

Annual Sustainability Report 2025/2026



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Introduction





ABOUT THIS REPORT

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This Annual Sustainability Report reflects the management practices, progress achieved, and challenges experienced throughout the 2025/2026 crop year. Guided by the firm conviction that sustainable development stems from perfect harmony with nature, Cocal invests in renewable solutions, actively fostering positive impacts for its employees and society as a whole. Bioenergy plays a pivotal role in value creation, embedded within a production chain that is grounded in the principles of the circular economy and energy transition.

Backed by a trajectory of more than 40 years of experience in the bioenergy sector, we strictly adhere to the best market practices and international reporting standards. This document has been prepared in full accordance with the guidelines and standards of the Global Reporting Initiative (GRI). Our actions also reflect our alignment with the United Nations (UN) Sustainable Development Goals (SDGs). This connection to global priorities reflects our commitment to building a more inclusive future, where environmental, social, and governance (ESG) dimensions work together in an integrated manner.

In this report, published in August 2026, we consolidate all the entities comprising the organization, namely Cocal Comércio Indústria Canaã Açúcar e Álcool S.A., Cocal Termoelétrica S.A., Cocal Energia S.A., Cocal Biotec

Indústria e Comércio de Leveduras Ltda., and Cocal CO₂ Gases Industriais Ltda. The reporting scope and boundaries also incorporate the solar power plants located in the São Paulo municipalities of Pirapozinho and Presidente Bernardes (Cocal FV Energia 01 Ltda.).

Cocal's strategic expansion into the Midwest region directly alters the consolidation boundaries presented in the previous edition of this report. The acquisition of the two new plants in the state of Mato Grosso do Sul, specifically in the municipality of Rio Brilhante (Cocal Passa Tempo Agroindustrial S.A. and Cocal Rio Brilhante Agroindustrial S.A.), expanded the business's production capacity and broadened the overall scale of its corporate operations during the current cycle.

We have consolidated the financial and non-financial information for the period from April 1, 2025, to March 31, 2026, in line with the 2025/2026 crop year, a scope that directly corresponds to the preparation of the Company's financial statements. We have maintained the annual frequency of this document, which has not undergone an external assurance process.

The Advisory Board and the executive directors validate and approve the information reported in this document, ensuring the integrity and transparency of our disclosures.

HOW TO READ THIS REPORT

Report navigation guide

Users can navigate to specific areas of interest using the upper menu of the document.

Throughout the pages, the indicators of the GRI standards are highlighted with their corresponding markers, representing the numerical code of each applicable item, such as "GRI XXX-X."

The complete breakdown of these metrics is consolidated in the index available on [page 126](#), facilitating direct access to the data.



We have structured this publication to enhance the understanding of Cocal's practices and results across its environmental, social, and governance dimensions. The organization of the content reinforces transparency regarding the impacts associated with these topics, following ESG principles. Each chapter presents initiatives and indicators aligned with the criteria of the GRI standards.

[CLICK HERE TO LEARN MORE](#)

To foster open and transparent dialogue, the Company receives inquiries and suggestions directly via email at esg@cocal.com.br



MESSAGE FROM THE ADVISORY BOARD

GRI 2-22

The 2025/2026 crop year marked a turning point in Cocal's history, demanding outstanding discipline across our core values and overall performance. We took a bold step by acquiring the new operating units in Mato Grosso do Sul, a milestone that integrated high-potential assets into our structure and virtually doubled the scale of our operations.

This exponential growth trajectory reinforces the role of corporate governance in fostering a rigorous sense of accountability. We recognize that launching a project of this magnitude within a challenging economic landscape requires a cautious approach. Consequently, our immediate focus centers on consolidating these plants, maximizing operational efficiency, and unlocking all opportunities within our current footprint.

*A cycle of structural
transformation and
robust governance.*

We have total confidence in this journey, backed by the institutional maturity we have achieved. Witnessing the evolution of the Company's governance over the past five years has been remarkable. Restructuring our executive boards and centralizing processes within the Shared Services Center (SSC) demonstrate that we are refining our expertise and fostering a leadership team prepared for the future.

We remain a Company driven by a pioneering and achieving spirit. We acted swiftly to capture

energy transition demands, consolidating—from both a financial and technological standpoint—our position as market pioneers in commercial biomethane production.

We extend our gratitude to all employees and partners whose professionalism and competence enabled Cocal to stand out so distinctively throughout this challenging year.

Enjoy the read!
Advisory Board





MESSAGE FROM THE CEO

The 2025/2026 crop year was an intense and highly challenging operational cycle, during which we proved our resilience by executing major projects concurrently amid an adverse macroeconomic landscape. We navigated a backdrop of high interest rates and volatile commodity prices, but our strict liquidity discipline, combined with the extension of our debt maturity profiles, kept the Company well-structured and prepared. Consequently, we maintained our focus on profitability and project a solid net income for the crop year.

The foundation of this robust financial performance rests upon our people, our agricultural fields, and our industrial facilities. We recorded a recovery in agricultural yields, which proved vital for diluting fixed costs and expanding our margins. We mitigated climate-related headwinds by leveraging precision agriculture, advancing biological pest control, and completely replacing chemical nitrogen through crop rotation.

Our expansion into Mato Grosso do Sul—encompassing the integration and retention of the workforce at the acquired plant alongside the hiring of new professionals—expanded our team to 7,700 employees. Despite the logistical and cultural challenges of integrating new operating units at the

close of the crop year, we successfully preserved a sense of pride and belonging across our teams, who celebrated the Company's growth while maintaining an unwavering focus on the development, safety, and well-being of all workforce members.

From the perspective of energy transition and corporate innovation, our advancements were equally significant. We inaugurated our second facility in Paraguaçu Paulista to fully produce biomethane, forged partnerships for renewable gas supply on a national scale, and advanced the displacement of diesel within our own fleet, projecting a consumption reduction of over 3 million liters in upcoming crop years by retrofitting tractors and trucks.

Similarly, our focus on digital innovation strengthened our Shared Services Center (SSC) and drove restructurings across our Information Technology infrastructure, enhancing our cybersecurity posture against current threats.

All these milestones, combined with the achievement of ranking among the top 175 companies to work for in Brazil by GPTW, validate that our commitment to job creation and clean solution development is the energy that drives us to thrive sustainably.

Décio Carbonari de Almeida
CEO

The 2025/2026 cycle was intense, driven by major projects executed concurrently in a highly challenging macroeconomic environment. Resilience and expansion sat at the center of this crop year.



Energy for a
sustainable
future



ESSENCE AND PURPOSE

Cocal Essence

Solid cultural pillars define the Company's operations and reflect its true identity. Driven by a modern management model, the Company establishes respect and care for people as core drivers embedded across all business areas. The pursuit of peak efficiency and innovation steers the team in delivering consistent results. This structural foundation strengthens collaborative management and continuous improvement, linking daily operations to ESG commitments. The transparent communication of these practices

fosters active employee engagement, ensuring that operations remain aligned with organizational objectives to generate positive impacts.

Guided by the conviction that sugarcane is a masterpiece of divine creation, the Company cultivates its purpose to promote the continuous development of the individuals, communities, and regions within its operational footprint. Unlocking the potential of this plant-based raw material translates into the corporate mission of working hard and creating job

opportunities for many—a concept embraced internally as a true blessing. The teams' daily routine is anchored in the principles of humility, determination, and a relentless focus on results. Safety first, integrity, and human appreciation solidify the organization's non-negotiable core values. This collective cultural framework sustains the aspiration to establish Cocal as a benchmark for innovation and sustainability, preserving the essence of a brand managed by a cohesive and harmonious family.



A BLESSING

Work hard and create job opportunities for many.



PURPOSE

Sugarcane, a masterpiece of divine creation.

Promote the continuous and sustainable development of the Company, its people, the community, and the region, by unlocking the full potential of sugarcane.



PRINCIPLES

Humility, determination, peak efficiency, innovation, and results.



VALUES

Safety first, integrity, and human appreciation.



ASPIRATION

To establish Cocal as a benchmark for innovation and positive impact, operating as a company dedicated to sugarcane and managed by a cohesive and harmonious family.

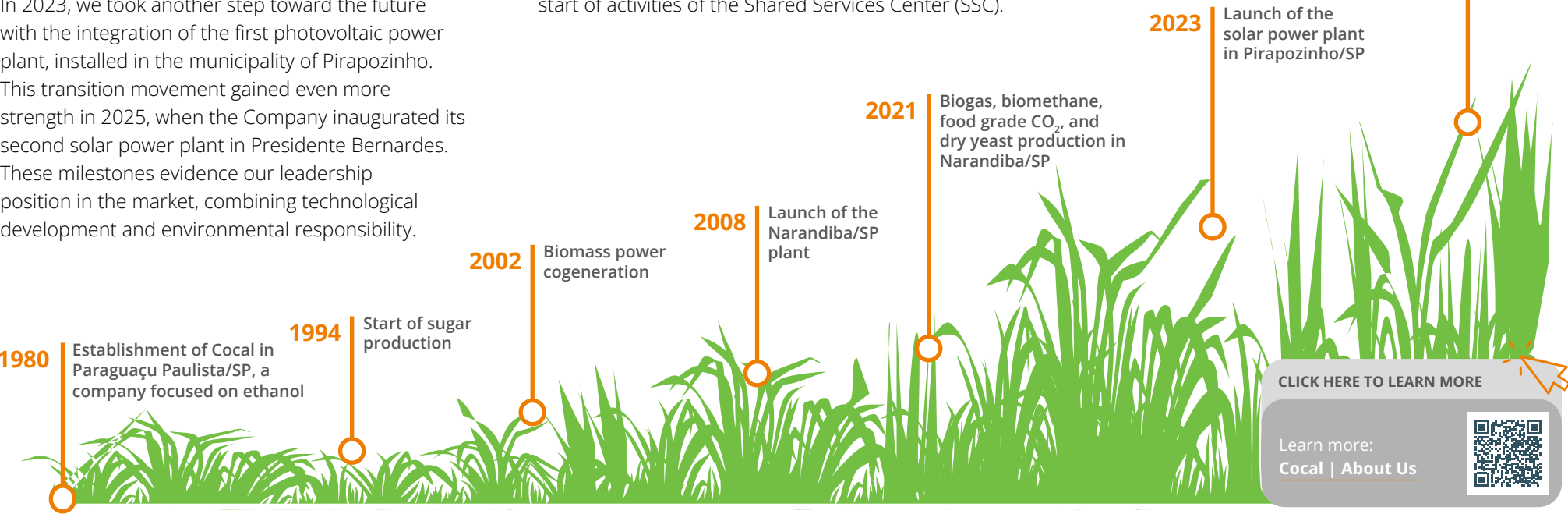


Our trajectory

Since 1980, Cocal has been building a journey guided by innovation and sustainability, positioning bioenergy as the transforming force of the sector. The diversification of operations over the years reflects a commitment to the environment and society. This continuous dedication contributes to the strengthening of a sustainable economy grounded in renewable resources, creating solutions that meet the demands of tomorrow.

The past decade represented a period of expansion, opening new development paths for the Company. In 2023, we took another step toward the future with the integration of the first photovoltaic power plant, installed in the municipality of Pirapozinho. This transition movement gained even more strength in 2025, when the Company inaugurated its second solar power plant in Presidente Bernardes. These milestones evidence our leadership position in the market, combining technological development and environmental responsibility.

Building on this growth, 2025 decisively boosted our energy transition route with the start of activities at the second biogas plant, located in Paraguaçu Paulista. With production directed entirely toward the manufacturing of biomethane, the structure strengthens our circular economy model through the intelligent utilization of byproducts and waste from local partners. In tandem with these milestones, 2025 also stood out as a historic year, marked by the expansion of our operations into the Midwest with the acquisition of new agribusiness units in Mato Grosso do Sul. Furthermore, we consolidated our internal structure with the construction of the Corporate Office and the start of activities of the Shared Services Center (SSC).



GEOGRAPHIC PRESENCE AND ACTIVITIES

Location of operations

GRI 2-1

Cocal distributes its agribusiness activities across strategic locations in the states of São Paulo and Mato Grosso do Sul, consolidating a portfolio focused on the circular economy. The Paraguaçu Paulista unit is dedicated to the production of sugar, ethanol, electricity (generated by burning sugarcane bagasse), and biomethane. The Nandimba plant expands these capabilities by incorporating the production of biogas, dry yeast, and food grade CO₂ into the scope of renewable solutions. The São Paulo territory also houses the Pirapozinho and Presidente Bernardes installations, focused exclusively on solar power generation. The recent acquisitions of the Passa Tempo and Rio Brilhante facilities, both located in the city of Rio Brilhante, Mato Grosso do Sul, mark the Company's expansion into the Midwest, with the structured production of sugar, ethanol, and bioelectricity. In addition to operational progress, the period was marked by the strengthening of our administrative structure, with the launch of the Corporate Office in Presidente Prudente, São Paulo.





Paraguaçu Paulista Plant

Parque Industrial Dr. Camilo Calazans
de Magalhães

P.O. Box 91

Postal Code: 19729-899

Paraguaçu Paulista – SP

Tel.: (18) 3361-8888

*Sugar, ethanol, electricity (generated by
burning sugarcane bagasse), biogas, and
biomethane production*

Passa Tempo Plant

Fazenda Santa Helena, Rodovia BR 267,
S/N, km 321

Postal Code: 79130-000

Zona Rural – Rio Brilhante – MS

*Sugar, ethanol, and electricity production
(generated by burning sugarcane bagasse)*

Rio Brilhante Plant

Fazenda Santa Maria, Rodovia BR 163,
km 329.6 – Zona Rural

Postal Code: 79130-000

Rio Brilhante – MS

*Sugar, ethanol, and electricity production
(generated by burning sugarcane bagasse)*

Narandiba Plant

Fazenda Gênesis,
Estrada Municipal NRD, 267

P.O. Box 16

Postal Code: 19220-000

Narandiba – SP

Tel.: (18) 3992-9020

*Sugar, ethanol, electricity (generated
by burning sugarcane bagasse), biogas,
biomethane, dry yeast, and food grade
CO₂ production*

MATO GROSSO
DO SUL

Presidente Bernardes Solar PV Plant

Estrada Vicinal Olímpio Martins Álvares, km 4

Postal Code: 19300-000

Presidente Bernardes – SP

Solar Power Plant

Pirapozinho Solar PV Plant

Rodovia Assis Chateaubriand, km 42

Postal Code: 19200-000

Pirapozinho – SP

Solar Power Plant

Corporate Office

Av. Cel. José Soares Marcondes, 3577 – Jd. Bongiovani

Postal Code: 19050-230

Tel.: (18) 2018-2500

Presidente Prudente – SP

Shared Services Center (SSC)

SÃO
PAULO

PARANÁ

Cocal officially begins operations in Mato Grosso do Sul

A NEW CHAPTER IN THE MIDWEST

The acquisition of two new agribusiness units in Rio Brilhante, during the 2025/2026 crop year, represents a decisive step toward powering the Company's future. This milestone accelerates job creation and strengthens the socioeconomic development of the region. To enable a safe operational startup aligned with corporate values, Cocal structured a meticulous transition and integration plan between its São Paulo and Mato Grosso do Sul units well ahead of commencing activities.

In early December, conducted in person to foster genuine bonds, the Integra Cocal program promoted meetings led by a multidisciplinary team at both facilities. Active listening anchored the dialogue spaces, enabling the sharing of expectations and narratives that solidified trust from the very first interaction. Between December 11 and 17, the initiative reached 90% of the local workforce, totaling 4,195 hours of training focused on fostering a sense of belonging and embedding the corporate culture. The program formed additional classes in

January 2026 to integrate professionals who were unable to participate in the initial round.

As a genuine demonstration of welcome, shareholders recorded video messages dedicated to the new talents. The Company also extended its traditional end-of-crop-year thanksgiving service to Mato Grosso do Sul—a ritual of gratitude and collective celebration already deeply rooted across its other business units. These actions confirm that the continuous evolution of business gains strength and resilience when people move forward together, driven by the same purpose of delivering responsible results.

Production capacity jumped from

8.7 to **16.3**
million million

metric tons per harvest, directly leading to an increase in the number of direct employees, which rose from

5,300 to **7,700**



Our operations

GRI 2-6

Cocal's growth relies on an integrated operation across the entire sugarcane value chain, turning research and innovation into renewable solutions. Circular economy models drive the Company's competitive edge, intelligently integrating the production of sugar, ethanol, electricity, biogas, biomethane, dry yeast, and food grade CO₂.

In the field, state-of-the-art technology and advanced mechanization optimize agricultural practices to maximize yields and support biodiversity conservation. Maximizing raw material potential generates low-carbon products and drives socioeconomic development across local communities.

To guarantee market access, Cocal has maintained a solid partnership since 2006 with Copersucar's business ecosystem, which distributes its sugar and biofuels domestically and internationally.



This commitment to sustainability underpins Cocal's energy leadership. The Company utilizes sugarcane bagasse for thermal cogeneration, powering its industrial facilities with clean energy while exporting surplus electricity to the public grid. To expand this matrix, the Company operates a cogeneration unit annexed to its state-of-the-art biogas plant, which provides an annual capacity of up to 35,000 megawatt-hours to small and medium-sized commercial and industrial (C&I) customers.

Biomethane produced through biogas purification drives further innovation. This renewable fuel powers the internal fleet and, strategically, the yeast production plant. Surplus volumes reach energy-transition-focused customers via tube trailers and a dedicated pipeline—the first of its kind globally.

Cocal's zero-waste vision also enables dry yeast production from the cream generated during alcoholic fermentation. Rich in vitamins and proteins, this solution serves animal nutrition companies seeking to replace antibiotics with organic additives. Furthermore, the ethanol fermentation process and biogas purification release carbon dioxide, which is captured for food grade CO₂ production. This high-purity input complies with strict beverage industry standards, demonstrating optimal resource utilization to deliver balanced, sustainable value.

Cocal, Grupo Germânica, and Fazendas Bartira launch new corporate office, driving job creation across Presidente Prudente and the surrounding region

The integration of transactional activities from other companies owned by Cocal's controlling family drove the creation of the Shared Services Center (SSC) and the consolidation of corporate functions.

Located in Presidente Prudente (SP), the new corporate headquarters centralizes common back-office services across the three business units, fostering an integrated management model aligned with the Company's growth strategy. This restructuring further accelerated the region's socioeconomic development through job and income generation, driven by the recruitment of new talent for support sectors.



INTEGRATED OPERATION AND ENERGY TRANSITION

GRI 2-6

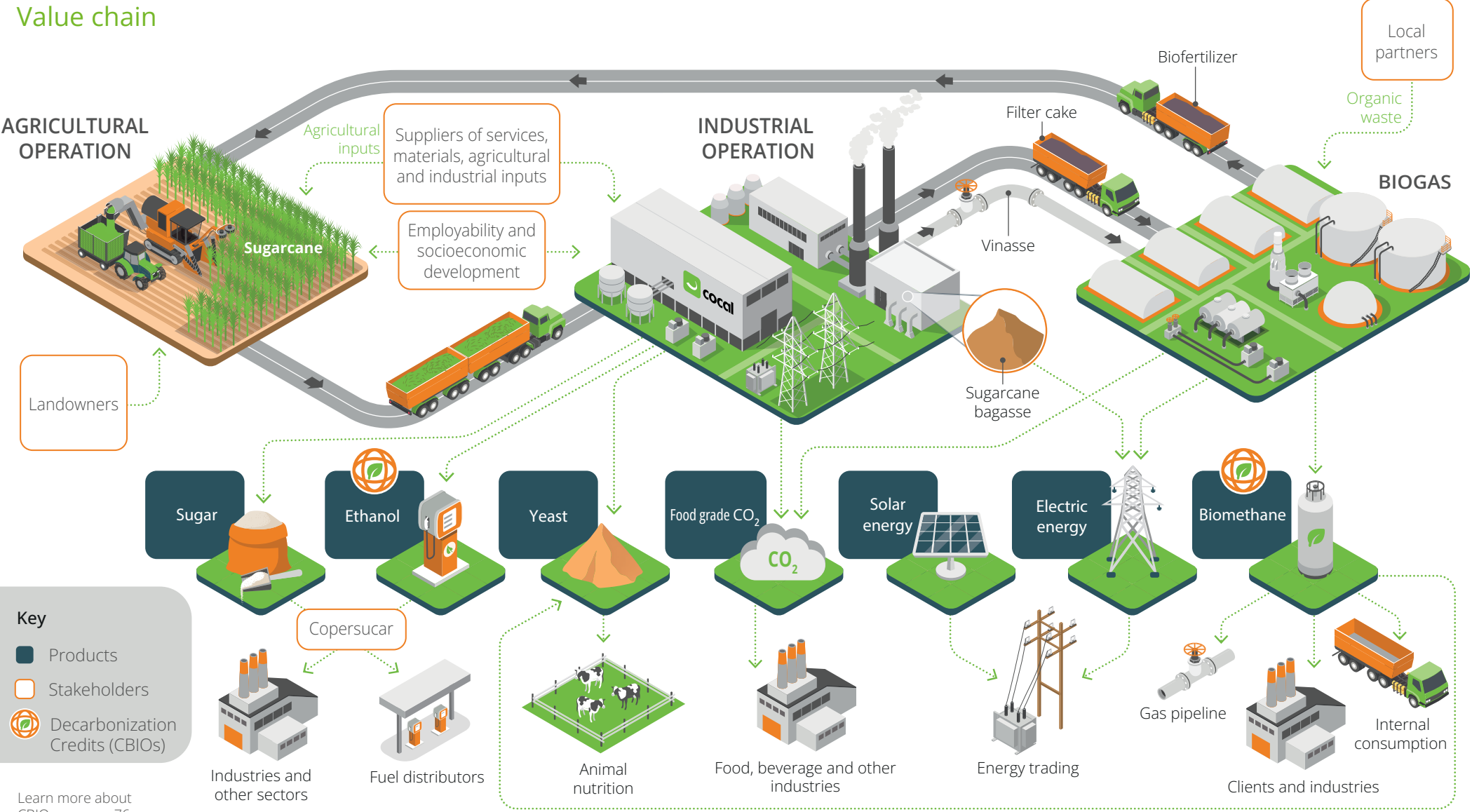
The integration of the entire sugarcane value chain enables Cocal to deliver sustainable solutions. The circular economy model serves as the primary strategic advantage of the business, enabling the interconnected production of sugar, ethanol, bioelectricity, biomethane, food grade CO₂, and dry yeast. To ensure production efficiency across these operations, the Company relies on the Agricultural Operations Center (AOC) and the Industrial Operations Center (IOC), which monitor and coordinate field and industrial activities in real time. This dynamic increases the market availability of low-carbon alternatives and directly drives the socioeconomic development of neighboring regions.

An annual processing capacity of 8.7 million metric tons of raw material at the São Paulo hub drives the export of 470,000 MWh of bioenergy, generating 720,000 metric tons of sugar and 400 million liters of ethanol.





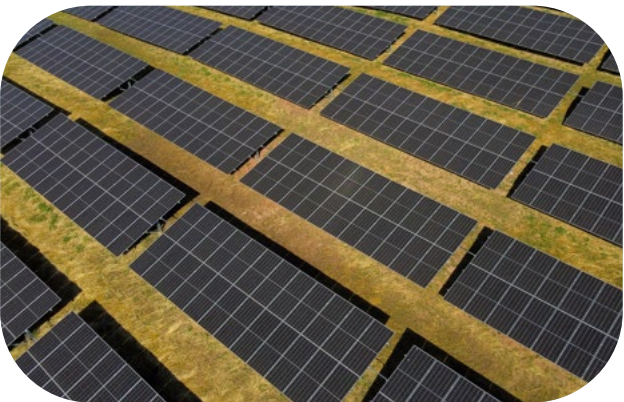
Value chain



Biogas and biomethane

The Company's role in the nation's energy transition gains momentum through the expansion of its clean energy sources. Currently, Cocal operates two biogas plants: the Narandiba facility, with consolidated operations, and the recently launched Paraguaçu Paulista facility, which is already in the production phase, increasing the volume of biofuel supplied to the market.

Biomethane is derived from the biodigestion of sugarcane byproducts, combining vinasse and filter cake with organic waste sourced from local partners. This energy vector drives the decarbonization of internal operations and serves diverse industrial sectors, reaching customers via pipeline and road transport logistics. The production cycle stimulates the regional economy through job creation and helps decentralize the Brazilian energy mix.



Food grade CO₂

Capturing gases generated during the production process yields food grade carbon dioxide. The CO₂ captured during the ethanol fermentation and biogas purification stages undergoes rigorous treatment at the Narandiba plant. The facility maintains a continuous, year-round supply with a 99.9% purity level. This input directly meets the strict requirements of the beverage industry, displacing fossil-based sources and contributing to the mitigation of greenhouse gas (GHG) emissions across the consumer supply chain.

Photovoltaic solar energy

Diversifying its power mix drives the Company's sustainability strategy, which currently generates power through biomass cogeneration, biogas, and solar capture. Cocal's photovoltaic plant in Pirapozinho serves approximately 773 small and medium-sized consumers via Distributed Generation, delivering an average annual capacity of 3,006 MWh.

The expansion project advanced with the Presidente Bernardes plant, which features an installed capacity of 13,000 MWh per year. This volume suffices to power around 3,500 connected customers, democratizing access to clean energy sources across upstate São Paulo.

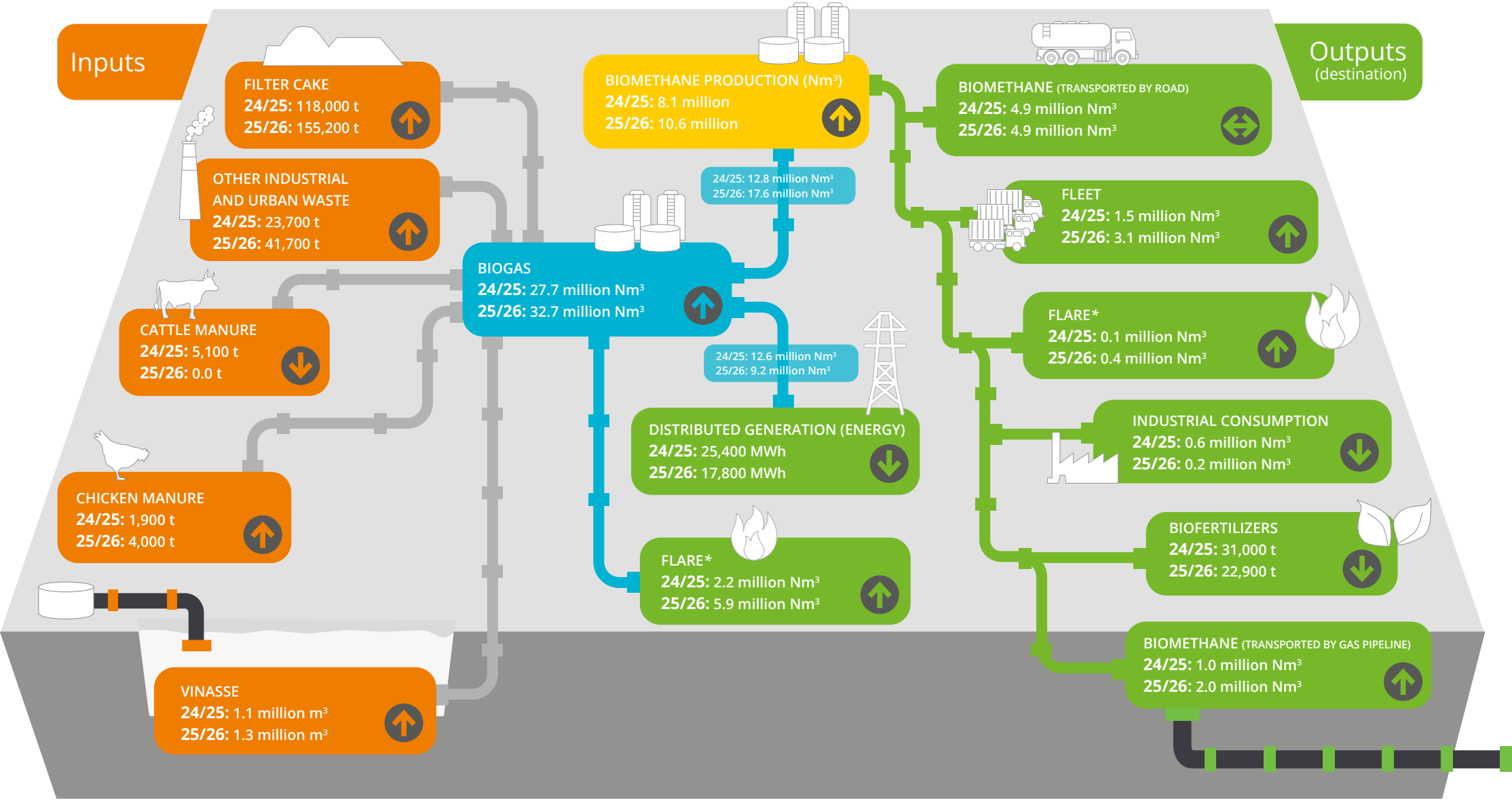


Dry yeast

The yeast cream derived at the close of alcoholic fermentation transforms into a high-value-added ingredient for the agricultural market. The facility processes this byproduct to deliver dry yeast, a component rich in proteins and vitamins. Specialized animal nutrition companies utilize this input in feed formulations, validating the intelligent reuse of all raw material fractions processed across the industrial facilities.



Biomethane production flow



* In exceptional situations where the produced biogas and biomethane cannot be distributed or consumed, the plant may conduct controlled flaring of these gases to ensure operational continuity.

New biogas plant in Paraguaçu Paulista

The launch of the new biogas plant in Paraguaçu Paulista reflects the Company's strategic planning to expand its renewable energy portfolio. This plant contributes practically to the nation's energy transition while driving direct and indirect job creation across the region.

Located in Paraguaçu Paulista, the new facility directs its entire production volume toward biomethane manufacturing. The project received investments of approximately BRL 216 million, made viable in partnership with the National Bank for Economic and Social Development (BNDES). Operationally, the facilities possess the potential to generate 127,200 Nm³/day of biogas, resulting in a production output of 60,000 Nm³/day of biomethane.

The circular economy steers the strengthening of this production front through a collaborative business model developed in partnership with Granja Shida. This operation converts agro-industrial byproducts, such as vinasse and filter cake, combining them with poultry manure and effluents supplied by the neighboring farm to produce biogas. In return, the Company delivers clean electricity and biomethane to power the farm's heaters, lighting, and overall operations.

