

Sustainability Report 2024/2025



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Introduction

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Tereos Açúcar & Energia Brasil

About the report

GRI 2-3

The Tereos Açúcar & Energia Brasil Sustainability Report – 2024/2025 harvest highlights significant progress in operational and financial performance, alongside investments in process enhancements, agricultural practices, and the progress made in terms of certifications.

The document underscores the company's dedication to the ESG and decarbonization initiatives, outlining medium- and long-term sustainability projects and expected outcomes for the period from April 1, 2024, to March 31, 2025.

The chapters were structured based on our purpose of cultivating in all its dimensions—trust-based relationships, value for the business and society, innovation and efficiency, the planet's future, talents and people, as well as partnerships with purpose.

Questions or suggestions may be addressed to esg@tereos.com

Each section demonstrates how this purpose is translated into concrete actions, integrating governance, performance, sustainability, and social impact into a single journey that unites the planet and people around a shared future.

The report adheres to the Global Reporting Initiative (GRI) guidelines and aligns with the UN Sustainable Development Goals (SDGs). It also includes indicators from the Sustainability Accounting Standards Board (SASB) and has been externally assured by SGS.

* In this report, Tereos refers to Tereos Açúcar e Energia Brasil, while Tereos Group refers to Tereos on a global scale.





**First company in
the industry to have
decarbonization targets
validated by SBTi**

Message from the leadership

GRI 2-22

In 2025, we proudly celebrate 25 years of growth, learning, and transformation in Brazil. Throughout this journey, we expanded from two to seven production units, increasing our milling capacity from 3 million to over 20 million tons. This is a milestone that reflects Tereos Group's ongoing commitment to growth and development in Brazil.

During the 2024/25 harvest, despite facing challenging conditions in the field, we delivered solid and consistent results. We achieved the highest revenue in our history, the second-highest EBITDA and operating profit, and maintained the second-lowest leverage level to date.

These results were driven by the third-largest crushing volume in our history, favorable sugar prices, years of strategic

investment in our sugarcane fields, and, above all, the daily excellence of our teams.

Last year, the Tereos Group advanced its global commitment to decarbonization with the validation of our targets by the Science Based Targets initiative (SBTi), a leading global standard for corporate climate commitments. We became the first sugar producer to receive this validation—a milestone that underscores our leadership in climate action within the industry.

This year, the Group also updated its CSR strategy, streamlining its operational pillars and further aligning them with our decarbonization journey.

In Brazil, in December 2024, we obtained ISCC CORSIA, ISCC CORSIA Plus, and ISCC EU certifications for ethanol production at

the Mandu Unit. As a result, our biofuel now meets international standards for use as a raw material in the production of Sustainable Aviation Fuel (SAF), enabling access to strategic markets such as the European Union, the United States, Japan, and Brazil.

Day by day, we continue to advance meaningfully in our commitment to sustainable business practices. Today, 67.54 percent of the sugarcane we process is certified—covering 100 percent of our own cane and just over one-third of third-party cane. Focused on advancing toward more regenerative agriculture, we have increased the use of biological inputs in our fields. In line with this commitment, we formed an unprecedented partnership with Koppert to research and develop biological solutions, boosting our agricultural productivity and advancing our ESG practices.

Furthermore, we continue to invest in innovation to enhance our results, adopting cutting-edge technologies such as robotics and artificial intelligence to identify and address sugarcane crop failures with increasing precision.

We have also advanced in reducing diesel consumption across our operations through

several initiatives, including renewing our truck fleet with more modern, lower-emission vehicles, using cleaner and more efficient additive diesel, and optimizing operations with real-time monitoring supported by the COA (Agroindustrial Operations Center).

All these achievements are the result of the synergy and collaboration of our more than 9,000 employees. As a reflection of our people-centered culture, we are proud to have closed the 2024/25 harvest with 56 percent of positions filled through internal talent. This figure is even more impressive when considering leadership roles, with 74 percent filled by internal talent.

Aiming to further strengthen connections among our people, we began expanding our corporate headquarters during the 2024/2025 harvest, completing the project in April of this year. The new space offers a modern, integrated, and collaborative work environment—designed to foster well-being and strengthen connections across departments.

This and other initiatives reflect our ongoing commitment to valuing and investing in our people. We are therefore very proud to have earned the Great Place to Work (GPTW) certification for the fourth

consecutive year, being recognized among the 20 best large companies in the interior of São Paulo, the 9 best in Agribusiness, and 5 best in mental health.

We are dedicated to not only supporting our employees but also creating a positive impact in the communities where we operate. In 2024/25, we commemorate the third year of “Tereos Fazendo Acontecer” (Tereos Making it Happen), our volunteer program. Since its inception in 2022, it has engaged over 800 employees in executing 30 initiatives focused on environmental and social well-being.

Last year, we introduced the “Tereos na Área” (Tereos in the Area) program, hosting two events that provided culture, sports, and services to local communities in the cities of Olímpia and Ibiporanga (SP), drawing over 5,000 participants.

In a year highlighted by COP30 in Brazil, it is increasingly important to emphasize the diverse ways we advance sustainability and development in the country through agriculture and bioenergy.

In this report, you will discover how, over the past 25 years, we have contributed to



Grupo Tereos's success while advancing our ESG commitments, strengthening our decarbonization efforts, and enhancing agribusiness in Brazil.

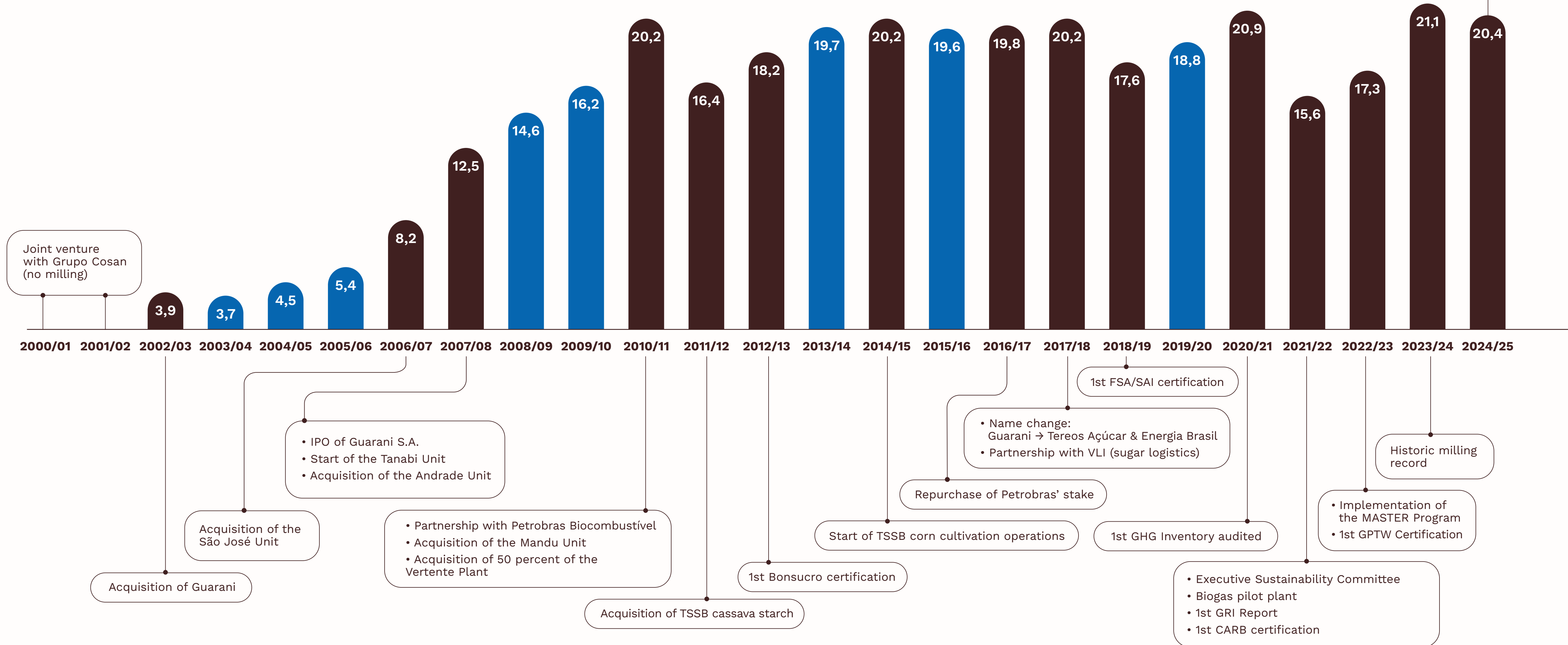
We remain steadfast and prepared for many more cycles, dedicated to cultivating a better future for both the planet and its people.

Enjoy your reading!

Pierre Santoul
CEO of Tereos Brasil

25 years cultivating the future

Sugarcane processing (M ton)



Materiality

GRI 3-1

In the 2023/2024 harvest, we revised our materiality matrix to adopt a dual materiality approach, taking into account both financial and socio-environmental impacts. The process involved consulting with representatives of key stakeholders and served as the foundation for developing sustainability guidelines for the coming years. In total, more than 260 stakeholders were heard.

The review process entailed identifying and prioritizing key stakeholders, analyzing internal documents and guidelines like GRI and SASB, and benchmarking against other companies in the sector. The senior leadership included the following two topics: Prioritizing Relationships with Communities, Local Development, and Diversity, Equity, and Inclusion reinforces our commitment to engaging closely with communities and promoting diversity.

more than 260

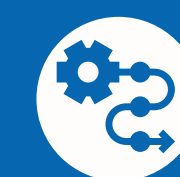
stakeholders were heard

This process reinforces the alignment of our sustainability strategy with the evolving business landscape and stakeholder expectations, guiding the management of strategic topics and the continuous improvement of our processes.

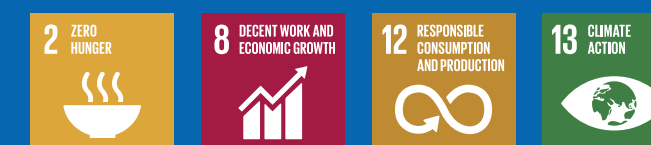
Material topics GRI 3-2



1. Climate change and energy transition



5. Supplier chain management and traceability



2. Health, well-being and safety



6. Innovation, technology and best agricultural practices



3. Biodiversity, ecosystems and land use



7. Circular economy and waste management



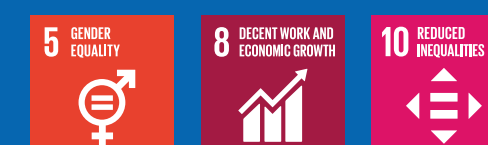
4. Water and effluent management



8. Relationship with communities and local development



9. Diversity, equity and inclusion



Harvest highlights in 2024/2025



20.4 million

tons of sugarcane
processed

64%

of sugarcane destined to sugar

1.8 million

tons of sugar produced



624
million

liters of
ethanol produced

1,600
GWh

of energy made from
sugarcane bagasse



67.5%

of the total volume of
Bonsucro and FSA/SAI
certified sugarcane

Approval of the decarbonization targets

by SBTi

Signing of an

R&D agreement

for biological inputs
with Koppert

Certification by

ISCC Corsia

GPTW

9th place

among the best
companies in the sector

10%

reduction in high-potential
accidents or near misses
(HiPoC)



Raw materials

49.8%

from
our own plantations

and 50.1%

of suppliers

BRL 1.8 billion

in adjusted EBITDA

BRL 903 million

in operating profit

BRL 364 million

in net profit

1.1x

EBITDA leverage level (*peer
disclosure*)

Response to the 2024 fires

In 2024, Brazil experienced a concerning rise in fires, with over 30.8 million hectares affected. Sugarcane cultivation was severely impacted, with damage to standing cane, ratoons, and the quality of the raw material. The primary causes include extreme drought, a dry season intensified by the El Niño phenomenon, and illegal fires. At Tereos, these events also had an impact on the sugarcane fields. Despite all efforts, 55,000 hectares of productive area (own and belonging to suppliers) were burned, resulting in a financial impact of BRL 132 million for Tereos.

However, the resilience, collaborative spirit, and expertise of our team of over 180 firefighters, combined with their extensive firefighting experience, enabled them to respond to this challenging scenario with agility and strategic effectiveness.

We relied on a trained team that successfully managed to control the fires without any fatalities. The effort involved advanced technologies like satellite monitoring to identify

fire outbreaks, and assistance from dedicated firefighting trucks equipped with trackers. This technology provided an overview of their locations, allowing them to be directed based on proximity to efficiently respond to fires.

Coordinated action between the Agroindustrial Operations Center (COA), firefighters, and the use of rapid access vehicles was essential in containing the damage. We implemented extraordinary measures to reduce productivity losses in sugarcane fields, such as rescue irrigation and the immediate replanting of previously cultivated areas affected by the fire.

The company participates in the Mutual Aid Plan (PAM), which includes regional plants, the Environmental Police, and the Fire Department, ensuring agile and safe responses in risky situations.

Since the beginning, Tereos has developed extensive fire prevention and control efforts, focusing on communication,

inspections, training, early harvesting, and continuous monitoring of environmental risks in sugarcane fields and surrounding communities. All incidents are recorded in an internal application with photos and geolocation, building a strategic history of critical areas. The company also maintains a Fire Prevention Plan (PPI), which is filed annually with the Environmental Police.

Awareness campaigns are conducted in communities, reinforcing prevention guidelines. During the 2024/2025 harvest, the company conducted its first fire-fighting drill in an area of native vegetation near the Cruz Alta unit in Olímpia (SP). This was part of the annual campaign during a critical drought period.

We are signatories of the Agro-Environmental Protocol of the Sugar and Energy Sector and have eliminated the use of fire in harvesting since 2014. These actions have contributed to reducing fires and environmental and social impacts.



Fire actions

During the 24/25 harvest fire campaign, we directly reached around 4,000 people through the distribution of informative booklets and pamphlets. These awareness-raising actions took place in schools in Guaíra, Palestina, and Onda Verde, as well as during the “Tereos na Área” event in Tanabi.

Additionally, we reached thousands more in our main operational cities through advertising in partner media outlets (print, online, and radio), along with billboard advertising in the regions of São José do Rio Preto, Olímpia, and Barretos.

Tereos Açúcar & Energia Brasil

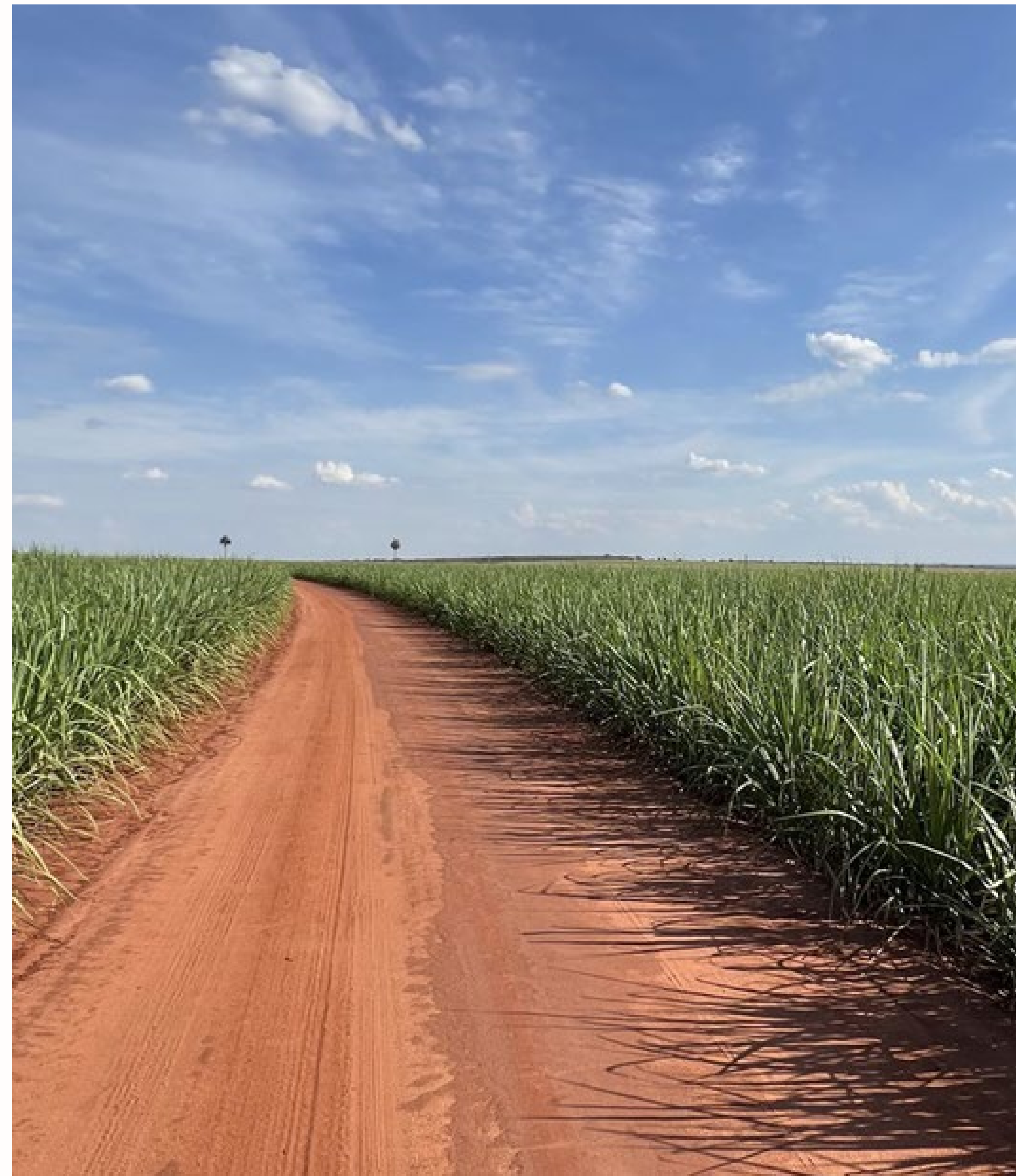
GRI 2-1

Tereos Açúcar & Energia Brasil is a leading company in the Brazilian sugar-energy sector, with its headquarters in Olímpia, São Paulo. Its direct controllers are the Brazilian holding company NewCo Tereos Internacional (56.3%) and the French holding company Tereos Participations S.A.S (43.7%). The group is led by the French agricultural cooperative Tereos SCA, which brings together approximately 10,300 members.

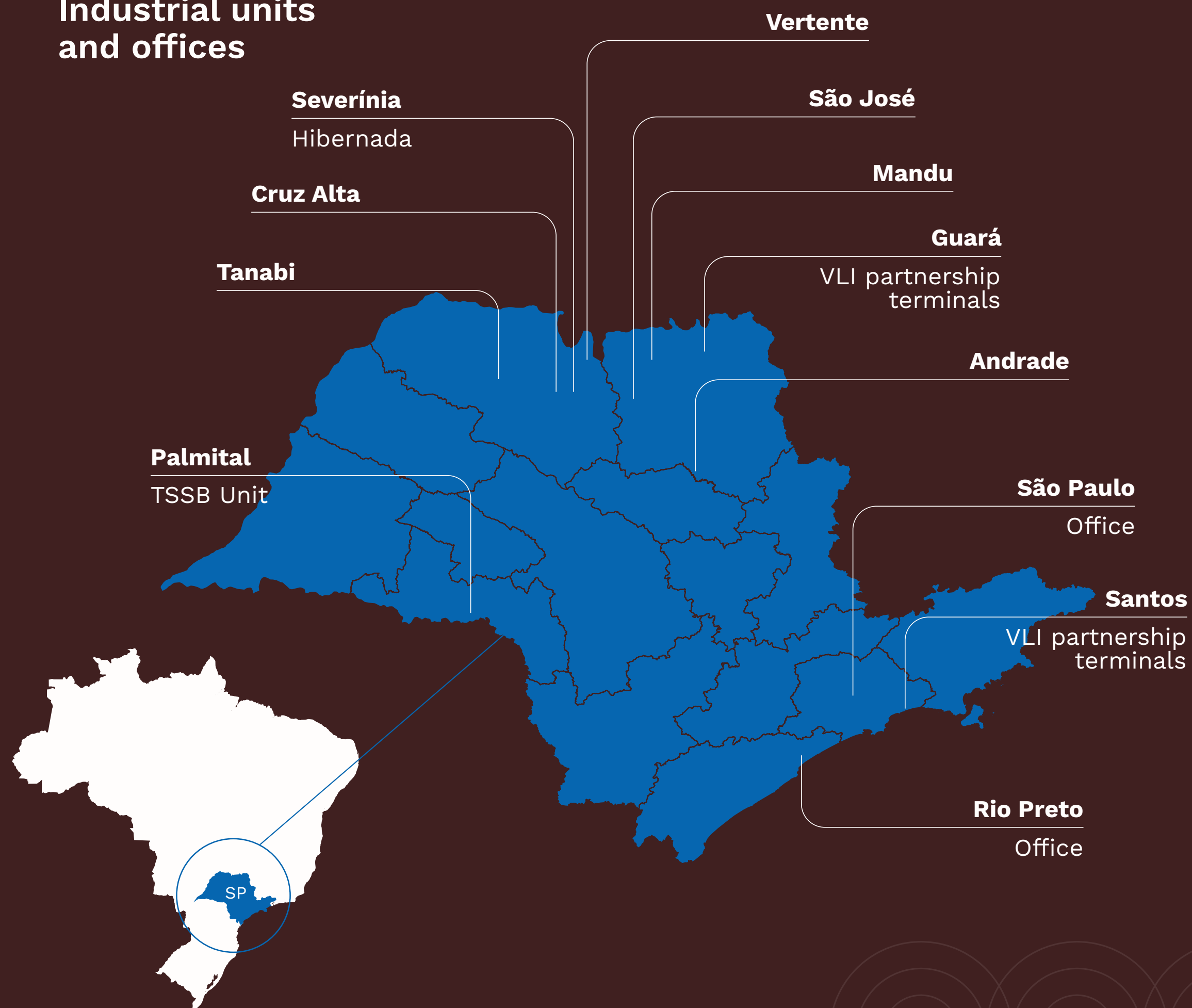
With 25 years in the Brazilian market, Tereos consistently invests in sugarcane processing, prioritizing the value of agricultural raw materials, innovation, sustainability, and social responsibility. It is the 2nd largest sugar producer in Brazil, the 5th largest in sugarcane milling, in addition to producing ethanol and electricity from sugarcane bagasse on a large scale.

In Brazil, Tereos operates seven agro-industrial units in northwest São Paulo, a hibernated plant in Severínia, two administrative offices in São José do Rio Preto and São Paulo, and a distribution center in Rio de Janeiro. All units are certified by Bonsucro and RenovaBio, the National Biofuels Policy, underscoring our commitment to sustainable ethanol and energy production. We invest in decarbonization and a circular economy model, aiming to combine operational efficiency with a positive environmental impact.

Throughout its journey, the company continues to develop a value chain committed to the best socio-environmental practices, contributing to the advancement of agribusiness and the future of upcoming generations.



Industrial units and offices



TSSB data are not included in the TSEB results

Approximately

300,000 hectares

of arable land

Approximately

170,000 hectares

with own sugarcane

Approximately

130,000 hectares

with sugarcane
from partner suppliers



Purpose and values

Our purpose

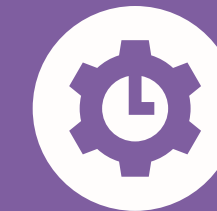
**To cultivate a shared
future for the
Earth and People
by addressing the
essential daily needs
of life.**

Our values



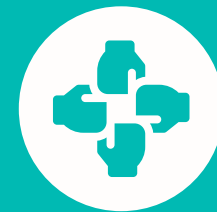
BOLDNESS

**To propose solutions and take
the initiative in facing current
and future challenges.**



PRAGMATISM

**To act with agility, simplicity,
efficiency, and common sense,
emphasizing concrete actions.**



COLLABORATION

**To embody team spirit,
reciprocity, and trust, focusing
on shared challenges to
collaboratively find solutions.**



PERFORMANCE

**To pursue excellence by acting
with rigor and perseverance to
fulfill commitments.**



Cultivate relationships of trust

Corporate governance

Risk management

Ethics and compliance

Data security

Corporate governance

GRI 2-1, 2-9, 2-10, 2-13, 2-28

The company's corporate governance is structured on multiple levels, grounded in principles of integrity, responsibility, and sound business practices. Its objective is to ensure competitiveness and drive the sustainable development of operations.

Senior leadership serves as the highest body of corporate governance, responsible for managing the company's economic, environmental, and social impacts while promoting practices aligned with sustainable development. In Brazil, the Executive Board is the one that occupies this position. The appointments and selection of its members adhere to the head office rules, following global corporate guidelines.

ESG issues are discussed in committees and frequent meetings, particularly emphasized during the weekly Board meetings, which ensure executive alignment and engagement in strategic decisions and key challenges.

At the Tereos Group, the primary governance body is the Board of Directors, located in France, at the organization's headquarters. It is dedicated to ensuring the Group's strategy achieves tangible results and is responsible for managing the cooperative.

Additionally, the Tereos Group Executive Committee is responsible for executing the company's strategy and overseeing its operations. This is done under the authority delegated by the Board of Directors.



Our governance structure operates on multiple levels, focused on principles of integrity and sustainability.

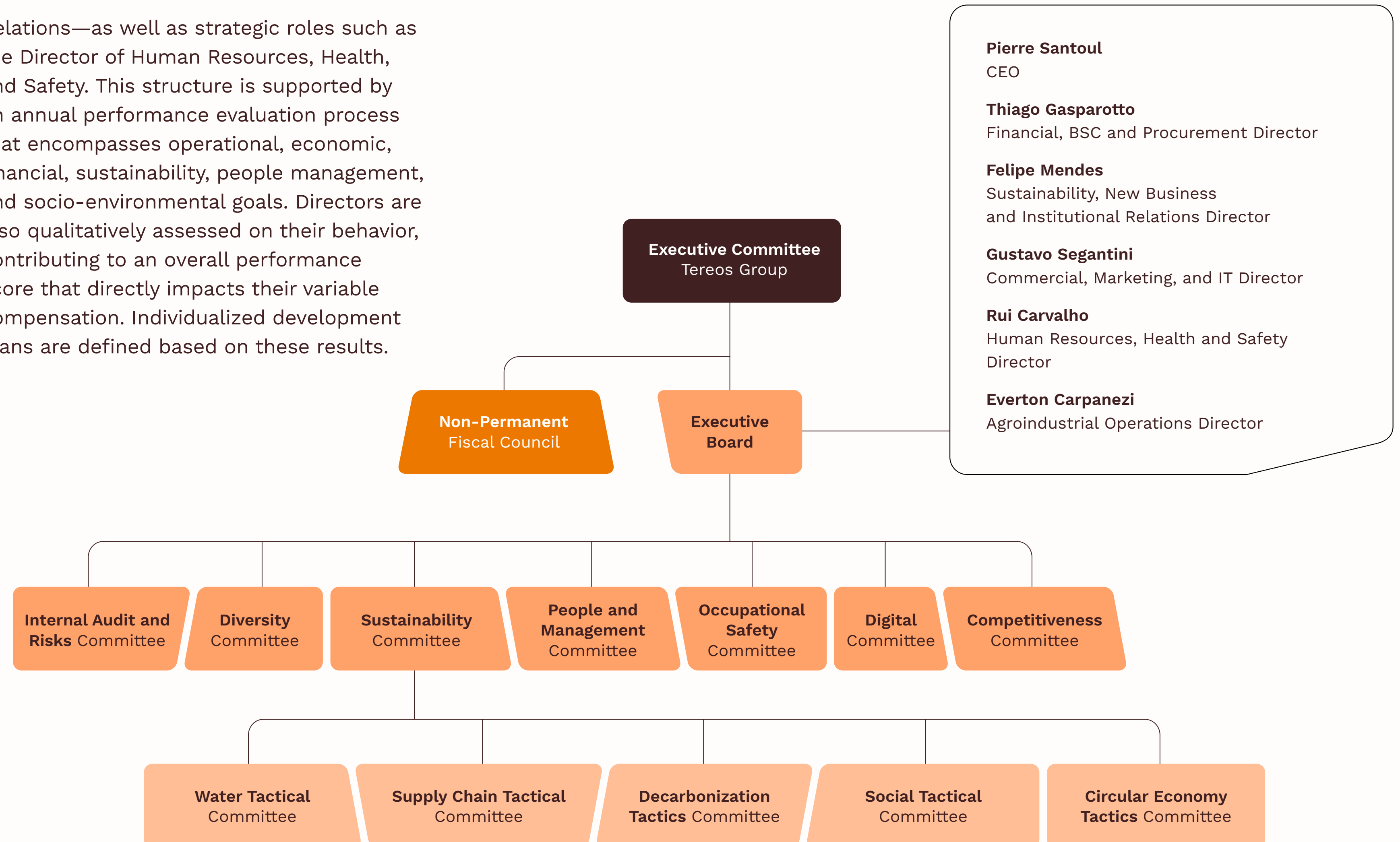
Governance structure GRI 2-9, 2-12, 2-18

Tereos' governance structure in Brazil is organized to ensure efficient decision-making and alignment with the Group's global guidelines. The Board of Directors and the Executive Committee oversee the strategic and operational management of the company in Brazil, adhering to principles of transparency, corporate responsibility, and sustainability.

