

SUSTAINABILITY

Report

2025



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President Message

GRI 2-22

We are pleased to present our 2025 Sustainability Report, a cycle that reaffirmed Cocamar's strength and resilience. Even in the face of climate challenges that impacted the 2024/25 soybean harvest, we achieved revenues of BRL 11.571 billion – a 9.2% increase that enabled the distribution of BRL 202 million in surplus earnings and benefits to our members. This performance demonstrates that, in adverse scenarios, cooperativism is strengthened as a driver of resilience and prosperity in the agricultural sector.

During this period, we accelerated our expansion with the operations in Mato Grosso and by beginning the construction of a modern crushing plant in Maringá, expected to start its operations in 2027. These investments support our goal of reaching BRL 25 billion in revenue by 2030, in line with the new strategic planning

defined with our members and employees. Furthermore, the update of our materiality matrix reinforces our commitment to integrate ESG strategy into our business, while maintaining a focus on the United Nations Sustainable Development Goals.

The initiatives described in these pages demonstrate that innovation and responsibility are the pillars that keep us at the forefront of the agribusiness sector. With a renewed commitment to strengthening cooperative practices, we continue to transform challenges into progress and to cultivate an increasingly fair and sustainable society.

Sincerely,

Divanir Higino

Executive President,
Cocamar Agroindustrial Cooperative



SDGS CORRESPONDING TO THIS CHAPTER:



**COOPERATIVE PRINCIPLES:
EDUCATION, TRAINING, AND INFORMATION**

01 Presentation

About the Report

GRI 2-2, 2-3, 2-14



For questions, suggestions, or additional information about this Sustainability Report, please contact the Cocamar Sustainability team: **sustentabilidade@cocamar.com.br**

Cocamar Cooperativa Agroindustrial publishes its **Sustainability Report** for the period from January 1 to December 31, 2025. This document provides a clear, organized overview of the cooperative's economic, social, environmental, governance performance and your business units.

The report follows the widely recognized **Global Reporting Initiative (GRI)** Standards, including the **GRI 13 Sector Standard** for Agriculture, Aquaculture, and Fishing. It also aligns with the United Nations (UN) **Sustainable Development Goals (SDGs)** and reflects **principles of cooperation**.

The reporting process demonstrates our increasing governance maturity, involving several cooperative departments that gather, verify, and compile data. The Sustainability team oversees this process, ensuring a consistent methodology and information traceability. The Executive Board reviews and approves the final content, reinforcing our institutional commitment to transparency and stakeholder accountability.

The following pages show the results of Cocamar Cooperativa Agroindustrial, its subsidiaries, and business units, including Cocamar Transportes, Cocamar Máquinas Agrícolas, Instituto Cocamar,

Cocamar Administradora de Bens, Cocamar Seguros, TRR Cocamar, and Cocamar Postos de Combustíveis. This offers a comprehensive and consolidated view of the group's performance.

How to Read This Report

Throughout the document, you will see:

→ SDG icons corresponding to each chapter

→ The relationship between the covered topics and the Cooperative Principles

→ References to GRI indicators in each section

GRI X-XX

→ A comprehensive GRI indicator index is included at the end of the report.

Follow Cocamar on our official channels:

Website:

www.cocamar.com.br

www.lojacocamar.com.br

Social media:

Corporate LinkedIn:

Instagram: @cocamarcooperativa

Cocamar Alternative Channel:

Official Cocamar Cooperativa

Agroindustrial Page:

www.facebook.com/cocamarcooperativa/

About Cocamar

GRI 2-1, 2-6

Cocamar Cooperativa Agroindustrial is a limited liability cooperative located in Maringá, Paraná (PR). Since its founding on March 27, 1963, the organization has been operating for over sixty years, reinforcing its role as a vital link between its members' agricultural produce and both domestic and international markets.

Cocamar operates in 90 municipalities across five Brazilian states: Paraná, São Paulo, Mato Grosso, Mato Grosso do Sul, and Goiás. In 2025, the structure consisted of 16 units. Currently this number has reached 124 units, including grain-receiving and processing facilities, industrial parks, agricultural input stores, and agricultural machinery dealerships. This network ensures proximity to cooperative members and efficient logistics throughout its operations.



By adopting a business model focused on vertical integration and value addition, Cocamar has become a leader in national cooperativism over the years—the cooperative blends tradition and innovation to support its more than 20,000 members.

Cocamar conducts its governance and activities in accordance with the Brazilian Civil Code and Law No. 5,764/1971, which establishes the National Cooperative Policy. The seven international cooperative principles guide its management.

In Maringá, the cooperative runs one of the largest and most diverse industrial parks in Brazilian cooperativism. It processes members' products from various value chains, including food, agricultural inputs, and other industrial sectors.



MISSION

Create value for our members while maintaining the cooperative's sustainability.



VISION

Increase profits sustainably



VALUES

Safety, integrity, people, efficiency, and sustainability.

Cooperativism

The strength of cooperativism drives Cocamar. Guided by the Seven Universal Principles established by the International Cooperative Alliance (ICA), we build our path daily on values that extend beyond our business model and become a way of life.

Where there is a cooperative, growth follows. We strengthen the local economy, promote education, boost employability, and support sustainable practices. This way of life is rooted in trust and solidarity; it transforms relationships, values hard work, and helps build fairer, more resilient, and prosperous communities.

Cooperativism that
drives Cocamar:
when “we” leads,
development happens.



The 7 Principles in Practice:

1

Voluntary and Open Membership:

We maintain an inclusive membership structure free of barriers or discrimination. Joining only requires individuals to accept the responsibilities that come with cooperative membership.

2

Democratic Member Control:

Members participate in democratic management at the Annual General Meeting, our top decision-making body, where each member has an equal vote. This process guarantees that our business direction and the distribution of results accurately reflect our collective interests.

3

Member Economic Participation:

Members actively participate in decisions regarding the distribution of financial results. During the 2025 cycle, they approved allocating a portion of the surplus to support 16 charitable organizations across four states where the cooperative operates.

4

Autonomy and Independence:

We manage our relationships with the market and public authorities to maintain the cooperative's strategic independence and democratic control, always in accordance with our Corporate Governance Manual.

5

Education, Training, and Information:

We consistently invest in both human and technological development. This commitment is demonstrated through initiatives like Safratec, which emphasizes innovation, and our corporate university, Unicocamar.

6

Cooperation among Cooperatives:

In practice, this principle distinguishes the cooperative model from other market sectors by emphasizing mutual support among cooperatives. The União Solidária (Solidarity Union) campaign, carried out in partnership with Instituto Dexis, serves as a great example. In 2025, this initiative raised over BRL 7 million for more than 500 institutions, positively impacting over 360,000 lives.

7

Concern for Community:

The cooperative supports the sustainable development of its host communities. Members personally approve the policies and initiatives that guide this effort, strengthening our commitment to collective well-being and regional growth.

Business Model

GRI 2-6

Cocamar operates in a fully integrated way across the entire agribusiness value chain. Strategic pillars aligned with our long-term plans support these operations. Our business model smoothly connects the supply of technological packages with agro-industrial transformation and sales. This method ensures value is created from the field directly to the end customer.

The cooperative and its seven affiliated companies make up our organizational structure. These include Cocamar Transportes, Cocamar Máquinas Agrícolas, Instituto Cocamar, Cocamar Administradora de Bens, Cocamar Seguros, TRR Cocamar, and our fuel stations. Together, they form a strong ecosystem that combines production, industry, services, and the market.



Business Verticals

Grains and Inputs



Main Activities and Products

Provides complete technological packages (seeds, fertilizers, crop protection products), specialized technical assistance, and precision agriculture; receives, processes, and commercializes soybeans, corn, wheat, and coffee.



Market Focus

Fosters member production and trades commodities (B2B and exports).



**Business
Verticals**



Main Activities and Products



Market Focus

**Industrial
Ecosystem
(Agroindustry)**

Crushes soybeans, refines oils, and treats wood; produces soy-based biodiesel and textile yarns; manufactures animal feed and mineral supplements; operates the ARLA 32 (DEF - Diesel Exhaust Fluid) plant to reduce logistics emissions; produces fertilizers and biological inputs.

Targets the Industry and Energy sectors (B2B).

Food and Retail

Produces and commercializes refined oils, coffees, flours, sauces, meats, mayonnaises, nectars, and soy-based beverages.

Supplies the consumer market (B2C and supermarket retail).

**Services,
Insurance, and
Logistics**

Offers insurance and credit protection, helping mitigate producer risks; sells agricultural machinery (Cocamar Máquinas – a John Deere dealership); provides transportation and fueling services through Cocamar Transportes and TRR.

Delivers operational support and risk management.

Highlights



Located in
90 Brazilian
municipalities

20+ thousand
cooperative
members

BRL **200**
million
in surplus paid to
cooperative members

BRL **11,571**
million in revenue



BRL 6,773
million
invested in social 

Allocated to
502
entities

41,5
tons of food were
donated

BRL 1,066
million
in retail revenue 

BRL 2,666
billion
in agricultural
inputs revenue 

BRL 1,116
million
in fuel revenue 

2,7 million
tons of storage
capacity 



Opening of the Água Boa Facility (State of Mato Grosso)

In 2025, Cocamar opened its largest operational facility in Água Boa (Mato Grosso), **investing R\$ 250 million**. This milestone introduced a new operational chapter for the cooperative in the state. The facility enhances our ability to receive, store, and trade grains, including soybeans, corn, and sesame—a key crop in the region. In addition to improving operational safety and local production logistics, the cooperative's presence helps regulate commodity and agricultural input markets and offers technical assistance to producers. **The inaugural harvest saw a record soybean intake**, marking a strategic milestone for expansion and sustainable growth.



New Biologicals Line – ViridianBio

In 2025, Cocamar launched ViridianBio, **a new line of biologicals under the Viridian Fertilizantes brand**, expanding our presence in crop nutrition. Cocamar introduced this line during the Technical Tour at the Technology Diffusion Unit (UDT) in Floresta (Paraná). Initially, the line includes two inoculants designed for soybeans and grasses, with plans to expand the portfolio. This initiative complements the success of Viridian fertilizers and adjuvants, launched in 2020, which continue to grow their market share. Co-inoculation enhances biological nitrogen fixation, phytohormone production, root development, and crop yields. As a result, it strengthens the cooperative's focus on innovation and agronomic performance.



Operational Reorganization in Southwest São Paulo

In 2025, Cocamar restructured its operations in Cruzália, São Paulo. We decommissioned the local facility and centralized operational and technical support at the Maracaí, São Paulo, unit. This move aims to optimize resources, streamline structures, and improve support efficiency for members and producers in the region. The Maracaí facility now manages all operational, logistical, and technical assistance activities. This transition ensures continuous support and maintains our service quality. The decision aligns with the 2030 Strategic Planning guidelines, which aim to make the cooperative more efficient, sustainable, and focused on structural investments.



Opening of the New Cocamar Machines Store in Jardim Alegre (State of Paraná)

Cocamar In 2025, Cocamar Máquinas opened a new store in Jardim Alegre (Paraná). This expansion increases our presence in the Ivaí Valley and strengthens our position as one of the top John Deere dealerships in Paraná. The facility serves producers across 15 municipalities in the northern and northwestern regions of the state, which together cover about 32,000 acres of arable land and have strong agricultural and commercial activity. The new building improves our technical, sales, and after-sales support capabilities and creates **21 new jobs**. Additionally, it continues Cocamar Máquinas's tradition of national and international recognition for providing high-quality, innovative, and excellent services to producers.

2025 Results

GRI 3-3, 201-1, 203-1

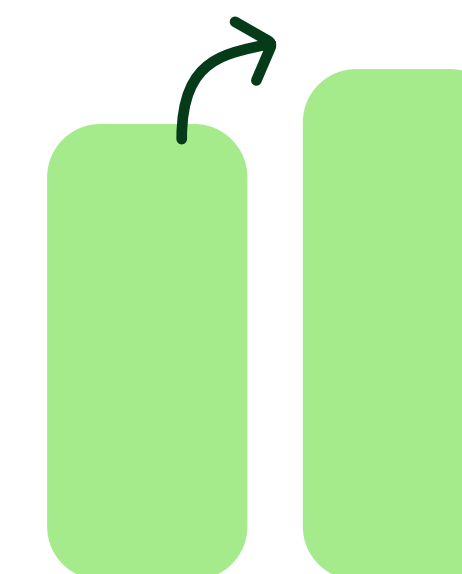
Harvest and Productivity Performance

Crop performance directly impacts Cocamar's operations, since our main business areas focus on selling agricultural inputs and on receiving, storing, and trading grains and other strategic crops. The productivity of our members directly affects the volume we receive, how well our infrastructure is used, and ultimately, the cooperative's financial results.

In this context, climate variability is one of the main risk factors for agricultural performance and business stability. Events such as prolonged droughts, extreme temperatures, and frost episodes affect crop yields, producer income, and operational flow throughout the agricultural cycle. These challenges require constant adaptability

and strong risk management.

Even so, the 2024/2025 agricultural cycle demonstrated Cocamar's operational resilience amid climate volatility. The cooperative achieved significant intake volumes. Efficient crop outflow and a strong storage infrastructure supported these results. These factors enabled us to flexibly absorb our members' production, even during peak harvest times, solidifying our role as a key player in Brazilian grain origination.



In 2025, even under volatile weather conditions, Cocamar demonstrated resilience and operational strength, with a significant recovery in received volumes and efficiency in transporting and storing the production of its cooperative members.

HIGHLIGHT

Performance by Crop



Soybeans: Recovery in Yield

2,116 million

tons (+22.1% vs. 2024)



Coffee: Stability and Value

12 million

bags (+9.1% vs. 2024)



Corn: Strong recovery

1,912 million

tons(+33.3% vs. 2024)



Wheat: Steady recovery

84 million

tons (+37.7% vs. 2024)



Oranges: Profitability and Climate Impact

2,260 million

boxes (+35.5% vs. 2024)



Following the crop failures recorded in 2024, 2025 saw a recovery in the cooperative's intake volumes, despite adverse weather conditions. Climate variability directly affected soybeans, the main crop of our productive base. High temperatures and low rainfall during the critical crop development period caused yields to drop about **12% below initial estimates**. Even with these challenges, the volume received reached **2.116 million tons**, surpassing the 2024 result.

The corn production cycle also faced challenges. Winter corn began growing under water stress, and two frost events further affected the crop. However, the crop recovered throughout the cycle, resulting in an intake volume of **1.912 million tons**. This outcome demonstrates the adaptability of our production systems and the strong technical support we offer to our members.

Among the other crops, wheat stood out, delivering its best performance over the last five harvests, totaling **84,000 tons**. Oranges also surpassed initial estimates, with **2.260 million boxes** received, significantly contributing to the cooperative's productive diversification.

Given this context, the cooperative actively supports initiatives to reduce climate risks, promote technology adoption, and develop more resilient production systems, thereby achieving greater operational and economic stability.





To assess the cooperative's performance progress, please refer to the **annexes** of this report.



Economic Results

Cocamar's economic performance demonstrates the strength of its agricultural, industrial, and commercial activities. The cooperative generates direct economic value through revenue from the sale of products and services across the entire agribusiness value chain.

Cocamar allocates this value by covering operational costs, compensating and providing benefits to employees, remitting taxes to government agencies, paying capital providers, and investing in social and environmental initiatives. The cooperative reinvests the retained share internally, strengthening its financial sustainability, innovation capacity, and operational growth.

In 2025, Cocamar reported gross revenue of **BRL 11,571 million, a 9.2% increase over 2024**. This aligns with our strategy during this period, which focuses on operational efficiency, cost control, and increasing profitability.

Meanwhile, Cocamar Máquinas reported gross revenue of **BRL 455 million, a 27.9% decline from 2024**. This decrease reflects lower member income due to crop failures and the impact of high interest rates on investments. As a result, demand for machinery and tractors—the segment most affected by credit conditions—fell. However, growth in our after-sales operations, including more services, parts sales, and embedded technologies, partially offset this decline

SDGS CORRESPONDING TO THIS CHAPTER:



COOPERATIVE PRINCIPLES:

DEMOCRATIC MEMBER CONTROL; AUTONOMY AND INDEPENDENCE

02 Sustainability Management

Cocamar Materiality

GRI 3-1, 3-2

In 2025, Cocamar updated its materiality analysis by adopting a double materiality approach. This framework evaluates both the organization's impact on the environment and society, and the risks and opportunities that ESG issues pose to our economic performance and business sustainability. This enhancement reflects our maturity and the ongoing development of our reporting process.

We followed the Global Reporting Initiative (GRI) Standards for this process. We also adopted international frameworks like the International Sustainability Standards Board (ISSB/IFRS S1 and S2), the Task Force on Climate-related Financial Disclosures (TCFD), and the European Financial Reporting Advisory Group (EFRAG – ESRS) guidelines. These measures ensure our alignment with top global practices in sustainability reporting and management.



Context Analysis and Industry Benchmarking



In this initial phase, our team carried out a structured assessment of the cooperative's internal and external environments. We aimed to identify trends, emerging risks, and regulatory expectations that could impact the business in the short-, medium-, and long-term. We examined the following areas:

- Good practices from top cooperatives and benchmark companies;
- Global and sectoral sustainability trends in agribusiness;
- Emerging guidelines, standards, and regulations;
- Internal documents, including corporate policies, standards, and procedures.

01

Impact Identification



Building on the previous stages, we systematically mapped the positive and negative impacts—both actual and potential—related to the cooperative's activities across its value chain.

Beyond the socio-environmental impact perspective, and based on criteria such as severity, scale, probability of occurrence, and time horizon, our team also evaluated:

- Regulatory and reputational risks;
- Physical and climate transition risks;
- Opportunities in innovation, operational efficiency, and expanding into new markets.

03

Stakeholder Engagement



Our engagement efforts aimed to gather qualified insights on impacts, risks, and strategic priorities. We involved sector and institutional stakeholders, suppliers, operational partners, and our internal team. The process included an online survey, management interviews, and two focus groups.

02

Prioritization and Validation



We subjected the identified topics to a structured prioritization process, considering:

- The importance of the impacts;
- The impact on stakeholder decision-making;
- The potential to influence value creation, financial outcomes, or business continuity.
- Alignment with corporate strategy and cooperative principles.

04

The ESG Committee approved the materiality definition process, with final approval from the Superintendency and Executive Board. These steps ensure the process's strategic alignment and legitimacy.

Consequently, we identified the cooperative's key material topics. These topics now steer our strategic decision-making, indicator tracking, and transparency in sustainability reports, ultimately enhancing the integration of economic results, social and environmental responsibility, and long-term value creation.

Our material topics

Climate and Natural Resources



Cooperativism and Positive Impact on Communities



People and Organizational Culture



Governance, Ethics and Transparency



Innovation and the Future of Agro



More details on the next page.





Climate and Natural Resources



- Climate and Natural Resources
- Climate Adaptation and Resilience
- Water and Effluent Management
- Circular Economy and Waste Valorization

Cooperative Principles

- Autonomy and Independence
- Concern for Community

SDGs 2, 6, 7, 9, 12, 13, 15



Cooperativism and Positive Community Impact



- Commitment to Members
- Supply Chain Management and Traceability
- Community Strengthening and Territorial Impact

Cooperative Principles

- Concern for Community
- Education, Training, and Information
- Member Economic Participation
- Voluntary and Open Membership

SDGs 1, 2, 4, 5, 8, 10, 11, 12, 15, 17



People and Organizational

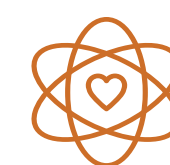


- Occupational Health and Safety
- Strategic Workforce Management
- Continuous Training and Education

Cooperative Principles

- Education, Training, and Information
- Democratic Member Control
- Member Economic Participation

SDGs 4, 5, 8, 10, 12, 18



Governance, Ethics, and Transparency



- Corporate Practices and Corruption Prevention

Cooperative Principles

- Democratic Member Control
- Autonomy and Independence
- Cooperation among Cooperatives

SDGs 12, 16, 17



Innovation and the Future of Agro



- Research, Development, and Innovation

Cooperative Principles

- Education, Training, and Information
- Autonomy and Independence
- Cooperation among Cooperatives
- Member Economic Participation

SDGs 4, 9, 10, 11, 12, 17



Stakeholder Engagement

GRI 2-29

Continuous and open communication with stakeholders builds trust and guides Cocamar's strategic path, especially given the vital role these parties have in our sustainability efforts.

We identify stakeholder categories by conducting internal interviews with employees who directly manage interactions with these audiences. We classify our stakeholders into two main groups:

Internal: Employees, Members, Board of Directors, Supervisory Board, and Advisory Board.

External: Suppliers, communities, customers, financial institutions, regulatory agencies, sector entities, and competitors.

Cocamar maintains a structured relationship with its key stakeholders through multiple channels and interaction formats.

Members

- Field days and technical meetings (such as Safratec);
- Regional pre-meetings;
- Annual General Meeting (AGM);
- Technical and commercial support at the facilities;
- Direct communication channels (telephone, email, and apps).

Customers

- Participation in trade shows and exhibitions with an institutional booth;
- Commercial and after-sales support;
- Satisfaction surveys;
- Permanent relationship channels.

Communities

- Scheduled visits to the Cocamar Historical Archive;
- Fundraising campaigns and donations to non-profit organizations;
- Social programs managed by Instituto Cocamar;
- Participation in local events and festivities.

Suppliers

- Field days and technical events;
- Performance evaluations (for critical suppliers);
- Dialogues regarding sustainability requirements;
- Supplier development programs.



Beyond these initiatives, we foster engagement through various institutional channels, such as our annual Sustainability Report, corporate website, official social media platforms, and regular newsletters and announcements. This approach allows Cocamar to maintain an ongoing and meaningful dialogue with its stakeholders, identify opportunities for growth, and promote long-term shared value creation.

Communication Channel	Primary Target Audience	Channel Impact and Purpose
➔ Sustainability Report	All stakeholders	Ensures transparency and accountability regarding economic, social, and environmental (ESG) performance, following GRI standards.
➔ Cocamar App	Members and Employees	Delivers agility and autonomy. It allows users to check grain balances, commodity prices, and weather forecasts, execute grain sales, and access products for pickup. It also provides access to pay stubs, vacation details, newsletters, and more.
➔ Tiagro Chatbot (WhatsApp)	Members and Employees	Provides immediate virtual assistance for quick inquiries. When necessary, it directs users to specialized human support, ensuring fluid demand resolution.
➔ COC (Cocamar Orientation Center)	Members, Customers, and Community	Serves as the official channel (telephone/digital) for users to voice opinions, complaints, questions, and reports of socio-environmental impacts, guaranteeing proper incident handling.
➔ Ethics Channel	All stakeholders	Offers a secure and confidential platform (which an independent third party operates) where users can report misconduct, corruption, or Code of Ethics violations, guaranteeing absolute anonymity.

Communication Channel	Primary Target Audience	Channel Impact and Purpose
➔ Meetings (AGM/EGM) and Pre-meetings	Members	Acts as the highest democratic decision-making body. Through these meetings, the cooperative presents results, ensures accountability, elects councils, and defines its strategic direction.
➔ Technical Events (e.g., Safratec,Field Days)	Members and Suppliers	Transfers technology and technical knowledge to increase productivity and disseminate sustainable practices (such as Crop-Livestock-Forest Integration - ILPF).
➔ Member Portal / Restricted Area	Members	Grants access to personalized financial, technical, and contractual information.
➔ Unicocamar (E-Learning Platform)	Employees	Promotes continuous training, mandatory compliance courses, and career development via computer or mobile devices.
➔ Official Social Media	Community and General Public	Strengthens the brand and promotes institutional and cultural initiatives. The aforementioned official channels include Facebook and Instagram.
➔ Satisfaction Surveys (NPS/CSAT)	Members	Continuously monitors value perception and identifies friction points within the member journey.
➔ Supplier Portal	Suppliers	Streamlines document management, supplier approval, legal compliance verification, and invoice submission.
➔ Cocamar Historical Archive	Community and Schools	Preserves memory and promotes education. We open this space for scheduled visits to tell the history of regional agriculture.

