2025 SUSTAINABILITY REPORT



Grendene®

melissa · CARTAGO · COPACABANA · Grendene kids · GRENDHA · Ipanema · PEGA FORTE · rider · ZAXY

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INTRODUCTION

MESSAGE FROM THE CEO

GRI 2-22

This Report reflects our efforts to manage Grendene in a consistent and responsible manner while remaining attentive to the transformations underway in our sector. In 2025, our ability to adapt and evolve was especially relevant in a context marked by challenges for the footwear industry, such as an increase in imports, greater competitive pressure and changes in consumption.

Given the above context, we continue to move forward in a disciplined and strategic manner. Active management of prices and product mix helped partially mitigate the effects of the observed reduction in volumes while preserving the revenue quality.

Within the domestic market, we expanded our presence and validated our retail experience, using data in a more structured way to guide business decisions. This operational discipline was instrumental in capturing value and sustaining revenue quality in a scenario marked by gradually adjustments to sales volumes.

On the international markets, Grendene continues to strengthen its brands and expand our presence in strategic markets while focusing on winning over relevant customers and advancing exports. Our industrial operations also remained solid and were focused on efficiency and process control. Our productivity is developed with support from a vertical model, which allows us to improve the use of supplies and reduce waste.

Grendene's sustainability agenda continues to be integrated into the Company's business strategy, risk management and operations, which strengthens the transversal management of sustainability issues. In 2025, we expanded our self-generation of renewable energy, move forward with eco-efficient initiatives, and began analyzing climate scenarios in line with IFRS S1 and S2 standards. These efforts strengthened our ability to anticipate risks, identify opportunities and support long-term business resilience.

These advances also reflected the strengthening of collaboration between departments and development initiatives promoted by Grendene University, which contributed to greater integration, the exchange of knowledge, and strategic alignment across the organization.

Throughout the year, we made the necessary adjustments responsibly while preserving a balance between operations, discipline in execution and consistency in decisions. We continue to move forward with a focus on efficiency, innovation, discipline and long-term vision. We remain motivated by our mission of making fashion affordable and sustainable in a creative way while placing value in relationships.

Thank you for being part of this journey.

We hope you enjoy our 2025 Sustainability Report.



Rudimar Dall'Onder

Chief Executive Officer at Grendene S.A.

ABOUT THE REPORT

GRI 2-1 • 2-2 • 2-3

In line with its commitment to transparency and accountability to stakeholders, Grendene S.A. wishes to present its Sustainability Report for the cycle completed between January 1, 2025 and December 31, 2025. This reports gathered together the main initiatives, advances and results of the period.

The scope of this publication comprises 100% of the Company's industrial operations, including 11 plants and two distribution centers located in our operational units in Sobral, Fortaleza, Crato (Ceará) and Farroupilha (Rio Grande do Sul). Environmental data, however, do not include company stores, franchises, commercial representations and subsidiary units located in Brazil and overseas.

This annual report was developed based on materiality criteria and is aligned with global ESG transparency best practices and guidelines.

Additionally, its structure is organized based on the three pillars of the Sustainable Development Policy, which guides the Company's actions: appreciation and respect for our people, eco-efficient operations and lower impact products (learn more on page 14).

For further information on the report's content, please contact us at: desenvolvimento.sustentavel@grendene.com.br

GLOBAL REPORTING INITIATIVE (GRI)

→ SINCE 2019

Access the GRI Content Summary to learn about the indicators that make up our report.

INTEGRATED REPORT

→ SINCE 2021

Access our Capital Map to understand the relationship between content and value creation using different forms of capital.

SUSTAINABLE DEVELOPMENT GOALS (SDGS)

→ SINCE 2019

Access the SDG map to learn how we honor the Principles of the UN Global Compact and contribute to the 2030 Agenda by establishing priority SDGs for the company.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

→ SINCE 2021

Access the SASB Content Summary to learn more about indicators for the Company's sector of operation that are included in our report.

MATERIALITY

GRI 3-1 • 3-2 • 2-29

Materiality is an essential element of our strategy, as it guides our prioritization of the most relevant topics both for the Company's business and generating a positive impact on society. The study was completed in 2024 and used the double materiality methodology, which analyzes the impacts of our operations on the environment and society in an integrated manner, in addition to external influences on the Company's economic and financial performance.

Financial materiality was defined based on the SASB *framework*, ESG *ratings* evaluations, consultations with officers and executives, as well as interviews with Grendene's leadership. Impact materiality, on the other hand, included an analysis of the effects of operations from the perspective of GRI guidelines. The SDGs and sector *benchmarking* that identified the main sustainability trends on the market were used. This stage included qualitative interviews and public consultations through an online questionnaire that gathered more than a thousand responses from a range of priority audiences.

As a result, we identified 13 material topics, which are distributed across three main themes:

E

EFFICIENT AND LOWER IMPACT PRODUCTION



- Sustainable raw materials
- Circularity and product life cycle
- Emissions and climate risks and opportunities
- Water and effluent management
- Innovation in materials, products and processes

S

VALUE AND RESPECT FOR OUR PEOPLE



- Protection of human rights
- Employee health, safety and well-being
- People management
- Diversity, inclusion and anti-discrimination policies
- Sustainable supply chain

G

GOVERNANCE AND TRANSPARENCY



- Enterprise risk management
- Ethics and transparency
- Cybersecurity, privacy and data protection

Double materiality for the 2026 and 2027 cycle was updated during the first half of 2026 and will be incorporated into our upcoming Sustainability Report for the 2026 financial year, in line with the evolution of our ESG strategy and transformations in the surrounding business context.

2025 HIGHLIGHTS

Governance and strategy

- **The Company's Strategic Risk Matrix,** which was established and validated by senior management, focuses on eight priority strategic risks.
- Advance adoption of **IFRS S1 and S2**.

Efficiency and the markets

- **100+ exclusive Melissa stores** worldwide.
- **Multichannel Melissa structure**: Integration of physical and digital channels powered by the Mel.IA assistant via WhatsApp.
- **20 years the Melissa Gallery** (partnership with MASP).

Operation and eco-efficiency

- Prioritization of **renewable energy self-generation initiatives.**
- **Water efficiency:** Modernization of STPs and expansion of water reuse across units.
- **Circular economy**: New Life Cycle Assessment (LCA) studies.

Social and human capital

- **Grendene University** as an axis of collaboration.
- 2nd edition of the **Female Talents** program.
- Initial Brazilian Sign Language **training**.
- **More than 28%** of Youth Apprentices hired.

Recognition and awards

- **Top 5 in the Brazil Fashion Transparency Index (ITMB)** 2025 | Fashion Revolution Brazil.
- **Highlight at the Design for a Better World Award** with Stitch's Pet Shop project.
- Recipient of the **Inovyn Award for** the use of materials.



01.

GRENDENE

RELATED CAPITAL

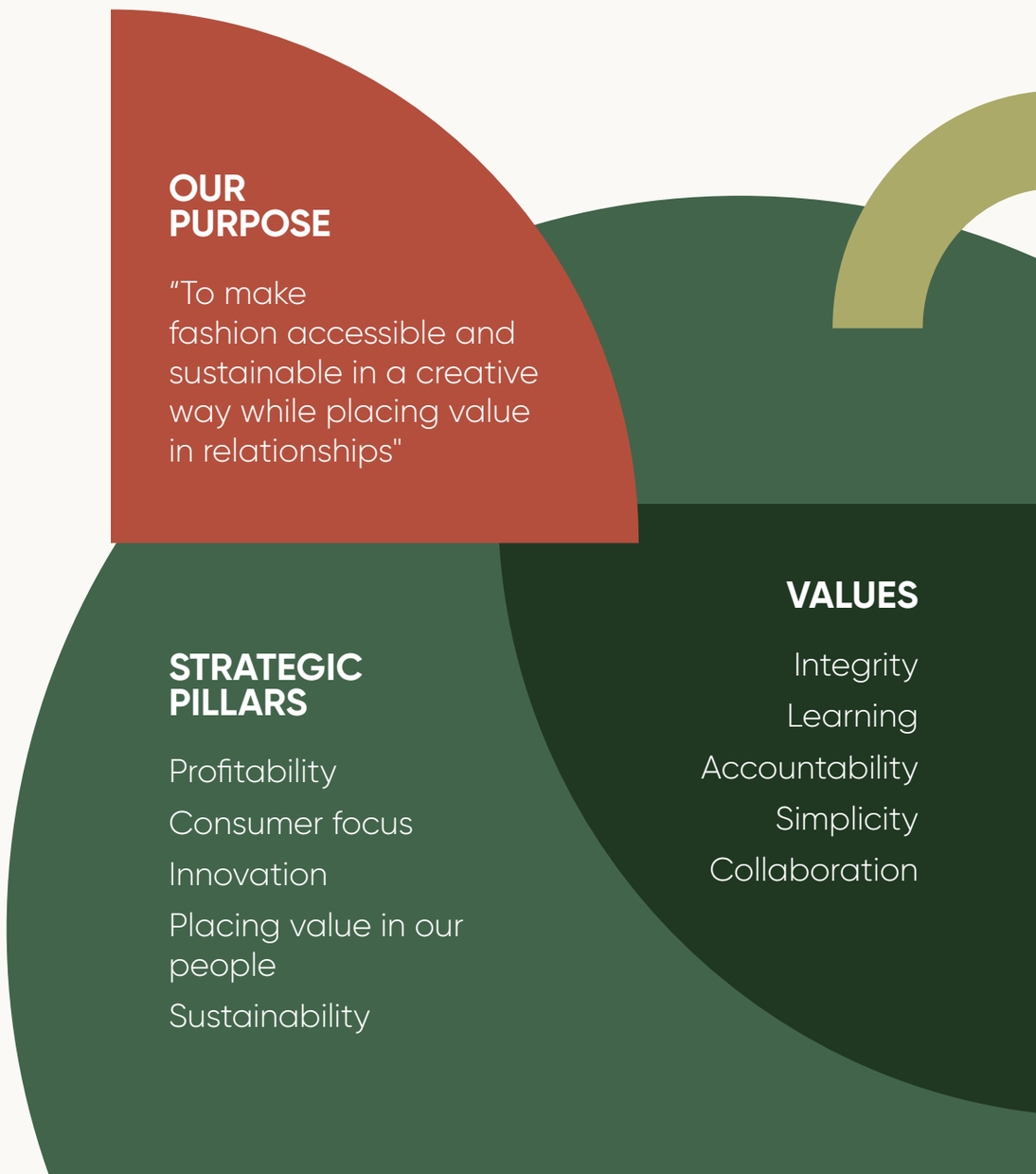
ABOUT US: AFFORDABLE AND SUSTAINABLE FASHION

GRI 2-6

Grendene's history stretches back more than 50 years and marked by boldness and our consistent ability to anticipate the future. Founded in 1971, in the Serra Gaúcha mountain ranges, Grendene was founded with the innovative spirit of transforming plastic into solutions for everyday life. Today, we bring together technology and a portfolio of strong and recognized brands in the national and international market. The company operates in the consumer goods sector, more specifically in the footwear and accessories industry. Our history has been marked by challenges that were overcome and our commitment to democratizing access to fashion with quality, design and social and environmental responsibility.

Our production is supported by a fully verticalized business model, which guarantees autonomy and agility on the global market. With four industrial units made up of 11 plants distributed between Rio Grande do Sul and Ceará, we have the installed capacity to produce 250 million pairs of shoes annually at a scale of approximately 800 thousand pairs per day.

Furthermore, our products are sold in more than 100 countries and are delivered to approximately 65,000 points of sale in Brazil, in addition to 45,000 overseas POSs. We operate a network of 438 Melissa franchises and maintain concept stores in São Paulo (SP). These spaces aim to connect fashion, art and design and reflect our ability to create experiences that transcend the act of simply wearing footwear while building a genuine connection with consumers.



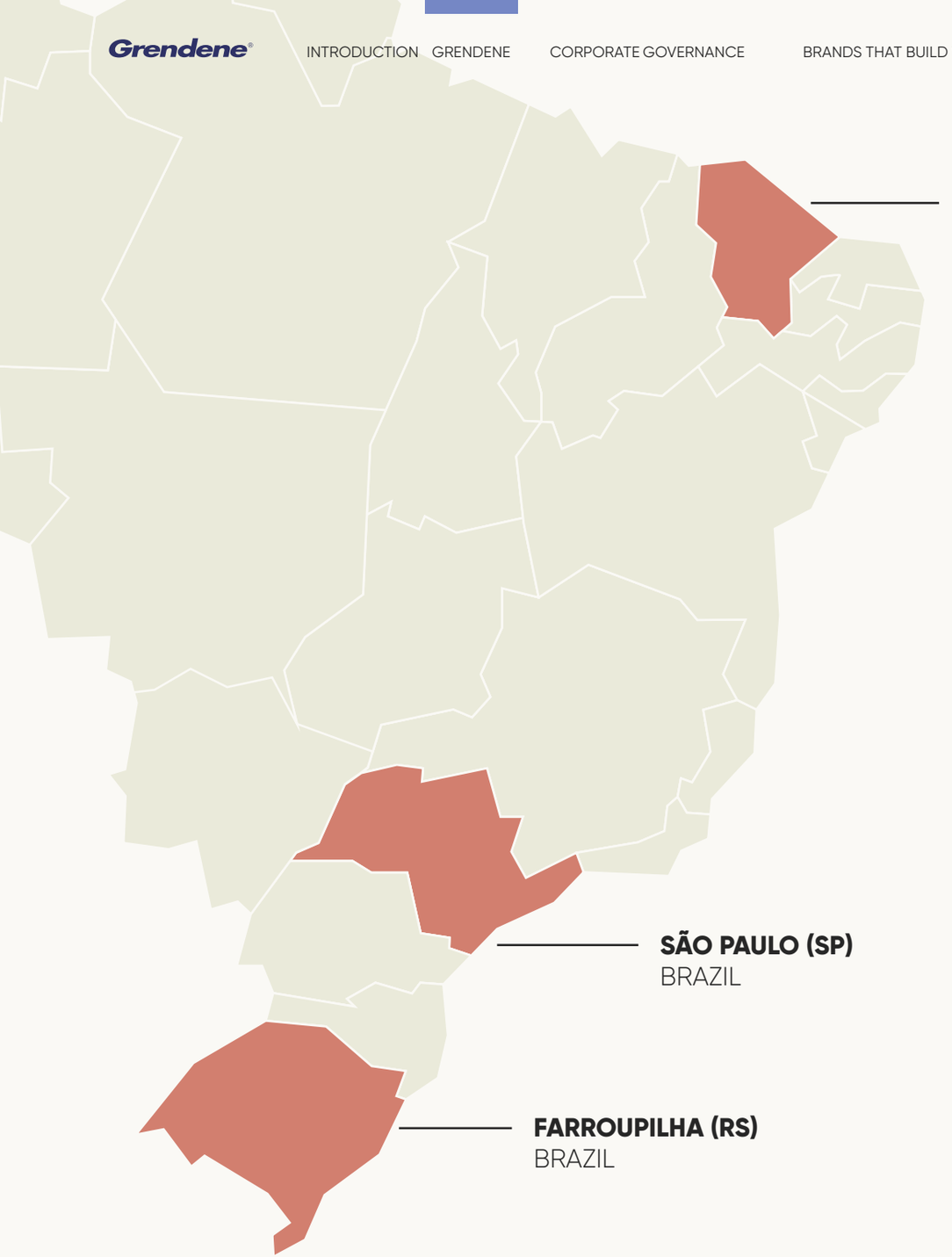


OUR PERFORMANCE

GRI 2-1 • 2-6

Our value chain includes processes for the distribution, sale, and delivery of products to the final consumer both in Brazil and overseas.

After the production process, which is exclusively performed by the Company, products are sent to company distribution centers and logistics carriers. They are then sent to distributors, franchises, multi-brand retailers and company retail locations and made available through digital channels until they reach the final consumer.



SOBRAL, FORTALEZA AND CRATO (CE)
BRAZIL

SÃO PAULO (SP)
BRAZIL

FARROUPILHA (RS)
BRAZIL

2 Concept Stores (SP):

Melissa Gallery and Rider Spaces

Administrative office:

FARROUPILHA (RS)

4 industrial units, for a total of **11** plants:

- **Sobral (CE):** 6 plants
- **Fortaleza (CE):** 2 plants
- **Crato (CE):** 2 plants
- **FARROUPILHA (RS)** 1 plant

2 DCs (Distribution Centers):

Sobral and Fortaleza (CE)

Digital channels:

3 *e-commerce*

- Grendene Store
- Rider
- Melissa Store

1 app

- Melissa App

Available in 100+ countries

438 Stores in Brazil (Melissa Clubs)

VALUE CREATION

TYPE OF CAPITAL

HUMAN
16,378 employees
100% internalized production, with the workforce used at all stages of production
Grendene+ Program

INTELLECTUAL
Grendene University
Artificial Intelligence Committee
Investment in innovation and technology
Research and Development of materials with a lower environmental impact

PRODUCTION
4 industrial units and 11 plants distributed between Rio Grande do Sul and Ceará
Production capacity of 250 million pairs of shoes per year
Products sold in more than 100 countries

SOCIAL AND RELATIONSHIPS
Stakeholder relationships
Active listening to consumers
National and global Sales Convention.

NATURAL
GHG Inventory
Expansion of self-generation of renewable energy and advances in energy efficiency initiatives
Analysis of climate scenarios
Product and Reverse Logistics Program Life Cycle Assessment (LCA)
Strengthening initiatives aimed at the reuse of effluents

FINANCIAL
R$2.6 billion in domestic gross revenue
R$817.1 million in gross export revenue

Grendene

HOW WE CREATE VALUE

We develop affordable and sustainable fashion in a creative way, through an integrated operation that brings together innovation, responsible production and placing value in relationships with employees, consumers, partners and communities to generate shared value for consumers.

VALUE GENERATED IN 2025

HUMAN
2nd edition of the Female Talents program;
Initial Brazilian Sign Language training
95% satisfaction rate for inclusion initiatives, according to NPS survey

INTELLECTUAL
511+ thousand hours of training; 1,227 individuals reached; 4,506 registrations in workshops and activities; 66% higher reach compared to 2024.
Pigmentation of products through reuse of coffee grounds from the Company's cafeterias
Implementation of virtual assistant to support Procurement processes

PRODUCTION
Approximately 65,000 points of sale in Brazil and 45,000 overseas POSs
123.9 million pairs of shoes sold.

SOCIAL AND RELATIONSHIPS
Sales assistant with AI via WhatsApp (Mel.IA)
Launch of the Melissa Sustainability Communication Guide, with training provided to more than 430 participants, including franchises, multi-brands and representatives.
92% of the supplier base made up of national companies
Partnerships with Senai for the training of youth apprentices and inclusion of persons with disabilities in production

NATURAL
Gold Seal under the Brazilian GHG Protocol Program
Electricity consumption in manufacturing operations 100% renewably sourced
400+ collection points throughout Brazil for product reverse logistics
140+ million liters of water reused internally in activities such as irrigation and use in washrooms.

FINANCIAL
13.8% growth in gross revenue per pair of shoes on the domestic market
40.4% growth in gross export revenue

CERTIFICATIONS

VEGAN SOCIETY REGISTRATION:
Our VEGAN SOCIETY registration ensures that 100% of the Company's shoes are free of animal components and we do not perform tests on animals.

FSC® (FOREST STEWARDSHIP COUNCIL®) CERTIFIED PACKAGING:
FSC certifies that our paper packaging is sourced from responsibly and sustainably managed forests.

Proud to be a Sedex Member

SMETA CERTIFICATION:
Audits the Company's global operations under strict criteria for human rights, ethics, health and safety.

GHG PROTOCOL GOLD SEAL:
Highest possible recognition for transparency in GHG emissions inventory, awarded for the 5th consecutive year in 2025.

ABVTEX GOLD SEAL:
ABVTEX offers proof of best practices for social responsibility and decent work relations across our production chain.

DIAMOND LEVEL UNDER SUSTAINABLE ORIGIN PROGRAM:
Maximum score under the world's leading sustainability certification specifically aimed at the footwear sector.

ESG-FIEC CERTIFICATION (AAA LEVEL):
Maximum rating that attests to the Company's high degree of maturity and positions us as a leader in ESG best practices.

SUSTAINABILITY AT EVERY BUSINESS STAGE

GRI 2-23

Sustainability is a strategic pillar that can be found throughout Grendene. This commitment is based on the Sustainable Development Policy (SD), which was revised in 2025 and approved by the Board of Directors. In line with new global transparency guidelines, the policy establishes principles that guide our daily decision making and responsible approach across each of the Company's work fronts.

The strategy centers on three essential pillars:



Value and respect for our people

Encourage equal opportunities and professional development by guaranteeing Human Rights throughout the supply chain and combating illegal practices such as child and forced labor. Respect for diversity and combating discrimination based on gender identity, ethnicity, age, sexual orientation, beliefs or disability, as well as offering support social and cultural programs that benefit local communities.



Eco-efficient operations

Aimed for continuous improvement in quality management to optimize resources, increase operational efficiency and reduce waste. Expand social and environmental responsibility, environmental awareness and conscious consumption programs while focusing on energy efficiency and a reduced water footprint.



Lower impact products

Research and encourage the use of renewable and recyclable materials to promote the recycling and reuse of supplies and waste. Assess products' environmental impacts throughout the production chain up until final disposal while prioritizing materials that facilitate the recyclability of products, packaging and accessories.