The Executive Committee operates under the Board's delegation and is responsible for implementing the defined strategic projects. The Board of Directors of Tereos Açúcar e Energia Brasil S.A. holds legal responsibility for the company and oversees its operational management under the supervision of the General Shareholders' Meeting, composed of Tereos Participations and NewCo Tereos Internacional (BR) Ltda., both controlled by Tereos SCA.

In the fiscal year ended March 31, 2025, Tereos' Board of Directors in Brazil was composed of statutory positions—including Chief Executive Officer, Chief Financial Officer, Commercial Director, Director of Agroindustrial Operations, and Director of Sustainability, New Business and Institutional

Relations—as well as strategic roles such as the Director of Human Resources, Health, and Safety. This structure is supported by an annual performance evaluation process that encompasses operational, economic, financial, sustainability, people management, and socio-environmental goals. Directors are also qualitatively assessed on their behavior, contributing to an overall performance score that directly impacts their variable compensation. Individualized development plans are defined based on these results.



Support committees to the Board in Brazil GRI 2-13, 2-18, GRI 3-3 – Diversity, inclusion and equity



Internal Audit and Risks Committee

Tasked with overseeing internal audit activities, this committee plays a vital role in safeguarding shareholders' interests and upholding transparency and sound corporate governance. It also monitors risk management and internal controls, ensuring compliance with applicable laws, regulations, and corporate policies. Meetings take place quarterly.



Sustainability Committee

Composed of the Company's senior leadership, it meets quarterly to review progress, address challenges, and define strategies related to sustainability. Meeting quarterly, the committee operates cross-functionally to integrate sustainability into company management, identify improvement opportunities, share best practices, and guide decisions that foster sustainable development. Go to [page 17](#) to learn about the tactical committees that support the implementation of strategic decisions.



Diversity Committee

Comprised of executives from various areas, its goal is to propose and implement initiatives that promote diversity and inclusion across the organization. It operates strategically to embed these practices throughout the organization, fostering a more diverse and inclusive corporate culture. Meetings take place quarterly.



People & Management Committee

Focused on human development and enhancing quality of life in the workplace, this committee meets quarterly to develop strategies and initiatives that prioritize employee well-being and recognition.



Occupational Safety Committee

Held weekly, the committee meetings bring together managers, the Occupational Health and Safety team, and those responsible for the 22 topics of the Safety Development Plan, which collectively form the Safety Development Index (IDS). Composed of multidisciplinary teams, the committees present the actions implemented at the units and develop strategies for continuous improvement.



Innovation and IT Committee

We have a committee structured around two main fronts: one focused on Traditional IT Demands (Digital), addressing transformation projects such as Systems, Infrastructure, and Information Security; and another dedicated to Innovation, developing disruptive solutions that enhance the company's operational efficiency.



Competitiveness Committee

This committee is designed to enhance the management's understanding of factors affecting the business beyond routine operations, acting proactively to safeguard and strengthen the company's operational continuity and profitability.

Strategic committees support the Board of Directors with a focus on auditing, ESG, diversity, competitiveness, people, and innovation.

Risk management GRI 2-24

At Tereos, our commitment to ethics, compliance and integrity is at the heart of all our actions. We are continually enhancing our risk management processes and practices, focusing on adherence to current national and international laws and regulations.

As part of our organizational culture, rooted in the principles of the Code of Ethics and the Anti-Corruption Code of Conduct, we systematically map business risks and continuously monitor our controls through the mentioned channels and Internal Audit, aiming to mitigate impacts and strengthen the company's resilience.

We offer a specific channel for recording and addressing incidents related to control failures or opportunities for improvement, as well as for reporting risk situations. This initiative reinforces our commitment to transparency, active listening and continuous improvement.

Tereos' Internal Audit department operates independently and objectively, providing assessment and consulting services that add value to the organization. Its mission is to strengthen and protect the company through risk-based analysis, promoting continuous process improvement. The department contributes to achieving Tereos' strategic objectives by systematically assessing and improving the effectiveness of governance, risk management, and internal controls.

In the 2024/2025 harvest, Tereos remained committed to mitigating operational risks, avoiding waste and inefficiencies, and strengthening its corporate governance.

Crisis Committee

Furthermore, Tereos has a Crisis Committee in place, activated to deliver swift, targeted, and effective responses to any major event with potential impact. This organization works at all stages – from preparation to recovery – promoting continuous learning. There were no incidents in the last harvest that required the activation of the Crisis Committee.

The company also employs complementary tools to assess risks in external partnerships, addressing potential conflicts of interest, reputational concerns, international sanctions, and political exposure. In high-risk cases, the Crisis Committee conducts an in-depth analysis before making a decision. No new risks relevant to the business were identified during the 2024/2025 harvest.



Ethics and compliance

GRI 2-15, 2-24, 2-25

Tereos reaffirms its strong commitment to ethics and compliance in all its operations. It operates with integrity, transparency, and honesty, always in compliance with current laws and guided by principles and values that drive ethical and sustainable development.

The Code of Ethics defines the principles and standards of conduct expected from all employees and partners, guiding their actions in alignment with the company's values. The document outlines guidelines to ensure that all activities are carried out with integrity, respect for people, and a sense of responsibility, contributing to the success of the company's initiatives.

In the 2024/2025 harvest, 93 percent of employees attended training on the Code of Ethics, reinforcing the dissemination of the culture of integrity among teams.

All contracts signed with Tereos customers and suppliers include the obligation to

adhere to the company's Code of Ethics or a commitment to equivalent principles. These contracts also include specific clauses related to anti-corruption, human rights and social and environmental responsibility.

[Click here to access it.](#)

93%

of employees trained
in the Code of Ethics



Compliance Program

GRI 2-13, 2-25, 2-26

To prevent unethical behavior and ensure the integrity, legality, and sustainability of its operations, the company has a Compliance Program consisting of policies, standards, and ethical principles that guide the conduct of all individuals involved in its activities. The area reports to the Tereos Group, reinforcing alignment with global guidelines and commitment to the highest governance standards. The Anti-Corruption Code must be interpreted alongside these policies to promote a cohesive organizational culture.

The Best Business Practices Guide also provides clear guidelines for preventing risks such as corruption, fraud, money laundering, and conflicts of interest. Furthermore, Tereos conducts awareness-raising activities and periodic training to promote understanding and application of anti-corruption laws by all stakeholders.



Code of Conduct, Prevention and Combating of Corruption GRI 205-2

The Anti-Corruption Code of Conduct reinforces the company's ethical commitment, with clear rules for the prevention, detection and mitigation of illegal acts. Complementary to the Code of Ethics, it is aligned with international legislation, such as France's Sapin II Law. Tereos adopts a zero-tolerance policy towards corruption, whether in interactions with the public or private sector. All contracts contain anti-corruption clauses, requiring exemplary behavior and adherence to the organization's legal and ethical standards. We also have a compliance questionnaire that our future business partners answer.

Among its anti-corruption actions, the company invests heavily in internal awareness. In the 2024/2025 harvest, 726 employees were notified and trained on this topic, representing 7.5 percent of the total. The data were broken down by employee category.

The company's selection and hiring processes follow objective and legitimate criteria, ensuring integrity in commercial relations. In transactions like mergers and acquisitions, rigorous due diligence is conducted to identify and mitigate liability risks arising from third-party actions.

All transactions must be accurately recorded, subject to appropriate approvals, and no financial movements may be hidden or improperly recorded. The company also prohibits the offering, requesting or receiving of undue advantages.

Interactions with public officials must always be professional, ethical, and transparent, and any illegal practices are condemned. To reinforce the company's commitment to ethical and responsible behavior in all its relationships, employees can also follow the Procedure for Gifts, Presents and Invitations.

Consequences of non-compliance

Violation of the guidelines outlined in the Code of Ethics, the Anti-Corruption Code, or current legislation by any employee may lead to disciplinary measures as specified in internal regulations.

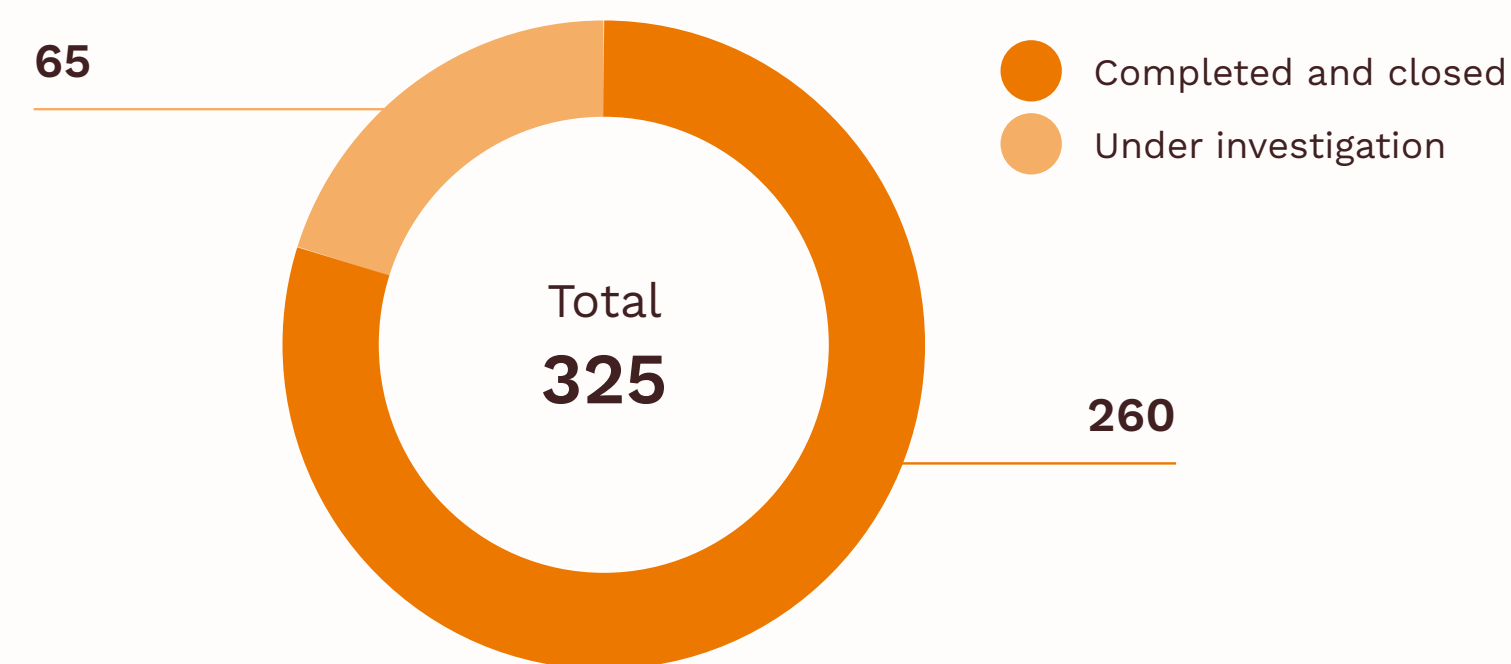
In the event of a breach by third parties or stakeholders, Tereos may terminate the commercial relationship, cancel contracts, and take legal action, depending on the severity of the violation.

Duty to report and communication channels:

- Anyone who becomes aware of violations of the codes, internal policies, or applicable laws has a duty to report the incident to Tereos.
- The company provides the Ombudsman Channel in Brazil and the Tereos Group Alert System for receiving reports, ensuring information confidentiality and protection against retaliation.
- If you have any questions about ethical conduct or compliance, employees should seek guidance from the Regional Compliance Officer (RCR) or the Compliance Department.

Ombudsman Channel Services GRI 2-15

Number of complaints in 2024/25



Conflict of interest:

- The company has a Conflict of Interest Procedure aimed at preventing and identifying situations that may constitute unethical conduct, such as corruption or influence peddling.
- Employees are required to disclose any potential conflicts of interest to their superiors, the Human Resources department, and/or the Compliance team, enabling the adoption of preventive and corrective measures.

Tereos Ombudsman Channel



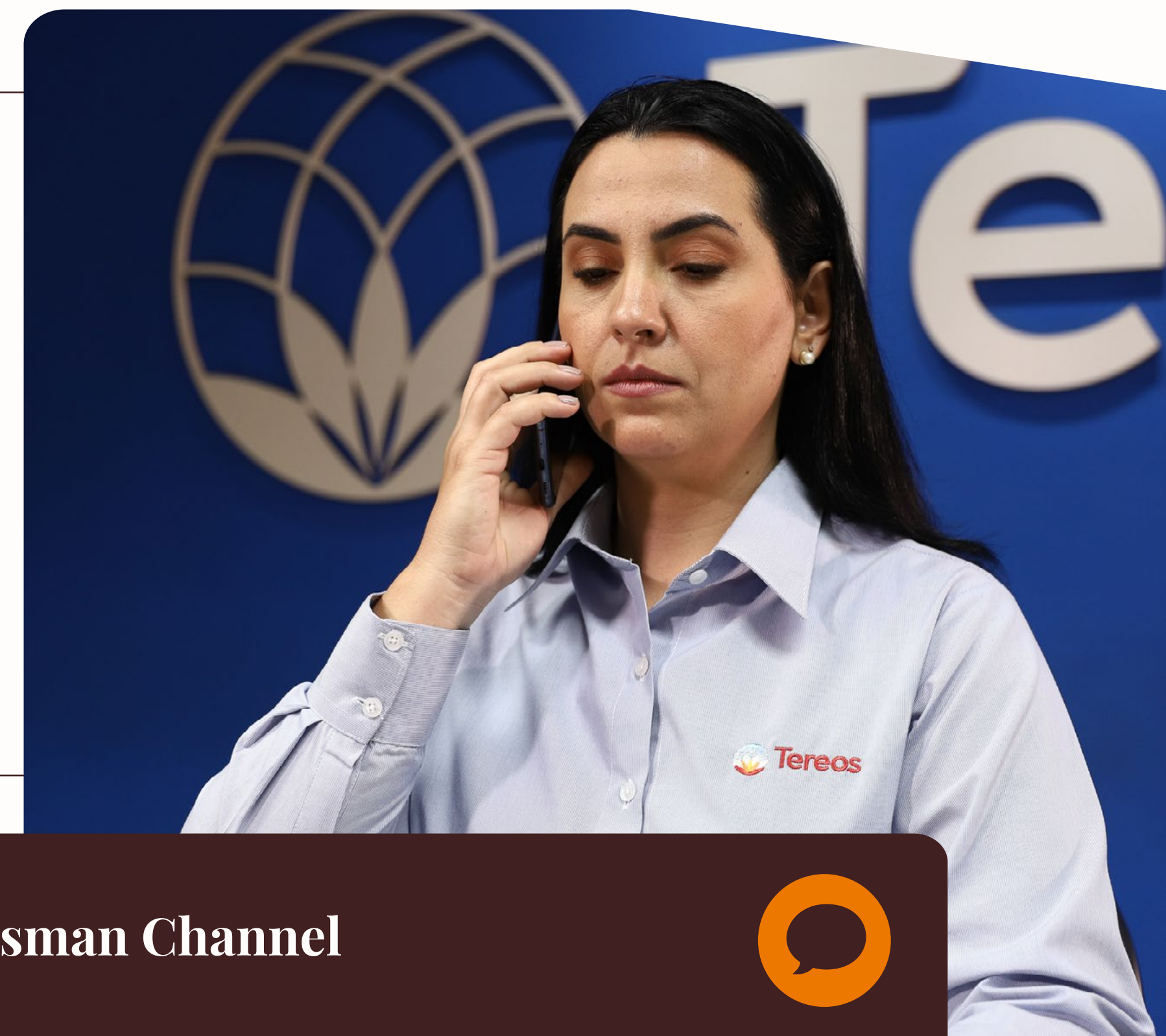
Available
24 hours per day

Independent and
autonomous, service, with
guaranteed **confidentiality**
and **equal** treatment for
all users

Phone
0800 424 1000

E-mail
ouvidoria@tereos.com

Website
**denuncia.iaudit.com.br/
sistema/tereos**



Data security

GRI 3-3 Innovation, technology and best agricultural practices, GRI 205-2

During the 2024/2025 harvest, Tereos reinforced its Information Security structure, prioritizing the protection of systems, networks, and digital assets in response to rising cyber threats in the agro-industrial sector.

To stay prepared against digital threats and incidents, the company maintains a globally aligned Information Security department dedicated to safeguarding its systems. Tools are used to monitor workstations, servers, and other infrastructure, enabling the

detection of threats and malicious access. Network protection is reinforced with firewalls, secure remote access, and other solutions that ensure secure communication throughout the organization.

Tereos also prioritizes training and incident prevention, promoting awareness campaigns with lectures, online courses, and corporate events. These initiatives disseminate best practices in the use of systems and guide employees on compliance with the company's security policies.

The company recently enhanced its monitoring capabilities by implementing tools and services to detect data leaks and internal and external vulnerabilities, as well as conducting threat testing and simulations. It also implemented an Incident Response service, ensuring readiness for emergencies and security incidents.

To tackle these challenges, Tereos Global has invested over BRL 6 million in cybersecurity solutions, with more than BRL 450,000 specifically allocated to strengthening cybersecurity in industrial operations in Brazil. As a result of these efforts, the company has managed to avoid significant security incidents in recent years.

Additionally, Tereos continues to enhance the protection of its industrial environments through advanced threat detection and management tools and techniques, ensuring production continuity and minimizing the risk of disruptions caused by cybersecurity incidents.

More than
BRL 450,000
invested in cybersecurity solutions





Cultivate value for the business and society

Economic and operational performance

Commercial highlights

Economic and operational performance

SASB FBAG-000.A

Crushing volumes above the historical average played a key role in ensuring a robust supply of sugar, ethanol, and electricity, contributing to the highest revenue in Tereos' history.

The positive performance was mainly driven by the greater competitiveness of sugar compared to ethanol. With a production mix focused mainly on sugar (**64%**), the company reinforced its strategic difference compared to the sector average. At the same time, it began operating in the electricity retail sector, expanding the brand's presence among end consumers.

Even though it is a consolidated vertical in the portfolio, ethanol faced a challenging market, with reduced profitability. Still, it accounted for **36 percent** of the production mix. Electricity production totaled **1600 GWh**, reinforcing the diversification of revenue sources.

Investments in the harvest totaled **BRL 942 million** and were mainly aimed at renewing sugarcane fields and maintaining agricultural and industrial structures. Among the contributions made, the following stand out: **BRL 80 million** intended to increase sugarcane processing capacity at the Tanabi and Mandu units.

For more information, [click here](#) to access the Tereos Management Report.

Best year for sugar pricing in Tereos' history, driven by the strategic use of market fluctuations through efficient pricing and revenue protection strategies.

Sugar and energy
production - 2024/2025

1.8 million
tons of sugar

1,600 GWh
of electrical energy

624 million
liters of ethanol

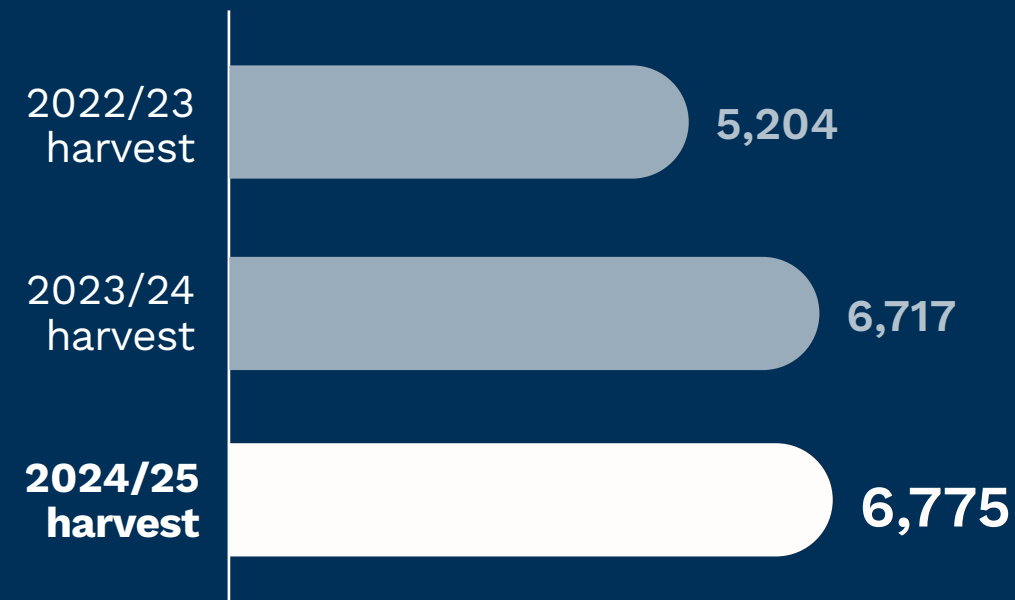
20.4 million
tons of sugarcane processed

5% of the energy
aimed at retail
(target of 30% in the next harvests)

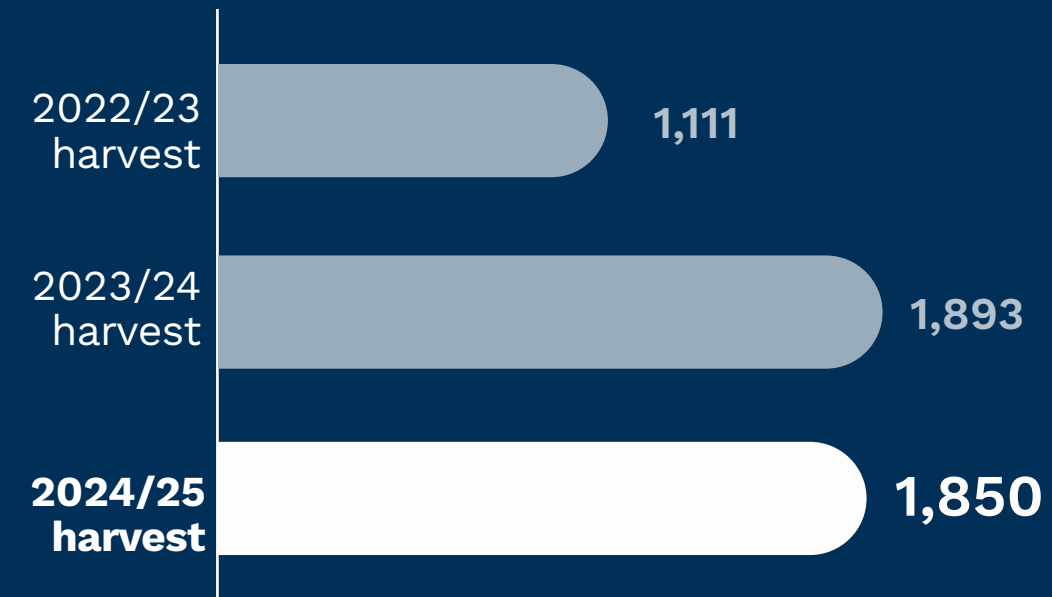
Savings greater than 40%
registered by consumers
in relation to the captive market

Financial Indicators (em BRL million)

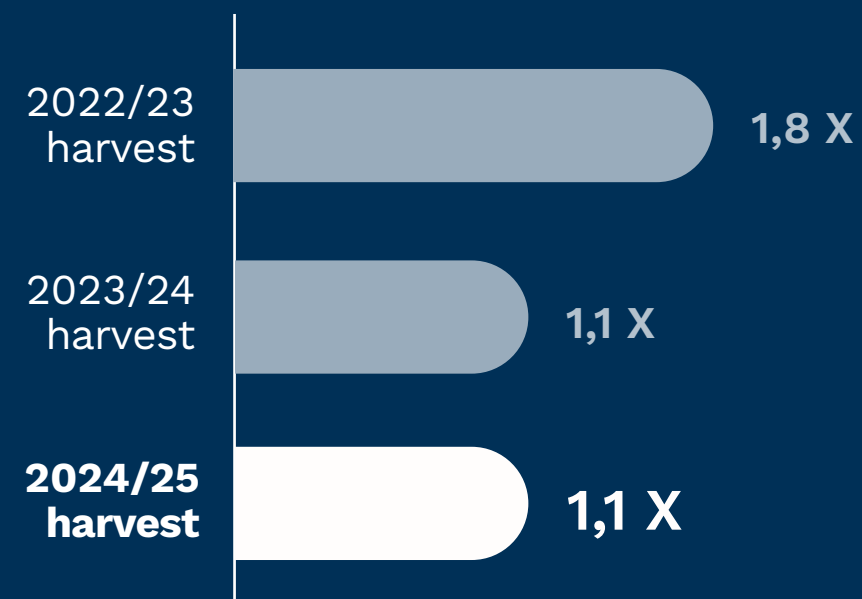
Net earnings



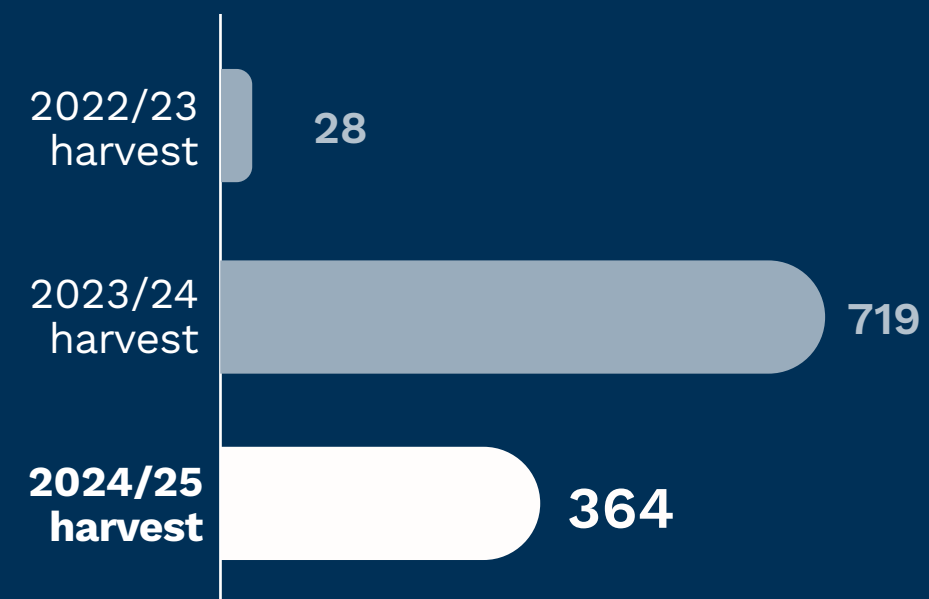
EBITDA (Adjusted)*



EBITDA leverage level (peer disclosure)



Net result**



*EBITDA value considering IFRS 16/CPC (R2)

**Without impairment

Commercial highlights

From a commercial point of view, the 2024/2025 harvest was very positive for Tereos. The main highlight was the consolidation of sugar exports, supported by the long-term partnership with VLI, and the assurance of an excellent future sugar pricing level. There was significant progress in negotiations with industrial customers, for example, with an average increase of \$5 per ton in the sugar premium in the B2B market.

In retail, the decision to maintain participation below market share, with an emphasis on profitability, was strategic. This approach allowed for stability and was strengthened by the launch of new, more attractive packaging that emphasizes representation and diversity.

During the harvest, the ethanol market faced a challenging landscape marked by gasoline price volatility and increased supply, driven by the growing presence of corn ethanol in the market. Even so, Tereos maintains its commitment to ethanol as a key player in local and global decarbonization, with relevant certifications and for exports to the USA, Europe and Asia.

The 2024/2025 harvest was marked by high B2B sugar prices, a strategic focus on the retail segment, progress in the energy market, and the consolidation of sugar exports through the partnership with VLI.

In the energy sector, the results were positive, and the company expanded its presence in the retail segment, targeting small and medium-sized customers in the free market. Its portfolio ranges from feasibility analyses to migration and contract management, ensuring security, efficiency and savings.

