

BARRACUDA

SUSTAINABILITY

REPORT



SUSTAINABILITY

R E P O R T

Reporting period: January to December 2025

Standards: GRI 2021



This ESG Report of the Barracuda Group refers to the organization's sustainability performance for the period from January 1 to December 31, 2025. Through this document, Barracuda seeks to assess and communicate its performance and contributions to the sustainable development of its hospitality business located in the municipality of Itacaré, State of Bahia, from the perspective of the environmental, social, and governance (ESG) pillars.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards – 2021 version, and includes the corresponding GRI Content Index related to the reported indicators. The organization intends to continue publishing this report on an annual basis, thereby strengthening transparency and the continuous monitoring of its impacts.

Barracuda's sustainability strategy is grounded in the integration of operations, the appreciation of people, the strengthening of local culture, and environmental regeneration. The preparation of this report involved the collection of operational data and the analysis of the main material topics related to the enterprise's activities, considering their impacts across the value chain and within the local community.

The commitments and initiatives presented are aligned with sustainability best practices and the United Nations Sustainable Development Goals (SDGs), reflecting the organization's purpose of generating positive impact through responsible hospitality, the strengthening of local partnerships, and initiatives developed in collaboration with Instituto Yandê Itacaré (IYI), a non-profit social organization founded by the Barracuda Group in 2021, focused on fostering socio-environmental entrepreneurship.





Juliana Ghiotto

MESSAGE FROM THE BOARD

2025 was another year marked by dedication, commitment, and resilience. We remain steadfast in our conviction that sustainability is not an adjunct to our operations; it lies at the core of every decision we make.

At Barracuda, sustainability guides our projects, our relationships with the territory and the community, and the way we envision growth. Throughout the year, we consolidated processes and strengthened practices that reflect our environmental and social responsibility.

It was also a year of preparation. In 2025, we structured new pillars so that, in 2026, we may further expand our positive impact.

Barracuda is built by people. Without the commitment, integrity, and dedication of each employee and partner, none of this would be possible.

For those who wish to gain a more personal perspective on the journey that has brought us to this point, I also share my conversation with Monocle, in which I briefly outline the vision and history behind this path. This report reflects our ongoing commitment to responsible growth, setting positive examples and building a legacy for future generations.

VOICES OF THE TRIBE

“ During my time at Barracuda, I had to make internal adjustments to align who I am with what Barracuda represents and with what I can contribute at my very best. That is the key source of motivation: living well and working well—truly reconciling a productive life with work that is meaningful and enjoyable. When there is genuine enjoyment, there is also a sense of belonging to something larger, to the building of a story that will always be collective. Today, Barracuda represents personal and professional growth, a career. Above all, it represents an indescribable sense of fulfillment.

*ROGÉRIO
(Front Desk Coordinator)*

“ What motivates me most about being part of HR and ESG at Barracuda is the opportunity to develop people by supporting both their professional and personal growth. Being under the ESG umbrella allows me to view the business holistically, connecting strategy, social impact, and sustainability. It is rewarding to know that our work goes beyond operations and generates real transformation. Contributing to my community by creating opportunities and strengthening local ties gives even greater meaning to what I do every day.

*BEIBIANNE
(HR Supervisor)*



“ Working at Barracuda is a defining milestone in my personal and professional journey. This place brings me a deep sense of fulfillment, as I know that each of my actions is guided by a clear purpose: promoting the well-being of others and caring for our environment.

*RODOLFO
(Maintenance Manager)*

“ Working at Barracuda, for me, means being part of something I truly believe in. It is not only about service; it is about care, attention to detail, and creating special moments for our guests. In my daily work, I learn a great deal from the team, and I feel that we grow together, always striving to do better. I am also proud to contribute to the community and to what we are building here. At Barracuda, I can truly be myself.








*ANAIRANA
(Services and Events Supervisor)*

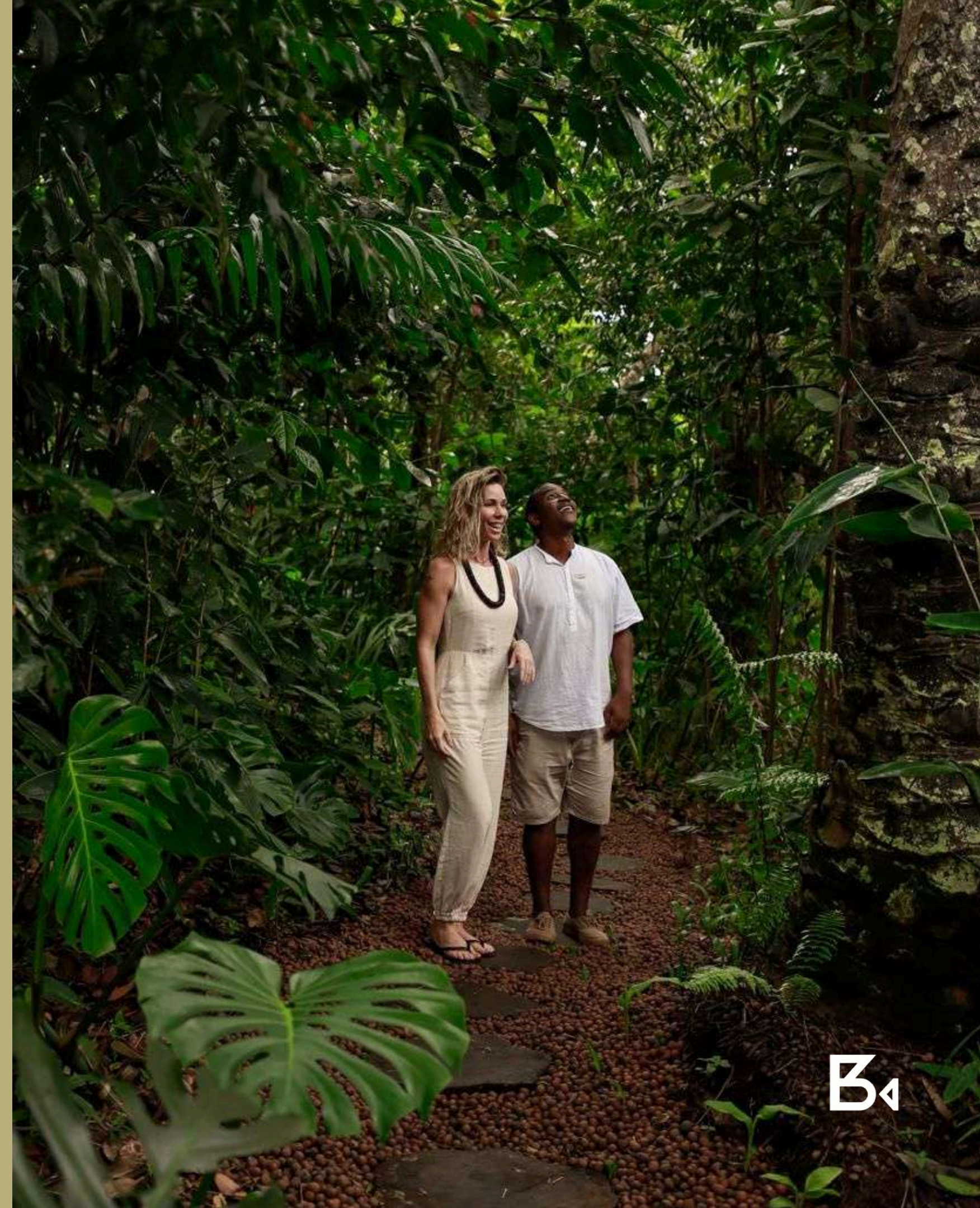
“ I see the finance area as a guardian of Barracuda’s purpose. Planning, controlling, promoting transparency, strengthening governance, and ensuring sustainability are all part of our commitment to social impact and to the continuity of the opportunities we generate, increasingly expanding our reach to new individuals and communities. Our work is not merely about managing numbers; it is about ensuring that the project’s vision and impact remain alive, grow responsibly, and continue transforming realities, strengthening the community, and enhancing the destination.