A CREATIVE AND DIVERSE PORTFOLIO

Our brands are a direct link between industrial excellence and the needs of millions of consumers. Under the Company's strategy, our brands thrive by translating creativity, diversity and authenticity into products that establish lasting connections with target audiences with different profiles and styles and across generations. With a global reach, our brands make the Brazilian *lifestyle* a reality in more than 100 countries.



Melissa

Melissa is a global brand that brings together fashion, art and design to create products that inspire new forms of expression, creativity and a global connection.



Rider

Rider has been reimagining the future for 40 years by encouraging creativity and strengthening cultural connections and expression through fashion and design.



Ipanema

A democratic brand with a global reach, offering a versatile unisex portfolio that celebrates casualness, comfort and diversity through models designed for everyday use.



Cartago

Brand of casual menswear focused on men looking for comfort and an elegant and versatile style.



Zaxy

With a focus on the young female consumers, Zaxy brings the world's biggest fashion trends together through affordable, authentic and creative products.



Pega Forte

Brand specialized in safe high-strength work shoes. Focused on the industrial, agricultural and service sectors and offering workers a high level of protection and comfort.



Grendene Kids

We focus on the children's market segment by licensing some of the world's largest franchises. Our products combine a sense of playfulness and comfort.



Grendha

A brand that truly understands the day-to-day live of Brazilian women through renewed classics that offer the perfect combination between beauty and well-being.



Copacabana

A brand exclusively focused on exports and aimed at a range of target audiences–women, men, children and babies–offering the perfect sandals for summer. Our products offer a unique combination of versatility, comfort and elegance.

Read more about our 2025 collabs in Chapter 3.

OUR SUSTAINABILITY JOURNEY

Grendene's history was built on our ability to reinvent ourselves. From plastic guards and wine bottles to global fashion, every step of our journey has focused on innovation, efficiency and respect for relationships.

1970S

Plásticos Grendene Ltda., a pioneer in the production of plastic wine bottle sleeves, is founded in Farroupilha (RS).

Grendene beings to manufacture footwear components and releases its Nuar sandal.

Launch of the Melissa Aranha model (1979), an innovation in merchandising through Brazil's "telenovela" soap operas.

1980S

Inauguration of the headquarters for the production of molds used to manufacture plastic footwear.

Launch of Grendene Kids and Rider brands.

Melissa ushers in a new era of fashion by consolidating a new plastic footwear concept.

Start of the use of expanded PVC to offer a lighter and more comfortable shoe design.

1990S

Start of industrial expansion in Ceará, with the inauguration of facilities in Fortaleza (CE), Sobral (CE) and Crato (CE). These efforts boost regional development in Brazil's Northeast region.

Launch of the Grendha brand and expansion of the company in the children's market (Grendene Kids) through national and international licensing.

2000S

IPO on B3 and listing on Novo Mercado (New Market), Brazil's highest level of corporate governance.

Launch of Ipanema, Zaxy and Cartago brands.

The Company's Code of Ethical Conduct published.

Inauguration of the Melissa Gallery.

Grendene reaches the historical mark of 150 million pairs of shoes produced entirely in Brazil.

2010S

Start of the structuring of Grendene's sustainable development area.

Wastewater Treatment Plants installed across 100% of our operations.

First Life Cycle Analysis (LCA) Study for Grendene and Brazil's footwear industry.

Start of the implementation of Reverse Logistics.

Installation of our first on-site solar plant.

Grendene receives the Vegan Seal.

Launch of the Company's Sustainable Development Policy.

2020S

Grendene joins CDP (Carbon Disclosure Project).

1st Greenhouse Gas Inventory (GHG).

Grendene becomes part of Brazilian GHG Protocol Program (PBGHG) and is awarded the Gold Seal.

Energy consumption from 100% renewable sources certified under I-REC.

Launch of the Copacabana brand, with an exclusive focus on exports.

Creation of the Grendene+ diversity and inclusion program.

Launch of the new *e-commerce* – Grendene Store.

20-year anniversary celebration at the Melissa Gallery.

Grendene included in the ITMB's Top 5.

SECTOR CONTEXT

The fiscal year 2025 was marked by a challenging environment for the Brazilian footwear industry. The sector faced an adverse macroeconomic scenario, which stemmed from a retraction in the consumption of non-essential items due to a high level of household debt and high inflation. Increased footwear imports have intensified competition, further pressuring retail prices. Additionally, atypical climate-related factors, such as prolonged winters in the Southeast and South regions, affected sales of summer collections and altered traditional schedules.

Grendene acted with a high level of agility and accountability in responding to this context. Our integrated and verticalized business model allowed for greater agility in operational adaptation and cost management as demand fluctuated throughout the year. We also strengthened partnerships with suppliers to guarantee the continuity of supply and operational safety, including in the midst of tariff fluctuations and geopolitical issues. At the same time, we have expanded our supplier network and structured alternatives and contingency plans to reinforce our supply chain.

Despite a challenging year in the domestic market, in which sales were below expected level, we managed to make advances in terms of operational efficiency. We implemented measures to reduce losses in the production process and expanded circularity initiatives, which expanded material reuse rates.



In response to the pressure on retail prices and the downturn in consumption, active price and product mix management was prioritized, with a focus on brands, categories and channels with higher added value. This approach contributed to the recovery of the average price, particularly with the Melissa product line, which strengthened the brand's positioning as an "affordable luxury". Additionally, we expanded our international presence as exports, particularly to the United States, reported growth.

These initiatives have allowed us to maintain our competitiveness in a complex economic and geopolitical scenario while reinforcing our commitment to innovation, comfort and sustainability--pillars that support the generation of value over the long term.



02.

CORPORATE GOVERNANCE

RELATED CAPITAL



GOVERNANCE STRUCTURE AND PRACTICES

GRI 2-1 • 2-9 • 2-10 • 2-29

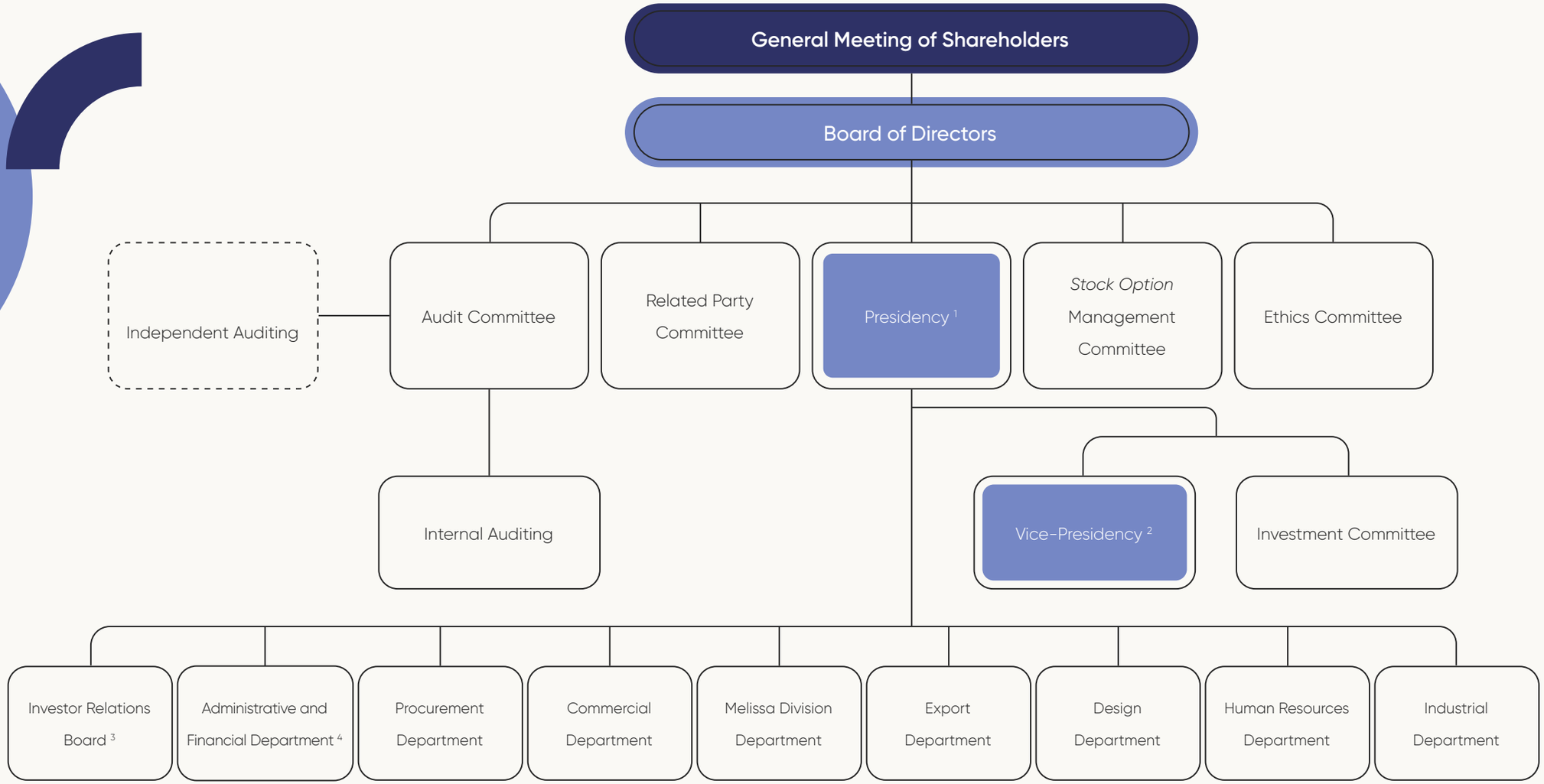
Grendene has been publicly traded since 2004, and its shares are listed on the Brazilian Stock Exchange's (B3) Novo Mercado. The Company also maintains operations in the United States, Italy and the United Kingdom.

GRENDENE S.A.
BRAZIL

- **MHL CALÇADOS LTDA.** — BRAZIL
- **GRENDENE USA, INC.** — UNITED STATES
- **GRENDENE ITALY S.R.L.** — ITALY
- **GRENDENE GLOBAL BRANDS LIMITED** — UNITED KINGDOM

Its governance structure includes General Meetings of Shareholders, the Company's highest governance body, Board of Directors (CA), and advisory committees which supervise specific issues, such as auditing and risks, ethics, investments, related party transactions and long-term incentive programs, in addition to its Executive Board.

Criteria and procedures for the composition of the Company's governance bodies are established in the Policy for the Appointment of Members of the Board of Directors, Advisory Committees and its Statutory Executive Board.



1-2-3-4 Positions comprising the Company's Statutory Executive Board, as provided for in its Bylaws.

Click here to access the Company's main policies.

BOARD OF DIRECTORS

GRI 2-9 • 2-10 • 2-11

The Board of Directors is the decision-making body responsible for establishing the Company's policies, defining its long-term strategy, and supervising the Executive Board.

The Board is made up of seven non-executive members, who are elected at a General Meeting of Shareholders and currently includes two independent members. Members generally remain on the Board for an average of 18.9 years. Members serve single two-year mandates and have experience in strategic sectors and risk management. Five of the Board's members have specific competencies for sustainability (learn more in the Indicators Booklet).

The Board's Chair does not exercise executive functions at the company, as established in our Bylaws. This separation of powers prevents conflicts of interest and ensures that the Board can act in an independent and autonomous manner.

The link below contains a list of the members of the Board of Directors and their respective curricula vitae and experience:
Board of Directors.



IMPACT MANAGEMENT

GRI 2-12 • 2-13 • 2-17 • 2-23

The supervision of ESG impacts is also a strategic priority for our Board of Directors. Grendene adopts a transversal governance model in which the Procurement Department, through the Sustainable Development Division, is responsible for the operational and strategic management of environmental, social and governance-related issues. The Division reports to the Procurement Department and acts in an integrated manner throughout the Company. It maintains ongoing dialogue with Human Resources Departments to ensure social and environmental issues are incorporated into operations and the Company's people management practices.



The information, analyses and results produced under this structure support decision-making within the Executive Board. The Company's Governance, Risks and Compliance (GRC) reports on these data to the Audit Committee on quarterly basis to guarantee the monitoring of risks, climate-related advances and other material issues. As a result, the Board's collective knowledge on sustainability is developed in a progressive and integrated manner through strategic supervision, the monitoring of approved policies and continuous interaction with management.

Conflicts of interest

GRI 2-15

Grendene adopts practices aimed at the prevention, identification and management of conflicts of interest in accordance with the applicable legislation and its internal standards. The Related Party Transactions Policy, in particular, is fundamental to the management of Conflicts of Interest. It guarantees that managers experiencing situations of potential conflict refrain from participating in discussions and voting on a given topic.

Performance assessments

GRI 2-18

Performance is assessed at least once during management's mandate. The process is conducted by the Chair of the Board of Directors, who is responsible for consolidating the results and sharing their conclusions with Board members.

These evaluations include a self-assessment from the Board of Directors as a body tasked with decision-making, as well as the Advisory Committees and Executive Board. Its structure considers the characteristics, responsibilities and specific attributes of each level of governance to promote reflection on the performance of managers and identify opportunities to improve corporate governance practices and the effectiveness of decision-making processes.

EXECUTIVE BOARD

The Executive Board is responsible for implementing the strategies, policies and objectives defined by the Board of Directors, in addition to managing Grendene's day-to-day operations. This includes supervising issues related to sustainability, risks and the Company's impacts. The Members of the Statutory Executive Board are elected by the Board of Directors for a three-year mandate and must periodically report on their results and progress to the Board to ensure continuous alignment with established strategic guidelines. The Statutory Executive Board is currently made up of three officers, while the remaining members are regularly employed under Brazil's full-time "CLT" and do not serve a mandate.

FISCAL COUNCIL

The Fiscal Council is an independent supervisory body that comprises part of the Company's management structure. It is convened whenever a request is made by shareholders at an Annual General Meeting.

In accordance with resolutions made at the corporate level, the Fiscal Council was not convened for the 2025 fiscal year and remains a temporary body within the Company's structure.

ADVISORY COMMITTEES

To ensure that deliberations are well-founded, Grendene maintains four permanent advisory committees that address critical issues within the organization. These bodies are given operational autonomy and, in some cases, their own budget for hiring external specialist. The Company also has an Investment Committee, which is linked to the Chief Executive Officer.

- **Audit Comittee**: The Company's Audit Committee is made up of three 100% independent non-executive members who serve a two-year mandate. It is responsible for supervising internal and external auditing and evaluating the effectiveness of the Company's internal controls, risk management and compliance practices.

- **Ethics Committee**: Grendene's Ethics Committee is made up of seven non-independent executive members serving an indefinite mandate. The Committee seeks to maintain an ethical culture at Grendene and ensures that complaints are investigated and the appropriate measures taken to address concerns.



- **Related Party Committee**: The Related Party Committee is made up of three members, two of whom hold an executive position, with one independent member. Committee members serve a two-year mandate and ensure that related party transactions adhere to market conditions.

- ***Stock Option*** Management Committee: The Stock Option Management Committee is made up of three non-executive, non-independent members, who serve an indefinite mandate. It is responsible for coordinating the Company's long-term incentives plan.

- **Investment Committee**: The Company's Investment Committee comprises seven members, including two executives and one independent member, who serve a three-year mandate. It acts in the evaluation and resolution of financial investments and securities related to management of the Company's cash and capital allocation.

COMPENSATION PROCESSES

GRI 2-19 • 2-20

The Company's Management Compensation Policy establishes guidelines for the compensation of the members of the Board of Directors, Statutory Executive Board, Fiscal Council (whenever it is convened) and Advisory Committees. The Company's Annual General Meeting deliberate on the overall amount of management compensation to be provided in accordance with applicable corporate laws. Once approved, the Board of Directors is responsible for allocating compensation among the members of the Company's governance bodies.

Individual compensation is established in a complementary manner between the Annual General Meeting and the deliberations of the Board. Through this process, the Board of Directors considers factors such as the experience required for the position, the level of responsibility, volume of work, the Company's economic and financial situation, and market references, which are obtained through publicly available information and sectoral research.

- **Board of Directors**: Board members exclusively receive fixed monthly remuneration, which is approved by an Annual General Meeting. They are not eligible for variable remuneration, bonuses or share-based incentives.
- **Statutory Executive Board**: The Company's Statutory Executive Board receives fixed and variable compensation that is based exclusively on *stock options*, which links executive earnings to the Company's long-term success.
- **Advisory Committees**: Members are eligible for fixed monthly compensation, as defined by the Board of Directors and in accordance with the limits established under the Company's Policy.

Although compensation practices are not formally linked to specific ESG performance targets or indicators, the Compensation Policy integrates principles that guide the sustainable conduct of business activities, respect for risk limits, and ethical and responsible behaviors when assessing managers' performance.



ETHICS AND TRANSPARENCY

GRI 2-15 • 2-23 • 2-24 • 3-3: Ethics and Transparency • 3-3: Protection of human rights

Grendene's commitment to ethics is formalized in our Code of Conduct, which guide our internal and external relationships. The Code was approved by the Board of Directors and must be followed by employees, administrators and third parties, regardless of their hierarchical level or function.

The Ethics Committee guarantees the effective implementation of the Code of Conduct and monitors compliance. It is responsible for promoting, updating and evaluating adherence to the established guidelines, in addition to analyzing potential violations and applying the appropriate disciplinary measures.

This commitment is reinforced by a series of corporate policies, which were approved by the Board of Directors and are aligned with international conventions, including documents published by the United Nations (UN), the Organization of American States (OAS) and the Organization for Economic Cooperation and Development (OECD). The Company's guidelines also include non-negotiable respect for human rights throughout our value chain, and it resoundingly rejects practices such as child or forced labor or conditions analogous to slavery.

With regard to risks of fraud and corruption, our main processes were properly evaluated in 2025, and there were no significant risks identified. The Company has implemented the following main policies to reaffirm our commitment to ethics and integrity:

Anti-Fraud and Corruption Policy:

Offers orientations for relationships with the public sector, in addition to preventing and combating harmful practices such as corruption, bribery, fraud, money laundering and the financing of terrorism.

Read the Policy here.

Related Party Transactions Policy:

Establishes guidelines and procedures to ensure that transactions are made with related parties in a completely independent and transparent manner while prioritizing the interests of Grendene and its shareholders.

Access the Policyhere.

Complaint and Consequence Management Policy:

Regulates the process for receiving and investigating complaints involving violations of the Code of Conduct, internal standard or legislation, in addition to guiding the application of appropriate measures and preventive actions.

Access the Policyhere.

Third Party Contracting Policy:

Establishes guidelines for purchasing, hiring, and assessing suppliers and partners to reinforce internal mechanisms for corporate integrity.

Click here to access the Policy.

Gifts, Presents and Hospitality Policy:

Establishes a limit for the receiving or offer of donations to prevent any perceived undue advantage in decision-making processes.

Read the Policy here.

TRAINING

GRI 2-24 • 205-2

In 2025, Grendene made progress in promoting a culture of integrity through training initiatives. The Company reinforced its commitment to offering employees appropriate means of communication and training, with an emphasis its the Code of Conduct, which is presented to all new employees during the onboarding process. Employees are required to recognize and sign the Company's Code of Conduct during onboarding.

Policies and procedures related to ethics, integrity and anti-corruption are available on the Company's Investor Relations website, its corporate Intranet, and the Supplier Portal to ensure employees, governance bodies and business partners are given broad access to corporate guidelines.

In 2025, we were able to ensure that 100% of the members of the Company's governance bodies and employees were informed of these policies and procedures. Additionally, through Grendene University (UG), 9,639 employees received training on topics related to ethics, integrity and compliance.



TRAINING IN ANTI-CORRUPTION POLICIES AND PROCEDURES

Region	Job category	2025	
		Number	%
Northeast	Leadership	132	46.2%
	Production	9,030	64.2%
Subtotal		**9,162**	**63.8%**
South	Leadership	11	3.6%
	Production	466	27.1%
Subtotal		**477**	**23.5%**
Total		**9,639**	**58.9%**

WORKSHOP: "VALUES THAT SUSTAIN THE FUTURE: ETHICS AND SUSTAINABILITY IN ACTION".

The Company implemented a development pathway aimed at 280 youth apprentices and trainees at its Sobral (CE) and Fortaleza (CE) facility. Essential topics in professional training are addressed through an interactive and playful approach:

- **Respect and combating workplace harassment:** Orientations regarding the difference between respectful relationships and abusive behavior in the workplace, ways to combat such acts, and Code of Conduct guidelines.
- **Sustainability in everyday life:** The three pillars of the Company's sustainable development policy (Value and respect for our people, Eco-efficient operations and lower impact products) were explored during training.

ACTIVE LISTENING, REPORTING AND REDRESS MECHANISMS

GRI 2-16 • 2-25 • 2-26 • 3-3

Grendene maintains safe and transparent channels for dialogue to guarantee integrity throughout the organization. We centralize this management process in the Ethics Hotline, an independent platform managed by a third party company that operates 24 hours a day via our *website*, email, a 0800 line, and mailbox. The mechanism is accessible to all stakeholders and guarantees whistleblowers are given security, confidentiality and a chance to remain anonymous.

The workflow for responding to complaints is established by the Ethics Committee, which has the autonomy to investigate reports, classify infractions, and deliberate on disciplinary measures or preventive action plans. The system's effectiveness is monitored by senior management through quarterly reports to the Board of Directors and the Audit Committee, which analyze statistics and adopted measures.

The Company's Ethics Hotline is disclosed through communications, annual training, Grendene's institutional website, its Investor Relations website, the Intranet, banners and electronic billboards at operational units. Questions and suggestions that are recorded are also analyzed to continuously improve internal processes.