Furthermore, Tereos remained committed to bringing sustainability to major national cultural and sporting events through I-REC certificates, which guarantee the traceability of the origin of electricity.

Awards

Valor 1000

We were honored to be ranked among the 10 largest companies in Brazil's bioenergy sector in the Valor 1000 Ranking, published by the Valor Econômico newspaper. This recognition reinforces our commitment to sustainability and our efforts to provide renewable energy sources, such as biomass-based energy.

GPTW 2024

We were also recognized as the 9th best large company in Brazilian agribusiness, and one of the 5 best in the sector in the mental health category.

MasterCana Brasil 2024

We were honored at MasterCana Brasil 2024—which recognizes initiatives that promote technological, human, and socioeconomic development in the sector—with awards in the categories of “Bioelectricity – Performance” and “Cultural Management and Treatments – Management.” In the first, the highlight came from the expansion of the company's operations in the free energy market in the retail segment. The company's entry into this market has already enabled its customers to enjoy discounts of over 40 percent compared to the captive market, as well as significant financial results for the company through energy trading at a premium over the market. In the Crop Management and Treatments category, Tereos was recognized for its use of drones in applying agricultural inputs—a practice that enables greater precision in dosing, reduces waste, and minimizes environmental impact.



Value chain

See our key initiatives for the 2024–2025 harvest that generated a positive socio-environmental impact:

Cultivation

Crop health

- Best practices focused on sustainability, traceability, and responsible land use

Operation

- Synergy between sites and the Operations Center (COA)

Efficient management

- Continuous supply of high-quality raw material

Logistics

Strategic location

- Optimized use of raw material through logistics partnerships
- Storage facilities support exports and reduce warehousing costs

Fleet

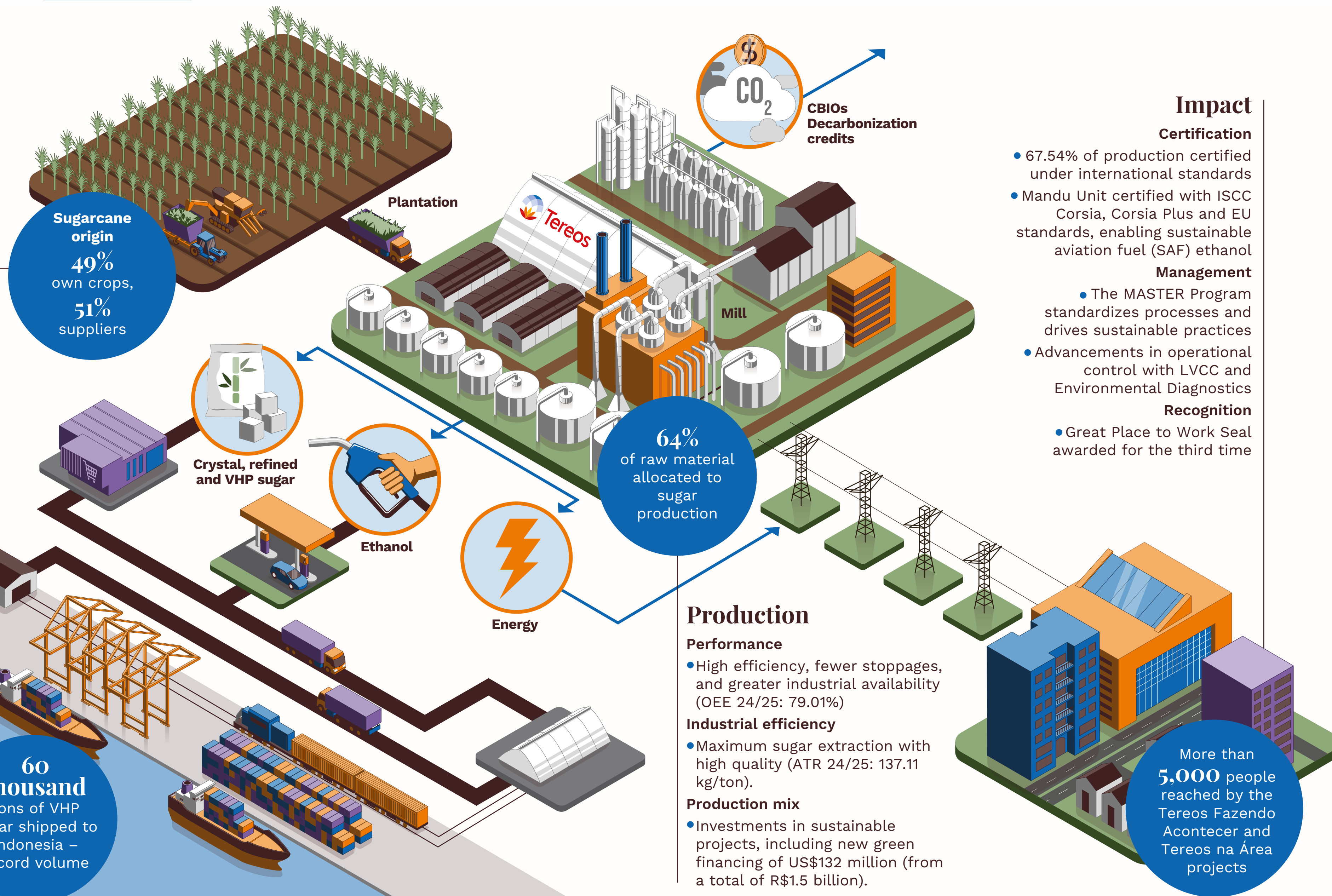
- Lower diesel consumption with renewed fleet

Domestic Market

- 365 thousand tons of sugar and 615 thousand m³ of ethanol distributed in Brazil.

International Market

- Export of 1.4 million tons of sugar.



Impact

Certification

- 67.54% of production certified under international standards
- Mandu Unit certified with ISCC Corsia, Corsia Plus and EU standards, enabling sustainable aviation fuel (SAF) ethanol

Management

- The MASTER Program standardizes processes and drives sustainable practices
- Advancements in operational control with LVCC and Environmental Diagnostics

Recognition

- Great Place to Work Seal awarded for the third time

Cultivate innovation and efficiency

Logistics

Innovation, technology and best agricultural practices

Logistics

From sugarcane cultivation to distribution in domestic and international markets, sugar logistics demand agile, waste-free, and profitable execution along with a bold and courageous work mentality, ensuring that Tereos' quality standards are upheld at every stage.

To overcome operational bottlenecks, the strategic partnership with VLI for cargo transportation, along with logistical projects at terminals in Guar (SP) and Santos (SP), proved essential. For the first time, we were able to plan exports without worrying about off-season volume—a significant milestone for our logistical efficiency.

Another major highlight of the harvest was the record shipment of 60,000 tons of VHP sugar destined for Indonesia, carried out in July 2024 at the Luiz Antnio Mesquita Integrator Terminal (Tiplam), through the logistics partnership with VLI. The operation reinforces Tereos' ability to meet large international

demands with logistical efficiency and exemplifies its global presence—throughout the harvest, the company's sugar reached more than 45 countries.

This more robust structure has allowed us to gain even more agility and competitiveness in exports, taking advantage of the positive moment in the international market. This allows us to mitigate the financial costs associated with prolonged storage, avoiding the need to load excessive volumes into our warehouses. In previous years, this was a recurring challenge, as our production exceeded the available logistical capacity.

Thanks to this evolution, we were able to sell 100 percent of our sugar by December 2024, bringing forward results and freeing up physical and financial space. Logistics efficiency has established itself as a strategic differentiator for maintaining the profitability and sustainability of our export model.



Innovation, technology and best agricultural practices

GRI 3- 3 Innovation, technology and best agricultural practices

The 2024/2025 harvest represents a significant advancement in transforming Tereos' agricultural practices, focusing on the adoption of digital technologies, automated solutions, and sustainable strategies. Continuous investment in innovation, combined with strategic partnerships and expanded connectivity in the field, has driven operational gains, reduced environmental impacts, and strengthened resilience to climate change.

In the field of biological pest control, for example, Tereos began using drones to release natural agents, such as Cotesia and Trichogramma galloi, in 100 percent of its operations. This practice has been essential in combating the sugarcane borer, one of the main pests in sugarcane fields. The measure expanded the treated area by at least 30 percent, cut operating costs per hectare, and enhanced accuracy, quality, and uniformity in applications.

The company also signed on an unprecedented collaboration with Koppert, a global leader in biological control. The three-year agreement encompasses the supply of biological inputs and the development of innovative solutions in collaboration with SparcBio (São Paulo Advanced Research Center for Biological Control), Fapesp (São Paulo Research Foundation), and ESALQ/USP (Luiz de Queiroz College of Agriculture). This collaboration reinforces the bioinputs pillar in Tereos' Agricultural Master Plan (see more on [page 33](#)). Additionally, the increased use of these products helps reduce GHG emissions and supports the achievement of internally set decarbonization targets.

The company has also invested in complementary technologies, such as Solinftec's Solix Sprayer robot, deployed at the Cruz Alta plant (SP). Equipped with sensors and artificial intelligence, the robot enables precise

weed detection and treatment, enhancing sustainable agricultural management.

Another front of innovation is the use of special fertilizers from the company ICL, also from Israel. Polyblen technology enables up to a 30 percent reduction in nitrogen use without compromising efficiency, supporting the pursuit of sustainable, high-performance agricultural solutions.

In 2024, a structured project was launched to implement these solutions in the field and enhance connectivity at the company's units, with further developments occurring in 2025. Currently, it already reaches 95 percent coverage in 3G and 90 percent in 4G. This infrastructure provides access to real-time data and improves operational efficiency while also benefiting nearby communities by promoting digital inclusion and expanding access to information.





With over 170,000 hectares of managed sugarcane fields, Tereos remains committed to sustainable and responsible operations, aligning business objectives with local development and respect for surrounding communities.

Tereos is driving a significant transformation in its agricultural practices by incorporating innovative technologies, biological control, and regenerative agriculture. Since 2024, the company has been developing equipment for sugarcane replanting, with the aim of mechanizing a previously manual activity, addressing labor shortages with automated solutions.

Regenerative agriculture is a key pillar of Tereos' Agricultural Master Plan, featuring practices such as crop rotation and the expanded localized application of vinasse—now used on about 80 percent of the company's land—to reduce reliance on chemical inputs. The company shares these best practices with its suppliers through the “Amigo Produtor” (Farmer Friend) program, which fosters technology transfer, promotes sustainability, and prepares farmers to meet the requirements of emerging green financing opportunities.

Through biological solutions, circular economy practices, and the use of technology, Tereos advances regenerative agriculture while mitigating risks associated with labor shortages.

It is worth noting that the company recognizes extreme weather events—such as drought, dry spells, and wildfires—as significant risks to its business, especially given the intensification of climate volatility in recent years. In response, the company develops operational and market forecasts, acknowledging that events like fires cannot be entirely prevented, but their impacts can be mitigated through strategic planning and targeted actions.

Among the strategies adopted is a robust satellite monitoring system, which covers 100 percent of the sugarcane fields (owned and those of suppliers), with automatic alerts and climate analysis tools, including wind visualization, drought forecasting, and fire detection.

Rescue irrigation

Faced with the severe effects of drought and fires, Tereos implemented Rescue Irrigation as an emergency measure to mitigate losses in the 2024/2025 harvest. Tractors and vinasse applicators were used to irrigate critical areas with water or diluted vinasse, aiming to preserve newly planted fields and stimulate ratoon crop sprouting.

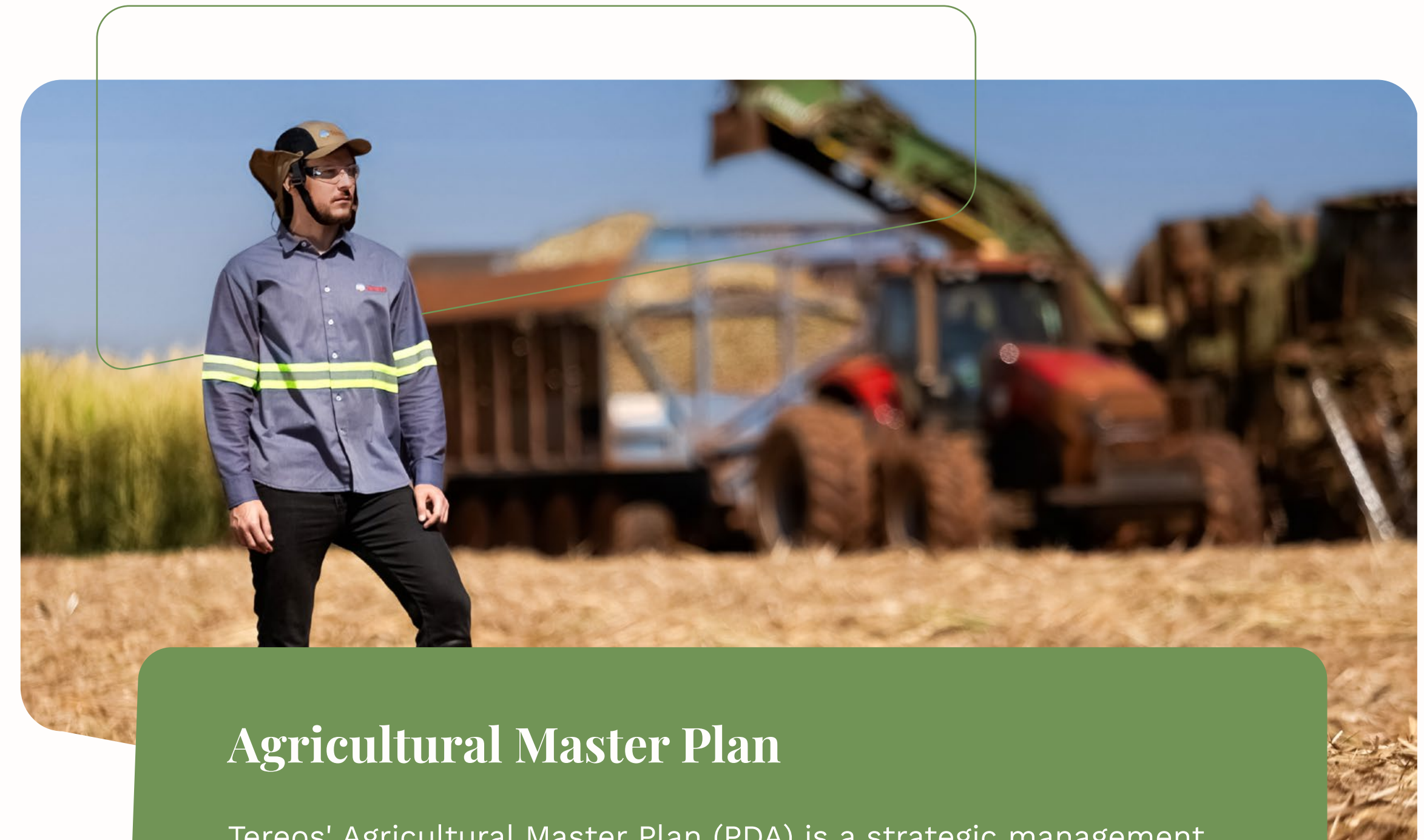
The innovative measure, highlighted as part of the company's efforts to tackle climate change, was recognized and awarded by the Tereos Group in France for its innovation. Under normal conditions, the equipment is used for localized fertigation with vinasse.

In addition to operational benefits—such as facilitating harvesting, combating fires, and safeguarding teams—the measure also helped mitigate the financial impacts of the fires, particularly by enabling the replanting of previously affected areas.

Sorghum planting

Another example of Tereos' commitment to soil preservation is the planting of sorghum—a cereal primarily grown for human and animal consumption—in renewal areas facing high pressure from Silk Grass, a weed with significant destructive potential. During the harvest, Tereos adopted this technique using herbicide-resistant technology to control weeds, enabling effective soil coverage during periods of heavy rainfall and helping to prevent erosion and environmental liabilities.

The planting also brought additional benefits, such as increased organic matter in the soil, preservation of soil structure, and the creation of favorable conditions for high-quality planting.



Agricultural Master Plan

Tereos' Agricultural Master Plan (PDA) is a strategic management tool that guides field operations with a focus on sustainably increasing productivity, combining cost reduction, operational efficiency and practices aligned with sustainability. Among the initiatives, regenerative agriculture practices stand out, using organic fertilizers instead of nitrogenous minerals, and biological pest control with drones and AI-based solutions. The company also invests in collaborations with institutions such as Koppert to develop new technologies and improve agricultural management. The reduction in diesel consumption, along with digitalization and efforts to lower greenhouse gas emissions, underscores Tereos' contribution to the decarbonization of the sugar-energy sector and alignment with the UN SDGs.



Land use GRI 13.5, GRI 13.6, GRI 3-3 Biodiversity, ecosystems and land use

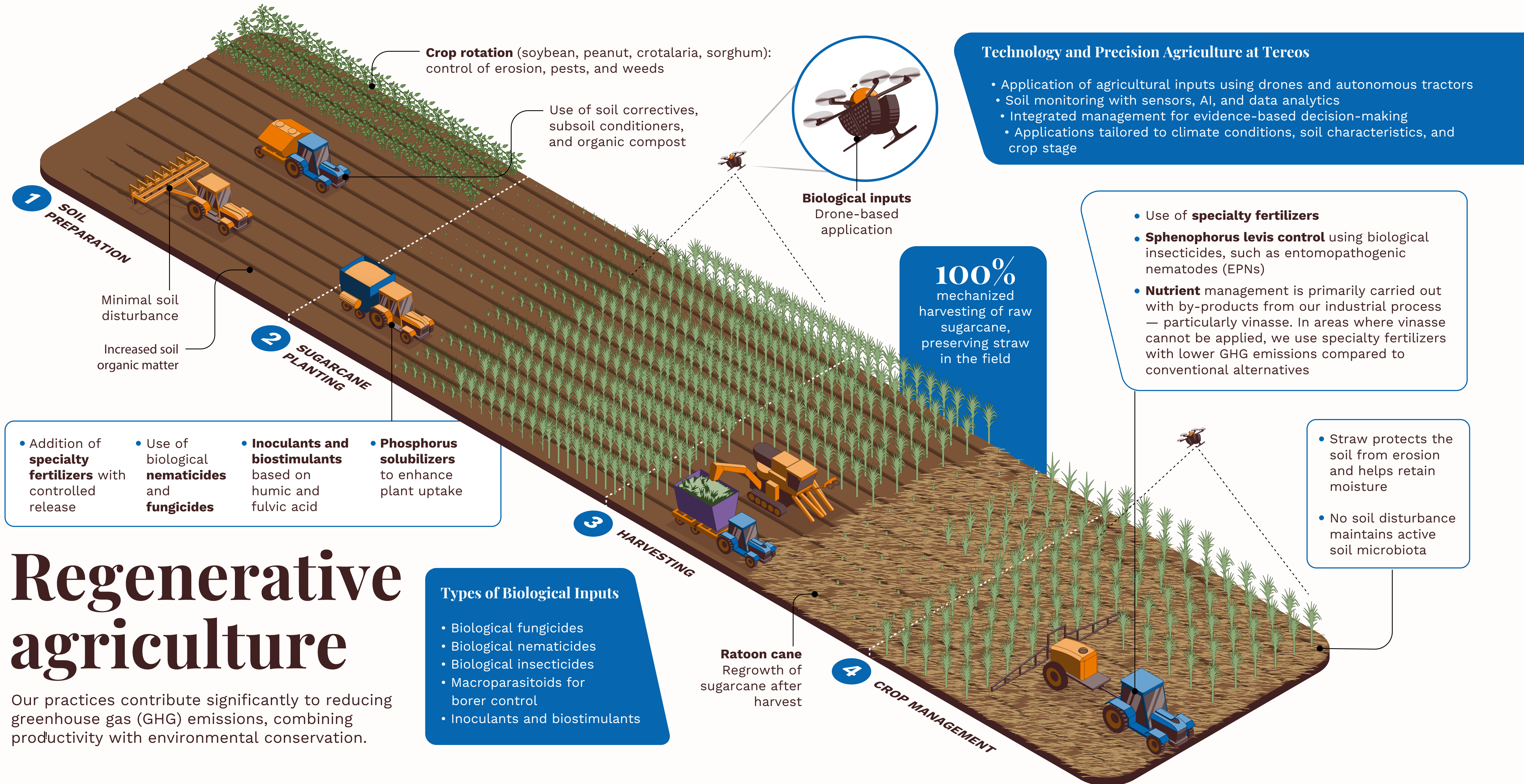
In the 2024/2025 harvest, Tereos made further progress in sustainable agricultural practices, highlighting automated pest monitoring and the use of nitrogen-fixing bacteria across 100 percent of its planted area. It also expanded the use of low greenhouse gas (GHG) emission fertilizers, an initiative that began in 2022.

Soil managed with technology, biological inputs, and regenerative practices.

As part of its regenerative agriculture approach, the company adopts practices such as minimal soil preparation, crop rotation, cover cropping, and localized input application, contributing to nutrient cycling, improved soil structure, and greater resilience to climate events. Soil preparation is conducted rationally, based on prior assessments to determine the need for disturbance, with subsoiling applied only in areas identified as having soil compaction.

Chemical soil correction is guided by laboratory analyses, with applications tailored by agricultural blocks using limestone, gypsum, and high-performance fertilizers. The use of autopilot in 100 percent of planting reduces the impact of machinery traffic, complemented by conservation techniques, such as contour lines and protection of sensitive areas.

The phytosanitary protection initiative also involves both theoretical and practical training, targeting teams responsible for pest sampling to ensure the accurate application of technologies in the field.



Regenerative agriculture

Our practices contribute significantly to reducing greenhouse gas (GHG) emissions, combining productivity with environmental conservation.

Cultivate the future of the planet

CSR Roadmap

Carbon management

Certifications

Environmental management

CSR Roadmap

GRI 2-17

In the 2024/2025 harvest, the Tereos Group revised its CSR Commitments, setting targets until the 2032/2033 harvest. The goal was to streamline the lines of action, ensuring all internal stakeholders fully understand the priorities and upcoming steps. We continue to focus on supporting a low-carbon economy by enhancing sugarcane processing, increasing biofuel usage, and expanding energy production.

Our strategy centers on creating value throughout the entire production chain, with ongoing investments in soil health, fostering a waste-free economy, and appreciating human potential. We support and adopt responsible socio-environmental agricultural practices, reaffirming our commitment to sustainable agriculture.

In Brazil, the topic is led by the Executive Sustainability Committee, formed by the Board of Directors together with sustainability representatives and guests. Meeting quarterly, the group discusses strategic issues that directly impact Tereos and its stakeholders. These include carbon emissions and greenhouse gas inventory, socio-environmental certifications and seals, sustainable agriculture practices, water management, environmental compliance and social responsibility programs.

This committee evaluates risks and identifies opportunities related to socio-environmental factors that could significantly impact Tereos' business. Additionally, it reviews and recommends long-term goals while monitoring the progress and quality of relationships with the company's various stakeholders.

MOVIMENTO TEREOS CONSCIENTE

Tereos Conscientious Movement

We strive to engage employees in sustainable practices, both in their daily lives and within business projects, to raise awareness and inspire contributions to our ESG commitments. Through informative materials on internal channels, workplace visual communication, and gamified activities like a decarbonization knowledge quiz, the campaign has become Tereos' primary platform for sustainability communication.

We also have tactical committees that support strategic decisions, such as the sustainable supply chain, decarbonization, water (in each unit), and social and environmental responsibility committees. We also use an online platform to monitor socio-environmental issues across our agricultural area, both our own and that of our suppliers. The tool allows the identification of deforested areas, indigenous lands, regions embargoed by the environmental agency and suppliers listed on the Ministry of Labor's "Dirty List" of labor akin to slavery, enabling corrective action whenever necessary.

67.5%

of sugarcane was certified by internationally recognized institutions, such as FSA-SAI and Bonsucro

Our CSR commitments



Cultivate our connection with Nature and territories

- Develop sustainable, low-carbon, and regenerative agriculture.
- Preserve natural resources and biodiversity.
- Support our farmers and help set up of young farmers.
- Promote the integration of local communities around our sites.



Meet essential needs for a sustainable daily life

- Support a circular economy model by promoting the valorization of plant-based and local raw materials.
- Reduce the environmental footprint of our industrial sites in terms of greenhouse gas emissions and water usage.
- Address decarbonisation needs in food, energy and green chemistry.
- Offer innovative and high-quality products sourced from responsible sourcing.



Cultivate a shared future for the Earth and People

- Ensure the safety and health of our employees and our service providers.
- Guarantee diversity, equity and inclusion within our organization.
- Enhance a sustainable cooperative model and its history.
- Ensure strict compliance to ethical principles across all our value chains.

Green financing

In the last fiscal year, we completed a new green financing of \$132 million, linked to sustainability targets. This is our seventh green transaction and the fourth associated with sustainable commitments. With this new transaction, we total BRL 1.5 billion in sustainable financing.

BRL 1.5 billion

raised in
sustainable financing

53%

of bank debt linked
to sustainable operations

As in previous transactions, we remain committed to targets focused on reducing greenhouse gas (GHG) emissions, lowering water consumption, expanding certified sugarcane cultivation, and decreasing the accident rate. Meeting these targets, independently audited, will allow for an annual reduction in our interest rates.

The new transaction, featuring a five-year term and a two-year grace period, was coordinated by Rabobank, which emphasized the partnership's role in addressing climate challenges and fostering a more sustainable future.

It is important to highlight the company's pioneering spirit as the first in the sugar-energy sector to establish green financing in 2020, with 53 percent of its bank debt now linked to sustainable operations.



Sustainability Week

The event, held in September 2024, reflects an ongoing effort to integrate sustainability across all areas of the company and its partnerships. The initiative fosters best practices across the value chain, from sugar, ethanol, and energy production to engaging employees and suppliers in discussions on environmental, social, and governance initiatives.

On the agenda focused on the theme Cultivating a Shared Future, there were two live sessions. The special opening was attended by the CEO, Pierre Santoul, the Sustainability, New Business and IR director, Felipe Mendes, and mediated by the executive manager of Sustainability and Environment, Rafael Campolina. In the following days, there was a live broadcast on the decarbonization of the value chain, with partners from Ambev and VLI. Participants also learned about the company's latest Sustainability Report. The program also featured Climate Mural workshops with facilitator training, a special Daily Safety Dialogue (DDS), and a themed lunch at the units.



Carbon management

GRI 3-3 Climate change and energy transition

We are the first company in the Brazilian sugar-energy sector to align our climate goals with the Science Based Targets initiative (SBTi), adopting a resilient, low-carbon agricultural model. We are committed to reducing industrial emissions by 50 percent (Scopes 1 and 2), agricultural emissions (FLAG: Forest, Land and Agriculture) by 36 percent along with Scope 3 emissions by the 2032/2033 harvest.

In the 2024/2025 harvest, these goals were validated by the SBTi, marking a significant milestone that demonstrates our genuine commitment to the market, with a strategic roadmap for our outlined initiatives.

During this time, we intensified internal education efforts on the topic and raised awareness among external stakeholders through interviews, podcasts, and other initiatives.

Our mission is to help employees and society gain a better understanding of this process, demonstrating our strong commitment through monitoring governance via committees, and making adjustments in supplies, projects, and the agricultural sector, among other actions.

In line with this commitment, we constantly seek opportunities to improve our performance through operational indicators and value generation for our products. We now report objective sustainability indicators in a structure that provides greater traceability and auditability of information.

Our climate strategy is technically grounded in an emissions inventory conducted annually, adhering to internationally recognized methodologies like the IPCC guidelines, the Brazilian GHG Protocol Program, and the ISO 14064-1 standard.

Starting with the 2024/2025 harvest, we began using a digital platform that improves data traceability, agility, and reliability, enabling more dynamic and accurate management of climate impacts and opportunities.

In line with best practices, we undertook an important methodological refinement in the GHG inventory this harvest. Improvements included the adoption of more robust calculations, the expansion of Scope 3 with relevant categories not previously covered, and the updating of emission factors applied to land, sea, and rail logistics modes.





Decarbonization Committee

Tereos' climate agenda is overseen by a Decarbonization Committee, a tactical body that aids the Executive Committee in evaluating actions and enhancing transparency in efforts to achieve our public commitment to carbon neutrality. The committee works alongside with multidisciplinary technical groups, responsible for identifying and proposing emissions reduction initiatives in different areas of the company.

The reporting process starts with monthly working group meetings. The Decarbonization Committee reviews progress bimonthly, and results are presented quarterly to the Sustainability Committee, ensuring strategic alignment and continuous monitoring of decarbonization goals.



