar, this initiative engages women from fishing communities in the Baixada Santista region, who turn fishing materials collected by the *Vamos Desenredar* program into handicrafts. The initiative combines livelihood support, circular economy principles, and women's empowerment while promoting environmental protection. In 2025, more than 70 women participated in training workshops.

Guardiões da Mata Atlântica e Maré Mangue: these Instituto Gremar initiatives support the rescue, monitoring, and rehabilitation of terrestrial and marine wildlife at specialized centers in Itanhaém and Guarujá, enhancing regional biodiversity conservation through structured wildlife stewardship. In 2025, the two initiatives supported 788 rescued animals, 338 of which were successfully returned to the wild.

Blue Keepers: a nationwide program that is part of the UN Global Compact Network Brazil's Water and Ocean Action Platform, Blue Keepers works to mobilize funding, companies, and governments to combat ocean pollution, particularly plastic waste. We have supported the program since 2024 and, in 2025, began managing the first sample collection station in Barcarena, Pará. Data collected by Santos Brasil volunteers are incorporated into the Blue Keepers National Waste Inventory. In 2025, the initiative engaged 1,491 participants and removed 3.2 metric tons of waste.

OPERAÇÃO ENREDE: RESTORATION WITH SOCIAL IMPACT

Operação Enrede is a regional initiative led by Instituto Nova Maré as part of the UN Global Compact Network Brazil's Blue Keepers Program. The initiative operates in the Jardim São Manoel community in Santos, São Paulo. After installing an eco-barrier to intercept floating waste, the initiative now sorts and ensures the proper disposal of collected materials while also supporting environmental education and livelihood initiatives. The program combines mangrove conservation, circular economy principles, and social inclusion, with local residents hired and compensated to support project activities.

In 2025, we expanded our partnership with the Initiative by incorporating a recurring schedule of mangrove cleanup activities into our *Sou Voluntário* program. These activities were combined with community swap fairs, where residents exchanged clean plastic waste for food baskets.

By linking efforts, the initiative has delivered significant outcomes:

- **7,988 kg** of waste collected from the ecosystem and contributed by residents, including significant volumes of wood and rigid plastic materials.
- **56%** reduction in the rate of waste accumulation in the monitored mangrove area.
- Species such as crabs, scarlet ibis, and roseate spoonbills returned to the wild at the restoration site.
- More than **R$ 76,000** in income generated for residents of the Jardim São Manoel community.
- **2.6 metric tons** of food distributed through five swap fairs.
- More than **3,000** people benefited by environmental education, swap fairs, and livelihood initiatives within the community.

Additional information about our environmental and climate management practices is available in the Databook.

We combine biodiversity protection with social development

2025 data

BLUE KEEPERS

Sponsorship of the UN Global Compact Network Brazil, aiming to combat plastic pollution in oceans and rivers. In 2025, we began managing the first sample collection station in Barcarena, Pará. Data collected by Santos Brasil volunteers are now incorporated into the Blue Keepers National Waste Inventory.

1,491 participants

3.2 metric tons of waste removed

OPERAÇÃO ENREDE

Partnership with Instituto Nova Maré, combining the installation of an eco-barrier on the São Jorge River in Santos (SP) to intercept floating debris, followed by sorting and proper disposal of the collected materials. Volunteers from Santos Brasil participate in regular mangrove cleanups and hold social fairs where residents exchange clean plastic waste for basic food baskets.

7.98+ metric tons of waste collected

56% reduction in waste accumulation in the mangrove

2.6+ metric tons of food delivered at the fairs

R$ 76,000 in income generated for residents

VAMOS DESENREDAR AND REDE DE MULHERES PELA VIDA MARINHA

Collection of disused fishing nets and other gear that pose a threat to marine fauna in the Baixada Santista region. Items are sent for recycling or transformed by women in fishing communities into crafts for sale.

100 anglers

70+ women in training workshops

3.2 metric tons of materials collected

GUARDIÕES DA MATA ATLÂNTICA E MARÉ MANGUE

Rescue of wild and marine fauna in the Baixada Santista, with rehabilitation at specialized centers in Itanhaém and Guarujá and subsequent release.

788 animals rescued

338+ animals returned to the wild

SOCIAL

Our sustainable growth hinges directly on the relationships we build. Integrating human development, safety, and social and economic impact into our strategy supports our social license to operate, operational efficiency, and long-term vision.

Community engagement GRI 3-3

We recognize that our port and inland logistics operations create impacts that extend beyond our operational boundaries. In regions where infrastructure, economic activity, and communities are closely interconnected, building strong local relationships and operating responsibly are essential to our long-term success. Accordingly, we have established programs and initiatives designed to mitigate adverse impacts, enhance positive outcomes, and contribute to the social and economic development of the communities where we operate.

In 2025, we refined the metrics we use to track social initiatives

Our social approach is guided by our Sustainability, Integrated Management System (IMS) and Stakeholder Engagement, Donations and Sponsorships, Human Rights, and Volunteering policies, which help integrate social, environmental, and operational considerations. At Santos Brasil, our strategy combines private social investment, collaboration with governments, corporate volunteering, and alignment with public environmental initiatives, helping reconcile operational performance with our responsibilities to the communities where we operate.

We develop or support social impact initiatives in every municipality where we operate—Santos, Guarujá, São Bernardo do Campo, Imbituba, Barcarena, and São Luís—with a primary focus on education, professional development, sports, culture, livelihoods, and environmental conservation. Sponsorships and donations are managed through an online platform and undergo a rigorous multidisciplinary due diligence process that evaluates alignment with our social strategy, the implementing organization's technical capabilities, long-term viability, and compliance with legal and tax requirements.

In 2025, as part of efforts to develop a more structured approach to social impact governance, we:

- Strengthened the internal governance of our Social Sustainability team.
- Further integrated social metrics into our strategic planning processes.
- Developed integrated portfolios that combine incentive-funded initiatives, company-funded initiatives, and our *Sou Voluntário* program.
- Expanded KPIs related to beneficiaries, participant profiles, and geographic distribution.

These efforts have enhanced our ability to evaluate program effectiveness, maximize positive impacts, and proactively mitigate social and environmental risks.

Incentive-funded initiatives

Projects selected through our third Call for Incentive-Funded Projects were implemented in 2025 across the six municipalities where we operate, supporting community development and strengthening partnerships with organizations that create positive regional impact.

For 2026, we redesigned our approach to identifying incentive-funded initiatives through the launch of a Municipal Incentive-Funded Project Bank, increasing alignment with public funding cycles and providing greater flexibility for participating charities. We also selected initiatives supported through federal incentive programs, with a particular focus on inclusion through sports, educational development, and employability, particularly for women in vulnerable communities.

Greater synergies between our operations and communities

40 initiatives
implemented

140,000 people
directly benefited

R$ 7.7 million invested in
our communities

2025 HIGHLIGHTS

PROJETO GURI

We sponsor the Santos Regional Center of *Projeto Guri*, the State of São Paulo's music education program, which is managed by Santa Marcelina Cultura and recognized as a national benchmark in music education. At the Santos center, in 2025 the program provided 334 children and young people with free instruction in music fundamentals, vocal performance, and instruments such as guitar, violin, and double bass.

The program's impact extended to 1,336 family members. During the year, students participated in 10 public performances attended by 1,063 people, expanding access to cultural experiences and strengthening community bonds.

INSTITUTO ARTE NO DIQUE ANNUAL PLAN

For more than 20 years, Instituto Arte no Dique has served the Dique da Vila Gilda community in Santos, São Paulo, providing access to cultural opportunities and artistic expression. The initiative offers free workshops in percussion, dance, and audiovisual arts, as well as festivals, performances, and courses focused on creative entrepreneurship and livelihoods.

As a long-time supporter of the initiative, we help foster talent development, strengthen participants' self-confidence, and build closer connections among schools, families, and the community. Today, the initiative directly benefits more than 400 people, ranging from children to older adults, and delivers approximately 6,000 annual interactions, including participation in educational and cultural activities as well as medical services provided on-site.

TAÇA DAS FAVELAS

We sponsor the regional *Taça das Favelas* tournaments in Santos through PROMIFAE (a municipal tax incentive program), and in Guarujá through direct company funding, in partnership with CUFA Baixada Santista. The tournament brings together young people from underserved communities on men's and women's teams and extends beyond athletic competition to include cultural activities, educational workshops, and initiatives supporting local entrepreneurship.

The initiative cultivates values such as discipline, respect, and teamwork, while also providing a platform to showcase athletic talent and strengthen young people's self-confidence and leadership skills. In 2025, approximately 2,000 young people from the Baixada Santista region participated in and benefited from the initiative.

Investing in opportunities for young people and women

Company-funded initiatives

In addition to incentive-funded initiatives, we maintain a portfolio of company-funded social investment initiatives to address specific community needs that are not covered by tax incentive programs. In 2025, we prioritized initiatives focused on employability—particularly for young people and women in socially and economically vulnerable communities—as well as supplemental education.

15 social and environmental initiatives implemented

4 institutional donations of nonperishable food, hygiene products, furniture, and electronic components

7,000 people directly benefited

R$ 2 million invested in our communities

2025 HIGHLIGHTS

ONDA DO SABER AND *ONDA PROFISSIONALIZANTE*

In partnership with Projeto Ondas in Guarujá, São Paulo, we supported several supplemental education and livelihood initiatives in 2025. *Onda do Saber* provides academic support to 80 children ages 7 to 12, helping reduce functional illiteracy, prevent school dropout, and address learning gaps.

Onda Profissionalizante prepares women for workforce participation through training in manicure services combined with instruction in business management, social media use, and financial planning. In 2025, the program certified its first cohort of 10 women, most of whom were mothers or family members of children participating in *Onda do Saber*, expanding the initiative's reach and social impact.

MAR – MULHERES ARTESÃS

In 2025, we launched *MAR – Mulheres Artesãs* in partnership with CUFA Baixada Santista, with a focus on livelihoods and women's economic empowerment. The initiative provides training in creative sewing and upcycling for women from communities in Guarujá, São Paulo.

Hosted at the headquarters of the NGO Reino nas Ruas in the Chaparral community, the program graduated its first cohort of 15 participants in December 2025. A second cohort, also comprising 15 women, began in March 2026, expanding the program's reach.

Formare program

PROFESSIONAL DEVELOPMENT AND ECONOMIC INCLUSION

After 17 years, the *Formare* program remains a corner-stone of our social impact strategy. Run in partnership with Fundação Iochpe since 2009, the program provides vocational education to socially vulnerable young people ages 17 to 19 from Guarujá, São Paulo, who graduate with certification as Administrative Assistants in Port Operations.

The program features an innovative curriculum aligned with evolving workforce needs. Over a 10-month period, participants develop workplace and life skills, along with technical skills specific to the port sector. The program also includes a hands-on component, allowing participants to apply their knowledge within our operations. Corporate volunteering is key to the program's success, with all classes taught by volunteer employees from Santos Brasil.

In July 2025, 25 students graduated from the program's 17th cohort. In October, we welcomed the 18th cohort, comprising 17 young women and 8 young men. Throughout the program, participants receive educational materials, uniforms, meals, and a monthly stipend of R$ 1,400. This support helps encourage program completion, supplement household income, and reduce the likelihood of early entry into informal employment.

336
young people
certified since 2009

138
young people
hired by the Company (41% hiring rate)

89%
secure formal employment shortly after graduation

90%
continue their academic studies

SOU VOLUNTÁRIO PROGRAM

Since 2008, our *Sou Voluntário* program has encouraged employee participation in ongoing, structured community initiatives carried out in partnership with organizations we support.

By connecting our organizational purpose with employees' personal values, corporate volunteering helps foster an environment where people feel engaged and represented, while strengthening relationships with communities as active partners in creating solutions.

We combine financial support for community initiatives with employee volunteering

2025 results:

421 employees volunteers

17 volunteering initiatives

1,392 volunteering hours contributed

2025 HIGHLIGHTS

FESTA JUNINA CELEBRATION AT THE ENO GREGÓRIO RESIDENTIAL HOME FOR OLDER WOMEN

In June 2025, 26 employee volunteers organized a *Festa Junina* winter celebration for the 26 residents of the Eno Gregório Residential Home for Older Women in Guarujá, São Paulo. The event featured traditional foods, folk dancing, and gift exchanges. Each volunteer was paired with a resident and offered a self-care kit and winter clothing, creating meaningful opportunities for connection and care.

MCHAPPY DAY

In August, we participated in another edition of McHappy Day, supported by 36 employee volunteers. The initiative benefited children from six partner organizations in Guarujá, São Paulo with 400 meals. The event was held at a McDonald's restaurant and included recreational activities such as inflatable attractions, face painting, and live performances.

WORLD CLEANUP DAY

In September, we participated in World Cleanup Day, engaging 98 volunteers across all coastal municipalities where we operate. The initiative collected 2.5 metric tons of waste and helped raise awareness about proper waste disposal and environmental stewardship.

REGIONAL DEVELOPMENT AND VALUE CREATION GRI 204-1

Our social and economic contribution extends across multiple dimensions. At a systemic level, our operations support transportation flows that are essential to Brazilian industry and the movement of goods, boosting foreign trade and the country's competitiveness. At the regional level, we help stimulate local economies by providing business to suppliers, supporting jobs, and maintaining port operations.

In 2025, 48.2% of our procurement spend was directed to local suppliers, totaling R$ 876.6 million spent on suppliers located in the regions where we operate—enhancing our economic contribution to those communities. Santos Brasil's impact extends across the value chain by engaging customers and institutional partners in promoting responsible practices and supporting regional development.

We continue to enhance the way we measure impacts

IMPACT MANAGEMENT AND COMMUNITY ENGAGEMENT GRI 413-1, 413-2

All of our operations run community engagement activities and impact monitoring processes. We recognize the actual adverse impacts associated with port activities, including pressure on transportation infrastructure, noise generated by 24/7 operations, air emissions associated with road transportation, and increased demand for urban infrastructure. In certain locations, such as Barcarena, we also monitor potential impacts on traditional communities.

Potential impacts identified through our assessments include urban sprawl, conflicts due to perceptions of insufficient social investment, rising housing and property costs, and reputational risks associated with emergencies. Managing these issues requires direct engagement with local leaders, ongoing tracking of key performance indicators, and coordination with public authorities.

From an economic perspective, our assessments indicate that while port activities support regional development and domestic industry competitiveness, periods of reduced activity underscore the importance of economic diversification to mitigate risks and reduce structural vulnerabilities within local economies.

These issues are managed by our Social Sustainability team in coordination with operational teams. Our approach includes engaging directly with community leaders, tracking performance indicators, and integrating these efforts with our social and environmental risk management processes. We maintain a dedicated community engagement channel (comunidade@santosbrasil.com.br) and work closely with community organizations and local representatives.

While we do not currently maintain formal stakeholder consultation committees, we actively map stakeholders and systematically monitor recurring concerns to inform decisions and operational adjustments. We continue to evaluate opportunities to implement more structured mechanisms for gathering ongoing stakeholder feedback, enhancing the way we measure the effectiveness of our initiatives.

People as a strategic strength GRI 2-7, 2-8, 3-3

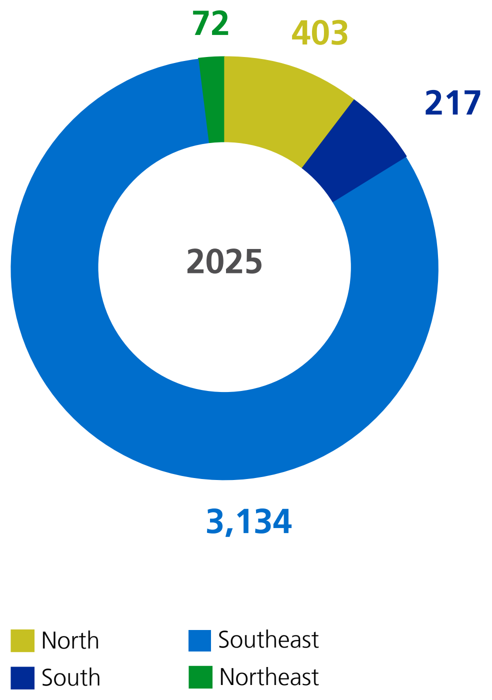
Our ability to operate safely, efficiently, and reliably depends on the skills, engagement, and stability of the teams supporting our operations. In 2025, we employed 3,826 people, primarily in Brazil's Southeast, with additional operations in the North, South, and Northeast. These employees are engaged in activities ranging from port operations—both quay and yard—to logistics, maintenance, engineering, technology, safety, environmental management, administrative functions, and corporate activities.

To address labor shortages, we continuously invest in training, culture, and our employer reputation

Our workforce also includes 1,178 contractors who provide services such as facility maintenance, cleaning, construction, landscaping, security, food services, and HVAC maintenance. Direct employees and contractors operate under the same standards of safety, ethics, compliance, and operational performance, helping ensure consistency in culture and risk management practices.

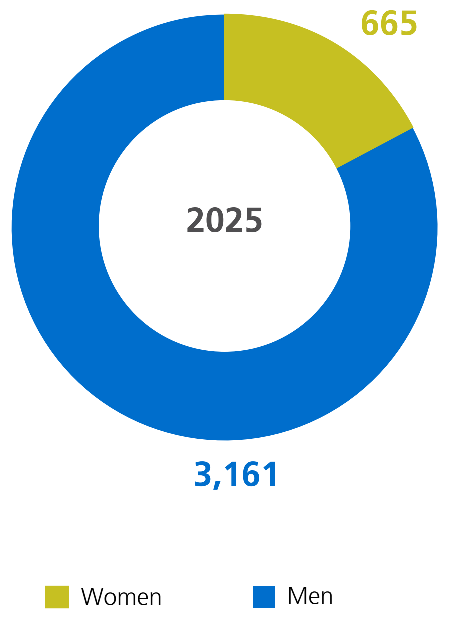
As a company operating in a capital-intensive, technology-driven industry with demanding operational requirements, we compete for technical and specialized talent. Talent shortages in areas such as electromechanical maintenance, automation, technology, and port operations create significant recruitment and retention challenges. This environment requires ongoing investment in employee development, employer branding, and a workplace culture that fosters belonging, psychological safety, and long-term career growth.

Employees by region[1] GRI 2-7



[1]Santos Brasil has no employees in the Midwest

Employees by gender GRI 2-7



AREAS OF FOCUS

Our people management strategy is guided by formal policies, public commitments, and ongoing development programs. This approach is grounded in principles of respect, equity, and merit-based opportunity, as reflected in our Code of Conduct and Diversity, Inclusion, Equity, and Belonging (DIEB) Policy. These frameworks help ensure alignment across our strategic objectives, management practices, and performance and recognition systems.

Santos Brasil's strategy is organized around four complementary areas of focus:

Employees and contractors operate under the same standards of ethics and safety

- Talent acquisition and retention through our Internship Program, mentoring initiatives, and internal mobility opportunities.
- Learning and development through our *Carreira em Foco* platform and structured programs such as our Leadership Development Program (PDL), Specialist Development Program (PDE), and *Conexão de Potenciais*.
- Diversity, equity, and inclusion supported by public representation targets and structured training and awareness initiatives.
- Engagement and culture development through periodic employee engagement surveys, internal communications, and initiatives to strengthen leadership's role in fostering a safe and inclusive workplace.

DIVERSITY, INCLUSION, EQUITY, AND BELONGING

People and diversity are strategic priorities, supported by public targets, formal policies, and established monitoring mechanisms. We have established commitments to increase the representation of women and black professionals in leadership positions by 2030, and have incorporated these targets into succession planning, recruitment, and talent development processes (see table).

Our approach combines awareness-building, professional development, measurable targets, and the integration of diversity considerations into our people processes. Our goal is to foster a respectful and psychologically safe workplace that fosters a sense of belonging, equitable opportunities, and merit-based recognition.

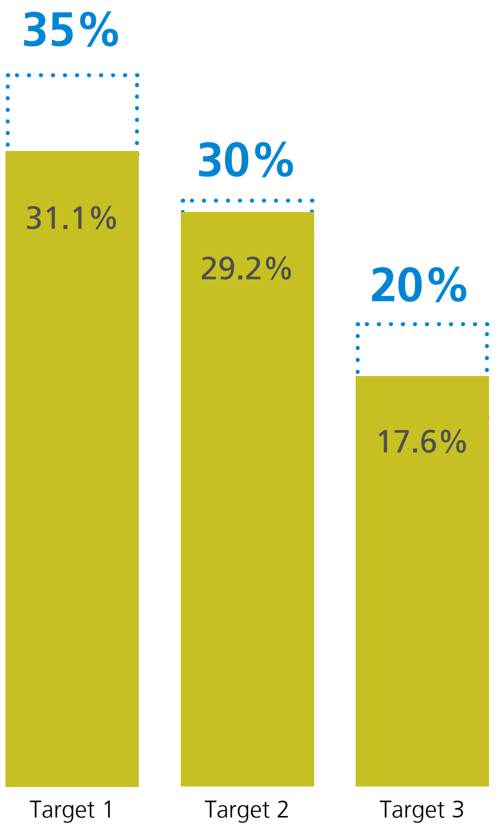
In 2025, we continued to progress on our Diversity, Inclusion, Equity, and Belonging (DIEB) agenda through organizational culture and talent development initiatives:

- **Conducted our 4th Diversity and Inclusion Census**, expanding our data foundation to support more informed decision-making.
- Launched our **1st Mentoring Program for Black Professionals**, designed to support the career development of black leaders across the Company.
- **Provided targeted training for leaders on unconscious bias**, reinforcing the role of managers in fostering an inclusive workplace.
- **Launched a "Disrespect Is No Joke" awareness campaign**, focused on preventing discriminatory behavior and addressing prejudice disguised as humor.
- **Expanded affirmative recruitment efforts** and conducted an accessibility assessment in partnership with a specialized organization, identifying opportunities for physical and operational improvements.
- **Integrated structured DIEB modules into our *Formare* program**, including five themed sessions with participation rates ranging from **95%** to **100%**, enhancing participants' personal and professional development.

These initiatives are further integrating diversity, equity, and inclusion into our organizational processes and helping mitigate risks related to discrimination, unequal access to opportunities, and loss of critical talent.

We work to foster a respectful and psychologically safe workplace

Expanding representation in leadership positions



Target 1: Women in leadership positions
Target 2: Black professionals in leadership positions
Target 3: Women in the overall workforce

Target (by 2030) Achieved as of 2025

Key strategic levers:

- **Affirmative hiring opportunities for underrepresented groups**.
- **Mentoring programs for women and black professionals**.
- Integration of diversity-related content into our **Internship** and ***Formare*** programs.
- **Leadership training** on unconscious bias and inclusive decision-making.
- **Ongoing campaigns** on respect, inclusion, and preventing discriminatory behavior.

In 2025, we launched a Women's Mentoring Program

WOMEN'S LEADERSHIP AND EQUAL OPPORTUNITY

At Santos Brasil, increasing the representation of women in leadership roles is a strategic priority. As we worked toward our 2030 public target, we strengthened initiatives in 2025 to support the development and retention of female talent.

