



*SANTOS BRASIL*

# Sustainability Report

# 2021



# Summary

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A man in a blue Santos Brasil uniform is smiling and holding a handheld device. He is standing in a fleet of white trucks. The background is a grid of blue and green squares. A large white number '1' is on the right side.

# Introduction

Reflecting our commitment to transparency, ethics and compliance, for the 14th consecutive year we have published our Sustainability Report, under the guidelines of the Global Reporting Initiative (GRI), through which we share with allstakeholders our challenges, our achievements and our results.

We also present our performance related to the ESG Agenda (Environmental, Social and Governance), reiterating the commitment to continue evolving in its adoption, as well as in the structuring of goals and purposes in line with the Organization's Sustainable Development Goals (SDGs) as proposed by the United Nations (UN). We have also advanced in the ten principles that make up the Global Compact, to which we have been signatories since 2013.

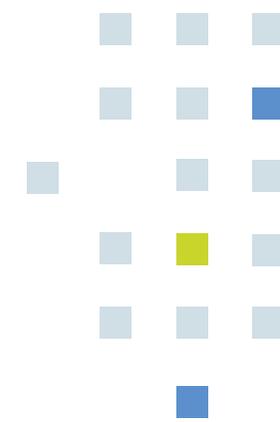
**I hope you enjoy reading it!**



# 2

## Message from the CEO

GRI 102-14 | 102-15



The year 2021 still reeled under the effects of the COVID-19 pandemic despite the advances in vaccination and the gradual resumption of economic activity. The emergence of new variants demanded restrictions on the circulation of people and on gatherings in closed spaces.

We witnessed a significant change in the behavior of society, which reduced its spending on services, but increased the same on consumer goods, driving the strong growth in demand and exerting unprecedented pressure on global logistics. Demand for logistics intensified in Brazil as well, but without creating any infrastructure bottlenecks and, if it not for the fewer ships available, growth in container throughput would have been higher.

Santos Brasil handled 1.3 million containers during the year, an increase of 20.6% from 2020. Tecon Santos, our flagship asset, registered growth of 22.7% in container throughput, outperforming the growth registered by the Port of Santos, which stood at 10.0%.

The Company was both prepared and had the capacity to capture - and serve with excellence - the bulk of the port's container operations. We also wish to highlight the substantial improvement in our financial results. Consolidated net revenue of Santos Brasil totaled R\$1.5 billion, an increase of 65% from 2020 and 58% from 2019; EBITDA was R\$564.0 million, up 166.2% from 2020, while EBITDA margin came to 36.8%, in line with the upper end of guidance announced by Management; and net income was R\$271.7 million, reversing the net loss of R\$13.8 million in 2020. We recorded growth in all our business units, driven by the higher volume handled, improved service mix and successful renegotiations of contracts with shipowner customers, which resulted in higher average ticket, especially at Tecon Santos.

In 2021, we advanced on important fronts in our expansion and diversification strategy. In February, we started operations at the Saboó logistics terminal located on the right bank of the Port of Santos, which was leased temporarily to handle general and project cargo.

In April, we started liquid bulk operations after winning three terminals (two brownfields and one greenfield) at the Port of Itaqui, Maranhão, at an auction held by the Ministry of Infrastructure. By winning these terminals, we are entering a sector with accelerated growth at a port that serves as a hub for the distribution of oil derivatives to Midwestern Brazil and which is strongly linked to the growth of agribusiness.

In November, we concluded the first phase of the Tecon Santos expansion and modernization project, which involved the acquisition of equipment and construction of a new berth to increase the terminal's capacity to 2.3 million TEUs, consequently expanding the capacity and productivity of the Port of Santos.

At Santos Brasil Logística, the quality of our assets and the synchrony among them have proved to be determining factors for the successful verticalization of operations, leading numerous clients to expand the gamut of services contracted. Continuous investments in innovation and business intelligence have enabled us to launch new products and customizations that are consolidating the company's niche as a logistics operator whose offerings range from the port to e-commerce, in the one-stop shop model.

In 2021, we also reinforced our commitment to the Environmental, Social and Governance (ESG) agenda. On the environmental front, we set new targets linked to the compensation of top management and other employees. Our commitment is to reduce waste generation/TEU by 50%, water consumption by 30% and CO2 emissions/TEU by 15% by 2024.

The Zero Accident campaign, which, since 2019 has strengthened the safety culture through preventive

actions, continues to deliver positive results: we went 1,000 days without lost-time accidents at Tecon Imbituba and 800 days at Tecon Vila do Conde; while reducing the frequency rate at Tecon Santos by 67%.

As for COVID-19, we continued all the measures aimed at preserving the health of our employees and ensuring the continuity of our operations. The home office arrangement, introduced in 2020 for the administrative team, has since evolved into a hybrid and more flexible working model. We redesigned our São Paulo and Tecon Santos offices around this new concept and invested in more modern, comfortable spaces that favor team interaction.

For the third year in a row, we were elected among the Best Companies to Work for by Great Place To Work, underscoring our commitment to offering a healthy working environment and valuing the human capital.

Since October 2020, the shares of Santos Brasil have been part of the S&P/B3 Brazil ESG Index, which includes companies with good environmental preservation and social development practices, as well as high corporate governance standards; and we entered 2022 with news that the Company's shares had been included in the IBrX-100 and ICO2 portfolios and in the recently launched IGPTW, which includes companies with best labor market practices. The next step is to join the Corporate Sustainability Index (ISE) portfolio of B3. For this, we have set up multidisciplinary working groups and are mobilized around a plan that envisions initiatives on six fronts: policies and guidelines, training and communication, value chain, governance and structure, human development and climate change.

We are aware of our role as protagonists on issues related to the environment, social responsibility and governance, and are committed to seeking smart and innovative solutions to mitigate the impacts of our operations and collaborate to human development - issues that are critical for the survival of our planet.

We entered 2022 at an accelerated pace. We have already launched the second phase of the Tecon Santos project, which entails investments of around R\$550 million. In this stage, scheduled for conclusion by late 2023, we will expand the terminal's capacity to 2.6 million TEUs so that the capacity of the Port of Santos remains ahead of demand in the coming years.

In 2022, we will also start operating two terminals at the Port of Itaqui and invest in the construction of the third terminal (greenfield).

We ended 2021 with cash balance of R\$1.1 billion and enough room to obtain fresh financing to fund new projects. We are alert to opportunities in segments such as solid and liquid bulk, especially linked to agribusiness – such as soy and fertilizers –, logistics assets integrated to the port system and, of course, containers.

We remain firmly optimistic in our strategy of diversification and sustainable growth in order to consolidate Santos Brasil's position as one of the leading infrastructure and logistics players in South America.

**Antonio Carlos Duarte Sepúlveda**  
CEO



# Highlights 2021



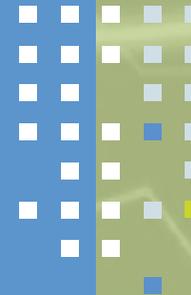
# CORPORATE

■ **PERMANENCE OF SHARES IN THE S&P/B3 BRASIL ESG INDEX**, which ranks companies committed to the adoption of the best environmental, social and corporate governance practices.

■ **WEBSITE RESTRUCTURING** [www.santosbrasil.com.br](http://www.santosbrasil.com.br), which

gained a new layout and became accessible to people with hearing and visual impairments.

■ **NEW INCLUSION IN THE RANKING** of the Best Companies to Work for, by the consultancy project Great Place to Work (GPTW), with 69% of respondents, 28% more than in 2020.





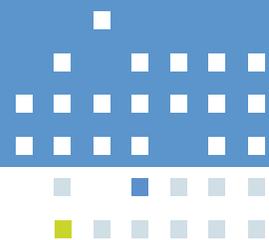
## SOCIAL AND ENVIRONMENTAL

- More than **R\$ 2.5 MILLION DESTINED FOR DONATIONS, DIRECT AND INCENTIVE SPONSORSHIPS** to projects and entities, especially in the areas of education and sport.
- **ADOPTION OF THE SIS PLATFORM AS A REINFORCEMENT TO THE ACCURACY AND QUALITY OF THE CALCULATION OF GREENHOUSE GAS (GHG) EMISSIONS** and inclusion of Scope 3 to analyze the emissions generated in business air travel: in 2021 we found 29.75 tons of CO<sub>2</sub> in that segment.
- Adoption of the **INTERNET OF THINGS** (or Internet of Things - IoT) technology in Tecon Santos water meters, **AIMING AT SAVING WATER**. They are equipped with telemetry, capable of showing the variation, possible leaks and waste in real time.
- Resumption of the **SUSTAINABILITY ACADEMY**, which included activities such as the **COLLECTION AND RECYCLING PROJECT, WHICH REMOVED APPROXIMATELY 1.5 TONNES OF PLASTIC FROM THE SEA**, resulting from the tidal movement of the Porto de Santos favela complex.
- **RECYCLING OF 83% OF WASTE GENERATED** in all business units. In addition, the Enough Plastic campaign, launched in November, to replace disposable cups with aluminum bottles and mugs, reduced the use of plastic by 35%.



## TECHNOLOGICAL

- **BEGINNING OF THE MIGRATION** of the current TOS (Terminal Operating System) of Tecon Santos and Tecon Vila do Conde **TO OPUS**, CyberLogitec's cutting-edge platform.
- Evolution to **A FULLY CLOUD-BASED MANAGEMENT PLATFORM**, with the adoption of the latest generation of SAP management *software* (S/4 HANA).





## SAFETY

■ **RECORDS OF 1,000 DAYS WITHOUT LOST-TIME ACCIDENTS** at Tecon Imbituba and 800 days without lost-time accidents at Tecon Vila do Conde, in addition to a 67% reduction in the frequency rate.

■ Records of more than 1,000 days without lost-time accidents at the São Bernardo do Campo Distribution Center and of **MORE THAN 3,000 DAYS WITHOUT LOST-TIME ACCIDENTS AT THE K-10 (BASF)** unit since the beginning of its operations.

■ **DEVELOPMENT OF FATIGUE SENSOR** pilot projects, dedicated to truck drivers in our fleet, and **FORKLIFT AREA LIGHTING** in Distribution Centers.

■ Relaunch of **THE ZERO ACCIDENT CAMPAIGN** nationwide, which included the renewal of signage at all units and focused on valuing the individual, with images **OF EMPLOYEES' SONS AND DAUGHTERS** in publicity material.

■ Installation of **PERSONAL PROTECTIVE EQUIPMENT (PPE)** dispensing machines, initially at Tecon Santos, which will provide greater practicality in the availability of material, **WITH AUTOMATED DELIVERY**.



## OPERATIONAL

- Conclusion of the first phase of the Tecon Santos expansion and modernization project, with **AN INVESTMENT OF R\$ 550 MILLION**.
- Beginning of the process that precedes **THE LIQUID BULK OPERATIONS AT THE PORT OF ITAQUI**, in São Luís (MA), in three terminals auctioned.
- Monthly record among all national container ports when we registered the mark of **109,187 CONTAINERS HANDLED IN JUNE** at Tecon Santos.

- **START OF OPERATIONS AT THE SABOÓ LOGISTICS TERMINAL**, on the right bank of the Port of Santos, with approximately 42,000 m<sup>2</sup> of area dedicated to receiving, storing and loading general cargo and project cargo, which received 21,933 tons of materials, such as aluminum, transformers, turbines and locomotives. Purchase and start-up of another area, Saboó 2, with 64,000 m<sup>2</sup>.



# Innovation in port operation and integrated logistics

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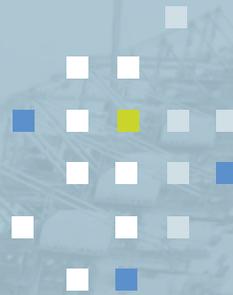
We are Santos Brasil, a port infrastructure and integrated logistics company that offers complete solutions to customers in the most varied economic sectors, from port to e-commerce. We operate the largest container terminal in South America, Tecon Santos, on the left bank of the Port of Santos – where we maintain, in a contiguous area, the largest vehicle terminal in Brazil, TEV, in addition to having started activities in two other terminals with temporary leases in the Saboó region, on the right bank of the Port of Santos. We also operate container and general cargo terminals at the Port of Vila do Conde (PA) and the Port of Imbituba (SC), units which, added to the one in Santos, account for 17% of the national containers handling. We also

have liquid fuel bulk storage operations in the Port of Itaqui (MA). Thus, we serve clients from the most diverse economic segments, such as automotive, agribusiness and fuel. [GRI 102-1](#) | [102-2](#) | [102-6](#)

To handle cargo throughout the country, we also have a logistics company, which has two Distribution Centers (DC) in São Bernardo do Campo; two Customs Industrial Logistics Centers (CLIAs), in Santos and Guarujá (SP); administrative headquarters in São Paulo and our own road transport fleet comprising more than 107 vehicles.

Under this structure, which positions us as the leader in our industry, 2,931 professionals work, governed by solid values and strict safety standards, who are





**R\$ 1.5**  
billion Net Revenue

**R\$ 271.7**  
million Net Income

at the service of more than 9,000 customers. These are competitive edges for us to achieve excellent operating and financial results in 2021: compared to the previous year, there was growth of 20.6% in container handling, 65.0% in Net Revenue (which totaled R\$ 1, 5 billion), 2,068.8% in Net Income (which totaled R\$ 271.7 million) and 166.2% in EBITDA, which totaled R\$ 564.0 million. **GRI 102-3 | 102-7**

As a publicly traded corporation, we maintain our shares listed on the Novo Mercado segment of B3, which includes organizations committed to the highest standards of corporate governance. We are also part of the S&P/B3 Brasil ESG index, in recognition of the adoption of the best environmental, social and corporate governance practices. **GRI 102-5**



**MISSION** **GRI 102-16**

To promote the competitiveness of our customers through effective, agile and safe services, respecting the individual and the environment, ensuring the generation of shareholder value and contributing to the socioeconomic development of the country.



**VISION** **GRI 102-16**

To be the best port infrastructure and integrated logistics services company in the markets in which it operates.



**VALUES** **GRI 102-16**

- Ethics and transparency
- Commitment to results
- Innovation
- Environmental and social responsibility
- Safety
- Agility and precision
- Valuing the individual and respecting diversity

# In Brazil, at the service of customers

GRI 102-4



CLICK ON  
THE UNITS FOR MORE  
DETAILS



# RECOGNIZED DIFFERENTIALS



**ÉPOCA NEGÓCIOS 360º YEARBOOK**– We ranked second in the infrastructure industry and 30th in the Sustainability category in the general rank among the best infrastructure companies in the country. We also took first place in the Sustainability, Innovation and Future Vision dimensions in the infrastructure industry.



**LATIN AMERICA EXECUTIVE TEAM 2021**– We stood out in the Institutional Investor ranking and were ranked among the three best companies in the transport sector in all nine categories of the award. We also received the Most Honored Company distinction for the cumulative success achieved in all individual rankings, a title bestowed on only 33 out of the 201 nominated companies.



**ABERJE AWARD**– Organized by the Brazilian Association of Business Communication, the regional award was given to us in the Ethics, Integrity and Compliance category for the case *Conduta à Prova*, compliance training in an online reality show format, in which our employees accompanied candidates who participate of a fictitious selection process and have their behaviors tested during the selection.



**ECOVADIS**– We were awarded the Silver Seal in the Sustainability ranking of the global independent platform that evaluates companies' activities in categories such as Environment, Labor and Human Rights, Ethics and Sustainable Purchasing.



**CDP**– We received a C grade on the eight-grade scale in one of the world's leading sustainability ratings and one of the most reputable on climate change.



**GPTW SEAL**– The achievement, for another year, results from our inclusion among the Best Companies to Work for in the ranking of the Great Place to Work (GPTW) consultancy project. We obtained 73 points and registered 69% of respondents, 28% above the previous year.



**SASSMAQ** –Health, Safety, Environment and Quality Assessment System that verifies the performance of companies providing services to the chemical industry. The São Bernardo do Campo DC and the Guarujá and Santos CLIAs hold the certification.



**ISO 9001-2015**– Guides the application of rules regarding quality management. Tecon Santos, Tecon Imbituba, Santos Brasil Logística and TEV hold the certification.



**ISO 14001-2015**– Guides the application of rules regarding the management of environmental aspects. Tecon Santos, Tecon Imbituba, Tecon Vila do Conde and TEV are certified.



**ISO 45001-2018**– Guides the application of rules regarding risk management with work safety and occupational health. Tecon Santos and TEV hold the certification.



# Accumulated experience guides diversification

GRI 103-1 | 103-2 | 103-3 – Investment



Our growth strategy is based on two pillars: expansion of our share in the Brazilian container handling and diversification of businesses, segments and/or customer base. To put that strategy into practice, we are undergoing a major and gradual transformation, from a company exclusively focused on container operation terminals branching out to cargo and vehicles, to a company with a comprehensive portfolio, which, as it adds new segments, markets and operating technologies, favors all sides of the business - in the case of logistics, in the same proportion and in the same way.

In line with our first strategic pillar is the project for the expansion and modernization of Tecon Santos, which, in 2021, had its first phase concluded by expanding the pier by 220 meters, totaling 1,510 meters of mooring berths; the deepening of the mooring berths and reinforcement of the structure for the installation of rails for new state-of-the-art STS (ship-to-shore) portainers, along 1,090 meters of quay; and the increase of the maximum depth of the pier to 16 meters. With the completion of these works, the terminal became the only one in South America with the capacity to simultaneously receive up to three New Panamax ships, measuring 366 meters in length, which puts it at the forefront of meeting the expected demand for the port.

By the end of 2021, the project involved investments of BRL 550 million in civil works and the acquisition of state-of-the-art equipment. Another R\$ 40 million is being invested in the execution of initiatives in the Information Technology (IT) area, which include a new operating system (Terminal Operating System - TOS) and the acquisition of software and equipment that will allow greater use of artificial intelligence in planning and operation. [GRI 203-1](#)

The total forecast for investments in the expansion and modernization of the terminal is approximately R\$ 1.5 billion until 2031, of which approximately R\$ 550 million has already been invested, which will allow operational productivity gains, energy efficiency and speed in the flow of the operation, in addition to increasing the unit's handling capacity by around 50%, from 2 million TEUs to 3 million TEUs.

To address the other pillar - that of diversification - we also advanced in 2021 with the start of negotiations to take over the operations of three liquid fuel bulk handling terminals at the Port of Itaquí, in Maranhão (see details in the next subchapter), and the operation of the Saboó 2 logistics terminal, in the Port of Santos, dedicated to receiving, storing and loading general cargo and project cargo. The new operations are in line with the search for business opportunities that, in addition to diversifying our revenue, expand our exposure to agribusiness.



**LEARN MORE IN THE SUBCHAPTER "KEEPING UP WITH THE FUTURE"**

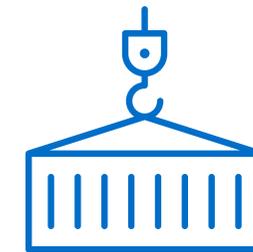
To reinforce this strategy, we structured the Merge & Acquisitions (M&A) Department,

in charge of studying the market and detecting business opportunities in line with our strategic planning. The new board is the result of an internal reorganization, which also separated the areas of pricing and competitive intelligence, assigning to each of them clear roles, with a long-term vision.

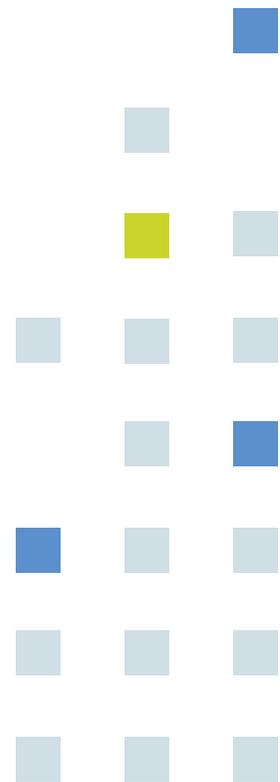
Especially the support areas were reinforced during the year as a result of the hiring of professionals to our staff, many of them with views and experiences in other industries, which adds value to our intention to diversify business.

To put the growth strategy into practice, we adopted a management model that mainly contemplates operational excellence – demonstrated in 2021, when, among other achievements, we reached a historic milestone for the Port of Santos: 109,187 containers handled in June, a monthly record not only for the terminal, but for all container terminals in Brazil. This performance is due to our ability to cope with the growing demand for captive cargo and the flexibility we have to efficiently service unscheduled vessels (extra stopovers), which do not have an operating window at other terminals in Santos.

Another record for the year that attests to our operational capacity was that of 5,452 containers handled in a single vessel, the Cap. San Augustin, owned by the shipowner Maersk, over the course of 44 hours, which led us to reach an MPH (movements per hour of loading and unloading of cargo on vessels) of 124.36.



More than  
**109,000**  
containers handled  
in June



## CONSISTENT EXPANSION

In line with the transformation of our operating model and the strategy of investing in related businesses, we participated in and won the auction for the lease of three terminals for the storage of liquid fuel bulk at the Port of Itaqui, in São Luís (MA). The terminals total 80,000 m<sup>3</sup> of installed capacity, and the forecast for future investments to expand capacity is R\$ 416 million.