Tereos climate commitments

Reduce **50%**

of the GHG emissions
in Scopes 1 and 2, until the
2032/2033 harvest

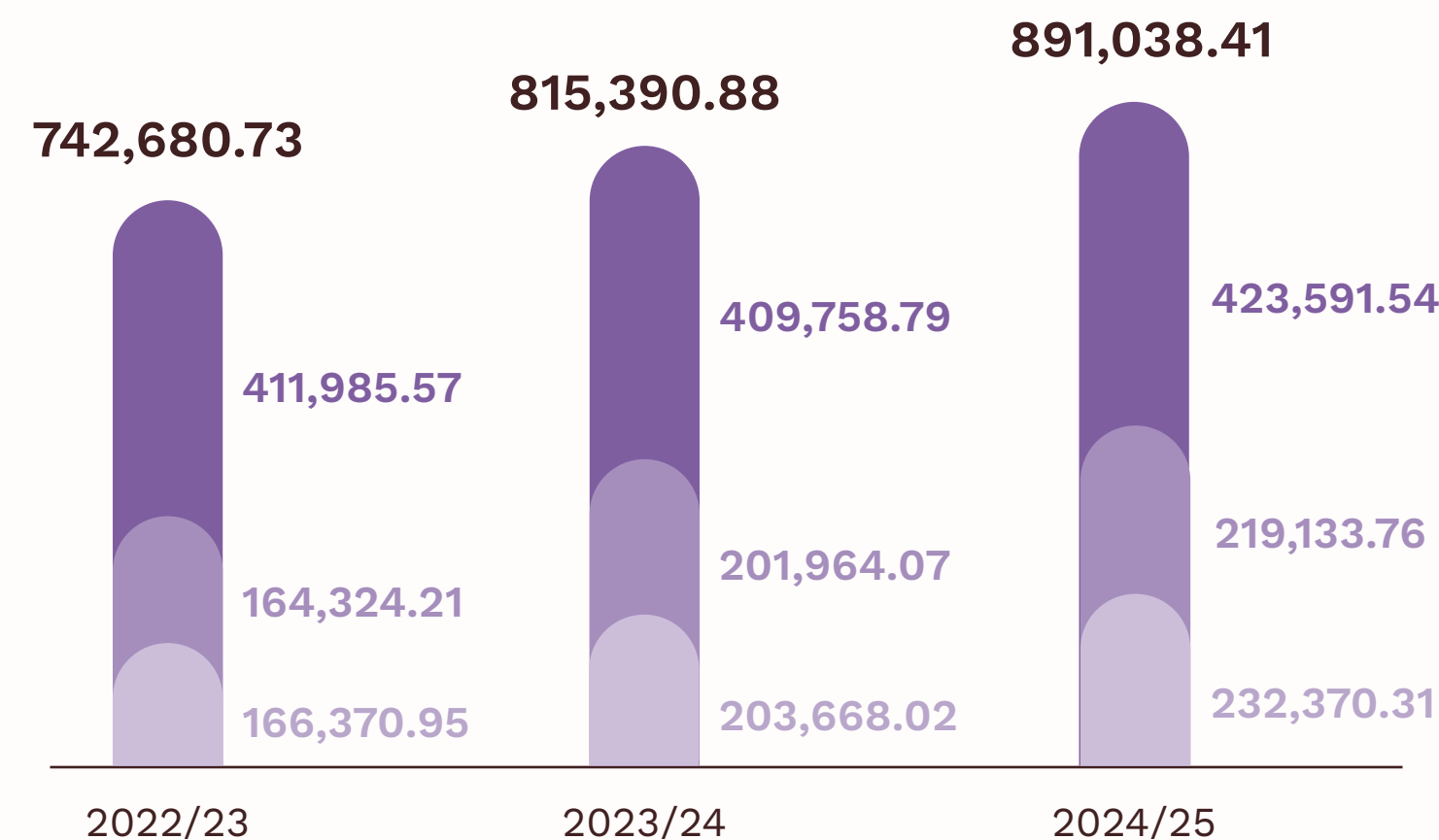
Reduce **36%**

of agricultural emissions (FLAG)

Targets validated by the
Science Based Targets
initiative (SBTi)

Emissions Inventory – 2024/2025 Harvest

Evolution by scope (tCO₂e)



Emissions indicators are reported on a calendar year basis, whereas other indicators follow the crop year.

Scope	Variation (%) vs. 2023/24
Scopes 1 + 2	14%
Scope 3	9%
FLAG	3%

Audited by an **independent third party**

Scope: Scopes 1, 2, 3 and FLAG

Methodologies: IPCC, GHG Protocol, ISO 14064-1

Real emissions reduction (without FLAG):
–42.8% vs. previous harvest

Challenges and pathways towards decarbonization in the sugar-energy sector

In September 2024, Tereos held a discussion group titled "Challenges and Pathways to Decarbonization in the Sugar and Energy Sector," bringing together company leaders, members of the press, and climatologist Carlos Nobre. Held in capital city of São Paulo, the event underscored the climate emergency, the urgency of accelerating low-carbon solution adoption, and highlighted regenerative agriculture as a highly effective and productive approach to mitigating the impacts of climate change.





Partnership for sustainability in agriculture

Tereos participated in GAFF 2024, the world's largest agribusiness festival, which gathered over 15,000 participants to explore innovative and sustainable solutions for the sector. In partnership with event organizers, Tereos contributed to offsetting carbon emissions, reinforcing its commitment to the energy transition and the promotion of regenerative agriculture.

Management of GHG emissions – Scopes 1 and 2

Tereos conducts its Greenhouse Gas (GHG) emissions inventory in accordance with the GHG Protocol and ISO 14064 guidelines, using the operational control approach. In line with the Science Based Targets Initiative (SBTi) methodology, the company reports its emissions under scopes 1 and 2, as defined by this international benchmark.

Scope 1 includes all direct emissions from sources owned or controlled by the company, such as power generation, transportation, and industrial processes. In turn, Scope 2 covers indirect emissions related to the purchase of electricity.

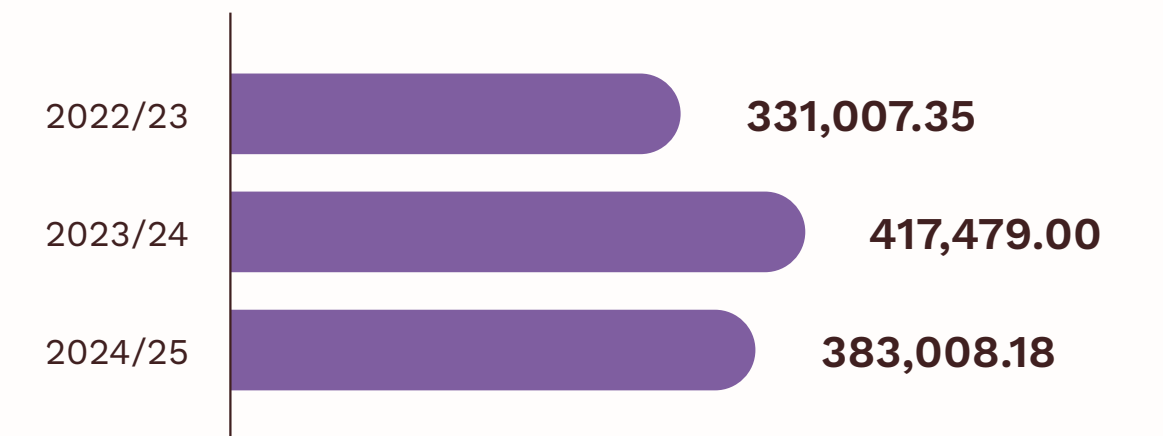
In the 2024/2025 cycle, Tereos recorded direct greenhouse gas emissions (Scope 1) totaling 383,008.18 tCO₂e, primarily stemming from transportation and energy generation. During the same period, the company reported 5.8 million tons of biogenic CO₂ emissions, predominantly resulting from the use of sugarcane biomass in its operations.

Indirect emissions (Scope 2), linked to purchased electricity, amounted to 764.8 tCO₂e. This figure remains considerably lower than Scope 1 emissions, highlighting the energy self-sufficiency achieved through biomass utilization.

Tereos has been actively enhancing its inventory methodology by updating emission factors and broadening the scope of monitored sources to ensure more accurate and comprehensive reporting. These initiatives underscore the company's dedication to achieving greater precision and transparency in managing its emissions. Globally, the Tereos Group has committed to ambitious objectives, planning to invest €800 million by 2033 to cut industrial emissions by 50 percent and achieve Net-Zero emissions across its entire value chain by 2050.

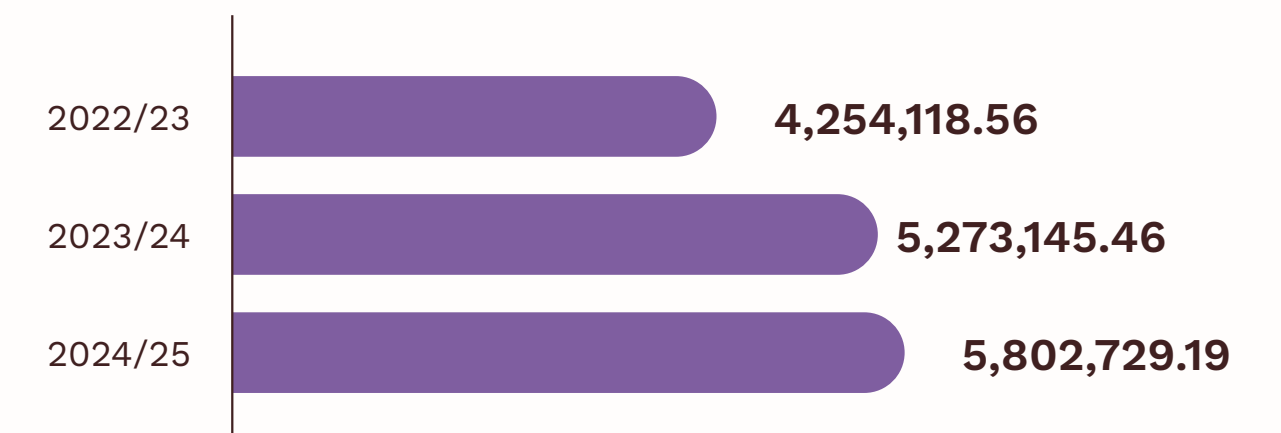
Direct GHG emissions

Scope 1 (tCO₂e) GRI 305-1



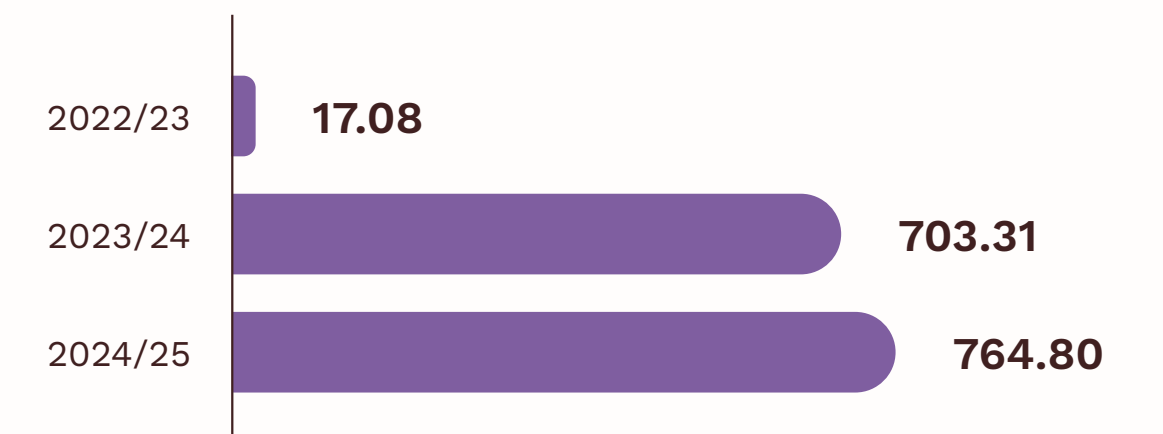
Biogenic CO₂ emissions

Scope 1 (tCO₂e) GRI 305-1



Indirect GHG emissions

Scope 2 (tCO₂e, location-based) GRI 305-2



Emissions indicators are reported on a calendar year basis, whereas other indicators follow the crop year.

FLAG: forest, land and agriculture

Tereos is one of the pioneers in the sugar-energy sector in adopting the FLAG methodology (*Forest, Land and Agriculture*), developed by the Science Based Targets initiative (SBTi). This benchmark accounts for greenhouse gas emissions linked to land use, forests, and agricultural practices, and is mandatory for companies where agricultural activities constitute more than 20 percent of their total emissions. As part of this commitment, the Tereos Group was the first global sugar company to submit targets based on the FLAG approach and, in Brazil, the first in the sector to incorporate this logic in a structured manner. The goal is to reduce agriculture-related emissions (Scopes 1 and 3 within the FLAG) by 36 percent by the 2032/2033 harvest, using the 2022/2023 crop year as the baseline.

With climate targets aligned with the SBTi, Tereos also seeks to reduce its industrial emissions (Scopes 1 and 2) by 50 percent and to cut non-agricultural Scope 3 emissions by 36 percent by the same timeframe. To drive this transformation, the company has launched a comprehensive decarbonization agenda, backed by an investment plan of BRL 333 million through 2033.

Key initiatives already in progress include the use of biomethane as a renewable energy source, currently operational at the Cruz Alta unit, and the gradual transition to ethanol-powered vehicles for the company's fleet. The application of biochar, being tested at the Tanabí and Mandu units, offers a promising approach for carbon sequestration and enhancing soil quality. All units have extensively utilized biological inputs like inoculants and microorganism-based pesticides, alongside research into low-emission nitrogen fertilizers. The Cruz Alta unit also leads the adoption of the international Regenagri certification, focused on regenerative agriculture.



Advantages of using localized vinasse GRI 306-2

Already implemented in about 80 percent of Tereos' fields, the localized application of vinasse supports the low-carbon in the field strategy by reducing dependence on mineral fertilizers and enhancing nutrient use efficiency. Rich in potassium and nutrients, vinasse is reused to partially replace mineral fertilizers, contributing to increased productivity of 4 to 6 tons per hectare. This technique reduces leaching losses, decreases the need for interventions like gypsum application, and enables the addition of biostimulants and partially biological pesticides, promoting both agronomic and environmental benefits. Furthermore, it avoids the use of nitrogen in planting, contributing to the decarbonization of the crop.

Emissions management – Scope 3 GRI 305-3 | FB-AG-110a.1

Scope 3 emissions cover all other indirect greenhouse gas (GHG) emissions that occur throughout the company's value chain and are not included in Scopes 1 and 2. According to the SBTi methodology, these emissions encompass categories such as purchased goods and services, transportation and distribution of inputs and products, waste generated in operations, business travel, employee commuting, and investments.

Since Scope 3 emissions constitute the largest portion of Tereos' carbon footprint, they have been receiving heightened attention. We are progressing with collaborative

initiatives alongside agricultural partners and suppliers, encouraging the adoption of low-emission agricultural practices and regenerative techniques through technical support and targeted incentives.

In the 2024/25 harvest, Tereos reported 499 thousand tons of CO₂ equivalent in Scope 3 emissions, primarily from purchased goods and services, as well as the transportation and distribution of products. The inventory was consolidated based on operational control criteria, following the parameters of the international standards GHG Protocol and ISO 14064.

Physical risks

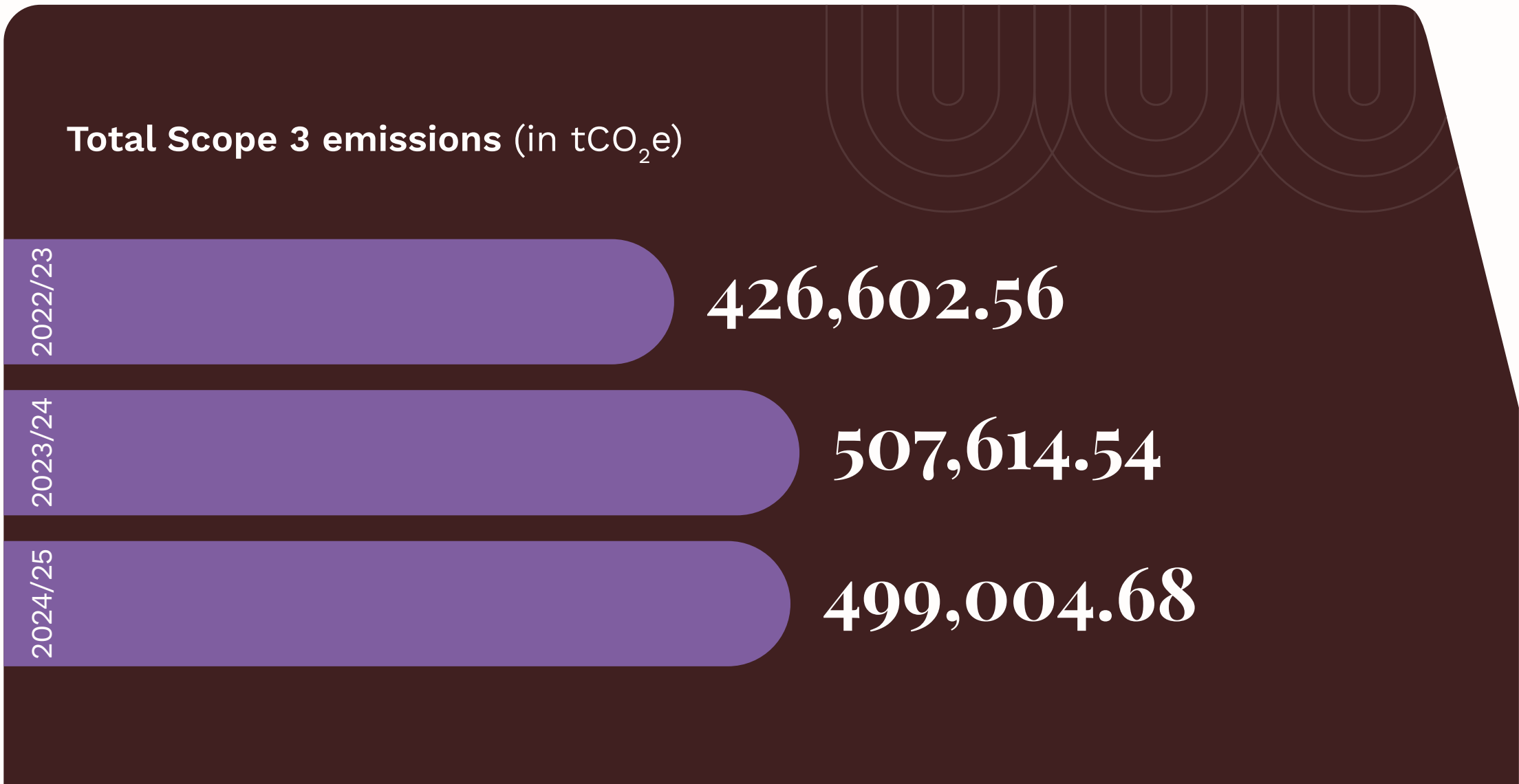
Tereos acknowledges that climate change is one of the foremost strategic challenges today, directly impacting the resilience of our business and the entire sugar-energy sector value chain. The climate agenda is prioritized and integrated into short-, medium-, and long-term strategies, focusing on mitigating risks, seizing opportunities, and generating sustainable value.

Physical risks from changing weather patterns—including extreme events, rainfall and wind variations, and natural disasters—already significantly affect agroindustrial operations.

At the same time, the transition to a low-carbon economy represents a strategic opportunity. The demand for renewable products, with a lower carbon footprint and greater energy efficiency, opens space for innovation, portfolio differentiation, and access to sustainable markets and financial mechanisms.

**Scope 3:
499 thousand tCO₂e
reported in 2024/2025,
with emphasis on the
use of purchased goods
and services, and the
transportation and
distribution of products.**

Operationally, the main challenge of the 2024/2025 harvest was climate-related, and therefore, we are increasingly attentive to the issue. To mitigate the environmental impacts of our operations, year after year we are intensifying our actions with a special focus on preventing and controlling fires, one of the main sources of carbon emissions. The measures aim to reduce the frequency and severity of occurrences, protecting productive areas and promoting socio-environmental conservation.



Transition risks and opportunities FB-AG-110a.2

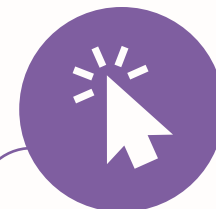
Shifting to a low-carbon economy presents regulatory and technological challenges; however, it also offers significant opportunities for portfolio diversification, accessing new markets, and creating value. In this context, ethanol, bioenergy, and the development of products like biomethane and sustainable aviation fuel (SAF) highlight Tereos' strategic role in the energy transition and climate change mitigation.

The company is self-sufficient in electricity generation, producing all of it from sugarcane biomass. This model, in addition to ensuring energy security for operations, contributes to a cleaner Brazilian energy mix. In the 2024/2025 harvest, Tereos generated 1,600 GWh of energy from sugarcane bagasse, with surplus power sold on the free market under certifications such as the Green Energy Seal (UNICA) and I-REC. Tereos' recent authorization to operate in the energy retail market by the CCEE expands this contribution, enabling direct supply to small and medium consumers connected to the high-voltage grid.

Ethanol, a biofuel capable of reducing GHG emissions by up to 90 percent compared

to gasoline, plays a central role in this transition. Its large-scale production and well-established technical feasibility position Brazil—and, by extension, Tereos—as a key player in the replacement of fossil fuels across various sectors.

Focusing on innovation and diversification, the company launched a pilot plant in the 2022/2023 harvest for biogas production through vinasse biodigestion, located at the Cruz Alta unit in São Paulo. The project creates opportunities for both renewable electricity generation and the production of biomethane, a promising alternative to diesel for transportation fleets. The development of new products like Sustainable Aviation Fuel (SAF) is also on the company's radar, given the potential of sugarcane as a raw material for low-carbon solutions in the aviation sector.



Check out the economic and commercial highlights [clicking here](#).



Electric vehicle charging stations in expansion

During the reporting period, Tereos expanded its presence in the electric vehicle charging sector by installing two new charging points at the Espaço Unimed parking lot in São Paulo. The initiative enhances the company's commitment to promoting the use of renewable energy and connecting with consumers.

A partner of Espaço Unimed since 2020, the company provides energy generated from sugarcane biomass. Since entering the segment in 2023, the company has planned to expand to 15 to 20 charging stations this harvest, in partnership with brands such as Volvo Car Brasil and Tenda Atacado.



Unprecedented survey in partnership with the Datafolha Institute

In a partnership with the Datafolha Institute, Tereos conducted an unprecedented survey of 2,009 Brazilians in late 2024 to understand the population's perception of climate change and the role of agribusiness in the transition to a low-carbon economy. The findings demonstrate robust support for agriculture, while also exposing notable gaps in knowledge on the subject. Check out some of the data:

89%

of Brazilians believe that Brazil should seek recognition as a benchmark in sustainable agriculture, balancing production and environmental preservation.

34%

of those interviewed do not know what climate change is, and 7 percent consider themselves ill-informed; in classes D and E, the lack of knowledge reaches 54 percent.

76%

recognize agriculture as fundamental to the national economy, reinforcing the importance of integrating sustainable practices into economic development.

51%

of Brazilians do not know how to contribute to reducing GHG emissions. Despite this, 55 percent identified environmental preservation as a priority for the future, followed by proper waste disposal (29%) and the conscientious use of water (15%).



Certifications

FB-AG-430a.1

The 2024/2025 harvest was also marked by significant progress in certifications, positioning Tereos as a market reference and reflecting its commitment to sustainable practices and its ongoing efforts to enhance its positive impact on environmental, social, and governance (ESG) issues. Our Mandu unit, in Guaíra (SP), was certified for the first time by the ISCC Corsia, ISCC Corsia Plus and ISCC EU seals.

This is recognition that reflects our strong commitment to sustainability in our processes, meeting the necessary requirements with the standards demanded by the region. It is worth noting that all of our own plants are 100 percent Bonsucro certified.

In this harvest, Tereos significantly expanded the certification of its suppliers on the FSA/SAI (Sustainable Agriculture Initiative) platform—from 6 in 2022 to 25

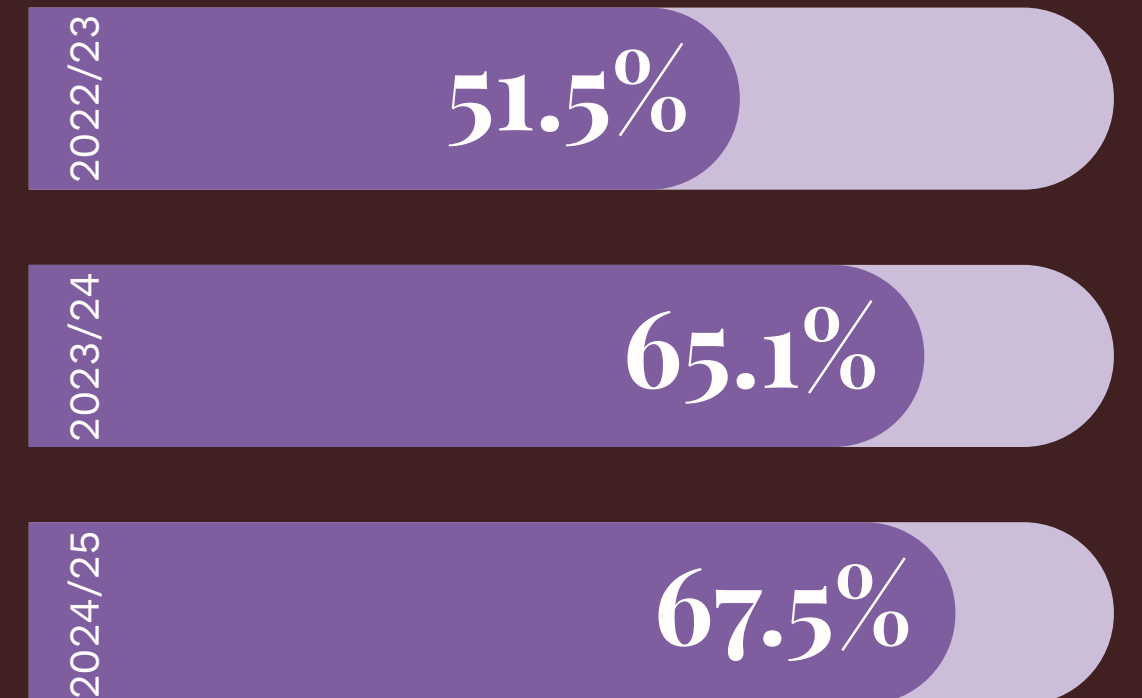
by March 2025—demonstrating structured management and strong engagement with its business partners. Eight new suppliers were certified, consolidating the company's commitment to supply chain traceability and sustainability. The adherence of partner suppliers—who recognize the benefits of environmental compliance, such as risk reduction and access to new financing opportunities—ensures alignment with national and international regulations, the protection of human and labor rights, and demonstrates environmentally responsible, socially fair, and economically sustainable management practices.



Socio-environmental certifications in the field

Bonsucro certification recognizes the adoption of good social, environmental, and production practices across the sugarcane supply chain, ensuring that sustainability criteria are met throughout agricultural operations.

Certified sugarcane (%)





International certifications for ethanol

The ISCC (International Sustainability & Carbon Certification), awarded to the Mandu unit, ensures that the ethanol complies with strict environmental, social, and economic sustainability criteria, with a strong focus on raw material traceability and responsible land use. The Corsia Plus recognition, granted by the International Civil Aviation Organization (ICAO), reinforces the commitment to reducing CO₂ emissions in the aviation sector. Finally, the ISCC EU certification attests that the ethanol produced by Tereos fully complies with the regulatory requirements of the European Union. This achievement for Tereos Brasil paves the way for the company to supply sugarcane ethanol for the production of sustainable aviation fuel (SAF), which will be an important lever for decarbonization in the aviation sector.

Tereos advances the climate agenda by integrating global sustainable energy chains.



