Clube Paineiras do Morumby

Sustainability Report 2025



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PRESENTATION OF THE REPORT

GRI 2-2, 2-3, 2-4, 2-5, 2-6

Clube Paineiras do Morumby presents its first Sustainability Report, prepared with reference to the GRI Standards, covering the period from January 1 to December 31, 2025.

The Club operates in the social, sports, and recreational club sector, offering services focused on sports, leisure, social interaction, and the well-being of its members, as well as complementary cultural, educational, and institutional activities. Its operations center on fostering experiences that integrate sports, social life, and quality of life, always in compliance with its statutory and regulatory guidelines.

This document represents a significant step toward strengthening institutional transparency and continuously improving governance. By systematizing and disclosing economic, environmental, social, and governance information, the Club reaffirms its commitment to responsible, ethical management that aligns with the expectations of its members and other stakeholders.

This Sustainability Report covers exclusively the operations of Clube Paineiras do Morumby; there is no consolidation with other entities. The report addresses its activities, organizational structure, governance, impacts, risks, and opportunities associated with its operations during the period under review.

The Club's financial statements are prepared and disclosed separately and are available for public consultation on its institutional website. The financial information used as a reference in this report is consistent with the officially disclosed figures, ensuring coherence between the financial and non-financial data presented.

For the 2025 reporting cycle, the Club did not submit the Sustainability Report - or the information contained therein - to independent external verification. Currently, it does not have a formal policy in place for the external assurance of sustainability information. However, it recognizes the importance of this process as a means of strengthening the credibility and reliability of the reported information.

As the Club advances in consolidating its ESG (Environmental, Social, and Governance) management system—including the enhancement of internal processes, controls, data traceability, and information governance—it will evaluate the implementation of external verification for future reporting cycles. Any decision to this effect will be led by the highest governance body and senior management, who will define the applicable scope and criteria.

This document establishes the foundation for future reporting cycles, contributing to the evolution of management practices and the strengthening of an institutional culture oriented toward responsibility and sustainability. As this is the first Sustainability Report for Clube Paineiras do Morumby, there have been no restatements of information reported in previous cycles.

The publication date of this report is August 2026.

For clarifications, comments, or requests for additional information regarding this report or its contents, please contact: esg.diretoria@clubepaineiras.com.br

Report prepared by Geocarbon: Laura Vanini Polli and Caroline Betiol





MESSAGES FROM THE LEADERS

GRI 2-22

Chairman of the Deliberative Council

The publication of Clube Paineiras do Morumby's first Sustainability Report marks a milestone in our governance. More than just a document, it reflects the Deliberative Council's commitment to transparency, institutional stability, and a long-term vision.

For us, sustainability means managing responsibly today to ensure the Club's continuity tomorrow. It means ensuring the conscious use of resources and strengthening ties with our community, while preserving the values that make Paineiras a place of excellence and social connection.

This report represents a decisive step in the modernization of our management. We will continue to work with rigor and dedication to ensure that Clube Paineiras keeps evolving, always guided by ethics and institutional development.

Sálvio Spinola Fagundes Filho

President of the Executive Board

It is with a strong sense of responsibility and commitment that we present the first Sustainability Report for Clube Paineiras do Morumby. Throughout our journey, we have built a history defined by the promotion of sports, social interaction, and the well-being of our members. This report marks an important step toward consolidating a management approach that is increasingly structured, transparent, and guided by institutional responsibility.

For us, sustainability is directly linked to the ability to ensure the Club's long-term viability through economic and financial balance, responsible resource management, regulatory compliance, valuing people, and adherence to good governance practices. Integrating these pillars strengthens our institution and contributes to maintaining the quality of services and the experience offered to members.

We recognize that structuring the ESG agenda is an ongoing journey requiring constant evolution and improvement. We are committed to strengthening our governance mechanisms, enhancing controls, and further integrating environmental, social, and governance aspects into strategic decisions.

We will continue to operate with responsibility and a long-term vision, ensuring that Clube Paineiras do Morumby remains a space of excellence, social interaction, sports, and well-being, grounded in solid foundations of ethics, institutional commitment, and responsible management.

Paulo Cezar Pereira Mayer



Sálvio Spinola Fagundes Filho



Paulo Cezar Pereira Mayer

MESSAGES FROM THE LEADERS

GRI 2-22

ESG Directorate

Environmental, Social and Governance

The preparation of Clube Paineiras do Morumby's first Sustainability Report marks the beginning of a structured process to incorporate ESG principles into institutional management, directly influencing how we plan, operate, and make decisions.

Throughout 2025, we made progress in organizing, consolidating, and refining information regarding the Club's economic, environmental, and social impacts, taking into account the specific characteristics of a large-scale social club with extensive sports operations, event hosting, and green space management.

More than just an instrument of transparency, this report serves as a management tool, enabling a better understanding of the risks, opportunities, and responsibilities inherent in our activities, and informing decisions, the prioritization of actions, and resource allocation.

For Clube Paineiras, the ESG agenda is directly linked to the quality of governance, efficiency in resource allocation, regulatory compliance, and the strengthening of institutional integrity mechanisms. In this context, establishing indicators, clearly defining responsibilities, enhancing internal controls, and increasing information traceability constitute foundational elements for consolidating a sustainability-oriented management model.

This first reporting cycle establishes a consistent baseline for future progress. Building on this foundation, it will be possible to advance in setting targets, monitoring performance, and continuously improving management systems, thereby fostering increasingly effective integration among strategy, operations, and sustainability, while upholding a commitment to transparency, methodological consistency, and the reliability of the reported information.

We recognize that the maturation of ESG governance is a progressive process requiring consistency, discipline, and continuous evolution. In this context, sustainability is not an isolated initiative but a foundational driver of institutional management.

Accordingly, the Club remains committed to strengthening practices that contribute to its long-term viability, operational efficiency, and value creation for members, employees, and other stakeholders.

Lifetime Council Member Edoardo Guglielmi
ESG Director



ESG Team



Edoardo Guglielmi

MATERIALITY, IMPACTS, AND RISKS

GRI 3-1, 3-2

Materiality

The materiality process makes it possible to identify the topics that reflect the most significant impacts of the Association's activities on the economy, the environment, and society, as well as those that significantly influence the assessments and decisions of its stakeholders.

This process enables the Association to direct management efforts, enhance institutional transparency, and focus its sustainability report on the aspects of greatest relevance to the Association and its stakeholders.

Impacts

Impacts refer to the effects that an organization's activities can have on the environment, society, and the economy. These impacts can be positive or negative and may occur directly or indirectly through the organization's operations and institutional relationships.

Identifying these impacts makes it possible to understand how the Club's operations influence its surroundings and its stakeholder groups, thereby contributing to the continuous improvement of management practices and the adoption of measures that promote positive outcomes and mitigate potential adverse effects.

Material topics

Material topics are those of greatest relevance regarding the Association's economic, environmental, and social impacts, or those that significantly influence stakeholder perceptions and decision-making. These topics represent priority areas for management, strategy formulation, and information disclosure in the sustainability report.

Stakeholders

Stakeholders are individuals, groups, or institutions that affect or may be affected by an organization's activities, decisions, and operations. Considering stakeholder expectations and perceptions is a fundamental component of the process for defining material topics, contributing to a broader understanding of impacts and institutional priorities.

Risks

Risks refer to events or conditions that could negatively affect the organization's ability to achieve its objectives, compromise its institutional performance, or result in reputational, operational, financial, environmental, or social impacts.

These risks may stem from various factors, such as regulatory changes, environmental issues, governance failures, or matters related to stakeholder relationships. Risk analysis enables the Club to identify potential vulnerabilities and develop strategies to prevent, mitigate, or manage them effectively.

Double materiality

The concept of double materiality expands upon the traditional materiality approach by considering two complementary perspectives. The first relates to impact materiality, which assesses how the Club's activities impact the environment, society, and the economy. The second relates to financial materiality, which considers how environmental, social, and governance factors can affect the Association's performance, risks, opportunities, and economic sustainability.

Adopting this approach enables a more comprehensive analysis of the interactions between the Club and the context in which it operates.

DOUBLE MATERIALITY MATRIX

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

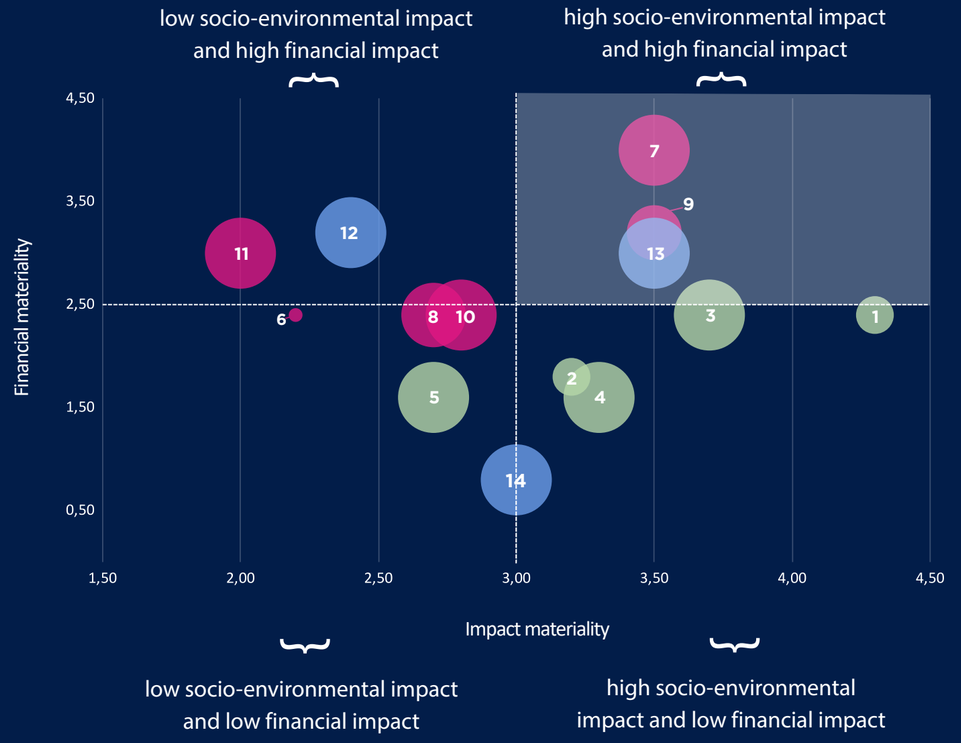
The double materiality matrix graphically prioritizes the Club's material topics based on two complementary perspectives: impact materiality, which considers the effects of the Club's activities on society and the environment, and financial materiality, which assesses how these topics affect its economic sustainability. Stakeholder-perceived relevance, captured during the engagement phases, is incorporated into this assessment. The visual representation highlights the highest-priority topics and guides both the management approach and the content of this report.

Definition of material topics

The definition of topics was based on recognized ESG frameworks—GRI Standards, SASB, and the Sustainable Development Goals (SDGs)—as well as an assessment of environmental, social, and governance issues relevant to the Club's context: its operations, sports activities, events, infrastructure, and stakeholder relationships.

Discussions and anonymous surveys involving various key players and stakeholders helped identify the topics of greatest relevance to the management team and the stakeholders themselves. This process resulted in 14 material topics, distributed across the environmental, social, and governance dimensions.

Throughout 2026, this work will be further developed by prioritizing the most strategic topics, defining targets, indicators, and action plans, and strengthening performance monitoring.



Materiality Report

ENVIRONMENTAL

1. Climate Change and GHG Emissions
2. Energy Resources
3. Water Resources and Effluent Management
4. Waste Management and Circular Economy
5. Environmental Management

SOCIAL

6. Social Engagement and Community Impact
7. Human Rights
8. Diversity, Equity, and Inclusion
9. Organizational Culture and Human Development
10. Occupational Health and Safety
11. Relations with Club Members

GOVERNANCE

12. Supply Chain
13. ESG Governance and Strategy
14. Data Protection

CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS - SDGs

Clube Paineiras do Morumby recognizes the importance of the Sustainable Development Goals (SDGs) established by the United Nations (UN) as a global benchmark for promoting sustainable development through 2030. These goals aim to address social, environmental, and economic challenges, fostering a more just, inclusive, and sustainable society.

Although the Club does not currently have a formal process for strategic alignment with the SDGs, various initiatives carried out within its sports, environmental, sociocultural, and social solidarity activities contribute - directly or indirectly - to advancing some of these goals.