Participation in Associations

GRI 2-28

Aiming to strengthen the cooperative movement and promote the sharing of best practices, Cocamar actively participates in several associations and organizations that represent cooperativism, Brazilian agribusiness, and regional development.

This participation enhances the cooperative's institutional standing, broadens dialogue with the sector, and promotes the sustainable development of the production chains in which we operate.



Brazilian Food Industry Association



Brazilian Coffee Industry Association



Brazilian Agribusiness Association



Brazilian Association of John Deere Distributors



Commercial and Business Association of Maringá



Maringá Innovation Center



ILPF Network - Crop-Livestock-Forest



Organization of the Brazilian Cooperative System in Mato Grosso do Sul



Organization of Cooperatives of the State of Paraná System



Brazilian Rural Society



Commitments and Certifications

GRI 2-23, 2-24

Cocamar understands that product and service quality are essential for competitiveness and sustainable value creation. Therefore, the cooperative remains committed to maintaining its certifications and continuously improving its Quality Management System, ensuring operational excellence and satisfaction among customers, members, and other stakeholders.

This commitment includes voluntarily adopting initiatives that promote ethics, transparency, and sustainable development. We incorporate these principles into our corporate strategy and the cooperative's actions throughout the production chains and communities where we operate.

Cocamar participates in the UN Global Compact Network Brazil. The cooperative aligns its strategies and operations with the Ten Universal

Principles concerning Human Rights, Labor, Environment, and Anti-Corruption, while also supporting the progress of the Sustainable Development Goals (SDGs).

We also joined the Business Pact for Integrity and Against Corruption, an initiative by the Ethos Institute. This membership strengthens our culture of ethics and integrity as we put in place mechanisms to prevent, detect, and fight unethical practices across all our operations.

In 2025, the cooperative maintained its Commitment Policy aligned with the Corporate Governance Manual. This manual guides how we identify, evaluate, and manage socio-environmental and governance impacts. These guidelines apply to employees, members, suppliers, and business partners, ensuring

consistency between institutional commitments and operational practices.

Cocamar reaffirms that its people are its primary asset. We promote a safe and inclusive work environment aligned with internationally recognized human rights, such as the principles of the Universal Declaration of Human Rights and the standards of the International Labour Organization (ILO).

The cooperative communicates these institutional commitments during employee onboarding, keeps them accessible on the institution's website, and continuously reinforces them via internal communication channels.

Main Certifications

ISO 9001 (NBR ISO 9001)

- (Brazilian Standard – International Organization for Standardization 9001)
- Quality Management System for the Retail, Beverage, Sauce, and Oil Industries.

ISO/IEC 17025

- (International Organization for Standardization / International Electrotechnical Commission 17025)
- Technical standard specifying competence requirements for the Biodiesel testing and calibration laboratory.

IQB – Brazilian Quality Institute

- Certification approving the use of the Conformity Identification Seal on packaging intended for bottling ethyl alcohol.

GMP+ FSA

- Feed Safety Assurance – Security in the animal nutrition supply chain (Production, Trade and Rail Chartering).

ISCC (International Sustainability and Carbon Certification)

- Establishes sustainability and traceability standards that regulate Glycerin production.

RenovaBio

- Validates the energy and environmental efficiency of biodiesel production (CBios).

ABIC Seal of Purity and Quality (Brazilian Coffee Industry Association)

- Certifies the purity and quality of roasted and ground coffee..

Social Biofuel Seal

- MAPA (Ministry of Agriculture and Livestock) accreditation that verifies the productive inclusion of family farms.

Vegan Seal - Brazilian Vegetarian Society

- Ensures compliance with the vegan standard, guaranteeing that the Purity Soja Original and Purity Soja Original Zero beverages stay free of animal-derived ingredients.

Awards and Recognitions

> **ABTD**
Winner of the
2025 People
Management
Highlight Award

> **Deloitte**
Best Managed
Companies
(Highlight)

> **PARAR Institute**
1st Place in the
Fleet Olympiad

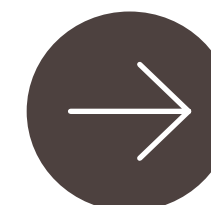
> **Sesi SDG Award**
Recognizes ESG
practices

> **Adecon**
1st Place Top of Mind

> **Great Place to Work**
(GPTW)

> **Parar Awards**
11th Place in the
“Best Fleet in
Brazil” category

> **100 Open
Startups
Ranking**
10th Place in the
Agribusiness
sector



Awards and Recognitions

> **Dealership
Ranking in Brazil**

4th Place for the
“For a Greener
Brazil” (Por um
Brasil +Verde)
Project

> **Paraná
Climate Seal**
Grade A

> **Impactacim
Seal**
Gold Category

> **Gold Seal**
Brazilian
GHG Protocol
Program

> **TOTVZ**
Finalist in the Retail
category of the “2025
TOTVS Brazil that
Makes It Happen”
(Brasil que Faz)
Award

> **Amanhã Magazine**
3rd Place among the
“Innovation Champions”
Agro-industrial
Cooperatives

> **ACIM Impacta Seal**
Gold Category –
Recognizes actions
aligned with the 17
SDGs

> **More Integrity (Mais
Integridade) Seal**
Ministry of Agriculture
and Livestock

> **SomosCoop**
Gold Seal in the
Management
Excellence category

Cocamar at COP30

Cocamar participated in the 30th United Nations Climate Change Conference (COP30), **showcasing its strong alignment with the global climate agenda and emphasizing how Brazilian agricultural cooperatives actively contribute to sustainable solutions.**

Luiz Lourenço, Chairman of the Board of Directors for Cocamar and the ILPF Network, represented the cooperative on the panel “Cooperativism, Innovation, and Low Carbon – Pathways to Global Food Security.” The discussion emphasized how cooperative models promote innovation, efficiency, and climate resilience. These models actively support the shift toward agriculture with a lower environmental impact.

During the event, participants exchanged experiences related to no-till farming, Crop-Livestock-Forest Integration (ILPF), and reverse logistics initiatives for crop protection packaging. These shared experiences demonstrated the feasibility of balancing productivity, environmental conservation, and value creation for rural producers.

Cocamar’s involvement in COP30 directly supports food security, climate change efforts, and strengthening partnerships. By showcasing scalable models for sustainable production, degraded area recovery, and circular economy practices, Cocamar helps to:



- Demonstrate the technical and economic feasibility of low-carbon production systems.
- Enhance the role of cooperatives in spreading sustainable practices among producers.
- Connect the Brazilian experience in tropical agriculture to global climate adaptation needs.
- Strengthen the integration of science, cooperatives, and public policies to develop a resilient agribusiness.

SDGS CORRESPONDING TO THIS CHAPTER:



COOPERATIVE PRINCIPLES:

**DEMOCRATIC MEMBER CONTROL AND COOPERATION
AMONG COOPERATIVES**

03 Governance, Ethics, and Transparency

Corporate Governance

GRI 2-9, 2-11, 2-12

Cocamar bases its governance structure on democratic processes. The cooperative's Bylaws and Law No. 5.764/1971, which establishes the National Cooperative Policy, strongly support this framework. This model aims to promote transparency, integrity, and sustainability, thereby enhancing member trust and security.



Responsibilities of governance bodies

Annual General Meeting



This meeting is the highest decision-making authority, where all members exercise their voting rights based on the “one member, one vote” principle. The Annual General Meeting has the authority to review accountability reports, the cooperative’s strategy, electoral processes—including the election of the Board of Directors and the Supervisory Board—and statutory amendments.

Board of Directors



The Annual General Meeting elects 15 members to serve on this Board, each with a four-year term. The councilors choose one of their peers to serve as chair of the Board. This chairperson remains separate from the Executive Board, maintaining a clear separation between governance and management roles. The Board’s mission is to protect and grow the cooperative’s assets, ensure smooth operations, and strictly adhere to cooperative values and principles. Key responsibilities include setting long-term strategic goals and systematically monitoring executive management. This oversight involves an annual review of management performance through the analysis of the Management Report and financial statements. Independent auditors and the Supervisory Board provide technical opinions to support this process.

Executive Board



Market professionals and executives with extensive experience in the cooperative form the Executive Board, which is responsible for executing the strategy. The structure includes a CEO and a VP. They are responsible for implementing the strategy set by the Board of Directors. Additionally, they oversee the Operations, Business, Administrative-Financial, Member Relations, and Dealership departments, ensuring operational excellence and strict alignment with strategic objectives.

Advisory Board

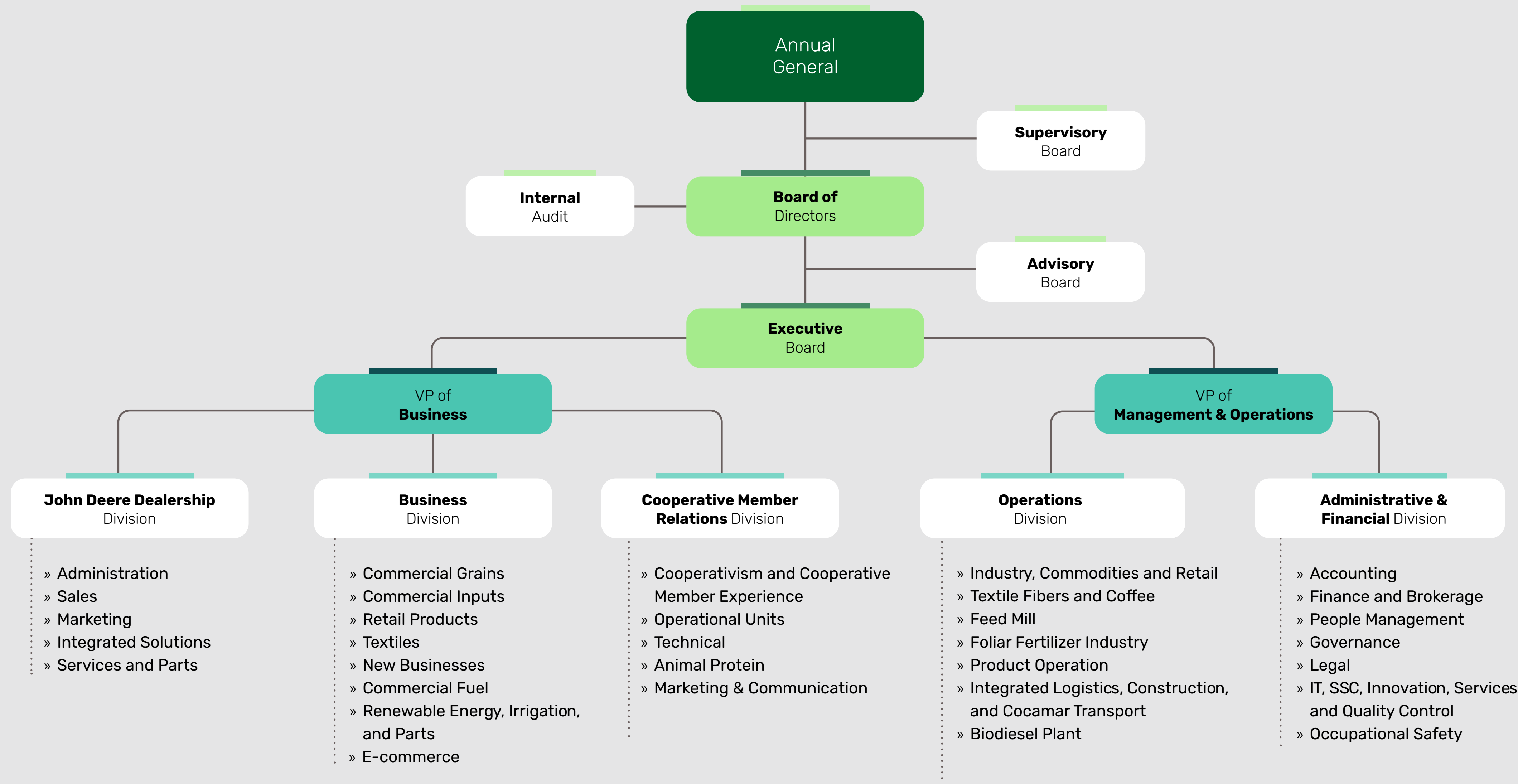


This board acts as the vital connection between the membership and the management team. This collegiate body makes decisions based on member needs, assists the Board of Directors in collecting insights for yearly planning, and plays a key role in safeguarding the cooperative’s reputation and image within its host communities.

Supervisory Board



The Supervisory Board functions independently. Each year, members choose three chief councilors and three alternates to serve on this body. The board’s responsibilities include overseeing management activities, monitoring economic and financial matters, and providing official opinions on the financial statements. These measures directly enhance the cooperative’s transparency and compliance.



Governance Guidelines

GRI 2-10, 2-17, 2-18

Cocamar's governance is part of a continuous improvement cycle that includes structured selection, evaluation, and oversight processes.

The election of Board of Directors and Supervisory Board members occurs at the Annual General Meeting, as outlined in the Bylaws and Internal Regulations. Article 39 sets strict eligibility requirements, including good moral character, a clean reputation, matching educational background, status as an active cooperative member, and consistent attendance at meetings.

Management integrity and compliance are maintained through annual internal and external audits. The independent external audit, conducted by PricewaterhouseCoopers (PwC), verifies the accuracy of financial statements and compliance with both Brazilian and international accounting standards.

To improve the performance of its collegiate bodies, the cooperative invests in ongoing

leadership development. For the 2023–2025 triennium, it continued the **Cooperative Board Member Certification Program**, conducted in partnership with the Higher Institute of Administration and Economics (ISAE) and the National Service for Cooperative Learning (Sescoop), providing training in finance, risk management, and strategy.



Advisory Committees

The Board of Directors is supported by Advisory Committees, which are technical and strategic groups guided by Internal Regulations and made up of experts. These committees are organized into two categories: strategic and technical.

Governance Committee: responsible for overseeing and guiding Cocamar's good governance practices, ensuring transparency, integrity, and accountability in organizational processes, as well as reporting its analyses and recommendations to the Board of Directors.

Compliance Committee: functions in a preventive and investigative role, responsible for verifying compliance with the Code of Ethics and Conduct, issuing opinions, deliberating on ethical violations, guiding managers, managing and updating Compliance rules, receiving and addressing whistleblowing reports, maintaining confidentiality and protecting against retaliation, and recommending penalties when appropriate.

Risk and Crisis Committee: a permanent, deliberative, propositional, and consultative body responsible for implementing, monitoring, and evaluating risk and crisis management policies. It institutionalizes control structures, establishes exposure limits, approves methodologies, and tracks the execution of recommendations.

Strategy and Investment Committee: analyzes market trends, evaluates the technical and economic feasibility of major projects, and ensures effective capital allocation.

ESG (Environmental, Social, and Governance) Committee: advises the Board on integrating sustainability into the business strategy, validates materiality, and oversees social and environmental investments, aligned with leading global standards like the GRI and the Global Compact.

Technical Committees: cover the areas of Innovation, Credit, Occupational Health and Safety (OHS), Information Security and Privacy, and Insurance.

Remuneration Policies

GRI 2-19, 2-20, 2-21

Cocamar has a comprehensive Remuneration Policy developed with the help of a specialized consultancy. It includes mapping and describing positions, conducting job evaluations, defining salary scales, and formalizing guidelines that govern compensation within the cooperative. The policy is validated and approved by the Superintendency and the Executive Board, with no direct involvement from external stakeholders.

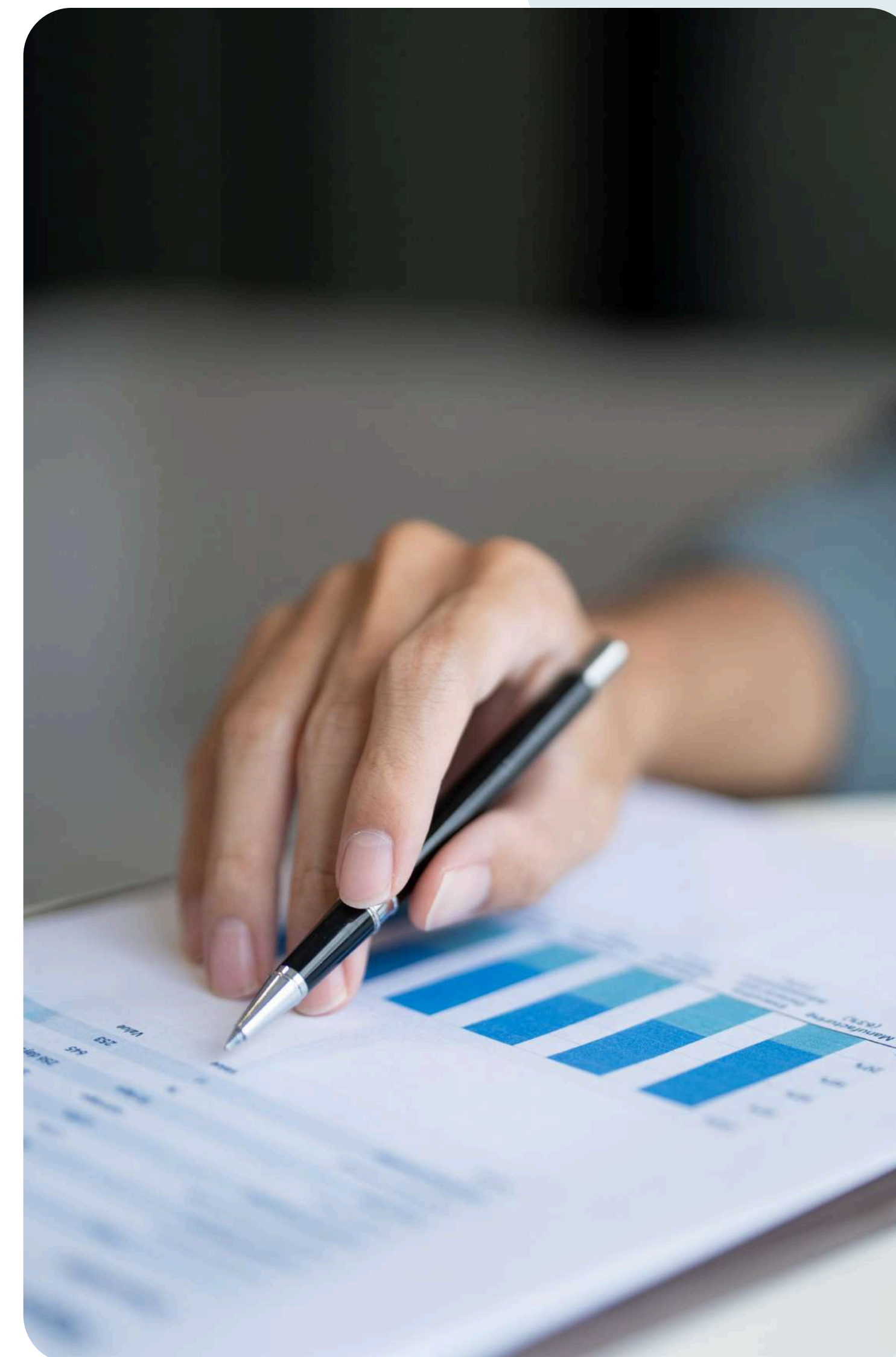
Executive Board remuneration is determined based on market research, considering companies of similar size, and is subject to

review and approval by the Board of Directors. The plan includes both fixed and variable compensation, with the latter mainly linked to short-term incentives.

Variable remuneration is linked to achieving corporate, business, and specific goals that align with Cocamar's objectives and strategy. Profit sharing promotes individual and collective responsibility, discipline in monitoring indicators, and the motivation to deliver consistent results for the cooperative.



To determine the annual total compensation ratio (GRI 2-21), please consult the **annexes** of this report.



Strategic Planning and Sustainability

GRI 2-12, 2-13, 2-14, 3-3

With the active participation of cooperative members, board members, and employees, Cocamar has developed its 2030 Strategic Plan, approved at the Shareholders' Annual General Meeting, focusing on sustainable growth and long-term value creation for the cooperative. **The plan aims to reach BRL 25 billion in revenue by 2030** and is backed by a portfolio of 45 strategic projects to be implemented over the period, with an estimated investment of BRL 2.4 billion.

STRATEGIC PILLARS

To be the top choice
for the cooperative



Profitable growth



To care for people



Core and Synergies



Operational excellence



Each strategic project aligns with Cocamar's mission to "generate value for the cooperative member, ensuring the perpetuity of the cooperative" and its vision to "grow profitably," reinforcing the commitment to consistent, sustainable, and lasting results. In terms of sustainability, the Executive Board sets the global guidelines and commitments, such

as adherence to the Global Compact, and delegates implementation to the Governance and Socio-environmental Responsibility Departments. These departments monitor ESG indicators and provide periodic reports to the Executive Board, which then presents the results and any necessary adjustments to the Board of Directors.

Ethics and Transparency

GRI 2-15, 2-16, 2-23, 2-24, 2-25, 2-26, 3-3

Cocamar maintains a structured and ongoing approach to promote ethics, integrity, and transparency in accordance with cooperative principles and top corporate governance practices.

The prevention of conflicts of interest is guided by the **Code of Ethics and Conduct**, which clearly describes situations that could threaten the cooperative's impartiality and integrity, serving as a reference for employees, cooperative members, suppliers, and third parties.

Regarding the remediation of negative impacts, the cooperative follows the guidelines outlined in its **Corporate Governance Manual**, addressing any non-conformities or socio-environmental impacts transparently and responsibly. When necessary, corrective actions, mitigation plans,

and environmental conservation initiatives are put into place, aiming to prevent future issues and continually enhance practices.

The **Ethics Channel** is the main platform for reporting whistleblowing incidents and seeking advice on responsible business conduct, ensuring confidentiality and protection from retaliation. This system is supported by the Cocamar Orientation Center (COC), which focuses on customer service, and the Privacy Portal, created for issues related to the General Data Protection Law (LGPD).

The effectiveness of these channels is tracked using indicators like average response time, resolution rate, and user feedback, and it is continuously enhanced through satisfaction surveys and stakeholder dialogues.

The cooperative also maintains additional formal risk mitigation procedures, including contractual declarations for service provision and supply, electoral regulations, and internal rules applicable to the Board of Directors and the Supervisory Board, thus strengthening the integrity of decision-making processes.

This structure is supported by regular training on ethics, integrity, compliance, and LGPD, along with internal communication channels and the Service Request (SS) system, which ensures the registration, traceability, and organized monitoring of compliance-related requests.



Nosso compromisso com você



Cocamar Orientation Center (COC)

**Compliments, Suggestions or Complaints
about Product and/or service complaints**



Phone:
0800 644 1719



Email:
coc@cocamar.com.br

Ethics Channel

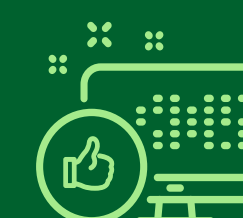
Reports on misconduct



Phone:
0800 602 6909



Website:
www.contatoseguro.com.br/cocamar



Privacy Portal:
Requests for Personal Data
Processing

Internal Controls

GRI 2-16, 2-26, 406-1

Cocamar maintains a structured Internal Audit function with an independent role in evaluating governance, risk management, and internal controls. This supports transparency, prevents irregularities, and promotes continuous operational improvement. Key findings are regularly shared with the Board of Directors, the Supervisory Board, and the Executive Board through reports and presentations.

As part of efforts to promote and strengthen a culture of integrity, the Internal Audit also conducts annual training on the **Prevention and Identification of Corporate Fraud**. In 2025, these trainings were held in person across **eight sessions**, organized in five different locations.

In 2025, Cocamar's Internal Audit prepared **35 audit reports**. The analyses made it possible to identify operational vulnerabilities and gaps in internal procedures, resulting in relevant recommendations for strengthening controls,

continuously improving operations, and ensuring compliance and efficiency.