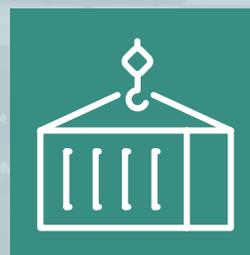
With the operation, we will be positioned as the third independent terminal at the Port of Itaqui, considered one of the best in the country. The benefits of the planned investments extend to the community, materialized in the hiring of labor and local suppliers.

At the end of 2021, with the implementation project already approved by the port authority of Maranhão, but not yet analyzed by the Ministry of Infrastructure, we conducted the negotiations that comprise the plan to take over the terminals, the implementation of systems and the transfer of licenses, among other phases prior to the start of operations – scheduled for 2022 with the maintenance of the current static capacity of 54,000 m<sup>3</sup> of two of the three leased terminals. The next challenges are the expansions, for which engineering projects have already been structured, and the processes for obtaining environmental licensing. The commitment is to extend the capacity of the three terminals to 195,000 m<sup>3</sup> by 2026.

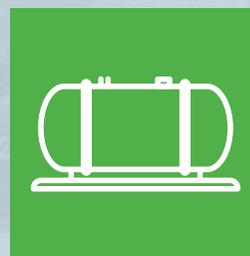
## OPERATIONS CHARACTERISTICS



**LOGISTICS** – Dedicated to transport, storage and the distribution of cargo, in addition to other logistics services provided to customers.



**CONTAINERS** – The different types in operation – general cargo (dry), refrigerated (reefers), tanks and flats, among others – hold products such as auto parts, electronics, beverages, solid bulk (sugar, coffee etc.), meat, fruits, perishable cargo and hospital medicines.



**LIQUID BULK** – As the name implies, it applies to fuels (gasoline, ethanol and diesel, for example) deposited in tankers that dock at a pier, where, through pipelines, the cargo is transferred to the installed carbon tanks at the terminal.



## PUTTING LIFE FIRST

GRI 103-1 | 103-2 | 103-3 HEALTH AND SAFETY | 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7

We spare no effort to advance in strengthening security in all operations and thus reduce risks to our employees. Focused on prevention, we seek to root this culture internally through a series of initiatives, including the Zero Accident campaign which was relaunched in 2021, gained its own identity and involved the sons and daughters of professionals for the second time. The idea was to raise their awareness – so that they can reinforce the message in the home environment – about the importance of their fathers and mothers returning home unharmed and healthy after a day's work. To this end, photos and videos were shown and the Five Golden Rules were released, with which we have worked for years and are continuously reinforced.

On another front, the campaign mobilized leaders to make their teams aware that safety is non-negotiable. Due to the still restricted mobility due to Covid-19, remote resources were used – such as the Viva Voz app, for example – for the dissemination of information at all hierarchical levels.

Another action was the Safety Journey – as we call our Internal Workplace Accident Prevention Week (Sipat) –, whose opening featured the occupational safety speaker Wesley Almeida, who addressed the theme “The cost of a work accident in personal and professional spheres”. In addition to the daily debates, the event included several health actions, including laboratory tests and vaccines, and featured

new resources such as virtual risk simulations prepared by companies specializing in virtual reality, 360° technology and immersive training in risk prevention. At the end, the areas that had been without accidents for more than two years were recognized and honored.

The year also featured

. We also installed, in strategic areas with common access to all operating units, electronic scoreboards that count the days without accidents at work with lost time, aiming at greater interaction with our employees and awareness of the Zero Accident culture.

The Internal Accident Prevention Commission (Cipa and Cpatp), which covers 100% of our employees, reinforced its activities in the operational units, getting closer to the teams in addressing the need to care for people.

We also have a methodology for mapping the hazards and risks of daily and non-daily activities, listing the respective controls according to the hierarchy established by ISO 45001 certification. The methodology, applied by the Occupational Safety technical area together with the areas involved, presents results for the control of incidents through the implementation of occupational safety and health programs (PPRA, PCMSO, PPR and PCA), management of Individual Protection (PPEs) and Collective Protection (CPEs), security service order (NR 01) and monitoring of controls applied in the area.



the work environment, in order to identify root causes and corrective actions. One of the three recommended methodologies can be used in the management system: TASC, Ishikawa and 5 Whys.

At the same time, we promoted improvements in common areas, such as changing rooms and restrooms, and in the administrative buildings, where we dispensed with partitions, expanding the spaces for integration; we actively participate in the discussion group of companies operating in the port region, led by the Union of Port Operators of the State of São Paulo (Sopesp), sharing the best safety practices; and we invest in innovation to improve processes and procedures.

Another initiative along this line is the fatigue sensor pilot project that, installed in trucks, monitors drivers and identifies signs of dispersion, drowsiness or tiredness, among other abnormalities, issuing an alert to a control center. Thus, contact is made with the professional to detect the problem and remedy it. The solution is expected to be implemented across our entire vehicle fleet from 2022. Another solution, already installed in the administrative building and on the pier, are the PPE machines, so that the employee does not have to extensively walk through the internal infrastructure to find PPE. Equipment will be available 24-7, contributing to greater safety for everyone during the work period.

In 2022, we plan to adopt a new Occupational Health and Safety (OSH) management software, which will store data and manage indicators and documents, interface with government systems and transmit events to e-Social.



## The highlight of the year was the relaunch of the campaign

There is also a tool available for employees to report risks related to their activities, the Occasional Safety Observation (OPS), where identification is not required. The applicants monitor the resolution of the reported risks on internal communication channels, such as Viva Voz Digital corporate TV, Viva Voz application and meetings.

Employees are instructed, from the moment they join the team, not to accept and not submit to situations of Serious and Imminent Risk (RGI). In addition, PA 09 – Incident Management is established in the management system, in which all work-related incidents are treated according to the potential risk presented, on a scale from A (High Potential) to D (Low Potential). All incidents are investigated, considering the conditions of equipment, employees and

Another project, which is in the testing phase at our Distribution Center, includes the installation of LED lamps around the forklifts to make them more visible, preventing workers from crossing the path and being injured.

Complementary resources also facilitate the management of the topic – such as safety inspections for online work; risk communication channels, such as the Viva Voz app and Occasional Security Observation (OPS); alcohol and drug prevention programs and environmental inspections. Added to investments in infrastructure and awareness-raising actions, they contributed to the excellent results obtained in the year at the terminals: 1,000 days without lost-time accidents in Imituba, 800 days without lost-time accidents in Vila do Conde, in addition to a 67% reduction in the attendance rate.

We also maintain strict standards for handling occurrences, classified from A to D, according to severity, with those in group A being the most critical, which may involve, in their investigation, even our top management. A multidisciplinary group is responsible for identifying the root causes of accidents and, based on them, establishing an action plan and inserting it into the system, to enable the monitoring of measures and treatments. According to the degree of the accident, communication is also made to all employees.



SEE IN THE GRI ANNEX, THE INDICATORS RELATED TO OCCUPATIONAL SAFETY

# 5 Golden Rules



Safety is the responsibility of each of us. Comply with and enforce all company security procedures.



Always obey traffic rules and signs, inside and outside the company.



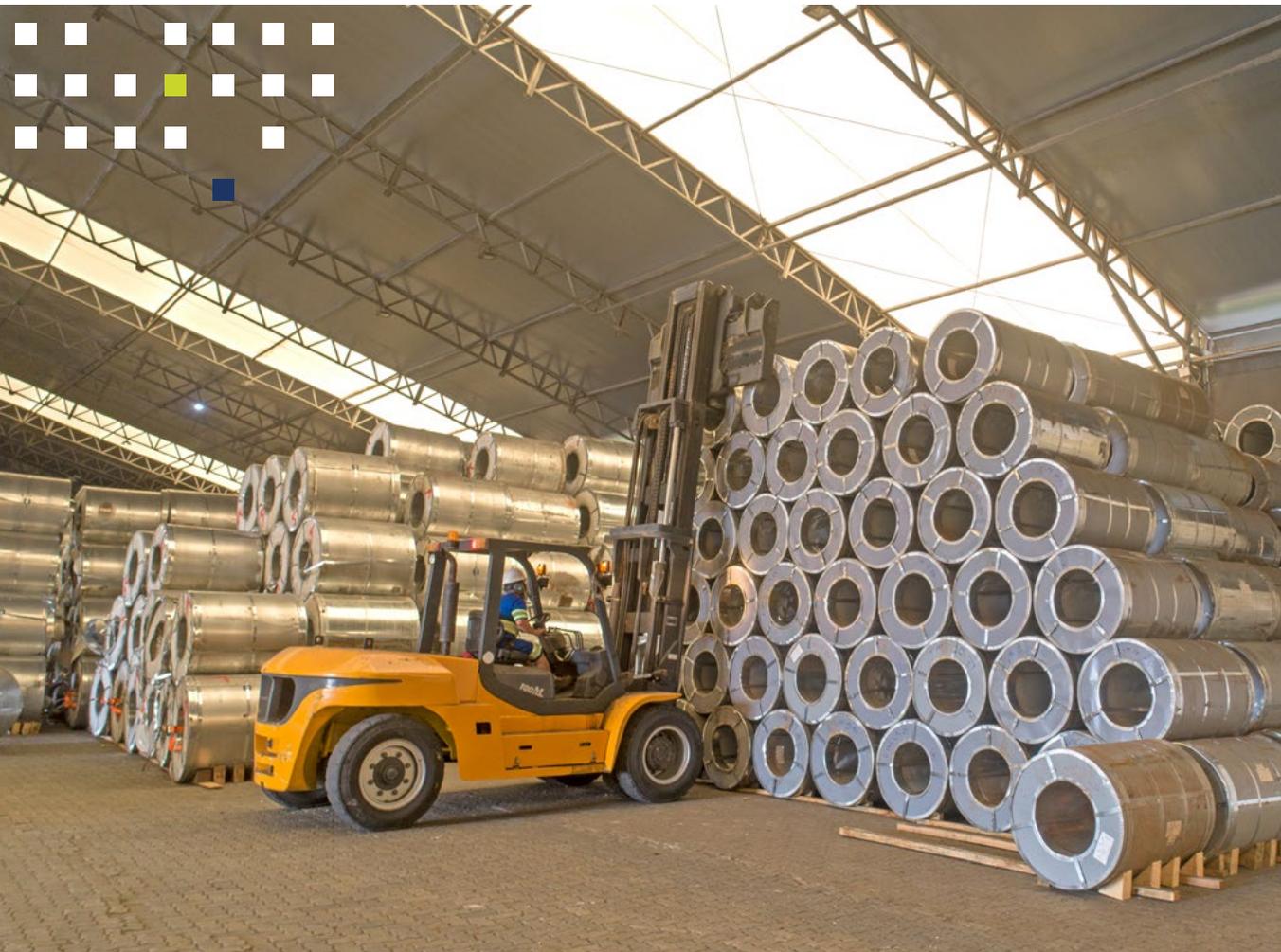
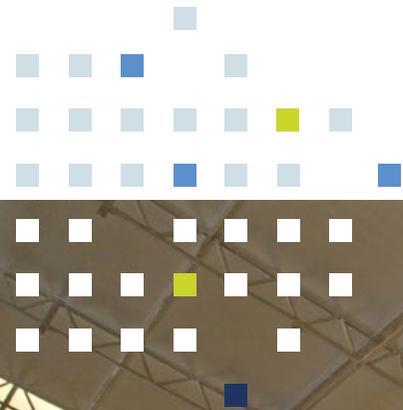
Do not drive under a suspended load.



Use and demand proper use of PPE.



Perform only activities that you are enabled, trained and authorized.

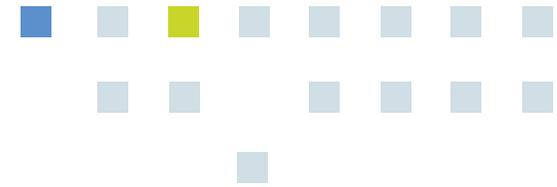


## Protected Cargoes

The safety of cargo handled in operations is also the focus of our attention, handled jointly by the operational and property security areas. In aspects related to transport, we follow pre-established protocols and undergo internal audits. Also, drivers receive specific training in the scope of Safety and Health in the Workplace (Sasmat).

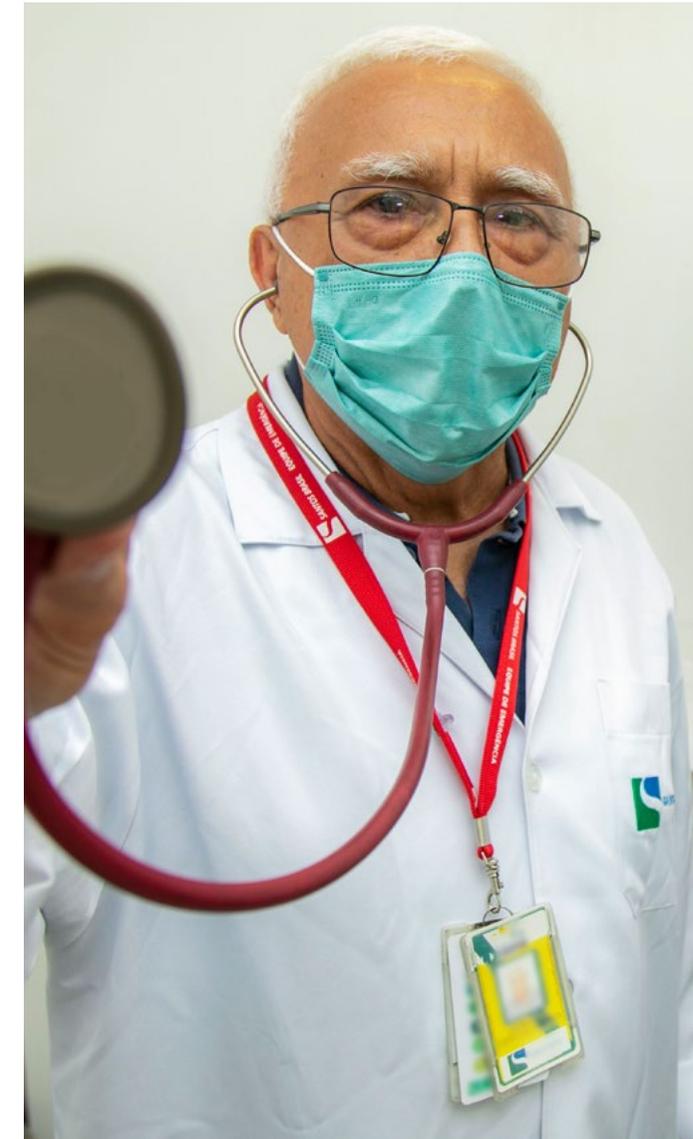
In Distribution Centers, the Warehouse Management System (WMS) is installed, which includes steps for checking and separating cargoes, carried out by means of barcode reading. In case of detection of damaged packaging, it is replaced by another one of the same standard and, if damage is found in the load itself, the solution is dealt with jointly with the customer – which may involve claiming insurance. Also, there is an established system for checking invoices at the time of boarding.

This rigidity in control extends to loads classified as hazardous – in the case of flammable, corrosive, explosive, oxidizing or radiological products. These are stored both in the terminals and in the logistics areas, in accordance with the legislation. At the terminals, there is a specific storage space; compatibility system, which guides on the necessary segregation to avoid risks; and monitoring by thermal cameras that point out any abnormal temperature fluctuations.



## Actions to fight COVID-19

	Institution of work from home in the most critical periods for teams that did not need to carry out their tasks exclusively in person.		Sharing of best practices among the members of the Union of Port Operators of the State of São Paulo (Sopesp).
	Maintenance of temperature sensor in the entrance points.		Restriction of entry and movement of visitors at the terminals.
	Respect for social distancing on buses and boats.		Availability of rubbing alcohol and masks in circulation spaces.
	Cleaning of cafeteria tables as soon as they are unoccupied and installation of acrylic partitions.		Awareness campaigns in neighboring communities, as part of support for Instituto Novos Sonhos.
	Temporary leave from operations of professionals under the recommendations of the World Health Organization (WHO - over 60 years) and, additionally, of those with comorbidities.		Maintenance of the Business Continuity Plan, which included the formation of a team of 80 professionals to work in alternate shifts at Tecon Santos, enabling the isolation of those who left the operation for the period recommended by the health authorities.





## KEEPING UP WITH THE FUTURE

GRI 103-1 | 103-2 | 103-3 INNOVATION

We continually invest in connectivity and technological solutions to improve management, products and services – which, during the pandemic, made it possible for most of our professionals to work remotely without interruption in meeting internal and external demands.

The appreciation of innovation led us to create, in 2021, a structure dedicated to the theme, comprised of the Board Management Excellence, Processes and Projects and HSE and the Management of Excellence and Management, Processes and Projects. The two bodies worked on compiling all our projects into a

corporate guide designed to guide the facilitators of the different internal areas that interact with both.

In addition to evolving to a cloud-based management platform, adopting the latest generation of SAP management software (S/4HANA), we started this year the replacement of the TOS operating system, used in the planning of Tecon Santos activities and Tecon Vila do Conde, for the OPUS technology. The new system will prepare the terminals for the future through the inclusion of functionalities and gains such as the update of collectors installed in the trucks and the wireless network available at the units. More than increasing productivity, as a

consequence we will have efficient data collection, which leads to reduced waste.

Another initiative to simplify processes was the launch of the Caminho Ágil app, a communication platform with drivers that aims to make operations more transparent and practical. It allows the truck driver to consult schedules for entering the terminal with or without cargo, monitor trips already taken and register before arriving at the destination terminal, in an easy and intuitive way, avoiding queues and improving the internal and external flows of vehicles.

Also, we concluded the automation of truck entrance at Tecon Santos gates, allowing drivers, having already made the appointment, to enter the premises by reading a digital sensor and going through automatic checks, via resources such as QR Code for license plate reading, for example. With the new system, the process has become simpler: there are only two automated steps, separating, at the first gate, unloaded trucks from loaded vehicles, whose inspections, in general, take longer and are the ones that need pass through more gates for documentation verification and weighing.

Although other features are established in legislation, such as Optical Character Recognition (OCR) for terminals, we are one step ahead by adopting, for example, unmanned gates; Container OCR, to detect seals; sensor based on the Internet of Things (IoT) in vehicles, enabling traceability; and videowall for real-time monitoring of different performance indicators.

These and other innovation-related solutions – most developed internally – will be regrouped in 2022, in line with the project management system that is currently being implemented. The idea is to facilitate the monitoring and control of all initiatives from a unified system, which, in addition, will give visibility to the more than 50 indicators contained in our Results and Continuous Improvement-based Management Policy, allowing us to solve deviations and prepare action plans.

From a behavioral point of view, we continue with SB Continuous Improvement, a methodology that seeks to solve complex problems by accelerating the



application of process improvements through the engagement of professionals and teamwork. We also advanced with the training of 72 employees in the Green Belt certification program, which addresses fundamental concepts for optimizing processes and results, and the maintenance of Yellow Belt groups, which worked with the Formare program's team of apprentices. Our intention is to evolve, in 2022, to Black Belt training, which has a broader theoretical basis in guiding improvement teams.

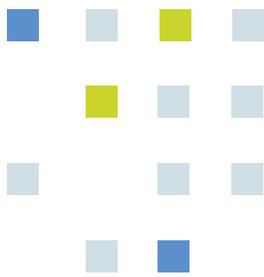
We have adopted technologies that also contribute to our alignment with the ESG agenda, such as the MYIO telemetry application, based on IoT, which allows the management of Tecon Santos' entire water system. The solution, applied in early 2021, brought immediate results, alerting to possible leaks and consumption deviations, which expedited the adoption of measures. In the case of diesel, in addition to the continuous process of fleet renewal

for more modern equipment, generators of less polluting gases, telemetry is used to precisely control the performance of each driver and indicate those who need training to drive in a way that fuel consumption is reduced and the life of parts and safety is increased.

In terms of waste generation, the concept of circular economy has been gaining strength internally with the growth of recycling and encouragement of in-house rebuilding – a model in which parts that will be discarded are analyzed to assess whether they can be reused after the remanufacturing process, providing savings and less impact to the environment.



# ESG Agenda guides action on all fronts



Since 2013, we have been signatories of the United Nations (UN) Global Compact, which seeks to align companies with the principles of human rights, labor and the environment, and we are engaged in mobilizing to meet the Sustainable Development Goals (SDGs), also from the UN, including through adherence to the Guarujá Agenda 21, which locally deploys the commitments. As supporters of the Na Mão Certa Program, we signed the Business Pact against Sexual Exploitation of Children and Adolescents on Brazilian Highways.

