2025 Integrated Annual Report

cielo

Contents

About the Report

[GRI 2-1; GRI 2-2; GRI 2-3; GRI 2-5; GRI 2-14]

Welcome to Cielo's Integrated Annual Report!

We present to the market, in a consolidated manner, the key information regarding the economic, operational, environmental, social, and governance performance of Cielo S.A. – Payment Institution (Cielo or the Company), a privately held corporation headquartered in Barueri (SP).

The content reflects how the Company integrates strategy, business model, risk management, and sustainability into value creation within a dynamic, regulated, and technology-intensive ecosystem.

Scope

The 2025 Integrated Annual Report covers the period from January 1 to December 31, 2025, and includes the same entities included in the Company's financial statements.

It has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, the guidelines of the International Integrated Reporting Framework (IR Framework), and considers the Sustainability Accounting Standards Board (SASB) indicators for the Software & IT Services sector.

The document is supplemented by operational and non-financial indicators that reflect the evolution of the Company's business model and strategic priorities.

The environmental, social, and governance information is subject to independent assurance, reinforcing Cielo's commitment to transparency and reliability. The assurance process was conducted by KPMG Auditores Independentes Ltda., whose report is available at the end of this document.

The content is validated by the Executive Board, reviewed by the Finance and Sustainability Committee, and, following a recommendation, submitted to the Board of Directors, which deliberates on its publication.

Reading and accessibility tools

The Report has been structured to allow for sequential reading or non-linear navigation through interactive links.

The digital version features accessibility tools that expand access to content, promoting inclusion and usability for diverse audiences.

GRI and SASB indicators are identified throughout the text and consolidated in specific indexes, organized by topic, at the end of the Report.

Enjoy your reading!

Questions, suggestions, or requests for clarification may be sent to **sustentabilidade@cielo.com.br**.

Message from the CEO

[GRI 2-22]

Interview with **Estanislau Bassols**, CEO of Cielo

The year 2025 marked Cielo's 30th anniversary. How is the Company positioned to continue occupying a relevant position in this market, considering future challenges and commercial trends increasingly referenced in digital environments?

Cielo was founded with the goal of simplifying and driving businesses—a purpose that remains relevant and evolving, especially in an increasingly connected market with more demanding consumers and journeys that must be fast, secure, and frictionless.

Few Brazilian companies reach three decades with this level of understanding of business, the industry, and operations. For us, it is a source of pride.

In addition to marking 30 years of history, 2025 was also a decisive year of strategic evolution. In an industry profoundly transformed by digitalization of payments, strengthening of Pix, expansion of e-commerce, and rapid advancement of Artificial Intelligence (AI), Cielo reinforced its repositioning to remain relevant and competitive.

Rather than merely reacting to this landscape, we structured a comprehensive transformation program focused on accelerating time to market, operational modernization, and the continuous evolution of our solutions portfolio.

The strengthening of partnerships with banks, combined with the Company's new phase following its delisting, has increased our agility and execution capacity. This has enabled faster decisions, deeper integrations, more efficient joint offerings, and the building of an even more comprehensive payments ecosystem, aligned with customers' actual and future needs.

> "Few Brazilian companies reach three decades with this level of understanding of their business, the industry, and operations."

This transformation journey has consistently placed the customer at the center of our decisions. We have evolved our digital journeys, expanded the use of data and Artificial Intelligence to personalize interactions and simplify processes, and strengthened our operations with significant gains in efficiency, governance, and quality. Every internal advancement was aimed at reducing friction, increasing problem-solving capabilities, and elevating the value delivered at the point of sale.

As a direct result of this set of developments—structural transformation, accelerated product development, integration with banks, and operational excellence—Cielo has achieved leadership in customer experience.

This leadership stems from our ability to orchestrate best practices, technology, and customer proximity to deliver simpler, more reliable, and more effective journeys, from the first contact through post-sales. Consistency in execution, combined with active listening and continuous improvement, has significantly raised levels of satisfaction, trust, and recommendation, reinforcing our position as a benchmark for customer experience in the industry.

Thus, Cielo remains prepared to innovate, anticipate market trends, and play a significant role in the evolution of payment methods, sustaining growth in an increasingly digital environment—with leadership in customer experience, operational efficiency, and a constant focus on customer success.

How do you assess Cielo's performance in 2025, in light of organizational transformation, technological innovation, and economic and financial results?

Cielo's performance in 2025 reflected a year of consistent progress, in which organizational transformation, technological innovation, and economic and financial results advanced in an integrated manner. The strengthening of partnerships with banks following the going private brought greater agility, strategic alignment, and a more coordinated operation, expanding reach and execution speed.

This growth has enabled us to increase our advisory presence in retail, strengthen local relationships, and accelerate the implementation of solutions aligned with customers' actual needs.

More than 500 AI initiatives are driving efficiency, personalization, and tangible gains across the customer and partner journey.

In the field of innovation, we have made progress in adopting Artificial Intelligence, digitizing customer journeys, and offering solutions that better meet customer needs. More than 500 AI initiatives are currently operating within the Company, generating tangible gains: 40% of interactions have become predictive, and the cognitive IVR has achieved 90% accuracy, reducing steps and friction throughout the customer journey.

TANGIBLE GAINS:

40% **OF INTERACTIONS HAVE BECOME PREDICTIVE.**

These initiatives have resulted in a more efficient operation and a superior experience for customers and partners. The combination of efficiency, portfolio evolution, and a focus on market demands has strengthened margins and satisfaction metrics, including a record-high Net Promoter Score (NPS).

This performance is reflected in external trust indicators: we remained off Bacen's complaint ranking, won the Reclame Aqui Award, and continue to be a benchmark our ability to continuously evolve, simplify operations, and deliver sustainable results.

Thus, 2025 laid the groundwork for a new cycle at Cielo—one that is more agile, integrated, and prepared to grow in an industry increasingly driven by data,technology, and customer experience.

The year 2025 marks the continued evolution of the transformation program. How do you assess the role of this initiative in generating sustainable results, operational efficiency, and strengthening Cielo's competitiveness?

I always say that to transform is to exist. In 2025, our transformation program continued as one of the main drivers of Cielo's competitiveness, integrating people, processes, and technology to strengthen our ability to continuously evolve, simplify operations, and deliver sustainable results.

By consistently linking strategy and execution, the program allows us to act at the right moment, with solutions that balance quality, security, and efficiency. This movement has driven a more agile, efficient operation aligned with the needs of customers and partners—serving them better, faster, and at a lower cost.

The transformation program encompasses more than 1,400 initiatives.

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Over the past year, our through transformation program, we have strengthened governance, simplified processes, and expanded the use of Artificial Intelligence to ensure operational predictability, logistical efficiency, and smoother workflows. The Program now encompasses more than 1,400 initiatives, all under 100% Cielo governance, ensuring concrete and measurable impact both within and outside the Company.

We have reached a high level of maturity and have entered a phase of acceleration and delivery, with a clear focus on execution and results. This progress is also reflected in the robustness of our operations: in 2025, the machine failure rate was just 3%, a 53% reduction compared to 2022, in addition to the expansion of continuous, 24-hour monitoring of the customer experience.

This solid foundation prepares Cielo for the next growth cycles and keeps us ahead of market demands.

24-hour

MONITORING OF THE CUSTOMER EXPERIENCE.

How does Cielo assess its integration with its shareholder banks, and how has this completed phase supported the Company's results and efficiency?

The partnership with Banco do Brasil and Bradesco was decisive in strengthening Cielo's operations. In 2025, we gained greater strategic alignment, agility, and execution capacity, deepening integrations and accelerating decisions.

This move expanded our reach and unified customer journeys, bringing the experiences of Cielo's customers and those of financial institutions even closer together. It also drove the development of joint solutions, such as Tap on Phone and Pix by Proximity, as well as integrated offerings for business customers directly within banking apps.

In addition to operational gains, joint participation in events and sponsorships across various regions of the country reinforced our presence and increased brand visibility, strengthening ties with customers and consolidating a more modern and customer-centric approach in strategic markets.

In practice, this integration brought greater alignment between strategy and execution, improved decision-making processes, and a more connected operation, driving efficiency, customer experience, and the Company's institutional strengthening.

Partnerships with banks enhance agility, integration, and execution capabilities within a more connected ecosystem.

How did the strategies implemented in 2025 strengthen Cielo's proximity to its customers?

A recent Cielo survey shows that half of consumers choose their payment method even before starting the purchase, regardless of age. This behavior reveals a structural shift in the consumer journey: payment is no longer the final step but has become the starting point of the experience.
In this scenario, our value proposition is strengthened by ensuring security, operational stability, and fluidity from the very first contact, allowing merchants to sell seamlessly and with confidence.

In 2025, our strategies deepened our proximity to retailers by combining portfolio evolution, channel modernization, and technology applied in a practical way. We are present where the customer wants to be and in the way they need to serve their own consumers, whether in physical stores, online, in banking apps, in specialized segments, or through partnerships that expand the entire payments ecosystem. This approach reinforces our commitment to omnichannel presence, flexibility, and convenience.

The modernization of our terminal fleet, with the transition to Android-based terminals and the expansion of our smart terminal portfolio, has given shopkeepers greater autonomy and expanded capabilities directly at the point-of-sale terminal. This evolution has enhanced the operational experience by making processes simpler, faster, and more efficient, reinforcing our delivery of performance and simplicity in the day-to-day operations of retail.

Solutions such as "Vendeu Tá na Conta" and new enablers developed in partnership with banks have made sales more integrated into the actual business flow, reducing friction and accelerating decisions.

We have also made consistent progress in business-to-business (B2B) and segmented solutions, designed to meet the specific needs of different business profiles, ensuring operational continuity, scalability, and alignment with each client's reality. At the same time, we continue to strengthen strategic partnerships to bring our solutions directly to the environments where customers already operate, especially in digital channels, expanding our integrated and frictionless presence.

We have also entered a new phase where data guides our culture. Internally, artificial intelligence is used as a tool for reflection, clarity, and continuous improvement—never as a shortcut. For our clients, this translates into technology that guides decisions, simplifies processes, and empowers entrepreneurs, helping them sell more with greater control, predictability, and security. This is how Cielo transforms technology and data into real and sustainable value for retail.

The hosting of COP30 in Brazil reinforces the importance of the climate agenda for companies across all sectors. How has Cielo been contributing to the debates, commitments, and opportunities arising from this global milestone?

Indeed, with the event, climate debates have gained momentum in the country and reinforced the urgency of acting responsibly. For Cielo, this agenda is already part of our essence: we combine technology, efficiency, and positive impact to contribute to a more sustainable future.

We have made progress in decarbonization—we have offset direct emissions since 2015 and recently offset approximately 6,200 metric tons of carbon dioxide equivalent (tCO_2e) through projects in the Amazon that combine conservation with income generation. We have also expanded the use of clean technologies and digital solutions that make operations more efficient and reduce environmental impacts.

Our work has gained visibility through international initiatives in the Amazon, bringing robust infrastructure to actions focused on climate justice, inclusion, and social impact. Projects like Impulsiona Cielo Amazônia, which offered 3,000 training opportunities for indigenous and black women, reinforce our commitment to development and opportunities in strategic regions.

Through regional sponsorships and payment technologies adapted to the Amazonian reality, we strengthen local economies, expand financial inclusion, and leave a tangible legacy. We continue to advance with ambition and consistency on a socio-environmental agenda that is part of our purpose and the Brazil we want to help build.

WE OFFSET APPROXIMATELY

6.200

metric tons

OF CARBON DIOXIDE EQUIVALENT (tCO_2e).

Decarbonization efforts and projects in the Amazon reinforce our commitment to environmental development and socio-productive inclusion.

How will the evolution of AI, Open Finance, and digital currencies shape the future of payment methods in Brazil—and what will be Cielo's priorities in innovation, security, and sustainable value in this new cycle?

The future of payment methods in Brazil will be shaped by a powerful combination of technology, data, and integration. AI, Open Finance, and digital currencies are expected to enhance security, personalization, and efficiency—always based on what truly matters to Brazilian retailers.

AI will continue to simplify processes and anticipate needs, while Open Finance paves the way for more integrated and context-aware services. Digital currencies, meanwhile, create opportunities for settlement and automation as the country advances in digital education and trust.

We continue to prioritize responsible innovation, security as a non-negotiable principle, and operational excellence, ensuring seamless customer journeys, smarter decisions, and solutions that evolve at the pace of our customers. We support this movement with a consistent environmental and social agenda, expanding inclusion, digitalization, and positive impact.

Our commitment remains the same: to drive business with technology that generates real value, security, and long-term growth.

What are Cielo's main outlooks for 2026 in the financial, environmental, social, and governance dimensions?

Our purpose remains unchanged, but 2026 will be marked by excellence and differentiation. After building a solid foundation, we are entering a cycle of evolution, designing journeys that deliver real value and simplify the lives of entrepreneurs.

We continue to strengthen our portfolio with smarter, more contextual solutions, keeping pace with advancements in digital payments, e-commerce, Pix, and AI agents. The customer experience remains at the center: simpler journeys, efficient logistics, proactive service, and deeper integrations with banks expand access and competitiveness for businesses of all sizes.

IN 2025, OUR eNPS REACHED

85%, WE CLIMBED MORE THAN 40 POSITIONS IN THE GPTW RANKING.

This momentum is driven by a strong human foundation: in 2025, our eNPS reached 85%, we climbed more than 40 positions in the Great Place to Work (GPTW) ranking, we reached the Top 10 among technology companies in Brazil, and we recorded a 97% pride score for working at Cielo—evidence of a culture that welcomes, develops, and delivers.

Cielo is advancing as an AI-First Company, prioritizing responsible innovation, security as a non-negotiable principle, and operational excellence.

We will also accelerate our agenda for sustainability, efficiency, and intensive data use, consolidating our position as an AI-First company—technology as our foundation, positive impact as our guide, and closeness as our true differentiator.

2026 is about building the future with clarity and ambition: smarter solutions, efficient operations, and even closer, more relevant relationships. Because at the end of the day, it's all about people.

02

Cielo

Identity

[GRI 2-1; GRI 2-6]

Cielo is a Brazilian electronic payment technology company operating throughout the country.

In a constantly evolving payments ecosystem, the Company operates as a technology platform that integrates payment acceptance solutions, financial services, data, and operational infrastructure at scale.

Over three decades of operation, Cielo has built capabilities that underpin its relevance today: a highly available national operation, integrated risk management, robust governance, and a portfolio capable of serving different business models within the Brazilian retail sector.

These elements enable the Company to operate in a highly regulated, data-intensive environment with growing demands for security, efficiency, and reliability.

In 2025, as it celebrates 30 years in business, Cielo reaffirms its purpose of **simplifying and driving businesses for everyone.**

Continuous adaptation to changes in payment methods underpins a focus on supporting retailers, streamlining operations, and expanding access to payment solutions nationwide.

PURPOSE

To simplify and drive businesses for everyone.

VISION

To be the most sought-after exponential platform in Brazilian retail.

Participation in associations [GRI 2-28; GRI 2-29]

We participate in recognized industry associations and multisectoral forums that contribute to the improvement of the payments ecosystem, informed regulatory debate, and the development of solutions aligned with economic development and innovation in the country.

This institutional engagement seeks to strengthen technical, regulatory, and governance standards, for the benefit of the sector's efficient, secure, and transparent operation.

- **Brazilian Association of Credit Card and Services Companies (ABECS),** which represents the payment methods sector under the four-party model.
- **American Chamber of Commerce for Brazil (AMCHAM),** active in areas such as the economy, international trade, digital transformation, sustainability, and environmental, social, and governance (ESG) practices.
- **Brazilian Association of Technology for Trade and Services (AFRAC),** which addresses technical, market-related, regulatory, and legal issues related to software, commercial automation, and tax documents.
- **ICC Brazil (International Chamber of Commerce),** with multisectoral activities in areas such as international trade, integrity, sustainability, and innovation.
- **Movimento Brasil Competitivo (MBC),** which develops initiatives aimed at increasing competitiveness and improving the business environment in the country.

Our participation in these associations is conducted through formal governance and monitoring mechanisms, ensuring institutional alignment, oversight of the agendas addressed, and adherence to corporate policies.

Participation in qualified associations and forums **contributes to regulatory advancement** and the development of the payments ecosystem.

Business model

[GRI 2-6]

Cielo's business model is geared toward serving the Brazilian retail sector through an integrated suite of payment solutions that accompanies customers' journeys from point-of-sale acceptance to business organization.

As a payment institution, we onboard merchants for accepting cards and other electronic payment methods and provide equipment, physical and digital capture solutions, as well as technologies that enable automation and integration with management systems.

To implement this offering on a national scale, the Company combines various resources, grounded in robust governance, integrated risk management, and the intensive use of technology and data. Operating within a broad and complementary ecosystem allows us to maintain close relationships with customers of different sizes and sectors, responding to the evolution of payment methods, the digitization of consumer journeys, and growing demands for security and efficiency.

LEARN MORE
Understand how Cielo's value proposition generates value and impacts the customer experience in **Customer focus**.

RESOURCES		HOW THEY ARE USED	VALUE GENERATED
Intellectual	• Intensive use of **data** and proprietary **technology**. • Specialized technical expertise in **payment technology**. • Highly renowned brand **registered with the INPI**.	• **Development** and **continuous evolution** of payment solutions. • **Solution customization** and scalability.	• Innovation tailored to **retail needs**. • Solutions that address the **growing complexity** of customer needs. • **Robust, secure operations** ready for growth.
Environmental	• **Natural resources used in operations.** • **Environmental Management System** (ISO 14001). • **Equipment reverse logistics.** • **Greenhouse gas (GHG) emissions inventory.**	• **Monitoring consumption** and pursuing efficiency. • Measuring, offsetting, and **reducing emissions**. • **Refurbishment** and **recycling** of terminals.	• GHG Emissions – Scopes 1 and 2: **1,704.95 tCO_2e**. • Terminal reverse logistics: **272.4 tons**. • **Circular economy** and reduction of electronic waste.
Financial	• **R$897.8 billion** in transaction volume. • Diversification of **revenue sources**. • **Integrated financial risk management.** • **Operational efficiency** gains.	• Intermediation, processing, and settlement of **physical** and **digital transactions**. • Investments in **technology** and **infrastructure**. • Financial planning and **disciplined capital management**.	• **R$10,948.8 million** in net revenue. • Capacity for **continuous reinvestment**. • Business resilience and **protection of economic value**.
Manufacturing	• **Technology infrastructure.** • **Payment equipment** (POS machines, smart terminals). • **Information security policies and certifications.**	• **Processing, authorization**, and **settlement** of transactions at scale. • **Distribution**, **predictive maintenance**, and **continuous modernization** of the active terminal fleet. • **Data protection** and operational continuity.	• **Continuity of customer sales** and a seamless payment experience. • **Technological foundation** that supports innovation and business growth. • High availability, performance, and **operational reliability**.
Human	• **6,924 employees** on the Cielo Team. • **190,000 hours of training.** • A **culture focused on customers**, data, and technology. • **Development** and **training** programs.	• **Continuous development** of business-critical skills. • Environments that promote **engagement**, **well-being**, and **diversity**.	• **Team engagement** (eNPS): **85 points**. • **Retention of key talent**. • Teams prepared to handle **technological transformation**.
Social and Relationship	• **Digital channels** and customer service. • **Feedback** and **customer satisfaction** surveys. • **Inclusion** and financial education **programs**. • Partnerships and **payment ecosystem**.	• Relationship with the **value ecosystem**. • Channel structure, **active listening**, and **customer journey tracking**.	• **Highest Net Promoter Score (NPS)** in the historical series by 2025. • **Strengthening the business environment**. • **Market expansion** and positive socioeconomic impact.

Economic and financial performance

Throughout the year, we advanced our strategic agenda through investments in our transformation program, the strengthening of core business capabilities, and the implementation of initiatives that positively impacted the Company's results and customer experience.

Growth was recorded in card transaction volume and the customer base, coupled with continued cost control, which again showed growth below inflation.

These initiatives, combined with the expansion of financial results and installment products, contributed to the increase in net income, demonstrating the effectiveness of the actions implemented in recent years.

Financial performance for the period[1]

NET REVENUE

10.9 BILLION OF BRL

was the total net revenue in 2025.