Actions related to promoting sports, health, and well-being; responsible waste management; environmental management of green areas; solidarity and social support initiatives; and greenhouse gas emissions monitoring exemplify how the Club's activities can contribute to the global sustainability agenda.

In future reporting cycles, Clube Paineiras do Morumby intends to advance the process of identifying and strengthening the links between its initiatives and the SDGs, thereby expanding its institutional contribution to sustainable development.







2025 HIGHLIGHTS

GRI 3-1, 3-2

Greenhouse Gas (GHG) Emissions Inventory
2nd consecutive year – Silver Seal achieved

Launch of the ESG Directorate
a strategic pillar to guide decisions

Offsetting of 65.3 tCO_2e
emissions from three sociocultural events were offset

193 sporting events
held at the Club

20,000 participants
in sporting events

40 young apprentices
in training

635 employees
working across the Club's departments

9,654 people
served by the Social Assistance Directorate

2025 FenaClubes Award
first place in the Cultural Club category

Semi-Olympic Pool
new 25-meter pool

José Finkel Trophy
One of Brazil's leading national swimming championships

Jiu-Jitsu
new activity in the recreational area


charity event


chess cup


footvolley tournament



José Finkel Trophy

Programa Brasileiro GHG Protocol
PRATA
2025
INVENTÁRIO COMPLETO
Silver Seal in the Brazilian GHG Protocol Program


São Paulo Artistic Swimming Championship


dance performance

A JOURNEY TOWARD THE FUTURE

GRI 2-1, 2-6

Clube Paineiras do Morumby was founded in 1960, even before the Morumbi neighborhood took on its current urban layout. At the time, the area was still characterized by vast open spaces and low urban density when a group of friends, led by Detlef von Oertzen, identified the site as the ideal location to build a club based on a new concept: a space dedicated to social interaction, sports, nature, and quality of life.

The idea emerged at a time when there was little more than a hill and a prime view of the city. As São Paulo expanded its boundaries toward Morumbi, Clube Paineiras began its own journey of development. The Club's growth paralleled the neighborhood's transformation, becoming part of its history and helping to establish it as one of the capital's key sports, social, and leisure hubs.

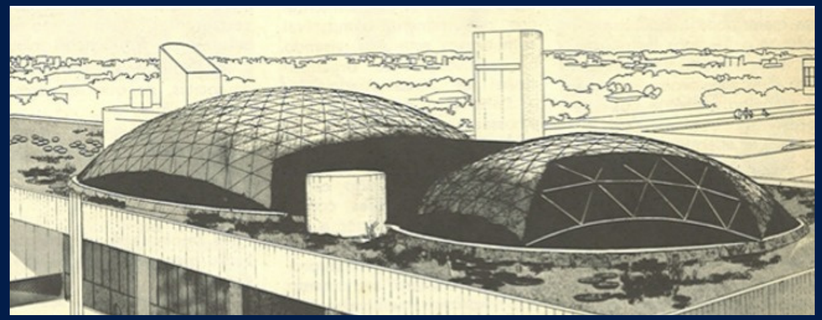
From its earliest years, the venture was defined by the cooperative spirit of its founders. The members themselves played a key role in bringing the project to fruition by purchasing equity shares that funded the initial construction, thereby establishing an institution rooted in collective commitment, active participation, and a long-term vision. Over the course of more than six decades, Clube Paineiras has expanded its infrastructure, diversified its sports offerings, strengthened its cultural and social activities, and established itself as a national benchmark for sports, leisure, family life, and athlete development.

Part of this history is embodied in the Club's very architecture. Designed in the early 1960s by architects Carlos Barjas Millan and Paulo de Mello Bastos, the complex stands as a landmark of Brazilian modern architecture and is recognized as a heritage site of the city of São Paulo, protected by official heritage listing under CONPRESP (the Municipal Council for the Preservation of Historical, Cultural, and Environmental Heritage).

By safeguarding this complex, Clube Paineiras preserves not only its institutional history but also an architectural and cultural legacy that is part of the capital's collective memory.

This journey has shaped the Club's identity and remains reflected in its institutional values. The same pioneering spirit that drove its founding continues to guide its evolution, now also incorporating principles of sustainability, inclusion, innovation, and good governance. More than just preserving its history, Clube Paineiras do Morumby remains committed to building the next decades of its journey with responsibility and a forward-looking vision.

Clube Paineiras do Morumby was born from the vision of individuals who believed in the future of a neighborhood. Today, it upholds that pioneering spirit by strengthening a management approach focused on sustainability, inclusion, good governance, and creating value for future generations.



Territorial Integration and Human Development

Since its establishment, Clube Paineiras do Morumby has witnessed and participated in the transformation of one of São Paulo's most iconic neighborhoods, contributing to the consolidation of an area that is now a benchmark for urban quality, sports, leisure, and green spaces.

The Club's history is inextricably linked to the development of the neighborhood that bears its name. In the early 1960s, when construction of Clube Paineiras do Morumby began, the area consisted predominantly of small country estates, open land, and roads still under construction; the main landmark at the time was the Morumbi Stadium, which was also being built.

Over the following decades, the neighborhood underwent rapid urbanization, establishing itself as one of São Paulo's most sought-after areas. Meanwhile, Paineiras continuously expanded its facilities and diversified its sports, cultural, and social activities, cementing its status as one of the country's most established recreational and sports associations.

A comparison of images highlights this shared transformation. While the surrounding area was progressively built up by urban expansion, the Club preserved a significant green area within its grounds, harmoniously integrating infrastructure, landscaping, and trees. Today, this environmental asset stands out amidst the metropolis's densification, reaffirming Paineiras's long-standing commitment to quality of life and sustainability.

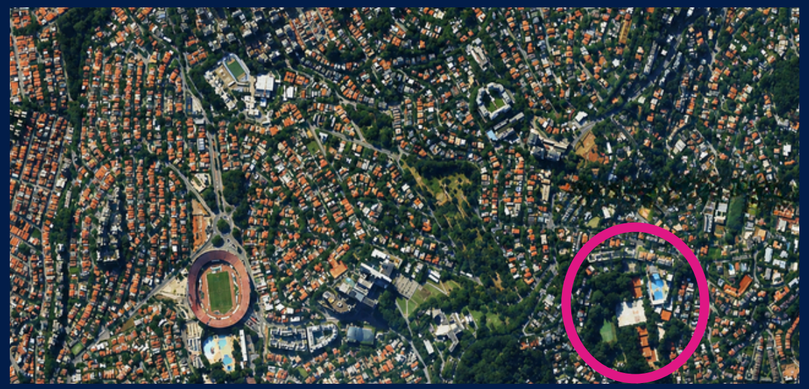
More than just keeping pace with Morumbi's growth, Clube Paineiras played an active role in shaping the neighborhood's identity. Over more than six decades, its journey has become intertwined with the region's own history, reflecting an evolution defined by the strengthening of sports, culture, community life, and social-environmental responsibility, as well as a commitment to valuing shared assets.



1958



1968



2025

CLUBE PAINEIRAS DO MORUMBY

GRI 2-1, 2-6, 2-22

Business model and value chain

Clube Paineiras do Morumby is a private association dedicated to providing social and sports services to its members. Located in the city of São Paulo, the Club carries out activities that include managing sports and recreational facilities, offering various sports disciplines, hosting social and cultural events, providing food services, and maintaining green areas and physical infrastructure, alongside administrative and management support functions.

Its operations are concentrated in the local and regional market, with services aimed primarily at members, users, and guests.

The Club's value chain is organized around the continuous operation of its institutional activities and the maintenance of its infrastructure. The execution of these activities relies on the integration of internal teams, specialized suppliers, and institutional partners.



The people behind the club

The Club's operations rely on a network of relationships that extends well beyond its physical premises. Every day, a diverse range of individuals, organizations, and partners contribute to the Club's ability to offer sports, social, and cultural experiences to its members. This dynamic encompasses everyone from the suppliers responsible for essential operational services to the various groups that use and bring life to the Club's spaces. Together, these stakeholders form a collaborative ecosystem that sustains activities, fosters social interaction, and ensures the continuity of the experiences that define daily life at Paineiras.

The supply chain consists primarily of service providers and suppliers of goods essential to the Club's operations and maintenance, including

- Energy and water suppliers;
- Food and beverage suppliers;
- Cleaning, preservation, and maintenance materials;
- Outsourced services, such as security, cleaning, and specialized maintenance;
- Technical services and consultancy;
- Suppliers of sports and administrative equipment.

These relationships are established based on operational, contractual, and legal criteria, ensuring the continuity and quality of the services provided.

The Club's downstream entities primarily comprise its members, users, athletes, event participants, and other audiences that utilize its facilities and services.

In addition to relationships with suppliers and end-users, the Club maintains institutional and operational interactions with regulatory bodies, public entities, sports federations, industry associations, institutional partners, and specialized service providers. These interactions are necessary for the regular conduct of its activities and for compliance with legal, regulatory, and statutory obligations.



FINANCIAL PERFORMANCE

GRI 2-1, 2-6

CURRENT RATIO

2.97

solid short-term position

NET WORTH (BRL)

210.6 million

▲ 7.1% vs. 2024

CASH EQUIVALENTS (BRL)

50.8 million

▲ 21.7% vs. 2024

RESERVE FUND (BRL)

38 million

▲ 23.9% vs. 2024

TOTAL ASSETS (BRL)

234.3 million

consolidated asset base

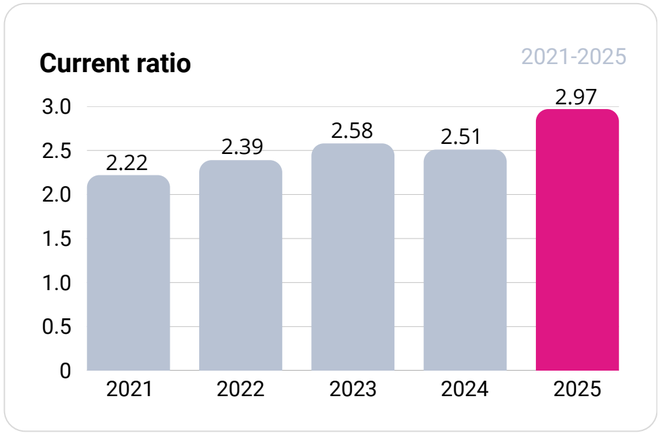
2025 INVESTMENTS

BRL 10.1 million

invested in construction projects and fixed assets (2025 cash flow)

The Club's economic and financial management does not aim for profit, but rather for balance, operational continuity, and the growth of its assets. The 2025 accounts were independently audited and approved by the Fiscal Council and Deliberative Council.

Financial Report



What the current ratio shows

For every BRL 1.00 in short-term obligations, the Club held BRL 2.97 in current assets at year-end 2025

The indicator increased from 2.22 in 2021 to 2.97 in 2025, demonstrating financial strength and a healthy, sustainable financial position.