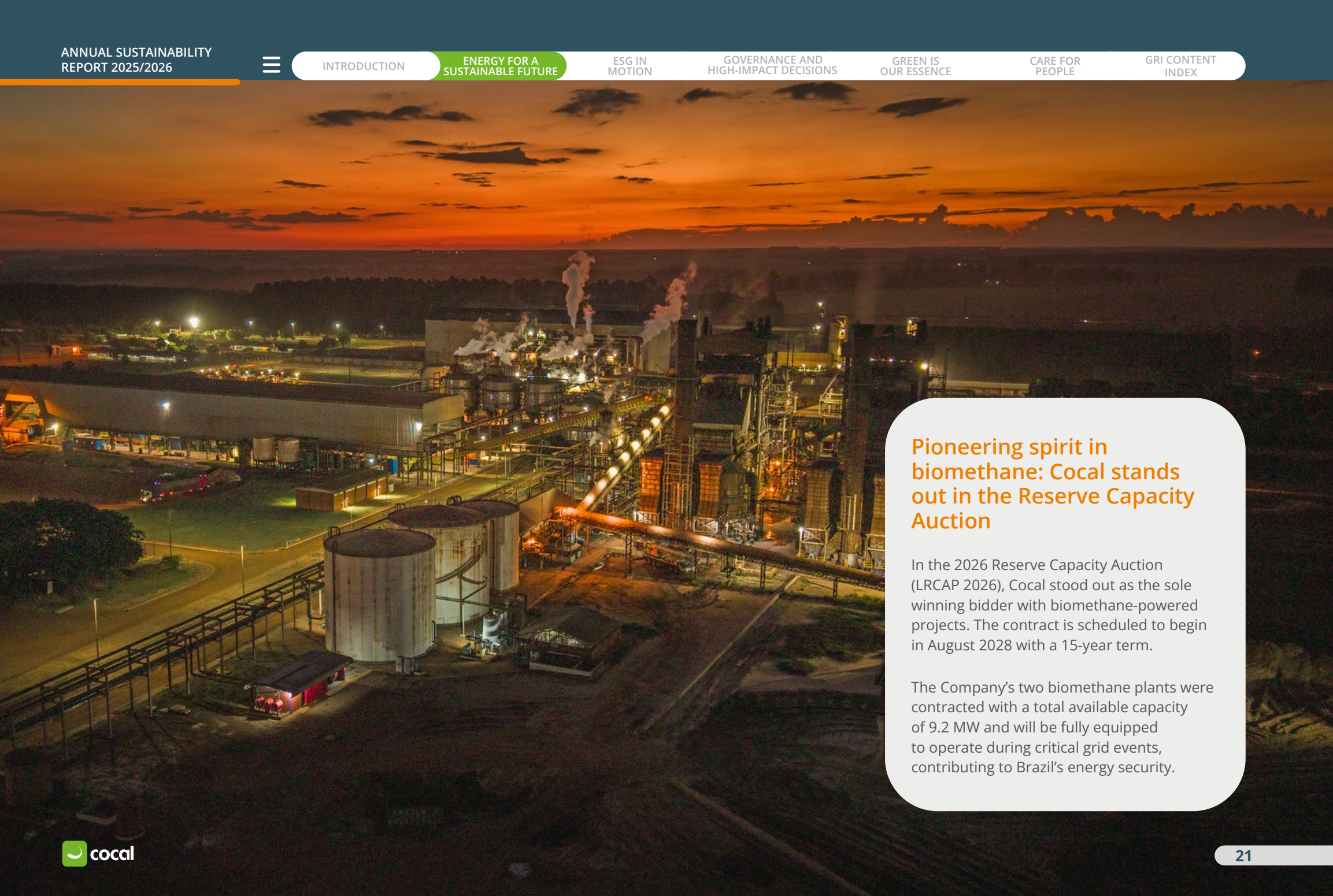


This integration stimulates regional socioeconomic development, generating new jobs and reducing fossil fuel consumption within São Paulo territory.

The sustainable fuel supply reaches commercial and industrial customers across diverse locations via virtual pipelines utilizing specialized tube trailers that transport compressed gas in cylinders. With this approach, the Company plans to completely displace diesel with biomethane in these vehicles, establishing a logistics flow with virtually zero emissions from origin to end consumer. In partnership with Copersucar, the Company also extends biomethane utilization to the trucks responsible for transporting sugar to port terminals.

The decarbonization process directly impacts the supply of the own fleet mobilized in the fields of Nandiba and Paraguaçu Paulista. Expanding green mobility resulted in 51 agricultural equipment units and trucks operating strictly with renewable fuel by the close of the 2025/2026 crop year. Consolidating this target displaced the consumption of approximately 1.1 million liters of diesel during the period.

The circular economy of the operation is completed when the biodigested organic material, resulting from the production of biogas, is applied directly in the sugarcane fields as biofertilizers of high nutritional value. The absorption of this input replenishes the soil, mitigates environmental impacts inherent to agricultural cultivation, and confirms the solidity of the Company's responsible practices.



**Pioneering spirit in
biomethane: Cocal stands
out in the Reserve Capacity
Auction**

In the 2026 Reserve Capacity Auction (LRCAP 2026), Cocal stood out as the sole winning bidder with biomethane-powered projects. The contract is scheduled to begin in August 2028 with a 15-year term.

The Company's two biomethane plants were contracted with a total available capacity of 9.2 MW and will be fully equipped to operate during critical grid events, contributing to Brazil's energy security.



OPERATING RESULTS*

Agricultural performance

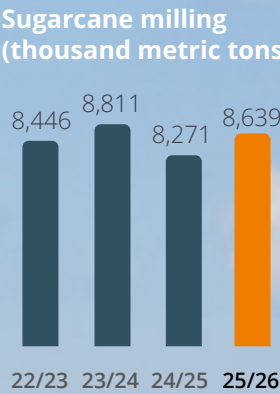
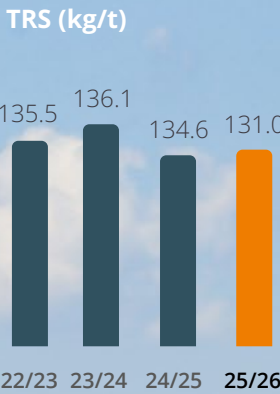
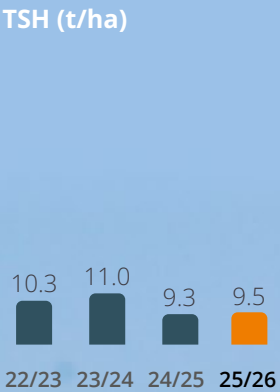
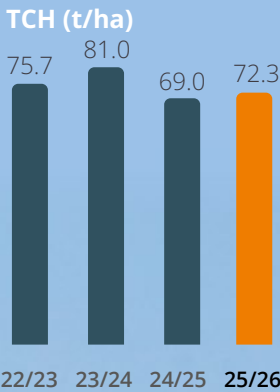
Agricultural performance during the 2025/2026 crop year demonstrated corporate resilience in the face of a challenging cycle marked by high temperatures and prolonged drought. The strategy centered on regenerative agriculture through the application of bioinputs, organomineral fertilizers, and biological pest control, reducing reliance on conventional chemical inputs. Crop rotation with soybeans, peanuts, and different seed varieties expanded biodiversity and soil health.

Operational control is consolidated through strategic land management, where owned or leased areas account for 93% of the Company's sugarcane volume. Oversight across nearly all cultivation enables the large-scale deployment of innovations and the standardization of agricultural management across different fronts.

Fully integrated mechanized harvesting works in tandem with precision agriculture, leveraging sensors, drones, and artificial intelligence to drive daily routines. Direct management of these properties guarantees that technology applications reduce losses, optimize resources, and boost the yield of the raw material supplying the plants.



TCH: metric tons of cane per hectare
TSH: metric tons of sugar per hectare
TRS: total recoverable sugars



* Agricultural, financial, and industrial performance figures include data from the Mato Grosso do Sul Hub.

Industrial performance

Milling capacity increased as a result of the incorporation of new assets and internal improvements.

The 2025/2026 crop year marked an expressive advance in the performance of new products, with several indicators reaching their historical highs.

Energy diversification gained traction with the increase in biomethane production. The Company's Paraguaçu Paulista plant entering into operation boosted the delivery of this renewable fuel. Combined, Cocal's two operating plants delivered a record production volume of 10.6 million Nm³ of biomethane.

Biogas production reached 32.7 million Nm³, surpassing all previous years and consolidating the continuous expansion of installed capacity.

Food grade CO₂ output reached 10,900 metric tons, setting another record for the Company. Photovoltaic energy generation has experienced exponential growth, soaring to 13,798 MWh, reflecting the maturity of investments in renewable energy.

Performance across industrial fronts maintained its focus on raw material conversion efficiency, measured by the Corrected Total Recovery (RTC) indicator, which stood at 93.0% for the 2025/2026 crop year.



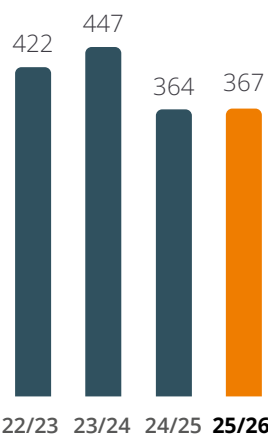


Industrial performance

Sugar produced
(thousand metric tons)



Electricity
(thousand MWh)*

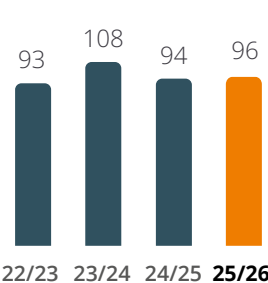


*Electricity exported to the grid from sugarcane bagasse cogeneration.

Anhydrous ethanol
(thousand m³)



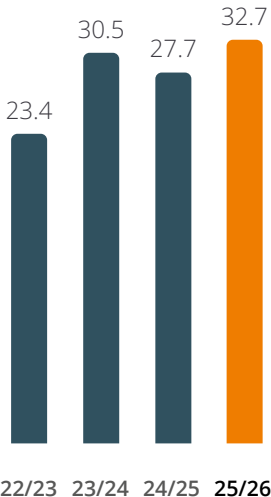
Hydrous ethanol
(thousand m³)



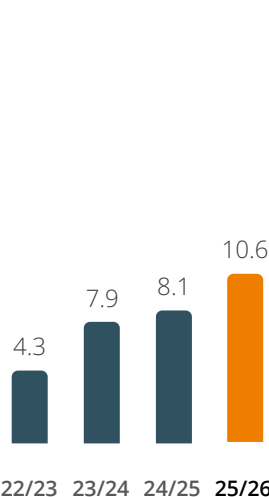


Performance in new products

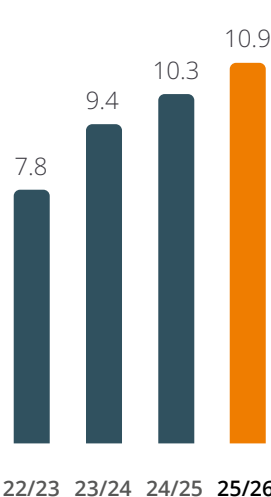
Biogas
(million Nm³)



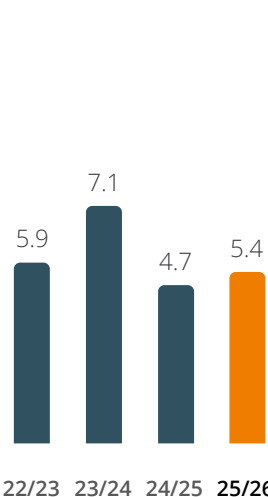
Biomethane
(million Nm³)



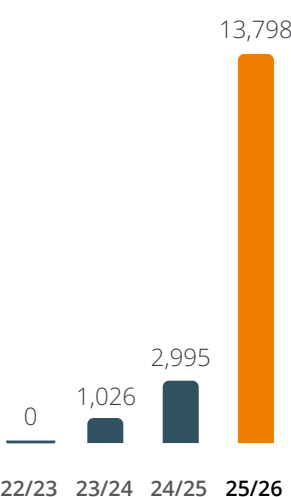
Food grade CO₂
(thousand metric tons)



Dry yeast
(thousand metric tons)



Photovoltaic solar
energy (MWh)



Financial performance

Economic performance management at Cocal is carried out through the systematic monitoring of operational and financial results, based on financial statements and management reports prepared periodically.

Each quarter, the Company submits its Financial Statements to independent external audits to ensure the reliability, transparency, and compliance of accounting information with current standards and practices.

Combined financial statements, earnings releases, and their respective presentations are published quarterly on [Cocal's Investor Relations website](#).

The Company monitors essential economic indicators for the financial sustainability of the business. Disciplined management delivered net revenue of BRL 2,576.07 million and adjusted EBITDA of BRL 1,366.53 million for the 2025/2026 crop year, reflecting the resilience of a forward-looking business model.

Strengthening economic value creation, through the structured monitoring of results and the maintenance of financial stability, guarantees the investment capacity for expanding operations.

Governance over the Company's economic performance was enhanced by segregating transactional activities between the Shared Services Center (SSC) and corporate functions. This change provides greater efficiency in process execution and improves the quality of financial information, enabling the close monitoring of economic impacts generated by acquisitions and corporate reorganizations carried out during the period.

Additionally, the Company tracks the direct economic value generated and distributed—including revenues, operational costs, employee compensation, payments to capital providers, taxes, and investments in its host communities—ensuring alignment with sustainability guidelines and the generation of shared value.

Net revenue

BRL 2,576.07 million

Adjusted EBITDA

BRL 1,366.53 million



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Visit [Cocal's Investor Relations website](#)



CERTIFICATIONS, AWARDS AND RECOGNITIONS

Certifications

Global sustainability certifications validate Cocal's commitment to the responsible production of biofuels and sugarcane derivatives. The Paraguaçu Paulista plant is ISCC PLUS (International Sustainability & Carbon Certification) certified, verifying compliance with socio-environmental criteria and unlocking international market access for its eco-friendly solutions. This quality guideline adds to the ISCC CORSIA PLUS certification, which qualifies the Company's two plants to supply ethanol for the manufacturing of sustainable aviation fuel (SAF), directly supporting the decarbonization of the aviation sector.

The careful oversight regarding these production processes is reinforced by the Bonsucro seal. This international certification monitors the environmental, social, and economic governance of the sugarcane industry, confirming that the agro-industrial model is managed sustainably.

In response to market demand, Cocal obtained Bonsucro certification for the 2020/2021 crop year. By the 2024/2025 crop year, Cocal had undergone

five audit cycles, which reinforced the credibility, integrity, and continuity of its certification. In the latest harvest, Cocal retained its certification, demonstrating robust operational practices and continuous adherence to the standard's requirements.

The transition to a low-carbon economy drives the generation of clean energy and the control of emissions. Cocal's alignment with the RenovaBio program certifies the energy and environmental efficiency of its biofuel production—including ethanol and biomethane—enabling the generation of decarbonization credits (CBIOS) based on carbon intensity and commercialized volumes.

The circularity of sugarcane also ensures the renewal of the Green Energy Certificate at the Company's two industrial facilities located in São Paulo. The certification, awarded by the Brazilian Sugarcane Industry and Bioenergy Association (UNICA), confirms a concrete, daily practice: the Company uses the bagasse generated during milling to produce bioelectricity. This system ensures a clean energy supply for the plants themselves, while directing

any surplus renewable energy to the public grid. By making full use of agricultural resources, it strengthens the country's overall energy infrastructure.

Cocal's values are reflected in its genuine concern for the community and its own employees. Ongoing dedication to protecting and promoting child and adolescent development has once again earned the Company recognition as a Child-Friendly Company by the Abrinq Foundation. Internally, creating a healthy, inclusive, and inspiring work environment motivates and retains talent. Renewing the Great Place to Work (GPTW) certification validates our strong organizational culture, reflecting the pride and trust of employees who power our future and make the business an excellent workplace.

Cocal's journey stems from the commitment and dedication of its workforce, whose daily efforts sustain and strengthen the Company's operations.



Agro Mais Integridade Seal

The *Agro Mais Integridade* Seal, promoted by the Ministry of Agriculture and Livestock (MAPA), recognizes agribusiness companies that implement initiatives focused on compliance, anti-corruption policies, and social responsibility.

In the 2025-2026 edition, the Company achieved this recognition for its outstanding initiatives in business transparency and control.

A thorough evaluation of daily activities ensures compliance with current laws and fosters a workplace environment grounded in ethical principles. This governance fosters trust among employees, continuously improves corporate processes, and solidifies the Company's market reputation.

CLICK HERE TO LEARN MORE

[Agro Mais Integrity Seal](#)





Awards and recognition

Great Place to Work in Brazil – GPTW

2025: For the first time in its history, Cocal ranked nationally, standing out among the top 175 best companies to work for across the country. This recognition highlights the strength of a corporate culture built on trust, respect, and a deep sense of belonging.

Great Place to Work in Agribusiness –

GPTW 2025: For the fourth consecutive year, we consolidated our position of excellence in the sector, securing 8th place among large-scale organizations.

ESG Award – Circular Economy

Category: Celebrates the Company's pioneering spirit in maximizing sugarcane utilization, transforming byproducts into biofuels, clean energy, and high-value inputs for the animal nutrition and beverage industries.

MasterCana Brasil & Award 2025:

Highlights Cocal among the most productive bioenergy plants in the country, emphasizing operational performance and strategic leadership in the sector.

Forbes Agro 100 2025: Our recurring presence in the ranking that brings together the country's largest corporations showcases the strength of our team and the solidity of the results achieved. Cocal stood out in this edition for its increasing deployment of state-of-the-art technology in the field and industry, pairing maximum efficiency with biodiversity conservation in the production of clean and renewable energy.

Sedex SMETA Audit: Conducted for the first time last year at the Paraguaçu Paulista plant, this assessment verifies compliance with social responsibility standards across the Company's supply chain. The adoption of this global standard validates our ongoing commitment to labor standard compliance, team health and safety, business ethics, and environmental preservation.

IIA May Brasil Award: Conferred by the Institute of Internal Auditors of Brazil, this award validates the effectiveness of the Company's Internal Audit, Governance, and Risk Management processes.

Excellence in the Use of Location Intelligence in Agribusiness Award:

Recognition for the advanced use of geoprocessing systems and geographic intelligence to optimize logistics, planting, and real-time agricultural monitoring.

CLICK HERE TO LEARN MORE

Access all certifications,
awards, and recognitions





Visão Agro Brasil Award

At the 22nd edition of the Visão Agro Brasil Award, the Company won in the "Biogas Production" category, earning the highest marks from the technical jury for its performance during the 2024/2025 crop year. Established in 2003, the award aims to encourage the development of solutions focused on competitiveness and sustainability within Brazil's bioenergy sector.

The primary highlight that led to achieving the award was the Company's investment in the circular economy, specifically the production model for biomethane derived from high-quality sugarcane waste, such as vinasse and filter cake, powered by cutting-edge, 100% domestic technology.

This recognition celebrates a journey of resilience and pioneering spirit that began in late 2021, with the launch of operations at the first biogas plant at the Narandiba facility.

CLICK HERE TO LEARN MORE

Visão Agro Brasil Award



Cocal celebrates 45 years of operations in the bioenergy sector

Over its 45-year history, Cocal has established itself as a benchmark for sustained performance in the bioenergy sector. Founded on May 14, 1980, in the municipality of Paraguaçu Paulista, the Company began its operations under the scope of the National Alcohol Program (*Proálcool*), focusing on renewable fuel production.

The legacy of its founder, Carlos Arruda Garms, shaped regional development and drove pioneering initiatives, such as the first investments in generating electricity from sugarcane bagasse. This work framework established a long-term commitment to job creation and the provision of clean energy sources for western São Paulo.

This commemorative milestone inspired the **People of Value** program, an initiative that led to a book dedicated to employees with over 20 years of service. The book brings together stories of professionals who have grown alongside Cocal over its 45-year history, showcasing the Company's dedication to human development, employee appreciation, safety, and job

and income generation, which drives social transformation and economic empowerment across its operating communities. Through inspiring stories, the publication demonstrates how dedication, continuous learning, and encouragement of growth have transformed lives and careers. The testimonials highlight professional paths that began in operational roles, such as manual sugarcane harvesting, and progressed to leadership positions in technical, administrative, and management fields, underscoring the Company's strong commitment to internal promotion and talent development.

To celebrate the occasion, Cocal hosted a **special lunch event** for all employees. To foster connection and shared celebration, the Company also distributed breakfast kits and commemorative boxes containing a mug, mug cake, a candle, and a personalized balloon, encouraging employees to celebrate the milestone with their families. **This appreciation extended beyond industrial facilities through radio spots broadcast to the community**, highlighting the vital role of individuals in the Company's history and regional development, fully aligning with the organization's purpose.

ESG in
motion





MATERIALITY

GRI 3-1 | GRI 3-2

Cocal bases its sustainability agenda on impact materiality, which is periodically reviewed in accordance with GRI Standard guidelines. During the 2025/2026 crop year, the Company conducted a new materiality assessment, updating the positive and negative, actual and potential impacts related to the environment, people, and the economy. Once again, the GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022 standard served as a key baseline reference during the process.

Materiality review stages



Context analysis

Grounded in internal and external studies, this stage integrates insights from stakeholder communication channels, peer companies, and, primarily, the GRI 13 Sector Standard.



Impact identification

Both positive and negative impacts—actual and potential—were identified based on the contextual analysis and a workshop involving 44 Cocal employees.



Classification

The significance assessment was the next step, considering severity and probability of occurrence, as well as an evaluation of benefits to society and the environment. Conducted in February 2026, it included direct consultations with 210 internal and external stakeholders, including employees, customers, suppliers, financial institutions, landowners, regulatory bodies, industry associations, educational institutions, and communities.



Strategic prioritization

The process resulted in a list of 14 priority material topics, validated by senior management and the Advisory Board. The material topics remained the same as in the previous cycle, with nomenclature updates in a few cases.



Prioritized material topics

Environmental

Circular economy

Waste management

Renewable energy and
greenhouse gas (GHG) emissions

Climate adaptation and resilience

Water and effluents

Ecosystem and
biodiversity conservation

Soil health and
agricultural input utilization



Social

Employment practices

Diversity and inclusion

Occupational health and safety

Community relations and
economic inclusion



Governance

Corporate governance, ethics,
and compliance

Innovation and technology

Value chain traceability



SUSTAINABILITY MANAGEMENT

GRI 2-23 | GRI 2-24

Guided by a strategic approach, Cocal integrates ESG practices across all its operations to drive responsible results. A dedicated research and innovation team continuously evaluates technical solutions capable of aligning market demands with the specificities of agro-industrial operations. Human development and stronger ties with neighboring communities anchor the organization's daily initiatives. Fostering diversity and inclusion

guides internal efforts to advance gender equity across teams and leadership positions.

Ensuring the effectiveness of sustainable management requires an active and present corporate governance structure. The Advisory Board operates in alignment with global standards and local demands, translating strategic planning into actionable results. Adopting a

collaborative decision-making model enhances managerial engagement in the pursuit of long-term progress that benefits all stakeholders.

Maintaining the consistency of this entire system drives regular investments in improving the Company's internal policies. Deploying specialized tools and open communication channels fosters relationships grounded in respect, transparency, and ethics.



ESG policy and strategy

Striving for a balance between consistent financial performance and business sustainability guides the Company's steps toward a more responsible future.

The Corporate ESG Policy operates in alignment with the strategic plan established for the 2022-2026 period. To keep pace with the Company's expansion, the guidelines will undergo a scheduled update to incorporate the new facilities in Mato Grosso do Sul. This movement will ensure that these commitments fully connect with the Company's new scale of operations in the Midwest.

The development process for this policy required a deep diagnosis of both internal and external scenarios. The team conducted a sector-wide analysis, cross-referencing data with guiding documents

such as the 2026 Strategic Map. This survey made it possible to measure the maturity of existing sustainability practices and identify real opportunities for improvement.

Building this journey collaboratively increased people's engagement, helping leadership and operational teams understand the role of sustainability in their daily routines. The organic connection between the ESG vision and business decisions prepares the Company for its upcoming growth cycles. This movement goes hand in hand with the United Nations' Sustainable Development Goals (SDGs), guiding efforts to reduce inequalities, foster an inclusive economy, and generate value in a balanced manner.

[CLICK HERE TO LEARN MORE](#)

Access the full version of
Cocal's Corporate ESG Policy





Material topics, strategic objectives, actions, and SDGs

Material topic	Strategic objective	Actions	Contribution to the SDGs and their specific targets
Employment practices	Moving forward on the journey towards increasingly facilitative and participatory management.	We use several recruitment and selection tools, such as trainee, internship, young professional, and apprentice programs, as well as projects with universities to attract qualified individuals. During this crop year, we also held the Job Fair. Our focus is to retain and value internal talent, increasing the promotion rate, which, in the 2025/2026 crop year, was 61%. To strengthen and empower our employees, we maintained existing programs and created new ones: Cocal Academy, Development in Focus Program, Read More Program, an online training platform, Face to Face sessions, and the People of Value Program.	 SDG 4 Quality education Target 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and professional skills, for employment, decent work, and entrepreneurship.
			 SDG 8 Decent work and economic growth Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
			 SDG 10 Reducing inequalities Target 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.
Occupational health and safety	Fostering a safe work environment through rigorous safety practices and continuous training programs to minimize risks, prevent injuries, and safeguard the health and well-being of the entire workforce.	At Cocal, health and safety initiatives are guided by the Golden Lives framework, built upon five pillars: Safe Behavior, Risk Assessment and Management, Environmental Protection, Responsible Leadership, and Relationship with Partner Companies. We sustained a zero lost-time injury frequency rate across our plants, reinforcing a robust safety culture focused on the well-being of all.	 SDG 8 Decent work and economic growth Target 8.8 Protect labor rights and promote safe and secure working environments for all employees, including migrant workers, in particular women migrants, and those in precarious employment.



Material topic	Strategic objective	Actions	Contribution to the SDGs and their specific targets
Community relations and economic inclusion	Strengthening and fostering strategic partnerships with leading companies to ensure sustainability, growth, efficiency, innovation, and business expansion.	To strengthen our relationship with local communities, we seek to intensify established strategic partnerships and prioritize local suppliers, driving regional development. Additionally, we invest in social projects aligned with Cocal's values, expanding our footprint of positive impact. During the 2025/2026 crop year, we expanded the availability of lower-cost solar energy for our employees and the communities where we operate through the Affordable Electricity Program.	SDG 4 Quality education Target 4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations. SDG 17 Partnerships for the goals Target 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
Renewable energy and greenhouse gas (GHG) emissions	Reducing GHG emissions and contributing to the diversification of the energy matrix.	In the 2025/2026 crop year, we completed the construction of our second biomethane plant in Paraguaçu Paulista. Additionally, we expanded the substitution of diesel with biogas and biomethane across our vehicle fleet, driving reductions in Scope 1 and Scope 3 GHG emissions, and completed the second photovoltaic power plant in Presidente Bernardes, with an installed capacity of 13,000 MWh per year.	SDG 7 Affordable and clean energy Target 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix. Target 7.3 By 2030, double the global rate of improvement in energy efficiency.
Climate adaptation and resilience	Promoting low-carbon agriculture by adopting measures that strengthen Cocal's ability to combat and adapt to the consequences of climate change.	We use Intelligent Agroclimatic Data Collection Platforms (PIC), which provide detailed information on real-time weather conditions, as well as historical data and trends for the coming months. In addition, we have established partnerships with institutions that are developing sugarcane varieties that are more resistant to climate change.	SDG 13 Climate action Target 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.



Material topic	Strategic objective	Actions	Contribution to the SDGs and their specific targets
Water and effluents	Ensuring the efficient use of water and effluents, and protecting water bodies.	We implemented reuse systems and closed circuits and reused industrial effluents for fertigation in sugarcane fields. In addition, we monitor the quality of surface and groundwater.	 SDG 6 Clean water and sanitation Target 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
Soil health and agricultural input utilization	Serving as a benchmark for sustainable agricultural practices that combine high productivity with environmental protection.	We have increased our use of organic fertilizers, biological inputs, and organomineral fertilizers, reducing our use of chemicals, and we have developed management plans focused on the health of the soil microbiota. Our farming model is based on regenerative and precision agriculture, with minimal soil preparation practices. We preserved soil cover with harvested sugarcane straw and implemented crop rotation, alternating sugarcane planting with other species to improve soil fertility and reduce pest incidence. In addition, we use biological control of pests and diseases. The Narandiba plant (launched during the 2024/2025 crop year) continues to operate at full capacity for liquid agricultural input formulation, reinforcing our goal of being a benchmark in innovative and sustainable agricultural practices. The Agricultural Laboratory was launched during the 2025/2026 crop year; it internalizes oil, soil, and fertilizer analyses to increase agility, accuracy, and reliability across the Company's agricultural management.	 SDG 9 Industry, innovation and infrastructure Target 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.  SDG 12 Responsible consumption and production Target 12.2 By 2030, achieve the sustainable management and efficient use of natural resources.
Ecosystem and biodiversity conservation	Protecting and conserving local biodiversity.	We monitor the fauna within the Company's territory and send all rescued animals to a non-governmental organization (NGO) specializing in rehabilitation and reintegration into their natural habitats. In addition, we adopt strict measures to protect Permanent Preservation Areas (PPA) and Legal Reserves (LR).	 SDG 15 Life on land Target 15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.