FINANCIAL TRANSACTION VOLUME

897.8 BILLION OF BRL

was the financial transaction volume processed by Cielo in 2025.

COST OF SERVICES RENDERED

6.6 BILLION OF BRL

was the consolidated total cost of services provided in 2025.

FINANCIAL RESULT

809.9 MILLION OF BRL

was the total positive financial result in 2025.

OPERATING EXPENSES

2,0 BILLION OF BRL

was the total operating expenses in 2025.

1. The Financial Statements include the balances of Cielo, its direct and indirect subsidiaries (Cateno, Servinet, Aliança, Paggo, Stelo, and Cielo USA), as well as the Credit Rights Investment Funds (FIDCs) and Quota Investment Funds (FICs). The financial statements comply with the guidelines of Law No. 6,404/76 and its amendments, as well as the standards of the National Monetary Council (CMN) and the Central Bank of Brazil (BCB), in accordance with the Accounting Plan for Institutions of the National Financial System (COSIF).

Governance and reliability of accounting information

Cielo maintains internal policies, standards, and procedures focused on the integrity, accuracy, and transparency of accounting information, in compliance with current regulations and the requirements of regulatory bodies such as the Central Bank of Brazil (BCB) and the Securities and Exchange Commission (CVM).

We have adopted a structured system of internal controls, with appropriate segregation of duties, periodic accounting reconciliations, systematic reviews of records, and continuous monitoring of the reliability of accounting balances.

These controls are complemented by internal audits and an independent external audit, which periodically assess compliance with accounting and regulatory standards.

Responsible tax compliance

[GRI 207-1; GRI 207-2]

Cielo's tax compliance is guided by its adherence to current legislation, transparency, and integrity in its dealings with tax authorities. Tax management considers not only operational efficiency but also accountability to public tax authorities and the mitigation of legal, financial, and reputational risks.

We have a formalized tax strategy, set forth in the Tax Management Policy, which guides compliance with applicable tax regulations, the regular payment of taxes, and the fulfillment of ancillary obligations, always in strict accordance with the law.

Cielo's tax governance is structured to ensure adherence to the tax strategy, regulatory compliance, and the proper management of tax risks. The approach adopted takes into account the complexity of the Brazilian tax system and seeks to mitigate legal, financial, and reputational risks through responsible practices aligned with best market practices.

Tax matters are submitted to the Board of Directors and the Advisory Committees, which monitor and guide strategic decisions related to tax issues, while the Fiscal Council exercises a supervisory role in accordance with its legal duties.

We have adopted a **structured system of internal controls,** externally audited to ensure the reliability of accounting information.

External context

[GRI 2-6]

Market and payments ecosystem

In 2025, the payment methods sector maintained a consistent growth trajectory, keeping pace with consumption trends and economic activity in the country.

According to data from the Brazilian Association of Credit Card and Services Companies (ABECS), the value of card transactions exceeded R$4.5 trillion, a 10.1% increase compared to 2024. Over the period, 48.1 billion transactions were recorded (a 5.4% increase), representing an average of 132 million payments made per day in the country.

This environment reinforces the importance of electronic payments in the functioning of the economy and increases the complexity of the ecosystem, which now combines multiple payment methods, channels, and increasingly integrated journeys.

Consolidation of Pix in the acquiring ecosystem

By 2025, Pix had established itself as one of the main drivers of transformation in the payments ecosystem and in acquiring itself. The payment method ceased to operate predominantly in person-to-person transfers and began to compete directly with cards in physical and digital retail.

The expansion of its functionalities has helped accelerate this shift in certain contexts, bringing the Pix experience closer to the logic of traditional payments. Pix Automático, for example, has expanded its potential for use in recurring payments, such as services and subscriptions. This trend repositioned Pix as an everyday payment alternative, broadening its use cases in commerce.

With **132 million daily transactions**, the payments ecosystem is gaining scale and complexity through increasingly integrated customer journeys.

Industry trends

Recent developments in the payments sector have been marked by the growth of hybrid models, in which different payment methods coexist and are combined throughout the customer journey. In this context, payment ceases to be an isolated step in the transaction and becomes an integral part of the product or service experience, influencing conversion, cost, and consumer satisfaction.

The intelligent orchestration of payment methods, with automatic selection of the most appropriate option in each context, gains relevance as the environment becomes more complex.

Regulatory developments

Regulatory evolution remains a key driver for the sector. By 2025, the regulatory environment had become even more structured, notably with Central Bank Resolution No. 522, which provides greater clarity, detail, and robustness to existing rules governing the operation of payment institutions and reinforced requirements related to governance, risk management, internal controls, and operational continuity.

This regulatory shift helps raise industry standards, strengthen confidence in the payment system, and promote more balanced competitive conditions in an increasingly integrated and technology-intensive environment.

At the same time, the Tax Reform introduced a new structural role for the payments sector, particularly for acquirers and arrangements such as Pix.

Evolution of the business environment

The transformations observed in the payments ecosystem point to a more integrated, digital, and dynamic environment, where scale, technological capacity, governance, and risk management are becoming increasingly relevant.

At Cielo, we continuously monitor the evolution of the external context, guiding our operations to respond to industry transformations in a structured, responsible manner aligned with the needs of Brazilian retail, contributing to the evolution of the country's payments ecosystem.

03

Strategic management

Strategy

Our strategy is focused on operating across the entire payments ecosystem, with a presence across different channels, customer segments, and usage contexts. To respond to industry transformations, we combine scale, efficiency, and operational flexibility.

In an industry marked by technological, regulatory, and behavioral changes, the Company focuses its efforts on clear objectives: sustaining operations at scale, strengthening value creation for customers, and preparing the business for the market's continuous evolution.

Our strategic approach is organized around three complementary objectives:

- **The customer as the center of decision-making –** understanding the complete journey, anticipating needs, and translating technology into simple and relevant solutions.
- **Data and applied intelligence –** supporting strategic and operational decisions through the consistent use of data, automation, and artificial intelligence.
- **Technology as infrastructure –** ensuring stability, security, and availability, while developing technological solutions and capabilities.

Drivers of Transformation

Strategy execution is orchestrated through a transformation program, understood as a continuous journey of organizational evolution. The program acts as an integrating element between strategy, culture, and execution, connecting strategic priorities to management routines, processes, and people.

Throughout 2025, we advanced our strategic agenda by investing in **our transformation program, strengthening core capabilities, and driving initiatives that positively impacted** our results and our customers' experience.

Cielo Culture

Cielo's organizational culture is treated as a strategic pillar for executing the business model and sustaining the ongoing transformation.

In a context marked by technological, regulatory, and consumer behavior changes, the way people make decisions, prioritize initiatives, and perform their daily work becomes critical to the Company's ability to operate in the present and build the future.

More than just a set of stated competencies, Cielo's culture is expressed in daily practice, guiding choices, the pace of execution, and the way the organization responds to changes in the payments ecosystem.

Competências Cielo

Our operations are characterized by an ambidextrous approach, which seeks to balance care for the current business with the continuous development of new capabilities. This way of working allows the Company to respond to market changes in a gradual, responsible manner that is aligned with business needs.

Competências Cielo connect culture and strategy by translating, into attitudes and behaviors, the way the Company seeks to generate value and evolve on a daily basis.

Organizational transformation at Cielo is understood as an ongoing journey. Throughout 2025, we reinforced rituals, practices, and management models that connect strategy, culture, and execution, promoting greater clarity of priorities, alignment across departments, and team ownership.

Competências Cielo

Transformative ambition
We value learning, setting goals beyond what we already know to create space to learn, innovate, and generate real value for people and the business.

Collaboration
We are a cohesive team, guided by common goals and mutual trust. We collaborate with transparency and shared responsibility, building integrated and sustainable solutions.

Assertive empathy
We create an environment where everyone feels respected and safe to be who they are, with empathy, openness, and feedback that promote growth and consistent results.

Sense of ownership
We take collective responsibility for the Company's and our clients' results, prioritizing the greater good over individual interests, with a focus on impact and commitment.

Sense of urgency
We prioritize clearly and deliver with agility, collaboration, and a customer-centric focus, always guided by real value for the business and effective decisions.

Sustainability management

[GRI 2-12; GRI 2-13; GRI 2-23; GRI 2-24]

Cielo's sustainability management is conducted by considering the environmental, social, and governance (ESG) aspects related to business activities, supporting the creation of sustainable value in the short, medium, and long-term.

The agenda is guided by the Sustainability and Impact Policy, which establishes the principles and guidelines that direct the Company's actions on environmental, social, and governance issues. The policy guides the integration of sustainability into the business model and corporate management, reinforcing the commitment to sustainable development and the generation of shared value.

LEARN MORE
Read our **Sustainability and Impact Policy**.

The sustainability agenda is monitored within the framework of corporate governance, with the support of the ESG Forum, which acts in an advisory capacity and makes recommendations to the Executive Board.

The Finance and Sustainability Committee is responsible for reviewing issues related to the ESG agenda, contributing to the direction of the sustainability strategy, and reporting relevant matters to the Board of Directors—which, as the body responsible for defining business strategies, plays a central role in overseeing the management of economic, environmental, and social impacts.

This structure ensures clarity of roles, consistency in decision-making, and alignment between governance and the ESG agenda, while respecting the responsibilities of each body.

Strategic sustainability planning

Our ambition is to generate value through sustainable development, continuously improving our operations, offering impactful solutions to customers, and transforming society through positive socio-environmental contributions. To this end, we follow the following guidelines:

- **Sustainable operations –** adopt sustainability practices that add socio-environmental value to the business.
- **Business impact –** generate shared value with clients, strengthening the portfolio with environmental, social, and governance solutions.
- **Socio-environmental development –** leverage socio-environmental impact through socio-productive inclusion and environmental regeneration.

Periodic monitoring of implementation by governance bodies reinforces continuous improvement in sustainability by integrating economic, environmental, and social considerations and supporting the creation of resilient long-term value.

Materiality

[GRI 3-1; GRI 3-2]

The definition of Cielo's material topics follows a dual materiality approach, considering the impacts of sustainability on the business and the impacts of the Company's activities on society and the environment.

The materiality assessment, revised in 2023, was conducted in the following stages:

- **Identification:** initial mapping of issues relevant to the payment services sector, considering market references, regulatory requirements, international sustainability standards, and the Company's strategy.
- **Analysis:** joint assessment with the Company's strategic areas (Risk Management, Strategic Planning, and Sustainability) to identify potential and actual impacts from the perspectives of the business and society.
- **Consultation:** consultation with priority internal and external stakeholders, including employees, leaders, customers, suppliers, and members of the Sustainability Committee.
- **Prioritization:** consolidation and definition of the most relevant topics and alignment with the Sustainable Development Goals (SDGs).
- **Validation:** review by the Sustainability Committee and approval by the Executive Board.

Material topics

The materiality matrix resulting from this process reflects the topics most relevant to Cielo, considering their potential impact on the business and its stakeholders.

Material topic	SDGs
Attracting and developing people	8 Decent work and economic growth; 9 Industry, innovation and infrastructure
Responsible and sustainable value chain	8 Decent work and economic growth; 9 Industry, innovation and infrastructure; 11 Sustainable cities and communities; 12 Responsible consumption and production
Education, citizenship, and financial inclusion	4 Quality education; 8 Decent work and economic growth; 9 Industry, innovation and infrastructure; 10 Reduced inequalities
Diversity, equity, and inclusion	6 Clean water and sanitation; 8 Decent work and economic growth; 10 Reduced inequalities
Eco-efficiency in operations	11 Sustainable cities and communities; 12 Responsible consumption and production; 13 Climate action
Entrepreneurship	8 Decent work and economic growth; 9 Industry, innovation and infrastructure
Risk management and business continuity	16 Peace, justice and strong institutions
Governance, integrity, ethics, and transparency	16 Peace, justice and strong institutions
Climate change	11 Sustainable cities and communities; 12 Responsible consumption and production; 13 Climate action
Technology, innovation, and system availability	9 Industry, innovation and infrastructure; 11 Sustainable cities and communities; 12 Responsible consumption and production
Customer relationship management	9 Industry, innovation and infrastructure; 11 Sustainable cities and communities; 16 Peace, justice and strong institutions
Information security and fraud prevention	8 Decent work and economic growth; 11 Sustainable cities and communities; 16 Peace, justice and strong institutions

04 Innovation and technology

Innovation as a business driver

Data-driven culture

Ethical and responsible use of artificial intelligence

Trust, security, and continuity

[GRI 3-3 Technology, innovation, and system availability]

Innovation and technology are core capabilities of Cielo's business model, integrated into its operations and focused on generating value in a consistent and responsible manner. More than just enabling new solutions, these capabilities underpin operational efficiency, transaction reliability, and the evolution of the customer experience in an increasingly digital and dynamic payments environment.

Our operations are driven by the integrated application of technologies such as data analytics, automation, and artificial intelligence, which are incorporated across all business fronts.

This set of capabilities supports the continuous evolution of solutions, enhances agility in the face of market transformations, and reinforces the reliability of operations at scale.

The consistency of this approach is reflected in significant external recognitions, which underscore the maturity of the Company's innovation and technology agenda, notably:

Valor Innovation Award
Honored in the Financial Services category for eight consecutive years.

Agilidade Brasil 2025 (Agile Trends)

- **Squads Category**
  AI Gen case for employee support.
- **1st place – Transformation**
  The end of lost initiatives case.

100 Open Startups Ranking (Financial Services, 2nd place)
strengthening of the open innovation strategy.

Top 10 in AI in Brazil (10th place)
Dom Cabral Foundation ranking, highlighting maturity in the application of Artificial Intelligence at scale.

Innovation as a business driver

Innovation at Cielo is directly linked to the evolution of the business model and the customer experience.

More than just developing new features, we seek to apply innovation to increase efficiency at scale, diversify revenue streams, and sustain the evolution of the Company's business model in response to structural changes in the sector, such as the consolidation of Pix, the digitization of retail, and the advancement of increasingly integrated customer journeys.

This approach reflects the Company's continuous evolution, which expands its role in the ecosystem by combining transaction capture with data solutions, financial services, automation, and intelligence applied to retail.

Garagem Cielo and applied innovation

Garagem Cielo serves as a structural innovation hub, connecting business areas, technology, and external partners from the identification of opportunities through to the validation and scaling of solutions. The model developed by the hub prioritizes short experimentation cycles, controlled testing, and structured value assessment, enabling consistent and secure progress.

Our approach combines internal development, open innovation, and partnerships with startups, universities, and technology companies, always focusing on practical applicability and the generation of measurable value for the business and for customers.

Innovation management

We manage innovation in a disciplined and cross-functional manner, supported by a value-driven approach that includes:

- Continuous monitoring of technological and regulatory trends.
- Development of proofs of concept.
- Testing with customers and partners.
- Assessment of operational and financial feasibility.
- Scaling of solutions with value-generation potential.

The initiatives prioritize the evolution of payment solutions, the digitization of customer journeys, the reduction of operational friction, gains in logistics efficiency, and the expansion of revenue beyond the traditional core.

Progress is tracked using indicators of implementation, operational impact, and alignment with corporate strategy.

Applied market research

In 2025, Cielo consolidated its partnership with the Inova Talentos Program, operated by the Euvaldo Lodi Institute (IEL) and SENAI. Throughout the year, several research, development, and innovation (RD&I) projects were approved by the National Council for Scientific and Technological Development (CNPq) and began development.

Thus, we not only make direct investments in RD&I, but also reinforce our commitment to strengthening Brazilian scientific and technological production by connecting academia with the real economy.

Data-driven culture

This approach, integrated with the growing use of artificial intelligence, supports **a more adaptable Company, with greater capacity for continuous learning and prepared to keep pace with the evolution** of the payments ecosystem in a responsible and resilient manner.

Data is treated as a strategic asset at Cielo and underpins an increasingly evidence-based (data-driven) approach. This approach enhances the quality of decisions, increases business predictability, and connects technology, products, and operations to the real needs of the retail sector.

Throughout 2025, we made progress in consolidating a data-driven culture by establishing common databases, improving data quality, and decentralizing the use of artificial intelligence, enabling different departments to develop their own applications with security and governance in place.

During this period, we invested in developing the team for the responsible use of data, expanding the analytical autonomy of departments, always with appropriate controls, security criteria, and alignment with corporate guidelines.

Artificial intelligence at the heart of operations

By 2025, the AI-First strategy was consolidated, with the application of artificial intelligence (AI) across more than 500 fronts, encompassing machine learning, generative artificial intelligence, and agentic AI.

This approach reflects the progressive incorporation of AI into business routines, with a focus on efficiency, decision quality, and experience improvement, always underpinned by governance and accountability.

> The progressive integration of AI into business routines **drove gains in productivity, accuracy, and operational advancement.**

The more than 500 areas of artificial intelligence translate into results and practical applications throughout the operation, with concrete impacts, among which the following stand out:

- **Predictive models based on machine learning** for analyzing churn propensity and product usage, supporting more informed decisions and preventive actions.
- **Intelligent validation of e-commerce transactions,** using AI for risk analysis and authentication, contributing to an approximately 10% increase in the purchase approval rate without compromising operational security.
- **Automation of the chargeback process** and **detection of patterns related to money laundering,** using agent-based AI for automatic case analysis and decision-making support within defined governance parameters.
- **Predictive monitoring of terminal health,** supporting remote maintenance and reducing downtime.
- **Virtual assistants in customer service,** supporting operators and service teams in creating responses, organizing information, and increasing the resolution rate of service interactions.
- **AI agents applied to logistics and the sales force,** including route optimization for the sales team and intelligent management of equipment delivery.
- **Agents for automatic reading and interpretation of statements,** helping customers understand financial information and simplifying access to transactional data.

Ethical and responsible use of artificial intelligence

The use of data and artificial intelligence at Cielo is supported by structured governance, integrating technology, risk, compliance, privacy, and executive leadership.

We have adopted internal guidelines that govern the entire lifecycle of data- and AI-based solutions. Data and AI governance is overseen by multidisciplinary executive forums and integrated into corporate policies on information security, privacy, risk management, and business continuity.

This structure ensures alignment with applicable regulations, such as the General Data Protection Law (LGPD), and reinforces consistency between innovation, data protection, and corporate integrity.

This topic is integrated into the **Code of Ethical Conduct,** which establishes clear principles regarding the responsible use of technologies, data protection, and respect for the rights of customers, employees, and partners.

Trust, security, and continuity

[GRI 3-3 Risk management and business continuity; GRI 3-3 Information security and fraud prevention]

Trust is a central element of the payments ecosystem and a pillar of the sustainability of Cielo's business model.

We operate in a highly regulated, data-intensive environment where continuous availability is an essential requirement for customers, partners, and the functioning of the economy. In this context, information security, data privacy, and business continuity are treated as critical capabilities, integrated into strategy, risk management, and corporate governance.

A survey conducted by Cielo indicated that **19% of managers already view cyber threats as a significant challenge.** At the same time, 49% believe that artificial intelligence will have a significant impact on transaction analysis and the detection of suspicious patterns.

LEARN MORE
Visit our **blog**.

Information technology infrastructure

Our technological foundation is structured to ensure the availability, integrity, and confidentiality of operations, protecting data and transactions and ensuring the continuity of essential services.

Our technology infrastructure supports the processing, authorization, and settlement of millions of transactions daily, enabling the continuous delivery of services
to customers and partners, even in scenarios of high demand or external instability.

Operational actions and capabilities

Cielo's IT infrastructure is supported by a set of operational capabilities that include:

- **Continuous and proactive monitoring of technological environments**, using observation tools, telemetry, and control panels that enable the identification of anomalies, the anticipation of failures, and the acceleration of incident responses.
- **Structured management of incidents, problems, and changes,** with formal root cause analysis processes, mitigation plans, lessons learned, and monitoring of performance indicators.
- **Periodic business continuity and disaster recovery testing,** ensuring the readiness of environments and teams for contingency scenarios.
- **Progressive use of automation and artificial intelligence** in infrastructure monitoring, demand prioritization, and predictive analysis, contributing to greater operational efficiency and the reduction of potential impacts.

Information and cybersecurity

Cielo treats information security and cybersecurity as fundamental to the integrity of operations, the protection of transactions, and the continuous availability of payment services.