During the same period, **194 reports** were submitted through the cooperative's official channels, addressing main issues such as moral harassment, physical aggression, discrimination, non-compliance with internal policies and procedures, and violations of labor laws. Concerning discrimination, one confirmed case was documented, investigated by the Compliance Committee, and led to disciplinary and corrective actions as outlined in the Code of Ethics and Conduct.

All reports received are processed in a structured and confidential manner, in accordance with the guidelines of the Integrity Program, helping to strengthen governance and stakeholder trust.



The detailed breakdown of the reports registered in 2025, by nature, is available in the **Annexes** of this Report.

Combating Corruption

GRI 3-3, 205-2, 205-3

Fighting corruption is a core part of Cocamar's governance, maintaining the integrity, transparency, and longevity of the business. The structured management of this issue helps build trust among cooperative members, employees, and partners, while also reducing legal, financial, and reputational risks.

Actions are carried out through the Integrity Program, which includes regular training on ethics and anti-corruption, specific contractual clauses for suppliers and partners, internal audits, monitoring of compliance indicators, and the organized management of reports received via the Ethics Channel, including the development of treatments and action plans when necessary. The system's effectiveness is overseen by the Compliance Committee.

The culture of integrity is promoted from the admission and hiring processes through onboarding, internal communications, and interactions with committees and the Ethics Channel.

42%

of Cocamar's employees were communicated about the anti-corruption procedures and policies adopted by the organization.

42%

of employees completed targeted anti-corruption training during the period.

Zero confirmed corruption cases at Cocamar in 2025.

There was no record of formal training for governance members during the period, due to the update cycle of the Code of Ethics and Conduct, whose new version will be fully published and communicated in the next cycle.

Regarding business partners, the cooperative maintains contractual integrity clauses and hosts annual meetings with strategic suppliers to discuss ethical conduct. However, in 2025, it was not possible to accurately determine the total number of partners who were communicated with and trained

specifically on anti-corruption procedures.

Recent advances include expanding the Integrity Program into administrative areas and strengthening the information security and LGPD (General Data Protection Law) agenda by creating a dedicated committee. Moving forward, the cooperative plans to broaden training coverage, focusing on areas with higher risk exposure, and enhance the measurement of supply chain engagement.



The information organized by region and functional category about anti-corruption communication and training can be found in the **Annexes** of this Report.

SDGS CORRESPONDING TO THIS CHAPTER:



**COOPERATIVE PRINCIPLES:
CARING FOR THE COMMUNITY**

04 Climate and Natural Resources

Climate Adaptation

GRI 3-3, 201-2

Cocamar acknowledges climate change as a significant risk to its operations, as agricultural production – the foundation of its business model – is directly affected by climate variability.

The identification of climate risks and opportunities was based on a review of adverse events over the past five years, including prolonged droughts, heat waves, frosts, and heavy rainfall. These factors have directly affected the primary agricultural crops in the Cocamar region.

A recent example occurred in the 2024/25 soybean harvest. The cycle started with high yield expectations, fueled by favorable weather conditions during the initial stages of crop development. However, these prospects were undermined by climate adversities recorded in January 2025, which greatly affected the crop's potential.

Main risks and opportunities associated with climate change:

» Climate variability affecting agricultural productivity

Type	Description	Associated impacts
Physical risk	Thermal and water stress events during critical crop periods.	Reduction in cooperative members’ delivery capacity; lower traded volume; indirect impacts on input sales; decapitalization of producers.

» Water scarcity in a water-stressed region

Type	Description	Associated impacts
Physical risk	Location of the Maringá industrial complex in an area characterized by water stress, with dependence on underground abstraction and concentration of agro-industrial activities.	Risk of water unavailability for industrial processes, such as steam generation, cooling, and production during drought periods.

» Regulatory pressures related to emissions and decarbonization

Type	Description	Associated impacts
Transition risk (regulatory)	Expansion of requirements for measuring, reporting, and reducing greenhouse gas emissions, in the national and international context	Need to adapt systems, processes, governance, and internal training.

» Access to international markets with stricter environmental criteria

Type	Description	Associated impacts
Transition risk (market)	Possible restrictions associated with traceability requirements, environmental compliance, and deforestation prevention.	Loss of higher value-added markets; pressure on prices and margins.

» Valorization of products with a lower carbon footprint

Type	Description	Associated impacts
Transition opportunity	Potential valorization of products with lower carbon intensity, supported by initiatives such as biodiesel production and participation in RenovaBio.	Competitive differentiation; expanded market access; strengthening of strategic positioning.

» Energy efficiency and use of renewable sources

Type	Description	Associated impacts
Transition opportunity	Reduction in energy consumption and expansion of the use of renewable sources, such as biomass and waste, with cogeneration potential.	Reduction of dependence on fossil fuels; greater cost predictability; strengthening of operational resilience.

The identified risks and opportunities could lead to financial effects in the short, medium, and long term, impacting both the agricultural production of cooperative members and industrial operations and market access. Key potential outcomes include revenue changes due to productivity shifts, costs related to regulatory compliance and emissions management, as well as effects on profit margins and competitiveness.

The cooperative adopts a progressive climate management approach, focused on continuous monitoring of regulatory and market factors, strengthening technical assistance and socio-environmental governance, and evaluating initiatives aimed at decarbonization, operational efficiency, and product differentiation.

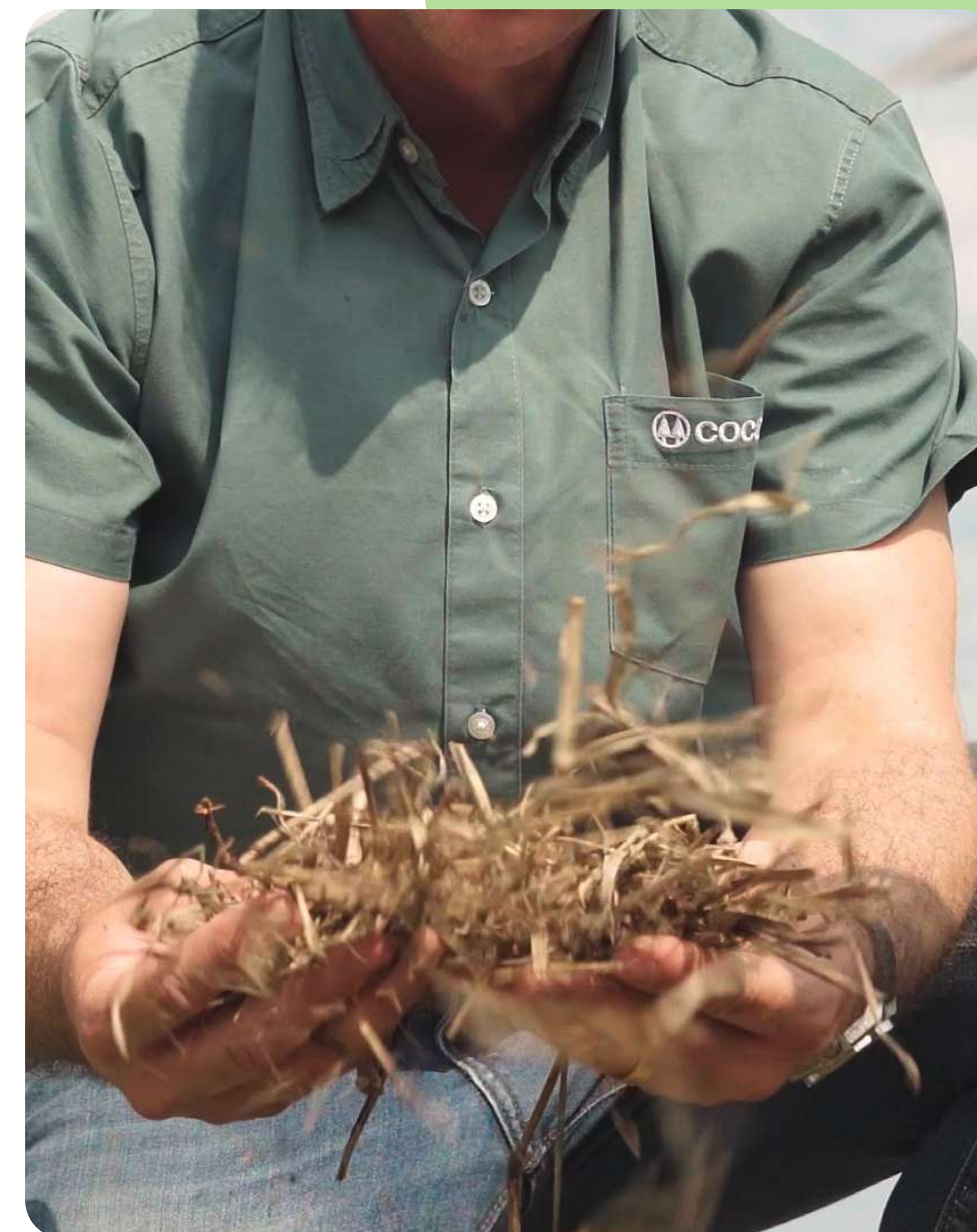
Evidence of Operational Resilience

Meteoblue Partnership

Establishing a collaborative climate forecasting network in northwestern Paraná, offering hourly updates to support planning and execution from planting to harvest.

Management as insurance

producers who adopted the corn-brachiaria intercropping maintained an average productivity of 55 bags per hectare even during a 30-day drought, demonstrating the economic effectiveness of the practices recommended by the technical



Climate Change and Emissions

GRI 3-3, 305-1, 305-2, 305-3, 305-4, 305-5, 13.1.1, 13.2.1

Cocamar has consistently improved its climate governance. In 2024, the cooperative expanded its analysis to include **Scope 3** and annually broadens the monitoring of upstream activities, in addition to direct operations.

Recognizing the urgency of climate change, the inventory was submitted for a **third-party audit by ABNT** for the second consecutive year, ensuring maximum transparency and data reliability.

The preparation of the inventory follows the methodology of the Brazilian GHG Protocol Program (PBGHG) from the Getulio Vargas Foundation (FGV). The calculations of emission factors and the Global Warming Potential (GWP) align with the guidelines of the IPCC (Intergovernmental Panel on Climate Change), the UN authority that provides the scientific basis on the dynamics of global warming. Following the audit process, emissions from previous years

were recalculated to ensure comparability and accuracy of the historical baseline.

In 2025, direct emissions (Scope 1) totaled **52,319.19 tCO₂e**, marking an **approximately 11% increase compared to 2024**. This rise is linked to the cooperative's operational growth; the high volume of grain processing and the opening of new units boosted the demand for stationary combustion in industrial processes. In response, Cocamar strengthened its decarbonization efforts, focusing on switching to renewable fuels like ethanol and biodiesel, especially in the fleet, which led to planned reductions in mobile combustion and renewable energy use.

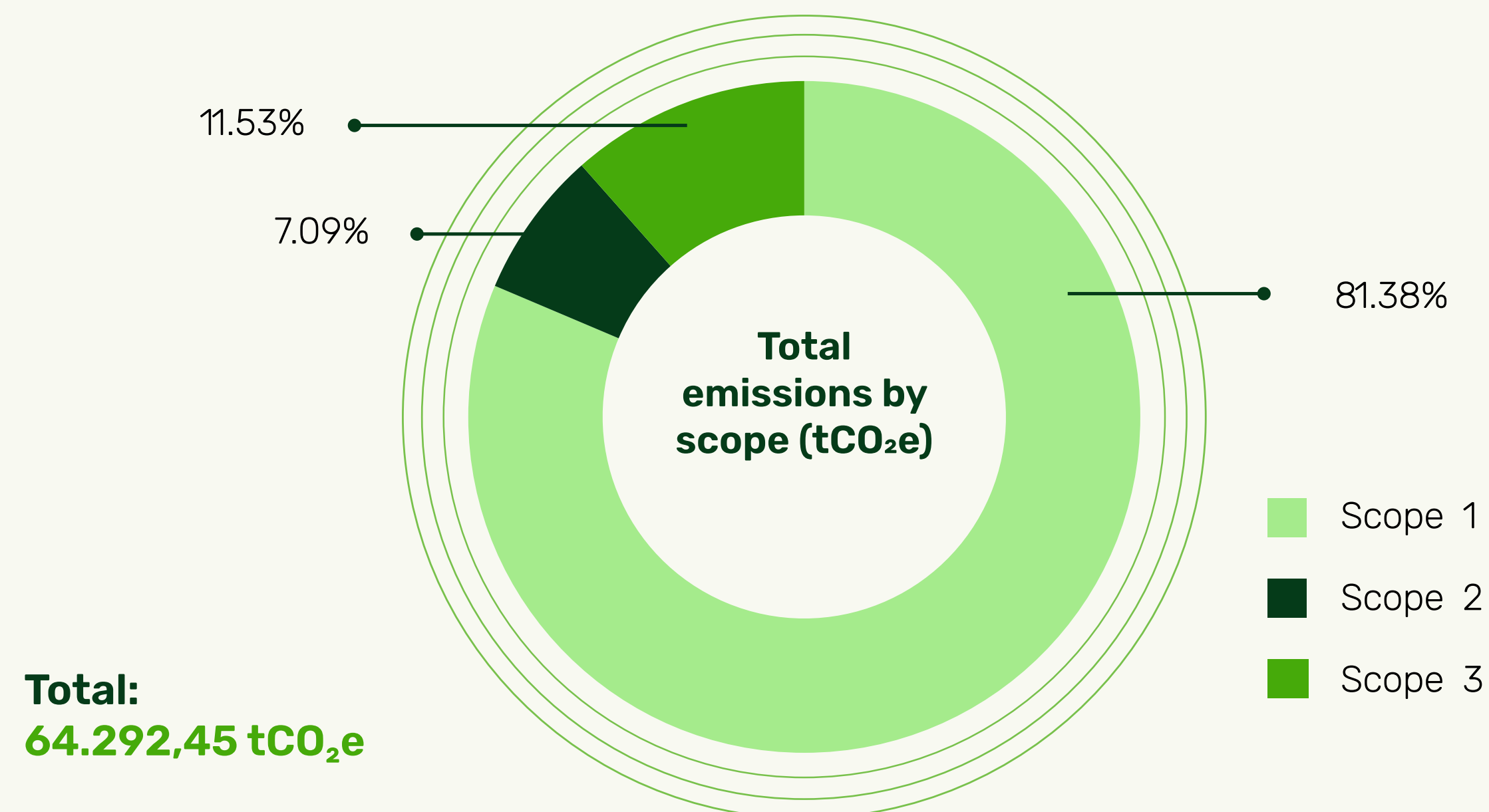
Within Scope 1, there was also an increase in biogenic removals through eucalyptus forestry, totaling **-162,226.33 tCO₂ (+10.14% compared to 2024)**, offsetting a significant part of the

direct operational impact. At the same time, biogenic emissions rose from **332,038.11 tCO₂ to 440,603.36 tCO₂ (+32.38%)**, reflecting the expanded use of biomass and renewable fuels in production processes. This trend aligns with the strategy of progressively replacing fossil sources, helping to reduce net fossil emissions, even though it leads to a higher accounting of biogenic flows in the inventory.

The most notable progress during the period occurred in Scope 2, with a **sharp decrease of 64.5%**, reaching a level of **1,809.81 tCO₂e**. This outcome results from the strategy of purchasing energy in the Free Market, through which Cocamar secured the use of renewable sources verified by I-REC certificates. From a location-based, the emissions totaled 4,557,13 tCO₂e.

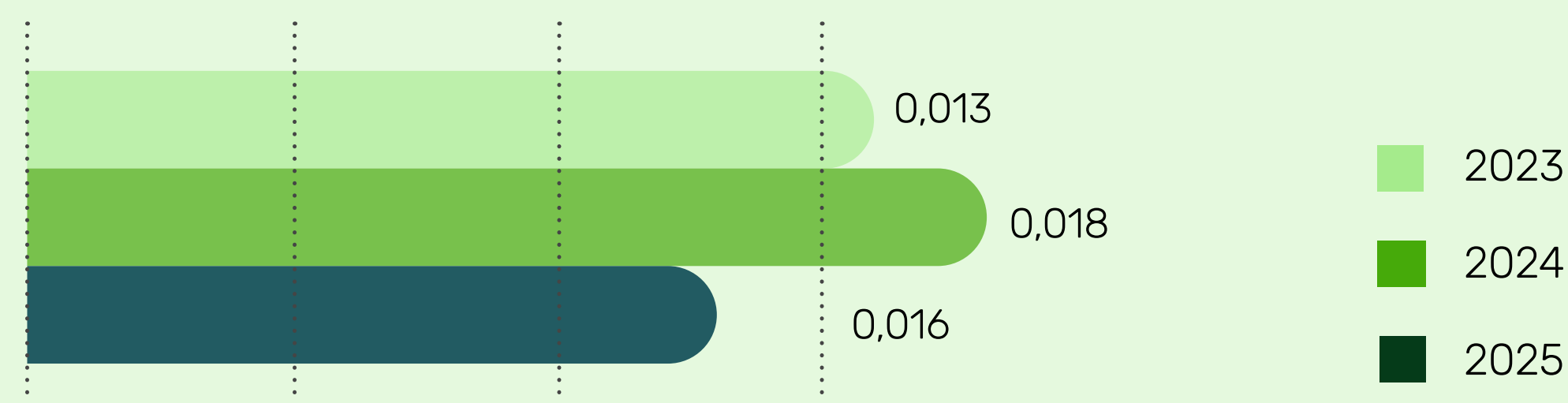
Scope 3 reached **7,416.13 tCO₂e** in 2025, **an increase of approximately 18.5% from 2024 (6,256.56 tCO₂e)**. This rise mainly results from the expanded monitoring scope of the inventory, which started including new emission categories, especially upstream transportation, such as rail movements of grains and logistics between the cooperative's units.

Despite the overall increase in emissions in 2025, the carbon intensity per volume of grains received and processed decreased, indicating **improvements in operational efficiency**. This result emphasizes the ongoing separation between activity growth and emission increases, reinforcing the maturity of the cooperative's environmental management practices.



Evolution of emissions intensity (tCO₂e/ton of grains received)

GRI 305-4





Air Quality Monitoring

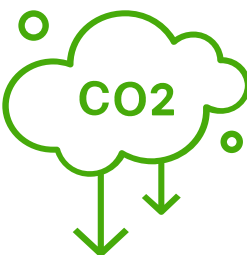
GRI 305-7

Air quality control is based on point-in-time measurements that support estimates of atmospheric emissions. In 2025, monitoring included pollutants such as nitrogen oxides (NOx), particulate matter (PM), and carbon monoxide (CO), with frequencies determined by the type of process and operational unit, including boilers, the vegetable waste industry, the feed mill, machinery, and coffee roasting.

During the period, an **8.4% decrease in particulate matter emissions** was observed, resulting from improvements in roasting processes and vegetable waste management. However, most other pollutants increased compared to 2024, due to the **higher processing volume associated with a larger corn harvest**, which required greater use of industrial units.

It should be noted that in 2025, the reported unit of measurement was updated, adopting the standard established by the GRI guidelines, replacing the framework previously aligned with CONAMA (National Environment Council), ensuring greater compliance with international reporting practices.

As complementary information to air quality monitoring, measurements of total suspended particles (TSP) were taken in 45 units and the feed mill, recording an average concentration of 175.50 µg/m³. Monitoring this parameter helps with the proactive management of local atmospheric impacts.



**Total
Atmospheric
Emissions**

Pollutant	2025	Unit	Monitoring location
NOx (Nitrogen Oxides)	191,95	tons/year	Boilers
Material Particulado (MP)	169,86	tons/year	Boilers, vegetable waste, and feed mill
Monóxido de Carbono (CO)	296,84	tons/year	Boilers, vegetable waste, and coffee roasting

Investments in Infrastructure

GRI 203-1

In 2025, Cocamar invested its own resources in initiatives to improve the environment and operations at its facilities. In Assaí (PR), a new waste warehouse was built, while in Jaguapitã (PR), upgrades included the construction of a waste warehouse and the installation of a bag filter system. At the Paraíso do Norte (PR) site, actions such as enclosing hoppers and upgrading the waste warehouse were undertaken, with a focus on reducing environmental impacts.

Additionally, green curtains were installed at the units in Santa Fé (PR), Pitangueiras (PR), Jaguapitã (PR), Centenário do Sul (PR), Primeiro de Maio (PR), and the Cambé Grain Silo (PR), helping to control dust, noise, and improve the surrounding microclimate. In

São Sebastião da Amoreira (PR), a particle capture system with a filter and cyclone was set up, enhancing the control of atmospheric emissions.

In 2025, Cocamar also started producing and selling **ARLA 32 (Liquid Reducing Agent for Nitrogen Oxides, 32% urea)** at its new plant in Paranaíba (PR). This input is crucial for lowering nitrogen oxide (NOx) emissions in heavy diesel vehicles, helping to meet current environmental rules and improve air quality related to transportation activities.



For more information on emissions, see the **Annexes** at the end of this report.



Energy Management

GRI 3-3, 302-1, 302-3

Energy management is a key part of Cocamar's operational efficiency and sustainability. In 2025, the cooperative continued to focus on increasing the use of renewable sources and diversifying the energy mix, balancing operational safety, competitiveness, and environmental responsibility.

Total energy consumption increased from **2,997,520.12 GJ in 2024 to 3,561,683.39 GJ in 2025**, reflecting higher industrial activity and greater volume of grains

received and processed. This rise is linked to both expanded productive operations and increased utilization of industrial assets throughout the year.

Regarding **renewable fuels**, consumption increased by **19.53% (2,950,375.43 GJ)**, solidifying their role as the main component of the energy matrix. Although there was a decrease in the use of wood and wood waste, other renewable fuels experienced growth. Notable highlights include the expanded use

of biomass, the initiation of biodiesel use in the company's fleet in 2025—driven by the acquisition of trucks operating entirely on this fuel—and ongoing efforts to promote ethanol as an alternative to gasoline, a policy adopted since 2023.

The increase in the consumption of **non-renewable fuels**, which reached **137,965.82 GJ in 2025 (+34.38% compared to 2024)**, is mainly linked to the inclusion of LPG (Liquefied Petroleum Gas) consumption in the energy inventory and the rise in the use of diesel and gasoline, driven by higher volumes of grains handled and increased logistical and operational activities during the period.

Electricity consumption also increased, from **426,499.20 GJ to 473,342.15 GJ**, due to higher levels of industrial activity and the greater use of electro-intensive equipment and processes, especially in the processing and industrial units.

Despite the overall rise in energy consumption, there was an improvement in operational efficiency, shown by the decrease in energy intensity at the industrial complex. It dropped from **27.87 kWh per ton of processed soybean in 2024 to 27.39 kWh per ton in 2025**, a 1.72% reduction. This indicates that the cooperative produced more while using less energy proportionally, reflecting ongoing optimization of production processes.