We are also a member of TFS, Together for Sustainability, an initiative aimed at developing and implementing a global supplier commitment program that assesses and improves sustainable supply practices; the Corporate Volunteering Study Group, which brings together professionals and organizations with activities and experience in corporate volunteering; and NQC, a sustainability self-assessment platform for automotive suppliers. [GRI 102-12](#)

## Six commitments to the future

- 1 Policies and guidelines
- 2 Training and communication
- 3 Value chain
- 4 Governance and structure
- 5 Human development
- 6 Climate changes

We also interact with several entities linked to our operating segments, including the Brazilian Association of the Chemical Industry (Abiquim), the Brazilian Association of Companies Operating Customs Regimes (Abepa), the Brazilian Association of Port Terminals (ABTP), the Brazilian Association of Terminals and Customs Precincts (Abtra), Brazilian Association of Public Use Container Terminals (Abratec), Brazilian Association of Logistics Operators (Abol), Union of Port Operators of the State of São Paulo (Sopesp) and National Federation of Port Operations (Fenop). [GRI 102-13](#)

In addition to being a company listed on the Novo Mercado segment of B3, our shares are part of the S&P/B3 Brasil ESG index, which measures the performance of assets that meet sustainability criteria. Aiming at also composing the Corporate Sustainability Index (ISE), we created multidisciplinary work groups and mobilized around the “Six Commitments to the Future” plan, which includes initiatives in different dimensions.

Reinforcing this commitment to the ESG agenda, in 2021 we continue to make progress towards achieving the targets for reducing environmental impacts defined in 2019: 50% in the generation of waste/TEU (in this case, the manageable ones, comprised of sweeping, commercial, Class I (contaminated mix), septic, contaminated and organic effluents and sludge), 30% in *per capita* water consumption and 15% in tons of CO<sub>2</sub> emissions/TEU – and we link the compensation of senior management to their achievement. In addition to working internally to raise awareness of the issue, we have adopted online monitoring of indicators to

map water consumption and generation of waste and emissions. During the year, we acquired the Sustainability Indicators System (SIS), automating the collection of data referring to environmental data monitored monthly (water, waste and emissions – scopes 1, 2 and 3).

Despite the deadline set of up to 2024 to achieve the goals, with regard to emissions, a feasibility study was carried out and the purchase process was started to use the Renewable Energy Certificate, adhering to the International REC Standard (I-Rec), global system for tracking energy environmental attributes to prove consumption of input from renewable sources.

In the same vein, we plan for the next year to convert the fuel that supplies our fleet to greener diesel. Both this plan and the contract to obtain the I-Rec were discussed and proposed by the Sustainability Committee, comprised of the Statutory Board and senior leadership, which meets quarterly to assess our socio-environmental actions, adjust routes and suggest incursions. At the end of 2021, the Committee’s agenda was the possibility of characterizing ourselves as a System B company, a new type of business that balances purpose and profit, considering the impact of decisions on its professionals, customers, suppliers and the community and on the environment.

## Reduction targets (2020 to 2024)



LEARN MORE ABOUT THE TECHNOLOGIES IN SUBCHAPTER “KEEPING UP WITH THE FUTURE”



IN THE CHAPTER “GENERATION OF VALUE FOR CURRENT AND FUTURE GENERATIONS” WE PRESENT THE SOCIAL AND ENVIRONMENTAL INITIATIVES WE CONDUCTED IN THE YEAR AND THEIR RESULTS

# INTERACTION WITH STAKEHOLDERS

GRI 102-40 | 102-42

	 Employees	 Drivers	 Customers	 Suppliers	 Investors	 Communities
<b>Institutional Website</b> (santosbrasil.com.br)	●	●	●	●	●	●
<b>RI website</b> (ri.santosbrasil.com.br)					●	
<b>Customer Portal</b> (santosbrasil.com.br/area-do-cliente)			●			
<b>Social networks</b> (LinkedIn, Facebook and Instagram)	●	●	●	●	●	●
<b>Email</b> (comunidade@santosbrasil.com.br)						●
<b>Ethics Channel</b>	●	●	●	●	●	●
<b>Intranet</b>	●					
<b>Viva Voz App</b>	●					
<b>SB Connect</b>	●					
<b>Qualiflow System</b>	●					
<b>Caminho Ágil App</b>		●				
<b>Sustainability Report</b>	●	●	●	●	●	●

# CORRELATION WITH SDG

## MATERIAL TOPIC



SEE IN THE CHAPTER "ABOUT THIS REPORT", HOW THE PROCESS FOR IDENTIFYING MATERIAL TOPICS WAS CONDUCTED

## COMPLIANCE WITH ETHICS

We maintain a mature compliance environment, with practices that go beyond legal and advisable recommendations and, in 2021, we made progress in its improvement in view of the intention to integrate the ISE portfolio. The two main initiatives in this context were the creation of the Audit Committee and the improvement of the corporate risk management process – both scheduled for completion in 2022.

At the same time, we conducted initiatives around the Compliance Program, which includes both preventive and reactive fronts. In the first one, we carried out training courses such as the Todos Contra o Assédio (All Against Harassment) campaign, given to the administrative and operational teams of the terminals and the logistics area, with 99.66% of the eligible public participating. Also, we held an event with the participation of a market specialist to reinforce employee awareness and a position of intolerance in the face of any type of harassment.

Still in the prevention sphere, we reviewed all the policies and complementary documents that are part of the Compliance Program and launched documents such as the Policy for Interaction with Public Agents and the Policy for the Defense of Competition (see the complete list on the next page). These regulations are available in the SoftExpert and Qualiflow systems, and can be accessed by our employees whenever necessary, and are recommended to newcomers to the team, so that they become aware of their content.



## Compliance Program Regulations

- Guide to Good Practices in Social Media
- Code of Conduct
- Compliance Policy
- Anti-Corruption and Anti-Bribery Policy
- Policy on Interaction with Public Agents
- Conflict of Interest Policy
- Donation and Sponsorship Policy
- Gifts, Entertainment and Hospitality Policy
- Code of Conduct for Suppliers or Service Providers
- Policy of Consequences
- Defense of Competition
- Internal Controls Policy
- Corporate Risk Management Policy



Additionally, we updated the Anti-Bribery and Anti-Corruption Policy to align ourselves with the best corporate governance standards, comply with B3 guidelines and obtain process improvements. [GRI 205-2](#)

The Code of Conduct, to which everyone must commit through acceptance, also underwent adjustments during the year to incorporate good practices. The document is one of the topics addressed in the compulsory training that, in 2022, will include the Sustainability and Volunteering policies.

The reactive front of the Compliance Program, in turn, includes the Compliance Committee and the Confidential Portal. The first is responsible for providing the Program's guidelines, validating

the initiatives surrounding it and deliberating on complaints received via the Confidential Portal. Through the channel, available via website, telephone and the Viva Voz app, open 24-7, all our employees can forward complaints, reports, doubts and suggestions, with a guarantee of anonymity and non-retaliation. The reports received are investigated by the Compliance area and taken to the Committee for deliberation. Demands of another nature (complaints, suggestions and doubts) are forwarded to the respective areas to be resolved.

In 2021, the Confidential Portal registered 424 demands, of which 304 were reports, 83 were complaints, 20 were suggestions, seven were doubts and ten were reports of conflicts of interest. The entire Confidential Portal process supports

improvements and training on the subject, applied to all our eligible employees. In addition to training, communications were held during the year on the main themes and compliance issues. [GRI 102-17](#)

Our operating model also privileges compliance by establishing collective and individual goals for managers, according to their functions. One of them is related to the adherence of the respective teams to the training carried out on related topics – such as the Santos Brasil na Bolsa webseries, which addressed aspects of corporate governance and expected behaviors of companies listed on the B3, especially on the Novo Mercado, and their employees.

# TRANSPARENT RELATIONSHIPS

GRI 103-1 | 103-2 | 103-3 RELATIONSHIP WITH SHAREHOLDERS

Availability and readiness to meet demands have been fundamental for maintaining a cordial and transparent relationship with our investors. In addition to frequent face-to-face and virtual meetings, everyone has access to the website <http://ri.santosbrasil.com.br/>, through which they can access, at the same time, in Portuguese and English, announcements, relevant facts, documents and news about our strategy and the operational and financial evolution of the businesses that make up the portfolio.

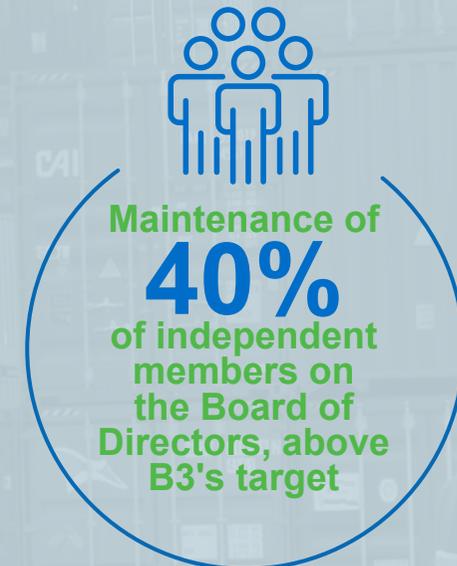
Another usual way of strengthening contact is the visits of groups of shareholders and investors to our facilities, which, due to the restriction of mobility due to the Covid-19 pandemic, have been replaced by the greater number of videoconferences, several of them at the invitation of Financial Institution. Santos Brasil Day, an event generally held annually to present the actions aligned with our strategy and the results obtained to shareholders and investors, was also not held in the year. This is because we concluded that, given the transformation process we are going through, with the opening of new business verticals, the debate would be more productive around a more defined scenario in relation to our

next steps. On the other hand, the Investor Relations area held more than 130 individual and group meetings with shareholders and investors during the year.

We invest in training for our workforce to absorb the culture of a publicly traded company, understanding what it means, the capital market ecosystem and the regulations to which we are subject. The Santos Brasil na Bolsa webseries, developed by the Investor Relations area, focused on transmitting the advantages of being a publicly traded company and what this represents for business, such as making it easier to raise funds, invest and support growth and, consequently, generate employment and income, contributing to the socioeconomic development of the country. Additionally, it aimed at making employees aware of their obligations and their duties as members of a company with shares listed on the stock exchange.

In the training modules, we also exposed our differentials, such as the obligation, provided for in the Articles of Incorporation, of keeping 40% of the members of the Board of Directors independent, while the Novo Mercado rule establishes the minimum percentage at 20%. We also highlight relevant internal policies, such as the one governing the use and disclosure of information and trading in securities.

For 2022, observing the growth of the Brazilian capital market, we plan the development of a communication channel dedicated to Individual shareholders, who today total around 70,000 – in a universe of just over 4 million at B3 –, in addition to investments in the digitization of the area, adopting tools to improve processes and communication with the market in general.





## STRUCTURED GOVERNANCE

GRI 102-18 | 102-19

Our corporate governance includes three main decision-making bodies: the Board of Directors, the Audit Committee, which advises it, and the Statutory Board – the first and third with executive functions. We also maintain committees and working groups that support the treatment of specific topics, such as the Sustainability Committee, formed by the Statutory Board and by all directors and managers of the units and the area of Sustainability and HSE, whose task is to deal with topics related to environmental and social issues.

The Articles of Incorporation, as well as the Internal Regulations of the Board of Directors, establish rules to inhibit and manage conflicts of interest, such as the prohibition of the election of directors who are controlling shareholders in companies that may be considered competitors in our market or occupy positions in companies that may be considered competitors, in particular on advisory, administrative or audit committees. [GRI 102-25](#)

As for executive compensation, for members of the Board of Directors, it comprises fixed monthly fees and, for statutory directors, a salary or pro-labore, in accordance with market practices, in addition

to benefits and variable compensation (bonus, stock option plan, performance shares and stock matching). Among the compensation criteria is the establishment of economic and strategic incentives, aimed mainly at harmonizing short and long-term objectives, aligning executive and shareholder interests, linking compensation to business results and creating a culture of sustainable long-term value. [GRI 102-35](#)

The process for determining compensation involves, in relation to key executives, conducting annual or biannual surveys through specific consulting firms, with the objective of assessing their salary position in relation to the market. The variable compensation model for executives is defined by the Personnel & Management area, together with the statutory directors, while the compensation model for the Statutory Board is defined by the Board of Directors. The specific consultants hired are independent from management and have no employment relationship with us. [GRI 102-36](#)

**Board of Directors** – Collegiate decision-making body, responsible for the establishment of general strategic policies, for the appointment of statutory directors and for the guidance and supervision of its management. It also receives from the Statutory Board the main concerns that may impact the business in meetings held throughout the fiscal year, regardless of the nature of the concern. At the end of 2021, the Board of Directors was comprised of seven members and an equal number of alternates, all independent, whose terms of office, of two years, run until the Annual General Meeting (AGO) in April 2022, with reelection being allowed. The presidency and vice presidency are held by women. The Board of Directors meets monthly or at any time. Its members have skills and knowledge about the sector in which we operate to identify risks and opportunities arising from economic, environmental and social topics to address them in meetings with the Statutory Board. The general criteria for the selection and appointment of directors are established in the Policy for Appointing Directors. Among them are high qualifications, an unblemished reputation, availability to perform the function, alignment with the corporate culture and the absence of conflict of interest. [GRI 102-20](#) | [102-24](#) |

[102-26](#) | [102-27](#) | [102-29](#) | [102-31](#) | [102-33](#)

**Members** [GRI 102-22](#) | [102-23](#)

**Veronica Valente Dantas**  
Chairperson

**Maria Amalia Delfim de Melo Coutrim**  
Vice-Chairperson

**Valdecyr Maciel Gomes**  
Director

**Eduardo de Britto Pereira Azevedo**  
Director

**Luiz Sergio Fisher de Castro**  
Director

**José Luis Bringel Vidal**  
Director

**Felipe Villela Dias**  
Director

**Audit Committee** – Permanent body, independent from the Board of Directors and the external Audit, responsible for reviewing the management activities and the Financial Statements and reporting its conclusions to the shareholders. It is made up of three effective members, one of whom presides over it.

**Members**

**Gilberto Braga**  
Chairperson

**Leonardo Guimarães Pinto**  
Permanent Member

**Luís Fernando Moran de Oliveira**  
Permanent Member

**Statutory Board** - It is responsible for the daily executive management of the business, conducting the policy, guidelines and activities related to the corporate purpose, employing the means to ensure that the decisions of the Board of Directors are faithfully complied with. In 2021, it was comprised of the Chief Executive Officer – who also assumed, internally, the position of Director of Operations –, the Economic-Financial and Investor Relations Director and the Commercial Director.

**Members**

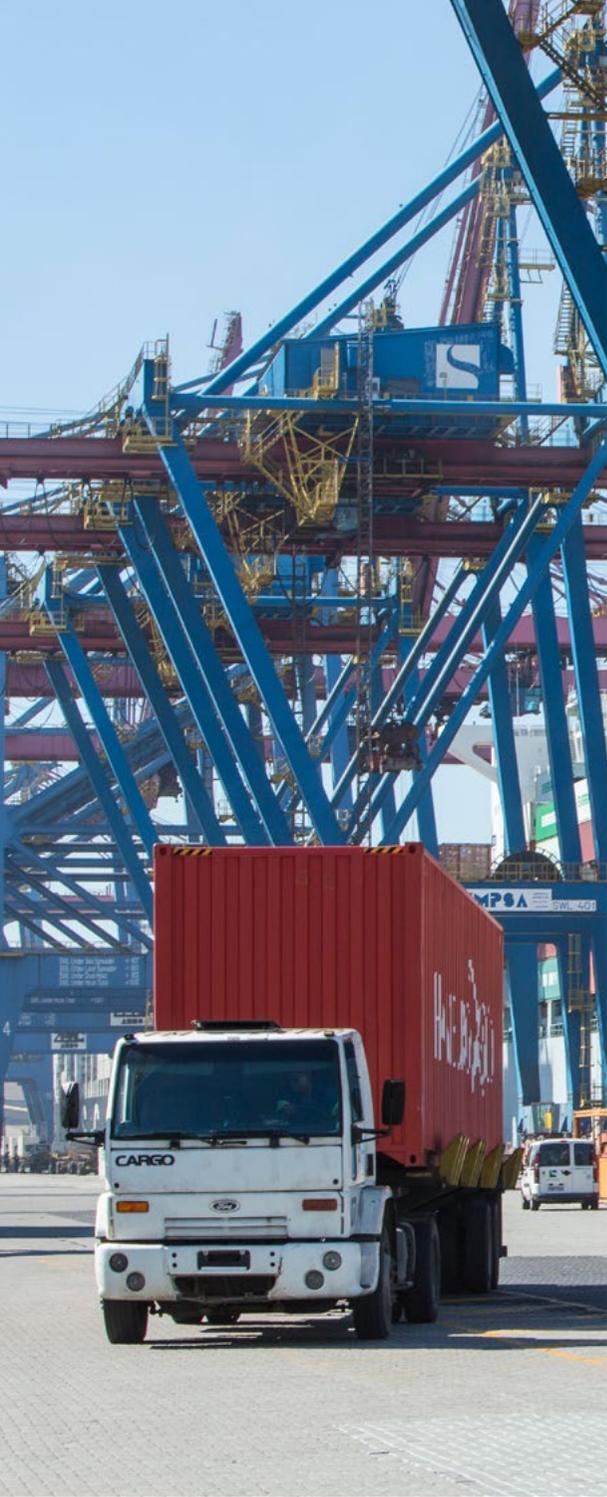
**Antonio Carlos Duarte Sepúlveda**  
Chief Executive Officer and Chief Operating Officer (interim)

**Daniel Pedreira Dorea**  
Chief Financial and Investor Relations Officer

**Ricardo dos Santos Buteri**  
Chief Commercial Director



THE RÉSUMÉS OF THE DIRECTORS AND OFFICERS ARE AVAILABLE ON THE WEBSITE [RI.SANTOSBRASIL.COM.BR](http://RI.SANTOSBRASIL.COM.BR)



# RISKS UNDER CONTROL

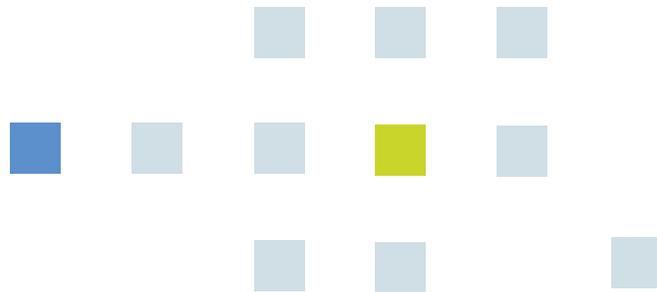
GRI 102-11 | 102-15 | 102-30 | 103-1 | 103-2 | 103-3

Within the scope of internal controls, we have adopted procedures for risk management, documented and approved in our Integrated Management System (SGI), which covers the most significant international certification standards. The main risks for which we seek protection are market, regulatory, operational, environmental and corruption risks.



## Market risks

We have adopted a policy of constant monitoring of impacts and projection of scenarios, with the request of market reports from specialized consultants. Based on these documents, we maintain operations with financial instruments to ensure liquidity, profitability and security. The risks that we intend to prevent (exchange, interest rate and inflation) are submitted for approval by the Board of Directors.



- **Exchange rate** – We use derivative financial instruments to hedge fluctuations in short-term liabilities denominated in foreign currency related to loans and financing. These instruments are characterized as financial contracts with high correlation with the liabilities to which they are linked. We manage exposures considering the flows forecast for the subsequent period of 12 months, on average.
- **Interest rate** – We seek to take out loans whose interest rate fluctuation is as narrow as possible. Additionally, we manage assets and liabilities to reduce the potential negative impact on net interest expense, which may be caused by fluctuations in interest rates. The balance of cash and cash equivalents, indexed to CDI, partially neutralizes the risk of interest rate fluctuation.
- **Liquidity** – We maintain adequate levels of liquidity to guarantee the fulfillment of present and future obligations and to take advantage of commercial opportunities. Additionally, we analyze financial mechanisms and tools that allow us to reduce or reverse positions capable of harming our liquidity.
- **Credit** – Our credit policies aim at minimizing possible problems arising from customer default – an objective achieved through the careful selection of the portfolio, which takes into account the ability to pay.



### Corruption risks

It arises from the possibility of being included in Law No. 12,846/2013, regulated by Decree No. 8,420/2015, since our responsibility, in cases of corruption involving employees, managers and representatives, is objective. This risk is prevented through the Compliance Program.



### Operational risks

Expressed by the possibility of losses resulting from failure, deficiency or inadequacy of internal processes, people and systems or external events. They are mitigated by continuous investments in technological innovation; redundant backup maintenance for network and database; monitoring by cameras at terminals and distribution centers; online tracker in own and third-party fleets; knowledge management through documented and audited procedures; and adoption of action plans for equipment maintenance.



### Environmental risk

Possibility of losses as a result of negative effects on the environment. The environmental impacts of our operations are minimized through the publication of the Greenhouse Gas (GHG) Emissions Inventory and a commitment to its reduction; control over chemical operations; and adequate procedures for responding to emergencies related to the risk of leaks.



### Regulatory risks

Expressed by sudden or unforeseen changes in the rules that regulate the industry and in labor, environmental and tax laws, among others. These risks are minimized by strict compliance with legislation; for operational efficiency; the healthy and transparent relationship with government bodies; and the active participation in the entities representing the port sector, which work to ensure the stability of the concession rules. Additionally, we have Ius Natura, a legislation management platform that allows us to make any changes so that we are always in compliance with the law.