Material topic	Strategic objective	Actions	Contribution to the SDGs and their specific targets
Circular economy Waste management	Maximizing the utilization of agroindustrial byproducts, driving a circular economy.	We utilize sugarcane bagasse for electricity cogeneration, displacing non-renewable energy sources. Another byproduct we value is filter cake, generated during sugarcane juice filtration, which is applied as organic fertilizer across our fields. We also apply vinasse, a byproduct of the ethanol distillation process, as a liquid fertilizer across agricultural areas. Additionally, both filter cake and vinasse can be leveraged to generate biogas and biomethane, biofuels with high potential to substitute fossil fuels, driving carbon footprint reductions. Finally, the solid digestate (<i>organogeo</i>) and liquid digestate (<i>liquefertil</i>), resulting from biogas and biomethane production, are utilized as biofertilizers across sugarcane fields. We also drive the integration of partners into the Company's industrial complexes. In Narandiba, the French company Lesaffre will launch biological yeast production in 2026, receiving sugarcane syrup, energy, and water, and returning residual vinasse for biodigestion. In Paraguaçu Paulista, Cocal supplies electricity and biomethane to Granja Shida, which transfers poultry manure to raw material local biodigesters. Across both operations, waste streams absorbed from partners are transformed into biofertilizers and returned to the sugarcane fields.	SDG 9 Industry, innovation and infrastructure Target 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes. SDG 12 Responsible consumption and production Target 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. SDG 17 Partnerships for the goals Target 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
Corporate governance, ethics and compliance	Earning recognition as an ESG company of excellence.	We develop initiatives that integrate sustainability, governance, and social responsibility, generating value for both Cocal and its stakeholders. To consistently reinforce ethics, integrity, and transparency across all business operations, we implemented the Integrity Program, structured around four pillars: prevent, detect, respond, and monitor. Within these pillars, we operate on several fronts, such as Corporate Risk Management, Code of Ethics and Policies, Independent Ethics Channel, Third-Party Due Diligence, Identity Management (IdM) and Segregation of Duties (SoD), Limits of Authority, Regulatory Compliance and the General Data Protection Law (LGPD), Internal Controls, and Internal Audit and Investigations.	SDG 16 Peace, justice and strong institutions Target 16.5 Substantially reduce corruption and bribery in all their forms. Target 16.6 Develop effective, accountable and transparent institutions at all levels.



Material topic	Strategic objective	Actions	Contribution to the SDGs and their specific targets
Diversity and inclusion	Promoting an increasingly diverse and inclusive work environment.	We offer specialized training for semi-literate employees and qualify women for field operations, driving broader inclusion and female empowerment. Every year, we run a campaign to celebrate International Women's Day. In the 2025/2026 crop year, we highlight the Life and Career project, focused on the female audience in the communities where we operate, providing support and development for the personal and professional growth of participants.	 SDG 4 Quality education Target 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and professional skills, for employment, decent work, and entrepreneurship.
			 SDG 5 Gender equality Target 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
			 SDG 8 Decent work and economic growth Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
Innovation and technology	Earning recognition as an innovative company, capturing new business opportunities across the sugarcane value chain, and strengthening technology by institutionalizing culture and knowledge across all corporate sectors, maximizing economies of scale and market intelligence.	We encourage innovation and the integration of emerging technologies, sustaining continuous improvement initiatives, highlighted by the Adding Ideas Program, which drives employee creativity. Additionally, we continue to invest in research and development studies focused on identifying innovative and sustainable agricultural and industrial solutions.	 SDG 9 Industry, innovation and infrastructure Target 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and cross-border infrastructure, to support economic development and human well-being, with a focus on equitable and affordable access for all. Target 9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries.

Material topic	Strategic objective	Actions	Contribution to the SDGs and their specific targets
Value chain traceability	Establishing a transparent, sustainable, and ethical value chain, ensuring traceability, compliance with socio-environmental standards, and stronger relationships with suppliers.	We qualify all suppliers and conduct inspections across their facilities, generating a corrective action plan based on field observations to drive the final contracting decision. Additionally, we host in-person forums with suppliers to address critical topics such as occupational health and safety, legal affairs, compliance, contract management, and labor practices. We enforce a dedicated Supplier Code of Ethics and Conduct, reinforcing our commitment to responsible and transparent practices across the entire supply chain.	SDG 8 Decent work and economic growth Target 8.7 Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms. SDG 16 Peace, justice and strong institutions Target 16.6 Develop effective, accountable and transparent institutions at all levels.



STAKEHOLDER ENGAGEMENT

GRI 2-29

Transparent dialogue and active listening are the foundation for how communication and ESG teams build strong, trusting relationships. Engaging with stakeholders integrates sustainability into the Company's overarching corporate strategy. Understanding the expectations of diverse groups enables the Company to map operational impacts, identify growth opportunities, and define the material topics that drive responsible management decisions.

Ensuring smooth communication requires tailoring interaction tools to suit the needs of each audience. The organization leverages channels such as the Cocal Conecta corporate application, social media, institutional portals, and local media, while prioritizing in-person meetings, educational workshops, and audits. This dynamic ensures a continuous flow of information between the Company, its employees, shareholders, civil society, and business partners, fostering a governance model rooted in collaboration.

Cocal's commitment to socioeconomic development also reflects how the Company engages with its value chain. Frequent engagement with customers,

suppliers, and land tenants centers on technical improvement, contractual transparency, and compliance with legal obligations.

Collaborating with universities and research centers drives innovation in both agriculture and industry, while also enhancing professional training. At the same time, close collaboration with regulatory agencies, certification bodies, and financial institutions ensures the transparency of production metrics and data, as well as accountability for the performance achieved during the period.

Social responsibility also guides community engagement. Mobilizing efforts around educational projects, internal health campaigns, and employment opportunities focuses on the direct inclusion of women, people with disabilities, the elderly, and low-income youth. This entire dialogue ecosystem involves regional media, trade associations, and government authorities, all working together to create positive impacts and pave the way for improving the quality of life in areas influenced by Cocal.



Cultivating genuine connections with those who drive the business's daily routine sits at the heart of Cocal's engagement strategy.



Who we engage with	How we communicate	What we communicate
 Employees	Email, Cocal Conecta, Face to Face sessions, Daily Safety Dialogue (DDS), printed materials, and meetings	Essence (mission, vision, and values), new processes, business changes, programs and projects, training and development, institutional campaigns, policies, vacancies, legislation, union agreements, and benefits.
 Shareholders and Board members	Meetings	Financial and strategic results, programs and projects, policies, business opportunities, risks, and business changes.
 Suppliers	Email and meetings	New processes, policies, and changes in service flows, deadlines, environment, and infrastructure that directly affect them.
 Partners	Email and meetings	Occupational safety, environmental, and social indicators, productivity data, changes in processes and service flows, business opportunities, and policies.
 Landowners/ lessees	Email and meetings	Contractual changes, changes in service processes and flows, environmental obligations, and policies.
 Customers	Email and meetings	Product availability, changes in service flows, and policies.
 Communities	Meetings, social media, Cocal's website, the press, and loudspeaker vehicles	Social programs and projects, training, vacancies, guidance campaigns, as well as projects and actions that impact social, environmental, and economic pillars.
 Trade/industry associations	Email and meetings	Campaigns and actions, new projects, and products.
 Labor unions	Email and meetings	Working hours, transportation, meals, agreements, hiring and dismissals.
 Financial institutions	Email and meetings	Occupational safety and human resources, financial, accounting, tax, environmental, social, and ESG indicators.
 Universities and research institutions	Email, meetings, and events	Programs and projects, vacancies, training, tenders, and service provision.
 Certifying bodies	Email, audits, surveys, and meetings	Operational information, occupational safety, human resources, financial, accounting, tax, environmental, social, and governance indicators, as well as policies and projects related to these topics.



Who we engage with	How we communicate	What we communicate
 Regulatory bodies	Email, meetings, and regulatory agency portals	Occupational safety, human resources, financial, accounting, tax, environmental, and social indicators, compliance with the Conduct Adjustment Agreement (TAC), productivity data, and transparency reports.
 Media and the press	Email, social media, Cocal's website, and meetings	Programs, training, vacancies, institutional campaigns, projects and actions that impact social, environmental and economic pillars, new products, financial statements, awards, and certifications.
 Governments	Email, regulatory agency portals, institutional meetings, public hearings, and the submission of periodic reports	Compliance reports on environmental, labor, and tax legislation, ESG commitments, sustainability indicators, and technological innovation.
Vulnerable groups		
 Women	Social media, Cocal's website, the press, loudspeaker vehicles, radio, and printed materials	Training programs for female workforce, guidance campaigns, vacancies, and projects and actions that impact social, environmental, and economic pillars.
 Low-income youth and children	Social media, Cocal's website, the press, loudspeaker vehicles, radio, and printed materials	Social programs and projects, guidance campaigns, actions that impact social, environmental, and economic pillars, and vacancies.
 Persons with disabilities (PwD)	Social media, Cocal's website, the press, loudspeaker vehicles, radio, and printed materials	Vacancies, guidance campaigns, and projects and actions that impact social, environmental, and economic pillars.
 The elderly	Social media, Cocal's website, the press, loudspeaker vehicles, radio, and printed materials	Vacancies in social projects and guidance campaigns.

Purposes of stakeholder engagement



Promote
transparency and
trust



Strengthen
relationships with
key stakeholders



Ensure legal
and regulatory
compliance



Support
management and
decision-making



Generate positive
impact



Contribute
to business
sustainability

MEMBERSHIP IN ASSOCIATIONS

GRI 2-28

Strengthening institutional representation and contributing to the development of the bioenergy sector guide Cocal's engagement with strategic entities. The organization actively participates in forums dedicated to fostering sustainable practices and collaborating on the formulation of policies that drive the transition to a low-carbon economy. This joint effort enhances knowledge sharing and energizes the entire production sector.

Cultivating solid market connections motivates the Company's presence in organizations that are essential to the value chain. Ongoing relationships encompass integration with:

- Brazilian Sugarcane Industry and Bioenergy Association (UNICA)
- National Bioenergy Union (UDOP)
- Brazilian Biogas and Biomethane Association (ABIOGÁS)
- Trade unions related to specific professional categories.

Sustaining this integrated positioning ensures a transparent defense of business and labor rights, linking the Company's steps to the United Nations Sustainable Development Goals (SDGs) and the construction of a future defined by balance.



A stylized graphic of a plant with green leaves and a blue stem, positioned vertically on the left side of the image, partially overlapping the text and the background scene.

Governance and high- impact decisions



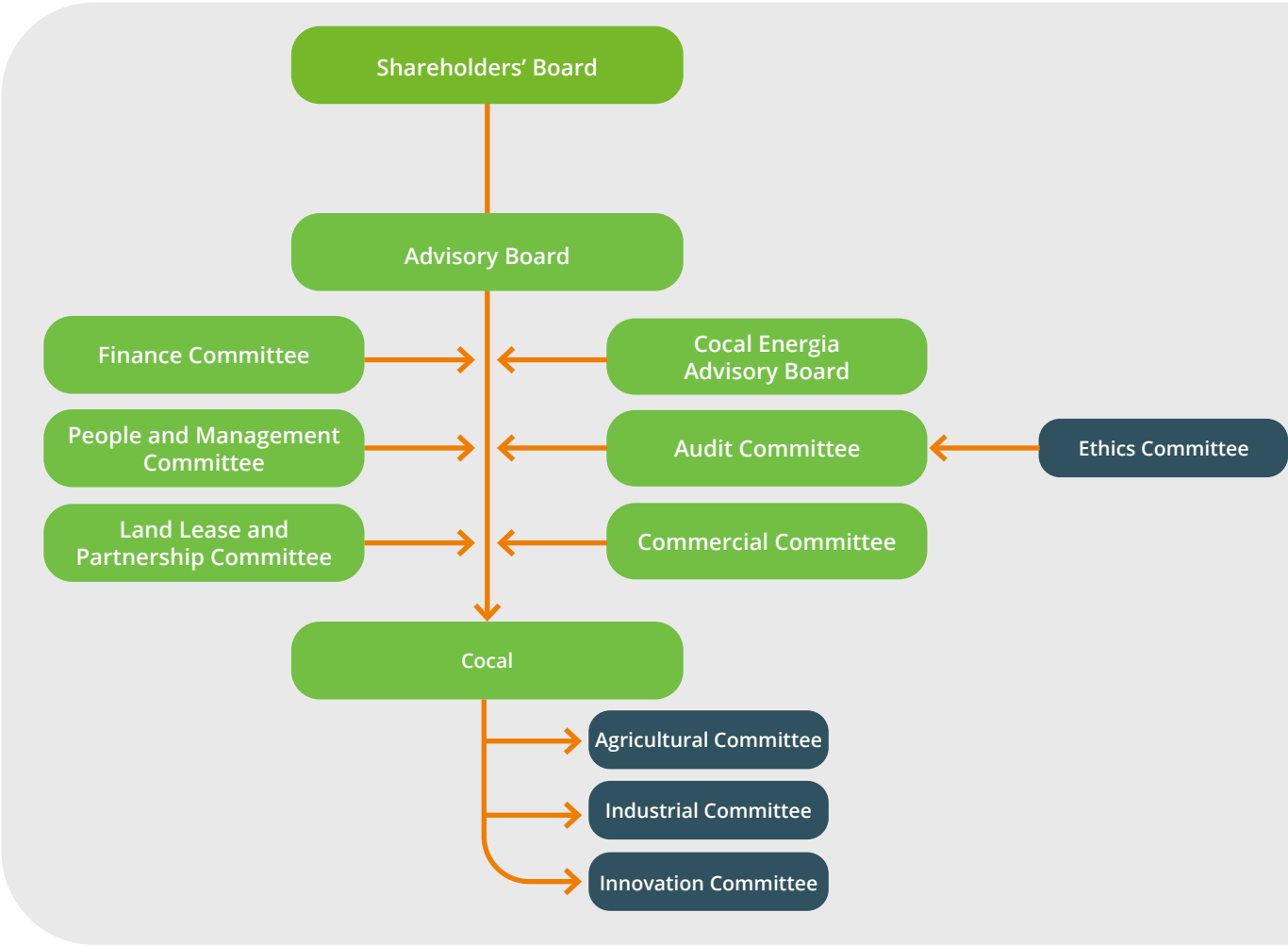
CORPORATE GOVERNANCE, ETHICS AND COMPLIANCE

GRI 3-3 | GRI 2-1 | GRI 2-9 | GRI 2-10 | GRI 2-11 | GRI 2-15 | GRI 2-19

Organizational structure

ADVISORY COMMITTEES

As a 100% Brazilian-owned, privately held company, Cocal bases its decisions on a governance model aligned with market best practices.



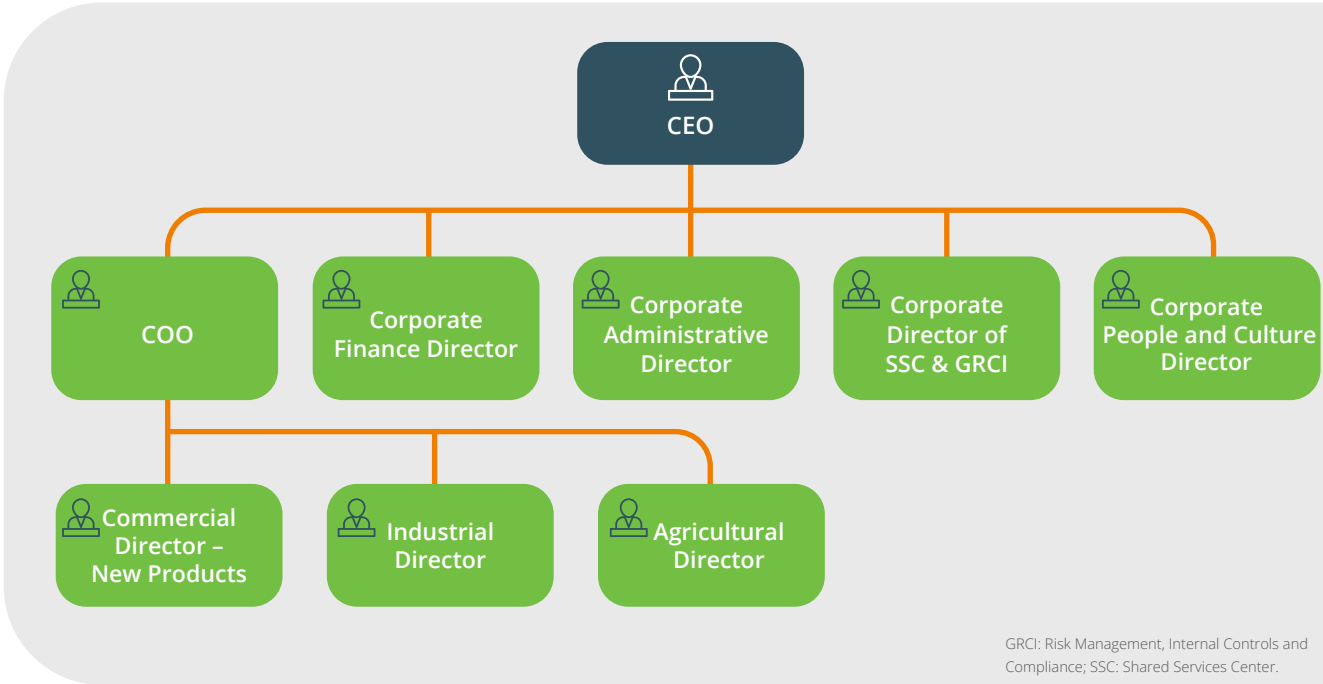


The Advisory Board guides the business path and comprises five members, including shareholders and independent board members, who represent 20% of the current composition. The Board currently includes four male and one female member. Terms of office last one year, with the possibility of re-election. Under regular conditions, the Board members do not hold concurrent executive positions in the Company's operations. During the last crop year, however, there was a temporary accumulation of positions due to a vacancy in the CEO role, an exceptional measure adopted to ensure management continuity.

Subsequently, Cocal appointed Paulo Kakinoff as Chairman of the Advisory Board, strengthening its governance structure and contributing his extensive executive and strategic experience.

The selection process conducted by shareholders values academic background, market experience, diversity, and a genuine connection to the Company's values and vision for the future.

Strategic planning is monitored by the Advisory Board, which mobilizes the efforts of the Executive Board to ensure its implementation without directly interfering in operational routines. To support decisions, the group relies on nine advisory committees—Finance, Agricultural, Audit, Ethics, Innovation, People and Management, Commercial, Industrial, and Land Lease and Partnership—mostly composed



of independent specialists who regularly debate topics essential to the Company's growth.

The Company prioritizes the continuous improvement of its internal controls through the Audit Committee, which is composed of at least three members. In bimonthly meetings, this front oversees the audit work, ensuring the integrity and transparency of corporate governance, and monitors the effectiveness of action plans. This committee also monitors risk management,

internal controls, and compliance practices, ensuring adherence to applicable laws and regulations.

At the executive level, decision-making is led by the Chief Executive Officer (CEO), the Chief Operating Officer (COO), and seven specialized executive departments. This decentralized model connects agricultural, industrial, commercial, financial, and human operations to the Company's sustainability guidelines.

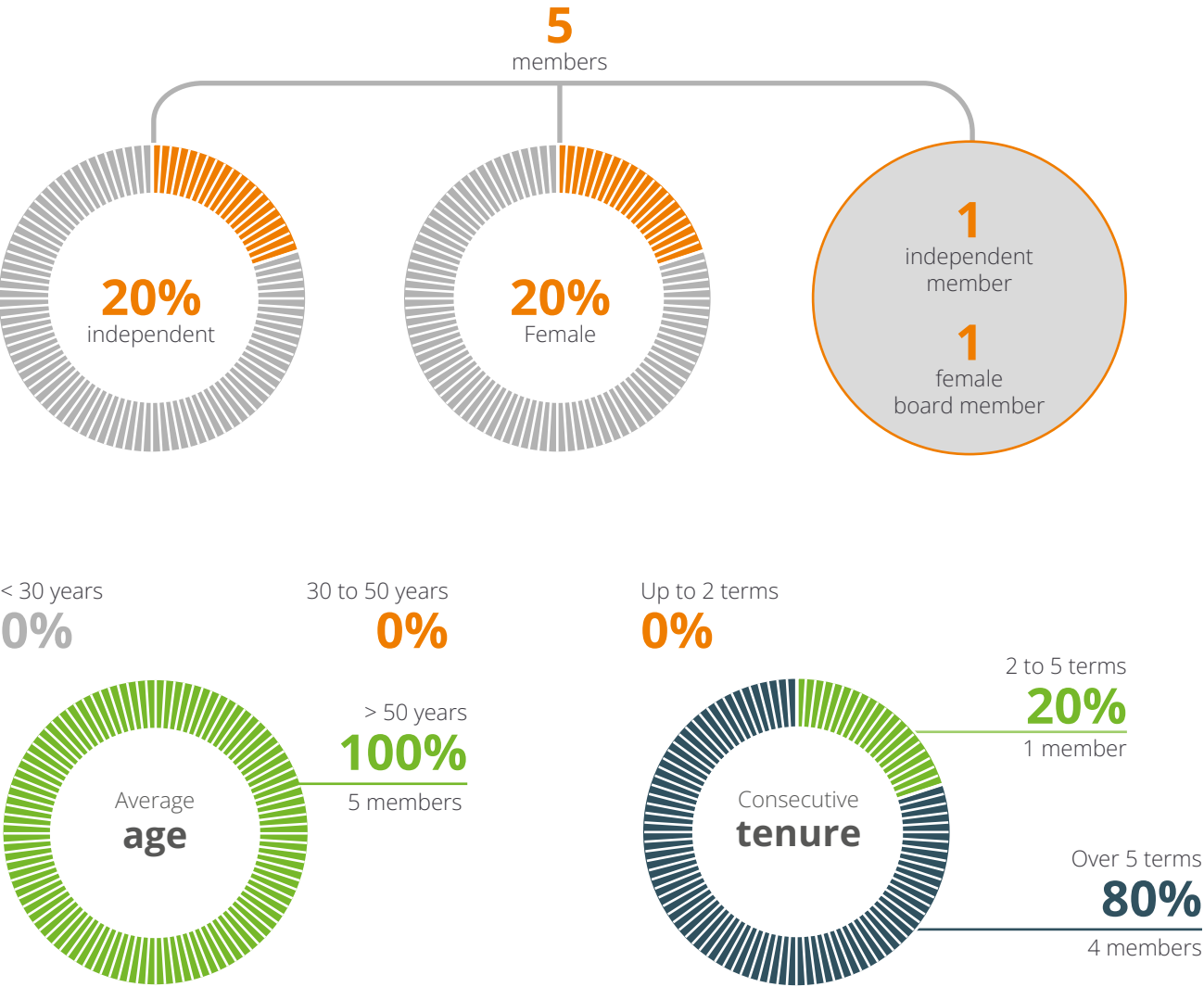


The Company's leadership brings together the Chief Executive Officer (CEO), the Chief Operating Officer (COO), and seven directors operating across strategic fronts. This structural design strengthens the connection between operational routines and governance purposes, driving the alignment of the business with innovation and sustainability needs.

At the top of this structure, the CEO directs the Company's course, establishes corporate guidelines, and oversees all work fronts globally.

The following corporate directorates report directly to this position: Finance, Administration, People and Management, the Shared Services Center (SSC), Risk Management, Internal Controls and Compliance, as well as the COO, who leads the Company's operational coordination. Under the COO's management operate the branches directly related to the production processes and the market, encompassing the Industrial, Agricultural, Commercial, and New Products departments.

Board profile (number)
2025/2026 Crop year



Our Remuneration Policy

GRI 2-18 | GRI 2-19 | GRI 2-20 | GRI 2-21 | GRI 2-30

Cocal periodically reviews its Remuneration Policy with the support of specialized consulting firms to ensure competitiveness and enhance talent attraction. This policy establishes fair compensation criteria for employees in similar roles or equivalent job levels, ensuring equity and equal treatment regardless of gender or any other factors.

Senior leadership compensation is determined based on criteria aligned with market practices. Independent board members and committee members receive fixed fees. The executive board receives salaries benchmarked against market surveys, as well as variable compensation tied to the Goals and Results Participation Program (PMR).

The Company's formal policies do not yet tie compensation to specific ESG goals. However, Cocal is currently evaluating the integration of these metrics into its sustainability strategy.

Indicator monitoring showed a slight increase in the ratio between the highest-paid individual's

Proportion of annual remuneration and its increase

GRI 2-21

	23/24	24/25	25/26
Ratio of the annual total compensation for the highest-paid individual to the average annual total compensation for all other employees	46.68	53.20	55.97
Ratio of the percentage increase in annual total compensation for the highest-paid individual to the average percentage increase for all other employees	0.00	0.00	0.00

compensation and the average salary of other employees compared to the previous crop year. To balance this scenario and foster team growth, the Company maintains ongoing investments in technical qualification through programs such as Cocal Academy, Development in Focus Program, Read More Program, an online training platform, and Face to Face sessions.

Clear communication of these guidelines reinforces the Company's commitment to fostering a fair and competitive environment, ensuring

that talented individuals remain motivated to drive the business strategy forward.

The protection of labor rights extends to all internal employees, who are covered by collective bargaining agreements aligned with the Federal Constitution, the Consolidation of Labor Laws (CLT), and the Social Security system. For outsourced workers, the Company sets non-negotiable requirements for contracted firms, ensuring full compliance with the law and respect for human rights through mandatory contractual clauses and regular audits.

Conflict of interest

GRI 2-15

Preventing and managing potential conflicts of interest ensures the integrity and transparency of Cocal's corporate relationships. The Company deploys structured instruments to safeguard daily transactions and align its practices with business ethics. The Shareholders' Agreement, for instance, establishes clear guidelines for addressing situations that may generate conflicts among stakeholders. Impartial mediation is further strengthened by the active participation of external board members, who serve in a non-voting capacity across the Shareholders' Board decision-making forums and advisory committees.

Protecting operations from conflicts drives management rooted in family holdings, structuring these entities to handle exclusively the personal affairs of partners without impacting the Company's daily operations. The entire relationship ecosystem is governed by the Conflict of Interest Policy, a set of rigorous procedures that complement the Code of Ethics and Conduct and the Integrity Program. Continuous compliance is further supported by the Related Party Transactions Policy, sustaining competitiveness, transparency, and equity across the Company's financial and commercial interactions.

In practice, upon identifying a situation that constitutes a conflict of interest, the employee must report the matter to their immediate supervisor, as well as to the Risk Management, Internal Controls and Compliance (GRCI), and Human Resources departments. Following the report, the GRCI department investigates and analyzes the information received. Cases requiring a more detailed assessment are referred to the Ethics Committee, the body responsible for handling and disclosing this information. The guideline stipulates that the individual involved must recuse themselves from discussions and decision-making processes to guarantee complete impartiality.

Enabling fair choices requires careful attention to the qualification of business partners. In the supplier selection process, companies with former employees in their ownership structure are subject to a six-month quarantine period following the professional's termination. The Company also restricts hiring suppliers whose corporate structure includes individuals related to Cocal professionals, a scenario that could otherwise trigger a conflict of interest. The Company applies its Due Diligence Policy across procurement processes to verify reputational, relationship, and compliance criteria, responsibly mitigating any potential conflict of interest during approval stages. This careful approach ensures that decisions are made with complete transparency and objectivity, fostering the trust necessary for the safe development of business.

Compliance with laws and regulations

GRI 2-27

Operating in compliance with current regulations guides operational routines and strengthens the Company's governance framework. The team's dedication to this continuous vigilance resulted in no significant instances of non-compliance with laws and regulations throughout the 2025/2026 crop year. Maintaining this daily rigor ensures that the business always operates safely and in compliance with legal and market requirements.

Validating the effectiveness of preventive processes requires regular audits, conducted both internally and by independent external agents. The findings from these assessments are reported directly to senior management, who analyze the results to inform sound decision-making. Compliance monitoring prioritizes scenarios with the potential to impact financial statements, brand reputation, and civil society's perception of the Company's performance.



Responsibility and oversight in impact management

GRI 2-12 | GRI 2-13 | GRI 2-16 | GRI 2-17

Building the business path requires continuous planning and a forward-looking vision. Every five years, the organization structures its Long-Term Strategic Plan, a document that is reviewed annually to align goals, indicators, and priority projects.

The Integrated Management System establishes forums that integrate different levels of the Company to monitor results and validate strategic decisions. Monthly reporting of these resolutions to the Advisory Board ensures organic synergy between operational routines and governance.

The Board is directly involved in supervising and monitoring the Company's performance, reviewing strategic documents, conducting meetings with executives, and approving financial reports and

expansion projects. The group meets monthly to provide guidance and strategic insights to the Executive Board, focusing on market trends, technical expertise (know-how), and specific management challenges. At these meetings, ESG themes are integrated into the business model by identifying socioenvironmental risks and opportunities and analyzing their direct and indirect impacts on operations.

The Governance Secretariat is responsible for preparing meeting agendas and topics, ensuring the standardization and clarity of information. Making materials available in advance allows Board members to review them beforehand and gain a deeper understanding of the topics. The content, prepared based on the recommendations of the advisory committees, supports a well-founded and strategic decision-making process. Drawing on this insights profile, the group analyzes and approves important resolutions, such as investments and operational initiatives.

The Audit Committee, directly linked to the Advisory Board, plays a central role in this dynamic. Its responsibilities include discussing corporate positions and policies, ensuring the integrity of published financial information, and thoroughly evaluating the effectiveness of internal controls. The group is also dedicated to monitoring internal audit performance, reviewing independent external processes, and strictly enforcing compliance with the Code of Ethics and Conduct, with a particular focus on the transparent handling of reports, fraud prevention, and compliance with applicable regulations.

To strengthen the collective knowledge of the Board and the Executive Board, Cocal promoted leadership development initiatives during the 2025/2026 crop year to broaden the strategic vision on relevant business topics. During this period, Media Training, STC (Skills, Tools & Competencies), and a Management Workshop were conducted, contributing to enhancing the skills of senior management members.





Strategy, policies and practices

GRI 2-23 | GRI 2-24 | GRI 205-1

Guiding operations with transparency and integrity reflects Cocal's commitment to global and national standards of conduct.

The Company's operations fully comply with the Federal Constitution, the Universal Declaration of Human Rights, and the United Nations Global Compact, while remaining steadily aligned with the Sustainable Development Goals. This alignment also encompasses the International Labour Organization (ILO) Labour Standards and the United Nations Convention against Corruption. These guidelines are operationalized daily through consolidated internal instruments, including the Code of Ethics and Conduct, the Supplier Code of Ethics and Conduct, the Anti-Corruption and Anti-Bribery Policy, and regulations for Risk Management, Related Parties, and ESG Governance. Senior management reviews and approves all corporate policies, reinforcing structural alignment with the Company's governance framework and values.

Leadership promotes fair, safe working conditions free from any form of exploitation, child labor, forced or compulsory labor. Protecting human dignity guides relationships both inside and outside the Company's facilities, extending across the entire supply chain.



Systematically conducting due diligence on suppliers and business partners enables the proactive identification and management of potential rights violations across the value chain. To join the Cocal ecosystem, these stakeholders commit to a non-negotiable obligation to fully comply with labor laws and international standards for human dignity.