Key initiatives included a workshop, called "Ports Are for Women", that provided an opportunity for strategic discussion and networking among leaders, and our nine-month Women's Mentoring Program. In addition, maternity support programs—including six months of maternal leave, lactation rooms, return-to-work support, and our *Minha Gestação* ("My Pregnancy") program—help reduce structural barriers to career advancement.

TRAINING AND DEVELOPMENT
GRI 404-2

Carreira em Foco has become our primary learning and development platform, offering training tracks aligned with business priorities and employees' professional growth aspirations. As we continue to modernize assets, digitize processes, and integrate with the CMA CGM Group's global platform, employee development has become all the more important. By investing in training and development, we strengthen employee confidence, reduce operational risks, improve productivity, and cultivate a safety culture grounded in care for people and shared responsibility.

Training is delivered on an ongoing basis through annual development plans tailored to each operation, covering both hard skills—such as equipment operation—and soft skills, including feedback and Nonviolent Communication (NVC). Programs also include leadership development, mentoring, and training in change and conflict management, as well as education on cross-functional topics such as ethics and sustainability.

We also provide grants for external technical and professional development courses, based on priorities established as part of the annual budgeting process.

SUSTAINABILITY ACADEMY

Created to strengthen our sustainability culture across all levels of the organization, the Sustainability Academy helps integrate ESG considerations into our strategy, decision-making processes, and daily operations.

The initiative offers learning tracks, technical content, and awareness-building modules tailored to different audiences—including leaders, specialists, operational teams, and corporate functions—helping ensure that ESG is understood not only as a corporate commitment, but also as part of everyday practice.

In 2025, the Academy underwent a strategic review, expanding its scope and more closely aligning training with our corporate goals and commitments as part of this new phase as a member of a global platform. The revamped training approach addresses sustainability as a cross-functional competency that is essential to risk management, operational excellence, and long-term value creation.

As part of this approach, the Academy incorporated immersive learning experiences designed to enhance environmental awareness. To mark World Biodiversity Day, employees visited Instituto Gremar's Marine Animal Rescue Center in Guarujá, São Paulo. Activities included a tour of the facility, an educational presentation, and a rescue simulation, providing participants with hands-on learning about the protection of Atlantic Forest wildlife. The initiative was also extended to *Formare* participants, broadening the reach of our environmental education efforts.

Adding to these efforts, we partnered with Instituto Gremar to support the launch of the documentary *O Ciclo Fantasma* ("The Ghost Cycle"), which premiered on World Environment Day. The documentary explores the impacts of human activity on marine ecosystems, including abandoned fishing nets in the Baixada Santista region and their effects on both the environment and local fishing communities. Developed through direct engagement with artisanal fishing communities, the documentary underscores the role of education and awareness in protecting marine ecosystems.

Health, safety and well-being

GRI 3-3, 403-2

We view health, safety, and well-being as key to operational excellence. In a port, logistics, and industrial environment characterized by complex operations, critical assets, and real-time decision-making, protecting lives and providing safe working conditions are ongoing and non-negotiable commitments. In 2025, we continued to foster a prevention-focused culture built on accountability and shared responsibility. Programs such as Zero Harm were bolstered through a closer on-site presence of operational leadership, expanded toolbox talks, and reviews of critical procedures.

Our strategy is implemented through a structured Health, Safety, Environment, and Quality (HSEQ) management system with a strong preventive focus. Our approach combines risk identification and mitigation, standardized procedures, ongoing training, and leveraging technology to reduce exposure to hazards and strengthen a culture centered on care and prevention. This approach applies to both routine and non-routine activities and is based on ISO 45001 and applicable regulatory requirements. Our management approach follows the hierarchy of controls—prioritizing elimination, substitution, engineering controls, administrative controls, and personal protective equipment (PPE). Traceability is supported by systems such as FAP Online, which align with eSocial regulatory requirements, standardize procedures, and support decision-making.

We drive continuous improvement through hazard and risk assessments and investigations of accidents and incidents. Methodologies such as the 10 Failure Diagram, FCA, and Ishikawa analysis help identify root causes related to equipment, people, and the work environment. Corrective and preventive actions are documented and tracked through a software system called SoftExpert (Preliminary Incident Notification – NPI), which supports trend analysis, identification of improvement opportunities, and continuous improvement of controls.

PARTICIPATION AND TRAINING GRI 403-4

Active participation by leaders and employees is critical to this approach. Governance of the system is structured through our HSE (Health, Safety, and Environment) Committee, which includes operational managers, HSE leadership, and HSE coordinators, and is supported by our Internal Accident and Harassment Prevention Committee (CIPA).

Employees help identify hazards, risks, and opportunities for improvement through our Safety Observation Program (OPS), which enables employees to report unsafe conditions and supports anonymous submissions. Reports are consolidated and monitored through the Proactive HSE Metrics Portal within the SoftExpert system, supporting traceability and transparency.

Our HSE Policy also guarantees the right to refuse unsafe work, allowing any employee to halt a task when risks are not adequately controlled, without fear of retaliation or penalty—a principle consistently reiterated by our leadership.

Safety communications are designed to ensure consistency and broad reach. Key communication practices include a weekly Safety Alert distributed to leaders for discussion across operations and our *Viva Voz* communication channels, which use corporate email, a mobile app, and on-site digital displays to provide ongoing HSE updates.

PREVENTION THROUGH SUPPORT

The expansion of our Alcohol and Drug Use Prevention Program across the Company was an important step forward in integrating health, well-being, and operational safety. Initially launched as a pilot at Tecon Santos in 2023, the program was expanded to all business units during 2024 and 2025, incorporating new methodologies and strengthening its educational and preventive approach.

The program includes monthly random testing at operational facilities, mandatory post-incident testing—particularly at Tecon Santos—and breathalyzer screening at pedestrian access points as a pilot. A distinguishing feature of the program is its health-focused and supportive approach. The initial response is not punitive. Employees who test positive are invited to participate in a structured support program that includes treatment fully funded by the Company and counseling from a multidisciplinary team of psychiatrists, psychologists, physicians, and social workers.

BETTER TECHNOLOGY, BETTER PREVENTION, BETTER CARE GRI 403-3, 403-6

Technological modernization has been instrumental in improving our safety performance. Process digitalization, smart monitoring systems, and advances in automation have reduced the need for direct employee exposure to high-risk areas. In 2025, the introduction of semi-autonomous equipment in our port operations further advanced risk mitigation efforts by shifting certain activities to controlled and monitored environments. This demonstrates the value of leveraging innovation in safety as a strategic driver in our operations.

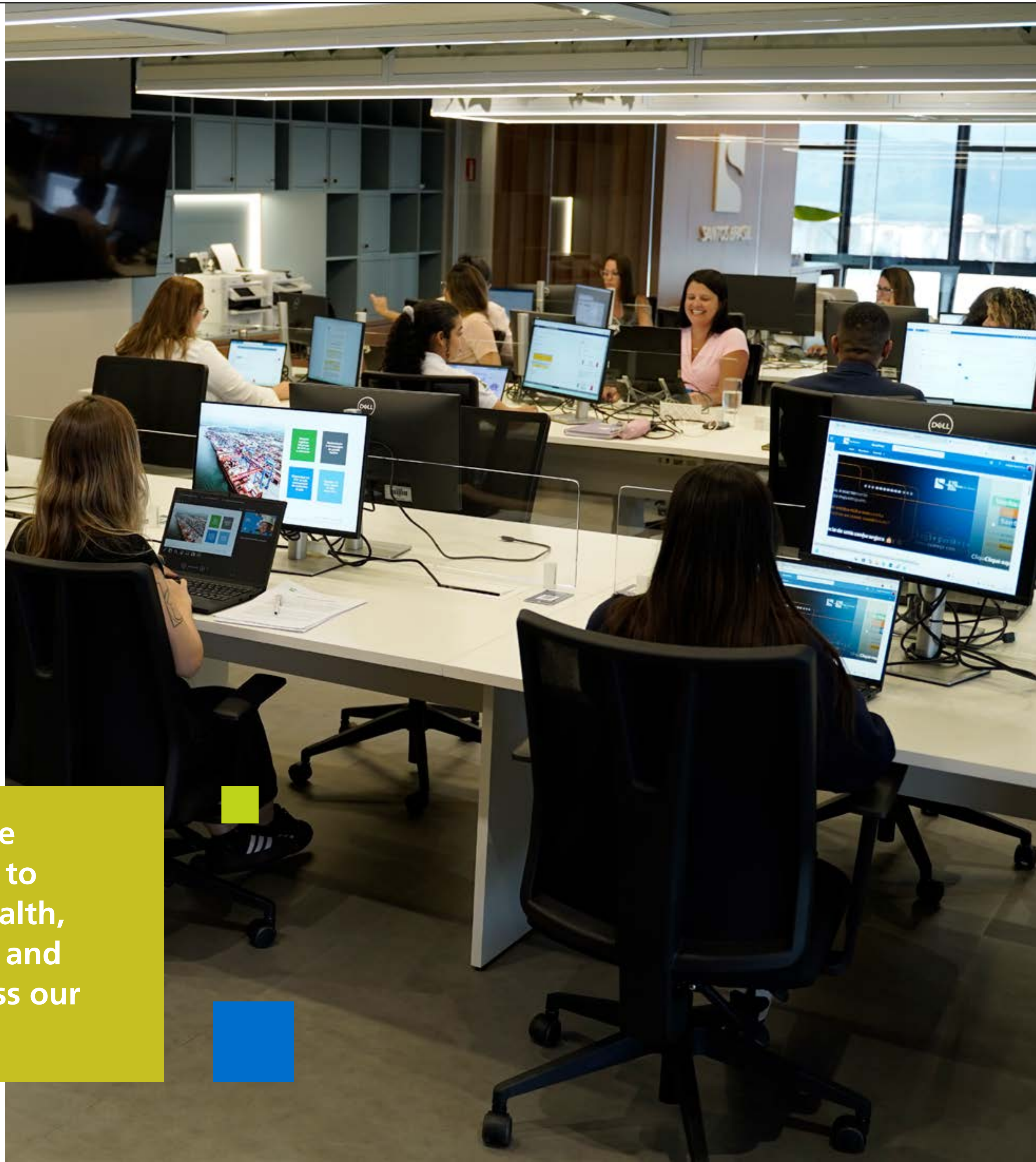
Beyond accident prevention, we continue to broaden our focus on overall employee health and well-being. We provide structured services that include occupational health, healthcare support, and health and wellness programs. In addition to occupational health needs, we have practices focused on chronic disease management, maternity support, mental health, and alcohol and drug use prevention (see callout under GRI 403-4). At some sites, these services are delivered through multidisciplinary teams that integrate healthcare and occupational health support.

Employees have direct access to Occupational Health and Safety teams at our facilities, with 24-hour coverage at Tecon Santos and business-hours support at other sites. The confidentiality of health information is protected through medical privacy protocols, helping build employee trust.

We support the *Mente em Foco* initiative of the UN Global Compact Network Brazil and provide employees with access to up to four free psychological support sessions per month through the Zenklub platform. This initiative expands access to mental health support and delivers on our commitment to employee well-being.

This integrated approach—combining technology, active leadership, operational discipline, and care for people—enhances operational reliability and helps build a safer, healthier workplace that is prepared for the challenges of sustainable growth.

We leverage technology to advance health, well-being, and safety across our operations



LEVERAGING ARTIFICIAL INTELLIGENCE TO IMPROVE SAFETY

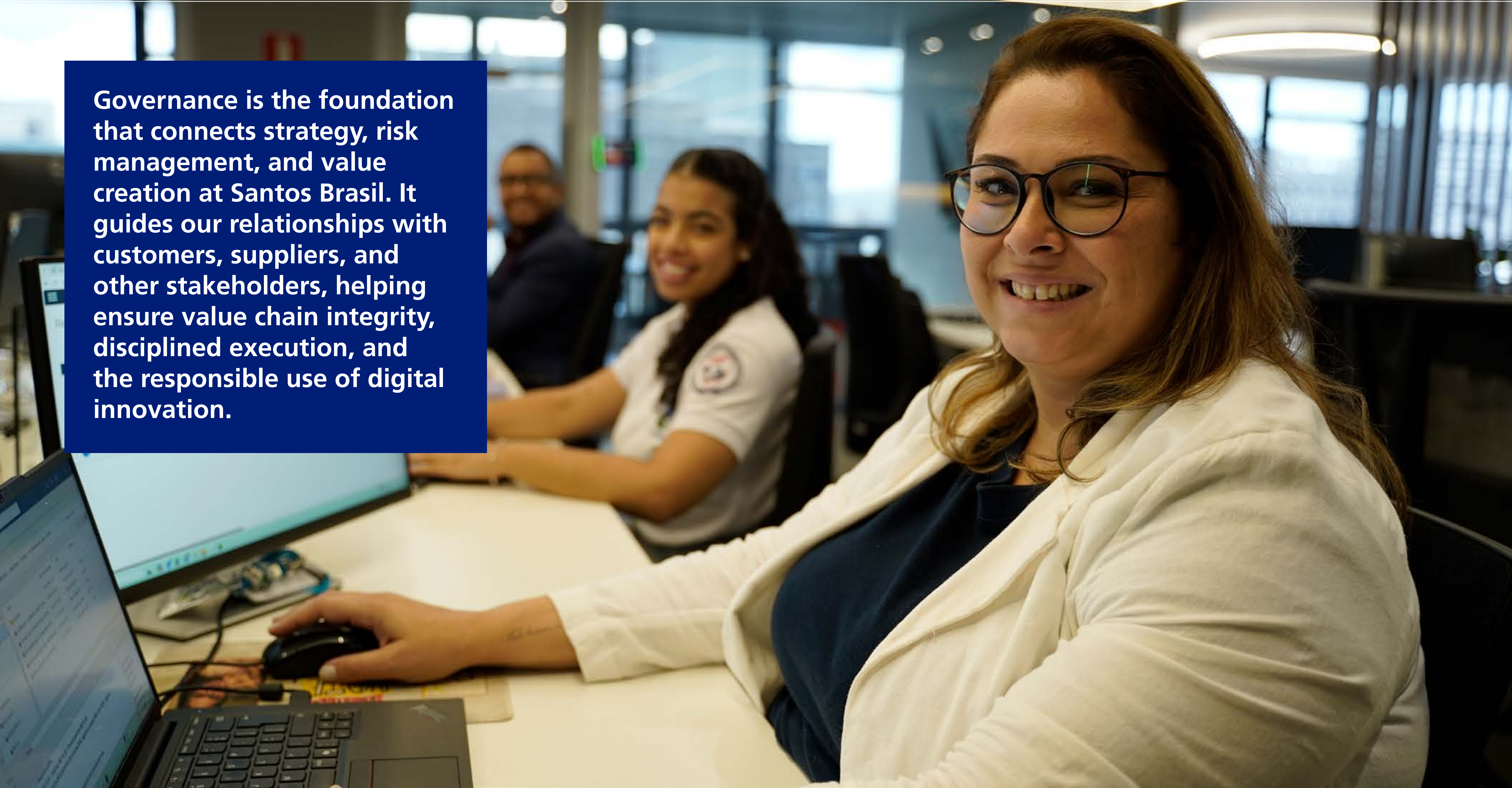
We implemented an AI-based fatigue monitoring technology in 2025 as a way to enhance accident prevention. The initiative was designed to improve safety for our workforce of nearly 4,000 employees—particularly terminal tractor operators (TTOs) and mobile equipment operators, whose activities are critical to terminal safety—by reducing risks associated with fatigue and distraction.

The solution, nicknamed *Grilo Falante* ("Jiminy Cricket") by employees, uses in-cab cameras to identify real-time behavioral risk indicators, including signs of fatigue (such as excessive blinking and yawning), cellphone use, seat belt noncompliance, and unsafe driving behaviors. When a critical situation is detected, the system immediately issues an audible alert, helping avert a potential incident before it occurs.

The rollout was supported by a structured change management process. Although some employees initially saw the technology as an intrusive tracking tool, communications efforts emphasized its purpose as a life-saving and self-care resource designed to improve operational safety. In 2025, the Proof of Concept (PoC) was successfully completed, followed by contract execution and scale up heading into 2026, setting a new standard for safety technology across the Company.

For more information about our social impact initiatives, see the Databook

GOVERNANCE



Governance is the foundation that connects strategy, risk management, and value creation at Santos Brasil. It guides our relationships with customers, suppliers, and other stakeholders, helping ensure value chain integrity, disciplined execution, and the responsible use of digital innovation.

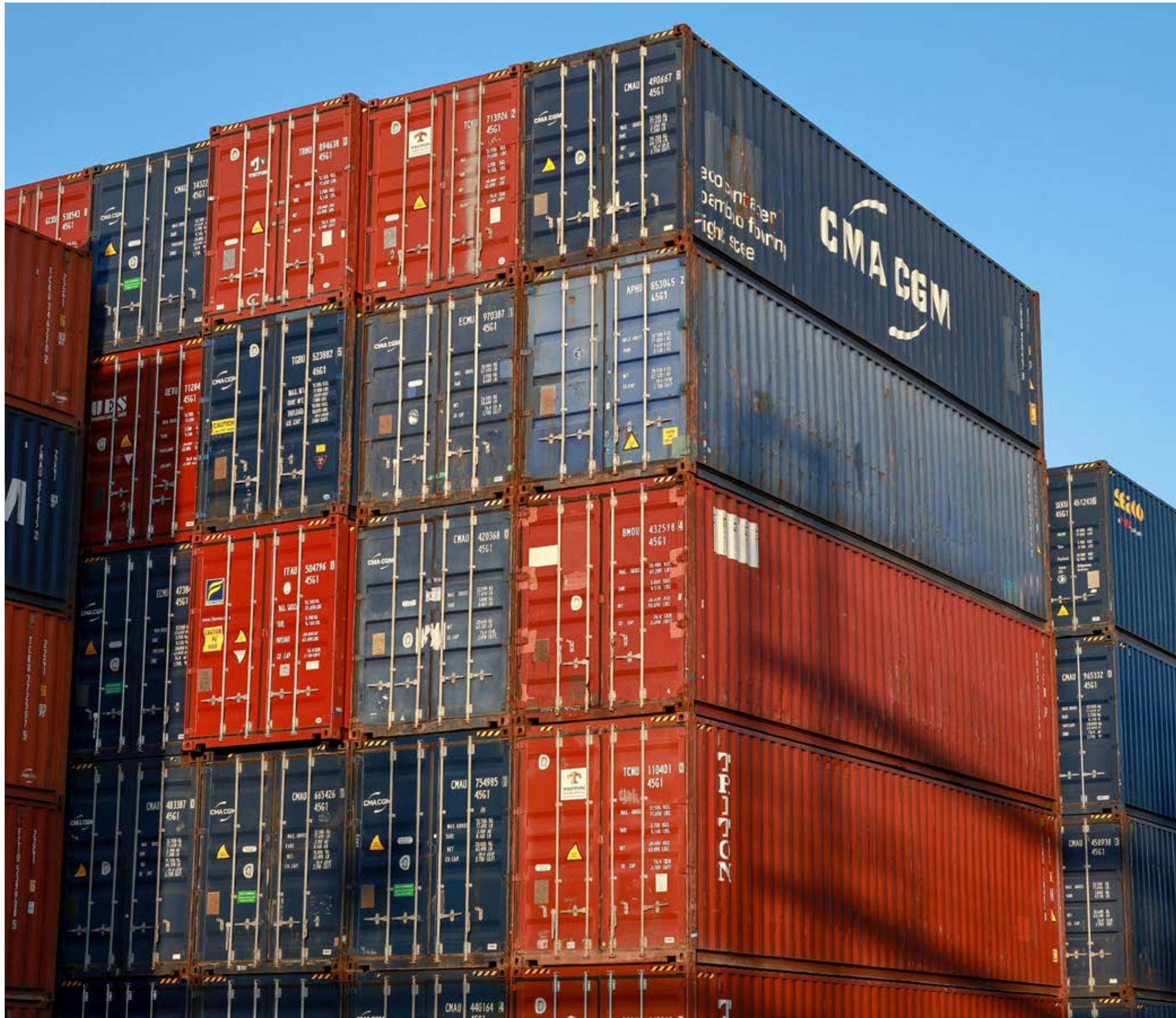
Governance and ownership transition GRI 3-3

2025 marked a new chapter for Santos Brasil. Following the acquisition of a controlling interest in our Company by the CMA CGM Group in April and the subsequent tender offer for the remaining shares, we exited the *Novo Mercado* listing segment, migrated to CVM Category B, and delisted our shares from B3 in October 2025. The transition reshaped our governance environment and required updates to oversight structures, reporting processes, and the progressive integration of CMA CGM Group's global governance practices.

This transition was accompanied by continued enhancements to our corporate governance framework. Our governance structure is designed to support responsible, transparent, and evidence-based decision-making, as required in managing assets that are critical to Brazil's logistics infrastructure. Santos Brasil's governance system comprises corporate policies, decision-making bodies, and control mechanisms that support regulatory compliance, align strategy, risk management, and sustainability, and incorporate economic, environmental, and social considerations into strategic decisions.

Management oversight is supported by key performance indicators (KPIs) and material topics incorporated into our enterprise risk matrix (see callout on page 70), enabling ongoing assessment of impacts and structured responses to identified issues. Throughout 2025, we strengthened coordination across corporate functions and expanded the use of analytical dashboards and real-time data, enhancing oversight by our committees and Board of Directors. These developments improved the quality of strategic information and provided disciplined, consistent support for both investment execution and the ownership transition.

Santos Brasil is now a member of the CMA CGM Group



Governance structure

COMPOSITION AND RESPONSIBILITIES GRI 2-9

Our governance structure combines oversight and executive bodies that operate in a coordinated manner. Santos Brasil's Bylaws, available on our Investor Relations website, establish guidelines governing the operation of these bodies:

- The Board of Directors establishes strategic direction and oversees management.
- Executive Management is responsible for execution and for consolidating information for review by the Board.
- The Oversight Board, a non-permanent body that is not currently in operation, provides oversight of management activities and reviews financial statements.
- Specialized committees—including the People, M&A, Compliance, and Sustainability Committees—support the assessment of risks, performance, compliance, and strategic matters, helping ensure alignment across policies, practices, and regulatory requirements.