2025 Financial Results

REVENUE (BRL million)

Operating: 147.6
Incentivized: 0.8

} **148.4**

EXPENDITURES (BRL million)

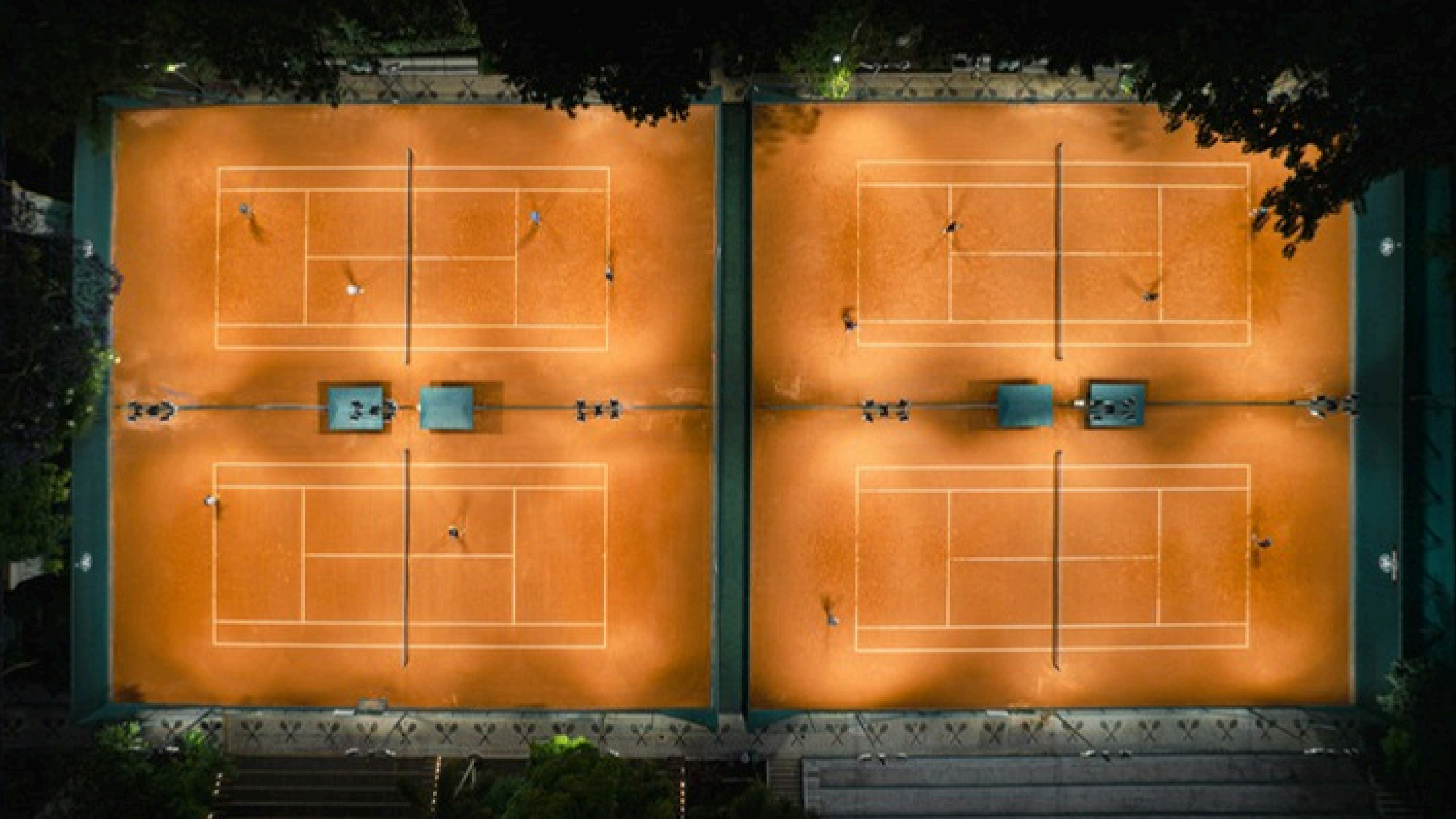
Fixed: 93.9
Variable: 50.1
Incentivized: 0.8

} **144.8**

Surplus

BRL 3.6 million





Beach Tennis Arena

The reopening of the Beach Tennis Arena in 2024 marked an expansion of the Club's sports infrastructure, consolidating it as one of the Club's leading facilities for the sport while enhancing its integration with the natural surroundings.



ESG DIRECTORATE

GRI 2-9, 2-13

In 2025, Clube Paineiras do Morumby established an ESG Directorate, marking a significant step toward strengthening its governance practices and integrating environmental, social, and governance considerations into strategic decision-making.

The acronym ESG stands for Environmental, Social, and Governance, representing the three fundamental dimensions for the responsible and sustainable management of organizations. In an institutional context, these pillars guide the management of environmental impacts, relationships with people and communities, and the adoption of robust practices regarding governance, transparency, and ethics.

The creation of the ESG Directorate reflects the understanding that institutional sustainability depends on integrating these three pillars into the Club's strategy and activities. Accordingly, the Directorate aims to establish guidelines, support information organization, drive process improvements, and encourage the gradual adoption of practices aligned with the ESG agenda.

In addition to strengthening governance and internal management, the ESG Directorate's work enhances transparency and dialogue with the Club's various stakeholders. By structuring this agenda, the Club seeks to continuously improve its institutional practices, foster increasingly responsible resource management, and strengthen its ability to generate long-term value for its members and other stakeholders.

ESG Policy - Clube Paineiras do Morumby

ENVIRONMENTAL

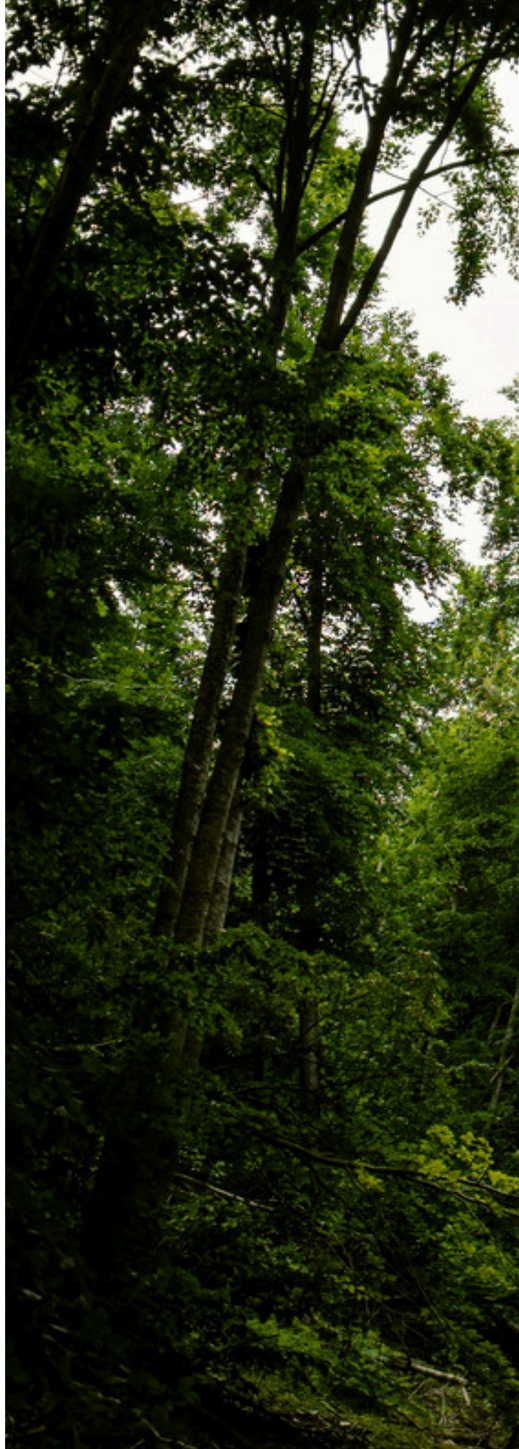
- prevent, mitigate, and control environmental impacts resulting from its activities;
- promote the efficient use of water, energy, and other natural resources;
- ensure proper waste management, prioritizing reduction, reuse, and recycling;
- preserve, restore, and expand green areas and environmentally high-quality spaces;
- measure, reduce, and offset greenhouse gas emissions;
- encourage conscious consumption practices and environmental education;
- comply with applicable environmental legislation and best sustainability practices.

SOCIAL

- promote a safe, respectful, and inclusive environment free from any form of discrimination, harassment, or violence;
- encourage harmonious coexistence, citizenship, respect for differences, and a culture of belonging;
- foster accessibility and the inclusion of people with disabilities, the elderly, and neurodivergent individuals;
- contribute to health, well-being, quality of life, and human development through sports, culture, education, and leisure;
- value employees, service providers, and partners by promoting relationships based on respect, ethics, and social responsibility;
- strengthen relationships with members, their families, the community, and other stakeholders

GOVERNANCE

- act with ethics, integrity, transparency, and responsibility in all management processes;
- ensure compliance with the Bylaws, internal regulations, and applicable legislation;
- promote accountability, transparency, and access to institutional information;
- encourage member participation and dialogue with various stakeholders;
- strengthen mechanisms for the prevention, detection, and handling of misconduct;
- ensure impartiality, confidentiality, and the protection of reports made through its ethics and integrity channels;
- continuously improve its management processes, indicators, and mechanisms.



GOVERNANCE

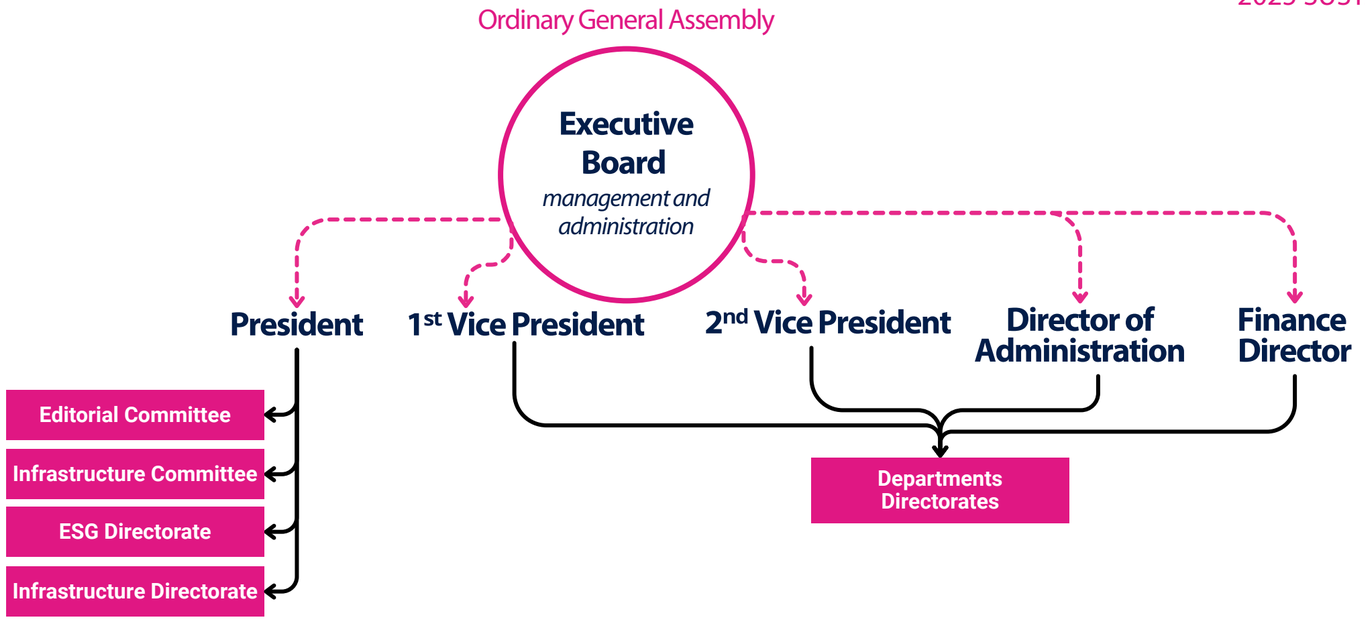
GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-17, 2-18, 2-19, 2-24, 3-3, 405-1

Governance Structure

The governance structure of Clube Paineiras do Morumby comprises three main bodies: the Deliberative Council, the Executive Board, and the Fiscal Council, whose duties, powers, and operations are defined in the Bylaws and specific internal regulations. The Club's governance is structured to ensure the independence of deliberative, supervisory, and executive functions.

The **Deliberative Council** acts as the institution's deliberative body, responsible for defining the Club's guidelines and strategic decisions. The **Executive Board** is responsible for the administration and management of operational activities, implementing deliberative decisions and ensuring the proper functioning of institutional activities. The **Fiscal Council** performs the function of economic and financial oversight and is elected by the Deliberative Council.

The Deliberative Council also comprises Standing Committees, which act as auxiliary bodies within the scope of their statutory powers and are composed of members elected by the Deliberative Council from among its own ranks. Notable among these are the **Sports Evaluation Committee**, the **Adjudication Committee**, and the **Inquiry Committee**, whose duties, composition, and operating procedures are defined in their respective internal regulations. The **Editorial Committee** serves to support the Executive Board and operates within the scope of its mandate and includes two members appointed by the Deliberative Council.



Deliberative Council
Club's highest governance body
Composition
120 members elected by Club members for six-year terms
Presiding Board: two men and one woman

President – man; Vice President – woman; Secretary – man

Terms of Office
40 new council members are elected every two years at the Ordinary General Assembly
20 lifetime council members – former elected Presidents of the Executive Board and the Deliberative Council

Adjudication Committee:
Sports Evaluation Committee: } 1 president, 1 secretary, 3 full members and 3 alternate members
Inquiry Committee: → 1 president, 1 secretary, 3 full members and 4 alternate members

All committee members are Council members elected by the Deliberative Council and the Executive Board. The Bylaws require women to hold at least 30% of the Club's management positions.

