

# 2021

SUSTAINABILITY REPORT





# SUMMARY



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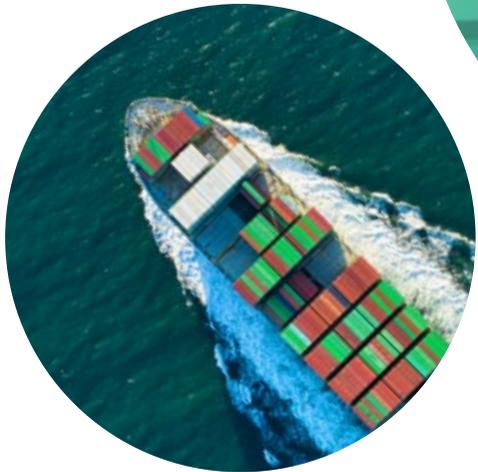
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→ ABOUT THIS REPORT

# COMMITMENT TO TRANSPARENCY



For another year, we are disclosing the advances in our EESG agenda – standing for “Environmental, Social, and Governance” – which covers the adoption of best environmental, social, and governance practices, plus an E, for “Economics” as our fourth sustainability pillar and a mechanism to create future value. We are also reporting the challenges faced and the opportunities embraced to put our achievements into perspective and to demonstrate the resilience and capacity of our business model. **[GRI 102-52]**

This document includes our pro forma consolidated economic results<sup>1</sup> and the performance of our businesses<sup>2</sup>, referring to material topics in the period between January 1 and December 31, 2021, except for certain indicators whose scope is explained in the footnotes. Information not available prior to this document’s publication, on April 11, 2022, are flagged throughout the text and will be included in a later version. **[GRI 102-45, 102-50]**

1. Consolidation of 100% of the results in direct subsidiaries and 50% of the results of the co-subsidiary Raizen SA, including the pro forma results of Biosev.  
2. Raizen, Compass, Moove, Rumo, and Cosan Investimentos.

**[GRI 102-32, 102-54, 102-56]**

This report follows the Standards of the Global Reporting Initiative (GRI) – Core option. It also includes indicators from the Sustainability Accounting Standards Board (SASB) associated with the sectors and industries of the investee companies and related to the material topics, in addition to recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). We are also reporting, for the second cycle, our evolution toward our goals and commitments to sustainable development, which we have published since 2019 and are an integral part of our culture; toward the United Nations (UN) Sustainable Development Goals (SDGs); and toward the principles of the Global Compact, to which we became signatories in 2020.

All information was collected by different areas of our team. The external verification was carried out impartially and following the best practices authored by Ernst & Young, an independent company with a proven competent staff. It is worth mentioning that the choice of EY is not carried out through the direct appointment of members of the governance bodies or executives (without technical criteria), requiring the approval of Cosan's Audit Committee to carry out the work, as described in its charter.

**ENJOY YOUR READING!**

Questions or suggestions can be sent to  
→ [RI@COSAN.COM](mailto:RI@COSAN.COM)

**Your comment is always welcome so that we continue to improve on this journey.  
[GRI 102-53]**



→ ABOUT THIS REPORT

# Materiality

[GRI 102-46, 102-49]



FOCUS ON PRIORITIES.

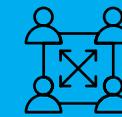
We confer with our stakeholders in order to identify the most relevant topics for our business model management. This work is supported by an external consulting firm and is based on an extensive analysis of internal documents (policies, strategic guidelines, communication materials, certifications, and others), trend research in sustainability and requirements of the most relevant market indices, such as the Dow Jones Sustainability Index (DJSI) and the Corporate Sustainability Index (ISE B3). The work includes consultations with our stakeholders—employees, suppliers, investors, banks, and senior management (both our own and that of our investees)—through interviews or forms, with priority given to the former whenever possible. [GRI 102-21, 102-40, 102-43]

Aiming to constantly improve our materiality matrix, in 2021 we reviewed the process. Considering the major events of the year, we expanded our survey through a new cycle of qualitative interviews that involved three senior management executives; four CEOs of our co-subsiary and subsidiary companies (Raizen, Compass, Moove, and Rumo); four investors; four financial market players; and two members of our Board of Directors. [GRI 102-21]

During our consultations, stakeholders pointed out material elements regarding the scope and clarity of the topics presented in our previous report, referring to the 2020 fiscal year, which yielded the following topics: [GRI 102-51]



MATERIAL TOPICS COSAN 2021



**Corporate governance and capital allocation**



**Climate change**



**People management, diversity, and inclusion**



**People and assets safety**

The preparation phases of this Sustainability Report involved contributions from the interviewees to improve content and to review the indicators related to each material topic, especially those referring to the SASB.

→ CHECK OUR 2020 SUSTAINABILITY REPORT  
 GRI 102-51

**MATERIAL TOPICS | GRI 102-44, 102-47, 103-1|**

Topic	Justification	Topic boundary	SDG	Principles of the Global Compact
 Corporate governance and capital allocation	Given that we invest in different sectors of the economy, we are specifically questioned about the way we select investments and allocate capital, as well as the management criteria associated with best corporate governance practices in the market. We also promote a business environment based on ethics, integrity, and transparency, always in line with the consistent delivery of results.	The impacts related to the topic are highly relevant for us and our companies, as well as for investors and shareholders. All the stakeholders consulted, especially our senior management and the leaders of the subsidiaries, underscored the importance of the topic, which is also observed by rating agencies and market indices.	 	
 Climate change	Our purpose is to influence and enable the journey to reduce our client's carbon footprint, creating value across the value chain in all sectors in which we operate to offer efficient, sustainable, and safe solutions before, during, and after the energy transition, in order to establish strategies through our impact portfolio aimed at reducing emissions and adopting commitments for climate mitigation. In addition, we study ways to integrate the best market practices for climate disclosure and reporting, as well as to improve our governance and management of risks and opportunities on climate matters.	The impacts related to the topic are material in the energy and logistics subsidiaries and in their value chains, as well as for our investors and other stakeholders.	 	  
 People management, diversity, and inclusion	We seek to ensure a safe, welcoming and inclusive work environment that values employees, with career opportunities for minorized groups. To this end, each year we improve our ability to attract, develop, and retain talent, including mechanisms to evaluate performance and communicate and to set guidelines and goals for investee companies. As a holding company, we have an important role in demanding commitments from people management and promoting diversity in investee companies in order to build an inclusive and equitable work environment. We must also ensure that our people are connected with our purpose and reinforce the importance of retaining different profiles in the team.	The impacts related to the topic are especially relevant for us and our subsidiaries. The topic was recognized as material mainly for our senior management, the leaders of our subsidiaries, employees, and investors.	  	   
 People and assets safety	The segments where the companies in our portfolio operate have the potential for serious accidents and incidents. Being aware of that, we have in place emergency response procedures and practices to ensure the safety of our operations and the integrity of the people (workers, clients, and communities in the area of our subsidiary companies). Furthermore, data security and the guarantee of the confidentiality of data and information on clients, employees, and suppliers are critical across our business.	The impacts associated with the topic are considered material mainly for us and our subsidiaries and across their value chains. The topic is perceived as material for our senior management, the leaders of our subsidiaries, and investors.	 	   



→ CEO MESSAGE

# Committed to the future.

GRI 102-14

It was yet another year marked by numerous challenges, but it ended with a shot of hope and optimism. In 2021, COVID-19 pandemic rates were still alarming, especially in the first quarter, imposing additional restrictions on society. However, as vaccination efforts in Brazil reached world-class levels, we were able to contain the disease's advance and, as a result, kick-start economic recovery.

It was no different for our business. Our year was full of challenges, but also of many accomplishments, with significant improvements in fundamentally important topics such as the safety of all our teams. We had an intense journey throughout the year that focused on accident reduction, resulting in a lost-time rate drop to 0.1—rate that reached 3.3 10 years ago. The only way we can guarantee the business' growth under our management is by having people engaged in safety.

Among other achievements, early in the year we completed the simplification of our corporate structure. This not only consolidates us as one of Brazil's largest business groups, but also gives us strength to continue investing in the country sustainable development. We advanced in the journey envisioned for our permanent portfolio of assets, and we went beyond! Aiming to strengthen our performance as a portfolio manager, we opened **Cosan Investimentos**, a structure intended to foster new businesses, leveraging our strengths while unlocking value in the permanent portfolio. In addition to including our companies Payly and Trizy, in 2021 we announced projects in the areas of mining and land management, as well as investments in Fifth Wall's Climate Tech Fund.

**Raízen** is reshaping the future of energy. The company's expertise in pricing renewable products and sugar, as well as its focus on operational efficiency, largely offset the lower availability of sugarcane and inflationary pressure on product costs. The year was also marked by the strengthening of its capital structure — with the fifth largest Initial Public Offering (IPO) in the Brazilian

stock market, injecting R\$ 6.9 billion into the company's renewable energy projects. Also, the company integrated Biosev's team and assets in an organic and effective way, thereby expanding its scale and ensuring the necessary supply of biomass to be converted into increasingly cleaner energy, such as E2G and biogas, among other alternative sources. In Marketing & Services, the integrated platform benefited from the recovery of consumption to leverage sales. It made use of its differentiated logistics infrastructure to maximize gains from its sales and procurement strategy in an operating environment that is more favorable for the segment. Also of note is the growth journey of Grupo Nós, which opened its 100th Oxxo store in early 2022 and continues to grow.

**Compass**, our integrated Gas & Energy platform, in addition to posting significant results, driven by higher volumes of natural gas distributed, also demonstrated that it has the muscle to keep growing, both with the extension of the **Comgás** concession until 2049, thus ensuring the continuity of its investments in the largest natural gas distributor in Brazil in terms of volume of gas distributed, as well as with the acquisition of 51% of Sulgás' capital stock, taking all of its experience and service excellence to the state of Rio Grande do Sul,

**Moove**, a global reference in lubricants, kept up with the recovery of demand in the various countries where it operates and delivered record results in 2021 with the right pricing and supply strategy, expanding its operations through its distributors network, adding ancillary services and evolving its business and purpose of moving people and businesses in the right way for everyone.

**Rumo**, our rail logistics company, continues to focus on growth, expanding its transportation capacity with increasing efficiency, making the investments set out in its business plan with its usual capital discipline, and moving Brazil from North to South. The company signed with the State of Mato Grosso an agreement for the construction of the first state railroad in Brazil, extending the North Operation up to Lucas do Rio Verde (MT), thereby increasing the flow of grain exports through the Port of Santos (SP), the largest port complex in Latin America. In addition, the company issued yet another green bond during the year, endeavoring to comply with significant GHG emission reduction targets and helping to manage its indebtedness with a reduction in financing costs.

These are the moves that give us the confidence to continue on our path toward sustainable development, despite the challenges. As a consequence of the pandemic, the macroeconomy experienced turbulence due to volatility in price indexes, inflation, and interest rates, requiring even more focus and discipline from our teams, who proved that resilience, so strongly pursued in our strategy, allowed us to end the year with significant results.

This is what we want when we talk about linking the economic pillar to the environmental, social, and governance pillars. By adding the "E" of *Economics* to the traditional ESG, we reinforce the consistent performance of our companies, today and in the future.

We added the Strategy and Sustainability Committee to our corporate governance structure to ensure governance on this topic and guide decision-making across the group.

We remain committed to fighting climate change. The companies in our portfolio, through their products and services, contribute to the energy transition and thus play a key role in a low-carbon economy.

To further strengthen our role in meeting this global challenge, I joined more than 100 entrepreneurs and 10 trade associations in signing the Business Manifesto for Climate Action, which was led by the Brazilian Business Council for Sustainable Development (CEBDS) and submitted by the Brazilian government to COP26, the United Nations conference on Climate Change.

In addition to the many benefits we generate in the chains and sectors where we operate, other sustainability-related initiatives fill me with pride. In 2021, **Raízen** completed 10 years of the first production unit certified by the Bonsucro sustainability standard and since then, it continues to certify all its plants. **Comgás** started work to inject biomethane — a renewable natural gas — into its distribution network as of 2025. **Moove** maintains its commitment to incorporating 15% renewable plastic into its lubricating oil packaging over the next three years. As for **Rumo**, after studies initiated in 2018, the company began to implement a 120-railcar train in 2021, providing a gain of almost 50% in efficiency.

In addition to these examples, 2021 was the first year in which all of the companies in our portfolio successfully responded to the CDP climate change questionnaire, the main platform and global ranking on climate change management. I highlight Raízen's performance, becoming part of the select "A List", in which only companies with maximum grade in the evaluation. In the Corporate Sustainability Index (ISE) of B3, we integrated the portfolio for the second consecutive year and, this time, alongside Rumo. These achievements reflect the strategic way in which we are conducting the matter and the governance adopted to ensure continuous performance improvement in the EESG agenda.

We have also made strides in our diversity journey. In 2020, we made a commitment to have women make up 30% of the holding company's Executive Management by 2025. In 2021, we exceeded this target, with a 50% share of women in top management. But we are well aware that this journey does not end here. With our lean structure in the holding company, our challenge is to ensure that this commitment is maintained. For us, this is not a mere fad; we believe that by including diversity we add value to our team and our business.

In 2022, we celebrated the adhesion of all the companies in our portfolio as signatories to the Global Compact, an initiative proposed by the United Nations to encourage companies to adopt corporate social responsibility and sustainability policies.

Despite the still uncertain times ahead, I see the future with optimism, because I know that, throughout the Group, we have a combination of diverse people who move the business, and we have management excellence aimed at positive impacts, continuous growth, and solid results. I would like to thank the entire Cosan team for their ongoing commitment and dedication!