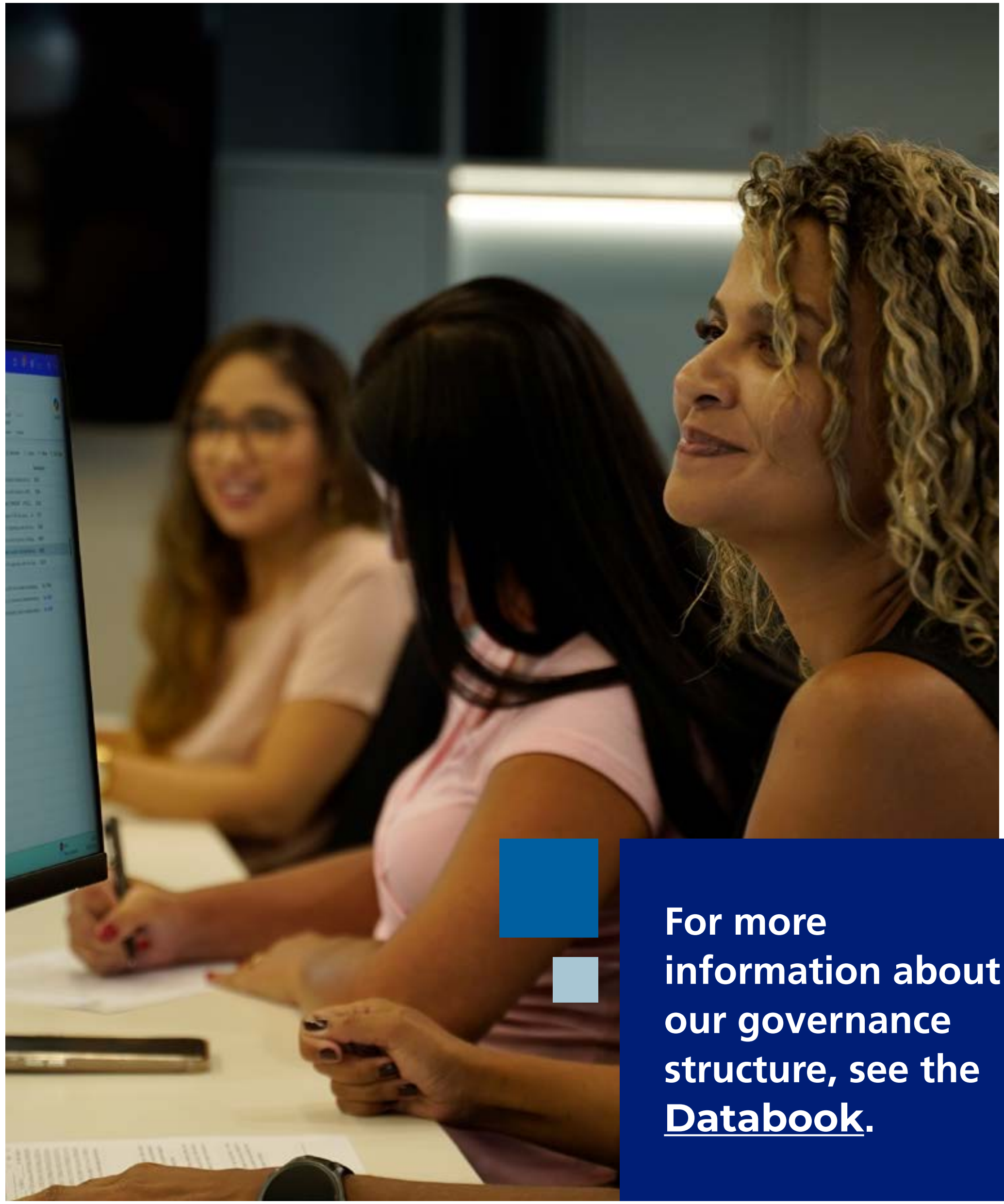
BOARD OF DIRECTORS

GRI 2-11, 2-17

The Board of Directors provides strategic oversight and ensures alignment with corporate policies and guidelines. Regular and special Board meetings address financial performance, enterprise risks, sustainability, regulatory developments, and trends affecting the port sector. The chair of the Board does not hold executive responsibilities, ensuring the Board's independence.

At the Extraordinary General Meeting held on January 6, 2026, during which the Company's Bylaws were comprehensively revised, the Audit Committee and the independent director positions were discontinued, and Board member tenure was revised to three years. The new Board composition was also elected at that meeting:

Christine Cabau Woehrel — **Chair**
Ramon Fernandez — **Vice Chair**
Nicolas Reynard — **Member**
Emmanuel Delachambre — **Member**



For more information about our governance structure, see the Databook.

Integrity, ethics, and risk management

GRI 3-3, 2-23, 2-24, 2-25

At Santos Brasil, integrity underpins our credibility and guides how we conduct business, manage contractual relationships, and make strategic decisions. Our activities are governed by a set of corporate policies, including our Code of Conduct, which establishes clear standards of behavior and responsibilities for employees, leaders, and business partners. This framework also includes our Human Rights Policy and Anti-Bribery and Anti-Corruption Policy, which support the prevention of unlawful practices, discrimination, forced labor, and other violations throughout the value chain.

Our Compliance and Strategic Risk Management programs are certified to ISO 37001 and ISO 37301 and we have been a signatory to the UN Global Compact since 2013, aligning our practices with the Sustainable Development Goals (SDGs).

We take a no-tolerance stance on child labor, forced labor, and all forms of modern slavery, as well as discrimination, violence, harassment, and sexual exploitation. We also promote diversity, freedom of association, reduced inequality, and the right to collective bargaining. When we identify misconduct or adverse impacts, we implement corrective measures proportionate to the circumstances. These may include process improvements, disciplinary measures, control enhancements, environmental remediation, or corrective actions within affected communities, depending on the nature of the issue.

We have been a signatory to the UN Global Compact since 2013

INTEGRATED APPROACH GRI 2-26

Our integrity framework includes mandatory training, structured environmental and social due diligence processes, conflict-of-interest management, and secure channels for seeking guidance and reporting concerns. The Compliance Committee reviews significant cases, recommends improvements, and oversees the implementation of our corporate policies and guidelines.

Our annual Compliance Program covers topics such as workplace harassment, sexual harassment, and conflicts of interest for employees, while suppliers receive targeted training on expected standards of conduct, prohibited practices, and conflict-of-interest management.

In addition to reporting channels, we provide resources for guidance and policy-related questions, including in-person and digital training, reference materials, and e-learning platforms, with prevention as a cornerstone of our integrity framework. In 2025, we strengthened internal communications related to ethical conduct and expanded training for employees and suppliers, achieving a high participation rate among eligible audiences in our annual Compliance Program.

INTEGRITY IN ACTION

In 2025, we made continued progress in strengthening our integrity program by enhancing the use of our Confidential Portal as a central channel for prevention, guidance, and addressing ethical concerns. Operated by an independent third party and available 24 hours a day, the portal provides whistleblowers with an anonymous, confidential reporting channel and protection against retaliation.

The portal received 475 reports in 2025, and all cases were reviewed. Compliance Committee reviews resulted in disciplinary measures, process improvements, and structural recommendations designed to address recurring risks.

Individuals who submitted reports received feedback regarding investigation outcomes, providing transparency around the process and helping to build user trust in available mechanisms.

ENTERPRISE RISK MANAGEMENT

In 2025, we reviewed our Enterprise Risk Management Policy and updated our Risk Matrix, enhancing alignment between risk identification, prioritization, mitigation, monitoring, and communication—and our planning cycles.

Santos Brasil's risk management approach is integrated and multidisciplinary, covering strategic, operational, financial, regulatory, and environmental and social risks. This approach provides a cross-functional view of material impacts and supports their integration into our strategic agenda.

For more information about integrity, ethics, and risk management, see the accompanying Databook.

Key elements of our integrity and risk management framework

- Code of Conduct and mandatory corporate policies
- Compliance Program certified to ISO 37001 and ISO 37301
- Independent reporting channel
- Compliance Committee responsible for review and decision-making
- Due diligence processes for critical suppliers and business partners
- Regular training for employees and suppliers
- Integrated risk matrix with ongoing updates
- Monitoring and automation systems designed to prevent misconduct

Responsible value chain

In 2025, we maintained our focus on operational excellence, cargo integrity, and customer experience—critical elements in ensuring the reliability of our logistics value chain. We also refined our approach to managing technology and cybersecurity risks, supported by investments in digital infrastructure, continuous monitoring, and information security protocols.

Customer loyalty and retention initiatives have helped to enhance the perceived value of the Santos Brasil brand

Customer satisfaction GRI 3-3

In an industry where competitiveness hinges on reliability, predictability, and efficiency, the customer experience has become one of our key strategic priorities. We recognize that technology, close customer relationships, and structured analysis of the customer journey are critical to building long-term relationships and sustaining competitive advantage. These principles are now embedded in our processes and policies.

In 2025, we further strengthened a customer engagement approach focused on value creation, supported by operational quality and an increasingly comprehensive portfolio of logistics solutions. Growth in average ticket, higher contract amounts, and business expansion reflected the success of our structured customer loyalty initiatives. Integrated solutions, improved operational predictability, and clear communication of our competitive advantages strengthened customer confidence and enhanced the perceived value of the Santos Brasil brand.

Responsibility for customer satisfaction is shared across our commercial, operations, customer experience, and executive leadership teams, reflecting our strategy of building long-term relationships and delivering consistent performance. Our Customer Satisfaction Procedure sets out the framework for this approach and establishes guidelines for measuring customer perceptions through a single, shared metric: Net Promoter Score (NPS). NPS is incorporated into the performance targets of all employees, including senior leadership, reinforcing that customer experience is a shared responsibility across the organization.

DATA INTELLIGENCE

Our recent implementation of an integrated CRM system represented an important step forward in this process. The platform enables real-time monitoring of key indicators—such as container dwell time—improves data management, and enhances the customization of information shared with customers. This integration improves internal communication, reduces information asymmetries, and enhances our ability to respond quickly to any issues.

We have also improved efficiency through the introduction of self-service tools on our website that allow freight forwarders to conduct transactions directly, streamlining process flows and reducing operational steps. At our Liquid Bulk Terminal, which completed its third year of operations in 2025, an exercise to map the experiences of distributors and drivers helped identify tangible opportunities for improvement. Speed, efficiency, and service quality have become recognized differentiators for customers of the terminal.

The integration of these insights into our enterprise risk management processes, combined with continuous improvement methodologies such as Kaizen, Six Sigma, and our SB Inova program, helps ensure that customer feedback is translated into concrete decisions, operational improvements, and measurable gains.

We also host technical site visits for customers and investors, supporting greater transparency, collaboration, and a better understanding of our operations. This openness builds trust in the Santos Brasil brand and positions customer experience as a central element of our value proposition.

We turn customer feedback into solutions

Cargo integrity and innovation GRI 3-3

Cargo integrity is essential to the trust our customers place in us. As a material topic, it is embedded in our port and logistics operations. Preventing losses, damage, contamination, theft, and tampering requires operational discipline, robust governance, advanced traceability, and a strong culture of shared responsibility.

To mitigate risks and improve efficiency and predictability, we use a sequential container strategy that organizes yard operations more effectively, reduces container rehandling, optimizes space utilization, and enhances both operational safety and traceability. Our ability to transfer excess cargo from Tecon Santos to the Santos and Guarujá bonded warehouses helps streamline operations during periods of peak demand, reducing risks associated with congestion and delays.

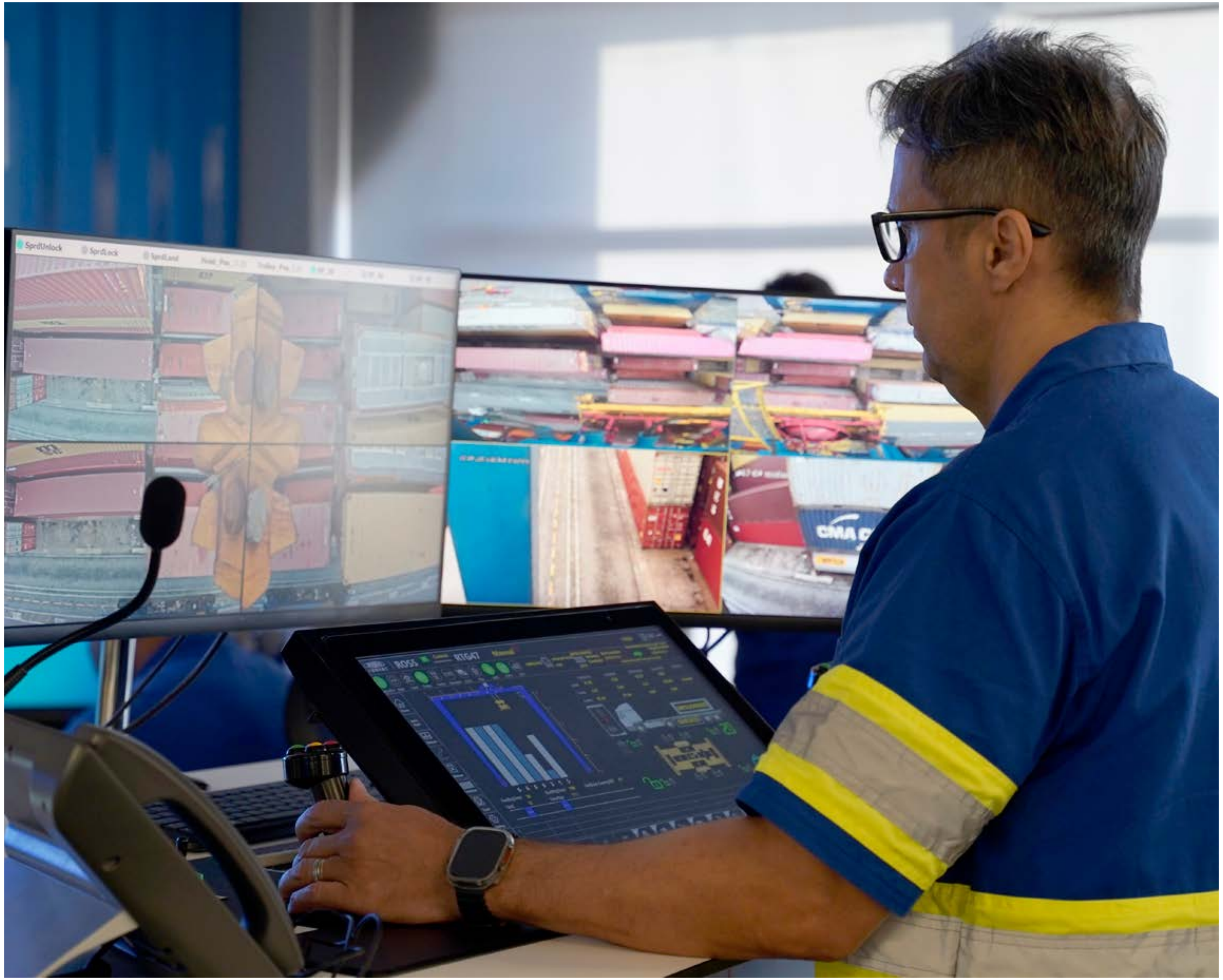
Technology continues to play a central role in strengthening operational integrity. Key initiatives in 2025 included:

- Modernization of our Terminal Management System (TMS), improving the reliability, speed, and traceability of operations.
- Implementation of a 3D Warehouse System at the Santos bonded warehouse, enabling real-time inventory monitoring and more efficient use of space.
- Deployment of IoT sensors in refrigerated containers, supporting rigorous temperature control and rapid response to deviations.
- Use of drones and remote inspections, enhancing asset protection and operational oversight.
- Digital Twin technology and machine learning applications, supporting predictive simulations and improving yard logistics and truck arrival forecasting.

We also maintain a stringent ethical approach to preventing the handling of illegal or hazardous cargo and cargo associated with unacceptable practices, including social dumping. This approach upholds our responsibility to protect the logistics value chain and safeguard the reputation of the port industry.

Together, these operational, technological, and ethical practices have strengthened operational reliability while enhancing safety and service quality for our customers.

Our sequential container strategy enhances operational traceability



DIGITAL TRANSFORMATION GOVERNANCE GRI 3-3

At Santos Brasil, we are pursuing digital transformation with innovation, structured governance, and data protection. Our approach is guided by our Research, Development, and Innovation (R&D&I) Procedure, the SB Inova Program Management Framework, our Data Management Standard, our Technology Risk Management Standard, our Information Security Policy, and our Privacy and Personal Data Protection Governance Policy.

To ensure compliance with Brazil's General Data Protection Regulation (BR GDPR) and mitigate cyber risks, we have established guidelines covering the entire data lifecycle—from collection through disposal—alongside a Data Protection Committee responsible for overseeing implementation and monitoring regulatory developments. This framework is supported by Vulnerability Management and Antimalware Management procedures, as well as ongoing technical and behavioral training programs.

State-of-the-art digital infrastructure—including cloud-based solutions, secure and redundant network architecture, systems integration, and real-time monitoring—helps strengthen operational resilience and reduces exposure to disruptions, data breaches, and unauthorized handling of critical information. Our objectives are to ensure regulatory compliance, protect corporate and customer information, reduce cyber vulnerabilities, and improve operational efficiency through digitalization, automation, and greater integration with stakeholders.

Supplier management

GRI 308-1, 408-1, 409-1, 414-1, 414-2

Our value chain is only as strong as the quality and integrity of the partners we do business with. For that reason, we extend our principles of ethics, transparency, and accountability beyond our fence line, ensuring that suppliers and contractors uphold the same standards of performance, safety, and respect for human rights that govern our own operations.

In 2025, we strengthened this approach by increasing the involvement of our Procurement, Compliance, Legal, Sustainability, and HSE teams in the onboarding and oversight of suppliers and contractors. Our supply chain management processes continue to evolve through increasingly structured assessment criteria that include integrity, operational performance, legal requirements, health and safety, and labor, environmental, and social compliance. These expectations are formalized in our Supplier and Contractor Code of Conduct, which establishes clear, mandatory standards of ethical behavior.

Our pre-engagement due diligence process is supported by a structured environmental and social risk assessment conducted through the Brazilian Institute for Certification and Monitoring (IBRACEM) platform. The assessment includes registration detail reviews, checks for legal restrictions, and risk rating. In 2025, we evaluated 1,581 suppliers and maintained monthly monitoring of those with personnel assigned to our facilities.

Our oversight extends beyond the onboarding stage. Our relationships with suppliers include mandatory contractual provisions related to integrity and human rights that are aligned with the principles of the UN Global Compact. These provisions establish our right to conduct audits and require suppliers to adopt equivalent standards in the management of their own business partners, extending accountability throughout the value chain.

At the same time, we continue to promote a culture of responsibility across our supply chain. We provide supplier training on ethical conduct, labor compliance, and conflict-of-interest prevention, while expanding the use of virtual training modules for strategic suppliers.

For suppliers whose activities may have environmental impacts, additional assessments are conducted by our Health, Safety, Environment, and Quality (HSE) team in accordance with our Contractor Management and HSE Requirements for Suppliers and Contractors procedures.

During the year, we completed due diligence reviews for 750 newly onboarded suppliers, of which 299 conducted business transactions with the Company.

ENHANCED DUE DILIGENCE GRI 308-2

Throughout the year, we enhanced our due diligence processes, particularly for suppliers supporting critical operational activities. Enhancements to risk rating criteria and automated screening tools within the IBRACEM platform enabled us to identify potential issues before contract execution and strengthen oversight of labor, environmental, and social performance indicators. These improvements reduced exposure to legal and reputational risks while increasing operational predictability. The absence of identified cases involving child labor, forced labor, or slave labor reflects the effectiveness of our preventive screening measures and the maturity of the controls in place throughout the supplier relationship.

Environmental impacts are managed under a corporate procedure on Identifying and Assessing Environmental Aspects and Impacts, which was updated in 2025 through a comprehensive methodological review. The methodology evaluates normal, abnormal, and emergency conditions, enabling the identification of actual and potential impacts associated with operations under our direct control, as well as services performed by contractors within our facilities or under our operational oversight.

At present, this assessment does not extend to suppliers of consumables, raw materials, or external manufacturers. Expanding environmental impact management across these segments of the value chain offers an opportunity for future improvement.

SANTOS BRASIL

DATABOOK

SUSTAINABILITY REPORT 2025

Additional disclosures

Global Reporting Initiative (GRI)

2-1 – ORGANIZATIONAL DETAILS (SUPPLEMENT)

Santos Brasil is a for-profit corporation headquartered in São Paulo (Rua Joaquim Floriano, 413, 10th Floor, Itaim Bibi).

Its corporate structure comprises four main operational companies:

- Santos Brasil Participações S.A., responsible for the assets Tecon Santos, Liquid Bulk Terminal and Tecon/TCG Imbituba.
- Santos Brasil Logística S.A., which includes the Santos and Guarujá bonded warehouses, the Distribution Center in São Bernardo do Campo and the *K10 In-House Logistics* operation.
- Terminal de Veículos de Santos S.A. (TEV).
- Convicon Contêineres de Vila do Conde S.A., operator of Tecon Vila do Conde.

2-2 – ENTITIES INCLUDED IN THE ORGANIZATION'S SUSTAINABILITY REPORTING (SUPPLEMENT)

This publication presents the performance and main initiatives of Santos Brasil from January 1 to December 31, 2025. The report's scope covers all entities under the Company's majority control, fully reflected in the financial statements:

Tecon Santos, Tecon Vila do Conde, Tecon Imbituba, TCG Imbituba, Vehicle Terminal and Liquid Bulk Terminal, plus the logistics units CLIA Santos, CLIA Guarujá, Distribution Center in São Bernardo do Campo, and K10 *In-House Logistics*, in addition to the administrative headquarters in São Paulo and Santos.

2-6 – ACTIVITIES, VALUE CHAIN AND OTHER BUSINESS RELATIONSHIPS (SUPPLEMENT)

Operationally, Santos Brasil is registered under CNAEs for port operator activities (52.31-1-02), general warehouses with warrant issuance (52.11-7-01), loading and unloading (52.12-5-00), freight forwarding except marine (52.50-8-03), logistic organization of freight transport (52.50-8-04), and multimodal transport operator (52.50-8-05).

In the transport segment, the focus is on the road segment, including general cargo transport (49.30-2-02), hazardous goods transport (49.30-2-03), and moving services (49.30-2-04).

Santos Brasil's net revenue (net sales) in 2025 was R$ 3,627,414,000.00.

Santos Brasil does not market products or services that are subject to prohibition, concern or public debate in its operating markets. The Company serves a diverse range of sectors, including automotive (movement and trade of vehicles and auto parts), chemical and petrochemical, pharmaceutical (specialized storage and transport), retail and consumer goods, in addition to integrated logistics for containerized cargo from the port to the final destination.

We concluded the year 2025 with 2,121 active suppliers, under a procurement strategy that prioritizes the acquisition of equipment and supplies directly from manufacturers or distributors. About 48.2% of the purchase volume was directed to suppliers located in our geographies, with an emphasis on the Baixada Santista, São Paulo metropolitan area and the states of Pará and Maranhão.

In 2025, there were major purchases of heavy equipment from authorized manufacturers and distributors outside the region. In addition to these, we acquired the necessary supplies for our operation (parts, energy, fuel, etc.). We also have service providers focused on the terminal's expansion and modernization plan and support service providers (Security, Restaurant, Cleaning, construction, etc.). When considering billing volume, we also include benefits suppliers, especially medical assistance and food (meal vouchers (VA), food vouchers (VR), and grocery packs).

The Company's suppliers are diversified in terms of location (local, national and international), size (small, medium and large), activity (products, services and supplies), and category (outsourced, wholesalers and retailers). A total of 2,121 partners and a total billed amount of R$ 1,818,551,328.82 in 2025 is distributed among the group's companies as follows:

- Santos Brasil Participações: 1,481 suppliers and R$ 1,312,592,189.01 billed.
- Santos Brasil Logística: 406 suppliers and R$ 337,831,891.49 billed.
- Convicon: 202 suppliers and R$ 117,141,686.40 billed.
- TEV: 32 suppliers and R$ 50,985,561.92 billed.