Fiscal Council
Composition
5 full members and 3 alternate members, serving three-year terms.
Members are elected by the Deliberative Council from among registered Club members or Council members. If a Council member is elected, they must take leave from their duties on the Deliberative Council.

Executive Board
Composition
President - man
1st vice president - man
2nd vice president - man
Finance Director - man
Administrative Director - woman
34 Department Directors (*22 men and 12 women*)

Department Directors are appointed and removed from office by the President of the Executive Board. Members of the Executive Board and the Councils serve on an unpaid basis. All terms of office follow the periods established in the Bylaws, the Internal Regulations of the Deliberative Council, and the formal acts governing election and inauguration.

GOVERNANCE

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-17, 2-18, 2-24, 3-3, 405-1

Leadership of the highest governance body

The Deliberative Council is the highest governance body of Clube Paineiras do Morumby, with the primary responsibility of guiding and overseeing the institutional decisions that ensure the Club's continuity and smooth operation.

This body is led by the President of the Deliberative Council, who is elected in accordance with the rules set forth in the Club's Bylaws and internal regulations. It is their role to lead the Council's proceedings, coordinate deliberations, and ensure that decisions are made in alignment with institutional principles and the interests of the Club and its members.

Nomination and selection of governance bodies

The nomination and selection of members for the highest governing body of Clube Paineiras do Morumby, as well as for other statutory bodies and their committees, take place through formal electoral processes conducted within the Ordinary General Assembly, in accordance with the Bylaws and the prevailing Election and Campaign Regulations. These electoral processes encompass formal rules regarding eligibility, candidacy registration, direct election, the conduct of voting, vote counting, and the inauguration of elected members. These procedures are overseen by bodies established in the Association's governing documents and are recorded in official minutes.

Lifetime Council Members

Lifetime Council Members hold a significant position within the Club's institutional structure. This body is composed of former presidents of the Executive Board and the Deliberative Council, bringing together professionals and leaders who, at various times, held the highest management and representative roles within the organization.

The experience accumulated by these leaders constitutes a vital institutional asset, contributing to the preservation of organizational memory, the Club's culture, and the values guiding its trajectory. Their knowledge regarding the challenges faced over the decades—as well as decision-making processes and the evolution of governance—serves as a valuable source of insight and a reference point for current generations of managers and councilors.

From a governance perspective, the presence of Lifetime Council Members strengthens institutional continuity and the quality of decision-making. Regarding strategic matters, major projects, or highly complex issues, their experience often fosters reflection and well-considered decision-making, providing technical and institutional input to the Presidency, the Executive Board, and the Deliberative Council.

Their work is characterized by independence, experience, and a commitment to the Club's long-term interests. It helps mitigate institutional risks, maintain administrative stability, and strengthen good governance practices. This ensures that key decisions benefit from the perspective of those who directly shaped the history and development of Clube Paineiras.



Wesley Lúcio Cavalcante de Melo - President of the Fiscal Council
Paulo Cezar Pereira Mayer - President of the Executive Board
Sálvio Spinola Fagundes Filho - President of the Deliberative Council

ETHICS, INTEGRITY, AND INSTITUTIONAL COMPLIANCE

GRI 3-3, 2-23, 2-26, 2-27

Clube Paineiras do Morumby conducts its activities based on principles of integrity, respect for internal regulations, and compliance with applicable laws. These principles guide the Club's management and are reflected in its governing documents, which establish guidelines for the operation of administrative, sports, and social activities.

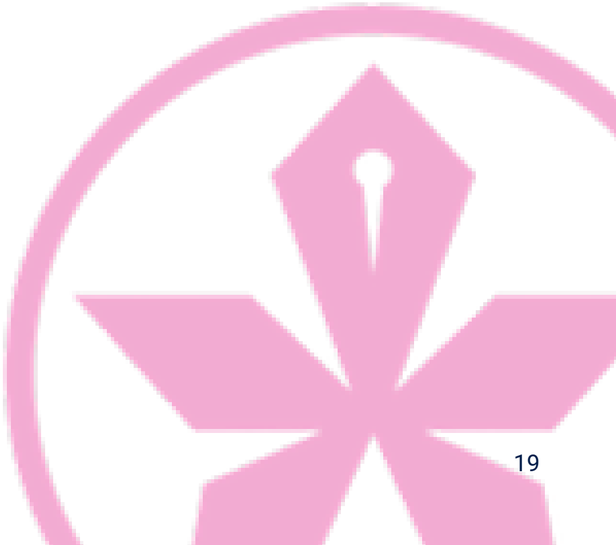
The Bylaws define the Club's governance structure, the responsibilities of its institutional bodies, and general operating rules. The Internal Regulations complement these provisions by establishing standards regarding institutional conduct, the use of facilities, and the behavior expected of members and other individuals who frequent the Club.

On the administrative front, the Procurement Manual guides the processes for acquiring goods and contracting services, contributing to organized internal practices and greater transparency in the conduct of these activities. Meanwhile, the Election Campaign Regulations establish criteria and procedures for internal electoral processes, ensuring clear rules for participation in and the conduct of elections for governance bodies.

In addition to these instruments, the Club has relevant internal bodies dedicated to upholding ethics and institutional integrity. The Adjudication, Inquiry and Sports Evaluation Committees play an important role in reviewing matters involving conduct, compliance with rules and the application of measures established in the Club's regulations, thereby contributing to the proper functioning of its membership and sporting activities.

During the 2025 reporting cycle, the Club did not yet have specific formal corporate compliance policies or structured due diligence processes for systematically assessing the economic, environmental or social impacts associated with its activities or supply chain. Nevertheless, the existing internal rules and institutional bodies play an important role in guiding internal practices and fostering an organizational culture based on accountability, respect for rules and institutional integrity.

In 2025, the Club identified one instance of non-compliance related to failure to meet the minimum number of persons with disabilities required by applicable legislation, as described on page 26. The matter was incorporated into an institutional remediation plan, with intensified recruitment and selection efforts. No significant fines or non-monetary sanctions were imposed during the reporting period. For the purposes of this report, events with the potential to cause material financial, operational, regulatory, or reputational impacts were considered significant.



COMMUNICATION AND MANAGEMENT OF RISKS AND IMPACTS

GRI 2-16, 2-25, 2-26

In 2025, inquiries, questions, or concerns regarding the Club's activities were primarily addressed through direct contact with those responsible for various areas, as well as with directors and governance bodies. This direct dialogue has always been part of the Club's institutional dynamics, enabling members, employees, and other stakeholders to raise questions, suggestions, or concerns with the management team.

All those involved in the administration and conduct of the Club's activities operate in compliance with the rules set forth in the Bylaws, the Internal Regulations, and other institutional policies. These documents guide conduct and establish the procedures applicable to reviewing situations involving non-compliance or potential irregularities, including the involvement of competent bodies and committees when necessary.

The Club maintains formal channels for receiving reports, suggestions, complaints, and other forms of feedback. In 2025, the Ombudsman's Office and the Internal Commission for Accident Prevention (CIPA) served as intake points for these matters, which were formally investigated by the Executive Board and the relevant departments. Additionally, the Bylaws guarantee members the right to submit written communications to the Executive Board or the Deliberative Council—including suggestions, proposals, complaints, and criticisms—regarding matters of interest to the Club or its members.

Based on the materiality assessment conducted for this report, the Club identified the need to implement a structured channel for receiving and addressing feedback and concerns.

As part of its ongoing efforts to strengthen governance and integrity practices, the Club plans to implement an independently operated whistleblowing channel by 2026. This initiative aims to provide a secure, anonymous and effective means of submitting and addressing complaints, concerns, feedback and reports of potential misconduct.

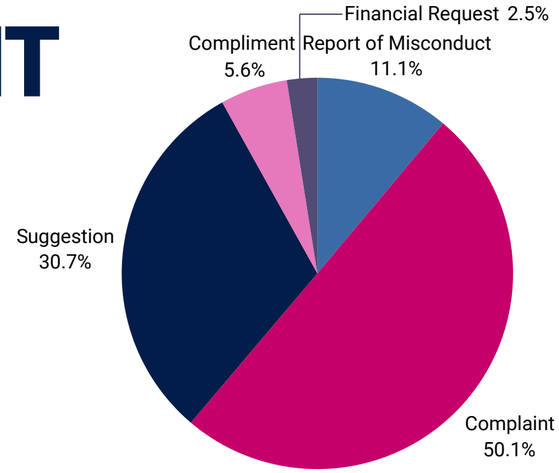
At the same time, the Club plans to develop and make its Code of Ethics and Conduct available to all stakeholders. The Code will guide behavior, reinforce institutional principles and establish clear standards of conduct. The whistleblowing channel will support compliance with the Code by strengthening the prevention, identification and handling of conduct that violates internal policies, institutional principles or applicable laws.

Disciplinary Management and Adjudication

75 disciplinary proceedings (Disciplinary Committee)

29 cases adjudicated (Adjudication Committee)

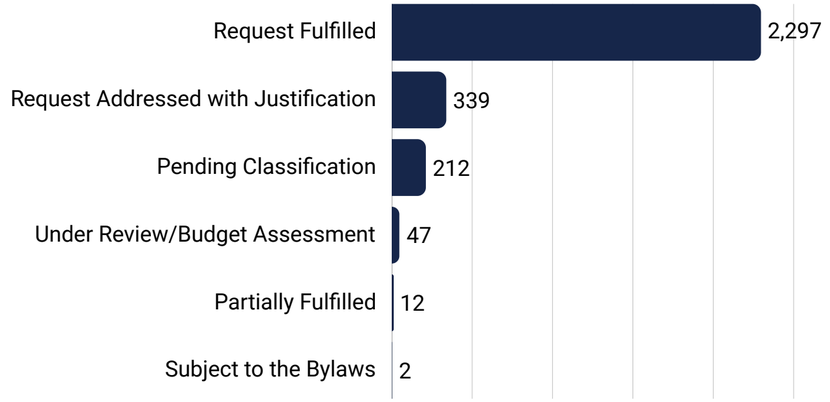
Submissions by type



2,909 submissions recorded

92.8% responded to

Response Status



CONFLICT OF INTEREST

GRI 2-15

Clube Paineiras do Morumby adopts guidelines aimed at preventing and dealing with situations of conflict of interest, helping to ensure that institutional decisions are conducted with impartiality, transparency and focus on the collective interest of members.

The applicable rules are set out in the Bylaws, Internal Regulations and Rules of Procedure of Councils and Commissions, which establish conduct guidelines, institutional duties and situations of impediment for directors, council members, committee members and other stakeholders involved in the Club's governance. These documents determine that members of governance bodies must refrain from participating in deliberations or decisions whenever there is a personal, family, professional or economic interest capable of compromising their impartiality.

In addition to the general rules of conduct and impediment, the Club maintains specific mechanisms to prevent favoritism and ensure equality in institutional relations. The practices adopted include the prohibition on the admission of members, their dependents and relatives of members, up to the fourth degree, as Club employees; preventing employees from joining the association during their employment relationship; prohibiting the personal provision of services by members and their dependents on the Club's premises; and the prohibition of the participation of directors, employees and their dependents in processes of purchasing, hiring or leasing services promoted by the Club.

The rules also impose restrictions on the reappointment and the exercise of strategic positions, including the prohibition on the immediate re-election of the President of the Executive Board and the exercise of certain positions in other governance bodies in the subsequent term, a rule equally applicable to the spouse and relatives up to the second degree.
These measures strengthen the segregation of functions, reduce potential conflicts of interest and contribute to the integrity of management and governance processes, reinforcing the Club's commitment to ethics, transparency and good governance.

STAKEHOLDER ENGAGEMENT

GRI 2-29

Stakeholders

Clube Paineiras do Morumby maintains a close, ongoing relationship with various groups that are part of its daily life or connected to its activities in some way. Key stakeholders include members and their families, employees, athletes, suppliers, service providers, sports federations, institutional partners, and the surrounding community.

This relationship unfolds primarily through the Club's own activities—through daily interactions, sports participation, events, and the various exchanges that make up the institution's routine. These interactions allow the Club to hear diverse perspectives, understand expectations, and identify opportunities for operational improvement.