**Solutions  
designed to  
impact lives**

**7**



As an effect of the Covid-19 pandemic, which repressed demand for an extensive period, imposing a certain imbalance on global logistics, the industry experienced a comprehensive and significant rise in 2021, especially in the first half, when we operated, in June, more than 109,000 containers, the highest volume for a month in our entire history.

To face the challenge of meeting this increase in demand, we hired 697 professionals and readjusted our operations, which led us to resume the level of 107 MPH, with an average volume of 90,000 containers per month – 30% higher than the average recorded in 2020.



In terms of productivity, the result was equally satisfactory. One of the measures for this was the rearrangement of the Tecon Santos area, which resulted in the opening of approximately 5,000 TEUs of static storage capacity. The work, in line with the 5S methodology, consisted of the removal of seven old RTG (Rubber Tyred Gantry) cranes that were sold as scrap, and the recovery of another six; 30 containers abandoned by customers, destroyed with authorization from the Federal Revenue Service; and 11 trucks, six trailers, two buses and a forklift, sold on the market.

In the commercial area, even as a result of the pandemic, we reinvented ourselves to keep offering innovative solutions to customers, adopting measures such as the renegotiation of all contracts with customers, especially shipowners, which resulted in a rebalancing of our service fees.

Logistics, in turn, has been consolidating its profile as a business unit and, in 2021, changed its mindset - from operator to product developer. The transformation process included the evaluation and restructuring of the leadership team and planning for the creation of a specific Information Technology (IT) area, which will provide greater speed and flexibility to the solutions that the market needs. In addition to that, we renegotiated the contracts, given the high demand and the scarce supply of capacity at the Port of Santos, and reorganized the layout of the CLIAS , opening up more operating space.

The accelerated growth pace of Logistics was evidenced in the year by the achievement of financial results three times higher than in 2020. The intention is to keep them on a high through investments in technology, expansion of products and modernization of facilities.



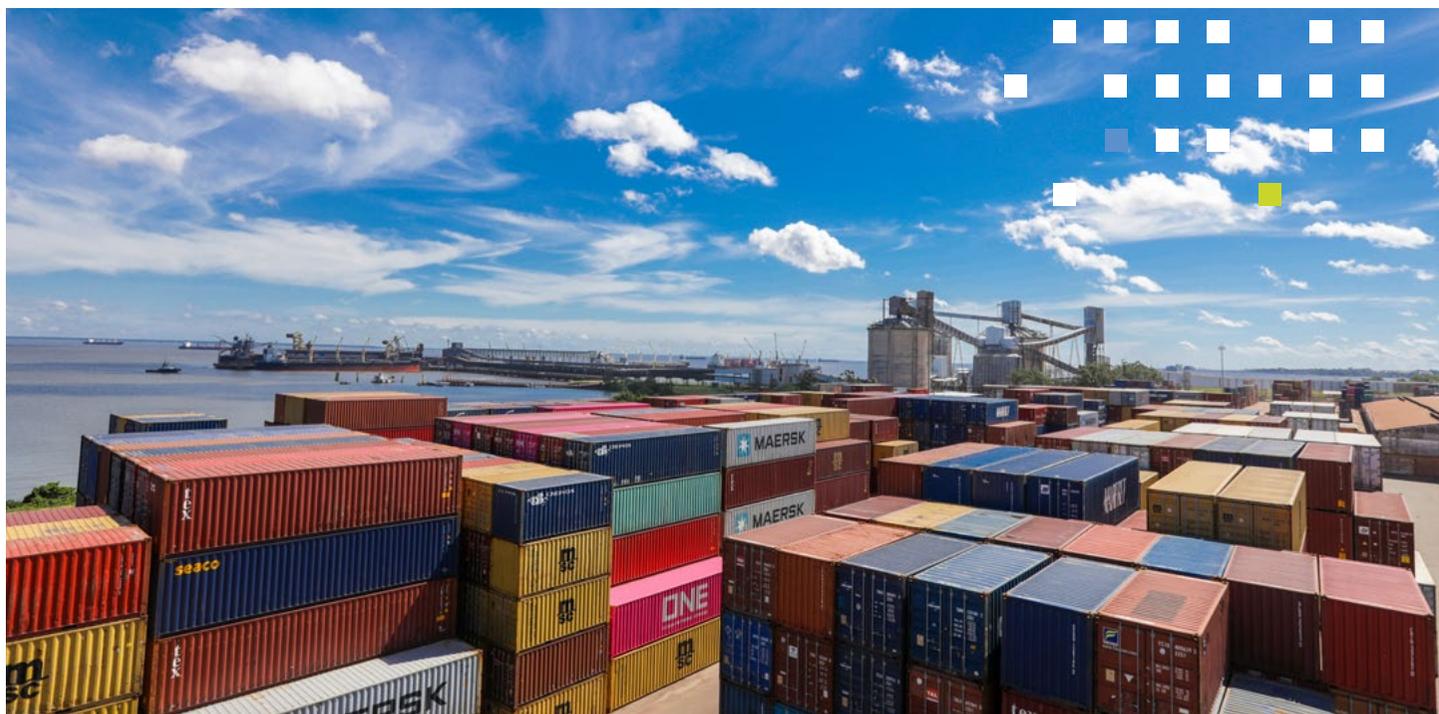
## REFLECTION ON SATISFACTION

GRI 103-1 | 103-2 | 103-3 CUSTOMER EXPERIENCE

We work to ensure that one of our perceived competitive edges is the focus on the customer and their experience with us. For this, we rely on flexibility and the ability to identify demands and internalize investment projects. Based on this commitment, we ended the year with 9,260 customers.

In this sense, one of the communication channels, our institutional website ([www.santosbrasil.com.br](http://www.santosbrasil.com.br)), underwent a restructuring in 2021, making it more agile and responsive. To expand the connection with all audiences, we have extended access to people with hearing impairments: the channel now has a virtual translator for Brazilian Sign Language (Libras), in addition to a text and image reader that helps people with visual difficulties to browse. The site maintains an exclusive space for customers, the Customer Area, where they can find a series of self-services that facilitate and streamline their day-to-day demands.

We also launched the PIX – QR Code for cash payments for import warehousing services, which provides greater security to transactions, agility in releasing cargo and autonomy for customers. The facility can be accessed directly from the Customer Area and allows real-time transfers and payments to be made at any time, every day. The feature's differential is its integration with our systems, which recognize payment, process tax issuances and make



releases automatically, in up to 15 minutes. The time reduction of these steps is 92% compared to other forms, such as TED and DOC, for example.

We also invested in the adoption of a new and modern Customer Relationship Management (CRM), a customer relationship management system. In parallel with the adoption of this new tool, the Customer Relationship area, our after-sales service was reworked, being divided into two fronts: *front office* and *back office*. The first is responsible for guiding and clarifying customer doubts. The second analyzes and seeks solutions for more complex situations.

All these actions aim to increase customer satisfaction with our brand. At the beginning of 2021, we set a goal of reaching an NPS (Net Promoter Score) of 35, which was achieved before the end of the year, closing with 38 points.

This entire listening process, intensified during the year, is in line with our purpose of conducting more consultative and agile transactions that meet the real needs of our clients. Especially because, the more assertive we are in the delivery and collection of cargo, the lower the cost for the customer; and as we save time in operations, we reduce our carbon emissions – two important secondary gains.

## PROGRESS IN THE PRODUCTION CHAIN

GRI 102-9 | 408-1

At the end of 2021, our supplier portfolio consisted of 1,881 companies, mainly for inputs, such as diesel and electricity, and support services (cleaning, food, security, etc.), governed by a strategy that privileges the acquisition of materials directly from manufacturers or distributors. Of the volume of purchases, around 45% involved suppliers located in the regions where we operate, especially the Baixada Santista, the São Paulo Metropolitan Region and the State of Pará.

In the contracting process, suppliers must formally adhere to our Code of Conduct and provide proof of compliance with the relevant legal obligations. In line with the pursuit of operational excellence, we follow the all-services concept for surveillance, cleaning and gardening services. We also conducted negotiations that led to significant cost containment.

The main suppliers with a potential risk of contamination are: waste management, which transports contaminated with oil, such as a mix of solids and sludge; diesel oil supplier; used lubricating oil carrier; all, during the journey, involve the potential risk of leakage and tipping of the truck.

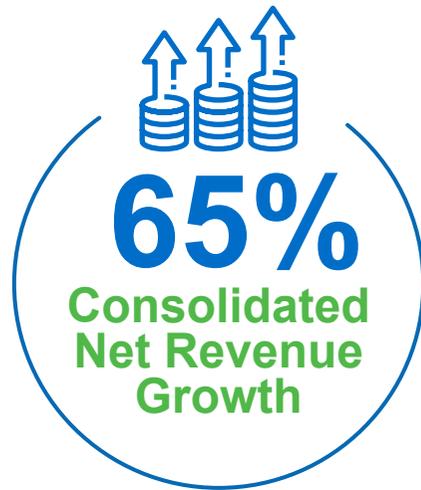
All our contracts are analyzed by the Procurement and Third-Party Management area, which checks the companies' licenses and environmental requirements, when relevant. If there is any environmental deviation in the activity of a supplier, they are instructed to report, with evidence, the correction



of the problem. In 2021, no suppliers responsible for negative environmental impacts were identified. We also did not record any significant negative environmental impact at our units. [GRI 308-1](#) | [308-2](#)

The issue of child labor and slave labor is discussed with suppliers – all considered potentially subject to the occurrence, which is why they have mapped their risks related to activities –, employees and partners through guidelines contained in our Code of Conduct, who does not tolerate and repudiates such situations. Thus, 100% of suppliers must agree to our terms. Proven non-compliance with the guidelines justifies the immediate termination of the contract or purchase order. In 2021, we did not identify situations or indications of significant risk of occurrence of child, forced and/or slave-like labor in our operations and/or those of our suppliers. [GRI 408-1](#) | [409-1](#)





## RESULTS OF THE COMMITMENT

GRI 103-1 | 103-2 | 103-3 INVESTMENT

In 2021, we recorded a 20.6% growth in container handling at our port terminals, compared to the previous year. Despite persistent logistical bottlenecks in global ports, quay handling at Tecon Santos increased by 22.7% – higher than the 10.0% increase recorded at the Port of Santos –, with a market share of 40%, which means an increase of four percentage points compared to 2020. At Tecon Imbituba and Tecon Vila do Conde, the growth in handling was, respectively, 4.6% and 8.0% in the period.

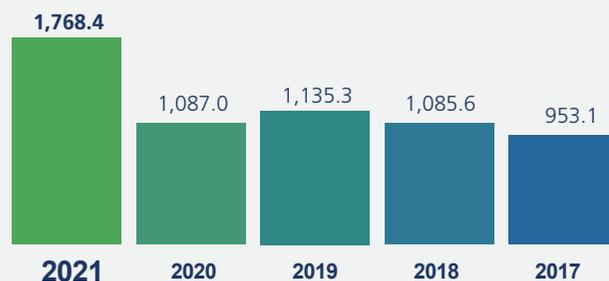
This performance, added to the better mix of services provided and the increase in the average ticket, was reflected in the economic and financial results. In comparison with 2020, consolidated Net Revenue reached R\$ 1.5 billion, a 65% increase, and EBITDA reached R\$ 564.0 million (166.2% higher), with a margin of 36.8%, or R\$ \$578.5 million on a recurring basis (growth of 180.4%), with a margin of 37.7%, in line with the maximum value of the guidance reported by Management.

Net Income, in turn, was R\$ 271.7 million, reversing the net loss of R\$ 13.8 million recorded in 2020. On December 16, 2021, we announced the payment of interim dividends and interest on equity in the total amount of R\$ 224.2 million, of which R\$ 126.8 million had already been paid in December 2021. On March 9, 2022, the payment of BRL 33.9 million in supplementary dividends was announced, thus totaling the distribution of BRL 258.2 million in earnings for the 2021 fiscal year, including dividends and interest on equity, equivalent to R\$ 0.30 per share.

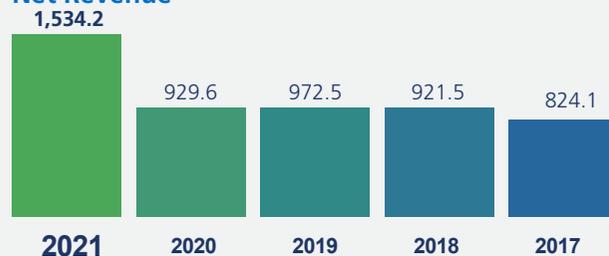
Investments for the year totaled R\$ 239.8 million, especially to continue the expansion and modernization of the business units, with the objective of consistently delivering a high level of service to customers and, at the same time, providing adequate infrastructure to meet the growing demand in the Port of Santos and in other operating regions.

## Economic-financial performance (R\$ million)

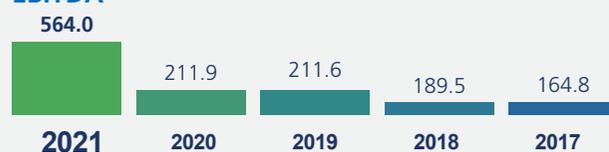
### Gross Revenue



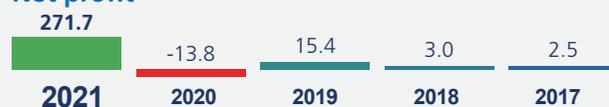
### Net Revenue



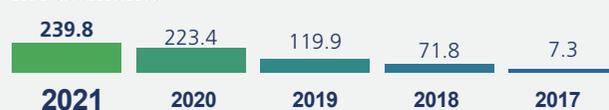
### EBITDA



### Net profit



### Investments



## STATEMENTS OF VALUE ADDED FOR THE YEARS ENDED DECEMBER 31, 2021, 2020 AND 2019 GRI 201-1

	Parent Company			Consolidated		
	12/31/2021	12/31/2020	12/31/2019	12/31/2021	12/31/2020	12/31/2019
<b>INCOME (EXPENSES) (in thousand BRL)</b>						
Sales of goods, products and services	1,163,802	622,854	658,725	1,740,077	1,066,539	1,113,348
Other revenue	9,259	24,363	22,704	14,086	29,763	26,645
Provision (reversal) for bad debts and bad debt losses	-22,575	-14,787	-13,706	-23,502	-14,450	-14,986
	<b>1,150,486</b>	<b>632,430</b>	<b>667,723</b>	<b>1,730,661</b>	<b>1,081,852</b>	<b>1,125,007</b>
<b>INPUTS PURCHASED FROM THIRD PARTIES</b>						
Cost of products, goods and services sold	-118,031	-75,588	-100,980	-219,149	-150,107	-187,828
Supplies, power, third-party services, and others	-151,404	-108,061	-110,094	-301,810	-226,336	-222,031
Other	-2,460	-1,870	162	-3,185	-2,768	-101
	<b>-271,895</b>	<b>-185,519</b>	<b>-210,912</b>	<b>-524,144</b>	<b>-379,211</b>	<b>-409,960</b>
<b>GROSS VALUE ADDED</b>	<b>878,591</b>	<b>446,911</b>	<b>456,811</b>	<b>1,206,517</b>	<b>702,641</b>	<b>715,047</b>
<b>DEPRECIATION, AMORTIZATION AND EXHAUSTION</b>	<b>-139,829</b>	<b>-109,630</b>	<b>-97,456</b>	<b>-187,227</b>	<b>-152,363</b>	<b>-135,650</b>
<b>NET VALUE ADDED PRODUCED BY THE COMPANY</b>	<b>738,762</b>	<b>337,281</b>	<b>359,355</b>	<b>1,091,290</b>	<b>550,278</b>	<b>579,397</b>
<b>ADDED VALUE RECEIVED IN TRANSFER</b>						
<b>Equity</b>	56,126	23,590	34,819	-	-	-
<b>Financial income</b>	50,283	6,636	30,314	61,431	11,445	37,455
	106,409	30,226	65,133	61,431	11,445	37,455
<b>TOTAL ADDED VALUE TO DISTRIBUTE</b>	<b>845,171</b>	<b>367,507</b>	<b>424,488</b>	<b>1,080,721</b>	<b>561,723</b>	<b>616,852</b>
<b>VALUE ADDED DISTRIBUTION</b>	<b>845,171</b>	<b>367,507</b>	<b>424,488</b>	<b>1,080,721</b>	<b>561,723</b>	<b>616,852</b>
<b>Personnel:</b>						

## STATEMENTS OF VALUE ADDED FOR THE YEARS ENDED DECEMBER 31, 2021, 2020 AND 2019 <sup>GRI 201-1</sup>

	Parent Company			Consolidated		
	12/31/2021	12/31/2020	12/31/2019	12/31/2021	12/31/2020	12/31/2019
<b>Direct remuneration</b>	229,378	174,461	167,763	293,304	232,540	226,570
<b>Benefits</b>	53,525	45,735	44,666	76,063	70,332	67,906
<b>FGTS</b>	12,008	10,491	12,471	18,944	14,404	17,383
	<b>294,911</b>	<b>230,687</b>	<b>224,900</b>	<b>388,311</b>	<b>317,276</b>	<b>311,859</b>
<b>TAXES, FEES AND CONTRIBUTIONS</b>						
<b>Federal</b>	156,950	47,756	61,304	238,732	104,259	124,831
<b>State</b>	50	54	60	5,100	5,690	5,433
<b>Municipal</b>	59,161	31,768	32,920	85,761	51,426	53,128
	<b>216,161</b>	<b>79,578</b>	<b>94,284</b>	<b>329,593</b>	<b>161,375</b>	<b>183,392</b>
<b>REMUNERATION OF THIRD PARTY CAPITAL</b>						
<b>Interest</b>	56,587	67,367	85,941	78,500	88,639	98,444
<b>Rents</b>	5,780	3,636	3,988	12,585	8,194	7,782
	<b>62,367</b>	<b>71,003</b>	<b>89,929</b>	<b>91,085</b>	<b>96,833</b>	<b>106,226</b>
<b>EQUITY REMUNERATION</b>						
<b>Interest on equity</b>	97,423	-	-	97,426	-	-
<b>Dividends</b>	126,764	-	3,652	126,764	-	3,652
<b>Additional dividends proposed</b>	33,958	-	8,033	33,958	-	8,033
<b>Retained earnings</b>	13,587	-13,761	3,690	13,587	-13,761	3,690
	<b>271,732</b>	<b>-13,761</b>	<b>15,375</b>	<b>271,732</b>	<b>-13,761</b>	<b>15,375</b>

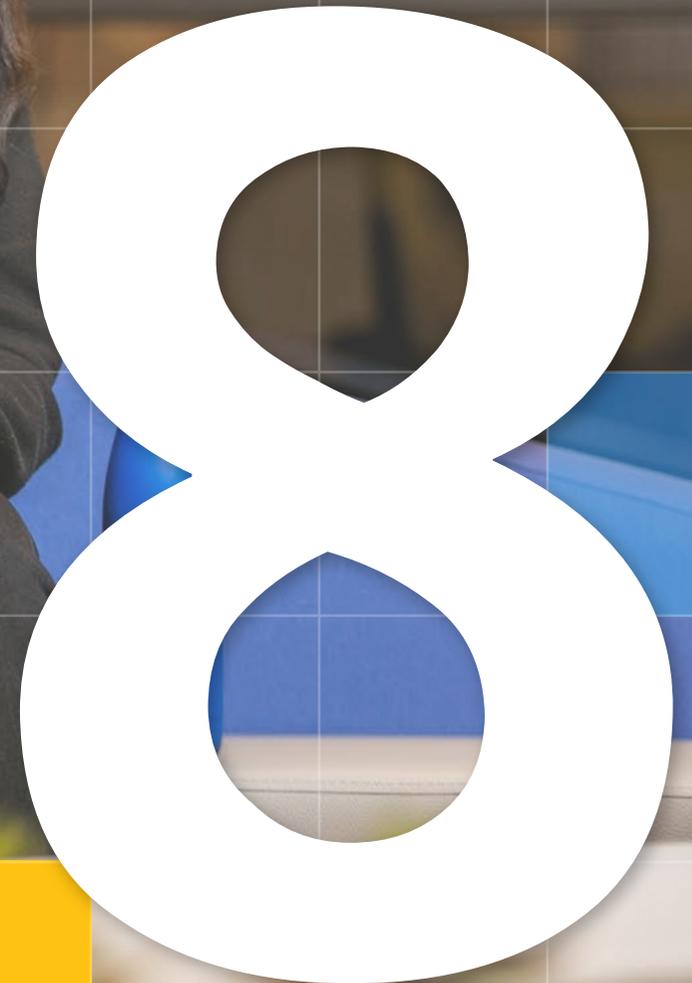


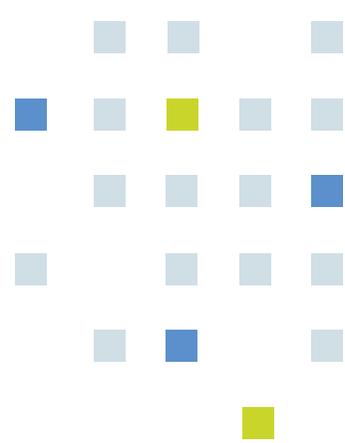
MORE DETAILED INFORMATION ON OUR 2021 ECONOMIC AND FINANCIAL PERFORMANCE CAN BE FOUND AT [HTTP://RI.SANTOSBRASIL.COM.BR/INFORMACOES-FINANCEIRAS-E-OPERACIONAIS/CENTRAL-DE-RESULTADOS/](http://ri.santosbrasil.com.br/informacoes-financeiras-e-operacionais/central-de-resultados/)



# Respect for differences and appreciation of people

GRI 103-1 | 103-2 | 103-3 | Employees





At the end of 2021, we employed 2,931 professionals, of which 88% were men and 12% were women. The need to dismiss 133 drivers in January, due to the outsourcing of part of the logistics operation – part of them absorbed by the company that took over the service, even as a result of our efforts to facilitate the replacement of professionals – was more than compensated during the year with the hiring of 697 employees, which resulted in a *turnover* of 11.40%.