**Bring on 2022!**

**I hope you enjoy your reading.**

**All the best,**

**Luis Henrique Guimarães**

→ HIGHLIGHTS OF THE REPORT



- **SIMPLIFICATION OF OUR CORPORATE STRUCTURE**, merging the former Cosan Limited (CZZ) and Cosan Logística S.A. (RLOG3) at Cosan S.A.
- **LISTING COSAN'S ADSS** on the New York Stock Exchange (NYSE)
- **CREATION OF COSAN INVESTIMENTOS** to foster businesses that complement those in our portfolio
- **ACQUISITION OF AN ADDITIONAL STAKE IN RADAR**, becoming the holder of more than 50% of Radar's total equity.
- New duties and changing the name of the former People Committee to People and Nomination Committee, with a **FOCUS ON INCREASING INDEPENDENCE, DIVERSITY**, and sustainability in the talent pipeline
- **RESTRUCTURING OF THE PARTNERS PROGRAM**, a retention plan for the group's key executives, including the participation of these partner directors in the company's strategic discussions
- **STRENGTHENING OF THE EXECUTIVE BOARD WITH THE APPOINTMENT**, in 2022, of a Chief Strategy Officer (CSO) focused on the long-term capital allocation
- Renewal of the **"ESG AND EXTERNAL COMMUNICATIONS"** AND **"PEOPLE"** areas at the holding company, with dedicated teams reporting to the Company's CEO, to strengthen processes, governance, and best practices among the companies

- **STRENGTHENING OF ESG GOVERNANCE AND LONG-TERM STRATEGY** by structuring the Strategy and Sustainability Committee
- Release of the **COMPANY'S SUSTAINABILITY** Policy
- Subscription of all our companies to the **GLOBAL COMPACT**
- Signing of **"BUSINESS MANIFESTO FOR CLIMATE ACTION"**, led by CEBDS
- Maintenance of CSAN3 in the composition of the **B3 CORPORATE SUSTAINABILITY INDEX (Índice de Sustentabilidade Empresarial - ISE)** portfolio
- Maintenance of CSAN3 in the **FTSE4GOOD INDEX** portfolio
- Highest score in its sector (A-) at the **CARBON DISCLOSURE PROJECT (CDP)**
- Partnership with Braskem to promote **CIRCULAR ECONOMY AND CARBON NEUTRALITY**
- **GENDER DIVERSITY** on Raízen's and Rumo's Board of Directors: obtaining the **"WOMEN ON BOARD"** stamp
- Selected once again as a component of the **BLOOMBERG GENDER EQUALITY INDEX (GEI)**, highlighting commitment to promote gender equality



- **IPO ON B3**, the Brazilian stock market
- **INTEGRATION** of Biosev
- Admission to the **A-LIST OF THE CDP Climate Change**

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- Resumption of demand in **DIFFERENT COUNTRIES**
- **EXPANSION** of operations through the network of distributors



- Extension of the Comgás **CONCESSION UNTIL 2049**
- **ACQUISITION OF 51%** of the share capital of Sulgás
- Inclusion in the public call of gas supplies at Comgás, with project proposal of biomethane. In 2022, it is intended enter into the first contract for **INCORPORATION OF GAS RENEWABLE ORIGIN**

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- Contract for the construction of the **FIRST STATE RAILROAD IN BRAZIL**, in the State of Mato Grosso do Sul
- Issuance of **ANOTHER GREEN BOND**, linked to the reduction of GHG emissions
- New train model with almost **50% EFFICIENCY** gain
- Admission, for the first time, in **B3'S CORPORATE** sustainability index (Índice de Sustentabilidade Empresarial - ISE) portfolio

→ INSTITUTIONAL PROFILE

# UNIQUE COMBINATION OF ASSETS

# AND TALENT

→  
**WE ARE COSAN, A BRAZILIAN HOLDING COMPANY,  
HEADQUARTERED IN THE STATE OF SÃO PAULO  
(SP). THROUGH OUR INVESTMENTS, WE DEVELOP  
CONSISTENT PATHS FOR THE SUSTAINABLE  
DEVELOPMENT OF BRAZIL AND THE WORLD.**

Whether through companies committed to the transition to a cleaner energy mix, or through operations dedicated to integrated and efficient logistics, or even through opportunities for the development of innovative businesses, we are present, keeping industries and people on the move—those who, like us, are moving toward a sustainable future.

**[GRI 102-1, 102-2, 102-3, 102-5, 102-6]**

We manage a unique portfolio of brands that are references and leaders in their segments. They include principles and values disseminated by our senior management to operations through a robust governance structure composed of regulations, policies, diligences and internal controls that guide the way we operate and do business: with ethics, people and assets safety, respect for the environment and people, and operational efficiency.

Our way of managing this portfolio seeks to guarantee the autonomy of each business, while enhancing the sharing of best practices between them. The team has a broad diversity of perspectives, skills, experiences, and knowledge. We seek to ensure that the right professionals are in the right positions, that the talents are properly mapped and trained and, above all, that there is respect among everyone who is part of our journey.



→ **FOR MORE INFORMATION, VISIT [WWW.COSAN.COM.BR/EN/](http://WWW.COSAN.COM.BR/EN/)**

→ INSTITUTIONAL PROFILE

# PORTFOLIO DIVERSIFIED AND BALANCED PORTFOLIO OF UNIQUE ASSETS



→  
**RESHAPING THE FUTURE OF ENERGY.**

**1.3 million** hectares of agricultural area planted with sugarcane

**35 bioenergy parks**, 22 of which have Bonsucro certification

**One refinery**

**More than 7,300** service stations under the Shell brand

More than **1,300 Shell Select** convenience stores<sup>3</sup> in Brazil and **100 OXXO** proximity stores<sup>1</sup> in São Paulo<sup>1</sup>

1. Number closed on March 31, 2022.  
2. Raízen's Consolidated EBITA on a pro forma basis, that is, it includes the results of Biosev S.A., in addition to adjusted for the non-recurring effects described in the Company's Quarterly Results Report.  
3. Number considers owned and franchised stores.

Installed capacity for crushing **105 million** tons of sugarcane and installed capacity to generate **1.3 GW** of power

**One second-generation** (E2G) ethanol plant and a **biogas** plant in operation

**69 airport** refueling sites

**70 fuel** distribution terminals

**More than 800k** active users on the Shell Box app

Consolidated EBITDA of **R\$8.9 billion** for the accumulated period from April to December 2021



In August 2021, Raízen, our joint venture with Shell, went public on B3, the Brazilian stock exchange, representing the fifth largest Initial Public Offering (IPO) in Brazil. Resources from the IPO totaling R\$6.9 billion will be mostly allocated to projects to produce renewable energy, a front where the company has already been leading with second-generation ethanol (E2G) projects on a commercial scale, biogas generation from vinasse, and power from sugarcane by-products, among others. The objective is to expand the supply of renewable energy from biomass to streamline energy transition. This process involves increasing the availability of raw materials with the integration of assets. This was made possible during the year with the acquisition of Biosev, which added nine strategically located production units, in addition to investments to increase the agricultural productivity of Raízen's sugarcane fields. |GRI 102-10|

In addition to sugarcane, the company signed a joint venture with Grupo Gera to consolidate its position in the national market for distributed power generation and accelerate the company's growth strategy in renewable energy sources, adding new solutions from Hydroelectric Power Plants to Biogas originated from urban waste.

Raízen's operations in Marketing & Services include, in addition to fuel distribution and operations in convenience and proximity stores in Brazil and Argentina, the downstream operation in Argentina, where it has operated since 2018, when it acquired Shell's assets in the country, including the refining and sale of lubricants. More recently, Raízen acquired fuel distribution assets in Paraguay, expanding geographically and complementing the Company's integrated platform in South America.

Throughout 2021, Raízen's expertise in pricing renewable products and sugar, as well as their focus on operational efficiency, more than offset the lower availability of cane, due to the crop setback, and the inflationary pressure on product costs. In Marketing & Services, the integrated platform benefited from the resumption of consumption to leverage sales, as well as using its differentiated logistics infrastructure to maximize gains from its marketing and supply strategy, in a more favorable operating environment for the segment. Thus, up to December 2021, Raízen presented an expansion of Consolidated EBITDA of 39%, reaching the mark of R\$ 8.9 billion in the nine-month period of the 2021/22 crop year.

### Forward Vision;

"We went to the market looking for investors who saw Raízen as a good long-term investment, since our focus is to increase the share of renewable alternatives in the energy mix. In fuel distribution, our main product is ethanol, and even our gasoline contains 27% ethanol. Currently, nearly 76% of our cash generation comes from renewable products, a front on which we will concentrate our efforts toward continued growth."

Ricardo Mussa, CEO of Raízen

# COMPASS

**More than 2.2 million** customers connected by Comgás, whose concession agreement **was extended until 2049**

**4.9 billion** m<sup>3</sup> of natural gas distributed in 2021

Adjusted EBITDA of **R\$ 2.7 billion** in 2021



## INTEGRATED GAS & ENERGY PLATFORM.

**Present in 94 municipalities** in the State of São Paulo and growing to other regions of Brazil, after the acquisition of other concessions

São Paulo LNG Regasification Terminal (TRSP) under construction, with licensed regasification capacity **of 14 MMm<sup>3</sup>/d**



**Compass Gás & Energia** was launched in 2020, intended to create options for an increasingly free gas and energy market. Through four business lines, it provides client-centered services and solutions to offer universal access to natural gas in a safe, efficient, and competitive way while contributing to the security of the energy mix, economic development, and the expansion of Brazilian infrastructure.

With **Compass Infraestrutura**, the company is aiming at the origination and competitive supply of national and international products through Liquefied Natural Gas (LNG) import operations. Through **Compass Geração**, the company is looking to transform gas into power, with benefits to society via a stable and reliable source of energy, and to promote the development of the natural gas market by creating relevant demand. **Compass Comercializadora**, through an optimized supply and demand portfolio, creates alternatives for diversification, flexibility, and competitiveness for customers.

In 2021, Compass signed with the Regulatory Agency of the State of São Paulo, ARSESP, the extension of Comgás' concession agreement until 2049, an important milestone for the Company, assuring the commitment to the long-term sustainability of the operation. They also took two important steps towards geographic expansion in this segment: the acquisition of 51% of Sulgás, a distributor of piped natural gas in the State of Rio Grande do Sul, concluded on January 3, 2022; Compass has successfully started the construction of the TRSP in Santos-SP, which is expected to start operating in the first half of 2023. To make progress in this growth journey possible, they strengthened the company's cash position with the entry of new shareholders, investing R\$ 2.3 billion through private agreements. [GRI 102-10]

**Comgás** ended the last year with a strong increase in the volume of natural gas distributed, totaling a 15% increase, with a positive contribution from all segments in which the concessionaire operates. Compass presented a 24% expansion of adjusted EBITDA, which reached a record level of R\$ 2.7 billion in 2021. This excellent performance was based on the continuous expansion of the distribution network - in 2021 that added 145 thousand new costumers - and improvement processes aimed at generating efficiency and customer satisfaction.

### Forward Vision

"Our operations are guided by our purpose of offering the market increasingly competitive and much less polluting alternatives in the gas and energy market and going beyond the commitment we made toward governance and non-negotiable values, such as ethics, transparency, safety, efficiency, care, customer focus, and meritocracy."

**Nelson Gomes,**  
CEO of Compass Gás & Energia



**Offices in Brazil** (São Paulo), the United States, Argentina, England, Spain, France, and Portugal

**Network of 14 exclusive distributors** that serve more than **80,000 points** of sale in Brazil

**Accelerated and consistent expansion and growth** over the past **five years**

→  
**GLOBAL REFERENCE IN LUBRICANTS.**

**Plants in Brazil** (Rio de Janeiro) and England

Lubricants and base oils distributed to over **40 countries**

**EBITDA of R\$603 million** in 2021



**Moove** is the company in our portfolio with the most prominent international presence. In its factory in Rio de Janeiro (RJ), Moove produces and distributes lubricants under the Mobil™ brand throughout the country and exports them to Argentina, Bolivia, Uruguay, and Paraguay. It also markets products for applications in the automotive (light vehicles, motorcycles, trucks, buses, and agricultural machinery) and industrial segments and is an authorized distributor of base oils imported from its strategic partner Exxon-Mobil (Groups I and II) and other industry players. From its unit in England, Moove produces and markets lubricants under the Comma Oil brand and other own brands to more than 40 countries in Europe and Asia, in addition to distributing Mobil brand lubricants in the United Kingdom, Spain, Portugal, and France.

Focused on becoming the leader in the application of new technologies and efficient and high-performance synthetic products in industrial equipment and vehicles, in 2021 Moove began a broad development program focused on innovation. This initiative sought to go beyond engineering. Dedicated to the development of products in line with various technical requirements, it involved professionals from all areas to map out opportunities to add services and value to products based on the customer journey.

Nearly 200 employees took part in the pilot of the program, which also approached startups for the development of solutions to be implemented starting in 2022.

Moove remained consistent with its accelerated pace of growth in recent years, reaching a record mark of R\$603 million (+26%) in EBITDA in 2021, as a result of the assertiveness of its pricing and supply strategy. With its winning business model, it was able to neutralize the strong pressure of costs and restrictions on the supply of raw materials in the global market, which intensified over the last year, both in Brazil and in international operations, which by the way already represent almost half of your billing.

### Forward Vision

“In the last five years, our results have increased five-fold, growing in a market that has barely grown as we extract value from our operations with a team infused with a strong culture, based on the purpose of properly moving people and businesses for all. In the coming years, we will also proceed with our plan to grow inorganically on other continents.”

Filipe Affonso Ferreira,  
CEO of Moove



**CLEANER AND LOWER COST LOGISTICS.**

Close to **14,000 km** of railways crossing nine Brazilian states

Present in the country's **three main export corridors**

Responsible for transporting **26% of the total volume of grain** exported by Brazil

**Adjusted EBITDA of R\$3.3 billion** in 2021.

**5 inland** and port terminals.

**Six subsidiaries:** Malhas Paulista, Sul, Central, Norte, Oeste and Brado.

Rumo also operates distribution centers, warehousing facilities, and transshipment terminals – both directly and through partnerships –, with a static **storage capacity of approximately 900,000 tons**

**5 concessions** and presence in the six largest regions commodity producers Brazilian agricultural



As the largest logistics operator with an independent railway base in Brazil, Rumo moves Brazil from north to south, connecting the main agricultural commodity-producing regions to the four main ports: Santos, São Francisco, Rio Grande, and Paranaguá. Rumo also provides port elevation and product storage via terminals that have state-of-the-art technologies for the efficient movement of bulk and industrialized products, receiving all products via highways and railroads. Through Brado, Rumo operates container terminals that serve both export and import operations as well as those of the domestic market, transporting agricultural and industrial products such as frozen meats, fertilizers, consumer goods, raw materials, wood, lubricants, and fuels.

Focused on solutions to make rail transportation cleaner and more efficient, in September 2021 Rumo announced a contract with the State of Mato Grosso for the construction, operation, exploration, and maintenance of the first state railroad in Brazil. The contract, which has a 45-year concession, renewable for an additional 45 years, will add 730 kilometers to Malha Norte, connecting

Rondonópolis and the cities of Nova Mutum and Lucas do Rio Verde (both in MT) to the Port of Santos (SP). The investment is expected to reach R\$11 billion, with construction starting in the second half of 2022. The first terminal is expected to start operating in 2025, north of Rondonópolis, with completion in 2030. According to a study by the National Economic and Social Development Bank (BNDES), there are positive social impacts stemming from this investment, such as the generation of 230,000 direct and indirect jobs in an extensive chain, from the field to vehicle manufacturing.

In addition to adjustments in Malha Paulista and Norte, the entire operation of Malha Central (Norte-Sul railroad) between Porto Nacional (TO) and Estrela D'Oeste (SP) is being structured to operate with 120 railcars, which provides operational gains in efficiency with lower fuel consumption. In 2021, Rumo reduced specific GHG emissions by 3.8%, in line with targets assumed by the company, and reduced transit time by around 10%.

Adjusted EBITDA for 2021 totaled R\$3.3 billion (-6%), mainly due to the adversities arising from the corn crop setback. Rumo made the necessary adjustments to its commercial strategy to face this scenario, diversifying cargo and capturing a significant increase in its grain exports' market share. For this reason, the total volume transported grew by 2%, despite the challenges, reaching 64.0 billion RTK. In addition, another highlight of the year goes to Malha Central, which started its operations with an important market share, bringing greater geographic diversity to its rail network.

### Forward Vision

"The expansion of Malha Norte—the first State Railroad in Brazil—materializes our vision of transforming Brazilian logistics, allowing agribusiness and industry, Brazil's main trade balance pillars, to take their products abroad at a much more competitive cost and with a smaller carbon footprint."

João Alberto Abreu, CEO of Rumo

# Cosan Investimentos

[102-10]

→  
CAPITAL ALLOCATION VEHICLE.