*MARIA RITA
(Controllership Coordinator)*



2025 AT A GLANCE – KEY FIGURES

	Donations to Projects:	BRL 225,363.06
	Carbon Footprint:	149.5 tCO ₂ e
	Women in Management Positions:	57%
	Training Hours:	1,176 hours
	Organizational Climate Survey:	77.9% satisfaction rate
	Annual Bonus:	BRL 8,000.00 per employee
	Community Projects:	5 initiatives



COMMITMENTS FOR 2026



- Reduce the Carbon Footprint



- Expand the greenhouse gas (GHG) emissions offset process through increased guest engagement



- Extend the composting program to the Barracuda Group Villas



- Increase the employee satisfaction rate

COMMITMENTS FOR 2026



- Launch Phase 2 of the Operational Leadership Development Program



- Broaden the participation of managers and employees in the socio-environmental initiatives of Instituto Yandê Itacaré



- Obtain B Corp Certification

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BARRACUDA

LOCATION AND CONCEPT

Barracuda was born in Itacaré, on the southern coast of Bahia, a region distinguished by the richness of the Atlantic Forest, preserved beaches, and a strong connection between nature, culture, and the local community. It was in this setting that, in the summer of 2004, encounters between São Paulo-based designer Juliana Ghiotto, local surfer Daniel Lima, and a group of friends, comprising hoteliers, entrepreneurs, and artists, initiated the journey that would eventually give rise to the Barracuda Group.



Passionate about the region and united by shared values, the group envisioned a project that would integrate hospitality, lifestyle, and a sense of belonging. Inspired by a local fish known for its distinctive character and strong presence, the name Barracuda emerged, representing not only a hospitality venture but a way of living connected to the sea, nature, and people.

During the development phase of Barracuda Hotel & Villas, Barracuda Boutique was established in downtown Itacaré as the Group's first operation in the city. Initially conceived to host friends, partners, and family members while the main project was under development, the space consolidated Barracuda's hospitality DNA, inspired by the experience of a welcoming home integrated into the local community. To this day, Barracuda Boutique maintains this characteristic, offering accommodations connected to the city's daily life, local culture, and the atmosphere of the Fishermen's Wharf.



Subsequently, with the completion of Barracuda Hotel & Villas, located within the Villas do Resende condominium, the Group expanded its operations while preserving its original purpose: to grow without losing the essence built since its early years. The Barracuda concept is grounded in genuine hospitality, appreciation of the territory, and the integration of architecture, nature, and local culture, combining organic architecture, Brazilian design, and the craftsmanship of regional artisans.

More than a hotel, Barracuda represents a lifestyle that seeks to share with guests and the community authentic experiences connected to nature, well-being, and the traditions of Itacaré.



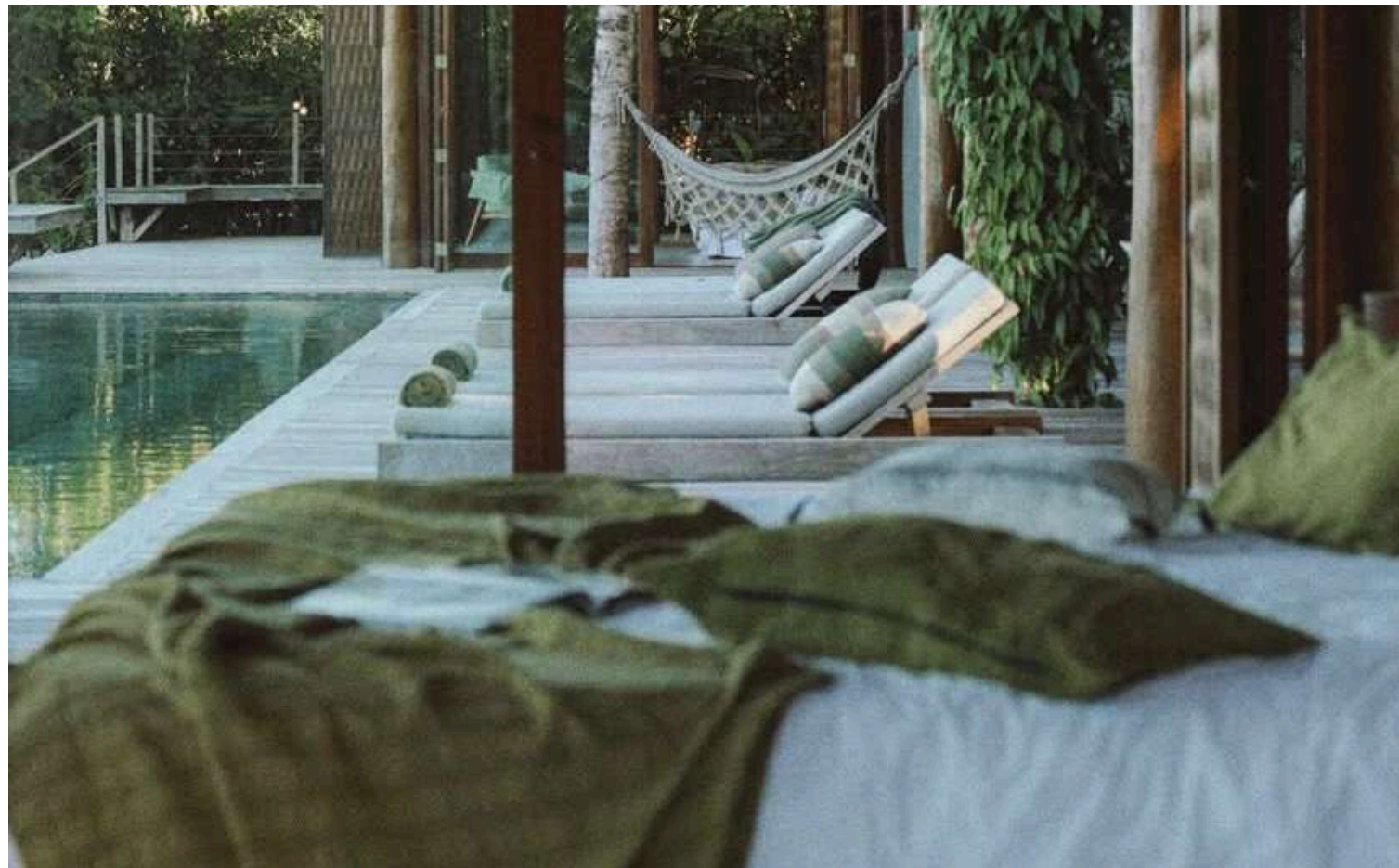
1.1 PERFORMANCE INDICATORS

Room Nights

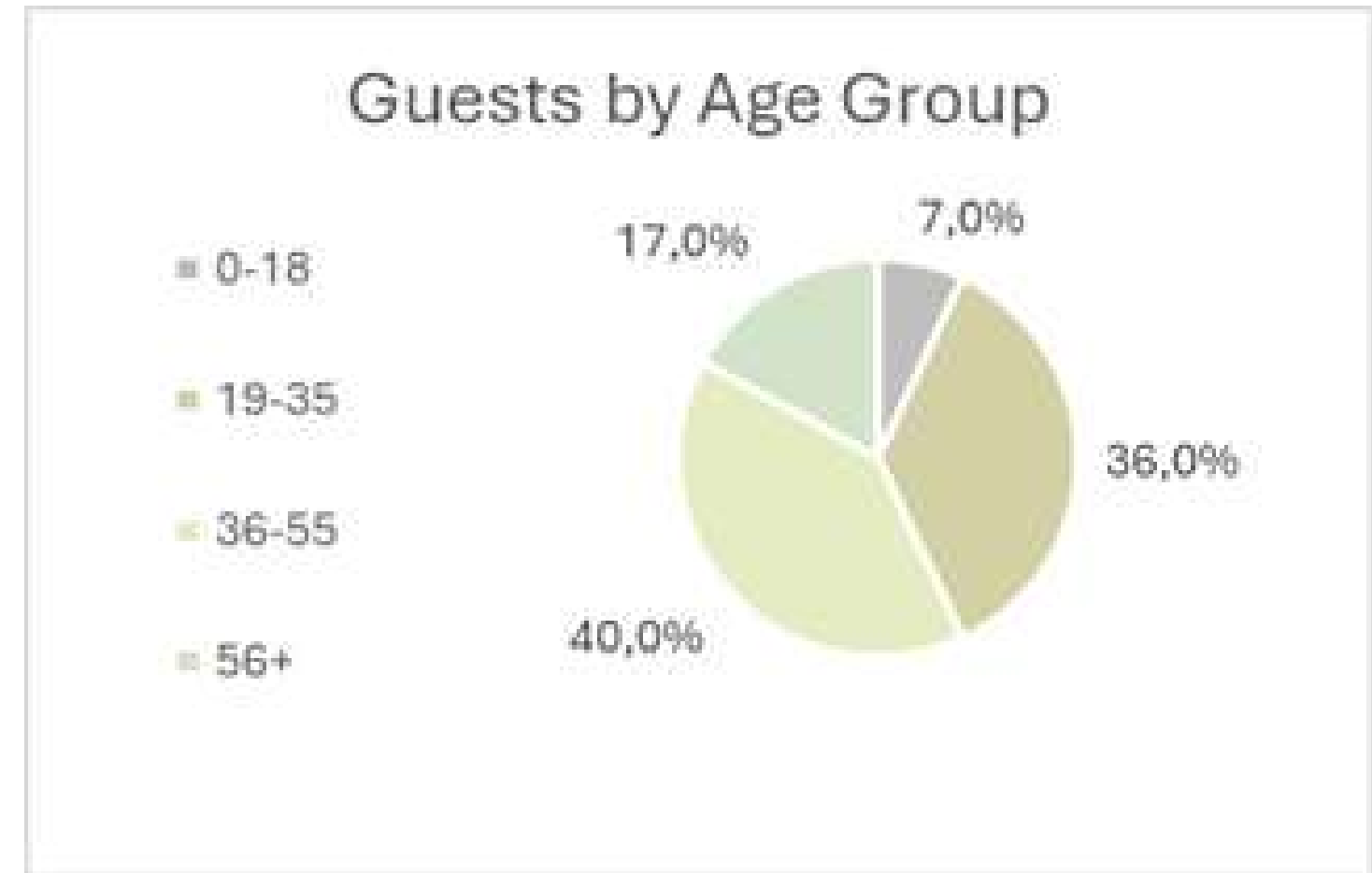
In 2025, Barracuda recorded a total of 4,731 room nights. The month with the highest occupancy was January, with approximately 70% occupancy, while July recorded the lowest occupancy, at around 30%.