In 2021, the professionals who were terminated as a result of our restructuring enjoyed different benefits. We also hired a company specialized in professional outplacement that, in addition to attracting vacancies in the market, offered support for reviewing CVs, simulating interviews and feedback, referring to selection processes and monitoring the professional during the replacement period.

One of the gateways is the Internship Program, carried out remotely during the year in two versions – corporate and for the technology area –, which attracted 1,558 candidates, of which 31 were hired. To make the selection process more productive, the steps included online assessments, with follow-up by internal mentors, and group dynamics in the escape game modality. Those approved participated in a videoconference with our managers to understand the main challenges of each area.

In order to ensure fair and suitable compensation for the functions, we adjusted our system of positions and salaries, with the support of an external consultancy, reducing the number of positions at some levels, in order to streamline the structure. At the same time, we joined a national compensation database, which allowed us to reorganize salary and benefit tables, which became more aligned with the market. As for benefits, our package is differentiated, available to employees according to the internal policies of each unit and collective bargaining agreements. It includes: [GRI 401-2](#)



Daycare Allowance



Extensive health plan for dependents



Dental care extendable to dependents



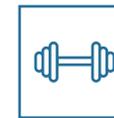
Variable income established in the Profit Sharing Plan (PPR)



Life Insurance



Benefit Partnership with Allya



Access to gyms with Gympass



Financial Education Program



Food vouchers, meal vouchers and food basket



Private pension (only Tecon Santos)



Transportation vouchers



## CONTINUOUS DEVELOPMENT

GRI 404-2

We continually invest in training and in reinforcing the culture of innovation and valuing the individual. In 2021, we launched three programs in line with these goals: Somos SB, with actions in the areas of competence management, training and reinforcement of the corporate culture; Ciclo de Evolução SB, which considers employees' adherence to corporate objectives, the evolution of their operational performance and the achievement of goals; and Carreira em Foco, supported by a digital platform that allows knowledge sharing and can be accessed by everyone.

Somos SB encompasses several other actions related to the experience of employees, such as Trocando Ideias – a conversation between the area director and base team –, the Papo de Líder, with content dedicated to the development of leaderships, and even the structuring of the hybrid work format. It is valid for all administrative areas, even if inserted in the operational units, with three days in our facilities and two days remotely. Those who work in operational areas or areas linked to the operation, such as occupational health and safety, worked 100% in person.

To keep the team cohesive and engaged in the face of the challenges of reducing mobility, we continued to adopt tools such as the Viva Voz app and SB Conecta, which, in 2021, released different contents of interest to professionals, such as health and safety, global situation and national and corporate initiatives underway. A governance meeting is also held monthly between the Personnel & Management area and all directors and managers to guide actions and expectations per area.

As for the training process, we adopted the 70/20/10 learning model, that is, 70% *on the job*, 20% through the exchange of experience and 10% through courses. Thus, a large part is done during professional experience, with the interaction of teams, which occurs spontaneously with structured initiatives, such as lectures (the tech staff), and on the distance learning platform, Carreira em Foco, in which more than 80 training courses, covering everything from legal/mandatory issues to topics such as what our participation in the capital market represents and involves.

## Career in Focus

 **87**  
training programs

 **2,931**  
active employees

 **96,455**  
hours of training

 **100%**  
of the legal and mandatory  
theoretical training available

 **17**  
knowledge communities



Also with an eye on development, we instituted the Ciclo de Evolução, which includes the establishment and monitoring of goals and the delivery of results, behavioral assessment and calibration committees. For all administrative teams, individual goals are considered and, in the operational area, collective goals. In both cases, additionally corporate goals linked to four pillars apply: 1) Customer experience, which is the result of the Net Promoter Score (NPS); 2) Employee experience, represented by the Great Place to Work assessment and, in the case of managers, also by internal performance; 3) ESG, which includes sustainability actions; and 4) Integrated Management System (SGI), which encompasses security, *compliance* and other aspects.

During the year, 2,734 employees had their performance evaluated, of which 2,378 were men

(87%) and 356 were women (13%), distributed by positions as follows: 1,732 operational (63%), 819 administrative (30%), 137 management (5%) and 46 senior management (2%). Thus, we reached the goal of 100% of the eligible employees evaluated. [GRI 404-3](#)

The alignment of the Evolution Cycle goals guided the readjustment of our profit sharing model, allowing us to give the process a more meritocratic bias.

With the actions carried out with a focus on the internal public, we were, for another year, among the Best Companies to Work for in the ranking of the Great Place to Work (GPTW) consulting firm. We obtained 73 points, three above the 70 points achieved in 2020.



## QUALITY LIFE

Our concern with the health, safety and well-being of professionals was materialized, in 2021, in actions such as the creation of the Environment Ambassadors group, whose task is to promote actions that increase internal satisfaction, the quality of the work environment, work and the pride of being part of the team.

In the same vein, we instituted the evaluation, by the employees, of the performance of the internal support areas and we defined goals for each one of them. Based on the perceptions recorded by the professionals, action plans will be created with a view to continuously improving the service to the teams' needs.

We also consider diversity as a pillar for adding internal value. Thus, we carried out a broad cultural diagnosis that involved interviews with 80 professionals from all hierarchical levels and units, gathering information within the scope of GPTW surveys and internal customer satisfaction surveys, and assessment of *compliance indicators*. The crossing of this information and this data allowed us to advance to the ideation stage, that is, projection of the necessary actions to adapt our culture related to diversity. The next steps, planned for 2022, involve structuring goals and implementing initiatives to achieve them. In parallel with this work, and with the support of an external consulting firm, we prepared a strategic plan for the next four years that includes 74 initiatives focused on diversity. [GRI 103-1](#) | [103-2](#) | [103-3 Diversity](#)

We also value volunteering, maintaining the Sou Voluntário program, which in 2021 gained a new visual identity and had its management team reorganized. For 2022, the restructuring of the initiative is planned for the resumption of face-to-face and online actions.



**SEE IN ANNEX GRI INFORMATION ON HIRING AND DISMISSALS IN THE YEAR, TURNOVER, PROFILE OF PROFESSIONALS, ADOPTION OF MATERNITY/PATERNITY LEAVE AND NUMBER OF HOURS OF TRAINING**



Creating  
value for current  
and future  
generations

9



We conduct our activities seeking to combine the dimensions of sustainability in a balanced way, adding value to society by offering and maintaining jobs, collecting taxes, encouraging social advances and establishing a commitment to environmental preservation.

Issues related to the socio-environmental impacts of our activities, pointed out by communities through, for example, the exclusive channel – email [Comunidade@santosbrasil.com.br](mailto:Comunidade@santosbrasil.com.br) – are monitored and discussed in a multidisciplinary working group (WG). At Tecon Santos, every work and/or new operation is preceded by a Neighborhood Impact Study (EIV), which supports the assessment of potential effects on surrounding communities. Considering all operations, 90% involve engagement, impact assessments and/or development programs dedicated to the local community.

The impacts are also discussed in work councils, health and safety committees at work and other entities representing workers, in addition to integrating the agendas of organizations and pacts that we are part of, such as the Municipal Council for the Rights of Children and Adolescents (CMDCA), the Guarujá Agenda 21 and Grupo de Voluntariado Empresarial (GEVE). [GRI 413-1 | 413-2](#)

## COMMUNITY PARTNERSHIPS

Supporting social inclusion initiatives with the objective of expanding opportunities for access to education, culture and sports, promoting citizenship and local development is our priority. We seek to base our relationship with the communities around our operations through transparency and collaboration. The email address [Comunidade@santosbrasil.com.br](mailto:Comunidade@santosbrasil.com.br) was created precisely to establish a continuous dialogue, aligning the needs of the surroundings with our social initiatives.

The main one is the Formare Apprentice program, for professional training of young people in situations of social vulnerability, developed in partnership with Fundação lochpe, tailored to meet the demands of the port industry. The initiative, recognized for ensuring a high rate of student employability and promoting citizenship among companies and communities, has been underway for 12 years, during which 100 educators and 500 of our employees were involved, in addition to the training of 291 young people, of whom 106 were absorbed into our staff. The average salary of those in Formare is 54.9% higher than the national minimum salary, and most of those who are employed receive an average salary of R\$ 2,057.61. Still, 64.5% of former students continued their studies and/or enrolled in technical and higher education courses. The data comes from a survey carried out by the CDE Plan, at the request of Fundação lochpe, with more than 900 respondents participating in the Formare project. Young people participate in development modules that, in 2021, were taught remotely by our employees who act as volunteer educators. [GRI 203-2](#)

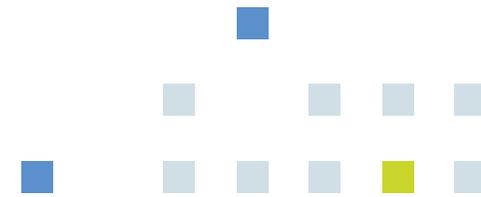


Another action, aligned with the purpose of encouraging solidarity, is the Container do Bem, around which the four largest port terminals in Santos were gathered, in addition to our volunteer employees, for the distribution of around 2,600 toys to children served by five charities – three in Santos and two in Guarujá. In its third edition, the campaign involved, in the collection of toys, the units of Tecon Santos, CLIAS in Santos and Guarujá and the administrative office in Santos, in addition to having been extended to all our other units.

Solidarity also extends to emergencies, such as the case of the fire that destroyed 100 homes in the Prainha community, in Guarujá, near the port terminal, leaving residents homeless. In addition to donating groceries, we provide collection points at our units, where non-perishable food, personal hygiene items, diapers, clothes, shoes and mattresses were deposited.

In addition to mobilizing ourselves in the face of external events, we monitor the adverse social impacts of our operations, real (equipment noise, dust resulting from truck traffic, generation of waste and emissions) and potential (risk of accidents with loads, noise and increased truck traffic), through dialogue with local leaders, city halls and class entities. [GRI 413-2](#)

We also invest in primarily educational and sports activities through donations, sponsorships and the use of tax incentive laws. In the year, we invested BRL 1,966,354.74 in incentivized projects and BRL 553,764.1 in projects and direct donations (including BRL 226,577.5 in donations to combat Covid-19), totaling BRL 2,501,102.84. Due to the Covid-19 pandemic, there are ten projects contributed in 2019 and 2020 that have not yet been executed.



## FOCUS ON PRESERVATION

We work on several fronts to ensure environmental preservation, which includes the adoption of technologies and solutions to reduce consumption and process optimization and the promotion of actions to raise awareness and minimize the impacts of activities.

Linked to operations, in 2021 we promoted the Environmental Journey, whose theme was “Environmental Awareness: accept on this idea!”, in which we address the conscious consumption of waste and water and CO<sub>2</sub> emissions in all our business units. At the event, we developed activities with employees, which included the disclosure of annual environmental goals through Daily Safety Dialogues (DDS); the task force to clean up residues at the terminals; the creation of the Environmental Mural, with recyclable materials, for displaying photos of actions carried out at the Tecon Vila do Conde unit; in addition to several other promotional events, with videos and live streams on the importance of environmental practices inside and outside the work environment in our means of communication Viva Voz.

Among the resources that make it possible to avoid waste and reduce the use of natural assets, we adopt telemetry in the water meters, for a detailed view of water consumption; preventive maintenance with timer on taps and flow reducer; solid organic waste biodigester; replacement of plastic cups with mugs and bottles; in-house rebuilding of vehicle parts; implementation of software in terms of emissions

and control of environmental indicators; solar reflectors for emergency system; and installation of Internet of Things (IoT) in fleets.

In the area of environmental education, another initiative of the year involved not only our employees, but the community surrounding Tecon Santos. This is the Sustainability Academy, which encourages environmental awareness, in which activities such as the project for the collection and recycling of waste resulting from the movement of the tides, which accumulate near the houses located in the Port Favelas Complex, were carried out. The action was carried out from May to December and resulted in the removal of more than 1.5 ton of waste – material that was separated, sanitized and sold. The money raised is intended for Instituto Novos Sonhos, which is used for improvements and support for the community.

To support the action, our team of sustainability experts promotes monthly online and in-person classes, in which they present the difference between the types of plastics, evaluate the most profitable destinations for the materials collected and disseminate information on the impacts of these wastes on the environment and concepts of sustainability, environment and citizenship.

At the end of the year, we invested R\$ 20,000 in the project, which allowed the acquisition of plastic shredding equipment, ensuring greater agility and safety in the process, which was previously 100% manual.





## Waste

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

The waste generated in our operations does not have a significant impact, since, in addition to controlling the volume – which remains on a regular monthly average – we promote actions and set reduction targets: 50% in five years (2020/2024). In 2021, compared to 2020, we achieved a 16% reduction in the amount of waste generated. We also carry out environmental education campaigns to raise the awareness of employees on the subject, such as Environmental Journey, Daily Environment Dialogues and Safety Alert, in addition to disseminating messages via Viva Voz, email and app, among other channels.

Cardboard, plastic, ferrous scrap, glass and wood waste are sent for recycling. All materials characterized with the possibility of refund are inserted in the reverse logistics system, such as tires, batteries and rags used in the maintenance area. In some units, sweeping, pruning and organic residues are now sent for recycling and/or composting.

At Tecon Santos, we installed a biodigester, which decomposes organic food waste and transforms it into gray water (effluent), directed to our Biological Effluent Treatment Station to be treated and transformed into reuse water. Installed in the second half of 2021, at the end of the year, the equipment prevented the sending of about 15 tons of organic waste to landfills.

We also adopted a project focused on reducing the use of plastics in our units. The idea is to eliminate approximately 80% of the use of disposable plastic cups. To this end, we distribute the Eco Kit, consisting of a mug, aluminum bottle and ecological backpack, to our employees and fixed third parties. The project was launched in November and, in the first month, resulted in a 35% decrease in the consumption of plastic cups.

All waste generated is segregated at source and stored in properly identified collection containers. Class II waste generated in the administrative, maintenance and operational sectors is collected daily and directed to storage buckets, respecting segregation. Class I waste is also segregated at

source, stored in a properly designed environment and disposed of as soon as the expected volume is reached. The collection of these residues for treatment or final disposal is carried out by a specialized company, duly licensed by the environmental agency and under our legal requirements.

We also fully recover waste sent to reverse logistics (automotive batteries and tires from fleets and equipment). These materials, which return to the production cycle, are weighed at the time of collection by third-party companies that issue final destination/collection certificates. Also in the year, we sent 17.5 tons of electronic waste to the Settaport Foundation. The material was dismantled, sanitized and reused in the assembly of other equipment that will be donated to social entities.

### Reverse logistics (in tons) GRI 301-3

	2018	2019	2020	2021
<b>Port operation</b>	91.26	47.21	115.16	144.73
<b>Logistics</b>	29.49	50.87	32.15	38.11
<b>Total</b>	120.75	98.08	147.31	182.84



SEE, IN "ANNEX GRI", THE TABLE OF WASTE GENERATED IN THE YEAR, PER TYPE AND DESTINATION

■ **Water** GRI 303-1 | 303-2 | 303-3 | 303-4 | 305-5

Our units receive water from public utilities, with the exception of the São Bernardo do Campo Distribution Center, which maintains an artesian well for water collection. After use and consumption, the effluent is disposed of in the utility's own sewage networks – in the cases of Tecon Imbituba and Tecon Vila do Conde. For the Tecon Santos and CLIA Santos units, we have a Biological Effluent Treatment Station, where the effluent is treated and can be disposed of in a body of water in accordance with the parameters provided for in current legislation, that is, Decree No. 8,468, Articles 18 and 19A and Conama Resolution No. 430, Articles 16 and 21, and/or reused in different activities. The units that do not have a treatment plant, such as CLIA Guarujá and the São Bernardo do Campo Distribution Center, have septic tanks, through which the material is collected and sent for proper treatment by a licensed company and in accordance with environmental obligations. Every month, analyzes of the effluents generated are carried out to verify the efficiency and quality of the treatment in our stations.

The equipment maintenance area requires washing and cleaning of machines – an activity that demands a large volume of water and generates effluents that contain oil and grease. At the Tecon Santos unit, these effluents are treated in a physical-chemical station, aiming at improving processes and preserving the environment. The station directs this treated effluent for reuse, used for wetting, cleaning

and washing machines and equipment. For the Logistic units, Tecon/TCG Imbituba and Tecon Vila do Conde, the effluents pass through water and oil separator boxes (SAO Boxes), being disposed of in accordance with the legislation.

As a way to save resources, we started to adopt the Internet of Things (IoT) technology in the water meters of all units. They are equipped with telemetry, capable of showing the variation of consumption in real time, which makes it possible to identify leaks so that repairs are made as quickly as possible, avoiding waste.

Themes related to water – conservation, use, scarcity, etc. – are constantly addressed in training and forums, weekly dialogues, conversations with managers, environmental education classes and specific work groups. They are also dealt with at the Sustainability Academy, aimed at employees and other audiences. The academy is key to engaging professionals around our goal of reducing water consumption by 30% in five years (2020 to 2024).

In 2021, groundwater disposal at the São Bernardo CD amounted to 5.95 megalitres. In the other units, the per capita volume of water from third parties sent to the sewage network or receiving body was 59.28 megalitres. Fresh water (total dissolved solids ≤1,000 mg/L) totaled 65.23 megalitres.



■ **Emissions** GRI 305-1 | 305-2 | 305-3 | 305-4

Our calculation of Greenhouse Gas (GHG) emissions includes the gases included in the GHG Protocol program and, in 2021, it was reinforced by contracting the SIS platform, which provides greater precision and quality to the information and makes it possible to improve internal controls and automate the indicators. We included Scope 3 in the calculation, to analyze the emissions generated by air travel for work: in 2021 we found 29.75 tons of CO<sub>2</sub> in that industry.

On the other hand, we do not calculate indirect Scope 2 emissions from energy purchases. Due to the water crisis and consequent change in emission factors, we generate a greater amount from electricity consumption. Although we maintain several initiatives to reduce the use of the resource, the volume in 2021 was higher than in the previous year due to the greater movement in the offices with the transition from remote to hybrid work. Considering the base year of 2020, we maintain the goal of reducing GHG emissions by 15% by 2024.