For this reason, we have adopted preventive measures and controls aimed at protecting information and technological environments, including formal processes for access management, monitoring, and response to security incidents.

The approach adopted helps **reduce the risks of service interruptions, protects data and transactions,** and mitigates cyber threats that could impact customers, partners, and the Company itself.

LEARN MORE
Access our **Information and Cybersecurity Policy**.

Information security practices

We have adopted preventive measures and controls aimed at protecting information and technological environments, including formal processes for access management, monitoring, and response to security incidents, as provided for in internal policies.

In 2025, we maintained mandatory compliance with payment industry security standards:

- **PCI DSS (Payment Card Industry Data Security Standard),** required for the protection of sensitive information in financial transactions.
- **PCI PIN Security,** a standard renewed every two years, applicable to the protection of passwords entered by consumers at the points of sale of affiliated merchants.

Information security is reinforced by ongoing initiatives to raise awareness and train personnel. Throughout the period, the Company continued to foster a culture of security through mandatory training, such as Information Security training, as well as communication and awareness campaigns.

Business continuity and operational resilience [SASB TC-SI-550a.2]

Cielo treats business continuity as an essential element for ensuring the availability of payment services, the stability of operations, and trust in the financial ecosystem.

We are exposed to operational continuity risks inherent to the nature of our business, which may affect the availability and performance of its operations. In this context, operational resilience is a critical factor for maintaining market confidence and business sustainability.

> The continuity framework is supported by a **Business Continuity Management System** certified to the ISO 22301 standard, aligned with international best practices for operational resilience, which includes technical and procedural measures aimed at the prevention, mitigation, and timely recovery of critical operations.

Business Continuity Management Program

We have a Business Continuity Management Program, whose objective is to minimize the impacts of any interruptions in the services provided, ensuring our customers' confidence. The Program is structured around four pillars:

- **Business knowledge:** mapping of critical processes and business impact (BIA).
- **Strategy definition:** identification and analysis of gaps and definition of a business continuity strategy.
- **Contingency implementation:** development and implementation of business continuity plans (BCPs).
- **Tests and exercises:** conducting and evaluating business continuity tests.

Continuous improvement

The Business Continuity Program undergoes an annual maintenance process focused on continuous improvement, which allows for the evaluation of the organization's response capacity in the face of disruption scenarios, the identification of opportunities for improvement in existing plans and procedures, and the strengthening of the preparedness of the teams involved, consistently contributing to increased operational resilience.

Throughout 2025, the business continuity approach was enhanced by **conducting Disaster Recovery tests on business days for critical processes,** ensuring greater alignment with real-world business scenarios. Additionally, we incorporated innovation initiatives, such as the use of Artificial Intelligence to support the evaluation of critical suppliers, consistently contributing to the strengthening of operational resilience.

Privacy and data protection

[SASB TC-SI-220a.1; SASB TC-SI-220a.2; SASB TC-SI-220a.3; SASB TC-SI-220a.5; SASB TC-SI-230a.1; SASB TC-SI-230a.2]

The protection of personal data is an integral part and a central element of the trust releationship with customers, partners, employees, and other stakeholders.

We operate in compliance with the General Personal Data Protection Law (LGPD) and its corporate policies through a governance framework that guides the processing of personal data throughout operations, including the definition of responsibilities, the adoption of internal controls, the conduct of periodic assessments, and the application of specific policies and procedures to ensure the proper use of information.

In 2025, recertifications under the ISO 27001 and ISO 27701 standards **reinforced the Company's commitment to high standards of information security and privacy.**

Management of this area is guided by the Privacy and Data Protection Policy, which establishes guidelines for the collection, use, storage, sharing, and disposal of personal data. The Policy also defines internal responsibilities and supports accountability, ensuring that the entire information processing cycle occurs securely, transparently, and in alignment with industry best practices and data protection principles.

LEARN MORE
Read our **Privacy and Data Protection Policy**.

Principles and approach

We have adopted the principle of privacy by design, incorporating privacy requirements from the very conception of products, solutions, and new features. Projects involving the processing of personal data undergo structured impact assessments to ensure regulatory compliance, risk mitigation, and alignment with industry best practices.

The processing of personal data adheres to principles such as:

- Legitimate purpose and transparency.
- Minimization and appropriateness of data use.
- Security and confidentiality of information.
- Accountability and responsibility.

Personal data is retained only for the period necessary to fulfill the purposes previously defined and communicated to data subjects, ensuring compliance with applicable legal and regulatory requirements.

Privacy governance

Privacy governance encompasses formal processes aimed at the control, protection, and responsible use of personal data, including:

- **Continuous mapping of processes** involving the processing of personal data.
- **Structured risk and impact assessments,** particularly for initiatives involving sensitive data or new uses of information.
- **Evaluation and monitoring of third parties and partners,** considering risks associated with data sharing.
- **Responding to data subject requests,** ensuring the exercise of their rights.
- **Oversight by the Information Security, Privacy, and Data Protection Forum**, a formal corporate governance body that advises the Executive Board on these matters.

We also promote ongoing awareness of privacy and data protection through mandatory training sessions and dedicated learning tracks, reinforcing employees' understanding of internal policies and their responsibilities regarding the processing of personal information.

We ensure transparency mechanisms that enable **data subjects to exercise their rights, including access, correction, and deletion of data**, reinforcing individual control over their personal information.

Fraud prevention and protection of the payments ecosystem

As technology, payment methods, and transaction volumes evolve, the frequency and sophistication of fraud attempts also increase, making prevention a structural priority for the Company.

In this context, fraud prevention is treated as an integral component of Cielo's security, availability, and operational resilience.

We maintain a structured set of internal policies, standards, and guidelines that direct our operations and reinforce our commitments to integrity, transparency, and ethics in our business activities.
The main areas of focus include:

- **Prevention systems in the onboarding and transactional environments,** which assess risks before and during the transaction.
- **Real-time transaction monitoring,** identifying atypical patterns and triggering preventive blocks when necessary.
- **Continuous behavior and risk analysis,** supported by historical data, analytical models, and applied intelligence.
- **Ongoing team training**, reinforcing a culture of risk awareness, operational accountability, and consistent decision-making.
- **Interaction with authorities and regulatory bodies,** where applicable, contributing to the mitigation of systemic risks in the Brazilian market.

These tools support the prevention, identification, and response to suspicious behavior, preventing the misuse of Cielo's infrastructure, services, and processes to obtain illicit gains.

Technology and data as enablers of prevention

Fraud prevention at Cielo is strongly supported by the use of advanced technologies, data analysis, and analytical models, which are integrated across all operations.

The use of machine learning, predictive intelligence, and automation enables the identification of inconsistencies, the anticipation of suspicious behavior, and the continuous improvement of rules and control systems.

05 Customer focus

Customer experience

Engagement and relationship management

Solutions portfolio

Operational structure

[GRI 2-29; GRI 3-3 Customer relationship management]

Customer focus guides Cielo's business model and is reflected in how the Company integrates customer experience, its portfolio of solutions, ongoing relationships, and operational efficiency to generate value throughout the entire customer journey.

This approach is underpinned by people, technology, and data, and is monitored through objective metrics for satisfaction, operational performance, and relationship quality.

External recognitions that reflect the consistency of experience management and relationship governance:

- **Ouvidorias Brasil Award:** for the 5th consecutive year, Cielo was recognized at the ABRAREC (Brazilian Association of Business-Customer Relations) awards for the High Retail Service Flow case study, which demonstrates continuous improvement in the effectiveness of ombudsman governance, resolution of customer requests, and the quality of customer relationships.
- **Consumidor Moderno Award for Excellence in Customer Service:** independent evaluation of the consistency of the experience, resolution capacity, and quality of customer service.
- **CONAREC Award – Acquirers Category:** industry recognition for the evolution of customer relationship and service processes.
- **Reclame AQUI Award - Electronic Payment Methods Category – Large Operations:** 1st place in the ranking for the third time, in recognition of reputation, service quality, and resolution of customer requests.

The combination of operational excellence, intelligent use of data, and a genuine focus on the experience positions Cielo to **sustain growth, generate value for customers and partners,** and advance a responsible innovation agenda.

Customer experience

In 2025, Cielo recorded the highest Net Promoter Score (NPS)—a metric that measures customer satisfaction and loyalty, indicating how likely customers are to recommend a company, product, or service to others—in its historical series, reflecting consistent progress in customer experience management.

This result is linked to the integrated evolution of processes, solutions, customer engagement channels, and operational reliability throughout the entire customer journey.

The improvement in this metric stems not from isolated initiatives, but from a set of decisions and practices embedded in business management.

Throughout the period, the customer experience was managed in an integrated manner, with responsibilities shared among commercial, operational, technology, and service areas, and monitored through indicators.

The customer experience agenda is supported by skilled people, robust technology, and a data-driven culture—elements that strengthen the Company's ability to generate consistent value in the short, medium, and long-term.

Achieving the highest Net Promoter Score (NPS) in Cielo's history by 2025 is the culmination of a journey that goes beyond customer service. This outcome begins when the **customer identifies a need and finds, throughout their entire journey, solutions that work,** agile decisions, reliable processes, and transparent relationships.

The customer at the center of the business model

Our strategy is based on the understanding that the customer experience is built through the integration of technology, process efficiency, quality service, and commercial proximity.

The customer experience at Cielo is managed based on an understanding of the specific needs of the different customer profiles we serve, guiding strategic decisions, solution design, and the definition of channels and service levels.

This approach recognizes the diversity of the Brazilian retail sector and the need for responses tailored to distinct operational, regional, and size-based contexts, combining:

- **Segmentation by size, profile, and region,** allowing offers, channels, and service levels to be adapted to the specific needs of each audience.
- **On-the-ground commercial presence,** with proximity to merchants and an understanding of local operational and consumer dynamics.
- **Collaboration with partner banks,** expanding reach, access, and convenience for customers.
- **Active and structured listening,** through surveys, satisfaction indicators, and formal relationship channels, which inform continuous adjustments to processes, products, and services.

Cielo's operations across different segments and regions of the country require scalable, customized solutions that align with local dynamics, taking into account economic, operational, and cultural variables that influence how businesses operate and interact with payment methods.

Experience management incorporates this diversity through the integration of physical and digital channels, combined with an omnichannel journey that blends convenience, continuity, and consistency in the relationship.

Engagement and relationship management

[GRI 2-23; GRI 2-29]

Engagement with stakeholders, particularly with customers, is conducted by Cielo in a structured and continuous manner, recognizing the relationship as a central element for the quality of the experience, the reliability of services, and the evolution of the business model.

We maintain formal mechanisms for dialogue and listening throughout the entire journey, integrating call centers, follow-up procedures, performance indicators, and independent channels for handling customer feedback.

Relationship and service channels

Our relationship and service channels are structured to ensure consistency, transparency, and effective resolution in interactions with customers. These systems combine digital channels and human service in a complementary manner, according to the customer's profile and the nature of the request.

Digital channels—including the app, portal, and WhatsApp—enhance agility, autonomy, and problem-solving capacity, while human service ensures support in situations requiring greater complexity or personalization.

The service model is structured to ensure a seamless customer journey, with team integration, workflow review, and the use of artificial intelligence for call triage and routing. Channel performance indicators are monitored periodically and used to inform operational adjustments.

Commercial relationship: Retail

In the Retail segment, the different channels operate in an integrated manner to ensure a consistent and continuous experience, combining the in-person efforts of the commercial team with communications and initiatives from internal teams, which expand and strengthen the relationship throughout the entire customer journey.

The partnership with banks is driven by a joint strategy in the segment, focused both on acquiring new customers and building a more integrated view of the customer across the various stages of the lifecycle. Complementarily, the development of more assertive models enhances investments in remote and digital channels, increasing the effectiveness of interactions.

This work is supported by ongoing team training, incentives aligned with performance indicators, and the structured use of data to monitor the effectiveness of the relationship.

The management of these channels is guided by **principles of ethics and responsible data use,** in compliance with the General Data Protection Law (LGPD).

Business relationships: Key Accounts

In the Key Accounts segment, customer relationships are managed by dedicated teams, focusing on continuous journey management, operational reliability, and tailoring solutions to the needs of highly complex businesses.

In the Business segment, the relationship is guided by consultative proximity and the provision of solutions tailored to each client's operational characteristics.

In E-commerce, engagement with clients is driven by the expansion of digital operations, the consolidation of relationships in specific verticals, and the integrated management of the customer journey, from the sales funnel to activation. In this context, the New Markets division expands Cielo's role in the payments ecosystem by connecting innovation, technology, and strategic partnerships, enabling access to underpenetrated segments and the development of sustainable, long-term growth models.

The New Markets initiative expands Cielo's role in the payments ecosystem, enabling access to underpenetrated segments and the development of sustainable growth models.

Aliança Cielo Program

The Aliança Cielo Program structures the Company's relationship with partners in the technology and innovation ecosystem, focusing on expanding the value proposition delivered to the end customer. The initiative brings together companies that offer solutions complementary to payment methods, contributing to more comprehensive, integrated, and convenient customer journeys for merchants.

The relationship with partners is managed through structured governance processes, with defined participation criteria, systematic monitoring, and the use of corporate tools that ensure standardization, traceability, and consistency in partnership management.

Aliança Cielo strengthens engagement with stakeholders by promoting a collaborative ecosystem that expands customers' access to integrated solutions and contributes to value creation throughout the customer journey.

Commercial relationships: Banks

Cielo's relationship with its partner banks, Banco do Brasil and Bradesco, is conducted based on formal governance structures, ensuring strategic alignment, operational predictability, and regulatory compliance.

As a result, customers enjoy a more consistent and efficient experience, with greater convenience in managing their operations and accessing new business opportunities.

Cielo maintains dedicated departments for serving banks, which work to enable solutions tailored to the end customer's needs.

LEARN MORE
To understand how corporate governance supports the relationship with shareholders and ensures balance and integrity in strategic decisions, see **Corporate governance**.

Ombudsman and handling of complaints [GRI 2-25]

The Ombudsman's Office is an integral part of Cielo's customer relationship governance system and plays a strategic role within the Company. Acting as an independent second-line authority, the department goes beyond simply complementing first-line service channels, positioning itself as the guardian of the customer experience, with a focus on conflict mediation, the definitive resolution of complex issues, and the protection of customer rights.

Its work is guided by criteria of impartiality, transparency, and structured analysis, with a focus on identifying root causes and ensuring the effectiveness of the solutions presented. The Ombudsman's Office handles complaints that were not resolved at the initial levels and is also responsible for addressing claims received through regulatory and consumer protection channels, such as the Brazilian Central Bank's Complaint Registry (RDR), Consumidor.Gov, and Consumer Protection and Defense Programs (PROCONs).

Complaints are recorded with full traceability through individual case numbers, strict adherence to deadlines, and systematic monitoring of service levels (SLA), ensuring visibility of the entire handling process and consistency in the responses provided to customers.

In 2025, the Ombudsman's Office maintained an average response time of less than three business days, reflecting the efficiency of its processes and its commitment to the swift and appropriate resolution of complaints.

The information generated from the Ombudsman's Office's activities informs strategic and operational decisions, supporting the prioritization of initiatives, process adjustments, and preventive actions, thereby strengthening a continuous cycle of learning and improvement in the customer experience.

Ombudsman office indicators

The results of these efforts are also reflected in external market indicators. Cielo does not appear in the Brazilian Central Bank's complaint rankings and is not among the companies with the highest complaint rates at Procons, highlighting the quality of service provided, the effectiveness of resolution mechanisms, and the Company's ongoing commitment to transparent and sustainable relationships with its customers.

9,962 CASES HANDLED THROUGHOUT THE YEAR.

5,141 CUSTOMERS SERVED (considering unique inquiries per customer).

AVERAGE RESPONSE TIME OF **LESS THAN THREE BUSINESS DAYS.**

DISTRIBUTION OF INQUIRIES BY CHANNEL:

56% CIELO OMBUDSMAN OFFICE.

10% CENTRAL BANK.

16% PROCON.

18% CONSUMIDOR.GOV.

Solutions portfolio

[GRI 2-24; GRI 2-25; GRI 3-3]

Cielo's solutions portfolio is structured to meet the diverse needs of the Brazilian retail sector throughout the entire sales journey—from the point of sale to the financial management of the business.

Our solutions combine technology, data, and financial services to simplify operations, reduce friction, increase conversion, and enhance the end-consumer experience in both physical and digital environments.

Our portfolio is structured to address specific customer needs, combining operational efficiency, financial predictability, transaction security, and streamlined business management.

LEARN MORE

The strategy guiding the evolution of the portfolio and the development of new solutions is detailed in **Strategic management**.

Solutions reduce friction, increase conversion, and **strengthen the consumer experience** in physical and digital environments.

Innovation and evolution of the value proposition

The evolution of payment methods is an essential part of our value proposition to the customer. In 2025, Cielo made consistent progress on its innovation agenda, with launches and advancements of solutions highly relevant to the payment methods market:

Cielo Tap integrated into banking apps

Cielo Tap turns a smartphone into a payment terminal, allowing customers to receive contactless payments directly via their smartphone, without the need for a physical terminal.

In 2025, Cielo Tap was integrated into the Banco do Brasil and Bradesco apps, strengthening the solution's adoption with gains in convenience and user experience.

The initiative expanded the solution's reach and reinforced Cielo's role as a technology enabler in the financial ecosystem.

Cielo Statement with artificial intelligence

Evolution of the Cielo Statement with the incorporation of artificial intelligence features through the Cielo Assistant, the AI integrated into the app and website.

The solution allows customers to access information on sales, fees, transfers, advances, and negotiations in a conversational manner, with quick responses available 24/7, enhancing autonomy, transparency, and efficiency in financial management.

Vendeu, Tá na Conta – same-day settlement

Launch of the product that allows eligible customers to receive the proceeds of their sales on the same day, including weekends and holidays, strengthening the value proposition in terms of cash flow, financial predictability, and working capital, with eligibility criteria based on risk and fraud prevention.

Evolution of Pix and new payment experiences

Advances in the Pix offering, including contactless Pix and Automatic Pix, aligned with the regulatory agenda and the pursuit of faster, more intuitive, and secure payment journeys, both in physical retail and e-commerce.

Cielo Smart: technological evolution of Cielo terminals

In 2025, Cielo announced the new generation of Cielo Smart terminals, based on the Android system, and tripled the number of smart terminals in operation in the market.

Cielo Smart features more modern software, greater internal memory, and superior performance compared to previous versions, allowing for more efficient storage of applications and files

It stands out for integrating payment methods with different software solutions and management tools, combining technology and functionality in a single device, with a focus on increasing customer productivity and business growth.

The new terminal expands integration possibilities at the point of sale: merchants can enter orders, communicate with departments such as inventory and the kitchen, issue receipts, and complete sales directly on the device.

Benefits:

- **Battery life of up to 40 hours** (16 hours of continuous use).
- Payment **transactions** are **completed in less than two seconds**.
- Approximately **200 apps available** for business management.
- **Display area up to 40% larger** (without keyboard) and 20% larger (with keyboard).
- **Charging** time of approximately **3 hours**.

Cielo Portfolio: solutions that drive customers' businesses

The portfolio presented below includes the main solutions offered by the Company to serve different customer profiles and business models.

Payment acceptance and transaction capture

Solutions that enable simple, secure, and stable payment acceptance, ensuring smooth operations at the point of sale and business continuity.

LEARN MORE

For more information on the complete portfolio, visit our **site**.

Point-of-sale terminal

- Cielo Flash
- Cielo LIO On
- Cielo Smart

Cielo's Point-of-sale terminals combine performance, connectivity, and security to serve everything from small businesses to more complex operations.

Cielo LIO On and Cielo Smart, as smart terminals, allow integration with automation systems and management applications, while Cielo Flash offers agility and robustness for high-volume operations.

Benefits and impacts for the customer

- Faster service and reduced wait times at the point of sale.
- High operational availability and transaction stability.
- Acceptance of multiple physical and digital payment methods.
- Integration between payment and business management, enhancing operational efficiency.
- Improved end-consumer experience.

Mobile sales

- Cielo Tap

Cielo Tap transforms the merchant's smartphone into a contactless payment acceptance solution, without the need for additional equipment, while maintaining the security standards of physical point-of-sale terminals.