Guests by Nationality

In 2025, 56% of guests were Brazilian, while 44% were international visitors.



Guests by Age Group



1.2 PARTNER ASSOCIATIONS:



1.3 CERTIFICATIONS AND AWARDS:



2

SUSTAINABILITY



2. SUSTAINABILITY STRATEGY

MISSION

To provide transformative stays through the wisdom and genuine hospitality of the people of Bahia, and through experiences that foster authentic connections with nature and local culture, while contributing to a positive legacy for Itacaré.

VISION

To establish itself as a unique destination, globally recognized.

VALUES

- Excellence in hospitality
- Authenticity
- Integrity
- Socio-environmental responsibility
- Innovation



2.2 MATERIALITY FRAMEWORK

Barracuda's ESG strategy is structured around the identification of priority topics that reflect the most significant impacts of its activities.

2.2.1 MATERIAL TOPICS

ENVIRONMENT (E)

Waste and Consumption Management – Continuous improvement of proper waste disposal practices, impact reduction, and the responsible use of natural resources in operations.

Climate Responsibility – Advancement of the environmental agenda and strengthening of socio-environmental initiatives, contributing to sustainable local development.

- Sustainable Infrastructure and Architecture
- Resource Management (Water / Energy)
- Reduction of Plastics and Single-Use Materials

- Carbon Footprint Management
- Biodiversity and Territorial Conservation
- Environmental and Operational Risk Mapping
- Circularity

SOCIAL (S)

Job Creation – Generation of employment opportunities with priority given to local talent, contributing to economic development and the appreciation of the regional workforce.

Employee Health and Well-being – Promotion of safe and respectful working conditions, with initiatives focused on health, well-being, and the strengthening of a culture of care and active listening.

Training and Development – Continuous employee training and leadership development, strengthening essential competencies for hospitality excellence and professional growth.

Community Engagement – Partnerships with local initiatives, supporting socio-environmental projects that contribute to the sustainable development of the region.

- Talent Retention
- Leadership Development
- Occupational Health and Safety
- Local Supplier Development
- Diversity, Equity and Inclusion
- Organizational Culture Aligned with Strategy

Suppliers – Development of a local value chain with partners aligned with ethical and socio-environmental criteria, promoting positive regional impact.

- Certifications and Seals
- Auditable Processes
- Net Promoter Score (NPS)
- Risk Management (Operational, Regulatory, Financial and Reputational)
- Data Security
- Sustainability Fund
- Responsible Supply Chain

GOVERNANCE

(G)

Sales Volume – Commitment to the long-term sustainability of the business throughout the year, reducing seasonality through experiences aligned with the Barracuda lifestyle.

Reputation, Transparency and Ethics – Preserved through Barracuda’s credibility, supported by consistent management practices, care for people, and commitment to the region in which we operate.

2.3 SDGS WITH WHICH WE ARE ALIGNED

The material topics identified for Barracuda guide the definition of strategic sustainability priorities and its contribution to the United Nations Sustainable Development Goals (SDGs). Based on this analysis, the SDGs most closely related to the organization's activities and operating context were selected.

Barracuda prioritizes its contribution to the following SDGs:

SDG 1 – No Poverty: Generation of formal employment and strengthening of the local economy.

SDG 5 – Gender Equality: Promotion of equal opportunities and encouragement of female participation across different levels of leadership.

SDG 8 – Decent Work and Economic Growth: Creation of local employment opportunities, promotion of safe working conditions, and encouragement of sustainable tourism.

SDG 10 – Reduced Inequalities: Economic and social inclusion through local hiring and internal equity policies.

SDG 11 – Sustainable Cities and Communities: Appreciation of local culture and tourism through regional partnerships.

SDG 12 – Responsible Consumption and Production: Proper waste management, promotion of circular economy practices, and responsible use of natural resources.






SDG 13 – Climate Action: Monitoring and offsetting of greenhouse gas emissions and environmental awareness initiatives.





SDG 15 – Life on Land: Biodiversity conservation and environmental regeneration through the planting of native species and limited or no intervention across 90% of the property (wildlife habitat).

SDG 17 – Partnerships for the Goals: Promotion of socio-environmental initiatives in partnership with local organizations, particularly through Instituto Yandê Itacaré and sports associations.

For each prioritized SDG, actions, indicators, and short-, medium-, and long-term monitoring targets have been defined. The table below presents, in a structured format, the actions aligned with the SDGs, their respective indicators, targets, and performance recorded during the reporting period.

GOALS FOR 2026–2030	INDICATOR	GOALS	DEADLINE	PERFORMANCE 2025	ACTION	SDG
Promote local job creation	Number of local employees	85%	2027	79%	Prioritize the hiring of local professionals	  
Promote employee well-being and satisfaction	Employee satisfaction index	≥80%	2027	77.9%	Conduct the organizational climate survey annually, including psychosocial risk assessment; develop action plans	
Promote inclusion of persons with disabilities (PwD) in the workplace	% of employees with disabilities	2%	2027	In 2025, no employees with disabilities were hired; however, the company maintains active recruitment efforts and encourages inclusion in its selection processes	Continue inclusive recruitment and selection practices and promote equal opportunity	 

Maintain significant female representation in leadership	% of women in operational and managerial leadership roles	>50%	2026	71% operational / 57% managerial	Encourage equal opportunities and professional development	
Support the development of socio-environmental and cultural projects	Number of projects incubated and supported;	20 projects in the portfolio;	2030	12 projects supported;	Strengthen Instituto Yandê Itacaré initiatives through the Itacaré Social Incubation Program, supporting socio-environmental projects with training, mentoring, and technical follow-up, fostering their development into sustainable social businesses generating local income	  
	Number of direct beneficiaries	Increase direct beneficiaries by 25%		209 direct beneficiaries		
Reduce the carbon footprint	Kg of waste generated in operations;	Reduce waste volume by 20%;	2028 (waste);	Not measured in 2025;	Implement emission reduction measures based on the GHG Inventory: measure to reduce waste;	
	Quantity of PVC film rolls purchased;	Reduce PVC usage by 10%;	2027 (PVC);	111 units of 300-meter rolls and 110 units of 30-meter rolls (total 36,600 meters of PVC film);	replace PVC with waxed cloths and stainless steel containers;	
	Liters of gasoline used (carts)	Reduce gasoline consumption by 20%	2027 (gasoline)	23,423.324 liters of gasoline	conduct campaigns to reduce cart traffic; acquire electric carts	

Promote greater stakeholder engagement (employees and suppliers) with the Barracuda culture	Average performance rate in internal assessment;	≥70%	2028	Not implemented in 2025	Conduct organizational culture assessments for employees;	  
	Average supplier participation rate in socio-environmental best practice workshops	≥80%			deliver workshops on social and environmental best practices for suppliers	
Develop operational leadership	Participation hours per leader	50 hours per leader	2026	42 hours per operational leader in 2025	Provide courses, training, and development programs for operational leaders	





ESG PERFORMANCE



3.1 ENVIRONMENT

(E)

3.1.1 CO₂ EMISSIONS

Measuring greenhouse gas (GHG) emissions is an essential step in understanding the environmental impacts associated with operational activities and in guiding more responsible long-term decision-making. At Barracuda, this monitoring strengthens the organization's climate agenda and supports practices aligned with sustainable tourism.