50% stake in **Radar's** land portfolio, a portfolio of agricultural properties, which contains **over 90 thousand hectares**, located in the states of São Paulo, Maranhão and Mato Grosso

**Construction and operation** of a port terminal in São Luis (MA) to primarily ship iron ore as part of an integrated mining and logistics project

**91,000 active users** on **Trizy**, who carried out **3.6 million** transactions in 2021—up 415% compared with the previous year

New operation focused on credit transactions for small- and medium-sized business people, with a potential for **35,000 partners** and a financial flow of **R\$250 B/year** through **Payly**

Investment in the **Fifth Wall Climate Tech Fund**, integrating a global consortium of organizations that focus on sustainability and invest in climate technologies



Reinforcing our role as portfolio managers, in 2021 we launched **Cosan Investimentos** as a way of promoting new business, focusing on creating value in the permanent portfolio and taking advantage of opportunities where our strengths can be a differentiator.

We acquired the participation of 50% in **Radar**, a portfolio of agricultural properties, which contains approximately 96 thousand hectares, located in the states of São Paulo, Maranhão and Mato Grosso. Reinforcing the appreciation of natural resources as part of its business model, some locations are covered by benchmark sustainability certifications, such as Bonsucro, Forest Stewardship Council (FSC), Better Cotton Initiative (BCI) and Round Table on Responsible Soy (RTRS). This movement reinforces our commitment to the sustainable development of Brazilian agribusiness and the preservation of environmental services, through the conservation and restoration of native forest areas.

We also acquired 100% of the shareholding stake in the **Private Use Terminal (TUP) in Porto São Luís** in the capital of Maranhão. Following this project, we intend to join a strategic partner to mine iron ore in the State of Pará, channeling the outflow of its production through Porto São Luís.

We were also the first company in Latin America to invest in a Fifth Wall fund, the **Climate Tech Fund**, which focuses on early-stage investments at the forefront of battery development and hydrogen production technology. In line with our commitment to contribute to initiatives that promote decarbonization of the global economy, our entry into the fund represents an opportunity to increase investment capital in climate technologies.

With an eye on innovation, **Cosan Investimentos** now includes **Trizy** and **Payly**. **Trizy** is our startup that operates in the development of a technology marketplace for logistics, with solutions for transport management, freight acquisition tools, cargo scheduling, and an app to connect those who need to transport something with those who can transport it. In 2021, the company grew by 415% in number of transactions, which attracted the attention of NSTech—an open technology platform for logistics and mobility created by Niche Partners (a hub of the SK Tarpon ecosystem) with relevant participation of the Greenbridge fund—which, at the beginning of 2022, injected capital to hold 20% interest in **Trizy**.

**Payly** is a fintech that performs in credit operations for small and medium-sized entrepreneurs that operate in our ecosystem. This new operation has the potential for more than 35,000 partners, with a financial flow of R\$250B/year. It is a technological platform that connects entrepreneurs, financial institutions, and registration of credit card receivables. Through a simple, quick, and uncomplicated process, entrepreneurs can anticipate receipt or gain more time for a payment to be made by one of our companies. This innovation allows us to monetize our scale and further offer support to small- and medium-sized companies in our chain.

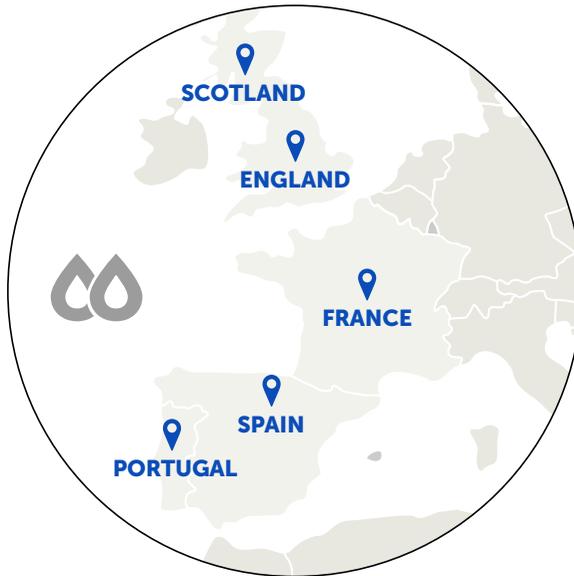
### Forward Vision

“With Cosan Investimentos, we will explore the Private Equity option to expand our portfolio of assets, based on our knowledge, as we generate and share value in other sectors that are similar or complementary to those where we already operate.”

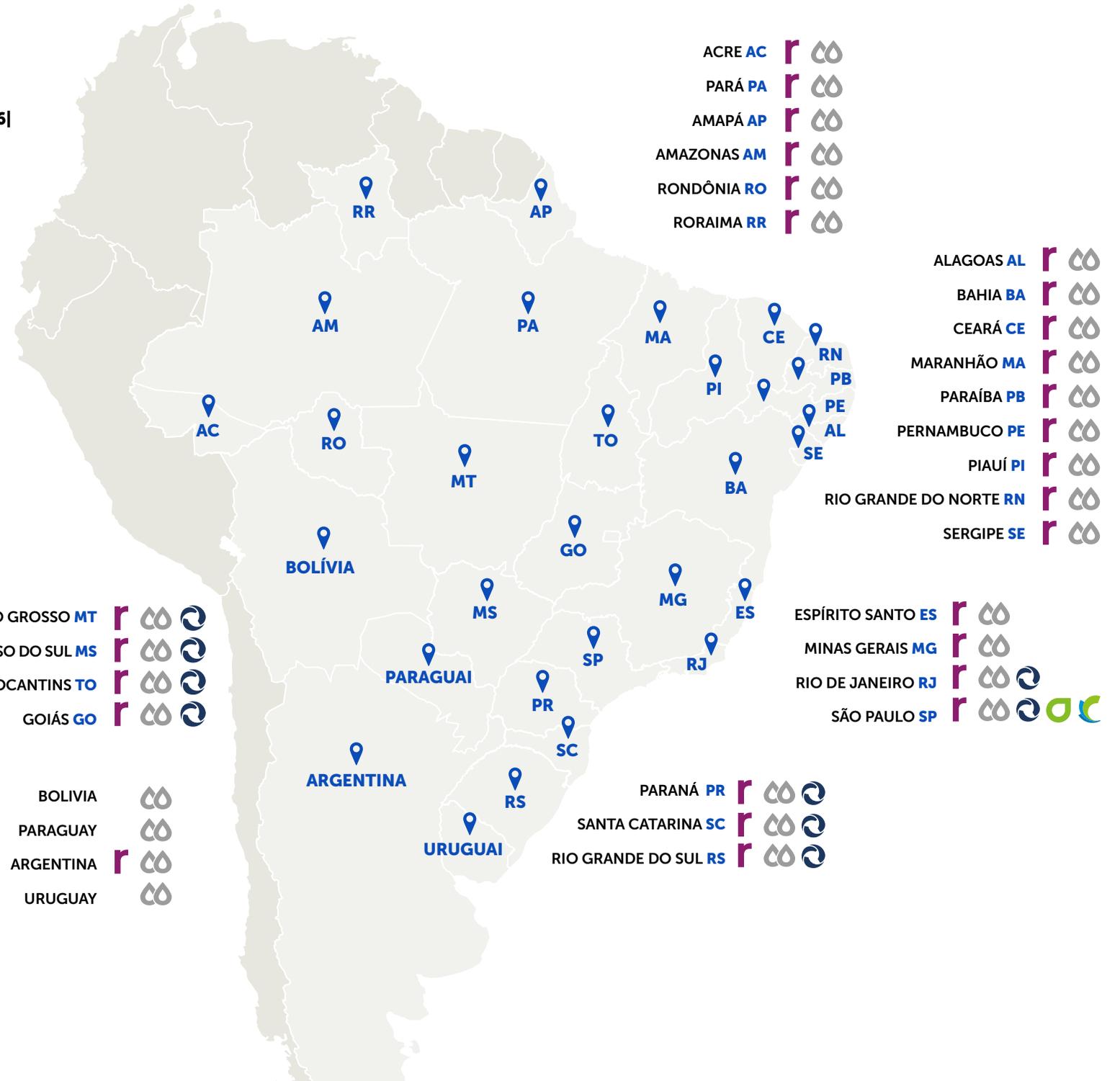
Leonardo Pontes,  
CEO of Cosan Investimentos

# Map of Operations [GRI 102-4, 102-6]

→  
**OUR ROAD: FROM BRAZIL TO THE WORLD.**



- MATO GROSSO **MT** r ☹☹ ☻
- MATO GROSSO DO SUL **MS** r ☹☹ ☻
- TOCANTINS **TO** r ☹☹ ☻
- GOIÁS **GO** r ☹☹ ☻
- BOLÍVIA ☹☹
- PARAGUAY ☹☹
- ARGENTINA r ☹☹
- URUGUAY ☹☹

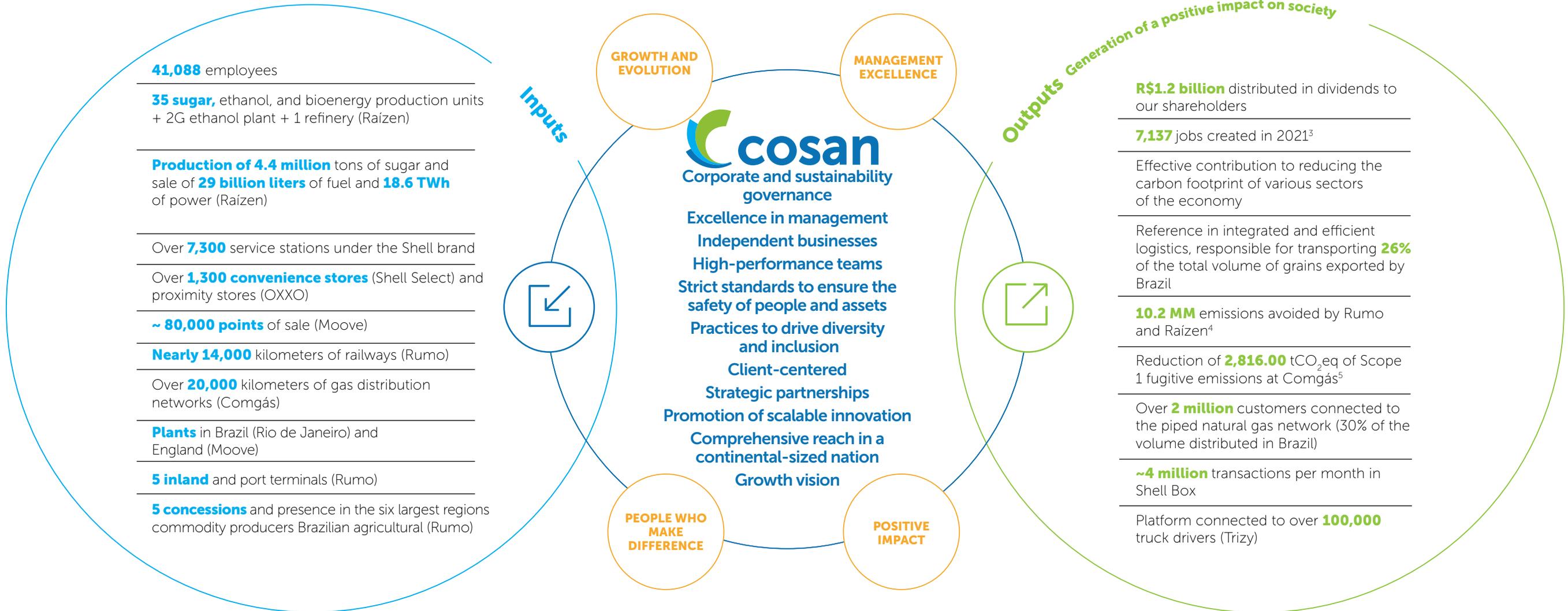


# Business Model

GRI 102-4, 102-6, 102-7



**BUILDING CONSISTENT ROADS TO SUSTAINABLE DEVELOPMENT.**



<sup>3</sup>Refers to hirings at the holding company, Raízen, Compass, Moove, and Rumo.  
<sup>4</sup> In Raízen, 5.2 MM tCO<sub>2</sub>eq of emissions were avoided by the ethanol produced in the 2020/2021 harvest as a fuel, replacing gasoline, proforma basis – i.e., including Biosev. As a result of continuous improvements in energy efficiency, in 2021 Rumo avoided 5.5 million tons of GHG emissions when compared with highway transport.  
<sup>5</sup>Reduction of Scope 1 emissions at Comgás is still being verified by an external audit and may change.

→ INSTITUTIONAL PROFILE

# CORPORATE GOVERNANCE IN LINE WITH BEST PRACTICES

**|GRI 103-1, 103-2, 103-3: Corporate governance and capital allocation|**

→  
**WE ARE A HOLDING COMPANY THAT HAS BEEN LISTED IN NOVO MERCADO ON B3 (BRAZIL'S STOCK EXCHANGE) SINCE 2005 UNDER THE TICKER CSAN3. THIS IS THE QUALIFIED LISTING SEGMENT FOR THE TRADING OF SHARES ISSUED BY COMPANIES THAT VOLUNTARILY UNDERTAKE TO ADOPT THE BEST CORPORATE GOVERNANCE PRACTICES IN ADDITION TO THOSE REQUIRED BY BRAZILIAN LEGISLATION AND BY THE SECURITIES AND EXCHANGE COMMISSION (CVM).**

Therefore, we issue only common shares that grant their holders political and economic rights, as provided in the Brazilian Corporate Law, in the Regulation of the Novo Mercado Listing and in our Bylaws. Additionally, with the completion of our corporate reorganization, we have had, since March 2021, a program of American Depositary Shares (ADSs) – level 2 – listed on the New York Stock Exchange (NYSE) under the CSAN ticker. **|GRI 102-5, 102-10|**

We are also included in relevant performance indices such as the IBOVESPA (IBOVESPA B3), composed of shares and units of companies listed on B3, which account for approximately 80% of the number of trades and the financial volume of the Brazilian capital market; IBrX 50 B3, which measures the average performance of share prices of the 50 most representative securities in the Brazilian stock market; Share Index with Differentiated Corporate Governance (IGC B3); Trade Corporate Governance Index (IGCT B3); and Value Index (IVBX-2 B3), composed of shares from 50 companies with excellent reputations among investors, ranked in descending order, both in terms of market value and liquidity. We are also included in international indices, such as the Standard & Poor's 500 (S&P 500), composed of five hundred assets listed on the NYSE or NASDAQ exchanges, ranked in terms of their market size, liquidity, and representation of an industrial group; MSCI Emerging Markets Index (MSCI EM); and NYSE Composite Index (NYA), among others.