Benefits and impacts for the customer

- Reduced barriers to entry for entrepreneurs.
- Greater flexibility for in-person sales, delivery, and field service.
- Lower operating costs and simplified activation.
- Consistent payment experience even in highly mobile scenarios.

E-commerce and digital sales

Solutions that digitize the payment journey, reduce friction, and boost conversion across various online business models.

The portfolio continues to evolve through omnichannel solutions and embedded technology that **enhance retail autonomy and performance.**

Cielo Payment Link

A solution that enables online sales without the need for a proprietary website by generating shareable payment links across different channels, such as WhatsApp, social media, and email.

Benefits and impacts for the customer

- Remote sales protected by five layers of security.
- Acceptance of multiple payment methods, including Pix and digital wallets.
- Support for recurring and installment payments.
- Product with no monthly fee and same-day settlement (subject to eligibility).

Cielo Checkout

Payment page ready for integration into e-commerce websites, ideal for businesses seeking simplicity in implementation, with security features and a variety of payment methods.

Benefits and impacts for the customer

- Reduced technical complexity in integration.
- Intuitive and secure checkout experience with five layers of security.
- Support for recurring and installment payments.
- No monthly fee; only the transaction fee applies.

E-commerce API

The E-commerce API is a solution featuring flexible and modular integration.

Benefits and impacts for the customer

- Integration with leading e-commerce platforms.
- Integrates with Anti-Fraud, 3DS authentication protocol, Velocity Check, Recurring Payments, Verify Card, and other microservices.
- Customizable platform to meet the merchant's needs.

Cielo Risk Management

- Anti-Fraud
- 3DS
- Velocity Check

An integrated suite of risk management solutions, designed to mitigate fraud, reduce chargebacks, and protect both merchants and buyers in online transactions.

Benefits and impacts for the customer

- Analysis of transaction risk levels, with customizable rules according to the business profile, reducing financial losses and chargebacks.
- Authentication that enhances purchase security and reduces false negatives, balancing protection and conversion.
- Prevention of recurring fraud, with blocking of successive card validation attempts.
- Higher approval rates for legitimate purchases.

Payment Split

A solution that automatically splits financial transactions (at the point of sale or in e-commerce) among partners (individuals or legal entities) in a straightforward and transparent manner.

Benefits and impacts for the customer

- Ease and speed in fund transfers.
- Quick integration with transaction and reconciliation APIs.
- Configuration of fee and commission rates per partner and/or transaction.

Payment Gateway

Multi-acquirer payment solution featuring flexible and modular integration.

Benefits and impacts for the customer

- Flexibility to choose which acquirer(s) will process transactions.
- Integration with the leading online store platforms on the market.
- Customizable with various security solutions.

Performance Room

A specialized pecialized consulting service that, through data and analysis, helps improve e-commerce conversion rates securely.

Benefits and impacts for the customer

- Helps reduce losses and defaults: analysis of declined transactions, tokenization, and retries to adjust rules according to business needs.
- Regular meetings and reporting to guide decision-making.
- No additional charges: a free service for Cielo's e-commerce solutions.

Transactional products

Solutions that assist customers in day-to-day sales, enabling increased transaction capture.

We continue to evolve and **simplify payments and receivables**, while also expanding digital access for purchases in Brazil and abroad.

Pix

Pix is a payment method enabled by scanning a QR code, offered by Cielo and available on all point-of-sales terminals, e-commerce platforms, and also via TEF.

Benefits and impacts for the customer

- The merchant has the assurance that the transaction was completed, along with greater convenience and ease in management and reconciliation.
- Sell with Pix at any time of day and the money is deposited into the account immediately.
- You can view sales in real time, via mobile or we

Currency Converter

Allows you to accept payments from foreign cards with automatic conversion at the point-of-sale terminal.

Benefits and impacts for the customere

- The cardholder pays in their home currency, and the merchant continues to receive payment in Brazilian reais.
- Fee discount: The merchant saves 0.50% on every sale using the converter, whether for debit or credit card payments.
- It's not needed to constantly calculate conversions; the Converter is always up to date.

Financial management and business intelligence

Solutions that enhance financial predictability, support decision-making, and simplify day-to-day retail management.

Data and artificial intelligence drive decision-making and **help clients increase sales with greater predictability**, control, and security.

Term Products

A suite of solutions that allows the client to anticipate sales, increasing liquidity and control over cash flow.

Vendeu, Tá na Conta: A product that advances the receipt of sales from debit, cash credit, and installment payments to the same day or the next day.

Automatic receipt in on business day: Advances the receipt of sales from cash credit and installment payments to 1 business day.

Sales Advance: Advances your balances from sales already made on cash or installment credit, in just a few clicks and without red tape.

Benefits and impacts for the customer

- Greater financial predictability and planning capacity.
- Flexibility to adapt receipts to business dynamics.
- Continuity of operations even during periods of higher demand.

Cielo Farol

A data intelligence tool that offers a comparative view of business performance relative to the average of similar establishments in the region, based on Cielo's transactional data.

Benefits and impacts for the customer

- Support for data-driven decision-making.
- Identification of consumption patterns, peak sales times, and days.
- Comparative view of revenue, average ticket, and customer profiles.

Management and control

- Cielo Store
- Cielo Statement

Digital self-service solutions that centralize financial, transactional, and operational information, offering transparency and autonomy to the customer.

Benefits and impacts for the customer

- Clear, real-time view of sales and receipts.
- Reduced time spent on manual controls and customer service.
- Greater transparency and security in financial management.
- A seamless digital experience accessible 24/7.

Product and solution excellence

[GRI 416-1]

All of the Company's products and services are developed through a structured workflow that guides the stages from conception to the deployment of solutions. This process ensures prior analysis of requirements and risks, promoting consistency, quality, and alignment among the areas involved throughout the entire development cycle.

To ensure consistency, governance, and quality in this process, we have structured the Release Pipeline, which establishes clear strategic guidelines for the development and implementation of new products and solutions.

This approach includes defined stages, technical and operational requirements, formal evolution and validation procedures, well-established roles, and standardized documentation, ensuring traceability and control throughout the entire development cycle.

Operational structure

Operational efficiency is a cornerstone of the customer experience at Cielo. Although many of its cogs operate invisibly throughout the journey, their effects are directly felt in the continuity of our clients' sales, the stability of payments, the speed of service, and the predictability of operations.

By integrating operations planning, logistics, marketing, technology, and customer service, we structured an approach capable of sustaining the operation of clients' businesses on a national scale, with a focus on reducing friction, anticipating failures, and ensuring simple, reliable, and decisive customer journeys.

A nationwide operation **anticipates failures and ensures predictability** to support the continuity of clients' businesses.

LEARN MORE

Understand how technological innovation, data, and artificial intelligence support operational efficiency and the customer experience in **Innovation and technology**.

Nationwide operational capacity

Operational efficiency is supported by an infrastructure capable of operating nationwide, with high availability, processing millions of transactions daily, and ensuring stability even during peak demand.

PRESENCE IN **99%** OF BRAZILIAN MUNICIPALITIES.

APPROXIMATELY **7%** OF BRAZIL'S GDP TRANSACTED THROUGH CIELO.

TECHNOLOGICAL CAPACITY FOR UP TO **13,000** TRANSACTIONS PER SECOND.

Planning and logistics at the service of the client's business

Cielo's logistics operation is guided by data and predictive models that enable the anticipation of risks and the improvement of the customer experience before impacts occur at the point of sale.

Among the key advances in 2025, the following stand out:

- **Predictive modeling of logistics failure risk,** which allows for the early identification of deliveries with a higher probability of failure and enables proactive action, reducing the risk of failure by **11.6%**.
- **Modernization of the terminal fleet,** with expanded use of higher-performance smart terminals, contributing to a **25%** reduction in the technical call rate, which reached an all-time low.
- **Intelligent failure monitoring,** using artificial intelligence models that analyze maintenance calls, accelerating the identification of root causes and the definitive resolution of problems.
- **A 79% reduction in terminal and reel stockouts,** contributing to faster service and the expansion of same-day or next-day services.
- **An 11% reduction in average logistics lead time,** with **68% of requests resolved within 24 hours** and **83% by the next day.**

This operational model enables us to respond quickly, with significant year-over-year improvements in the interaction between our company and the point of sale.

Customer service and resolution as an extension of operations

At Cielo, customer service is treated as an integral part of operations. In 2025, the Customer Service department focused on agility, resolution, and a unified view of the customer, using artificial intelligence resources to expand the information base and promote high-quality responses across all retail segments with which we engage.

Key advances include:

- **Unification of service desks,** allowing a single agent to resolve different customer requests, reducing transfers and rework.
- **Use of data models for intelligent call routing,** prioritizing agents with higher customer ratings, which contributed to the best-ever result for the customer service satisfaction indicator.
- **Review of processes and platforms,** making service more intuitive and reducing bottlenecks, with a **33% increase in channel resolution rates.**
- **Cognitive Interactive Voice Response (IVR),** capable of analyzing customer speech and automatically routing the call to the correct department, with **90% accuracy** and the ability to process **100% of call volume.**
- **A 41% reduction in complaints** and a **24% increase in the number of satisfied customers,** reflecting greater effectiveness in resolving requests.

Integrated operational monitoring

In 2025, we established a Customer Experience Monitoring and Insights Center (NAVE), an integrated operational monitoring structure designed to track, in real time, the performance of operations and the customer experience.

Continuous monitoring allows for the identification of atypical behavior, sudden spikes in demand, or signs of instability before they have a significant impact on the end customer.

Key results include:

- A reduction of over **50% in response time to critical incidents** since implementation.
- **R$3 million in cumulative operational cost** savings.
- Proactive response to instability events, containing impacts within approximately one hour.
- Integrated monitoring of IVR, logistics, hardware, software, and segmented customer service on social media platforms.

Integration across operations, logistics, and technology reduces friction and enables **simpler, more reliable, and more effective** customer journeys.

Predictive maintenance of terminals

The application of artificial intelligence and advanced analytical models plays a central role in the efficiency perceived by the customer, especially in the management of the terminal fleet. Throughout the year, Cielo has evolved toward an increasingly predictive approach, capable of anticipating technical failures before they affect point-of-sale operations.

The use of AI reduced logistics costs, while also improving predictability and reducing reactive replacements.

From operational efficiency to sustainable value creation

Operational efficiency is monitored through strategic and operational indicators, with systematic tracking of metrics. This data-driven management allows us to anticipate risks, allocate resources with greater precision, and strengthen value creation throughout the entire customer journey.

The impacts of this approach are reflected:

- In the economy, by supporting retail productivity and reducing operational costs.
- In the environment, through reverse logistics, equipment repair, and reduced travel and consumption of resources.
- In people, through accessible service, rigorous protection of personal data, and structured mechanisms for listening and redress.

06

Cielo team

People and culture

Team experience

Learning, leadership, and career

Diversity, equity, and inclusion

[GRI 2-7; GRI 2-29; GRI 3-3 attracting and developing people; GRI 3-3 Diversity, equity, and inclusion]

The execution of Cielo's strategy and the evolution of its business model are made possible by its people. Against the backdrop of continuous transformation in the payments ecosystem, our people management approach connects culture, skills development, and the employee experience to the creation of sustainable value.

This approach incorporates commitments to diversity, equity, and inclusion across the board, recognizing the plurality of perspectives as a key factor in the quality of decisions and innovation.

At the same time, development, leadership, and career management serve as levers to prepare people and teams for increasingly complex, regulated, and constantly changing environments.

As of the end of 2025, the Company had

6,924

DIRECT EMPLOYEES.

Throughout the period, we received recognition from independent institutions that highlight the **evolution of our organizational culture, the strengthening of the team experience**, and the results achieved in people management.

Great Place to Work (GPTW)

- National ranking – **20th place**.
- LATAM ranking – **77th place** (Large Companies).
- São Paulo ranking – **15th place** (Large Companies – Metropolitan Region).
- Women's ranking – **26th place**.
- Ethnic and Racial Diversity ranking – **25th place**.

Great People Mental Health

Outstanding Emotional Health Seal.

Think Work Innovations 2025 Award

Top 3 Most Innovative Companies in HR in Brazil.

Rankings for attracting young talent

- EEFY – Best companies for professionals up to 35 years old **(9th place)**.
- FirstJob – Best companies for internships **(17th place)**.

Leadership

Merco Leaders Award
Estanislaus Bassols (76th place).

People and culture

In 2025, we made consistent progress toward the vision that people and culture are strategic assets for executing the business model and for the Company's continuous transformation.

Cielo's culture is embodied in the way people make decisions, prioritize initiatives, and carry out their daily work, simultaneously sustaining current business operations and building new capabilities for the future.

More than just stated values, culture is expressed in how decisions are made, how priorities are set, and how people perform their daily work.

Talent attraction and selection

Talent attraction and selection at Cielo are conducted in a structured manner aligned with the Company's organizational culture and strategic competencies. The goal is to attract professionals with diverse experiences, profiles, and perspectives, capable of working in a dynamic, regulated, and transformation-oriented environment.

The recruitment and selection processes are based on:

LEARN MORE
To understand how Cielo's culture connects to corporate strategy, organizational competencies, and the ambidexterity needed to operate in the present and build the future, see **Strategic management**.

- **Clear technical and behavioral criteria,** aligned with Competências Cielo.
- **Competency-based interviews,** which reduce biases and strengthen the objectivity of decisions.
- **Use of digital platforms and artificial intelligence** that ensure standardization, speed, traceability, and efficiency throughout the process.
- **Active participation of leadership,** reinforcing shared responsibility in team building.

We adopt inclusive recruitment practices, including affirmative action positions targeted at historically underrepresented groups, contributing to hiring decisions that are more equitable, consistent, and aligned with the organizational culture.

Cielo uses artificial intelligence strategically and responsibly in its selection process, making it more agile, fair, and data-driven. With standardized workflows, governance, and the ethical use of technology, Cielo ensures process consistency even in scenarios with a high volume of openings, reinforcing its commitment to inclusive, scalable, and sustainable recruitment practices.

Strategic approach

People management at Cielo is structured around the Business Partner model, in which the people agenda is directly integrated with business priorities.

Its role is to support leaders in decision-making related to talent, organizational structure, workplace climate, engagement, and development, ensuring alignment between strategy, culture, and execution.

This close, consultative approach contributes to more informed people management decisions and to the strengthening of a culture focused on accountability, dialogue, and sustainable performance.

People management is structured around the Business Partner model and supported by People Analytics, enhancing the quality of organizational decision-making.

People Analytics

People management at Cielo is supported by People Analytics, which provides structured data, complex analyses, and advanced analytics models to inform organizational decisions. The area acts as an enabler of the people strategy, connecting information from different sources to improve the quality of decisions and reduce subjectivity.

The use of people data is conducted in accordance with privacy, governance, and ethical standards, contributing to decisions that are fairer, more transparent, and aligned with the Company's long-term objectives.

Team experience

Experience, climate, and engagement management [SASB TC-SI-330a.2]

At Cielo, the employee experience is understood as a direct result of organizational culture, the quality of leadership, and the way decisions are made on a day-to-day basis.

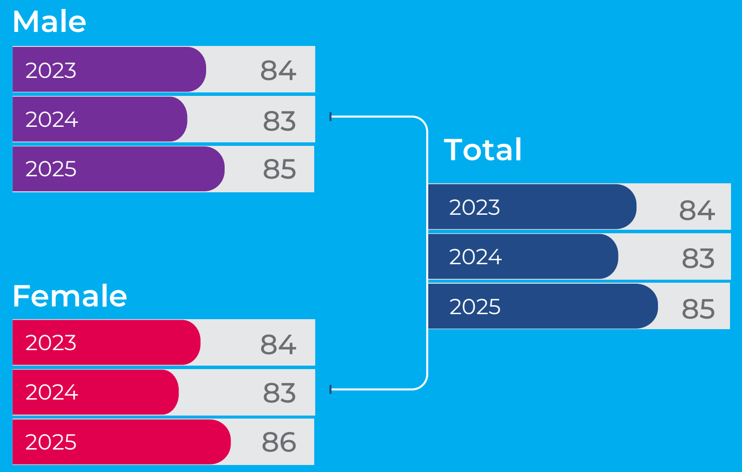
By 2025, the Company had made progress in consolidating a structured experience management model, combining active listening, leadership proximity, and consistent use of data, with a focus on engagement, clear direction, and a balance between performance and well-being.

The team's experience is monitored through structured surveys and indicators that enable tracking trends, identifying risks, and taking preventive action.

In 2025, **the team's Net Promoter Score (eNPS) stood at 85 points,** reflecting a high level of engagement and recommendation of the Company as a place to work.

During the same period, the Leadership Net Promoter Score (LNPS), an indicator that assesses employees' perception of leadership quality, reached 75 points.

Cielo's Net Promoter Score (eNPS)



Key highlights of favorability:

Pride in working at Cielo
97%
FAVORABILITY, REMAINING AMONG THE HIGHEST-RATED TOPICS COMPARED TO 2024.

Valuing diversity and respect for differences:
SCORES ABOVE **97%**,
REFLECTING A POSITIVE PERCEPTION OF THE INCLUSIVE ENVIRONMENT.

Trust in the Company's strategy and direction
A SCORE OF **93%**,
REINFORCING CLARITY OF PRIORITIES AND ORGANIZATIONAL ALIGNMENT.

Encouragement of development and learning
95%
FAVORABILITY, INDICATING CONSISTENCY IN THE TRAINING AND PROFESSIONAL GROWTH AGENDA.

Work-life balance that contributes to well-being
FAVORABILITY RATINGS BETWEEN **89%** and **90%**,
WITH A FOCUS ON ISSUES RELATED TO EMOTIONAL HEALTH.

Leadership performance
88%
FAVORABILITY, DEMONSTRATING RECOGNITION AND SUPPORT FOR DEVELOPMENT.

Favorability and perception of the experience

Favorability indicators summarize the team's perception of the work experience at Cielo and reflect the consistency of the culture, leadership, and people management practices throughout 2025.

Health, well-being, and quality of life

Cielo's health and well-being agenda adopts an integrated approach, structured by the Integrated Health Management Strategy and the De Bem com a Vida program, with a focus on the continuous care of the physical, mental, and social health of Team Cielo.

A strong and engaged culture supports results: eNPS reflects significant progress in organizational climate rankings.

In 2025, in the areas of health, emotional well-being, and employee experience, the Company expanded its initiatives for ongoing support and prevention, notably:

- **Expansion of the corporate clinic,** with 811,717 consultations provided.
- **In-company psychological counseling,** with an NPS of 95.6.
- **Mindfulness Program,** impacting 2,066 people with a 96% satisfaction rate.
- **Cielo in Motion,** an internal sports tournament with 834 participants and a 97% satisfaction rate.
- **Vaccination campaigns,** covering employees and legal dependents, with 2,801 people vaccinated.
- **Parenting support initiatives,** including leadership training, multidisciplinary support, a post-leave reintegration course, and expanded resources such as a lactation room and breast pump kit.

Learning, leadership, and career

People development at Cielo is treated as a strategic lever for executing the business model and sustaining organizational transformation in an increasingly technological, regulated, and data-driven environment.

By 2025, we will advance the integration of continuous learning, leadership development, career management, and emotional well-being, strengthening the Company's human capital and adaptive capacity.

Learning platform

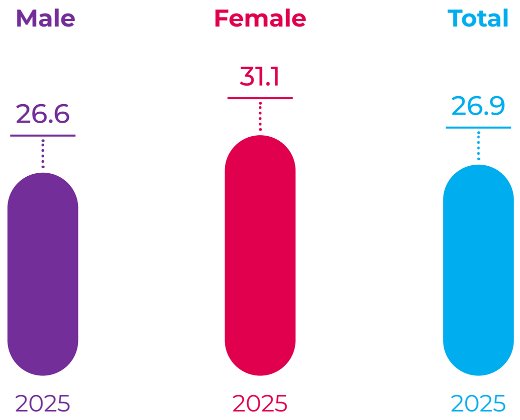
Cielo University serves as a cross-functional platform for continuous learning, structuring tracks aligned with corporate strategy, organizational competencies, and the needs of various internal audiences.

Throughout the year, we totaled approximately 190,000 hours of development. The average training time was 26.9 hours per employee. The average investment per employee was R$937.15.