Energy Consumption

GRI 302-1



Fuel consumption (GJ)

- » Renewable sources – **2,950,375.43**
- » Non-renewable sources – **137,956.82**

Electricity consumption (GJ)

473,342.15

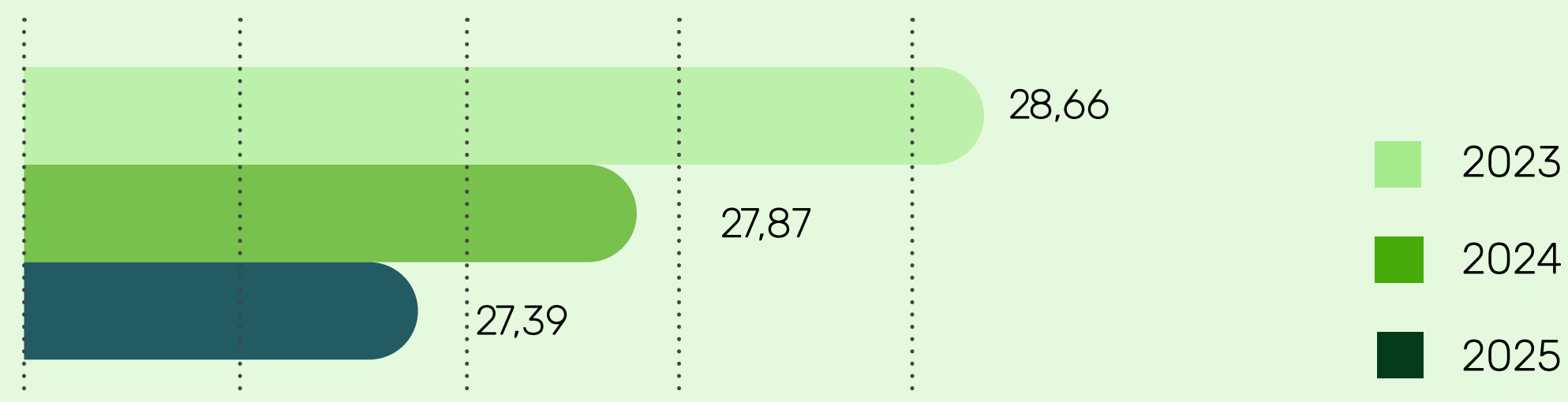
Total energy consumption (GJ)

3,561,683.39



Evolution of energy intensity (kWh per ton of soybean)

GRI 302-3



Note: Only electricity consumption was used to calculate the intensity.

Transition to Renewable Fuels

Focusing on innovation and sustainability, Cocamar has been steadily progressing in transitioning to renewable fuels by including this goal into its long-term plan to lower emissions from its operations. A key highlight is the increased use of biodiesel as a substitute for fossil fuels, emphasizing the cooperative's own production and strengthening the connection among the productive, industrial, and logistical chains. In 2025, Cocamar increased the use of 100% pure biodiesel in part of its operations, a move that will be gradually expanded in the coming years to meet rising market demand and support the decarbonization of its activities.

In line with its energy transition strategy, in 2025 Cocamar increased the use of lower-impact solutions through **energy self-generation**, totaling **120,339.53 GJ**, and the **purchase of electricity in the Free Market from incentivized renewable sources**, totaling **219,313.48 GJ** (certified by I-RECs), ensuring traceability and a direct contribution to reducing Scope 2 emissions.

In the coming years, Cocamar will keep investing in expanding renewable sources, improving energy efficiency, and developing innovative solutions that strengthen its operational resilience and reaffirm its commitment to a cleaner energy matrix.



For more details on energy management, please see the **Annexes** at the end of this report.

Water and Effluents Management

GRI 3-3, 303-1, 303-2

Water is a vital resource for Cocamar's industrial activities. The cooperative employs responsible management practices throughout the entire water cycle, from extraction to effluent treatment and disposal, concentrating on efficient use and reducing environmental impacts.

The management of environmental impacts, including those related to water, is guided by the **DAIA (Determination of Environmental Aspects and Impacts)** methodology, which is applied across all the cooperative's operations. This tool

enables the identification, evaluation, and prioritization of potential risks and impacts on the **availability and quality of water resources**, with assessments conducted every two years to ensure continuous updates of analyses.

At the operational level, the effluents produced by the industrial complex are treated and released in accordance with the quality and volume limits set in the Effluent Discharge Permit, the **Treatment Plant Operation License**, and **CONAMA Resolution No. 357/2005**. Control includes the systematic monitoring of

parameters such as **BOD, COD, solids, pH, temperature, oils, and greases**, both at the intake and discharge points, ensuring full compliance with legal and regulatory standards.

Recognizing that water resources are shared and essential for neighboring communities and ecosystems, the cooperative consistently invests in projects that improve water efficiency, promote water reuse, and enhance treatment systems. A dedicated working group focuses on identifying and implementing solutions for long-term water security, considering water stress scenarios and reinforcing the commitment to the responsible use of resources.

Areas of water scarcity

The industrial complex is situated in a water-scarce region, where water availability can be limited during droughts. The clustering of agribusinesses in the area increases the strain on aquifer resources.

In this context, Cocamar actively participates in the **Piraponema and Baixo Ivaí River Basin Committees** and gets involved in municipal efforts to jointly promote the sustainable use of water.

The Maringá Industrial Complex (PR) hosts the company's main activities, including soybean crushing, vegetable oil refining, and the production of biodiesel, juices, sauces, and other food products. In these facilities, **100% of the water used comes from underground sources** (Serra Geral Aquifer). The water used in industrial processes may come from direct extraction, reuse, or repurposing of reverse osmosis reject water. Of the total water consumption, 95% is used for industrial utilities such as steam generation, cooling, and cleaning equipment and floors, while 5% goes to human consumption and direct manufacturing processes.

After use, the water takes different paths depending on its purpose.

- **Utility water:** recirculates in closed systems until saturation, then undergoes primary physicochemical treatment and is purged.
- **Process water:** is treated at the Effluent Treatment Plant (ETP) and discharged into the Ribeirão Bandeirantes River in accordance with current legislation.
- **Sanitary effluents:** intended for septic tank systems.

In other operational units, water is sourced from underground wells or public utility companies, with usage limited to human consumption and disposal in septic tanks or by outsourced services.



WATER CONSUMPTION

GRI 303-3, 303-4, 303-5



Total water withdrawal (m³)

1,145,520.00

Total water discharge (m³)

145,320.85

Total water consumption (m³)

875,318.00

Note: The volumes shown relate only to the Cocamar Industrial Complex; other units (warehouses, stores, and receiving units) are not included in this figure for 2025.

**The discharge volume refers to the water used in industrial processes.*

***Consumption is calculated as the difference between withdrawal and discharge, accounting for losses through evaporation and incorporation into the product.*

Spring Conservation Program

Developed by Cocamar, the Spring Conservation Program aims to preserve and restore springs on the properties of cooperative members in the regions where the cooperative operates. Currently in its third phase, the program focuses on the Pirapó River basin in northwestern Paraná. Supported by IHARA and with technical monitoring by CS Consultoria Ambiental, the project includes diagnosing the areas, implementing works, and ensuring environmental regularization.

By 2024, 22 springs had been preserved with the Soil-Cement technique (Caxambu System), combined with restoring native vegetation using seedlings from the Cultivar Program.



In 2025, twenty-five springs were recovered, including:

20
in Maringá

2
in Ourizona

1
in Floraí

2
in Pitangueiras

This action helps protect water resources, improve water quality, and strengthen sustainability on rural properties.

Circular Economy and Waste Valorization

GRI 3-3, 306-1, 306-2

Waste management is crucial for Cocamar, combining commitments to sustainability, regulatory compliance, and the circular economy. Waste production is closely linked to the cooperative's agricultural and industrial activities, making effective management vital to reduce environmental risks, enhance corporate governance, and increase business value.

Poorly managed waste can harm operational efficiency, raise costs, pollute soil, water, and air, create legal liabilities, and damage the cooperative's

reputation. Conversely, responsible waste practices encourage waste **valorization and transparency, boosting the trust of cooperative members, employees, consumers, and communities.**

Cocamar tracks waste-related impacts across its operations throughout the value chain, aiming to continually reduce risks. In agricultural activities, the use of fertilizers and pesticides creates packaging and chemical waste that, if untreated, can harm the soil, water, and human health. In industrial

facilities, grain processing and the production of food and bioproducts produce organic and inorganic solid waste, including by-products, ETP (Effluent Treatment Plant) sludge, contaminated materials, packaging, and maintenance waste. Logistics and maintenance activities generate used lubricating oils, filters, tires, scrap metal, and parts, while administrative work produces paper, plastic, glass, and electronic equipment.

To reduce these impacts, Cocamar implements a **Solid Waste Management Plan (PGRS)**, which directs the separation, transportation, and disposal of waste in accordance with Brazilian laws. The cooperative invests in valorization and circular economy solutions, such as composting organic waste and co-processing industrial waste with calorific value, reintegrating them into the production chain as energy or raw materials. It also

maintains organized reverse logistics systems, including the collection and management of agricultural pesticide packaging, tires, and batteries.

Management efficiency is monitored through both internal and external audits, and supporting documentation is required when management is outsourced to ensure traceability and legal compliance. The collection and classification of waste by material type enable tracking disposal, calculating strategic indicators, and promoting continuous improvement and transparency of results.

WASTE GENERATION

GRI 306-3



TYPES OF WASTE

Non-hazardous waste (tons)

51,189.77

Hazardous waste (tons)

54.00

Total waste generated (tons)

51,243.77

Waste classification	Volume (tons)
Non-hazardous	
Ashes	9,137.00
Vegetable waste	36,940.77
Activated earth	2,716.00
Scrap	1,155.00
Rejects	976.00
Rubbles	206.00
Sludge	59.00
Hazardous	
Contaminated materials	54.00
Total	51,243.77

Between 2024 and 2025, the total waste generated at Cocamar’s industrial complex decreased from **55,579.31 tons to 51,243.77 tons, a drop of 7.80%**. This mainly reflects important operational changes during that period, especially the shutdown of the factory that processed vegetable waste from grain pre-cleaning. This type of waste, including straw, husks, dirt, pods, and stones, remains the primary waste produced by the cooperative, but it decreased significantly from 42,812.43 tons in 2024 to 36,940.77 tons in 2025.

On the other hand, certain waste streams, such as ashes, activated earth, scrap, rejects, and rubble, increased in 2025 compared to the previous year. This change is linked to the higher volume of grains received during that period, which heightened logistical activity at the facilities, led to more hiring of temporary

workers, and boosted pre-cleaning and industrial maintenance operations. It is notable that about 77.8% of this waste was dedicated to recovery efforts, primarily through preparation for reuse and recycling, both within and outside the organization. The share allocated for final disposal, which includes incineration with energy recovery and landfilling, was a smaller part of the total, highlighting the focus on valorization routes whenever technically possible.

When waste management is outsourced to third parties, Cocamar guarantees legal and environmental compliance by exclusively hiring licensed and certified companies. It requires supporting documentation for transportation, treatment, and final disposal, and conducts regular audits and monitoring.

Waste not directed to final disposal*

GRI 306-4

Type of operation	Non-hazardous waste (tons)
Preparation for reuse	38,703.48
Recycling	1,155.00
Other operations	-
Total	39,858.48

Note: Recovery occurs both inside and outside the organization.

* Only non-hazardous waste was sent for recycling.

Waste directed to final disposal

GRI 306-5

Type of operation	Hazardous waste (tons)	Non-hazardous waste (tons)
Incineration with energy recovery*	54.00	10,149.29
Incineration without energy recovery	-	-
Landfilling	-	1,182.00
Total	54.00	11,331.29

Note: All waste was disposed of outside the organization.

*Incineration with energy recovery includes contaminated waste destined for co-processing and non-contaminated waste that is incinerated to produce energy in the boiler.

For 2026, Cocamar is approving the **Sustainability Policy**, which will reinforce the environmental responsibilities of the cooperative and its partners. The plan includes continuing the **3 Rs program (Reduce, Recycle, and Reuse)**, increasing reuse in

processes, and improving the segregation and disposal of waste for co-processing. New initiatives are planned for the coming years, including the reverse logistics of fertilizer packaging and environmental education programs in communities.

Stakeholder Engagement in the Waste Management Chain

GRI 2-29, 3-3, 306-2

Beyond its own activities, Cocamar acknowledges the influence of indirect impacts throughout the value chain, making stakeholder engagement crucial for successful waste management and advancing the circular economy. Actions include:



For historical waste generation data, please see the **Annexes** at the end of this Report.

The actions involve:



Cooperative members: promote good environmental practices and encourage initiatives such as reverse logistics for agricultural pesticide packaging, tires, and batteries.



Employees: training and awareness on waste management and valorization.



Suppliers and service providers: monitoring legal compliance in collection, transportation, and final disposal.



Clients and consumers: monitoring and encouraging sustainable practices, including reverse logistics of Cocamar product packaging, in accordance with the PNRS (National Solid Waste Policy).



Local communities: gain advantages from socio-environmental projects and educational programs.

Furthermore, Cocamar partners with environmental and government organizations to promote circular economy practices, responsible use of natural resources, and reduction of environmental impacts across the entire value chain.



SDGS CORRESPONDING TO THIS CHAPTER:



COOPERATIVE PRINCIPLES:

**VOLUNTARY AND OPEN MEMBERSHIP; MEMBER ECONOMIC PARTICIPATION;
EDUCATION, TRAINING, AND INFORMATION; CONCERN FOR COMMUNITY.**

05 Cooperativism and Positive Impact on Communities





Commitment to the Cooperative Member

GRI 3-3, 13.22.1

The cooperative member is at the heart of Cocamar's operations. Improving member experience and satisfaction is key to fostering **loyalty, competitiveness, and sustainable growth**. Positive experiences boost production delivery and service usage, leading to organic recommendations for the cooperative and benefiting the entire supply chain. On the other hand, service failures can reduce participation and harm the cooperative's reputation.





Member Journey

Cocamar launched the Member Journey in 2021 to better understand and address every need of the rural producer, from initial contact to ongoing technical support. The Member Experience team turns feedback into tangible improvements, coordinating short-term actions in operational units and medium-term initiatives across corporate areas.

To evaluate experience performance, the cooperative uses complementary indicators, such as the Net Promoter Score (NPS), which tracks overall experience and the likelihood of recommendation; the Customer Satisfaction Score (CSAT), which measures satisfaction in specific interactions; and the Customer Effort Score (CES), which gauges the effort needed to resolve requests. In 2025, **Cocamar kept the NPS above 71% and the CSAT and CES scores above 9.0** on a scale of 0 to 10, ensuring that the units stayed within the quality zone.

Monitoring is conducted periodically at key points along the journey, supporting strategic planning, strengthening relationships, increasing loyalty, and aiding market expansion. This is complemented by information from the Cocamar

Orientation Center (COC), participation in events, and insights recorded by employees in the **“De Olho na Jornada” (Keeping an Eye on the Journey)** channel, launched in 2025. Throughout the year, **299 improvement actions** based on the main listening channels were implemented, demonstrating the cooperative’s ability to coordinate operational units and corporate areas to resolve issues and enhance internal processes.

Member engagement also occurs through interviews and surveys. In 2025, in-depth interviews were conducted with 185 cooperative members, including producers who reduced their participation and producers from new regions, along with a Satisfaction Survey that reached 358 respondents. These efforts supported improvement projects in corporate areas and contributed to revitalizing the **“Jeito de Atender Cocamar” (The Cocamar Way of Serving)**.

Average duration of cooperation:

12.79 years

Average member age:

59.89 years

61.69%
are small-scale members

NPS > 71%

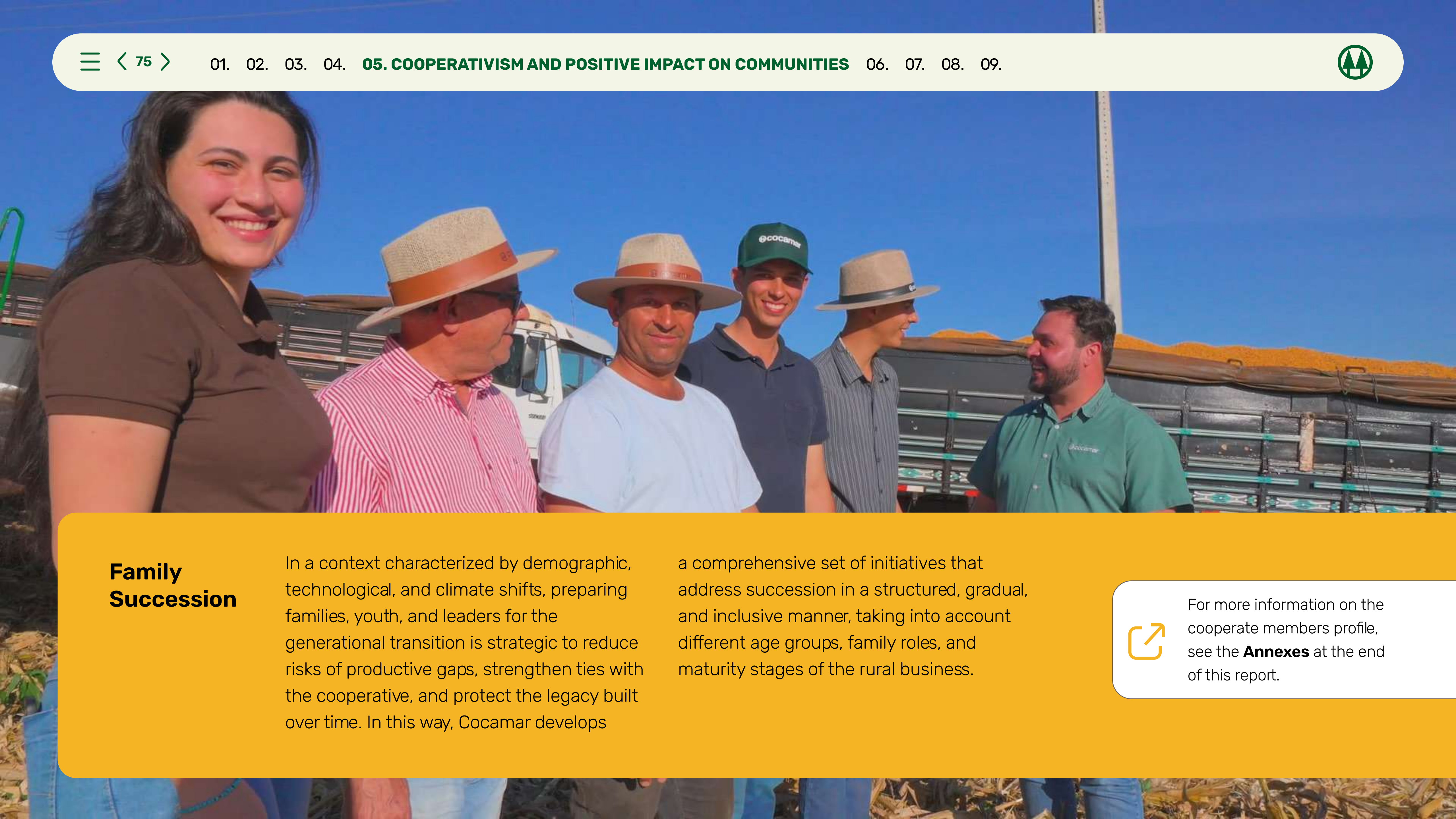
BRL 200 million
paid in surplus distribution



Digital Transformation

Cocamar's dedication to its cooperative members is strengthened through the use of digital tools, which improve access to information and service speed. **In 2025, about 4,170 members used the cooperative's digital solutions**, including the app that lets them check grain balances, track commodity prices, make sales, and access information such as weather forecasts and product pickup statements.

This digital ecosystem is enhanced by the Tiagro chatbot, integrated with WhatsApp, which offers instant support and guides members to the Member Experience team when needed. Digital transformation delivers greater convenience and independence, enabling members to access essential services quickly and anytime, thereby strengthening the overall experience and connection with the cooperative.



Family Succession

In a context characterized by demographic, technological, and climate shifts, preparing families, youth, and leaders for the generational transition is strategic to reduce risks of productive gaps, strengthen ties with the cooperative, and protect the legacy built over time. In this way, Cocamar develops

a comprehensive set of initiatives that address succession in a structured, gradual, and inclusive manner, taking into account different age groups, family roles, and maturity stages of the rural business.



For more information on the cooperate members profile, see the **Annexes** at the end of this report.



Women + Agro Program

The program promotes the inclusion, training, and development of the female audience, strengthening women's roles in the cooperative and in agribusiness, whether in family management, business leadership, or participation in established women's groups. In 2025, a key highlight was the **first class of the "Elas na Gestão" (Women in Management) module, training 35 women** who are already property managers. Additionally, we held a lecture series in nine different cities, reaching all groups and **impacting more than 600 women.**



Youth + Agro Program

Through the Jovem + Agro program, the cooperative promotes self-awareness, leadership, cooperation, and the development of youth. Children participate in **Turminha Cocamar (Cocamar Kids)**; teenagers aged 14 and older take part in **Liderança Jovem + Agro Cocamar (Youth Leadership + Agro Cocamar)**; and adults over 30 engage in **Academia de Líderes Cocamar (Cocamar Leadership Academy)**. In 2025, a program was completed in partnership with the Federal University of Paraná (UFPR) in the Maringá and Londrina hubs, graduating **20 young people** over age 14 (children, grandchildren, and nieces/nephews of cooperative members).



Unindo Gerações (Uniting Generations) Program

A pioneering initiative by Cocamar, developed in partnership with SESCOOP/PR, focuses on preparing cooperative families for succession planning and the sustainability of rural properties. The first class was strategic, gathering members of the Board of Directors, the Supervisory Board, and the Advisory Board. Structured into **eight in-person modules**, the program extends beyond legal aspects of succession, fostering family awareness, intergenerational dialogue, and the development of agreements. In 2025, the program **trained 15 successors.**

For the upcoming cycles, Cocamar plans to enhance its efforts for family succession and leadership development in the field by launching new classes focused on women, youth, and cooperative families.



Sustainability in the Field

GRI 3-3, 13.5.1, 13.6.1

To ensure sustainable processes and stable productivity, Cocamar conducts internal studies showing that **soil conservation and improvement practices**, along with climate **risk mitigation projects**, need ongoing technical monitoring across multiple cycles to solidify important agronomic results.

The cooperative promotes conservation practices, such as using cover crops and intercrop corn with brachiaria, which help improve soil structure, control weeds, increase organic matter, and ensure the sustainability of production systems.





To ensure effective results, ongoing **training of the technical team** is a priority, ensuring that professionals provide qualified technical assistance with clear guidance aligned with good agronomic practices. **The Solo Forte (Strong Soil)** project assesses soil fertility on cooperative members' farms, supporting crop nutritional management and encouraging more efficient use of inputs, while the **+ Calcário + Produtividade (+ Limestone + Productivity) program** promotes correcting soil acidity, which benefits root development, nutrient availability, fertilizer efficiency, and water uptake by plants.

Technical events like **Safratec and the Winter Field Day** improve producers' access to new crop management knowledge. In 2025, Safratec attracted **6,902 participants**, including producers, employees, and visitors, showing a significant increase (+24%) over 2024.





The **Productivity and Sustainability Increase Program (PAPS)**, established over 14 years ago, promotes the adoption of technologies that deliver better productivity results while integrating economic and environmental sustainability. Through **Crop-Livestock-Forest Integration (ILPF)**, which has been practiced for over 20 years, the program aims to optimize land use, diversify production, recover degraded pastures by integrating crop, livestock, and forestry activities, increase biodiversity within the system, and generate economic and environmental benefits, all while respecting climate and soil limitations. The initiative depends on specialized technical assistance and the adoption of suitable technologies, providing higher yields and greater sustainability for the productive system. In 2025, 164 hours of technical training in integrated production systems were conducted.

The **Cocamar Soybean Super Productivity Award** celebrated its 14th edition in the 2024/2025 harvest. The initiative highlights how

modern technologies and proper soil management can boost farmers' profitability and sustainability by unlocking the full productive potential of soybeans.

During the 2024/2025 harvest, approximately **BRL 1.2 million** was invested in the technical programs offered by Cocamar. These programs strengthen the participation of producers and technicians by encouraging the adoption of new technologies, promoting events and technical trips, and expanding the reach of initiatives to serve different regions and producer profiles.

The continuation of these initiatives envisions expanding areas adopting ILPF, maintaining technical training, and strengthening partnerships with the **ILPF Network**, the Government of Paraná, and the IDR (Rural Development Institute) in watershed recovery programs and the Sustainable Livestock program.



Supply Chain Management and Traceability

GRI 3-3, 408-1, 409-1

Cocamar recognizes that supply chain management is central to preventing socio-environmental risks and promoting fair work practices throughout the value chain. In this context, the cooperative implements formal guidelines to ensure respect for human rights and legal compliance in its commercial relationships.