Meeting these commitments requires a systemic vision from the Company, where driving positive impact fuels innovation and business growth.

Technical support provided by the ESG department to senior management informs strategic decisions that link agroindustrial operations with global socioenvironmental balance goals.

This integrated approach builds the Sustainability Strategy, designed to steer the Company's path and ensure that operational management generates lasting positive impacts for society, aligned with the human rights commitments and responsible development embedded in corporate policies.

Integrity Program Methodology

GRI 2-25 | GRI 2-26

Cultivating integrity guides Cocal’s way of being and inspires its daily choices. These core values take on practical form through the Integrity Program, a framework organically integrated into the Company’s corporate governance model.

The Company focuses continuous attention on ensuring transparency, ethics, and compliance across its operations. The initiative drives risk identification and mitigation, while simultaneously fostering internal process improvements and innovations.

To sustain this protective framework, the program is built upon four dynamic pillars. The first step focuses on preventing vulnerabilities by implementing established internal controls. Next, the organization deploys ongoing monitoring to detect any potential deviations and irregularities. When incidents occur, management structures an active response to investigate and properly address the situation. The cycle is renewed through continuous follow-up on the measures implemented, enabling adjustments whenever necessary.

Integrity Program Framework



Maintaining this active framework is formally backed by senior management, supported by targeted internal communications and a schedule of regular training sessions for all teams.

The Company does not tolerate bribery, corruption, or workplace harassment and sexual harassment across its operations. Fostering a safe corporate environment strengthens the organizational culture and ensures that respect guides every action, paving a transparent path for Cocal’s growth.



Code of Ethics and Conduct

Corporate ethical principles guide Cocal's daily actions and decisions. The Code of Ethics and Conduct serves as the primary tool to guide the team through moral dilemmas or potential conflicts of interest. This guideline extends to employees, service providers, customers, and shareholders, reinforcing that compliance with the law and ethical conduct are mandatory.

Every individual plays an active role in ensuring sound decision-making, taking responsibility for reporting any irregularities identified through the institutional Ethics Hotline. The document establishes objective rules to combat all forms of harassment, ensure occupational safety, and maintain fair business practices.

Leadership bears a special responsibility for fostering this welcoming environment. The Company requires its managers to serve as role models of integrity, encouraging open dialogue and strengthening mutual trust in professional relationships.

Keeping these values alive across daily operations drives ongoing awareness campaigns. The organization provides in-person and digital training pathways to ensure moral principles are understood across the entire value chain.

During the 2025/2026 crop year, 93.7% of employees received training on this topic. Although engagement was slightly lower compared to the previous crop year (98.8%), this high percentage demonstrates a genuine commitment to a corporate culture focused on compliance and transparency.



CLICK HERE TO LEARN MORE

Access Cocal's Code of Ethics and Conduct





Ethics Hotline

GRI 205-3

Fostering a safe environment for dialogue strengthens relationships at Cocal. Linked to the Integrity Program and the corporate ombudsman, the Ethics Hotline operates as an independent tool managed by an external institution to receive submissions from employees, suppliers, communities, and partners.

The hotline accepts suggestions, grievances, inquiries, compliments, and reports regarding potential misconduct, legal violations, or non-compliance with internal policies. Protecting people guides the management of this space, ensuring complete anonymity and a strict non-

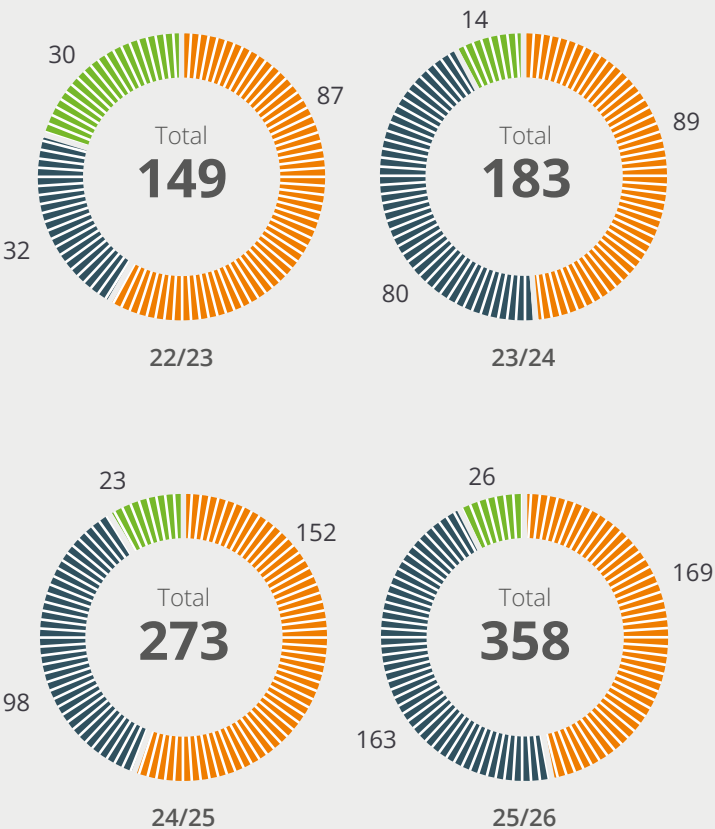
retaliation policy. Filing a report provides the user with a confidential tracking number, enabling them to follow the case and receive feedback anonymously.

Rigorous information screening reflects the Company's daily commitment to compliance. The Company recorded no confirmed incidents of corruption across its operations during the 2025/2026 crop year.

The period recorded 358 direct submissions, which were received and handled confidentially by a specialized team. This team proposes preventive and corrective solutions, guided by a policy structured around eight specific workflows designed to isolate potential conflicts of interest. These actions bolster corporate controls, strengthen trust in the Company, and foster relationships based on mutual respect throughout the entire value chain.

Submissions received by the Ethics Hotline

Grievances Reports Other submissions



CLICK HERE TO LEARN MORE

The phone number 0800 300 4710 is available 24/7 with live operators, ensuring a representative is always ready to take reports. Access [Cocal's Ethics Hotline](#)





Training on anti-corruption policies and procedures

GRI 205-2

	23/24		24/25		25/26	
Total number and percentage of employees who have received training on anti-corruption, broken down by employee category	Number	%	Number	%	Number	%
Executive Board	6	100.0%	7	100.0%	8	100.0%
Management	30	100.0%	29	100.0%	33	100.0%
Supervision	46	100.0%	46	100.0%	43	97.7%
Foremen/coordinators	221	100.0%	230	100.0%	298	98.3%
Operational leaders	88	97.8%	82	100.0%	60	98.4%
Technical/administrative	314	97.7%	360	98.4%	491	98.6%
Operational	3,660	97.7%	3,824	98.8%	4,116	94.0%
Agricultural workers	471	76.6%	483	98.6%	517	83.8%
Total	4,836	98.9%	5,061	98.8%	5,566	93.7%

Note: There was a restatement of the total number of employees trained in 24/25. [GRI 2-4]

Total number and percentage of business partners that have been informed of anti-corruption policies and procedures

GRI 205-2



Risk management

GRI 2-24

Anticipating challenges enhances the safety of all operations and protects business continuity. The Risk Management Policy consolidates this preventive vision based on ISO 31000 guidelines and the Committee of Sponsoring Organizations of the Treadway Commission (COSO) methodology. The Company's current matrix encompasses 56 inherent risks, which are carefully evaluated and categorized into strategic, financial, operational, cyber, and regulatory fronts. The process of identifying, analyzing, classifying, treating, monitoring, and communicating vulnerabilities guides corporate decisions with complete safety and technical consistency.

Managing these risks deploys three complementary lines of defense, aligned with the model recommended by the Institute of Internal Auditors (IIA). The first line of defense is the responsibility of the business areas themselves, which handle direct operational management and the daily implementation of established controls. The second line of defense relies on specialized oversight from the Risk Management, Internal Controls and Compliance team, which provides identification and measurement tools, conducts ongoing monitoring, and oversees the implementation of safeguards. The third line of defense is driven by



the independent and objective role of Internal Audit, whose core mission is to certify the integrity and effectiveness of the entire corporate system.

Continuous review of the risk matrix reinforces Cocal's proactive approach to market challenges. Detailed interviews with executives and leaders mapped critical strategy-linked scenarios, establishing



objective indicators and a practical tracking framework. Maintaining transparency across decision-making levels ensures that Internal Audit findings regularly feed into the Audit Committee and the Advisory Board. This integrated information flow supports senior management in developing improvement plans, strengthening the governance framework and building secure paths for the Company's sustainable growth.



INNOVATION AND TECHNOLOGY

GRI 3-3

The continuous pursuit of improvement places innovation at the core of the Company's strategic decisions. Since establishing a dedicated task force for this topic in 2022, management has consolidated the guidelines for its Multi-Year Strategic Innovation Plan. This development path is built upon six main pillars: corporate governance process optimization, project incentives, fostering an innovative culture, establishing business partnerships, open innovation acceleration,

and technical research and development. The Innovation Committee spearheads this journey by serving in an advisory and decision-making capacity, identifying market trends, and aligning the best ideas with the business.

Operationalizing these research studies and projects follows a structured workflow divided into four complementary stages. The first phase focuses on ideation, leveraging collective creativity to capture ideas through corporate studies and

discussions. The next step involves the technical conceptualization of the proposals, with a focus on structuring and refining potential solutions and the necessary resources. Next, the framework moves to the experimentation phase, enabling practical testing through agile prototyping, minimum viable products (MVPs), and proofs of concept (POCs). The cycle concludes with a thorough financial and operational feasibility assessment, providing management with a clear vision that guides the prioritization of the safest and highest value-added options.

The innovation process at Cocal



1 Ideation



2 Conceptualization



3 Experimentation



4 Evaluation



Adding Ideas program

Since 2016, the pioneering adoption of the Toyota Production System in the bioenergy sector has shaped the Company's culture of excellence, sustained daily by the talent and dedication of its teams. The Adding Ideas Program operationalizes this daily engagement by encouraging employees to develop solutions for their own work environment using the Kaizen methodology.

During the 2025/2026 crop year, the organization implemented 2,383 suggestions—a more than 90% increase compared to the previous cycle—bringing total approved ideas to approximately 16,000 since the program's inception. Optimizations in the CO₂ washing process for fermentation, sugar production workflows, fertilizer loading, and reduced washing times for sugarcane trailers returning from the field illustrate some of the cycle's deliveries.

Management continuously recognizes employee participation in the pursuit of innovative solutions. The Adding Ideas Program operates on a points system, where each implemented improvement earns points that convert into stars. As employees accumulate stars, they advance through Bronze, Silver, and Gold tiers, earning

Ideas implemented during the cycle

Crop year	Number of ideas
2018/2019	456
2019/2020	571
2020/2021	996
2021/2022	1,031
2022/2023	3,915
2023/2024	1,110
2024/2025	1,243
2025/2026	2,383

badge distinctions and meal voucher bonuses. This effort is also celebrated collectively: Cocal hosts recognition ceremonies with the Executive Board, and the department with the highest score wins a special trip.

Cocal recognizes outstanding contributors to the Adding Ideas Program and enhances program management

Recognizing those who make a difference drove the creation of a semi-annual awards ceremony dedicated to the standout participants of the Adding Ideas program; in the second half of 2025, the event gathered more than 100 employees and their families to celebrate the results from the second half of 2024 and the first half of 2025. The meeting reinforced that daily growth requires the humility to learn and the courage to change—principles championed by Ruben Guimarães, the Company's Corporate People and Culture Director. The ceremony recognized the professionals and departments with the highest scores, the managers who implemented the most ideas, and the *Kaizen* projects with the greatest methodological depth and financial return.

A sense of belonging and ongoing contribution to the business highlighted the testimonials of the honored professionals. Throughout the current crop year, the digital platform used to receive these ideas gained new features to streamline the submission process.

The system now features exclusive categories for digital transformation and cost-reduction projects, alongside simplified concurrent approval workflows and direct notifications via the Cocal Conecta corporate app.

To ensure the spread of a continuous improvement culture and the application of *Kaizen* tools, the Adding in Practice initiative provided 60 hours of training focused on ongoing team development. These meetings help identify process improvements and encourage employees to actively participate in the program.



Innovation and technology combined with productivity and environmental conservation

The connection between academia and operational reality drives the development of tools focused on agricultural efficiency. The Broca.AI system exemplifies this synergy. The Geotechnology team, in partnership with students from Fatec Pompeia, led the project to automate the counting of sugarcane borer moths. The initiative replaced the legacy manual model with real-time image analysis.

The project was developed over six months using agile methodologies, mentoring, and innovation workshops.

During this period, the team captured more than 3,000 images from delta traps for artificial intelligence (AI) training, alongside extensive field tests to validate the solution. The system achieved an average accuracy of 92% in its readings, providing greater reliability and confidence in measuring infestation rates and informing pest management decision-making.

The tool's technical recognition extended beyond company boundaries, earning third place at InovaSkill 2025—one of the largest entrepreneurship and

innovation programs in midwestern São Paulo state. Based on applicability, impact, and quality criteria, the final evaluation took place in a Pitch Day format, bringing together 20 participating companies. The immersion program connected Company employees with students majoring in Intelligent Systems, Big Data in Agribusiness, and Precision Agriculture Mechanization. This shared effort operationalizes Coca's innovation strategy by solving real operational challenges with intelligence and agility.

Data structuring also provides preventive guidance for crop monitoring. The team utilizes 32 automated devices at the São Paulo Hub and 14 stations at the Mato Grosso do Sul Hub, grouped into Smart Climate Data Collection Platforms, which monitor precipitation, temperature, and wind patterns in real time. Utilizing this technological infrastructure optimizes operational responses and directly contributes to field productivity rates, adjusting management to real-time weather conditions.

Remote sensing technologies designed for fire prevention and control further support environmental protection. As part of a project structured under the *Kaizen* methodology, the organization developed an automated system fed



by satellite data from the National Institute for Space Research (INPE). This spatial analysis identifies hotspots and high-risk fire zones, triggering automatic email alerts to the responsible teams. The constant flow of information ensures immediate mobilization and an efficient response from firefighting teams, preserving sugarcane fields and ecosystem integrity.

Integrating business goals and environmental protection enhances the use of other technological tools in the field. The Company continuously invests in research and innovation, using drones for topographic surveys and specialized software to optimize sugarcane field layouts, while advancing the in-house production of biological agents and liquid inputs.

The technical precision of this management scales up with the application of the Light Detection and Ranging (LiDAR) system. This remote sensing technology utilizes laser pulses to measure distances with high precision, ensuring the topographic mapping of 129,362 hectares. Obtaining a centimeter-level terrain model guides the Company's projects, promoting millimeter-precise planting layouts that maximize operational efficiency and soil care.

The team also utilized AI-based solutions to stabilize biogas purification reactors.

Relaunching the 5S Program and advancing the Six Sigma Program

Cocal relaunched the 5S Program during the 2025/2026 crop year, reinforcing a quality management tool focused on continuous workplace improvement. The methodology is built upon five pillars: sort, set in order, shine, standardize, and sustain. Its implementation helps create more organized, clean, and productive spaces, reducing waste and enhancing safety.

Monthly audits monitoring the Paraguaçu Paulista and Narandiba facilities already demonstrate significant improvements across 40 inspected areas, indicating strengthened practices and team

engagement. The newly acquired Passa Tempo and Rio Brillhante units initiated preliminary assessments for future 5S program implementation.

During the 2025/2026 crop year, 55 employees achieved Six Sigma certification following eight months of training dedicated to developing strategic projects across all executive boards. Based on statistical methods and structured around the DMAIC cycle—Define, Measure, Analyze, Improve, and Control—the program guides data-driven decision-making, providing greater precision and reliability in results.



The Company secured funding under the Lei do Bem to drive projects across R&D&I for New Businesses, R&D&I for Agriculture, and R&D&I for Industry, involving 186 employees and boosting daily operational efficiency.

Tax Benefit

BRL 4.0 million

Human Resources Investment

BRL 19.8 million

R&D&I Highlights: Our investments in new businesses, the field, and industry

Cocal maintained its strategic investments in Research, Development, and Innovation (R&D&I), structured across three major fronts: New Business, Agriculture, and Industry. During this period, deploying 186 employees represented a BRL 19.8 million investment in human resources.

Additionally, the Law 11,196/2005 (“Law of Good”) generated a BRL 4.0 million tax benefit, an amount fully reinvested to strengthen the Company’s innovation ecosystem.



R&D&I NEW BUSINESSES

A key highlight is the study of additives to enhance biogas quality by reducing hydrogen sulfide (H₂S) concentrations—a corrosive gas that compromises equipment efficiency and durability. Laboratory tests identified compounds capable of inhibiting H₂S formation while simultaneously promoting anaerobic biodigestion. This resulted in increased system service life and reduced interventions during biogas purification, ensuring greater stability and economic viability.

R&D&I INDUSTRIAL

Conducting four strategic studies focused on the continuous improvement of sugar and ethanol production:

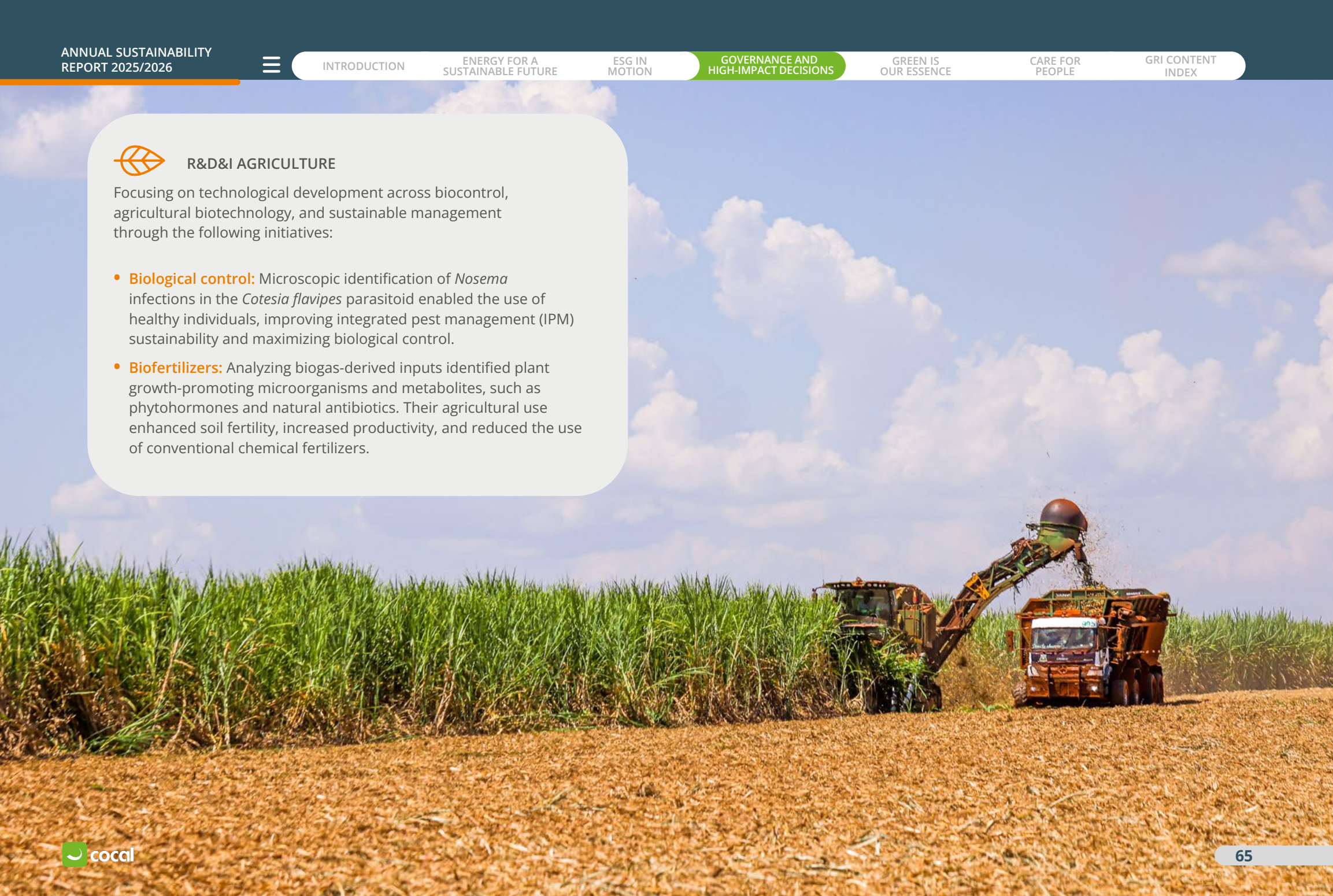
- **Energy efficiency optimization (Paraguaçu Paulista):** Initiatives to reduce steam consumption at the industrial plant through an integrated analysis of evaporation, distillation, and cogeneration processes, resulting in greater energy efficiency.
- **Standardization of sugar production:** Developing a matrix with clear control protocols (from crystallization to the dryer), integrating laboratory analyses. This initiative enhanced final product quality and reduced losses.
- **Fermentation stability (Narandiba):** Analyzing yeast flocculation under microbiological, biochemical, and operational variables. Developing control strategies enhanced system stability and drove an increase in alcohol yield.
- **Biotechnology in ethanol:** Utilizing specific enzymes to convert residual starch into fermentable sugars. This biotechnology increased the converted raw material fraction, resulting in higher ethanol production.



R&D&I AGRICULTURE

Focusing on technological development across biocontrol, agricultural biotechnology, and sustainable management through the following initiatives:

- **Biological control:** Microscopic identification of *Nosema* infections in the *Cotesia flavipes* parasitoid enabled the use of healthy individuals, improving integrated pest management (IPM) sustainability and maximizing biological control.
- **Biofertilizers:** Analyzing biogas-derived inputs identified plant growth-promoting microorganisms and metabolites, such as phytohormones and natural antibiotics. Their agricultural use enhanced soil fertility, increased productivity, and reduced the use of conventional chemical fertilizers.



Partnership between Siemens, Cocal, and GIZ to advance sustainable fuels

Forward-looking collaborations strengthen the energy transition. The Company, leveraging solid expertise in renewable energy, biogas, and biomethane production, joined forces with Siemens Brazil, a specialist in automation and smart infrastructure, and GIZ Brazil—a public enterprise responsible for promoting the German government's sustainable development agenda, overseeing quality assurance, and aligning with the international H2Uppp program's objectives.

Together, they are developing an innovative project to analyze the production of green hydrogen, methanol, and sustainable aviation fuel (SAF) from sugarcane ethanol plants.

The initiative calls for using biogenic CO₂ from ethanol fermentation combined with green hydrogen produced by electrolysis, promoting carbon circularity and reducing greenhouse gas (GHG) emissions. The solution integrates CO₂ from biogas, accounting for crop year seasonality to ensure operational stability.

This bilateral cooperation positions Cocal as a strategic leader, establishing secure paths toward the energy transition and a low-carbon economy both in Brazil and globally.

Research and innovation applied to the energy transition

Integrating academic knowledge and industrial reality accelerates the development of sustainable solutions within the Company. Two network-based strategic research projects drive bioenergy momentum, aiming to diversify the renewable portfolio.

• Advances in biomethane production:

To maximize natural resource utilization, the Company is participating in a study fully funded by the National Council for Scientific and Technological Development (CNPq), focused on biomethane production through the co-digestion of sugarcane industry byproducts and livestock waste. The project compares conventional and modern pathways for bagasse and straw pretreatment for biogas production. This university-industry collaboration strengthens a national network focused on biogas, fostering scientific research and training specialized researchers for the sector.

• Biomethanol and logistical

decarbonization: The energy transition in global maritime transport also drives the business's innovation efforts. In partnership with the Portuguese oil company Galp and the Institute for Technological Research (IPT), the team is analyzing the technical and economic feasibility of producing biomethanol through straw and bagasse gasification pathways. Fully funded by R&D&I resources from the National Agency for Petroleum, Natural Gas, and Biofuels (ANP), the project aims to establish a low-carbon raw material capable of replacing fossil fuels in the chemical industry and in container ship operations.



VALUE CHAIN TRACEABILITY

GRI 3-3 | GRI 408-1 | GRI 409-1

The supplier onboarding process follows the Code of Ethics and Conduct structured specifically for the supply chain, supported by an approval platform that integrates due diligence, accounting, tax registration, and procurement. During this stage, the team conducts data mining to verify the companies' labor, social security, and tax compliance, while also consulting the Brazilian Institute of the Environment and Renewable Natural Resources (Ibama) lists to rule out environmental embargoes.

If any non-compliance is identified, the legal department assesses the risks associated with the business relationship. In cases where the service is deemed essential, authorization requires formal approval from the department director, accompanied by a notice for the partner to resolve outstanding issues. Following service delivery, the system automatically blocks new contracts until the situation is fully resolved.

Continuous monitoring of third-party contractors reinforces human rights protection across the entire

operation. The responsible team reviews labor costs for contracts exceeding 30 days on a monthly basis and incorporates mandatory contractual clauses to prevent child labor, forced or compulsory labor, while demanding respect for freedom of association and collective bargaining rights. Additionally, the Occupational Safety team conducts inspections of partners' facilities and housing to ensure approved standards are maintained and preventive safety regulations are followed. This dialogue takes shape through in-person meetings and training sessions that bring together the safety, compliance, and legal teams.

During the 2025/2026 cycle, 24 companies participated in these meetings. This rigor also extends to the transportation and supply of chemicals and agricultural inputs, requiring the prior submission of all legal licenses and authorizations.

Purchasing decisions prioritize local and regional suppliers and service providers as part of the Company's sustainability strategy. This choice drives the socioeconomic development of neighboring cities, boosts commerce, and contributes to reducing GHG emissions associated with material transport.

Agricultural production aligned with this efficiency strategy, with 93% of the sugarcane crushed during the 2025/2026 crop year coming from the organization's own fields. The current mapping encompasses 4,331 partners located both nationwide and internationally.

The careful selection of business partners aims to ensure alignment with the Company's ethical principles.





Program with sugarcane suppliers and grain producers

The Health, Safety, Environment, and Human Rights Program guides the direct relationship with partner grain producers and sugarcane suppliers. The initiative encourages the adoption of good socioenvironmental practices and compliance with applicable legislation throughout the entire production chain.

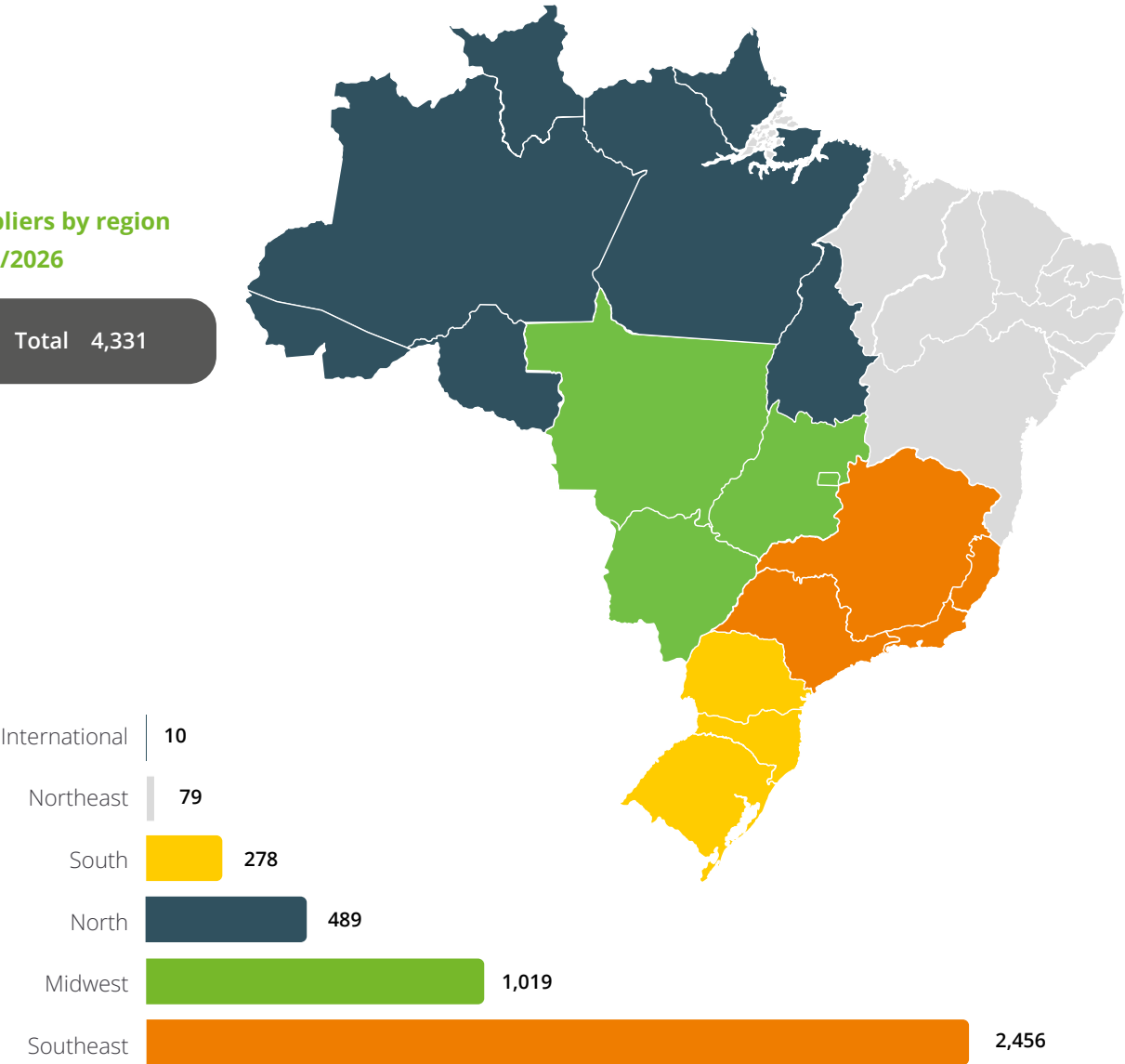
Every two months, the Company reviews the labor and social security documentation of these contractors, while the technical team inspects living areas, machinery and vehicle conditions, crop protection product handling procedures, and equipment supplies, among other requirements.

Field observations generate a detailed report for the Agricultural Committee and an action plan to correct identified non-compliance. Failure to address these irregularities may result in a formal notice or supplier delisting.