In 2025, the Company expanded the use of in-person and hybrid formats, combined with digital content. **This change allowed for greater depth, exchange of experiences, and contextualization of topics,** especially in initiatives related to leadership, diversity, inclusion, and organizational culture.

Learning indicators

Average training hours
[GRI 404-1]



Functional category	2025[1]
Apprentice/intern	45.3
Commercial	56.0
Consultants/specialists	15.6
Coordinators	22.1
Directors/managers	23.1
Executive Board	7.2
Team	20.0
Total	**26.9**

1. The average hours per functional category are once again disclosed in this reporting cycle, in accordance with Global Reporting Initiative (GRI) requirements. Therefore, there is no historical baseline.

We expanded investments in technical and behavioral training, with a focus on **training in artificial intelligence, new digital skills, and the development of executive and middle management,** aligning the people agenda with the Company's technology and innovation strategy.

We thus consolidated a more intentional and strategy-connected approach to learning, strengthening employee training and increasing the relevance of educational initiatives.

Key programs and learning journeys in 2025

[GRI 404-2]

Institutional programs

A2E – Execution Skills

Strategic objective

Program focused on developing fundamental skills for daily work execution, such as prioritization, feedback, and execution discipline, creating a common foundation of language and practices within the organization.

Results

1,851 ACTIVE EMPLOYEES TRAINED.

NPS ABOVE 95.

Nonviolent Communication

Strategic objective

Workshops and offsites for leaders, focused on strengthening empathetic communication, relationship quality, and decision-making.

Results

TOTAL COURSE LOAD OF 120 HOURS

213 LEADERS IMPACTED, ACROSS 15 GROUPS.

NPS ABOVE 92.

AI Journey – Intelligent Futures

Strategic objective

Initiative aimed at increasing maturity in artificial intelligence and data-driven culture, preparing leaders and teams for the practical application of these topics in a business context.

Results

OVER 2,340 HOURS OF TRAINING.

1,631 PEOPLE IMPACTED.

PDI Workshops – Developing Learners

Strategic objective

A program that encourages career reflection and the practice of continuous learning, supporting the development and monitoring of Individual Development Plans (PDI).

Results

APPROXIMATELY 1,800 PEOPLE IMPACTED.

OVER 2,000 HOURS OF TRAINING.

NPS OF 99.

Institutional programs

#AprendeComigo

Strategic objective

A social learning initiative that promotes the internal sharing of technical and practical knowledge, connecting individual interests to Individual Development Plans. The program encourages the building of a collaborative learning network, focusing on artificial intelligence and technical topics relevant to the business.

Results

APPROXIMATELY **21** HOURS OF TRAINING.

840 PEOPLE IMPACTED.

NPS ABOVE **92**.

Learning Festival

Strategic objective

An institutional event focused on inspiration, cultural transformation, and skill development, with an emphasis on technology and artificial intelligence.

Results

APPROXIMATELY **5,000** HOURS OF CONTENT.

2,100 PEOPLE IMPACTED.

NPS ABOVE **93**.

The Business Partner model **integrates the people agenda with business priorities** and enhances leadership decision-making.

Leadership development

In addition to institutional programs, the Company conducted specific initiatives to prepare new leaders and strengthen managerial performance.

I Am a Cielo Commercial Leader

Strategic objective

Integration and cultural alignment program for new leaders, focusing on people management, goals, routines, and the business model, ensuring consistency between managerial performance and organizational guidelines.

Results

130 COMMERCIAL LEADERS IMPACTED.

20 HOURS OF TRAINING.

NPS OF 93.

Leader Lab

Strategic objective

Initiative aimed at developing future leaders and retail leaders, focusing on management skills and practical application in the business context.

Results

APPROXIMATELY 300 LEADERS IMPACTED.

36 HOURS OF TRAINING.

NPS OF 96.

Transformative Ambition Journey

Strategic objective

Program aimed at developing competencies related to innovation, customer focus, and execution discipline.

Results

MORE THEN 340 PEOPLE IMPACTED.

132 HOURS OF TRAINING.

NPS OF 93.

Leverage Journey

Strategic objective

An initiative aimed at developing talent within the Vice-Presidency of Finance, with a focus on expanding technical and behavioral competencies and strengthening career trajectories.

Results

33 PEOPLE IMPACTED.

26 HOURS OF TRAINING.

NPS OF 78.

Commercial Team Development

In the commercial team, development programs expand competencies beyond sales, incorporating portfolio knowledge, data analysis, consultative relationships, and ethics in client interactions.

Commercial Onboarding

Strategic objective

Structured programs for onboarding new commercial professionals, focusing on tools, processes, and the operational model.

Results

2,389 **PEOPLE IMPACTED** (BUSINESS MANAGERS AND BUSINESS PLATFORM MANAGERS).

184 HOURS OF **CONTENT.**

Turbo Mode

Strategic objective

Career acceleration program for sales talent.

Results

55 **PARTICIPANTS.**

100 **HOURS OF** COURSE LOAD.

40 PARTICIPANTS WERE **RECOGNIZED** **(73%)** THROUGH **SALARY ADJUSTMENTS AND INTERNAL PROMOTIONS.**

NPS OF **98.**

E-commerce Radar

Strategic objective

The initiative aims to expand the strategic and advisory role of professionals, supporting a more qualified approach with clients operating in digital and omnichannel environments.

Results

10 **HOURS OF** TRAINING.

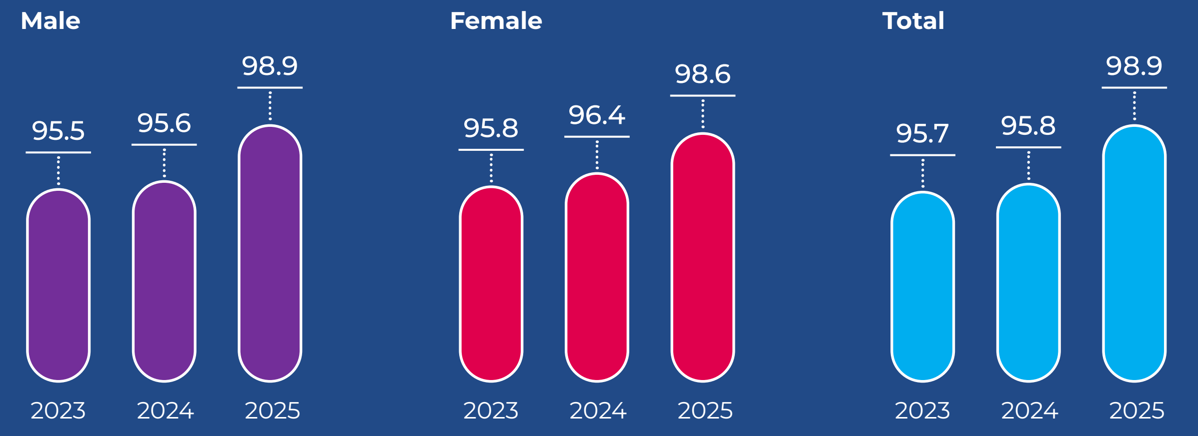
30 **PEOPLE** IMPACTED.

NPS OF **100.**

Assessment and career
[GRI 404-3]

In 2025, we evolved our competency assessment process, incorporating improvements that increased alignment with the cultural model, enhanced the participant experience, and strengthened the foundation for decisions related to development and career.

Employees receiving performance and development reviews (%)
[GRI 404-3]



Functional category	2023	2024	2025
Staff	98.3%	97.4%	99.7%
Sales force	92.9%	90.4%	97.9%
Consultant/specialist	97.5%	99.2%	99.2%
Manager	97.3%	97.2%	99%
Superintendent/executive	93.9%	100%	100%
Coordinator	97.6%	99.5%	100%
Executive Board	100%	100%	100%
Total	**95.7%**	**95.0%**	**98.8%**

As a result, **98.8% of the eligible population** received a regular evaluation in 2025, reinforcing the consistency and scale of the process across Cielo.

Diversity, equity, and inclusion

Diversity, equity, and inclusion (DEI) are treated at Cielo as cross-cutting strategic pillars of people management, integrated into the organizational culture, recruitment, development, and succession processes, as well as organizational decisions and corporate governance.

The diversity agenda is integrated into the strategy and people management framework, guiding decisions, culture, and talent development.

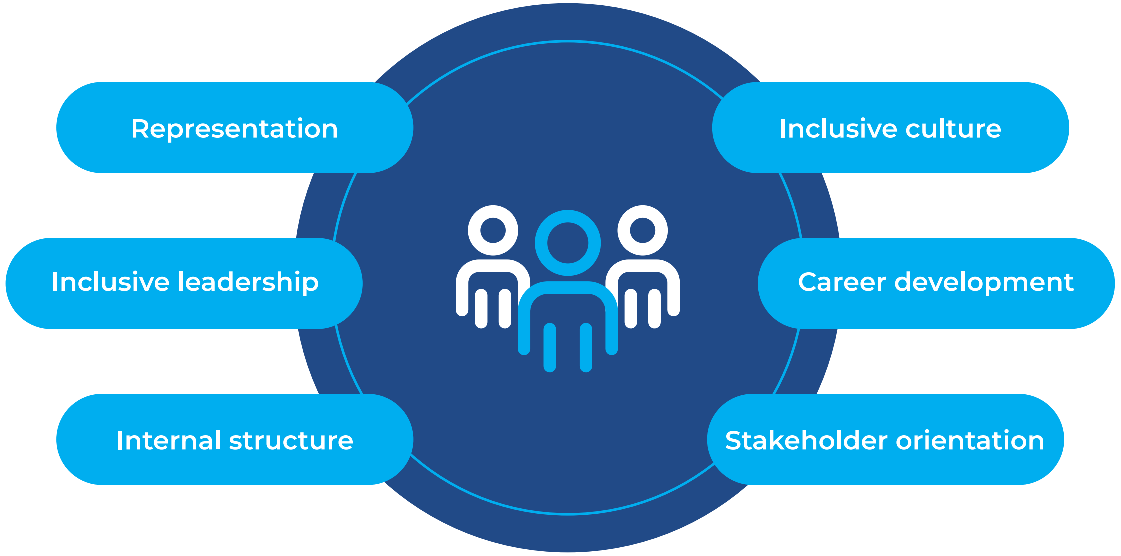
In 2025, Cielo was recognized as a benchmark for gender equity in senior management in the study Diversity in Companies, conducted by Folha de São Paulo in partnership with Datafolha and the Getulio Vargas Foundation (FGV).

The result is presented as a reflection of the practices and decisions implemented throughout the cycle, highlighting the consistency of governance and the evolution of indicators, which have been addressed by governance structures focused on diversity.

Diversity management

Cielo's approach to this issue is guided by the Diversity, Equity, and Inclusion Policy, approved by the Board of Directors, which establishes principles, commitments, and guidelines for promoting an inclusive work environment based on respect for human rights, equal opportunities, and the fight against any form of discrimination.

This work is guided by commitments that structure Cielo's approach around six complementary pillars, integrating the diversity agenda into organizational decisions and people management processes.



In 2025, the DEI agenda was strengthened through a dedicated, multidisciplinary structure composed of professionals from different areas and hierarchical levels, operating in conjunction with the Executive Vice Presidency of People, Management, and Performance. This structure functions as an integrated tactical unit, supported by formal governance procedures, continuous monitoring, and data-driven decision-making processes.

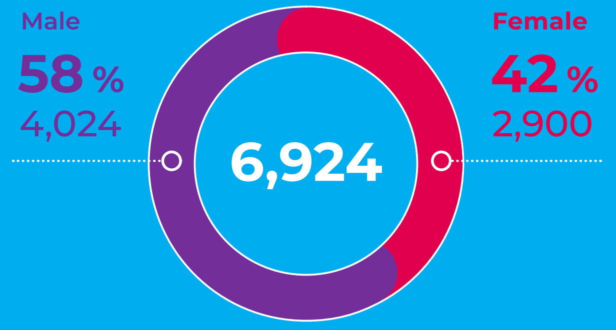
Governance is supported by formal monitoring procedures, utilizing dashboards, periodic analyses, and executive checkpoints, ensuring continuous monitoring, transparency, and data-driven decisions.

LEARN MORE
Read our **Diversity, Equity, and Inclusion Policy**.

Diversity indicators[1]

[GRI 2-7; GRI 405-1; SASB TC-SI-330a.3]

BY GENDER



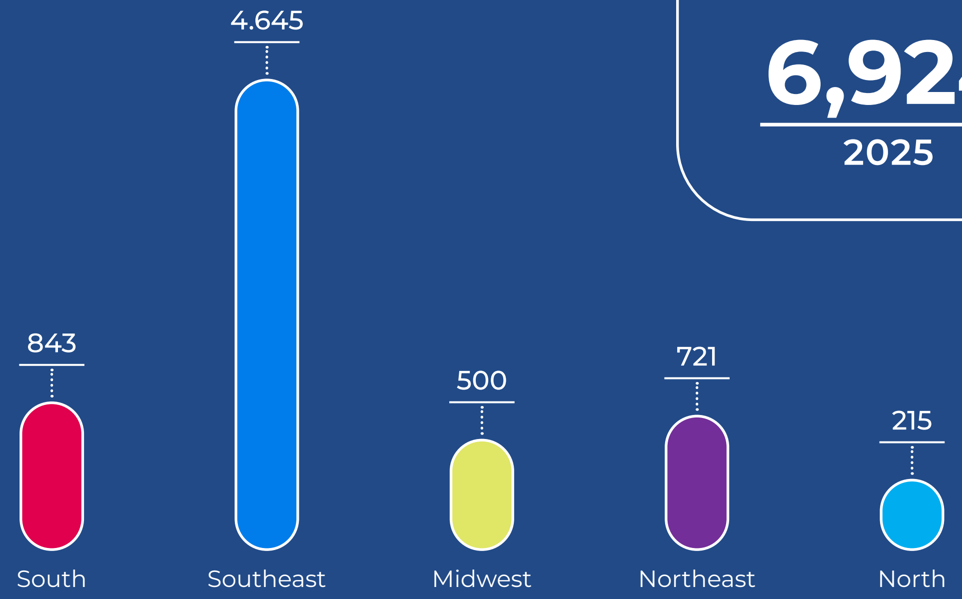
1. Permanent, full-time employees. Cielo has no employees with contracts lacking guaranteed working hours, nor any part-time employees. Total number of employees under the CLT regime as of Dec. 31, 2025.

BY RACE AND ETHNICITY

	2025
Yellow	2%
White	61.1%
Black	7.5%
Mixed-race and indigenous	29.4%

BY REGION

BRAZIL
6,924
2025



Representation targets

In 2021, the Board of Directors approved representation targets for 2025, focusing on increasing gender and ethnic-racial diversity in the overall workforce and in leadership positions.

The completion of the 2025 target cycle demonstrates how Cielo has consistently advanced its diversity agenda, even in the face of structural challenges external to the Company, related to market dynamics and the historical concentration of talent in certain roles.

This result underscores the inherent complexity of diversity management in a context of structural business transformations and expands the lessons learned for future cycles, maintaining diversity as a key pillar of the people strategy and organizational sustainability.

Category	2025 targets	2025 results	Progress against the baseline
Women – general workforce	45%	42%	+1.8
Women – eadership	42%	40.7%	+2.8
Black and indigenous – general workforce	35%	38.7%	+11.9
Black and indigenous – leadership	22%	24.5%	+10.1

Notes: General workforce: active employees under CLT contracts who do not hold people management responsibilities.
Leadership: active employees under CLT contracts who hold people management responsibilities. The Executive Board is not included in this figure.
Baseline: December 2020.

In terms of gender, female representation showed consistent growth throughout the 2021–2025 cycle compared to the December 2020 baseline, with an **increase of +1.8 percentage point in the general workforce** and **+2.8 percentage points in leadership positions,** reaching **42.0% and 40.7%**, respectively. Despite this progress, the targets set for 2025 were not fully met.

The result reflects organizational changes throughout the reporting period, including workforce expansion in areas that have historically exhibited lower gender diversity. In the short term, this context impacted the Company's diversity indicators. The Company remains committed to fostering greater balance over time through structured, ongoing initiatives aligned with its people management and diversity strategy.

Regarding ethnic and racial representation, the Company exceeded its representation targets, both in the overall workforce and in leadership positions. Compared to the baseline, the increase was **+11.9 percentage points in the overall workforce,** reaching **38.7%,** and **+10.1 percentage points in leadership**, reaching **24.5%**, above the defined targets.

This performance reflects the cumulative effect of targeted hiring and structured initiatives throughout the cycle, with a particular focus on strengthening the presence of black and indigenous people in decision-making positions.

Diversity targets – 2035

[GRI 405-2]

The progress achieved between 2021 and 2025 demonstrates the effectiveness of the initiatives implemented and the governance framework adopted, even amid workforce expansion and business transformation.

Building on these results, the Company is launching a new set of targets for the 2026–2035 period, reaffirming diversity as a strategic pillar of its people and sustainability agenda.

The new targets reflect the continued advancement of this agenda, with a focus on consolidating the progress achieved and driving sustained improvements in diversity indicators over time. By 2035, the Company aims to achieve:

WOMEN – TOTAL WORKFORCE
50%

WOMEN – LEADERSHIP
50%

BLACK AND INDIGENOUS EMPLOYEES – TOTAL WORKFORCE
45%

BLACK AND INDIGENOUS EMPLOYEES – LEADERSHIP
32%

This new cycle marks the continuation of the Company's journey toward sustainable growth, strengthening diversity and further aligning its people strategy with its broader business objectives.

Compensation, equity, and incentives

[GRI 405-2]

Compensation management at Cielo is guided by the Compensation and Recognition Policy, which establishes guidelines for the job and salary structure, ensuring internal consistency, external competitiveness, and alignment with market practices. This structure supports the attraction, retention, and engagement of talent, in line with short- and long-term organizational objectives.

We adopt a structured approach to promote internal equity, recognition for performance, and alignment between compensation, responsibilities, and individual contributions, integrating compensation management with the people strategy and business sustainability.

Pay equity

Pay equity is continuously monitored by analyzing the ratio between the average salary and the average total compensation of women and men.

Functional category	Average salary – women/men (%)	Average total compensation – women/men (%)
C-Level	105%	105%
Senior leadership	97%	97%
Middle management	95%	94%
Technical level	93%	92%
Operational level	87%	87%
Commercial	102%	101%

Notes: Functional categories considered: Senior leadership: Superintendents and Executive Managers; Middle management: Managers and Coordinators; Technical level: Consultants and Specialists; Operational level: Analysts and Assistants; Commercial: Business Managers and Commercial Executives.

Variable compensation and sales incentives

Incentive models are periodically reviewed to ensure alignment between performance, conduct, and the generation of sustainable value.

Variable compensation for the sales force is structured in connection with the our strategic pillars, focusing on customer acquisition and retention, sustainable expansion of the customer base, margin growth, and strengthening the marketing of term products, functioning as a mechanism to align performance, engagement, and the quality of customer service.

07

Social impact

Financial, entrepreneurial, and digital education

Social investment

COP30 and operations in the Amazon

Financial, entrepreneurial, and digital education

[GRI 3-3 Education, citizenship, and financial inclusion; GRI 203-1; GRI 413-1]

Cielo's work in financial, entrepreneurial, and digital education is viewed as a lever for strengthening the business ecosystem, promoting socio-productive inclusion, and generating income in a sustainable manner.

By expanding access to knowledge, tools, and management skills, we support the development of entrepreneurs, the strengthening of local commerce, and greater economic resilience in the regions where it operates, linking social impact, customer development, and the sustainability of the business model.

[GRI 2-29]

Cielo's social initiatives are geared toward strengthening economic autonomy and building capacities that support income generation and socio-productive inclusion.

In this context, we direct our efforts toward structured capacity-building and social investment initiatives, focusing on communities and regions facing the greatest socioeconomic challenges.

The initiatives are designed to generate an impact on entrepreneurs' operations and business development by strengthening capabilities, providing access to solutions, and expanding income-generating opportunities. The initiatives take local specificities into account and seek to contribute to the strengthening of regional economies in a consistent and sustainable manner.

Impulsiona Cielo

Impulsiona Cielo was conceived as a social technology that combines a digital platform, structured content, and regional training programs.The platform functions as a digital learning environment, offering free original content focused on financial organization, business management, planning, applied marketing, the use of digital solutions, and the development of entrepreneurial skills.