In 2025, Barracuda Hotel & Villas conducted its Greenhouse Gas (GHG) Emissions Inventory in accordance with the methodological principles of the GHG Protocol.

The inventory for the base year 2024 totaled 149.57 metric tons of carbon dioxide equivalent (tCO₂e), encompassing direct and indirect emissions distributed across Scopes 1, 2, and 3.



The consolidated results and the distribution of the main emission sources indicate a greater contribution associated with equipment usage, energy consumption, and indirect emissions related to travel, waste, and effluents.

This assessment serves as a baseline for monitoring Barracuda’s environmental performance, enabling the identification of improvement opportunities and guiding future mitigation and efficiency initiatives.

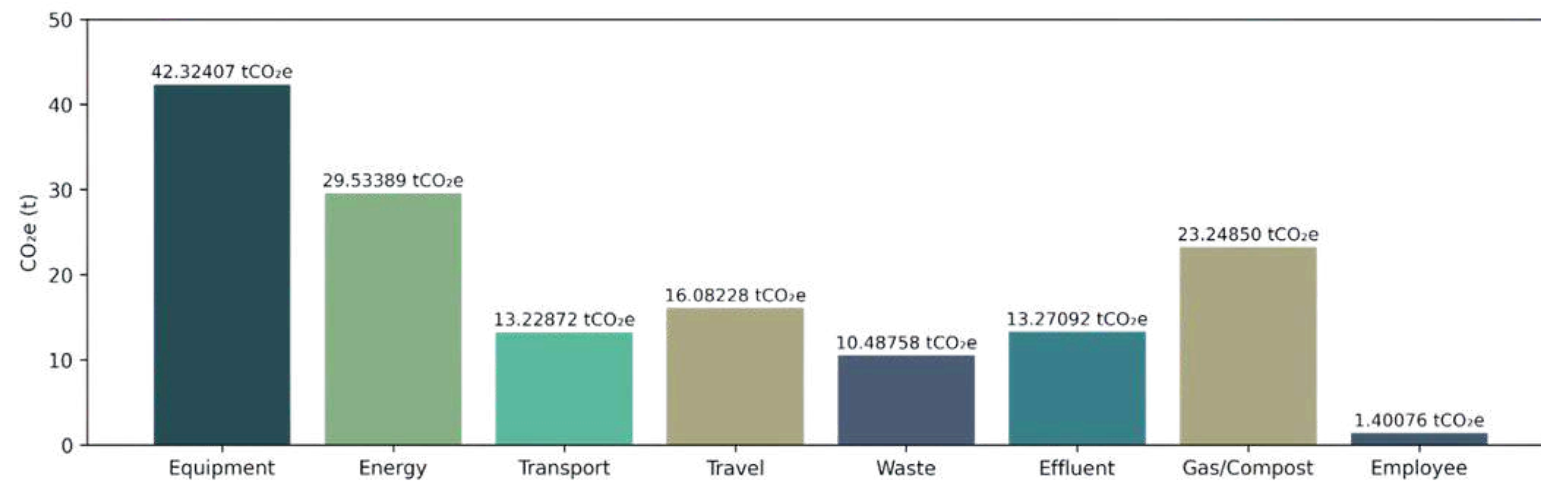


Figure 20: Dashboard showing the results of the GHG emissions inventory of Barracuda Hotel & Villas in 2024.

By 2030, Barracuda Hotel & Villas aims to reduce the intensity of its energy consumption by adopting a strategic roadmap structured in three progressive phases, focused on efficiency, management, and the expansion of renewable energy sources.

PHASE 1 – 2025 | STRUCTURING AND STRATEGIC FOUNDATION

- Entry into the Free Energy Market, transitioning to the exclusive use of renewable energy sources.
- Implementation of a Greenhouse Gas (GHG) Emissions Inventory management plan (as detailed in the Governance Handbook).
- Identification of cost-effective emission reduction opportunities, prioritizing:
 - Acquisition of higher energy-efficiency equipment;
 - Installation of sensors and timers to optimize operational control;
 - Replacement and expansion of LED lighting systems.
- Implementation of awareness initiatives among staff and guests to encourage energy consumption reduction.

PHASE 2 – 2026 TO 2027 | IMPLEMENTATION AND MONITORING

- Deployment of the energy-efficiency solutions identified in the previous phase.
- Continuous monitoring of consumption indicators and performance evaluation of implemented measures.
- Operational adjustments to maximize efficiency gains and cost reductions.

PHASE 3 – 2028 TO 2030 | EXPANSION AND CONSOLIDATION

- Expansion of on-site energy generation through the enlargement of photovoltaic panel installations.
- Consolidation of implemented energy-efficiency practices.
- Ongoing monitoring of energy intensity reduction and integration of results into the organization’s climate strategy.




3.1.2 WASTE AND CIRCULAR ECONOMY

Waste management and the promotion of circular economy practices are material topics for Barracuda, considering the hospitality context and the responsibility of operating within an Environmental Protection Area (APA), of high environmental relevance to the municipality of Itacaré.

Barracuda separates waste into different streams, with emphasis on recyclables and organic waste. Recyclable materials are sent to the Itacaré Sorting and Eco-Business Center, strengthening the local recycling chain and contributing to income generation for former waste picker families in the city.

Organic waste is directed to composting through a partnership with a local microenterprise, reducing the volume sent to landfill and promoting sustainable solutions within the territory. Used cooking oil is also segregated and collected by a specialized company, ensuring proper treatment and environmentally appropriate disposal.

In 2025, through the **“Rumo ao Lixo Zero” (Towards Zero Waste) program**, led by Instituto Yandê Itacaré, the Barracuda Group made significant progress in proper waste disposal and environmental impact reduction. During the reporting period:

	Of recyclable waste were sent to the sorting and eco-business center;	1.449 kg
	Of organic waste were composted;	37,2 Ton
	Contribuição estimada em descarbonização que foram evitadas por meio do processo de compostagem	27,2 Tons of GHG

Beyond proper disposal, Barracuda seeks to reduce waste at the source and encourage circular solutions. In this context, Instituto Yandê Itacaré promotes the **Bazar Conexão Yandê**, an initiative focused on item reuse and strengthening the local circular economy. Barracuda contributes through the donation of linens and other materials, extending their life cycle and reducing disposal.

3.1.3. WATER

Barracuda's water supply is structured through multiple sources, including the local public utility (EMBASA), an artesian well, and rainwater harvesting systems. This diversification enhances water security, reduces pressure on the public supply network, and increases autonomy in natural resource management.

In 2025, total annual water consumption amounted to **17,013 m³**, with approximately **20%** sourced from the artesian well. Consumption is monitored monthly, tracking total usage and the proportion of each water source.

Water from the artesian well undergoes monthly quality monitoring, including laboratory analysis and regular treatment procedures, ensuring compliance with applicable sanitary standards and safe usage.

The property also operates a rainwater capture and storage system dedicated to irrigation and landscaping within the service area. Since its implementation, there has been no need for supplementary supply from the public utility to this reservoir, as rainwater harvesting has been sufficient to maintain adequate levels. This practice reduces the use of potable water for non-essential purposes and demonstrates the effectiveness of the implemented system.

In addition to structural measures, Barracuda promotes internal awareness campaigns directed at staff and guests regarding responsible water use. Bed linen and towel changes occur every three days, unless otherwise requested by the guest, contributing to reduced water consumption and lower laundry-related inputs.

Water management is aligned with the Sustainable Development Goal focused on increasing water-use efficiency and ensuring sustainable management of water resources. Continuous monitoring, combined with quality control and reuse practices, reinforces the organization's commitment to environmental conservation, water security, and continuous performance improvement.