To encourage responsible engagement, the organization grants financial bonuses per ton delivered to sugarcane suppliers and waives costs related to living infrastructure and personal protective equipment (PPE) for grain producers.

Suppliers by region 2025/2026

Total 4,331



Green is
our essence



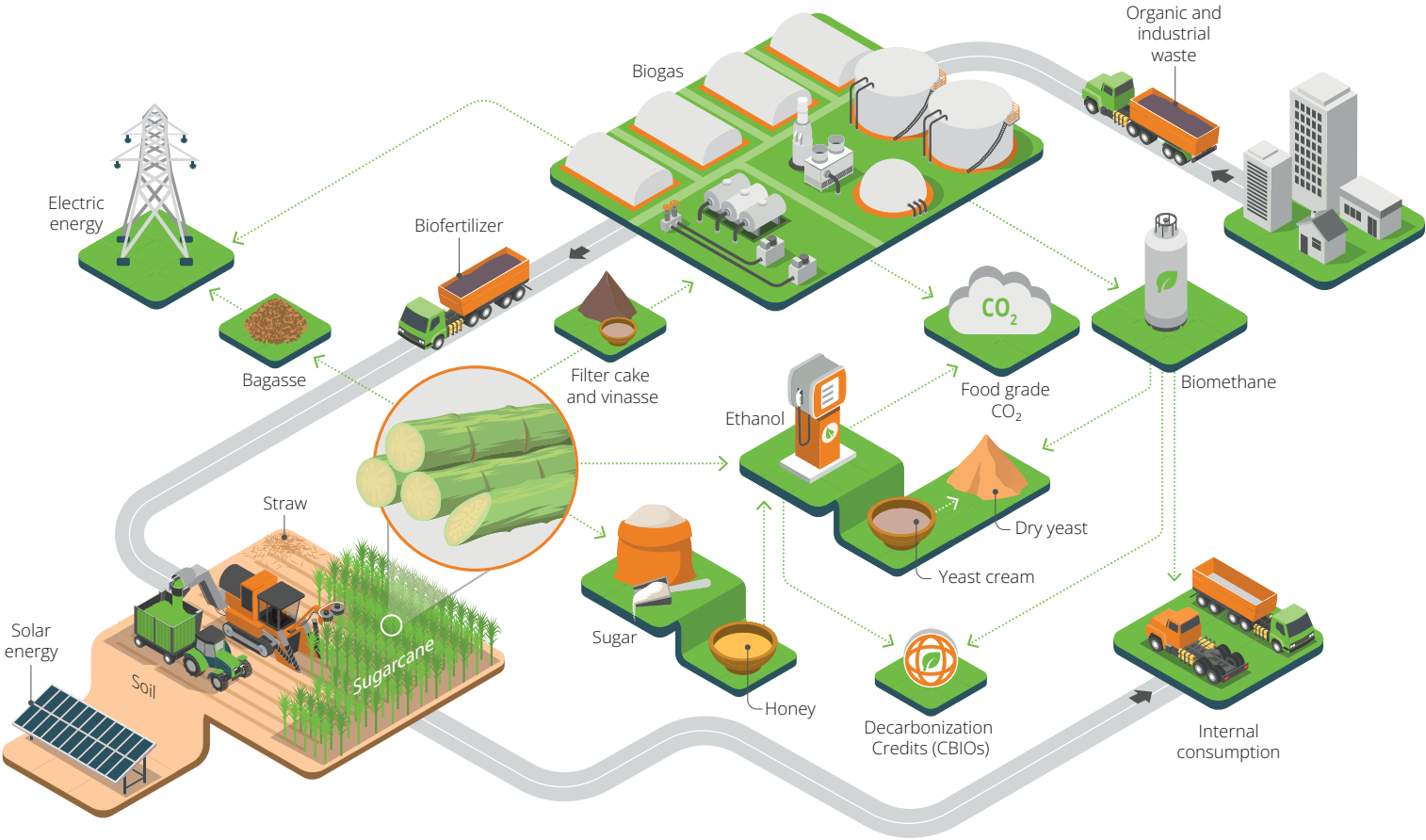
CIRCULAR ECONOMY

GRI 3-3

Integrating the circular economy into the business model guides the Company's operations toward a future shaped by sustainability. The team transforms byproducts into practical and responsible solutions, driving the creation of renewable products and fostering efficiency in utilizing available resources.

During the last crop year, this strategy resulted in producing 22,900 metric tons of biofertilizers and exporting 385,100 MWh of electricity generated from biomass and biogas. This structured framework ensured the reuse of 100% of the agroindustrial byproducts processed during the period.

Our circular economy cycle with sugarcane





The recycling cycle begins right in the field, by leaving the sugarcane straw on the farmland. In the industrial phase, the Company utilizes bagasse to generate renewable electricity and transforms filter cake and vinasse into direct substitutes for mineral fertilizers. Filter cake, a byproduct rich in phosphorus, is mixed with ash from sugarcane bagasse combustion. Vinasse, on the other hand, which is produced during ethanol distillation, provides a liquid base with a high potassium concentration. Both inputs also feed biogas and biomethane production—clean fuels that power the internal fleet and reach the international market to drive the sector's energy transition.

Operational processes also capture the carbon dioxide released during biogas purification and ethanol alcoholic fermentation. This gas undergoes rigorous processing at the liquefaction plant before distribution to the beverage industry.

Another value stream involves extracting dry yeast from the cream produced during alcoholic fermentation, yielding a high-value protein ingredient for animal nutrition. The production chain concludes with the digestate from the biomethane plant, which returns to the fields as liquid and solid biofertilizers with high nitrogen, phosphorus, and potassium (NPK) content.

All of this synergy connects the Company's processes and reinforces its prominent position in Brazil's bioenergy circularity.

New paths toward a circular economy in Narandiba

The evolution of the circular economy connects Cocal to new global partners. Since June 2026, the operations of French company Lesaffre—a specialist in producing baker's yeast—have been running at a plant adjacent to the Narandiba facility.

To enable clean production, Cocal already supplies the new plant with electricity, water, and sugarcane molasses, which serves as a carbohydrate source in the production process. Our commitment to zero waste drives the return on this partnership: the vinasse generated by Lesaffre is treated directly in our biodigesters. Once converted into biofertilizer, this byproduct returns to the field, enriching the soil and proving that integrating industrial processes is the best path to foster sustainability.

LESAFFRE 

 cocal



WASTE MANAGEMENT

GRI 3-3 | GRI 306-1 | GRI 306-2 | GRI 306-3 | GRI 306-4 | GRI 306-5

The Solid and Liquid Waste Management Plan guides waste practices across Cocal's facilities. This document ensures operational alignment with legal requirements, encompassing the National Solid Waste Policy and applicable Brazilian standards. The Company rigorously tracks all generated materials through Waste Transport Manifests (MTR) and the issuance of Final Disposal Certificates (CDF), operated via the State Online Solid Waste Management System (Sigor) platform, managed by the Environmental Agency of the State of São Paulo (Cetesb).

The Company's focus also extends to hazardous components, which require specific documentation controls. For operations in São Paulo, tracking is conducted through the Certificate of Movement of Environmental Interest Waste (Cadri). Across the Mato Grosso do Sul plants, all waste control and management is conducted through the National Solid Waste Management Information System (Sinir). This compliance ensures monitored, safe treatment across all facilities.

To streamline the daily workflow, all discarded items at the facilities undergo rigorous sorting. Most of the generated volume falls under the non-hazardous materials category (Class II), grouping organic waste, paper, cardboard, plastics, scrap metal, wooden pallets, and construction debris, which are sent for recycling or to landfills.

Management controls waste classified as hazardous (Class I), such as light bulbs, dry cells, batteries, electronics, oil-contaminated water, grease, used lubricants, healthcare waste, and hydrocarbon-contaminated items. These materials are sent exclusively to licensed partners responsible for blending processes for co-processing, recycling, re-refining, or proper final disposal. The operation also executes mandatory reverse logistics for crop protection product packaging.

The volume of non-hazardous waste sent to landfills increased during the 2025/2026 crop year. This increase resulted primarily from construction work at the Narandiba facility, which generated a high volume of construction and demolition (C&D) waste.



Recovered waste (t)

GRI 306-4

	23/24	24/25	25/26
Hazardous waste			
Re-refining	162.41	154.40	167.15
Total hazardous waste recovered*	162.41	154.40	167.15
Non-hazardous waste			
Recycling	2,015.40	2,092.93	2,246.48
Total non-hazardous waste recovered*	2,015.40	2,092.93	2,246.48

*Recovered waste refers to waste that was not directed to final disposal.

Waste generated by composition (t)

GRI 306-3

	23/24	24/25	25/26
Hazardous waste (Class I)	529.56	424.56	461.68
Non-hazardous waste (Class II A)	480.44	1,511.57	3,047.78
Non-hazardous waste (Class II B)	1,679.74	1,964.54	1,836.53
Total waste generated	2,689.74	3,900.67	5,345.99

Note: Some indicators may show minor variations due to rounding.

Waste directed to final disposal (t)

GRI 306-5

	23/24	24/25	25/26
Hazardous waste			
Blending for co-processing	222.95	236.86	228.32
Other disposal operations	144.20	33.30	66.20
Total hazardous waste directed to final disposal	367.15	270.16	294.52
Non-hazardous waste			
Landfill	144.79	1,383.18	2,637.83
Other disposal operations	0.00	0.00	0.00
Total non-hazardous waste directed to final disposal	144.79	1,383.18	2,637.83



Efficiency in waste reduction

Between July 2025 and February 2026, a structured project focused on consistently reducing landfill reliance at the Paraguaçu Paulista facility.

The initiative mobilized yard leads to improve waste segregation and construction and demolition (C&D) waste sorting, alongside actively scouting for new suppliers capable of recycling these materials.

As a result of this mobilization, the Company achieved a 99.4%

reduction in the volume of C&D waste directed to final disposal, equivalent to approximately 376.68 metric tons diverted from landfills. This framework generated BRL 104,977.84 in savings, proving that the business's financial discipline is fully aligned with environmental stewardship.

The project expanded to the Narandiba facility at the end of the 2025/2026 crop year and is expected to help reduce waste directed to landfills starting next cycle.



RENEWABLE ENERGY AND GREENHOUSE GAS (GHG) EMISSIONS

GRI 3-3 | GRI 302-1 | GRI 305-1 | GRI 305-2 | GRI 305-3 | GRI 305-4 | GRI 305-5

Sugarcane biomass fuels 100% of the electricity used across Cocal's industrial plants. The system targets 38,000 MWh in distributed generation from biogas and solar PV plants, while biomass combustion exports over 600,000 MWh per crop year across the São Paulo and Mato Grosso do Sul facilities. This operational model secures the Company's energy self-sufficiency.

Surplus power supplies local utilities and integrates into the National Interconnected System (SIN), underscoring the Company's contribution to Brazil's electricity grid. Optimizing steam

consumption to enable higher crushing volumes and enhance energy efficiency drove the team's thermal efficiency strategies in sugar and ethanol production throughout the 2025/2026 crop year.

Investments in distributed solar generation actively drive clean energy diversification. Two solar PV plants already operate in the cities of Pirapozinho and Presidente Bernardes. Concurrently, the organization generates biogas-powered electricity to serve the distributed generation market for the partner utility's customers.

RenovaBio program alignment incentivizes low-impact technology adoption and continuous gains in the energy-environmental efficiency rating. Since initial certification, the Paraguaçu Paulista facility achieved an average 10.25% index gain, while the Narandiba plant climbed 6.38%.

Biomethane operations improved performance by 5.5%, rising from 73.96 gCO₂e/MJ in the 22/23 crop year to 78.03 gCO₂e/MJ in the 24/25 crop year. Together, these two industrial sectors have issued over 1.5 million decarbonization credits since 2018.

The National Agency for Petroleum, Natural Gas, and Biofuels (ANP) awarded its first-ever sector recognition to the Narandiba biogas plant, which achieved initial certification in May 2023 and recertification in June 2024. The Paraguaçu Paulista biogas plant targets its official certification by 2026.





How RenovaBio works



Certified plants under the federal program issue decarbonization credits (CBIOS), which are traded with fuel distributors to offset greenhouse gas emissions.

Each credit represents one metric ton of avoided atmospheric carbon emissions derived from displacing fossil fuels with biofuels.

The official calculation system determines each producer's environmental efficiency rating, capping the volume of CBIOS authorized for financial market trading.

UNDERSTANDING CBIOS PAYMENTS

A new legal framework now governs production chain benefit sharing. Law No. 15,082/2024, as regulated by Decree No. 12,437/2025, mandates a minimum 60% revenue share for sugarcane suppliers from CBIOS generated by their delivered biomass.

Producers supplying primary data for energy-environmental efficiency ratings can maximize gains, securing up to 85% of this

incremental revenue. This variance benchmarks the partner's actual performance against the standard agricultural baseline. By driving these efforts, the Company fosters more sustainable field practices, enhances data reliability, and strengthens value creation throughout the production chain.

Payment of CBIOS to suppliers for the 25/26 crop



Amount of CBIOS paid to suppliers



Metric tons of sugarcane delivered



Number of suppliers

Energy consumption within the organization

GRI 302-1

Total energy consumption by fuel type

	23/24	24/25	25/26
Renewable energy sources (GJ)			
Ethanol	42,348.90	42,595.30	53,651.95
Biomethane	110,048.30	49,773.80	64,851.15
Total energy consumption from renewable sources	152,397.20	92,369.10	118,503.11
Non-renewable energy sources (GJ)			
S500 Diesel	723,541.10	685,833.20	282,324.39
S10 Diesel	400,688.50	419,885.80	841,956.87
Gasoline C	0.00	0.00	70.70
LPG	400.70	414.80	486.33
Total energy consumption from non-renewable sources	1,124,630.30	1,106,133.80	1,124,838.29
Total energy consumption from fuel type	1,277,027.50	1,198,502.90	1,243,341.39
Percentage of fuel consumption from renewable sources	11.93%	7.71%	9.53%

Note: Some indicators may show minor variations due to rounding.

Energy generation, consumption, and export (plants)

	23/24	24/25	25/26
Electricity generated from biomass consumption	2,442,943.00	2,137,494.00	2,152,196.28
Purchased electricity (free market, incentivized energy I1, I5, and I10)	39,070.00	42,264.00	56,646.11
Exported electricity	1,596,209.00	1,310,312.00	1,361,152.09
Total electricity consumption (electricity generated + electricity purchased - electricity exported)	885,804.00	869,446.00	847,690.30
Steam generated by cogeneration and consumed by the Company	4,791,048.00	4,507,159.00	4,546,248.06

Note: Categories I1, I5, and I10 refer to the discount percentage (100%, 50%, and 100%, respectively) applied to distribution and transmission system usage tariffs for the consumption of incentivized energy from renewable sources in the Free Market.

Emissions

The Company conducts annual inventories based on the GHG Protocol methodology to monitor its carbon footprint, identifying fertilizer use and diesel consumption as the largest emission sources across its production chain. To reverse this scenario and accelerate decarbonization, the team is replacing diesel with biomethane in the agricultural fleet, maintaining fully mechanized harvesting without the use of fire, and continuously investing in biological pest control. In addition, the transition to more organic agriculture prioritizes green manure, the use of natural inputs, and the application of biodigested substrates via fertigation, directly helping reduce emissions from nitrogen-based chemicals.

Scope 2 emissions achieve neutrality due to the Company's own generation of bioenergy from sugarcane bagasse injected into the local grid. Reporting guidelines state that emissions in this category are considered zero when the volume sold by the plant exceeds its own consumption.

During the 2025/2026 crop year, the operation generated 5,978,323 MWh, directing 40% to internal consumption and selling the remaining 60%. The volume of energy purchased on the open market accounted for only 6.2%, restricted to specific periods during the off-season and structural maintenance.

Indicators for the material topic “Greenhouse Gas (GHG) Emissions”

GRI 305-1 | GRI 305-2 | GRI 305-3

GHG emissions (tCO ₂ e)	2023	2024	2025
Gross Scope 1 emissions	254,027.84	251,961.74	255,489.74
Gross Scope 2 emissions	0.00	0.00	0.00
Gross Scope 3 emissions	54,898.52	70,204.40*	52,916.97
Total emissions	308,926.36	322,166.14	308,406.71
Reduction in GHG emissions as a direct result of reduction initiatives	n/a	2,066.10 in Scope 1	13,759.44

* There was an increase in Scope 3 emissions due to an update to the calculation methodology. In 2023, we used an average radius to measure supplier emissions, while in 2024, we began using actual data.

Notes: The information for 2023 has been restated (GRI 2-4). The base year for conducting the inventory was the calendar year (January through December 2025). Some indicators may show slight variations due to rounding.

n/a: not available.

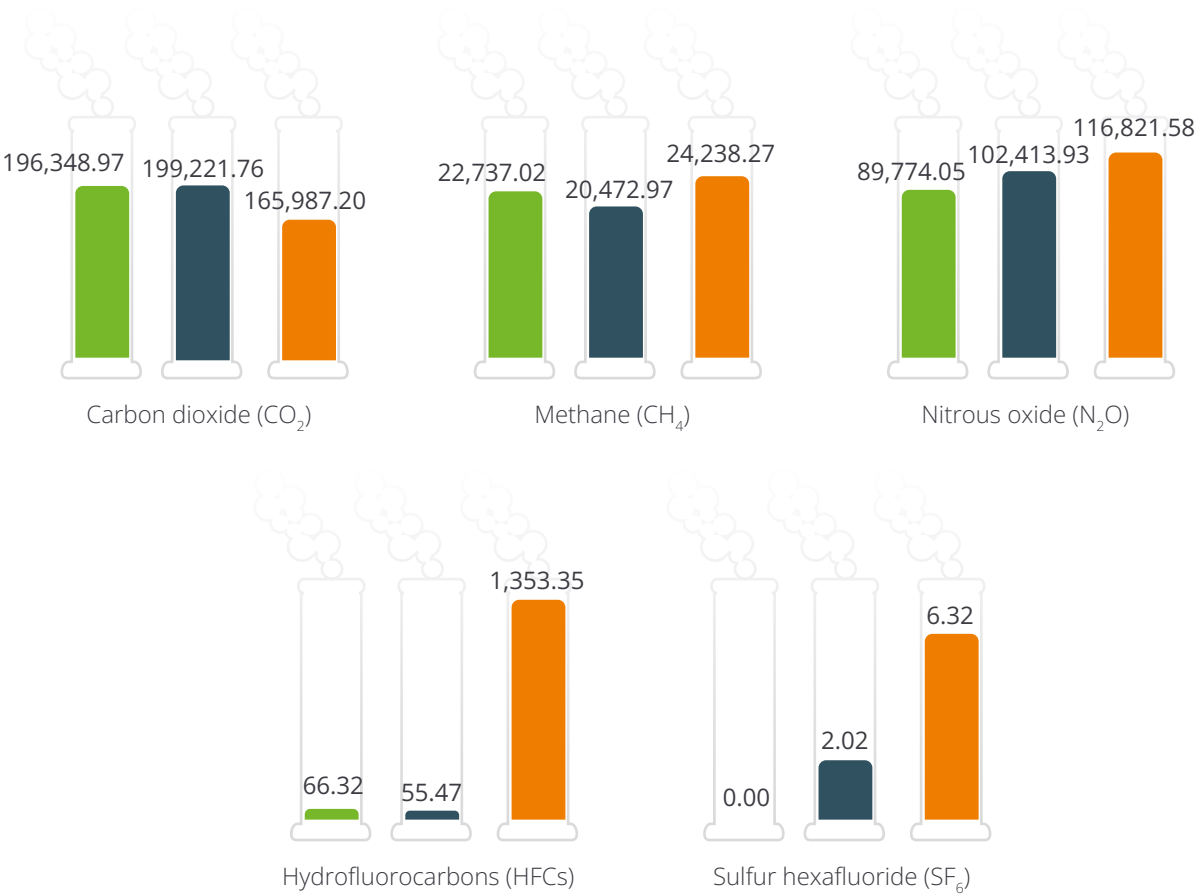




Emissions by gas type and by Scopes 1 and 3 (tCO₂e)

GRI 305-1 | SASB FB-AG-110.a1

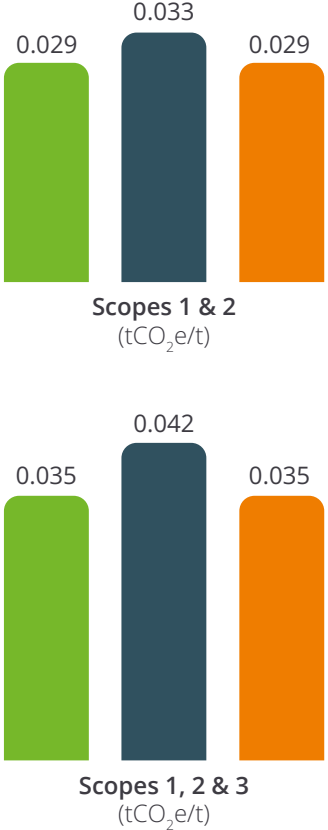
2023 2024 2025



Emission intensity

GRI 305-4

2023 2024 2025



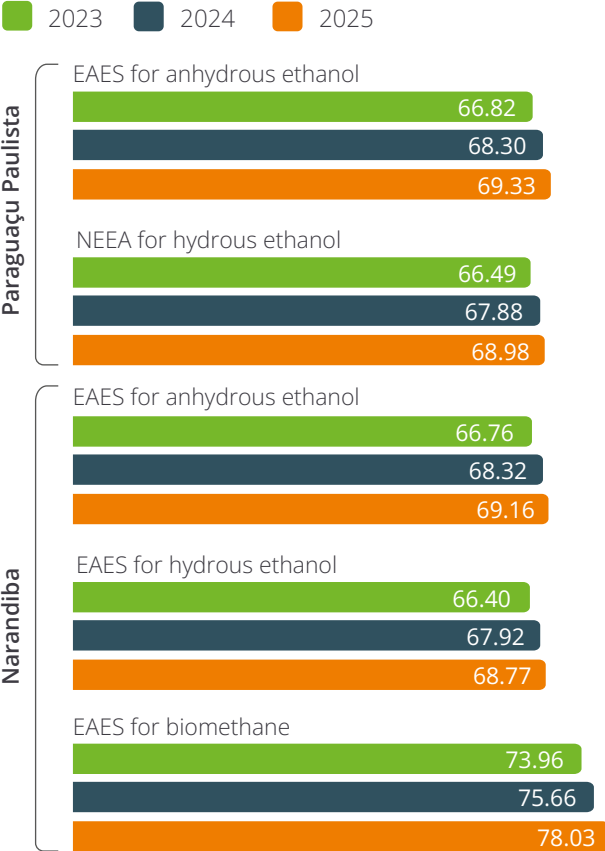
Note: Emission intensity is calculated using the following formula: tCO₂e ÷ metric tons of crushed cane. Calculation basis for 2023: 308,926.36 tCO₂e and 8,868,098.20 t of crushed cane; for 2024: 322,166.15 tCO₂e and 7,689,738.28 t of crushed cane; and, for 2025: 308,406.71 tCO₂e and 8,692,843.82 t of crushed cane.



GHG emissions intensity (gCO₂e/MJ)

Efficiency score (standard applicable only to RenovaBio)

GRI 305-4

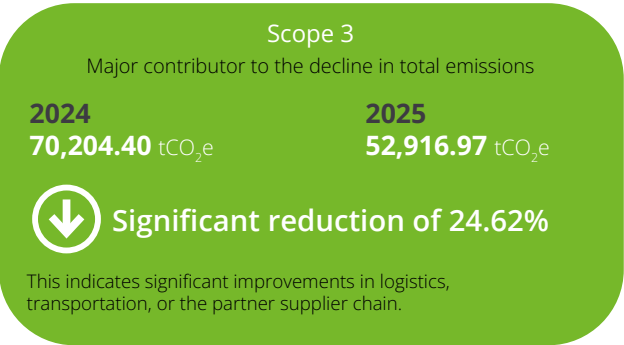
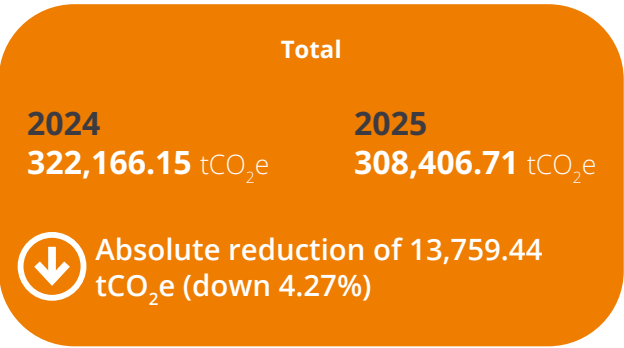


Note: The EAES data for the 2025/2026 RenovaBio inventory had not been finalized as of the publication of this report.

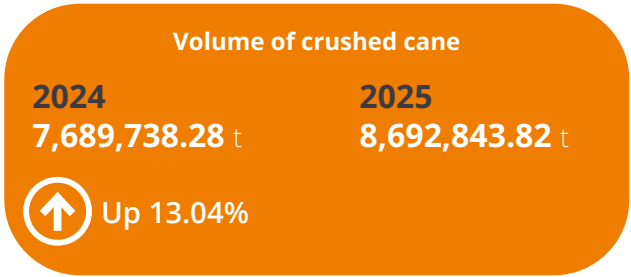
EAES: energy-environmental efficiency score (RenovaBio standard).

Results of Cocal's GHG reduction initiatives

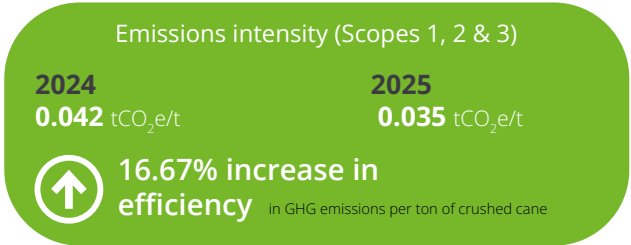
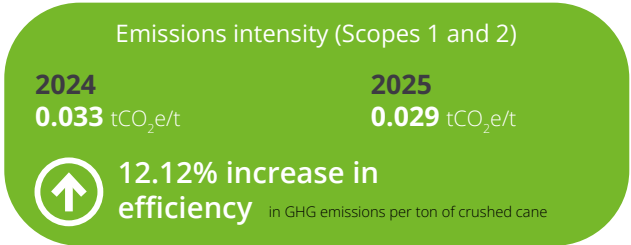
GRI 305-1 | GRI 305-2 | GRI 305-3



PRODUCTIVITY VS. CARBON INTENSITY



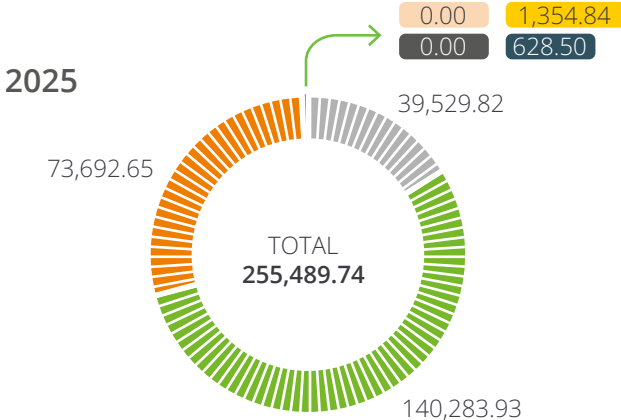
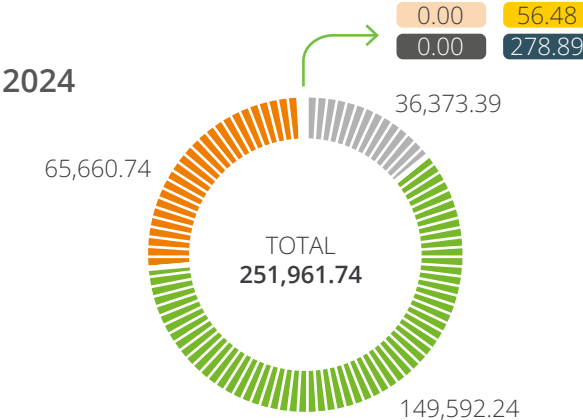
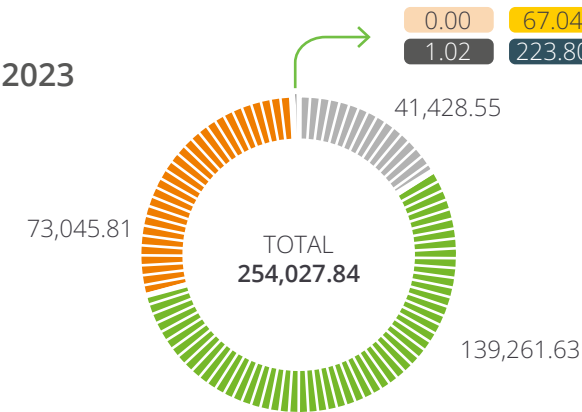
As production volume rose significantly (+13.04%) and total emissions fell (-4.27%), emission intensity indices plummeted, demonstrating a real gain in efficiency:





Scope 1 – Total (tCO₂e)

- Agricultural practices
- Land use change
- Fugitive emissions
- Mobile combustion
- Industrial processes
- Waste (solid and effluents)
- Stationary combustion



Scope 2 – Total (tCO₂e)

2023 0.00 2024 0.00 2025 0.00

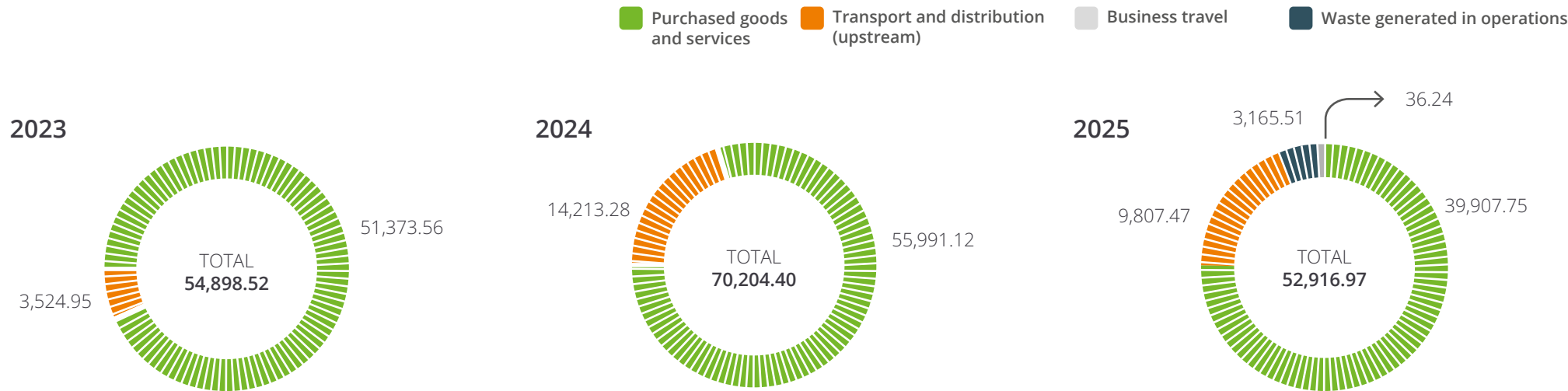
- Purchased electricity

Note: Some indicators may show minor variations due to rounding.