Santos Brasil's downstream operations comprise land logistics and distribution services carried out after unloading at port terminals, extending the supply chain from the port to the customer's destination. The Company relies on strategic partners to execute these activities, notably the CMA CGM Group—its current controller—which enhances integration with global logistics networks and maritime services.

Institutionally, the Company maintains ongoing relationships with government and regulatory bodies, such as the Santos Port Authority, the Ministry of Ports and Airports, and other entities responsible for concessions and oversight. Other key partners include clients in the logistics chain — shipowners, importers, exporters, freight forwarders and logistics operators — and civil society organizations through social and training projects in surrounding communities. Lastly, Santos Brasil maintains ongoing dialog with city governments, regional leaders, suppliers and service providers, ensuring the efficiency and sustainability of its operations.

2-7 – EMPLOYEES (SUPPLEMENT)

There are no Santos Brasil employees working in the Midwest region. Data is extracted monthly from the payroll system, using a direct count method for the total number of employees (including all full-time and part-time records). The survey is based on data available at the end of the reporting period.

Workforce by region and gender

			2023			2024			2025
	Men	**Women**	**Subtotal**	**Men**	**Women**	**Subtotal**	**Men**	**Women**	**Subtotal**
North	313	50	363	346	70	416	326	77	403
Northeast	36	15	51	40	17	57	50	22	72
Southeast	2,273	443	2,716	2,510	533	3,043	2,598	536	3,134
South	123	19	142	154	33	187	187	30	217
Total	**2,745**	**527**	**3,272**	**3,050**	**653**	**3,703**	**3,161**	**665**	**3,826**

Workforce by employment contract and gender

			2023		2024				2025
Contract	**Women**	**Men**	**Total**	**Women**	**Men**	**Total**	**Women**	**Men**	**Total**
Temporary	11	21	32	15	14	29	11	6	17
Permanent	527	2,745	3,272	653	3,050	3,703	665	3,161	3,826

Workforce by employment contract and region

Region	2023 Temporary	2023 Permanent	2024 Temporary	2024 Permanent	2025 Temporary	2025 Permanent
North	0	363	16	416	2	403
South	0	142	0	187	0	217
Southeast	32	2,716	13	3,043	15	3,134
Northeast	0	51	0	57	0	72
Total	**32**	**3,272**	**29**	**3,703**	**17**	**3,826**

Notes: The 'Permanent' group includes all CLT employees from all companies.
Temporary workers are hired via an outsourcing company, responsible for selection and employment ties to cover absences based on Santos Brasil's demand and request.

Workforce by employment contract and gender

	2023 Full time	2023 Part time	2023 Subtotal	2024 Full time	2024 Part time	2024 Subtotal	2025 Full time	2025 Part time	2025 Subtotal
Men	2,706	39	2,745	3,007	43	3,050	3,132	29	3,161
Women	452	75	527	573	80	653	610	55	665
Total	**3,158**	**114**	**3,272**	**3,580**	**123**	**3,703**	**3,742**	**84**	**3,826**

Workforce by employment type and region

	2023 Full time	2023 Part time	2023 Subtotal	2024 Full time	2024 Part time	2024 Subtotal	2025 Full time	2025 Part time	2025 Subtotal
North	354	9	363	408	8	416	391	12	403
Northeast	49	2	51	54	3	57	69	3	72
Southeast	2,615	101	2,716	2,935	108	3,043	3,069	65	3,134
South	140	2	142	183	4	187	213	4	217
Total	**3,158**	**114**	**3,272**	**3,580**	**123**	**3,703**	**3,742**	**84**	**3,826**

Non-guaranteed hours employees, broken down by gender

	2023	2024	2025
Men	105	131	124
Women	43	62	60
Total	**148**	**193**	**184**

Non-guaranteed hours employees, broken down by region

	2023 Men	2023 Women	2023 Subtotal	2024 Men	2024 Women	2024 Subtotal	2025 Men	2025 Women	2025 Subtotal
North	9	2	11	7	4	11	5	3	8
Northeast	8	1	9	7	0	7	8	2	10
Southeast	84	39	123	111	57	168	103	55	158
South	4	1	5	6	1	7	8	0	8
Total	**105**	**43**	**148**	**131**	**62**	**193**	**124**	**60**	**184**

2-8 – WORKERS WHO ARE NOT EMPLOYEES (SUPPLEMENT)

The methodology used was direct counting, encompassing all full-time and part-time employees, based on data collected at the end of the reporting period. The figure reflects the position as of 12/31/2025, including third parties managed by the B&D (Budget and Development) team and temporary staff managed by the Talent Attraction team.

Workers who are not employees

2023	2024	2025
1,335	1,473	1,178

GRI 2-9 – GOVERNANCE STRUCTURE AND COMPOSITION (SUPPLEMENT)

Level 1	**Highest instance** General Shareholders' Meeting
Level 2	**Deliberative bodies** Board of Directors
Level 3	**Oversight bodies** Oversight Board[1] Independent Audit
Level 4	**Board support structures** Sustainability Committee Compliance Committee Audit Committee[2]
Level 5	**Executive management** Statutory Executive Board
Level 6	**Technical functions** Corporate and operational areas
Level 7	**Operations** Business Units

[1] Non-permanent body not convened when this Databook was published.
[2] The body was permanently dissolved at the Extraordinary General Meeting held on 01/06/2026.

2-10 – NOMINATION AND SELECTION OF THE HIGHEST GOVERNANCE BODY

Santos Brasil follows a formal process for the appointment and selection of members of its highest governance body and its committees, underpinned by transparency, competence and availability guidelines. Nominations comply with legal and regulatory requirements, including the need for highly qualified professionals with technical, professional, and academic experience compatible with the position. The candidate evaluation process considers the involvement of stakeholders, skills and experience. At the General Meeting election, shareholders analyze resumes to ensure alignment with the sector, our organizational profile and environmental, social, and corporate governance concerns.

2-12 – ROLE OF THE HIGHEST GOVERNANCE BODY IN OVERSEEING THE MANAGEMENT OF IMPACTS; 2-13 – DELEGATION OF RESPONSIBILITY FOR MANAGING IMPACTS; 2-14 – ROLE OF THE HIGHEST GOVERNANCE BODY IN SUSTAINABILITY REPORTING

Board of Directors

The Board of Directors is the Company's highest governance body and sets strategic goals for operational, economic-financial, social, and environmental issues. Additionally, it is responsible for electing and dismissing the members of the Statutory Executive Board and overseeing the discharge of their duties.

The body receives periodic information on sustainability, monitors the progress of goals and indicators, and discusses strategic issues, ensuring alignment with corporate planning and risk management.

The Board monitors the results of the materiality process and key ESG initiatives. The technical review of the Sustainability Report is conducted by the competent executive bodies, and then reported to the board for their information.

Statutory Executive Board

Reporting to the Board of Directors, the Statutory Executive Board is tasked with executive management and factoring ESG concerns into decision-making and operational processes.

The Statutory Executive Board shall:

- Define policies, objectives and plans related to operational, economic-financial, social, and environmental topics.
- Ensure compliance with the strategic guidelines defined by the Board of Directors.
- Ensure methodological consistency, information quality, and adherence to relevant standards and certifications.

Sustainability Committee

Chaired by the CEO and composed of executive and technical leaders, the Sustainability Committee meets semiannually to:

- Monitor social and environmental goals and indicators.
- Assess risks and opportunities related to our material topics.
- Approve action plans and track key indicators.
- Review and approve the Sustainability Report before it is submitted to the Board of Directors.

Audit Committee

The Audit Committee was permanently dissolved by the Extraordinary General Meeting on January 06, 2026, reflecting the corporate transition following the Company's acquisition by CMA CGM Group.

In 2025, the Audit Committee monitored corporate risks, including social and environmental, overseeing internal controls, and policy and regulatory compliance. It worked in conjunction with the Sustainability Committee to monitor material impacts and mitigate significant risks.

Technical support structures

Our technical teams provide data, analyses and technical support to the committees and the Executive Board. Governance is strengthened by indicator monitoring systems, internal validation processes and periodic audits.

2-15 – CONFLICTS OF INTEREST

Santos Brasil adopts structured processes to prevent and mitigate conflicts of interest, based on clear policies and procedures, education and training programs, and the work of a committee responsible for case analysis and review.

As regards transparency, conflicts of interest are not disclosed due to confidentiality restrictions. The organization reports the number of occurrences to the Board's support structures only. Qualitative information — i.e., specific details of each case — is not disclosed as a strategic decision aimed at maintaining confidentiality.

2-16 – COMMUNICATION OF CRITICAL CONCERNS

Critical concerns are communicated to the highest governance body through periodic reports and presentations, formal board and committee meetings and audit documents covering risks, compliance, sustainability, strategic analyses, legal reviews and crisis communication protocols. Topics with potential significant impact are included in material submitted to the Board of Directors for discussion in regular or extraordinary meetings. No critical concerns of this nature were communicated to the Board of Directors in 2024 and 2025.

2-17 – COLLECTIVE KNOWLEDGE OF THE HIGHEST GOVERNANCE BODY (SUPPLEMENT)

The content submitted for resolution by the Board of Directors includes operational analyses, structured projections and technical studies prepared internally or by specialized consultancies, enhancing the board's collective knowledge. In 2024, the Board received detailed information on people management policies and programs, which remained in effect in 2025 and contributed to decisions related to organizational structure and team development.

2-18 – EVALUATION OF THE PERFORMANCE OF THE HIGHEST GOVERNANCE BODY

Santos Brasil reviewed the performance of the Board of Directors as a collegiate body in the 2023 and 2024 financial years. However, in 2025, the corporate transition process led to successive changes in the composition of the Board of Directors, as per corporate actions available on the Investor Relations website. Given this situation, the Company understood that conducting the review for the period would not accurately reflect the board's performance.

For the next cycle, Santos Brasil plans to review and resume the Board of Directors' evaluation process, aligning it with CMA CGM Group governance guidelines and practices, ensuring consistency, comparability and adherence to best-recommended practices.

2-19 – REMUNERATION POLICIES (SUPPLEMENT)

The remuneration policies for senior leadership and the Board of Directors of Santos Brasil consist of a fixed portion, defined by responsibilities and market practices, and a variable portion linked to strategic indicators. Recruitment incentives or attraction bonuses can be granted on an ad-hoc basis for strategic positions, while severance payments comply with legislation, contracts and internal limits. The organization has clawback provisions—whereby bonuses may be reclaimed—in cases of policy non-compliance and ensures retirement benefits according to current standards.

2-20 – PROCESS TO DETERMINE REMUNERATION

The remuneration policy development process includes setting remuneration objectives, market analysis, performance reviews and the development of compensation packages, supervised by the People & Management Department. The guidelines are submitted to the competent governance bodies, with periodic reviews to ensure strategic alignment, competitiveness, legal compliance and transparency. Independent remuneration consultants were involved to help determine these values, alongside the Company, the Board of Directors and its senior executives. The outcome of these consultations included meetings with the Executive Board to define the salary structure and align with the Board Committee.

2-27 – COMPLIANCE WITH LAWS AND REGULATIONS

The Company recorded a payment of R$ 274,568.00 in fines resulting from 30 cases of non-compliance with the laws and regulations of the Ministry of Labor and Employment, Anvisa, and environmental agencies. These fines do not represent incidents generated during the reporting period. Significant non-compliance cases mean those incurring fines in excess of R$ 300,000.00 or processes whose subject matter is material and has a direct impact on the business.

3-1 PROCESS TO DETERMINE MATERIAL TOPICS (SUPPLEMENT)

1. Preliminary identification of impacts

We mapped impacts associated with port, logistics, and liquid bulk operations based on document analysis, review of internal policies, risk and opportunity assessment, and sector trend studies.

2. Consolidating topics for evaluation

17 topics related to economic, environmental, social, and technological dimensions were initially considered.

3. Stakeholder engagement

We conducted a structured consultation process, including executive interviews, online consultations and targeted surveys. Participants included shareholders, investors, clients, employees, business partners, suppliers, surrounding communities, public authorities, regulatory bodies, third-sector organizations and the media.

A total of 301 contributions were registered:

- 209 from employees.
- 17 from leadership, the Board, and shareholders.
- 75 from external stakeholders, such as suppliers, port authorities, logistics operators, clients, civil society organizations, employees, and local communities.

4. Impact assessment and classification

159 impacts were analyzed — 65 positive and 94 negative — considering probability, magnitude, and severity criteria, evaluated based on intensity, extent, and reversibility.

5. Prioritization

The topics were plotted on a matrix capturing both impact materiality and financial materiality, resulting in the definition of 12 material topics that guide our strategy, investments, and policies.

3-3 – BUSINESS MODEL RESILIENCE

Potential impacts

Nature	Description	Level
Positive	Financial impact resulting from government tax incentives	Low
Negative	Interruption of operations due to supply chain disruptions (closure or forced change of suppliers)	Medium
	Reputational damage to image and brand due to potential non-compliance with public sustainability commitments (greenwashing or social washing)	Medium
	Financial risk associated with not meeting sustainable targets, like the decarbonization plan	Medium
	Interruption or reduction of operational flow due to geopolitical context and global conflicts	Low
	Financial impact resulting from poor client portfolio diversification	Low
	Loss of government tax incentives	Low

Actual impacts

Nature	Description	Level
Positive	Fostering innovative solutions that enhance operational efficiency and responsible resource use	Significant
	Strengthening governance, transparency and trust with stakeholders through the formalization of public commitments	Significant
	Contribution to a more sustainable port sector, positively influencing the value chain	Medium
	Valuation of assets associated with process modernization and ESG risk mitigation	Medium
Negative	Environmental and social damage resulting from offering products not meeting sustainability criteria	Significant
	Lower volume and operational efficiency, affecting revenue and economic stability	Medium
	Depreciation of asset value due to technological or market changes	Medium
	Increased risk of default and financial losses due to clients' inability to honor contractual commitments	Low

The resilience of Santos Brasil's business model is factored into its corporate strategy and governance structure, supported by public commitments to sustainability, transparency, and integrity. These guidelines are supported by internal policies for risk management, compliance, ethics, environment, health, and safety, alongside standards for supplier, investment, and asset management.

To prevent and mitigate potential and actual impacts, the Company applies structured risk management and internal controls, continuously monitoring economic, geopolitical, regulatory, and market developments. Sustainability criteria are incorporated into the supply chain management, investment planning and operations, while broadening our client portfolio and ongoing dialog with stakeholders and authorities. This approach aims to reduce operational, reputational, and financial risks, strengthening the business's ability to adapt in uncertain environments.

The effectiveness of implemented measures is monitored through key performance indicators (KPIs) and goals that are periodically assessed by the responsible teams. Results are analyzed in corporate committees and forums, which evaluate the need for strategic adjustments and reinforced controls. Mapped negative impacts are integrated into corporate risk management, with periodic assessments of mitigation plan effectiveness.

This structured monitoring process yields key insights into emerging economic, technological, and socio-environmental trends, supporting the integration of sustainability, risk management, and strategic planning. These learnings are being incorporated into policies and operational procedures, strengthening risk and opportunity-based decision-making.

The development of the business model is also reflected in offering solutions that enhance competitiveness and sustainable positioning, like the LCL Carbon Neutral Program, which fully offsets GHG emissions associated with the transport, handling, and storage of less-than-container loads at the Santos and Guarujá bonded warehouses, helping mitigate Santos Brasil's Scope 1 (associated with our direct activities), which represents the Scope 3 (associated with the value chain) of the clients benefiting from the solution.

Additional information related to the Company's planning is confidential.

3-3 – CUSTOMER RELATIONS AND SATISFACTION (SUPPLEMENT)

Potential impacts[1]

Nature	Description	Level
Positive	Reduction of operational costs for clients through partial transfer of tax incentives under competitive commercial conditions, strengthening loyalty	Low

[1] *The study did not identify significant potential negative impacts associated with the subject.*

Actual impacts[1]

Nature	Description	Level
Positive	Improvement in average revenue per client and increase in contract value driven by loyalty campaigns and the offer of integrated solutions	High
	Client satisfaction and recognition regarding service quality and efficiency, reflected in high recommendation rates	High
	Renegotiation of contracts and business expansion due to greater strategic alignment and trust	Medium

[1] *The study did not identify significant actual negative impacts associated with the subject.*

3-3 – ENGAGEMENT AND COMMUNICATION WITH PRIORITY STAKEHOLDERS (SUPPLEMENT)

Potential impacts

Nature	Description	Level
Positive	Expansion of educational initiatives for external stakeholders (suppliers, clients, and partners) with a focus on sustainable practices and socio-environmental responsibility	Low
Negative	Interruption of activities due to civil servants' strikes	Significant
	Adoption of business guidelines misaligned with stakeholders' interests	Medium
	Lack of clear disclosure about socio-environmental performance	Medium

Actual impacts

Nature	Description	Level
Positive	Clear and accessible provision of the Company's data and positions	High
	Early and understandable disclosure of strategic changes to align audiences	Significant
	Expansion of educational initiatives for employees on sustainability and management topics	Medium
Negative	Lack of accessible information on changes in Company guidelines, causing insecurity and loss of trust	Medium

Over the years, we have come to understand that consistent transparency and audience-tailored communications are key to building institutional trust. This learning has been incorporated into the review of informational materials, updating channels with accessibility tools, and structuring a communication schedule.

Strategic changes undergo prior communication planning and internal validation flows, ensuring clarity, consistency, and timely messaging.
The governance structure ensures that regulatory, reputational, and operational risks are continuously monitored, with Corporate Communication, Sustainability, Compliance, and Strategic Planning working in tandem.

Regular analysis of engagement metrics, satisfaction data, recurring stakeholder requests, and logged feedback informs adjustments to our communication strategies. Results are analyzed in corporate forums and used to review policies, procedures and action plans, ensuring continuous improvement and preventive management of impacts.

3-3 – CLIMATE TRANSITION STRATEGY (SUPPLEMENT)

Potential impacts

Nature	Description	Level
Positive	Reduction of GHG emissions by adopting alternative energy sources in transport modes	Medium
	Greater energy efficiency and reduction of environmental harm by replacing conventional vehicles with EVs	Medium
	Financial savings by mitigating losses through insurance adjustments	Low
	Reduction of energy consumption in internal processes and the production chain	Low
Negative	Lower demand for fossil fuel storage	Significant
	Compromised climate resilience due to the absence of structured guidelines	Significant
	Logistics stoppages due to storms and tidal surges	Medium
	Product shortages and disruptions in production chains	Medium
	Structural damage and multimodal interruption from extreme events	Medium
	Changes or loss of insurance coverage	Medium
	Non-achievement of decarbonization plan targets	Low

Actual impacts

Nature	Description	Level
Positive	Greater climate resilience through structured adaptation strategies	Significant
	Neutralizing direct and indirect emissions	Significant
	Driving water efficiency and waste reduction	Significant
	Support for carbon-credit generation projects	Significant
	Enhancing the management of solid waste	Significant
	Adopting renewable energy in operations	Medium
	Increasing port flow due to droughts in other regions	Low
Negative	Loss or damage to cargo due to extreme weather events	Significant
	Reduced logistical capacity in regions reliant on waterways	Significant
	Emission of particulates, waste generation and operational water consumption	Medium
	Higher fuel and electricity costs	Medium
	Higher GHG emissions due to business expansion or acquisitions	Medium
	Damage to cargo handling equipment	Medium
	Higher energy consumption due to business expansion	Medium

3-3 – CONSERVATION OF COASTAL ECOSYSTEMS (SUPPLEMENT)

Potential impacts[1]

Nature	Description	Level
Negative	Introduction of exotic species into the local biota through vessels, ballast water or operational waste	Significant
	Interference with local fishing activities due to changes in the composition and behavior of marine biota	Medium

Actual impacts

Nature	Description	Level
Positive	Support for ecosystem recovery and restoration projects, including reforestation and biodiversity protection	Significant
Negative	Damage to biodiversity associated with expansion projects, including vegetation clearing, noise and earth movement	Significant
	Spillage of pollutants from ships, risking contamination of soil and water bodies	Significant
	Change in land and marine *habitats* resulting from port expansion and operations	Significant

[1] *The study did not identify significant potential positive impacts associated with the subject.*

3-3 – LOCAL SOCIO-ECONOMIC IMPACT (SUPPLEMENT)

Potential impacts

Nature	Description	Level
Positive	Strengthening the regional economy by hiring local suppliers	Low
Negative	Discontinuation of social projects if tax incentives are reduced	Medium
	Urban sprawl associated with the growth of port activities	Low
	Noise disturbances to neighboring communities	Low
	Decline in local economic activity resulting from reduced port operations	Low

Actual impacts

Nature	Description	Level
Positive	Improved quality of life for communities through tax-deductible social projects and direct contributions	High
	Drive the viability of national industry, ensure societal supply, and strengthen the trade surplus	High
	Attracting local labor and increased hiring due to changes in operational flow	Medium
	Boosting the local economy through port activities	Low
Negative	Pressure on the local road system	Medium
	Disturbances to surrounding communities resulting from operations	Medium
	Temporary inconveniences caused by expansion works	Low

3-3 – VALUING PEOPLE AND DIVERSITY (SUPPLEMENT)

Potential impacts[1]

Nature	Description	Level
Negative	Wages and benefits below market practices	Medium
	Shortage of skilled labor for port and logistics activities	Medium
	Wage disparities between genders, races or regions	Medium
	Loss of jobs due to the adoption of artificial intelligence and automation	Low

[1] *The study did not identify significant potential positive impacts associated with the subject.*

Actual impacts

Nature	Description	Level
Positive	Development of skilled labor and internal talent training	High
	Structured offering of professional development opportunities	Medium
	Maintenance of wages and benefits in line with or above the market	Medium
	Expansion of diversity, equity & inclusion programs	Medium
Negative	Increased layoffs during operational downturns	Medium
	Lack of a psychologically safe space for underrepresented groups (harassment, discrimination, recreational prejudice)	High
	Poor diversity in leadership positions	Low
	Insufficient encouragement for professional development	Low

3-3 – HEALTH, SAFETY, AND LABOR PRACTICES (SUPPLEMENT)

Potential impacts

Nature	Description	Level
Positive	Encouragement for the development and dissemination of structured health and safety management systems in the value chain	Low
Negative	Physical damage resulting from explosions or incidents involving cargo, warehouses, and liquid bulk tanks	Medium
	Accidents or fatalities among workers during extreme weather events	Medium
	Increased occupational diseases associated with long hours or adverse operating conditions	Medium
	Work stoppages due to labor disputes, impacting logistical efficiency, reputation, and stakeholder relationships	Low

Actual impacts

Nature	Description	Level
Positive	Reduction of accidents and fatalities through process improvements, adoption of new technologies, and strengthening management systems	Significant
Negative	Serious or fatal accidents at the port, industrial hub, and in contracted services	Medium
	Labor lawsuits involving outsourced labor	Medium
	Risk of exclusion or restricted access for people with disabilities or reduced mobility	Medium
	Lawsuits due to legal non-compliance	Low

Health and safety management is conducted through a formal system aligned with best practices and applicable regulatory requirements. The model sets forth clear responsibilities, structured communication flows, and permanent monitoring mechanisms. It includes the identification and assessment of occupational risks, incident investigation, internal audits, action plan definition, and systematic follow-up on indicators, allowing continuous adjustments and reinforcing ongoing process improvement.