Get to know all of Tereos' certifications

               																
Units	Bonsucro	Bonsucro EU RED	I-REC	FSSC 22000	FSA/SAI Platform	Kosher	Halal	Green Energy Seal	RenovaBio	SMETA SEDEX	CARB	GMP + FSA	UN Global Compact	Etanol Mais Verde	EPA	ISCC
	Sugarcane, Sugar and Ethanol		Energy	Sugar	Cane	Sugar	Sugar	Energy	Ethanol	Sustainability for sugar sales	Ethanol	Sugar			Ethanol	Ethanol
Cruz Alta	✓		✓	✓	✓	✓	✓	✓	✓	✓			✓	✓		
Tanabi	✓		✓		✓		✓	✓	✓		✓		✓	✓	✓	
Mandu		✓	✓		✓		✓		✓			✓	✓	✓		✓
Vertente		✓			✓		✓	✓	✓		✓		✓	✓	✓	
São José	✓		✓		✓		✓		✓				✓	✓		
Andrade		✓			✓	✓	✓	✓	✓	✓			✓	✓		

Environmental Management

GRI 3-3 Water and effluent management, GRI 101- 4

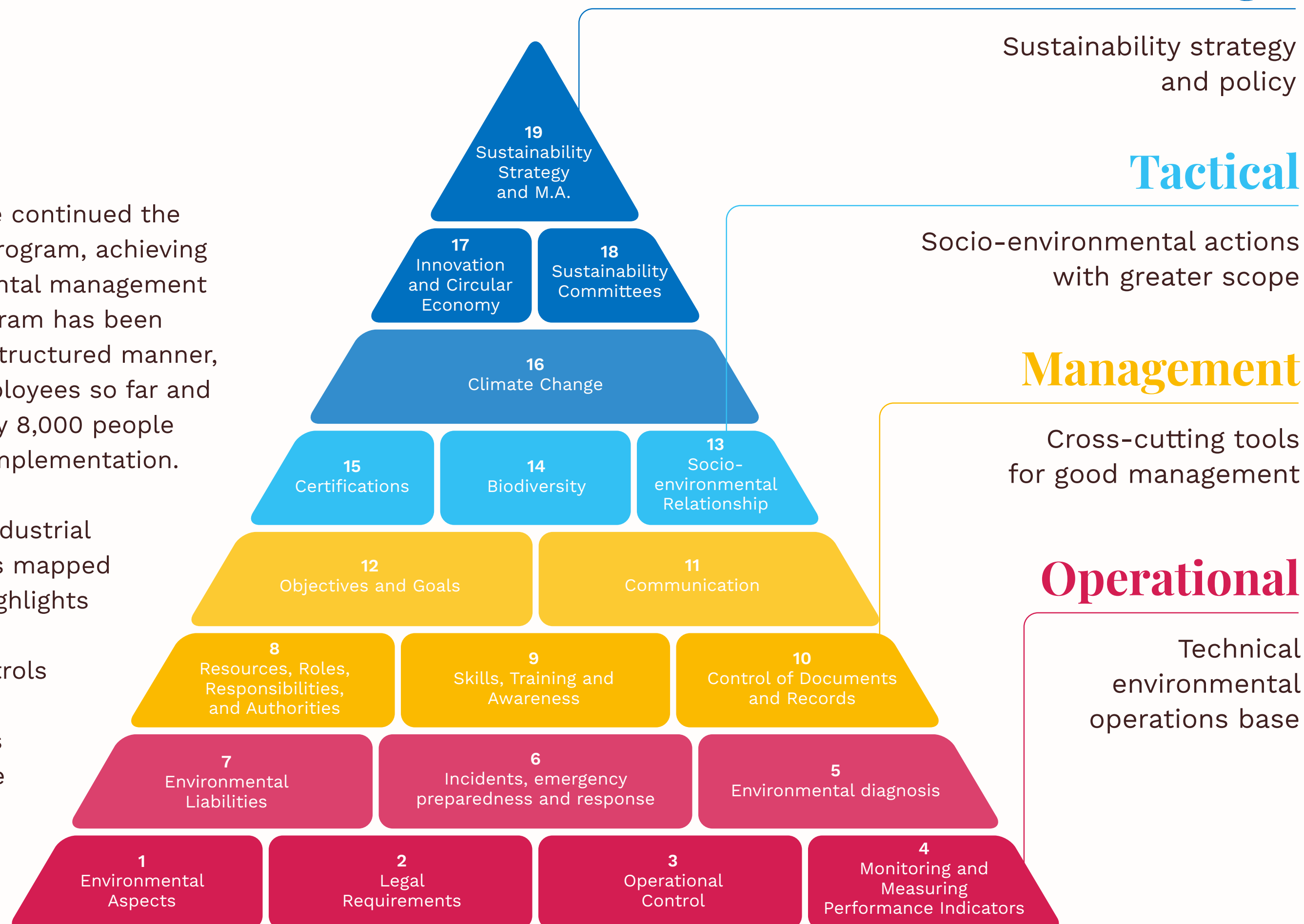
At Tereos, environmental management is driven by compliance with environmental regulations, a commitment to operational excellence, and the integration of initiatives that enhance efficiency and reduce environmental impact. Given the characteristics of the sector, waste, water, effluent, and biodiversity management are material topics for the company. Our investments in innovation enable efficient operations by maximizing the use of sugarcane, promoting the circular economy through its multiple applications, and expanding market access with high-quality products.

Innovation expands the use of sugarcane and reduces impacts.

MASTER Program

During the 2024/2025 harvest, we continued the implementation of the MASTER Program, achieving significant progress in environmental management and operational control. The program has been implemented gradually and in a structured manner, directly involving around 200 employees so far and expected to impact approximately 8,000 people across our operations upon full implementation.

The program already reaches 6 industrial units, with environmental aspects mapped in 72 sectors. In this cycle, key highlights included the introduction of the environmental LVCC (Critical Controls Checklist) for operational control and the execution of cross-audits between units, which enabled the identification of improvement opportunities within the MASTER pyramid topics, particularly at its Operational Base.



Water GRI 3-3 Water and effluent management, GRI 303-1

In the 2024/2025 harvest, water management emerged as a key focus, remaining a top priority for the company in light of climate change. During this period, increased attention was needed for natural resource capture, as fires negatively impacted the efficiency of the plants' indicators.

It is important to note that the company is committed to reducing water consumption, ensuring the preservation of water resources and contributing to their availability for future generations. The company aims to reduce water withdrawal per ton of sugarcane by 21.5 percent by the 2029/2030 harvest, using the 2017/2018 harvest as a baseline.

To support this initiative, an Operational Committee involving various departments manages water usage, focusing on water indicators and implementing actions and projects that promote water reduction and reuse.

Tereos also encourages employees to present water consumption reduction projects through the Kaizen Program.

Continuous Improvement in water management

We are dedicated to adopting best practices for water reuse, reducing consumption, and minimizing water withdrawal, all in accordance with the guidelines and authorizations of relevant environmental agencies. Notable ongoing initiatives include reusing water from sugarcane juice and utilizing vinasse and wastewater for fertigation, practices that enhance the efficient and sustainable use of water resources.

Water is utilized in numerous processes, including human consumption, facility cleaning, firefighting, and primarily as an essential input for sugar and ethanol production.

We conduct periodic water management assessments, and through these initiatives, we have progressed towards meeting our 2030 commitment goals.

To ensure efficient control, all collection points have flow meters. The information gathered is monitored by specialized teams, which provides an accurate view of consumption, facilitating the identification of deviations or excessive use.

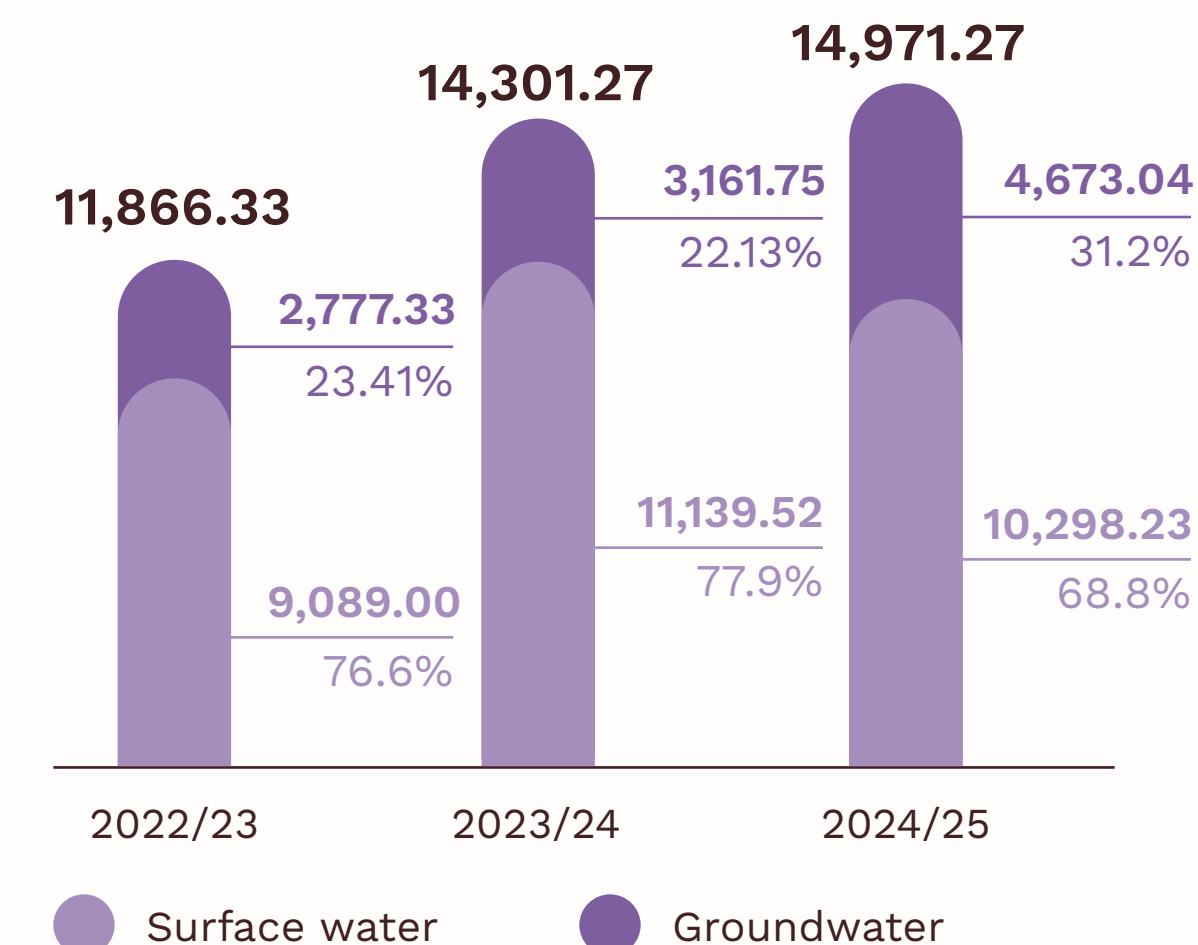
Additionally, the company assesses environmental aspects and impacts related to water in all areas of the company. This initiative enhances our governance on water management by promoting an integrated approach across tactical, management, and operational levels. This analysis is supported by structured tools like the Bowtie and LVCC methodology, enabling continuous monitoring of controls and the formulation of action plans as needed.

Tereos actively participates in river basin committees in its operating regions, contributing to the development of public policies and local water resource management solutions.

The goal of reducing water withdrawal by 21.5% by 2029/30 is supported by actions such as fertigation and juice reuse.

Freshwater uptake

GRI 303-3; FB-AG-140a.2



¹ Data obtained from the Gatec system. There is no record of water uptake in water stress areas.

² ≤ 1,000 mg/l Total Dissolved Solids.

³ The consolidated data considers the volume withdrawn from the first day of milling of each unit. Flow meters installed at surface and groundwater collection points are used to take measurements. The recorded information is later integrated into the Gatec internal system, which performs centralized management of industrial data. In certain units, measurements are collected automatically via a supervisory system. In others, utility employees take readings every 24 hours manually and provide the data to laboratory analysts responsible for system updates.



Effluent treatment and management GRI 303-2, FB-AG-140a.2, FB-AG-140a.1

At Tereos, water for our processes is sourced from underground and surface sources, undergoing appropriate treatment before use in industrial activities and for human consumption. All uptake points are authorized by DAEE and utilize surface or underground freshwater sources, adhering to maximum daily and annual limits. Flow meter monitoring allows real-time control and response to deviations.

After being used in industrial processes, this water becomes waste and can be reused in activities such as cleaning floors and equipment, reinserted into the production process itself or added to vinasse.

Sanitary effluents are treated before being released into water bodies, following legal parameters — such as the removal of 80 percent of BOD or a limit of 60 mg/L. The company regularly conducts water management assessments to identify improvements and prevent financial or reputational impacts.

Tereos' effluent management combines technical control, agricultural reuse, and social and environmental action.



Commitment to environmental preservation and biodiversity

GRI 3-3 Biodiversity, ecosystems and land use, GRI 203-1

Tereos is committed to supporting and implementing actions to restore permanent preservation areas, directly contributing to the protection of springs and the conservation of ecosystems in which we operate. It invests in reforestation and the recovery of springs.

Currently, six springs are undergoing restoration and two have already been fully recovered through Tereos' "Olhos D'Água" (Water Eyes) Program. The initiatives are carried out on company-owned land, as well as on properties of suppliers, partners, and in public areas near our operational units.

The micro-basins where we are present include: Córrego do Cervo, Rio Pardo, Ribeirão do Turvo, Córrego do Capim, Rio Grande, Rio Turvo, Ribeirãozinho and Rio Preto.

BRL 200,000

invested by Tereos in the expansion of the Viveiros Project, in partnership with the "Mundo Novo" (New World) Project

In this harvest, Tereos invested BRL 200,000 to expand the "Viveiros" (Nursery) Project, in partnership with the "Mundo Novo" (New World) Project, at the Talhado (SP) site, integrating environmental education with social inclusion. The project involves the construction of a seedling nursery at the institution, offering practical classes for vulnerable children who take part in producing seedlings for reforestation efforts.

Tereos also hired specialized consultancy to support the training of local educators. Lasting 12 months, the project is already underway, with seedlings being cultivated and students involved.

In addition to this partnership, Tereos operates its own nursery at the Cruz Alta unit (Olimpia – SP), with an annual capacity of 300,000 seedlings from 80 native species. In the 2024/2025 harvest, 182,000 seedlings were produced, of which 41,000 donated and 54,000 used in the company's reforestation projects.



182,000

seedlings produced during the harvest, with 41,000 donated and 54,000 used in the company's reforestation projects.





Other biodiversity initiatives

GRI 101-2, GRI 3-3 Biodiversity, ecosystems and land use, 203-1, 304-3

Tereos monitors fauna and flora in forest fragments within its areas of operation, where environmental variation is small and its presence is still limited.

In Permanent Preservation Areas (APP), Tereos conducts ongoing environmental conservation efforts, including the natural regeneration of native vegetation, as well as the maintenance and cleaning of firebreaks. This last activity is essential in fire prevention and contributes to the integrity of protected areas, reinforcing the company's role in preserving ecosystems and mitigating environmental risks.

The company is currently working on restoring approximately 550 hectares and recovering six springs with approximately

five hectares of protected area. In the municipality of Palestina, which belongs to the Tanabi unit, we had an area of approximately 14 ha restored.

The company's commitment to the sustainable development of the regions where it operates and to environmental protection is also reflected in the "Apícola" (Beekeeping) Project, which raises public awareness about the importance of bees for maintaining environmental balance. By the end of the 2024/25 harvest, we had 466 apiaries mapped in the program, 60 registered farmers and 33 cities close to our seven operational units.

An important component of Tereos' conservation and environmental protection efforts was the implementation of a deforestation strategy aligned with decarbonization targets validated by the SBTi. The goal is to have a no-deforestation policy and a corresponding action plan by the end of 2025, aiming for 100 percent of agricultural raw materials to come from deforestation-free areas. This plan also includes traceability measures and mechanisms to guarantee

**Tereos has been restoring
550 ha and recovering
6 springs, with 5 ha of
protected areas in
different regions.**

the origin of raw materials. To facilitate the execution of the strategy, Tereos Brasil has an operational working group fully dedicated to the topic.

Tereos also uses technology to evaluate partnerships and suppliers, focusing on aspects such as regularity in the Rural Environmental Registry (CAR), history of land use and deforestation, as well as social criteria. In the 2024/2025 harvest, analyses did not identify any negative environmental impacts in the areas assessed. The use of this platform reinforces the company's commitment to responsible supply chain management, promoting traceability and integrating socio-environmental criteria into contracting and mitigating business risks.



Learn more about our agricultural practices that promote biodiversity [clicking here](#).



“Doce Nascente” (Sweet Spring) Program

During the harvest, Tereos launched the Doce Nascente Program, aimed at the recovery, preservation, and sustainable use of natural resources. Developed in partnership with VB Ambiental, the program aimed to strengthen cooperation between the public and private sectors for the environmental planning and management of rural properties, seeking long-term positive impacts focused on environmental preservation, increased biodiversity, soil protection, and the fight against water scarcity.

“Doce Nascente” is an extension of the “Olhos D’Água” Program, which focuses on spring restoration, and has expanded its scope by integrating municipalities in the region where Tereos operates. The participating locations were: Altair, Barretos, Bebedouro, Cajobi, Colina, Colômbia, Guapiaçu, Guaraci, Jaborandi, Monte Azul Paulista, Olímpia, Pitangueiras, São José do Rio Preto, Severínia, Terra Roxa and Viradouro.

The first phase involved an environmental diagnosis in 16 municipalities, using images to identify priority areas for restoration. In the second stage, each municipality received a training manual containing detailed technical guidelines to support local professionals in evaluating and implementing the planned projects.

Circular economy GRI 3-3 Circular economy and waste management, GRI 306-2

Tereos is guided by sustainable transformation that begins in the field, with investments and excellence focused on building a circular economy—without waste and with lower greenhouse gas emissions.

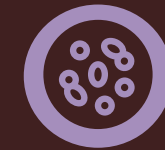
The concept of circularity is a priority in operations, allowing the use of practically 100 percent of raw materials and their byproducts. In the 2024/2025 harvest, a complete survey of environmental aspects and impacts was conducted throughout the agro-industrial operation.

This approach enhances efficiency, optimizes the use of natural resources, and fosters the development of new business models that align economic growth with environmental responsibility.

A commitment to sustainable practices also opens doors to more advantageous financial opportunities, such as green financing, aligned with a more conscientious and low-impact future.

Significant impacts of byproducts generated GRI 306-2

As key elements of the circular economy, the byproducts generated in Tereos' processes are designed to keep materials in use for as long as possible and minimize waste.



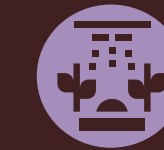
Dry yeast

Made from drying yeast cream, a byproduct of ethanol fermentation, recommended for use in animal feed, produced at the Mandu unit.



Bagasse

After extracting sugarcane juice to produce sugar and ethanol, the bagasse is used to produce renewable electricity (cogeneration).



Vinasse

A product used for sugarcane field fertigation and for biogas production at the Cruz Alta unit.



Filter cake

Used as an organic fertilizer, promoting the reduction of greenhouse gas emissions by reducing the use of nitrogen fertilizers.



Ash

The ash from burning bagasse is incorporated into the filter cake, becoming organic compost, which is applied in the field.



Biogas

Renewable energy generation (biogas combustion in generators).

The company also carries out internal composting of organic waste from its cafeterias, with the resulting compost used in landscaping and the seedling nursery.

Management of significant waste-related impacts GRI 306-2

Beginning with the 2024/2025 harvest, Tereos started monitoring the volume of waste generated by its industrial and administrative sectors, establishing a database to identify improvement opportunities and enable benchmarking across its six industrial units. This initiative strengthens environmental control and contributes to the continuous search for efficiency and sustainability.

The company also maintains a partnership with an institution specializing in reverse logistics to offset the cost of sugar packaging that goes to market. Internally,

the company prioritizes selective collection across all areas—industrial, administrative, and support—using clearly labeled bins to ensure proper material segregation. Collection and sorting are performed by a third-party company, with waste properly disposed of through co-processing, recycling, re-refining, composting, or landfill when necessary. A dedicated system enables weekly monitoring of waste output with full traceability, and Tereos requires the Final Destination Certificate (CDF) as proof of environmentally responsible disposal—an essential document for audits and environmental transparency.



Zero Plastic

In January 2025, during the reopening of Tereos' administrative headquarters at the São José do Rio Preto Unit, corporate teams were welcomed with an invitation to join a new initiative by the “Tereos Consciente” (Conscientious Tereos) Movement: the elimination of plastic cups. With a capacity for around 400 people, providing all employees with reusable mugs and bottles has significantly cut down on the generation of single-use waste, thus reducing daily environmental pollution.

Waste generated GRI 306-3

Waste generated¹ (in tons) GRI 306-3, 306-4, and 306-5

Categories	Waste generated	Type	2022/23	2023/24 ²	2024/25
Category A	Waste from SAO cash systems, electronic waste, contaminated lubricating oil (OLUC) and contaminated paint drums and cans	Hazardous - Class 1	816.38	944.96	984.00
Category B	Landfill – Internal waste management programs maintained regarding their classification, optimizing the use of recyclable, recoverable (composting) and reusable materials	Non-hazardous	541.37	573.47	500.00
Category C	Third (metal scrap) – Continuing the project initiated in 2018 to demobilize inactive and obsolete assets, these materials are being allocated to a supplier specializing in metal scrap recovery. This process runs alongside the routine generation of metal scrap from maintenance and off-season industrial activities	Non-hazardous	3,859.27	4,134.64	4,233.00
Category D	Recovery (composting) – Waste generated by internal cafeteria processes	Non-hazardous	95.16	80.23	79.00
Category E	Third (recyclable) – Internal waste management programs maintained regarding their classification, optimizing the use of recyclable and reusable materials	Non-hazardous	2,145.24	2,452.66	2,096.00
TOTAL			7,457.41	8,185.96	7,882.00

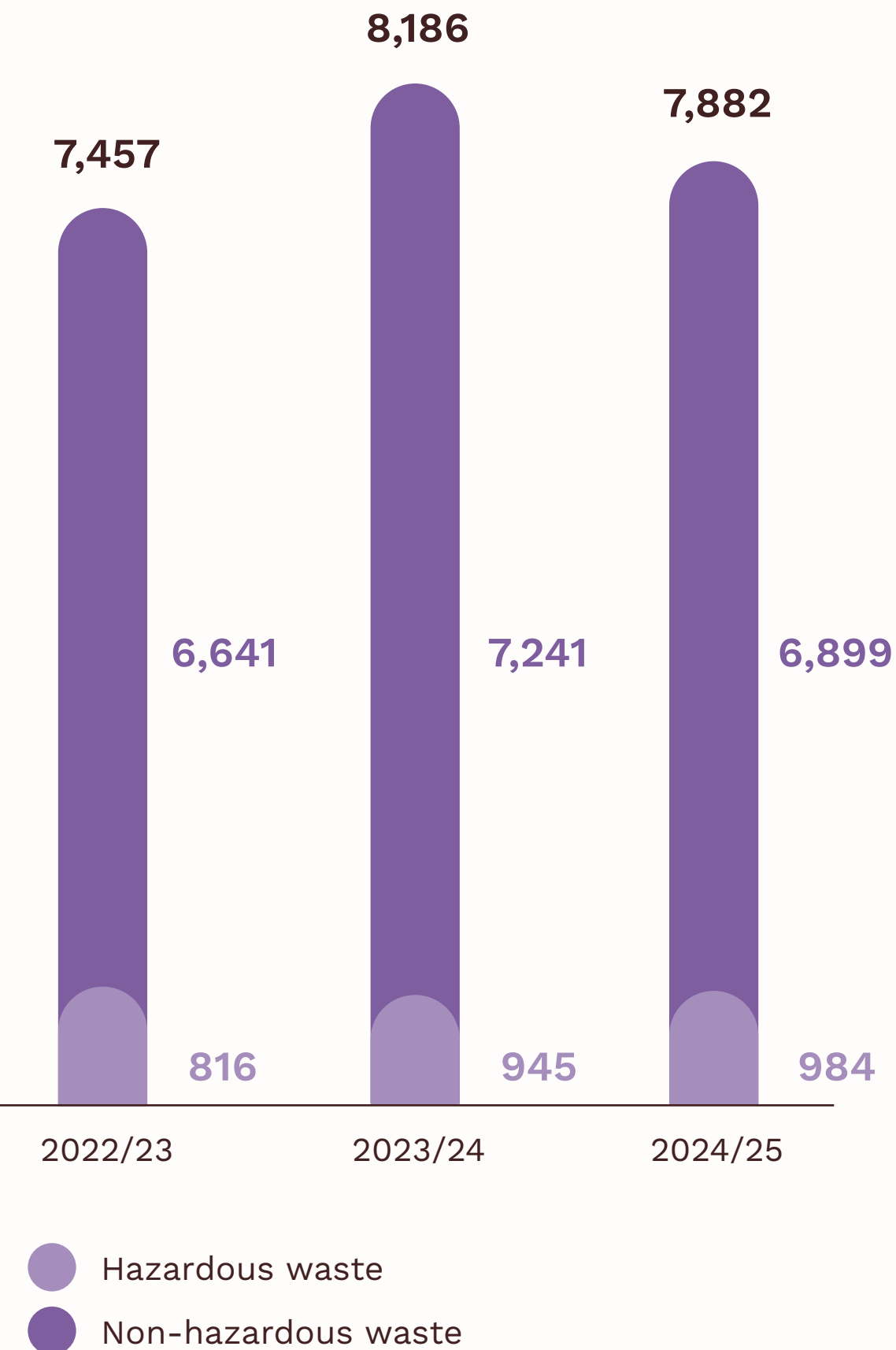
¹ Excluding effluents.

² 2023/2024 harvest number revised by fine-tuning and reviewing the methodology for obtaining weights.

Total hazardous and non-hazardous waste generated ^{1, 2}

(in tons) Type of waste

GRI 306-3



¹ Excluding effluents.

² The information was gathered from our EMS control system data.



Plastic Hub

In collaboration with the National Association of Waste Pickers (ANCAT), Banco do Brasil Foundation, Coca-Cola Brazil, and Coca-Cola FEMSA Brazil, Tereos helped establish the Plastic HUB. This facility, operated by waste pickers in Mogi das Cruzes (SP), is the largest plastics management plant in Latin America. Launched in November 2024, the initiative aims to strengthen recycling in the country and promote social inclusion and income generation for collectors.

With a 1,250 m² structure, the Hub utilizes cutting-edge technology for sorting and marketing recyclable plastics, with a production capacity of up to 200 tons per month. It directly benefits 80 waste pickers, who receive technical training and an income of at least one minimum wage.

Tereos contributes by donating sustainable electricity generated from sugarcane bagasse, reinforcing the project's environmental commitment.

The project is part of a national expansion strategy, with new units planned for Belo Horizonte (MG) and Brasília (DF), expanding the positive impact in other regions of Brazil.

200 ton
monthly in
production capacity

Cultivate talents and caring for people

Strengthening ties with employees

Development and training

Diversity, equity and inclusion

Health & Safety

Human rights

Strengthening ties with employees

Tereos implements a range of initiatives to strengthen internal communication, foster employee engagement, and reinforce its organizational culture.

Through established communication channels—such as Tereos TV, the Online Bulletin, and bulletin boards at our units—we keep team members informed about priorities, reinforce key campaigns, and promote engagement initiatives on topics including health and safety, professional development, sustainability, diversity, and more.

Additionally, we maintain a calendar of campaigns and events to celebrate important dates, highlight strategic business priorities, and recognize Tereos' milestones and achievements together with the more than 9,000 employees who make them possible.

At Tereos, we are more than

9,000 employees

With each harvest, teams grow increasingly engaged and confident.



Town Hall

Meeting held at the beginning and end of the harvest in each unit. Leadership shares plans, challenges and opportunities with employees.

Conecta Day

Created in 2022, the event brings together around 600 employees for lectures, interaction with leadership and recognition of the year's results.



“Divertidamente” (Having Fun)

Event that takes employees' children to the units, with a visit to the processes, lunch, activities and distribution of the comic book "Aprender brincando: Sustentabilidade" (Learning through play: Sustainability)

Digital Influencers Program

Employees act as ambassadors on LinkedIn, promoting Tereos initiatives and strengthening engagement with internal and external audiences.

Itinerant Executive Board

Throughout the harvest, directors visit the units to listen to operators in conversation circles, promoting the exchange of experiences and improvements in the work environment.

Champions League

Competition between agro-industrial teams, with monthly rankings and prizes at the end of the harvest, including activities and a soccer tournament.