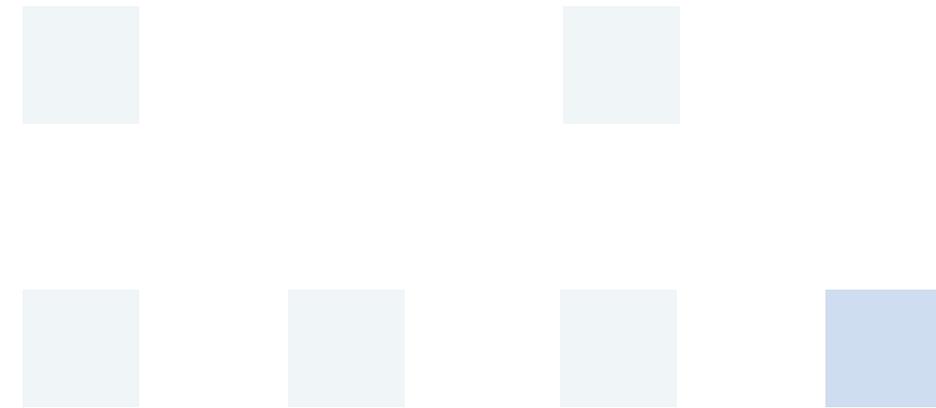


**SEE IN THE "ANNEX GRI", THE TABLES WITH ALL THE INDICATORS AND DATA OF OUR ENVIRONMENTAL PERFORMANCE IN THE YEAR**



About this  
report

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As in the previous eight annual editions, this Sustainability Report, which covers the year 2021, was prepared in accordance with the Standards of the Global Reporting Initiative (GRI) “Compliant - Essential”. It presents operational, financial and socio-environmental information regarding all our units. Financial and economic data are audited by Ernst & Young and the report is assured by SGS. The document is approved by the main executives, including the Statutory Board, and by the Sustainability Committee. [GRI 102-32](#) | [102-45](#) | [102-50](#) | [102-52](#) | [102-54](#) | [102-56](#)

In relation to the previous document, published in May 2021, there is no change in scope and limit or reformulation of information already presented. [GRI 102-48](#) | [102-49](#) | [102-51](#)

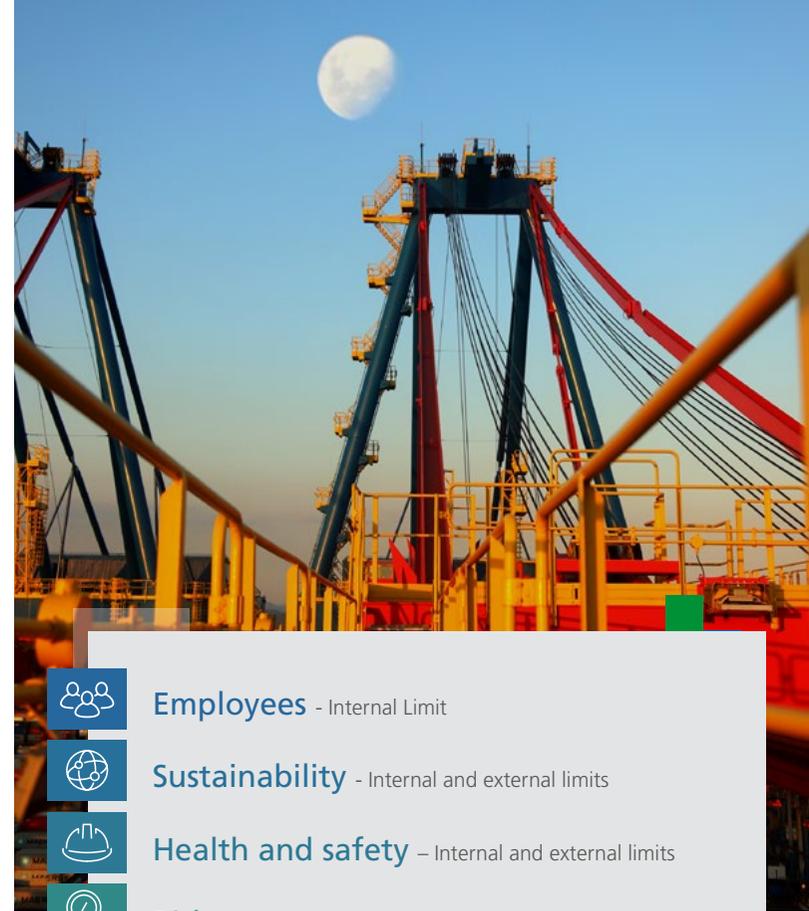
Comments regarding this report can be sent to the email [sustentabilidade@santosbrasil.com.br](mailto:sustentabilidade@santosbrasil.com.br). [GRI 102-53](#)

## MATERIALITY

[GRI 102-21](#) | [102-32](#) | [102-44](#) | [102-46](#) | [102-47](#) | [103-1](#)

The content of this publication was guided by the Materiality Matrix construction process that included studies from the corporate perspective and from the perspective of our stakeholders. The work involved 14 interviews with high and medium leaders, sending 266 online questionnaires to different audiences – of which 92% were answered by employees – and 14 telephone consultations, predominantly to our suppliers.

From this process, the following material topics were identified, addressed throughout this report, as well as the respective correlated GRI indicators:



**Employees** - Internal Limit



**Sustainability** - Internal and external limits



**Health and safety** – Internal and external limits



**Risk management** - Internal and external limits



**Customer Experience** – Internal and external limits



**Innovation and research** - Internal limit



**Governance** - Internal and external limits



**Investments** - Internal and external limits



**Diversity and Inclusion** - Internal and external limits



**Relationship with shareholders** - Internal and external limits

# GRI Annex



## SOLUTIONS DEVELOPED TO IMPACT LIVES

### Percentage of procurement budget used at major operating units that is spent on local suppliers

GRI 204-1

2019

Company	Total purchases (R\$)	Within the region (R\$)	%	Outside the region (BRL)	%
Santos Brasil Participações	434,245,057.35	301,272,555.07	69%	132,972,502.28	31%
Santos Brasil Logística	172,446,531.32	109,764,691.02	64%	62,681,840.30	36%
Tecon Vila do Conde	72,182,494.09	24,240,724.78	34%	47,941,769.31	66%
TEV	21,746,909.12	19,141,986.81	88%	2,604,922.31	12%
<b>Consolidated</b>	<b>700,620,991.88</b>	<b>454,419,957.68</b>	<b>65%</b>	<b>246,201,034.20</b>	<b>35%</b>

2020

Company	Total purchases (R\$)	Within the region (R\$)	%	Outside the region (BRL)	%
Santos Brasil Participações	551,695,085.06	200,577,177.73	36%	351,117,907.33	64%
Santos Brasil Logística	171,984,295.05	106,903,614.69	62%	65,080,680.36	38%
Tecon Vila do Conde	77,191,202.07	38,023,022.96	49%	39,168,179.11	51%
TEV	35,411,835.62	28,765,157.41	81%	6,646,678.21	19%
<b>Consolidated</b>	<b>836,282,417.80</b>	<b>374,268,972.79</b>	<b>45%</b>	<b>462,013,445.01</b>	<b>55%</b>

2021

Company	Total purchases (R\$)	Within the region (R\$)	%	Outside the region (BRL)	%
Santos Brasil Participações	550,543,556.68	197,697,553.91	36%	352,846,002.77	64%
Santos Brasil Logística	211,982,312.24	135,672,692.59	64%	76,309,619.65	36%
Tecon Vila do Conde	73,244,673.95	32,796,766.34	45%	40,447,907.61	55%
TEV	28,046,236.31	23,184,011.8	83%	4,862,224.51	17%
<b>Consolidated</b>	<b>863,816,779.18</b>	<b>389,351,024.64</b>	<b>45%</b>	<b>474,465,754.54</b>	<b>55%</b>

Percentage of procurement budget used at major operating units that is spent on local suppliers

GRI 204-1

Percentage of procurement budget used at major operating units that is spent on local suppliers								
2019			2020			2021		
Region	Total purchases (R\$)	%	Region	Total purchases (R\$)	%	Region	Total purchases (R\$)	%
Baixada Santista	217,398,035.36	48%	Baixada Santista	315,951,645.04	53%	Baixada Santista	309,472,850.85	79.48%
Federal District	29,860.61	0%	Federal District	1,521,457.17	0%	Federal District	4,821.46	0%
Greater ABC Region	1,874,101.90	0%	Greater ABC Region	4,139,885.88	1%	Greater ABC Region	2,110,206.59	0.54%
State of Pará	24,240,724.78	5%	State of Pará	38,619,469.94	6%	State of Pará	32,796,766.34	8.42%
RMSP*	207,247,324.02	46%	RMSP*	220,695,243.06	37%	RMSP*	41,324,192.64	10.61%
RM** of Vale do Paraíba	44,980.80	0%	RM** of Vale do Paraíba	1,000,671.07	0%	RM** of Vale do Paraíba	72,169.45	0.02%
RM** of Tubarão	3,584,930.21	1%	RM** of Tubarão	15,023,090.02	3%	RM** of Tubarão	3,570,017.31	0.92%
<b>Total</b>	<b>454,419,957.68</b>	<b>100%</b>	<b>Total</b>	<b>596,951,462.18</b>	<b>100%</b>	<b>Total</b>	<b>389,351,024.64</b>	<b>100%</b>

\*Metropolitan area of Sao Paulo

\*\*Metropolitan area

Unit	Region
Santos Brasil Logística – Alemoa, Guarujá and Centro	Baixada Santista
Santos Brasil Logística – São Bernardo do Campo and Imigrantes	Greater ABC Region
Convicon – Vila do Conde – Barcarena (PA)	State of Pará
Terminal de Veículos de Santos S.A.	Baixada Santista
Santos Brasil Participações S.A. - Sao Paulo-SP)	Metropolitan region of Sao Paulo
Santos Brasil Partic. S.A. – Imbituba (SC)	Tubarão Metropolitan Region
SBPar Santos Escritório Brás Cubas e Antonio Teles	Baixada Santista
SBPar Guarujá Tecon and Saboó	Baixada Santista
SBPar Brasilia Office	Federal District
Santos Brasil Logística – K10	Metropolitan Region of Vale do Paraíba / North Coast

## ACCUMULATED EXPERIENCE DRIVES DIVERSIFICATION

### Workers covered by the occupational health and safety management system GRI 403-8

	2019	2020	2021
Number of workers covered by the system	3,924	3,796	3,909
Percentage of workers covered by the system	100%	100%	100%
Number of workers covered by the system with internal audit	3,924	3,796	2,931
Percentage of workers covered by the system with internal audit	100%	100%	100%
Number of workers covered by the system with external audit	3,924	3,796	2,931
Percentage of workers covered by the system with external audit	100%	100%	100%

From 2019 to 2020: own employees of Tecon Santos, TEV, Tecon Imbituba, Tecon Vila do Conde, CLIA Santos, CLIA Guarujá, TTR, K10 and CD São Bernardo do Campo units.  
 In 2021: own and third-party employees at the Tecon Santos, TEV, Tecon Imbituba, Tecon Vila do Conde, CLIA Santos, CLIA Guarujá, TTR, K10 and CD São Bernardo do Campo units.

## Workplace accidents GRI 403-9

2019	Santos Brasil Corporate		Tecon Santos		Tecon Imbituba		Tecon Vila do Conde		Logistics		TEV		TTR	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Information for employees														
Number of deaths	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Death rate	0 <sup>2</sup>	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of injuries	20	1	14	0	1	0	2	0	3	1	0	0	2	0
Injury rate (excluding deaths)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Main types of injuries	Contusion and Fracture	Excoriation	Contusion, sprain and fracture	No events	Burn	No events	Fracture and cut	No events	Contusion, fracture and trauma	Excoriation	No events	No events	Contusion and fracture	No events
Number of recordable work-related injuries	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rate of recordable work-related injuries (frequency rate - TF)	3.64		4.49		4.29		3.09		2.26		0		4.66	
Rate of recordable work-related injuries (severity rate - TG)	29.99		39.09		21.44		26.27		16.41		0		46.58	
Number of hours worked	5,769,115		3,121,270		233,169		647,239		1,767,438		49,679		431,913	

Note: "Santos Brasil Corporate" refers to the sum of all units.

2020	Santos Brasil Corporate		Tecon Santos		Tecon Imbituba		Tecon Vila do Conde		Logistics		TEV		TTR	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Information for employees														
Number of deaths	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Death rate	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of injuries	6	0	5	0	0	0	0	0	0	0	0	0	0	0
Injury rate (excluding deaths)	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Main types of injuries	Fracture, strain and excoriation		Stretching, excoriation and contusion		No events		No events		No events		No events		Fracture	
Number of recordable work-related injuries	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rate of recordable work-related injuries (frequency rate - TF)	1.16		1.8		0		0		0		0		2.2	
Rate of recordable work-related injuries (severity rate - TG)	8.52		10.46		0		0		0		0		33.02	
Number of hours worked	5,165,522		3,121,270		184,614		576,436		1,140,174		38,430		454,296	

Note: "Santos Brasil Corporate" refers to the sum of all units.

2021	Santos Brasil Corporate		Tecon Santos		Tecon Imbituba		Tecon Vila do Conde		Logistics + TTR		TEV		
	Information for employees	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Number of deaths	0	0	0	0	0	0	0	0	0	0	0	0	0
Death rate	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of injuries	3	2	1	1	0	0	0	0	2	1	-	-	-
Injury rate (excluding deaths)	-	-	-	-	-	-	-	-	-	-	-	-	-
Main types of injuries	Fracture and inflammation	Fracture and contusion	Fracture	Fracture	No events	No events	No events	Inflammation/contusion	Contusion	No events	No events	No events	No events
Number of recordable work-related injuries	-	-	-	-	-	-	-	-	-	-	-	-	-
Rate of recordable work-related injuries (frequency rate - TF)	0.92	-	0.60	-	0	-	0	-	2.42	-	0	-	0
Rate of recordable work-related injuries (severity rate - TG)	45.59	-	38.23	-	0	-	0	-	109.71	-	0	-	0
Number of hours worked	5,462,005	-	3,321,582	-	223,678	-	628,224	-	1,239,663	-	48,888	-	-

## RESPECT FOR DIFFERENCES AND APPRECIATION OF PEOPLE

Total number of employees per employment contract (permanent and temporary), per gender <small>GRI 102-8</small>			
Gender/type of contract	Temporary	Permanent	Total
Female	8	354	362
Male	25	2,544	2,569
<b>Total</b>	<b>33</b>	<b>2,898</b>	<b>2,931</b>

Note: We present specified hours for certain activities that do not qualify as part-time. Therefore, item “c) Total number of employees per type of job (full-time or part-time), per gender” is not applicable.

Total number of employees per employment contract (permanent and temporary), per gender <small>GRI 102-8</small>			
Region/type of contract	Temporary	Permanent	Total
North	2	326	328
South	0	145	145
Southeast	31	2,427	2,458
<b>Total</b>	<b>33</b>	<b>2,898</b>	<b>2,931</b>

### Rate of new hires, per age group GRI 401-1

Age bracket	2020	2021
Under 30 years of age	40.57%	23.82%
From 30 to 50 years of age	58.49%	64.56%
Over 50 years	0.94%	11.62%

### Rate of new hires, per region GRI 401-1

Region	2020	2021
Southeast	78.02%	84.94%
South	10.22%	7.89%
Central-West	0.31%	7.17%
North	11.46%	0
Northeast	0%	0

### Rate of new hires, per gender GRI 401-1

Gender	2020	2021
Women	82.66%	13.63%
Men	17.34%	86.37%

### Turnover rate, per age group GRI 401-1

Age bracket	2020	2021
Under 30 years of age	14.71%	18.9%
From 30 to 50 years of age	3.16%	10.98%
Over 50 years	0.81%	7.57%

### Turnover rate, per region GRI 401-1

Region	2020	2021
Southeast	69.81%	11.58%
South	0.94%	7.02%
North	0%	11.85%
Northeast	29.25%	0%

### Turnover rate, per gender GRI 401-1

Gender	2020	2021
Women	33.02%	14.28%
Men	66.98%	10.99%

The calculation pattern applied only considers the entries and exits of positions by substitutions, not considering increase or decrease of scenarios. Calculation: number of admissions for substitutions + number of dismissals for substitutions/2/average of employees in the year.

Maternity/paternity leave <small>GRI 401-3</small>		
	2021	
	Men	Women
Total number of employees entitled to take maternity/paternity leave	-	10
Total number of employees who took maternity/paternity leave	-	10
Total number of employees who returned to work after taking maternity/paternity leave	-	16
Total number of employees who returned to work after maternity/paternity leave and remained employed 12 months after their return to work	-	7
Rate of return to work of employees who took maternity/paternity leave	-	100%
Retention rate of employees who took maternity/paternity leave	-	43.75%

We do not control paternity leave, that is, we do not include it in our database, but we are working to adopt this control in 2022.

Average hours of training per employee, per gender <small>GRI 404-1</small>		
2021		
Gender	Total hours	Average hours
Men	84,630	33.27
Women	11,825	33.40
<b>Total hours of training</b>	<b>96,455</b>	<b>40.51</b>

Average hours of training per employee, per employee category <small>GRI 404-1</small>		
2021		
Functional category	Total hours	Average hours
Administrative area	24,124	27.92
Operational area	66,564	50.77
Directors	204	20.40
Supervisors	3,657	36.20
Coordinators	1,374	24.53
Managers	533	13.66

Number and percentage of employees per gender <small>GRI 405-1</small>										
Functional category	2020					2021				
	Total number of men	% of men	Total number of women	% of women	Total	Total number of men	% of men	Total number of women	% of women	Total
Administrative area	466	60.99%	298	39.01%	764	509	63.23%	296	36.77%	805
Operational area	1,886	98.28%	33	1.72%	1,919	1,903	98.19%	35	1.81%	1,938
Directors	10	100.00%	0	0.00%	10	13	92.86%	1	7.14%	14
Supervisors	73	86.90%	11	13.10%	84	82	89.13%	10	10.87%	92
Coordinators	32	76.19%	10	23.81%	42	35	72.92%	13	27.08%	48
Managers	19	76.00%	6	24.00%	25	27	79.41%	7	20.59%	34
<b>Total</b>	<b>2,486</b>	<b>87.41%</b>	<b>358</b>	<b>12.59%</b>	<b>2,844</b>	<b>2,569</b>	<b>87.65%</b>	<b>362</b>	<b>12.35%</b>	<b>2,931</b>

Percentage of employees per age group GRI 405-1

Functional category	2020			2021		
	< 30 years (%)	30 to 50 years old (%)	> 50 years (%)	< 30 years (%)	30 to 50 years old (%)	> 50 years (%)
Administrative area	32.00%	62.00%	7.00%	30.81%	62.61%	6.58%
Operational area	8.00%	71.00%	21.00%	7.28%	69.45%	23.27%
Directors	0.00%	50.00%	50.00%	0.00%	42.86%	57.14%
Supervisors	6.00%	74.00%	20.00%	4.35%	73.91%	21.74%
Coordinators	0.00%	79.00%	21.00%	2.08%	91.67%	6.25%
Managers	0.00%	92.00%	8.00%	0.00%	88.24%	11.76%

Percentage of employees per functional category, by people with disabilities GRI 405-1

Functional category	2020	2021
	People with disabilities (%)	People with disabilities (%)
Administrative area	5.91%	5.22%
Operational area	0.83%	0.83%
Directors	0%	0.00%
Supervisors	0%	2.17%
Coordinators	2.38%	0.00%
Managers	0%	0.00%

Number and percentage of employees per gender and age group GRI 405-1

2020		Female			Male			Overall total	
Age bracket	Quantity	% female	% general	Quantity	% male	% general	Quantity	% general	
Under 30	122	34.08%	4.32%	276	11.19%	9.77%	398	14.09%	
From 30 to 50 years of age	210	58.66%	7.44%	1,731	70.19%	61.3%	1,941	68.73%	
Over 50 years	26	7.26%	0.92%	459	18.61%	16.25%	485	17.17%	
<b>Grand total</b>	<b>358</b>	<b>100%</b>	<b>12.68%</b>	<b>2,466</b>	<b>100%</b>	<b>87.32%</b>	<b>2,824</b>	<b>100%</b>	

2021		Female			Male			Overall total	
Age bracket	Quantity	% female	% general	Quantity	% male	% general	Quantity	% general	
Under 30	108	29.83%	27.41%	286	11.13%	72.59%	394	13.44%	
From 30 to 50 years of age	226	62.43%	11.31%	1,772	68.98%	88.69%	1,998	68.17%	
Over 50 years	28	7.73%	5.19%	511	19.89%	94.81%	539	18.39%	
<b>Grand total</b>	<b>362</b>	<b>100%</b>	<b>12.35%</b>	<b>2,569</b>	<b>100%</b>	<b>87.65%</b>	<b>2,931</b>	<b>100%</b>	

Ratio of base salary and compensation received by women and those received by men for each functional category, per major operating units GRI 405-2

2020

Company	LOGISTICS		TECON SANTOS		TECON IMBITUBA		TECON VILA DO CONDE		TEV	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
<b>Administrative area</b>										
Base salary (R\$)	1,203.29	1,203.29	1,480.34	1,480.34	1,215.00	1,215.00	1,345.86	1,345.86	1,480.34	1,480.34
Compensation (R\$)	4,525.43	2,762.99	6,248.73	4,706.93	3,465.72	2,269.47	4,364.67	2,650.12	6,534.81	1,927.88
Proportion (%)	376.09%	229.62%	422.11%	317.96%	285.24%	186.79%	324.30%	196.91%	441.44%	130.32%
<b>Operational area</b>										
Base salary (R\$)	1,203.29	1,203.29	1,480.34	1,480.34	1,215.00	1,215.00	1,345.86	1,345.86	1,480.34	1,480.34
Compensation (R\$)	2,131.20	2,005.43	3,912.09	2,742.19	2,543.40	-	3,059.87	2,502.99	2,162.39	-
Proportion (%)	177.11%	166.66%	264.27%	185.24%	-	-	227.35%	185.98%	146.07%	-

2021

Company	LOGISTICS		TECON SANTOS		TECON IMBITUBA		TECON VILA DO CONDE		TEV	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
<b>Administrative area</b>										
Base salary (R\$)	1,660.00	1,678.30	1,562.20	1,562.20	1,562.2	1,394.88	1,469.95	1,509.87	2,034.49	3,830.00
Compensation (R\$)	5,010.65	2,931.87	7,126.2	5,722.26	7,126.20	2,725.70	4,622.45	3,178.96	6,595.40	3,830.00
Proportion (%)	301.85%	174.69%	456.16%	366.29%	456.16%	195.41%	314.46%	210.55%	324.18%	100.00%
<b>Operational area</b>										
Base salary (R\$)	1,278.13	1,424.94	1,562.20	1,815.36	1,801.62	-	1,469.95	2,733.77	1,562.20	-
Compensation (R\$)	2,311.83	2,001.72	3,981.56	2,628.42	3,342.67	-	3,341.99	2,733.77	2,432.25	-
Proportion (%)	180.88%	140.48%	254.87%	144.79%	185.54%	-	227.35%	100.00%	155.69%	-

Considered the lowest salary per company by the proportion of the average salary of all employees (except Statutory Board, apprentices and interns).