This system is grounded in HSE Policies and Principles, our HSE Manual and structured risk matrices, including programs like the Risk Management Program (PGR), the Occupational Health Medical Control Program (PCMSO), and specific initiatives like the Respiratory Protection Program (RPP) and the Hearing Protection Program (HCP) for managing respiratory and hearing risks. Formal procedures, such as Work Permits (PTS-PETAPR), management of contractors, and technical protocols for machine operation and system tightness, ensure standardization and control in critical activities. The system is audited internally and externally, reinforcing its regulatory compliance.

The effectiveness of health and safety measures is evaluated using indicators like frequency rate, severity rate, number of lost-time accidents, and lost days. The results are periodically analyzed in corporate committees and forums, supporting the review of policies, procedures, and action plans.

Strategic guidelines consider the topics prioritized in the materiality matrix revised in 2024, valid until 2026. The systematic incorporation of structured feedback from stakeholders in assessing the measures' effectiveness remains an opportunity for improving social governance.

3-3 – GOVERNANCE, RISK MANAGEMENT, AND COMPLIANCE (SUPPLEMENT)

Potential impacts[1]

Nature	Description	Level
Negative	Risks associated with a change in shareholder control, potentially leading to strategic redirection and management shifts in the Company, causing instability or discontinuity in governance and ESG policies	Significant
	Conflicts of interest that compromise integrity and transparency	Medium
	Deterioration in ESG ratings and possible removal from special listing segments (Novo Mercado, ISE, ICO2)	Medium
	Lack of technical expertise among executives about ESG risks and opportunities	Medium
	Low leadership engagement with the sustainability agenda	Medium
	Operational interruptions due to legal or regulatory changes	Low
	Fines or sanctions due to failures in supplier chain evaluation and monitoring	Low

[1] *The study did not identify significant potential positive impacts associated with the subject.*

Actual impacts

Nature	Description	Level
Positive	Mitigation of conflicts of interest through corporate policies and ethical decisions aligned with stakeholders	High
	Continuous risk monitoring with agile responses and integration with strategic planning	High
	Improvement in ESG risk ratings and maintaining status in special listing segments	Significant
	Indexing executive and board members' compensation to ESG goals	Significant
	Training senior management on sustainable topics	Medium
	Active leadership engagement in the ESG agenda	Medium
	Reputational gains from awards and certifications	Medium
	Proactive legal compliance	Low
	Succession planning ensuring strategic continuity	Low
Negative	Additional costs and risks arising from legal changes and regulatory obligations	Medium
	Lack of structured mechanisms for sustainable procurements	Low

Risk management is structured in the Risk Management Plan, the Corporate Risk Management Policy, the GRC (Compliance Risk Management) Manual, and the Sustainability Policy, as well as SGI and Stakeholders. Oversight is exercised by the Board of Directors and supported by the Compliance Committee, in addition to the People, M&A, and Sustainability committees. This structure ensures ongoing assessment of control effectiveness and action plans, with structured reporting to governance bodies.

The effectiveness of measures is monitored regularly by key performance indicators and analyzed in corporate forums. Potential and actual negative impacts are fed into the corporate risk matrix, and undergo periodic assessments to check the effectiveness of mitigation mechanisms. This process supports continuous improvement, reinforces prevention, and ensures that risks and opportunities shape strategic decisions.

3-3 – ETHICS AND INTEGRITY (SUPPLEMENT)

Potential impacts

Nature	Description	Level
Positive	Reinforcement of commitment to ethical and sustainable practices through contract management and termination of partnerships that violate human rights	Low
	Mitigation of human rights violations in the value chain through policies, training, and socio-environmental due diligence	Low
Negative	Financial impact resulting from environmental and social non-compliance in partner contracting (fines, sanctions, loss of licenses, etc.)	High
	Compromise of institutional integrity and image damage due to corruption involving service providers	Significant
	Internal fraud affecting the Company's credibility	Significant
	Irregularities or fraud in bidding processes and port auctions	Significant
	Reputational impact from human rights violations in the supply chain (e.g., forced or compulsory labor)	Medium
	Reputational crises and brand damage due to lack of socio-environmental due diligence or association with non-compliant partners	Medium
	Termination of contracts with key suppliers over human rights violations, impacting operational continuity	Medium
	Failures in ethical conduct within the supply chain (bribery, abusive behavior), demanding corrective actions	Low

Actual impacts[1]

Nature	Description	Level
Positive	Fostering a safe, inclusive and respectful workplace through internal policies, training and whistleblowing channels	High
	Strengthening ethical values and corporate responsibility through codes of conduct, compliance programs, and internal communication	High
	Mitigation or elimination of fraud and corruption through internal controls, audits, and response mechanisms	High

[1] *The study did not identify significant actual negative impacts associated with the subject.*

3-3 - CYBERSECURITY, INNOVATION, AND DIGITAL TRANSFORMATION (SUPPLEMENT)

Potential impacts

Nature	Description	Level
Positive	Safe and responsible deployment of advanced technologies (AI, digital tracking, and data analysis) to enhance accuracy, agility, and security in cargo control	Medium
Negative	Obsolescence of operational and administrative processes in the face of technological progress, requiring modernization and continuous training	High
	Partial or total interruption of operations due to vulnerabilities in digital networks and systems	Significant
	Hijacking, unavailability, or theft of corporate data by sophisticated cyberattacks	Significant
	Leakage or misuse of sensitive customer data due to weaknesses in cybersecurity or non-compliance with the Brazilian General Data Protection Regulation (BR GDPR)	Medium

Actual impacts

Nature	Description	Level
Positive	Increase in operational efficiency, reliability, and speed of operations through the digitalization and integration of intelligent systems	Significant
	Positive financial reflection from the adoption of new technologies and artificial intelligence (productivity gain and cost reduction)	Significant
Negative	Financial and operational impacts resulting from organizational restructuring, potential reassignment of jobs associated with the adoption of AI, replacement of suppliers with technological solutions, and the need for greater investment in infrastructure and cybersecurity to sustain the new digital infrastructure	Significant

3-3 – CARGO INTEGRITY (SUPPLEMENT)

Potential impacts

Nature	Description	Level
Positive	Termination of contracts with customers operating illegal or prohibited cargo types (controlled or counterfeit substances), preserving integrity, legal compliance, and reputation	Low
Negative	Exposure to operational, environmental, and reputational risks arising from diversification into dangerous or controversial cargo	Significant
	Loss and damage to cargo due to worker strikes	Medium
	Financial and reputational losses due to theft, hijacking, or damage to goods under the Company's responsibility	Medium
	Risk of explosions in containers, warehouses, or tanks, with potential health and safety impacts on the local community	Medium
	Destruction of structures and equipment by explosions or incidents with hazardous cargo, generating financial and operational impacts	Medium
	Ethical and reputational risk associated with the transport of goods originating from social dumping	Low

Actual impacts

Nature	Description	Level
Positive	Strengthening customer trust and the Company's reputation by ensuring the physical and sanitary quality of cargo	Significant
Negative	Loss or damage to cargo resulting from extreme weather events (storms, floods, droughts, etc.)	Significant
	Leakage of highly polluting products during transshipment, posing risks of environmental contamination	Significant
	Contamination or deterioration of cargo (food, chemicals, or livestock), affecting public health and regulatory compliance	Significant

101-2 – MANAGEMENT OF BIODIVERSITY IMPACTS (SUPPLEMENT)

Santos Brasil does not have operations with significant biodiversity impacts, nor does it maintain specific management plans for all operations, considering the industrial nature of the areas in which it operates. Compensatory plans and measures are mainly developed in new leasing or acquisition processes. Our main ongoing projects are:

- Vale do Ribeira (Guarujá bonded warehouse): restoration of 13.52 hectares through the Springs Project – Cajati III.
- Vale do Ribeira (GPort/TEV): restoration of 29.8 hectares through the Springs Project – Cajati IV.
- Liquid Bulk Terminal: donation of 20,492 açaí seedlings to the *Floresta Viva* Program (metric reported in units and not in area).

202-1 - RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE

The ratio between the lowest wage paid by the organization and the local minimum wage is 1.0 for both men and women. Only Santos Brasil apprentices receive a salary equivalent to the minimum wage. For other operational unit employees, the lowest base salary is defined according to the applicable Collective Bargaining Agreements.

202-2 - PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY

12.5% of operational units' executive board members are hired locally. Santos Brasil defines "executive board" as area or business unit officers, while "local" means the region of operation. The concept of "important operational units" encompasses all Company units without exception.

203-2 - INDIRECT ECONOMIC IMPACTS (SUPPLEMENT)

Although it acknowledges the contribution of its activities, Santos Brasil is not currently systematically mapping the indirect economic impacts associated with its operations, due to the methodological complexity involved in measuring these effects. This assessment depends on external variables and factors beyond the Company's direct control, such as macroeconomic conditions, public policies, the dynamics of the port sector, and decisions made by different agents along the value chain.

204-1 - PROPORTION OF SPENDING ON LOCAL SUPPLIERS (SUPPLEMENT)

The definition of "local" varies according to the operational unit: for Tecon Santos, TEV, CLIA Santos, CLIA Guarujá, and the Santos Office, it encompasses the Baixada Santista Region. For Tecon Vila do Conde, it encompasses Pará state. For the São Paulo Office, it encompasses the Metropolitan Region of São Paulo, and for the São Bernardo do Campo Distribution Center, the Greater ABC region. For Tecon and TCG Imbituba, the Metropolitan Region of Tubarão; for K10 Guaratinguetá, the regions of Vale do Ribeira and Litoral; and finally, for the Liquid Bulk Terminal, Maranhão state.

205-1 - OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION

Santos Brasil assesses its operations for corruption-related risks, updating the mapping annually in line with the guidelines of ISOs 37001 and 37301, certifications held by the Compliance Program since 2024. The mapping process covers the G60 (Managers Group) and key roles, encompassing the Company's main projects and operations. Although the mapping is not conducted by individual processes—due to the absence of a comprehensive mapping of all internal processes—the analysis identified as critical risks the lack of due diligence for 100% of active suppliers and the need to overhaul the antitrust process.

205-2 COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES[1, 2]

Reason for Omission: items a, b, c, and d – information unavailable.

			2023			2024			2025
Communication on combating corruption	**People communicated**	**Total of company**	**%**	**People communicated**	**Total of company**	**%**	**People communicated**	**Total of company**	**%**
Members of the Board of Directors	-	-	-	7	7	100.00	-	-	-
Leadership	128	128	100.00	288	288	100.00	132	133	99.25
Employees (admin. and operational)	3,144	3,272	96.09	3,327	3,703	89.85	3,409	3,409	100.00
Partners	-	-	-	Not available	Not available	Not available	Not available	Not available	Not available
Training about corruption	**People Trained**	**Total of company**	**%**	**People trained**	**Total of company**	**%**	**People trained**	**Total of company**	**%**
Members of the Board of Directors	-	-	-	-	-	-	-	-	-
Leadership	42	128	32.81	280	288	97.22	132	133	99.25
Employees (admin. and operational)	1,832	3,272	55.99	3,066	3,703	82.79	3,409	3,409	100.00

[1] *The "Leadership" Group comprises Leaders, Coordinators, Managers, Supervisors, Executive Managers and Officers. Training/communication for Board members does exist, but it occurs every two years and is not mandatory, with the last event held in 2024.*
[2] *The total number of employees included in this indicator is as of July 2025.*

207-1 - APPROACH TO TAX

Santos Brasil strives to fully perform its tax obligations while also taking advantage of legitimate tax opportunities that boost financial efficiency and reduce cash impacts. Although this process is audited quarterly by an independent audit, the Company does not have a specific formal document consolidating its tax strategy.

207-2 - TAX GOVERNANCE, CONTROL, AND RISK MANAGEMENT

The governance of Santos Brasil's tax management is overseen by senior management within the Company's overall management.

The identification of tax risks is based on continuous monitoring of tax laws and regulations, while management and monitoring are conducted through compliance processes and tax control practices compatible with the corporate governance structure. We use specialized software for tax verification to validate reported information, which undergoes quarterly analyses conducted by an independent audit.

For reporting grievances related to business conduct and integrity, we provide an anonymous and confidential whistleblowing channel managed by an independent third party. The channel is available for reporting any type of complaint and is not exclusive to tax matters.

207-3 - STAKEHOLDER ENGAGEMENT AND MANAGEMENT OF CONCERNS RELATED TO TAX

Santos Brasil maintains relationships with tax authorities for specific demands or within the scope of the Federal Revenue's Differentiated Tax Control Program in Brazil, a special monitoring initiative in which the Company participates.

In the field of public policy advocacy, we rely on legal consulting in tax processes and participate in sector forums and committees.

Transparency and management of stakeholder concerns regarding taxes are ensured through the Notes to the Financial Statements, which present information on ongoing tax processes. The Company also responds to requests from stakeholders, including tax authorities and independent auditors.

302-1 – ENERGY CONSUMPTION WITHIN THE ORGANIZATION / SASB TR-MT-110A.3

Santos Brasil does not sell surplus electricity, heating, cooling or steam. The calculations and definition of conversion factors adopted *GHG Protocol* norms and methodologies, along with the electricity emission factor of the National Interconnected Grid (SIN).

Total energy consumption within the organization (GJ)

	2023	2024	2025
Type of energy	**Amount**	**Amount**	**Amount**
Nonrenewable fuels consumed	373,275.34	481,492.21	578,615.61
Renewable fuels consumed	2,334.76	6,374.25	2,476.99
Electricity	150,848.17	191,984.92	179,004.29
Total	**526,458.27**	**679,851.38**	**760,096.89**

Fossil fuels used and total energy (GJ)[1]

	2023					2024					2025					
	BS500 Diesel (L)	S10 Diesel (L)	Gasoline (L)	LPG (kg)	Total GJ	BS500 Diesel (L)	S10 Diesel (L)	Gasoline (L)	LPG (kg)	Total GJ	BS500 Diesel (L)	S10 Diesel (L)	Gasoline (L)	LPG (kg)	CNG (m³)	Total GJ
Tecon Santos	6,650,737.99	30,883.37	2,262.91	55,112.10		3,962,961.51	5,264,268.72	3,416.50	61,288.00		-	10,112,355.65	3,902.57	69,858.83	1,904,025.50	
Tecon Imbituba	237,551.95	-	23,264.84	12,120.00		384,445.31	-	487.61	11,780.00		399,097.66	-	411.25	15,460.00	-	
Tecon Vila do Conde	-	1,488,884.01	10,850.75	3,554.00		-	1,617,376.30	13,515.41	3,679.00		-	1,344,089.29	20,330.00	3,121.00	-	
CLIA Santos	344,321.00	-	425.59	63,813.00		-	435,927.48	435.24	53,218.85		-	439,970.25	117.08	45,895.00	-	
CLIA Guarujá	218,298.21	-	-	22,605.00		-	270,544.29	-	21,802.00		-	330,956.06	58.50	23,923.00	-	
SBC DC	-	-	-	1,665.00		-	-	-	13,436.00		-	-	165.26	2,484.00	-	
TTR	1,226,818.31	-	-	-		-	1,346,644.50	-	-		-	1,316,064.86	-	-	-	
CDI	-	-	-	2,350.00		-	-	-	820.00		-	-	-	-	-	
K10	68,250.78	-	-	-		43,297.14	25.745.53	-	-		-	78,318.63	-	-	-	
Itaqui	-	-	237.83	-		-	7,981.71	281.84	-		-	7,341.86	1,014.06	-	-	
Total	**8,745,978.24**	**1,519,767.38**	**37,041.92**	**161,219.10**	**10,464,006.64**	**4,390,703.96**	**8,968,488.53**	**18,136.60**	**166,023.85**	**13,507,828.57**	**399,097.66**	**13,629,096.60**	**25,998.72**	**160,741.83**	**1,904,025.50**	**16,118,960.31**
Total (GJ)	**310,615.17**	**53,974.84**	**1,193.48**	**7,491.85**	**373,275.34**	**154,675.07**	**318,517.66**	**584.35**	**7,715.13**	**481,492.21**	**14,287.69**	**487,921.65**	**831.96**	**7,410.20**	**68,164.11**	**578,615.61**

1 The total GJ is presented only for the Santos Brasil total and not by unit.

Renewable fuels used and total energy (GJ)

	2023	2024	2025
	Ethanol (L)	Ethanol (L)	Ethanol (L)
Tecon Santos	92,211.36	138,675.16	146,114.84
Tecon Imbituba	-	15,253.93	20,381.45
Tecon Vila do Conde	-	-	-
CLIA Santos	9,529.85	8,135.41	6,117.57
CLIA Guarujá	2,837.39	3,071.57	3,929.62
SBC DC	-	-	849.58
Total	**104,578.60**	**165,136.07**	**177,393.06**
Total (GJ)	**2,334.76**	**3,484.37**	**3,742.99**

Energy consumed by source (GJ)

Type of consumption	2023	2024	2025
Electricity			
KWH	41,902,270.00	53,329,145.10	49,723,414.94
GJ	150,848.17	191,984.92	179,004.29

Total energy consumption

Unit	2023		2024		2025	
	GJ	KWH	GJ	KWH	GJ	KWH
Tecon Santos	120,448.80	33,458,001.20	155,182.75	43,106,321.76	140,129.51	38,924,862.72
Tecon Imbituba	4,590.39	1,365,146.29	7,904.86	2,195,795.64	10,958.28	3,043,966.12
Tecon Vila do Conde	8,102.80	2,250,777.00	8,602.54	2,389,596.00	8,602.55	2,389,596.00
CLIA Santos	6,122.44	1,700,678.18	8,138.51	2,260,697.69	7,702.04	2,139,456.12
CLIA Guarujá	2,873.40	798,166.80	5,038.61	1,399,616.00	4,941.57	1,372,659.00
SBC DC	3,185.54	884,871.14	3,743.38	1,039,830.20	3,230.67	897,407.63
TTR	1,915.60	532,111.20	-	-	-	-
CDI	924.54	256,816.00	393.87	109,410.00	-	-
Saboó	410.48	114,022.16	119.47	33,188.40	-	-
Office - Santos	120.21	33,391.00	5.27	1,466.00	-	-
São Paulo Office	171.61	47,668.57	182.45	50,683.00	166.04	46,121.00
Itaqui	1,658.23	460,620.46	2,673.14	742,541.41	3,273.65	909,346.35
Total	**150,524.04**	**41,902,270.00**	**191,984.92**	**53,329,145.10**	**179,004.29**	**49,723,414.94**

302-3 – ENERGY INTENSITY (SUPPLEMENT)

In previous reports, energy intensity was calculated based on the number of containers handled. From 2025, the indicator began to be calculated based on TEUs handled, which prevents a direct comparison with results reported in previous years.

302-4 – REDUCTION OF ENERGY CONSUMPTION (SUPPLEMENT)

The total energy consumption recorded was 696,706.88 GJ in 2024 and 760,204.30 GJ in 2025. There was no reduction compared to the baseline year (2024) due to the increase in equipment and the higher volume handled. These initiatives are still maturing and are expected to deliver more meaningful results from 2028 onward.

Calculations are based on direct measurements of fuel and electricity consumption and follow the methodologies of the GHG Protocol, using the emission factors of the National Interconnected Grid (SIN).

Reduction of energy consumption

Unit	2023 (kWh)	2024 (kWh)	2025 (kWh)	Reduction rate
Tecon Santos	33,458,001.20	43,106,321.76	38,924,862.72	-9.70%
Tecon/TCG Imbituba	1,365,146.29	2,195,795.64	3,043,966.12	+38.62%
Tecon Vila do Conde	2,250,777.00	2,389,596.00	2,389,596.00	0.00%
CLIA Santos	1,700,678.18	2,260,697.69	2,139,456.12	-5.36%
CLIA Guarujá	798,166.80	1,399,616.00	1,372,659.00	-1.92%
SBC DC	884,871.14	1,039,830.20	897,407.63	-13.69%
TTR	532,111.20	-	-	-
CDI	256,816.00	109,410	-	-
Saboó	114,022.16	33,188.40	-	-
Santos Office	33,391.00	1,466	-	-
São Paulo Office	47,668.57	50,683	46,121.00	-9.00%
Liquid Bulk Terminals	460,620.46	742,541.41	909,346.35	22.46%
Total (kWh)	**41,902,270.00**	**53,329,145.10**	**49,723,414.94**	**-6.76%**
Total (GJ)	**150,524.04**	**191,984.92**	**179,004.29**	**-6.76%**

Until 2023, the TTR, which refers to customs transportation, was accounted for as an independent unit. The data began to be included in the Guarujá bonded warehouse in 2024.

303-1 – INTERACTION WITH WATER

Santos Brasil adopts strategic water management aligned with the specific characteristics of each of its operational units. The sourcing is diversified, including public supply—via utilities in the Tecon Santos, CLIA Santos, CLIA Guarujá, and Itaqui units—and supply by port authorities in Imbituba and Vila do Conde. Additionally, we source from deep-cased wells at the São Bernardo do Campo Distribution Center.

The Company also invests in sustainable initiatives, such as the treatment of effluents generated by general consumption and washing machinery and equipment, enabling the production of reclaimed water at Tecon Santos. This is supported by a rainwater harvesting system implemented at CLIA Santos, reinforcing its commitment to water efficiency and reducing environmental impacts.

Santos Brasil identifies the impacts associated with water usage—such as excessive consumption and risks of water pollution—through the Environmental Issues and Impacts methodology. This process allows for continuous monitoring of activities and the implementation of control measures and risk mitigation for water quality, ensuring compliance with applicable regulatory requirements and strengthening responsible environmental management.

To support management, we use telemetry technology (IoT) at sites like Tecon Santos and Tecon Vila do Conde, allowing real-time monitoring of consumption and leak detection.

Aligned with the UN's SDG 6 and the Global Compact's Water+ Movement, Santos Brasil has set the goal to reduce water consumption by 20% by 2028 (against a 2023 baseline), with monthly monitoring via the Environmental Indicators Portal and periodic reviews by the Sustainability Working Groups and the Sustainability Committee.

303-2 – WATER DISCHARGE-RELATED IMPACTS

Santos Brasil prioritizes the proper treatment of its liquid effluents through Wastewater Treatment Plants (ETEs), designed according to the nature of each operation. At CLIA Santos, organic effluent undergoes biological treatment, while Tecon Santos has biological and industrial treatment systems. The treated water is preferably reused in activities such as washing yards, machinery and equipment, and when necessary, it is discharged into water bodies in compliance with the current environmental licenses.

In other sites where there is no ETE operation, effluents can be sent to the sewage collection system or to duly licensed external companies, ensuring environmentally appropriate treatment and discharge.