Transformation beyond the walls

In the 2024/25 Harvest, the **“Tereos Fazendo Acontecer”** (Tereos Making It Happen) surpassed the mark of 1000 employees engaged in its voluntary actions, promoted in 2022. The program engages team members passionate about promoting environmental care, social well-being, health, and education in our communities, dedicating their time and energy to making a meaningful impact. Check out the actions during this period:

Recyclable Toys and Recreation Workshops

– In 2024, with “Tereos na Área” (Tereos in the Area), volunteers promoted workshops on recycling and the environment in Ibiporanga and Olímpia, impacting more than 600 children. Participants also received the comic book “Aprender brincando: Sustentabilidade” (Learning through play: Sustainability), which was produced internally.

Tree Day – Around 70 employees planted 1,000 native seedlings in Barretos (SP), 600 of which were destined for a future ecological corridor linked to the “Olhos D’Água” program. The seedlings are produced in the Cruz Alta unit's nursery, with a capacity of 150,000 seedlings per year.

River Day – Volunteer employees participated in a cleanup effort on the banks of the Pardo River in Guaíra, reinforcing Tereos' commitment to environmental preservation and community care.

Water Day – In March 2025, the first joint edition with Tereos Amido e Adoçantes Brasil (TAAB) brought education on the conscientious use of water to schoolchildren in Barretos, Baguaçu and, for the first time, Palmital.

1000 seedlings

of native plants were planted,
connecting the spring to the
stream and forming an
ecological corridor





**We were recognized by GPTW
as one of the top 10 agribusiness
companies in Brazil and
among the top 5 in the sector
for mental health**

Development and training

GRI 404-2

At Tereos, we continually invest in training and developing people at every stage of their journey within the company. Our programs are structured to enhance individual capabilities and prepare talent to act in a way that aligns with our values and strategic objectives.

With a team of over 9,000 employees, we provide a range of training initiatives for all organizational levels, creating tangible opportunities for advancement and professional growth within the company.

We also have a talent assessment system, led by the Career Committee, which analyzes the potential of employees at the company's administrative and leadership levels, providing visibility and direction to our talent pipeline. We use a data-driven

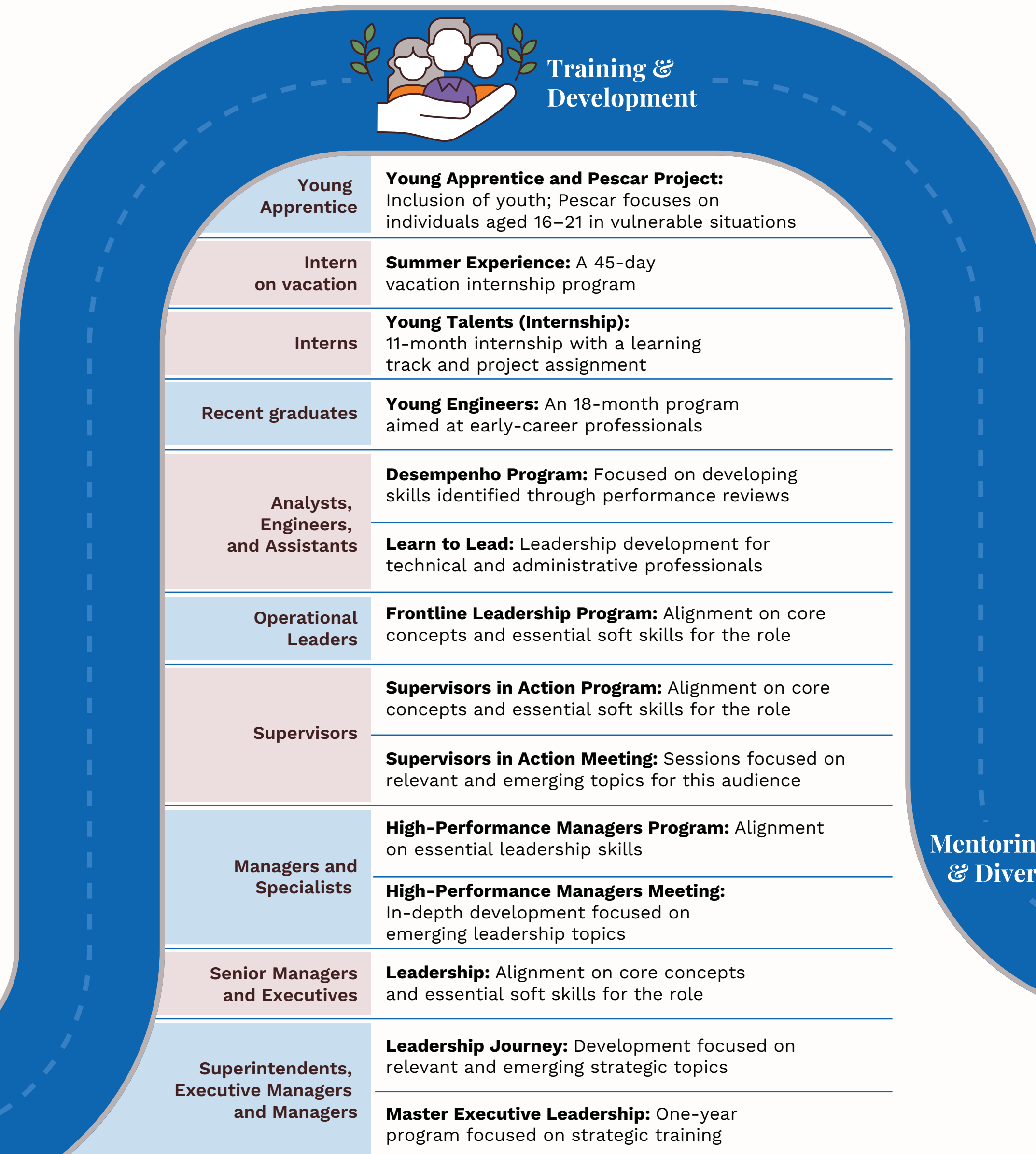
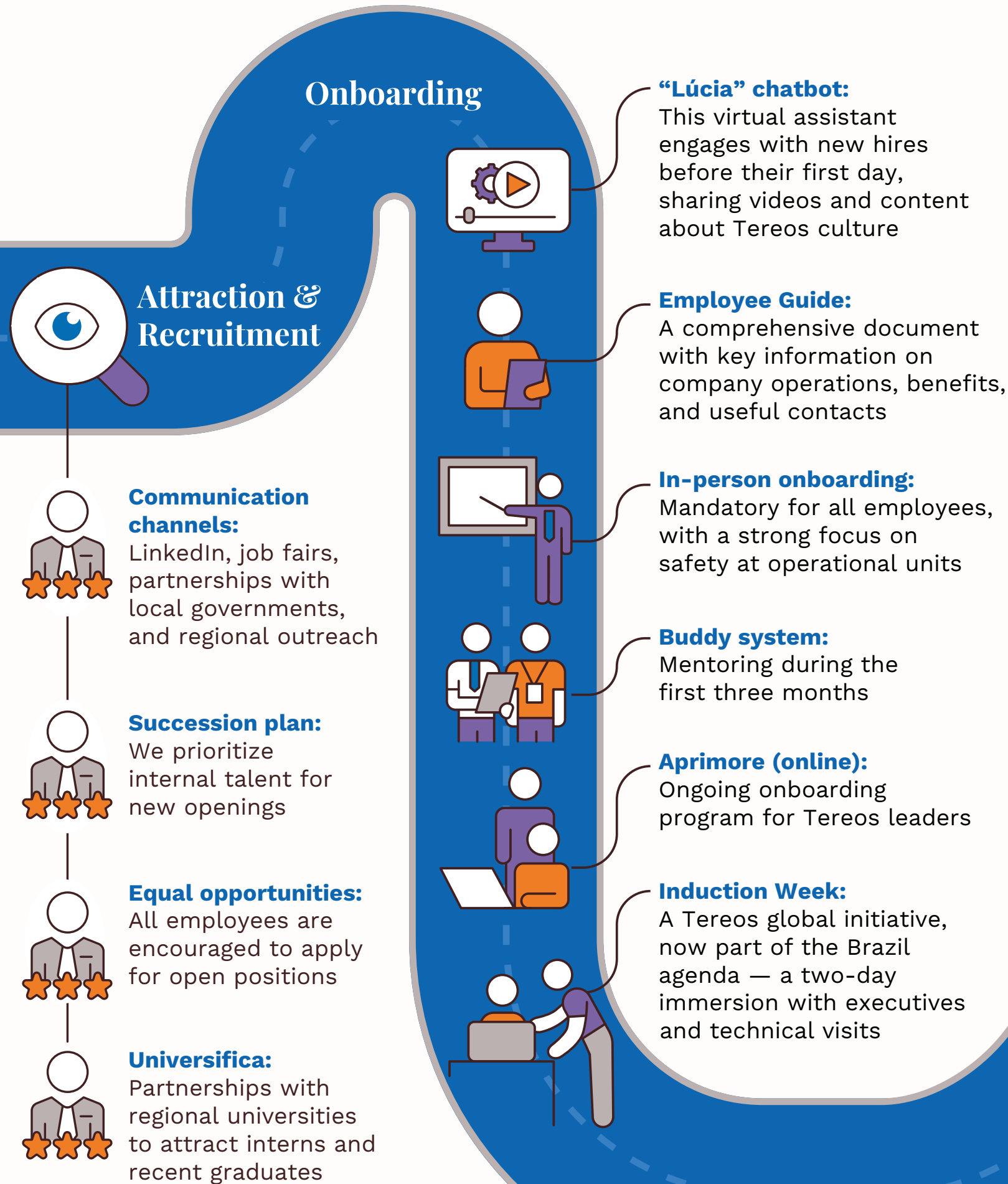
model to make predictions, which helps us build loyalty and retain key professionals.

One of the major highlights of the 2024/2025 harvest was the 9-point increase in the favorability index of the GPTW (Great Place to Work) survey, comparing 2023 and 2024. This progress led to Tereos being included for the third time in the list of the 100 best companies to work for in the State of São Paulo.

Moreover, we were recognized by GPTW (Great Place to Work) as one of the top 10 agribusiness companies in Brazil and among the top 5 in the mental health category within the sector. These achievements underscore our commitment to fostering a positive and inspiring work environment.

Employee journey GRI 403-5

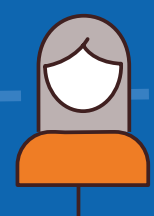
We promote development, well-being, safety, and an inclusive and ethical environment for all. See what sets us apart:



Our employee experience is guided by:

-  **Meritocracy**
Promotions, bonuses, and short- and long-term variable compensation are managed based on methodologies developed in partnership with renowned consultancies, continuously benchmarked against competitive market standards
-  **Benefits**
Health, dental, pharmaceutical, Christmas basket, private pension, meals, food vouchers, and scholarships for education and language learning
-  **Engagement**
Pulse and GPTW surveys, with action plans and ongoing follow-up
-  **Ombudsman Channel**
A support channel available to all employees
-  **Performance**
Annual evaluation with mid-year review, supported by performance committees and Individual Development Plans (IDPs)
-  **Succession and Career**
Annual succession committees and bi-monthly People Councils with leadership

Mentoring & Diversity

-  **Lanche Líder (Leader's Lunch):** Mentoring with selected senior leaders
-  **Empoderadas:** Women empowerment programs by business area
-  **Technical Training:** Courses offered throughout the year

Attracting and retaining talents

Tereos' credibility and solid position in the ESG agenda have a significant influence on its talent attraction and retention processes. In addition to salary, benefits, and good development opportunities, the company has been attracting qualified professionals interested in contributing to society and the planet. To this end, it maintains several entry points for new talent through structured programs, such as the Apprenticeship program, aimed at introducing young people to the job market, with the possibility of transitioning to internships. We also seek to develop initiatives that contribute to talent retention, with a focus on placing seasonal workers in strategic positions within the organization.

To support this ongoing development process, the Leadership Hub provides a portal with strategic content designed to enhance communication between leaders and teams. It offers videos, key messages, and updated materials throughout the harvest season, along with various periodic engagement initiatives.

74%

of leadership positions and 56% of operational positions were filled with internal talent.

On the operational front, Tereos also offers a schedule of technical and administrative courses. These initiatives encourage the development of technical skills and abilities, fostering a continuous cycle of improvement.

As a result of these initiatives, we maintained a high rate of internal utilization—approximately 74 percent at leadership levels and about 56 percent in operational positions. These figures are proof positive of the extent to which we value internal growth and the continuous development of our people.





Training for new technologies

We are strategically investing in training individuals to work with new technologies, facilitating the transition to more sustainable practices both in the field and within the industry. We have internal qualification programs, led by the Human Resources team in partnership with renowned institutions such as SENAI, among others. Additionally, we have in-house instructors specialized in operating tractors, trucks, and harvesters, which allows us to develop technical skills directly aligned with Tereos' reality.

This initiative reinforces our commitment to the future of work and preparing our employees to take on new positions within the company. We believe that qualification is key to attracting talent and creating opportunities for internal mobility, contributing to an increasingly prepared, engaged, and sustainable team.



Recognition of professionals

To recognize talent, the company promotes various initiatives throughout the harvest, emphasizing continuous improvement, safety, and seniority, tailored to the specific needs of each sector. More broadly, the recognition of outstanding results and projects takes place through the **Tereos Excellence Award**, now in its 6th edition. The initiative values contributions in sustainability, safety, cost reduction, and innovation. In the 2024/2025 harvest, over 400 initiatives were registered, reinforcing a culture of continuous improvement and sustainable growth. Furthermore, the award highlights the most active leaders of the year.

Over 400

initiatives registered for the Tereos
Excellence Award in 2024/2025

Employer brand

Strengthening our employer branding is becoming increasingly significant within Tereos. Among our ongoing initiatives, we highlight “Universifica Tereos,” a local program that bridges the gap between companies and academia through workshops and lectures at universities, expanding awareness of the company's operations and opportunities.

On the other hand, we also think about making the experience of working at the company even more attractive. Focused on well-being, collaboration, and synergy among teams, we opened a new corporate office in São José do Rio Preto (SP) in early 2025. Everything was planned to offer meaningful experiences, facilitating communication and driving creativity and innovation. The space accommodates around 400 people and includes integrated, dynamic, and functional areas such as open meeting rooms and individual soundproof booths.

Diversity, equity and inclusion

GRI 3-3 Diversity, Inclusion and Equity

We remain committed to building and maintaining an environment where everyone is treated with respect, dignity, empathy, motivation, and inspiration. To reinforce this commitment, we have well-defined policies and guidelines, published in a booklet given to all employees, promoting transparency and alignment from the beginning of their journey at Tereos.

Diversity and inclusion are embedded in our attraction and selection processes, ensuring at least one woman is included on shortlists and valuing diversity through various means, such as LinkedIn. These efforts are complemented by other concrete and structured actions. One example is our diversity and inclusion dashboard, which offers an accurate view of our workforce and enables us to continuously monitor progress in each pillar of inclusion. We also invest in inclusive leadership

literacy, which we replicate throughout the leadership chain, and we also provide training in diversity, equity, and inclusion. Around 400 leaders have already been trained, from operational supervisors to the CEO. To monitor organizational climate and engagement, we regularly conduct surveys such as GPTW and Pulse. In the first Pulse cycle (Sep/24 to Mar/25), Tereos had an average score of 8.4. In the second cycle (Apr/25 to Jul/25), the partial score improved to 8.6. These tools generate agile insights that strengthen a culture of openness and boost team motivation.

Regarding the inclusion of PwDs, we recorded a 17.8 percent increase in the number of these employees during the 2024/2025 harvest, rising from 331 to 403 professionals. We also hold exclusive job fairs for these people, in addition to monthly meetings and discussions about the group.



We are moving forward towards our goal of increasing female presence by 2032/2033. We have already surpassed 15 percent in operational positions and reached 16 percent in leadership positions (target: 17.5%).

“Tereos Diversifica” (Tereos Diversify) Program

Tereos takes the diversity, equity, and inclusion agenda seriously and responsibly, even in a scenario where many companies have reduced their efforts in this area. And, in this context, the Diversifica Tereos program is the company's main initiative to promote a more diverse and inclusive environment. Its impact, in fact, is already recognized internationally by the Tereos Group. Our Affinity Groups, for example, have evolved with the continuous engagement of more than 50 employees participating in the five groups:

- GAMA (Women's Affinity Group in Agriculture);
- Origins (race and ethnicity);
- Tereos + Plural (LGBTQIAPN+);
- PwD Movement (people with disabilities);
- ERAS (generations).



Women in Agriculture for farmers

As part of the Women in Agriculture Program—an initiative to enhance female representation and women's careers at Tereos—the 2024/2025 harvest marked the program's expansion to include Tereos' partner sugarcane farmers. With the consolidation of internal initiatives—such as the Affinity Group, training and development programs for women in the community, and the Women in Agriculture Workshop—and in response to the growing interest of the professionals involved, the company decided to expand the agenda to include a broader network of farmers in the sector. The goal is to create space for sharing experiences and expanding professional networks, helping to strengthen the presence of women throughout our value chain.



Percentage of employees from minority and/or vulnerable groups¹, by employee category² GRI 405-1

Employee category	2022/23		2023/24		2024/25	
	Blacks	PwDs	Blacks	PwDs	Blacks	PwDs
Directors and Superintendents	0.00	0.00	0.00	0.00	0.00	0.00
Managers and Executive Managers	2.27	1.14	4.11	4.11	0.00	5.42
Managers	10.4	1.6	13.1	2.9	2.40	4.81
Leaders	22.6	2.5	27.1	3.1	3.78	3.94
Supervisors	11.5	1.0	18.2	2.0	1.98	2.97
Operational	29.8	3.3	40.4	3.8	5.74	4.54
Technical / Administrative	15.3	1.9	18.5	2.4	2.61	3.57
Apprentices	0.18	0.00	1.61	0.00	10.47	0.00
Interns	0.28	0.02	0.28	0.02	1.63	0.00
Trainees	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	51.45	2.94	58.89	3.48	5.40	4.16

¹ For the purposes of this Report, minority and/or vulnerable groups are considered underrepresented.

² Percentage calculation based on the number of employees reported in GRI 2-7. We do not have data regarding the LGBTQIAP+ community in our system. The numbers for 24/25 were calculated considering only black people.

Ratio of the basic salary and remuneration, per employee category¹ GRI 405-2

Employee category	2022/23	2023/24	2024/25
	Base wage (%)	Base wage (%)	Base wage (%)
Directors and Superintendents			
Woman/Man	0	0	0
Managers and Executive Managers			
Woman/Man	112	92	99
Managers			
Woman/Man	93	96	100
Leaders			
Woman/Man	89	93	99
Supervisors			
Woman/Man	100	109	101
Operational			
Woman/Man	79	84	100
Technical / Administrative			
Woman/Man	95	103	98

¹ The results presented refer to the proportion between the average base salary of women and that of men (woman ÷ man), calculated by employee category. The analysis of the 2024/2025 cycle considered equivalent positions within the same salary ranges. There are currently no women on the executive board.

More diversity, equity and inclusion

During the Diversity Week, group participants had the opportunity to hold conversation circles with employees, supported by the Diversity Deck, promoting dialogue on respect and combating discrimination, and also starring in new stories and awareness-raising pieces for the “We Need to Talk About This” campaign. This year, the campaign brought these people together to help normalize the dialogue around diversity.

In the 2024 edition of Diversity Week, we also promoted the launch of programs such as “Crescendo Fortes” (Growing Strong) and Inclusive Leadership Training, aimed at managers.

The monthly Pulse Survey monitors the organizational climate and provides leaders with insights to foster a healthier, more engaging work environment. With 12 dimensions, such as Well-being, Justice, and Feedback, the tool offers a strategic reading of employee experience, guiding decisions and actions for continuous improvement. Considering the Interpersonal Relationship dimension—focused on the perception of diversity, equity, and inclusion—from

8.4

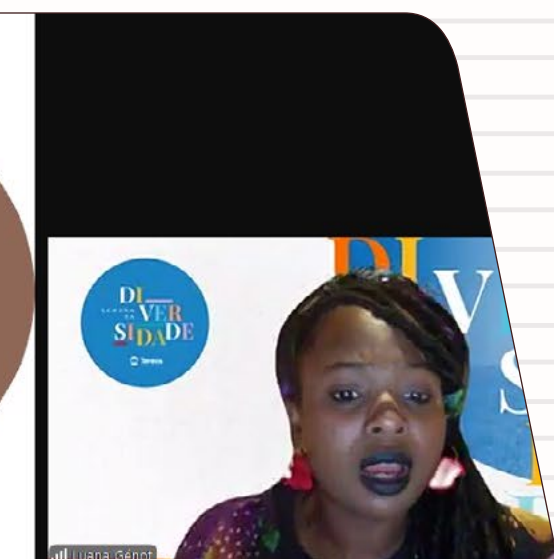
was our score in the Pulse Survey, highlighting the level of satisfaction of our employees

September 2024 to March 2025, we achieved an average score of 8.4 out of 10. This highlights the degree of employee satisfaction with our DE&I initiatives and the positive evolution of the work climate and environment for everyone.

Additionally, we have an independent and well-structured committee, comprised of HR, legal, and compliance professionals, responsible for impartially handling cases related to diversity and inclusion that come through the ombudsman's office. This committee operates with full autonomy, free from interference from the president, ensuring impartiality and integrity in addressing issues.

O que queremos? Por que estamos aqui?

1. **Cultivar o futuro** compartilhado para o planeta e para as pessoas
2. Bater novos **recordes** de moagem de cana
3. Combater e Mitigar os **riscos das queimadas**.
4. Sustentabilidade precisa estar no centro do nosso negócio. Mas sustentabilidade não é só sobre manter árvores de pé. E também **sobre pessoas** e muito mais
5. Fortalecer nossa cultura e nossos **valores**: Pragmatismo, Performance, Ousadia, Colaboração
6. **Acelerar** nossa jornada pela inclusão.



Tereos continues to mature its inclusion journey, promoting a more pluralistic, respectful work environment that has a real impact on the lives of the people and communities in which we operate.



150

participants in the third
edition of the Women in
Agriculture Workshop



Female empowerment

Recognizing the historical challenges in the sugarcane and energy sector, which is marked by male dominance and a limited supply of skilled labor in operational roles, we have been offering training courses exclusively for women in areas such as tractor driving, and operator roles. During the last harvest, we held free training courses for communities around the Cruz Alta, Mandu, and Usina Vertente units, with a focus on women.

This action generated a significant social impact: 55 women participated and we managed to hire more than 50 percent of the women who graduated. In addition, we formed an exclusive class of young female apprentices. The project was also conducted at the Tanabi unit, with 69 participants and a 20 percent success rate.

The third edition of the Women in Agriculture Workshop, held in October, also helped to strengthen the female cause and integration among the company's professionals. Around 150 participants exchanged experiences and learnings at the event, which featured Kristell Guizouarn, Tereos' global director of Sustainability, Communications and Institutional Relations.

Also in October, we invited women from communities near our operations in Guaraci, Olímpia, and Guaíra to a discussion group about women's presence in agriculture. Tereos employees shared their stories and discussed vacancies and future opportunities at the company.

Health & safety

GRI 3-3 Health, well-being and safety

We care for our people with safe and sustainable practices, preventing accidents and occupational illnesses. One of the highlights of the last harvest was the enhancement of the risk management system, which has effectively reduced the severity of recorded events.

After four years without fatalities, the positive impact on employee health is evident. This progress reflects the maturity of our safety culture, supported by investments in engineering, procedures, training, and safe leadership.

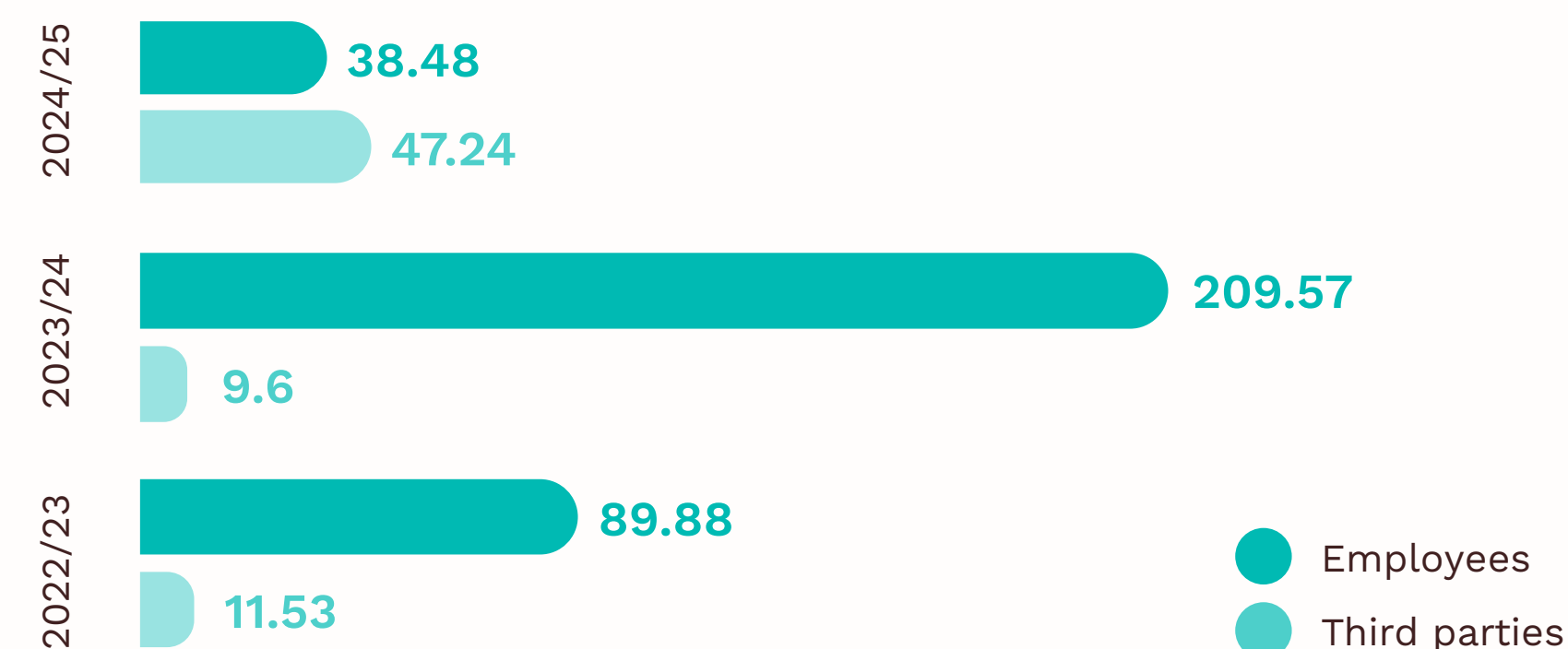
We also prioritize security in the administrative environment, particularly at our São José do Rio Preto (SP) office, aiming to create a welcoming, safe, and motivating space for everyone.

The OHS governance structure includes health and safety committees that are responsible for monitoring strategic planning, program execution, results, and performance indicators (KPIs). These forums facilitate continuous critical analysis of actions and occur at a frequency determined by hierarchical level.



4 years
without records
of fatalities
in the company

Accident severity rate GRI 403-9



SEJA Program GRI 404-2

The SEJA Program is structured around three pillars — risk management, occupational health and safety (H&S) management system, and leadership accountability. The initiative promotes risk management with multidisciplinary groups, regular training and the use of tools such as What if, SIPOC, 5x5 matrix, WRAC, Bowtie and LVCC. Integrates preventive and reactive indicators into operational procedures, supported by monitoring software. It encourages visible leadership and employee engagement through initiatives such as the Stop and Think Card. Expected to last five years, the program aims to elevate the company to the "Calculator" level according to the Hearts & Minds methodology.

Since its implementation, we have enhanced the use of technology to mitigate risks, particularly by installing artificial intelligence devices in trucks transporting sugarcane, vinasse, and ready-mixed syrup. The cameras monitor signs of drowsiness and distraction in drivers, issuing real-time alerts and sending records to the 24-hour monitoring center, which evaluates the events and addresses any necessary cases.

In addition to technology, Tereos works with preventive actions such as simulator training, awareness campaigns (such as Yellow May and the use of breathalyzers) and health monitoring for drivers with a higher incidence of fatigue.

Main control tools by pillars of the SEJA Program:



Risk management

Structured in four layers, this pillar seeks to identify and mitigate risks in operations:

- Operational risk assessment – technical mapping of activities with potential risk.
- Management of unwanted events and changes – focus on priority risks and process changes.
- Task-based risk management – analysis of the risks associated with each operational activity.
- Individual risk perception – encouraging safety awareness among each employee.

The objective is to act preventively using tools like risk analysis, criticality matrix, and operational checklists.

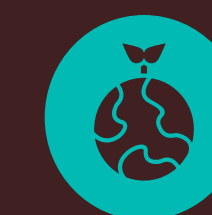


Health and Safety (H&S) management system

Focus on management efficiency and the use of technology to mitigate risks.