Grendene ended the 2025 fiscal year off without registering any critical concerns reported to the Board of Directors--a reflection of the strength of implemented controls and the maturity of our organizational culture.



Ingrithy Vanessa Gomes Rodrigues, Antônio José de Oliveira Vasconcelos and Francisca Gerusa do Nascimento

ACCESS OUR ETHICS HOTLINE BELOW:

www.linhaetica.com.br/etica/grendene

grendene@linhaetica.com.br

0800-208-0048

79518, CEP 0411-904, São Paulo (SP)

RISK MANAGEMENT

GRI 2-12 • 2-13 • 2-23 • 3-3: Enterprise Risk Management

The Company's risk management approach is guided by our Corporate Risk Management Policy and is integrated into strategic planning and operational performance to guarantee our organization's longevity compliance with regulatory standards and best market practices.

To guarantee the system's effectiveness, we have adopted the Three Lines Model (The IIA), which structures the three main roles played by the organization:

- **First Line:** Operational areas, responsible for the execution and direct management of risks on a daily basis;
- **Second Line:** Governance, Risks and Compliance department, responsible for coordinating, consolidating and monitoring information;
- **Third Line:** Internal Auditing, responsible for independently assessing the effectiveness of the risk management system and internal controls.

Our methodology uses the main relevant national and international references as a parameter, including the Treadway Commission's Committee of Sponsoring Organizations (COSO), The Institute of Internal Auditors (IIA) and the Brazilian Corporate Governance Institute (IBGC). This process is structured under six cyclical stages: context analysis and definition of risk appetite, identification and classification, evaluation and prioritization, risk response, monitoring, control and communication.

Additionally, the Board of Directors receives a quarterly report from the Audit Committee underlining the main Risk Management initiatives implemented to discuss and approve new action plans.

Grendene consolidated a significant milestone in risk management through our Strategic Risk Matrix, which was validated by the Board of Directors and the Audit Committee. The matrix prioritizes the eight main risks that require strategic attention, including sustainability and climate.

FISCAL MONITORING

GRI 207-1 • 207-2

Grendene adopts a tax governance structure that ensures compliance with tax-related obligations and transparent practices. Under the supervision of the Chief Financial Officer, the Controllership works together with remaining areas of the Company to guarantee that tax-related aspects are integrated into strategic and operational decisions.

The Governance, Risks and Compliance department is responsible for identifying, mitigating and monitoring risks and internal controls, as well as incorporating tax risks into the Corporate Risk Matrix. Risks are identified through ongoing assessments carried out by the tax department and the controllership, with the support of specialized external consultants.

Independent auditors validate Grendene's financial statements and tax information, while the Audit Committee monitors this process to guarantee the independence of the auditors and compliance with internal and external standards.

The process of reporting tax-related content is integrated into the closing cycle, and the information is verified by an independent auditor before being published annually in the Management Report and Standardized Financial Statements (DFP) available on the B3's website.

FEDERAL REVENUE SERVICE PILOT PROJECT

In 2025, Grendene was selected from among 50 Brazilian companies to participate in the Federal Revenue Tax Reform Pilot Project. The project aims to implement a new, simpler and more transparent consumption tax model that will replace existing taxes.

Grendene's participation in the program will make it possible to anticipate the impacts of new tax legislation, safely test systems and processes and provide suggestions for a definitive model. Additionally, teams will be provided with training under the initiative to ensure an efficient transition and reinforce the governance practices and tax compliance at the Company.

INFORMATION SECURITY AND DATA PROTECTION

GRI 3-3 Cybersecurity, privacy and data protection• 418-1

Grendene considers information security and data protection to be essential assets in maintaining the trust of customers, employees and partners. In a context marked by digital transformation and growing adoption of new technologies, our cyber governance body acts is proactive and resilient and seeks to guarantee integrity and privacy across interactions within Grendene's ecosystem.

This initiative is supported by guidelines such as the **Corporate Information Security Policy (PCSI)** and the **Corporate Privacy and Personal Data Protection** Policy. These policies comply with Brazil's General Data Protection Act (LGPD). Additionally, we maintain structured Business Continuity Plans (BCP) to guarantee operational resilience in the face of possible interruptions.

As a reflection of the robustness of our controls, during the 2025 fiscal year, Grendene did not register proven complaints regarding customer privacy violations, whether received from third parties or regulatory agencies. Furthermore, there were no identified leaks, thefts or data losses.

Responsible Use of Technologies and Artificial Intelligence (AI)

Faced with the emergence of new digital tools, Grendene implemented controls to mitigate risks associated with new technologies:

- **AI Management:** We have established an interdisciplinary Artificial Intelligence Committee to guide the ethical and safe use of generative technologies. We also offer specific training to ensure that confidential information is not entered into non-approved tools.
- **Security Monitoring**: We have implemented a system to preventively monitor and block the use of cloud-based AI tools with a low level of security to protect our intellectual property from accidental leaks.



A culture of awareness and prevention

We continue to reinforce the Company's security through ongoing employee awareness initiatives. In 2025, we expanded collaboration with the GRC department, with an emphasis on preventing cyberattacks and data leaks. We also maintain a training program that includes:

- **Learning cycles:** We conduct four annual awareness cycles, including *microlearning* and periodic *phishing* simulations to train staff in identifying inappropriate behavior and fraud attempts.
- **Technology Week:** We hold events focused on Industry 4.0, IoT and Generative AI to democratize technical knowledge and reinforce the agile mindset across our industrial operations.

Grendene ended the 2025 fiscal year off with zero proven complaints regarding breach of privacy or loss of customer data--a reflection of the maturity of our control processes. We are also reaffirming our commitment to transparency across our digital channels by ensuring Privacy Policies and Cookie Management remain accessible across our *e-commerce* and applications.



03.

BRANDS THAT BUILD VALUE

RELATED CAPITAL



MARKET PRESENCE AND GLOBAL PERFORMANCE

At Grendene, we are strengthening our market presence through a strategy that focuses on the consumer and brand consistency. We expanded the capillarity of our value chain in Brazil by expanding our points of sale in both direct and indirect retail, which allowed us to expand brands' reach and strengthen our connection with consumers in different regions of the country.

These efforts were reinforced by investments in the optimizing the customer experience at points of sale through merchandising actions, training and an active presence on strategic commercial dates. These efforts strengthened market position and brand visibility.

In order to sustain these advances in a more efficient and targeted manner, we intensified the use of data in decision making in 2025. We expanded the collection and analysis of information on sales and turnover at points of sale, which allowed us to identify consumer trends, optimize our portfolio and direct commercial strategies with greater accuracy.

On the international market, we remained focused on consolidating our brand presence, especially Melissa, one of our main overseas brands, despite a challenging macroeconomic scenario.

Additionally, we regained our market presence in the United States, including a growth in sales to large-scale customers. These results reaffirmed the relevance of our brands in strategic markets.

MELISSA: A YEAR OF INNOVATION AND DESIGN

In 2025, Melissa consolidated its strong market presence as an icon in "affordable luxury" that brings together innovation and sustainability. The brand celebrated 20 years of the Melissa Gallery in São Paulo (SP) with an event that included a historic partnership with MASP and the launch of a documentary *web series*.

The Gallery has always been a meeting point between fashion, art and design, and over the last two decades has received 56 iconic facades. To celebrate the Gallery's 20th anniversary, its 57th installation was built. Under the creative direction of Érika Palomino and with scenography created by Pier Balestrieri, this new high-tech facade is an interactive experience created specifically for the public. The display's LED system reacts with images and sounds as visitors enter the Gallery.

As part of its innovative strategy, Melissa has reinforced its commitment to sustainability by revisiting its guidelines and highlighting the pillars of Circularity and Accountability. As part of these efforts, the brand structured a new communication plan that will strengthen narratives on sustainability, increase the transparency of initiatives and facilitate dialogue on the subject with internal target audiences and consumers.



Sustainability is an essential value for Melissa, and the brand launched a Sustainability Communication Guide and offered training to more than 430 participants, including franchises, multi-brand retailers and representatives. These initiatives also included a review of brand packaging and the expansion of communication at points of sale and across digital channels. Additionally, in 2025, the *web series* "Doing the Extraordinary" was launched. The series introduces Melissa's sustainability journey, from raw materials up to final disposal as part of its reverse logistics program.

INNOVATION & COLLABS

Grendene continued to expand the impact and identity of its brands in 2025 through strategic partnerships and product innovation. Collaborations and initiatives aimed at specific target audiences, including local influencers, have helped to highlight the competitive advantage offered by our products and strengthen connections with consumers from different regions.



MELISSA QUANTUM PLATFORM + DIESEL



MELISSA FLOWING AD SPORT SANDAL

MELISSA

Melissa launched the Melissa X Icon line, which uses exclusive Melbubble technology, a 100% direct injected sole for an exceptionally light feel. Additionally, the new Melissa Free Slip and Melissa Free Cross models combine design, functionality and attitude and incorporate world renowned Melflex technology.

2025 was also marked by new global partnerships that brought together Grendene's unique DNA and the biggest names in fashion and design. The Company's collaboration with Diesel can be highlighted for its innovative design. This partnership strengthened the brand's presence in overseas markets while the Alexandre Pavão collection celebrated a uniquely Brazilian sense of originality. Additionally, Grendene's historic launch with Scholl consolidated a remarkable coming together of two global icons that have been at the forefront of the industry for nearly a century.

CARTAGO MÁLAGA SPORT





CARTAGO CAIRO

CARTAGO

The Company's "Vai de Cartago" (Walk with Cartago) campaign highlighted the versatility of the brand's products for a range of different occasions. The campaign also promoted a sense of authenticity, style and adaptability to consumers' day-to-day lives through innovative and comfortable footwear.

Cartago Málaga Sport can be highlighted under the campaign for the comfort provided by the insole and its innovative upper design. Cartago Cairo was also prominently featured in the campaign with its unique cushion system, anatomically designed insole and two-tone sole.



IPANEMA

In 2025 Ipanema celebrated female creativity with the Ipanema Arte collection as part of a partnership with the @ omenonwalls.coplatform. Five artists from different regions of Brazil transformed footwear into unique cultural expression, creating unique pieces that reflect diversity, color and truly inspiring stories.

The brand also continued to innovate with its tangible approach to sustainability. In 2025, Ipanema incorporated information on recyclability and product composition directly into the design of the soles on one of its product lines. This initiative encouraged consumers to make more conscientious choices.



RIDER

In 2025, Rider celebrated São Paulo's (São Paulo) 471st anniversary with the R Next SP model. It also incorporated innovation with R_SPACES, a slide inspired by a bold vision of the future. With references to movement, volume, comfort and boldness, R_SPACES was highlighted for its unique R System technology, which introduced a bold new sole design.

The brand also teamed up with some of the biggest personalities in sports and music with a collection of slides and sandals.





ZAXY

The brand launched its Coletivo Zaxy collection, which was inspired by the perspectives and actively hearing out fans and influencers who took part in an in-person workshop at Grendene's Farroupilha (RS) facility. These initiatives led to the creation of Zaxy New Up, Zaxy New Up Sport Sandal and Zaxy Partner Soft models.

The Zaxy New Up features a buckle, textured upper and a platform sole for a height and style boost. The Zaxy New Up Sport Sandal combines a platform sole, easy-tie straps and an athletic design that uses a modern color palette. The Zaxy Partner Soft is the latest version of the best-selling Partner model and offers a new two-tone buckle and even greater comfort with an EVA insole. Together with these innovations, Zaxy also launched its Zaxy Flow and Zaxy Flow Up models, which feature EVA bidensity technology that guarantees a consistent sole structure and insole comfort.





GRENDENE KIDS

Grendene Kids continues to focus on collaborations with major licensors such as Disney, Mattel, and Marvel with releases that include Stitch's PetShop, Barbie Ice Cream Shop, and the Spider-Van series.

The SOFTECH collection was the Company's biggest innovation in 2025. This product line includes an EVA sole for greater comfort and lightness. Its sporty, streamlined design offers flexibility and stability while its modern finish and EVA insole offer a sense of durability and wellness.

Learn more about Grendene's sustainable innovation and design initiatives on page 45.

CONNECTING WITH CUSTOMERS

GRI 2-25

Our brands are right by consumers' side during different life experiences, building connections that go beyond the product and are built over time. These close relationships are sustained by active listening, quality of experience and transparent communication.

In 2025, the Company made progress in how we publish our sustainability initiatives. We expanded access to information on topics such as the use of packaging and recyclable materials.

To further strengthen consumer relationships, we maintain a continuous active listening process. We regularly hold meetings to receive feedback, which allows us to make adjustments and customize our products based on customers' expectations and needs. Grendene has also implemented a consumer database, which allows us to more precisely identify market segments and create personalized offers for a more relevant and satisfying shopping experience.

Additionally, we use active listening to address possible negative impacts on consumers. Through our Customer Service (SAC), we are able to address complaints regarding product quality and safety with each brand's commercial department directly. This guarantees a quick and effective response is provided in line with our commitment to complete customer satisfaction.

Sales Convention

In 2025, Grendene held two major engagement initiatives with sales representatives during its Sales Convention, which was held in Brazil and Italy. These events were used to introduce new collections, align strategies and strengthen the company's commercial culture.

As part of the program, the Sustainable Development Division held the workshop "Sustainability as a sales initiatives." The workshop highlighted sustainability as a competitive advantage in a market that is increasingly attentive to social and environmental aspects.

RECOGNITION UNDER THE RECLAME AQUI AWARD

In 2025, Grendene was awarded a prize of the "Footwear – Manufacturers" category at the Reclame AQUI Awards, which further consolidate its consistent reputation among consumers. The Rider brand was also recognized at the event and was ranked second in the category "Footwear Manufacturers – Operational Excellence".

Relationships with Melissa franchisees

Grendene recognizes that our relationships with Melissa brand franchisees are essential to guaranteeing a consistent and quality consumer experience. We hold monthly meetings with representatives from Brazil's five regions through the Franchisees Advisory Board, which was convened for its straight third year.



Franchisees meeting - South region



Melissa DNA

We also hold weekly meetings with Melissa's franchisees to hold discussions and exchange results, brand strategies and information on product mixes. We also held in-person regional meetings throughout the year that focused on local strategies, as well as monthly online strategic meetings to ensure results were monitored and initiatives were well-directed.

The brand also maintains the Melissa DNA project through which franchisees are able to visit our industrial facility in Fortaleza (Ceará). This initiative seeks to bring target audiences closer to the production process, brand values and sustainability practices applied to product development.

DIGITAL STRATEGY

In 2025, Grendene moved forward in integrating its sales channels to offer consumers a more fluid and convenient experience. The Grendene Store, which brings together a range of different brands under a single *e-commerce* platform, remains an important digital channel. Brands such as Melissa and Rider also have their own channels. Additionally, both brands are able to expand the possibilities for purchases made through their physical retail locations, which include Melissa's chain of franchisees and Rider's brand-name stores.

Melissa offers an excellent example of digital transformation with its *e-commerce sales*. The implementation of an omnichannel strategy allowed online purchases to be seamlessly integrated with sales at physical retail locations, which offered consumers a more flexible experience.

One of the main innovations seen in 2025 was Mel.IA, Melissa's virtual salesperson, which offers personalized services via WhatsApp. Mel.IA offers intelligent product curation and is able to cross-reference inventory and the customer's profile. It also generates links for payment, sends information on prices, payment terms, delivery times and tracks orders, including after-sales processes and NPSs.

This development has benefited franchisees by offering scalability in service and sales and efficiently integrating online and physical channels. It has also helped reduce operating costs.





04.

LOWER IMPACT PRODUCTS

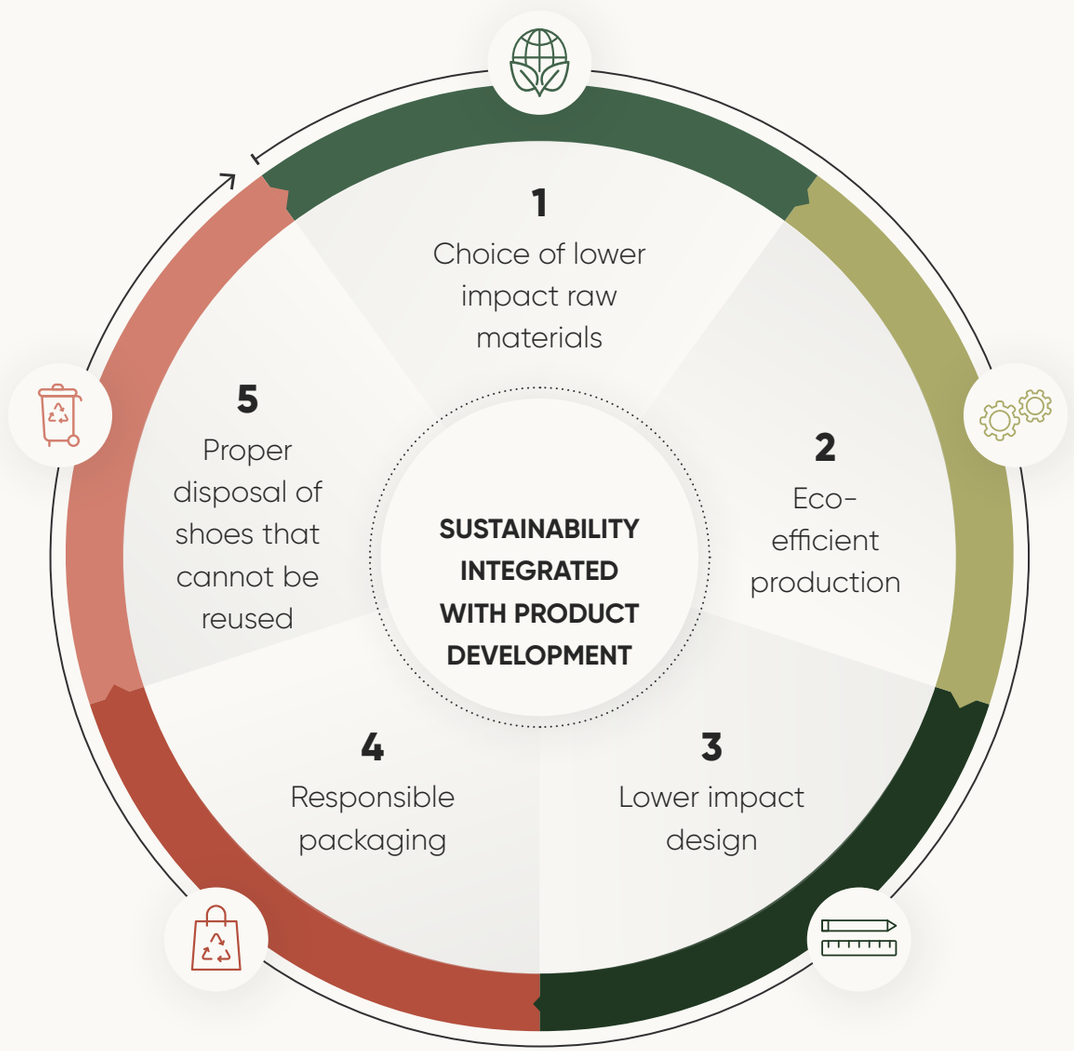
RELATED CAPITAL

PRODUCT DEVELOPMENT

At Grendene, product development means integrating several different areas at the Company—more specifically, design, production and sustainable development—to create innovative and sustainable solutions. Quality and efforts to reduce environmental impacts are a central part of our guidelines. These efforts ensures that each stage of the process—whether design, choice of materials and the production process—is aligned with our Sustainable Development Policy.

Our designs place a priority in materials with a lower environmental impact, eco-efficient production processes and minimizing waste.

We continuously invest in research and development to optimize the materials used, while focusing on eco-efficiency and seeking out solutions that reduce environmental impacts. Circularity is a central pillar of our strategy, and we consider it essential that we act in an integrated manner throughout the product life cycle, from the choice of raw materials, the production process up to the disposal and reintegration of materials. This approach guides the way we think and produce our products, and is a path forward in building a more sustainable future.



LOWER IMPACT MATERIALS

GRI 3-3 Sustainable raw materials • 301-1

Grendene places a priority in the development and adoption of raw materials with a lower environmental impact. The Company focuses on the use of recycled and recyclable materials, renewable items and materials that are preferably of a certified origin. This strategy seeks to reduce the consumption of natural resources and fossil fuels, reduce products' carbon footprint, and minimize the generation of waste throughout the product life cycle.

Guidelines for this theme are defined in the Company's Sustainable Development Policy, which provides for product Life Cycle Assessment (LCA), the prioritization of materials that favor recyclability and initiatives aimed at the optimization, reuse and reduction in the use of packaging in line with the principles of the circular economy.

CERTIFICATIONS

VEGAN SOCIETY REGISTRATION:

Grendene's shoes are free of animal components and are not developed using animal testing.

FSC® (FOREST STEWARDSHIP COUNCIL®) CERTIFIED PACKAGING:

The paper packaging used by Grendene is FSC® **certified**, which ensures that raw material are sourced from responsibly managed forests and offer environmental, social and economic benefits throughout the value chain.



In 2025, the Company found that 37.2% of consolidated net revenue (R$961.1 million) originated from product compositions that use materials with a lower environmental impact.

The transition to alternative raw materials involves challenges related to the development of new formulations, industrial validations, adjustments to processes, availability, scale and the cost of certain lower impact materials, as well as aspects related to traceability and technical proof of environmental attributes.

To manage these challenges, Grendene implements research, development, testing and approval processes prior to implementing products on an industrial scale, in addition to monitoring raw materials and suppliers. All partners within its value chain must meet the Restricted Substances List (LSR) guidelines, and compliance with these requirements is verified through technical reports and external laboratory analyses.