Dialogue with members, who are the institution's core audience, takes place directly, whether through the use of facilities and participation in sports and social activities, or through the Club's institutional processes and communication channels. Relationships with employees and service providers, meanwhile, are shaped by work routines, team management, and the execution of operational and administrative tasks.

The Club also maintains frequent interaction with sports federations, public entities, institutional partners, and suppliers. Those relationships are vital for organizing competitions and events and for the smooth operation of its activities.

Developing the materiality matrix for this inaugural Sustainability Report marks a significant step in managing these stakeholder relationships. The matrix helps identify the issues most relevant to the Club and its stakeholders, while also paving the way for stronger dialogue and engagement in future reporting cycles.





PEOPLE DEVELOPMENT AND EMPLOYEE WELL-BEING

GRI 2-7, 2-8, 2-28, 2-29, 2-30, 3-3, 405-1

Professional training and development

The Club has a structured training and development program that includes corporate training, technical courses, and initiatives focused on individual and leadership development. One of these initiatives is the talent identification program, which seeks to direct employees to areas where they can further develop their skills. In 2025, the Club provided:

- 6 behavioral development training sessions, reaching 241 employees;
- 22 technical training sessions, attended by 222 employees;
- Support for academic education, including 5 employees enrolled in MBA or other postgraduate programs and 2 employees enrolled in undergraduate programs.

The Club also provides specific leadership development training, which will continue in 2026.

Employee inclusion and support programs

The Club also promotes initiatives focused on employee well-being and support for employees and their families. These include:

- A support program for employees who are responsible for children with specific support needs, providing an additional 20% benefit under the collective bargaining agreement and supporting 10 employees in 2025;
-
- A vaccination campaign fully funded by the Club, reaching approximately 467 employees through an initiative led by HR in partnership with the Medical Center.

Employee recognition

Once a year, in December, the Club suspends services to members so that its employees can enjoy its facilities in recognition of their work. This initiative recognizes the teams' dedication and provides opportunities for interaction and well-being.

Training and Development of Future Professionals

The Club maintains an internship program in partnership with two universities, focused on providing students with practical training, particularly in Physical Education. Internships last up to two years, with the possibility of permanent employment.

As part of this initiative, the Club Open House is held twice a year, offering supervised visits and an introduction to the operations of the Club's different departments. In 2025, approximately 250 people participated in the event.



22 employee events

4,500 participants

selected key events - participants

Learning with Our Nutritionist	70
Year-End Celebration	1,300
School Supply Kit Distribution	410
Children's Day	322
ASD Awareness Talk	33
Speech-Language Pathology Talk	33
Flu Vaccination Campaign	1,795

467 employees



570 participants in the 2025 SIPATMA*

** Internal Week for Workplace Accident Prevention and Environmental Awareness*

554 participants in the Regulatory Standards (NRs) and related training

11 different NRs

awareness campaigns

- **january** – Mental health and emotional well-being
- **february** – Lupus, Alzheimer's disease, fibromyalgia and leukemia
- **march** – Colorectal cancer
- **april** – Autism
- **may** – Road safety
- **june** – Blood donation
- **july** – Viral hepatitis and head and neck cancer
- **august** – Childhood and adolescent cancer
- **september** – Suicide prevention
- **october** – Breast cancer
- **november** – Prostate cancer
- **december** – Road safety and AIDS awareness

workforce members during 2025 (883 employees and interns)

635
employees
Year-end headcount, based on hires and departures recorded by the Human Resources Department

652 **under the CLT regime***
456 ♂
196 ♀

231 **interns**
154 ♂
77 ♀

417 **full-time employees**
> 40h per week
299 ♂
118 ♀

466 **part-time employees**
< 40h per week
311 ♂
155 ♀

**Brazil's Consolidation of Labor Laws (CLT)*







Of the 883 employees and interns who worked at the Club during 2025, 849 lived in the city of São Paulo - 587 men and 262 women - while 34 lived in other cities - 23 men and 11 women.

+ 381
workers
employed by concessionaires



DIVERSITY, EQUITY, AND INCLUSION

GRI 2-9, 3-3, 405-1, 413-1

Promoting a diverse, respectful and inclusive environment is an essential part of the social experience and institutional culture of Clube Paineiras do Morumby. As a space that brings together people of different backgrounds, ages and life experiences, the Club seeks to foster relationships based on respect, equal treatment and appreciation of diversity.

The principles of respect for individuals and non-discrimination are reflected in the Club's institutional rules and standards of conduct, which guide its operations and the behavior expected of members, employees and other stakeholders. These guidelines contribute to creating a welcoming, safe and respectful environment for everyone.

Within its sporting activities, the Club seeks to promote inclusion by offering classes open to people with different backgrounds, abilities and needs, encouraging participation in sports within an environment of respect and integration. The aim is for sporting activities to provide opportunities for interaction, learning and development in which differences are recognized and valued.

In this first reporting cycle, the Club presents indicators related to the composition of its workforce and governance bodies. More than a snapshot, these data establish a baseline from which the Club can monitor its progress. Transparently acknowledging the current position is essential to setting consistent goals and measuring progress over future reporting cycles.

The Club recognizes that important progress is still needed in diversity, particularly regarding the representation of certain groups and the composition of its leadership. It therefore commits to treating these matters not merely as information to be reported, but as an active agenda: each indicator presented here will be translated into a diversity target, with specific actions and monitoring in subsequent reporting cycles. These priorities are already reflected in initiatives planned for 2026, including the establishment of the Inclusion Directorate, the Inclusion Committee, the 50+ Program, and Diversity, Equity and Inclusion programs for employees.

As of December 31, 2025, the Club had not yet met the minimum number of persons with disabilities required under applicable legislation. This represents an identified instance of non-compliance and has already been incorporated into an institutional action plan. During the reporting period, recruitment and selection efforts were intensified. However, hiring was affected by the limited availability of candidates whose qualifications matched the existing positions and who were interested in working in the Club's activities. Clube Paineiras remains committed to advancing inclusion by continuously working to fill the relevant positions, strengthen accessibility and foster an increasingly diverse, inclusive and accessible workplace.

Workforce diversity

Black and Brown employees: 227
→ 35% of employees under the CLT employment regime

Women: 172 employees
→ 27% of the year-end headcount

Leadership: 13 women and 8 Black or Brown employees
→ Representing 35.1% and 21.6% of leadership positions, respectively

Employees with disabilities: 11

Employees over 50: 144
→ 22% of employees under the CLT employment regime

Member Diversity

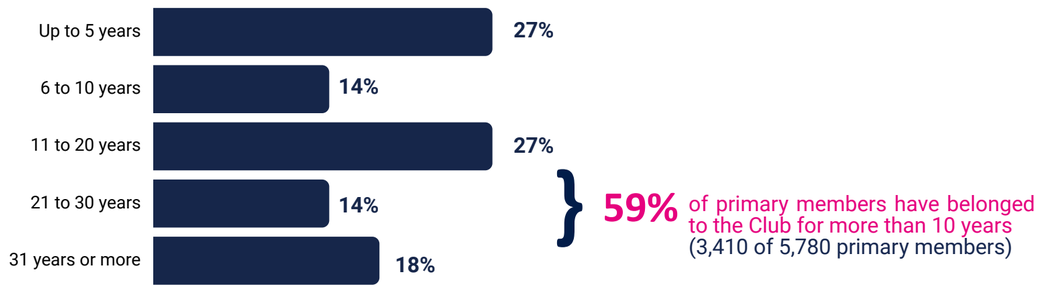
The Club's membership spans different generations and reflects relationships built over more than six decades. The interaction among long-standing members, children, and young people enables the Club to preserve its identity while renewing its community and carrying its values forward to future generations.

Members

5,780 primary members + **21,077** dependents = **26,857** members → ♂ **48%** **Male** 12,829 members + ♀ **52%** **Female** 14,028 members

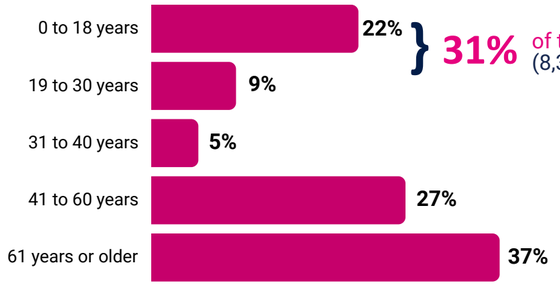
5,500 proprietary members + 217 lifetime members + 63 contributing members

Membership Tenure



59% of primary members have belonged to the Club for more than 10 years (3,410 of 5,780 primary members)

Age Group



31% of the Club's membership is aged 30 or younger (8,326 of 26,857 members)

Mulheres Paineirenses

Established in 2022 through an initiative led by women Council members and women Club members, the Mulheres Paineirenses ("Women of Paineiras") Group brings participants together through activities focused on social interaction, health, education, volunteerism, and women's empowerment. The initiative is supported by the Club's Executive Board and Deliberative Council.

Its activities include health awareness and prevention campaigns, social gatherings, educational initiatives, and charitable campaigns. In 2025, the group had 50 participants, collected more than 410 scarves, and supported two charitable organizations.

These initiatives strengthen relationships among women members, expand their participation in the Club's institutional life, and encourage volunteerism and community engagement.

The initiative is part of the Club's engagement with its women members and the organizations it supports, combining women's participation, well-being, and social action.

Women's empowerment: Personal development initiatives that encourage women members to participate in the Club's institutional life.

Health and prevention: Health awareness and education campaigns focused on prevention, quality of life, and self-care.

Volunteering and solidarity: Charitable campaigns and support for charitable organizations, with the participation of women members.

Education and awareness: Educational initiatives that share information about health, well-being, and other topics of interest to women members.

Integration and social interaction: Activities that promote interaction and connection among participants and the Club community.







GREENHOUSE GAS EMISSIONS

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

Climate change is one of today's major challenges and underscores the importance of responsibly managing greenhouse gas (GHG) emissions. A GHG emissions inventory is an essential tool for understanding operational impacts, identifying emission reduction opportunities, supporting decision-making, and strengthening institutional transparency.

Since 2024, Clube Paineiras do Morumby has measured its GHG emissions, establishing this process as part of its sustainability and climate management strategy. The initial inventory not only identified the main emission sources but also improved information traceability, strengthened internal controls, and enhanced the quality of the data used in the process.

In 2025, the Club continued to advance this work by mapping emission sources in greater detail, refining the assumptions adopted, and further developing its mitigation and offsetting strategies. As part of these efforts, the Club purchased International Renewable Energy Certificates (I-RECs), confirming the procurement of electricity from renewable sources and allowing its Scope 2 emissions to be reported as zero under the market-based approach. This renewable energy procurement strategy reduced the Club's reported market-based Scope 2 emissions by approximately 256.96 tCO_2e compared with the location-based approach, reinforcing its commitment to decarbonizing its operations.

The comparison between the 2024 and 2025 inventories demonstrates not only changes in results but, more importantly, the continued development of the Club's climate management practices. This progress is reflected in more reliable information, improved data traceability, and stronger measures focused on reducing and continuously monitoring emissions.

The inventory covers the three scopes of emissions defined by the GHG Protocol:

Scope 1: direct emissions from sources owned or controlled by the organization, such as fuel consumption in company-owned vehicles and equipment.

Scope 2: indirect emissions associated with the generation of electricity purchased and consumed by the organization.

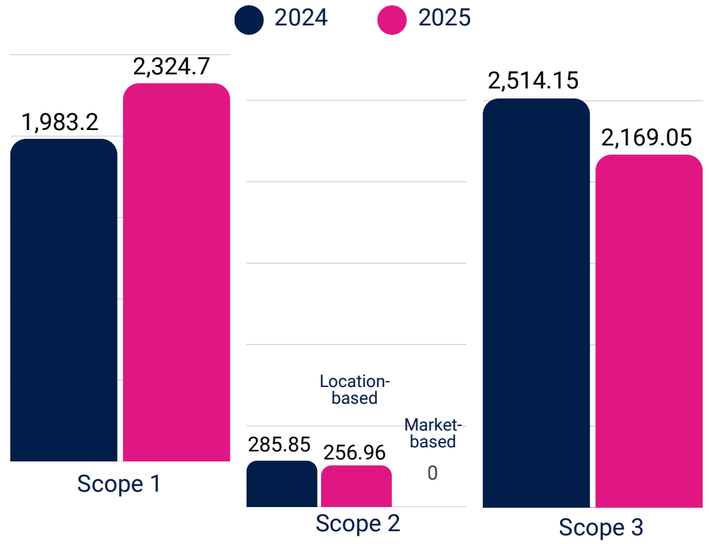
Scope **3**: other indirect emissions occurring throughout the organization's value chain, including those related to suppliers, transportation, waste, and other indirect activities.