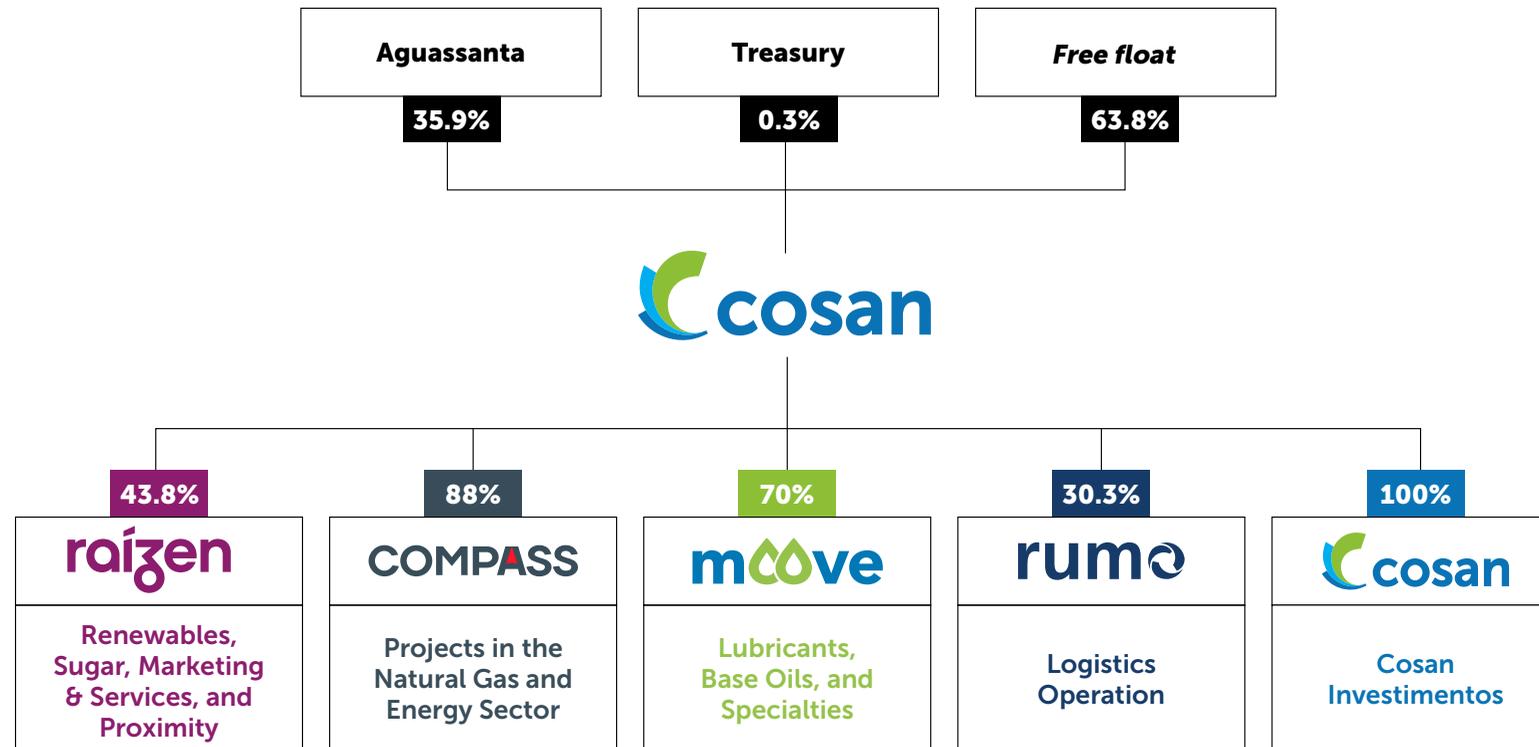
→ **RULES FOR NOVO MERCADO REQUIRE, IN ADDITION TO THE OBLIGATIONS IMPOSED BY THE BRAZILIAN LEGISLATION IN FORCE, COMPLIANCE WITH SOME OF THE FOLLOWING REQUIREMENTS:**

- The capital must be composed exclusively of common shares with voting rights
- In the case of disposal of controlling interest, all shareholders have the right to sell their shares at the same price assigned to the shares held by the controlling shareholder (100% tag along)
- The Board of Directors must include at least two independent members or 20%, whichever is greater, with a unified two-year term of office
- Ensure that at least 25% of the shares are free float, or 15% in the event of an average daily trading volume (ADTV) of more than R\$25 million
- Segregation of duties between the Chairman of the Board of Directors and the CEO [GRI 102-23]
- Compliance program with an Ethics Channel and 17 policies related to the topic<sup>6</sup> (accessible [here](#))
- Structuring and communicating an evaluation process for the Board of Directors, its committees, and the Executive Board, with the periodic appraisal of executives based on economic and socio-environmental criteria.
- Talent management and succession map periodically evaluated by the Board of Directors
- Internal Audit, Risk, and Compliance Department, with a fixed reporting agenda to the Audit Committee and Board of Directors
- Risk Management Policies and Risk Map approved by the Board of Directors.
- Transparent and relevant communication with investors with annual events to present strategy and results; conference calls after the disclosure of results; and simultaneous disclosure in English and Portuguese of materias facts, among others actions. [GRI 102-21]

6. Internal Audit Policy; Policy for Offering or Receiving Gifts, Presents, and Hospitality; Anti-Corruption Policy; Antitrust Policy; Policy for Relationship with Public Agencies; Money Laundering Policy; Policy on Donations for Political Parties and Candidates; Policy on Related Party Transactions; Policy on Disciplinary Measures; Policy on Travel and Transportation Expenses; Policy on Securities Trading and Disclosure of Relevant Information; Policy on Donations and Sponsorship; Policy on Recruitment and Selection; Policy on Education Incentives; Policy on Purchasing and Contracting; Policy on Use of Assets; Policy on Variable Pay.

# Ownership Structure

[GRI 102-5]



# Governance bodies

[GRI 102-18, 102-22]

We have a robust corporate governance structure in place through which strategies and action plans are widely discussed by diverse and competent professionals and properly communicated to all levels of the team, from senior management to operations.

# Board of Directors

- Collegiate decision-making body responsible for setting out general business guidelines and policies, overseeing management of directors, and monitoring the implementation of established guidelines, in addition to other duties described in our Reference Form and Bylaws. **[GRI 102-26]**
- Composed of a minimum of 5 and a maximum of 20 effective members, elected at the General Shareholders Meeting with terms of office of two years and possibility of reelection. The appointment of members to the Board complies with the requirements set forth in the Brazilian Corporation Law and CVM (Brazil's SEC) regulations. The

body must also achieve diversity in its composition and seek, among other things, the following qualifications: previous experience as a Board Member or executive with knowledge of finance and accounting, national and international markets, corporate governance, sustainability, compliance, internal controls, information security, risk management, and people management. **[GRI 102-24, 102-27]**

- It is composed of nine members, four of which are independent members<sup>7</sup>.
- The Board convenes ordinarily every three months and extraordinarily whenever necessary. **[GRI 102-31]**

7. As defined in B3's Regulation of Novo Mercado, independent members cannot be direct or indirect controlling shareholders; spouses, partners, or direct relatives or collateral descendant in the first or second degree of a controlling shareholder or to any manager or other shareholders; and cannot have not been employees or directors of either their controlling shareholders or their subsidiaries, affiliates, or joint ventures over the past three years.

→  
**CLICK ON THE NAMES  
 OF THE EXECUTIVES  
 TO LEARN MORE  
 ABOUT THEM.**

## COMPOSITION IN JANUARY 2022:

Name	Position	Election date	End of Term
Rubens Ometto Silveira Mello	Chairman	01/22/2021	2 years
Marcelo Eduardo Martins	Vice-Chairman	01/22/2021	2 years
Burkhard Otto Cordes	Board member	01/22/2021	2 years
Luis Henrique Cals de Beauclair Guimarães	Board member	01/22/2021	2 years
Pedro Isamu Mizutani	Board member	01/22/2021	2 years
Dan Ioschpe	Independent Board member	01/22/2021	2 years
Vasco Augusto Pinto da Fonseca Dias Júnior	Independent Board member	01/22/2021	2 years
José Alexandre Scheinkman	Independent Board member	01/22/2021	2 years
Ana Paula Pessoa	Independent Board member	01/22/2021	2 years

# Executive Officers

- The directors are our legal representatives, responsible for the internal organization and day-to-day operations, as well as the application of general policies and guidelines established by the Board of Directors.
- Our Bylaws require that the Executive Board be composed of a minimum of three and a maximum of eight members, each responsible for a specific area of the business and elected by the Board Members for two-year terms, with possibility of reelection.

## COMPOSITION IN JANUARY 2022:

Name	Position	Election date	End of Term
Luis Henrique Cals de Beauclair Guimarães	Chief Executive Officer	01/02/2022	2 years
Ricardo Lewin	Chief Financial and Investor Relations Officer	01/02/2022	2 years
Maria Rita de Carvalho Drummond	General Counsel	01/02/2022	2 years
Marcelo Eduardo Martins	Chief Strategy Officer	01/02/2022	2 years

→  
**CLICK ON THE NAMES  
 OF THE EXECUTIVES  
 TO LEARN MORE  
 ABOUT THEM.**



# Fiscal Council

- A non-standing body, independent from management and external audit, whose main responsibility is to review management activities, the financial statements and report its observations to shareholders.
- This body cannot be formed by members of the Board of Directors, the Executive Board or employees of subsidiary company or a group company, or a spouse or relative of any executive of our team.
- Formed by six members—three regular members and three alternates—all with terms of office until the next Annual Shareholders Meeting (ASM).



→  
**CLICK ON THE  
 NAMES OF THE  
 EXECUTIVES TO LEARN  
 MORE ABOUT THEM.**

## COMPOSITION OF THE FISCAL COUNCIL IN DECEMBER 2021

Name	Position	Election date	End of Term
Vanessa Claro Lopes	Member	04/30/2021	2022 ASM
Carla Alessandra Trematore	Alternate Mem-ber	04/30/2021	2022 ASM
Edison Carlos Fernandes	Member	04/30/2021	2022 ASM
Francisco Silvério Morales Céspedes	Alternate Mem-ber	04/30/2021	2022 ASM
Marcelo Curti	Member	04/30/2021	2022 ASM
Henrique Aché Pillar	Alternate Mem-ber	04/30/2021	2022 ASM



# Knowledge and skills of our executives [GRI 102-22, 102-27]

We value the diverse knowledge and skills of the executives of our governance bodies. We integrate executives with complementary experiences and skills into our senior management, and this expands the ways we perceive and interpret the complex scenarios faced in the different segments where we invest.

## KNOWLEDGE AREAS

Name	 Finance and control	 Risk management	 People	 Sustainability	 Legal and regulatory	 Economics, politics, and regulation	 Fuels	 Gas and energy	 Logistics	 Renewables	 Agricultural
Rubens Ometto Silveira Mello	X	X	X	X	X	X	X			X	X
Marcelo Eduardo Martins	X	X	X		X	X	X	X			
Burkhard Otto Cordes	X	X	X	X	X	X					X
Luis Henrique Cals de Beauclair Guimarães			X	X			X			X	X
Pedro Isamu Mizutani				X		X				X	X
Dan loschpe	X	X	X	X	X	X					
Vasco Augusto Pinto da Fonseca Dias Júnior				X			X	X	X	X	X
José Alexandre Scheinkman	X	X				X					
Ana Paula Pessoa	X	X		X		X					
Maria Rita de Carvalho Drummond		X			X						
Ricardo Lewin	X	X	X			X			X		

# Advisory Committees

- Each committee is composed of at least three members, with terms of office of two years and possibility for reelection.
- They advise the Board of Directors on strategic issues.

## AUDIT COMMITTEE

This committee advises on the hiring and dismissal of independent auditors and oversees the areas of internal controls and auditing and information security, among other duties, according to its charter.

## STRATEGY AND SUSTAINABILITY COMMITTEE

Created to advance and develop strategic plans. The body will be effective as of 2022. Learn more [here](#).

## PEOPLE AND NOMINATION COMMITTEE

Responsible for allocating resources as a global budget to managers, defined by the Annual Shareholders Meeting, among the members of each body and its division according to the nature of the benefits. As of 2022, this body will be called the People and Nomination Committee and include among its duties the nomination of administrators.

### COMPOSITION IN JANUARY 2022:

Name	Position	Election date	Enf of Term
José Alexandre Scheinkman <sup>8</sup>	Coordinator and Independent Member	02/05/2021	2 years
Felício Mascarenhas de Andrade	Independent Member	02/05/2021	2 years
João Ricardo Ducatti	Independent Member	02/05/2021	2 years



**CLICK ON THE NAMES OF THE EXECUTIVES TO LEARN MORE ABOUT THEM.**

### COMPOSITION IN JANUARY 2022:

Rubens Ometto Silveira Mello	Chair	01/27/2022	2 years
Burkhard Otto Cordes	Member	01/27/2022	2 years
Dan Ioschpe	Member	01/27/2022	2 years

8. Finance specialist.

Each of our companies has its own governance structure, with boards and committees suited to their respective needs, allowing them to operate independently. Statutory directors of a given company may compose the boards and/or committees of the other companies. This process maintains alignment between the companies, promotes the sharing of knowledge and experiences, and strengthens our performance as a differentiated and integrated group while maintaining the autonomy of each business.

→ **THERE ARE ADDITIONAL ADVISORY COMMITTEES TO MEET THE SPECIFICS OF EACH COMPANY.**

	<b>raízen</b>	<b>COMPASS</b>	<b>m<sup>o</sup>ove</b>	<b>rumo</b>
<b>Board of Directors</b>	<b>8 members, 2 of which are independent</b>	<b>5 members, 1 of which is independent</b>	<b>6 members</b>	<b>11 members, 3 of which are independent</b>
<b>Audit Committee</b>	<b>3 members, 1 of which is independent</b>	<b>3 members</b>	<b>3 members</b>	<b>3 independent members</b>
<b>People Committee</b>	<b>-</b>	<b>4 members</b>	<b>3 members</b>	<b>5 members, 2 of which are independent</b>
<b>Sustainability Committee</b>	<b>18 members</b>	<b>3 members</b>	<b>14 members</b>	<b>3 members, 1 of which is independent</b>
<b>Executive Board</b>	<b>12 members</b>	<b>4 members</b>	<b>8 members</b>	<b>5 members</b>
	<b>→ LEARN MORE</b>	<b>→ LEARN MORE</b>	<b>→ LEARN MORE</b>	<b>→ LEARN MORE</b>

# Succession Planning

→  
**IT IS PART OF OUR CULTURE TO ASSESS THE POTENTIAL AND PERFORMANCE OF OUR EMPLOYEES, MONITORING LEARNING CURVES, ACHIEVEMENT OF GOALS, AND AREAS OF INTEREST IN AN INTEGRATED MANNER.**

These analyses guide possible movements in our talent and succession management map, which indicate high-performing professionals ready to take on new challenges. The main objective of this work is to ensure the allocation of qualified people to compatible positions in order to guarantee the continuity of succession movements, in line with the growth of the business.

Throughout 2021, Leonardo Pontes was mapped in the line of succession of our executives. He left the vice presidency of Raízen's Downstream to assume the position of CEO at Cosan Investimentos, the unit responsible for managing the investment portfolio.

For 2022, Marcelo Eduardo Martins, the former Vice President of Finance and Investor Relations (CFO<sup>9</sup> and Investor Relations Officer - IRO), will assume the position of Chief Strategy Officer (CSO<sup>10</sup>), focused mainly on issues regarding capital allocation. The CFO and IRO positions will be assumed by Ricardo Lewin, an executive who had been holding the same position at Rumo since 2017. Prior to that, Lewin headed our Mergers and Acquisitions area for almost 10 years, having directly participated in several strategic transactions.

With Lewin's shift, the CFO and IRO positions of Rumo are now held by Rafael Bergman, who took part in the creation of Compass Gás & Energia in 2020 where he held the same positions. Bergman also has experience in several leadership positions at Comgás and Raízen. Finally Demétrio Magalhães, former Director of Marketing & Services Finance (Downstream) at Raízen where he oversaw the IPO process, took over the positions of CFO and IRO at Compass.