Effluent management is based on monitoring the quality of the discharge according to CONAMA Resolution No. 430/2011, applicable to all units of Santos Brasil, which sets limits for substances and parameters aimed at protecting aquatic ecosystems. Additionally, for units located in São Paulo state, the Company also complies with State Decree No. 8.468/76, complementing federal requirements with specific guidelines.

Santos Brasil uses a platform to manage legal requirements and continuously monitor applicable regulations in each location, ensuring technical and regulatory compliance of its operations.

303-3 – WATER WITHDRAWAL

Water withdrawal (ML)[1]

	2023	2024	2025
Source	**Freshwater**	**Freshwater**	**Freshwater**
Groundwater	5.11	5.77	3.02
Utility water	77.03	70.12	84.15
Total	**82.14**	**75.89**	**87.17**

[1] *Reused water consumption is not accounted for*

Santos Brasil primarily supplies water to its operations through local utilities or deep-cased wells. In specific situations, water bottles may be used, whether for human consumption or for activities aboard ships. In cases of occasional supply shortage by utilities, water can also be acquired by tanker trucks, ensuring the continuity of operations.

The consumption of the São Paulo Office, Santos Office, and K10 units was not included in this report, as they are located in shared buildings or complexes, preventing individualized measurement. Similarly, data from the recently acquired parking lot at CLIA Santos has not yet been incorporated due to the integration process, and it is expected to be included in the next cycle.

Compared to 2024, there was an increase in total consumption, attributed to significant leaks detected in the pipes, periods of water stress that required hiring water trucks, and the growth in cargo handling, with expanded activities and workforce.

Santos Brasil units are located in regions not classified as water stress areas, not exerting significant pressure on local resources.

The management of withdrawal and consumption is based on direct measurements and internal controls. Data sources include utility and port authority invoices, water purchase invoices (bottles, gallons, and tanker trucks), and telemetry records via water meters. The information is collected monthly by operational areas and consolidated up until the 2025 cycle by the Sustainability team.

Any deviations are subject to critical analysis to define corrective actions, with quarterly reporting to the Sustainability Task Force and semiannually to the Sustainability Committee.

303-4 – WATER DISCHARGE

Total water discharge into freshwater in all areas (ML)[1]

	2023	2024	2025
Surface water	10.16	10.09	9.38
Seawater	33.61	36.63	50.29
Utility water	38.37	29.17	27.50
Total discharge	**82.14**	**75.89**	**87.17**

[1] *Surface water: CLIA Santos.*
Seawater: Tecon Santos.
Third-party water: other units.
There is no discharge of groundwater.

303-5 – WATER CONSUMPTION

Water consumption (ML)[1]

	2023	2024	2025
Tecon Santos	33.61	36.63	49.96
Tecon/TCG Imbituba	2.43	7.17	2.54
Tecon Vila do Conde	5.73	5.74	6.05
CLIA Santos	10.16	10.09	9.38
CLIA Guarujá	5.05	4.54	9.01
SBC DC	5.11	5.94	3.98
Saboó	15.57	1.23	-
Liquid Bulk Terminal	4.48	4.55	6.25
Total	**82.14**	**75.89**	**87.17**

[1] Santos Brasil adopts a mass balance in which the total volume of water drawn—from either own sources (wells) or from third parties—is equivalent to the volume discharged, as the Company does not use water as a production input, confining its use to operational activities described in disclosure 303-1.
During the reporting period, water storage was not identified as a source of significant impacts. This activity occurs in a controlled manner for operational and contingency purposes, managed by internal procedures, periodic monitoring, and compliance with legal requirements.
The calculations follow the GRI 303 guidelines, based on monthly operational data collected by the sites and consolidated by the Sustainability team.
The Saboó facility was shut down in 2024.

305-1 – DIRECT (SCOPE 1) GHG EMISSIONS, SASB TR-MT-110A.1

Scope 1 emissions by category[1]

	2025	
Category	**Total emissions (tCO_2e)**	**Biogenic emissions (metric tons)**
Stationary combustion	379.82	0.00
Mobile combustion	36,075.53	5,056.76
Fugitive emissions	716.70	0.00
Land-use change	0.00	523.41
Waste and effluents	147.51	0.00
Total	**37,319.56**	**5,580.17**

[1] Scope 1 emissions include CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3 gases and are calculated under the operational control approach. The baseline year is 2023, with total emissions of 27,241.12 tCO_2eq, established as a benchmark for monitoring Santos Brasil's sustainability goals.
The quantification follows the guidelines of the Brazilian GHG Protocol Program and the ISO 14064-1 standard. For mobile combustion sources, the VGP (Via Green) tool was used, in compliance with the European standard EN 16258:2012 and the GLEC Framework.
No significant recalculations of the baseline year were performed. It is noted that there is no comparable historical series for this disclosure due to methodological changes. To consult previous data, it is recommended to access the 2024 Sustainability Report.

305-2 - ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

Scope 2 emissions totaled 2,236.13 tCO_2e in 2025.

Notes: Scope 2 emissions comprise electricity purchased and consumed by the Company, including the gases CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3. The calculation is performed based on the operational control approach, in accordance with the Brazilian GHG Protocol Program and the ISO 14064-1 standard.
The baseline year is 2023, with total emissions of 1,625.74 tCO_2eq, established as a benchmark for monitoring Santos Brasil's sustainability goals. It should be noted that the Company fully offsets its Scope 2 emissions through the purchase of Renewable Energy Certificates (I-RECs).
No significant recalculations or alterations to the baseline year inventory were performed. It is also noted that there is no comparable historical series for this indicator due to methodological changes. To consult previous data, it is recommended to access the 2024 Sustainability Report.

305-3 – OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

Scope 3 Emissions[1]

	2025	
Category	**Total emissions (tCO_2e)**	**Biogenic emissions (metric tons)**
Capital goods	8,529.41	0.00
Fuel- and energy-related activities	9,638.73	0.00
Upstream transportation and distribution	3,421.70	567.91
Waste generated in operations	115.64	397.17
Business travel	57.74	0.00
Employee transportation	1,209.07	318.58
Downstream transportation and distribution	47.95	7.10
Use of sold products	65,113.71	0.00
Total	**88,133.95**	**1,290.76**

[1] Scope 3 emissions include CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3 gases, totaling 72,946.07 tCO_2e in the year 2023. The inventory was compiled in compliance with the Brazilian GHG Protocol Program and the ISO 14064-1 standard, covering, among other categories, goods and services acquired, fuel life cycles, waste and effluent management, employee commuting, and transportation and distribution activities (upstream and downstream).
For the transportation and business travel categories, the VGP (Via Green) tool was used, in compliance with the European standard EN 16258:2012 and the GLEC Framework. The year 2023 was set as the starting point for tracking the performance of emissions and Santos Brasil's climate goals.
It is noted that there is no comparable historical series for this indicator due to methodological changes. To consult previous data, it is recommended to access the 2024 Sustainability Report.

305-4 – GHG EMISSIONS INTENSITY[1]

GHG emissions intensity

	2025
Total GHG emissions (tCO_2 equivalent)	125,453,560
GHG emissions intensity	39.33

[1] The total excludes Scope 2 emissions, as Santos Brasil uses I-REC.

305-5 – REDUCTION OF GREENHOUSE GAS EMISSIONS1 / SASB TR-MT-110A.2

GHG emissions reduction

	2025		
	Scope 1	**Scope 2**	**Scope 3**
Emissions in reporting year	37,319.58	2,236.13	88,133.85
Emissions in baseline year	27,241.12	1,625.74	72,946.07
Difference in emissions from the baseline year	+10,078.46	+610.39	+15,187.78

[1] Emissions remained above 2023 levels as a result of increased operational activity and the enhancement of the Scope 3 inventory.
As per Santos Brasil's Climate Transition Plan, the Company has already begun adopting electric equipment and using lower-carbon-intensity fuels, with a gradual phase-out of fossil fuel assets planned from 2028.
Emission quantification follows the guidelines of the Brazilian GHG Protocol Program (ISO 14064-1) and, for specific categories, the VGP tool, aligned with the EN 16258 standard, covering the seven gases of the Kyoto Protocol.
It is noted that there is no comparable historical series for this indicator due to methodological changes. To consult previous data, it is recommended to access the 2024 Sustainability Report.

306-1 – WASTE GENERATION AND SIGNIFICANT WASTE-RELATED IMPACTS

The environmental impacts related to waste generation at Santos Brasil are primarily associated with operational activities carried out at port terminals and logistics facilities. These impacts result from cargo handling, equipment maintenance and the use of operational supplies.

In the value chain, the impacts are classified as indirect.

- Upstream: related to service providers, they are managed through qualification criteria, approval, and contractual requirements aimed at legal compliance.
- Downstream: they are managed through companies specializing in waste treatment, such as paper, plastic, metal, and wood, driving the circular economy and the appropriate disposal of waste in later stages of the value chain.

306-2 – MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS

Santos Brasil's Solid Waste Management Plan (PGRS) informs its waste management, outlining directives for reducing, segregating, and treating waste. Integrated with the Plan's objectives and aligned with its participation in the Circular Connection Movement of the Global Compact – Brazilian Network, the Company runs the Zero Landfill project, aiming to eliminate the volume of waste sent to sanitary landfills.

The Company segregates the waste generated during operations. Quay waste is directed to contractors for appropriate treatment or is treated internally in biodigesters, as is the case with organic waste generated in units with canteens.

The "No More Plastic" project was also created to reduce waste generation by replacing disposable cups with reusable item kits. In addition, the Company conducts training and environmental education campaigns, such as Recycling Day, Conscientious Consumption Day, and SIPATMA (Internal Accident Prevention and Environmental Awareness Week), aimed at spreading good waste segregation and management practices.

Generated waste is directed to contractors, who must meet applicable legal requirements. The HSE area verifies technical and legal documentation, ensuring that services are executed according to standards and prioritizing the best treatment technologies.

Traceability is ensured through operational records, including Service Orders (SO), Waste Waybills (WTM), and final disposal certificates (FDC), in alignment with the PGRS. Data management is centralized in the Environmental function, responsible for consolidating information, historical monitoring of indicators, and classifying waste according to current legislation and technical standards.

The governance of the topic is reinforced by periodic environmental audits, both internal and external, conducted within the scope of the Environmental Management System, certified by ISO 14001, ensuring compliance with CONAMA resolutions and other legal requirements applicable to port operations.

306-3 – WASTE GENERATED

Total weight of hazardous waste generated from the company's own activities (in metric tons)

2023	2024	2025
602.25	569.41	666.98

The detailed waste is listed in disclosures 306-4 and 306-5.

Total weight of non-hazardous waste generated in the company's activities (in metric tons)

2023	2024	2025
3,586.81	3,567.88	3,289.42

The detailed waste is listed in disclosures 306-4 and 306-5.

Total weight of waste generated in the company's activities (in metric tons)

	2023	2024	2025
hazardous waste	602.25	569.41	666.98
nonhazardous waste	3,586.81	3,567.88	3,289.42
Total	**4,189.06**	**4,137.29**	**3,956.40**

Santos Brasil's operational activities generated 3,956.40 metric tons of waste, including effluents directed for external treatment by licensed companies, but excluding 97.95 tons of organic waste treated internally in biodigesters. The Company consolidates effluents in the total waste generation due to the issuance of environmental documentation that guarantees traceability and flow control

For the 2024–2028 cycle, corporate targets were set to eliminate the sending of waste to sanitary landfills. In 2025, significant progress was made, with a reduction of 96.15% compared to the 2023 baseline, resulting from a set of structural actions and the adoption of more sustainable treatment technologies, such as CDRU (Urban Refuse Derived Fuel), which allows non-recyclable solid waste to be transformed into fuel, and the implementation of biodigesters in units with canteens. Only the Liquid Bulk Terminal continues to send part of its waste to sanitary landfills, but feasibility studies have been conducted to define new disposal alternatives, ensuring future solutions with less environmental impact.

Indicators are monitored through the corporate SoftExpert portal.

During the period, the operational scope included the deactivation of the Imigrantes DC and Saboó sites, the expansion of the Liquid Bulk Terminal — including TGL 02, in addition to TGL 01 and TGL 03 — and the incorporation of a new parking area at CLIA Santos.

306-4 – WASTE DIVERTED FROM DISPOSAL

From 2025 onwards, Santos Brasil began to report this disclosure on a consolidated basis, aiming to simplify its visualization. Due to this methodological change, direct comparison with the historical data is not possible, with the data remaining available in previously published reports.

Waste not directed for final disposal means that subject to processes such as re-refining, effluent treatment, blending for co-processing, recycling, reservation landfill (RCC), lamp decontamination, composting, sorting, and transshipment, totaling 3,750.42 tons.

The adopted methodology is based on monitoring these processes to consolidate the data. It is noteworthy that, with the establishment of the goal to reduce waste directed to sanitary landfills, materials previously sent to such sites began to be directed to CDRU or alternatives, promoting more appropriate disposal aligned with corporate sustainability objectives.

Total weight of non-hazardous waste not directed to disposal (metric tons)

	2025
Wood	773.15
Iron	514.19
Construction waste	472.68
Septic tank	383.88
Commercial	348.03
Grease trap	318.91
Sweepings	115.37
Tires	88.11
Biological sludge	79.03
Paper	63.32
Plastic	44.37
Tree trimmings	22.68
Uniform	2.38
Organic waste	1.36
Glass	1.12
Batteries	0.01
Total	**3,228.59**

Total weight of hazardous waste diverted from disposal (metric tons)

	2025
Contaminated mix	146.14
Contaminated effluent	144.14
Oil	126.66
Sludge	41.50
Battery Storage	18.56
Various chemicals	16.90
Oil-contaminated sludge	13.08
Oil-contaminated rags	5.82
Soils and rocks	6.43
Coatings and varnishes	1.15
Electronics	1.03
Light bulbs	0.42
Total	**521.83**

Total weight of non-hazardous waste diverted from disposal by recovery operation (in metric tons)

	2025
Type of recovery	**Total weight within the organization**
Recycling	1,200.36
Blending for co-processing	860.93
Wastewater treatment	777.40
Reservation Landfill - RCC/Sorting and transshipment	378.54
Composting	11.36
Total	**3,228.59**

Total weight of hazardous waste diverted from disposal by recovery operation (in metric tons)

	2025
Type of recovery	**Total weight within the organization**
Blending for co-processing	196.08
Re-refining	126.66
Recycling	112.82
Wastewater treatment	79.42
Reservation Landfill - RCC	6.43
Lightbulb decontamination	0.42
Total	**521.83**

306-5 – WASTE DIRECTED TO DISPOSAL

From 2025 onwards, Santos Brasil began to report this disclosure on a consolidated basis, aiming to simplify its visualization. Due to this methodological change, direct comparison with the historical data is not possible, with the data remaining available in previously published reports.

Santos Brasil prioritizes the recovery of waste, ensuring that most of the materials generated in its operations are directed to alternatives such as recycling, co-processing, reverse logistics, and other solutions aligned with the circular economy.

Waste directed to final disposal therefore represents a fraction of the total generated, being sent to treatments such as incineration, autoclave, thermal treatment, and disposal in licensed landfills (Classes I, IIA, and IIB) when there is no technical or environmental feasibility for recovery.

Total weight of non-hazardous waste directed to disposal (in metric tons)

	2025
Organic waste	36.54
Commercial	23.31
Paper	0.52
Wood	0.47
Total	**60.84**

Total weight of hazardous waste directed to disposal (in metric tons)

	2025
Sludge	104.97
Various chemicals	19.73
Contaminated sludge	14.97
Material contaminated with asbestos	3.62
Contaminated mix	1.82
Septic waste	0.03
Total	**145.14**

Total weight of non-hazardous waste directed to disposal by disposal operation (in metric tons)

	2025
Types of disposal	**Total weight within the organization**
Incineration (without energy recovery)	43.30
Landfilling	17.53
Total	**60.83**

Total weight of hazardous waste directed to disposal, by disposal operation (in metric tons)

	2025
Types of disposal	**Total weight within the organization**
Class 1 landfills	109.33
Incineration (without energy recovery)	35.78
Autoclave	0.03
Total	**145.14**

401-1 - NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

Number of new employee hires by age group

	2023				2024				2025			
Age group	New hires	New hire rate (%)	Terminations	Turnover rate (%)	New hires	New hire rate (%)	Terminations	Turnover rate (%)	New hires	New hire rate (%)	Terminations	Turnover rate (%)
Under 30	190	45.45	141	13.62	376	33.66	232	19.69	245	39.07	165	32.70
Between 30 and 50 years	192	45.93	221	7.16	656	58.73	374	12.03	424	17.85	316	15.57
Over 50	36	8.61	50	4.83	85	7.61	83	6.00	33	4.01	88	7.35
Total	**418**	**12.77**	**412**	**12.59**	**1,117**	**30.16**	**689**	**18.61**	**702**	**18.35**	**569**	**16.61**

Number of new employee hires by gender

	2023				2024				2025			
Gender	New hires	New hire rate (%)	Terminations	Turnover rate (%)	New hires	Hiring rate (%)	Terminations	Turnover rate (%)	New hires	New hire rate (%)	Terminations	Turnover rate (%)
Men	267	63.88	306	6.88	795	71.17	492	9.48	520	16.45	403	14.60
Women	151	36.12	106	11.55	322	28.83	197	23.96	182	27.37	166	26.17
Total	**418**	**12.77**	**412**	**12.59**	**1,117**	**30.16**	**689**	**18.61**	**702**	**18.35**	**569**	**16.61**

Number of new employee hires by region[1]

	2023				2024				2025			
Region	**New hires**	**New hire rate (%)**	**Terminations**	**Turnover rate (%)**	**New hires**	**New hire rate (%)**	**Terminations**	**Turnover rate (%)**	**New hires**	**New hire rate (%)**	**Terminations**	**Turnover rate (%)**
North	39	9.33	36	6.15	97	8.68	44	9.84	43	10.67	56	12.28
Northeast	15	3.59	3	6.11	19	1.70	13	15.31	20	27.78	4	16.67
Southeast	350	83.73	357	7.70	938	83.97	614	12.08	586	18.70	485	17.09
South	14	3.35	16	8.71	63	5.64	18	8.44	53	24.42	24	17.74
Total	**418**	**12.77**	**412**	**12.59**	**1,117**	**30.16**	**689**	**18.61**	**702**	**18.35**	**569**	**16.61**

[1] There are no employees in the Midwest region.

401-2 – BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES

The Company's benefits structure is standardized across all operational units and organized according to the employment relationship. Full-time and part-time employees have access to life insurance, parental leave, grocery vouchers, and meal vouchers. The benefits for temporary employees are managed by the outsourced company responsible for their administration.

Additionally, full-time employees are offered health and dental care, and disability and invalidity coverage. The benefits policy does not currently include a stock acquisition plan.

401-3 – PARENTAL LEAVE

Parental leave

	2023	2024	2025
Total number of employees that were entitled to parental leave			
Men	2,745	3,050	3,161
Women	527	653	665
Total employees who took parental leave			
Men	63	67	68
Women	22	21	20
Total employees who returned to work during the reporting period after parental leave ended			
Men	71	63	68
Women	17	22	17
Total employees who did not return to work during the reporting period after parental leave ended			
Men	0	0	0
Women	0	0	0
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work			
Men	68	56	50
Women	14	15	5
Rate of return			
Men	100.00%	100.00%	100.00%
Women	100.00%	100.00%	100.00%
Retention rate			
Men	95.77%	88.89%	100.00%
Women	82.35%	68.18%	100.00%

402-1 – MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES

The organization established a minimum notice period of 4 weeks (approximately 30 days) to inform employees about significant operational changes, as agreed in its collective bargaining agreements. In practice, these timeframes range between 30 and 60 days, potentially extending up to 90 days at Tecon Santos, depending on the specific agreements made. The communication process is structured through formal consultations and negotiations with representative unions, utilizing negotiation desks, periodic meetings, joint committees, and official statements to ensure a prior and transparent dialog.

403-1 – OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

Santos Brasil maintains a Health, Occupational Safety, and Environment Management System (HSE) that covers 100% of its employees, activities—operational and administrative—and workplaces in all Company facilities, without exception.

The system is structured around ISO 45001 (for Tecon Santos, TEV, and Itaqui) and the Regulatory Standards (NRs) of the Ministry of Labor and Employment (MTE), ensuring compliance with applicable labor legislation, International Labor Organization conventions, provisions of the Civil Code and the Penal Code, collective agreements and conventions, sectoral regulations, and licensing conditions. It also includes compliance with demands from the Ministry of Labor Prosecutor's Department (MPT), inspection standards, and criteria related to civil and criminal liability.

The HSE system is managed through the SoftExpert corporate platform, which centralizes the control and updating of documents, including policies, manuals, standards, and work instructions. The system ensures information traceability, standardization of procedures, and continuous monitoring of legal compliance and internal health, safety, and environmental requirements.

403-5 – WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

Worker training on Occupational Health and Safety

	2023	2024	2025
Man-hours worked/trained	11,196	16,193	23,325

We ensure mandatory and complementary legal training in compliance with the Regulatory Standards (NRs) and other applicable legislation. Training needs are defined annually based on the Training Needs Assessment (LNT), which structures a matrix for all Company positions. Theoretical content is made available through the *Carreira em Foco* platform, while practical activities are conducted by the HSE technical team, ensuring adherence to real operating conditions.

The training list includes occupational risks and specific hazardous situations, covering the main applicable Regulatory Standards for operations, such as NR 01 (Integration), NR 05 (CIPA and Compliance), NR 10 (Electricity and Power System Safety), NR 11 and 12 (Machinery, Equipment, and Lifting), NR 11 and 17 (Cargo Transportation), NR 13 (Pressure Vessels), NR 15 and NHO 01 (Hearing Conservation and Respiratory Protection), NR 20 (Flammable and Combustible Substances), NR 23 (Emergency Brigade), NR 25 (Hazardous Waste), NR 29 (Container Operation), NR 33 (Confined Spaces), and NR 35 (Work at Height), along with complementary content such as Defensive Driving and compliance with ANTAQ Resolution no. 2.239 (Chemical Products).

In 2025, there was an increase in the total volume of training hours, driven by the expansion of the technical schedule, with a significant increase in NR 35 (from 2,008 to 4,932 hours) and NR 23 (from 1,008 to 5,157 hours). This progress aligns with the guidelines established in the corporate procedure for the Management of Legal and Mandatory Training, which sets criteria for the creation, execution, and control of training programs, ensuring that employees have the necessary knowledge and skills to work safely, effectively, and in compliance with applicable legislation and requirements.

Additionally, consolidated panels and reports were implemented on the Qlik Sense platform, increasing managerial visibility on compliance and adherence to regulatory requirements, contributing to more proactive management and strengthening legal compliance in HSE.

403-7 – PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS

Santos Brasil conducts hazard and risk mapping related to workers involved in operations or business partnerships over which it does not exercise direct control. Within the Risk Management Program, the main risks include movement in operational areas, incidents in the operation and maintenance of machinery and equipment, cargo handling, and falls.

To prevent and mitigate these risks, the Company uses the IBRACEM system in third-party management, ensuring control, traceability, and monitoring of legal, occupational, and labor obligations. Additionally, a structured HSE integration process for fixed third parties is conducted, focusing on guidance on hazards, control measures, safety guidelines, operational procedures, and responsibilities of the parties involved, ensuring technical alignment and contractual compliance.