Learn more on page 58.

The effectiveness of initiatives are monitored through process, technical and commercial indicators provided by the departments involved in the process. These indicators are presented to the Supply Board each month and include the percentage of use of raw materials with lower environmental impact, the percentage of products with a lower environmental impact, and the proportion of active items with lower environmental impact in relation to developed products.

INNOVATION SUSTAINABLE & DESIGN

GRI 3-3 Innovation in materials, products and processes

Seeking to minimize the environmental impact of our products and meet demands from increasingly attentive and demanding consumers, we are continuously investing in the development and use of materials with a lower environmental impact.

30%

of PVC products made from pre-consumer recycled material, on average.

Our PVC products, on average, are made from 30% of pre-consumer recycled material (shavings sourced from the production process itself). These products may be made from up to 100% recycled materials. Additionally, the use of PVC ensures these compositions are fully recyclable. The raw materials used are non-toxic and free of restricted substances to guarantee consumer safety and compliance with regulatory requirements.

In addition to the choice of raw materials, Grendene also recognizes that what makes a product truly sustainable is its design. Our products are designed to enable solutions to be provided that have a lower environmental impact throughout their life cycle. Within this context, the Sustainable Development department acts in an integrated manner together with the Design team to contribute to decision-making process that promote a circular economy.

Innovation in materials and processes contributes to the development of products that offer improvements in terms of comfort, functionality and finishing, in addition to supporting gains in productivity and reducing operating costs. These initiatives also help reduce the consumption of natural resources, the generation of waste and the impacts associated with production processes.

As a result, our design decisions prioritize solutions that increase recyclability and simplify production processes. The use of mono-materials facilitates recycling at the end of products' service life, while replacing glues with lock-in systems allows product to be disassembled,



which, facilitates recycling.

When necessary, we prioritize the use of water-based adhesives, which helps reduce volatile organic compounds (VOCs) emissions.

The development of soles and uppers that adapt to different design allows for greater product versatility and reduces the need to develop new matrices and, consequently, optimize the use of molds and minimizes waste during the production process.

PRODUCT PIGMENTED WITH COFFEE GROUNDS

In 2025, Grendene opened up a new world of possibility for circular innovation through the use of coffee grounds. Grounds collected at the Company's cafeterias began to be used in PVC pigmentation research to offer the material a natural appearance and reduce the need for pigments of a fossil origin.

This initiative highlights coffee's unique appearance, which allows PVC to be pigmented in a natural way and eliminates the addition of synthetic pigments of a fossil origin.

The result is a product that exemplifies how innovative design can be aligned with sustainability and shows that it is possible to design fashion items responsibly through the reuse of resources and recovery of waste. This innovation not only highlighted PVC's potential as a versatile and sustainable material, but it was also internationally recognized after receiving the "Bronze Winner" award in the Performance & Design category at Inovyn Awards 2025.



Grendene receiving the Inovyn Award. From left to right: Isabela Sacchi (representative from INEOS Inovyn), Tarcísio Sanson Sene, Luciano Mantovani, Airton Sato, Schana Cenci, Roberta Baggio Worm, Micaela Dani Ferrari, Luana Reolon Basso and Carlos André Carvalho

DESIGN FOR A BETTER WORLD AWARD (DFBW) 2025

Grendene was awarded the "Design for a Better World Award" (DFBW) 2025 for Grendene Kids' "Stitch Pet Shop" project. The initiative was highlighted by its alignment with the principles of circular economy and accessibility and offers reusable packaging. Packaging was considered part of the toy and the product experience. The product also brought with it innovations in terms of Braille markings.



PRODUCTS LAUNCHED IN 2025 WITH THE LOWEST IMPACT

WATER-BASED PAINTS OR ADHESIVES



IPANEMA LUXE
Sandal with a premium finish made from solvent-free water-based paint



GRENDHA AMOR EM FLOR (LOVE FLOWER)
Sandal with a premium finish made from solvent-free water-based paint

ZAXY RICH
Minimalist sandal manufactured using a water-based paint application



AZALEA RAFA
Footwear developed using a water-based adhesive in the manufacturing process

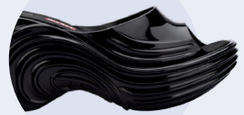




RIDER SHOT NBA
Flip-flop with an insole print made using a 100% water-based paint

RENEWABLE RAW MATERIALS

MELISSA QUANTUM PLATFORM + DIESEL
Robust design with a bio-based **Eva Bio** sole



ZAXY DISNEY SLIDE
Thematic children's slide made with a vegetable-based plasticizer



STITCH PET SHOP
Flexible childrena's sandal produced with a**vegetable-based plasticizer**



IPANEMA FESTA FEM
Women's model with decorative designs and a vegetable-based plasticizer



MELISSA FLOWING SPORT SANDAL
Casual sports sandal with an EVA insole and **coconut fiber pigment**



IPANEMA AMORE BABY
Soft children's shoes produced using a vegetable-based plasticizer



PRE-CONSUMPTION REUSED MATERIALS

CARTAGO MAIORCA III
Robust slipper with a synthetic laminate made from recycled PVC and an EVA Bio insole





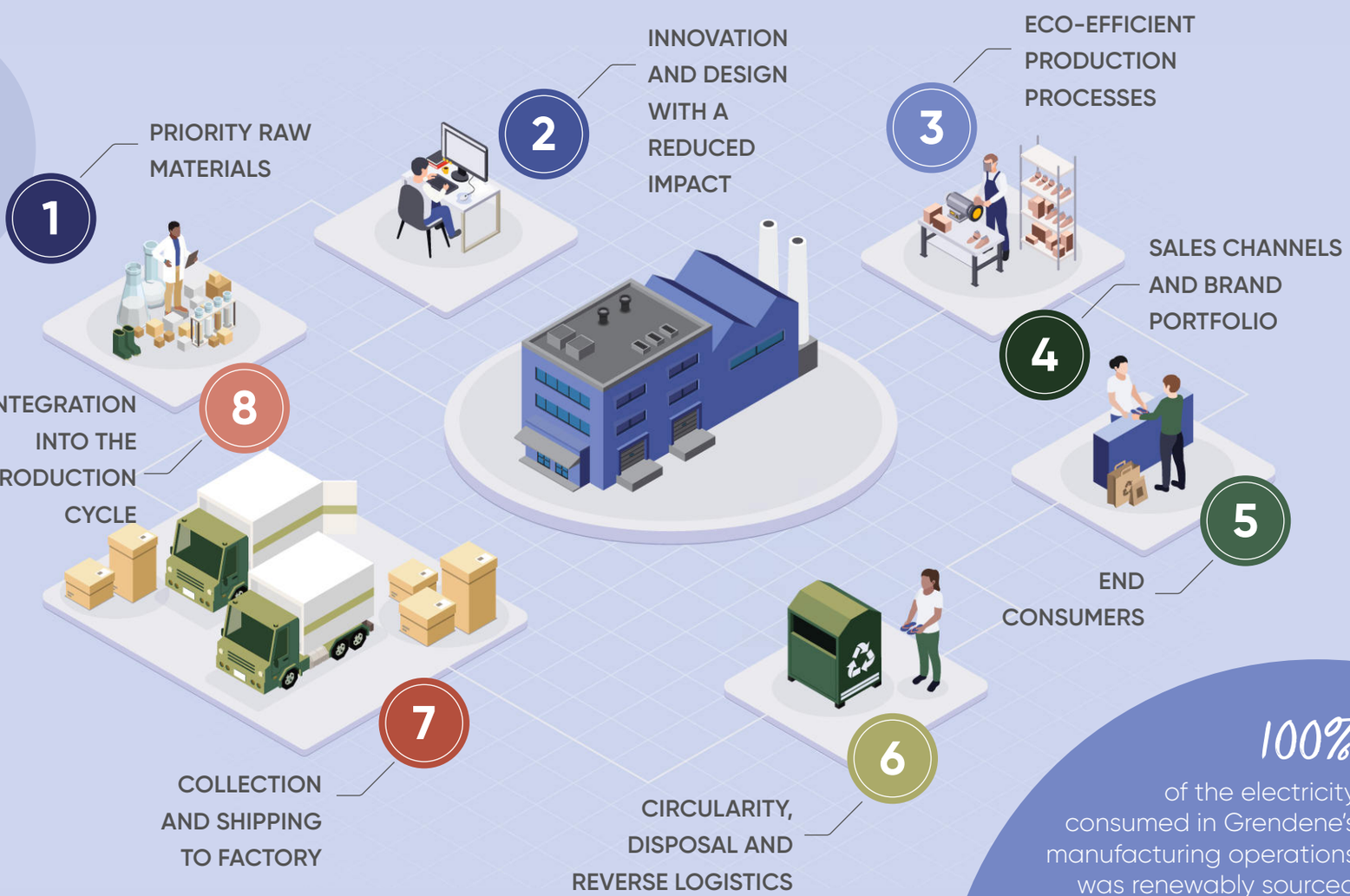
Jorge Luciano Pereira, Dener de Oliveira and Luan Luiz Rosseti Rama

LIFECYCLE ASSESSMENT

GRI 3-3 Circularity and product life cycle • 303-3

Grendene's develops its products, materials and processes while seeking to incorporate the principles of the circular economy. It also focuses on reducing the consumption of natural resources, reusing waste and expanding product recyclability. We have adopted the Life Cycle Assessment (LCA) method since 2017 to measure the environmental impacts of the extraction of raw materials up to the final product use/ disposal. These analyses allow us to identify the materials and production stages that most impact our carbon footprint and are used to make decisions related to design, the selection of raw materials, process optimization and post-consumer strategies.

The principles of circularity are also incorporated from the early stages of development. We place a priority in solutions that favor recyclability, including single-material products, the reduction of metal components and lock-in systems that facilitate disassembly, reuse and recyclability at the end of the product life cycle.



CLICK THE NUMBERS NEXT TO EACH STAGE TO LEARN MORE:

100%

of the electricity consumed in Grendene's manufacturing operations was renewably sourced and tracked under I-REC certificates.

ACV IPANEMA ANATÔMICA

Grendene performed a Life Cycle Assessment (LCA) for the Ipanema Anatômica sandal, one of its main Ipanema brand products. The Anatômica is available in more than 100 countries. The study adhered to the ABNT NBR ISO 14044 standard, was independently validated by ACV Brasil. It also used the Environmental Footprint 3.1 (EF 3.1) methodology, in line with European Commission guidelines.

The analysis considered 16 categories of environmental impacts under the "cradle-to-gate" scope, which ranges from the extraction of raw materials to the manufacture and packaging of the product at the company's Sobral plant (CE). In 2025, the study also included data on packaging, the transport of supplies and water consumption during operations.

The results indicated a carbon footprint of 0.578 kg CO_2 equivalent per pair, including packaging. The stage used to obtain raw materials concentrated 89.7% of the evaluated impacts, while the production process represented 3.5%. These results indicated the low level of industrial contribution to the product's environmental footprint.

REVERSE LOGISTICS

To complement this approach, we have implemented Grendene Recicla+, a reverse logistics program that allows shoes to be disposed of properly. Under the program, shoes are returned to our factories and reincorporated into the production process. Whenever shoes cannot be reintegrated, materials are used in environmentally sound processes.

With more than 400 collection sites spread throughout Brazil, we continue to expand our reverse logistics network to facilitate consumer access and encourage responsible disposal. In 2025, we began installing QR codes at collection bins, which allows data on discarded products to be tracked and improves end-of-life management processes.

To complement this initiative, packaging available on the market is recovered by a partner company authorized by the Ministry of Environment and Climate Change. In 2025, these efforts made it possible to offset 32.5% of the Company's total packaging volume.



Cauã Vieira dos Santos



05.

ECO-EFFICIENT PRODUCTION

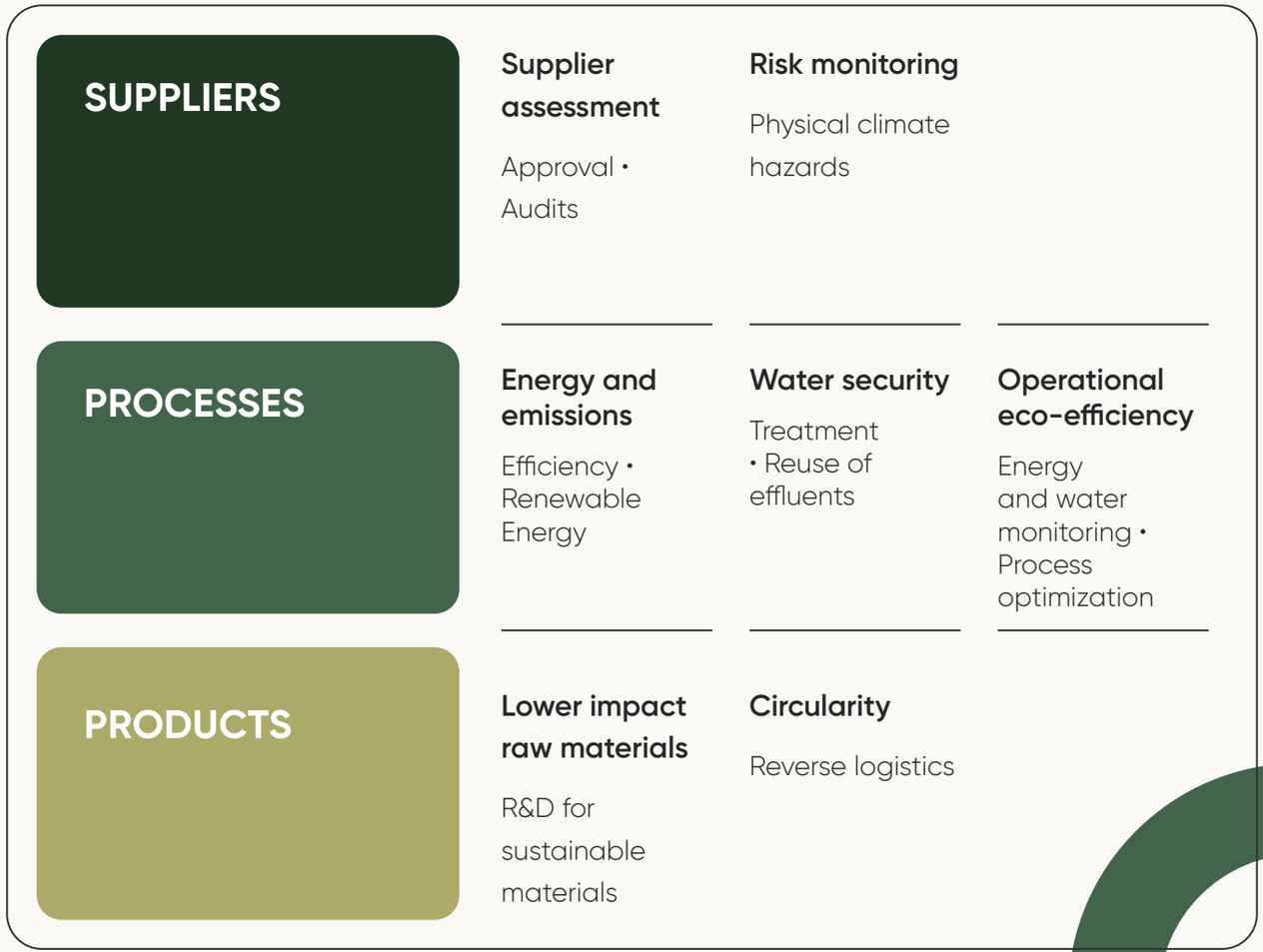
RELATED CAPITAL

INDUSTRIAL OPERATIONS

We have structured our industrial operations to integrate production efficiency and responsible resource management. Our production process are completely internal to guarantee controls at each stage. These structures help us reduce waste, optimize supplies and continuously develop our operational standards.

In 2025, we consolidated a series of initiatives that were developed in recent years, which focused on improving production efficiency, reducing costs and mitigating risks, with an emphasis on the use of renewable energy. Even in the midst of a challenging scenario on the domestic market, we made key advances on strategic work fronts and recorded gains in productivity across our business units. These results reflect increased operational integration, with greater collaboration between departments such as design and production. This ensures technical efficiency and better use of resources starting with product development.

The modernization of our industrial infrastructure has played a central role in these advances. We have installed modernized industrial ovens and implemented a new machine for the production of keychains with 3D technology, increasing the level of precision and quality of the items produced.





Quality Week

OUR COMMITMENT TO QUALITY

We also held Quality Week throughout the year, which features initiatives aimed at strengthening our operational processes. We also held workshops and formed partnerships with industry references, such as Volvo and Disney. These initiatives reinforced the Company's commitment to maintaining high standards of excellence and meeting consumers' expectations.

CULTURE OF INNOVATION & DATA IN OPERATIONS

The development of our operations is also driven by the strategic use of data. In 2025, we consolidated a more automated sustainability database, which expanded our capacity for monitoring and response.

We developed a unified panel of indicators to gather information on CO_2 emissions, water consumption, waste generation and energy use. This initiative allows for more agile analysis and more accurate targeting of priority actions. The use of advanced analytical tools, including Artificial Intelligence, has made decision making processes even more accurate and agile.

These efforts are reinforced by initiatives that promote the dissemination of knowledge and innovation. We held Technology Week, with the theme "Technology collaborates. People create.", which promoted discussions on smart industry, data use, IoT and Artificial Intelligence, in addition to the relationship between technology and human intelligence.

We also promoted a Maintenance Workshop, which focused on digitalization and brought together teams and partners in an immersive technical experience focused on efficiency, qualification and the exchange of knowledge.



TECHNOLOGY WEEK

10,370+
participants (in person and online)

40+ employees
involved in organization

66%+ increase in reach compared to 2024



MAINTENANCE WORKSHOP

2,250+
participants

77 hours
of content

19 guest
partners

SUPPLY CHAIN

GRI 2-6 • 3-3: Sustainable Supply Chain • 204-1

2025 was a challenging year and was marked by economic and geopolitical instabilities. Grendene, however, continued to make progress in managing its supply chain, mitigating impacts and strengthening its resilience. The main results achieved in 2025 include a reduction in the share of raw materials in the Cost of Goods Sold (COGS). These results were driven by initiatives aimed at rationalizing supplies and replacing higher-cost materials with more affordable alternatives without compromising product quality.

These initiatives were supported by the expansion of our supplier base, the validation of new partners and the strengthening of strategic relationships, which contributed to the continuity of supply and risk mitigation efforts.

In 2025, we allocated R$692.7 million to the supply of raw materials to 224 commercial partners. Approximately 90% of this amount was directed to local suppliers in Brazil. Approximately 92% of our base is composed of domestic suppliers. An emphasis is placed on the supply of resins, plasticizers, packaging materials, paints and pigments.

DIGITAL TRANSFORMATION: SU VIRTUAL ASSISTANT

As part of the progress made along its digital transformation journey, in 2025 Grendene implemented its virtual assistant Su to support Procurement department processes. This initiative initially focused on Service Purchases. This solution was developed to expand access to information, standardize guidelines and streamline compliance with internal demands.

The assistant acts as a consultation channel to clarify recurrent questions and concerns, direct processes and provided access to official department documents and materials without the need for approval or interaction with external suppliers.

This tool expands employees' autonomy during requisition stages and reduces dependence on direct services from the Procurement team. The automation of these services also helps offer greater agility in request workflows, reduces response time and rework and standardize information shared between departments.

In 2026, Su's scope is expected to be expanded to other Procurement work fronts and will incorporate new content and functions that support corporate processes.



SUPPLIER SELECTION AND APPROVAL

GRI 2-6 • 2-29 • 308-1 • 308-2 • 407-1 • 408-1 • 409-1 • 414-1 • 414-2 •
SASB CG-AA-250a.1 • CG-AA-430a.1 • CG-AA-430b.1

We have adopted a transparent supplier selection and approval process under guidelines established in the Suppliers and Service Providers' Manual, which is available on our Supplier Portal.

New suppliers of raw materials undergo environmental and social assessments prior to initial supply. Assessment consider requirements related to legal compliance, working conditions and environmental management practices.

In 2025, there were no risks related to child or forced labor identified in the evaluated supply chain.

Due to its vertical production model, Grendene does not have Tier 1 suppliers.

Our Suppliers' Manual requires adherence to the Code of Conduct and establishes minimum criteria for human and labor rights, such as the prohibition of child and forced labor, working hours and remuneration in accordance with the law. It also includes anti-discrimination policies and provisions for freedom of association and a safe work environment.

Our continuous monitoring focuses on critical points such as good standing with labor and social security bodies (FGTS and INSS), occupational safety (PGR and PCMSO), environmental licensing and correct disposal of waste and effluents.

The approval process also establishes mechanisms for identification and management of non-conformities, including the definition of action plans, monitoring of adjustments and implementation of subsequent audits. In order to continuously improve supply chain management processes, in 2025 the Company revised the audit model applied to international suppliers and, as of 2026, will incorporate specific assessments related to ethical and social criteria.

As a complement to this supply chain monitoring process, Grendene has implemented a Restricted Substances Program (LSR) that aims to control chemicals present in the materials used to manufacture its products.
Learn more about this program on the next page.



Of **the total of 224 active suppliers at the company,** 10 and 214 are considered Tier 2 and Tier 3, respectively. **In 2025, 68 parents (30%) completed our socio-environmental self-assessment as part of this cycle.**

In order to provide more rigorous supervision, **32 suppliers (14% of the total number of company suppliers) were required to complete third-party audits.** Audited facilities were found to hold the necessary wastewater discharge permits.