Ratio between the lowest salary and the local minimum salary, divided by gender GRI 202-1

2021		
Company	Men	Women
<b>Logistics</b>		
Local minimum wage (Brazil) (R\$)	1,100.00	1,100.00
Lowest salary paid by the organization (R\$)	1,424.94	1,424.94
Lowest salary/local minimum wage ratio (%)	129.54%	129.54%
<b>Tecon Santos</b>		
Local minimum wage (Brazil) (R\$)	1,100.00	1,100.00
Lowest salary paid by the organization (R\$)	1,562.20	2,317.47
Lowest salary/local minimum wage ratio (%)	142.02%	210.68%
<b>Tecon Imbituba</b>		
Local minimum wage (Brazil) (R\$)	1,100.00	1,100.00
Lowest salary paid by the organization (R\$)	1,801.62	1,942.63
Lowest salary/local minimum wage ratio (%)	163.78%	176.60%
<b>Tecon Vila do Conde</b>		
Local minimum wage (Brazil) (R\$)	1,100.00	1,100.00
Lowest salary paid by the organization (R\$)	1,469.95	1,911.84
Lowest salary/local minimum wage ratio (%)	133.63%	173.80%
<b>TEV</b>		
Local minimum wage (Brazil) (R\$)	1,100.00	1,100.00
Lowest salary paid by the organization (R\$)	1,562.20	3,830.00
Lowest salary/local minimum wage ratio (%)	142.02%	348.18%

## VALUE GENERATION FOR CURRENT AND FUTURE GENERATIONS

### Waste generated per type, per destination (t) GRI 306-3 | 306-4 | 306-5

		Tecon Santos			Tecon/TCG Imbituba			Tecon Vila do Conde			Logistics			Overall total			
		2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	Total 2020	Total 2021	2020/2021 (%)
Hazardous waste – Class I	Residue	164.34	162.6	186.12	20	19.58	23.37	41.18	40.57	53.60	34.07	28.39	48.2	259.59	251.14	290.67	15.7%
	Reuse																
	Oil	75.82	73.61	103.07	2.75	5.43	2.16	13.52	5.91	6.89	21.9	8.05	9.54	113.99	93	122.05	31.2%
	Recyclability																
	Lamp	0.95	0.27	0.51	0	0	1	0.05	0	0	0	0	0.32	1	0.27	0.83	207.4%
	Reverse logistics																
	Battery	12.69	19.94	12.23	0	0.63	0.43	2.36	4.3	0	2.64	1.77	5.25	17.69	26.64	17.91	-32.8%
	Other recovery options																
	Mixed cont. and mud	74.88	68.78	70.31	17.25	13.52	11.94	25.25	25.22	34.11	9.53	18.57	10.7	126.91	126.09	127.49	1.1%
	Total not intended for final disposal – hazardous																
	-	164.34	162.6	186.12	20	19.58	15.53	41.18	35.43	41	34.07	28.39	25.81	259.59	246	268.28	9.1%
	Treatment station																
	Contaminated effluent	-	-	-	-	-	3.92	-	5.14	12.6	-	-	22.39	0	5.14	22.39	335.6%
	Total destined for final disposal – hazardous																
	-	0	0	0	0	0	3.92	0	5.14	12.6	0	0	22.39	0	5.14	22.39	335.6%
		2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	Total 2021	2020/2021 (%)

**Waste generated per type, per destination (t)** GRI 306-3 | 306-4 | 306-5

		Tecon Santos			Tecon/TCG Imbituba			Tecon Vila do Conde			Logistics			Overall total			
<b>Recyclable waste (rubble, plaster, wood and bags) - Class II</b>	<b>Residue</b>	<b>985.82</b>	<b>1,033.18</b>	<b>1,410.13</b>	<b>593.03</b>	<b>88.25</b>	<b>72.20</b>	<b>72.59</b>	<b>106.92</b>	<b>118.56</b>	<b>1,138.9</b>	<b>998.91</b>	<b>2,053.44</b>	<b>2,252.04</b>	<b>1,770.39</b>	<b>3,576.77</b>	<b>102%</b>
<b>Recyclability</b>	Paper / metal / wood / rubble / plastic / glass	647.47	766.76	1,023.52	573.56	18.97	58.19	47.95	91.24	97.02	909.02	772.75	1,826.31	2,178	1,649.72	3,402.68	106.3%
<b>Reverse logistics</b>	Tires	32.16	88.41	130.11	0	1.88	1.95	0	0	0	41.88	30.38	33.86	74.04	120.67	165.92	37.5%
<b>Other recovery options</b>	Pruning	-	-	2.71	-	-	-	-	-	-	-	-	4.12	0	0	8.17	-
<b>Total not intended for final disposal – non-hazardous</b>	-	679.63	855.17	1,156.34	573.56	20.85	60.14	47.95	91.24	97.02	950.9	803.13	2,260.72	2,252.04	1,770.39	3,576.77	102%
<b>Landfill confinement</b>	Organic/ commercial/ sweeping	306.19	178.01	253.79	19.47	67.4	12.06	24.64	15.68	21.54	188	195.78	189.15	538.3	456.87	481.72	5.4%
<b>Total destined for final disposal – non-hazardous</b>	-	306.19	178.01	253.79	19.47	67.4	12.06	24.64	15.68	21.54	188	195.78	197.8	538.3	456.87	481.72	5.4%
<b>Total waste not intended for final disposal</b>	-	843.97	1,017.77	1,342.46	593.56	40.43	75.67	89.13	126.67	138.02	984.97	831.52	1,890.10	2,511.63	2,016.39	3,845.05	90.69%
<b>Total waste destined for final disposal</b>	-	306.19	178.01	253.79	19.47	67.4	15.98	24.64	20.82	34.14	188	195.78	211.54	538.3	462.01	504.11	9.11%
<b>Overall total</b>	-	1,150.16	1,195.78	1,596.25	613.03	107.83	91.65	113.77	147.49	172.16	1,172.97	1,027.3	2,101.64	3,049.93	2478.4	4,349.16	75.48%

## Consumption of fuels from non-renewable sources, per type of fuel GRI 302-1

	2020				2021			
	Diesel B5500 (L)	Diesel S10 (L)	Gasoline (L)	LPG (kg)	Diesel B5500 (L)	Diesel S10 (L)	Gasoline (L)	LPG (kg)
<b>Tecon Santos</b>	6,013,915.12	2,374.53	350.09	59,323.62	7,321,779.56	5,816.64	558.61	60,990.68
<b>Tecon Imbituba</b>	252,056.49	0	5,083.83	21,600	304,433.2	0	7,432.11	33,320
<b>Tecon Vila do Conde</b>	0	1,356,484	6,973.47	0	0	1,525,346.6	7,000.64	0
<b>CLIA Santos</b>	316,281.55	0	60.74	60,620.73	439,250.6	804.97	372.14	71,483.67
<b>CLIA Guarujá</b>	115,869.82	0	45.12	33,777.49	169,541.38	0	0	17,289.31
<b>CD SBC</b>	0	2,189.36	0	14,416	0	661.4	0	21,910
<b>TTR</b>	0	2,158,747.82	0	0	0	1,525,722.92	0	0
<b>Total</b>	<b>6,698,122.98</b>	<b>3,519,795.71</b>	<b>12,513.25</b>	<b>189,737.84</b>	<b>8,235,004.74</b>	<b>3,058,352.53</b>	<b>15,363.5</b>	<b>204,993.66</b>
<b>Total (GJ)</b>	<b>237,783.37</b>	<b>124,952.75</b>	<b>403.43</b>	<b>8,792.56</b>	<b>292,342.67</b>	<b>108,571.51</b>	<b>495.32</b>	<b>9,499.53</b>

Data reported in 2020 has been corrected in 2021. Reference of the conversion factors used: Brazilian Energy Balance, 2020.

## Consumption of fuels from renewable sources, per type of fuel GRI 302-1

	2020	2021
	Ethanol (L)	Ethanol (L)
<b>Tecon Santos</b>	100,705.44	88,436.46
<b>Tecon Imbituba</b>	0	0
<b>Tecon Vila do Conde</b>	0	0
<b>CLIA Santos</b>	7,309.6	12,559.26
<b>CLIA Guarujá</b>	6,218.3	3,658.48
<b>CD SBC</b>	300.01	0
<b>TTR</b>	0	0
<b>Total</b>	<b>114,533.35</b>	<b>104,654.2</b>
<b>Total (GJ)</b>	<b>2,445.29</b>	<b>2,234.37</b>

Santos Brasil does not sell electricity, heating and/or cooling.

Data reported in 2020 has been corrected this year. Reference of the conversion factors used: Brazilian Energy Balance, 2020.

## Reduction of GHG emissions GRI 305-5

	2019				2020				2021			
	Reduction volume	tCO <sub>2</sub> eq variation	Increase/decrease	%	Reduction volume	tCO <sub>2</sub> eq variation	Increase/decrease	%	Reduction volume	tCO <sub>2</sub> eq variation	Increase/decrease	%
<b>Tecon Santos</b>	20,320.04	1,857.54	Increase	10.06%	17,606.4	-2,713.61	Decrease	13.35%	23,501.56	5,895.13	Increase	33.48%
<b>Tecon Imbituba</b>	886.56	-390.47	Decrease	-30.58%	771.3	-115.26	Decrease	13%	997.21	225.91	Increase	29.29%
<b>Tecon Vila do Conde</b>	3,719.06	-145.75	Decrease	-3.77%	3,697.4	-21.63	Decrease	0.58%	4,273.8	306.37	Increase	15.59%
<b>CLIA Santos</b>	1,461.12	-201.1	Decrease	-12.1%	1,142.4	-318.69	Decrease	21.81%	1,619.85	477.42	Increase	41.79%
<b>CLIA Guarujá</b>	568.93	118.71	Increase	26.37%	438.3	-130.61	Decrease	22.95%	584.85	146.53	Increase	33.43%
<b>CD SBC</b>	165.05	8.16	Increase	5.2%	174.2	9.18	Increase	5.56%	204.41	30.18	Increase	17.32%
<b>TTR</b>	6,329.6	-93.61	Decrease	-1.46%	5,609.4	-720.19	Decrease	11.38%	3884.56	-1,724.85	Decrease	-30.75%
<b>K10 (km)</b>	64.99	-14.88	Decrease	-18.63%	65.6	1.41	Increase	2.14%	52.83	-12.75	Decrease	-19.44%
<b>k10</b>	36.12	3.75	Increase	11.58%	91.2	55.06	Increase	152.44%	104.07	12.89	Increase	14.14%
<b>Total</b>	33,515.35	1,138.6	Increase	3.52%	29,439.5	-4,009.4	Decrease	11.96%	35,223.14	5,783.59	Increase	19.65%

The units where emission reductions are observed are units where Scope II is not used frequently or which have a lower demand. The observed increases are due to the energy emission factor having increased around 60% compared to last year due to the water crisis.

Energy intensity <small>GRI 302-1   302-3</small>					
2019	GJ	kWh	kWh/TEU	kWh/pallet	kWh/km
Tecon Santos	106,346.14	29,540,594.46	17.78	0	0
Tecon Imbituba	3,178.50	882,918.00	14.86	0	0
Tecon Vila do Conde	8,102.80	2,250,776.98	14.50	0	0
CLIA Santos	8,797.66	2,443,795.79	40.66	0	0
CLIA Guarujá	1,497.51	415,974.60	16.09	0	0
CD SBC	4,896.70	1,360,194.50	0.00	3.60	0
TTR	998.34	277,316.40	0	0	0.04
2020	GJ	kWh	kWh/TEU	kWh/pallet	kWh/km
Tecon Santos	97,944.34	27,220,651.04	18.41	0	0
Tecon Imbituba	2,776.63	771,286.00	15.13	0	0
Tecon Vila do Conde	8,102.80	2,250,777.00	15.01	0	0
CLIA Santos	7,546.72	2,096,312.33	42.77	0	0
CLIA Guarujá	1,732.51	481,254.00	21.04	0	0
CD SBC	4,349.32	1,208,144.10	0	6.22	0
TTR	1,155.01	3,208.36	0	0	0.00
2021	GJ	kWh	kWh/TEU	kWh/pallet	kWh/km
Tecon Santos	122,395.94	33,998,872.51	17.78	0	0
Tecon Imbituba	2,847.75	791,041	12.38	0	0
Tecon Vila do Conde	8,102.80	2,250,777	13.70	0	0
CLIA Santos	7,210.84	2,003,011.23	27.78	0	0
CLIA Guarujá	2,468.09	685,581.6	18.60	0	0
CD SBC	4,055.73	1,126,592.1	0	3.13	0
TTR	1,645.40	457,054.4	0	0	0.12

The energy intensity rate for the years 2019 and 2020 were recalculated. The calculation was performed by dividing the absolute energy consumption (in kWh) by the handling (in TEU/pallet/km).

### Handling TEU/pallet/km GRI 302-3

	2019	2020	2021
Tecon Santos (TEU)	1,661,217.00	1,478,518.00	1,911,989.00
Tecon Imbituba (TEU)	59,402.00	50,979.00	63,892.00
Tecon Vila do Conde (TEU)	155,274.00	149,930.00	164,280.00
CLIA Santos (TEU)	60,102.00	49,009.00	72,091.00
CLIA Guarujá (TEU)	25,861.00	22,872.00	36,862.00
CD SBC (pallet)	378,160.00	194,213.00	359,846.00
TTR (km)	6,185,262.00	5,322,299.19	3,884,557.00

### Reduction of energy consumption GRI 302-4

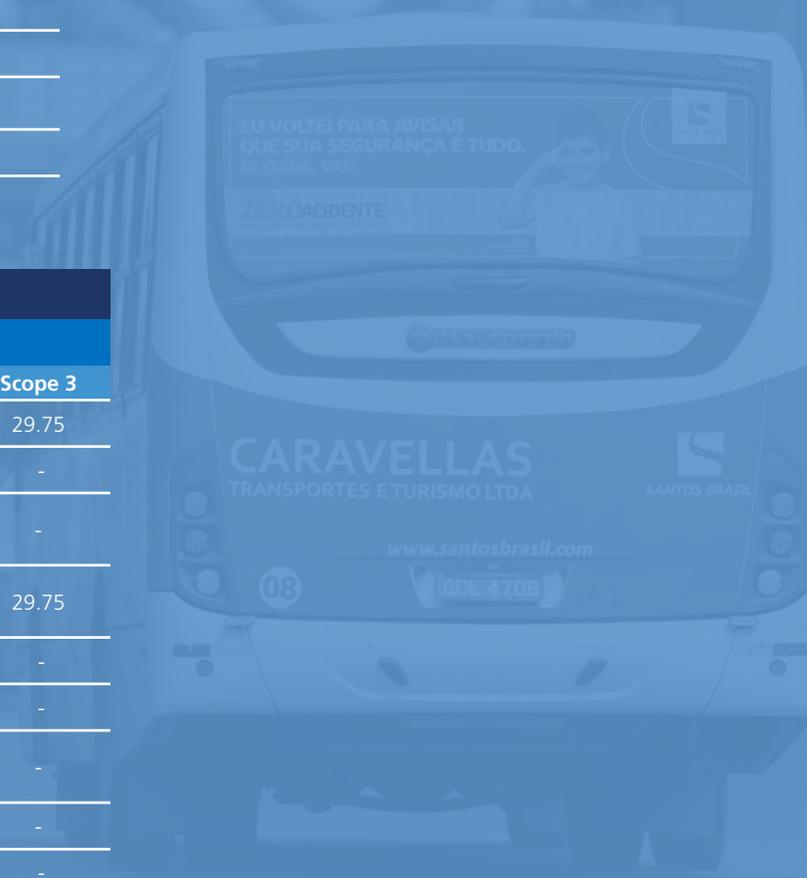
	2019 (kWh)	2020 (kWh)	2021 (kWh)	Reduction rate
Tecon Santos	29,540,594.46	27,220,651.04	33,998,872.51	INCREASE OF 24.90%
Tecon Imbituba	882,918.00	771,286.00	791,041.00	INCREASE OF 3.00%
Tecon Vila do Conde	2,250,776.98	2,250,777.00	2,250,777.00	0%
CLIA Santos	2,443,795.79	2,096,312.33	2,003,011.23	REDUCTION OF 4.45%
CLIA Guarujá	415,974.60	481,254.00	685,581.60	INCREASE OF 42.46%
CD SBC	1,360,194.50	1,208,144.10	1,126,592.10	REDUCTION OF 6.75%
TTR	277,316.40	320,836.00	457,054.40	INCREASE OF 42.5%
Total (kWh)	34,349,260.47	37,171,570.73	41,312,929.84	INCREASE OF 11.14%
Total (GJ)	123,657.34	133,817.65	148,726.55	INCREASE OF 11.14%

### Water consumption per unit (mL) GRI 303-3

	2020	2021
Tecon Santos	50.064	44.58
Tecon/TCG Imbituba	1.553	1.22
Tecon Vila do Conde	1.591	1.59
CLIA Santos	5.284	8.03
CLIA Guarujá	3.546	3.85
CD SBC	5.728	5.95

### Total GHG emissions in ton CO<sub>2</sub> eq GRI 305-1 | 305-2 | 305-3

	2019		2020		2021	
	Scope 2	Scope 1	Scope 2	Scope 1	Scope 2	Scope 3
Tecon Santos	2,151.59	15,924.18	1,682.24	19,331.88	4,139.93	29.75
Tecon Imbituba	62.80	724.45	46.85	898.17	99.04	-
Tecon Vila do Conde	170.76	3,558.50	138.92	3,993.26	280.54	-
<b>Total port operations</b>	<b>2,385.15</b>	<b>20,207.13</b>	<b>1,868.01</b>	<b>24,223.31</b>	<b>4,519.51</b>	<b>29.75</b>
CLIA Santos	130.28	1,012.14	130.28	1,369.30	250.55	-
CLIA Guarujá	29.98	408.51	29.81	498.25	86.60	-
<b>Total CLIA operations</b>	<b>160.26</b>	<b>1,420.65</b>	<b>160.09</b>	<b>1,867.55</b>	<b>337.15</b>	<b>-</b>
CD SBC	102.18	99.01	75.22	65.99	138.42	-
TTR	19.99	5,589.54	19.87	3,950.29	57.73	-
<b>Total</b>	<b>2,719.55</b>	<b>48,944.11</b>	<b>2,123.19</b>	<b>30,107.14</b>	<b>5,052.81</b>	<b>29.75</b>



### GHG emissions intensity index GRI 305-4

	2019		2020		2021	
	Tons of CO <sub>2</sub> e	kg of CO <sub>2</sub> e/TEU	Tons of CO <sub>2</sub> e	kg of CO <sub>2</sub> e/TEU	Tons of CO <sub>2</sub> e	kg of CO <sub>2</sub> e/TEU
Tecon Santos	20,320.04	12.23	17,606.43	11.91	23,471.8	12.28
Tecon/TCG Imbituba	886.56	14.92	771.30	15.13	997.216	15.61
Tecon Vila do Conde	3,719.06	23.95	3,697.43	24.66	4,273.8	26.02
CLIA Santos	1,461.12	24.31	1,142.43	23.31	1,619.86	22.47
CLIA Guarujá	568.94	22.00	438.32	19.16	584.852	15.87
TTR (km)	6,329.61	1.02	5,609.41	1.05	3,884.56	1.03
CD SBC (pallet)	165.05	0.44	174.23	0.90	204.416	0.57
K10	36.12	0.94	91.18	2.51	104.07	2.47
k10 (km)	64.99	1.32	65.58	1.51	52.83	1.43



# Indicators summary

# 12

# INDICATORS SUMMARY

GRI 102-55

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102-37	<i>Stakeholder</i> involvement in compensation	Shareholders are involved in the compensation approval process.	
102-38	Proportion of total annual compensation	Board salary information is confidential.	
102-39	Proportion of percentage increase in total annual compensation	Board salary information is confidential.	
<b>STAKEHOLDER ENGAGEMENT</b>			
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102-41	Collective bargaining agreements	100% of our employees are covered by collective agreements.	
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102-43	Approach adopted for <i>stakeholder</i> engagement	We maintain a series of channels for interaction with stakeholders, some of which are available full time. To define the content of this report, several groups were consulted in the materiality process - to present the performance of the year, our main executives were interviewed.	
102-44	Main concerns and topics raised	Our main stakeholders are employees, customers, drivers, suppliers, investors and communities, to whom we dedicate specific channels of interaction, through which we raise their concerns related to our activities, such as noise and dust, pointed out by the communities, and conflicts of interests, communicated anonymously on the Reporting Channel, among others. All material topics are addressed in the report, as described per item. The materiality matrix expresses the topics most mentioned by stakeholders.	
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102-31	Analysis of economic, environmental and social topics		38
102-32	Role played by the highest governance body in sustainability reporting		61
102-33	Communicating critical concerns		38
102-34	Nature and total number of critical concerns	Not applicable.	
102-35	Compensation policies		37
102-36	Process for determining compensation		37
102-37	Stakeholder involvement in compensation	Shareholders are involved in the compensation approval process.	
102-38	Proportion of total annual compensation	Board salary information is confidential.	
102-39	Proportion of percentage increase in total annual compensation	Board salary information is confidential.	