403-8 – WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

In the last three years, Santos Brasil has ensured coverage for all employees and contractors through its occupational health and safety management system, subject to internal and independent third-party audits. For its direct employees, this does not include casual staff, i.e., professionals who provide services without a fixed employment relationship, being hired on an ad-hoc basis as needed.

The data is consolidated monthly, based on the asset list that includes all the Company's units, ensuring traceability and consistency of the information. For contractors, control is based on hours worked registered in the management system (IBRACEM), converted into an equivalent number of workers based on an average of 220 hours per month.

403-9 – WORK-RELATED INJURIES / SASB TR-MT-320A.1

The Tecon Santos and Tecon Imbituba sites recorded work-related injuries resulting in bruises, abrasions, and muscle strains. These events are associated with hazards previously mapped in the Risk Management Program (PGR) and Occupational Risk Management (GRO), mainly related to movement in operational areas, equipment operation and maintenance, cargo handling, and falls.

Considering the Tecon Santos units, São Paulo and Santos offices, Tecon Imbituba/TCG, Tecon Vila do Conde, Vehicle Terminal, Liquid Bulk Terminal, CLIAs Santos and Guarujá, São Bernardo do Campo DC and K10, the number of accidents increased from 15 occurrences in 2024 to 20 in 2025, an increase of approximately 33%. During the same period, the volume of Man-Hours Worked (MHW) grew 2.1%, from 6,714,892.96 to 6,858,851.04 hours.

The Company only consolidates these data for its direct employees.

2023

	Consolidated Santos Brasil		Tecon Santos		Tecon/TCG Imbituba		Tecon Vila do Conde		TEV		Santos and Guarujá BWs		São Bernardo do Campo Distribution Center		Liquid Bulk Terminal		Administrative Offices	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Number of deaths	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mortality rate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of injuries	12	0	9	0	0	0	1	0	0	0	2	0	0	0	0	0	0	0
Injury rate (excluding fatalities)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Main types of injuries	Fracture and Bruise	-	Fracture and Bruise	-	-	-	Bruise	-	-	-	Fracture	-	-	-	-	-	-	-
Number of recordable work-related injuries	12	0	9	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0
Rate of recordable work-related injuries (frequency rate – FR)	1.99		2.65		0.00		1.43		0.00		3.12		0.00		0.00		0.00	
Rate of recordable work-related injuries (severity rate – SR)	6.89		109.69		0.00		14.29		0.00		34.37		0.00		0.00		0.00	
Number of hours worked	6,039,433.51		3,391,254.73		216,474.75		699,860.96		54,439.99		640,095.47		633,963.81		111,413.82		291,929.98	
Number of lost days (**)	404		372		0		10		0		22		0		0		0	

2024

	Consolidated Santos Brasil		Tecon Santos		Tecon/TCG Imbituba		Tecon Vila do Conde		TEV		Santos and Guarujá BWs		São Bernardo do Campo Distribution Center		Liquid Bulk Terminal		Administrative Offices	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Number of deaths	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mortality rate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of injuries	14	1	12	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1
Injury rate (excluding fatalities)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Main types of injuries	Fracture and Bruise	Fracture	Fracture and Bruise	-	Sprain	-	-	-	-	-	-	-	-	-	Fracture	-	-	Fracture
Number of recordable work-related injuries	14	1	12	-	1	0	0	0	0	0	0	0	0	0	1	0	0	1
Rate of recordable work-related injuries (frequency rate – FR)	2.23		2.82		3.19		0.00		0.00		0.00		0.00		8.57		5.50	
Rate of recordable work-related injuries (severity rate – SR)	114.67		103.99		44.61		0.00		0.00		0.00		0.00		119.94		1,633.39	
Number of hours worked	6,714,892.96		4,260,126.10		313,835.24		760,774.87		53,364.41		627,695.34		400,544.00		116,722.48		181,830.52	
Number of lost days (**)	770		443		14		0		0		0		0		14		297	

2025

	Consolidated Santos Brasil		Tecon Santos		Tecon/TCG Imbituba		Tecon Vila do Conde		TEV		Santos and Guarujá BWs		São Bernardo do Campo Distribution Center		Liquid Bulk Terminal		Administrative Offices	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Number of deaths	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mortality rate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of injuries	17	3	16	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Injury rate (excluding fatalities)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Main types of injuries	Bruise and abrasion	Strain	Bruise and abrasion	Strain	Fracture	-	-	-	-	-	-	-	-	-	-	-	-	-
Number of recordable work-related injuries	17	3	16	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Rate of recordable work-related injuries (frequency rate – FR)		2.92		3.60		2.96		0.00		0.00		0.00		0.00		0.00		0.00
Rate of recordable work-related injuries (severity rate – SR)		109.06		124.09		580.12		0.00		0.00		0.00		0.00		0.00		0.00
Number of hours worked		6,858,851.04		4,448,451.72		337,861.36		708,875.87		53,556.00		667,935.65		239,473.62		142,893.55		259,803.27
Number of lost days (**)		748		552		196		0		0		0		0		0		0

Note: ***Operations included:*** *Tecon Santos, São Paulo Office, Santos Office, Tecon/TCG Imbituba, Tecon Vila do Conde, Vehicle Terminal, Itaqui Liquid Bulk Terminal, CLIA Santos, CLIA Guarujá, São Bernardo do Campo Distribution Center and Terminal K10.*

403-10 – WORK-RELATED ILL HEALTH

Work-related ill health

	2023		2024		2025	
	Employees	Workers who are not employees (contractors)	Employees	Workers who are not employees (contractors)	Employees	Workers who are not employees (contractors)
Number of fatalities as a result of work-related ill health	0	0	0	0	0	0
Number of cases of recordable work-related ill health	0	0	0	0	1	0

The only legally reportable occupational disease recorded during the period was anxiety disorder (ICD F41). The main hazards resulting in occupational diseases within the organization are physical and psychosocial in nature, identified through the Risk Management Program (PGR) study. The specific hazard contributing to the reported case was staff reduction in the professional's area of operation. Based on the hierarchy of controls, the measure taken to eliminate the hazard and minimize the risks was restructuring the Company's mental health program. Information was investigated with managers, peers, and the employee, and a report from the occupational physician was issued to draft the Work-Related Injury Report (CAT).

404-1 – AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE

Average hours of training by gender

	2023	2024	2025
Men	6.59	4.39	5.47
Women	7.94	9.39	11.98
Total	**10.40**	**5.45**	**6.60**

Data includes professional development training, excluding mandatory law and regulation training. The total average is obtained by dividing the number of training hours by the number of employees.

Average hours of training by employee category

	2023	2024	2025
Administrative area	7.25	8.98	10.13
Operational area	6.13	2.93	3.23
Officers	9.15	16.78	38.50
Supervisors	11.81	15.13	14.72
Coordinators	10.35	26.17	19.80
Managers	9.22	29.17	54.41
Total	**10.40**	**5.45**	**6.60**

Data includes professional development training, excluding mandatory law and regulation training. The total average is obtained by dividing the number of training hours by the number of employees.

404-2 – PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAMS (SUPPLEMENT)

Mandatory function and HSE training is provided for employees undergoing internal career transitions, especially in operations. In the administrative area, knowledge transfer is supported by the 70/20/10 methodology; in Imbituba, the "Connections of Potentials" program, aimed at successor preparation, is being implemented as a pilot.

Santos Brasil does not have structured retirement preparation programs at present.

404-3 – PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

Employees receiving regular performance reviews, by employee category[1]

	2025[2]		
	Men	Women	Total
Administrative area	93.60%	96.20%	94.60%
Operational area	94.90%	96.10%	94.90%
Officers	100.00%	100.00%	100.00%
Supervisors	92.60%	100.00%	94.00%
Coordinators	92.40%	96.90%	94.10%
Managers	100.00%	100.00%	100.00%
Total	**94.70%**	**96.40%**	**94.90%**

[1] Number of assessed employees denotes employees active until September 2024 as, under internal policy, employees must have at least 3 months of service for their first assessment. Total assessed does not include interns and apprentices, employees on leave, and employees terminated between October 2024 and February 2025, during which managers completed the forms.

[2] As of 2025, the calculation methodology for this disclosure only considers the Company's consolidated data, with no historical data available for this new computation. Data from 2023 and 2024 can be found in the 2024 Sustainability Report of Santos Brasil.

405-1 – DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

Percentage of individuals within the organization's governance bodies by gender

	2024			2025		
	Men	Women	Total	Men	Women	Total
Board of Directors	71.43%	28.57%	100.00%	85.71%	14.29%	100.00%

Percentage of individuals within the organization's governance bodies by age group

	2024	2025
Board of Directors		
Under 30	0.00%	0.00%
Between 30 and 50 years	28.57%	42.86%
Over 50	71.43%	57.14%
Total	**100.00%**	**100.00%**

Percentage of workforce by employee category and gender

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Administrative area	59.65%	40.34%	100.00%	58.54%	41.46%	100.00%	63.43%	36.57%	100.00%
Operational area	97.04%	9.95%	100.00%	94.31%	5.69%	100.00%	92.45%	7.55%	100.00%
Executive Board	93.33%	6.66%	100.00%	93.33%	6.67%	100.00%	87.50%	12.50%	100.00%
Supervisors	83.11%	16.88%	100.00%	80.28%	19.72%	100.00%	82.28%	17.72%	100.00%
Coordinators	63.76%	36.23%	100.00%	62.65%	37.35%	100.00%	64.29%	35.71%	100.00%
Managers	77.27%	22.72%	100.00%	75.47%	24.53%	100.00%	70.37%	29.63%	100.00%
Total									
Percentage	**83.89%**	**16.11%**	**100.00%**	**82.37%**	**17.63%**	**100.00%**	**82.62%**	**17.38%**	**100.00%**

Percentage of employees, by job category and age group

		2023	2024	2025
Administrative area	Under 30	35.52%	36.95%	35.17%
	Between 30 and 50 years	57.63%	56.10%	59.14%
	Over 50	6.85%	6.96%	5.69%
Operational area	Under 30	9.01%	8.80%	8.90%
	Between 30 and 50 years	63.20%	63.61%	62.08%
	Over 50	27.78%	27.59%	29.02%
Officers	Under 30	0.00%	0.00%	0.00%
	Between 30 and 50 years	40.00%	40.00%	25.00%
	Over 50	60.00%	60.00%	75.00%
Supervisors	Under 30	0.00%	2.82%	6.33%
	Between 30 and 50 years	74.36%	74.65%	69.62%
	Over 50	25.64%	22.54%	24.05%
Coordinators	Under 30	1.45%	2.41%	2.38%
	Between 30 and 50 years	92.75%	91.57%	92.86%
	Over 50	5.80%	6.02%	4.76%
Managers	Under 30	0.00%	0.00%	0.00%
	Between 30 and 50 years	79.55%	83.02%	77.77%
	Over 50	20.45%	16.98%	22.22%
Total	Under 30	15.86%	16.07%	16.38%
	Between 30 and 50 years	61.76%	61.67%	62.11%
	Over 50	22.38%	22.26%	21.51%

Number and percentage of employees by race-ethnicity

2024

Employee category	Men					Women				
	Asian	White	Indigenous	Brown	Black	Asian	White	Indigenous	Brown	Black
Administrative area	0.93%	45.37%	0.62%	42.13%	10.95%	1.53%	47.93%	0.65%	37.69%	12.20%
Operational area	0.85%	41.40%	0.40%	47.43%	9.92%	0.00%	37.04%	2.22%	52.59%	8.15%
Officers	0.00%	78.57%	0.00%	21.43%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
Supervisors	0.00%	43.86%	0.00%	50.88%	5.26%	0.00%	35.71%	0.00%	64.29%	0.00%
Coordinators	1.92%	57.69%	0.00%	30.77%	9.62%	0.00%	87.10%	0.00%	12.90%	0.00%
Managers	0.00%	75.00%	0.00%	17.50%	7.50%	0.00%	100.00%	0.00%	0.00%	0.00%
Total	**0.85%**	**43.18%**	**0.43%**	**45.57%**	**9.97%**	**1.07%**	**48.39%**	**0.92%**	**39.36%**	**10.26%**

2025

Employee category	Men					Women				
	Asian	White	Indigenous	Brown	Black	Asian	White	Indigenous	Brown	Black
Administrative area	0.97%	44.98%	0.49%	42.88	10.68%	1.37%	46.22%	0.46%	41.88%	10.07%
Operational area	0.84%	41.15%	0.34%	47.43%	10.24%	0.61%	40.61%	1.21%	50.30%	7.27%
Officers	0.00%	64.29%	0.00%	35.71%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
Supervisors	0.00%	44.62%	0.00%	47.69%	7.69%	0.00%	26.67%	0.00%	66.67%	6.67%
Coordinators	0.00%	53.70%	0.00%	35.19%	11.11%	0.00%	86.67%	0.00%	13.33%	0.00%
Managers	0.00%	76.32%	0.00%	18.42%	5.26%	0.00%	87.50%	0.00%	12.50%	0.00%
Total	**0.82%**	**42.71%**	**0.35%**	**45.93%**	**10.19%**	**1.05%**	**47.37%**	**0.60%**	**42.41%**	**8.57%**

405-2 – RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

Ratio of basic salary and remuneration of men to women by employee category[1]

	2025	
	Basic Salary (R$)	Compensation (R$)
Administrative area	1.05	0.87
Operational area	1.14	0.72
Officers	1.27	0.96
Supervisors	0.88	0.82
Coordinators	0.94	0.99
Managers	1.05	0.96

[1] The calculation considers the ratio of women's salaries divided by men's salaries. Since 2025, we have consolidated the calculation across all units.

406-1 – INCIDENTS OF DISCRIMINATION

Four reports of discrimination cases were filed, which, after review, were deemed inconclusive and unfounded. As a result, there was no need to develop or implement specific action plans, and the cases were considered resolved.

407-1 – OPERATIONS AND SUPPLIERS IN WHICH THE RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE AT RISK

No operations or suppliers were identified with risks of violating rights to exercise freedom of association or collective bargaining. This commitment is formalized and ensured by the Company's Code of Conduct, which explicitly establishes the right to freedom of association, guaranteeing full respect for employees' rights of representation across all units and the value chain.

410-1 – SECURITY PERSONNEL TRAINED IN HUMAN RIGHTS POLICIES OR PROCEDURES

Percentage of security personnel who have received formal training in human rights

2023	2024	2025
32.00%	76.00%	100.00%

Santos Brasil's security team currently consists of 78 outsourced staff, all properly trained in human rights.

It should be noted that this training is also available to all Company employees through the Career in Focus platform.

Sustainability Accounting Standards Board (SASB)[1]

TR-MT-160A.3 – TRANSPORTATION SECTOR – MARINE TRANSPORTATION | ECOLOGICAL IMPACTS

Santos Brasil acts proactively in identifying potential environmental impacts, applying risk mitigation. Additionally, it develops and implements plans and programs aimed at minimizing these impacts. In light of this, the Company has a specific procedure for managing environmental incidents.

Through monitoring, we record incidents of both minor and major magnitude, which are duly identified, analyzed, and investigated, subsequently opening action plans aimed at mitigation and recurrence prevention.

In 2025, a total of 271 incidents were logged. The total volume of these occurrences amounted to 77.65 m³, plus 1,537.40 kg of products, reported separately as it is not comparable with volumetric metrics. This total includes oil leaks, leaks from product storage, significant water and effluent leaks, among others.

It is important to note that the Company's capacity for direct action is limited to incidents resulting from operational damage and leaks from its machinery and equipment. In cases of leaks from third-party equipment, such as carriers and suppliers, and incidents linked to improperly packed cargo in containers at the origin, Santos Brasil does not have direct source mitigation action, although such occurrences are recorded and addressed following internal procedures.

All occurrences are logged on the SoftExpert platform, following the Incident Management Procedure, with the issuance of a Preliminary Incident Notification (PIN) and followed up by the Company's technical team until cases are fully addressed.

[1] SASB disclosures TR-MT-110a.1, TR-MT-110a.2, TR-MT-110a.3, TR-MT-320a.1, and TR-MT-510a.2 were presented throughout the text, along with GRI disclosures. For more information, see the GRI and SASB Summary.

Task Force on Climate-related Financial Disclosures (TCFD)

Governance

1A – BOARD'S OVERSIGHT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES

The oversight of climate change-related risks and opportunities is carried out by the Board of Directors, which monitors the integration of the Climate Transition Plan into the strategic planning and capital allocation. The Statutory Executive Board periodically reports to the Board on the progress of climate initiatives and the advancement of established targets.

The Climate Transition Plan is incorporated into Capex and long-term planning to enable the Company to achieve Net Zero by 2040, a deadline currently under review for 2050 in alignment with CMA CGM Group's climate strategy. Among the main strategic initiatives is the allocation of R$ 1.4 billion for asset modernization focused on low carbon, including the electrification of RTGs (eight units delivered in January 2026, adding to eight existing electric units), the adoption of trucks powered by alternative fuels such as natural gas and biomethane, and a feasibility study for implementing the Shore Power (OPS) system at Tecon Santos and TEV, driving down emissions in the logistics chain.

Execution is monitored through periodic tracking of GHG emission targets, water consumption, and waste generation, all linked to the variable remuneration of all employees and senior management, reinforcing the institutional commitment to the climate agenda.

1B - MANAGEMENT'S ROLE IN ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES.

The executive management of the climate agenda is conducted by the Sustainability Committee, which meets twice yearly to assess targets and action plans related to emissions, water consumption, and waste management, and supported or prospective social and environmental projects.

The Committee currently comprises the CEO, CCO, CFO, Project Director, directors of business units (port terminals, logistics, and liquid bulk), Executive Manager of Strategic Planning, and Executive Manager of Corporate Communication and Sustainability. Due to the integration with CMA CGM Group, the composition will be revisited in 2026 to include new executives.

Operationally, Working Groups in each unit track metrics and action execution quarterly, with participation from local officers and managers.

The Sustainability structure is led by the Executive Manager, who reports directly to the CEO, and includes a technical team dedicated to environmental and social agendas.

The Statutory Executive Board maintains regular reporting to the Board of Directors, ensuring that strategic resolutions are implemented in operations and that climate risks and opportunities remain integrated into corporate management.

Strategy

2A - CLIMATE-RELATED RISKS AND OPPORTUNITIES

Time Horizons and Methodology

Santos Brasil adopts two strategic horizons for the analysis of climate risks and opportunities: short and medium-term (up to 2032), focusing on actions and investments already underway, and long-term (up to 2040), currently under review for 2050 to align with CMA CGM Group's global climate strategy.

We identify risks and opportunities with potential material financial impact through internal multidisciplinary mapping and sectoral benchmarking, ensuring alignment with market best practices and the Climate Transition Plan.

Transition risks

In the port, maritime, and logistics sectors, transition risks present a medium-high impact magnitude, although their financial correlations are still being determined.

- Political and Regulatory (Long-term / Likely)
  Potential new regulatory requirements may increase operational and compliance costs. Mitigation involves monitoring the International Maritime Organization (IMO) guidelines and national policies, in addition to planning for electrification and implementation of the Shore Power system.
- Technological (Medium-term / Likely)
  The transition from diesel-powered equipment to more efficient electric alternatives may increase Capex and Opex. Adaptation is through gradual technological transition and the search for green financing facilities.
- Market (Medium-term / Possible)
  Power outages or dependence on fossil fuels may affect costs and operations. Measures include expanding self-sufficiency through local renewable generation and energy contingency plans.
- Reputational (Long-term / Possible)
  Failing to meet climate targets could impact institutional image and position in sustainable chains. Management involves periodic monitoring by the Sustainability Committee and strategic reviews.

Physical risks

Physical risks have been mapped for the medium term, with financial impacts yet to be quantified due to uncertainties about the frequency and intensity of events.

- Acute (Medium-high Magnitude / Possible)
  Extreme weather events can cause operational downtime, reduced productivity, and safety risks. Responses include real-time monitoring, vulnerability mapping, evacuation plans, and multimodal alternatives.
- Chronic (Medium Magnitude / Likely)
  Regional water shortages may impact operations and supply costs. Adaptation measures include water reuse systems, rainwater harvesting, and use of deep-cased wells.

Strategic opportunities

Identified mainly for the medium term (possible probability / medium magnitude), with implementation costs and financial correlation still being assigned, opportunities are organized into two pillars:

- Products and Services
  Implementation of low-emission solutions and electrification, such as Shore Power. The strategy involves evaluating technical and regulatory feasibility, adapting electrical infrastructure, operational pilots, and seeking regulatory incentives.
- Operational Resilience
  Development of continuity and logistical redundancy plans, with risk mapping by route (flooding, storm surges, and other events) and integration between road and rail modes. Performance is monitored through meteorological integration and the indicator of average climate interruption time (downtime).

2B - IMPACT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES ON THE ORGANIZATION'S BUSINESSES, STRATEGY, AND FINANCIAL PLANNING

Santos Brasil factors the climate strategy into investment decisions and capital allocation, prioritizing Tecon Santos, given its materiality — responsible for approximately 80% of the company's revenue, volume handled, and emissions.

At this terminal, the mandatory investment of R$ 1.4 billion is directed toward asset modernization focusing on low carbon intensity, including the replacement of diesel-powered RTGs with electric equipment (eight units delivered in January 2026, adding to eight existing electric units), acquisition of trucks powered by alternative fuels like natural gas and biomethane, and a feasibility study for installing the Shore Power system at Tecon Santos and TEV, driving down emissions in the logistics chain.

The Climate Transition Plan sets reduction targets of 70% for Scopes 1 and 2 combined and 47% for Scope 3, with horizons originally defined for 2032 and 2040, a year under review for 2050, when the removal of residual emissions (Net Zero) is expected.

Operationally, the strategy includes migrating the internal fleet to alternative fuels, like biomethane, progressive electrification of yard cranes (RTGs), and trucks used in customs transport (TTR), and maintaining 100% renewable energy through self-generation and the acquisition of international certificates (I-RECs).

Regarding products and services, the LCL Carbon Neutral program offers compensation certification for LCL clients at CLIA Santos and CLIA Guarujá.

Long-term resilience is strengthened through ongoing research in new technologies, application of Sustainable Taxonomy to Capex, and a water and energy eco-efficiency diagnostic, already conducted in 2025 in all company units and with developments planned from 2026.

From a governance perspective, Sustainability reports directly to the CEO, ensuring its input goes into strategic decision-making. In 2026, there is a plan to hire specialized consulting services to embed climate risks and opportunities into corporate risk management, with a deeper financial analysis and global alignment.

Although reporting transparency improves access to green credit facilities, the direct financial correlation of climate issues on performance (revenues and costs), financial position (assets and liabilities), and the formal use of strategic climate scenarios has not yet been attributed.

2C - RESILIENCE OF THE STRATEGY UNDER DIFFERENT CLIMATE SCENARIOS

Santos Brasil's climate resilience is based on its Climate Transition Plan, which comprises emissions inventory, sectoral benchmarking, strengthened governance, and qualitative mapping of risks and opportunities.