As a result of these assessments, **there were no suppliers with significant real or potential negative environmental or social impacts identified.**

RESTRICTED SUBSTANCES CONTROLS

SASB CG-AA-250a.1 • CG-AA-250a.2

Grendene's Restricted Substances Program (LSR) establishes criteria for the control of chemical substances present in the materials used by the Company. The program is applied to suppliers of raw material and considers national and international regulations and references for the production of footwear, accessories and packaging, including REACH, AFIRM and specific customer requirements in the markets in which Grendene operates.

Program guidelines are organized into seven technical booklets, and further divided by supply groups: superior and inferior infrastructures, chemicals, decorative features, detailing, packaging and complementary products such as toys and accessories.

In addition to the limits applicable to restricted substances, documents include technical guidelines aimed at meeting the requirements defined by the Company.

Since these booklets were implemented in 2022, suppliers have started to forward laboratory reports to provide proof of compliance in materials supplied. Monitoring includes analysis applicable to different types of materials and finishes, as well as spot checks on finished products, which are carried out according to regulatory requirements or specific customer demands.

In 2025, the seven booklets issued under the program were reviewed by IBTEC, and an update was published and shared with suppliers through the Supplier Portal.

In addition to monitoring with suppliers, new chemicals used in production processes undergo a technical and document-based assessment before approval. This process includes an analysis of the Safety Data Sheets (SDS), verification of chemical composition, compliance with technical requirements and evaluation of aspects related to occupational health and safety during the handling and application of materials.



PRODUCT ASSESSMENT AND APPROVAL WORKFLOW

Workflow 1: Raw materials used in finished products.



QUALITY AND DESIGN DEPARTMENT

Assessment of material's technical and quality-related specifications.



SUSTAINABLE DEVELOPMENT AND OCCUPATIONAL HEALTH AND SAFETY DEPARTMENT

Assessment of compliance with the Restricted Substances Program (LSR) and necessary declarations.



Products are approved after the risks associated with use by the final consumer are analyzed.

CHEMICAL ASSESSMENT AND APPROVAL WORKFLOW

Workflow 2: Chemicals used in production process.



INDUSTRIAL DEPARTMENT

Assessment of technical specifications for industrial applications.



SUSTAINABLE DEVELOPMENT AND OCCUPATIONAL HEALTH AND SAFETY DEPARTMENT

Assessment of the identification form (MSDS/SDS) and detailed analysis of occupational and operational risks.



Products are approved after the risks associated with handling and operational safety are analyzed.

PRODUCT SAFETY, COMPLIANCE AND LABELING

GRI 416-1 • 416-2 • 417-1

Grendene assesses 100% of the products developed. Tests are focus on quality, comfort, strength and functionality requirements. Products classified as toys, school supplies and safety boots undergo additional assessments to comply with applicable legislation. Additionally, the main groups of materials used in products are subjected to skin irritation testing. Read our list of priority raw materials on page 102.

In 2025, there were no nonconformities identified with regard to laws and regulations that resulted in fines or warnings associated with health and product safety. All health and safety requirements were met during supplier approval audits, and action plans were established to eliminate any identified occurrences.

All products sold by the Company are provided with manufacturing identifiers, such as "Made in Brazil" or "Manufactured in Brazil", in addition to manufacturer and distribution data. Packaging and labeling includes information related to Vegan certification, the use of recycled materials, and FSC® packaging certification. Additional guidance on exchange, use and necessary precautions is included products that are subject to specific legal requirements such as toys.



Management processed for chemicals used in production also includes labeling and safety requirements. By 2025, 100% of the chemicals used in production processes were properly labeled. The Company use a “standard label” model based on the information contained in the Safety Data Sheets (SDS) for fractionated products. Remaining materials maintain the labels provided by the manufacturers. These processes comply with the applicable labeling requirements.

COMBATING CLIMATE CHANGE

GRI 3-3 Climate emissions, risks and opportunities

Tackling climate change is a strategic priority at Grendene. We act in an integrated manner to reduce environmental impacts, increase operational efficiency and strengthen resilience to climate risks in our business activities. We also incorporate sustainability into our operations and decision-making.

Our approach combines the management of greenhouse gas emissions, advances in the use of renewable sources and the continuous development of initiatives aimed at operational eco-efficiency. These commitments are aligned with our Sustainable Development Policy, which establishes guidelines for energy efficiency, expanding the use of renewable energy, development of low-carbon technologies and promoting more sustainable and resilient operations.

As a reflection of this commitment, we participate in initiatives and maintain certifications that reinforce the transparency, traceability and credibility of our climate management practices:



GHG PROTOCOL GOLD SEAL:

Since 2020, we have participated in the Brazilian GHG Protocol Program and, in 2025 received the Gold Seal for the fifth consecutive year—the highest level of program certification. This recognition reflects the high level of transparency and consistency in the management of our inventory of greenhouse gas (GHG) emissions, which are audited by an independent third party.



I-REC CERTIFICATION:

Since 2021, electricity consumed in our manufacturing operations has been 100% from renewably sourced. These practices are guaranteed through I-REC (*International Renewable Energy Certificate*) certification, which attests to the renewable origin of the energy purchased on the market.

CLIMATE RISK AND OPPORTUNITIES MANAGEMENT

GRI 201-2



Grendene continuously assesses the risks and opportunities related climate change while considering potential operational, financial and reputational impacts, as well as the investments needed for mitigation and adaptation. As part of this process, both transition risks, which are associated with regulatory, technological, reputational and market-related aspects, and physical risks related to the direct impacts of climate change are analyzed. These aspects may occur in an acute fashion as part of extreme events or be ongoing in nature as a result of long-term climate change.

The main transition risk identified was a lack of compliance with standards and regulations[1] related to greenhouse gas (GHG) emissions. Such events may result in a loss of competitiveness and increased costs associated with taxation, emission offsets and the adoption of transition technologies.

To mitigate these impacts, we have invested in expanding the use of renewable energy sources, energy efficiency projects as part of production processes and in improving maintenance in equipment that use refrigerant gases to reduce potential leaks. We have also made progress in optimizing logistics routes and loading and unloading operations at company warehouses. These initiatives help reduce fuel consumption and associated emissions.

[1]Considers the Brazilian Emissions Trading System, which as of the reporting date was not regulated in Brazil.

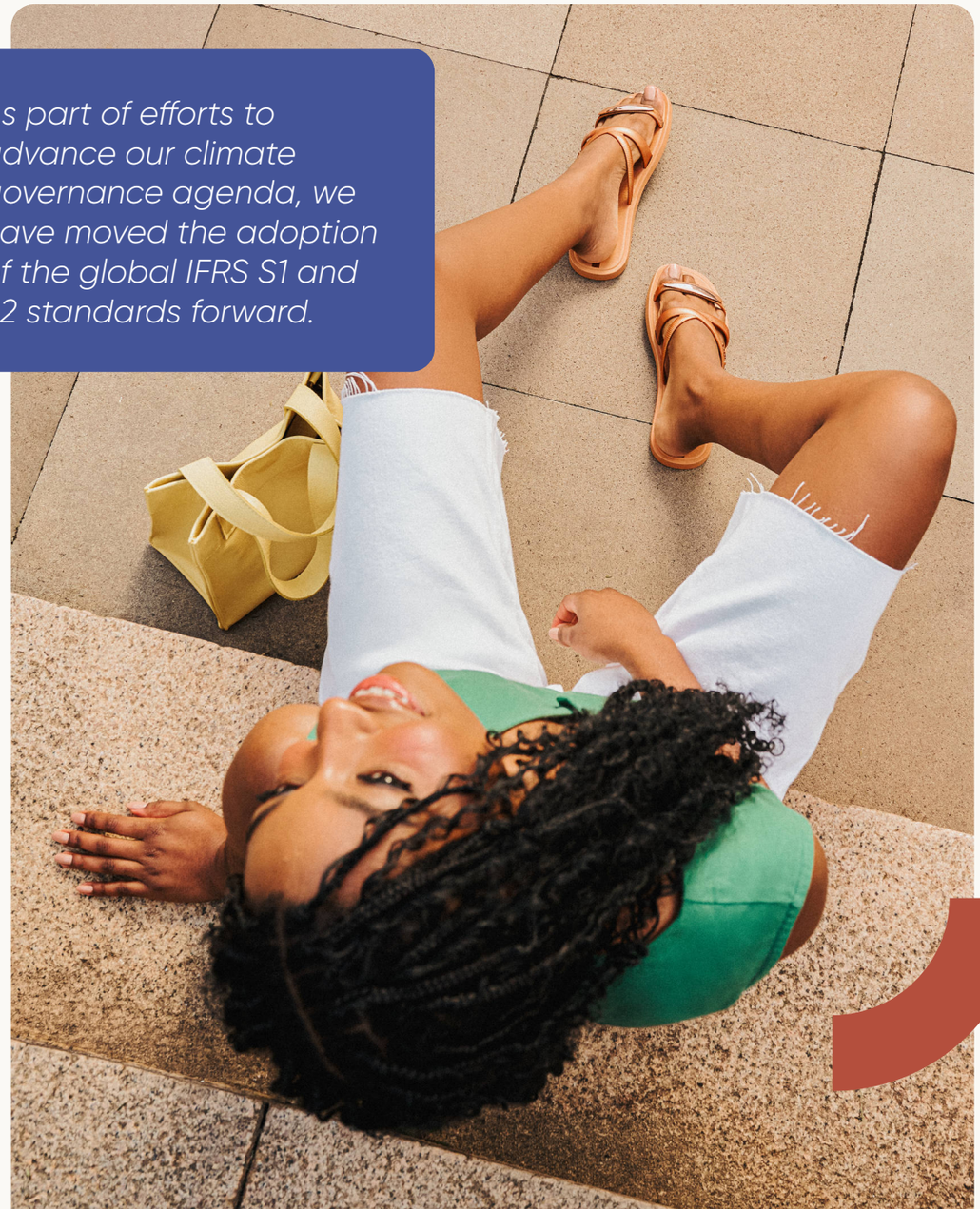
The Company also assesses physical risks related to climate such as heat waves, changes in temperature and variability, thermal stress and drought. These factors can affect productivity, increase refrigeration and energy demands, put pressure on water availability and impact suppliers and logistics. To mitigate these risks, the Company maintains climate control infrastructure and refrigeration systems and has implemented climate and hydrological monitoring initiatives.

Another relevant risk that was identified is water scarcity, which is a associated with a reduction in the availability of the water required by the Company's industrial operations. This assessment considers the Company's facilities in Sobral, Crato and Fortaleza, which were identified as the locations with the highest risk exposure based on the analysis carried out under WRI Aqueduct.

To mitigate these impacts, Grendene maintains wastewater treatment plants and treated effluent reuse systems in all industrial plants. We have also implemented projects for the collection and use of rainwater in our facilities, including in Crato (CE) and Farroupilha (RS). The Company also uses real-time water monitoring and management systems, which allow us to identify leaks, track consumption and act preventively at critical points in our system.

In 2025, investments were made in the *retrofitting* of our wastewater treatment plants (WWTPs), which helped us better predict system failures and downtown and, consequently, reduce drinking water consumption since WWTPs' operational continuity allow us to supply washrooms with reused water.

As part of efforts to advance our climate governance agenda, we have moved the adoption of the global IFRS S1 and S2 standards forward.



EMISSIONS MANAGEMENT

GRI 305-1 • 305-2 • 305-3 • 305-4

Greenhouse gas (GHG) emissions are continuously The managed, and these practices are integrated into the Company's operations. We perform bimonthly critical analyses to monitor and reduce Scope 1 emissions, which focus on refrigerant gases and fuels used in internal logistics. We also carried out a performance assessment of Scope 1, 2 and 3 emissions per pair of shoes produced, which helps expand the monitoring of operational eco-efficiency.

To guarantee the reliability of provided data, the GHG inventory is audited annually by an independent external party. Additionally, the Company responds annually to the CDP's Climate Change, Water Security and Forests questionnaires, which reinforces its commitment to accountability, *benchmarking* and continuous improvement.

300.25 gCO_2e/pair of shoes

produced in 2025
(carbon footprint per pair)

-2.14%

in total energy consumption in 2025 compared to 2024

DIRECT EMISSIONS

OUR OPERATIONS

SCOPE 1 — 3,104.06 TCO_2E

- Mobile combustion
- Stationary combustion
- Effluents
- Fugitive emissions

SCOPE 2 — 4,739.12 TCO_2E

- Site-specific approach
- Purchase decision method

INDIRECT EMISSIONS

VALUE CHAIN

SCOPE 3 — 29,744.35 TCO_2E

- *Upstream* transport and distribution
- Waste
- Business travel
- Emissions from home-work commute
- *Downstream* transport and distribution
- Other fuel consumption

ENERGY MANAGEMENT AND RENEWABLE SOURCES

GRI 302-1 • 302-3 • 302-4

We have expanded the use of renewable sources, especially solar energy, in line with the guidelines contained in our Sustainable Development Policy.

As part of these efforts, in 2025 our Crato (CE) plant began to generate approximately 30% of its electricity through photovoltaic systems installed at the plant itself. Remaining demand is met by the concessionaire and through partnerships with renewable energy suppliers, such as the Várzea da Palma (MG) plant.

Additionally, advances in energy efficiency helped us reduce consumption, and we were able to save 8,411.64 GJ during the period. These results reflect initiatives such as the redesigning of production processes, adaptation of equipment, including adjustments in refrigeration systems and resizing of structures, including cooling towers, and the strengthening of operational management practices through audits of compressed air systems.

ENERGY CONSUMPTION WITHIN THE ORGANIZATION (IN GJ)

Non-renewable fuels	**2024**	**2025**
Diesel oil	2,879.12	3,112.81
Liquefied Petroleum Gas (LPG)	2,703.56	2,437.22
Regular gasoline	629.31	744.15
Aviation fuel	466.41	741.58
Renewable fuels		
Briquettes	2,540.40	0*

ENERGY INTENSITY

	2024	**2025**
Total energy consumed (GJ)**	395,749.52	387,337.85
Pairs of shoes produced	139,248,548	125,187,954
GJ/pair of shoes	0.0028	0.0031

*Briquettes were not consumed in 2025 after our boiler was replaced by electric steam generation presses in 2024 as part of the Company's operational innovation.

**Sum of values of renewable, non-renewable fuels and electricity.

WATER AND EFFLUENTS

GRI 3-3 Water and effluent management • 303-1 • 303-2 • 303-4

Grendene adopts a structured approach to the management of water used in its operations, with a focus on efficiency, reuse and a reduction in consumption. Water is a priority theme under the Company's sustainability strategy, given its relevance for business continuity and the communities where we operate. The Company's strategy is aligned with its Sustainable Development Policy and applicable regulatory guidelines.

140 millions

of liters of water reused internally

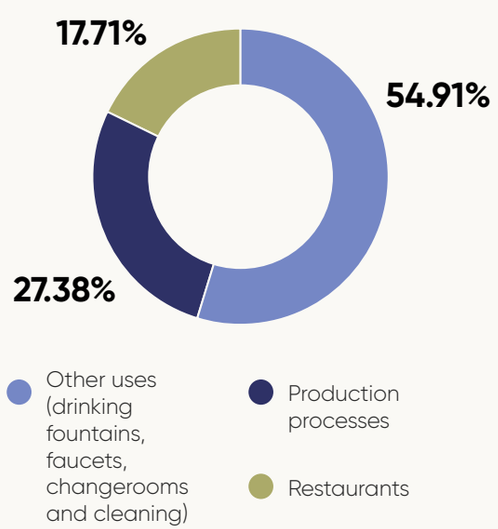
Water management includes monitoring initiatives implemented in the form of indicators, controls and continuous improvement. These efforts seek to increase efficiency in the use of water resources, the quality of treated effluents and reduce impacts on the sources of water.

Water management

To guarantee greater water security and reduce dependence on a single source of supply, the Company uses a diversified matrix of water sources, which include supply from concessionaires, underground withdrawal, reuse of water from Wastewater Treatment Plants (WTPs) and, additionally, rainwater collection.

Water from concessionaires and underground wells is used both in production processes and in operational support structures, including for human consumption and food services.

USE OF DIRECTLY COLLECTED WATER BY PURPOSE



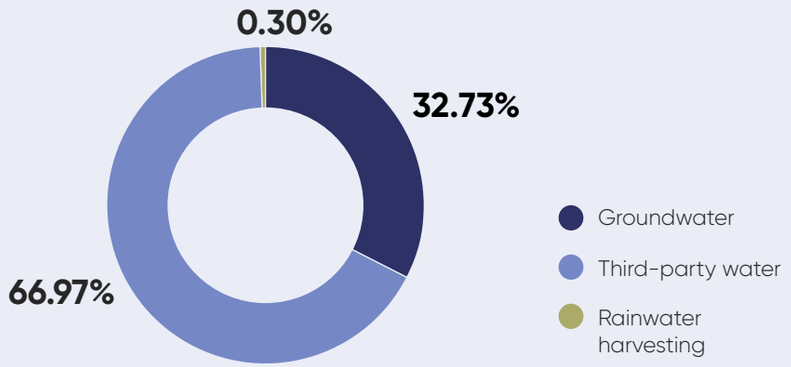
Note: reused water and rainwater are exclusively used in industrial processes, irrigation in green spaces and supplying washrooms.



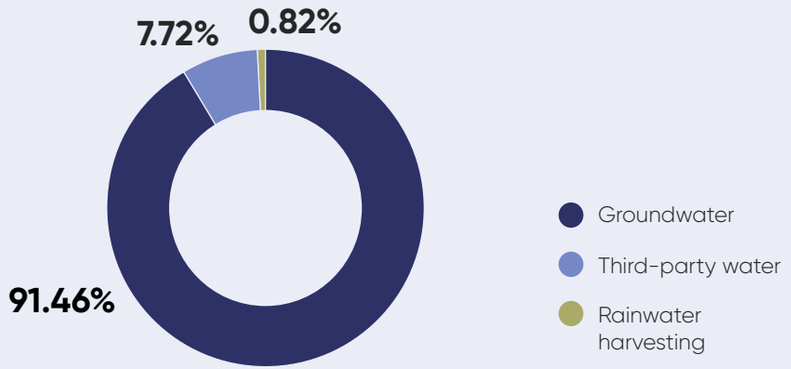
Water resources management is supported by the Water Management System (HMS), which integrates digital technologies, 130 connected sensors (IoT) and data analysis tools to monitor consumption in real time while identifying operational deviations and offering support for decision making. This system offer greater traceability of data and contributes to the continuous improvement of facilities' water-related performance.

In 2025, the Company collected 216,190 m³ of water and treated 159,046 m³ of effluents at company WWTPs. It also reused 140,650 m³ of water in process including irrigation and the supply of washrooms, which helped reduce the need to collect additional water and place pressure on local water sources.

WATER SOURCE



WATER SOURCE
(AREAS EXPERIENCE WATER STRESS)



*WRI Aqueduct was used to stratify areas of water stress. Medium and high-level risks were considered.

Water reuse, treatment and performance *

The main impacts related to water used in the Company's operations are associated with demand for water resources and the generation of effluents during production processes. Water reuse is strategic in mitigating these impacts and reduces withdrawal form additional sources while promoting water circularity in operations.

100% of the effluent generated is treated and reused in operations at our facilities in Ceará. Wastewater is not discharged into external water bodies. These practices reduce additional water demands, minimize impacts on local water resources and strengthens operational water security.

In 2025, recovered water was reintegrated into production processes after receiving continuous treatment and monitoring, which expanded internal reuse and water efficiency. These effluents were treated at company plants in accordance with applicable legislation and environmental licenses. Periodic controls were implemented to guarantee the quality of the water destined for reuse.

The Company maintains management and continuous improvement procedures aimed at the efficiency of treatment plants, the mitigation of environmental impacts and strengthening of water resilience.

MODERNIZATION OF WATER INFRASTRUCTURE

Throughout 2025, the Company continued to invest in modernizing its water infrastructure while focusing on the efficiency of effluent treatment, expanding the potential for water reuse and strengthening its systems' operational safety. Initiatives includes modernization of the Biological Wastewater Treatment Plant (BWWTP) at the Sobral plant (CE) and the restructuring of the Industrial Effluents (IEPCT) Physical/Chemical Treatment Plant in Farroupilha (RS).

While these improvements were made, there was a temporary interruption of systems linked to the water reuse cycle, which occasionally impacted the Company's overall water consumption. Additionally, the expansion of green spaces and landscaped gardens at the Company's Crato (CE) plant required a temporary increase in water consumption in order to install vegetation. The Company's water consumption indicator reached 1.73 L/pair in 2025–a direct reflection of this series of structural interventions and planned improvements.



Industrial Effluent Physical/Chemical Treatment Plant (IEPCT) in Farroupilha (RS)

The Company maintains guidelines aimed at the integrated circularity of water as part of its business activities and adopts a transversal approach to reducing dependence on additional water sources. The focus remains on the increasingly eco-efficient and responsible use of available resources to minimize impacts on local springs and strengthen long-term water resilience in the regions where we operate.

WASTE

GRI 306-1 • 306-2

Grendene's waste management practices are guided by the principles of a circular economy and the continuous search for operational efficiency, reduction of environmental impacts and maximization of the use of materials throughout its operations. The Company strives to use materials for as long as possible to reduce the generation of waste and promote the reuse, recycling and environmentally appropriate disposal of materials that cannot be reintegrated into production processes.

In order to support this strategy, Grendene has implemented a Solid Waste Management Program (PGRS) at its manufacturing units. The program is structured according to the Company's waste management hierarchy and places a priority in avoiding generation, reduction at the source, reuse, recycling, recovery and, finally, environmentally appropriate disposal methods.