Widely available to Cielo customers, participants in regional programs, and the general public, the platform expands access to knowledge and allows for the tracking of engagement, participation, and completion metrics, supporting the continuous improvement of educational initiatives.

In addition to the digital platform, Impulsiona Cielo takes shape in regional editions, designed based on the specific socioeconomic and cultural characteristics of each context.

Impulsiona Cielo – Amazon

The Impulsiona Cielo Amazon edition was launched in 2024 and structured as a 12-month development journey, running until the 30^{th} United Nations Climate Change Conference (COP30), to be held in 2025 in Belém, Pará, Brazil.

The Program was designed to empower women entrepreneurs and workers in local commerce—especially Black and Indigenous women—through free training in financial literacy, digital entrepreneurship, and English, strengthening small businesses linked to the tourism, commerce, hospitality, and services sectors and expanding their capacity to generate income and provide services in the region.

In partnership with the government, Impulsiona Cielo Amazônia joined the Capacita COP30 program, coordinated by the Secretariat of Science, Technology, Higher, Professional, and Technological Education (SECTET) of the State Government of Pará. In line with Cielo's commitments, the government initiative aimed to certify qualified professionals to work, directly or indirectly, in the production chains of tourism, hospitality, leisure, large-scale events, infrastructure, and food production, in order to meet the demands arising from the hosting of COP30 in the state.

The Program's design seeks to leave a legacy of sustainable economic development for the region, strengthening local capabilities beyond the climate event.

In total, **3,000 spots were made available with a development program** that combines digital self-study and in-depth training phases for some of the participants.

LEARN MORE

The program is also linked to Cielo's presence in the Amazon in the context of COP30, discussed in greater detail in **COP30 and operations in the Amazon**.

Impulsiona: Women Entrepreneurs of Rio Grande do Sul

The Impulsiona Women Entrepreneurs of Rio Grande do Sul edition was aimed at the economic recovery of women entrepreneurs impacted by the floods that occurred in Rio Grande do Sul in 2024.

The Program was developed in partnership with the Lojas Renner Institute and with support from the Government of the State of Rio Grande do Sul, through the Avança Mulher Empreendedora Committee, formed by the Special Secretariat for Digital Inclusion and Support for Equity Policies (SEIDAPE) and the Rio Grande do Sul Board of Trade, Industry, and Services (JUCISRS), a joint effort to empower hundreds of women in the state, with a focus on productive inclusion and local economic reconstruction.

The methodology includes progressive stages of development, focusing on management, sales, planning, and sustainability of women-led businesses, contributing to the economic recovery of affected regions.

In 2025, the Program supported 242 women, primarily from the fashion and beauty sectors, through training tracks, in-person and online training sessions, specialized mentoring, and access to financial resources, strengthening existing businesses and stimulating new sources of income in the context of the climate crisis.

Social investment

[GRI 3-3 Entrepreneurship; GRI 203-1; GRI 413-1]

Cielo's private social investment is carried out through a combination of its own resources and investments via incentive laws, directed toward projects of public interest in the social, cultural, sports, and socio-environmental areas.

This initiative seeks to amplify the Company's positive impact on society by supporting initiatives aligned with strategic priorities, material topics, and the needs of the regions where Cielo operates, with structured governance, selection criteria, and monitoring.

IN 2025, WE ALLOCATE **R$6.1 million** TO INCENTIVE-BASED PROJECTS.

Cielo Social Impact Fund

The Cielo Social Impact Fund is part of the Company's private social investment strategy and serves as one of the instruments to enable structured contributions to projects of public interest. Its activities complement the Company's own programs, such as Impulsiona Cielo, expanding the reach and diversity of the supported initiatives.

The management of the Fund and social investments follows structured criteria for governance, impact assessment, monitoring, and accountability, in accordance with the Company's internal guidelines.

Rouanet Law

Project
José Sarney Documentary

Proponent
Giros Holding

Objective
Production of a documentary exploring the political career of former president José Sarney. The film revisits key moments in Brazilian democracy, with the presidential transition during one of the most delicate periods in the country's history serving as its central theme.

Amount
R$ 400.000

Project
School of Creators

Proponent
Instituto Kondzilla

Objective
Training young people to work in the creative and digital economy, with a focus on employability, the development of technical skills, and the promotion of entrepreneurship in cultural, technological, and communication sectors.

Amount
R$ 700.000

Project
Decadance Avec Elegance

Proponent
Black River Produções Artísticas

Objective
Implementation of a cultural project aimed at valuing diversity and promoting contemporary artistic expressions through drag queen performances.

Amount
R$ 100.000

Project
Financial Education Documentary

Proponent
Produtora Brasileira

Objective
Production of a documentary with a practical approach to financial education applied to entrepreneurship, highlighting the importance of financial organization, planning, and conscious decision-making for business sustainability.

Amount
R$ 270.000

Rouanet Law

Project
Manaós Tech Girls

Proponent
Manaós Tech

Objective
Encouraging the leadership of girls and young women in the technology sector in the Amazon through training in programming, game development, and technological innovation, promoting inclusion and expanding professional opportunities.

Amount
R$ 400.000

Project
Casa Dourada

Proponent
Instituto Psica

Objective
Establishment of a cultural innovation hub focused on integrating the creative economy and the bioeconomy, promoting training, community engagement, and the appreciation of traditional knowledge from the Amazon region.

Amount
R$ 600.000

Sports

Project
Street Race

Proponent
Norte Marketing

Objective
Organization of sporting events that promote health, well-being, and community interaction, using sports as a tool for social inclusion and encouraging healthy habits.

Amount
R$ 800.000

Project
Craques da Rocinha

Proponent
Sempre Movimento

Objective
A socio-educational program that uses soccer as a tool for the holistic development of children and adolescents, focusing on school retention, combating a sedentary lifestyle, and promoting social inclusion; in this edition, it is aimed at girls.

Amount
R$ 440.000

PRONON

Project
Implementation of a Hybrid Room at Hospital de Amor

Proponent
Hospital de Amor

Objective
Expansion of oncological diagnostic and therapeutic capacity through the implementation of advanced imaging technologies, benefiting indigenous populations in the Western Amazon.

Amount
R$ 620.000

PRONAS

Project
Expansion of rehabilitation services at the Mato Grosso Institute for Support of Autistic Individuals (IMAPA)

Proponent
IMAPA

Objective
Expansion of rehabilitation services in the areas of speech therapy, occupational therapy, pediatric neurology, and psychosocial support, promoting inclusion, development, and quality of life for children with autism spectrum disorder (ASD) and their families.

Amount
R$ 620.000

FIA

Project
Strong Families, Protected Children and Adolescents

Proponent
Instituto Caminho Seguro

Objective
Psychosocial support, academic tutoring, and workshops on entrepreneurship and professional skills for children, adolescents, and their families, strengthening bonds and promoting social development.

Amount
R$ 295.000

Project
Elo + Cielo Homeowner Project

Proponent
Instituto da Oportunidade Social (IOS)

Objective
Technology training for adolescents, expanding access to the technology market and strengthening professional integration opportunities for young people in socially vulnerable situations.

Amount
R$ 325.000

Elderly

Project
Dreams Don’t Grow Old Project

Proponent
Giral

Objective
Promotion of citizenship, social inclusion, and autonomy for the elderly through cultural, educational, and knowledge-sharing activities, contributing to improved quality of life.

Amount
R$ 620.000

Cielo Volunteering

[GRI 413-1]

Throughout 2025, Cielo Volunteering took shape through structured initiatives that mobilized employees, strengthened partnerships with civil society organizations, and generated direct social impact on various fronts.

At McDia Feliz, the internal mobilization resulted in the sale of 1,230 tickets and the direct donation of another 250, raising R$24,600 for Ronald McDonald House.

The sponsorship initiative for the Afago Institution engaged more than 200 employees, resulting in the donation of gifts to 84 children on Children's Day.

In the Donate & Win – Médecins Sans Frontières campaign, interns played a direct role in recruiting new donors. The initiative resulted in 114 one-time donations and the enrollment of 37 monthly donors, enabling the immediate provision of 2,843 sachets of therapeutic food, contributing to the fight against severe malnutrition.

Closing out the year, the Solidarity Christmas campaign allowed employees to donate part or all of their year-end bonus to the campaign, in partnership with the NGO Ação Cidadania. The initiative raised R$30,340, supplemented by an additional contribution of R$50,000 via the Cielo Social Impact Fund.

COP30 and operations in the Amazon

Cielo's activities in the context of COP30, held in Belém (PA), were linked to social initiatives already underway in the Amazon region, particularly Impulsiona Cielo Amazônia.

By combining training, payment infrastructure, and institutional presence, the Company sought to help local entrepreneurs be better prepared to take advantage of the economic opportunities associated with increased tourist traffic and the region's international visibility.

Our presence in Belém reinforced our commitment to the **climate agenda and the transition to a low-carbon economy,** as we participated in debates on just transition, decarbonization, the circular economy, and climate resilience.

Global Citizen Amazon

In the run-up to COP30, Cielo also served as the official payment terminal provider for Global Citizen Amazon, an international festival held in Belém and part of the global movement for climate justice and social inclusion.

To facilitate the event's operations, the Company provided payment terminals at all points of sale, ensuring acceptance of various payment methods, including cards and Pix.

The solutions adopted made it possible to serve local merchants, street vendors, and temporary service providers, expanding income-generating opportunities during the event.

Among the operational advantages was the use of automatic currency conversion features for over 80 currencies at the terminals, enabling payments with cards issued abroad, which facilitated transactions with foreign visitors and expanded the service capacity of local businesses.

LEARN MORE
This feature is powered by Cielo Conversor. Learn more **here**.

COP30 Documentary and climate information

Cielo supported the COP30 documentary, a Brazilian audiovisual production aimed at expanding access to information, climate education, and public debate on the challenges and opportunities of the climate agenda in Brazil.

The documentary was released during the event, screened at the UN House, and distributed free of charge to television stations and community channels, expanding its reach beyond the event's institutional venues.

Carbon market and climate transition

We supported and monitored the launch of the fourth edition of the study Opportunities in the Carbon Market in Brazil, conducted by ICC Brazil (International Chamber of Commerce Brazil), in partnership with WayCarbon.

The study aims to analyze opportunities, challenges, and trends in carbon markets, considering both voluntary and regulated markets, in light of the evolution of the national and international climate framework.

Cielo's participation in this initiative is part of an institutional effort aimed at strengthening informed debate on climate transition and sustainable development.

Climate commitments continue to advance through decarbonization, projects in the Amazon, and **social impact initiatives in strategic territories.**

08 Environmental performance

Eco-efficiency

Reverse logistics and circularity

Climate strategy

Our environmental performance is integral to our business model, taking into account the impacts associated with technology, logistics, the consumption of natural resources, and climate change.

In this context, environmental management is guided by an integrated vision that combines operational eco-efficiency, responsible use of resources, and climate resilience, supporting the continuity of essential payment services, the protection of stakeholders, and the creation of long-term sustainable value.

LEARN MORE
See how operational efficiency and technology contribute to reducing environmental impacts in **Operational structure**.

Eco-efficiency

[GRI 3-3 Eco-efficiency in operations]

Our environmental management is structured through an Environmental Management System (EMS) certified to the ISO 14001 standard, which guides the identification, assessment, and control of environmental aspects and impacts related to its operations, products, and services.

Scope of the EMS

- Administrative activities at Headquarters.
- Management of emissions associated with the sales force fleet.
- Logistics operations at capture terminals.
- Management of the final disposal of terminals and their peripherals.

EMS Governance

The System includes internal procedures for identifying environmental aspects and assessing the significance of impacts in a preventive manner.

Our environmental performance is monitored through indicators that reflect the main impacts associated with our operations. These indicators support decision-making, monitoring of operational eco-efficiency, and continuous process improvement.

The results are presented at critical analysis meetings, ensuring regulatory compliance and continuous updating of the System.

Reverse logistics and circularity

[GRI 3-3 Eco-efficiency in operations; GRI 306-1; GRI 306-2; GRI 306-3; GRI 306-4; GRI 306-5]

The most significant environmental impacts associated with Cielo's operations relate to the generation and disposal of waste, particularly electronic and peripheral waste resulting from the life cycle of payment terminals.

We maintain a structured reverse logistics operation responsible for receiving, sorting, and properly disposing of returned equipment. Terminals that are technically sound undergo restoration and maintenance processes and are reintroduced into service. Those that do not meet technical criteria are dismantled, with materials reused as raw materials in other sectors of the economy.

Waste traceability complies with legal requirements, including the issuance of Waste Transport Manifests (WTM), analysis of Solid Waste Management Plans (SWMP), and verification of final disposal certificates.

Waste generation data is consolidated by the EMS, with monthly collection from the responsible departments and monitoring via operational dashboards.

This approach contributes to:

- Reducing the generation of electronic waste.
- Extending the useful life of assets.
- Mitigating environmental risks related to improper disposal.
- Strengthening the circular economy approach in operations.

Waste generated and sent for recycling (tons)

	2023	2024	2025
Technological waste	221.3	15.8	51.9
Supplies and peripheral items	163.2	88.4	27.7
Marketing materials	32.5	13.5	0
Total	**417.0**	**117.7**	**79.6**

Waste generated and sent to landfills (tons)

	2023	2024	2025
Recyclable waste (Headquarters)	13.9	27.1	42.5
Organic waste (Headquarters)	14.5	25.8	41.8
Total	**28.4**	**52.9**	**84.3**

Waste not sent to final disposal
(reintroduced into the production chain – tons)

	2023	2024	2025
Recovered capture terminals	-	224.2	272.4
Total	**-**	**224.2**	**272.4**

Climate strategy

[GRI 3-3 Climate change; GRI 102-1; GRI 102-2; GRI 102-10; GRI 201-2; SASB TC-SI-130a.3]

Climate change poses growing challenges to the stability of economic activities and the provision of essential services. Our climate action is based on the understanding that resilience in the face of adverse scenarios is a central factor in creating sustainable value.

By considering the physical impacts of climate change and their operational ramifications, Cielo seeks to ensure the stability of its operations, the protection of its employees, and the maintenance of customer service, even in the most critical situations.

Response to climate events

Our response to the physical impacts of climate change is structured within the framework of business continuity and operational resilience measures, which guide our actions in the face of events such as heavy rains, floods, heat waves, and other extreme weather episodes.

The plan considers the potential effects of such occurrences on employees, suppliers, infrastructure, and customers, establishing guidelines to preserve people's safety, protect critical assets, and ensure the continuity of essential payment services.

LEARN MORE

This approach is integrated into the Business Continuity Program, certified to the ISO 22301 standard. To learn about the governance structure, mechanisms, and processes that support Cielo's business continuity and operational resilience, see **Trust, security, and continuity**.

Emissions management

As part of its climate strategy, Cielo takes a structured approach to managing and offsetting greenhouse gas (GHG) emissions, combining operational efficiency, continuous monitoring, and mechanisms to mitigate unavoidable emissions.

GHG emissions are quantified based on the guidelines of the Brazilian GHG Protocol Program, ensuring methodological consistency and the reliability of the information, which is verified by an independent third party.

Emissions (tCO_2e) **[GRI 102-5; GRI 102-6; GRI 102-7]**

	2023	2024	2025
Direct Emissions (Scope 1)	9,130.54	5,815.26	1,602.57
Indirect Emissions (Scope 2)	69.35	96.86	78.54
Indirect Emissions (Scope 3)	24,810.60	22,990.04	23,388.61
Total	**34,010.49**	**28,902.16**	**25,069.71**

Carbon offsetting

[GRI 201-2; GRI 3-3 Climate change]

Remaining emissions from Scopes 1 and 2 are offset through the acquisition and retirement of carbon credits and renewable energy certificates from projects with independent validation and assured traceability.

The selection of carbon credits and renewable energy certificates undergoes a structured process of technical due diligence and risk assessment, ensuring criteria of additionality, permanence, credibility, and compliance with recognized standards, in alignment with Cielo's climate strategy.

The acquired credits have unique identifiers, are registered on internationally recognized platforms, and are formally retired after use, ensuring no double counting and the environmental integrity of the offsets.

Check out the main supported projects:

Ilha do Bananal Project | REDD+

- **Forest conservation,** sustainable land management, and protection of sensitive ecosystems.
- Covers **42 indigenous villages** in northern Brazil, strengthening territorial governance and the sustainable development of communities.
- **Expected to avoid approximately 27.3 million tCO_2e** over its implementation period (2019 to 2048).
- Adopts an internationally **recognized REDD+ methodology,** with independent validation and verification.
- **Credits are issued by Cercarbono,** with unique identifiers and retirement after use, ensuring traceability and environmental integrity.

Kamiranga Project

- Structural reduction of emissions through the **replacement of non-renewable biomass with renewable biomass in industrial processes** within the ceramics sector.
- **Certified reductions based on the AMS-I.E. methodology,** with credits issued by Verra (VSC) following independent audits.
- Contributes to greater energy efficiency and **reduced pressure on native forest resources,** with permanent environmental gains in the production process and co-benefits for workers and local communities.

Renewable Energy Certificates – Lagoa do Barro IX (I-REC)

- Acquisition and cancellation of I-REC certificates, **fully offsetting Scope 2 emissions associated** with the our electricity consumption.
- Certificates linked to the Lagoa do Barro IX wind farm project, issued by the Totum Institute, ensuring **the traceability of the renewable origin of the energy used.**

Energy management

[GRI 3-3 Eco-efficiency in operations; GRI 3-3 Climate change; GRI 302-1; GRI 302-4; SASB TC-SI-130a.1]

Energy consumption is monitored at the Headquarters and in the technological infrastructure, with a focus on operational efficiency.

We monitor energy performance indicators and adopt practices aimed at optimizing systems, reducing waste, and offsetting emissions through the purchase of I-RECs in alignment with its eco-efficiency and climate management strategy.

	2023	2024	2025
Electricity consumed (SIN)	6,508.71	6,467.90	6,366.46
Fuels from renewable sources	54,045.73	129,702.18	106,528.75
Fuels from non-renewable sources	157,974.99	99,384.72	24,317.92
Total	**218,529.43**	**235,554.80**	**137,213.15**

Note: Energy consumption data refers to Scopes 1 and 2 of the GHG inventory and includes information from Cielo (Aliança, Servinet, and Stelo).

Energy efficiency in data centers

Data centers account for the operation's primary direct energy consumption. The reduction in the power usage effectiveness (PUE) ratio over the period indicates greater energy efficiency.

	2023	2024	2025
Energy efficiency index – PUE	1.54	1,51	1.47
Total energy consumption in data centers (MWh)	69,847	66,998	69,117
Percentage of renewable energy[1]	100%	100%	100%

1. Due to regulatory requirements, electricity transmission is carried out by the National Interconnected System (SIN).

09

Corporate management

Corporate governance

[GRI 3-3 Governance, Integrity, ethics, and transparency]

Cielo's corporate management is structured to support value creation in the short, medium, and long term, ensuring responsible decision-making, integrity in relationships, and business resilience in an industry built on trust.

We operate in a highly regulated, technology- and data-intensive environment, with constant interaction with multiple players in the financial and retail sectors. In this context, governance, ethics, and value chain management constitute an essential institutional infrastructure for service continuity, stakeholder protection, and business sustainability.

We adopt a corporate governance system structured to ensure responsible decision-making, effective management oversight, and alignment with best market practices. Corporate governance guides the Company's strategic direction, ensuring decision-making discipline, transparency, integrity, and accountability. The corporate governance model is based on collegiate bodies, formal advisory structures, and defined processes, with the aim of protecting the interests of the Company and its stakeholders, ensuring regulatory compliance, and sustaining the business's longevity.

To strengthen Cielo's corporate governance, a Corporate Governance department has been established, which reports functionally to the Board of Directors and is responsible for supporting the governance bodies of the Company and its subsidiaries.