As part of the strategic analysis, we conducted a simulation of alignment with the Science Based Targets initiative (SBTi), and concluded that, as of now, the decarbonization targets must align with the Company's operational and financial reality.

The study adopted the SSP2–RCP4.5 scenario as a benchmark, which projects a temperature rise of between 2.1°C and 3.5°C by 2100 and assumes moderate mitigation efforts. This scenario requires a high capacity for adaptation to persistent physical risks and gradual regulatory transitions, guiding investment strategy, technological modernization, and strengthening operational resilience.

The strategy's monitoring is continuous and supported by specialized consulting, along with structured governance reviews in cycles of up to five years, aiming to ensure adherence to best practices and regulatory and market developments.

Lastly, note that the Company does not have annual revenue exceeding the equivalent of one billion dollars.

Risk management

3A - PROCESS FOR DETECTING AND ASSESSING CLIMATIC RISKS

The identification and assessment of climate risks and opportunities at Santos Brasil are coordinated by the Sustainability department, with support from a specialized consultancy firm. The process follows a structured methodology, including interviews with senior leadership, document analysis, meetings with operational areas, and sectoral benchmarks.

The approach includes the evaluation of the magnitude and scope of:

- Acute physical risks, associated with short-term extreme events like storms and floods.
- Chronic physical risks, resulting from gradual changes in precipitation and temperature patterns.
- Transition risks, related to economic, technological, and regulatory transformations.

To ensure resilience and regulatory compliance, the Company considers existing and emerging requirements, maintaining alignment with the Paris Agreement (1.5°C limit), Science Based Targets initiative (SBTi) guidelines for decarbonization targets, GHG Protocol for emissions inventories, and the recommendations of TCFD and IFRS S2 for governance and disclosure. The organization also remains committed to CDP, Ecovadis, and the UN Global Compact.

The consolidation of the relative significance of climate risks compared to other business risks is planned for 2026, when consultancy work will formally embed climate risks into corporate risk management, allowing a more integrated global, financial, and temporal view for strategic prioritization purposes.

3B - CLIMATE RISK MANAGEMENT PROCESS

Santos Brasil adopts structured mapping of physical and transition risks, aligned with TCFD and CDP recommendations. These risks are analyzed in short, medium, and long-term horizons, considering their impacts on operations, assets, and growth strategy.

The prioritization and evaluation of climate materiality are based on technical criteria, including:

- Representativeness of emission sources.
- Alignment with the Science Based Targets initiative (SBTi) criteria for Scopes 1 and 2.
- Likelihood and severity of impacts.
- Potential for increased emissions due to business expansion.

Climate risk management is structured across four strategic fronts:

Mitigation

Electrification of equipment (RTGs and forklifts), adoption of trucks powered by alternative fuels, such as CNG and biomethane, increased use of renewable energy (solar self-generation and acquisition of IRECs), and implementation of energy efficiency projects.

Control

Conducting annual verified GHG inventories (Scopes 1, 2, and 3), continuous monitoring through forums like the CDP and GHG Protocol Public Registry, and strengthening climate governance with the Board of Directors.

Transfer

Neutralization of residual emissions through high-integrity carbon credits and engagement with strategic partners to share risks associated with Scope 3.

Acceptance

Acknowledging the technical limitations for immediate complete mitigation, treating residual emissions as inevitable in the short and medium term, subject to future compensation.

3C - INTEGRATING CLIMATE RISKS INTO OVERALL RISK MANAGEMENT

Climate governance is led by the Sustainability department, responsible for defining strategies, goals, and initiatives, and coordinating their implementation with technical and operational areas.

The proposals are submitted to the Sustainability Committee — comprised of the CEO, CCO, CFO, Project Director, directors of business units (port terminals, logistics, and liquid bulk), Executive Manager of Strategic Planning, and Executive Manager of Corporate Communication and Sustainability — which resolves matters based on financial viability, compliance with operational strategy and potential impacts on our business.

Integration into general risk management is reinforced by the Compliance and Risk Management departments, which act as the second line of defense. These ensure regulatory compliance, integrity of internal controls, and consistency of disclosed information, contributing to risk mitigation, prevention of greenwashing, and reduction of potential legal liabilities.

Metrics and targets

4A - METRICS USED TO ASSESS CLIMATE RISKS AND OPPORTUNITIES

Santos Brasil employs operational and environmental metrics to monitor climate risks and opportunities, in alignment with its strategy and risk management process.

Technological transition risks

To monitor the risk associated with technological transition, the Company tracks CO_2 emissions efficiency per TEU moved (kgCO_2e/TEU moved), calculated from the total GHG emissions divided by the volume moved in TEUs.

Historical results were:

- 2023: 10.52 kgCO_2e/TEU moved
- 2024: 10.66 kgCO_2e/TEU moved
- 2025: 11.19 kgCO_2e/TEU moved

This metric allows us to evaluate the carbon intensity progression of operations, considering the volume growth moved.

Resource efficiency opportunity

To monitor water efficiency, total water consumption (m³) is used, considering the gross volume from suppliers, underground capture, water trucks and drums.

The results were:

- 2023: 82,135.00 m³
- 2024: 75,894.03 m³
- 2025: 87,171.96 m³

Chronic physical risks

As an indicator related to waste management and operational efficiency, the Company monitors the sending of waste to landfill (Zero Landfill), measured in tons.

The metric showed a significant reduction:

- 2023: 454.32 metric tons
- 2024: 165.76 metric tons
- 2025: 17.54 metric tons

Goals and linkage to variable compensation

Environmental goals are considered material and are embedded in the variable compensation policy applicable to all employees. The annual bonus is linked to efficiency measured through the integration of water targets (m³), waste sent to landfill (tons), and emissions (kgCO_2e/TEU moved). The Company does not currently adopt an internal carbon price.

4B - GHG EMISSIONS (SCOPES 1, 2 AND 3)

The greenhouse gas (GHG) emissions from Scopes 1 and 2 at Santos Brasil are calculated in accordance with the GHG Protocol methodology. The process involves mapping all emission sources, followed by calculation and conversion to CO_2e supported by Via Green's specialized platform.

For consolidated reporting purposes, corporate intensity is calculated by dividing the sum of emissions (kgCO_2e) by the total handling in TEUs, considering that the container segment represents the most significant portion of the business.

Although the consolidated indicator uses TEU as a comparative base, internal monitoring is performed separately by operational unit, adopting specific intensity metrics:

- Liquid bulk: kgCO_2e/m³ moved.
- Distribution Center: kgCO_2e/pallet moved.
- Transport: kgCO_2e/km traveled.
- Container terminals and CLIAs: kgCO_2e/TEU moved.

4C - CLIMATE GOALS AND PERFORMANCE

Santos Brasil's main climate goal is to achieve CO_2e emission efficiency, measured by the emission intensity per TEU moved (kgCO_2e/TEU moved). This metric allows for operational performance monitoring by relating handled volume to fuel consumption, with diesel consumption being the main factor influencing the indicator.

The baseline is set as 2024, from which annual targets are made and embedded in the Company's Climate Transition Plan.

The current long-term strategic goal is to achieve Net Zero by 2040, currently under review to 2050 due to integration with CMA CGM Group.

GRI and SASB content index

Statement of use	Santos Brasil has developed its report in accordance with the GRI Standards for the period from January 01 to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard / Other Source	Contents	Location	Omission			SDG
			Requirements Omitted	Reason	Explanation	
General disclosures						
The organization and its reporting practices						
GRI 2: General disclosures 2021	2-1 Organizational details	11, 78				
	2-2 Entities included in the organization's sustainability reporting	4, 78				
	2-3 Reporting period, frequency and contact point	4				
	2-4 Restatements of information	Information provided in previous reports has not been reformulated.				
	2-5 External assurance	4				
Activities and workers						
GRI 2: General disclosures 2021	2-6 Activities, value chain and other business relationships	14, 78				
	2-7 Employees	55, 79				8, 10
	2-8 Workers who are not employees	55, 81				8

GRI Standard / Other Source	Contents	Location	Omission			SDG
			Requirements Omitted	Reason	Explanation	
Governance						
GRI 2: General disclosures 2021	2-9 Governance structure and composition	68, 81				5, 16
	2-10 Nomination and selection of the highest governance body	81				5, 16
	2-11 Chair of the highest governance body	68				16
	2-12 Role of the highest governance body in overseeing the management of impacts	20, 81				16
	2-13 Delegation of responsibility for managing impacts	20, 81				
	2-14 Role of the highest governance body in sustainability reporting	20, 81				
	2-15 Conflicts of interest	82				16
	2-16 Communication of critical concerns	82				
	2-17 Collective knowledge of the highest governance body	68, 82				
	2-18 Evaluation of the performance of the highest governance body	82				
	2-19 Remuneration policies	19, 82				
	2-20 Process to determine remuneration	83				
	2-21 Annual total compensation ratio		All	Confidentiality	Information not disclosed by Santos Brasil due to data confidentiality.	

GRI Standard / Other Source	Contents	Location	Omission: Requirements Omitted	Omission: Reason	Omission: Explanation	SDG
Strategy, policies and practices						
GRI 2: General disclosures 2021	2-22 Statement on sustainable development strategy	5				
	2-23 Policy commitments	69				16
	2-24 Embedding policy commitments	69				
	2-25 Processes to remediate negative impacts	69				
	2-26 Mechanisms for seeking advice and raising concerns	69				16
	2-27 Compliance with laws and regulations	83				
	2-28 Membership associations	24				
Stakeholder engagement						
GRI 2: General disclosures 2021	2-29 Approach to stakeholder engagement	25				
	2-30 Collective bargaining agreements	All our employees are covered by collective bargaining agreements.				8
Material topics						
GRI 3: Material topics 2021	3-1 Process to determine material topics	17, 83				
	3-2 List of material topics	17				
Ethics and integrity						
GRI 3: Material topics 2021	3-3 Management of material topics	69				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	93				16
	205-2 Communication and training about anti-corruption policies and procedures	94				16
	205-3 Confirmed incidents of corruption and actions taken	There were no cases of corruption involving the Company and/or its employees.				16

GRI Standard / Other Source	Contents	Location	Omission: Requirements Omitted	Omission: Reason	Omission: Explanation	SDG
GRI 206: Unfair competition 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	We do not have any pending or concluded legal actions during the reporting period for unfair competition, trust practices or monopoly.				16
SASB: Business ethics	TR-MT-510a.2 Total amount of monetary losses resulting from legal proceedings associated with bribery or corruption.	There were no cases of corruption involving the Company and/or its employees.				
Cybersecurity, innovation, and digital transformation						
GRI 3: Material topics 2021	3-3 Management of material topics	73, 74, 92				
GRI 418: Customer privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	We have not received any verified complaints about possible data leaks at Santos Brasil.				16
Customer relationships and satisfaction						
GRI 3: Material topics 2021	3-3 Management of material topics	71, 85				
Health, safety, and labor practices						
GRI 3: Material topics 2021	3-3 Management of material topics	61, 89				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	106				5, 8, 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	107				3, 5, 8
	401-3 Parental leave	108				5, 8
GRI 402: Labor/management relations 2016	402-1 Minimum notice periods regarding operational changes	108				8

GRI Standard / Other Source	Contents	Location	Omission			SDG
			Requirements Omitted	Reason	Explanation	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	108				8
	403-2 Hazard identification, risk assessment and incident investigation	61				8
	403-3 Occupational health services	63				8
	403-4 Worker participation, consultation and communication on occupational health and safety	62				8, 16
	403-5 Worker training on occupational health and safety	108				9
	403-6 Promotion of worker health	63				3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	109				8
	403-8 Workers covered by an occupational health and safety management system	109				8
	403-9 Work-related injuries	109				3, 8, 16
	403-10 Work-related ill health	113				3, 8, 16
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	118				8
SASB: Occupational Health & Safety	TR-MT-320a.1 - Lost-time incident rate (LTIR)	109				
Governance, risk management, and compliance						
GRI 3: Material topics 2021	3-3 Management of material topics	67, 90				
GRI 207: Taxes 2019	207-2 Tax governance, control and risk management	95				1, 10, 17
Cargo integrity						
GRI 3: Material topics 2021	3-3 Management of material topics	92				

GRI Standard / Other Source	Contents	Location	Omission			SDG
			Requirements Omitted	Reason	Explanation	
Climate transition strategy						
GRI 3: Material topics 2021	3-3 Management of material topics	29, 34, 87				
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	31				
GRI 207: Taxes 2019	207-1 Approach to tax	95				1, 10, 17
GRI 302: Energy 2016	302-1 Energy consumption within the organization	95				7, 8, 12, 13
	302-2 Energy consumption outside of the organization	Santos Brasil does not consume energy outside the organization.				7, 8, 12, 13
	302-3 Energy intensity	34, 98				7, 8, 12, 13
	302-4 Reduction of energy consumption	34, 98				7, 8, 12, 13
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	100				3, 12, 13, 14, 15
	305-2 Energy indirect (scope 2) GHG emissions	100				3, 12, 13, 14, 15
	305-3 Other indirect (scope 3) GHG emissions	101				3, 12, 13, 14, 15
	305-4 GHG emissions intensity	101				13, 14, 15
	305-5 Reduction of GHG emissions	101				13, 14, 15
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	102				3, 6, 11, 12
	306-2 Management of significant waste-related impacts	102				3, 6, 8, 11, 12
	306-3 Waste generated	102				3, 6, 11, 12, 15
	306-4 Waste diverted from disposal	103				3, 11, 12
	306-5 Waste directed to disposal	104				3, 6, 11, 12, 15

GRI Standard / Other Source	Contents	Location	Omission			SDG
			Requirements Omitted	Reason	Explanation	
SASB: Greenhouse gas emissions	TR-MT-110a.1 Gross global Scope 1 emissions	100				
	TR-MT-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	101				
	TR-MT-110a.3 (1) Total energy consumed, (2) percentage of heavy fuel oil and (3) percentage of renewable energies	34, 95				
People and diversity						
GRI 3: Material topics 2021	3-3 Management of material topics	55, 89				
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	113				4, 5, 8, 10
	404-2 Programs for upgrading employee skills and transition assistance programs	59, 114				8
	404-3 Percentage of employees receiving regular performance and career development reviews	114				5, 8, 10
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity of governance bodies and employees	115				5, 8
	405-2 Ratio of basic salary and remuneration of women to men	118				5, 8, 10
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	118				5, 8
GRI 410: Security practices 2016	410-1 Security personnel trained in human rights policies or procedures	118				16
Engagement and communication with priority stakeholders						
GRI 3: Material topics 2021	3-3 Management of material topics	25, 86				
GRI 207: Taxes 2019	207-3 Stakeholder engagement and management of concerns related to tax	95				1, 10, 17

GRI Standard / Other Source	Contents	Location	Omission			SDG
			Requirements Omitted	Reason	Explanation	
Business model resilience						
GRI 3: Material topics 2021	3-3 Management of material topics	84, 85				
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	75				
	308-2 Negative environmental impacts in the supply chain and actions taken	76				
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	75				5, 8, 16
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	75				5, 8
GRI 414: Supplier Social Assessment 2016	GRI 414-1 New suppliers that were screened using social criteria	75				
	GRI 414-2 - Negative social impacts in the supply chain and actions taken	75				
Coastal ecosystem conservation						
GRI 3: Material topics 2021	3-3 Management of material topics	39, 88				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	40				6, 14, 15,
	101-2 Management of biodiversity impacts	40, 93				1, 6, 11, 12, 13, 14, 15
SASB: Ecological Impacts	TR-MT-160a.3 (1) Number and (2) Total volume of spills and releases into the environment	119				16
Local social and economic impact						
GRI 3: Material topics 2021	3-3 Management of material topics	46, 88				
GRI 201: Performance Performance 2016	GRI 201-1 Direct economic value generated and distributed	12				2

GRI Standard / Other Source	Contents	Location	Omission			SDG
			Requirements Omitted	Reason	Explanation	
GRI 202: Market Presence 2016	GRI 202-1 Ratio of standard entry level wage by gender compared to local minimum wage	93				
	GRI 202-2 – Proportion of senior management hired from the local community	93				
GRI 203: Impacts Indirect Economic Impacts 2016	GRI 203-1 Infrastructure investments and services supported	Santos Brasil only invests in social projects.				
	GRI 203-2 Significant indirect economic impacts	11, 93				
GRI 204: Procurement Practices 2016	GRI 204-1 Proportion of spending on local suppliers	54, 93				
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	54				
	413-2 Operations with significant actual or potential negative impacts on local communities	54				1, 2
Non-material, relevant topic						
GRI 303: Water and Effluents 2018	GRI 303-1 Interactions with water as a shared resource	98				
	GRI 303-2 Management of water discharge-related impacts	99				
	GRI 303-3 Water withdrawal	99				
	GRI 303-4 Water discharge	99				
	GRI 303-5 Water consumption	100				

TCFD Content Index

Recommendation	Recommended Disclosure	Page
Governance	a. Describe the board's oversight of climate-related risks and opportunities	120
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	120
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	121
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	121
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	122
Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks	123
	b. Describe the organization's processes for managing climate-related risks.	123
	c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	123
Targets and Metrics	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	124
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	124
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	124

Assurance letter

DECLARAÇÃO DE CONFORMIDADE
Conformity Declaration

Independent Assurance

No. 589.006/26

To Senior Management and other stakeholders, this **Assurance Statement** documents that ABNT has conducted independent assurance activities in accordance with the standards and principles of the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and PE-493 – Procedure for Verification of Sustainability Reports of the GRI.

SANTOS BRASIL PARTICIPAÇÕES SA
CNPJ: 02.762.121/0009-53

Object of the Statement:
The Sustainability Report pertains to the accountability period from **January 1st to December 31st, 2025.**

Verification Team:
Quelem Selau – Lead Verifier

Confidence Level Adopted:
Limited

Introduction:
Santos Brasil was responsible for gathering data and information about its performance to prepare its Sustainability Report, as well as for making the evidence collected in the assurance process available. ABNT was responsible for analyzing the evidence and the structure of the Sustainability Report in relation to the applicable requirements established by the reference standards.
The information published in the Sustainability Report is the sole responsibility of Santos Brasil's management.

Methodology:
Assurance was obtained by analyzing the latest versions of the Sustainability Report and the materiality study report, which are "IN COMPLIANCE" with GRI standards. This allowed for the planning of interviews with those responsible for the data and information used in the preparation of the report.
Remote interviews were conducted regarding the organization's processes and data and information related to the indicators, using the Microsoft Teams application, which allows for the sharing of evidence.
This evidence was analyzed in light of the criteria established by the reference standards, taking into account the data and information themselves and the data control and analysis systems used in the preparation of the Sustainability Report. The resulting findings were reported to those responsible for the report, who made the necessary changes, resulting in the final version of the document.
Basic sampling was conducted with limited data collection and traceability, sufficient to verify that the Reporting Principles (GRI 1: Foudation 2021) were observed. Compliance with the general content (GRI 2) was fully analyzed, and data and information from other GRI content and SASB indicators were verified on a sample basis, considering the study of the material topics presented in the Sustainability Report.

MC-01 1- 3

ABNT Associação Brasileira de Normas Técnicas
Av. Treze de Maio, 13 – 28º Andar – Centro – Rio de Janeiro – RJ – CEP 20031-901
Rua Conselheiro Nebias, 1.131 – Campos Elíseos – São Paulo – SP – CEP 01203-002

DECLARAÇÃO DE CONFORMIDADE
Conformity Declaration

Declaration of Independence and Impartiality:
ABNT is an independent conformity assessment organization that adopts international principles and procedures that guarantee the technical rigor, reliability, independence, and impartiality of the services provided.
We declare that an assessment has been made of any potential conflict of interest between ABNT, its team, and Santos Brasil that could prevent the service from being carried out.
The team that conducted this verification for Santos Brasil possesses extensive knowledge in verifying information and systems related to environmental, social, and governance issues, which, combined with their experience in these areas, allowed for a clear understanding of the presentation and verification of good corporate responsibility practices.

Opinion on the Sustainability Report:

1- Santos Brasil's 2025 Sustainability Report complies with the principles of the GRI standards.
2- The process for identifying material themes was updated in 2024, respecting the biennial periodicity defined by the organization. The organization's material themes are: Ethics and integrity; Cybersecurity, innovation and digital transformation; Customer relationship and satisfaction; Cargo integrity; Health, safety and labor practices; Governance, risk management and compliance; Climate transition strategy; Valuing people and diversity; Relationship and communication with priority audiences; Business model resilience; Conservation of coastal ecosystems; Local socioeconomic impact.
3- Throughout the assurance process, compliance with the GRI Standards and their reporting principles was evaluated, identifying opportunities for improvement related mainly to the methodological detailing of some indicators, the traceability of certain environmental information, and a stronger link between material topics, indicators, and performance targets. These findings were addressed by the organization throughout the process.
4- The message from senior leadership contextualizes the Company's main strategic, operational, and financial advancements throughout the reported period, highlighting investments in infrastructure expansion and modernization, strengthening its competitive position, and long-term growth prospects. The statement demonstrates management's alignment with the generation of sustainable value, linking business development to a vision of longevity, operational efficiency, and corporate responsibility.
5- It should be noted that the information related to the financial and accounting aspects provided in the Report was not the subject of this assurance process.

Conclusion:
Following the completion of the assurance procedures, no evidence was found to indicate that the information contained in the Sustainability Report is not consistent and reliable in all relevant respects. Similarly, no situations were identified to indicate that Santos Brasil has not established adequate processes for collecting, compiling, and analyzing qualitative and quantitative data used in the preparation of environmental, social, and governance information.
Additionally, the report is considered to adhere to the Principles for defining content and quality established by the GRI Standards, generally reflecting the relevant impacts of the organization and its management during the reported period.

MC-01 2- 3

ABNT Associação Brasileira de Normas Técnicas
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DECLARAÇÃO DE CONFORMIDADE
Conformity Declaration

Rio de Janeiro, June 19th, 2026.

Guy Ladvocat
Systems Certification Manager

This verification statement is supported by a contract for compliance with ABNT standards and procedures and is valid only with the signature of the Systems Certification Manager. Its validity can be confirmed at the following electronic address: www.abnt.org.br. (CNPJ: 33.402.892/0001-06 – Tel.: (21) 3974-2300).

MC-01 3- 3

ABNT Associação Brasileira de Normas Técnicas
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Credits

GENERAL COORDINATION

Corporate Communication and Sustainability.

PROJECT COORDINATION

- Béatrice de Toledo Dupuy: Executive Manager of Corporate Communication and Sustainability
- Marjorie Samaha: Sustainability Coordinator
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- Mayara Aves dos Reis: Communication Specialist
- Renan Fernandes Schander Sento Sé: Sustainability Specialist

CONSULTING, CONTENT, DESIGN AND PROJECT MANAGEMENT

Grupo Report.

DISCLOSURES COLLECTION

Central Report®

PHOTO CREDITS

Gaivota Filmes and Fabrika Rec.

ASSURANCE

Brazilian Association of Technical Standards - ABNT.

TRANSLATION

Latam Translations
BTS Traduções Oficial.

SANTOS BRASIL