In order to continue strengthening its commitment to the sustainable allocation of capital, Raízen has combined, in a single vice presidency, the areas of Strategy, New Businesses, M&A, and Sustainability. The structure will be led by Paula Kovarsky, previously our Director of Investor Relations and ESG. She was responsible for the development of our EESG strategy—including the "E" for Economics—and our commitments on the topic, which reinforced our focus on sustainable capital allocation together with the generation of socio-environmental results in an environment of sound governance and aligned with best corporate practices. Paula also played an important role in Compass's private placement and in Raízen's IPO.

→ **[LEARN ABOUT OUR CHIEF EXECUTIVE OFFICER \(CEO\) SUCCESSION POLICY BY CLICKING HERE.](#)**

9. Chief Financial Officer  
10. Chief Strategy Officer

# Executive compensation

[GRI 102-35, 102-36]



**OUR COMPENSATION PRACTICES AIM TO RECOGNIZE THE WORK OF HIGH-PERFORMANCE PROFESSIONALS AND ALIGN THEIR INTERESTS WITH THE CORPORATE STRATEGY, BUILDING LONG-TERM RELATIONSHIPS THAT REFLECT SHORT- AND LONG-TERM RESULTS.**

We regularly conduct market surveys with the support of specialized consulting firms, comparing our practices to those of other companies of similar size. Occasionally, specific surveys are carried out for certain key positions, councils, and committees to obtain even more precise analyses. The results serve as a base for updating amounts, salary multiples, and benefits. In tandem, we seek to adjust the distribution of the global remuneration between fixed and variable components to ensure alignment between the interests of executives and shareholders.



The members of the Board of Directors are entitled to a fixed compensation consisting of 12 monthly payments, whose amount is determined based on their responsibilities, competencies, the time they dedicate to their duties, and their service in the market.

Statutory directors, on the other hand, receive fixed compensation based on the complexity and level of responsibility of the job performed and market practices; short-term variable pay based on the achievement of corporate and individual performance goals; and long-term variable pay that

considers both the individual performance of those eligible and, in terms of performance, is measured by challenging KPIs or by the appreciation of our shares in the capital market.

Throughout 2021, we also reviewed the compensation components, taking into account strategic plans and projects developed, which are mostly long-term. As a result, the Grant Programs were conceived, which aim to ensure competitiveness in terms of fixed compensation and the strengthening of the long-term relationship with our executives, in addition to recognition of their performance. The new Long-Term Incentive model determines environmental, social, and governance metrics linked to the performance of B3's Corporate Sustainability Index (ISE), aimed at executive managers and senior leadership, in order to internally promote best sustainability practices. Learn more about compensation premisses in [item 13 of our Reference Form](#).

Regarding the members of the Fiscal Council, Brazilian Corporation Law requires that they receive compensation that is at least 10% of the average compensation paid to each director. The definition of the compensation of the members of the Fiscal Council includes the dedication of time expected from the professional, the complexity of the business, and the experience and qualifications necessary to perform their duties. The maximum global compensation of the members of the Fiscal Council is established in the Annual Shareholders Meeting that elects them, noting that there is no provision of any kind for variable pay.

Members of the Audit Committee are only eligible to receive fixed compensation. Members of the People Committee are not eligible for compensation since they are part of the Board of Directors, with the exception of the chairman, who may receive a fixed amount given his/her additional dedication to the activities of the Committee, as decided by the Board of Directors.

→ [MORE INFORMATION CAN BE FOUND IN OUR REMUNERATION POLICY, ACCESSIBLE BY CLICKING HERE.](#)



# Ethics and compliance



**WE HAVE IN PLACE A COMPLIANCE PROGRAM JOINTLY STRUCTURED BY THE CORPORATE LEGAL COMPLIANCE AREA AND BY OUR INTERNAL AUDIT, RISK, AND INTERNAL CONTROLS AREA BELONGING, RESPECTIVELY, TO THE LEGAL VICE PRESIDENCY AND THE FINANCE AND INVESTOR RELATIONS AREAS. IN ADDITION, BOTH REPORT TO THE AUDIT COMMITTEE AND THE BOARD OF DIRECTORS.**

The objective is to make sure that everyone follows our values, guided by documents, policies, and procedures related to critical integrity issues such as anti-corruption, conflict of interests, related party transactions, dialogue with government, respect for diversity, and appreciation of human rights, among others.

Our Code of Conduct (see [here](#)) is the starting point for understanding the values and principles that govern our way of being and operating, since it guides all employees and third parties—ours and those of our investees—using clear and objective language to make the correct decisions, in line with the legislation in force in the locations where we operate and with corporate-established policies. The document contains a specific section for potential conflicts of interest that must be reported under the terms of the Conflict of Interest Policy. Should any such case be observed (even if a mere impression), employees are instructed to inform their supervisor, distance themselves from the situation, and not make any decision or take any stance on the situation until further notice. We have adopted a specific system for registering conflicts

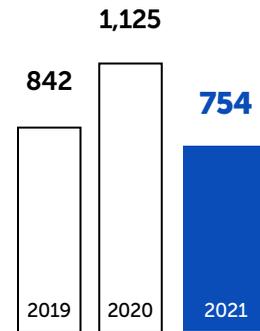
of interest, and employees must fill out a standard form and submit it for analysis by the Legal Compliance area, which approves or disapproves the conflicting transaction, justifying its decision. **[GRI 102-16, 102-25]**

We also analyze, through questionnaires prior to hiring, the integrity of business partners in matters related to human and labor rights such as slave and child labor, among other behaviors, that we repudiate. All payments made follow a specific control flow, established by the system and internally and externally audited.

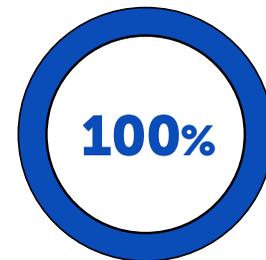
The Risk Management, Internal Controls, and Compliance areas also have several controls in place to prevent suspicious transactions through the opening of tickets in technological tools for purchases, payments, and refunds that require proof of transactions and undergo approval processes defined by the purview control, in addition to following a predefined corporate governance model. In this way, we guarantee that 100% of our operations have been evaluated for risks related to corruption. **[GRI 205-1]**

An intense training and communication agenda is undertaken in order to make the workforce aware of our principles. In 2021, 100% of the team was informed about anti-corruption policies and procedures, and 82% underwent training to further develop the topic. In addition, anti-corruption policies and the Code of Conduct are shared with all third parties during the hiring process. For contracts classified as high risk, individual mitigation action plans are created, with the adoption of training on anti-corruption practices, Code of Conduct, and Compliance for Third Parties, in addition to other measures for best market practices. **[GRI 205-2]**

**Total number of requests for guidance and/or grievances received in the period**



**Percentage addressed/handled/resolved in the period**



2019 2020 2021

Direct employees are encouraged to look to their immediate supervisors or representatives of the Corporate Legal Compliance area for questions regarding the documents instituted. We also ensure the means for anyone to report inappropriate behavior. We keep our Ethics Channel open, including for external audiences, accessible by toll free number (0800-725-0039) and a link [canaldeetica.com.br/cosan](http://canaldeetica.com.br/cosan).

**[GRI 102-17]**

In line with best practices, the channel is operated by an independent company that confidentially records and previously analyzes claims involving illegal or unethical conduct, as well as discrimination, questionable accounting practices, violations of internal controls, and other attitudes that violate our guidelines or the laws of the countries where we operate. Subsequently, formalized complaints are investigated by our Internal Audit, Risk, and Internal Controls team, which forwards them for appropriate handling.

# Risk management and internal controls

[GRI 103-2, 103-3: Safety of people and assets]



**WE INSTRUCT ALL TEAMS TO IDENTIFY ANY POTENTIAL EVENTS THAT COULD NEGATIVELY IMPACT THE ACHIEVEMENT OF OUR GOALS AND THE SUSTAINABILITY OF THE BUSINESS.**

All teams are monitored, respectively, by a specific Risk Management department, Executive Board, Audit Committee, and Board of Directors, which verify the adequacy of the operational structure in order to secure the effectiveness of internal controls. Finally, we have the Internal Audit in place, which is responsible for constantly evaluating and improving the procedures.

The risks identified are classified according to their origin (internal or external) and nature—whether strategic, associated with senior management’s decision-making process, which may generate a substantial loss in economic value; financial, associated with the exposure of our financial operations; compliance, resulting from non-compliance with laws and regulations set out by

governments, as well as regulations issued by regulatory bodies or even of an internal nature; and operational, resulting from failures, deficiencies, or inadequacy of internal processes, people, and systems, or even from natural catastrophes or strikes capable of generating loss of production, assets, clients, or revenues. A risk can be of more than one nature, varying according to origin, environment, and response.

Our Risk Management structure, together with our subsidiaries, includes an assessment of the environmental impact for all risks inherent to the business, individually checking whether the risk poses an environmental impact and classifying, on a pre-defined scale, the severity of the effect caused by its occurrence.

The definition of the procedures also involves the department responsible for the process where the risk was identified. All mapped risks are brought to the attention of and discussed by the Audit Committee and the Risk Committee, which act to assist in their specific handling. **[GRI 102-11, 102-29, 102-30]**

After classification, the risks are analyzed by the risk area based on a methodology that considers likelihood and impact, and their degree and the most appropriate protection instruments are defined. Although we conduct the risk management process—especially in the identification, assessment, classification, and prioritization stages—the adoption of action plans in response is the responsibility of the administration of the subsidiaries, which have structures in place dedicated to governance such as Internal Controls, Health, Safety, and Environment (HSE), Crisis Management, and Cybersecurity.

Some of these areas have sophisticated operating systems with specific security features, such as blocking access to key systems and predetermined parameterization of function segregation in the execution of activities, among others intended to mitigate risks. Within the scope of financial risks, there are specific protection instruments.

**MAIN RISKS, OPPORTUNITIES, AND IMPACTS IDENTIFIED [GRI 102-15]**

Risks	Details	Mitigation actions
 <b>Financial instability caused by the country's economic distress</b>	The COVID-19 pandemic caused a slowdown in industries and consumption, resulting in financial distress to organizations.	Focus on companies' cash generation, austerity in the investment of company resources, and funding strategies.
 <b>Supply chain disruption</b>	Risk of non-compliance with growth strategies due to disruption of supplies of goods, inputs, and/or services, an issue aggravated by the COVID-19 pandemic, which generated distress in the market.	Adoption of various strategies to expand commercial agreements.
 <b>Damage and social impacts on local communities</b>	Impact on communities caused by operations.	Implementation of several mitigation actions to support society.
 <b>Environmental impacts</b>	Damage and/or environmental impacts caused by operations.	Application of actions to reduce the impact generated by operations, compliance with the Conduct Adjustment Terms (TACs)
 <b>Accidents in operations and activities</b>	Accidents in operations that may affect employees and society.	Adoption of actions to reduce the accident rate in operations and activities, such as regular training for employees, hiring insurance companies that implement accident prevention actions, and investment in better safety systems, among others.



## Climate Risks

**|GRI 201-2; SASB TR-RA-110a.2., EM-MD-110a.2,  
EM-RM-110a.2, FB-AG-110a.2. and FB-AG-440a.1.]**

Climate change is already a reality, with different consequences in each geographical area of the planet. This has driven companies from different sectors to think about new ways of operating based on the logic of a low-carbon economy. The new scenarios have also brought risks and opportunities to the most attentive companies and institutions. In 2022, we will conduct a study to improve and expand the visibility of our risk matrix, and of our subsidiaries as well, covering both physical and transitional risks and the opportunities our portfolio can explore.

Among the risks, we are currently mapping crop setback resulting from adverse weather events – such as light intensity, wind, temperature, humidity, and rainfall, among others – which have caused the interruption of certain operations.

To manage such risks, damage contingency strategies are put in place to prevent serious impacts and guide alternative plans.

We and our subsidiaries have already prepared annual inventories of greenhouse gases for Scopes 1, 2, and 3. We have also made commitments to reduce emissions. The purpose is to increase knowledge and transparency about our sources of emissions and identify opportunities for continuous improvement in terms of the efficiency of our operations. To learn more about this management approach in the Environmental Impact section of this report, click [here](#).

→ **DETAILED INFORMATION CAN BE FOUND IN OUR RISK MANAGEMENT POLICY, ACCESSIBLE BY CLICKING [HERE](#), AND IN OUR REFERENCE FORMS AND 20-F, AVAILABLE [HERE](#).**

# Information security and cybersecurity

[GRI 103-1, 103-2, 103-3: Security of people and assets]



## AT THE BEGINNING OF 2021, THE BOARD OF DIRECTORS APPROVED THE INFORMATION SECURITY AND CYBERSECURITY POLICY.

This policy establishes general guidelines and principles on this topic for all operations to ensure that the entire group acts in line with rules regarding the treatment and protection of assets and information, as well as the ability to detect, prevent, and reduce risks of this nature. The document was translated into English and Spanish in order to cover the different geographical areas where we operate.

The topic is monitored by a dedicated central team and local teams in each of the group's companies. These are managed by Information Security Managers (BISO – Business Information Security Officer) and led by our Chief Information Security Officer (CISO), Fernando Madureira, who reports to the CFO and the Audit Committee. Throughout the year, we held virtual meetings between these teams in order to encourage the sharing of experiences, the sharing of best practices, and the monitoring of indicators that assess the efficiency of security controls to increase maturity.

As part of our information security management system (ISMS), we created the Information Security and Cybersecurity Forum with the participation of our CEO, CFO, CISO, Security Leaders, and the CIOs of our companies. This forum does monthly reports evaluations containing safety indicators and the progress of projects related to this topic.

Our information security management methodology adheres to the standards of the ISO 27001 series, in addition to considering best market practices such as the international framework NIST-CSF, dedicated to the evolution of controls, with regular monitoring of the maturity score and tracking by executive forums through the Information Security Management System (SGSI). Periodically the topic is presented to the members of the Audit Committee and the Board of Directors. With that, we monitor the main initiatives of the Strategic Safety Planning with a description of initiatives, deadlines, and responsibilities and indications on the evolution of maturity in each domain of security controls.

We constantly invest in updating software, in improving our capacity to detect threats and attacks, and in the speed to respond to and correct vulnerabilities through external technologies and services for 24/7 monitoring. We regularly run tests, supported by contractors, in order to have a constantly monitor and improve networks and systems with a view to protection. In 2021, a cyber crisis program trained group company teams on rapid responses to incidents, reinforcing our commitment to keeping the team attentive to risk prevention and prepared for dealings in the face of a possible cyber crisis.