The inventory was published in the Brazilian GHG Protocol Program's Public Emissions Registry, an initiative that promotes transparency and standardization in corporate emissions reporting in Brazil. Publishing this information in the Registry makes the data publicly accessible and comparable, strengthening the credibility of organizations that report their emissions.

The Club received the Selo Prata (Silver Seal), a recognition awarded to organizations that prepare and disclose a complete and consistent inventory in accordance with the Program's methodological criteria.

Programa Brasileiro GHG Protocol
PRATA 2025
INVENTÁRIO COMPLETO

2024 and 2025 GHG Emissions Inventories (tCO_2e)



GHG Inventory

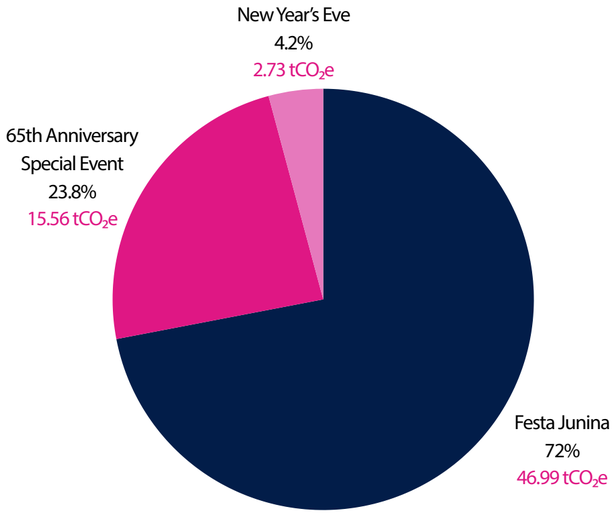
Offsetting emissions from major events

In addition to preparing its greenhouse gas emissions inventory, Clube Paineiras do Morumby also promotes carbon offsetting initiatives for events held at its facilities. In 2025, the emissions associated with three institutional events—the Festa Junina Paineiras, the Club's 65th Anniversary Special Event, and the New Year's Eve Celebration—were measured and offset through the purchase and retirement of certified carbon credits. In total, approximately 65.3 metric tons of CO_2e were offset, covering emissions from infrastructure, ground transportation, and waste generated during the events.

The emissions were offset by supporting two carbon credit projects. One is a REDD+ forest conservation project - Reducing Emissions from Deforestation and Forest Degradation - focused on protecting native forest areas and preventing deforestation. REDD+ projects help prevent the release of carbon stored in forests while also generating environmental and social benefits, including biodiversity conservation and support for local communities.

The second supported project is associated with the Salto Pilão Hydroelectric Power Plant, a renewable energy facility located in the state of Santa Catarina. Projects of this type help reduce emissions by increasing the share of renewable sources in the energy mix and displacing or avoiding electricity generation from more carbon-intensive sources.

By supporting these projects through carbon offsetting, the Club contributes to initiatives that promote environmental conservation and the expansion of renewable energy, reinforcing its commitment to responsibly managing its climate impacts.



65.3 tCO_2e OFFSET

66 carbon credits retired

As part of its environmental awareness and member engagement initiatives, Clube Paineiras do Morumby provides a calculator on its website for estimating carbon emissions associated with travel to and from the Club. The tool allows users to easily estimate the emissions generated by their round trips, particularly those made by car. In addition to increasing awareness of the climate impacts associated with everyday mobility, the initiative enables users to voluntarily offset their calculated emissions by supporting certified environmental projects.

GHG Emissions Calculator



Salto Pilão Hydroelectric Power Plant



WASTE MANAGEMENT

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

Proper waste management is a key environmental practice in the operations of Clube Paineiras do Morumby. Given the high number of people using its facilities and the wide range of activities conducted on its premises, the Club implements initiatives focused on waste separation, treatment, and the responsible management and disposal of the waste generated. These efforts seek to minimize environmental impacts and encourage more sustainable practices among members, employees, and service providers.

One of the main measures implemented is waste segregation at the source, which enables the proper management of recyclable materials, organic waste, and other types of waste generated by the Club's activities. This process helps increase recycling rates and reduce the volume of waste sent to landfills.

One of the Club's key initiatives is its composting system for organic waste generated by food service operations. The process uses nine static composting windrows, in which organic waste is combined with bulking materials, such as dry leaves, to support the natural decomposition of organic matter. The resulting compost undergoes chemical and physical testing to ensure its suitability for use. Part of the material is used in the Club's green areas, while the remainder is made available for donation to employees.

The Club also participates in the Movimento Resíduo Zero (Zero Waste Movement), an initiative aimed at reducing waste generation and increasing recycling rates. Since 2019, Clube Paineiras has established progressive targets to improve its waste management. The initial target was to achieve an 80% recycling rate by 2022. In 2024, the rate reached 83.93%, considering different waste streams, including recyclables, used oil, and construction debris. In 2025, the rate increased to 84.51%, with a target of reaching 85% in 2026.

Another important initiative is the network of Voluntary Drop-off Points (Pontos de Entrega Voluntária – PEVs) installed throughout the Club, which enables the proper disposal of different materials, including household batteries and electronic equipment. The Club also provides a recyclable materials collection point for members, encouraging their active participation in waste management. As an incentive, deposited materials can be converted into Livelo reward points, fostering user engagement.

The Club also organizes campaigns to collect aluminum can tabs and plastic bottle caps, engaging members and employees in social and environmental initiatives. The collected materials are sent to the Paineiras Social Assistance Department (DASP), which directs the proceeds to social support programs.

The Club also maintains a vegetable garden where produce is grown without pesticides, using biological pest control and compost produced through its own composting system. The harvested vegetables are donated to employees, supporting the internal use of resources generated by the Club's operations.

Numbers

1,296,190 kg of waste collected

1,094,890 kg of waste **recycled**

2,876 packaging items deposited at collection points

24.9 metric tons of organic waste were composted, producing **8.7 metric tons** of organic compost used as fertilizer.

937 kg of aluminum can tabs and bottle caps collected

200 kg of vegetables donated to employees







CLUB'S IMPACT

GRI 302-1, 303-5, 306-3

The operations of Clube Paineiras do Morumby involve the consumption of natural resources and the generation of waste associated with the operation of its facilities and the delivery of sporting, social, and administrative activities. Monitoring these indicators provides a clearer understanding of the impacts generated, supports the analysis of changes over time, and encourages the adoption of more efficient resource management practices.

This report presents indicators related to water and energy consumption and waste generation, including per-member metrics. These normalized indicators enable the Club to monitor its environmental performance over time while considering the number of users and the intensity with which its facilities are used.

Monitoring these indicators also contributes to greater institutional transparency, supports decision-making, and guides initiatives aimed at reducing environmental impacts and using resources more efficiently.

water consumption **4.9 m^3** /member

energy consumption **207.9 kWh** /member

waste generation **48.4 kg** /member

GHG emissions **167 kg CO_2e*** /member

**Emissions calculated using the market-based approach and including Scopes 1, 2, and 3.*
The indicators are based on the Club's 26,857 members in 2025.





SPORTS AND ATHLETE DEVELOPMENT

Sports play a central role in the activities of Clube Paineiras do Morumby, serving as a vital tool for personal growth, social development, and the cultivation of values. Throughout its history, the Club has established itself as a benchmark in the national sports landscape, distinguished by its pioneering spirit, quality management, and commitment to the holistic development of its participants.

The Sports School, which currently serves 4,371 students, plays a fundamental role in this process by fostering not only technical proficiency in various disciplines but also the development of social and emotional skills. Values such as discipline, respect, teamwork, and a sense of responsibility are consistently encouraged, contributing to the development of well-rounded citizens rather than merely athletes.

This training model has yielded consistent results over the years, including the emergence of athletes who have reached the international stage. Beyond mere sporting achievements, these journeys reflect the impact of a structured development program grounded in principles of excellence and human growth.

The Club's commitment to developing people is also reflected in these initiatives.

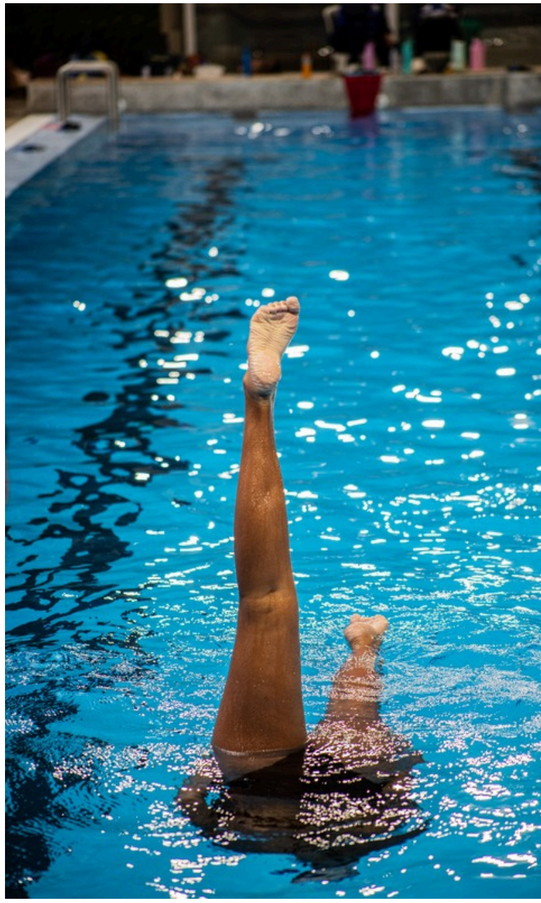
The Young Apprentice Program, established in 2005, provides career-entry opportunities and personal development for young people at the beginning of their professional journeys. The initiative goes beyond compliance with legal requirements by promoting discipline, workplace experience, and personal and civic development. Several former participants have subsequently become Club employees.

40 active young apprentices

In high-performance sports, the Club further expands its social impact through athletes classified as militantes - young non-member athletes, most of whom come from low-income backgrounds and find opportunities for personal and professional development through sport. These athletes receive structured support, including financial assistance, meals, and multidisciplinary support, enabling them to compete on equal terms while strengthening values such as citizenship, respect, and critical thinking.

198 militantes (non-member athletes) on the athlete roster

In 2026, the Club will allocate BRL 1,458,000 from its own funds to support athletes.



In addition, the Club's broad range of sports activities is structured around two complementary divisions: the Sports Development Division and the Recreational Sports Division. The Sports Development Division focuses on sports training and development, while the Recreational Sports Division provides Club members with access to courses and events across a wide range of sports. Together, these activities serve thousands of participants of different ages, promoting inclusion, social interaction, continuous learning and quality of life.

- Sports Development Division: approximately 900 events organized each year and approximately 2,800 participants in events held in 2025.
- Recreational Sports Division: 6,671 regularly enrolled students across 51 courses and 193 events organized in 2025.
- Total audience reached by events across both divisions: approximately 20,000 participants.
- Competitive sports: BRL 11,746,257 in investment approved in 2025.
- Team: 190 physical education professionals employed under Brazil's Consolidation of Labor Laws (CLT), 31% of whom are women.

Paineiras Camp

Paineiras Camp is a vacation program that fosters child development through sports, recreational, cultural, and social integration activities, providing a safe, inclusive, and stimulating environment for children of Club members. In addition to encouraging healthy habits, the program contributes to strengthening social interaction, learning, and family well-being.

994 children
between the ages of
3 and 10 in 2025

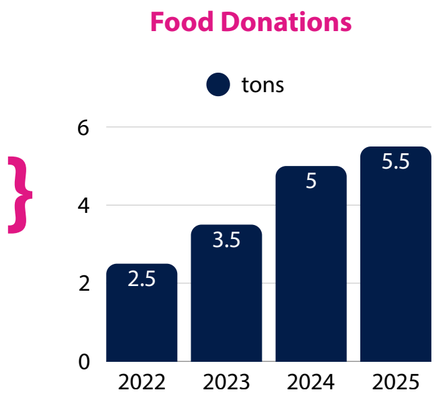


Futebol Solidário

Futebol Solidário ("Solidarity Football Match") is a charitable initiative organized by members of Clube Paineiras do Morumby. It combines sport and social responsibility through collective community engagement. The event features a special match that brings together guest athletes and Club members, encouraging participation and engagement across the Club community.