Scope 3 – Total (tCO₂e)



Note: In 2023 and 2024, emissions from operational waste and business travel were not calculated.

Sustainable products and logistics

Measuring each product’s environmental profile drives the emissions reduction strategy. Cocal conducts a Life Cycle Assessment (LCA) covering cradle-to-gate impacts in accordance with ISO 14040 and ISO 14044 calculation guidelines.

Studies demonstrate significant environmental advantages over fossil fuel equivalents and market alternatives. In Paraguaçu Paulista and Narandiba, the methodology indicated a potential 78% reduction in ethanol’s carbon footprint compared to gasoline, while sugarcane sugar emissions were 37% lower than the global average for beet sugar. A specific analysis of the Narandiba facility demonstrated a 98% reduction in biomethane emissions compared

to natural gas, and a 58% drop in captured CO₂ emissions compared to fossil fuel sources.

Bioelectricity generated from biogas can reduce emissions by up to 80%, while energy generated from sugarcane bagasse achieves a 63% reduction. Dry yeast records a 79% lower environmental impact than conventional soybean meal.

A structured logistics network drives sustainable distribution to ports. The partnership with Copersucar established a sugar transportation model combining rail transport toward Paraná with biogas-powered trucks traveling to the São Paulo coast.

Between April 2025 and March 2026, the 6,255 trips completed replaced more than 3.5 million liters of diesel. This logistics model reduced transportation emissions for 275,576 metric tons of sugar by an average of 76%, preventing the release of 5,711 metric tons of carbon dioxide under the operation’s Scope 3 emissions.

Roadway distribution of renewable natural gas serves the market and stimulates local business. Customers in São Paulo and Paraná receive biomethane through a logistics operation utilizing 15 tube trailers that travel an average of 19,500 kilometers per month. The project has delivered nearly 23 million cubic meters of green gas, achieving a 99% customer satisfaction rate.



Highlights in renewable energy



PARTNERSHIPS FOR FLEET MOBILITY AND DECARBONIZATION

Fleet renewal and conversion to cleaner fuels, such as biomethane, underpins the organization's energy transition journey.

Diesel still dominates the vehicle fuel mix, but the operations team is systematically accelerating the transition to biomethane and ethanol. Currently, the fleet comprises approximately 1,000 motorized assets, including trucks, tractors, and motor pumps. During the 2025/2026 crop year, a total of 51 heavy-duty vehicles were converted to run on clean gas, avoiding the consumption of more than 2.5 million liters of diesel.

During the current cycle, two new technological upgrades were implemented and 19 assets purchased, resulting in the internal consumption of 1,210,432 m³ of biomethane and avoiding the use of 1,110,847 liters of fossil fuel. The target for 2025/2026 was to expand this fleet to 68 biomethane-powered vehicles to avoid the consumption of approximately 2 million

liters of diesel in daily operations. However, the objective was not fully achieved: eight motor pumps scheduled for the period were not delivered; the partner responsible for converting eight trucks withdrew due to a lack of technology to convert the requested model; and one dual-fuel unit is currently running on diesel. For the 2026/2027 crop year, the projection is to reach 57 assets, considering the arrival of the eight planned motor pumps and the decommissioning of two trucks that caught fire.

Collaboration with automotive manufacturers accelerates the validation of "clean" engines powered by renewable fuels. As of the publication of this report, initiatives were in the testing phase for the development of a

pickup truck adapted to run on biomethane, in partnership with Toyota. Meanwhile, the technological partnership with Bosch led to the creation of an ethanol-powered harvester, while the alliance with MWM drives the assembly of a tractor powered by sugarcane biofuel.

In addition, during the 2026/2027 crop year, Cocal entered into a strategic partnership with LOTS Group, a Scania Group company, to replace diesel in agricultural logistics. The agreement covers the operation of 44 biomethane-powered trucks, with 39 dedicated to vinasse transportation and 5 allocated for sugarcane transport from the fields to the plant, reinforcing the Company's commitment to decarbonizing its operations and advancing the energy transition in the bioenergy sector.





AFFORDABLE ELECTRICITY PROGRAM

Photovoltaic power generation extends beyond the plant's boundaries, directly benefiting local communities. The electricity bill reduction program connects solar panels to the distribution grid in surrounding cities.

During the 2025/2026 crop year, the consortium linked to the Pirapozinho facility served 773 local consumer units, supplying 235 MWh per month and providing participating households with energy bill savings of up to 15%.

The initiative's success enabled the expansion of the program to employees and residents across the Paraguaçu Paulista, Presidente Prudente, and Assis areas. The electricity sold

during this new phase—approximately 915 MWh per month—comes from the Presidente Bernardes solar power plant, which is designed to generate 13,000 MWh annually, enough to power an average of 3,500 households.

System maintenance achieved superior efficiency levels through solutions evaluated by employees participating in the Six Sigma program. Established practices optimized facility management and ensured record-breaking energy production during the 2025/2026 crop year, reinforcing the smart use of natural resources.

CLIMATE ADAPTATION AND RESILIENCE

GRI 3-3 | GRI 201-2

The Company's role in the transition to a low-carbon economy drives the development of sustainable products, such as ethanol, biogas, biomethane, and renewable electricity.

Cocal acknowledges the potential negative impacts of its operations on the climate, particularly those associated with nitrogen fertilizers, diesel consumption, and accidental or arson-related fires. Accordingly, the Company implemented practical, structured actions to mitigate vulnerabilities and reverse this scenario.

Climate change challenges receive cross-functional management, directly influencing business operations and corporate decisions to ensure production routines remain resilient and sustainable even under uncertain scenarios.

The organization maintained its network of Intelligent Agroclimatic Data Collection Platforms (PIC), operating 32 weather stations in the São Paulo hub and 14 in the Mato Grosso do Sul hub. These systems provide detailed real-time data, build historical databases,

and identify trends for subsequent months. Cross-referencing these data points with technical and scientific information from partner universities and experts improves forecast accuracy. This integrated intelligence benchmarks productivity expectations and enables rapid responses during critical periods, such as sugarcane flowering. Proactive deployment of these technological solutions guides operational planning, better preparing the Company for the materialization of physical climate risks.

Continuous investment in genetic improvement programs represents another front against climate fluctuations. This initiative focuses on developing and selecting sugarcane varieties adapted to local soil characteristics and weather conditions, while respecting ideal planting and harvesting windows.

Agroclimatic monitoring and sustainable management practices are essential to the long-term sustainability and continuity of the business.

The technical team adjusts management practices to prioritize root system development, deploying more adaptable varieties in limiting soils and highly responsive varieties in areas with superior yield potential. This analysis allows soil preparation to mitigate extreme event impacts while maximizing yields when environmental conditions are favorable.





Natural solutions also reinforce crop resilience against water scarcity. The deployment of new sugarcane varieties demonstrates concrete results, offering superior tolerance to dry spells and nutrient-deficient soils, which supports stable crop year projections.

Additionally, bioinputs formulated with amino acids, algae extracts, and microorganisms help crops withstand prolonged drought. Another defensive layer comes from applying vinasse and *liquefertil*—liquid inputs derived from distillation and industrial biodigestion—which return to the fields enriched with humic and fulvic acids. These materials cover nearly all of the planted hectares, actively reducing water stress in the plants immediately after harvest.

Scenario analysis and alignment with the TCFD

The thorough identification of Cocal's climate-related vulnerabilities follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

The 2025/2026 cycle study integrated climate risks and opportunities into physical challenges and transition scenarios.

Assessed physical risks include severe droughts, low rainfall, rising temperatures, and wildfires—events capable of reducing agricultural yields and damaging infrastructure and the supply chain.

Transition risks cover political and legal shifts, such as potential costs from carbon pricing mechanisms and emerging legislation, including Bill No. 182/2024, which establishes the framework for the Brazilian Greenhouse Gas Emissions Trading System.

The diagnosis also addresses technological risks from electric vehicle adoption, market risks linked to rising input costs like water and energy, and reputational risks affecting public perception of the brand's decarbonization efforts.

Conversely, robust business opportunities were identified. Growing market preference for low-carbon alternatives drives demand for ethanol, biomethane, renewable energy, and sustainable aviation fuel (SAF). This shift enhances certificate generation through the RenovaBio program and expands the Company's active participation in voluntary and regulated carbon markets, cementing a proactive management approach that delivers continuous value amid global climate change.



WATER AND EFFLUENTS

GRI 3-3 | GRI 303-1 | GRI 303-2 | GRI 303-3 | GRI 303-4 | GRI 303-5

The continuous pursuit of efficiency guides water resource management across the Company's industrial and agricultural operations. Despite operating in areas classified as low water risk by the World Resources Institute's (WRI) Water Risk Atlas, the Company actively works to reduce daily water consumption.

Water withdrawal occurs from surface and groundwater sources duly permitted by competent environmental agencies, spanning the Médio Paranapanema and Pontal do Paranapanema watersheds. To ensure ecosystem conservation, the Company conducts semiannual water quality monitoring at its facilities, adhering to parameters established by CONAMA Resolution No. 357/2005.

Equipment cooling during sugar, ethanol, and bioenergy production utilizes closed-loop recycling systems and reuse technologies. This infrastructure enables internal water reuse to account for more than 95% of total operational consumption. Treatment of sanitary wastewater generated in restrooms, cafeterias, and locker rooms complements this circular dynamic. Once treated, this effluent combines with nutrient-rich

vinasse and industrial wastewater, returning to the fields via fertigation. This closed-loop system reduces the need for freshwater withdrawal, stabilizing water use even as production scales.

Cocal does not discharge effluents into rivers or streams. Regular effluent analyses at the Wastewater Treatment Plant (WWTP) outlet confirm compliance with CONAMA Resolution No. 430/2011. The business's sustainability target demands the lowest possible water withdrawal per ton of crushed cane. Current performance sustains a benchmark of less than one cubic meter used per ton of raw material processed, fulfilling commitments established by the Ethanol + Green (*Etanol + Verde*) environmental protocol.

Water for human consumption—supplying drinking fountains, break rooms, kitchens, restrooms, and cafeterias—comes exclusively from groundwater wells. Flow meters monitor the total volume withdrawn. Additionally, semiannual water quality testing follows the Ministry of Health guidelines. Regular educational campaigns raise employee awareness regarding responsible water use and conservation, both inside and outside Cocal.





Indicators for the material topic “Water and Effluents” (ML)

GRI 303-3 | GRI 303-4 | GRI 303-5

	22/23	23/24	24/25	25/26
Surface water withdrawal	7.34	7.21	7.09	6.13
Groundwater withdrawal	0.10	0.11	0.17	0.15
Produced water (from sugarcane processing)	5.89	6.01	5.87	5.58
Total water withdrawal	13.33	13.33	13.13	11.86
Surface water discharge	0	0	0	0
Groundwater discharge	0	0	0	0
Total water discharged	0	0	0	0
Surface water consumption	7.34	7.21	7.09	6.13
Groundwater consumption	0.10	0.11	0.17	0.15
Produced water (from sugarcane processing)	5.89	6.01	5.87	5.58
Total water consumption	13.33	13.33	13.13	11.86



CONSERVATION OF ECOSYSTEMS AND BIODIVERSITY

GRI 3-3 | GRI 101-1 | GRI 101-2 | GRI 101-5

The Company operates within the Cerrado and Atlantic Forest biomes, regions recognized for their rich biodiversity and ecological importance. Cocal deploys strict measures to protect natural ecosystems and native species surrounding its operations.

Although the territory occupied by the Company encompasses no Ecologically Sensitive Areas (ESAs) or indigenous lands, continuous commitment to environmental conservation remains a priority.

Since 2017, annual campaigns monitor wildlife across Permanent Preservation Areas (PPA) and Legal Reserves (LR), which total 427.1 hectares—a 36.9-hectare increase over the previous crop year due to Rural Environmental Registry (CAR) updates. This continuous monitoring enhances the understanding of ecological dynamics and safeguards local springs, protecting regional water resources and environmental integrity.

Wildlife protection takes on practical forms within daily logistics and transportation routines. The Company minimizes animal roadkill risks across corporate roads through driver education programs, proper road signage, and safe speed limits.

Fauna conservation receives further support through a partnership established with the Assis Association for the Protection of Wild Animals (APASS). This collaborative effort enables the rescue, rehabilitation, and reintroduction of vulnerable or endangered species, such as the cougar and the maned wolf, into their natural habitats.

The Environmental Management Plan guides continuous reforestation efforts. Action fronts encompass both voluntary initiatives and formal commitments established under Environmental Restoration Commitment Agreements (TCRA) filed with the São Paulo State Secretariat of the Environment, Infrastructure, and Logistics.

Currently, the Company participates in the *Nascentes* Program, managing three projects totaling 75.06 hectares, with 57.94 hectares already undergoing active restoration. These initiatives secure the provision of ecosystem services and contribute to water quality maintenance and conservation.



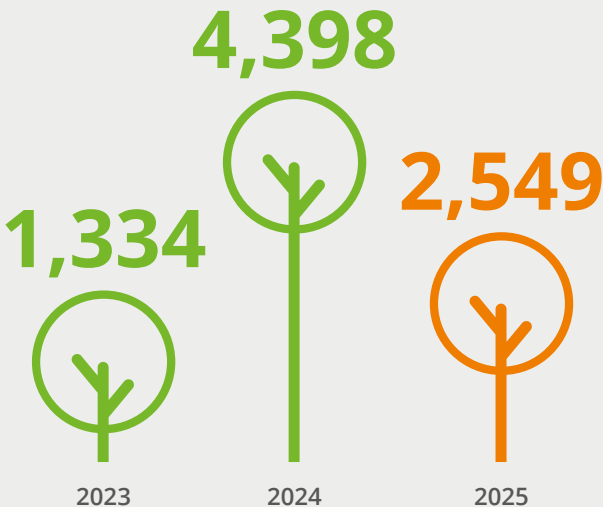
Environmental awareness and engagement

Engaging the community and employees drives the results of conservation efforts promoted by Cocal. During the Arbor Day celebration, the Company donated 1,200 saplings purchased from partner nurseries. Out of this total, 1,000 units were delivered to the Paraguaçu Paulista municipal government, focusing on planting initiatives across public areas near schools and within the community. The remaining 200 saplings were allocated to the Narandiba municipal government to reinforce Water Day activities.

The Environment Week program also included internal communications aimed at raising awareness regarding the importance of biodiversity.

The campaign highlighted the conservation of more than 58.51 hectares of PPA and 368.55 hectares of LR. Operational activities strictly aim to minimize the suppression of native vegetation. In exceptional cases where such intervention is deemed necessary, the Company acts with full responsibility, executing Environmental Restoration Commitment Agreements (TCRA) to ensure proper compensation and biodiversity conservation.

Tree removal (unit)

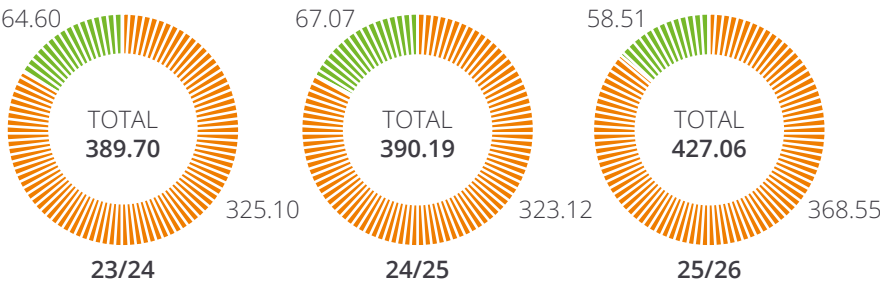


Another initiative focused on raising workforce awareness was the Environment Session, hosted during the Internal Workplace Accident Prevention Week (SIPAT). During this session, employees received guidance on environmental stewardship and attended an educational taxidermy exhibition centered on wildlife preservation and environmental conservation.



Habitats protected (hectares)

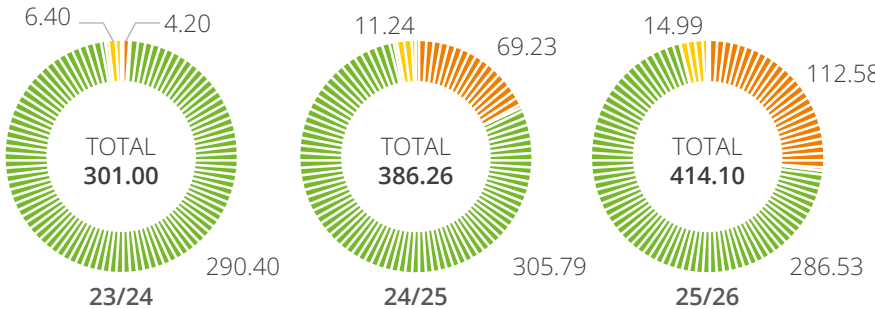
Legal Reserves (LR) Permanent Protection Areas (PPA)



Habitats under restoration (hectares)

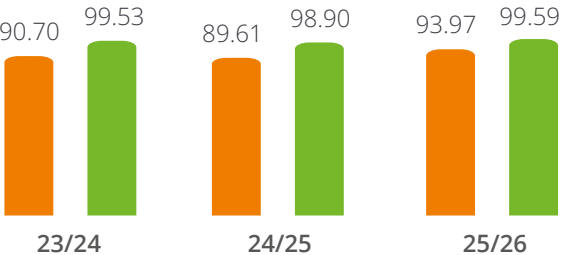
GRI 101-2

With crops planted during the year Under monitoring (without planting) Restoration completed



Deforestation and illegal conversion-free areas (%)

Narandiba (SP) Paraguaçu Paulista (SP)



Note: Percentage calculated based on the areas eligible under the RenovaBio program.
Information for the 2025/2026 inventory had not been finalized as of the publication date of this report.





Number of species included in the International Union for Conservation of Nature (IUCN) Red List and national conservation lists with habitats in areas affected by the organization's operations

	23/24		24/25		25/26	
	Narandiba	Paraguaçu Paulista	Narandiba	Paraguaçu Paulista	Narandiba	Paraguaçu Paulista
Critically endangered	0	0	0	0	0	0
Endangered	5	1	1	1	0	2
Vulnerable	7	6	4	3	3	7
Near-threatened	3	5	3	3	2	3
Least concern	180	160	158	162	149	155

SOIL HEALTH AND AGRICULTURAL INPUTS

GRI 3-3

Maintaining and strengthening crop performance across Cocal's farms during the 2025/2026 crop year integrates innovation, technology, and sustainable agricultural practices. Connected via 4G networks, the Agricultural Operations Center (AOC) monitors and manages all field activities in real time. This structure tracks the sugarcane harvest, planting, soil preparation, and crop management, while monitoring the agricultural machinery fleet and managing raw material transportation logistics from fields to the plant. The AOC also tracks strategic indicators such as yields, fuel consumption, and the application of agricultural inputs and crop protection products, supporting faster, more precise, and more efficient operational decision-making.

The Company's business model relies on regenerative and precision agriculture, focusing on soil conservation, carbon sequestration, and continuous water quality improvement.

Fundamental techniques like minimum tillage, crop rotation, and integrated pest management (IPM) consolidate a long-term preventive care routine.

Sugarcane straw, left on the ground after fully mechanized harvesting, acts as a natural protective mulch that retains moisture, prevents erosion, and enriches available organic matter. Mechanized harvesting eliminates the need

for controlled burning, reaffirming the Company's commitments under the Agro-Environmental Protocol of the São Paulo Sugar-Energy Sector.

Gradual replacement of chemical inputs with biological and organomineral alternatives strengthens the balance of agricultural ecosystems. Crop protection products used in sugarcane cultivation are transported to the field as a ready-to-use solution, significantly reducing dosing error risks and tank-mix incompatibilities. This application method minimizes workers' direct contact with these substances and reduces soil and groundwater contamination risks.





The operation eliminated chemical fungicides and nematicides at planting, replacing them with biological inputs containing specific microorganisms that increase phosphorus availability, promote structural root development, and enhance sugarcane resistance to water stress.

Soil preparation planning follows a descriptive matrix based on the physical, chemical, and biological characteristics of each area. Sampling software and technologies assist in input selection to ensure soil profile correction with maximum precision.

The Company maximizes circular economy gains by incorporating ash from sugarcane bagasse combustion into the filter cake, directing this composted material back to the crops. A portion of the filter cake feeds the biogas plant, and the biodigested material returns to the field enriched with metabolites and microorganisms that increase yields. On another front, ash from bagasse combustion is incorporated into the remaining filter cake, which goes directly to the fields.

In the last cycle alone, the organization generated 22,900 metric tons of biofertilizer.

Controlled application of raw and biodigested vinasse covers 92% of cultivated areas (up from 85% in the previous crop year), operating via fertigation across 88,412.97 hectares and

utilizing approximately 22,613,048 m³ of liquid base and wastewater. The process also leverages organic fertilizers from layer chicken farms and cattle manure, increasing the availability of essential minerals—such as potassium, nitrogen, calcium, and magnesium—in the local ecosystem.





BioAS technology: science supporting soil health

The partnership with Embrapa Cerrados enables the deployment of BioAS technology to assess the vitality and balance of sugarcane fields. The study collects samples across areas under distinct management systems to analyze the activity of arylsulfatase—an enzyme linked to the sulfur cycle—and beta-glucosidase, associated with the carbon cycle. High enzymatic activity serves as a sustainability bioindicator, confirming production system adequacy and the effectiveness of regenerative practices deployed by the agricultural team.

Sustainable management: crop protection, nutrition, and biodiversity in sugarcane fields

Drainage strategies mitigate erosion and physical sediment removal caused by torrential rains. The team implements Diffuse Surface Flow (DSF) to disperse water flow in a controlled manner, reducing the kinetic energy of water on the terrain. Designed channels feature vegetative cover, which traps mineral particles and promotes infiltration. Currently, this method covers 44.87% of managed areas—a 4.56% increase over the previous crop year—delivering superior structural conservation and crop yields compared to traditional terracing models.

The propagation of varieties better adapted to climate challenges scales up through the Company's pre-sprouted sets (PSS) biofactory. The facility can deliver more than one million plants per year utilizing protected cultivation methods, automation, and industrial recycled water irrigation. The root-bound substrate contains 80% *organogeo*, a biofertilizer derived from the industrial biodigestion process. This care cycle ensures the formation of millimeter-uniform sugarcane fields, slashes operational costs associated with planting billets, and accelerates the expansion of healthier, more resilient genetic lines.



Field enrichment also occurs through sowing cover crops, grasses, and legumes during off-season windows. Crop rotation alleviates soil compaction through deep root systems, improves aeration, and stimulates microbial activity essential for the crop year. This system deploys species capable of biological nitrogen fixation and phosphorus solubilization, enhancing nutrient availability in the soil for the crop. This alternation helps break disease proliferation cycles and attracts pollinating insects by including flowering species in the layout. Soybeans and peanuts represent the smallest share of this planning, which prioritizes biological control.

The current cycle introduced a new monitoring program in partnership with Embrapa Agrobiology to analyze how this crop mix attracts natural predators. The study deploys pitfall traps to count captured insect pests and predatory insects. The results support decision-making regarding cover crop species selection.

Strategic projections for the 2026/2027 crop year estimate that 26% of sugarcane fields will receive *organogeo* and vinasse applied in-furrow, while 82% of the total acreage will be managed with organomineral sources.

The entomology laboratory, located in Iepê (SP), leads internal biological agent production for integrated pest management (IPM). The facility rears *Cotesia flavipes* and *Tetrastichus howardi* wasps to combat the sugarcane borer in a 100% natural manner.

During the 2025/2026 crop year, agricultural drones distributed 485,034 tubes of *Cotesia flavipes*, covering 80,839 hectares of crops, while *Tetrastichus howardi* was deployed on an experimental basis. Additionally, plans are underway to construct a new laboratory to cultivate the fungi *Beauveria bassiana* and *Metarhizium anisopliae*, which Cocal already utilizes extensively to control weevils and spittlebugs. The Company also deploys entomopathogenic nematodes (EPNs) to protect root systems against the pest *Sphenophorus levis*. On a separate front, predictive intelligence eliminated the need for chemical pesticides to combat foliar diseases.

Topographic precision drives excellence across all management and planting operations. The organization utilized Light Detection and Ranging (LiDAR) laser scanning technology to map over 129,362 hectares with millimeter precision, guaranteeing centimeter accuracy in operational layouts.



IN-HOUSE INPUT FORMULATION

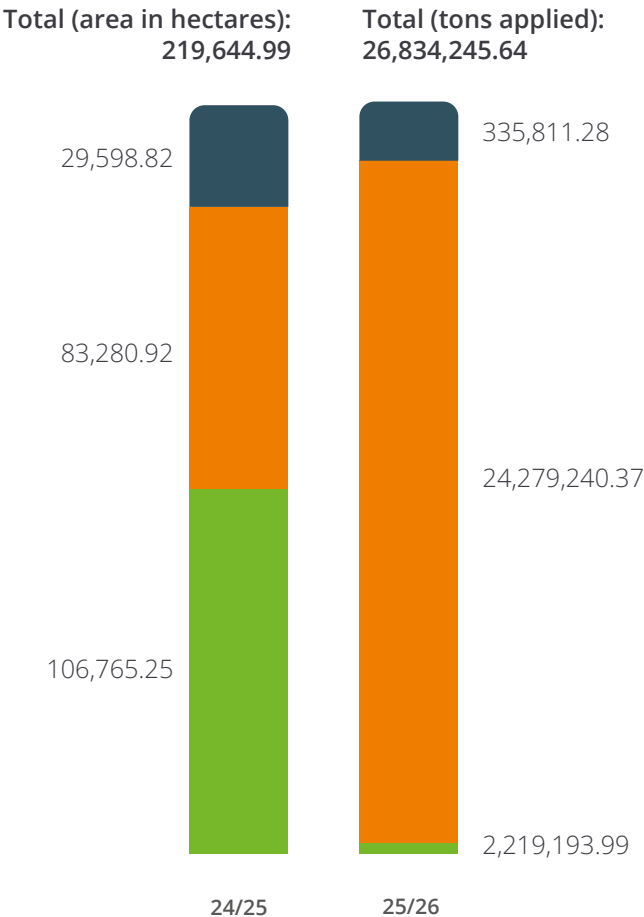
In-house manufacturing of agricultural inputs gained operational momentum with the startup of a formulation plant at the Narandiba facility during the 2025/2026 crop year. This new facility enables the production of customized fertilizers for soil application—enriching *liquefertil*—and foliar application, adding amino acids, algae extracts, and fulvic acids to the formulations. This technology allows management practices to match the specific characteristics and requirements of each cultivation area, ensuring optimal solution deployment and boosting crop yields.

The evolution of this process directly reduces reliance on chemical fertilizers, strengthening the transition toward natural agricultural practices that preserve the ecosystem. Field distribution of these materials utilizes biomethane-powered trucks, eliminating fossil fuel consumption in daily logistics.

In-house formulation capacity minimizes the purchase of commercial off-the-shelf products and reduces road transit volumes, lowering supply chain carbon emissions while embodying the Company's commitment to innovation, efficiency, and sustainability. By expanding in-house production capacity, the new formulation plant optimizes Company operations and cements the circular economy through the scalable reuse of resources.



■ Pre-ripening agent ■ Targeted fertigation ■ Vegetative nutrition



CTT Agrega* Program

Designed to align and maximize performance against the agricultural department's target for metric tons of sugar per hectare (TSH), the *CTT Agrega* Program reinforces Cocal's commitment to workforce development. Management bridged the gap between business strategy and frontline employees by creating a comic book-style narrative. This engaging material communicates the program's objectives and each employee's role within the production cycle in a clear, accessible manner. By leveraging straightforward language and relatable characters, the publication became a valuable tool for dialogue during training sessions and discussion groups.

The initiative was structured into three print editions, delivering a continuous, educational narrative. The first volume, titled "Harvest Time," outlined the program's pillars and objectives. The subsequent edition, "Getting Better Every Day," detailed the actions implemented directly in the fields. Finally, the third edition, "Top-Tier Team," recognized the results achieved and highlighted individual accountability in driving collective success.

This engagement campaign reached 100% of the sector's operational teams, impacting approximately 1,050 employees through the distribution of print copies. This interactive approach enhanced the understanding of key performance indicators (KPIs) and practically demonstrated how individual behaviors impact corporate outcomes. The comic illustrates how management actively engages people in the Company's vision, combining innovation and simplicity to drive sustainable results.



*Program name in Portuguese. CTT is a abbreviation, in Portuguese, to harvesting, transloading, and transport. Agrega means, in English, adds value.