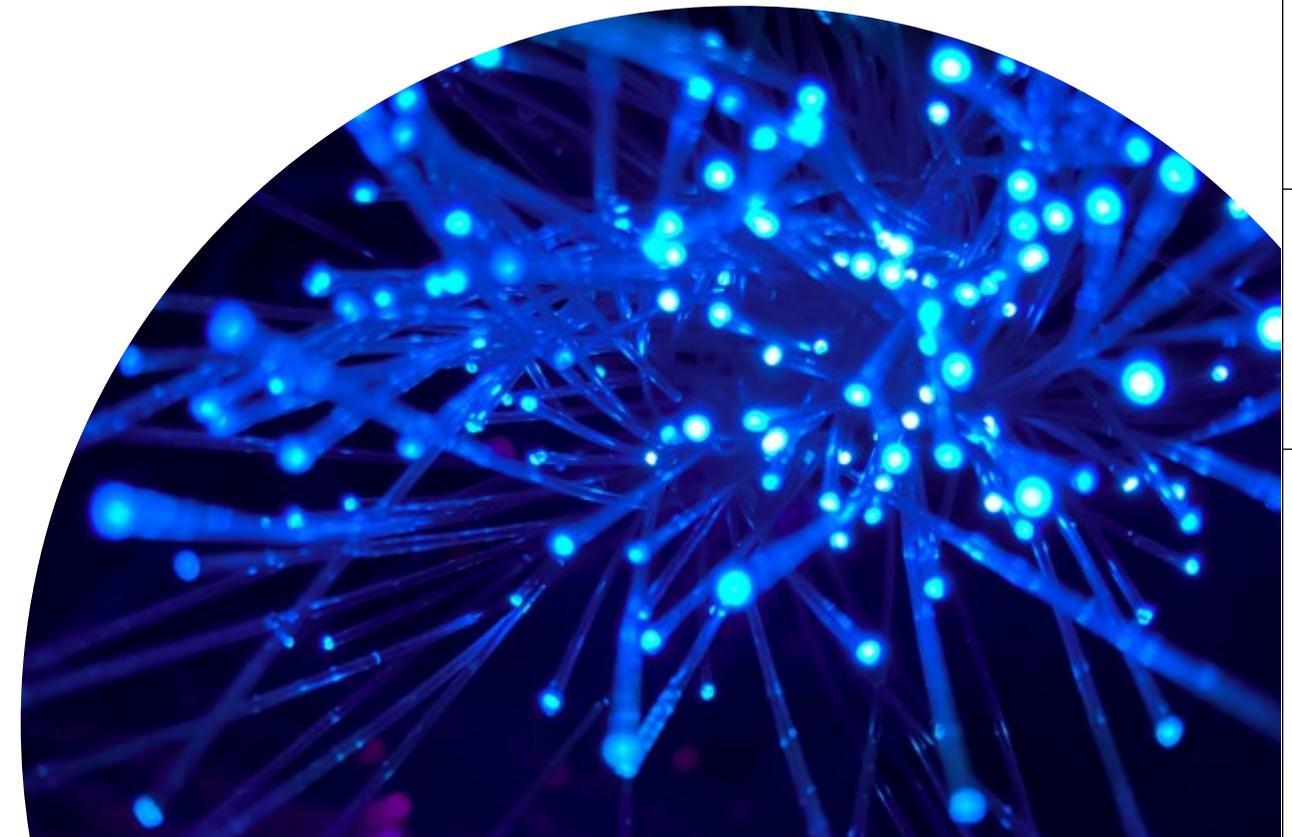
The governance of this topic is intended to provide a quick response to incidents, proper alignment between the businesses, and a clear segmentation of roles and responsibilities, reinforcing the idea that all employees are responsible for promoting an information and cyber security culture and protecting the information they have. This idea was reinforced throughout the year in the internal awareness campaign *"Guardião – Você é a chave para a nossa Segurança"* ("Guardian, you are the

key to our security.") This communication approach sought to go beyond concern for information security in the work environment, but also dealt with situations related to the daily lives of employees with their family and friends and the way they protect their own personal data.

We also engaged suppliers who work in processes that involve data processing and storage services. This work, within the scope of the Supplier Security Program, was supported by the Procurement areas of the subsidiary companies for the collection of information, through questionnaires, in order to assess the maturity of the partners related to how they protect their client data. Assessments were also carried out by our Information Security and Cybersecurity department which, in addition to classifying partners, developed action plans for continuous improvement.

During the year, 55 critical suppliers were evaluated, monitored, and received guidance. The plan is that another 50 will be selected for next year's program.

In 2022, we will work on increasing the maturity of some controls, including security in the cloud and in our industrial environments (operational technology) and on strengthening the internal cyber and information security teams, currently led by the BISOs in the Group companies.



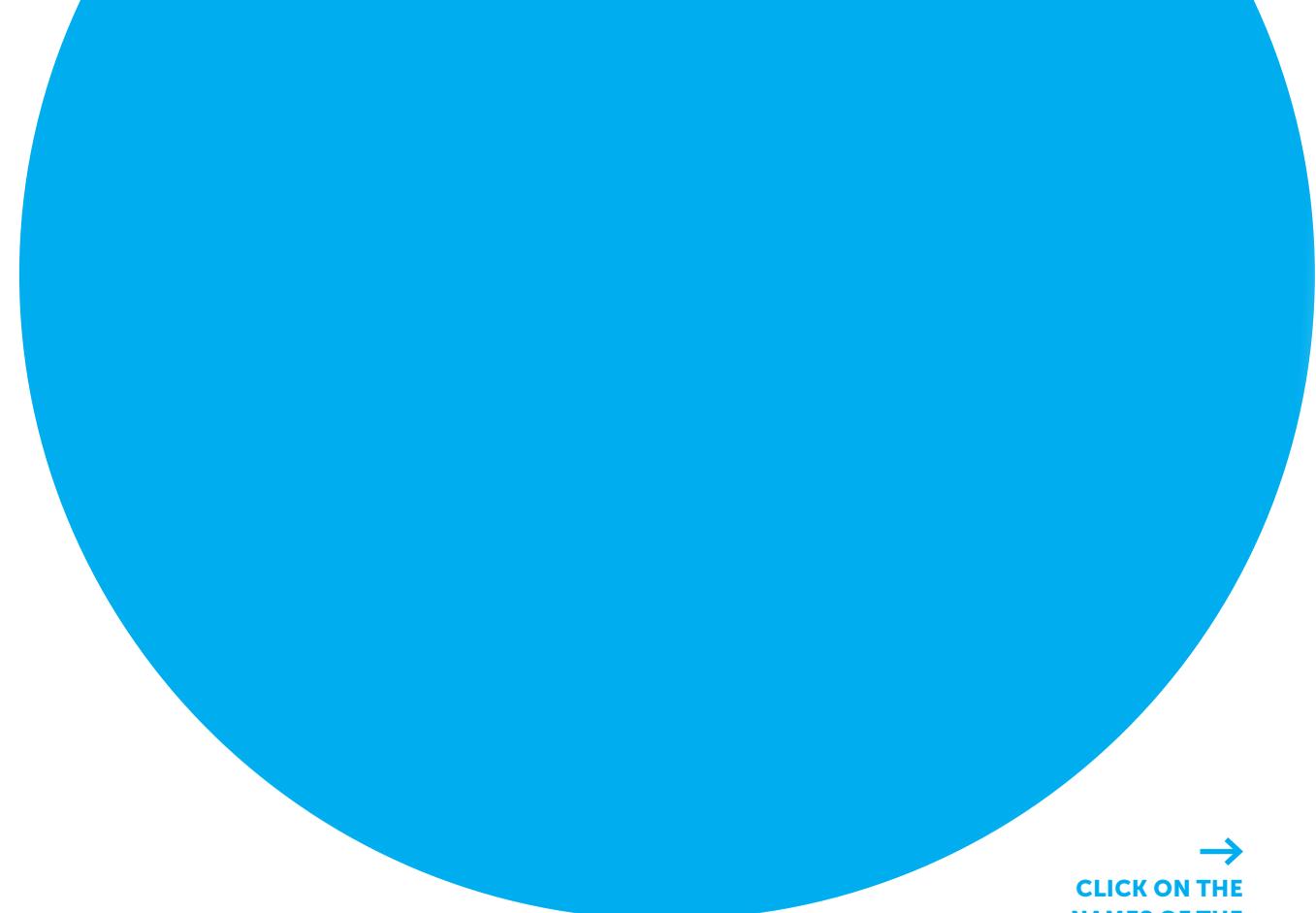
# Sustainability governance

|GRI 103-1, 103-2, 103-3: Climate Change|

→  
**SUSTAINABILITY IS THE GROWTH VECTOR THAT GUIDES DECISION-MAKING AND CAPITAL ALLOCATION AS WELL AS OPERATIONS, WITH A VIEW TO MEETING SOCIETY'S CURRENT NEEDS WITHOUT COMPROMISING THE AVAILABILITY OF NATURAL RESOURCES FOR FUTURE GENERATIONS.**

In 2021, to continue to advance the management approach to this topic—until then under the responsibility of the Financial and Investor Relations Department—we institutionalized the area of ESG, which now reports directly to our CEO. In addition, each company in the permanent portfolio maintains, within its structures, teams dedicated to sustainability management. **|102-20|**

We created the Strategy and Sustainability Committee with a view to advising the Board of Directors on the evolution and development of strategic plans (as detailed [here](#)). The purpose of this body is to monitor sustainability strategies, goals, and commitments related to topics such as climate change, diversity, and stakeholder engagement, including monitoring performance in ESG indices and ratings from national and international organizations



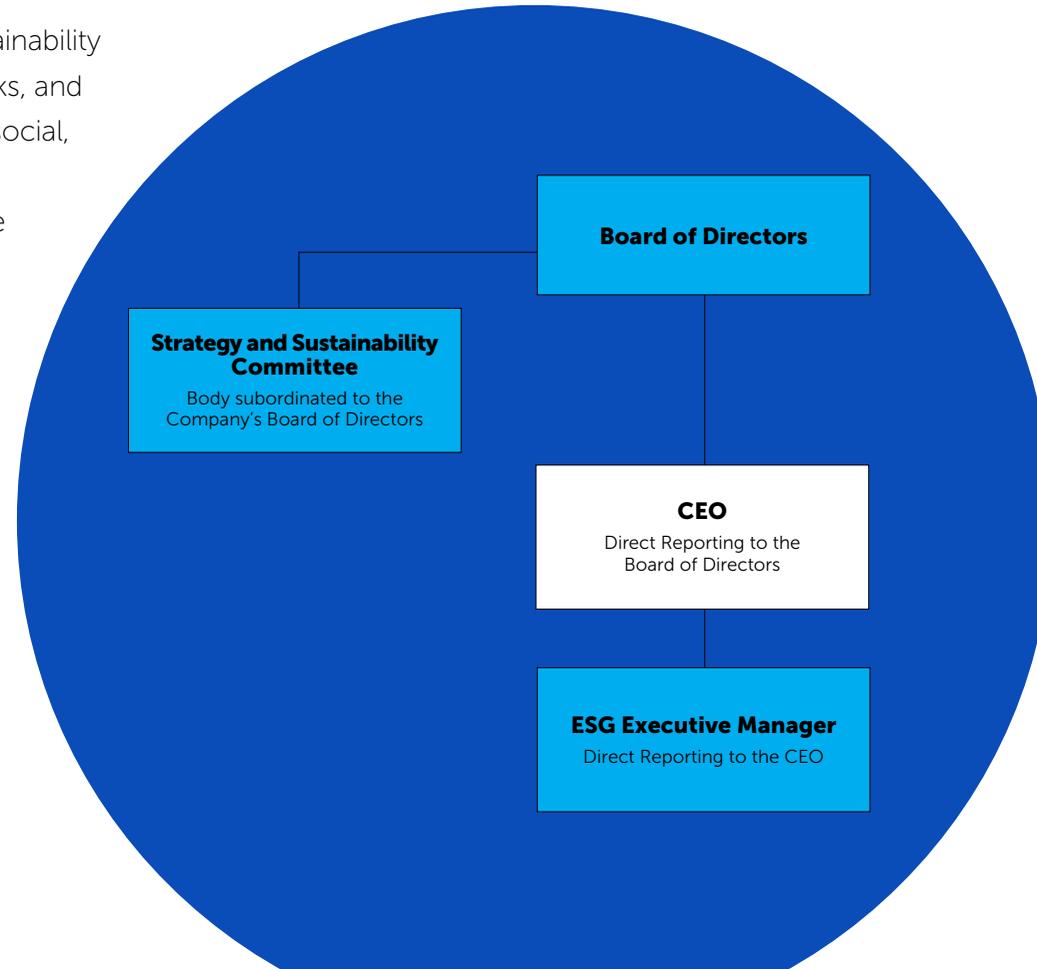
→  
**CLICK ON THE NAMES OF THE EXECUTIVES TO LEARN MORE ABOUT THEM.**

## COMPOSITION OF THE STRATEGY AND SUSTAINABILITY COMMITTEE

Name	Position	End of Term
Luis Henrique Cals de Beauclair Guimarães	Chair	2 years
Marcelo Eduardo Martins	Member	2 years
Vasco Augusto Pinto da Fonseca Dias Júnior	Independent Member of the Board of Directors	2 years
Ana Paula Pessoa	Independent Member of the Board of Directors	2 years

and proposing improvements to corporate sustainability practices. The committee is also responsible for promoting the debate on trends related to sustainability, proposing commitments and goals, joining or continuing to participate in forums, initiatives, or agreements on the topic at national and international levels, as well as monitoring the activities of the sustainability committees of our subsidiaries. **[GRI 102-19]**

Twice every year, via the Strategy and Sustainability Committee, discussions about impacts, risks, and opportunities arising from environmental, social, and governance aspects are taken to the Board of Directors. The main results for the period are also presented to the Board on a quarterly basis and monthly to the CEO. **[GRI 102-27, 102-31]**



Additionally, we have in place the Sustainability Policy (seen [here](#)), approved by the Board of Directors that contains the principles that guide our strategy and the practices observed in our day-to-day management of the business.

Aiming to promote sustainable development across our businesses and further engage our employees in this agenda, we adopted a specific KPI in our corporate variable pay metrics. Our subsidiaries and co-subsidiaries also include sustainability indicators in their scorecards.

From day one, we have worked to enable an efficient energy mix and to develop increasingly competitive and reliable logistics. As we pursued this purpose, we consolidated a unified portfolio that generates and shares value in and around our value chain, such as the creation of direct and indirect jobs, returns to shareholders, and the decarbonization of our client's footprint, among other positive economic, social, and environmental benefits, described throughout this report (see the following sections).

## **ESG PERFORMANCE |102-12|**

In 2021, we continuously reported to the Dow Jones Sustainability Index (DJSI) and, for the second consecutive year, remained in the portfolio of B3's Corporate Sustainability Index (ISE) and Carbon Efficient Index (ICO2). Rumo also integrates the ICO2 and, in 2021, was included in the ISE for the first time.

For the composition of the 17th ISE portfolio, the main international reference frameworks were considered and integrated into the assessments conducted via the CDP climate questionnaire and the reputational risk index derived from RepRisk. We received the maximum score in corporate governance criteria, such as governance of subsidiaries and affiliated companies and maintenance of the competitive environment. Raízen, which responds jointly to the questionnaire, also presented excellent performance on topics such as leadership and responsibility for human capital, management of stakeholder engagement, and performance in environmental management policies and practices.

We and the companies in our permanent portfolio — Raízen, Compass, Moove, and Rumo — improved our performance in the CDP (Carbon Disclosure Project) climate questionnaire. For the first time, all companies reported to the CDP, and those that had previously reported showed improvement compared to the previous year. Our performance went from "B" to "A—" — one step away from the maximum score and among the companies with the highest score in our evaluation sector. Raízen won its place in the select "A List," in which only those companies with the highest evaluation in the questionnaire appear. Rumo's performance evolved from "B-" to "B," reflecting the goals it has adopted to reduce its emissions, the accounting of its indirect emissions (Scope 3), and the disclosure of climate risks and opportunities in its Sustainability Report. Compass debuted in the questionnaire, scoring a "B," with reporting via Comgás. Finally, Moove achieved significant progress on its climate change journey, structuring an area dedicated to sustainability and incorporating CDP Climate into its environmental management system.