The impacts of waste generation are mainly associated with the consumption of raw materials, losses inherent to production processes and waste generated by industrial and environmental controls. These impacts include demand for storage, transport and proper disposal of materials, in addition to the environmental and regulatory risks related to inadequate waste management.

Waste management is a relevant topic for the Company due to its impact on the optimization of production processes and the efficient use of raw materials. Grendene also maintains initiatives aimed at reducing losses, continuously improving production processes, operational automation, internal recycling and waste recovery. These efforts help reduce waste generation and increase the circularity of materials.

In 2025, the Company moved forward with its internal EVA recycling program and the monitoring of flows of waste. These efforts expanded the control and identification of opportunities to reduce losses in the production chain.



More than 87% of the waste generated in 2025 was forwarded for recycling, reuse, recovery or energy recovery. Of the 8.9% of waste sent to landfills, around two thirds were civil construction waste originating from infrastructure works carried out throughout the year. These data suggest that the largest portion of operational waste continued to be directed towards pathways for recovery and circularity.

87%

of 2025 waste was sent for recycling, reuse and energy recovery, which boosted our circular economy strategy and reduced the need for disposal in landfills.

All waste is marked, segregated and monitored using computerized systems, and records are kept of the type of waste, quantity, storage and final use to guarantee traceability and management based on performance indicators.

The Company's waste generation indicator totaled 16.56 g/pair of shoes in 2025. This increase was brought about by interventions at the Company's Wastewater Treatment Plant, which increased sludge generation, as well as gas scrubber cleaning processes. Additionally, the greater participation in injected EVA materials and sheets in the Company's mix increased the generation of standard shavings and scrap during these processes, which increased the total volume for the period.

Waste is sent to licensed companies for transport, recycling, treatment or disposal. Grendene periodically verifies suppliers' environmental licenses, MTRs and usage certificates to guarantee legal compliance within its value chain.



Letícia Bárea de Oliveira

06.

VALUE AND RESPECT FOR OUR PEOPLE

RELATED CAPITAL

GRENDENE TEAM

GRI 2-7 • 3-3: People management | protection of human rights • 401-2 • 405-1

We have a team made up of 16,378 employees distributed across different business units and positions. Our team supports the Company's operation and production capacity.

100% of our production is internal, and our workforce is used directly throughout each stage of the production process. This vertical model helps standardize people management practices, increase access to training and development programs and provides for the uniform application of benefits and direct monitoring of working conditions and the organizational environment.

As part of these efforts, we seek to ensure formal work employments relationships are maintained and offer dignified and safe working conditions in an environment marked by respect, equity and integrity.

Demographic data used under the indicator GRI 2-7 are determined through employee statements. Declared gender identities are respected and managed in an inclusive manner.

16,378
employees

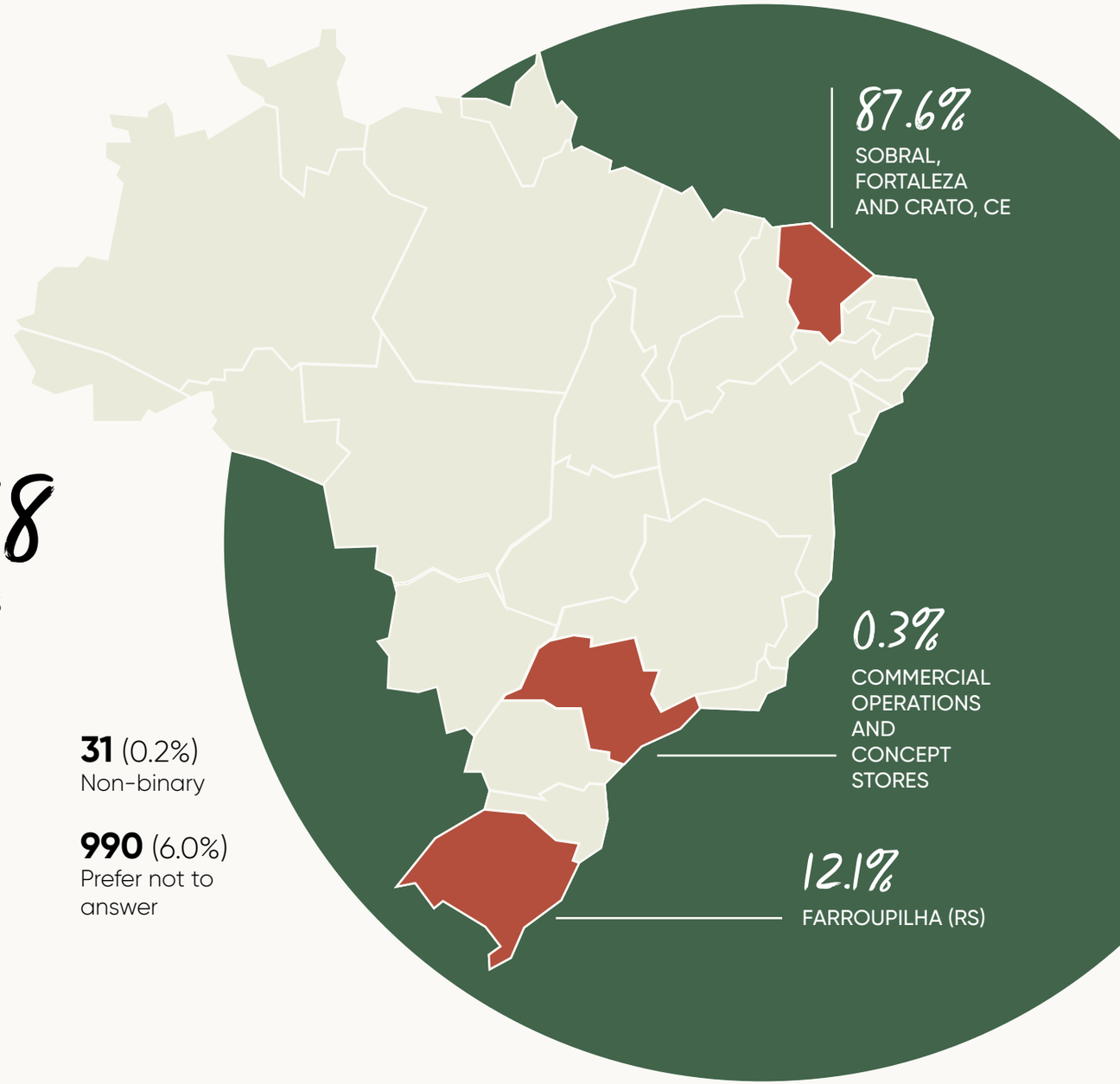
8,428 (51.5%)
Male

5,595 (34.2%)
Female

1,334 (8.1%)
Other

31 (0.2%)
Non-binary

990 (6.0%)
Prefer not to answer



EMPLOYEE DIVERSITY

Gender identity and position

STRATEGIC

76% MALE

24% FEMALE

TACTICAL:

69% MALE

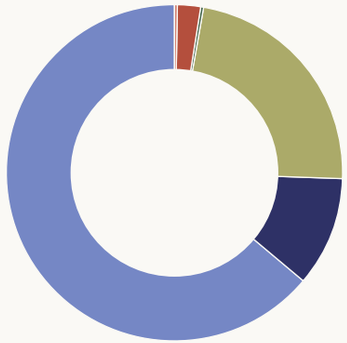
31% FEMALE

OPERATIONAL

58% MALE

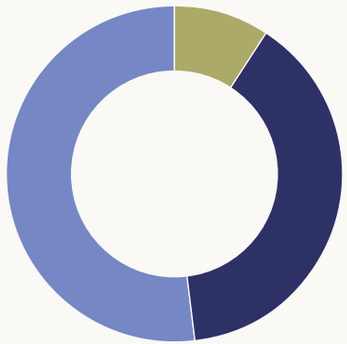
42% FEMALE

Ethnicity



- Mixed race **63.7%**
- White **22.9%**
- Black **10.6%**
- Asian-Brazilian **2.3%**
- Indigenous **0.4%**
- Undeclared **0.1%**

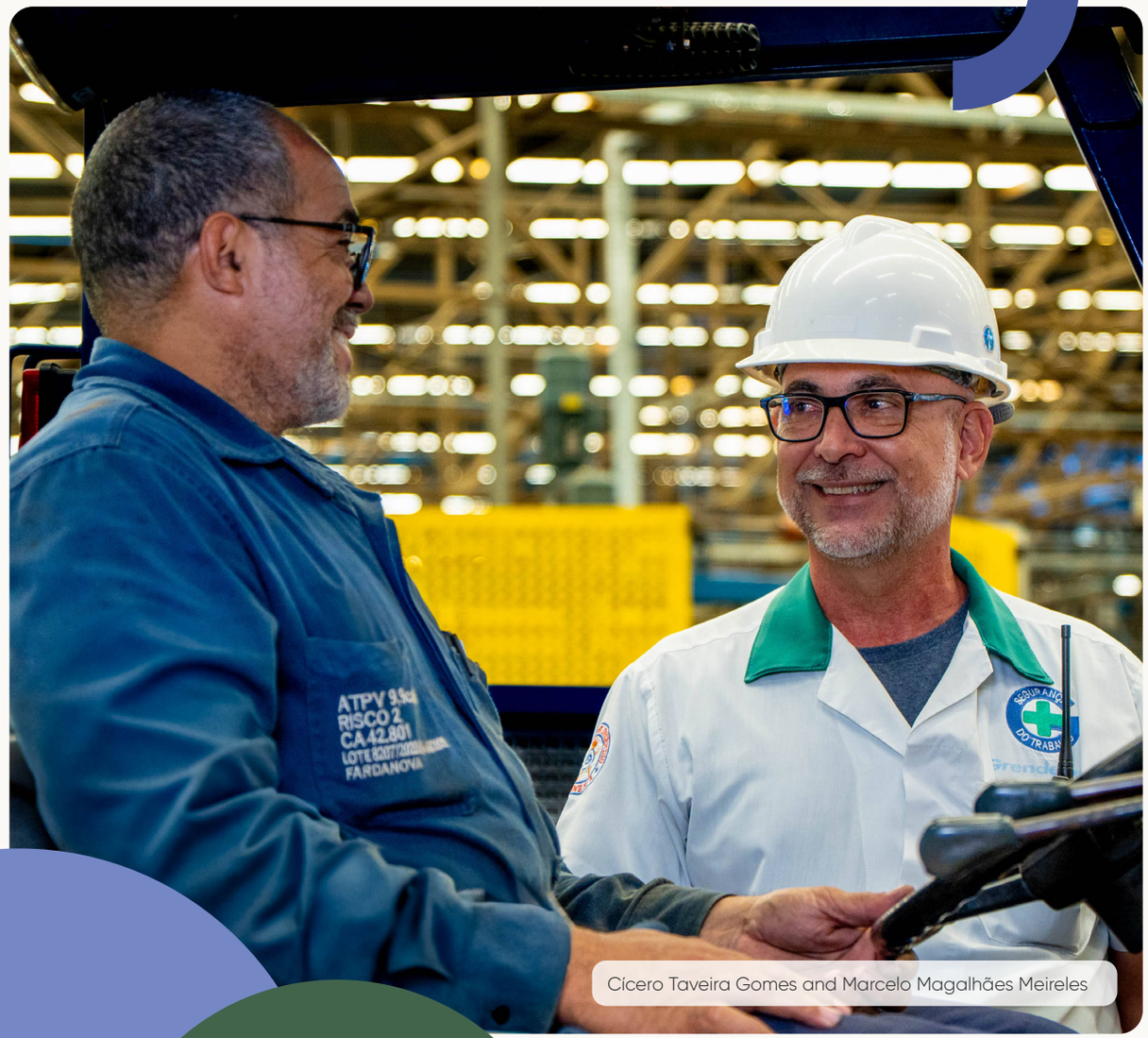
Age group



- Up to 30 years of age **39.0%**
- Between 30 and 50 years of age **51.7%**
- More than 50 years of age **9.3%**



Youth apprentices at the Crato plant (CE)



Cícero Taveira Gomes and Marcelo Magalhães Meireles

To better care our employees who make each and every one of our shoes, we have implemented a Human Resources Policythat is aligned with Brazilian labor laws and guided by a sense of appreciation for others.

The policy also reflects our commitment to diversity and inclusion and is based on mutual respect, trust and transparency, in accordance with the principles set forth in our Code of Conduct. Learn more about this policy in the Diversity and Inclusion section.

These efforts include initiatives aimed at employee well-being, health and development. They include the provision of basic food staples, health care and nursing services, physiotherapy and dental services, psychological and social care, in addition to Grendene University and the Grendene Club—exclusive e-commerce platform for Grendene brand products for employees.

We also maintain agreements for discounts under health care plans, laboratories, ophthalmic clinics, pharmacies, opticians, driving schools, universities, information technology learning centers and language schools.

Learn more about our Training and Development initiatives on page 75. Information on our Health and Safety practices is available on page 78.

TRAINING AND DEVELOPMENT

GRI 404-1 • 2-29

Our education strategy is implemented through Grendene University and includes programs, learning pathways and training aimed at supporting and developing our people within a context of business transformation while accelerating behavior and technical capabilities that strengthen our Culture and help us deliver results together.

All Grendene employees can take part in programs and training, which cover three levels of performance:

- **Operational**: Employees that work directly on production lines and manufacturing support areas to guarantee excellence in the manufacture of our products.
- **Tactical**: Made up of Coordinators, Supervisors, Experts and Analysts who directly manage processes and teams.
- **Strategic**: Senior leadership, including members of the Board of Directors and Officers who are responsible for long-term decisions and developing a vision of the company's future.

In 2025, we expanded our educational reach, and provided more than 511,000 hours of training[1]. Our commitment to ongoing training is reflected in the average annual hours of training provided per employee:

[1] Sum of class course loads multiplied by the number of participants at the operational, tactical and strategic levels.

[2] Considers a consolidated base of 16,378 active employees for the year.

Overall average

31.23

hours/year per employee[2]

Strategic

49.46

hours/average

Tactical:

38.10

hours/average

Operational

29.98

hours/average

COLLABORATIVE CONNECTIONS

In 2025, Grendene consolidated the value of Collaboration as a central focus under training provided through Grendene University.

This strategic initiative aimed to promote transversal collaboration between the different areas of the Company and create a more integrated and efficient work network.

POTENTIAL PROGRAM

GRI 404-2

Grendene University offers a learning group that is dedicated to developing Potential and Careers. This structure brings together programs and initiatives that aim to accelerate the development of potential as we build the Company's talent pipeline. Available learning pathways ranging from seven to twelve months in duration.



Nike Rafael Karoleski Brandalise, Jenniffer Silva da Fonseca, Filipe Cardoso Mota and Morgana Ramos Lacerda

Our development pathways:

- **Internships:** Focused on early career talents (undergraduates), with the objective of developing these employees and helping them engage with values that are firmly aligned with the Company's business activities.
- **FNP (New Preparer Training):** Develops production assistants for the role of preparer while focusing on critical thinking and a overall business vision.
- **FNL (New Technical Leaders Training):** Trains preparers to assume the role of technical leadership in our industrial units.
- **FNA (New Analysts Training):** Aimed at assistants and preparers, FNA seeks to train potential employees to act as analysts within their department.
- **LIG (Grendene Integrated Leadership):** Focused on developing leadership competencies for analysts that are interested in supervisory or expert positions.
- **PDL I and II (Leadership Development Program):** Strategic pathways to prepare coordinators and future managers while focusing on strategic analysis and decision making.

INNOVATION IN LEARNING

Innovation at Grendene goes beyond our products and extends to how we promote knowledge. In 2025, Grendene University (GU) consolidated the use of hybrid and digital methods to expand access to learning opportunities.

One of the highlights of these efforts was the UGcast, a podcast launched with the objective of expanding the reach of GU's content and strategic discussions while offering more dynamic learning opportunities and practices.

UGcast invites internal and external guests to share knowledge, cases discussion and learning opportunities related to our businesses.

The first season, which was launched in 2025, was structured across three frame works: "Cases: Stories that Inspire, ""Leadership that Inspires, " and "Skills: Continuous Growth ".

The choice of guests seeks to prioritize themes connected to the Company's boards and relies on the participation of Grendene leaders and external partners who already work with Grendene University. The podcast seeks to expand on discussions initiated in the classroom and build connections between theory and practice.

In addition to UGcast, Grendene's Learning Management System (LMS) platform centralizes 104 courses that complement training initiatives. We also hold immersive events, such as Digital Transformation Week, with external specialists. These events addressed topics such as Generative AI, data culture and agile mindset, which are linked to the challenges of Industry 4.0.

RECOGNITION IN TALENT DEVELOPMENT

In 2025, Grendene was recognized in two categories by IEL Talentos, an initiative that places value in professional development practices and talent development. The Company was awarded 1st place in the category "Large-Scale Innovative Company" for its Internship program. We were also recognized under the category "Innovative Internship (South)". These awards highlighted initiatives aimed at the development of technical and behavioral skills, innovation, diversity and inclusion, in addition to monitoring and training practices offered to interns during their time at the Company.



HEALTH, SAFETY AND WELL-BEING

GRI 3-3 Employee health, safety and well-being | Protection of human rights • 403-1 • 403-2 • 403-3 • 403-4 • 403-5 • 403-6 • 403-7 • 403-9

Occupational Health and Safety (OSH) is a strategic priority at Grendene, especially given the physical, chemical, biological, ergonomic and accident-related risks inherent to manufacturing processes.

To manage these risks effectively, we adopted the Internal Occupational Health and Safety Management System (SIG SST) in line with the ABNT NBR ISO 45001:2024 standard. The system covers 100% of the Company's activities and workplaces and establishes guidelines for the identification, evaluation, control and prevention of occupational risks while focusing on employees' physical and mental integrity.

Our Health and Safety Policy guides initiatives that promote safe working conditions and align human and organizational development with the Company's values.

OSH management is coordinated by the Specialized Occupational Safety and Medicine Service (SESMT), which works together with company leaders to identify risks, implement controls and monitor working conditions.

The work of the SESMT is complemented by internal commissions, such as the Internal Accident and Workplace Harassment Prevention Commission (CIPA), Ergonomics Committees (COERGO) and the Fire Response team. Workers' representatives participate in these commissions and maintain periodic meeting and monitoring routines in accordance with applicable legal and regulatory requirements. These forums establish channels for employees to report risks, contribute to hazard mapping processes and help improve working conditions.


Warehouse team

We have also implemented a Risk Management Program (PGR) and the Occupational Health Medical Control Program (OHMCP), which support the identification, measurement and systematic control of occupational risks.

The Company also maintains ergonomics initiatives across its facilities, which are coordinated by a specialized employee who is responsible for ergonomic assessment and the implementation of improvements aimed at adapting activities to employees' physical characteristics.

A culture of prevention

Prevention is reinforced from the moment employees join the company through the integration of OSH and periodic learning routines. Engagement initiatives include Safe Talk, a weekly opportunity dialogue between leaders and teams on safe behaviors and critical topics related to health and safety.

In 2025, we expanded this space to include discussions on preventing workplace and sexual harassment, psychological safety, and using anonymous reporting channels.

Whenever a serious and imminent risk is identified, activities must be immediately interrupted. Leadership must then be informed to engage the support chain and neutralize the risk. Corrective measures are taken whenever negative impacts are identified, including the use of collective protection technologies, reorganization of work routines, and the provision of personal protective equipment (PPEs).

Promotion of worker health and well-being

Health initiatives are strengthened by Grendene's "Healthy Employees" program, which implements educational campaigns and preventive actions for the prevention of chronic non-communicable diseases. The program also implements mental health initiatives, epidemic control, combats the use of licit and illicit drugs and promotes good health. These initiatives are disseminated periodically through different communication channels and in-person initiatives to raise awareness and strengthen a culture of prevention throughout the Company.

The effectiveness of OSH management processes is monitored through the Safe Behavior Index (ICS), an indicator that evaluates engagement in areas with preventive routines, including the holding of Toolbox Talks, monthly internal audits and safety visits conducted by managers and supervisors to identify and correct deviations.

The results obtained in 2025 reflect the manner in which the preventive practices adopted by the Company were strengthened. In 2025, we reduced our accident frequency rates from 3.44 to 2.94. Severity indexes also dropped from 91.21 to 29.62.

Learn more about our OSH indicators on page 92.

MENTAL HEALTH AND PSYCHOLOGICAL AND SOCIAL RISKS

Promoting good mental health is part of the Company's psychological and social risk prevention initiatives implemented in line with the requirements of NR-17. Our teams are certified in receiving and offering employees psychological/social support. These initiatives are integrated into SESMT and focus on preventive actions, active listening and offering our leaders guidance.

Throughout the year, we conducted campaigns, conversation circles, training sessions and forums on topics such as psychological safety, workplace harassment prevention, non-violent communication, burnout, anxiety and emotional health. We also promote initiatives related to the White January, Lilac August and Yellow September campaigns.

Since 2022, the Company's Mental Health Forums have brought together leaders to discuss psychological and social risks, strengthen psychologically safe environments and develop more humanized management practices. Additionally, we monitor employees who are placed on leave and carry out psychological assessments for high-risk activities.

DIVERSITY AND INCLUSION

GRI 3-3 Diversity, inclusion and anti-discrimination policies • 405-1

The Grendene+ Program was implemented in 2021, and helps directs our strategic vision for Diversity and Inclusion through five pillars: Gender Equity, Ethnicity, LGBTI+, Persons with Disabilities (PwDs) and Generations. Our diversity guidelines are built on the principle of value and respect for our people, which forms the basis of our organizational culture. Through these initiatives, we seek to consolidate diversity and inclusion as a permanent strategy at the Company. We incorporate this theme into our organizational culture and consider it part of our DNA.