- Monitoring through proactive KPIs – such as the Security Development Index (SDI).
- IDS parameters include: safety projects, emergency control, action plans, occupational health, LVCC, coaching, and mapped risk control.
- Use of tools such as Power BI, Power Automate, SharePoint and Solvace to digitize and integrate management.

This pillar arose from the need to automate analyses and ensure data accuracy for more effective decisions.



Leadership accountability

The focus is on developing and empowering leadership to ensure a strong safety culture.

- Visible Felt Leadership (VFL): leaders present and engaged in safety routines.
- Provision of tools, methodologies and resources that enable preventive and assertive action.
- Pursuit to cultivate a high-performance organizational culture focused on operational excellence and the elimination of high-potential incidents.

This pillar reinforces leadership by example, fostering engagement across all levels of the organization.

Occupational health and safety training and management

GRI 401-1, 403-2, 403-5

Tereos maintains an ongoing commitment to training its employees, promoting a culture of health, safety and well-being across all fronts of operation. Through regular training and structured programs, we aim to enhance risk awareness, ensure safe environments, and safeguard the physical and emotional health of our team.

The training involves all levels and reinforces a culture of prevention.

Training and Culture of Prevention

We encourage active participation through open communication channels, allowing concerns, suggestions, and improvements to be recorded. This supports secure reporting and the implementation of preventive actions. These records can be made in OPDE or Kaizen ideas.

It is important to note that all leaders receive training in the behavioral approach (VFL) through the “Líder Visit” Program. Additionally, there is a risk workshop module, with a practical component, in the High Performance Managers training, conducted annually.

For contracted party management, in addition to onboarding, we have a specific training plan and a procedural standard that establishes the minimum mandatory health and safety criteria for third parties.

Results and performance indicators

GRI 403-7, 403-9, 403-10

During the 2024/2025 harvest, we completed four consecutive harvests without fatalities — a significant achievement that demonstrates the maturation of the safety culture at Tereos. This result is the outcome of ongoing efforts focused on prevention, team training, strengthening leadership, and rigorous risk monitoring in agricultural and industrial operations.

We also reduced the number of accidents with high potential (HiPo) and high potential confirmed (HiPoC): we went from 109 occurrences, with 9 confirmed, in 2023/2024, to 99, with 7 confirmed, in 2024/2025. Although the total number of accidents increased by 41 cases, there was a decrease in the severity of injuries, which reinforces the effectiveness of the measures adopted and the commitment of the teams in building a safer environment.



Care with well-being and occupational health GRI 403-3, 403-6

Employee health care is coordinated by occupational physicians, in a structure that includes civilian firefighters, safety technicians and engineers, specialized physicians, and occupational health analysts. This team works directly in the units, ensuring qualified care and proactive management of worker health.

Our practices includes:

- Carrying out periodic medical examinations;
- Occupational Health Certificate (ASO);
- Individual monitoring of health conditions;
- Early identification of occupational diseases;
- Promotion of health and well-being;
- Workplace exercise program;
- Guaranteed confidentiality with secure storage of medical records.

We also have specific indicators for monitoring occupational health and pre-established action plans, used when necessary to mitigate risks or correct identified deviations.

Mental health

In addition to traditional campaigns like White January and Yellow September, we took a significant step in supporting our employees' mental health by launching a program focused on emotional well-being at our corporate unit in São José do Rio Preto and Usina Mandu.

The initiative, currently in an expansion phase, uses the IVI platform — a mental health application that uses Artificial Intelligence and psychotherapeutic techniques to actively care for the well-being of employees. In this program, employees complete a brief daily questionnaire about their emotional state. Based on their daily responses, we can monitor the type of care needed according to each employee's emotional situation and allocate those who need it most to appropriate treatment and professional support. It should be noted that the data is confidential and does not expose employees. IVI also offers the benefit of psychological support for those interested.





Human rights

GRI 2-23, 409-1

Tereos conducts its activities based on respect for human rights, valuing the dignity of workers and promoting safe, fair working conditions free from any form of exploitation, such as child labor or labor akin to slavery — including its supply chain. The company's operations are aligned with national and international standards, such as the UN Universal Declaration of Human Rights, ILO Conventions, the European Convention on Human Rights, the OECD Principles and the Convention on the Rights of the Child.

Through the **“Pé no Chão” (Down to Earth) Program**, the Health and Safety area, together with Labor Relations, inspects accommodation and agricultural and industrial work fronts in all units. Inspections aim to ensure compliance with human rights and, if necessary, may result in business interruptions or blockades of service providers until they comply with the regulations. The program also promotes the sharing of best practices, encouraging continuous improvement and strengthening trust and commitment.

Complementing these actions, the Sustainable Supply Tactical Committee monitors team visits to sugarcane suppliers, providing guidance on related topics and supporting the socio-environmental certification process for raw materials (FSA/SAI).

Best practices are shared to strengthen trust and continuous improvement.

Cultivate partnerships with purpose

Customers

Relationship with suppliers

Social responsibility



Customers

GRI 2-6

Tereos has stood out for its consistent and innovative customer service, positioning itself as a benchmark in the industry. In the 2024/2025 harvest, the company maintained this commitment – reflected in indicators such as the NPS (Net Promoter Score), which has been growing year after year, remaining within the zone of excellence for three consecutive years. We achieved a score of 80.8.

The Tailor Made program is one of the pillars of this strategy, offering a complete range of customized services to clients in the sugar, ethanol and energy segments. This approach adds value to the product and builds customer loyalty through tailored solutions that facilitate their journey and increase their satisfaction. In 2024, the company promoted the Tailor Made Confraternity, creating memorable experiences and strengthening relationships with Tereos customers.

NPS 80.8

For the 3rd year in the zone of excellence, with tailor-made services

Among its key differentiators is a planned service approach powered by artificial intelligence, which maps customers' main concerns and anticipates solutions. Sales visits are structured based on data, and in the logistics area, Tereos seeks sustainable alternatives for transporting its products.

Additionally, the company offers market intelligence, providing analysis and strategic consulting across its three business verticals, enabling customers to make more confident decisions. There's also a digital self-service system that provides visibility into contracts, pricing, logistics, tracking, and credit terms, optimizing time and the customer experience.

The company also has a calendar of technical events throughout the year, which also promotes greater proximity with various customers, providing content and knowledge on key business topics.

This relationship model is already yielding tangible results: in the 2024/2025 harvest, Tereos obtained a premium 10 percent higher than the previous year, a direct reflection of the loyalty built on trust and value delivery.

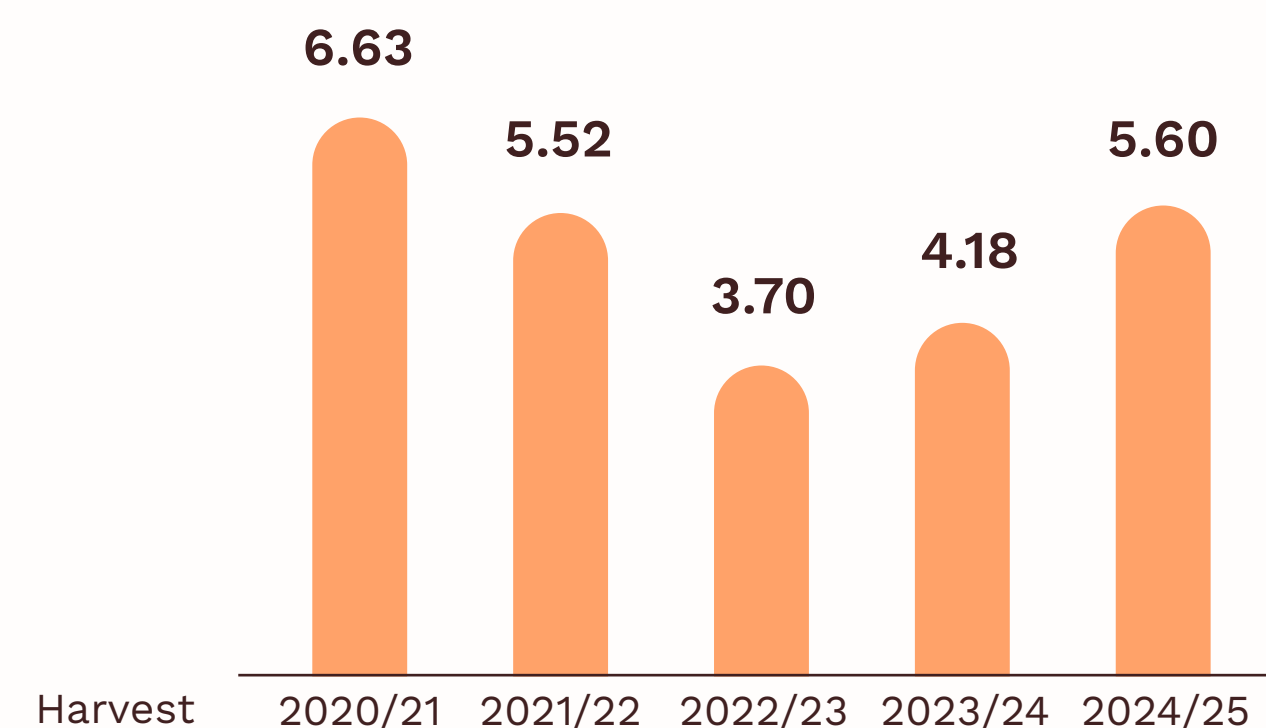
With a loyalty program and value delivery, Tereos achieved a premium that was

10%

higher in the 2024/2025 harvest, driven by its schedule of technical events



Customer satisfaction index



● CSI = (number of complaints/number of invoices commercialized) x 1000



Relationship with suppliers

GRI 3-3 Supply chain management, GRI 204-1, 308-1, 414-1

To ensure transparency in commercial relations and quality throughout every stage of the operation, Tereos works collaboratively and continuously with its entire value chain.

Our supply chain starts with sugarcane farmers, who supply the essential raw material for the production of sugar, ethanol, and their byproducts. This network also includes suppliers of inputs, materials, equipment and services, covering both the agricultural and industrial sectors.

To ensure best procurement process practices, we follow a goods and services purchasing policy that includes clear criteria and mandatory contractual clauses on respecting human rights and prohibiting child labor, degrading conditions, or any form of forced or slave-like labor. We also select suppliers considering environmental criteria and clauses.

During the 2024/2025 harvest, we increased purchases from local suppliers: the proportion reached 70.5 percent, representing an increase of 2.7 percentage points compared to the previous harvest.



Solenis International Award

Tereos was honored with the Solenis 2024 Sustainability Award in recognition of its advancements in water and process efficiency at the Cruz Alta unit. The project resulted in a 30 percent reduction in the use of antibiotics and biocides, savings of fresh water, lower energy consumption and prevention of CO₂ emissions, reinforcing the integration between innovation and sustainability in operations.

1039

new registered
suppliers*

* April 2024 to February 2025

45%

of new suppliers have completed the full approval
process, which includes analysis of category-
specific documentation, an occupational safety
assessment, and verification of socio-environmental
responsibility criteria



Thorough evaluation GRI 414-2

In 2024, Tereos evaluated 40 suppliers focusing on social impacts and identified two with potential or actual negative issues, such as labor fines, inclusion on the Slave Labor Dirty List, loss of certifications, and lawsuits. Both accepted the improvement agreements proposed by the company, resulting in 100 percent adherence, without the need for contract termination. In addition to corrective measures, Tereos also conducts guidance and inspection visits to sugarcane suppliers to reinforce best practices.

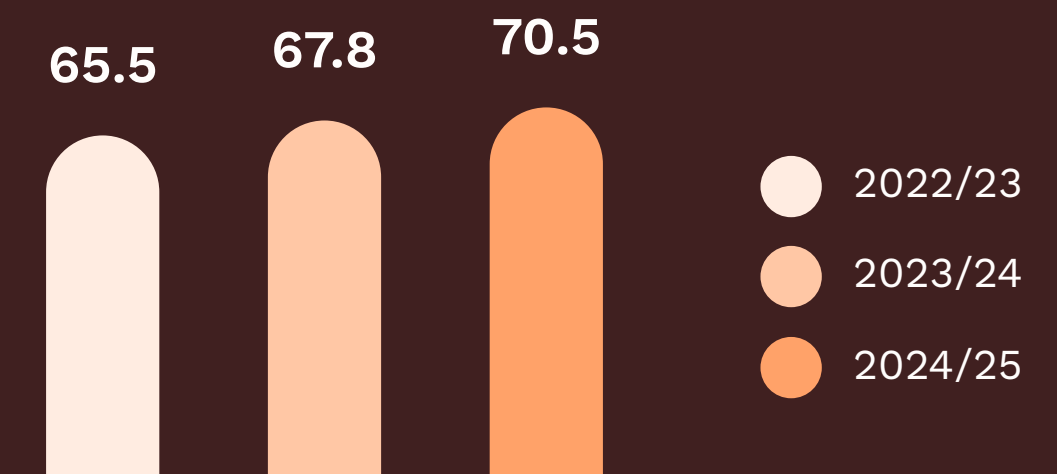


931

suppliers (89.6% of the
total) approved based on
environmental and social
criteria -the remaining 10.4%
are in the approval process

Proportion of spending on local suppliers¹ (%)

GRI 204-1



¹ The numbers above refer to all of the company's operating units. The organization considers suppliers located in cities within a radius of up to 90 kilometers from the industrial units in operation as local.

“Amigo Produtor” (Farmer Friend) Program

In 2024/2025, the “Amigo Produtor” Program included 205 suppliers, representing 42.6 percent of our total 481 partners. The initiative strengthens integration with the production chain by sharing best practices structured around six pillars: safety, technical support, customer service, procurement, and sustainability.

The program offers dedicated communication channels, such as a website and app, for day-to-day operation management. We provide direct support through agricultural engineers, hands-on training during field days, and a technical meeting at the close of each cycle. We also offer support in purchasing agricultural inputs for strategic farmers through the Partners’ Club, which guarantees better pricing conditions and guidance in choosing alternatives with lower GHG emissions.

“Amigo Produtor Sustentável” (Sustainable Farmer Friend)

“Amigo Produtor Sustentável” involved 36 suppliers in 2024/2025, focusing on promoting sustainable agriculture. The initiative offers technical support, guidance on environmental and labor legislation, and encourages FSA (Farm Sustainability Assessment) certification from the SAI (Sustainable Agriculture Initiative) platform.

Socio-environmental practices are monitored by the Sustainable Supply Tactical Committee. Tereos also hosts events at the start and end of the harvest to share results and acknowledge certified producers.

Finally, the collaboration with Koppert – mentioned on [page 31](#) – extends to suppliers, offering special conditions and customized service, reinforcing the commitment to technology transfer and strengthening the entire production chain.

Supplier chain traceability

GRI 13.23.2, 13.23.3, 13.23.4

Tereos adopts an integrated traceability system to ensure control over the origin of the sugarcane. In the 2024/2025 harvest, 10.2 million tons were milled from suppliers registered on SimpleFarm, with real-time monitoring by Solinftec and data capture through CDC or, in contingency situations, by barcode. For 2025/2026, full automation is planned with CDC Nuvem. In the latest harvest, 67.5 percent of the purchased sugarcane was certified by recognized standards like FSA-SAI and Bonsucro, amounting to 13.8 million tons. The number of FSA-SAI certified suppliers rose from 6 in 2022 to 25 in 2025, with eight new suppliers joining in the last harvest alone, representing 78,900 tons. The company also conducts assessments, audits, and issues sustainability certificates, qualifying its supply chain.

Supplier Management Program

Established in 2018, the Supplier Management Program seeks to build partnerships that foster collaboration, innovation, safety, sustainability, and shared growth. Structured on the pillars of Reliability, Partnership, ESG and Innovation, the program recognized 7 suppliers in its first cycle.

Since then, the initiative has expanded significantly: at the latest event, in 2024, more than 150 suppliers participated and 30 were recognized, reflecting both the strengthening of the network and the value placed on long-term relationships. The program continues to advance with our partners, fostering engagement, excellence, and collaboration across the entire chain.



Social responsibility

GRI 3-3 Community relations and local development

Throughout our 25-year history in Brazil, we have been committed to building a valuable future. Citizenship is a fundamental part of our corporate strategy, including supporting initiatives that have a positive and lasting impact on the planet, society, and our employees.

We recognize that our industrial and agricultural operations can have negative impacts on the communities where we operate. Therefore, we monitor and manage these impacts with a focus on mitigating risks and adopting sustainable practices.

During the 2024/2025 harvest, we continued investing in social transformation projects, including education and environmental protection initiatives, among others.

To improve our social impact assessment, we are developing a methodology that will include quantitative indicators, specific targets, and community engagement mechanisms. A pilot project is planned for the 2025/2026 harvest.

We monitor impacts on communities with a focus on mitigation and dialogue.



Side by side with communities GRI 413-1

Furthermore, to strengthen local relationships and coordination, Tereos undertakes initiatives with communities and non-governmental organizations in priority areas. The focus is on building and maintaining strong relationships, with special attention to the communities surrounding our businesses. One detail: this is an increasingly strategic front in relation to the efficient use of resources, that is, we are directing investments into projects with the potential to generate more value.

We implement engagement actions, impact assessments and development programs in 100 percent of our operations. Social and environmental impact assessments are conducted, with continuous monitoring, and the results of these assessments are made publicly available.

We operate directly in 42 communities, where we maintain close relationships based on transparency, respect, and constant dialogue. We recognize the impact of our operations—from transportation flow and movement of people to noise, odors, and fire

risks. Therefore, we strive to exceed legal compliance, showing genuine concern for the well-being of surrounding communities.

Behind this front, we have a **social committee** aimed at promoting collective well-being and coordinating initiatives that generate value in these locations. This group serves as a forum for dialogue and the development of social initiatives, and has been gaining increasing influence within the company's governance by bringing together diverse areas.

In the 2024/2025 harvest, we continued to strengthen our internal social governance, aiming to engage our internal audience by involving leaders in raising awareness of relevant social issues and promoting an organizational culture that is more conscientious and connected to the realities of surrounding communities.



“Tereos na Área” (Tereos in the Area)

An example of our socially responsible actions is the “Tereos na Área” program, which focuses on information and education. This season, the program held two editions and impacted more than 3,000 people in the regions where we operate.

In Ibiporanga (Tanabi), we held an event with cultural attractions, recreational workshops, and environmental awareness and fire prevention activities, as well as collecting resumes and distributing comic books on sustainability.

In Olímpia, in a partnership with the city hall, the event featured a music concert, seedling donations, environmental workshops, free haircuts, health guidance and inclusion activities, with spaces also available for people with disabilities (PwDs).





Inclusion Cultural Circuit

The Inclusion Cultural Circuit project, conducted at APAE in Olímpia (SP), also demonstrates the company's social role. In partnership with the NGO ImageMagica and through the ProAC/ICMS Incentive Law, the company supported an initiative that combines environmental education with photographic production to raise sustainability awareness among students at the institution. Activities include workshops on topics related to the UN SDGs, vegetable gardening, and cell phone photography outings, the images of which were displayed in an exhibition open to the public.

Events

By promoting sustainability through renewable energy, Tereos has strengthened its presence at major national events. A reference in partnerships that promote the use of clean energy and contribute to decarbonization with the issuance of renewable energy credits (I-REC), the company provided energy to Oktoberfest Blumenau, João Rock Festival, Rio Preto Country Bulls, Blokinho Combinados of the São José do Rio Preto Carnival, OBA Festival, "Festa do Peão de Barretos", Coala Festival and "Festival da Lua Cheia."

Fire awareness and prevention

As part of its annual fire awareness and prevention campaign, Tereos promoted educational activities in public schools in Guaíra and Palestina, with support from the Fire Department, involving lectures, booklets and recreational activities. During the Tereos na Área event, in Ibiporanga, informative materials were also distributed. [Click here](#) to learn more about our actions and practices in fighting fires.

“Pescar” (Fish) Project

The project also demonstrates Tereos' commitment to social development and providing opportunities for young people in the community. It is aimed at training adolescents in situations of social vulnerability, offering the opportunity for professional initiation in processes. Tereos' partnership with "Fundação Projeto Pescar" has completed 11 years, with more than 180 young people certified/trained and trained for the job market.



Membership associations GRI 2-28

- UNICA – Brazilian Sugarcane and Bioenergy Industry Association
- SIAESP – Sugar Industry Union of the State of São Paulo
- SIFAESP – Alcohol Manufacturing Industry Union in the State of São Paulo
- UDOP – National Bioenergy Union
- SRB – Brazilian Rural Society
- ABAG – Brazilian Agribusiness Association
- France-Brazil Chamber of Commerce
- River Basin Committees
- Amazônia+21 Institute
- ABIOGÁS – Brazilian Association of Biogas and Biomethane

Attachments

[Complementary tables](#)

[GRI content summary](#)

[Credits](#)

2-7 - Employees

Employees by region and gender GRI 2-7

	2022/2023			2023/2024			2024/2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
BSC	286	162	448	298	183	481	38	47	85
CD RJ	74	11	85	60	8	68	72	8	80
São Paulo Office	5	7	12	5	7	12	5	10	15
Andrade	1,005	72	1,077	1,199	103	1,302	1,100	95	1,195
Tanabi	1,017	103	1,120	1,123	129	1,252	1,209	129	1,338
Vertente	884	100	984	990	124	1,114	1,004	132	1,136
Cruz Alta	1,997	147	2,144	2,109	174	2,283	2,290	318	2,608
Mandu	1,096	98	1,194	1,292	127	1,419	1,219	117	1,336
São José	1,081	108	1,189	1,212	124	1,336	1,219	119	1,338
Severínia	42	2	44	-	-	-	-	-	-
TOTAL	7,487	810	8,297	8,288	979	9,267	8,156	975	9,131

Note: The data presented were extracted from the people management system (Senior), with a base date of December 31, 2024. Interns and apprentices were excluded from the total employee count. The methodology adopted is based on direct counting, considering all registered employees, both full-time and part-time. It is worth noting that some employees still linked to the Severínia unit were accounted for under the Cruz Alta unit.

Employees by type of contract and gender GRI 2-7

	2022/2023			2023/2024			2024/2025		
	Indefinite term	Specified period	Total	Indefinite term	Specified period	Total	Indefinite term	Specified period	Total
Men	7,417	70	7,487	8,016	272	8,288	8,130	26	8,156
Women	803	7	810	910	69	979	971	4	975
TOTAL	8,220	77	8,297	8,926	341	9,267	9,101	30	9,131

Note: The internalization of processes within Tereos' operations led to a significant increase in permanent employees and a reduction in temporary staff between 2023 and 2024.

Employees by type of employment contract and region GRI 2-7

2022/2023				2023/2024			2024/2025		
	Indefinite term	Specified period	Total	Indefinite term	Specified period	Total	Indefinite term	Specified period	Total
BSC	448	0	448	479	2	481	85	0	85
CD RJ	85	0	85	68	0	68	79	1	80
São Paulo Office	12	0	12	12	0	12	15	0	15
Andrade	1,066	11	1,077	1,189	113	1,302	1,187	8	1,195
Tanabi	1,119	1	1,120	1,229	23	1,252	1,336	2	1,338
Vertente	981	3	984	1,107	7	1,114	1,135	1	1,136
Cruz Alta	2,100	44	2,144	2,206	77	2,283	2,596	12	2,608
Mandu	1,184	10	1,194	1,338	81	1,419	1,333	3	1,336
São José	1,181	8	1,189	1,298	38	1,336	1,335	3	1,338
Severínia	44	0	44	-	-	-	-	-	-
TOTAL	8,220	77	8,297	8,926	341	9,267	9,101	30	9,131

Note: The data presented were extracted from the people management system (Senior), with a base date of December 31, 2024. Interns and apprentices were excluded from the total employee count. The methodology adopted is based on direct counting, considering all registered employees, both full-time and part-time. It is worth noting that some employees still linked to the Severínia unit were accounted for under the Cruz Alta unit.

Employees by type of employment and gender GRI 2-7

2022/2023				2023/2024			2024/2025		
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total
Men	7,487	0	7,487	8,288	0	8,288	8,156	0	8,156
Women	810	0	810	979	0	979	975	0	975
TOTAL	8,297	0	8,297	9,267	0	9,267	9,131	0	9,131

Note: The part-time employee category is not applicable to Tereos.

Employees by type of employment and region GRI 2-7

Region	2022/2023	2023/2024	2024/2025
	Full time	Full time	Full time
BSC	320	481	85
CD RJ	84	68	80
São Paulo Office	6	12	15
Andrade	1,043	1,302	1,195
Tanabi	1,081	1,252	1,338
Vertente	955	1,114	1,136
Cruz Alta	2,087	2,283	2,608
Mandu	1,162	1,419	1,336
São José	1,150	1,336	1,338
Severínia	42	-	-
TOTAL	7,931	9,267	9,131

Note: The part-time employee category is not applicable to Tereos.

Employees without guaranteed working hours by gender GRI 2-7

Gender	2022/2023	2023/2024	2024/2025
Men	316	328	243
Women	50	61	50
TOTAL	366	389	293

Employees without guaranteed working hours by region GRI 2-7

Region	2022/2023	2023/2024	2024/2025
BSC	128	146	11
CD RJ	1	1	1
São Paulo Office	6	5	8
Andrade	34	37	23
Tanabi	39	36	22
Vertente	29	34	18
Cruz Alta	57	55	162
Mandu	32	34	21
São José	39	41	27
Severínia	1	-	-
TOTAL	366	389	293

Employees, by employee category and gender (%) GRI 405-1

Employee category	2022/2023		2023/2024		2024/2025	
	Men	Women	Men	Women	Men	Women
Directors and Superintendents	100	0	100	0	100	0
Managers and Executive Managers	82.9	17.1	83.6	16.4	83.78	16.22
Managers	81.3	18.7	78.6	21.4	81.73	18.27
Leaders	98.2	1.8	98.0	2.0	97.32	2.68
Supervisors	96.9	3.1	95.0	5.1	95.05	4.95
Operational	92.3	7.7	91,5	8.5	91.48	8.52
Technical/Administrative	65.9	34.1	63.2	36.8	62.28	37.72
Apprentices ¹	45.3	54.7	43.6	56.4	41.40	58.60
Interns ¹	49.1	50.9	45.4	54.6	45.53	54.47
Trainees ¹	0	0	0	0	0	0
Total	90.24	9.76	89.44	10.56	89.32	10.68

¹ The total number of employees considered in this indicator includes interns and apprentices. However, for indicator 2-7, these groups were not counted.

Employees, by employee category and age group (%)¹ GRI 405-1

Employee category	2022/2023			2023/2024			2024/2025		
	Aged fewer than 30 years	Aged 30 to 50 years	Aged more than 50 years	Aged fewer than 30 years	Aged 30 to 50 years	Aged more than 50 years	Aged fewer than 30 years	Aged 30 to 50 years	Aged more than 50 years
Directors and Superintendents	0.00	66.7	33.3	0.00	66.7	33.3	0.00	63.64	36.36
Managers and Executive Managers	0.00	84.05	15.91	0.00	87.01	12.99	1.37	89.04	9.59
Managers	6.00	83.0	11.0	6.8	84.0	9.2	4.33	89.42	6.25
Leaders	11.0	71.7	17.2	10.9	72.0	17.1	11.02	73.86	15.12
Supervisors	13.5	79.2	7.3	15.1	75.8	9.1	13.86	77.23	8.91
Operational	20.6	53.0	26.4	23.6	51.5	24.9	22.68	52.95	24.37
Technical/Administrative	43.1	52.3	4.6	43.2	52.3	4.5	44.44	51.58	3.98
Apprentices	100	0.00	0.00	100	0.00	0.00	100.00	0.00	0.00
Interns	91.96	8.04	0.00	97.00	3.00	0.00	98.37	1.63	0.00
Trainees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	27.36	52.49	20.34	29.52	50.91	19.57	27.28	52.53	20.18

¹ Percentage calculation based on the number of employees reported in GRI 2-7.

Work accidents and occupational diseases SASB - FB-AG 320a.1

2024/2025 harvest	Employees	workers who are not employees (third parties)
Frequency Rate (accidents with and without lost time)	16.26	8.53
Near miss frequency rate (NMFR)	51.13	28.55
The average number of hours of health, safety, and emergency response training is calculated as: (Total hours of qualified training provided by the organization) / (total number of employees)	1	1
Mortality rate from work-related fatal accidents	0	0

Note: For the purpose of calculating the injury rate: (number of injuries d*1,000,000) / number of hours worked.