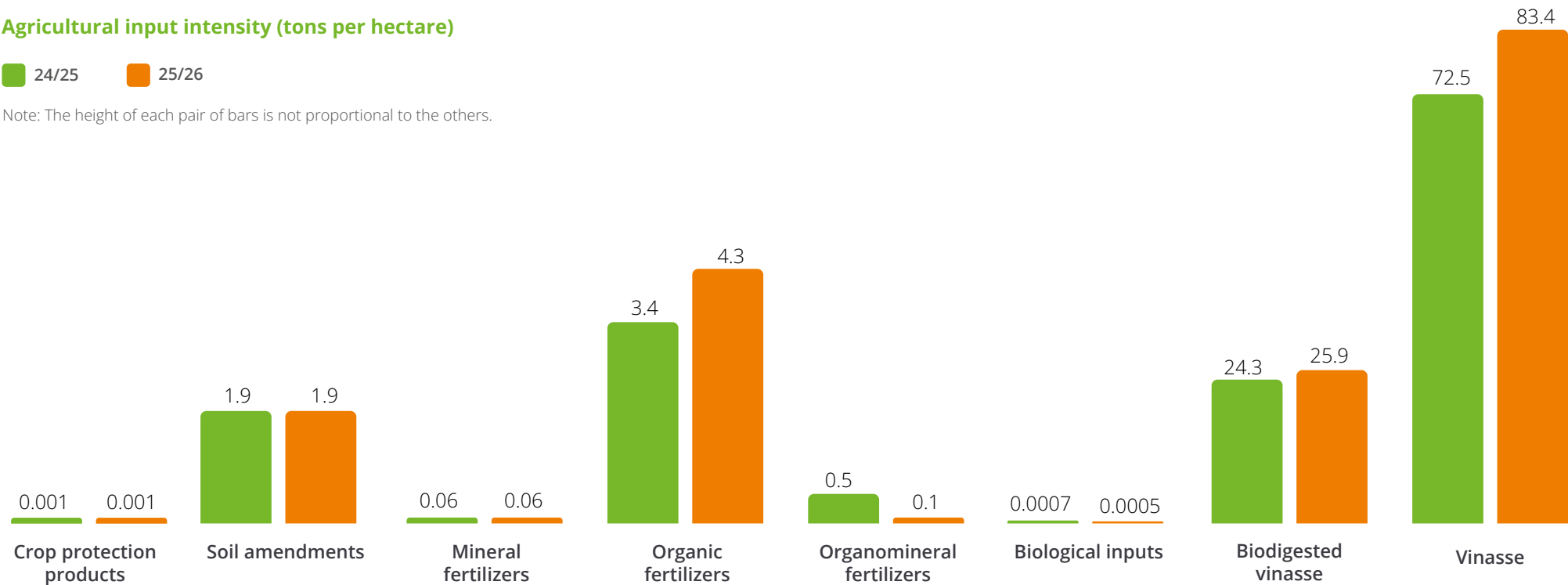




Agricultural input intensity (tons per hectare)

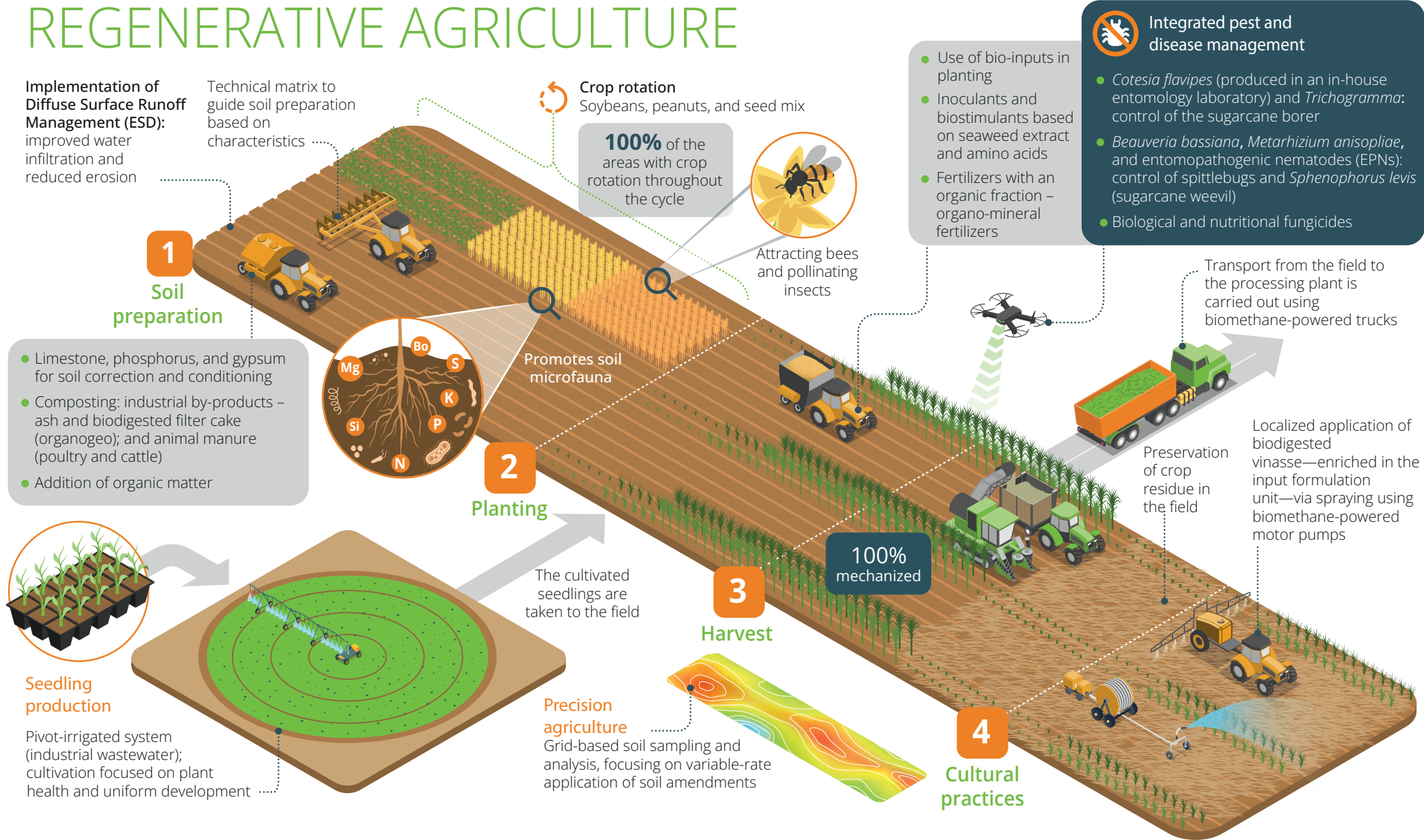
24/25 25/26

Note: The height of each pair of bars is not proportional to the others.



	24/25 Crop year		25/26 Crop year	
	Volume (t)	Area (ha)	Volume (t)	Area (ha)
Crop protection products	1,645	1,437,450	1,757	1,316,361
Soil amendments	223,549	120,520	229,585	122,254
Mineral fertilizers	49,592	788,139	24,151	372,461
Organic fertilizers	75,412	22,240	83,625	19,446
Organomineral fertilizers	2,027	3,699	29,450	224,270
Biological inputs	35	50,353	64	129,865
Biodigested vinasse	1,180,004	48,514	1,466,459	56,562
Vinasse	4,730,400	65,248	4,855,396	58,251

REGENERATIVE AGRICULTURE





Agricultural laboratory

To enhance operational agility and autonomy, the Company established its new agricultural laboratory in Narandiba, strategically designed to serve its two units in the state of São Paulo.

On-site, machinery is monitored through precise oil analysis, enabling condition-based maintenance that prevents premature component replacements and maximizes equipment life. The facility's technical capabilities also validate fertilizer quality control, ensuring compliance for both raw materials and the blends produced by the Company's

fertilizer formulation plant. This analytical rigor extends to the soil, where the team conducts physical and chemical testing to guide precise sugarcane variety selection and optimal fertilizer dosage.

Physically integrated into this facility, the microbiology laboratory ensures the excellence of solutions applied in the field. Within the laboratory, the team oversees quality control for biological inputs and conducts compatibility testing with other product categories, providing the technical and strategic support required to guide biological pest control safely and efficiently.

Care for
people



PEOPLE POWERING THE FUTURE

GRI 2-7 | GRI 2-8

With 5,326 employees, Cocal values every individual who contributes to the outcomes achieved in the fields, industrial plants, and offices. Management prioritizes safety, maximum operational efficiency, and the advancement of occupational health.

Workforce recognition is embedded in the corporate culture, driven by the conviction that employee engagement generates business value. To this end, Cocal consistently focuses on fostering a work environment grounded in diversity, inclusion, and overall well-being.

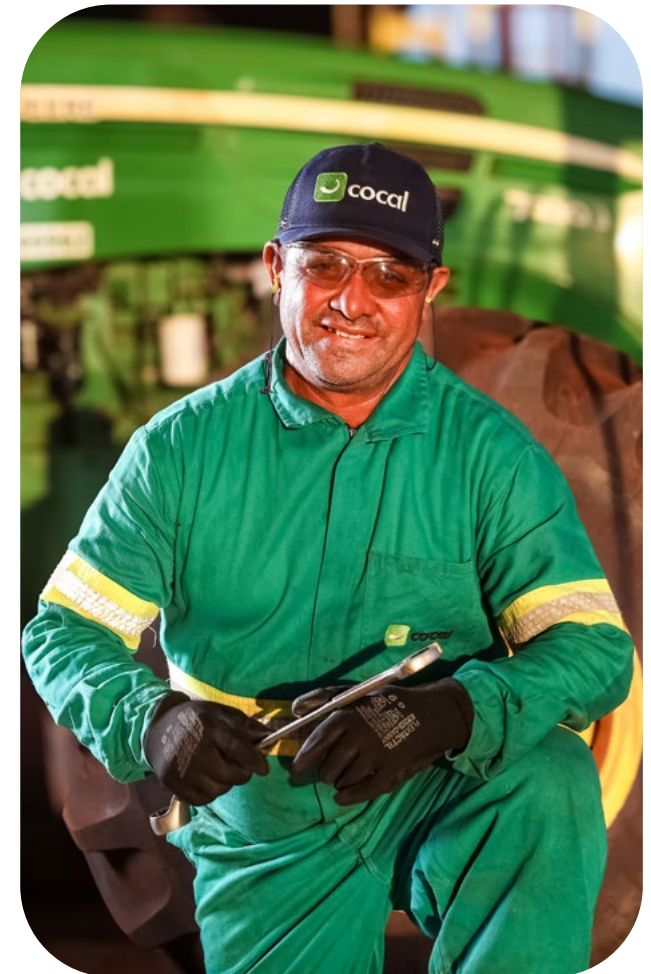
Led by the Human Resources Division, the people management strategy is fully integrated with the Company's ESG commitments. This structure strengthens the alignment between leadership and frontline employees, fostering a positive organizational climate.

The 2025/2026 cycle allocated capital expenditures to the technical and behavioral development of the workforce. Regular training and capacity-building programs prepare talent for future challenges while optimizing the Company's production processes.

Underrepresented groups' representation across multiple business areas has become a permanent priority on the corporate agenda. This commitment shapes recruitment policies designed to attract and retain talent from local communities.

The organization also drives initiatives focused on women's empowerment and career advancement, ensuring equal opportunities and respect across all operational fronts.

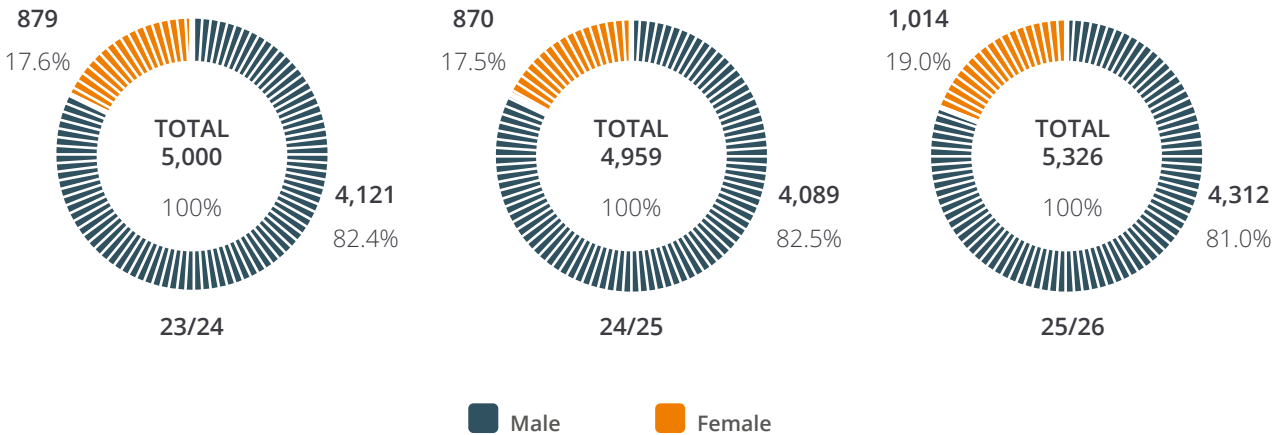
Between the 2024/2025 and 2025/2026 crop years, the total workforce (across all units, excluding those in Mato Grosso do Sul, which are not yet consolidated in this report) increased from 4,959 to 5,326, encompassing both permanent and temporary staff. Female workforce participation rose from 17.5% to 19%, reflecting incremental progress in gender representation. Part-time employment also expanded, particularly among female professionals, driven by an increase in the number of apprentices.





Total number and percentage of employees, broken down by permanent and temporary status and by gender

GRI 2-7



Number of employees, broken down by permanent and temporary status and by gender

GRI 2-7

	23/24		24/25		25/26	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Male	3,977	144	3,998	91	4,181	131
Female	775	104	790	80	885	129
Subtotal	4,752	248	4,788	171	5,066	260
Total	5,000		4,959		5,326	

Note: Employees at Cocal's two new plants in Mato Grosso do Sul will be included in the next report.





Total number of permanent and temporary employees, either full-time or part-time, broken down by gender

GRI 2-7

	23/24		24/25		25/26	
	Full time	Part time	Full time	Part time	Full time	Part time
Male	4,111	10	4,061	28	4,256	56
Female	870	9	829	41	926	88
Subtotal	4,981	19	4,890	69	5,182	144
Total	5,000		4,959		5,326	

Securing talent aligned with Cocal's corporate standards is essential to sustaining consistent operational performance. The Company engages approximately 972 third-party contractors who support various operations, including industrial and agricultural maintenance, facility security, logistics, corporate catering, and other functions.

The contingent workforce tends to increase during the off-season, when demand for maintenance, cleaning, and retrofitting for the upcoming production cycle intensifies. All personnel undergo training focused on internal safety regulations and ethical conduct.

The Company enforces compliance guidelines and conducts systematic audits to ensure that the activities performed by its partner companies align with these standards. As part of its statutory compliance controls, the Contract Management department conducts monthly audits of the labor and social security contributions of service providers. In the event of non-compliance, contractors are formally notified and remain under monitoring until full remediation is achieved.



EMPLOYMENT PRACTICES

GRI 3-3 | GRI 401-1 | GRI 401-2 | GRI 404-1 | GRI 404-2 | GRI 404-3 | GRI 407-1

Workforce recognition is embedded in Cocal's corporate culture, driving talent to achieve their full potential. A strong sense of belonging reflects a workplace environment built on respect, credibility, and camaraderie, which was validated by the organizational climate survey. The assessment achieved a 78% voluntary participation rate among employees across the São Paulo hub, recording a trust index score of 84 points.

The prospect of a long-term career path motivates 69% of the workforce to project their tenure with the Company for over five years. This desire to grow alongside the business is reflected in a low employee turnover rate, which stood at 8.63% in the 2025/2026 crop year. The compensation policy supports this retention strategy through annual reviews backed by specialized consulting firms, ensuring pay equity with no gender-based distinctions.

The incentive package covers 100% of the workforce through the Target and Results Sharing Program (PMR), in addition to health and wellness benefits, transportation, meals, and insurance. This care extends to employees' families by expanding maternity leave to 180 days and paternity leave

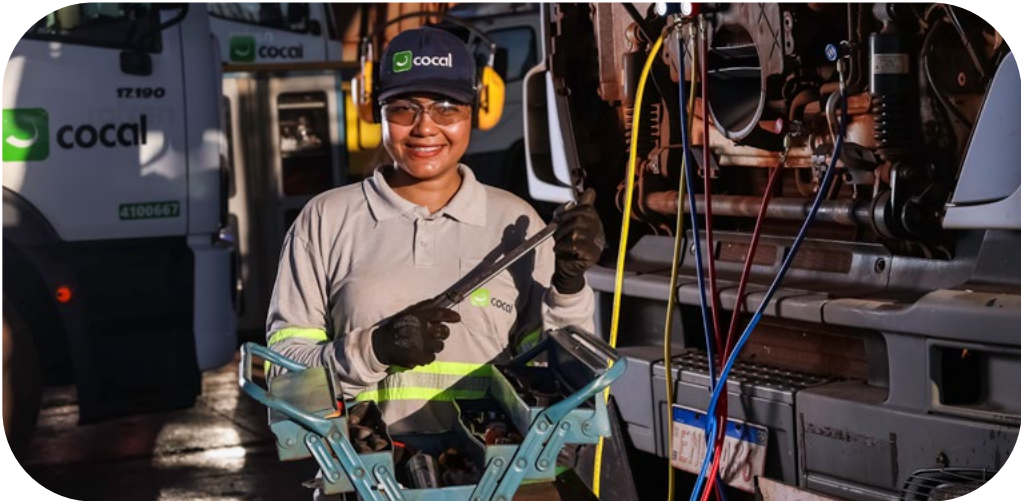
to 20 days, ensuring parental presence and quality of life during the child's first months.

In our employment practices, we respect the collective bargaining agreements applicable to each professional category and safeguard freedom of association.

Job requisitions prioritize human capital development, aligned with the corporate target of achieving 70% internal promotions. This process encompasses training and development for new roles, consulting Succession Plans, and the Development in Focus Program (which serves as an Individual Development Plan for non-managerial staff). When external talent acquisition is required, the Company drives initiatives such as job fairs, university outreach, and

broadcasting across digital, radio, and television channels, designed to expand access to opportunities and strengthen ties with local communities.

For frontline positions, the *Emprega Mais* job fair offered multiple openings across São Paulo municipalities, including Iepê, Nantes, Taciba, Paraguaçu Paulista, and Quatá. In total, 1,268 interviews were conducted, resulting in 122 hires. The selection workflow fosters closer connections between the recruitment team and candidates, humanizing the process through in-person interviews for all applicants and eliminating automated screenings via artificial intelligence (AI). Furthermore, dedicated talent acquisition campaigns were executed for the Mato Grosso do Sul plants in Passa Tempo and Rio Brilhante.





Academic partnerships and talent development

Engagement with the academic ecosystem connects new generations to the opportunities and challenges of the bioenergy sector. This collaborative effort enabled the inauguration of the Cocal TechLab at the Shunji Nishimura School of Technology (Fatec Pompeia). The facility offers a practical immersion space for students enrolled in innovation-driven programs, such as Precision Agriculture Mechanization, Intelligent Systems, and Big Data in Agribusiness. During the opening ceremony, Company professionals who graduated from the institution shared their career paths and success stories, demonstrating the impact of education and strengthening the bridge between technical training and the job market.

The pursuit of solutions capable of driving agroindustrial efficiency led the Company to participate in the Rota Inova Rural program. Cocal's innovation team partners with universities and startups to develop solutions tailored to plant challenges and build strategic initiatives focused on sustainability within the bioenergy sector. This technical knowledge exchange led Cocal to present its renewable energy solutions and demonstrate the efficiency of mechanized operations across the sugarcane value chain at the 3rd InterAgro Symposium, highlighting technology integrated into daily agribusiness.

Corporate sustainability also guided debates with the academic community during the 6th Toledo Prudente Communication and Business Conference. Speaking to Business Administration, Marketing, and Accounting students, the Company addressed the impact of ESG practices on corporate governance and presented its professional development tracks. The presentation detailed the structural framework of the internship, apprenticeship, and early-career programs, demonstrating how these entry points drive education and income generation in local communities.

At the Careers Connection event, organized by the Universidade do Oeste Paulista, engagement with young talent became even more dynamic. Conducted in a pitch-style format, the event connected the recruitment team with engineering students and professionals seeking career opportunities. This engagement strategy aligns university students with Cocal's culture, builds a robust employer brand, and supports the recruitment of qualified talent to sustain ongoing business growth.

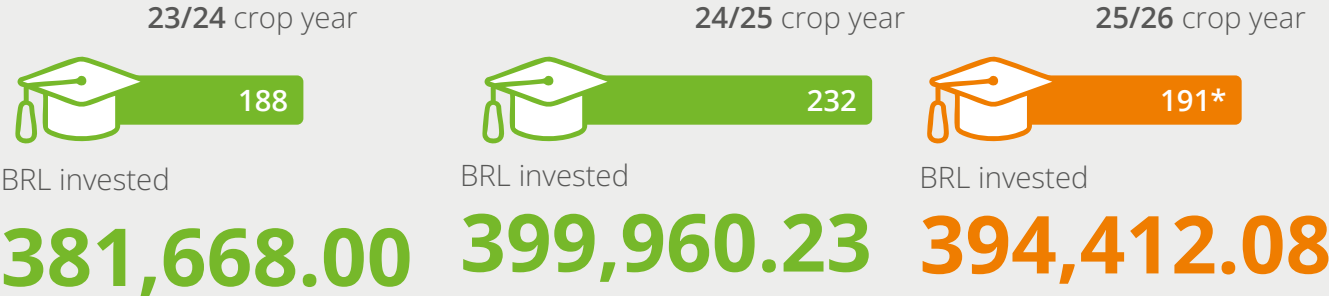
Professional development

Technical upskilling is gaining momentum through the Grow More Program, designed to qualify agricultural machinery and heavy vehicle operators by combining theory with practical mentorship.

Operational training is divided into four segments:

- **Qualification:** Long-term training programs aimed at providing comprehensive instruction in specific fields, focusing on developing internal and external talent for new roles and building a talent pipeline for future hires. Qualifications offered include: truck driver (rigid and articulated); tractor operator (haul-out and agricultural production); harvester operator; automotive maintenance assistant; and motor pump operator (community).
- **Skills enhancement:** Training sessions focused on developing and strengthening employees' technical competencies in their current roles, providing the required content to properly perform their activities.
- **Refresher training:** Periodic review and update of previously acquired knowledge, focusing on reinforcing competencies and continuously improving results.

Number of scholarships



* During the 25/26 crop year, we welcomed 42 new scholarship recipients and terminated 61 contracts, ending the cycle with 191 active scholarship recipients, 149 of whom had already participated in previous crop years.

- **Technical handover:** Theoretical and practical instructions on new technologies integrated into operations, machinery, and equipment.

A workforce qualification program is currently being structured for the industrial sector.

We provide an e-learning platform that offers a variety of learning tracks designed to support personal and professional growth across the workforce.

Collective development support is accelerating through the Feedback in Action Program, which guides monthly alignment conversations between managers and their teams. With over 101,000 recorded interactions, the tool promotes

transparent communication, bridges gaps between people, and drives higher employee engagement.

Strategic dynamics become more seamless with Face to Face, a playbook developed by the Communications department to streamline departmental dialogue and support managers in information sharing, ensuring leadership messaging is aligned and reinforcing key takeaways.

Educational support also encompasses the Scholarship Program, which subsidizes a percentage of tuition fees for undergraduate and graduate programs. The initiative incorporated a financial incentive for students at public technical schools, benefiting five employees with disbursements exceeding BRL 3,000 in 2025 to cover enrollment fees and monthly stipends.

For Cocal, developing leaders is a strategic imperative to ensure cultural consistency, safety, and sustainable results. Leadership development focused on modern management trends drove the implementation of the Cocal Academy during the 2025/2026 cycle.

The program was structured around three pillars—hard skills, soft skills, and culture—which are deployed into specific tracks for each management level: foremen, coordinators, supervisors, managers, and directors, directly linking daily challenges to the Company's strategic objectives. The initiative impacted 281 managers by combining in-person and online training sessions that addressed topics such as time management, change management, safety, leadership, people management, and the Cocal Essence. Consequently, the Cocal Academy integrates continuous learning, cultural alignment, and a forward-looking vision, strengthening a leadership pipeline capable of responding responsibly and sustainably to different contexts and business cycles.

In addition to this program, leaders participate in a performance evaluation cycle that includes the creation of an Individual Development Plan (IDP). Performance reviews are conducted using 360-degree and 270-degree methodologies for directors and managers, respectively, and 90-degree evaluations for other management tiers, broadening perspectives on the assessed professionals and driving closer alignment with current challenges.



Professionals who do not hold leadership positions receive direct support through the Development in Focus Program. Based on an annual competency assessment model, strengths and areas for improvement are identified, guiding targeted workforce development initiatives. By linking individual skills to business strategies, the program enables the creation of personalized and highly impactful growth plans, promotes targeted capacity building, and fosters self-awareness, driving the continuous advancement of the workforce.

Internal talent renewal mobilizes various corporate entry tracks. The Trainee Program offers participants the opportunity to tackle strategic challenges designed to foster innovative thinking, while Young Professionals add technical dynamism to daily operations as they are groomed for future analyst positions. New talent development is driven by the Young Apprentices Program and the Internship Program, which recently enabled the hiring of four college students following an initial onboarding and evaluation period. The partnership with the São Paulo State Government strengthened the BEEM Program, providing hands-on operational experience for ten high school students from Narandiba.



Average hours of training per employee, broken down by gender and employee category

GRI 404-1

	24/25	25/26
Male	31.60	14.69
Female	17.90	13.58
Executive Board	33.12	26.78
Management	41.23	11.82
Supervision/coordination	53.21	27.51
Foremen/operational leaders	43.07	31.31
Technical/administrative	13.95	20.61
Operational	28.94	13.44
Agricultural workers	3.48	3.60

Note: A total of 76,601 training hours were recorded.

Percentage of employees receiving regular performance and career development reviews, by gender and employee category

GRI 404-3

	24/25	25/26
Male	83.3%	89.5%
Female	65.6%	74.5%
Executive Board	100.0%	100.0%
Management	100.0%	100.0%
Supervision/coordination	100.0%	100.0%
Foremen/operational leaders	97.7%	99.3%
Technical/administrative	97.3%	92.7%
Operational	86.7%	94.0%
Agricultural workers	20.0%	9.8%

Note: At Cocal, formal performance evaluations are conducted for executive and management levels only. All other categories undergo the Feedback in Action and Development in Focus programs.





Recognizing employee career milestones built alongside Cocal guides the People of Value Program, dedicated to those completing between 5 and 30 years of service to the Company. Promoting education and family well-being drives initiatives such as Read More program, which has raffled and distributed over 318 books since its inception, and Adventure Kids, which brought together 2,757 children of employees to celebrate Children's Day across regional municipalities. We also hosted a drawing contest for employees'

children, which drew 100 participants and selected our year-end holiday card, distributed alongside Christmas gift baskets to everyone at Cocal, further bringing the Company's Essence to life.

Additionally, 300 coloring books featuring illustrations that depict Cocal's history and operational areas were distributed to employees' children aged 6 to 12. The initiative took place during the crop year-end thanksgiving service and included the children who participated in the drawing contest.

Crop year-end and new crop thanksgiving services

The traditional crop year-end thanksgiving service brought together employees, families, and an online audience via social media livestream to express gratitude for the completion of another cycle, marked by challenges and achievements, at the Paraguaçu Paulista plant. The initiative was extended to the Passa Tempo and Rio Brilhante plants, drawing over 4,000 attendees to mark a milestone of reflection and gratitude for Cocal's expansion into the state of Mato Grosso do Sul.

The 2026/2027 crop year opening celebrations were hosted at the Paraguaçu Paulista and Narandiba plants, welcoming the launch of a new cycle.



DIVERSITY AND INCLUSION

GRI 3-3 | GRI 405-1 | GRI 405-2 | GRI 406-1

The organization works to foster diversity across its operations, recognizing that a multiplicity of perspectives strengthens the business.

Within the agribusiness sector, achieving equity presents distinct challenges that the Company actively seeks to overcome. Women account for 19.0% of the current workforce, a landscape that makes expanding female representation in the fields and industrial plants an ongoing priority. To solidify this progress, the Company monitors female applicant rates in recruitment processes and actual hiring indices, ensuring female professionals find open pathways to unlock their full potential and advance their careers.

Percentage of male and female employees by job category and gender

GRI 405-1

	23/24		24/25		25/26	
	Male	Female	Male	Female	Male	Female
Executive Board	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%
Management	86.7%	13.3%	86.8%	13.2%	84.6%	15.4%
Supervision/ coordination	77.4%	22.6%	78.3%	21.7%	76.4%	23.6%
Foremen/ operational leaders	93.2%	6.8%	93.0%	7.0%	93.0%	7.0%
Technical/ administrative	68.5%	31.5%	67.7%	32.3%	64.9%	35.1%
Operational	85.6%	14.4%	85.2%	14.8%	83.5%	16.5%
Agricultural workers	63.5%	36.5%	64.3%	35.7%	65.9%	34.1%
Total	82.4%	17.6%	82.5%	17.5%	81.0%	19.0%



Percentage of employees by job category and age group

GRI 405-1

	23/24			24/25			25/26		
Age group	< 30	30-50	> 50	< 30	30-50	> 50	< 30	30-50	> 50
Executive Board	0.0%	83.3%	16.7%	0.0%	50.7%	49.3%	0.0%	56.8%	43.2%
Management	0.0%	63.3%	36.7%	0.0%	64.2%	35.8%	0.0%	67.0%	33.0%
Supervision/ coordination	9.7%	78.5%	11.8%	5.0%	82.9%	12.1%	5.0%	84.0%	11.0%
Foremen/ operational leaders	7.6%	73.8%	18.6%	7.2%	74.8%	18.0%	8.5%	73.6%	18.0%
Technical/ administrative	35.3%	59.6%	5.1%	37.8%	57.4%	4.8%	38.5%	56.7%	4.8%
Operational	25.8%	54.4%	19.8%	24.3%	54.6%	21.1%	27.3%	51.3%	21.4%
Agricultural workers	15.5%	56.6%	27.9%	10.7%	57.0%	32.3%	8.8%	55.7%	35.5%
Total	23.9%	56.5%	19.6%	22.7%	56.6%	20.7%	25.2%	53.9%	20.9%

Note: Some indicators may show minor variations due to rounding.

Number of employees by ethnicity

GRI 405-1

	23/24	24/25	25/26
White	2,909	2,897	3,031
Black	148	165	218
Brown	1,930	1,878	2,051
Asian	11	16	22
Indigenous	2	3	4
Not informed	0	0	0
Total	5,000	4,959	5,326



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

GRI 405-1

		24/25	25/26
		Total remuneration (%)	
Executive	Superintendency	-	-
	Executive Board	-	-
Management	Management I	98%	90%
	Management II	-	-
Supervision		101%	109%
Coordination		114%	100%
Foremen		103%	103%
Operational leaders		103%	141%
Technical/administrative		87%	92%
Operational	Operational I	88%	91%
	Operational II	83%	86%
	Assistants	97%	97%
Agricultural workers		89%	88%

There were no incidents of discrimination during the 25/26 crop year. GRI 406-1



Integration and inclusion

"I began my career at the Narandiba laboratory, and during my nearly 15 years at Cocal, I had the opportunity to become the first woman to lead juice treatment operations in Paraguaçu Paulista and, more recently, to coordinate the COI. Female representation drives fresh perspectives and innovation across the Company. We combine sensitivity and empathy in caring for people with the strength and emotional intelligence required to lead our operations consistently."