3.1.4 CONSERVATION OF NATURAL RESOURCES

Barracuda is located in an area of high environmental relevance, within a territory where nature is central to both the guest experience and the responsibility of the enterprise. From its conception, the project was designed to integrate operations into the surrounding landscape, respecting local ecosystems and contributing to their conservation.

The property is located within the Villas do Resende Condominium, which spans 26 hectares, with less than 10% of the area developed. A significant proportion of natural areas has therefore been preserved. Landscaping prioritizes native species, with more than 80,000 local seedlings planted, promoting biodiversity regeneration and harmony between infrastructure and the environment.

Coexistence with wildlife is a constant aspect of daily operations. The property frequently records the presence of wild animals such as foxes, porcupines, collared anteaters, boas, marmosets, and other species that find safe habitat within the area, highlighting the importance of ongoing care and responsible coexistence practices.

As part of its conservation initiatives, the property maintains a meliponary of native stingless **uruçu bees**, with seven active hives, contributing to pollination, biodiversity conservation, and environmental education.



Additionally, Barracuda works to minimize environmental impacts by reducing the use of single-use plastics in its operations, prioritizing reusable and lower-impact alternatives whenever possible.

In 2025, the organization's ESG Director joined the board of the Serra Grande-Itacaré Environmental Protection Area (APA), strengthening institutional dialogue and supporting local conservation initiatives, further reinforcing the property's connection to environmental preservation.

Over the next two years, the creation of an organic garden is planned as part of broader biodiversity enhancement initiatives and the integration of environmental practices into hotel operations.

Barracuda remains committed to strengthening conservation and regeneration actions, recognizing that nature is one of Itacaré's greatest assets and an essential element for the long-term sustainability of tourism in the region.



3.2 SOCIAL

(S)

3.2.1 EMPLOYEES

At Barracuda, we believe hospitality begins with people. The team brings the guest experience to life, creating meaningful connections and translating, in daily practice, the care, authenticity, and lifestyle that define our essence.

For this reason, we deeply value those who build this journey with us. We strive to foster a work environment grounded in respect, active listening, and continuous development, offering learning opportunities and promoting healthy and safe workplace relationships.

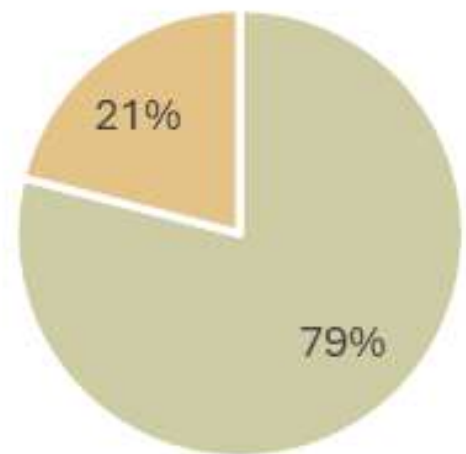
In 2025, the Barracuda Group employed 150 team members, the majority of whom are local talents, reflecting a permanent commitment to equity, diversity, inclusion, and people appreciation.



During the reporting year, we conducted our Organizational Climate Survey, which recorded a **77.9% satisfaction rate**, demonstrating strong employee engagement and providing a basis for the definition of continuous improvement actions.

DIVERSITY, EQUITY AND INCLUSION
LOCAL EMPLOYEES:

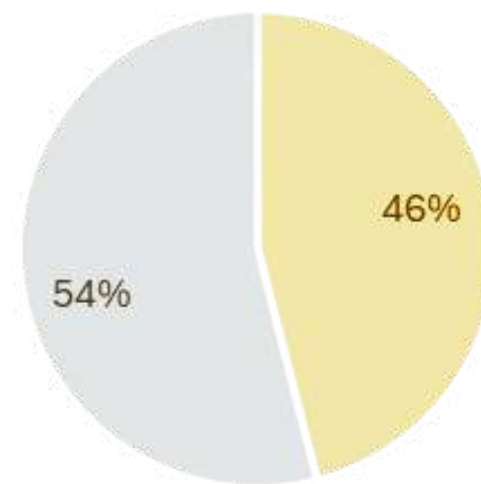
% Natives



■ Native ■ Non-native

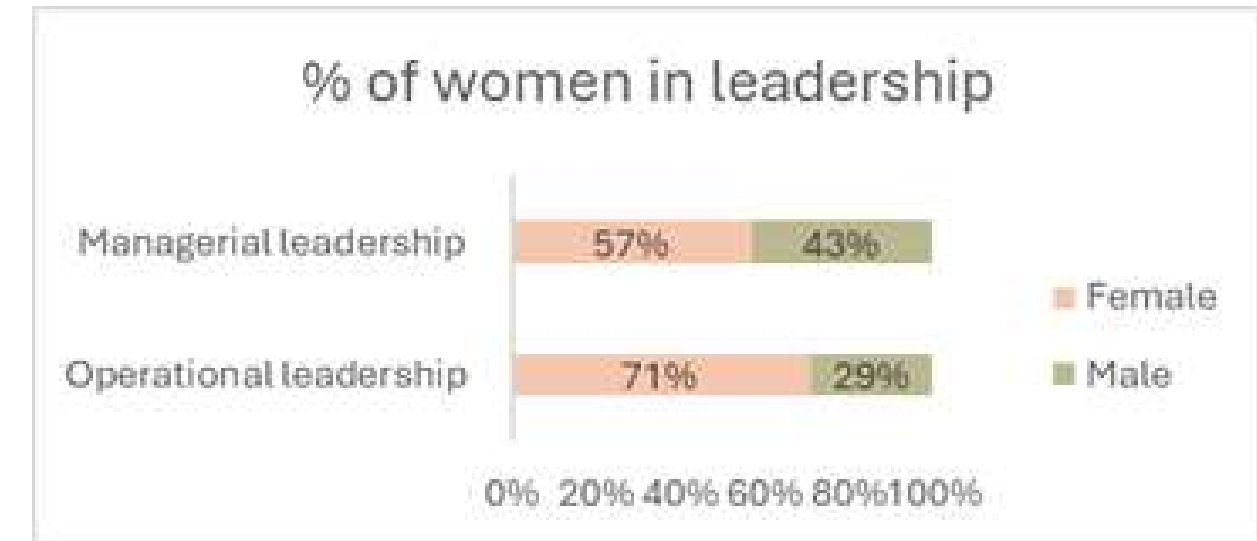
GENDER DISTRIBUTION

Employees by Gender

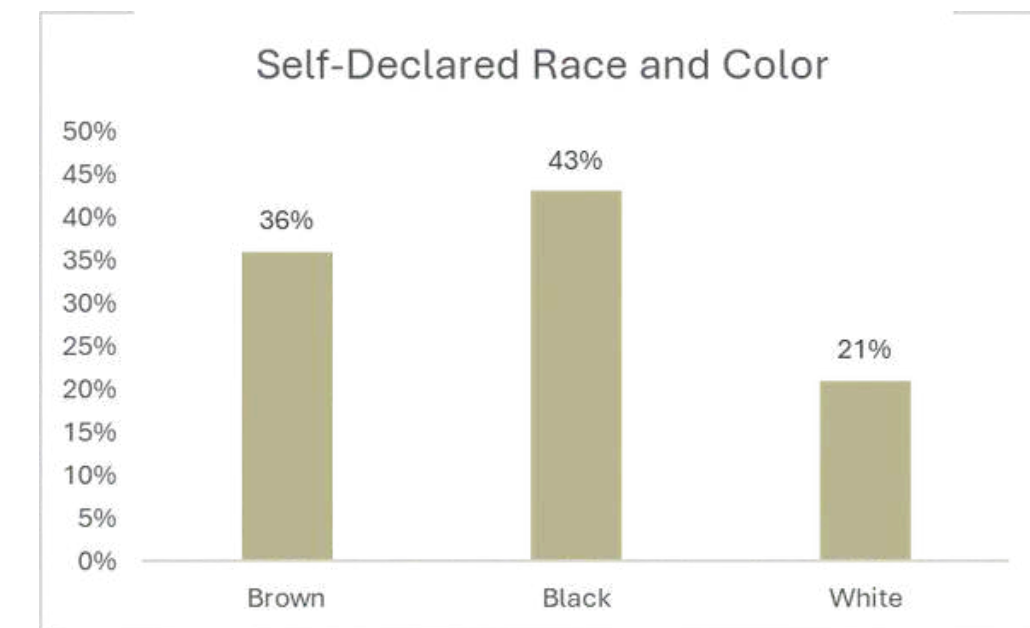


■ Female ■ Male

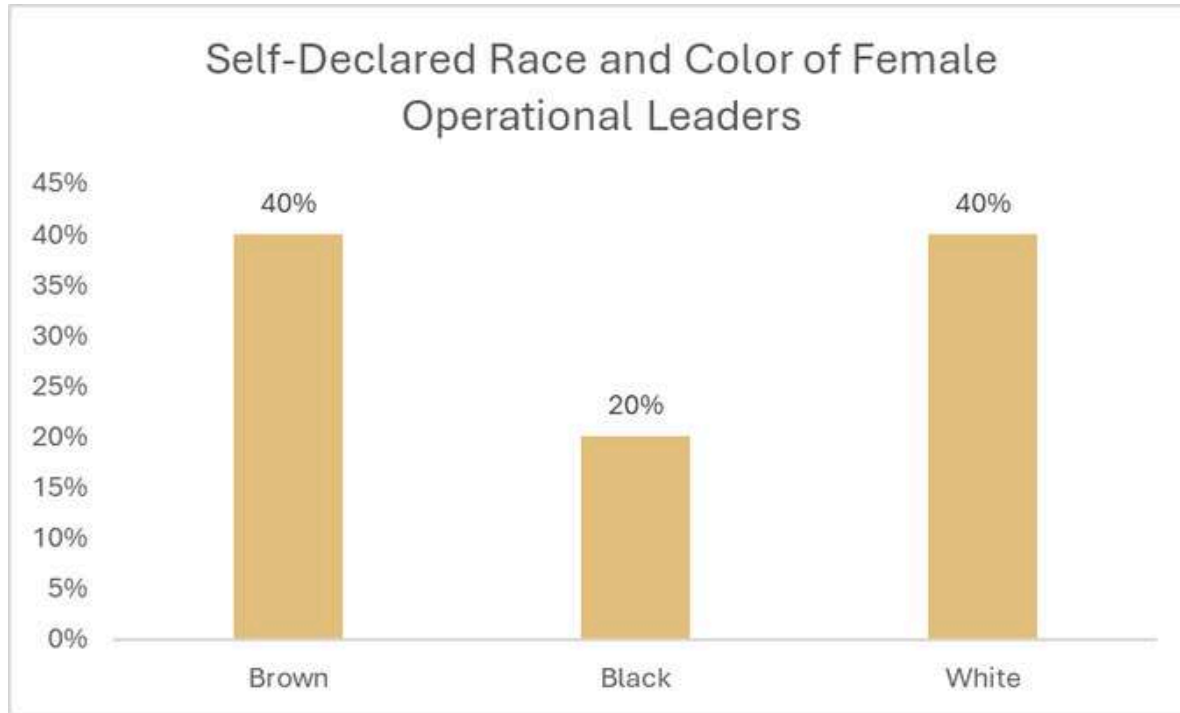
OF THE OPERATIONAL LEADERSHIP POSITIONS, 71% ARE HELD BY WOMEN.
OF THE MANAGERIAL LEADERSHIP POSITIONS, 57% ARE HELD BY WOMEN.



BROWN AND BLACK EMPLOYEES: 79% OF EMPLOYEES SELF-IDENTIFY AS BROWN OR BLACK reflecting the organization’s strong connection to the local demographic context and its commitment to diversity and inclusion.



AMONG FEMALE OPERATIONAL LEADERS, 60% SELF-IDENTIFY AS BLACK.



EQUITY

Barracuda remains committed to equity and equal opportunity in the workplace. Its compensation policy is guided by a structured Job and **Salary Plan**, applied consistently and without gender distinction, ensuring that women and men are compensated based on objective criteria related to role, level of responsibility, experience, and professional progression.

Any variations observed among employees primarily reflect differences in career path, seniority, and individual development, with no salary discrimination.

The organization will continue to monitor this dimension, strengthening fair and transparent people valuation practices.

EMPLOYEE BENEFITS

	Monthly performance-based bonus distributed to all employees
	Meal allowance
	Transportation allowance
	Benefits card (dental plan, telemedicine, nutritionist, and psychologist services)
	Discount on English courses
	Discounts at partner establishments, including gyms, pharmacies, and laboratories
	50% discount at the Group's restaurants
	Day off on the employee's birthday

TRAINING HOURS

In 2025, Barracuda recorded 1,176 hours of training, corresponding to an annual average of 7 hours and 50 minutes per employee.

Training initiatives included technical and behavioral programs, as well as structured organizational development initiatives.

A highlight was the consultancy conducted by **MID Falconi**, focused on improving management practices, process efficiency, and the development of managerial competencies, contributing to operational efficiency and a performance-indicator-driven management culture.

Additionally, the **Leadership Development Journey** program was implemented, aimed at strengthening operational leadership skills, with emphasis on assertive communication, team management, and reinforcement of organizational culture.






OCCUPATIONAL HEALTH AND SAFETY

Barracuda is supported by a specialized Occupational Health and Safety (OHS) company that provides continuous technical guidance and ensures compliance with applicable legal requirements. Policies, programs, and preventive measures are periodically reviewed, focusing on risk reduction and continuous improvement of working conditions.

Accident prevention, health promotion, and awareness of risks associated with daily activities are central priorities. Employees receive guidance on compliance with safety standards to ensure tasks are performed safely and responsibly.

The organization maintains an annual calendar of mandatory training sessions covering applicable Regulatory Standards (NRs), in addition to continuous training and awareness initiatives.

KEY PRACTICES INCLUDE:

	Provision of and guidance on the proper use of Personal Protective Equipment (PPE);
	Active Internal Commission for Accident and Harassment Prevention (CIPA);
	Annual Internal Week for Accident Prevention (SIPAT), promoting a culture of prevention and well-being;
	Emergency brigade training and preventive actions across operational departments;
	Monitoring of safety indicators and technical follow-up of recorded incidents.

In 2025, the organization recorded **seven cases requiring a Work Accident Report (CAT)**, with **no severe accidents**. All cases were handled in accordance with current legislation and monitored by the organization.

For 2026, Barracuda will continue strengthening its occupational health and safety agenda, with particular focus on advancing initiatives related to NR-01, expanding occupational risk management practices, and reinforcing prevention, well-being, and continuous workplace improvement efforts.

3.2.2 COMMUNITY

INSTITUTO YANDÊ ITACARÉ -IYI

Maintaining a close and positive relationship with the Itacaré territory is a core commitment of Barracuda. Our hospitality operations are directly connected to the local community, seeking to generate shared value through opportunity creation, strengthened partnerships, and support for socio-environmental initiatives that contribute to the region's sustainable development.

In this context, **Instituto Yandê Itacaré (IYI)** stands out as an organization founded by the Barracuda Group with the purpose of expanding the company's positive impact beyond hotel operations. The Institute works to strengthen social, environmental, and cultural projects in partnership with various local stakeholders.



As part of this commitment, Barracuda allocates **10% of its profits** to IYI, ensuring the continuity of its initiatives and reinforcing the integration between sustainability, community engagement, and corporate responsibility.

This relationship reflects the belief that tourism can serve as a transformative tool, fostering local development, environmental preservation, and expanded opportunities for the people of Itacaré.