The **Socio-environmental Responsibility Term**, aligned with the Code of Conduct, sets clear commitments

for employees, suppliers, cooperative members, and partners, explicitly banning practices such as child labor, forced labor, or labor similar to slavery, in line with the Federal Constitution and other applicable laws.

Adherence to the term is mandatory for **all critical service suppliers**. Contracts include clauses that require the competence, aptitude, and suitability of the employees of the contracted companies,

holding them solely responsible for their workforce. Non-compliance can lead to contractual penalties, including termination.

The management of these risks is conducted proactively through internal audits, external analysis tools, and ongoing monitoring of the supply chain.



In 2025, no risks or occurrences of forced labor, labor analogous to slavery, or child labor were identified in Cocamar's operations or among its suppliers.



Socio-environmental Traceability of the Grain Supply Chain

GRI 308-1, 308-2, 414-1, 414-2, 13.23.1

62%
of rural properties
assessed

+24 thousand
suppliers

+43 thousand
properties

Cocamar conducts socio-environmental assessments of grain suppliers in strategically chosen regions as part of its risk management and sustainability strategy. This approach aims to ensure that the products sold meet the cooperative's socio-environmental standards, applicable laws, and market requirements, enhancing traceability, transparency, and integrity throughout the grain supply chain.

The criteria assessed in the **socio-environmental monitoring** include verifying environmental embargoes enforced by responsible agencies, such as the Brazilian Institute of the Environment and Renewable Natural Resources (IBAMA), the Chico Mendes Institute for Biodiversity Conservation (ICMBio),

and state environmental secretariats; checking for overlaps between productive areas and indigenous lands, quilombola territories, and conservation units; identifying presence on the Dirty List for slave-like labor; and monitoring deforestation alerts in the Amazon biome since July 22, 2008, and in other biomes since December 31, 2020.

The socio-environmental assessment and monitoring process is conducted using specialized external platforms. Continuous monitoring of properties and mapped volumes is integrated into data analysis systems involved in processes related to the European Union Deforestation Regulation (EUDR) and the Renovabio program.

In 2025, 62% of active rural properties in the producer registry underwent socio-environmental assessment, totaling 24,056 suppliers and 43,416 monitored properties. This percentage highlights the current coverage of socio-environmental monitoring on supplying farms and indicates opportunities for growth to expand the comprehensive assessment of the supplier base. Of the total evaluated, 1,176 suppliers showed a negative socio-environmental analysis, involving 2,098 properties with identified environmental non-conformities. Among these, 680 properties were subjected to a temporary operational block.



Suppliers with socio-environmental non-conformities are not excluded from the cooperative's partner list. In these instances, risk management measures appropriate to the nature and severity of the non-conformities are put in place, which may include a temporary operational halt until the necessary corrective actions are taken and the environmental situation is regularized.

The complete traceability of the grain supply chain, from receipt to shipment, is currently being implemented. The cooperative already holds Renovabio certification, which includes socio-environmental traceability criteria in its certification process, and is working on aligning with the EUDR requirements through a Lean Six Sigma project. This regulation, approved by the European Union in 2023, will require customer audits to verify traceability of the soybean supply chain once it becomes effective.

For 2026, Cocamar aims to expand socio-environmental traceability in grain receipts at key locations, with gradual coverage extension to all sites between 2027 and 2030, steadily increasing the scope, robustness, and consistency of information throughout the supply chain.



Purchasing Practices

GRI 204-1, 13.23.1

The cooperative maintains national traceability for its retail products, industrial inputs, and commodities, complying with the legal requirements of ANVISA and MAPA and meeting the standards of certifications such as Renovabio, ISO 9001, and GMP+FSA. This system ensures control from the source of the inputs to the availability of the products in the market.

Suppliers of critical inputs undergo formal approval processes, which include document analysis and the verification of licenses and certifications. Currently, about 500 inputs are supplied by internationally certified suppliers. For uncertified suppliers, additional mechanisms are used, such as self-assessments and periodic technical reports, requested either upon receipt or annually, to ensure compliance with food quality and safety standards.

In 2025, no significant non-conformities related to food safety were reported. During the same period, Cocamar invested in technological upgrades aimed at automating controls, implementing systemic validations, and reducing manual processes, thereby increasing the reliability of purchasing and receiving routines.

The cooperative also emphasizes local purchases as part of its responsible sourcing strategy. **In 2025, local suppliers made up 60% of total spending**, helping boost regional economic growth, cut logistics costs, and increase operational flexibility.





Strengthening Communities and Territorial Influence

GRI 3-3, 203-1, 203-2, 413-1



Cocamar acknowledges that its operations can have both positive and negative effects on the communities where it works, so it adopts a structured approach to **managing community relations and local social-environmental impacts**.

Potential impacts on communities include nuisances such as vehicle flow disruptions, dust, noise, and atmospheric emissions, especially during harvest seasons. There are also risks related to operational accidents, product leaks, fires, and explosions. These impacts are

systematically monitored, covering both direct and indirect influence areas.

As mitigation measures, the cooperative conducts regular environmental monitoring, surveys with nearby communities to assess perceptions and vulnerabilities, dust and emission control actions, the implementation of physical mitigation solutions, emergency protocols, and specialized training. All community complaints and feedback are documented, analyzed, and addressed through corrective action plans.

Besides reducing negative impacts, Cocamar aims to create positive effects by strengthening the local economy, supporting social initiatives, generating income, and encouraging responsible practices, all contributing to the sustainable development of the communities it is part of.



Cocamar Institute

GRI 413-1

The Cocamar Institute is a non-profit organization operated by Cocamar, dedicated to mobilizing people and resources to address the needs of the communities where the cooperative works, through volunteer efforts and initiatives of collective interest. Its actions embody the seventh cooperative principle – concern for community – by fostering projects that create a positive social impact consistently and in a structured way.

The Institute's goal is to serve society by integrating social, economic, and environmental factors, supporting the sustainable development of communities. The values guiding its actions are rooted in welcoming the underprivileged, empathy, ethics, honesty, and transparency.

Areas of Action

Citizenship



Education



Culture



Environment



Sports





Social Programs & Initiatives



Cocamar Choir

0 The Cocamar Choir is a cultural program supported for over twenty years by the Cocamar Institute, dedicated to increasing access to culture in the communities where the cooperative operates. Through free performances, the group promotes appreciation for choral singing and helps strengthen community connections, bringing art and culture to diverse audiences.

Beyond its cultural influence, the project provides direct benefits to participants by encouraging community coexistence, well-being, and mental health through musical practice. The performances enhance the sense of belonging within communities and increase access to quality cultural experiences.

18 performances
35 choir members



Cocamar Football Training Center (CFFC)

The Cocamar Football Training Center (CFFC) supports the overall development of children and teenagers aged 14 to 17 through sports activities after school. The program promotes citizenship, social integration, discipline, and healthy habits, focusing on youth with strong academic records, including children and grandchildren of cooperative members and employees, as well as the local community.

Conducted in partnership with the Alex Santos Institute, the program provides ongoing training and formative monitoring, supporting both sports growth and preparing participants for future educational and professional opportunities.

91 students
428 training sessions
52 games



Social Programs & Initiatives



Diaper Workshop

The Diaper Workshop is an initiative focused on strengthening volunteer efforts and supporting organizations that assist people in social vulnerability. The project involves producing and distributing geriatric diapers to non-profit groups, directly aiding in the care and social inclusion of the populations served by these organizations.

The initiative mobilizes volunteers—including employees, cooperative members, and community members—in a collaborative model where the Cocamar Institute provides the structure, materials, and training, while partner institutions handle the finishing and distribution process.

120,268 donated diapers

32 institutions served in **16** cities

722 volunteers



Cultivar (Cultivate) Program

The Cultivar Program aims to promote environmental preservation along with social inclusion through the production of native seedlings intended for restoring permanent preservation areas and riparian forests. Developed in partnership with the APAEs (Associations of Parents and Friends of the Exceptional) of Maringá and Rolândia, the program values the potential of people with intellectual and multiple disabilities, who are part of Cocamar's workforce.

Besides the environmental impact, the program supports the social and human development of participants through educational, recreational, and integration activities, strengthening community ties and expanding opportunities within involved communities.

59,636 donated seedlings

46 employees

35 educational activities/
trainings



Social Programs & Initiatives



Cooperjovem

Cooperjovem is an educational program designed to train teachers, educational technicians, and cooperative employees using centralized SESCOOP resources from Cocamar, and implemented for the community through ICPD. The program emphasizes promoting cooperative values and applying practices aligned with the National Common Curricular Base (BNCC).

Through participatory methods and recreational resources, the program encourages cooperative, environmental, financial, and entrepreneurial education, helping develop citizenship skills and strengthen school communities.

11 trained educators
104 students benefited



Saca do Bem (Bag of Good)

The Saca do Bem campaign is run in partnership with the Londrina Cancer Hospital and encourages cooperative members to allocate a portion of their agricultural harvest into bags (sacas) to support cancer treatments. The initiative enhances the hospital's financial sustainability, helping fund medium- and high-complexity medical procedures.

The action links solidarity and cooperativism, turning some agricultural production into direct support for health and life care.

BRL 68,055 in collections
16 units participated (14% of the total)



Social Programs & Initiatives



Surplus from the AGM (Shareholders' Annual General Meeting)

The allocation of resources from the surplus of the Annual General Meeting (AGM) is a practice that reinforces Cocamar's social commitment. The amounts approved by the cooperative members are allocated to the Cocamar Institute, which then distributes them to social assistance and cancer treatment organizations.

This initiative enhances the cooperative's social impact by strengthening organizations that directly serve families in vulnerable situations across different states.

Around **75 thousand** people benefited
16 beneficiary institutions
BRL 256,816 in residual surplus from the AGM



Solidarity Is Our Energy Project

The **"Solidarity is Our Energy"** Project is an initiative by the Cocamar Institute aimed at strengthening organizations that work directly with people in social vulnerability. The program supports groups from various sectors, such as shelters, hostels, support and reception centers, long-term care facilities, health clinics, and charitable hospitals.

The resources allocated to the project come from FATES (Cocamar's Educational, Social, and Assistance Fund) and are transferred to the Cocamar Institute, with their use approved by the cooperative members during the Annual General Meeting (AGM). Based on this decision, investments are directed toward installing photovoltaic systems, promoting renewable energy use, and helping to cut operational costs for the supported institutions. The projection is that over 25 years, savings of BRL26 million will be achieved.

Approximately **6,000** people are affected
43 beneficiary institutions
BRL 3.587 million invested

Note: Results from the past 3 years.



Social Programs & Initiatives



Volunteer Program

The Cocamar Institute's Volunteer Program encourages active involvement from employees, cooperative members, and partners in social initiatives that help strengthen the communities where the cooperative operates. The program promotes values such as solidarity, cooperation, and social responsibility, in line with cooperative principles.

The program builds partnerships with third-sector organizations and focuses especially on Dia C (Day C) – Day to Cooperate, expanding the reach of social initiatives and strengthening collective engagement in public interest causes.

Dia C – Day for Cooperative Actions:

- » **Father's Day:** preparing a special meal for vulnerable individuals at the Casa de Apoio Entidade Ecumênica de Amor ao Próximo (Ecumenical Entity of Love for the Neighbor Support House) in Maringá.
- » **Gerar Institution of Maringá:** collection, restoration, and organization of books for the Institution's collection;
- » **Sopão da Jô (Jô's Soup Kitchen):** cleaning, organizing, and revitalizing the institution in Sarandi, while providing recreational activities for children and families during the event.

In a complementary way, the other units promoted community actions focused on health, education, the environment, social well-being, and supporting families in vulnerable situations, reaffirming the cooperative's commitment to the development of the communities where it operates.

Approximately **70 thousand** affected beneficiaries
111 actions

1,443 volunteers
379 hours of volunteer work



Social Campaigns



Solidarity Anniversary and Easter Campaign

In celebration of Cocamar's anniversary, the cooperative launched a Solidarity Anniversary Campaign to collect and distribute food to people in situations of social vulnerability, and to collect chocolates during the Solidarity Easter. The initiative was carried out both at the headquarters and in the regions where Cocamar operates, benefiting the Mesa Brasil program and various social organizations, reinforcing the cooperative's commitment to supporting local communities.

4.5 tons collected

48 units participated (42% of the total)



Winter Campaign

The Winter Campaign seeks to mobilize employees, cooperative members, and the community to donate blankets, coats, sweatshirts, knitwear, pants, gloves, and shoes in good condition. These donations will go to organizations that support families facing social challenges in the cities where Cocamar operates, helping to protect and improve well-being during cold weather.

12,228 items collected

83 units participated (72% of the total)



Social Campaigns



Christmas Campaign

The Christmas Campaign aims to gather food for social institutions in the regions where Cocamar operates, supporting families in social vulnerability served by the Mesa Brasil program and other local groups. The initiative aims to provide a Christmas dinner and promote a more dignified end-of-year, fostering solidarity and community support.

37.03 tons collected

92 participating units (80% of the total)



Solidarity Caps

Created by the Cocamar Institute, the Solidarity Caps Project promotes employees, cooperative members, and the community to separate and properly dispose of recyclable materials. The funds from selling the collected items are used to buy hospital equipment for non-profit organizations in the regions where the cooperative operates, combining environmental education, recycling, and social support.

690 kg collected



Social Campaigns



Solidarity Union

The Solidarity Union campaign encourages civil society organizations to gather resources and involve the community by selling both physical and digital coupons. Conducted in the municipalities where Cocamar operates, the initiative directs all collected funds solely toward implementing or enhancing social impact projects – the cooperative partners with the Dexis Institute, which handles the campaign operations and manages the prizes.

BRL 1.23 million allocated

86 participating units (75% of the total)

154 benefited entities

+80 thousand impacted people



To view historical data on social impact, please see the **Annexes** at the end of this report.

SDGS CORRESPONDING TO THIS CHAPTER:



COOPERATIVE PRINCIPLES:

EDUCATION, TRAINING, AND INFORMATION; DEMOCRATIC
MEMBER CONTROL; MEMBER ECONOMIC PARTICIPATION

06 People and Organizational Culture



Strategic Management of the Workforce

GRI 2-7, 2-8, 2-30, 3-3, 405-1



In practice, people management reflects Cocamar's corporate value: "We take care of people" (A gente cuida de gente). The cooperative recognizes that its success is directly related to the engagement, well-being, and development of its employees.

Continuous investments are made to build a work environment that encourages open communication, inclusion, diversity, and psychological safety, ensuring that each person feels like an essential part of the collective results.

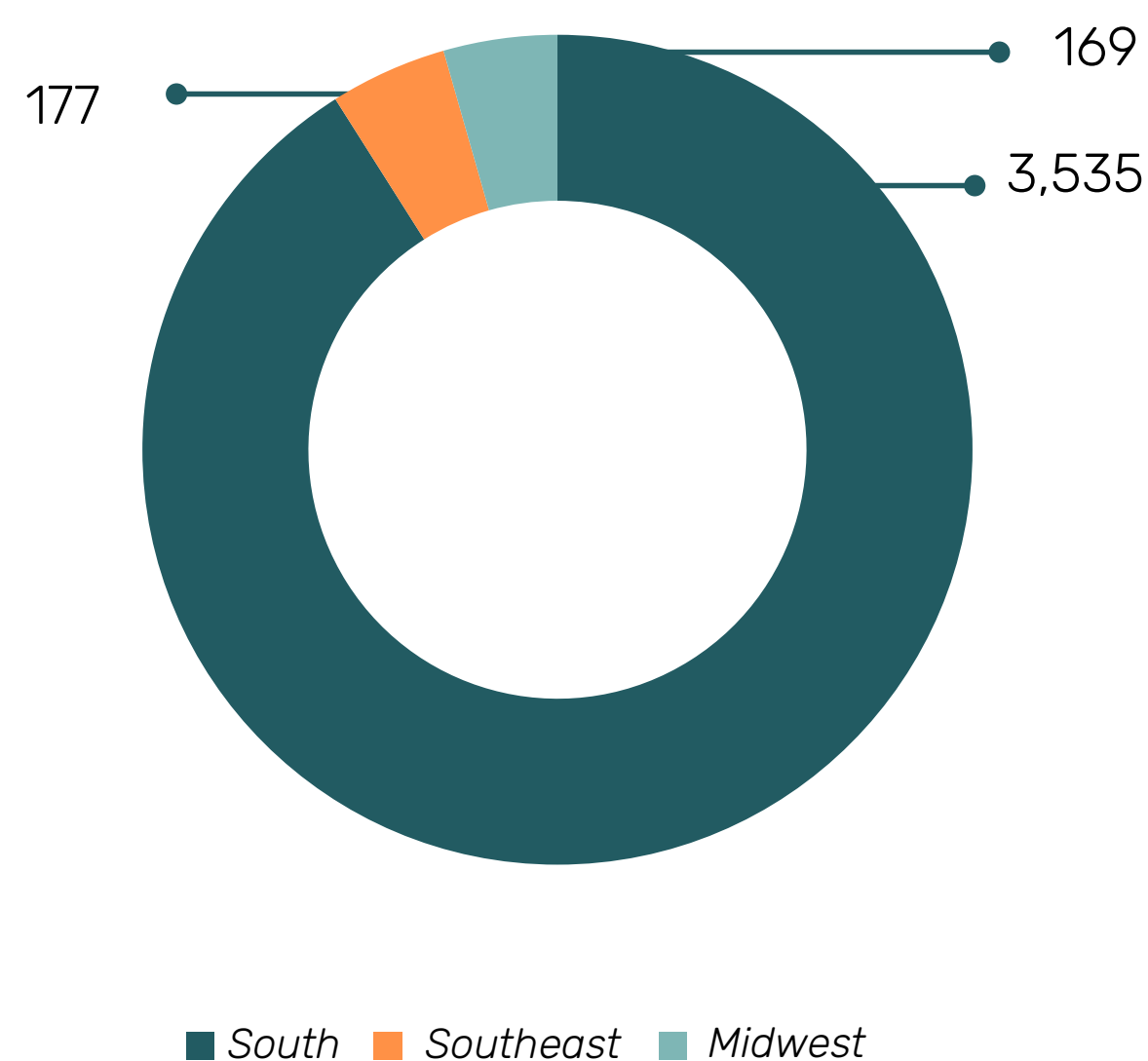
In 2025, Cocamar reinforced its commitment to well-being and professional growth by maintaining its Great Place to Work (GPTW) certification, consolidating its position, for the fourth consecutive year, among the best companies to work for in Paraná. The year ended with a total of 3,881 employees, representing approximately 4.27% growth compared to 2024. Additionally, the cooperative had 1,443 third-party employees (229 permanent and 1,214 temporary) and 347 outsourced professionals, who work in administrative, advisory, consulting, and operational activities.

Profile of permanent employees

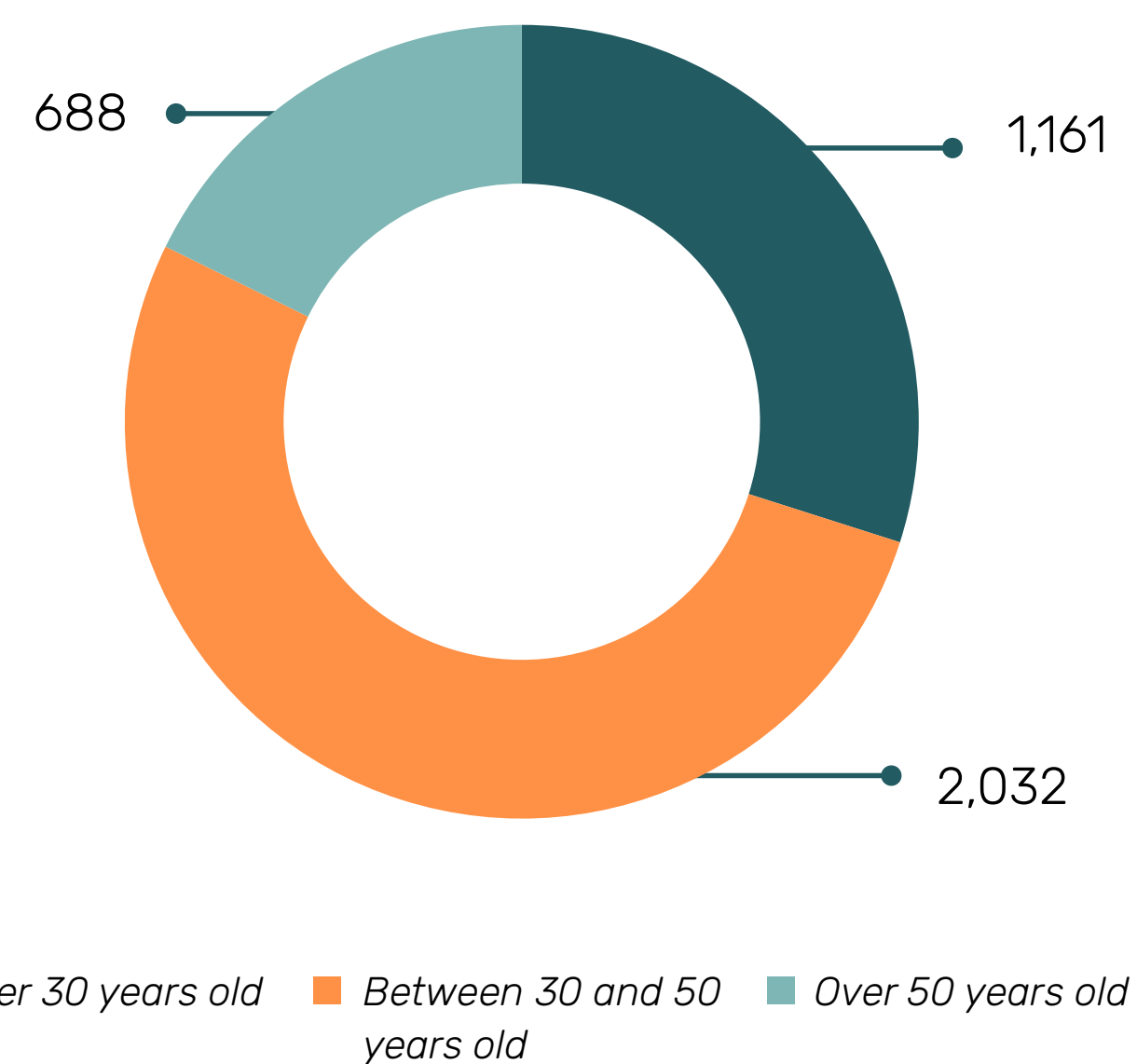


To see the historical profile of employees, please refer to the **Annexes** of this Report.

By region*



By age group



* The concentration in the South region reflects the robustness of industrial operations and the headquarters, while the presence in the Midwest and Southeast accompanies the strategic expansion of origination.

Note: For employees not covered by collective agreements, the organization follows the conditions defined in the Collective Conventions of each comprehensive category.



1,084



2,797

Attraction and Retention of Talents

GRI 401-1

Cocamar's people management strategy prioritizes talent retention and team stability. It is noteworthy that 100% of the internal workforce consists of indefinite-term contracts, reinforcing the commitment to long-term careers and the preservation of technical knowledge.