Admission to the event requires a donation of 5 kg of non-perishable food, which is distributed to charitable organizations and directly supports people experiencing social vulnerability. Held annually since 2022, Futebol Solidário has become an important Club tradition, reinforcing the role of sport as a tool for solidarity, social integration, and positive impact.

The initiative is developed collaboratively by different areas of the Club, including the Sports Department, the Paineiras Social Assistance Department (DASP), Communications, and Marketing, among others.







SOCIAL AND CULTURAL LIFE AT THE CLUB

The social and cultural program is a central element of institutional life at Clube Paineiras do Morumby. Through events, celebrations, and cultural activities, the Club fosters opportunities for social interaction, integration, and leisure among members and their families, strengthening the sense of community and belonging.

These initiatives are organized by the Sociocultural Department, a key area of the Club's activities. The department aims to encourage member socialization through educational, cultural, commemorative, and festive activities, thereby enhancing the value of social interaction and the overall membership experience.

Throughout the year, the Club hosts various traditional events that are staples of its institutional calendar and draw large numbers of participants. Highlights include celebrations that have become well-established favorites among members - such as the “Feijoada da Folia” and the “Arraiá do Paineiras” - which provide wonderful opportunities for families to socialize and bond.

These initiatives reinforce the Club’s role as a space for social interaction, leisure, and community engagement, contributing to shared experiences and strengthening relationships within the Club community.

In 2025, the Club held 115 events, reaching a total audience of 82,899 people.









Event	Participants
Feijoada da Folia - 29th edition	2,100
Arraiá do Paineiras (54th edition)	8,000 per day
Club Anniversary (65th edition)	750
65th Anniversary Special Event	6,000 per day
New Year’s Eve Celebration	880

MAURICIO DE SOUSA LIBRARY

Culture, knowledge, and education for all generations

GRI 2-6, 2-29, 3-3

The Mauricio de Sousa Library is part of the history and sociocultural mission of Clube Paineiras do Morumby. It provides a space dedicated to promoting reading, education, and access to knowledge for members of all ages.

The library was founded in 1982 as the Paineiras do Morumby Library and reopened on May 19, 2001, following an expansion of its facilities. Since then, it has established itself as a reference for promoting reading and cultural development within the Club community. On October 12, 2019, it was officially renamed Mauricio de Sousa Library in honor of the renowned Brazilian cartoonist, reinforcing the importance of creativity, imagination, and reading as tools for learning and development.

The library currently holds a collection of 33,813 titles, including books, magazines, and digital media, as well as CDs and DVDs related to cultural events. A significant portion of the collection was donated by Club members. In addition to lending materials, the library provides research resources and access to a digital library, expanding opportunities to access information.

More than a space dedicated to reading, the Mauricio de Sousa Library promotes social interaction, lifelong learning, and the development of the Club's cultural life. By encouraging reading from early childhood and supporting intellectual development throughout life, the library reinforces Clube Paineiras' commitment to education, culture, and civic development.









Who is Mauricio de Sousa?

Mauricio de Sousa is one of Brazil's most renowned cartoonists and the creator of Monica and Friends (Turma da Mônica), one of the country's most iconic children's comic series.



ENVIRONMENTAL MANAGEMENT AND GREEN AREAS

GRI 101-2, 302-1, 303-5, 306-3

Tree management

The Club's tree management involves periodic inspections and technical assessments, guiding preventive measures to ensure the safety of visitors and the health of the vegetation. Planning also prioritizes species diversity - including fruit-bearing trees - thereby contributing to local biodiversity.

The integration of built structures with the surrounding vegetation is central to the Paineiras design concept. In the parking area, preserved trees extend through different levels of the structure, harmonizing functionality with conservation. This approach reinforces how the buildings adapt to the terrain and landscape while helping to maintain the green spaces that define the Club's identity.

Wildlife protection

The Club works to protect the wildlife found within its green spaces, aiming to preserve species that use these areas as habitats or transit corridors. When injured wild animals are spotted, the Metropolitan Environmental Civil Guard is notified. The Club also supports the rescue of injured domestic animals found on its premises or in the immediate vicinity, arranging for veterinary care and, subsequently, responsible adoption.

Vegetation and carbon stock

As part of its environmental initiatives, the Club estimated the carbon stock contained in the vegetation across its grounds. Quantifying the carbon stored in plant biomass provides a better understanding of how green spaces contribute to capturing and storing atmospheric carbon dioxide. This estimate also increases awareness of the role of urban vegetation in mitigating climate change and reinforces the importance of conserving the Club's existing green spaces.

960 tCO_2e stored in the Club's vegetation

Tree planting and green space enhancement projects

In addition to internal initiatives, the Club participates in efforts aimed at conserving and expanding the city's green spaces. Through a public square adoption project, it contributes to the maintenance of three public areas, carrying out activities such as planting and managing native species.

Clube Paineiras also supports the Projeto Plantio Cidadão 2024–2030 (Citizen Planting Project) by providing logistical support and labor for tree planting in public areas. The initiative reinforces the Club's commitment to urban forestry, expanding tree cover, and generating environmental benefits shared with the community.

Desembargador Ulises Dória Landscaped Area
Jarbas Teixeira de Carvalho Square
Pascoal Leite Square









SOLIDARITY INITIATIVES AND SOCIAL SUPPORT

GRI 413-1

The Social Assistance Department (DASP) coordinates and promotes solidarity initiatives that mobilize members, staff, and partners of Clube Paineiras do Morumby to support social institutions and vulnerable populations. Through campaigns, donations, and charity events, the department acts as a liaison between the Club community and civil society organizations.

Activities include fundraising campaigns, donations of various items, institutional support initiatives, and activities aimed at the well-being of staff and the communities served by partner institutions.

In addition to these initiatives, the Club maintains partnerships with various civil society organizations, serving diverse groups such as children and adolescents, the elderly, socially vulnerable individuals, refugees, patients undergoing medical treatment, and animal welfare organizations.

These actions reinforce the Club's role as an agent of social mobilization, encouraging the internal community to participate in solidarity initiatives and amplifying the positive impact of the activities carried out.

Selected DASP Initiatives

Donations of clothing, footwear, and other items, made every two weeks to registered social organizations;

Donations of tax receipts, which help generate funds for social organizations;

Campaigns to collect recyclable aluminum can tabs and plastic bottle caps, carried out in partnership with the Environmental Department and benefiting animal welfare organizations and health-related projects;

Blood donation campaigns conducted in partnership with the Club's Medical Center and hospitals such as Hospital Israelita Albert Einstein and Hospital Sírio-Libanês;

Food drives held during charitable sporting events, including Futebol Solidário and Festival de Judô;

Reading promotion initiatives, including activities with the Employees' Association and support for community libraries;

Seasonal campaigns, including Easter and Christmas initiatives, winter clothing drives, and toy drives;

Donations and initiatives supporting employees, including charity bazaars, baby layette donations, commemorative activities, and emergency assistance when needed.







In 2024, Clube Paineiras do Morumby received the Inspiration Award from FENACLUBES in recognition of the prompt and effective assistance provided to people affected by the severe storms in Rio Grande do Sul. The response was coordinated by DASP. This achievement is a source of pride for the entire Paineiras community, which came together to provide support and comfort to hundreds of affected families. More than an award, it serves as motivation to keep alive the spirit of solidarity and support for others that guides the Club.









DASP initiatives benefited more than 9,000 people

Key initiatives carried out in 2025:

- 14,736.5 kg of donated items, including clothing, footwear, and toys;
- 4 employee charity bazaars;
- 3 blood donation campaigns;
- 2,783 books made available through the Employees' Association;
- 70 food baskets collected at the Festival de Judô;
- First aid training;
- 551 kg of food collected through Sebo Social;
- 393 food baskets collected through Futebol Solidário;
- 114 units of blood collected and donated;
- 1,448 participants at the blood pressure and blood glucose screening booth;
- 10th edition of QualiVida - Internal Health Circuit, with approximately 1,000 participants;
- 3 Estação Saúde events focused on health promotion and disease prevention.

INSTITUTIONAL RESILIENCE DURING THE COVID-19 PANDEMIC

GRI 3-3, 413-1

The COVID-19 pandemic posed one of the greatest challenges in the recent history of Clube Paineiras do Morumby, necessitating measures aimed at protecting people, maintaining essential activities, and adapting operations.

As the health crisis worsened, Paineiras was among the first institutions in the sector to suspend member access to its facilities on March 17, 2020, prioritizing the health of members, employees, and the broader Paineiras community.

Following the initial closure, the Club gradually resumed activities, implementing specific health protocols for each sport, service, and facility area, in compliance with public authority mandates and COVID-19 prevention practices. In March 2021, facing the pandemic's second wave, certain restrictions were temporarily reinstated and subsequently lifted as health authorities authorized the progressive resumption of in-person activities.

Pandemic-related restrictions significantly reduced operating revenues due to the temporary suspension of courses, classes, events, and other in-person activities. To support partners operating within the Club's facilities, a temporary waiver of rental fees for spaces occupied by concessionaires was granted, helping to mitigate the economic impact on these entrepreneurs during the period of strictest restrictions.

In 2021, the Club joined the National Immunization Campaign and made part of its facilities available for an official COVID-19 vaccination site, including a drive-thru option. Free and open to the public, the initiative was led by the São Paulo Municipal Health Department, utilizing vaccines supplied by the Butantan Institute and serving priority groups designated by health authorities. Making Paineiras' infrastructure available contributed to the execution of the municipality's public health campaign.

With the resumption of activities, the Club saw an increase in member attendance and a rise in demand for membership shares. Available inventory was virtually exhausted; by the end of 2025, there was a waiting list of approximately 596 individuals interested in purchasing shares and 880 interested in leasing them. This trend indicates a growing demand for spaces dedicated to sports, leisure, culture, social interaction, and well-being.

The measures adopted during the pandemic underscored the importance of planning, adaptability, and robust institutional governance. Decisions made during this period helped maintain operational continuity and enabled the gradual resumption of the Club's activities.

The Club's actions during the pandemic demonstrated its ability to respond to critical situations with planning, responsibility, and a focus on people. The experience also highlighted the significance of social clubs as spaces for health, sports, culture, and social interaction.









STRATEGIC PLANNING AND RESULTS-BASED MANAGEMENT

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

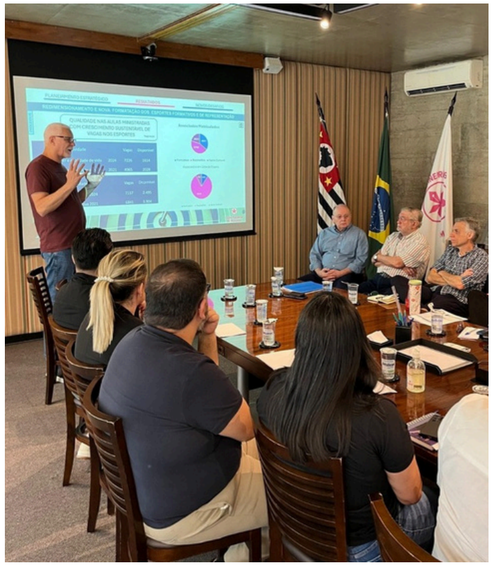
Clube Paineiras do Morumby adopts the Functional Strategic Plan (PEF) as a tool for planning, management, and results monitoring. This tool guides institutional development by defining objectives, goals, and action plans aligned with members' needs, the evolution of services, and continuous management improvement.

Developed collaboratively, the PEF incorporates input from the Executive Board, managers, council members, and the Strategic Committee, fostering an integrated vision of the Club's future. This process supports decision-making based on planning, participation, and systematic results monitoring, thereby strengthening a culture of evidence-based management.

The Plan encompasses initiatives aimed at enhancing various strategic areas, including architecture, communication, sports, social interaction, leisure, culture, the environment, and other member services. In doing so, it helps improve management quality, increase internal process efficiency, and strengthen the excellence of the activities carried out by the Club.

In the current cycle, with a strategic outlook extending to 2027, the PEF focuses on tracking action plans and their respective targets—which were defined during meetings held in 2025 and approved by the Executive Board. Plan execution is led by managers from the relevant areas, while performance monitoring is conducted every two months by the Executive Board—through the Strategic Plan Directorate and with the advisory support of the Strategic Committee.