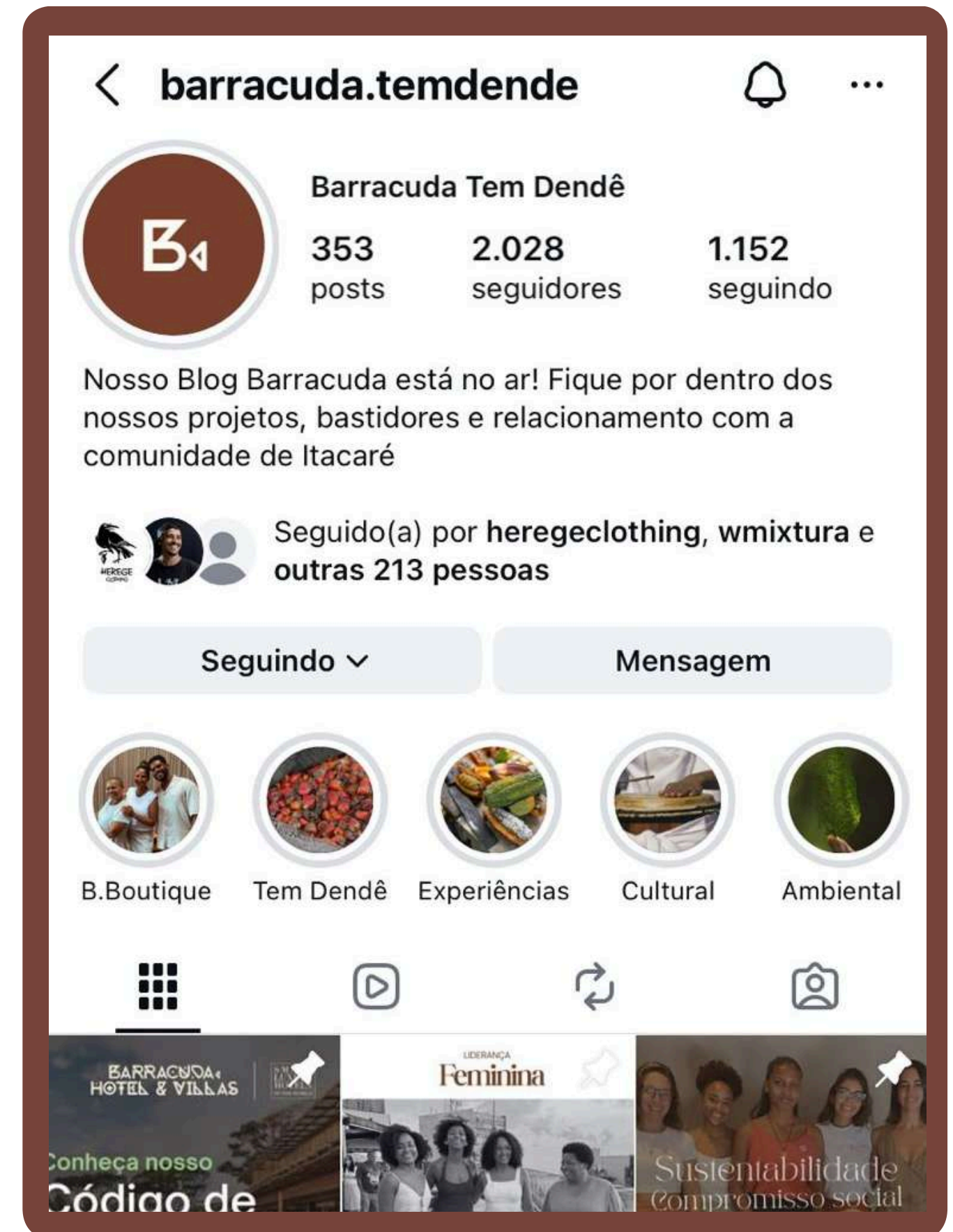
IG BARRACUDA TEM DENDÊ

At Barracuda, we believe that true luxury lies in caring for the environment and valuing the people who are part of our journey. This vision inspires initiatives that strengthen our culture and foster a sense of belonging among our teams.

In this context, **Barracuda Tem Dendê** was created as a digital platform that reflects who we are and what we stand for. The channel celebrates our people, our culture, and our commitment to sustainability, sharing stories and initiatives led by employees themselves.

The profile has grown organically, driven by authentic content and active engagement with followers, contributing to the development of a community connected to Barracuda's values and the dissemination of relevant and meaningful content.

<https://acesse.one/InstagramBTD>



3.3 GOVERNANCE

(G)

3.3.1 GOVERNANCE MODEL

The governance structure of the Barracuda Group includes a Board of Directors composed of four members: **Fredrik Svensson, Tomas Ledin, Joakim Alm, and Juliana Ghiotto**. This body is responsible for defining the strategic direction of the organization.

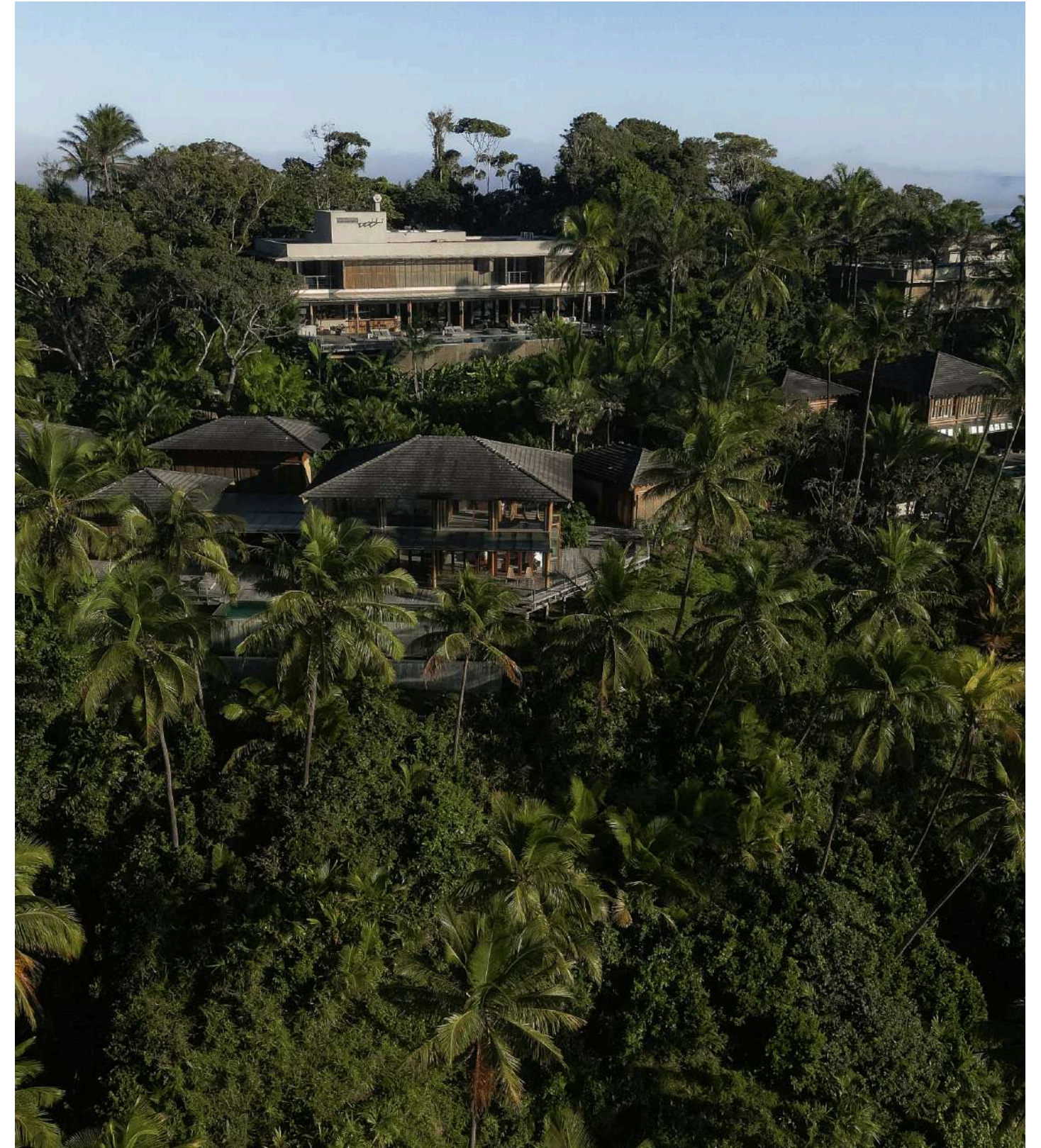
Reporting to the Board of Directors is the Executive Management, which, in addition to its executive responsibilities, is also part of the Executive Board.

Barracuda is supported by Legal Advisory services to ensure full compliance with applicable laws and regulations.

Below the Board of Directors and Executive Management, the managerial group consists of five members responsible for the following areas: Controllership, Hospitality, Food & Beverage, Sales & Marketing, Maintenance, and ESG.

Sustainability is integrated into the organization's governance through the ESG area, which is structured into the following pillars: **Compliance and Organizational Culture, People Management, Human Resources Administration and Occupational Health and Safety.**

The Barracuda Group is also the founder of Instituto Yandê Itacaré, a non-profit organization whose management is overseen by the ESG department.



3.3.2 POLICIES

Barracuda maintains internal policies and guidelines that direct its governance, sustainability practices, and stakeholder relationships, ensuring ethical and responsible conduct across all organizational activities. These policies are periodically reviewed to ensure compliance with applicable legislation and alignment with institutional values.