Our goal is to promote a culture of equity that contributes to building psychologically safe environments, where respect for differences supports the development of talents. As part of this agenda, we maintain a governance structure made up of the Diversity Committee and program facilitators who are directly sponsored by senior leadership.

The development of these initiatives is monitored by assessing the composition of our staff and focuses on the internal talents and the progressive expansion of representation at different hierarchical levels.



Engineering and Quality Team

We also use indicators monitored as part of an internal system, in addition to satisfaction surveys, feedback and active listening channels, to evaluate the effectiveness of initiatives and identify opportunities for continuous improvement.

In 2025, our inclusion initiatives achieved a NPS (Net Promoter Score) of 95% among participants.

42
initiatives implemented

112 h
of program activities

2,851
participants

95% NPS
for employee satisfaction

FEATURED INITIATIVES

- Brazilian Sign Language **training:** Beginner course held at all company business units.
- **Female Talents Program:** Consolidation and expansion of our agenda during the event's 2nd edition.
- **PWD Youth Apprentices:** Strengthening the inclusion and professional development of disabled Youth Apprentices.



Female Talents Program

The 2nd edition of our Female Talents program was an important highlight in 2025. The program offers support for the development of 44 employees and offers mentoring and tools to strengthen their sense of self-confidence and professional development.

We also held our first Brazilian Sign Language training course across the Company's production and administrative units. The initiative helped prepare focal points in Sobral, Crato, Fortaleza and Farroupilha to expand accessibility to communication among hearing impaired employees and strengthening their sense of belonging in the workplace.

A POSITIVE IMPACT ON COMMUNITIES

GRI 2-29 • 203-2 • 413-1

We contribute to the generation of employment and income in a responsible manner while strengthening development in the communities where we operate. These efforts include offering work opportunities and ongoing investment in professional certification.

Our efforts are aimed at training local talents, in partnership with technical schools to contribute to the social and economic development in the regions surrounding our operations.

In 2025 we implemented sustainability training initiatives in Ceará in partnership with Senai aimed at students enrolled in the Polyvalent Footwear Manufacturer course and who are part of the Company's Youth Apprentice Program. We implemented our Youth Apprenticeship for Persons with Disabilities (PwDs) program in Farroupilha, which is located in Brazil's Southern region, in collaboration with Senai (RS). This initiative offered 12 participants an 800-hour learning pathway comprising technical and practical training. These courses helped students enter the labor market and strengthened productive inclusion in the region.



In addition to our professional certification initiatives, we expanded our social performance through initiatives aimed at well-being, human development and the strengthening of local communities across 100% of our operations. We are also working to strengthen local organizations that transform waste into a source of income through *upcycling*, which helps create jobs and promotes practices in line with the circular economy.

Grendene's other social projects are highlighted below:



Maria Santos de Moura Maia

ITI Institute, Itabira (MG): We have partnered with the ITI Institute, an NGO that promotes the creative economy, autonomy and professional certification for individuals in situations of vulnerability since 2021. In 2025, we donated 3,204 kg of textiles for use in technical training in the areas of sewing, fashion and artisan craft making with a focus on *upcycling*. This initiative helped gather more than 20,000 pieces for donations.

Sustainable Female Entrepreneurs Network (REMES), Fortaleza (CE): NGO that promotes socioeconomic development among women living in situations of vulnerability. Grendene has donated textiles for the manufacture of carpets, bed covers, bags and other products that are sold to help the institution raise funds since 2018. 890 kg of materials were donated in 2025, including PVC laminate, linens and fabrics.

Doido é Tu Street Party / CAPs, Fortaleza (CE): Support for the Carnival block party through the donation of materials used to design props and festive pieces. This initiative directly benefits 1,300 patients and family members receiving services from Fortaleza's Psychological and Social Care Centers (CAPS).

Porto Alegre Clothing Bank (RS): The Clothing Bank, an initiative from the Rio Grande do Sul's Social Inventory Foundation, promotes the reuse of textile waste in social projects to contribute to professional training and income generation. In 2025, Grendene allocated 3,450 kg of materials, including synthetic PVC laminate, linens and fabrics to strengthen the circularity of resources and the initiative's social impact.

Children's Day Party: We hold annual Children's Day parties in the communities surrounding our operations. In Fortaleza, this initiative was implemented in a community near our plant. A party was held in Sobral in the facility's Events Space. This event gathered together families and local institutions to distribute of toys and snacks, as well as educational activities featuring characters focused on sustainability. Different opportunities for recreation, such as trampolines, a blow-up castle and ball pit were also provided. The initiative impacted approximately 450 children and their families in 2025.



A Dream Christmas



A Dream Christmas: Every year we hold a Christmas party for the employees' children. In 2025, the event included animators, clowns, characters, artistic presentations, inflatable toys and the distribution of children's toys to help bring the Company closer to the local community and oru employees' families. We are currently reinforcing our sustainability initiatives through educational games and by promoting selective waste collection.

BRANDS' SOCIAL ENGAGEMENT



Our brands have extended the reach of their social impact by linking products and campaigns to socially and culturally relevant causes. Learn more about these initiatives below:

Rider and Citizenship through Sport: In 2025, Rider strengthened the brand's connections to culture, sport and music through collaborations and engagement initiatives. Highlighted events include the launched of collections in partnership with relevant names in this fields, such as Ronaldinho Gaúcho, in addition to promoting an internal employee initiative related to the Rider + R10 campaign.

By the end of 2025, the brand also supported a social initiative led by a famous Brazilian funk musician and cultural personality, who took part in opportunities for young people living in situations of vulnerability through the donation of shoes.

Zaxy and Black Female Empowerment: The brand took part in Encontro das Pretas for the 3rd straight year at the end of 2025. The event, which receives and celebrates initiatives from Black Brazilian women was sponsored by Zaxy. The brand sent of kits, products and incentives from the Grendene Store to strengthen support networks for female entrepreneurs and content creators.

Grendha and Women's Health: In partnership with the NGO Orienta Vida, Grendha promoted initiatives raising awareness of women's health among employees and consumers. The initiative addressed risk factors associated with breast cancer and reinforced the importance of mammographies and self-examination as prevention and care practices.



ANNEXES

INDICATOR BOOKLET

SOCIAL

EMPLOYEES, BY REGION* GRI 2-7

	2024						2025					
	M	F	Non-binary	Other	Prefer not to answer	Total	M	F	Non-binary	Other	Prefer not to answer	Total
Northeast	8,572	5,636	29	1,263	1,038	16,538	7,526	4,778	26	1,109	912	14,351
Southeast	10	198	1	12	2	223	10	18	2	13	1	44
South	907	782	2	259	70	2,020	892	799	3	212	77	1,983
Total	**9,489**	**6,165**	**32**	**1,534**	**1,110**	**18,781**	**8,428**	**5,595**	**31**	**1,334**	**990**	**16,378**

WORKERS WHO ARE NOT EMPLOYEES GRI 2-8

	2024		2025	
	Northeast	South	Northeast	South
Apprentices	417	26	653	39
Interns	93	47	103	46
Permanent third parties *	200	23	340	35
Regional total**	710	96	1,096	120
Overall total	**806**		**1,185**	

Demographic data used under the indicator GRI 2-7 are determined through employee statements. Declared gender identities are respected and managed in an inclusive manner.

* Permanent third parties refer to workers who company cafeterias, carriers and security guards at Grendene's facilities.

** There are no Grendene workers who are not employed in the Southeast region

HIRING GRI 401-1

	2024		2025	
	Number	%	Number	%
Male	2,840	56%	1,891	59%
Female	2,249	44%	1,322	41%
Total	**5,089**	**100%**	**3,213**	**100%**
Up to 30 years of age	3,905	77%	2,535	79%
Between 30 and 50 years of age	1,148	23%	638	20%
More than 50 years of age	36	1%	40	1%
Total	**5,089**	**100%**	**3,213**	**100%**
Northeast	4,393	86%	2,601	81%
Southeast	27	1%	20	1%
South	669	13%	592	18%
Total	**5,089**	**100%**	**3,213**	**100%**

FIRINGS GRI 401-1

	2024		2025	
	Number	%	Number	%
Male	2,026	56%	3,062	56%
Female	1,560	44%	2,392	44%
Total	**3,586**	**100%**	**5,454**	**100%**
Up to 30 years of age	2,305	64%	3,478	64%
Between 30 and 50 years of age	1,172	33%	1,824	33%
More than 50 years of age	109	3%	152	3%
Total	**3,586**	**100%**	**5,454**	**100%**
Northeast	2,944	82%	4,797	88%
Southeast	20	1%	22	0%
South	622	17%	635	12%
Total	**3,586**	**100%**	**5,454**	**100%**

MATERNITY AND PATERNITY LEAVE GRI 401-3

Female		
	2024	**2025**
Total number of female employees entitled to parental leave	9,489	6,623
Total number of female employees that took parental leave	239	286
Total number of female employees expected to return to work in the year	171	261
Total number of female employees that returned to work after parental leave	171	249
Return to work rate	**100%**	**95%**
Employees who returned to work at the end of their leave in the previous year	170	129
Employees who returned to work after leave and remained at the company for 12 months after returning to work	143	85
Retention rate	**84.12%**	**66%**

Male		
	2024	**2025**
Total number of male employees entitled to parental leave	9,437	9,755
Total number of male employees that took parental leave	250	265
Total number of male employees that should return to work in the year	244	266
Total number of employees who returned to work after maternity leave	244	266
Return to work rate	**100%**	**100%**
Employees who returned to work at the end of their leave in the previous year	242	225
Employees who returned to work after leave and remained employed 12 months after returning to work	105	193
Retention rate	**43.39%**	**86%**

WORKPLACE ACCIDENTS GRI 403-9

Indicators	2024		2025	
	Absolute number	Frequency	Absolute number	Frequency
Total injuries	98	3.44%	91	3.11%
Total injuries subject to compulsory reporting	98	3.44%	91	3.11%
Total number of severe accidents	13	0.46%	8	0.27%
Work-related deaths	0	0	0	0%
Number of hours worked	**28,506,328.10**		**29,301,878.52**	

EMPLOYEE DIVERSITY BY JOB CATEGORY AND ETHNICITY GRI 405-1

Job category	White	Black	Mixed race	Indigenous peoples	Asian-Brazilian	Undeclared	Total
Strategic	128	1	23	0	4	0	156
Tactical:	1,043	145	899	5	50	3	2,145
Operational	2,574	1,582	9,526	67	319	9	14,077
Total	**3,745**	**1,728**	**10,448**	**72**	**373**	**12**	**16,378**

Distribution data for job category are based on the Company's formal hiring records. Demographic indicators for diversity presented on page 72 consider an internal census and voluntary statements from employees.

EMPLOYEE DIVERSITY BY JOB CATEGORY AND GENDER IDENTITY[1]
GRI 405-1

Job category	2025		
	Male	Female	Total
Strategic	118	38	156
Tactical:	1,477	668	2,145
Operational	8,160	5,917	14,077
Total	**9,755**	**6,623**	**16,378**

EMPLOYEE DIVERSITY BY JOB CATEGORY AND AGE GROUP GRI 405-1

Job category	2025			
	Up to 30 years of age	From 30 to 50 years of age	More than 50 years of age	Total
Strategic	4	109	44	156
Tactical:	454	1,543	148	2,145
Operational	5,924	6,816	1,336	14,076
Total	**6,382**	**8,468**	**1,528**	**16,378**

PROPORTION BETWEEN BASE SALARY AND COMPENSATION RECEIVED BY FEMALE AND MALE EMPLOYEES GRI 405-2

Salary Ratio - Female x Male (Base Salary)

Category	2024				2025			
	Sobral	Crato	Fortaleza	Farroupilha	Sobral	Crato	Fortaleza	Farroupilha
Operational	0.94	0.95	0.95	0.74	0.94	0.96	0.96	0.73
Tactical:	1.00	0.94	0.86	0.94	1.02	0.96	0.79	0.92
Strategic	0.78	-	0.62	0.85	0.90	-	-	0.84

[1]For the purposes of indicator GRI 405-1, the classification considers the Company's formal hiring records. The data presented on page 72 reflect the voluntary statements made by employees as part of a census aimed at monitoring diversity and inclusion. As a result, differences may arise between the distributions presented.

PROPORTION BETWEEN BASE SALARY AND COMPENSATION RECEIVED BY FEMALE AND MALE EMPLOYEES GRI 405-2

Salary ratio - Female x male employees (remuneration)

Category	2024				2025			
	Sobral	Crato	Fortaleza	Farroupilha	Sobral	Crato	Fortaleza	Farroupilha
Operational	0.94	0.95	0.95	0.74	0.92	0.94	0.95	0.70
Tactical:	1.00	0.94	0.86	0.93	1.00	0.93	0.77	0.91
Strategic	0.79	-	0.62	0.85	-	-	-	0.88

ECONOMIC

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED GRI 201-1

Value (millions of R$)	2024	2025
Generated economic value (revenue)	3,426,831	3,369,776
Distributed economic value (operating costs, salaries and benefits, payments to the government and investment in the community, etc.)	3,124,721	3,184,722
Economic value retained	302,110	185,054

GOVERNANCE

GRI 2-9

Related skills	**Alexandre Grendene Bartelle** Board of Directors	**Pedro Grendene Bartelle** Board of Directors	**Mailson Ferreira da Nóbrega** Board of Directors	**Oswaldo de Assis Filho** Board of Directors	**Renato Ochman** Board of Directors	**Walter Janssen Neto** Board of Directors	**Bruno Alexandre Licarião Rocha** Board of Directors /Audit Committee	**João Carlos Sfreddo** Audit Committee	**Herculano Aníbal Alves** Audit Committee
Executive leadership (CEO/Chairman)	✓	✓				✓		✓	
Grendene's business knowledge	✓	✓	✓	✓	✓	✓	✓	✓	✓
Strategy	✓	✓		✓	✓	✓	✓	✓	✓
Human Capital and Culture	✓	✓	✓	✓	✓	✓	✓	✓	✓
Innovation and digital transformation	✓	✓		✓		✓			
Digital Commerce	✓	✓	✓	✓	✓	✓		✓	
Financial and capital markets	✓	✓	✓	✓	✓		✓	✓	✓
Governance, risks and compliance	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sustainability	✓	✓	✓	✓		✓		✓	
Controllership and Finance	✓	✓	✓	✓		✓	✓	✓	✓

ENVIRONMENTAL

GRI 301-1

NON-RENEWABLE MATERIALS USED, CATEGORIZED BY WEIGHT OR VOLUME

Material type	Unit	Number	
		2024	2025
PVC compounds	kg	59,316,260.00	38,033,367.00
EVA compounds	kg	3,921,476.00	1,445,766.00
PP | polypropylene	kg	1,018,150.73	487,792.00
PE | polyethylene	kg	263,374.73	294,068.00
PA | Nylon Polyamide	kg	202,667.77	249,186.00
PU | polyurethane	kg	95,381.66	30,652.20
ABS | acrylonitrile butadiene styrene	kg	24,888.09	8,380.51
TPU | thermoplastic polyurethane	kg	20,722.08	27,296.00
Water-based adhesive	kg	27,267.10	10,586.32
PC | polycarbonate	kg	18,746.12	20,150.00
TPE | thermoplastic elastomer	kg	29.16	–
Paint	kg	1,904,628.23	1,041,569.90
Solvent	L	414,980.84	139,299.00

Material type	Unit	Number	
		2024	2025
Fabric (synthetic fiber)	m^2	215,591.57	141,030.00
Synthetic laminate	m	233,399.67	59,052.00
Cord (synthetic fiber)	Unit	110,992.70	10,829.00
Shoelaces (synthetic fiber)	Unit	1,422,960.00	757,479.00
Water-based paint	kg	2,014.02	13,501.01
Adhesive	kg	27.33	114
Plasticizer	kg	11,619,717.37	10,221,403.00
Pigment	kg	2,112,967.83	1,998,415.00
Aromas	kg	461,054.43	378,331.00

GRI 301-2

RENEWABLE MATERIALS USED

	Unit	Quantity	
		2024	2025
Soybean oil	kg	5,282,714.00	5,252,844.20
Plant plasticizer	kg	40,361.00	21,661.27
EVA (renewably sourced)	kg	6,947.00	2,438.10
Cotton flakes	kg	1,590.28	262.99
Rice husks	kg	609.89	620.09
Coconut fibers	kg	79.94	37.84
Boxes	Unit	23,902,748.94	19,518,048.00
Paper	Unit	17,080,573	19,405,401.00

PERCENTAGE OF RECYCLED RAW MATERIALS USED

Material type	Unit	2024		2025	
		Quantity	Percentage	Quantity	Percentage
Crushed PVC	kg	16,765,352.00	28%	13,371,094.00	31%
Crushed EVA	kg	650,874.00	17%	787,934.00	24.5%
Polypropylene	kg	474,713.25	47%	348,381.55	41.66%
Shoelaces	Unit	65,510.00	5%	40,655.00	5.09%
Synthetic laminate	m	169,890.43	73%	138,842.19	70.16%
Cord	Unit	1,711.28	1.54%	454.15	4.03%
Fabric	m	1,969.49	0.91%	2,116.34	1.48%

GRI 303-3 • 303-5

WATER WITHDRAWAL

Sources	2024		2025	
	Total (ML)	Percentage (%)	Total (ML)	Percentage (%)
Groundwater	56.35	27.01%	70.86	32.78%
Third-party water	151.47	72.59%	144.69	66.93%
Rainwater harvesting	0.84	0.40%	0.641	0.30%
TOTAL	**208.66**	**100.00%**	**216.19**	**100.00%**
Reused water*	135.22		140.65	

* Reused water originated from a given process at the Company. Since water is reused internal, it is not considered additional withdrawal and is therefore not included in the total.

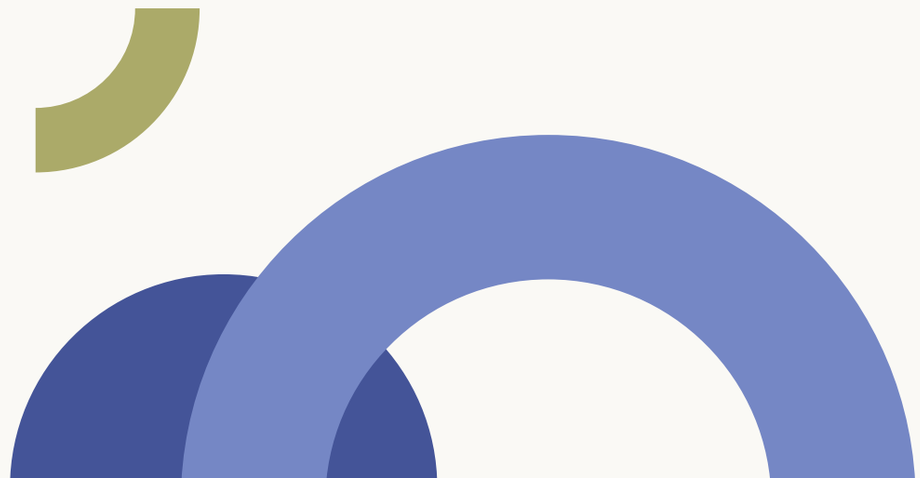
TOTAL WATER WITHDRAWAL ALL AREAS WITH WATER STRESS IN MEGALITERS, CATEGORIZED BY SOURCE

Sources	2024		2025	
	Total (ML)	Percentage (%)	Total (ML)	Percentage (%)
Groundwater	41.25	84.91%	54.22	91.46%
Third-party water	6.71	13.81%	4.56	7.72%
Rainwater harvesting	0.62	1.28%	0.49	0.82%
TOTAL	**48.58**	**100.00%**	**59.27**	**100.00%**
Reused water*	**45.89**		**39.65**	

* Reused water originated from a given process at the Company. Since water is reused internal, it is not considered additional withdrawal and is therefore not included in the total.