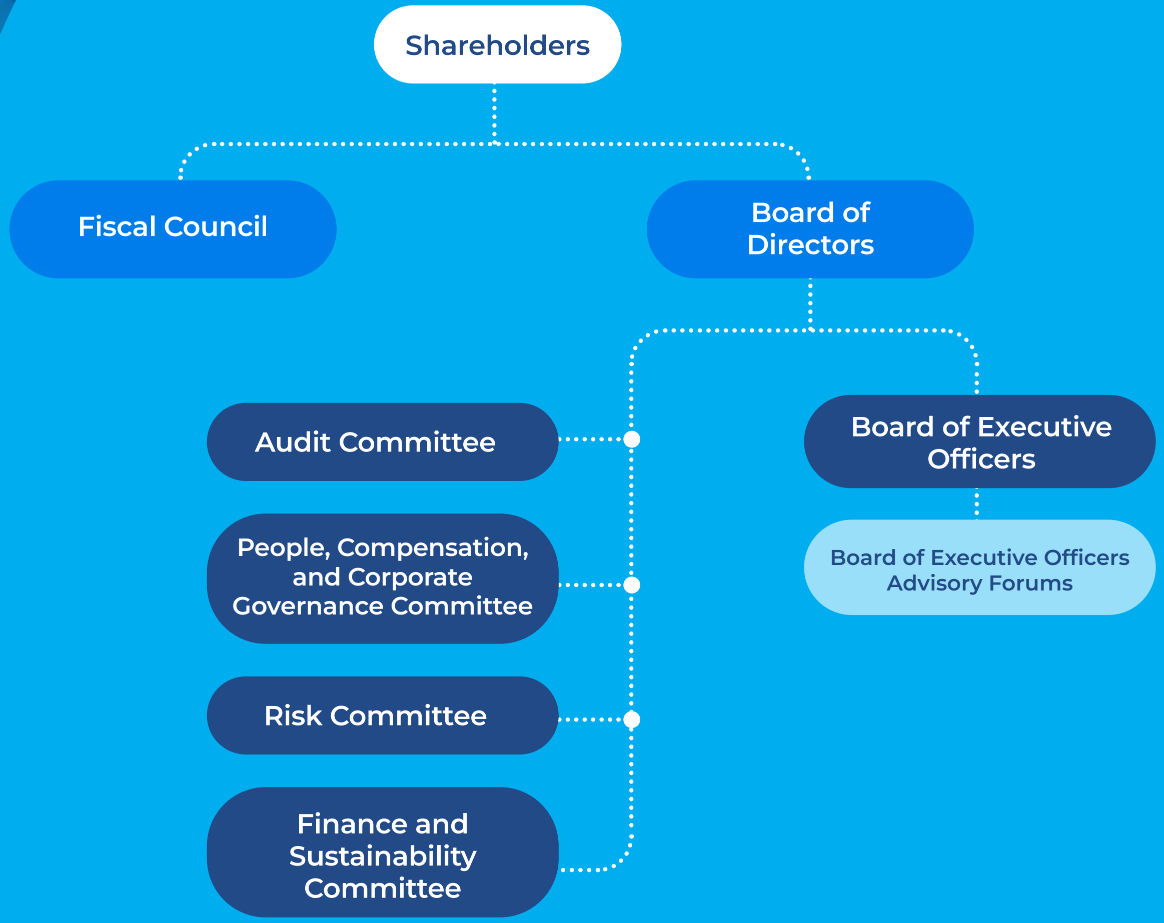
Governance structure

[GRI 2-9; GRI 2-13]

Our corporate governance is supported by a structure organized into different levels, with complementary roles and clearly defined responsibilities.

- **Board of Directors,** the body responsible for the general direction of the Company's business, composed of a minimum of seven and a maximum of 12 members, elected and removable by the General Meeting, with a unified term of two years, with reelection permitted.
- **Board of Directors Advisory Committees,** performing advisory and technical functions, in accordance with the powers defined in their respective internal regulations.
- **Fiscal Council,** operating on a non-permanent basis, composed of three to five regular members and an equal number of alternates, when established by resolution of the General Meeting.
- **Board of Executive Officers,** responsible for conducting business and executing strategic guidelines.
- **Board of Executive Officers Advisory Forums**, which support management on specific issues.

The **Chairman of the Board of Directors does not hold an executive position in the Company,** ensuring independence between strategic oversight and operational management. [GRI 2-11]



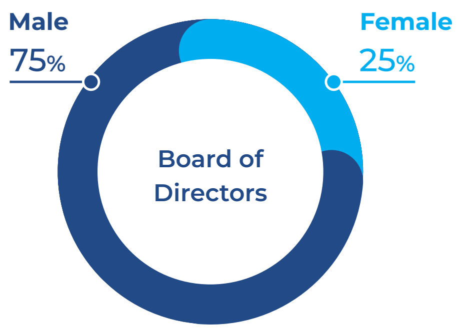
The Advisory Committees provide technical support to the Board of Directors in the in-depth analysis of relevant issues, without prejudice to the Board's decision-making authority. In 2025, the Board had the following committees:

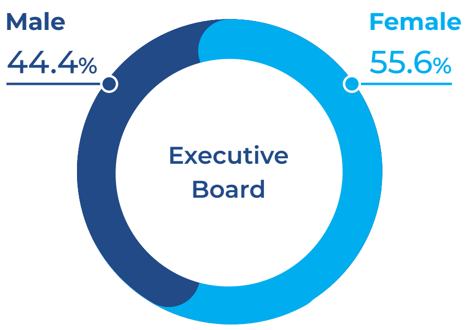
Audit Committee	A statutory body operating on a permanent basis, responsible for advising the Board on the supervision of accounting processes and policies, the issuance of financial reports, internal controls, risk management, internal and independent audit work, as well as the monitoring of regulatory compliance.
People, Compensation, and Corporate Governance Committee	Responsible for advising the Board on matters related to organizational development, people planning and development, compensation for employees and members of the Company's governance bodies, as well as the adoption of best corporate governance practices.
Finance and Sustainability Committee	Advises the Board on matters related to the Company's financial management and economic and financial performance, as well as the integration of economic and financial development with social, environmental, and climate responsibilities, through the establishment of corporate guidelines and actions.
Risk Committee	Advises the Board on the tracking, monitoring, control, and management of risks and the minimum capital requirements to which the Company is exposed.

Diversity in governance bodies

[GRI 405-1; SASB TC-SI-330a.3]

Diversity in gender, age, and profiles within governance broadens the range of perspectives and enriches the debate, contributing to more consistent decisions. In this context, diversity indicators reflect not only representation but also the effectiveness of governance and the robustness of decisions over time.





Board of Directors

25% BETWEEN 30 AND 50 YEARS OLD.

75% OVER 50 YEARS OLD.

11% OF PEOPLE WHO IDENTIFY AS MIXED-RACE.

89% OF PEOPLE WHO IDENTIFY AS WHITE.

Executive Board

66.7% BETWEEN 30 AND 50 YEARS OLD.

33.3% OVER 50 YEARS OLD.

12.5% OF PEOPLE WHO IDENTIFY AS MIXED-RACE.

87.5% OF PEOPLE WHO IDENTIFY AS WHITE.

Corporate structure

Cielo has a corporate structure consisting of two controlling shareholders and is equipped with governance mechanisms capable of ensuring a balanced relationship among shareholders, impartial technical decisions, and the permanent protection of the Company's interests.

Conflicts of interest and related-party transactions [GRI 2-15]

The management of conflicts of interest and related-party transactions at Cielo is guided by formal guidelines, technical criteria, and structured processes, as defined in the Policy on Related-Party Transactions and Other Situations Involving Conflicts of Interest.

Individuals involved in actual or potential conflicts of interest must formally notify the responsible authorities and refrain from participating in any decision-making process related to the matter.

LEARN MORE
Read more about our **Policy on Related-Party Transactions and Other Situations Involving Conflicts of Interest**.

Nomination, selection, and compensation of members

[GRI 2-10; GRI 2-19; GRI 2-20]

The nomination, selection, and compensation of members of the corporate governance bodies follow criteria established in the Policy on Nomination and Compensation of Members of Corporate Governance Bodies, which sets forth the principles and processes designed to ensure the appropriate composition of these bodies and alignment with best governance practices.

Nominations for members of the Board of Directors may be made by the Company's management or shareholders and must be based on a structured preliminary analysis of skills, experience, and complementary profiles, in order to ensure the Board's effectiveness. This process considers diversity criteria, including gender, age group, and ethnicity, as well as competencies relevant to the organization's impact.

The same Policy establishes the guidelines applicable to the compensation of the Board of Directors, the Executive Board, the Fiscal Council, and the Advisory Committees.

The People, Compensation, and Corporate Governance Committee is responsible for periodically reviewing the compensation strategy and practices, based on market surveys conducted with the support of specialized consulting firms, and for making recommendations to the Board of Directors, which has the final say.

Members of the Board of Directors receive a fixed monthly compensation, with no variable component. The compensation of the Executive Board consists of a fixed portion and short- and long-term variable portions, aligned with performance, the Company's strategy, and long-term value creation.

The total annual compensation of the governance bodies is submitted for approval by the General Meeting, which is responsible for its review and approval.

LEARN MORE
About our **Policy on the Nomination and Compensation of Members of Corporate Governance Bodies**.

Strategic oversight and impact management

[GRI 2-12; GRI 2-13; GRI 2-17]

The Board of Directors is responsible for defining the Company's strategic guidelines, taking into account the impacts of its activities on the economy, the environment, and people.

The management of these impacts is supervised with the support of the Executive Board and monitored by the Advisory Committees, particularly the Finance and Sustainability Committee, which oversees the implementation of the strategic sustainability plan.

Senior executives are responsible for managing impacts in their respective areas of operation and for disseminating corporate guidelines, with periodic reports to the committees and the Board of Directors, as applicable.

Communication of relevant issues

[GRI 2-16]

The Board of Directors meets ordinarily on a bimonthly basis and, extraordinarily, whenever necessary. This process ensures timely communication, continuous monitoring, and appropriate deliberation on strategic issues and relevant concerns related to business conduct.

Periodic meetings and continuous reporting flows ensure close monitoring and **agile decision-making on strategic matters.**

Competency and performance assessment

[GRI 2-17; GRI 2-18]

We maintain a Competency Matrix to ensure a balance of experience, skills, and knowledge among members of the Board of Directors and to support succession planning. This tool allows for mapping directors' aptitude for specific strategic topics and is continuously updated to reflect business priorities and ensure the Board's effectiveness in decision-making.

We conduct periodic evaluations of the performance of the Board of Directors and its Advisory Committees through structured self-assessment processes. The results are consolidated and analyzed by the People, Compensation, and Corporate Governance Committee, which proposes action and improvement plans to be reported to and monitored by the Board of Directors, as applicable.

Ethics, integrity, and compliance

[GRI 2-23; GRI 2-24, GRI 3-3]

Ethics, integrity, and compliance guide the way we conduct our business, make decisions, and engage with our stakeholders.

As a payment institution authorized by the Central Bank of Brazil, we operate in a highly regulated environment with diverse stakeholders and constantly evolving technology, which demands high standards of conduct, control, and accountability.

These commitments are formally established in the Code of Ethical Conduct, the Compliance Policy, the Anti-Corruption Policy, and the Policy on the Prevention of Money Laundering and Terrorist Financing (AML/TF), all of which have been approved by the highest levels of governance.

LEARN MORE
We make all policies publicly available on the **Ethics and Integrity**.

Code of Ethical Conduct [GRI 2-23]

Cielo's Code of Ethical Conduct establishes the principles, values, and standards of behavior expected of everyone acting on behalf of the Company, including executives, board members, employees, interns, apprentices, suppliers, partners, and other stakeholders.

The Code serves as the cornerstone of the **Cielo Compliance Program**, translating institutional commitments to ethics, legality, transparency, respect for human rights, and the prevention of any form of corruption, fraud, discrimination, or abuse of power into accessible language. It is complemented by specific corporate policies that detail rules, responsibilities, and controls.

The commitments set forth in the Code and associated policies are aligned with internationally recognized instruments, such as the Universal Declaration of Human Rights, the UN Global Compact Principles, the Conventions of the International Labour Organization (ILO), and the 2030 Agenda and the Sustainable Development Goals (SDGs).

LEARN MORE
The revised version was approved by the Board of Directors, effective as of March 1, 2026. Access at **here**.

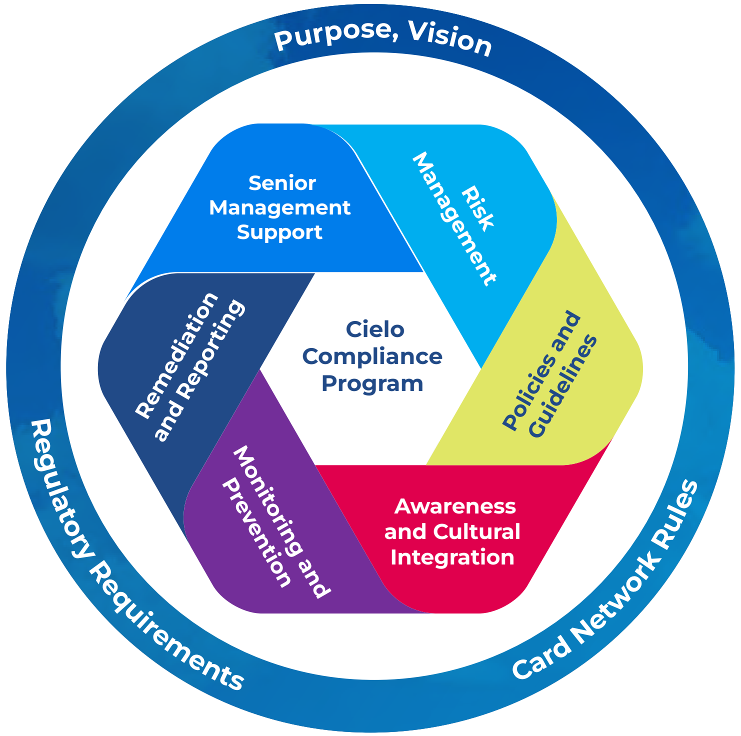
In 2025, the Code of Ethical Conduct underwent a process of reformulation and modernization, with the aim of making it clearer, more direct, and more closely connected to the role of leadership and the practical application of ethics in daily life.

Cielo Compliance Program [GRI 2-24]

The Cielo Compliance Program integrates the management of ethics, integrity, and regulatory compliance within the Company and is structured in accordance with the guidelines established in the Compliance Policy.

Its objective is to prevent, detect, mitigate, and respond to compliance risks, ensuring alignment with legal and regulatory requirements, card network rules, internal policies, and best market practices.

The Program is structured around six interdependent pillars:



LEARN MORE
About **Cielo's Compliance Policy**.

Prevention and combating corruption

[GRI 205-1; GRI 205-3]

We continuously assess and manage corruption-related risks. These risks include, among others, practices such as bribery, offering or receiving undue advantages, undue favoritism, manipulation of processes, and inappropriate conduct in relationships with third parties and with the Public Administration.

In 2025, no cases of corruption involving public officials or cases of private corruption were reported.

Training and communication on ethics and anti-corruption

[GRI 205-2]

The dissemination of a culture of ethics and integrity is supported by a Regulatory Training Track, which is mandatory and applies to the Executive Board, employees, interns, and apprentices, covering topics such as the Code of Ethical Conduct, anti-corruption, regulatory aspects, prevention of money laundering and terrorist financing, information security, privacy and data protection, risk management, and business continuity.

In 2025:

100% OF **ELIGIBLE EMPLOYEES** WERE INFORMED ABOUT ANTI-CORRUPTION POLICIES.

96.42% OF **ELIGIBLE EMPLOYEES** COMPLETED MANDATORY ANTI-CORRUPTION TRAINING.

100% OF MEMBERS OF **GOVERNANCE** BODIES WERE FORMALLY INFORMED OF ANTI-CORRUPTION POLICIES AND PROCEDURES.

100% OF **EXECUTIVE BOARD** MEMBERS RECEIVED TRAINING.

Prevention of money laundering and terrorist financing

We adopt a robust, risk-based approach to the prevention of money laundering, terrorist financing, and the proliferation of weapons of mass destruction (AML/TF), in compliance with BCB Circular No. 3,978/2020 and other applicable regulations.

The AML/TF processes cover the entire relationship journey with customers, partners, suppliers, and employees, from the onboarding phase through to the ongoing monitoring of the relationship.

This approach is supported by a structured set of due diligence measures, applicable to different audiences and stages of the relationship, including Know Your Customer (KYC), Know Your Supplier (KYS), Know Your Partner (KYP), and Know Your Employee (KYE). Within the scope of these due diligence measures and controls, the following activities, among others, are carried out:

- Identification, qualification, and risk classification of clients, including analysis of corporate structure and counterparty profiles.
- Verification of politically exposed person (PEP) status, with application of enhanced criteria where applicable.
- Systematic checks against national and international restricted lists, socio-environmental lists, and monitoring of negative media coverage.
- Continuous transactional monitoring, including recording of transactions, identification of the source and destination of funds, and automated screening of transactions showing signs of atypicality.

Transactions are analyzed by a specialized team and, where applicable, reported to the Financial Activities Control Council (COAF), which may also result in the termination of the business relationship.

The system's effectiveness is monitored through periodic indicators, monthly working groups, and annual internal audit tests and effectiveness assessments.

We maintain structured processes to prevent its payment ecosystem from being used for illicit purposes. In 2025, we made progress in the technological enhancement of AML/TF processes, with investments in automation and digital tools for managing and analyzing alerts.

Ethics Channel

[GRI 2-25; GRI 2-26]

The Ethics Channel serves as a reporting mechanism that enables employees, suppliers, service providers, partners, and other stakeholders to seek guidance and report concerns regarding ethical conduct and compliance with internal policies.

All reports received are treated with confidentiality, privacy, and the option of anonymity by an independent company responsible for operating the Channel. We do not tolerate any form of retaliation against whistleblowers acting in good faith.

Reports submitted through the Ethics Channel are analyzed and investigated by Internal Audit, which conducts its inquiries independently. Cases deemed valid are forwarded to the Ethics Working Group, which is responsible for deciding on the application of appropriate disciplinary measures, in accordance with the Company's Consequence Management Policy.

The Audit Committee monitors the records, indicators, and developments of the Ethics Channel on a monthly basis and reports this information to the Board of Directors.

Available 24 hours a day, reports can be made anonymously. Access the **Ethics Channel via website** or by calling **0800 775 0808.**

Ethics Channel indicators [GRI 406-1]

In 2025, Cielo's Ethics Channel recorded:

- **532 complaints received**, a 7% increase compared to 2024.
- **27% of complaints identified and 73% anonymous.**
- **154 complaints deemed valid**, ccorresponding to 29% of the total.
- **395 disciplinary measures applied.**
- Median of **29 days** to resolve cases.

The increase in the number of reports reflects improved communication about the Ethics Channel, outreach to staff and training initiatives, and growing employee confidence in the mechanism. Even with the higher volume of reports, the rate of substantiated complaints was lower than the previous year.

Disciplinary measures applied:

- Guidance meeting: **4**.
- Verbal warning: **29**.
- Formal warning: **287**.
- Termination without cause: **39**.
- Termination for cause: **36**.

Integrated risk management

[GRI 3-3 Risk management and business continuity]

We adopt an integrated approach to risk management, aligned with its business model, corporate governance, and the dynamics of a payments ecosystem intensive in technology, data, and operational scale.

Risk management is understood as a structural element of decision-making and responsible business conduct, supporting operational continuity and value creation.

Risk management as a business enabler

Risk management at Cielo is directly connected to how we run the business and sustain our operations in a highly complex and continuously evolving environment.

In a large-scale payments ecosystem, a structured understanding of uncertainties, limits, and exposures is essential to guiding business activities in a consistent and responsible manner.

By incorporating risk analysis into planning, innovation, and operational processes, we strengthen our ability to expand solutions, test new models, and respond to market transformations in a disciplined manner, preserving operational stability, customer trust, and the sustainability of the business model.

In 2025, we enhanced our comprehensive mapping of risks and controls.

The risk assessment methodology was refined throughout the year, with a focus on greater precision and alignment with the complexity of the business. In this context, the incorporation of artificial intelligence represented a significant advancement, with the creation of a working group dedicated to mapping risks associated with its use, combined with training for the Executive Board on the subject.

Analytics and risk modeling

[GRI 3-3]

The intensive use of data, analytics, and predictive modeling is a central pillar of Cielo's integrated risk management. We adopt a preventive, structured, and data-driven approach, focused on reducing the probability and severity of these events.