Due to positive performance in the CDP, in 2021 we and Rumo were selected to compose the ICDPR-70 portfolio, a climate resilience index that measures the level of companies' awareness and integration of the topic into their strategy and risk management.

We were again selected to the Bloomberg Gender Index (GEI), along with Comgás, which recognizes companies committed to publicizing their efforts to support gender equality through the development of policies, representation, and transparency. We also participate in the S&P/B3 Brazil ESG Index, which measures the performance of securities that meet sustainability criteria.

We are also constantly evaluated by market ratings such as MSCI, Sustainalytics, FTSE4Good, and ISS.

**Our Performance**



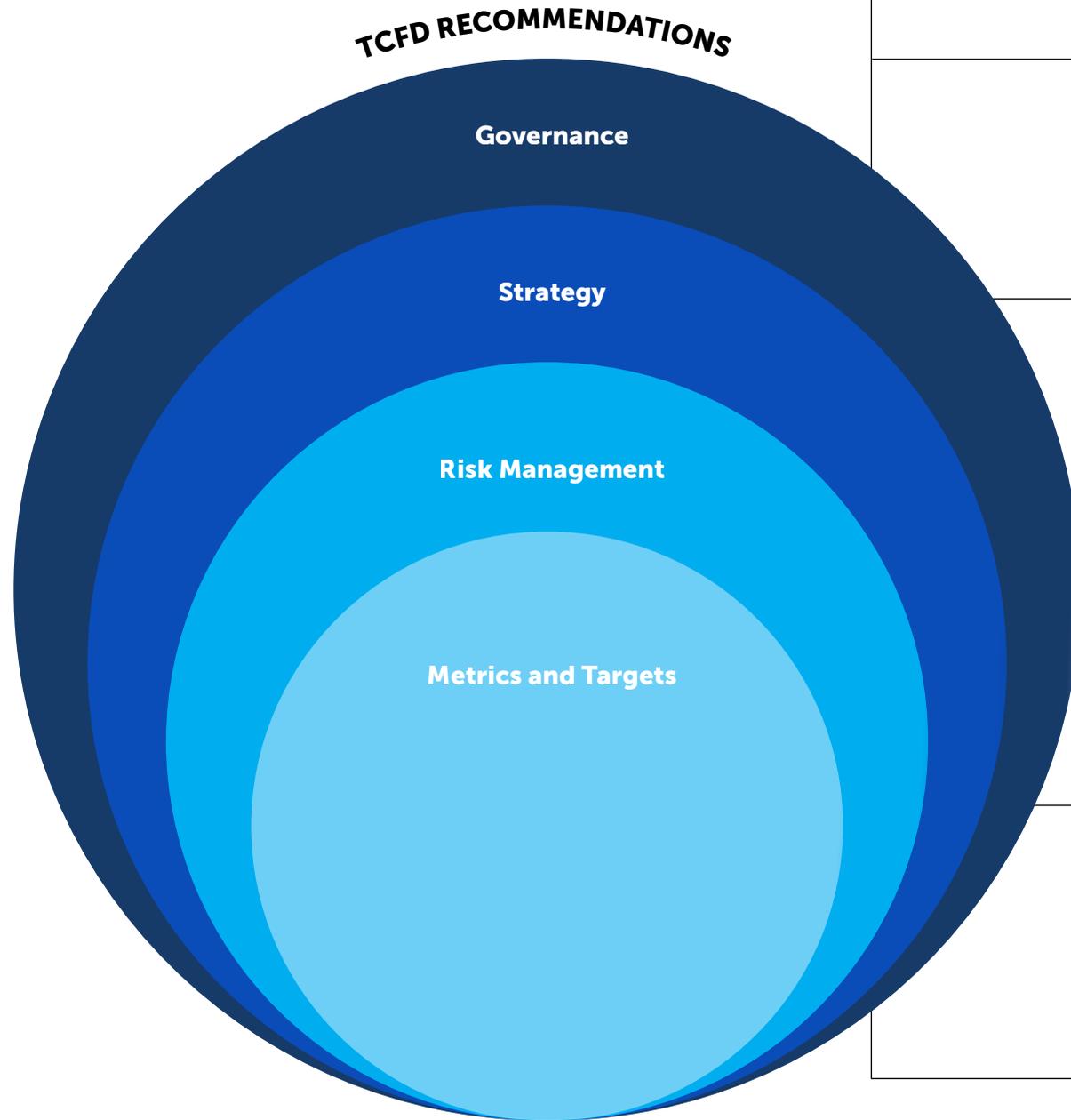
**CLIMATE CHANGE MANAGEMENT**

**[GRI 103-2: CLIMATE CHANGE]**

As part of our materiality matrix, climate change is a strategic topic for us and our stakeholders. In 2021, we signed the “Business Manifesto for Climate Action”, organized by the Brazilian Corporate Center for Sustainable Development (CEBDS). Together with more than 100 large companies and 10 industry associations, we are committed to addressing climate challenges and helping Brazil assume a leading role in the global journey towards a low-carbon economy. The document, led by CEBDS, was delivered to the Brazilian government and taken to the COP26 in Glasgow, Scotland.

We work for a cleaner and renewable energy mix and toward the development of reliable, efficient, and sustainable logistics. Our portfolio is structured to stimulate the transition to a low-carbon economy as a vector for mitigating climate change.

To continue advancing in this area, we adhere to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), a framework developed to understand how governance, strategy, risk management, and goals and metrics that govern a company’s performance in climate change are managed. Throughout 2022, in line with the improvement of the climate risk matrix, we will develop a structure for reporting climate information, considering studies based on the framework and aiming to incorporate the information into our financial reports.



## OUR PRACTICES

Management of the climate agenda, as well as risks and opportunities, is directly overseen by the Board of Directors through the Strategy and Sustainability Committee. In addition, we have an exclusive EESG executive area, reporting directly to the CEO, which monitors the preparation and development of strategies and actions to promote the agenda internally and in our subsidiaries. [More information is available in the sustainability governance topic.](#)

The description of climate risks and opportunities, considering a time horizon, and their impacts on our financial plans and strategies will be reported in depth after the completion of the work to improve the risk matrix in progress for 2022. The work will also include the analysis of scenarios based on scientifically recognized climate models to demonstrate a business resilience strategy. [More information is available in the climate risks topic.](#)

The processes used to identify, assess, and manage risks related to climate change are being improved through the project being prepared for the next fiscal period. Upon completion of this work, the results will be incorporated into the traditional risk matrix in order to leverage synergies to mitigate and minimize negative impacts and maximize positive ones. [More information is available in the climate risks topic.](#)

Metrics for assessing risks and opportunities related to climate change will be reported once the process of improving the risk matrix is completed, an ongoing project for 2022. We annually disclose our Scope 1, 2, and 3 emissions and of our businesses: Raízen, Moove, Rumo, and Compass. Information can be found under the topic that deals with managing and reducing our carbon footprint. Additionally, the targets related to the reduction of GHG emissions can be found in our commitments to sustainable development.

## OUR COMMITMENTS TO SUSTAINABLE DEVELOPMENT |GRI 103-2|

In 2019, we started to publicly disclose our commitments to sustainable development, associated with the Sustainable Development Goals (SDG), demonstrating the alignment between our agenda and that of the UN (see item below). In 2020, we joined the Global Compact, an initiative proposed by the UN to encourage companies to adopt corporate social responsibility and sustainability policies.

By 2022, all our companies will be signatories. The movement is a dialogue between companies, United Nations organizations, unions, non-governmental organizations, and other partners for the development of a more inclusive and sustainable global market.

Goal	Companies to which it applies	Situation in 2021	Contribution to the SDGs
Promote gender diversity in our selection processes and succession map, in addition to continually developing our people, with a view to increasing the number of women in senior leadership positions (from senior management) to 30% by 2025 on Cosan, as well as Raízen and Moove. At Compass, the goal is to have 1/3 of leadership positions held by women by 2025. At Rumo, the goal is to increase the equity rate from 0.10 to 0.11.	Cosan, Raízen, Compass, Moove, Rumo	We have already exceeded the goal, with 50% of management positions held by women. We remain committed to having at least 30% of women in senior management positions by 2025. When we demonstrate that our structure is lean, and any promotion can alter this commitment, we will be able to determine if it makes sense to increase the minimum percentage. Specifically, in terms of business, the indicator was 19% at Raízen, 34% at Compass, 34% at Moove, and 0.1178% at Rumo.	
Disseminate ethical values among our team.	Cosan, Raízen, Compass, Moove, Rumo	An intense training agenda has been put into action by our corporate area and by all our companies.	
Promote transparency in relation to the environmental, social, and governance aspects of our business.	Cosan, Raízen, Compass, Moove, Rumo	We joined the UN Global Compact, set up a Strategy and Sustainability Committee, published our Sustainability Policy, and were featured in relevant sustainability indices (learn more by clicking <a href="#">here</a> ).	

Goal	Companies to which it applies	Situation in 2021	Contribution to the SDGs
Search for ways of funding that are linked to sustainability criteria (Green/Social/Transition/ESG-related)	Cosan, Raízen, Compass, Moove, Rumo	The issuance of the Green Bond 2028 by Rumo, which represents a groundbreaking initiative in the railway freight sector in Latin America, will finance, in whole or in part, ongoing and future projects that contribute to a low-carbon transportation sector with efficient use of resources. Eligible projects are distributed in the areas of "Acquisition, replacement, and upgrade of rolling stock," "Infrastructure to expand railway sections, new yards, and yard extensions," and "Modernization of the railroad."	  
Participate in forums and voluntary initiatives related to sustainability and innovation to discuss, influence, and learn in search of best global practices.	Cosan, Raízen, Compass, Moove, Rumo	In 2021, we entered into a partnership between our companies (Raízen, Compass, Moove, and Rumo) and Braskem to drive circular economy and carbon neutrality (learn more by clicking <a href="#">here</a> ).	   
Protect the safety of our teams, processes, and operations.	Raízen, Compass, Moove, Rumo	Every year we monitor and report the lost time injury frequency (LTIF) and actively promote safety initiatives. The companies have their own operational risk management systems in place, developed based on the reality of each business. The senior management of each company regularly monitors and is evaluated in relation to the performance of this indicator.	 
Develop and maintain up-to-date inventories of greenhouse gas (GHG) emissions in all businesses.	Cosan	All our companies develop and maintain up-to-date inventories of greenhouse gas (GHG). In 2021, all companies in the permanent portfolio also responded to the CDP Climate Change questionnaire, with satisfactory results.	
Reduce the carbon footprint of ethanol and sugar produced by 10% by 2030.	Raízen	6% reduction for ethanol, whereas for sugar, the goal has already been achieved. The carbon footprint of its portfolio is monitored and assured by a third party. The reduction is linked to the variable pay of employees. Among the initiatives aimed at decreasing the carbon footprint, we highlight the reduction in the use of synthetic fertilizers, the reduction in consumption of fossil fuels in agricultural operations, the increase in the TSH (ton of sugarcane per hectare) in the sugarcane fields, and innovation projects in the agricultural area such as precision agriculture, which generates sav-ings in the use of inputs and increases productivity. Raízen also joined the CDP Supply Chain to evolve along with its suppliers in the journey to manage emissions and risks related to climate change.	    
Increase in the GJ/ha indicator by 15% by 2030.	Raízen	The company has a plan to expand affordable and clean energy and makes continually investments to increase agricultural productivity. An example of this evolution is the 2020 opening of Raízen's first plant to produce biogas from vinasse and filter cake, with an installed capacity of 21 MW. In the last harvest (2020/2021), the increase in this indicator was 12% compared with the baseline period (2018/2019 harvest).	 

HIGHLIGHTS OF THE REPORT

ECONOMIC IMPACT

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Goal	Companies to which it applies	Situation in 2021	Contribution to the SDGs
10% reduction in water withdrawal by 2030.	Raízen	Raízen uses the water content in its own sugarcane, which makes it possible to reduce water withdrawal from external sources during crushing periods. However, the long dry season in the 2020/2021 crop year led to lower water content in the raw material. On the other hand, agricultural productivity reached 10.2 kg of Total Recoverable Sugars (ATR) per hectare of cultivated area, a very positive result. Even so, during the crushing period, it was possible to close the water withdrawn from external sources to the level of previous harvests as part of the Reduza Program. We are improving the withdrawal system and investing in water reuse throughout the process and closing certain open circuits.	
Net-zero Scopes 1 and 2 at Comgás by 2025.	Compass	The company reported a 6% reduction in greenhouse gas emissions compared with 2020.	
Inclusion of gas from renewable sources in Compass's portfolio by 2025.	Compass	We included, in the public call for gas supplies from Comgás, a proposal referring to biomethane projects. In 2022, we intend to enter into the first contract for the incorporation of gas from renewable sources into Comgás' supply portfolio. Sulgás has contracted volume to sell biomethane in its operating region.	
Use of 15% renewable plastic	Moove	The company is in the test phase with its suppliers and, therefore, still does not use recycled plastic in its packaging.	
Reduce emissions per net ton per kilometer transported (TKU) by 15% by 2023.	Rumo	Since 2019, the baseline year for this goal, the company has already reduced emissions per TKU by 12.8%. Among the initiatives that contribute to the achievement of the goal: investments in more efficient locomotives and technologies such as the Trip Optimizer and Start Stop devices, which optimize transport and contribute to reductions in fuel consumption, in addition to initiatives to expand transport capacity, such as expansion of yards and terminal capacity, trains with 120 railcars, etc. In May 2021, sustainability-backed funding was also carried out to move up the goal to 2023.	
Ensure the traceability of 100% of transported agricultural commodities by 2025.	Rumo	Since 2020, the company has been looking on two fronts for projects to capture information to track transported products: i) Multimodal Operations, using both the Trizy platform to track highway operations and the GUM (Unified Management in Movement) system), which allows for an understanding of the areas billed. Rumo is expected to complete, by March 2022, the ESGenius module, which will make it possible to identify cargo capture information and crossreference it with information from the Brazilian Institute for the Environment and Renewable Natural Resources (IBAMA). This will enable the registration of the lot with the characteristics of the collection point; and ii) Rail Operations, a front that the company intends to develop in 2022 in partnership with the startup Btracer, a system for recording information on the characteristics of collection points at the beginning of the operation and cross this with IBAMA data. The technology should be fully developed by the end of 2022.	
Encourage the supply chain to promote sustainability	Rumo	Launched in its 2020 sustainability report, Rumo intends to boost its supply chain, focusing on monitoring sustainable actions and encouraging assessments based on sustainability criteria. The initiatives involve monthly awarenessraising meetings related to ESG aspects, with the inclusion of supplier cases, disclosure of monthly newsletters communicating company highlights, submission of a selfassessment questionnaire on sustainability to suppliers to guide the actions.	