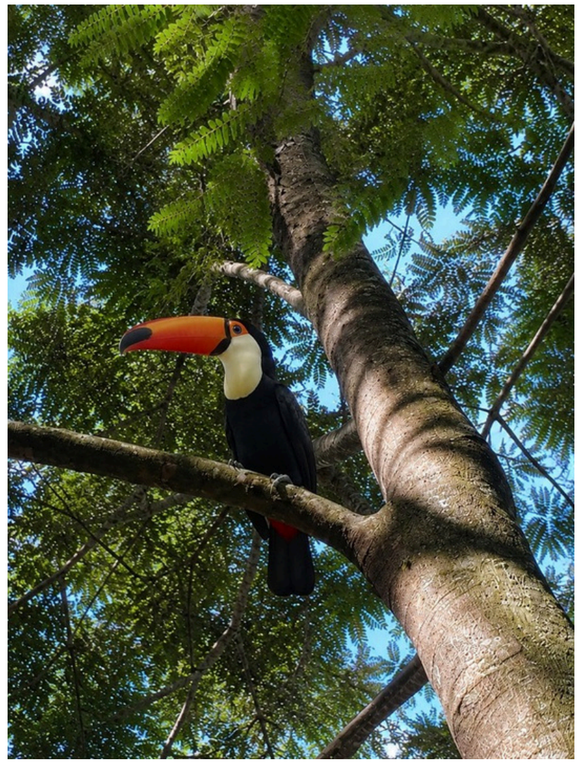
This process enables the tracking of progress toward targets, the identification of improvement opportunities, and the implementation of adjustments necessary for continuous management refinement. By integrating planning, execution, and monitoring, the Functional Strategic Plan reinforces Clube Paineiras do Morumby's commitment to modern, participatory, and transparent management focused on institutional sustainability.



ESG GOALS 2026 - 2027

		2026	2027
ENVIRONMENTAL	Climate Change	• Publication of the base-year 2025 GHG Inventory in the Brazilian GHG Protocol Program's* Public Emissions Registry, earning the Silver Seal. • Development of emissions indicators and data collection for the 2026 inventory.	• Completion, verification and publication of the 2026 GHG Inventory, with the aim of earning the Gold Seal. • Definition of GHG reduction targets and strategies, and continued preparation of the 2027 inventory.
	Biodiversity	• Vegetation assessment and preparation of the Exotic Vegetation Management Plan.	• Implementation of the Management Plan and consolidation of the Forest Inventory.
	Waste	• Consolidation of the baseline and waste indicators. • Expansion of waste reduction initiatives and progressive replacement of disposable items.	• Definition and implementation of targets to reduce residual waste sent to landfill. • Monitoring of indicators and expansion of prevention, reuse and recycling practices.
	Environmental Education	• Launch of the Paineirinha Almanac - Children's Socio-Environmental Education Guide and strengthening of environmental education.	• Expansion of ongoing environmental education programs for members, dependents, employees and other Club stakeholders.
SOCIAL	Diversity, Equity and Inclusion	• 50+ Program and preparation of the Neurodiversity Guide. • Establishment of the Inclusion Directorate. • Consolidation of inclusion programs and progress toward compliance with the statutory employment quota for people with disabilities.	• Consolidation of DEI policies and programs. • Implementation of indicators, definition of targets and monitoring of progress.
	Social Engagement	• Consolidation of DASP's role as the Club's internal social assistance department. • Expansion of volunteering and social responsibility initiatives.	• Expansion of volunteering, social impact and community engagement. • Definition of targets
GOVERNANCE	Governance	• Establishment of the Ethics Committee, publication of the Code of Ethics and implementation of the Reporting Channel.	• Consolidation of governance, ethics and integrity mechanisms, together with monitoring of their effectiveness.
	Transparency	• Publication of the first Sustainability Report, covering 2025, and structuring of the reporting process.	• Publication of the second Sustainability Report, covering 2026 and presenting the progress made in the indicators.
	Strategic Management	• Mapping, definition and integration of ESG indicators into the Functional Strategic Plan (PEF).	• Monitoring of indicators, definition of targets and action plans, and update of the Double Materiality Matrix.

**The Brazilian GHG Protocol Program (PBGHG) supports organizations in measuring and publicly reporting their GHG emissions using a methodology adapted to the Brazilian context.*









NEXT STEPS - ESG 2026

GRI 2-12, 2-13, 2-23, 2-24, 2-25, 2-26, 2-29, 3-3, 302-1, 303-5, 305-1, 305-2, 305-3, 306-2, 306-3, 405-1

Sustainability is understood by Clube Paineiras do Morumby as a continuous process of institutional improvement. Building on the progress made in 2025, the Club will continue in 2026 to strengthen the integration of the ESG agenda into its governance, management practices and engagement with its stakeholders.

ESG Vision

To become a national benchmark in ESG management among sports and social clubs by integrating governance excellence, environmental responsibility, social development and innovation to create value for members, employees, the community and future generations.

To advance toward this vision, the Club's priorities for 2026 are organized into four areas:

Governance and Integrity | ESG Management and Metrics | Inclusion and Diversity | Environmental Management

Governance and Integrity

The main planned initiatives include establishing an Ethics and Conduct Committee and consolidating the Vozes Paineiras Ethics and Reporting Channel, with the aim of strengthening mechanisms for integrity, active listening, prevention and the handling of potential misconduct. These initiatives will help enhance transparency, institutional trust and compliance with the Club's Code of Ethics and Conduct.

ESG Management and Metrics

Across all areas, the Club intends to expand its ESG metrics and monitoring mechanisms, strengthening evidence-based management, transparency in reporting results and engagement with members, employees, partners and suppliers. As these initiatives are implemented, new targets and metrics may be incorporated into future reporting cycles, consolidating an increasingly structured and responsible ESG agenda aligned with sustainability best practices.

Inclusion and Diversity

Within the social pillar, the Club plans to establish an Inclusion Directorate reporting directly to the Presidency and to implement an Inclusion Committee, reinforcing the cross-cutting nature of initiatives focused on diversity, equity, accessibility and respectful interaction. Planned initiatives also include the Guide to Supporting and Including Neurodivergent People, Diversity, Equity and Inclusion programs for employees, and the 50+ Program, which promotes generational diversity and values professional experience.

Environmental Management

The Club will continue its initiatives to reduce environmental impacts, including the gradual replacement of disposable plastic materials, stronger waste management, the efficient use of natural resources and the monitoring of greenhouse gas emissions. Following the publication of its base-year 2025 GHG Inventory, which earned the Silver Seal, the Club will advance the development of metrics and the collection of data for the 2026 inventory. The inventory will undergo independent verification in 2027, with the aim of earning the Gold Seal.







A HISTORY WITH AN EYE TO THE FUTURE

Throughout more than six decades of history, Clube Paineiras do Morumby has consolidated the values that continue to guide its institutional activities. Respect for people, encouragement of sports, promotion of culture, preservation of its heritage, responsible management and commitment to transparency are integral to the Club's journey and support its vision for the future.

The initiatives presented in this Sustainability Report reflect not only the actions undertaken during the reporting period but also the enduring principles that form part of Paineiras' identity. Inclusion, integrity, leadership renewal, responsible stewardship of assets, health promotion, social interaction and environmental preservation are values that guide the Club's activities and reinforce its commitment to ethical and responsible management focused on future generations.

This first Sustainability Report marks the beginning of a structured journey of continuous improvement. More than documenting results, it reaffirms Clube Paineiras do Morumby's commitment to the ongoing development of its governance, ESG practices and transparency toward its members, employees, partners and other stakeholders.

Building an increasingly sustainable Club means preserving its history, strengthening its present and responsibly preparing the future for generations to come.

GRI INDEX

GRI 1 - FOUNDATION
GRI 2 - GENERAL DISCLOSURES

2-1 - pages 10, 12 and 13
2-2, 2-3, 2-4 and 2-5 - page 2
2-6 - pages 2, 10, 12, 13 and 37
2-7 - pages 23 and 25
2-8 - pages 23 and 25. Most workers who are not employees of the Club are service providers engaged to meet specific technical needs whenever specialized support is required. These professionals primarily provide advisory, consulting, maintenance, technical support and other specialized services. The Club also has workers employed by concessionaires operating on its premises, particularly in service and food operations. These professionals have contractual relationships with their respective concessionaires and are not direct employees of the Club, although they perform their activities on the Club's premises.
2-9 - pages 16, 17, 18 and 26
2-10 - pages 17 and 18. Members of the Club's highest governance body, as well as those of its other statutory bodies and committees, are nominated and selected through formal electoral processes conducted by the Ordinary General Assembly, in accordance with the Bylaws, the Electoral Campaign Regulations and other applicable governing instruments. These electoral processes include formal rules regarding eligibility, candidate registration, administration of the election, voting, vote counting and the appointment of elected members. These procedures are supervised by bodies designated in the Club's governing documents and recorded in official minutes.
2-11 - pages 17 and 18
2-12 and 2-13 - pages 16, 17, 18, 44 and 46. The highest governance body performs its duties as established in the Bylaws and applicable internal regulations, focusing on institutional oversight, strategic deliberation and the management of the Club's activities.
2-14 - pages 17, 18 and 44. The ESG Directorate participated in the preparation and review of this Sustainability Report and was responsible for consolidating the information and reviewing the reported content. Institutional oversight of the report was carried out within the existing governance structure.
2-15 - page 21
2-16 - page 20
2-17 and 2-18 - pages 17 and 18. During the 2025 reporting period, the Club did not have formal processes for assessing the collective knowledge and performance of its highest governance body in relation to the Club's impacts on the economy, the environment and people. This disclosure establishes a baseline for the future improvement of institutional governance practices.
2-19 and 2-20 - page 17. Clube Paineiras do Morumby does not have a formal remuneration policy applicable to its highest governance body. Members of these bodies perform their duties in accordance with the Bylaws and applicable internal regulations, without formal variable remuneration mechanisms, performance incentives or financial benefits linked to economic, environmental or social results.
2-21 - page 17. The calculation and disclosure of the annual total compensation ratio were not included in this reporting period. This establishes a baseline for a future assessment of the applicability of this indicator should the Club implement formal remuneration and related transparency policies.
2-22 - pages 3, 4, 10 and 12
2-23 - pages 19 and 46
2-24 - pages 17, 18 and 46. During the 2025 reporting period, the Club did not have formally established institutional policies for the structured incorporation of specific commitments related to economic, environmental and social impacts. This disclosure provides an initial basis for the development and potential formalization of institutional policies related to the ESG agenda in future reporting periods.
2-25 - pages 20 and 46. During the 2025 reporting period, the Club did not yet have formally structured processes for the systematic identification, assessment and remediation of economic, environmental or social risks and impacts related to its activities.
2-26 - pages 19, 20 and 46
2-27 - pages 19 and 26. During the reporting period, one instance of non-compliance was identified involving failure to meet the minimum number of persons with disabilities required by applicable legislation. The matter was incorporated into an institutional remediation plan, with intensified recruitment and selection efforts.
2-28 - page 23. The Club does not maintain a consolidated formal record of associations, federations, confederations, industry organizations or other organizations of which it is a member or with which it maintains an institutional affiliation. Any existing memberships and affiliations arise from the Club's social and sporting nature and its institutional activities and may include relationships with sporting, recreational or representative organizations, as applicable.
2-29 - pages 22, 23, 37 and 46
2-30 - pages 23 and 25. Employment relationships are governed by applicable labor legislation and the individual employment contracts entered into between the Club and its employees. During the reporting period, no collective bargaining agreements were negotiated directly by the Club.

GRI 3 - MATERIAL TOPICS
3-1 and 3-2 - pages 5, 6 and 9. As this is the first reporting period, comparison with previous periods is not applicable.
3-3 - pages 6, 17, 18, 19, 23, 26, 30, 37, 42, 44 and 46
101-2 - page 39 | 302-1 and 303-5 - pages 31, 39 and 46
305-1, 305-2 and 305-3 - pages 28 and 46
306-1, 306-2, 306-3, 306-4 and 306-5 - pages 30, 31, 39 and 46
405-1 - pages 17, 18, 23, 26 and 46 | 413-1 - pages 26, 40 and 42


6
Clube Paineiras
do Morumby
5

Clube Paineiras do Morumby

Technical Preparation

Geocarbon

clubepaineiras.org.br