By applying advanced analytical technologies, the Company strengthens its ability to assess, monitor, and anticipate risks dynamically, enhancing the accuracy of analyses and supporting more agile and informed decisions.

In 2025, we made progress in applying models based on artificial intelligence, complemented by independent validations, with the aim of ensuring the robustness, transparency, and reliability of the models used.

In this way, we strengthened monitoring mechanisms, fraud prevention, and regulatory controls, with a focus on protecting customers, partners, and the business itself.

Governance, structure, and effectiveness

[GRI 2-24]

Cielo's integrated risk management is guided by the Corporate Risk Management and Internal Controls Policy—aligned with the standards of the National Monetary Council (CMN) and the Central Bank of Brazil (BCB)—and structured based on the concept of the three lines of responsibility, ensuring segregation of duties, independence, and clarity of roles:

- **1st line:** Business and operational areas, responsible for identifying and managing day-to-day risks.
- **2nd line:** Risk functions, internal controls, compliance, privacy, fraud prevention, business continuity, and analytical modeling, responsible for defining methodologies, monitoring exposures, and supporting decision-making.
- **3rd line:** Internal Audit, which independently assesses the effectiveness of the structure, processes, and controls.

The effectiveness of management is continuously monitored through exposure tracking, periodic reviews of processes and methodologies, and regular reporting to the Executive Board, advisory committees, and the Board of Directors, for informational or deliberative purposes, as applicable.

Risk situations are tracked through structured records, with defined responsible parties, action plans, and deadlines for mitigation. When risks with high potential impact—whether actual or imminent—are identified, specific methodologies and procedures are activated for coordinated handling, ensuring a timely response aligned with governance.

The integrated interaction among the lines of defense reinforces the understanding that **risk management is a shared responsibility,** with business areas responsible for managing risks and the second line playing a supporting role in evaluating and providing the best tools and market practices.

Suppliers and value chain

[GRI 2-6; GRI 2-29; GRI 3-3 Responsible and sustainable value chain]

We seek to establish structured, transparent business relationships aligned with principles of ethics, integrity, and accountability. Our supply chain consists of suppliers of technology, equipment, operational services, consulting, logistics, infrastructure, and other inputs necessary for the operation of our activities. This structure was designed to facilitate the procurement of strategic goods and services, ensuring competitiveness, quality, agility, sustainability, and adherence to corporate guidelines.

Supply chain management is guided by corporate regulatory instruments that govern the entire relationship cycle—from understanding demand and prospecting to approval, contracting, continuous monitoring, and risk management—ensuring segregation of duties, traceability of decisions, and preventive mitigation of operational, financial, legal, reputational, and socio-environmental risks.

We have adopted a structured and mandatory supplier qualification process that includes administrative, financial, tax, labor, technical, and socio-environmental assessments, as well as integrity checks, anti-money laundering measures, and formal acceptance of corporate policies, ensuring risk control and mitigation from the moment a supplier enters the value chain.

Performance and risk-based approach

Suppliers are classified according to their potential impact on the customer, the risk to business continuity, and the strategic relevance of the supply, using a tiered model.

This classification determines the level of due diligence, the frequency of monitoring, the degree of oversight, and the requirements applicable throughout the entire business relationship cycle, in proportion to the risk and criticality of the supply.

As a condition for establishing and maintaining the business relationship, suppliers must formally accept the Company's corporate principles and guidelines, including the Code of Ethical Conduct, the Anti-Corruption Policy, and institutional commitments related to human rights, diversity, equity, inclusion, responsible labor practices, and ethical business conduct.

These acceptances are part of the onboarding process and establish a minimum level of compliance expected throughout the business relationship.

After contracting, Cielo conducts continuous performance and risk monitoring through periodic assessments, implementation of the Vendor Performance and Vendor Risk programs, and structured handling of any non-compliance issues, thereby strengthening the resilience of the supply chain.

Additionally, we have adopted due diligence and investigation procedures, such as KYS, which include checks against national and international restricted lists, analysis of negative media coverage, and assessment of risks related to illicit practices, corruption, money laundering, and human rights violations.

Additionally, for suppliers with ratings below the required minimum, we jointly developed action plans to support suppliers in improving their services.

In 2025, at the end of the annual cycle, we recognize, at the **Direto ao Ponto com Fornecedores event**, the partners who stood out in the pillars of innovation, quality, speed, and competitive attitude, as well as ESG and startup.

Social and environmental assessment

[GRI 308-1; GRI 308-2; GRI 408-1; GRI 409-1; GRI 414-1; GRI 414-2]

Cielo's supplier onboarding and relationship management process includes the administration of structured questionnaires, the consolidation of results, and the formal assessment of social and environmental aspects, as an integral part of the value chain risk management model.

This assessment is mandatory for 100% of suppliers, regardless of their tier classification, reflecting the Company's proactive approach and commitment to responsible practices throughout the entire supply chain.

Thus, in 2025:

713 SUPPLIERS

WERE ASSESSED ON SOCIAL AND ENVIRONMENTAL ASPECTS.

1.78% OF THOSE ASSESSED

HAD IMPROVEMENT PLANS AGREED UPON AS A RESULT OF THE ANALYSES CONDUCTED.

no

BUSINESS RELATIONSHIPS WERE TERMINATED AS A RESULT OF THESE ASSESSMENTS.

The approach prioritizes supplier engagement, the correction of deviations, and continuous improvement, in proportion to the identified risk.

10

Indicators booklet

GRI Index

SASB Index

Independent Auditors’ Assurance Report

Corporate information

GRI Index

Statement of use	A Cielo reported in accordance with GRI Standards for the period from January 1st to December 31th, 2025.
GRI 1 was used	GRI 1: Foundation 2021.
Applicable GRI Sector Standard(s)	None.

GRI Standard	Disclosure	Location	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 2: General Disclosures 2021	2-1 Organizational details	Pages 3, 12 and 121.					
	2-2 Entities included in the organization's sustainability reporting	Page 3.					
	2-3 Reporting period, frequency and contact point	Pages 3 and 121.					
	2-4 Restatements of information	-		There were none.			
	2-5 External assurance	Pages 3 and 119.					
	2-6 Activities, value chain and other business relationships	Pages 12, 14 and 105.					
	2-7 Employees	Pages 55 and 69.				6	8 and 10
	2-8 Workers who are not employees	As of December 31, 2025, the Company had 1,727 active third-party workers registered, in accordance with the roster of professionals contracted to support its operations.					
	2-9 Governance structure and composition	Page 93.	2-9.c	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			5 and 16

GRI Standard	Disclosure	Location	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	Page 95.	2-10.b	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			5 and 16
	2-11 Chair of the highest governance body	Page 93.					16
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 22 and 96.					
	2-13 Delegation of responsibility for managing impacts	Pages 22 and 96.	2-13.b	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			
	2-14 Role of the highest governance body in sustainability reporting	Page 3.					
	2-15 Conflicts of interest	Page 95.	2-15.b	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			16
	2-16 Communication of critical concerns	Page 96.	2-16.a, 2-16.b	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			
	2-17 Collective knowledge of the highest governance body	Pages 96 and 97.	2-17.a	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			
	2-18 Evaluation of the performance of the highest governance body	Page 97.	2-18.a, 2-18.b, 2-18.c	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			

GRI Standard	Disclosure	Location	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Page 95.	2-19.a	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			
	2-20 Process to determine remuneration	Page 95.	2-20.a, 2-20.b	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			
	2-21 Annual total compensation ratio	In 2025, the ratio between the CEO's total compensation and the average employee compensation was 52.85 times.					
	2-22 Statement on sustainable development strategy	Page 4.					
	2-23 Policy commitments	Pages 22, 40 and 98.				10	16
	2-24 Embedding policy commitments	Pages 22, 43 and 103.					16
	2-25 Processes to remediate negative impacts	Pages 42, 43, 88 and 101.					16
	2-26 Mechanisms for seeking advice and raising concerns	Page 101.				10	16
	2-27 Compliance with laws and regulations	In 2025, there were no significant cases of non-compliance with laws and regulations.					
	2-28 Membership associations	Page 13.					
	2-29 Approach to stakeholder engagement	Pages 13, 37, 40, 55, 74 and 105.	2-29.a	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			
	2-30 Collective bargaining agreements	100% of employees are covered by collective bargaining agreements.				3	8

GRI Standard	Disclosure	Location	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
Material topics							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 23.	3-1.b	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			
	3-2 List of material topics	Page 23.					
Material topic: Governance, Integrity, Ethics, and Transparency							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 92.	3-3.a, 3-3.b	No significant negative impacts were identified.		6 and 10	5, 8, 9 and 16
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 99.				10	16
	205-2 Communication and training about anti-corruption policies and procedures	Page 99.	205-2.a, 205-2.b, 205-2.c, 205-2.d, 205-2.e	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.		10	16
	205-3 Confirmed incidents of corruption and actions taken	Page 99.				10	16
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no legal actions, pending or concluded in 2025, related to unfair competition or violations of antitrust and anti-monopoly laws.					16
GRI 207: Tax 2019	207-1 Approach to tax	Page 16.					
	207-2 Tax governance, control, and risk management	Page 16.					

GRI Standard	Disclosure	Location	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 101.		Of the 532 reports received through the Ethics Channel in 2025, 28 were related to discrimination cases. Of these, four were substantiated or partially substantiated. In two substantiated cases, termination measures were applied. In the two cases classified as partially substantiated, disciplinary actions were taken, including warnings and termination. No cases were identified that required legal action or other external measures.		6	5 and 8
GRI 415: Public Policy 2016	415-1 Political contributions	-	All.	Not applicable.	We do not make donations or monetary contributions to political parties, candidates, elected officials, or public representatives.	10	16
Material topic: Risk Management and Business Continuity							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 30.	3-3.a, 3-3.b	No significant negative impacts were identified.			
Material topic: Information Security and Fraud Prevention							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 30.	3-3.a, 3-3.b	No significant negative impacts were identified.			

GRI Standard	Disclosure	Location	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cielo did not record any data breaches in 2025, nor any leaks, thefts, or losses of customer-related data.					16
Material topic: Technology, Innovation, and System Availability							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 25.	3-3.a, 3-3.b	No significant negative impacts were identified.			
Material topic: Responsible and Sustainable Value Chain							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 105.	3-3.a, 3-3.b	No significant negative impacts were identified.		2, 4, 5 and 8	5, 8 and 16
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 107.				8	
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 107.		Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.		8	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 107.		Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.		5	8 and 16
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 107.		Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.		4	8
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 107.		Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.		2	5, 8 and 16
	414-2 Negative social impacts in the supply chain and actions taken	Page 107.		Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.		2	5, 8 and 16

GRI Standard	Disclosure	Location	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
Material topic: Entrepreneurship							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 77.	3-3.a, 3-3.b	No significant negative impacts were identified.			
Material topic: Customer Relations							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 37.	3-3.a, 3-3.b	No significant negative impacts were identified.			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 50.		Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.			
Material topic: Attracting and Developing People							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 55.	3-3.a, 3-3.b	No significant negative impacts were identified.		6	4, 5, 8 and 10
GRI 404: Training and Education 2016	401-1 New employee hires and employee turnover	Pages 61 and 66.					
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 62.	404-2.b	There are no career continuity programs.		6	4, 5, 8 and 10
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 66.				6	8
Material topic: Diversity, Equity, and Inclusion							
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 55 and 67.	3-3.a, 3-3.b	No significant negative impacts were identified.		6	5, 8 and 10
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 69 and 94.				6	5 and 8
	405-2 Ratio of basic salary and remuneration of women to men	Page 72.	405-2.b	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.		6	5, 8 and 10

GRI Standard	Disclosure	Location	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
Material topic: Education, Citizenship, and Financial Inclusion							
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 74.	3-3.a, 3-3.b	No significant negative impacts were identified.		1	5, 9 and 11
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Pages 74 and 77.					5, 9 and 11
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 74, 77 and 81.	413-1.a	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.		1	
Material topic: Eco-efficiency in Operations							
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 85, 86 and 90.	3-3.a, 3-3.b	No significant negative impacts were identified.		7 and 8	3, 7, 11, 12, 13, 14 and 15
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 90.				7 and 8	7, 8, 12 and 13
	302-4 Reduction of energy consumption	Page 90.				7 and 8	7, 8, 12 and 13
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination	Page 86.				8	3, 6, 11 and 12
	306-2 Waste by type and disposal method	Page 86.	306-2.b	Due to confidentiality restrictions, the Company has chosen not to fully disclose the requested information.		8	3, 6, 11 and 12
	306-3 Significant spills	Page 86.				8	3, 6, 11 and 12
	306-4 Transport of hazardous waste	Page 86.				8	3, 6, 11 and 12
	306-5 Water bodies affected by water discharges and/or runoff	Page 86.				8	3, 6, 11 and 12

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GRI Standard	Disclosure	Location	Omission			Global Compact	SDG
			Requirement(s) omitted	Reason	Explanation		
Material topic: Climate Change							
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 87, 88 and 90.	3-3.a, 3-3.b	No significant negative impacts were identified.		7 and 8	3, 12, 13, 14 and 15
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Page 87.				7 and 8	3, 12, 13, 14 and 15
	102-2 Climate change adaptation plan	Page 87.				7 and 8	3, 12, 13, 14 and 15
	102-5 Scope 1 GHG emissions	Page 88.				7 and 8	3, 12, 13, 14 and 15
	102-6 Scope 2 GHG emissions	Page 88.				7 and 8	3, 12, 13, 14 and 15
	102-7 Scope 3 GHG emissions	Page 88.				7 and 8	3, 12, 13, 14 and 15
	102-10 Carbon credits	Page 87.				7 and 8	3, 12, 13, 14 and 15
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 87.				7 and 8	13

SASB Index

Topic	Code	Accounting metrics	Page or answers	Omission
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Page 90.	
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data centre needs	Page 87.	
Data Privacy & Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Page 33.	
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	Page 33.	
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Page 33.	
	TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	In 2025, we fully complied with information requests from government authorities and regulators, totaling 1,006 requests, including periodic reports and on-demand submissions, all in accordance with legal and regulatory obligations. These requests were primarily related to regulatory requirements, such as the submission of declarations and reports to tax authorities and the Central Bank of Brazil. The response rate was 100%, with information shared strictly for legal purposes and not disclosed publicly, except in specific institutional cases.	
	TC-SI-220a.5	List of countries where core products or services are subject to governmentrequired monitoring, blocking, content filtering or censoring	Page 33.	

Topic	Code	Accounting metrics	Page or answers	Omission
Segurança de Dados	TC-SI-230a.1	(1) Number of data breaches, (2) percentage that are personal breaches (3) number of users affected	Page 33.	
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Page 33.	
Recrutamento e Gestão de uma Força de Trabalho Global, Diversificada e Qualificada	TC-SI-330a.1	Percentage of employees that require a work visa	We have no employees outside Brazil, and only 0.2% of our workforce is composed of foreign nationals.	
	TC-SI-330a.2	Employee engagement as a percentage	Page 58.	
	TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Pages 69 and 94.	
Proteção da Propriedade Intelectual e Conduta Competitiva	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	There were no legal actions, pending or concluded in 2025, related to unfair competition or violations of antitrust or anti-monopoly laws.	
Gerenciando Riscos Sistêmicos decorrentes de Interrupções Tecnológicas	TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions (3) total customer downtime	Due to confidentiality restrictions, Cielo has chosen not to disclose the requested information.	
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Page 32.	

Independent Auditors' Assurance Report

[GRI 2-5]

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Independent Auditors' Limited Assurance Report

To the Board of Directors and Shareholders of
Cielo S.A. – Instituição de Pagamento
Barueri - SP

Limited assurance report on the Environmental, Social and Governance (ESG) information included in Cielo S.A. – Instituição de Pagamento's Integrated Annual Report 2025 for the year ended December 31, 2025

Conclusion

We have performed a limited assurance engagement on whether the Environmental, Social and Governance (ESG) information included in Cielo S.A. – Instituição de Pagamento's Integrated Annual Report 2025 (the "Report") for the year ended December 31, 2025 has been prepared, in all material respects, in accordance with the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) standards, and the Integrated Reporting Framework under the responsibility of the IFRS Foundation (the "Criteria").

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Environmental, Social and Governance (ESG) information included in Cielo S.A. – Instituição de Pagamento's Integrated Annual Report 2025 for the year ended December 31, 2025 has not been prepared, in all material respects, in accordance with the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) standards, and the Integrated Reporting Framework under the responsibility of the IFRS Foundation.

Our conclusion on the ESG information included in the Company's Integrated Annual Report 2025 does not extend to any other information, including content accessible through electronic links, supplementary materials, or communications from the Company's management.

Basis for conclusion

We conducted our engagement in accordance with NBC TO 3000 (Revised) – the Brazilian standard for assurance engagements other than audits and reviews, and International Standard on Assurance Engagements (ISAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*, issued by the Federal Accounting Council (CFC) and the International Auditing and Assurance Standards Board (IAASB), respectively. Our responsibilities under these standards are further described in the section "Our responsibilities" of this report.

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We complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants and Professional Standards (including Independence Standards) issued by the Federal Accounting Council (CFC), which are based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our firm applies NBC PA 01 – Quality Management for Audit Firms and International Standard on Quality Management (ISQM) 1 – *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the CFC and the IAASB, respectively. These standards require the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our conclusion.

Other matter: Prior period information assured by predecessor auditor

The Environmental, Social and Governance (ESG) information of the Company presented for comparative purposes for the year ended December 31, 2024, prepared in accordance with the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standard – Software & IT Services issued by the Sustainability Accounting Standards Board (SASB), and based on Technical Guidance CPC 09 issued by the Brazilian Accounting Pronouncements Committee (CPC), correlated with the Conceptual Framework for Sustainability Reporting issued by the International Integrated Reporting Council (IIRC), was subject to a limited assurance engagement conducted by another auditor, whose report dated May 29, 2025 expressed an unmodified conclusion on such information. Our conclusion is not modified in respect of this matter.

Responsibilities for the Integrated Annual Report 2025

The Company's management is responsible for:

- the design, implementation and maintenance of relevant internal controls for the preparation of the information included in the Report that is free from material misstatement, whether due to fraud or error;
- the selection of the Criteria as appropriate for the preparation of the information included in the Report, and appropriate reference to, or description of, the Criteria used; and
- the preparation and fair presentation of the information included in the Report in accordance with the Criteria.

Our responsibilities

Our responsibility is to:

- plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement, whether due to fraud or error;
- form an independent conclusion based on the procedures performed and the evidence obtained; and

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- report our conclusion to the Board of Directors and Shareholders of the Company.

Summary of the work performed as a basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed procedures to obtain evidence regarding the Report that is sufficient and appropriate to provide a basis for our conclusion. The procedures selected depend on our understanding of the Report and other engagement circumstances, as well as our consideration of areas where material misstatements are likely to arise. In performing the engagement, we:

a) planned the engagement considering the relevance, volume of quantitative and qualitative information, and the operational systems and internal controls that support the preparation of the information included in the Report;

b) obtained an understanding of calculation methodologies and procedures for compiling indicators through inquiries and interviews with management responsible for preparing the information;

c) applied analytical procedures to quantitative information and made inquiries regarding qualitative information and its consistency with the indicators disclosed in the Report; and

d) evaluated the processes for preparing the Report and its structure and content in accordance with the Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing and are less extensive than those performed in a reasonable assurance engagement. Consequently, the level of assurance obtained is substantially lower than that which would have been obtained had a reasonable assurance engagement been performed.

São Paulo, May 29, 2026

KPMG Auditores Independentes Ltda.
CRC 2SP-014428/O-6

Original report in Portuguese signed by
Flavio Gozzoli Gonçalves
Accountant – CRC 1SP290557/O-2

CIELO HEADQUARTERS [GRI 2-1]

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CREDITS [GRI 2-3]

General project coordination:
Executive Management of
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GRI consulting, writing, design, and editing: TheMediaGroup

Materiality: Baanko

Photos: Cielo image library, Getty Images

Audit: KPMG – Auditores Independentes

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The preparation and presentation of this Integrated Annual Report were based on the principle of collective thinking. There are no omissions regarding the Integrated Reporting guidelines.

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