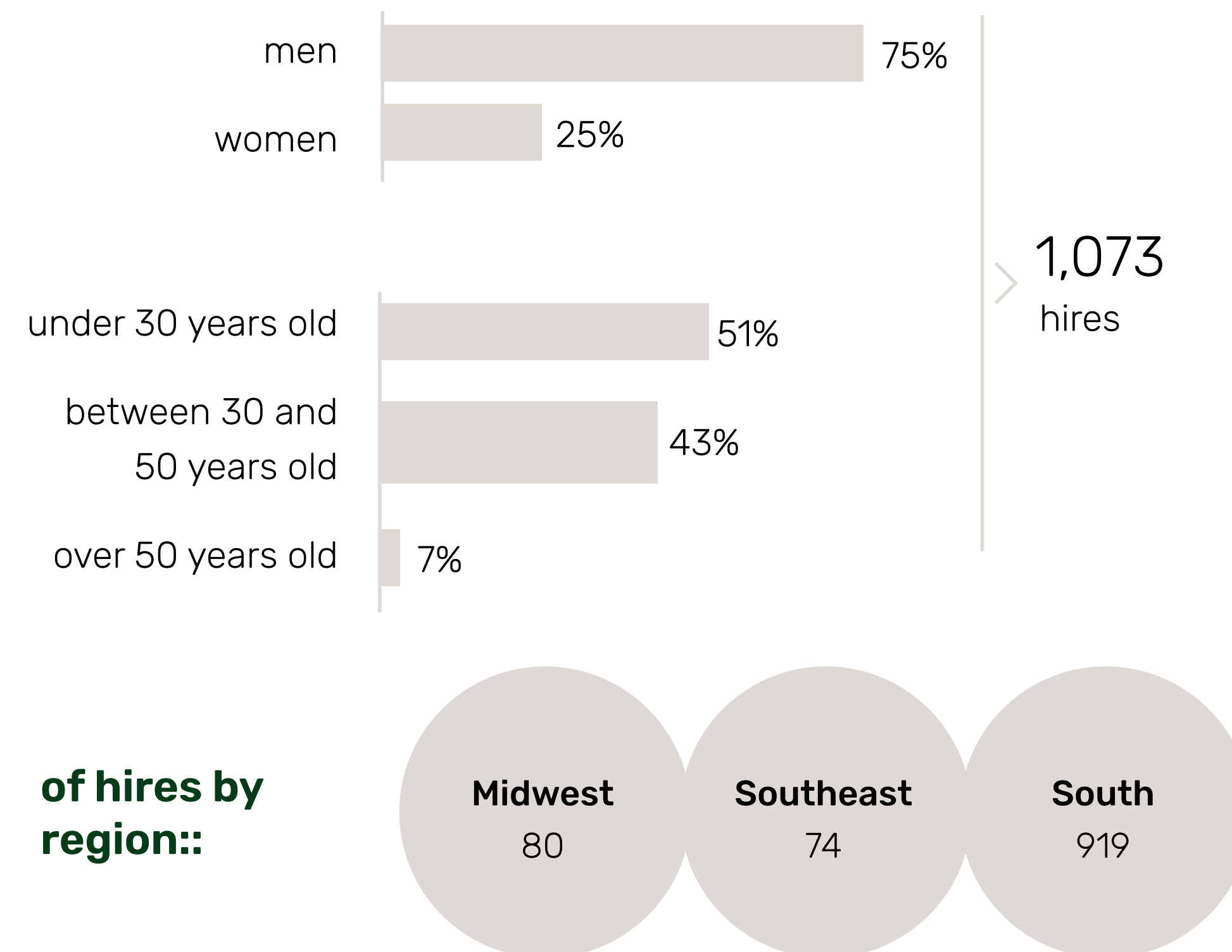
To attract talent, the cooperative favors internal recruitment, offering mobility and promotion opportunities before opening vacancies to external candidates.

In 2025, Cocamar recorded **1,073 new hires (+96.5% vs. 2024)**, representing about 27.6% of total employees. Additionally, investments were maintained in the training

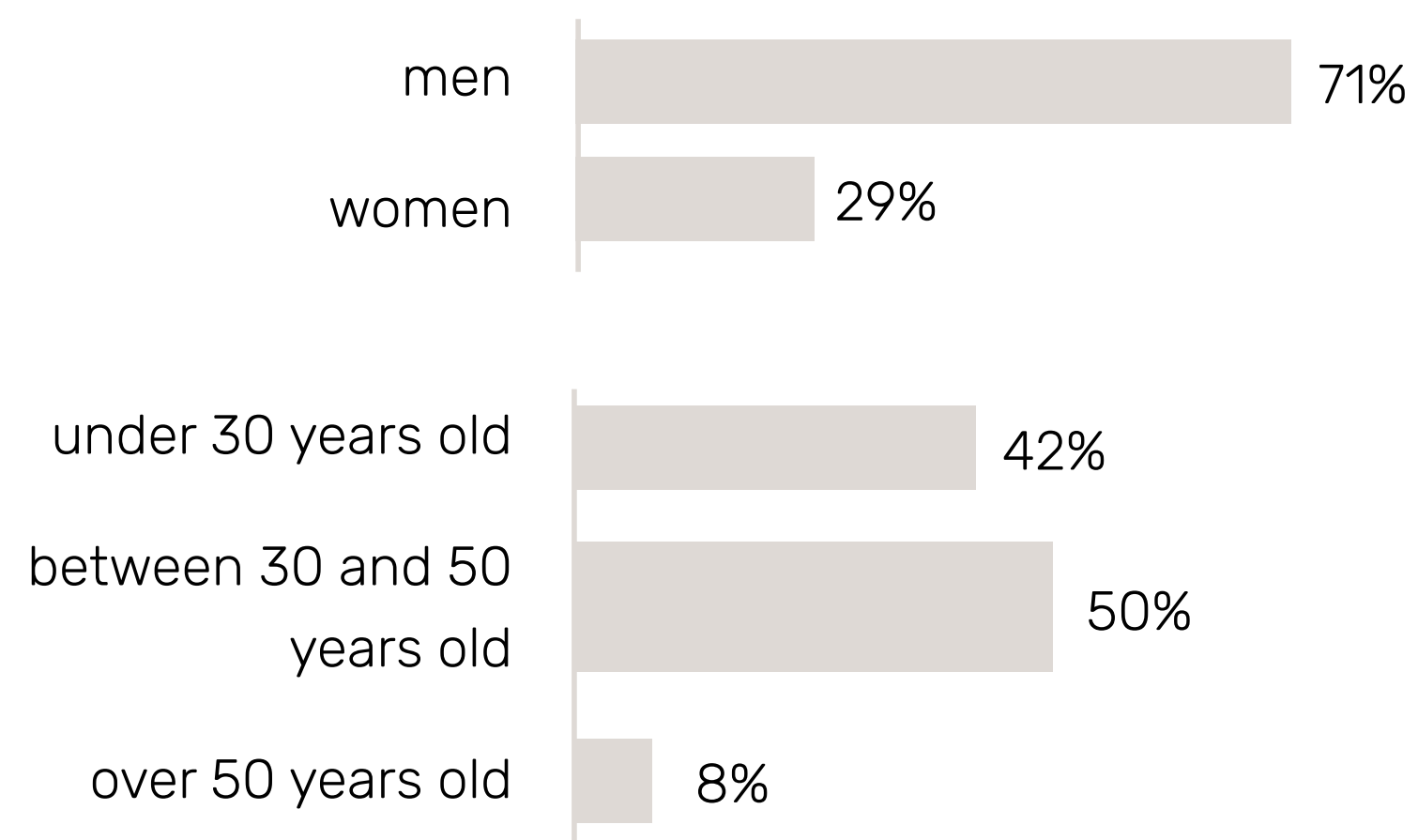
of new professionals through internships, traineeships, and young apprentice programs. During the period, the cooperative had **155 young** apprentices, seven of whom were hired with permanent contracts.

Monitoring turnover is strategic for Cocamar, as it reflects both market dynamics and agribusiness operational adjustments. In 2025, there were **956 terminations**, with a rate of 24.6% based on an average workforce of 3,881 employees.

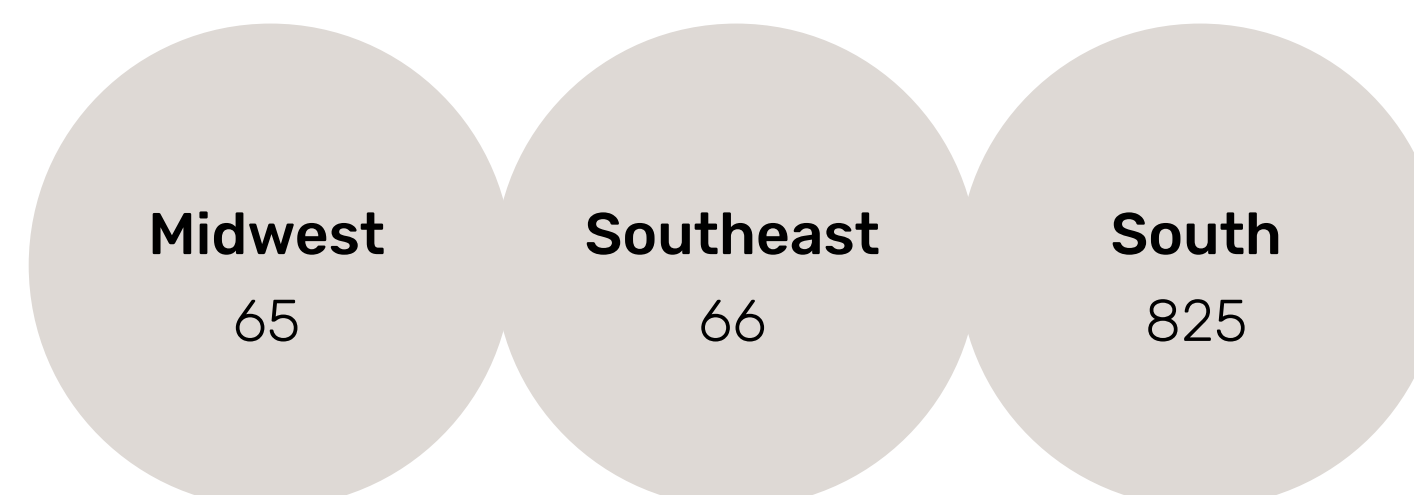
New Hires



Turnover



terminations by region



The number of male terminations remained higher than that of females, consistent with men's greater participation in the operational workforce, especially in industrial, logistical, and yard activities. These functions are more exposed to seasonal fluctuations associated with the peaks and contractions of the agricultural cycle, leading to greater variations in the volume of terminations throughout the year.

The age analysis indicates that 42% of terminations occurred among employees under 30, reflecting greater professional mobility in this age group, which is characteristic of early career stages and roles with higher turnover. Another 50% were aged 30 to 50, a group that represents a significant portion of the workforce and is directly linked to the cooperative's operational dynamics. Terminations among those over 50 accounted for 8%, indicating greater stability and retention among more experienced professionals.

To see historical data on hiring and turnover, please refer to the **Annexes** of this Report.



Benefits and Decent Income

GRI 401-2, 13.21.1

Cocamar offers a structured benefits package to enhance employees' quality of life and motivation, taking into account the cooperative's varied work realities.

Full-time employees receive the complete, standardized package, while part-time professionals have access to benefits proportional to their hours, ensuring equitable and fair distribution.

For temporary and outsourced employees, benefits strictly adhere to contractual definitions and current legislation, in accordance with established agreements and applicable labor standards.

The benefits package includes:

- » Meal Voucher
- » Food Voucher
- » Health Insurance
- » Dental Plan
- » Life Insurance
- » Profit Sharing
- » Mental Health Platform
- » Social Assistance



Regarding remuneration, defining Cocamar's internal minimum wage considers market studies, such as salary surveys and national economic scenario indicators, conducted with the participation of unions representing the categories. This approach reinforces the cooperative's commitment to promoting a decent income and living wage, ensuring that, **in 2025, the internal minimum wage applied was 28.69% higher than the national minimum wage***.

**The variation observed compared to the previous year (31.51%) is mainly associated with adjustments to the national minimum wage at levels higher than the internal adjustments applied, which reduced the percentage differential without compromising the cooperative's salary valorization policy.*

Parenthood

GRI 401-3

Cocamar supports its employees in balancing their professional and personal lives, recognizing parenthood as an important moment in an individual's journey. The cooperative ensures the right to maternity and paternity leave in accordance with current legislation and collective agreements, and promotes a welcoming, structured return to work

In 2025, the cooperative advanced both the expansion and qualification of data reporting related to parental leave, beginning to include information on paternity leave in addition to maternity leave.

During the period, the effectiveness of these policies was evidenced by the return indicator: **100% of female and male employees who took parental leave returned to work (34 women and 47 men).**



To see historical data, please refer to the **Annexes** of this Report.



Occupational Health and Safety

GRI 3-3, 403-1, 403-4, 403-8

Occupational Health and Safety (OHS) is an essential value at Cocamar and is integrated into the cooperative's strategic plan, guiding processes, decisions, and operational practices. Through its OHS Policy, the cooperative directs its activities toward preventing work-related accidents and diseases, promoting the physical and mental health of employees, and contributing to operational efficiency and sustainability.

The Occupational Health and Safety Management System covers 100% of internal employees and service providers, ensuring compliance with legal requirements and Regulatory Standards (NRs). This system is sustained by the active participation of

workers in its development, implementation, and evaluation, with direct involvement in follow-up meetings and processes for investigating accidents and incidents. This approach strengthens risk identification, the joint construction of solutions, and the continuous improvement of occupational health and safety performance.

Among the strategic actions initiated in 2025, highlights include implementing new communication models and developing an updated set of safety indicators. In parallel, training actions were intensified, focusing on supervisors, forepersons, and operational leaders. The results for the period show relevant progress in managing the topic, while also

pointing to opportunities for improvement.

The initiatives started in 2025 will continue throughout 2026, with the implementation of a more robust and integrated occupational safety management system, structured around four fundamental pillars—**culture, operations, processes, and facilities**—which will articulately guide the advancement of safety in the cooperative's activities.

Occupational Health and Safety Risk Management

GRI 403-2, 403-5, 403-7, 403-9

Cocamar adopts a continuous and structured approach to occupational health and safety risk management. In 2025, this process was strengthened by developing **Risk Management Programs (PGRs)** with the support of specialized consultancies. The PGRs include hazard identification, risk assessment, and the definition of action plans, including, when applicable, the issuance of technical reports for the legal classification of unhealthy and hazardous conditions.

Risk monitoring relies on three complementary tools:

1

Structural Inspection Report (RIE):

periodic technical audits to identify unsafe conditions and define action plans;

2

Safe Practices Index (IPS): evaluation of the location's performance index regarding people's behavior and the practices implemented by the company;

3

STOP Program (Safety at Work through Preventive Observation): behavioral observations focusing on the prevention and early correction of deviations.



The hierarchy of controls guides risk treatment, prioritizing the elimination and substitution of hazards. Actions include process reviews, engineering improvements, machine adaptations, energy control systems, administrative prevention practices, and PPE (Personal Protective Equipment) management.

Highly critical activities, such as work at heights, confined spaces, electrical interventions (NR-10), machine safety (NR-12), hot work, and traffic, are executed under strict **Work Permit (PT)** protocols. In 2025, continuous gas monitoring in confined spaces and integrated drills with the Fire Department and neighboring companies were implemented, reinforcing emergency response capabilities.

Incident Registration and Investigation

Workers have multiple channels to register hazards and deviations, including electronic forms, behavioral observations, and meetings of the CIPA (Internal Commission for Accident Prevention), safety multipliers, and the Emergency Brigade. The safety policy ensures the right to refuse work in situations of severe and imminent risk, formalized in a specific procedure and reinforced during training.

The investigation of incidents and accidents follows a structured process, with root cause analysis using the Fault Tree Analysis (FTA) methodology, the definition of corrective actions, and monitoring by the Corporate Risk Committee.



Training and Capacity Building

The cooperative implements specific training to prevent or mitigate health and safety risks, apply the **Golden Rules of Safety, Work Permits (PT), Preliminary Risk Analyses (APR)**, and, when applicable, continuous gas monitoring. For electrical activities, formal energy lockout/tagout procedures, NR-10 training, and specific training for the installation and repair of electrical equipment are implemented. Exposure to traffic risks is mitigated through mandatory defensive driving training for drivers of light vehicles and motorcycles, along with ongoing awareness campaigns.

Occupational health and safety training is a central pillar of this strategy. Training needs are defined based on

the position held and the occupational risks associated with the activities performed. Training is conducted in person, with content aligned with Regulatory Standards (NRs) and the specific characteristics of the work environments, respecting the legal frequency and, in some cases, exceeding the requirement. All training is offered free of charge, during working hours, and in a language appropriate for both operational and administrative audiences.

1,981
training sessions
conducted
(+150.13% vs. 2024)

The effectiveness of the training is evaluated through technical analysis of the instructors, taking into account the participants' comprehension capacity and practical application. As an additional best practice, area leaders previously assess employees' aptitude for participating in the training, ensuring greater effectiveness in the learning process. This approach is complemented by continuous

13,001
total hours
(+51.77% vs. 2024)

awareness initiatives, such as Weekly Safety Dialogues (DSS), risk perception training, Behavioral Observation (STOP) training, emergency drills, and theoretical and practical safety training, strengthening the prevention culture and worker engagement in health and safety management.

Work Accidents

Among **direct employees**, the recorded occurrences were mostly related to falls at the same level or from height, and to interactions with machinery and equipment. In the case of **workers who are not employees** (third parties/contractors), the records focused on cuts and lacerations associated with activities involving civil construction materials and metallic structures, as well as falls and machinery-related accidents.

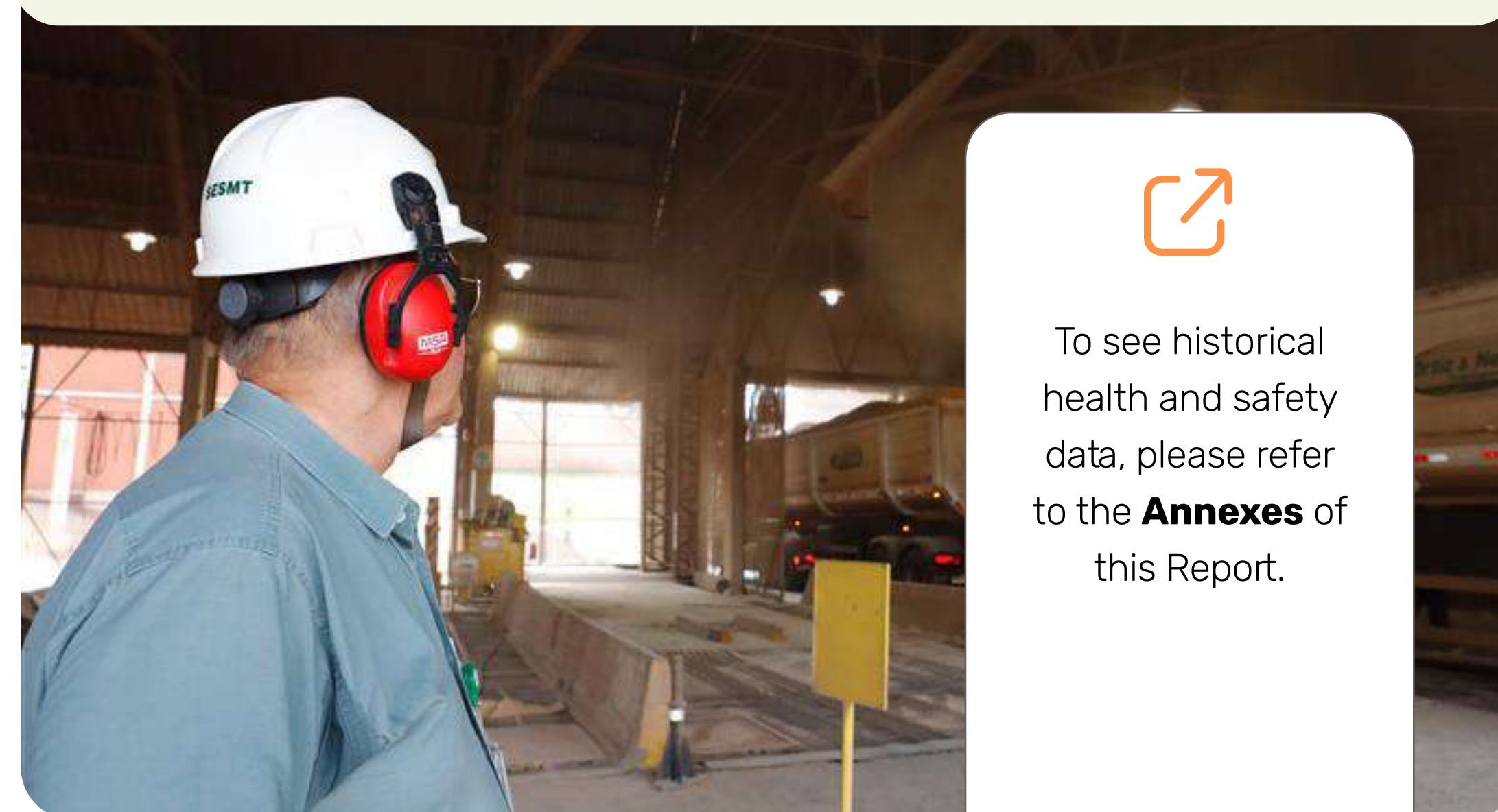
Among the **hazards with the potential for severe consequences**, the following remain priorities: work at heights, activities in confined spaces, interaction with rotating

machinery and equipment, electricity, internal and road traffic, handling of chemical and flammable products, and the movement of heavy machinery.

The evolution of the indices demonstrates that although the industrial environment entails significant structural risks, the adopted measures contribute to greater control over critical exposures. The continuous monitoring of indicators enables more precisely targeted preventive actions, strengthening the safety culture and risk-based management.

Work accidents	Number	Rate
Fatalities resulting from work accidents	0	0.00
Work accidents with severe consequences	21	2.14
Work accidents with mandatory reporting	35	3.57

Note: The number of hours worked was 9,791,870, and the base for calculating the rates was 1,000,000.



To see historical health and safety data, please refer to the **Annexes** of this Report.

Health Services

GRI 403-3, 403-6

Cocamar demonstrates a consistent commitment to the health and well-being of its employees. The cooperative offers a wide range of essential medical services that play a strategic role in identifying and mitigating employee health risks. Through the **Occupational Health Medical Control Program (PCMSO)**, developed and managed by an occupational physician, we ensure compliance with current legislation and good health and safety practices.

The team involved in the services consists of nursing technicians, nurses, physiotherapists, speech therapists, psychologists, and doctors, who have adequate training, are registered with their respective councils, and undergo periodic training. This approach ensures quality and excellence in care, as well as the correct

identification of occupational risks.

Furthermore, processes are continually evaluated and improved based on performance indicators, employee feedback, and regulatory updates, reinforcing the organization's commitment to continuous improvement in the corporate environment.

Information related to employees' health status is treated with absolute confidentiality and is not shared with managers or other professionals in the organization. This practice ensures that no decisions or differential treatment are based on their health condition.



Among the main actions*, the following stand out:



Occupational medical exams: admission, periodic, return-to-work, and psychosocial exams, which allow continuous monitoring of workers' health and the early detection of issues related to the work environment.



Health and awareness campaigns: vaccination campaigns and educational actions throughout the year, highlighting the thematic health months – Yellow September (suicide prevention), Pink October (breast cancer prevention), and Blue November (prostate cancer prevention).



Regional partnerships: affiliated clinics in all operating regions, ensuring the performance of occupational exams and diagnostic tests, such as those for COVID-19.



Medical assistance: available during business hours (8:00 AM to 5:30 PM), with support via teleconsultation and in-person care at the medical outpatient clinic of the Cocamar industrial complex. Among the services provided are clinical care and tests for dengue, diabetes, and other comorbidities, expanding access to care.



Digital mental health platform: aims to democratize psychological care and promote the employee's comprehensive well-being, offering support for emotional issues, self-knowledge, and personal development. The cooperative subsidizes two free sessions per month.