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

	2022/2023		2023/2024		2024/2025	
	Employees	Workers ¹	Employees	Workers	Employees	Workers
Total number of individuals	9,235	2,562	9,074	2,934	12,854	2,808
Number of individuals who are covered by the system	9,235	2,562	9,074	2,934	12,854	2,808
Percentage of individuals who are covered by the system	100	100	100	100	100	100
Number of individuals covered by a system that has been internally audited	0	0	0	0	12,854	2,808
Percentage of individuals covered by the system that was internally audited	0	0	0	0	100	100
Number of individuals covered by the system that has been certified by an independent third party	0	0	0	0	0	0
Percentage of individuals covered by this system that has been internally audited or certified by an external party	0	0	0	0	0	0

Note: According to the GRI, workers are those who are not employees (who do not have a direct contract with the company) but provide services to the organization.

2-8 - Workers who are not employees

Workers ¹ GRI 2-8				
Types of workers ²		2022/2023	2023/2024	2024/2025
Contractual relationship	Type of work undertaken	Number of workers	Number of workers	Number of workers
Intern	Learning and training programs operating in support roles	112	137	129
Apprentices	Learning and training programs operating in support roles	307	375	440
TOTAL		419	492	569

¹ According to the GRI definitions, workers are those who are not employees (who do not have a direct contract with the company), but that provide services to the organization.

² The accounting was based on a direct count, considering all active workers as of the end of the reporting period. No significant fluctuations in the number of workers were recorded over the period.

302-1 - Energy consumption within the organization

Total fuel consumption within the organization from non-renewable sources GRI 302-1			
Types of non-renewable sources	Energy quantity (GJ)		
	2022/2023	2023/2024	2024/2025
Diesel	1,292,144.3	1,475,910.5	1,541,897.06
Gasoline	551.4	975.6	262.06
LPG	13,987.8	15,475.4	25,631.7
TOTAL	1,306,683.5	1,492,361.4	1,567,790.82

Total fuel consumption within the organization from renewable sources GRI 302-1			
Types of renewable sources	Energy quantity (GJ)		
	2022/2023	2023/2024	2024/2025
Sugarcane bagasse (biomass)	38,239,078.2	37,477,255.6	41,066,414.65
Ethanol	52,341.9	57,313.1	59,428.39
Biodiesel	134,027.2	187,881.1	195,889.59
TOTAL	38,425,447.36	37,722,449.80	41,321,732.63

Note: The information on fuels used by the organization (biomass) refers to the consumption of the industrial units—Cruz Alta, Mandu, São José, Tanabi, Vertente, and Andrade—and was obtained from GATEC, with values converted into gigajoules (GJ) as follows: Measured bagasse consumed (kg) * PCI bagasse production (MJ/kg) / 1000 = Consumption in GJ. The steam used in the sugar and ethanol production processes comes from biomass and is therefore already included as a renewable fuel. The total amount of energy consumed includes all sources used by the organization in the period, also considering the consumption of anhydrous ethanol fuel.

Energy consumption by source¹ GRI 302-1

Source types	Energy quantity (GJ)		
	2022/2023	2023/2024	2024/2025
Electricity	59,702.2	56,874.5	57,606.35
TOTAL	59,702.2	56,874.5	57,606.35

¹ The conversion factor used for electrical energy was 1 kWh = 0.0036 GJ. Electricity information was obtained directly from the Electric Energy Commercialization Chamber (CCEE).

Energy sale by source¹ GRI 302-1

Source types	Energy quantity (GJ)		
	2022/2023	2023/2024	2024/2025
Electricity	2,612,145.3	2,721,023.2	3,636,307.39
Heating	0	0	0
Cooling	0	0	0
Steam	1,837,721.8	1,904,068.4	0
TOTAL	4,449,867.2	4,625,091.6	3,636,307.39

Total fuel consumption within the organization¹ GRI 302-1

2022/2023	2023/2024	2024/2025
Energy quantity (GJ)	Energy quantity (GJ)	Energy quantity (GJ)
35,341,965.90	34,646,594.20	39,310,822.41

¹ The energy sold already accounts for the energy generated at the Ibitiúva thermoelectric plant, so we cannot include the steam sold to the plant to prevent double counting of this energy. The steam used in our boilers for the sugar and ethanol process is produced from biomass, which is already accounted for as a renewable biomass fuel.

302-2 - Energy consumption outside the organization

Energy consumption outside of the organization¹ GRI 302-2

Energy quantity (GJ)		
2022/2023	2023/2024	2024/2025
965,556.11	1,134,487.67	1,087,607.07

¹ Total consumption is based on the organization's upstream activities, such as employee transportation and business travel, and downstream activities, like transportation and distribution of finished products, as well as the processing and use of sold products.

302-3 - Energy intensity

During the 2024/2025 harvest, Tereos calculated its energy intensity based on the total amount of sugarcane processed, which was 20,435,303.55 tons.

Energy intensity ratio for the organization¹ GRI 302-3

	2022/2023	2023/2024	2024/2025
	Energy quantity (GJ)	Energy quantity (GJ)	Energy quantity (GJ)
Within the organization	2.04	1.64	2.10
Outside the organization	0.05	0.05	0.05

¹ Energy intensity within the organization: fuel, electricity and steam.

305-7 NOx, SOx, and other significant air emissions

NOx, SOx, and other significant air emissions in tons (t) ^{1,2} GRI 305-7			
Categories	2022/2023	2023/2024	2024/2025
NOx	2,609	3,126	2,495
SOx	347	585	302
Particulate matter (PM)	4,167	2,823	2,629

¹ The greenhouse gas inventory was conducted using 2023 as the base year.

² Source of emission factors used: sugarcane bagasse fuel boilers. The sampling and tests carried out were based on CETESB and USEPA Standards, which are appropriate methodologies. The analytical results were compiled into an electronic spreadsheet, summarizing data from all Tereos industrial units.

306-4 - Waste diverted from disposal

Total weight of non-hazardous and hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations¹ (in tons)

GRI 306-4

Type of recovery		2022/2023		2023/2024 ²		2023/2024	
Non-hazardous waste		Within the organization	Outside the organization	Within the organization	Outside the organization	Within the organization	Outside the organization
Preparation for reuse		95.2	0	80.2	0	79.2	0
Recycling		0	6,004.5	0	6,587.3	0	6,319.6
Total non-hazardous waste		95.2	6,004.5	80.2	6,587.3	79.2	6,319.6
Hazardous waste							
Co-processing		0	816.4	0	945.0	0	983.6
Total hazardous waste		0	816	0	945	0	984
Total amount diverted from disposal		95.2	6,820.9	80.2	7,532.3	79.2	7,303.2

¹ Excluding effluents.

² Value revised due to an updated calculation methodology, providing a more accurate estimate of waste generation.

306-5 - Waste directed to disposal

Non-hazardous waste directed to disposal¹, in metric tons GRI 306-5

Type of non-hazardous waste	2022/2023		2023/2024		2023/2024	
	Within the organization	Outside the organization	Within the organization	Outside the organization	Within the organization	Outside the organization
Disposal in landfill	0	541.37	0	573.4	0	499.7
TOTAL	0	541.37	0	573.4	0	499.7

¹ Excluding effluents. Data was compiled based on tracking information - SGA LWART.

Total of hazardous and non-hazardous waste - directed to disposal by recovery operation¹, in metric tons GRI 306-5

Categories*	Type	2022/2023		2023/2024		2024/2025	
		Within the organization	Outside the organization	Within the organization	Outside the organization	Within the organization	Outside the organization
Category A	Hazardous	0	816.38	0	944.96	0	984
Category B	Non-hazardous	0	541.37	0	573.47	0	499.7
Category C	Non-hazardous	0	3,859.27	0	4,134.64	0	4.2237
Category D	Non-hazardous	95.16	0	80.23	0	79.2	0
Category E	Non-hazardous	0	2,145.24	0	2,452.66	0	2,096
Subtotal		95.2	7,362.3	80.23	8,105.7	79.2	7,802.9
TOTAL			7,457.4		8,186		7,882.1

¹ Excluding effluents. Data was compiled based on tracking information - SGA LWART.

- *Category A: Class 1 hazardous waste - Optimization of the annual generation regime, screening and disposal of waste from SAO box systems, electronic waste, contaminated lubricating oil (OLUC) and contaminated paint drums and cans.
- *Category B: Landfill - Internal waste management programs maintained regarding their classification, optimizing the use of recyclable, recoverable (composting) and reusable materials;
- *Category C: Third (metal scrap) - Continuing the project initiated in 2018 to demobilize inactive and obsolete assets, these materials are being allocated to a supplier specializing in metal scrap recovery. This process runs alongside the routine generation of metal scrap from maintenance and off-season industrial activities;
- *Category D: Recovery (composting) - Waste generated by internal cafeteria processes.
- *Category E: Third (recyclable) - Internal waste management programs maintained regarding their classification, optimizing the use of recyclable and reusable materials.

305-1 - Direct (Scope 1) GHG emissions

Direct (Scope 1) GHG emissions in tCO ₂ eq (Scope 1) ¹ GRI 305-1			
Category	2022	2023	2024
	Total emissions	Total emissions	Total emissions
Generation of electricity, heat or steam	75,929.46	94,992.11	98,278.96
Physico-chemical processing	157,417.68	216,022.24	160,111.21
Transportation of materials, products, waste, employees and passengers	96,222.21	105,027.22	122,556.61
Fugitive emissions	1,438.01	1,437.44	2,061.40
Total scope 1 emissions	331,007.35	417,479.00	383,008.18

¹ Gases considered include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs) and sulfur hexafluoride (SF₆). For calculations, we adopted the base year of 2023. Our GHG reduction targets are aligned with the Science Based Targets Initiative (SBTi) methodology, which uses the 2022/2023 crop year as a reference. Emissions were consolidated based on operational control, and calculations followed the guidelines of the GHG Protocol and ISO 14064 international standards. The emission factors and global warming potentials used were obtained from recognized sources, such as the IPCC 2006, the Brazilian GHG Protocol Program, the Ecoinvent database, ASHRAE and DEFRA (United Kingdom), among others.

Biogenic CO ₂ eq emissions (Scope 1) ¹ GRI 305-1			
Biogenic emissions in tCO ₂ eq	2022	2023	2024
	4,254,118.56	5,273,145.46	5,802,729.19

¹ Gases considered include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs) and sulfur hexafluoride (SF₆). For calculations, we adopted the base year of 2023. Our GHG reduction targets are aligned with the Science Based Targets Initiative (SBTi) methodology, which uses the 2022/2023 crop year as a reference. Emissions were consolidated based on operational control, and calculations followed the guidelines of the GHG Protocol and ISO 14064 international standards. The emission factors and global warming potentials used were obtained from recognized sources, such as the IPCC 2006, the Brazilian GHG Protocol Program, the Ecoinvent database, ASHRAE and DEFRA (United Kingdom), among others.

305-2 - Energy indirect (Scope 2) GHG emissions

Indirect (Scope 2) GHG emissions in tCO ₂ eq ¹ GRI 305-2		
	2022	2023
	17.08	703.31
		764.8

¹ Gases considered include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs) and sulfur hexafluoride (SF₆). For calculations, we adopted the base year of 2023. Our GHG reduction targets are aligned with the Science Based Targets Initiative (SBTi) methodology, which uses the 2022/2023 crop year as a reference. Emissions were consolidated based on operational control, and calculations followed the guidelines of the GHG Protocol and ISO 14064 international standards. The emission factors and global warming potentials used were obtained from recognized sources, such as the IPCC 2006, the Brazilian GHG Protocol Program, the Ecoinvent database, ASHRAE and DEFRA (United Kingdom), among others.

305-3 - Other indirect (Scope 3) GHG emissions

Other indirect (Scope 3) GHG emissions in tCO ₂ eq ¹ GRI 305-1			
Category	2022	2023	2024
	Total emissions	Total emissions	Total emissions
Upstream			
Purchased goods and services	265,487.31	303,550.73	287,169.04
Fuel and energy related activities	41,612.62	29,437.31	44,005.79
Upstream transportation and distribution	16,978.25	20,777.07	28,622.52
Waste generated in operations	811.52	831.74	2,191.50
Business travel	178.77	91.37	179.93
Employee transportation	1,303.80	1,153.20	2,819.59
Downstream			
Transportation and distribution (products sold by the organization)	87,465.91	137,886.53	121,300.00
Investments	12,764.38	13,886.61	12,716.29
TOTAL	426,602.56	507,614.54	499,004.68

¹ Gases considered include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs) and sulfur hexafluoride (SF₆). For calculations, we adopted the base year of 2023. Our GHG reduction targets are aligned with the Science Based Targets Initiative (SBTi) methodology, which uses the 2022/2023 crop year as a reference. Emissions were consolidated based on operational control, and calculations followed the guidelines of the GHG Protocol and ISO 14064 international standards. The emission factors and global warming potentials used were obtained from recognized sources, such as the IPCC 2006, the Brazilian GHG Protocol Program, the Ecoinvent database, ASHRAE and DEFRA (United Kingdom), among others. 117,321.08 tons of biogenic emissions were emitted in scope 3.

305-4 - GHG emissions intensity¹

GHG emissions intensity in tCO ₂ eq ¹ GRI 305-4			
	2022	2023	2024
Total GHG emissions	757,626.99	925,796.85	882,777.65
Ton of processed sugarcane	17,254,968	21,108,757.57	20,435,303.56
tCO ₂ eq/ton of processed sugarcane	0.044	0.044	0.04

¹ Emission intensity was calculated based on the total amount of sugarcane milled, expressed in tons. This metric reflects the relationship between Scope 1 (direct emissions) and Scope 2 (indirect emissions from electricity consumption in agricultural areas). The gases considered were: CO₂, CH₄, N₂O, HFCs and SF₆. Consolidation was carried out through operational control. Calculation performed in accordance with the GHG Protocol and ISO 14064, with emission factors and GWP from recognized sources such as IPCC 2006, the Brazilian GHG Protocol Program, Ecoinvent, ASHRAE and DEFRA (United Kingdom).

305-5 - Reduction of GHG emissions

Reduction of GHG emissions in tCO ₂ eq in 2023 - GEE ¹ GRI 305-5			
	ESCOPO 1	ESCOPO 2	ESCOPO 3
Emissions in the base year 2023	417,479.00	703.31	507,614.54
Emissions in this reporting year 2024/ 2025	383,008.18	764.8	499,004.68
Difference in emissions compared to the base year	34,470.82	61.49	-8,609.86

¹ No measurable GHG reductions were recorded in scopes 1 and 2 during the reporting period. In 2024/2025, Tereos enhanced its inventory methodology by adopting more robust international practices, expanding Scope 3, and updating emission factors, particularly in transportation. The greenhouse gases included included in the calculation were carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs) and sulfur hexafluoride (SF₆). The methodologies followed the GHG Protocol and ISO 14064, with emission factors and GWP from sources such as IPCC 2006, the Brazilian GHG Protocol Program, Ecoinvent, ASHRAE and DEFRA (United Kingdom).

GRI content summary

Statement of Use	Tereos reported information regarding operations for the period from April 1, 2024 to March 31, 2025, based on GRI Standards
GRI 1 used	GRI 1: Fundamentals 2021
Sectoral GRI standard applied	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI Standard/Other source	Content	Location	GRI sector standard reference number	SDG
General disclosures				
The organization and its reporting practices				
GRI 2: General Disclosures 2021	2-1 Organizational details	Tereos headquarters are located on Rod. Assis Chateaubriand, km 155, Zona Rural, Olímpia - SP, 15409-899. In total, there are 15 countries (Belgium, Brazil, Czech Republic, France, Germany, India, Indonesia, Italy, Kenya, Singapore, Spain, Tanzania, United Kingdom, United States and Vietnam) with operations and 43 industrial units around the world.		
	2-2 Entities included in the organization's sustainability reporting	Tereos' sustainability report covers the same entities as its consolidated financial report. Among them, the Humus Group (with a 50% co-participation in Usina Vertente) and TAEB, over which the organization holds majority control, stand out. Both are present in both the financial statements and in the sustainability report.		
	2-3 Reporting period, frequency, and contact point	4		
	2-4 Restatements of information	There were no restatements of information published in previous reports.		

GRI Standard/Other source	Content	Location	GRI sector standard reference number	SDG
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	Tereos chose not to disclose data on the ratio between the remuneration of the highest-paid employee and the average salary of other employees, nor the changes in these figures over time, due to the confidential nature of the information.		
	Strategy, policies, and practices			
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	5		
	2-23 Policy commitments	76		16
	2-24 Embedding policy commitments	19		
	2-25 Processes to remediate negative impacts	20		
	2-26 Mechanisms for seeking advice and raising concerns	20		16
	2-27 Compliance with laws and regulations	Tereos considers fines equal to or greater than \$10,000.00 to be significant. During the reporting period, six environmental fines were issued, five at Tereos and one at Usina Vertente, totaling BRL 462,839.25. There were no labor fines. The company is also a party to environmental lawsuits, mainly related to fires in sugarcane cultivation areas, a recurring situation in the sector. In all cases where it disagreed, the company submitted a formal defense. In the labor area, there were infraction notices related to Regulatory Standards, especially in field activities. Tereos submitted a defense where applicable and reaffirms its commitment to legal compliance, ILO conventions, and its Code of Ethics.		
	2-28 Membership associations	16, 85		

GRI Standard/Other source	Content	Location	GRI sector standard reference number	SDG
GRI 403: Health and safety at work 2018	403-5 Worker training on occupational health and safety	64		9
	403-6 Promotion of worker health	75		3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	74		8
	403-8 Workers covered by an occupational health and safety management system	All employees are monitored through the PCMSO, undergoing the required medical examinations to ensure compliance with current legislation. As for service providers, we request the PCMSO and the necessary exams (A.S.O) upon onboarding. They are monitored annually, at which time they undergo retraining during onboarding and are required to retake all exams.		8
	403-9 Work-related injuries	72, 74, 92		3, 8, 16
	403-10 Work-related ill health	The organization did not record any cases of occupational diseases among employees or workers. There was also no exclusion of any worker from the management of hazards and risks related to occupational diseases.		3, 8, 16
Diversity, inclusion and equity				
GRI 3: Material Topics 2021	3-3 Management of material topics	67-71		
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	69, 90		5, 8
	405-2 Ratio of the basic salary and remuneration of women to men	69		5, 8, 10

GRI Standard/Other source	Content	Location	GRI sector standard reference number	SDG
NON-MATERIAL STRATEGIC INDICATORS FOR THE COMPANY				
ANTI-CORRUPTION				
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	21, 23		16
TRAINING AND EDUCATION				
GRI 404: Training and education 2016	404-2 Programs for upgrading employee skills and career transition assistance programs	73		8

SASB summary

Indicator	Topic	Description	Location
FB-AG-110a.1	Greenhouse gas emissions	Production by main crops	45
FB-AG-110a.2	Greenhouse gas emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	46
FB-AG-110a.3	Greenhouse gas emissions	Fuel consumed in the fleet, renewable percentage	In 2024/25, Tereos consumed 42,889,523.45 GJ of fuel in its own fleet. Of this total, 96.34 percent (41,321,732.63 GJ) came from renewable sources—such as biomass, ethanol and biodiesel—and 3.66 percent (1,567,790.82 GJ) came from non-renewable sources, such as diesel, gasoline and LPG.
FB-AG-140a.1	Energy management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high baseline water stress	53
FB-AG-140a.2	Energy management	Description of water management risks and discussion of strategies and practices to mitigate those risks	53
FB-AG-140a.3	Energy management	Number of incidents of noncompliance associated with water quantity and/or quality permits, standards, and regulations	Confidential Information
FB-AG-320a.1	Occupational health and safety	(1) Total recordable incident rate (TRIR), (2) Fatality rate, and (3) Near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	91

Indicator	Topic	Description	Location
FB-AG-430a.1	Social and environmental impacts of the ingredient supply chain	Percentage of agricultural products that are certified to a third-party environmental and/or social standard	48
FB-AG-430a.3	Social and environmental impacts of the ingredient supply chain	Discussion of the strategy to manage environmental and social risks arising from contract growth and the supply of commodities	Some interest groups raised the issue of GHG emissions associated with fertilizer application, which led us to seek high-tech, high-performance fertilizers like Polyblen. This input has a gradual release of nutrients, which made it possible to reduce the recommendation factor from 0.9 to 0.6 in the dosage calculation. As a result, the dosage was reduced. The volume applied in the field also decreased.
FB-AG-440a.1	Procurement of ingredients	Identification of key crops and description of the risks and opportunities presented by climate change	Sugarcane is Tereos' main commodity, and its agronomic performance is directly impacted by climate factors such as high temperatures and prolonged droughts. To mitigate these effects, the company adopts practices such as applying pesticides based on plant extracts, using bioinputs that promote rooting, and localized irrigation in strategic areas. Continuous climate monitoring guides decision-making, supported by data from national and international institutes and water balances from operational areas. Other strategies include the use of soil conditioners and microbial consortia that increase crop resilience to climate change, promoting productivity and sustainability.
FB-AG-440a.2	Procurement of ingredients	Percentage of agricultural products originating from regions with high or extremely high baseline water stress	None of the agricultural products purchased come from regions classified as having High or Extremely High Baseline Water Stress. The classification was carried out based on water risk maps certified by Bonsucro, applied to all industrial units and Tier 1 suppliers.
FB-AG-000.A	Activity metrics	Production by main crops	During the reference period, Tereos' total agricultural production was 20,434,282.19 tons. This volume refers to the total production of the company's main agricultural crops, including agro-industrial operations in the regions where it operates. Currently, the data is consolidated in an aggregated form.

Indicator	Topic	Description	Location
FB-AG-000.B	Activity metrics	Number of processing units	The organization currently has a total of 6 processing units in operation.
FB-AG-000.C	Activity metrics	Total area of land in active production	In the reference cycle, Tereos' total area of land in active production was 240,823.55 hectares. This area comprises all of the company's agricultural operations in Brazil, including owned, leased and other forms of rural partnership areas. The company retains operational and production control over these lands, using them to cultivate the main agricultural crops in its portfolio.

Assurance statement



ASSURANCE STATEMENT

STATEMENT FROM SGS DO BRASIL LTDA. (SGS) ABOUT THE SUSTAINABILITY ACTIVITIES IN THE “2024/25 SUSTAINABILITY REPORT” OF TEREOS AÇÚCAR & ENERGIA BRASIL S.A.

ASSURANCE NATURE AND SCOPE

SGS was engaged by TEREOS AÇÚCAR & ENERGIA BRASIL S.A. to perform the independent assurance of its 2024/25 Sustainability Report, which follows international guidelines for monitoring and reporting sustainability information, including the Global Reporting Initiative (GRI). The scope of the assurance, based on the SGS methodology for sustainability report assurance, included the text and data related to the indicators of the current version of the GRI.

The information contained in the “2024/25 Sustainability Report” and its presentation are the sole responsibility of the management structures of TEREOS AÇÚCAR & ENERGIA BRASIL S.A. SGS was not involved in the preparation of any of the materials included in the report. Our responsibility was to express an opinion on the text, data, graphics, and statements within the scope of the assurance, which are detailed below with the aim of informing the stakeholders of TEREOS AÇÚCAR & ENERGIA BRASIL S.A. The SGS Group has developed a set of sustainability report assurance protocols based on best practices as presented in the GRI Sustainability Reporting Standards, 2021 and the ISAE 3000 assurance standard. These protocols provide different levels of assurance options, depending on the context and the capacity of the reporting organization.

This report was assured through our protocols for assessing the accuracy of the content and its alignment with the requirements of the GRI Sustainability Reporting Standards 2021, Universal Standards (GRI 1_ Foundation 2021, GRI 2_ General Disclosures 2021, GRI 3_ Material Topics 2021), the requirements of the Topic Standards (GRI 200, GRI 300 and GRI 400), and the requirements of the GRI 13 Sector Standard for Agriculture, Aquaculture and Fishing 2022, according to the material topics identified by TEREOS AÇÚCAR & ENERGIA BRASIL S.A. through the process described in this report. The assurance process was carried out remotely, with (i) interviews with strategic employees involved in the compilation and preparation of the report, where disclosures, data and processes related to sustainability management and disclosure collection were reviewed, (ii) review of the documentation provided by TEREOS AÇÚCAR & ENERGIA BRASIL S.A. and comparison with the information included by the company in the report, (iii) evaluation of report versions for alignment with the standards, and (iv) analysis of stakeholder engagement activities and assessment of how material issues were defined and incorporated into the organization’s sustainability context and into the content of this sustainability report. The accounting information of TEREOS AÇÚCAR & ENERGIA BRASIL S.A. contained and referenced in the “2024/25 Sustainability Report” was not assessed as part of this assurance process, but rather through a separate audit process. Information related to the greenhouse gas inventory was verified and submitted to a specific audit process.

DECLARATION OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the global leader in inspections, testing, and verification, with operations in more than 140 countries and services that include management system certification, audits, and training in the areas of quality, environment, social and ethics, sustainability report assurance, and greenhouse gas verification. SGS affirms its independence from TEREOS AÇÚCAR & ENERGIA BRASIL S.A. and has no conflicts of interest with the organization, its subsidiaries, or stakeholders. The assurance team was formed based on the knowledge, experience, and qualifications required for this service, and was composed of a lead auditor in sustainability report assurance.

ASSURANCE OPINION

With respect to the verification carried out on the methodology, processes, and data presented by TEREOS AÇÚCAR & ENERGIA BRASIL S.A., we are confident that the information and data contained in the “2024/25 Sustainability Report” are reliable and provide a balanced representation of the sustainability activities undertaken by TEREOS AÇÚCAR & ENERGIA BRASIL S.A. SGS is of the opinion that the report can be used by the company’s stakeholders as part of their evaluation processes. Based on the verification conducted on the methodology adopted, the processes applied, and the data reported by TEREOS AÇÚCAR & ENERGIA BRASIL S.A., we conclude that the information presented in the 2024/25 Sustainability Report is consistent, reliable, and provides a balanced representation of the company’s sustainability practices for the period under review.

SGS understands that the report meets transparency requirements and can be used by stakeholders as a valid reference for analyzing the organization’s ESG performance. In our opinion, considering the sample presented and the documents provided, the content of the report is partially in accordance with the requirements of the GRI Standards 2021, namely: applying the reporting principles, reporting GRI 2 disclosures, determining material topics in line with GRI 3, and reporting content from the standards for the material topics. As the organization has reported IN ACCORDANCE WITH the GRI 2021 Standards, there are requirements that the organization has only partially met; however, it has complied with the mandatory requirements for this type of reporting: publishing a GRI Content Index, providing



ASSURANCE STATEMENT

a statement of use, and notifying GRI upon publication.

ASSURANCE RECOMMENDATIONS, FINDINGS AND CONCLUSIONS

The TEREOS AÇÚCAR & ENERGIA BRASIL S.A. "2024/25 Sustainability Report" has been prepared IN ACCORDANCE WITH the GRI 2021 Standards, the requirements of the Topic Standards (GRI 200, GRI 300, and GRI 400), and the requirements of the Sector Standard GRI 13. The Report has been prepared based on the GRI Protocol and incorporates indicators from the Sustainability Accounting Standards Board (SASB); however, this assurance covers only the data related to the GRI Standards.

TEREOS AÇÚCAR & ENERGIA BRASIL S.A. presents its Report with nine material topics: 1. Climate change and energy transition, 2. Health, well-being and safety, 3. Biodiversity, ecosystems and land use, 4. Water and effluent management, 5. Supply chain management and traceability, 6. Innovation, technology and good agricultural practices, 7. Circular economy and waste management, 8. Community engagement and local development, and 9. Diversity, equity and inclusion. In our view, the material topics reflect the impacts of the activities of TEREOS AÇÚCAR & ENERGIA BRASIL S.A.

Recommendation: It is recommended that the organization advance in strengthening its practices related to biodiversity by expanding impact monitoring, establishing clear quantitative indicators, and integrating action plans that ensure the conservation of the ecosystems in which it operates.

Finally, SGS acknowledges the importance of transparency and commends the company for its initiative in assuring its report, as well as for promoting sustainability in its actions and disseminating its code of conduct and compliance practices across all levels of the organization.

August 22, 2025.
Signed by and on behalf of SGS



Gustavo Venda
Business Manager - Sustainability



Rochéle Velho
Lead Auditor
Assurance of Sustainability Reports

Credits



TEREOS AÇÚCAR & ENERGIA BRASIL

General Coordination
Sustainability & Communication

Consulting, Project Management, Content and Design

Grupo Report

Gathering of indicators

Grupo Report (Central ESG)

Photographs

Tereos Archives

Translation

Darrel Champlin