WATER CONSUMPTION

	2024	2025
Total consumption (without reused water)	208.66	216.04
Pairs of shoes produced	139,248,548.00	125,187,954.00
Liters/pair	1.49	1.73



GRI 305-1 • 305-2 • 305-3 • 305-4

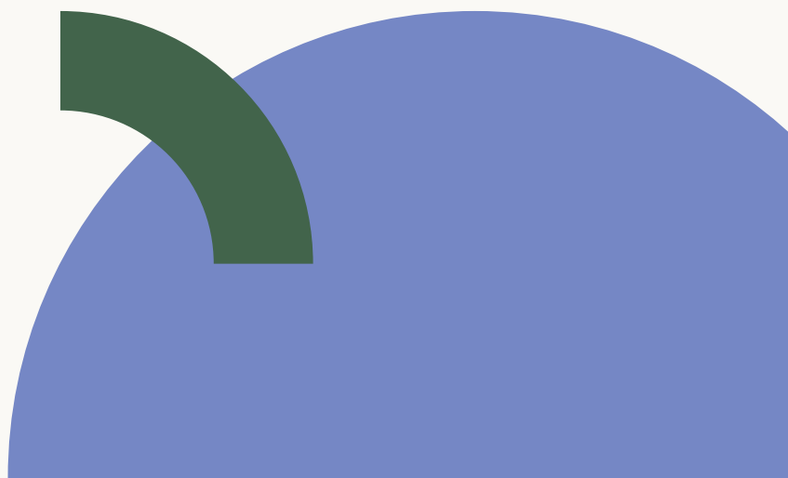
GREENHOUSE GAS (GHG) EMISSIONS

Scope 1 (T)	2024	2025
Mobile combustion	416.13	436.33
Stationary combustion	14.72	11.80
Effluents	731.43	817.89
Fugitive emissions	1,425.73	1,838.03
TOTAL	2,588.01	3,104.06
Scope 2 (T)		
Site-specific approach	5,616.29	4,739.12
Purchase choice approach	0	0
TOTAL	5,616.29	4,739.12
Scope 3 (T)		
Transport and distribution (upstream)	16,181.23	20,008.39
Waste generated	490.73	809.40
Business travel	754.72	429.54
Employee commute (home-work)	4,177.15	4,244.45
Transport and distribution (downstream)	5,541.49	4,140.25
Other fuels	-	112.33
TOTAL	**27,145.32**	**29,744.35**

Emissions intensity	2024	2025
Total emissions (Scopes 1, 2 and 3) (T)	35,349.61	37,587.52
Pairs of shoes produced	139,248,548	125,187,954
gCO_2e/pair of shoes	253.86	300.25

BIOGENIC EMISSIONS (IN tCO_2e)

	2024	2025
TOTAL	**3,027.89**	**3,398.12**



Waste and allocation

WASTE GENERATED (TONS) GRI 306-3

Non-hazardous waste	2024	2025
Plastic polymer shavings	18,781.07	15,848.77
Ferrous and non-ferrous metal scraps and chips	1,568.17	1,662.38
Civil construction waste	1,046.68	1,343.05
Common non-recyclable waste	756.06	301.99
Paper and cardboard	533.71	507.11
Wood	352.93	564.37
Plastic waste and scrap	174.60	395.59
Textile waste	121.13	99.50
Mixtures of fats and oils origination from water/oil separation that contain only edible oils and fats	76.88	55.20
Non-hazardous boiler ash, slag and dust	14.00	0
Detergents	0	0
Biodegradable kitchen and canteen waste	48.84	67.58
Non-hazardous paints, adhesives, glues and resins	8.44	8.08
Miscellaneous solid waste contaminated by hazardous substances	0	266.38

WASTE GENERATED (TONS) GRI 306-3

Hazardous waste	2024	2025
Waste from removal of paints and varnishes containing organic solvents or other hazardous substances	418.75	204.02
Aqueous liquid waste containing hazardous substances	0	42.77
Fluorescent, sodium mercury vapor and mixed light bulbs	0	0
Paints, adhesives, glues and resins containing hazardous substances	137.73	43.42
Oils and greases	128.61	128.35
Solid waste from gas treatment	0	0
Packaging of any of the types described above containing or contaminated by residues of hazardous substances	34.44	23.51
Sludge from biological wastewater treatment	0	61.50
Electrical/electronic products and their components out of use	24.28	3.92
Health services waste	0	0.59
Mixture of construction and demolition waste	0	0
Batteries and accumulators	0.08	22.37

WASTE DIVERTED FROM DISPOSAL GRI 306-4

Non-hazardous waste	2024	2025
Plastic polymer shavings	18,778.02	15,848.77
Paper and cardboard	612.84	507.11
Wood	225.30	564.37
Plastic waste and scrap	181.27	395.59
Textile waste	121.35	99.50
Electrical/electronic products and their components out of use	0	3.03
Ferrous and non-ferrous metal scraps and chips	1,560.11	1,662.27
Glass	3.80	3.09

WASTE DIVERTED FROM DISPOSAL GRI 306-4

Hazardous waste	2024	2025
Packaging of any of the types described above containing or contaminated by residues of hazardous substances	34.44	23.51
Oils and greases	128.61	128.35
Batteries and accumulators	0.08	22.37
Electrical/electronic products and their components out of use	24.28	7.07
Waste from removal of paints and varnishes containing organic solvents or other hazardous substances	418.75	204.02
Aqueous liquid waste containing hazardous substances	-	3.77
Paints, adhesives, glues and resins containing hazardous substances	137.73	43.24

WASTE DIRECTED TO DISPOSAL GRI 306-5

Waste generated (tons)

Hazardous waste	**2024**	**2025**
Healthcare waste	0.43	0.59

Non-hazardous waste	**2024**	**2025**
Non-hazardous organic materials (grease traps/ tree pruning)	522.73	122.78
Non-recyclable urban waste (street sweeping, barriers, etc.)	365.1473	301.99
Biological treatment plant waste	170.36	610.80
Inert materials/waste from civil construction	1,010.15	1,343.05
Inert materials/thermal processes (ash)	14	0.03
Hydrated aqueous paint residue from exhaust system	125.42	8.07

LIST OF PRIORITY RAW MATERIALS CG-AA-440a.3

Raw Materials	2025 Information
Polymer resins (PVC/EVA/TPU) Plasticizers Expanding agent Mineral fillers Pigments Paints Adhesives	As of the reporting date, the Company's internal systems and processes allow us to identify quantities purchased but do not include an individualized analysis of the environmental and social factors related to supply and the respective risks, opportunities and management strategies by material. These issues are evaluated in a transversal manner as part of chemical and regulatory compliance processes, approval and monitoring of suppliers and development of alternative materials.

QUANTITY OF PRIORITY RAW MATERIALS PURCHASED, PER MATERIAL, AND QUANTITY OF EACH PRIORITY RAW MATERIAL CERTIFIED BY A THIRD PARTY ENVIRONMENTAL AND/OR SOCIAL STANDARD CG-AA-440a.4

Raw Materials	Quantity purchased (t)	Certified quantity (%)	Quantity of lowest impact (%)
Polymer resins (PVC/EVA/TPU)	23,548 tons	0%	0%
Plasticizers	17,721 tons	0%	32.17%
Expanding agent	400 tons	0%	0%
Mineral fillers	9,170 tons	0%	0%
Pigments	2,381 tons	0%	0.04%
Paints	1,042 mL	0%	1.21%
Adhesives	364 tons	0%	2.55%

GRI CONTENT INDEX | SASB

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
GENERAL CONTENT		
GRI 2: General disclosures 2021	2-1 Organizational details	Pages 5, 10 and 19.
	2-2 Entities included in the organization's sustainability reporting	Page 5 The subsidiaries MHL Calçados Ltda , Grendene USA, Inc., Grendene Italy, Srl and Grendene Global Brands Limited are included in the report. In November 2025, we completed the direct acquisition of 100% of Grendene Global Brands USA LLC.
	2-3 Reporting period, frequency and point of contact	Page 5
	2-4 Restatements of information	The GRI 405-2 indicator was reformulated to exclusively consider Operational, Tactical and Strategic categories. Indicator 301-1 now includes new categories related to the use of materials in production.
	2-5 External assurance	The report has not undergone external verification.
	2-6 Activities, value chain and other business relationships	Pages 9, 10, 55 and 56. The Company does not sell products that are prohibited or subject to legal restrictions. Our operations follow guidelines from agencies such as INMETRO, ANVISA and SENACON, in addition to meeting international standards, including REACH and AFIRM Group.
	2-7 Employees	Page 72 | Book of Indicators, page 88. All employees maintain a permanent full-time work relationship with the company.
	2-8 Workers who are not employees	Book of Indicators, page 88.
	2-9 Governance structure and composition	Pages 19 and 21. The Company's governance structure is made up of 30 members (100% self-declared White members and one female member). There is no formal limit to the accumulation of mandates under other Boards. Appropriateness is analyzed on an individual basis. Book of Indicators, page 94.

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
GRI 2: General disclosures 2021	2-10 Appointment and selection of the highest governance body	Pages 19 and 21.
	2-11 Chair of the highest governance body	Page 21
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 22 and 28.
	2-13 Delegation of responsibility for managing impacts	Pages 22 and 28.
	2-14 Role of the highest governance body in sustainability reporting	The Board of Directors is responsible for establishing the general business policies, including a long-term strategy. The Board of Directors delegated responsibility for reviewing and approving the Sustainability Report to the Executive Board.
	2-15 Conflicts of interest	Pages 22 and 25.
	2-16 Communication of critical concerns	Page 27
	2-17 Collective knowledge of the highest governance body	Page 22
	2-18 Evaluation of the performance of the highest governance body	Page 22
	2-19 Remuneration policies	Page 24 Grendene does not offer managers specific retirement benefits or special termination plan.
	2-20 Process to determine remuneration	Page 24 Grendene does not offer managers specific retirement benefits or special termination plan.
	2-21 Annual total compensation ratio	Confidential information due to the Company's strategic positioning.

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
GRI 2: General disclosures 2021	2-22 Declaration on sustainable development strategy	Page 4
	2-23 Policy commitments	Pages 14, 22, 25 and 28.
	2-24 Incorporation of policy commitments	Pages 25 and 26.
	2-25 Processes to remediate negative impacts	Pages 27 and 38.
	2-26 Mechanisms for seeking advice and raising concerns	Page 27
	2-27 Compliance with laws and regulations	The Company has not presented significant cases of non-compliance with laws and regulations that resulted in administrative or judicial sanctions and fines.
	2-28 Membership associations	"Brazilian PVC Institute (IBPVC), on which our Sustainable Development Division Manager, Carlos André Carvalho, served as a founder and is currently sustainability officer and member of the board of directors Amcham Brasil (American Chamber of Commerce for Brazil); Carlos André Carvalho participates in the association. Brazilian Footwear Manufacturers' Association (Abicalçados); Claudio Chies (Manager of Grendene's regional sales department) – Board Member"
	2-29 Approach to stakeholder engagement	Pages 6,19, 56, 75 and 83.
	2-30 Collective bargaining agreements	All Grendene S.A. employees are covered by collective bargaining agreements.
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 6
	3-2 List of material topics	Page 6
ENTERPRISE RISK MANAGEMENT		

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 28 and 30.
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	Book of Indicators, page 93
	201-2 Financial implications and other risks arising from climate change	Page 62
	201-4 Financial assistance received from government	The Company recognized R$331.7 million in tax benefits (IRPJ, ICMS, Technological Innovation, Federal Law no. 14,789/23 and Reintegra).
GRI 202: Market Presence 2016	202-1 Proportion between lowest wage and local minimum wage	Rio Grande do Sul: 1 (identical for M/F). Ceará: 1.03 (identical for M/F).
	202-2 Proportion of senior management hired from the local community	RS: 25% of CLT officers and 33.33% statutory. CE: 0% (Definition of location: birth in the facility's surrounding municipality).
GRI 203: Economic Impacts 2016	203-2 Significant indirect economic impacts	Page 83
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Approximately 90% of this amount (R$692.7 million) was received by local suppliers in Brazil (Page 55).
GRI 207: Taxes 2019	207-1 Approach to tax	Page 29
	207-2 Tax governance, control, and risk management	Page 29
ETHICS AND TRANSPARENCY		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 25, 27 and 28.

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	We monitor potential risks in 100% of our operations (focus on hiring third parties and activities with a financial impact).
	205-2 Communication and training on anti-corruption policies	Page 26 (9,639 trained employees).
	205-3 Confirmed incidents of corruption and actions taken	The Company did not identify cases of corruption during the reporting period.
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no legal proceedings underway for unfair competition, trust or monopoly practices.
GRI 415: Public Policy 2016	415-1 Political contributions	The Company does not make financial contributions to political parties, candidates or campaigns.
WATER AND EFFLUENT MANAGEMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 66
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 66
	303-2 Management of water-discharge related impacts	Page 66
	303-3 Water withdrawal	Page 48 Book of Indicators Page 97.
	303-4 Water discharge	Page 66
	303-5 Water consumption	Book of Indicators Page 97
CLIMATE EMISSIONS, RISKS AND OPPORTUNITIES		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 61

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Book of Indicators Page 65.
	302-3 Energy intensity	Book of Indicators Page 65.
	302-4 Reduction of energy consumption	Book of Indicators Page 65.
GRI 305: Emissions 2016	305-1 Direct GHG emissions (Scope 1)	Book of Indicators Pages 64 and 98
	305-2 Indirect (Scope 2) GHG emissions	Book of Indicators Pages 64 and 98.
	305-3 Other indirect (Scope 3) GHG emissions	Book of Indicators Pages 64 and 98.
	305-4 GHG emissions intensity	Book of Indicators Pages 64 and 98.
	305-6 Emissions of ozone-depleting substances	HCFC: hydrochlorofluorocarbon 1,060.26 tCO2e.
SUSTAINABLE RAW MATERIALS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 43 and 45.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Pages 43 and 95.
	301-2 Recycled input materials used	Page 96
	301-3 Reclaimed products and their packaging	In 2025, Grendene offset a total of 32.5% of the volume of its packaging through reverse logistics and the reuse of 0.01% of post-consumer footwear.

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
SASB	CG-AA-250a.1 Restricted substance regulation compliance processes	Pages 56 and 58.
	CG-AA-250a.2 Assessment and management of product chemical risks	Page 58
	CG-AA-440a.3 Risks and opportunities associated with priority raw materials	Book of Indicators Page 101.
	CG-AA-440a.4 Quantity of certified priority raw materials	Book of Indicators Page 101.
CIRCULARITY AND PRODUCT LIFE CYCLE		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 48
GRI 306: Waste 2020	306-1 Description of waste-related impacts	Page 69
	306-2 Management of significant waste-related impacts	Page 69
	306-3 Waste generated	Book of Indicators Page 99.
	306-4 Waste diverted from disposal	Book of Indicators Page 100.
	306-5 Waste directed to disposal	Book of Indicators Page 101.
SUSTAINABLE SUPPLY CHAIN		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 55
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Pages 56 and 57.
	308-2 Negative environmental impacts in the supply chain and measures taken	Page 56 Approval assessments did not identify significant environmental risks or impacts that required corrective action.

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
GRI 414: Social Assessment of Suppliers 2016	414-1 New suppliers that were screened using social criteria	Pages 56 and 57.
	414-2 Negative social impacts in the supply chain and measures taken	Page 56 There were no significant social risks or impacts identified in the audits that required additional corrective actions.
SASB	CG-AA-430a.1 Percentage of supplier facilities that comply with wastewater discharge permits and/or contractual agreements	Page 56 Due to its verticalized production model, Grendene does not have Tier 1 suppliers. Social and environmental assessments, which include effluent management and legal compliance requirements, apply to Tier 2 and Tier 3 suppliers. 100% of the facilities audited by a third party were found to comply with wastewater disposal authorizations and/or contractual agreements.
	CG-AA-430a.2 Percentage of suppliers evaluated under Higg FEM	Due to the Company's verticalized production, we do not use Higg FEM. Environmental assessments are made through the Grendene Suppliers Manual.
	CG-AA-430b.1 Supplier facilities subject to outsourced labor audits	Page 56
	CG-AA-430b.2 Priority non-compliance rate and corrective actions	During in-person audits, the priority non-compliance rate under the labor conduct code prompt was 0%. As a result, the calculation of the resolution rate and application of corrective actions is not applicable. Technical note: Audits are carried out by an independent third party, at the supplier's facility according to Grendene's regulations and checklists. They include a kickoff meeting, desk review, confidential interviews with employees and management, and a closing meeting. The standard scope of auditing is 2.5 days worked, which may be adjusted to the realities of the supplier's branch. There is no established deadline for corrective action plans. Results are made available on Grendene's corporate website.

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
SASB	CG-AA-430b.3 Description of risks related to work and the environment	Key risks monitored in the supply chain include child and forced labor, discrimination, occupational health and safety, effluent and waste management. The social and environmental risks with the greatest potential in the supply chain were prioritized due to the severity of the legal, human and environmental consequences. The environmental risk linked to failures in the management of hazardous waste and emissions to the environment exposes the supplier to environmental sanctions and may compromise the continuity of supply. The occupational health and safety risk linked to the safety of machinery and the management of occupational hazards is the most potentially serious. A failure in these controls can cause serious or fatal accidents, and failure to comply with NR-12 and NR-1 can lead to activities being suspended. Labor risk at the lower levels of the value chain (Tier 2 and following) was prioritized due to their structural characteristics. At such levels, any degrading working conditions would have a serious human consequence and relevant reputational impact.
PEOPLE MANAGEMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 72
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Book of Indicators Page 90.
	401-2 Benefits offered to full-time employees	Page 72
	401-3 Maternity/paternity leave	Book of Indicators Page 91
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Grendene adheres to the deadlines defined in collective bargaining agreements to provide employees with a high level of predictability.

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
GRI 404: Training and Awareness 2016	404-1 Average hours of training per year	Page 75
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 76
	404-3 Percentage of employees receiving regular performance and career development reviews	The Company does not have a formal employee performance assessment program.
EMPLOYEE HEALTH, SAFETY AND WELL-BEING		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 78
GRI 403: Health and Safety 2018	403-1 Occupational health and safety management system	Page 78
	403-2 Hazard identification, risk evaluation and incident investigation	Page 78
	403-3 Occupational health services	Page 78 Health data adheres to the provisions of the LGPD, and access is restricted to authorized professionals for occupational health purposes.
	403-4 Worker participation, consultation, and communication on occupational health and safety.	Page 78

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
GRI 403: Health and Safety 2018	403-5 Worker training on occupational health and safety	Page 78
	403-6 Promotion of worker health	Page 78 Health data adheres to the provisions of the LGPD, and access is restricted to authorized professionals for occupational health purposes.
	403-7 Prevention and mitigation of OSH impacts directly linked to business relationships	Page 78
	403-8 Workers covered by an occupational health and safety management system	100% of company employees and permanent third parties are covered by SIG SST.
	403-9 Work-related injuries	Page 78 | Book of Indicators Page 92.
	403-10 Work-related ill health	There were no identified cases of work-related illnesses.
DIVERSITY, INCLUSION AND ANTI-DISCRIMINATION		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 81
GRI 405: Diversity 2016	405-1 Diversity of governance bodies and employees	Pages 72, 81 and 89. Composition of the Board of Directors: 100% male and White Executive Board: 11% female, 89% male.
	405-2 Ratio of basic salary and remuneration of women to men	Pages 92 and 93.
GRI 406: Non-discrimination practicies 2016	406-1 Incidents of discrimination and corrective actions taken	There were no recorded cases of discrimination in 2025.
GRI 407: Freedom of Association 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Our audits (SMETA, ABVTEX, Sustainable Origin) did not identify risks to freedom of association and collective bargaining.
PROTECTION OF HUMAN RIGHTS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 25

GRI STANDARDS	CONTENTS	PAGE, DIRECT RESPONSE OR REASON FOR OMISSION
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 56 Zero operational risks (100% internal). There were no cases identified in the evaluated supply chain.
GRI 409: Forced Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 56 Zero operational risks. Desk and in-person audits confirmed the absence of significant risk in the Company's value chain.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 83
INNOVATION IN MATERIALS, PRODUCTS AND PROCESSES		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 45
GRI 416: Consumer Health 2016	416-1 Assessment of health and safety impacts	Page 60. 100% of the products are assessed (comfort, resistance, skin irritation, legal requirements).
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There were no cases of non-compliance in 2025.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for information and labeling	Page 60 Labeling adheres to legislation, including "Made in Brazil" markings and Vegan and FSC certification data.
	417-2 Incidents of non-compliance concerning product and service information and labeling	There were no cases of non-compliance in relation to the labeling of products and services.
CYBERSECURITY, PRIVACY AND DATA PROTECTION		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 30
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Grendene ended the 2025 financial year off without receiving any substantiated complaints regarding the loss of customer data (Page 30).

CAPITAL MAP AND SDGS

NATURAL



MATERIAL TOPICS:

Sustainable raw materials; Circularity and life cycle; Climate emissions, risks and opportunities; Water and effluent management.

CHAPTERS LINKED TO CAPITAL:

- Lower impact materials (Page 43)
- Reverse logistics (Page 50)
- Combating climate change (Page 60)
- Water and effluents (Page 65)
- Waste (Page 68)

INTELLECTUAL



MATERIAL TOPICS:

Innovation in materials, products and processes; Corporate risk management; Cybersecurity, privacy and data protection.

CHAPTERS LINKED TO CAPITAL:

- Governance structure and practices (Page 19)
- Impact Management (Page 22)
- Information security and data protection (Page 30)
- Innovation sustainable & design (Page 45)

PRODUCTION



MATERIAL TOPICS:

Innovation in materials, products and processes; Circularity and product life cycle.

CHAPTERS LINKED TO CAPITAL:

- About Us: affordable and sustainable fashion (Page 10)
- Product Development (Page 42)
- Eco-efficient industrial operations (Page 52)

SOCIAL AND RELATIONSHIPS



MATERIAL TOPICS:

Sustainable supply chain; Protection of Human Rights.

CHAPTERS LINKED TO CAPITAL:

- About Us: affordable and sustainable fashion (Page 10)
- Campaigns & collabs (Page 35)
- Connecting with customers (Page 38)
- Positive impact on communities (Page 81)

HUMAN



MATERIAL TOPICS:

Protection of Human Rights; Worker health, safety and well-being; People management; Diversity, inclusion and anti-discrimination practices.

CHAPTERS LINKED TO CAPITAL:

- Grendene team (Page 70)
- Training and development (Page 73)
- Health, safety and well-being (Page 76)
- Diversity and Inclusion (Page 79)

FINANCIAL



MATERIAL TOPICS:

Corporate risk management; Ethics and transparency.

CHAPTERS LINKED TO CAPITAL:

- Sector Context (Page 17)
- Ethics and Transparency (Page 25)

CREDITS

COORDINATION

Grendene Sustainable
Development Division

EDITING AND GRAPHIC DESIGN AND CONSULTING

Ricca Sustentabilidade

PHOTOS

Grendene Collection

Grendene®