**Information about these services is provided in an accessible language, ensuring comprehension by all employees.*



Cocamar Health Week

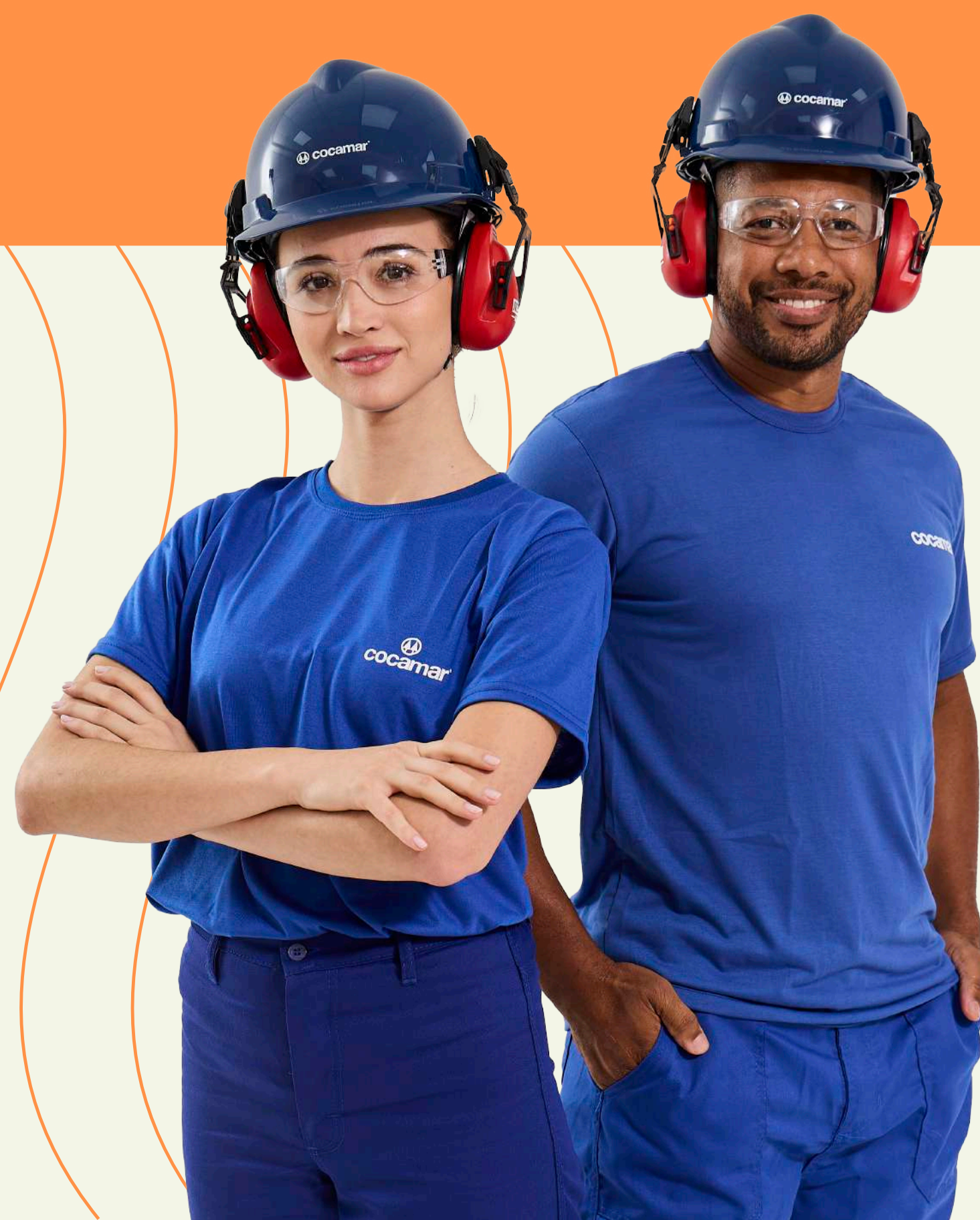
Focusing on the promotion of employees' physical and mental well-being, the week featured a hybrid program, integrating in-person and virtual activities, which included:

- » Clinical, occupational, oral, ocular, and auditory health assessments;
.....
- » Guidance on healthy eating;
.....
- » Workplace gymnastics practices;
.....
- » Alerts on the dangers of self-medication;
.....
- » Beauty care and massage sessions.

Training and Continuous Education

GRI 3-3, 404-1, 404-2, 404-3

Cocamar's goal with training and continuous education is to develop individual potential and convert learning into business results. This direction materializes through integration, training, improvement, and performance management actions carried out throughout the year. The theme aligns with the **Jeito de Ser Cocamar (Cocamar Way of Being)**, structured around five pillars that guide the cooperative's actions: care for people, ethical conduct, value generation, encouraging challenges, and the pursuit of excellence.



The main initiatives and their progress in 2025 include:

Integration of New Employees: with an updated model and greater assertiveness in the application of content;

Performance Management Program: conducted, starting this year, in semi-annual cycles, aiming to strengthen the consistency of the process and incorporate audits in operational units;

Corporate University (UniCocamar): accessible to all employees, with an expanded course portfolio;

Specific training by group or function: technical training class in occupational safety, aimed at preparing professionals for future positions in the area.

Activities are organized according to an annual calendar managed by the People Management Department, with monitoring by the responsible analysts and support from automated systems for process execution.

Regarding **performance evaluation**, the reduction in coverage in 2025 (from 67% to 50%) is directly attributable to extraordinary factors at the factory; therefore, the decision was made not to conduct the evaluation cycle at the Industrial Complex throughout the year. In the other areas of the cooperative, performance management was maintained, albeit with a narrower scope than in the previous year.

As for **training hours**, there is a reduction in the total volume recorded and in the average per employee, from 179,013 hours and 48.10 hours per employee in 2024 to 166,814 hours and 42.98 hours per employee in 2025. This variation is mainly related to the transition

of recording systems, since until 2024 entries were predominantly made in the Cocamar Portal, and in 2025 they were concentrated in the Unicocamar platform.

For 2026, the drafting of complementary documents to support training and performance routines is planned, along with investments to expand the training offered by UniCocamar. A new training program aimed at executive managers and the expansion of the Performance Management process audit to other areas of the cooperative are also planned.

Main 2025 figures

166,814
training hours

37,488
courses
completed at
UniCocamar

Average of
42.98 hours
per employee

50%
of employees
were evaluated
in performance
management



To see historical training data, please refer to the **Annexes** of this Report.

SDGS CORRESPONDING TO THIS CHAPTER:



COOPERATIVE PRINCIPLES:

EDUCATION, TRAINING AND INFORMATION; COOPERATION AMONG COOPERATIVES ; ECONOMIC PARTICIPATION OF MEMBERS

07 Innovation and the Future of Agro

Innovation Culture and Preparation for Agro 4.0

GRI 3-3

At Cocamar, innovation and technology are strategic pillars for value generation and business sustainability. By connecting people, processes, and ecosystems, they contribute to the evolution of cooperativism, strengthening governance, transparency, and the trust of cooperative members and partners.



Innovation enables the transformation of challenges into opportunities, promoting competitiveness and efficiency in a context of constant change. In this sense, Cocamar acts to drive solutions that favor economic, social, and environmental development in an integrated and responsible manner.

The management of this material topic is centralized at **Cocamar Labs**, the area responsible for orchestrating digital transformation, continuous improvement, and connections with the innovation ecosystem, ensuring that technology and

governance move together in an integrated, results-oriented way.

The year 2025 marked the beginning **of the Artificial Intelligence (AI) Literacy Journey**, aimed at managers and key employees, to establish the technical and cultural foundations for the safe adoption of these technologies. In parallel, there was a prioritization of reviewing and optimizing processes through continuous improvement methodologies, preparing the cooperative for structured automation cycles.

INNOVATION RESULTS

12 | Lean Six Sigma

16 | K2 projects

3.953 | operational improvements (K1)

7 | Innovation Projects (PI)

For 2026, strategic initiatives will be structured around initiatives such as Administrative Efficiency (dynamic reading/OCR of tax receipts for reimbursement) and Legal Intelligence (automated contract analysis). Work has also begun on structuring the Data Catalog and information governance to ensure authenticity and reliability for future applications in Analytics and artificial intelligence (AI).

Innovation governance is supported by robust methodologies, including K1 (rapid improvements), K2 (structured problem-solving), Lean Six Sigma (for high-complexity projects), and Innovation Projects (PI) programs.

In the technology sector, the **cooperative completed 169 projects** over the cycle, including ERP optimizations, new mobility solutions, and systemic improvements. The investment in Systems and Technology Projects totaled BRL 5,000,000.00, supporting infrastructure and digital security, while

Innovation Management (Cocamar Labs) received BRL 1,192,474.41.

Innovation is also expressed through articulation with strategic partners. Contracts were maintained with hubs such as Cubo Itaú and the Evoa accelerator, expanding the identification of startups. There was also the development of the Artificial Insemination in Bovines project, via the Ageuni public notice, in partnership with the State University of Maringá (UEM), strengthening the connection between academic research and practical application.

This integrated approach supports initiatives such as soybean traceability, the Sustainable Property Program, the chatbot and electronic tax invoice emission systems, waste management, administration of the Cocamar Institute, and social actions, such as the Day to Cooperate and the Diaper Workshop. All projects are monitored by Cocamar Labs, with tracking of financial returns, socio-environmental impacts, audits,

and governance indicators.

For 2026, the implementation of automated monitoring of PPE usage and the development of AI agents to handle queries about the cooperative's internal processes are planned.



To see historical innovation data, please refer to the **Annexes** of this Report.



Cocamar Máquinas

The dealership's information technology ensures a robust digital infrastructure, data security, system integration, and data analysis, enabling agile, reliable operations that deliver added value to customers and translate technology into practical results in the field.

Cocamar Máquinas aligns with global trends in precision agriculture and ESG through its **Connected Solutions Center**, which manages a fleet of **2 thousand connected machines** that generate agronomic and equipment-health data. This structure allows for more assertive decision-making, based on concrete information.

In 2025, the John Deere harvesters connected to the Center documented 320 thousand hectares of harvested area through yield maps, fundamental information for understanding the variations that influence crop yields. To put this information to practical use, the dealership offers the Strong Soil Project (Projeto Solo Forte), which begins with generating yield maps and proceeds to identifying areas for soil sampling at georeferenced points. After laboratory analysis and the creation of the fertility map, an agronomic prescription is developed for input application based on the needs of each plot. **In 2025, 12 thousand hectares were**

implemented in this project,

which allowed for the application of the product in the exact amount.

This digital transformation generates multiple benefits. At the organizational level, the dealership improves process efficiency, reduces costs, and strengthens information governance. For customers, the benefits include greater crop predictability, input optimization, and climate risk mitigation, resulting

in economic and environmental gains. Strategically, the company reinforces its image as a reference in innovation, contributes to sustainability, and generates valuable information for research and development.

25 IT projects

completed in 2025, with highlights including:

- **John Deere and TOTVS Protheus Integration:** An integrated system for monitoring machines and sending critical alerts to customers, expanding preventive response capacity.
- **Pricing Automation:** Automated system for vehicle pricing.
- **ShopDeere:** E-commerce platform for the sale of John Deere parts.
- **John Deere Sales and Marketing Operations (JDSMO):** CRM system for commercial management and the activities of machinery consultants, including marketing management and customer segmentation.



08 Annexes

Historical crop performance

Cultura	2023	2024	2025	% Var. Real (24-25)
» Soy (t)	2,321,000	1,733,000	2,116.000	+22.1
» Com (t)	1,678,000	1,434,000	1,912,000	+33.3
» Wheat (t)	141,000	61,000	84,000	+37.7
» Orange (t)	110,160	68,054	92,208	+35.5
» Coffee (bags) ¹	10,500	11,000	12,000	+9.1
TOTAL (t)	4,250,790	3,296,714	4,204,928	+27.5

Note: One orange box equals 40.8kg, and one coffee bag equals 60kg.
¹The bag counts are estimates.

Revenue (BRL millions)

Unit / Segment	2023	2024	2025	% Var. Real (24-25)
» Cocamar	13,018	10,593	11,571	+9,2
» Cocamar Máquinas	0,851	0,631	0,455	-27.9

Note: Refer to the 2025 Management Report for detailed revenue data broken down by categories.

Total annual compensation ratio

GRI 2-9, 2-21

Description	2023	2024	2025
Members of the Board of Directors	15	15	15
Board mandate (years)	4	4	4
This ratio compares the annual total compensation of the organization’s highest-paid individual to the median annual total compensation of all employees (excluding that individual).	18.38	18,.6	20.17
This ratio compares the percentage increase in annual total compensation of the organization’s highest-paid individual to the median percentage increase for all employees (excluding the highest-paid individual).	N/A	1.18	1.22
Percentage of employees whose compensation meets or exceeds the salary scale.	87%	90%	92%

Note: The data was compiled from the salary report and the historical salary increase report by employee to calculate the ratios.

Communication of critical concerns

GRI 2-16

Nature of reports (grievances)	Number of reports
Leakage or improper use of information	2
Violation of environmental laws	3
Irregularities in financial statements or management reports	-
Damage or destruction of company assets	-
Fraud or theft involving money	5
Sexual harassment	3
Improper use of company resources	4
Theft, robbery, or misappropriation of goods	4
Violation of labor laws	14
Demonstration of favoritism towards suppliers or clients	4
Romantic relationship involving direct subordination	5
Conflict of interest	14
Moral harassment, physical violence, or discrimination	67
Failure to adhere to internal policies and procedures	44
Other violations of laws	2
Violation of tax laws	0
Others	23
Total	194

Total number and percentage of employees who have received anti-corruption training

GRI 205-2

Total number and percentage of employees who were informed	Midwest	North	Northeast	Southeast	South	Total
» CEO / President	0	0	0	0	0	0
» Manager / Managing Director	16	0	0	13	110	139
» Coordinator / Advisor	2	0	0	6	20	28
» Technician / Analyst / Supervisor	10	0	0	11	213	234
» Trainee	0	0	0	0	0	0
» Operational	48	0	0	82	1,011	1,41
» Interns	0	0	0	0	0	0
» Apprentices	7	0	0	3	91	101
TOTAL NUMBER	83	0	0	115	1,445	1,643
PERCENTAGE	49%	0%	0%	7%	88%	42%

Note: Percentages are based on Cocamar's workforce.

Total number and percentage of employees informed about anti-corruption policies and procedures

GRI 205-2

Total number and percentage of trained employees	Midwest	North	Northeas	Southeast	South	Total
» CEO / President	0	0	0	0	0	0
» Manager / Managing Director	16	0	0	13	110	139
» Coordinator / Advisor	2	0	0	6	20	28
» Technician / Analyst / Supervisor	10	0	0	11	213	234
» Trainee	0	0	0	0	0	0
» Operational	48	0	0	82	1011	1,141
» Interns	0	0	0	0	0	0
» Apprentices	7	0	0	3	91	101
TOTAL NUMBER	83	0	0	115	1,445	1,643
PERCENTAGE	49%	0%	0%	65%	41%	42%

Note: Percentages are based on Cocamar’s workforce.

Evolution of emissions generation

Direct (Scope 1) GHG emissions measured in thousand tons of CO₂ equivalent

GRI 305-1, 305-5

Emission sources	2023	2024	2025
» Stationary sources	42,205.17	27,952.43	37,061.36
» Mobile sources	5,742.07	11,076.65	8,844.58
» Fugitive emissions	328.57	150.07	200.93
» Physical or chemical processes	-	-	-
» Agricultural processes	753.77	5,344.01	6,002.11
» Waste and effluents	2,421.66	2,618.78	210.21
Total Scope 1	51,451.24	47,141.94	52,319.19
Biogenic CO ₂ emissions	493,374.60	332,038.11	440,603.36

Indirect (Scope 2) GHG emissions measured in thousand tons of CO₂ equivalent GRI 305-2

Emission sources	2023	2024	2025
» Electricity - location-based (tCO ₂ e)	4,03.67	5,090.98	4,557.13
» Electricity - market-based (tCO ₂ e)	-	-	1,749.79

Indirect (Scope 3) GHG emissions measured in thousand tons of CO₂ equivalent GRI 305-3, 305-5

Categories	2024	2025
» Upstream transportation and distribution	-	1.968,15
» Processing of sold products	-	-
» Handling products sold at the end of their lifecycle	-	-
» Waste generated in operations	5,663.93	4,890.68
» Employee commuting	540.26	466.07
» Business trips	52.7	91.23
» Employee transportation	-	-
» Other downstream categories	-	-
Total Scope 3	6,256.56	7,416.13
Biogenic CO ₂ emissions	18.91	122.19

Note: The measurement of Scope 3 emissions started in 2024.

Total GHG emissions measured in thousand tons of CO₂ equivalent

GRI 305-1, 305-2, 305-3, 305-4

	2023	2024*	2025
» Total Scope 1	51,451.24	47,141.94	52,319.19
» Total Scope 2**	4,103.67	5,090.98	4,557.13
» Total Scope 3	0.00	6,256.56	7.416.13
Total Emissions	55,554.91	58,489.48	64,292.45
» Tons of grains received***	-	1,812.063	4,124.000
» Emissions intensity (tCO ₂ e/ton of grains received)	0.013	0.018	0.016

Note: The 2023 and 2024 indicators were adjusted as a result of restatements to improve the accuracy of the reported data.

* Starting in 2024, emissions inventory data has begun undergoing auditing.

** Location-based approach.

*** Refers to the total amount of grains received (soy, wheat, coffee, and corn).

Reduction of GHG emissions

GRI 305-5

	2023	2024	2025
Removals by agricultural activity (tCO ₂ e)	-99,715.84	-147,288.65	-162,226.33

Note: The increase in CO₂ removal from 2024 to 2025 is attributable to the acquisition of new reforestation areas.

History of Monitoring Atmospheric Emissions

GRI 305-7

Pollutant	2024	2025	Unit	Monitoring location	Monitoring frequency
NOX (Nitrogen Oxides)	140.00	191.95	ton/year	Boilers	2x a year
Particulate Matter (PM)	185.42	169.86	ton/year	Boilers, vegetable waste, and feed mill	Boilers 2x a year Waste 1x a year Mill 2x a year
Carbon Monoxide (CO)	215.41	296.84	ton/year	Boilers, vegetable waste, and roasting	Boilers 2x a year Waste 1x a year Roasting 1x a year
Total Suspended Particulates (TSP)*	131.70	175.70	ug/m ³	45 units + Feed Mill	Units 1x a year Mill 4x a year

* Additional information supporting air quality monitoring, but not mandated by the indicator.

Water consumption

GRI 303-3, 303-4, 303-5

Indicators (m³)	2023	2024	2025
» Total Water Withdrawal	ND	ND	1,145,520.00
» Total Effluent Discharge*	ND	ND	145,320.85
» Total Water Consumption**	ND	ND	875,318.00

Note: the volumes shown only pertain to the Cocamar Industrial Complex; other units such as warehouses, stores, and receiving units are not included in this indicator for 2025. The Industrial Complex area is classified as a water-stressed region.

* Discharge complies with the standards set by Grant and CONAMA legislation 357/2005.

** Consumption is determined by subtracting discharge from withdrawal, accounting for evaporation losses and incorporation into the product.

Energy intensity

GRI 302-3

Energy intensity ratio	2023	2024	2025
» kWh/ton refined oil	36.00	38.00	39.34
» kWh/ton soy	28.66	27.87	27.39

Note: The intensity calculation was based solely on electricity consumption.

Energy consumption within the organization

GRI 302-1

Fuel from Renewable Sources

Energy Consumption by Source (GJ)	2023	2024	2025
» Hydrated ethanol	17,455.50	28,962.22	30,209.64
» Biodiesel	-	-	1,020.51
» Wood or wood waste	2,320,259.03	2,299,911.02	2,760,540.96
» Biomass (bagasse + soy waste)	218,109.98	139,475.27	158,604.32
Subtotal	2,555,824.52	2,468,348.51	2,950,375.43

Fuel from Non-Renewable Sources

Energy Consumption by Source (GJ)	2023	2024	2025
» Gasoline	12,046.39	264.52	1,033.84
» Diesel	65,094.05	102,407.89	127,860.09
» LPG	-	-	9,071.89
Subtotal	77,140.44	102,672.41	137,965.82

Electricity Consumption

Energy Consumption by Source (GJ)	2023	2024	2025
» Self-generated electricity	105,415.80	118,598.40	120,399.53
» Electricity purchased from third parties-without backing	259,513.93	210,866.40	133,629.14
» Electricity purchased from third parties-incentivized energy	127,080.61	97,034.40	219,313.48
Subtotal	492,010.35	426,499.20	473,342.15

Energy Consumption by Source

GRAND TOTAL	3.124.975,30	2.997.520,12	3.561.683,39
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Note: The total energy sum is calculated by adding the values from the tables “Fuel from Renewable Sources,” “Fuel from Non-Renewable Sources,” and “Electricity Consumption.”

Waste generated*

GRI 306-3

Waste Types Volume (ton)	2023	2024	2025
Non-hazardous	55,720.63	55,522.31	51,189.77
Hazardous	53.00	57.00	54.00
Total gerado	55,773.63	55,579.31	51,243.77

By Category Volume (ton)	2023	2024	2025
» Ashes	9,200.00	8,240.00	9,137.00
» Vegetable waste	41,635.63	42,812.43	36,940.77
» Activated earth	1,794.00	2,236.00	2,716.00
» Scrap	1,137.00	1,005.83	1,155.00
» Tailings	1,252.00	879.05	976.00
» Rubble	373.00	173.00	206.00
» Sludge	329.00	176.00	59.00
» Contaminated	53.00	57.00	54.00
Total generated	55,773.63	55,579.31	51,243.77

Note: Data for 2023 and 2024 were recalculated to improve accuracy of the results.

* The figures represent the waste generated by the industrial complex in Maringá (PR).

Waste not meant for disposal

GRI 306-4

Type of Operation* Volume (ton)	2023	2024	2025
Preparation for reuse	39,476.92	45,842.54	38,703.48
Recycling	1,137.00	1,005.83	1,155.00
Total**	40,883.92	46,848.37	39,858.48

Note: The data for 2023 and 2024 has been recalculated to include the composting operation.

* Waste recovery occurs both within and outside Cocamar's operations.

** All waste sent for recovery processes was non-hazardous.

Waste meant for disposal

GRI 306-5

Type of Operation*	Volume (ton)					
	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous
	2023		2024		2025	
Incineration with energy recovery**	-	13,212.00	-	7,622.00	54.00	10,149.29
Incineration without energy recovery	-	-	-	-	-	-
Landfilling	53.00	1,625.00	57.00	1,052.05	-	1,182.00
Subtotal by type of waste	53.00	14,836.71	57.00	8,673.94	54.00	11,331.29
Total	14,889.71		8,730.94		11,385.29	

* All waste was sent to final disposal outside the organization.

** The amount of incinerated waste increased due to the factory's demobilization, which processes vegetable waste and converts it into by-products.

Cooperative-member profile

Performance Indicator and Profile	2023	2024	2025
Number of cooperative members	18,796	20,214	21,239
Number of cooperators	20,540	19,533	18,563
Average time of cooperation (years)	12.77	12.73	12.79
Average age of cooperative members	58.68	59.61	59.89
Net Promoter Score (NPS)	Feb. 77.4% Jul. 80.1%	Feb. 79.9% Jul. 82.1%	Dec. 71.8%
Total improvements implemented	359	393	299
Percentage of small producers (≤ 50 ha)	75.00%	62.00%	61,69%
Distribution of surplus (BRL million)	122,6	102.0	200.0

Note: Data consolidated by the Socio-environmental Responsibility Management and the CX Area. The NPS indicator shows the cycle average, maintaining the cooperative in the “Quality Zone.”

Social performance panel

Performance Indicator	2025
People Impacted (Total)*	516,798
Institutions Benefited	502
Resources via União Solidária [Solidary Union] (BRL)	1,233.190
Seedlings Donated/Planted	59,636
No. of Active Volunteers	1,443

* Approximate numbers.

Number of engagement activities, impact assessments, and community development programs

GRI 413-1

Social-Campaign Indicators	Cocamar Anniversary and Easter	União Solidária [Solidary Union]	Saca do Bem* [Bag of Good]	Winter Campaign	Christmas Solidary Campaign
Total units with implemented programs	48	86	16	83	92
Percentage of units with implemented programs	42%	75%	-	72%	80%
Results in BRL, volume (tons), or number of pieces	4.5 ton	BRL 1,233,190.00	BRL 68,055.74	12.228 pieces	37.03 ton

* The campaign is exclusively conducted in the Londrina region.