The main policies currently in force include:

CODE OF CONDUCT

This document establishes the values, rules, and principles that guide employee behavior and their relationships with clients, shareholders, colleagues, suppliers, service providers, and the community of Itacaré (BA), promoting relationships grounded in ethics, respect, and responsibility.

Access:

<https://acesse.one/linkdocumento>

PRIVACY AND DATA PROTECTION POLICY (LGPD)

Barracuda is committed to protecting the confidentiality and security of personal data belonging to clients, employees, and other stakeholders, in accordance with the Brazilian General Data Protection Law (LGPD – Law No. 13,709/2018).

The policy establishes guidelines for the collection, processing, storage, and protection of information, ensuring compliance with current legislation and the adoption of responsible data management practices.

WHISTLEBLOWING CHANNEL / OMBUDSMAN

Provides a secure, confidential, and accessible channel for employees to report irregularities, inappropriate conduct, or violations of internal policies, ensuring proper handling of information and protection of the whistleblower.

Access:

<https://forms.gle/gPJmc3YzG1vjt9wRA>



ANNEX – GRI TABLE

Disclosure		Location / Omission
2 General Disclosures (2021)		
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organizational details	Name: Sweden Empreendimentos Imobiliários e Hotelaria LTDA Address: Rua Pedro Longo, nº 600, Pituba, Itacaré, BA, ZIP Code 45.530-000 Country of operation: Brazil
2-2	Entities included in the organization's sustainability reporting	The sustainability report, as well as the consolidated financial statements, include two hotels: Barracuda Hotel & Villas and Barracuda Boutique (Headquarters and Branch).

2-3	Reporting period, frequency and contact point	This report refers to the results corresponding to January 1, 2025 to December 31, 2025. Barracuda publishes its sustainability report annually. Requests for information regarding this report should be sent to: neila@thebarracuda.com.br or esg@thebarracuda.com.br
2-4	Restatements of information	Not applicable. This is the first sustainability report produced by the Barracuda Group.
2-5	External assurance	This report (base year 2025) has not undergone independent external assurance. However, the Greenhouse Gas (GHG) Emissions Inventory for base year 2024 was prepared with technical support from Compensei, following the GHG Protocol methodology.

ACTIVITIES AND WORKFORCE		
2-6	Activities, value chain and other business relationships	Sector of activity: Hospitality operations, food & beverage services and events. See section "Barracuda".
2-7	Employees	150 employees 132 under CLT employment contracts 18 service providers 7 fixed-term contracts 4 part-time contracts
2-8	Workers who are not employees	The Barracuda Group complements its workforce with non-employee professionals according to operational demand, especially during periods of high occupancy, events and villa operations.

GOVERNANCE		
2-9	Governance structure and composition	The Barracuda Group has a Board of Directors composed of five shareholders and the Executive Board. Below the Board is the Executive Board, followed by six managerial areas: Marketing & Sales, Controllership, Hospitality, Food & Beverage, Maintenance, and ESG & HR.
2-10	Nomination and selection of the highest governance body	The Chairman of the Board of Directors of the Barracuda Group does not hold an executive position in the organization. The CEO is a member of the Board but does not hold the position of Chair. Therefore, there is no overlap between the leadership of the highest governance body and the organization's top executive role, contributing to the segregation of responsibilities and proper governance balance.
2-11	Chair of the highest governance body	The Chair of the highest governance body does not perform executive functions in the organization.

2-12	Role of the highest governance body in overseeing the management of impacts	The Board of Directors approves the mission, strategic guidelines, policies and objectives related to sustainable development and oversees the management of the organization's economic, environmental and social impacts. The CEO, who is a member of the Board, is responsible for implementing strategies and presenting consolidated performance reports. The Board periodically reviews indicators and results to assess the effectiveness of impact management processes and promote strategic adjustments when necessary.
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2-13	Delegation of responsibility for managing impacts	The CEO is responsible for the strategic coordination of economic, environmental and social impact management and for consolidating information for reporting purposes. Execution is distributed among directors and area managers, who monitor and manage impacts related to their respective areas, including economic performance, people management and environmental practices. Information is consolidated by the CEO and reported quarterly to the Board of Directors.
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2-14	Role of the highest governance body in sustainability reporting	The preparation of the Barracuda Group Sustainability Report is coordinated by the ESG area. The content, including the definition and prioritization of material topics, was reviewed and validated by the CEO prior to publication.
2-15	Conflicts of interest	The Barracuda Group adopts formal mechanisms to prevent and manage potential conflicts of interest. The organization's Code of Conduct, together with the whistleblowing channel (Ombudsman), are instruments used to guide ethical behavior, prevent misconduct and allow the reporting of potential violations in a safe and confidential manner.

2-16	Communication of critical concerns	The organization maintains an Ombudsman (whistleblowing channel) and the HR department as a listening and escalation instance for critical concerns.
2-17	Collective knowledge of the highest governance body	Not yet implemented.
2-18	Evaluation of the performance of the highest governance body	There is currently no internal governance body responsible for evaluating the performance of administrators within the existing governance model.responsible for evaluating the performance of administrators within the existing governance model.
2-19	Remuneration policies	The Barracuda Group adopts a remuneration policy structured through a Job and Salary Plan, aligned with the collective bargaining agreement of the sector and with the labor market practices of the region. This plan establishes levels, salary ranges and classification criteria for each position.

2-20	Process to determine remuneration	Employee remuneration is defined based on the Job and Salary Plan, which establishes objective criteria for classification and salary progression. Performance evaluations are conducted annually, providing structured feedback and identifying strengths and development opportunities for each employee. The process considers factors such as job responsibilities, experience level, professional performance, tenure, internal mobility and periodic evaluations carried out by leadership, in conjunction with HR and area management.
2-21	Annual total compensation ratio	In 2025, the ratio between the annual total compensation of the highest-paid position in the Barracuda Group and the average employee compensation was approximately 10.4:1.

STRATEGY, POLICIES AND PRACTICES		
2-22	Statement on sustainable development strategy	See Board of Directors' message.
2-23	Policy commitments	See Code of Conduct.
2-24	Embedding policy commitments	Through the engagement of MID Falconi consulting, operational leadership teams were trained during 2025 in corporate governance practices.
2-25	Processes to remediate negative impacts	To compensate GHG emissions, the Barracuda Group supports Instituto Yandê Itacaré, which promotes the Tourism CO2 Legal – Guardians of the Climate Program. Access: https://www.institutoyandeitacare.org/ The Barracuda Group also carries out proper waste disposal and composting of organic waste at its property, reducing its carbon footprint.

2-26	Mechanisms for seeking advice and raising concerns	The organization maintains a Whistleblowing mechanism, Ombudsman and an Ethics Committee. Access: https://forms.gle/Q28FTvY9U8x5C2nm8
2-27	Compliance with laws and regulations	No significant cases of non-compliance with laws and regulations were recorded during the reporting period. The organization has an administrative process under review related to compliance with the Brazilian Quota Law for People with Disabilities, with no final decision or sanction applied by the end of the reporting period. Criteria adopted to define significant cases: cases resulting in definitive administrative sanctions, significant fines, operational embargoes, or material financial or reputational impacts.
2-28	Membership associations	Institutional participation: BLTA, COMTUR, Instituto Yandê Itacaré and representation on the council of APA Serra Grande-Itacaré.

STAKEHOLDER ENGAGEMENT		
2-29	Approach to stakeholder engagement	The organization maintains an internal communication channel via WhatsApp called Tribo for official and informal announcements. The official whistleblowing channel is the Ombudsman, accessible through a QR code ensuring anonymity. Additionally, the organization uses the BTD Instagram profile to highlight relevant initiatives for employees.
2-30	Collective bargaining agreements	88% of employees are covered by collective bargaining agreements.
3 MATERIAL TOPICS (GRI 2021)		
3-1	Process to determine material topics	See section 2 "Sustainability Strategy".
3-2	List of material topics	See section 2 "Sustainability Strategy".
3-3	Management of material topics	See section 2 "Sustainability Strategy".

HR AND ESG TEAM



Neila Farias: Head of ESG and Executive Director of Instituto Yandê Itacaré



Beibianne Souza: HR Supervisor



Renata Krukoski: HR Analyst



Reinam Pereira: HR Assistant



Joice Bacelar: Administrative and Social Media



William Bacelar: Operations and Rumo ao Lixo Zero Program Coordinator



Michele Franco: Coordinator of the Cultivari Program and Tourism CO₂ Legal



Glaubinho: Mascot

Contact



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