## RISK MANAGEMENT

## ORGANIZATIONAL PROFILE

102-11	Precautionary principle or approach		39
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<b>INVESTMENTS</b>		
103-1	Explanation of the material topic and its Limit	46
103-2	Management method and its components	46
103-3	Evaluation of the form of management	46
<b>GRI 201: 2016 ECONOMIC PERFORMANCE</b>		
201-1	Direct economic value generated and distributed	47, 48
201-2	Financial implications and other risks and opportunities arising from climate change	There is no calculation of financial implications arising from climate change.
201-3	Defined benefit plan obligations and other retirement plans	Not applicable. Our only plan, adopted at Tecon Santos, is an open and multi-sponsored supplementary pension plan.
201-4	Financial support received from the government	We do not receive government financial support.
<b>GRI 203: 2016 INDIRECT ECONOMIC IMPACTS</b>		
203-1	Investments in infrastructure and support services	20
203-2	Significant indirect economic impacts	56
<b>SUSTAINABILITY</b>		
103-1	Explanation of the material topic and its Limit	30
103-2	Management method and its components	30
103-3	Evaluation of the form of management	30
<b>GRI 301: 2016 MATERIALS</b>		
301-1	Materials used, broken down by weight or volume	Not applicable.
301-2	Raw materials or recycled materials used	Not applicable.
301-3	Recovered products and their packaging	58

GRI 302: 2016 ENERGY		
302-1	Energy consumption within the organization	79, 81
302-2	Energy consumption outside the organization	We do not monitor energy consumption outside of our operations.
302-3	Energy intensity	81, 82
302-4	Reduction of energy consumption	82
302-5	Reductions in energy requirements for products and services	We recorded no reductions in energy requirements for products and services sold in 2021, but we follow all the requirements of the GHG Protocol and guidelines in our Sustainability Policy, seeking new alternatives for energy reduction, focusing on process efficiency.
GRI 303: 2018 WATER AND EFFLUENTS		
303-1	Interactions with water as a shared resource	59
303-2	Management of impacts related to water disposal	59
303-3	Water collection	59
303-4	Water disposal	59
303-5	Water consumption	59
GRI 304: 2016 BIODIVERSITY		
304-1	Owned, leased or managed operating units within or adjacent to environmental protection areas and areas of high biodiversity value, located outside environmental protection areas	Our units are not located in areas of environmental protection and high Biodiversity value.
304-2	Significant impacts of activities, products and services on biodiversity	All our units are located in port, industrial, areas, highways and areas with busy economic activity, that is, they do not cause any alteration to the local biodiversity. We carry out the necessary internal controls to minimize environmental impacts.

304-3	Habitats protected or restored	None of our units are located in environmentally protected or restored areas.	
304-4	Species included on the IUCN Red List and national conservation lists with habitats situated in areas affected by the organization's operations	None of our units are located in environmentally protected areas and that harbor species on the IUCN red list.	
<b>GRI 305: 2016 EMISSIONS</b>			
305-1	Direct Emissions (Scope 1) of Greenhouse Gases (GHG)		59, 83
305-2	Indirect emissions (Scope 2) of Greenhouse Gases (GHG)		59, 83
305-3	Other indirect emissions (Scope 3) of Greenhouse Gases (GHG)		59, 83
305-4	Intensity of Greenhouse Gases (GHG) emissions		59, 84
305-5	Reduction of Greenhouse Gases (GHG) emissions		59, 80
305-6	Emissions of ozone-depleting substances (ODS)	Not applicable.	
305-7	NOX, SOX and other significant air emissions	Not applicable.	
<b>GRI 306: 2020 WASTE</b>			
306-1	Waste generation and significant waste-related impacts		58
306-2	Management of significant impacts related to waste		58
306-3	Generated waste		77, 78
306-4	Waste not intended for final disposal		58, 77, 78
306-5	Waste destined for final disposal		58, 77, 78
<b>GRI 411: 2016 RIGHTS OF INDIGENOUS PEOPLES</b>			
411-1	Cases of violations of the rights of indigenous peoples	There are no cases of violations of the rights of indigenous peoples.	

<b>GRI 413: 2016 LOCAL COMMUNITIES</b>		
413-1	Engaged operations, impact assessments and local community development programs	55
413-2	Operations with significant negative impacts – actual and potential – on local communities	55, 56
<b>EMPLOYEES</b>		
103-1	Explanation of the material topic and its Limit	50
103-2	Management method and its components	50
103-3	Evaluation of the form of management	50
<b>GRI 401: 2016 EMPLOYMENT</b>		
401-1	New hires and employee turnover	70
401-2	Benefits offered to full-time employees that are not offered to temporary or part-time employees	50
401-3	Maternity and paternity leave	71
<b>GRI 402: 2016 LABOR RELATIONS</b>		
402-1	Minimum notice period on operational changes	The minimum notice period on operational changes for employees and organizations with collective bargaining agreements is 30 days.
<b>GRI 404: 2016 TRAINING AND EDUCATION</b>		
404-1	Average hours of training per year, per employee	72
404-2	Programs for improving employee skills and career transition assistance	51
404-3	Percentage of employees receiving regular performance and career development reviews	52

HEALTH AND SAFETY		
103-1	Explanation of the material topic and its Limit	22
103-2	Management method and its components	22
103-3	Evaluation of the form of management	22
GRI 403: 2016 OCCUPATIONAL HEALTH AND SAFETY		
403-1	Occupational health and safety management system	22
403-2	Hazard identification, risk assessment and incident investigation	22
403-3	Occupational health services	22
403-4	Worker participation, consultation and communication with workers regarding occupational health and safety	22
403-5	Training of workers in occupational health and safety	22
403-6	Promotion of worker's health	22
403-7	Prevention and mitigation of impacts on health and safety at work directly linked to business relationships	22
403-8	Workers covered by an occupational health and safety management system	65
403-9	<b>Work accidents</b>	The main typical work accidents with leave that occurred in 2021 involved fractures and bruises (with intact skin surface). At Tecon Santos, the two typical accidents with leave of the year occurred while employees walked from one place to another.
403-10	<b>Work-related ill health</b>	There was no record of work-related diseases.

## DIVERSITY AND INCLUSION

103-1	Explanation of the material topic and its Limit	53
103-2	Management method and its components	53
103-3	Evaluation of the form of management	53

## GRI 405: 2016 DIVERSITY AND EQUAL OPPORTUNITIES

405-1	Diversity in governance bodies and employees	72, 73, 74
405-2	Ratio of base salary and compensation received by women and those received by men	75

## GRI 406: 2016 NON-DISCRIMINATION

406-1	Discrimination cases and corrective measures taken	We received a report related to gender discrimination on our Confidential Portal, which was investigated by the Compliance area and was proven to be unfounded, not requiring an action plan.
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## CUSTOMER EXPERIENCE

103-1	Explanation of the material topic and its Limit	44
103-2	Management method and its components	44
103-3	Evaluation of the form of management	44

## GRI 418: 2016 CUSTOMER PRIVACY

418-1	Proven complaints regarding breaches of customer privacy and loss of customer data	We have received no complaints regarding breaches of customer privacy and loss of customer data.
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## INNOVATION AND RESEARCH

103-1	Explanation of the material topic and its Limit	27
103-2	Management method and its components	27
103-3	Evaluation of the form of management	27

## RELATIONSHIP WITH SHAREHOLDERS

103-1	Explanation of the material topic and its Limit	36
103-2	Management method and its components	36
103-3	Evaluation of the form of management	36

## Extra GRI disclosures – indicators not included in the materiality, but which Santos Brasil decided to report in order to maintain the historical series and comparability

### GRI 202: 2016 MARKET PRESENCE

202-1	Ratio of the lowest wage to the local minimum wage, reported per gender	76
202-2	Proportion of board members hired from the local community	100% of board members from major operating units were hired in the local community (Brazil).

### GRI 204: 2016 PROCUREMENT PRACTICES

204-1	Proportion of spending on local suppliers	63, 64
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### GRI 205: ANTI-CORRUPTION 2016

205-1	Operations evaluated for risks related to corruption	We did not carry out this type of evaluation in the year.
205-2	Communication and training in anti-corruption policies and procedures	35
205-3	Confirmed cases of corruption and actions taken	There were no confirmed cases for the year.

### GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016

206-1	Lawsuits for unfair competition, trust and monopoly practices	We were not included in lawsuits filed for unfair competition, antitrust actions and monopoly.
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#### GRI 307: ENVIRONMENTAL COMPLIANCE 2016

307-1	<b>Non-compliance with environmental laws and regulations</b>	There were no fines and non-monetary sanctions resulting from non-compliance with environmental laws and/or regulations in the year.
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#### GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016

308-1	<b>New suppliers selected based on environmental criteria</b>	45
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308-2	<b>Negative environmental impacts in the supply chain and measures taken</b>	45
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#### GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016

407-1	<b>Negotiations and suppliers where the right to Freedom of Association and Collective Bargaining may be at risk</b>	There is no mapped risk.
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#### GRI 408: CHILD LABOR 2016

408-1	<b>Operations and suppliers with significant risk of child labor cases</b>	45
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#### GRI 409: FORCED OR COMPULSORY LABOR 2016

409-1	<b>Operations and suppliers with significant risk of cases of forced or compulsory labor</b>	45
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#### GRI 410: SECURITY PRACTICES 2016

410-1	<b>Security personnel trained in human rights policies or procedures</b>	During the year, 94 property security employees were trained on human rights. Training requirements apply to in-house personnel only.
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#### GRI 412: HUMAN RIGHTS ASSESSMENT 2016

412-1	<b>Operations subject to human rights or human rights impact assessments</b>	We do not maintain a specific human rights impact assessment, but, through the Confidential Portal, it is possible to forward demands related to the topic.
412-2	<b>Training of employees in human rights policies or procedures</b>	In 2021, 222 employees were trained in human rights policy.
412-3	<b>Significant investment agreements and contracts that include human rights clauses or that have undergone human rights assessment</b>	All formalized contracts, which involve expenses, undergo internal approval and contain the standard clauses and general contracting conditions, to which the parties submit directly or indirectly the provisions linked to human rights.

#### GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016

414-1	<b>New suppliers selected based on social criteria</b>	We do not use social criteria for supplier selection.
414-2	<b>Negative social impacts on the supply chain and measures taken</b>	We do not carry out social impact assessments in the supply chain.

#### GRI 415: PUBLIC POLICY

415-1	<b>Political contributions</b>	We do not make contributions.
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#### GRI 416: CONSUMER HEALTH AND SAFETY 2016

416-1	<b>Assessment of health and safety impacts caused by product and service categories</b>	100% of the services are evaluated on aspects and issues related to health and safety.
416-2	<b>Cases of non-compliance in relation to health and safety impacts caused by products and services</b>	There was no type of non-compliance that resulted in the imposition of a fine, penalty or warnings.

## GRI 417: MARKETING AND LABELING 2016

417-1	<b>Requirements for information and labeling of products and services</b>	The labels carried out in our logistic units mirror the cargoes in the import and export containers for transport between CLIAS and ships be carried out safely and in accordance with legislation. The percentages of significant product or service categories covered by internal procedures and evaluated regarding compliance with these procedures were: 10% at the Santos unit and 4% at the Guarujá unit (CLIAS), totaling 14%.
417-2	<b>Incidents of non-compliance concerning product and service information and labeling</b>	There were no records of cases of non-compliance regarding information and labeling of products and services.
417-3	<b>Incidents of non-compliance concerning marketing communications</b>	No cases of non-compliance in relation to <i>marketing</i> communications were identified.

## GRI 419: SOCIOECONOMIC COMPLIANCE 2016

419-1	<b>Non-compliance with laws and regulations in the social and economic area</b>	There were, in the year, five non-monetary sanctions.
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## ASSURANCE STATEMENT

### **STATEMENT BY SGS DO BRASIL LTDA. (SGS) REGARDING THE SUSTAINABILITY ACTIVITIES PROVIDED IN “2021 SUSTAINABILITY REPORT” GIVEN TO SANTOS BRASIL PARTICIPAÇÕES S.A.**

#### **NATURE AND SCOPE OF ASSURANCE**

The SGS was hired by SANTOS BRASIL PARTICIPAÇÕES S.A. to carry out the third-party assurance of their Sustainability Report 2021. The assurance scope, based on assurance methodology of sustainability reports of SGS, comprises the disclosure verification under GRI standards in 2021.

The information provided in “2021 SUSTAINABILITY REPORT” and its presentation is a sole responsibility of SANTOS BRASIL PARTICIPAÇÕES S.A. management structure. The SGS is not involved in the preparation of any material, including the in the said report, such as risk analysis, materiality tests and other critical issues that may affect severally the SANTOS BRASIL PARTICIPAÇÕES S.A. business. We are liable for giving our opinion of the GRI disclosures and their texting, data, charts, and statement within the assurance scope in order to keep the SANTOS BRASIL PARTICIPAÇÕES S.A. stakeholders informed.

The SGS Group has developed a set of assurance protocols for Sustainability Communication based on the best practices provided in GRI Sustainability Reporting Standards and the assurance standard **International Standard on Assurance Engagements - ISAE3000**. Such protocols offer different assurance levels depending on context and capacity of organization.

This report was assured considering our protocols to assess the content authenticity and its alignment with the requirements of GRI Sustainability Reporting Standards, (Universal Standards 101, 102 and 103) and the requirements of Topic-specific Standards (GRI 200, GRI 300 and GRI 400). Based on this context, the “2021 SUSTAINABILITY REPORT” is considered as “Core option”.

The assurance process comprised (i) interviews with strategic employees involved in the process of compilation and preparation of the report, where disclosures, data and processes related to sustainability management and the collection of GRI disclosures were reviewed, (ii) review of the documentation presented by SANTOS BRASIL PARTICIPAÇÕES S.A. and comparison with the information entered by the company in the report and (iii) evaluation of versions of this report for alignment with GRI standards and (iv) analysis of engagement activities with defined parties (stakeholders) and assessment of the form of sustainability as defined materials were and inserted in the context of the organization and in the content of this sustainability report. The accounting information of SANTOS BRASIL PARTICIPAÇÕES S.A. contained and referenced in the “2021 SUSTAINABILITY REPORT”, was not evaluated as part of this assurance process, but in a separate audit process, as well as information related to the greenhouse gas inventory were verified and underwent a specific audit process.

#### **IMPARTIALITY AND COMPETENCE STATEMENT**

The SGS Group is global lead in inspection, analysis and verifications services, operating in more than 140 countries and rendering services that includes management system certification, audits and trainings on quality, environmental, social and ethic segments, sustainability assurance reports and greenhouse gases verification. The SGS attests your independence against SANTOS BRASIL PARTICIPAÇÕES S.A. A stating that is exempt from interest conflict with the organization, their subsidiary and stakeholders.

The assurance team was composed according to members' expertise, experience and competence for this activity, the team is composed of:

- An Audit Lead on Assurance of Sustainability Report, a Lead auditor on Socioenvironmental programs, a Lead Assessor of Greenhouse Gases (GHG), Lead auditor on Renovabio program.

#### **ASSURANCE OPINION**

Limited assurance was requested and the work performed was sufficient and adequate for firm assurance. Regarding the verification carried out in the methodology, processes and data presented by

SANTOS BRASIL PARTICIPAÇÕES S.A., we attest that the information and data contained in the disclosures of the "SUSTAINABILITY REPORT 2021" are reliable and a reliable and balanced representation of the sustainability activities developed by SANTOS BRASIL PARTICIPAÇÕES S.A. in the base year 2021. The SGS gives the opinion that the report disclosures can be used by the company's stakeholders as part of their company evaluation processes. The organization chose the Core Option level of assurance, which meets its needs.

In our opinion, based on what was verified and on the materials presented by SANTOS BRASIL PARTICIPAÇÕES S.A., the content of the report fully meets the requirements of the GRI Standards.

## RECOMMENDATIONS, FINDINGS AND CONCLUSIONS OF ASSURANCE

- The SANTOS BRASIL PARTICIPAÇÕES S.A.. Report, "2021 SUSTAINABILITY REPORT" is in line with the Sustainability Reporting Standards (Universal Standards 101, 102 and 103) and also with the requirements of the Topic-specific Standards (GRI 200 , GRI 300 and GRI 400), Essential Option (Core Option).
- SANTOS BRASIL PARTICIPAÇÕES S.A. presents its Report with 10 material topics, namely: Employees; Sustainability; Health and Safety; Risk Management; Customer Experience; Innovation and Research; Governance; Investments; Diversity and Inclusion; and Relationship with Shareholders. The consolidation of these 10 material topics led to a selection of GRI indicators for the preparation of this report, as well as served as the basis for presenting the information and data contained in the "2021 SUSTAINABILITY REPORT". In our opinion, the themes resulting from the study reflect the impacts of SANTOS BRASIL PARTICIPAÇÕES S.A.'s activities with balanced manner and the report covers information on all topics considered as materials for the sector and stakeholders.
- It is highlighted in the "2021 SUSTAINABILITY REPORT" and during the audit process the actions carried out in front of the material topic "Health and Safety" to eliminate accidents related to work and its effective result, as well as investments in innovation with operational gains in various sectors of the company.
- As an opportunity for improvement and greater robustness in the presentation of information we understand that the material topic "Diversity and Inclusion" can have information related to disclosures 103-2 - Form of management and its components and 103-3 - Evaluation of the most detailed management form in next sustainability report.
- As an opportunity for improvement, there is also detail in the stakeholder mapping methodology (disclosure 102-42 – Identification and selection of stakeholders).

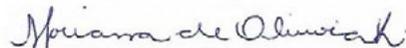
Finally, SGS believes in the importance of transparency and congratulates the company for the initiative of ensuring its report, as well as promoting sustainability in its actions and disseminating its code of conduct and compliance at all levels of the organization.

April 22nd, 2022

Executed by and on behalf of SGS.



**Fabian Peres Gonçalves**  
Business Manager - Sustainability



**Mariana de Oliveira Klein**  
Lead Auditor for Sustainability Report

# Corporate information/ Staff

## ADMINISTRATIVE OFFICES

### São Paulo

Rua Joaquim Floriano, 413, conjunto  
101/102 – Itaim Bibi  
CEP: 04534-011 – São Paulo (SP)  
Phone n.: 55 (11) 3279-3279  
Email: comercial@santosbrasil.com.br

## COMMERCIAL OFFICES

### Santos

Praça Antônio Telles, 12,  
6º andar – Centro  
CEP: 11013-020 – Santos (SP)  
Phone n.: 55 (13) 2102-9000  
Email: comercial@santosbrasil.com.br

## OPERATIONS

### Tecon Santos and Vehicle Terminal

Via Santos Dumont, s/nº  
CEP: 11460-970 – Guarujá (SP)  
Phone n.: 55 (13) 3344-1000

### Tecon Imbituba

Av. Presidente Vargas, s/nº –  
Área Portuária  
CEP: 88780-000 – Imbituba (SC)  
Phone n.: 55 (48) 3255-0644

### Tecon Vila do Conde

Rodovia PA 481, km 21, s/nº – Complexo  
Portuário de Vila do Conde  
CEP: 68447-000 – Barcarena (PA)  
Phone n.: 55 (91) 3322-7575

## LOGISTICS

### Imigrantes Distribution Center

Rodovia dos Imigrantes, s/nº – km 28  
Galpão e módulo E3 – CEP: 09845-000  
São Bernardo do Campo (SP)  
Phone n.: 55 (13) 2102-9000

### São Bernardo Distribution Center

Estr. Sadae Takagi, 2.600, Sala 4 –  
Cooperativa – CEP: 09852-070  
São Bernardo do Campo (SP)  
Phone n.: 55 (11) 4393-4900

### Guarujá Integrated Logistics Center

Rodovia Cônego Domênico Rangoni, 3105  
CEP: 11454-630 – Guarujá (SP)  
Phone n.: 55 (13) 2127-1199

### Santos Integrated Logistics Center

Avenida Marginal Via Anchieta, 820 – Alemoa  
CEP: 11095-000 – Santos (SP)  
Phone n.: 55 (13) 3209-6000

### Saboó Logistics Terminal

Avenida Engenheiro Antonio Alves  
Freire, s/nº  
CEP: 11010-285 – Santos (SP)  
Phone n.: 55 (13) 2102-9000

## COORDINATION

Corporate Communication and  
Sustainability  
Investor Relations

### Writing, editing and proofreading

KMZ Conteúdo

### Graphic design and diagramming

Alastra Comunica

### Images

Santos Brasil Collection  
Photographs by Anderson Rodrigues  
and Léo Passos