Adriana de Souza Vericimo | Industrial Operations Center
(IOC) Coordinator

Technical qualification serves as a catalyst for career growth for these women. Cocal offers customized training programs for women, preparing new female operators to drive tractors and agricultural trucks. During the 2025/2026 crop year, the program trained 72 women, resulting in the direct promotion of 7 professionals. This upward mobility in field operations has generated tangible impacts on the quality of life of female employees and their families. Commitment to well-being is also reinforced by the Corporate Citizen Program, which extends maternity leave to 180 days and paternity leave to 20 days, promoting family integration and care within the household.

Fostering representation takes the form of ongoing initiatives focused on engagement and recognition. The Company structures annual campaigns dedicated to International Women's Day, with initiatives that value female leadership across operational and administrative areas. During the 2025/2026 crop year, the March agenda launched the "Presence That Inspires" campaign, in celebration of International Women's Day, observed on March 8. To recognize the positive impact of female presence, the Company hosted a special "Face to Face" event—emphasizing that every professional possesses a unique talent in the fields, industrial plants, or offices—and distributed travel pouches with personal care items. This engagement connects to safe spaces for dialogue and shared experiences. To complement awareness efforts, the brand launched an exclusive podcast to discuss combating workplace and sexual harassment both inside and outside its plants.



A welcoming culture also encompasses accessibility and educational support within the facilities. Management provides training tailored to professionals with hearing impairments, supported by Brazilian Sign Language (Libras) interpreters. This inclusive translation was featured at recent institutional events, such as the inauguration of the biomethane plant in Paraguaçu Paulista and the crop year-end thanksgiving services.

The Human Resources division dedicates special attention to semi-literate employees. The team provides respectful guidance to assist with text comprehension and clarify questions, fostering autonomy, personal development, and respect for all individuals.

Fostering environments suited to welcoming new talent guided the launch of the Impact Journey project in early 2026. The initiative concentrates efforts on promoting diversity, equity, and inclusion, with an emphasis on integrating people with disabilities (PwDs) into operations at Paraguaçu Paulista and Narandiba. The scope encompasses conducting a thorough social assessment by the second half of the year, aiming to identify opportunities and recommend the necessary physical adaptations in the workplace. This assessment guides Cocal toward reducing inequalities and building a productive ecosystem that effectively integrates all professional backgrounds.





OCCUPATIONAL HEALTH AND SAFETY

GRI 3-3 | GRI 403-1 | GRI 403-2 | GRI 403-3 | GRI 403-4 | GRI 403-5 | GRI 403-6 | GRI 403-7 | GRI 403-8 | GRI 403-9 | GRI 403-10

A profound respect for life guides all of the Company's operational activities. The Safety First Program structures a management system that strictly complies with regulatory requirements and covers all employees and service providers across the agricultural, industrial, and administrative sectors.

Daily risk mitigation takes tangible form through the Golden Lives initiative, which focuses on embedding standards of conduct organized around five pillars: safe behavior, risk assessment and management, environmental protection, responsible leadership, and relations with partner companies. Throughout this journey, the golden rules serve as inviolable guidelines for collective and individual protection.

Proactive communication is supported by digital platforms to reach the entire workforce. The *Cocal Conecta* app streamlines the routine dissemination of preventive information, guiding Daily Safety Talks (DDS) within production areas and integrating the Golden Report Channel, a confidential safety hotline for reporting any situation that poses a hazard. During the crop year, 482 reports were logged through this confidential channel, reinforcing the culture of prevention and workforce engagement in risk identification and mitigation.

Artificial intelligence (AI) is integrated into this protective network through telemetry systems and interactive cameras installed across light and heavy vehicle fleets. This technology monitors driver behavior, detects signs of fatigue, and issues real-time audible alerts, significantly reducing the probability of severe injuries. All Cocal vehicles display the designated speed limits for the roads on which they operate. Shift handovers are also monitored, forming part of a technological framework that safeguards the well-being of the people who drive the Company forward.

Rigorous process observation translates safety theory into sound field practice. The Occupational Safety and Environment team conducts monthly inspections across various worksites, accompanied by department managers, to map hazards and correct procedural deviations. The STOP methodology (Safety Observation Training Program) encourages leaders to conduct formal, planned safety observations to prevent injuries resulting from unsafe acts in field, industrial, and office environments. In all, 61,003 STOP safety observations were recorded. This continuous oversight is further strengthened by the Internal Commission for Accident and

Our health and safety management system reaffirms that the life and physical integrity of our people always come first. No task is so urgent that it justifies exposing the workforce to hazards, guaranteeing all individuals the right to refuse or halt work whenever safety is not fully assured.

Harassment Prevention (CIPAA), which represents employees and actively participates in incident investigations and corrective action planning through monthly collaborative meetings.

The Occupational Risk Management Program (PGR) guides hazard identification, occupational risk assessment, and the definition of controls, following a structured hierarchy that prioritizes eliminating or substituting the hazard source. Next, engineering controls and administrative procedures

are implemented, followed by the proper use of personal protective equipment (PPE) as the final layer of protection. For routine tasks, Work Instructions are utilized, addressing existing hazards and providing the guidelines and controls necessary to execute tasks safely. Conversely, non-routine and highly complex activities require the formal issuance of a Work Permit, ensuring all preventive measures are enforced before operations begin.

In the event of a high-potential incident, a multidisciplinary team investigates the occurrence to identify the root cause and structure action plans, which are subsequently presented to the Steering Committee to ensure total transparency and prevent recurrence.

Continuous KPI monitoring benchmarks the effectiveness of the safety management system and drives the operational adjustments required to achieve the target of zero lost-time injuries. The Company rigorously tracks the frequency and severity rates of both lost-time and non-lost-time incidents, alongside the count of safe operating days. This assessment is strengthened by the Safe Practice Index (IPS), a management tool that measures, as a percentage, workforce adherence to health and safety standards during task execution. An improvement in the IPS within a specific area demonstrates an elevated level of safety awareness and discipline within that team.

This consolidated overview also integrates the count of preventive interventions from the STOP methodology, the volume of notifications in the Golden Report Channel, and the progress of action plans, delivering a reliable data snapshot that guides managers in the daily protection of their teams.



Strengthening the culture of prevention drives the organization of the Internal Workplace Accident Prevention Week (SIPAT). Under the theme “Safety Is a Daily Commitment,” the 2025/2026 crop year edition was structured into distinct thematic sessions. The Well-being Session promoted initiatives focused on workforce health and quality of life, featuring the distribution of informational materials, blood pressure screenings, bioimpedance testing, and an interactive fender-blender bike to encourage healthy habits. The Safety Session reinforced proper team preparedness against operational risks through Daily Safety Talks (DDS) and targeted emergency response guidelines.

The Company also recognizes managers' commitment to safeguarding physical integrity through distinctive badges. The program designates leaders who log zero lost-time or non-lost-time injuries as "World-Class," and those who maintain their sectors free of lost-time injuries as "Class A." At the conclusion of the current production cycle, 352 managers were classified as "World-Class" and 34 were recognized as "Class A."

The crisis response framework supports this culture of care by providing monthly training sessions and rigorous drills to ensure that the Emergency Brigade can deploy rapidly in the event of fires, confined-space rescues, or incidents involving venomous animals.

The collective commitment to safety has driven historic milestones across industrial plants. The Paraguaçu Paulista plant achieved the milestone of 2,000 days without lost-time injuries, consolidating nearly five and a half years of teams returning safely to their homes. The Company celebrated this achievement with a special breakfast, featuring the presentation of commemorative aprons to the workforce.

The Narandiba operation sustained its track record of excellence, surpassing three consecutive years without any lost-time injuries. Inspired by this culture of care, the Mato Grosso do Sul plants in Passa Tempo and Rio Brilhante began tracking safe operating days in December 2025, fully integrating into the business's preventive model.

The continuous promotion of physical and mental well-being guides the work of the Company's multidisciplinary occupational medicine team. Occupational physicians, nurses, and nursing technicians provide first-aid care and ongoing support at the plants, which feature ambulances available 24 hours a day. The Occupational Health Medical Monitoring Program (PCMSO) guarantees 100% coverage for workforce medical examinations, aligning regulatory guidelines with the risks associated with each activity.

Facilitating access to this care drove the implementation of a mobile occupational health clinic during the crop year. The specialized vehicle traveled across the Company's four plants in the states of São Paulo and Mato Grosso do Sul, conducting laboratory testing, audiometries, and chest X-rays directly at the worksites. The initiative optimized team routines, eliminating the need to travel to urban centers and accelerating the early detection of potential risk factors.



Preventive care extends beyond corporate boundaries through the free provision of mammograms, Pap smears, and PSA tests for men over 40, alongside periodic vaccination campaigns. To expand the reach of these messages, Cocal utilized the CocalCast to produce special episodes dedicated to the Pink October and Blue November campaigns, making expert knowledge accessible to the workforce and local communities.

In the edition dedicated to women's health, a panel with guest experts demystified breast cancer and reinforced the importance of early detection. The program highlighted that annual mammograms starting at age 40 and frequent self-examinations constitute essential protective habits. The core message shared in the episode underscored that prevention should not be limited to a single month of the year, reminding listeners that to take proper care of both family and work, women must prioritize their own health.

Candid dialogue also guided the episode focused on men's health, which featured a urologist to break down taboos surrounding prostate health. The conversation clarified doubts regarding warning signs, lifestyle influences, and the critical importance of overcoming prejudice when seeking medical care. The reflection prompted by the initiative demonstrated to the workforce that undergoing preventive screenings is, fundamentally, an act of care, responsibility, and commitment to their own longevity and to those around them.

Daily routines are supplemented by workplace stretching exercises and ergonomic guidelines shared during DDS sessions and through digital training modules. This support framework is reinforced by the practical execution of the Hearing Conservation Program, the Respiratory Protection Program, and the Ergonomics Management Program.

The consolidation of these efforts ensures the continuous update of the Occupational Health Clearance (ASO) and proves that the business's operational growth moves hand in hand with the preservation of life.

Number and rate of work-related injuries for employees and workers who are not employees

GRI 403-9

	23/24			24/25			25/26		
	Employees	Workers who are not employees	Total	Employees	Workers who are not employees	Total	Employees	Workers who are not employees	Total
Total man-hours worked	9,011,682	5,818,560	14,830,242	9,018,775	2,603,334	11,622,109	8,631,657	2,862,291	11,493,948
Number of recordable work-related injuries	3	2	5	16	1	17	17	2	19
Rate of recordable work-related injuries	0.33	0.34	0.34	1.77	0.38	1.46	1.97	0.70	1.65
Injury severity rate	0.00	0.00	0.00	0.00	2.69	2.69	0.00	2.45	2.45

Note: During the analyzed period, there were no cases of work-related ill health or fatalities (GRI 403-10), nor high-consequence work-related injuries among employees and workers who are not employees. Injury rate = number of recordable work-related injuries ÷ number of hours worked x 1,000,000. Severity rate = number of lost days ÷ number of hours worked x 1,000,000.



COMMUNITY RELATIONS AND ECONOMIC INCLUSION

GRI 3-3 | GRI 203-2 | GRI 413-1

A steadfast commitment to the development of local communities has guided Cocal's operations since its inception. The Social Relations department is integrated into the Environment, Health, Safety, and Social (EHS&S) management team, structuring initiatives aimed at promoting well-being, supporting families, and driving community engagement. Strengthening this bond accelerates through the All Together Program, which brings families closer to the daily production routine. The initiative provides a firsthand experience within operations, allowing family members and friends to understand the work performed and each employee's role in building a sustainable future.

Corporate citizenship guided the allocation of BRL 580,000 to social, educational, cultural, and sports initiatives throughout the 2025/2026 crop year. This support follows the guidelines of the Donations and Sponsorships Policy, which governs project selection and the transparent allocation of funds.

For another consecutive year, Cocal earned the Child-Friendly Company recognition awarded by the Abrinq Foundation. The partnership, sustained since 2018, validates the rigorous combat against child labor across the value chain and reflects direct positive impacts generated for numerous children and adolescents.

Sports and the arts drive transformation across the Golden Youth and Musical Manor projects, which received combined funding exceeding BRL 541,000. The Musical Manor project delivered choral singing, dance, guitar, theater, and marching band workshops to 495 students across the municipalities of Narandiba, Iepê, and Paraguaçu Paulista. In the sports arena, judo and karate classes supported 160 young people. The impact of this program materialized during the 5th Narandiba Karate Cup, which brought together over 100 students from the Athletes of the Future Project in organized Kumite and Kata competitions, fostering discipline, self-confidence, and personal excellence on the mat.





Preparing for future challenges drove the allocation of tax-incentive funds to the Narandiba Municipal Fund for Children and Adolescents to enable the Digital Youth Project. The initiative provided 47 high school students from the Professora Takako Suzuki State School with a free computer literacy course. The knowledge shared across 24 classroom hours delivered a secure introduction to computer systems, internet browsing, and digital inclusion—essential structural tools for youth entering the job market.

Women’s empowerment guided the second edition of the Life and Career Project, executed in partnership with Alicerce Educação. The initiative offered free, exclusive training for female residents of the municipalities of Paraguaçu Paulista, Narandiba, and Iepê who held no employment ties with Cocal. The selection process attracted 303 applicants for the 80 available openings. The four-month program encompassed business writing, mathematics, and life planning classes, graduating 69 female students. The project’s impact extended far beyond the classroom, resulting in the direct hiring of 24 participants into the Company’s workforce.



Cocal also sponsored training in agricultural maintenance mechanics for youth aged 18 to 22 from the municipalities of Narandiba, Tarabai, and Pirapozinho. Featuring a 1,600-hour workload, the program reinforces the Company's commitment to driving sustainable development across the communities where it operates.

Another key initiative was the distribution of 340 blankets during low-temperature months to social support departments across seven São Paulo municipalities, including Paraguaçu Paulista and Taciba, and the municipality of Porecatu in Paraná. The Company also provides continuous support to regional healthcare by donating electricity to local hospitals.

On the cultural front, Cocal's 45th-anniversary celebrations featured the sponsorship of the *A Caminho do Interior* project, which brought the free performance *Nessun Dorma*—a tribute to Italian opera and tenor Luciano Pavarotti—to theaters in western São Paulo. The initiative democratized access to art and drew a total audience of 1,600 spectators across performances in Presidente Prudente, Assis, Paraguaçu Paulista, Pedrinhas Paulista, and Palmital.

Income generation consolidates corporate responsibility across Cocal's operational regions.

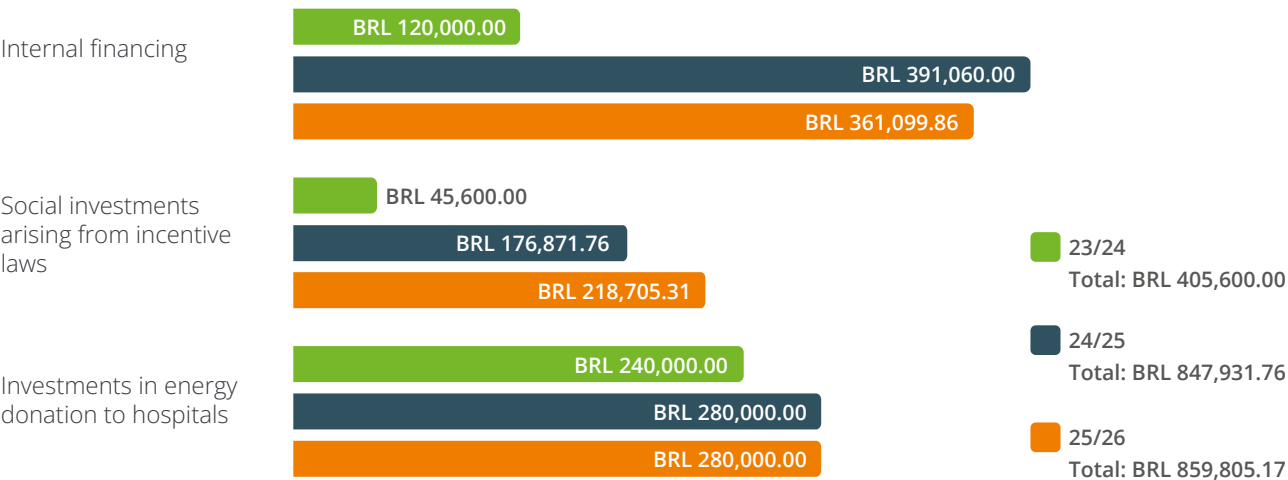
A strategic preference for local suppliers and the provision of free vocational training programs stimulate the economy, empower residents for new opportunities, and generate jobs within the Company itself. The impact of this presence resulted in the collection of approximately BRL 7.2 million in municipal taxes during the last cycle, funds allocated to the maintenance of local public services. To ensure robust relations with local communities, Cocal maintains various feedback channels, including its Ethics Hotline and social media.

In early 2026, Cocal joined forces on the Conecta Copersucar project, executed in partnership

with its member plants and the *De Olho No Material Escolar* Association. The initiative aims to build bridges of knowledge between the academic environment and the realities of the bioenergy sector, targeting high school students and teachers as its primary audience.

The strategic planning encompasses capacity building for educators, guided student tours of the plant facilities, and the development of scientific projects in the classroom. The top academic works will be featured on Agroteca, the association's virtual library, driving the dissemination of best practices and technical research within the country's interior.

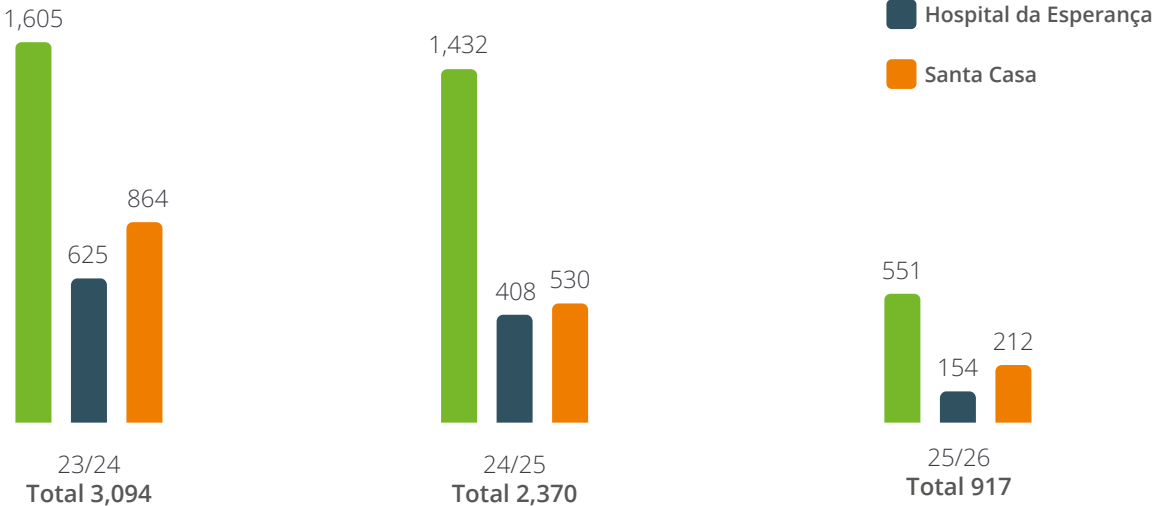
Investment in social projects (BRL)





During the 2025/2026 crop year, Cocal sustained its electricity donations to regional healthcare institutions. Due to the significant increase in energy prices during this period, a reduction in the volume (MWh) donated was recorded. However, the total financial allocation remained unchanged, ensuring the continuity of these social initiatives.

Electricity donations to regional hospitals (MWh)



GRI content index





Statement of Use	Cocal has reported in accordance with the current GRI Standards for the period from April 1, 2025 to March 31, 2026.
GRI 1	GRI 1: Foundation 2021
Applicable GRI Sector Standard	GRI 13: Sector Standard for Agriculture, Aquaculture and Fishing 2022

GRI standard	Disclosure	Location	Omission			GRI Sector Standard
			Requirement	Reason	Explanation	
GRI 2: General Disclosures 2021	2-1 Organizational details	p.4 , p.11 , p.47				
	2-2 Entities included in the organization's sustainability reporting	p.4				
	2-3 Reporting period, frequency and contact point	p.4				
	2-4 Restatements of information	p.4 , p.57 , p.78				
	2-5 External assurance	p.4 . No external assurance was conducted.				
	2-6 Activities, value chain and other business relationships	p.14 , p.16 , p.22 , p.23 , p.24 , p.25 , p.77				
	2-7 Employees	p.104 , p.105 , p.106				
	2-8 Workers who are not employees	p.104				
	2-9 Governance structure and composition	p.47				
	2-10 Nomination and selection of the highest governance body	p.47				
	2-11 Chair of the highest governance body	p.47				
	2-12 Role of the highest governance body in overseeing the management of impacts	p.52				
	2-13 Delegation of responsibility for managing impacts	p.52				
	2-14 Role of the highest governance body in sustainability reporting	p.4				
	2-15 Conflicts of interest	p.47 , p.51				
	2-16 Communication of critical concerns	p.52				
	2-17 Collective knowledge of the highest governance body	p.52				
	2-18 Evaluation of the performance of the highest governance body	p.50				
	2-19 Remuneration policies	p.47 , p.50				
	2-20 Process to determine remuneration	p.50				



GRI standard	Disclosure	Location	Omission			GRI Sector Standard
			Requirement	Reason	Explanation	
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	p.50				
	2-22 Statement on sustainable development strategy	p.6				
	2-23 Policy commitments	p.34 , p.53				
	2-24 Embedding policy commitments	p.34 , p.53 , p.58				
	2-25 Processes to remediate negative impacts	p.54				
	2-26 Mechanisms for seeking advice and raising concerns	p.54				
	2- 27 Compliance with laws and regulations	p.51				
	2-28 Membership associations	p.45				
	2-29 Approach to stakeholder engagement	p.42				
	2-30 Collective bargaining agreements	p.50				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p.32				
	3-2 List of material topics	p.32				
Social pillar						
Material topic: Employment practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.107				13.20.1 / 13.18.1
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p.107				-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	p.107				-
GRI 404: Training and Education 2016	404-1 Average hours of training per year, per employee	p.107 , p.111				-
	404-2 Programs for upgrading employee skills and transition assistance programs	p.107				
	404-3 Percentage of employees receiving regular performance and career development reviews	p.107 , p.111				-
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	p.107				13.18.2



GRI standard	Disclosure	Location	Omission			GRI Sector Standard
			Requirement	Reason	Explanation	
Material topic: Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.118				13.19.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p.118				13.19.2
	403-2 Hazard identification, risk assessment, and incident investigation	p.118				13.19.3
	403-3 Occupational health services	p.118				13.19.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	p.118				13.19.5
	403-5 Worker training on occupational health and safety	p.118				13.19.6
	403-6 Promotion of worker health	p.118				13.19.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p.118				13.19.8
	403-8 Workers covered by an occupational health and safety management system	p.118				13.19.9
	403-9 Work-related injuries	p.118 , p.121				13.19.10
	403-10 Work-related ill health	p.118				13.19.11
Material topic: Diversity and inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.113				13.15.1
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p.113 , p.114 , p.115				13.15.2
	405-2 Ratio of basic salary and remuneration of women to men	p.113				13.15.3
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p.113 , p.115				13.15.4
Relevant topic: Community relations and economic inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.122				13.12.1/ 13.22.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	p.122				13.12.2
	413-2 Operations with significant actual and potential negative impacts on local communities	No negative impacts were identified on the communities surrounding the operations.				13.12.3



GRI standard	Disclosure	Location	Omission			GRI Sector Standard
			Requirement	Reason	Explanation	
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	p.122				13.22.4
Additional recommendations for the industry	Describe the measures taken to support the economic inclusion of farmers and their communities, and the effectiveness of those measures.	p.68 , p.124				13.22.1
Environmental pillar						
Material topic: Circular economy						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.70				13.8.1
Material topic: Waste management						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.72				13.8.1
	306-1 Waste generation and significant waste-related impacts	p.72				13.8.2
	306-2 Management of significant waste-related impacts	p.72				13.8.3
GRI 306: Waste 2020	306-3 Waste generated	p.72 , p.73				13.8.4
	306-4 Waste diverted from disposal	p.72 , p.73				13.8.5
	306-5 Waste directed to disposal	p.72 , p.73				13.8.6
Material topic: Renewable energy and greenhouse gas (GHG) emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.75				13.1.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p.75 , p.77				-
	305-1 Direct (Scope 1) greenhouse gas (GHG) emissions	p.75 , p.78 , p.79 , p.80				13.1.2
	305-2 Energy indirect (Scope 2) GHG emissions	p.75 , p.78 , p.80				13.1.3
	305-3 Other indirect (Scope 3) GHG emissions	p.75 , p.78 , p.80				13.1.4
	305-4 GHG emissions intensity	p.75 , p.79 , p.80				13.1.5
GRI 305: Emissions 2016	305-5 Reduction of greenhouse gas (GHG) emissions	p.75				13.1.6
	305-6 Emissions of ozone-depleting substances	-		Information not available.	Ozone-depleting substances (ODS) accounting is not performed.	13.1.7
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-		Information not available.	Data not available.	13.1.8



GRI standard	Disclosure	Location	Omission			GRI Sector Standard
			Requirement	Reason	Explanation	
Additional recommendations for the industry	When reporting gross direct GHG emissions (Scope 1) in metric tons of CO ₂ equivalent, include emissions resulting from land-use changes.	p.81				13.1.2
Additional recommendations for the industry	When reporting other gross indirect GHG emissions (Scope 3) in metric tons of CO ₂ equivalent, include emissions resulting from land-use changes.	Cocal's Scope 3 does not account for emissions resulting from land-use changes, as 98% of the sugarcane crushed comes from its own fields.				13.1.4
Material topic: Climate adaptation and resilience						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.86				13.2.1
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	p.86				13.2.2
Additional recommendations for the industry	Describe the climate change scenarios used to identify the risks and opportunities posed by climate change.	p.87				13.2.3
Material topic: Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.88				13.7.1
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	p.88				13.7.2
	303-2 Management of water discharge-related impacts	p.88				13.7.3
	303-3 Water withdrawal	p.88 , p.89				13.7.4
	303-4 Water discharge	p.88 , p.89				13.7.5
	303-5 Water consumption	p.88 , p.89				13.7.6
Material topic: Ecosystem and biodiversity conservation						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.90				13.3.1 / 13.4.1
GRI 101: Biodiversity 2024	101-1 Policies to stop and reverse biodiversity loss	p.90				13.3.2
	101-2 Management of biodiversity impacts	p.90 , p.92				13.3.3
	101-5 Locations with biodiversity impacts	p.90				13.3.6



GRI standard	Disclosure	Location	Omission			GRI Sector Standard
			Requirement	Reason	Explanation	
Material topic: Soil health and agricultural input utilization						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.94				13.5.1/ 13.6.1
Additional recommendations for the industry	Describe the soil management plan, including: - a link to this plan, if publicly available; - the primary identified threats to soil health and a description of the soil management practices utilized; - the approach to input optimization, including the use of fertilizers.	The soil management plan is not publicly available. Information regarding management practices is available on p.94 .				
Additional recommendations for the industry	Describe the organization's pest management plan, including the rationale for pesticide use, the complementary practices adopted, the measures implemented to prevent and mitigate the impacts of highly hazardous substances, and initiatives to substitute them with less hazardous alternatives. Describe also the training provided to workers on pest management and safe pesticide application, as well as initiatives to continuously optimize these practices.	p.94 to p.99				
Governance pillar						
Material topic: Corporate governance, ethics and compliance						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.47				13.26.1
	205-1 Operations assessed for risks related to corruption	p.53				13.26.2
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	p.57				13.26.3
	205-3 Confirmed incidents of corruption and actions taken	p.56				13.26.4
Material topic: Innovation and technology						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.59				-
Material topic: Value chain traceability						
GRI 3: Material Topics 2021	3-3 Management of material topics	p.67				13.23.1 / 13.16.1 / 13.17.1
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p.67				13.17.2
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p.67				13.16.2



Material topics of the GRI sector standard determined as non-material		GRI Sector Standard
Topic	Explanation	
Food security	There are no impacts, because Cocal products are not part of the Brazilian basic food staples.	13.9
Food safety	Not applicable.	13.10
Animal health and welfare	There are no impacts because there are no animals in the operations.	13.11
Land and natural resource rights	There are no impacts, as there are no land-use conflicts.	13.13
Rights of Indigenous Peoples	There are no impacts, because there are no indigenous lands nearby.	13.14
Subsistence income and living income	The topic needs to gain maturity within the Company.	13.21
Public policies	There are no impacts, because Cocal is not involved in public policies.	13.24
Anti-competitive behavior	There is no unfair competition in the sector.	13.25



CREDITS

Produced by: Cocal

Report Coordination:

Lara Sabione M. F. Francischetti
ESG Coordinator

Jaqueline Carvalho Bueno
Communications Supervisor

Support team:

Natália Paulucci Ribeiro
ESG Analyst

Anne Honami Abe
Communications Analyst

Joyce Evangelista dos Santos
Communications Analyst

Gabriel Moreira Iorio
Communications Analyst

Illustrations (pages 17, 70, and 101)
Fábio Nienow

Photos: Cocal archives

Developed in accordance with GRI Standards by:

Bridge3 Soluções e Educação em ESG – GRI
and IFRS Training Center in Brazil, 2026

Lead Consultants
Daniela Manole, Amanda Carbone,
and Sonia Coutinho/Bridge3

Assistant Consultants
Nathalia de Sousa Motta, Mariana Mendes
Madureira, and Thais Watanabe/Bridge3

Copywriter
Thays Garcia/Bridge3

Graphic Design
Alessandro Ziegler/Bridge3

Desktop Publishing & Infographics
Claudia Ranzini and Eliane Otani/Bridge3

Portuguese Proofreader
Alessandra Sevilla/Bridge3

Translation into English
Graziella Gallo/Bridge3

Editorial Manager
Eliane Otani/Bridge3