Employee profile

GRI 2-7

Employees by employment contract and gender	Gender	2023	2024	2025
Permanent direct employees	Men	2,755	2,656	2,797
	Women	1,055	1,066	1,084
	Subtotal	3,810	3,722	3,881
Temporary direct employees	Men	0	35	0
	Women	0	10	0
	Subtotal	0	45	0
TOTAL DIRECT		3,810	3,767	3,881
Permanent third-party employees	Men	ND	95	150
	Women	ND	51	79
	Subtotal	307	146	229
Temporary third-party employees	Men	1,177	54	945
	Women	398	29	269
	Subtotal	1,575	83	1,214
TOTAL THIRD-PARTY		1,882	229	1,443
GRAND TOTAL *		5,692	3,996	5,324

* Third-party workers handle operational support and general services.

Diversity and inclusion

GRI 405-1

By region

Region	2023	2024	2025
» South	3,511	3,390	3,535
» Southeast	171	167	177
» Midwest	128	165	169
TOTAL	3,810	3,722	3,881

Note: The concentration in the South indicates strong industrial operations and headquarters, while the presence in the Midwest and Southeast aligns with strategic expansion efforts.

By gender and age group

Gender	Under 30 years old	30 to 50 years old	Over 50 years old	Total 2025
» Men	768	1,488	541	2,797
» Women	393	544	147	1,084
TOTAL	1,161	2,032	688	3,881

New hires and employee turnover

GRI 401-1

NEW HIRES (2025)

Geographic distribution	Gender	Age group				Hiring rate by gender and region
		< 30	30-50	>50	Total	
Midwest	Men	29	29	2	60	6%
	Women	12	8	0	20	2%
Southeast	Men	24	21	2	47	4%
	Women	10	15	2	27	3%
South	Men	341	298	54	693	65%
	Women	130	86	10	226	21%
Total	Men	394	348	58	800	75%
	Women	152	109	12	273	25%
	Subtotal	546	457	70	1.073	100%
Hiring rate by age group		51%	43%	7%		

NEW HIRES (2024)

Geographic distribution	Gender	Age group				Hiring rate by gender and region
		< 30	30-50	>50	Total	
Midwest	Men	12	10	1	23	4%
	Women	7	2	1	10	2%
Southeast	Men	9	7	1	17	3%
	Women	9	2	0	11	2%
South	Men	179	141	19	343	63%
	Women	87	52	3	142	26%
Total	Men	200	162	21	383	70%
	Women	103	56	4	163	30%
	Subtotal	303	218	25	546	100%
Hiring rate by age group		55%	40%	5%		

Hires of young apprentices	2024	2025
Total number of young apprentices	162	155
Number of young apprentices hired permanently	11	7

Note: This item is optional in the indicator and serves only supplementary purposes.

EMPLOYEE TURNOVER (2025)

Geographic distribution	Gender	Age group				Hiring rate by gender and region
		< 30	30-50	>50	Total	
Midwest	Men	26	22	1	49	5%
	Women	9	6	1	16	2%
Southeast	Men	12	23	2	37	4%
	Mulheres	12	16	1	29	3%
South	Men	227	304	59	590	62%
	Mulheres	114	106	15	235	25%
Total	Men	265	349	62	676	71%
	Mulheres	135	128	17	280	29%
	Subtotal	400	477	79	956	100%
Hiring rate by age group		42%	50%	8%		

EMPLOYEE TURNOVER (2024)

Geographic distribution	Gender	Age group				Hiring rate by gender and region
		< 30	30-50	>50	Total	
Midwest	Men	4	13	2	19	3%
	Women	8	7	0	15	3%
Southeast	Men	11	25	1	37	7%
	Women	8	5	0	13	2%
South	Men	110	115	43	268	47%
	Women	96	72	46	214	38%
Total	Men	125	153	46	324	57%
	Women	112	84	46	242	43%
	Subtotal	237	237	92	566	100%
Hiring rate by age group		42%	42%	16%		

Minimum income and minimum wage

GRI 13.21.1

Proportion of the internal minimum wage relative to the Brazilian minimum wage	2023	2024	2025
	32.98%	31.51%	28.69%

Parental leave

GRI 401-3

	Gender	2023	2024	2025
Total number of employees who are entitled to maternity or paternity leave	Women	34	37	34
	Men	-	-	47
Total number of employees who took maternity or paternity leave	Women	34	37	34
	Men	-	-	47
Total number of employees who returned to work *	Women	23	28	34
		-	-	47
Return to work rate	Women	68%	76%	100%
	Men	-	-	100%

Note: Data on paternity leave started to be recorded in 2025.

* By 2025, all employees coming back from maternity or paternity leave remained for more than 12 months.

Workers included under an occupational health and safety management system

GRI 403-8

Proportion of workers with coverage	2023	2024	2025
	100%	100%	100%

Note: It includes all direct and indirect workers.

Occupational health and safety training

GRI 403-5

Training	2024		2025	
	No. of sessions	Total hours	No. of sessions	Total hours
Emergency brigade training	120	2,480	49	1,624
Defensive driving Car and Motorcycle	28	136	1.267	2,694
Safety multiplier	23	368	31	684
NRs training	339	3,928	352	6,017
Machine and equipment operator	132	1,048	159	1,328
PET (Permit to Work) completion	11	11	9	68
Hot work	19	152	30	216
Safety drills	113	396	69	274
Behavioral Observation Training (STOP)	7	48	15	96
Total	792	8,567	1.981	13,001

Occupational injuries

GRI 403-9

Work-related injuries	2023	2024	2025
Number of fatalities resulting from occupational injuries	0	0	0
Fatality rate resulting from occupational injuries	0	0	0
Number of serious occupational injuries with serious consequences (excluding fatalities)	11	24	21
Rate of occupational injuries with serious consequences (excluding fatalities)	1.35	2.10	2.14
Number of reportableoccupational injuries	17	34	35
Rate of reportable occupational injuries	2,08	2,98	3,57
Number of hours worked	8,146,665.00	11,424,940.00	9,791,870.00
Basis of hours worked	1,000,000.00	1,000,000.00	1,000,000.00

Investments in technology and innovation	2023	2024	2025
Investment in innovation (BRL)	1,211,100.00	712,000.00	1,192,474.41
Investment in technology systems and projects (BRL)	5,800,000.00	34,000,000.00	5,000,000.00
Number of completed IT projects	-	99	169

Innovation indicators

Indicators	2025				
	LSS	K2	K1	PI	TOTAL
Number of projects	12	16	3,953	7	3,988
Client Innovation	7	3	170	1	181
Market Innovation	5	6	-	7	18
Indicators	2024				
	LSS	K2	K1	PI	TOTAL
Number of projects	13	17	4,303	4	4,337
Client Innovation	4	3	-	2	9
Market Innovation	2	3	-	1	6
Indicators	2023				
	LSS	K2	K1	PI	TOTAL
Number of projects	12	17	3,791	9	3,829
Client Innovation	5	5	-	4	14
Market Innovation	1	12	-	5	18

Note: The acronyms denote different types of innovation programs:
LSS - Lean Six Sigma (for high complexity projects),
K2 - structured problem solving,
K1 - quick improvements,
PI - innovation projects.

Unicocamar Figures

Number of course completions at Unicocamar	2024	2025
	15,210	37,488

Average training hours completed by employees of the organization, organized by category and gender

GRI 404-1

Category	Gender	Employees	Hours	Average	Employees	Hours	Average	Employees	Hours	Average
		2023			2024			2025		
Board of Directors	Women	0	0	0	0	0	0	0	0	0
	Men	5	0	0	5	0	0	5	0	0
	Average	5	0	0	5	0	0	5	0	0
Department Coordinators	Women	41	1,287	31.39	41	1,396	34.05	40	1,554	38.85
	Men	136	5,288	38.88	140	6,583	47.02	153	11,331	74.06
	Average	177	6,575	37.15	181	7,979	44.08	193	12,885	66.76
Operational Management	Women	91	5,892	64.75	98	4,281	43.68	99	6,087	61.48
	Men	164	12,801	78.05	160	16,643	104.02	157	8,725	55.57
	Average	255	18,693	73.31	258	20,924	81.10	256	14,812	57.85
Sales Department	Women	7	87	12.43	0	0	0	0	0	0
	Men	66	1,315	19.92	0	0	0	0	0	0
	Average	73	1,402	22.39	0	0	0	0	0	0
Technical Department	Women	30	2,305	76.83	30	1,739	57.96	29	662	22.82
	Men	171	14,115	82.54	157	10,695	68.12	155	6,098	39.34
	Average	201	16,420	81.69	187	12,434	66.49	184	6,760	36.73

Category	Gender	Employees	Hours	Average	Employees	Hours	Average	Employees	Hours	Average
		2023			2024			2025		
Administrative Department	Women	82	2,458	29.98	86	2,546	29.60	96	3,663	38,15
	Men	71	2,704	38.08	73	2,381	32.62	88	2,599	29,53
	Average	153	5,162	33.74	159	4,927	30.99	184	6,262	34,03
Operational	Women	766	21,004	27.42	810	21,420	26.44	813	25,696	31,60
	Men	2,004	90,196	45.01	2,122	111,329	52.46	2,246	100,399	44,70
	Average	2,770	111,200	40.14	2,932	132,749	45.27	3,059	126,095	41,22
TOTAL		3,629	159,452	43.94	3,722	179,013	48.10	3,881	166,814	42,98

The proportion of all employees, categorized by gender and employee type, who underwent regular performance and career development reviews during the reporting period

GRI 404-3

Category	Gender	Employees	Assessed employees	Percentage	Employees	Assessed employees	Percentage	Employees	Assessed employees	Percentage
		2023			2024			2025		
Board of Directors	Women	0	0	0%	0	0	0%	0	0	0%
	Men	5	0	0%	5	0	0%	5	5	100%
	Total	5	0	0%	5	0	0%	5	5	100%

Category	Gender	Employees	Assessed employees	Percentage	Employees	Assessed employees	Percentage	Employees	Assessed employees	Percentage
		2023			2024			2025		
Department Coordinators	Women	41	27	66%	41	34	83%	40	40	100%
	Men	136	59	43%	140	111	79%	153	153	100%
	Total	177	86	49%	181	145	80%	193	193	100%
Operational Management	Women	91	5	5%	98	77	79%	99	63	64%
	Men	164	13	8%	160	137	86%	157	70	45%
	Total	255	18	7%	258	214	83%	256	133	52%
Sales Department	Women	7	1	14%	41	34	83%	0	0	0%
	Men	66	1	2%	140	111	79%	0	0	0%
	Total	73	2	3%	181	145	80%	0	0	0%
Technical Department	Women	30	6	20%	98	77	79%	29	29	100%
	Men	171	15	9%	160	137	86%	155	138	89%
	Total	201	21	10%	258	214	83%	184	167	91%
Administrative Department	Women	82	55	67%	98	77	79%	96	96	100%
	Men	71	39	55%	160	137	86%	88	88	100%
	Total	153	94	61%	258	214	83%	184	184	100%
Operational	Women	766	41	5%	98	77	79%	813	370	46%
	Men	2,004	76	4%	160	137	86%	2,246	894	40%
	Total	2,770	117	4%	258	214	83%	3,059	1,264	41%
TOTAL		3,634	338	9%	3,722	179,013	48.10	3,881	1,946	50%

A dark, monochromatic photograph of a field of young seedlings. The plants are small with several leaves each, growing in rows. The background is a dark, overcast sky. In the top right corner, there are several thin, parallel teal lines slanting downwards from left to right. The overall mood is somber and focused on growth.

09 GRI Content Index

GRI CONTENT INDEX

STATEMENT OF USE	Cocamar Cooperativa Agroindustrial has reported in accordance with the GRI Standards for the period from January 1, 2025, to December 31, 2025.
APPLICABLE GRI SECTOR	GRI 1: Foundation 2021 GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GENERAL CONTENTS

GRI STANDARDS			LOCATION / DIRECT RESPONSE	OMISSION		
				Requirement(s) omitted	Reason	Explanation
THE ORGANIZATION AND ITS REPORTING PRACTICES						
GRI 2: General Disclosures 2021	-	2-1 Organizational details	Legal name: Cocamar Cooperativa Agroindustrial Legal Form: Cooperative Society Headquarters: Estrada Oswaldo de Moraes Corrêa, nº 1000 - Maringá, Paraná, Brasil CEP [Zip Code]: 87065-590			
	-	2-2 Entities included in the organization's sustainability reporting	Financial statements: 2025 Management Report Page 5			
	-	2-3 Reporting period, frequency and contact point	The reporting period covers information on operations between January 1, 2025, and December 31, 2025, and is published annually. Contact: sustentabilidade@cocamar.com.br Page 5			
	-	2-4 Restatements of information	Emissions (Page 54), air quality (Page 56), and waste (Page 65) indicators were restated to ensure greater accuracy.			
	-	2-5 External assurance	This report has not been subjected to external assurance by an independent third party.			

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

Requirement(s)
omitted

Reason

Explanation

ACTIVITIES AND WORKERS

GRI 2:
General
Disclosures
2021

-	2-6 Activities, value chain, and other business relationships	Page 7
-	2-7 Employees	Page 95
-	2-8 Workers who are not employees	Page 95

GOVERNANCE

GRI 2:
General
Disclosures
2021

-	2-9 Governance structure and composition	iii. Our governance structure lacks independent board members. v. Cocamar encourages the inclusion of members of various genders to enhance the decision-making process. vi. Regarding the involvement of diverse social groups, the decision-making process is democratic and considers the opinions of all cooperative members, as in the Annual General Meeting (AGM). vii. Regarding competencies, our board members must possess a higher education degree and/or complete a training course for board members that covers ESG topics.
-	2-10 Nomination and selection of the highest governance body	Page 40
-	2-11 Chair of the highest governance body	Page 37
-	2-12 Role of the highest governance body in overseeing the management of impacts	Page 37 and 43
-	2-13 Delegation of responsibility for managing impacts	Page 43
-	2-14 Role of the highest governance body in sustainability reporting	Page 43

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

Requirement(s)
omitted

Reason

Explanation

GOVERNANCE

GRI 2: General Disclosures 2021		2-15 Conflicts of interest	Potential conflicts of interest are reported to stakeholders in a decentralized way, embedded within institutional governance tools and existing communication channels. Page 44			
	-	2-16 Communication of critical concerns	Page 44 and 46			
	-	2-17 Collective knowledge of the highest governance body	Among the measures adopted are: publishing the sustainability report, strengthening the skills of the Executive Board, and monitoring ESG performance indicators by the Board of Directors. Page 40			
	-	2-18 Evaluation of the performance of the highest governance body	Page 40			
	-	2-19 Remuneration policies	Page 42			
	-	2-20 Process to determine remuneration	Page 42			
	-	2-21 Annual total compensation ratio	Page 42			

STRATEGIES, POLICIES, AND PRACTICES

GRI 2: General Disclosures 2021	-	2-22 Statement on sustainable development strategy	Page 03			
	-	2-23 Policy commitments	Page 31 and 44			
	-	2-24 Embedding policy commitments	Page 31 and 44			
	-	2-25 Processes to remediate negative impacts	Page 44			

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

STRATEGIES, POLICIES, AND PRACTICES						
GRI 2: General Disclosures 2021	-	2-26 Mechanisms for seeking advice and raising concerns	Page 44			
	-	2-27 Compliance with laws and regulations	There were no notable violations of laws or regulations during the reporting period.			
	-	2-28 Membership associations	Page 30			

STAKEHOLDER ENGAGEMENT						
GRI 2: General Disclosures 2021	-	2-29 Approach to stakeholder engagement	Page 26 and 69			
	-	2-30 Collective bargaining agreements	Page 95			

MATERIAL TOPICS

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

DISCLOSURES ON MATERIAL TOPICS						
GRI 3: Material Topics 2021	-	3-1 Process to determine material topics	Page 22			
	-	3-2 List of material topics	Page 22			

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

Requirement(s)
omitted

Reason

Explanation

MATERIAL TOPIC: CLIMATE AND NATURAL RESOURCES

CLIMATE ADAPTATION

GRI 3: Material Topics 2021	-	3-3 Management of material topics	Page 50			
GRI 201: Economic performance 2016	13.2.2	201-2 Financial implications and other risks and opportunities due to climate change	Page 50			
GRI 302: Energy 2016	-	302-1 Energy consumption within the organization	Page 58			
	-	302-3 Energy intensity	Page 58			
GRI 305: Emissions 2016	13.1.2	305-1 Direct (Scope 1) GHG emissions	Page 54			
	13.1.3	305-2 Energy indirect (Scope 2) GHG emissions	Page 54			
	13.1.4	305-3 Other indirect (Scope 3) GHG emissions	Page 54			
	13.1.5	305-4 GHG emissions intensity	Page 54			
	13.1.6	305-5 Reduction of GHG emissions	Page 54			
	13.1.8	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Page 56			

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

Requirement(s)
omitted

Reason

Explanation

MANAGEMENT OF WATER AND EFFLUENTS

GRI 3: Material
Topics 2021

-

3-3 Management of material
topics

Page 61

GRI 303: Water
and Effluents
2018

13.7.2

303-1 Interactions with water
as a shared resource

Page 61

13.7.3

303-2 Management of water
discharge-related impacts

Page 61

13.7.4

303-3 Water withdrawal

Page 62

13.7.5

303-4 Water discharge

Page 62

13.7.6

303-5 Water consumption

Page 62

CIRCULAR ECONOMY AND WASTE VALORIZATION

GRI 3: Material
Topics 2021

-

3-3 Management of material
topics

Page 65

GRI 306:
Waste 2020

13.8.2

306-1 Waste generation and
significant waste-related
impacts

Page 65

13.8.3

306-2 Management of
significant waste-related
impacts

Page 65

13.8.4

306-3 Waste generated

Page 66

13.8.5

306-4 Waste diverted from
disposal

Page 68

13.8.6

306-5 Waste directed to
disposal

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OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

Requirement(s) omitted	Reason	Explanation
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MATERIAL TOPIC: COOPERATIVISM AND POSITIVE IMPACT ON COMMUNITIES

COMMITMENT TO THE COOPERATIVE MEMBER

GRI 3: Material Topics 2021	-	3-3 Management of material topics	Page 17			
GRI 201: Economic performance 2016	-	201-1 Direct economic value generated and distributed	More information in the 2025 Management Report. Page 17			
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	13.22.1	Economic inclusion	Page 72			
	13.5.1	Soil health	Page 77			
	13.6.1	Pesticide use	Page 77			
GRI 203: Indirect Economic Impacts 2016	13.22.3	203-1 Infrastructure investments and services supported	Page 17			

SUPPLY CHAIN MANAGEMENT AND TRACEABILITY

GRI 3: Material Topics 2021	-	3-3 Management of material topics	Page 80			
GRI 204: Procurement Practices 2016	-	204-1 Proportion of spending on local suppliers	Cocamar defines “local supplier” as those located in the municipalities where Cocamar operates. Page 83			
GRI 308: Supplier Environmental Assessment 2016	-	308-1 New suppliers that were screened using environmental criteria	Page 81			
	-	308-2 Negative environmental impacts in the supply chain and actions taken	Page 81			

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

Requirement(s) omitted	Reason	Explanation
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SUPPLY CHAIN MANAGEMENT AND TRACEABILITY

GRI 408: Child Labor 2016	13.17.2	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 80	a.	Information unavailable / incomplete	Currently, Cocamar does not perform detailed tracking of high-risk operations. The only monitoring activities focus on reported grievances and complaints.
GRI 409: Forced or Compulsory Labor 2016	13.16.2	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 80			
GRI 414: Supplier Social Assessment 2016	-	414-1 New suppliers that were screened using social criteria	Page 81			
	-	414-2 Negative social impacts in the supply chain and actions taken	Page 81			
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	13.23.1	Supply chain traceability	Page 81 and 83			

STRENGTHENING COMMUNITIES AND TERRITORIAL INFLUENCE

GRI 3: Material Topics 2021	-	3-3 Management of material topics	Page 84			
GRI 203: Indirect Economic Impacts 2016	13.22.3	203-1 Infrastructure investments and services supported	Page 57 e 84			
	13.22.4	203-2 Significant indirect economic impacts	Page 84			
GRI 413: Local Communities 2016	13.12.2	413-1 Operations with local community engagement, impact assessments, and development programs	Page 84			

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

Requirement(s)
omitted

Reason

Explanation

MATERIAL TOPIC: PEOPLE AND ORGANIZATIONAL CULTURE

STRATEGIC MANAGEMENT OF THE WORKFORCE

GRI 3: Material Topics 2021	-	3-3 Management of material topics	Page 95			
GRI 401: Employment 2016	-	401-1 New employee hires and employee turnover	Page 97			
	-	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 99			
	-	401-3 Parental leave	Page 100 and 129			
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	13.21.1	Living income and living wage	Page 99			

OCCUPATIONAL HEALTH AND SAFETY

GRI 3: Material Topics 2021	13.19.1	3-3 Management of material topics	Page 101			
GRI 403: Occupational Health and Safety 2018	13.19.2	403-1 Occupational health and safety management system	Page 101			
	13.19.3	403-2 Hazard identification, risk assessment, and incident investigation	Page 102			

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

Requirement(s)
omitted

Reason

Explanation

OCCUPATIONAL HEALTH AND SAFETY

GRI 403:
Occupational
Health and
Safety 2018

13.19.4	403-3 Occupational health services	Page 106			
13.19.5	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 101			
13.19.6	403-5 Worker training on occupational health and safety	Page 102			
13.19.7	403-6 Promotion of worker health	Page 106			
13.19.8	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 102			
13.19.9	403-8 Workers covered by an occupational health and safety management system	Page 101			
13.19.10	403-9 Work-related injuries	Page 102	b.	Information unavailable / incomplete	The organization has not implemented controls for workers who are not classified as employees.
13.19.11	403-10 Work-related ill health	-	a., b., c. e d.	Confidentiality constraints	Due to a legal decision, Cocamar does not disclose data on occupational diseases, as such information is considered sensitive.

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

Requirement(s)
omitted

Reason

Explanation

CONTINUOUS TRAINING AND EDUCATION

GRI 3: Material
Topics 2021

-

3-3 Management of material
topics

Page 109

GRI 404:

Training and
Education 2016

-

404-1 Average hours of
training per year per employee

Page 109

404-2 Programs for upgrading
employee skills and transition
assistance programs

Page 109

-

404-3 Percentage of
employees receiving regular
performance and career
development reviews

Page 109

ETHICS AND ANTI-CORRUPTION

GRI 3: Material
Topics 2021

13.26.1

3-3 Management of material
topics

Page 47

GRI 205:

Anti-
corruption 2016

13.26.3

205-2 Communication and
training about anti-corruption
policies and procedures

Page 47

13.26.4

205-3 Confirmed incidents of
corruption and actions taken

Page 47

GRI 406: Non-
discrimination
2016

13.15.4

406-1 Incidents of
discrimination and corrective
actions taken

Page 46

OMISSION

GRI STANDARDS

LOCATION / DIRECT RESPONSE

Requirement(s)
omitted

Reason

Explanation

MATERIAL TOPIC: INNOVATION AND THE FUTURE OF AGRIBUSINESS

Research, development, and innovation

GRI 3: Material Topics 2021	-	3-3 Management of material topics	Page 112
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Note: The topics of Biodiversity, Natural ecosystem conversion, Food security, Food safety, Animal health and welfare, Land and resource rights, Rights of indigenous peoples, Employment practices, Public policy, and Anti-competitive behavior from the GRI Sector Standard 13: Agriculture, Aquaculture, and Fishing Sectors were not considered material in the materiality assessment conducted in 2025.

Sustainability Report 2025

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