HIGHLIGHTS OF THE REPORT

ECONOMIC IMPACT

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# Management of stakeholder engagement

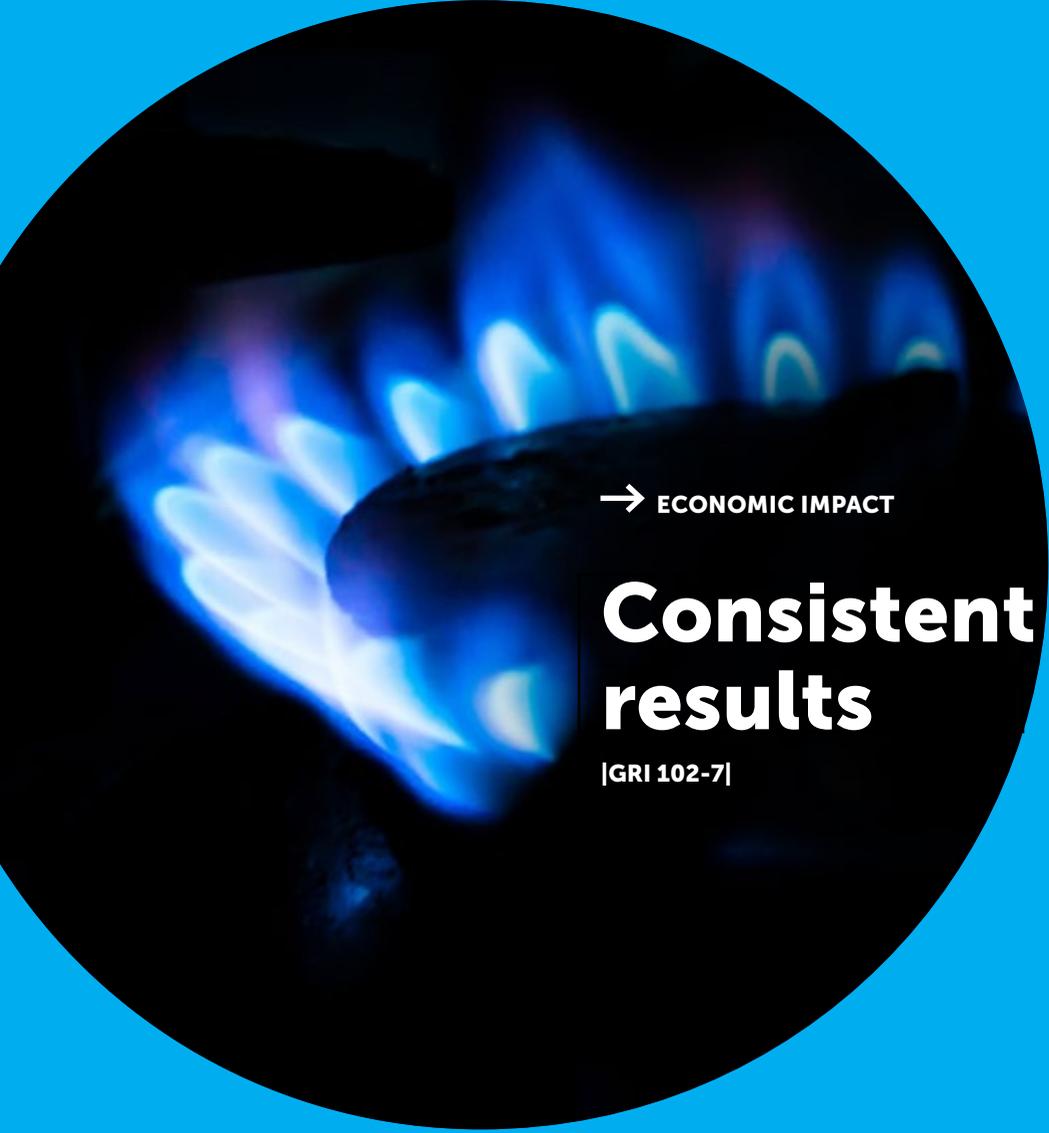
**[GRI 102-40, 102-42, 102-43, 102-44]**

We talk to employees, investors, and financial agents, among other stakeholders, intending to understand demands and promote collaboration in dealing with issues related to the management of our business, capital, and performance in the industries where we participate.

## MANAGEMENT OF STAKEHOLDER ENGAGEMENT [GRI 102-40, 102-42, 102-43, 102-44]

Audience (stakeholder group)	Engagement type	Main results of each engagement	Frequency	Topics and concerns raised
 Investment and development banks	Constant face-to-face group meetings, one-on-one meetings, conferences, conference calls, emails, and telephone.	Develop the relationship with counterparties and better targeting of proposals and operations, in addition to possible opportunities.	Daily	Corporate information, company acquisitions, indebtedness strategy, and topics related to the business and its corporate movements.
 Insurance companies and brokers	Face-to-face group meet-ings, one-on-one meetings, conferences, conference calls, emails, and telephone.	Develop the relationship with counterparties and better targeting of proposals and operations, in addition to possible opportunities.	Daily	Corporate information, request for quotes and obtaining of insurance, topics related to the business and its corporate movements, and legal proceedings.
 Assets	Face-to-face group meet-ings, one-on-one meetings, conferences, conference calls, emails, and telephone.	Develop the relationship with counterparties and better targeting of proposals and operations, in addition to possible opportunities.	Daily	Corporate information and topics related to the business and its corporate movements.
 Fiduciaries, trustees, exchange brokers, and rating agencies	Conferences, conference calls, emails, and telephone.	Develop the relationship with counterparties, better targeting of operations, and reports generated by counterparties, such as rating agencies.	Occasional	Corporate information, company acquisitions, indebtedness strategy, and topics related to the business and its corporate movements.

Audience (stakeholder group)	Engagement type	Main results of each engagement	Frequency	Topics and concerns raised
 Shareholders and potential national and foreign investors	Disclosure of public information, one-on-one and group meetings, conferences, results conference calls, email and telephone, and updating of the Investor Relations website.	Movement of the shareholding base, promoting liquidity of shares; alignment with shareholders about our intrinsic value.	Daily	Capital allocation and investment strategies, corporate ownership changes, mergers and acquisitions, dividends, share buybacks, and topics related to the businesses and their respective sectors.
 Employees	"Você Fala" Survey, engagement campaigns, and internal communications	Employees engaged and increasingly objective communication tools. The survey had the participation of 90% of the internal audience, with an 81% favorability rate.	Daily (and in the case of surveys, annual)	Events, internal processes and information according to the demands of each area. The survey revealed employees' interest in development opportunities, security to assume risks, reconciling personal and work activities, regular leadership feedback, and competitive remuneration.
 Press	Relationship meetings; interviews; proactive releases; articles; notes in ON; mapping forums and livestreams; mapping of awards and rankings; monitoring of the group's articles through media monitoring; relationship with paid media; and industry campaigns.	Position Cosan as a lead player and turn it into a spokesperson in priority agendas, such as sustainability, in addition to building a reputational cushion for the group's movements	Monthly	Cosan's external positioning, EESG agenda, new investment cycle, differentiated company to attract talent, preparation of territories for the group's interests, capital allocation, portfolio of marketleading companies, and operations in mining, among others



→ ECONOMIC IMPACT

# Consistent results

[GRI 102-7]



**DESPITE A YEAR FILLED WITH CHALLENGES—THE SOCIAL AND ECONOMIC EFFECTS OF THE COVID-19 PANDEMIC, VOLATILITY OF THE MAIN MACROECONOMIC INDICATORS, COMMODITY PRICES, CLIMATE EFFECTS LEADING TO CROP SETBACK, ESCALATING INTEREST RATES, AND INFLATIONARY PRESSURE, AMONG OTHERS—WE ACHIEVED POSITIVE RECORD-BREAKING RESULTS.**

On a consolidated basis, our adjusted EBITDA ended 2021 at R\$11.9 billion, 18% higher than the previous year (R\$10.0 billion); net income was the highest in our history, reaching R\$6.3 billion, seven times more than the R\$860 million recorded in 2020; and cash generation for shareholders was R\$6.1 billion, which demonstrates our ability to overcome adversities with a robust business portfolio, exposed to sectors in which Brazil has important competitive advantages.

**EBITDA**

# 18%

**higher than the previous year**

# Direct economic value generated and distributed [GRI 201-1]

(In thousands of Brazilian Reais - R\$, unless otherwise stated)

## PARENT COMPANY:

Direct economic value generated	2019	2020	2021
Revenues	370,978.00	68,545.00	438,045.00
<b>Economic value distributed</b>			
Financial expenses and leases	292,572.00	593,412.00	1,369,948
Payroll and social charges	84,388.00	75,554.00	142,101.00
Non-controlling interests	0.00	0.00	0.00
Dividends	576,034.00	202,316.00	1,454,263.00
Taxes and contributions	89,674.00	-193,568.00	-611,053.00
Profit from continuing operations	1,838,350.00	649,543.00	4,668,953.00
Profit from discontinued operation	11,021.00	0.00	0.00
<b>Total</b>	<b>2,892,039.00</b>	<b>1,327,257.00</b>	<b>7,024,212.00</b>
<b>Retained economic value ("direct economic value generated" less "economic value distributed")<sup>1</sup></b>	<b>-2,521,061.00</b>	<b>-1,395,802.00</b>	<b>-6,586,166.00</b>
<b>Economic value distributed (%)</b>			
Financial expenses and leases	10%	45%	20%
Payroll and social charges	3%	6%	2%
Non-controlling interests	0%	0%	0%
Dividends	20%	15%	21%
Taxes and contributions	3%	-15%	-9%
Profit from continuing operations	64%	49%	66%
Profit from discontinued operation	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## CONSOLIDATED PRO FORMA:<sup>2</sup>

Direct economic value generated (R\$)	2019	2020	2021
Revenues	91.372.520,00	84,062,331.00	126.089.563,00
<b>Economic value distributed</b>			
Financial expenses and leases	9.485.758,00	9,147,152.00	12.433.040,00
Payroll and social charges	1.541.647,00	1,737,624.00	3.932.803,00
Non-controlling interests	1.641.356,00	653,573.00	405.034,00
Dividends	576.034,00	202,316.00	1.454.263,00
Taxes and contributions	9.485.758,00	9,147,152.00	12.433.040,00
Profit from continuing operations	1.305.320,00	859,482.00	6.312.140,00
Profit from discontinued operation	11.021,00	0.00	0,00
<b>Total</b>	<b>24.046.894,00</b>	<b>21,747,299.00</b>	<b>36.970.320,00</b>
<b>Retained economic value ("direct economic value generated" less "economic value distributed")</b>	<b>67.325.626,00</b>	<b>62,315,032.00</b>	<b>89.119.243,00</b>
<b>Economic value distributed (%)</b>			
Financial expenses and leases	39%	42%	34%
Payroll and social charges	6%	8%	11%
Non-controlling interests	7%	3%	1%
Dividends	2%	1%	4%
Taxes and contributions	39%	42%	34%
Profit from continuing operations	5%	4%	17%
Profit from discontinued operation	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

1. The variation in 2021 was due to the net gain generated in the IPO of Raizen, the exercise of the subscription bonus by Hédera in Raizen and the advantageous purchase of Radar

2. The consolidated results consider the pro forma view, that is, the consolidation of 100% of the results of the direct subsidiaries, including the 12-month result of Rumo S.A. for all periods, and 50% of the result of the co-controlled company Raizen S.A. To maintain the same basis of comparison, the values for 2019 and 2020 were restated.



→ SOCIAL IMPACT

**Together,  
 we can  
 build a more  
 sustainable  
 future**

# People management

[GRI 103-1, 103-2, 103-3: People management, diversity and inclusion]

Our team has 71 female and 58 male employees who, added to the teams of our companies, make up a team of more than 41,000 professionals who work to build consistent and sustainable paths for the development of Brazil.

[GRI 102-8]

More than

**40**thousand  
 employees

## Our Cosan Way [GRI 102-16]

Entrepreneur	Empathetic	Ethical	Encouraging
Being adaptable to generate growth opportunities from challenges.	Incorporating different profiles and talents contributes to our best.	Autonomy requires responsibility.	Recognizing performance, both individual and collective, catalyzes transformations based on example.

### NUMBER OF EMPLOYEES BY GENDER | GRI 102-8|

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Cosan <sup>1</sup>	77	70	147	73	61	134	58	71	129
Compass	869	356	1,225	835	360	1,195	791	380	1,171
Moove <sup>2</sup>	1,184	463	1,650	785	322	1,107	833	336	1,169
Raizen <sup>3</sup>	24,338	4,505	28,843	24,901	5,190	30,091	24,798	5,709	30,507
Rumo <sup>4</sup>	7,860	737	8,597	8,397	838	9,235	7,388	724	8,112
Total	34,328	6,131	40,462	34,991	6,771	41,762	33,868	7,220	41,088

- All employees are based in São Paulo and work full-time
- The data include operations in Brazil, Europe, and the United States. The data for 2020 were revised. **GRI 102-48**
- The data for 2019 and 2020 refer to 2019/2020 and 2020/2021 crop years. The data for 2021 refer to the fiscal year (January to December of the same year). The data for 2019 include only the operations in Brazil, while 2020 and 2021 include the operations in Brazil and Argentina. The data for 2020 were revised. **GRI 102-48**
- The data for 2020 were revised. **GRI 102-48**

### NUMBER OF EMPLOYEES BY REGION IN BRAZIL AND ABROAD | GRI 102-8|

	2020						2021					
	North	North East	Midwest	Southeast	South	Abroad	North	North East	Midwest	Southeast	South	Abroad
Cosan <sup>5</sup>	0	0	0	134	0	0	0	0	0	129	0	0
Compass	0	0	0	1,195	0	0	0	0	0	1,171	0	0
Moove <sup>6</sup>	0	0	0	625	0	482	0	0	0	666	0	503
Raizen <sup>7</sup>	245	25,700	2,559	260	177	1,150	194	288	2,592	26,009	268	1,156
Rumo <sup>8</sup>	22	118	1,341	3,858	3,896	0	12	0	1,238	3,226	3,636	0
Total	267	25,818	3,900	6,072	4,073	1,632	206	288	3,830	31,201	3,904	1,659

- All employees are based in São Paulo and work full-time
- The data include operations in Brazil, Europe, and the United States. The data for 2020 were revised. **GRI 102-48**
- The data for 2020 refer to 2020/2021 crop year. The data for 2021 refer to the fiscal year (January to December of the same year). The data include only operations in Brazil.
- The data for 2020 were revised. **GRI 102-48**





Together, we dream, accomplish, overcome challenges, innovate, and create more sustainable alternatives, always guided by Our Way, which is formed by the four 'E's' that translate into the behaviors we value in our organizational culture.

In 2021, we restructured the People area and created a hub focused on Talent (Recruitment, Development, and Performance Recognition), with a focus on ensuring a pipeline capable of meeting our needs and those of our business. In addition to this hub, we set up a front focused on Culture, Diversity & Inclusion, and Internal Communication to build a diverse and inclusive environment that enhances the strengths and results of our employees and increases the visibility of our brand in the labor market, helping to attract talent and professionals with the necessary skills to build our future.

## Diversity journey

**[GRI 103-1, 103-2, 103-3: People management, diversity and inclusion, 405-1]**

Even with so many achievements, actions were accelerated throughout 2021. At a holding level, it was created a Diversity Calendar, which allowed employees to discuss and rethink important topics that go far beyond International Women's Day, LGBTQIA+ Pride Month, and Black Awareness Day. Both on commemorative dates and for health campaigns, we created events dedicated to addressing the realities of our employees in order to promote diversity in everything we do. The lectures and debates were broadcast online, making the content accessible to everyone.

At Cosan Holding one of the highlights from the year was the 1st Diversity Census, with the participation of 85% of employees. The analysis of the data will allow us to have a deeper understanding of the characteristics of the internal audience and identify opportunities for further progress along this journey.

The number of women in executive management positions increased from 25% in 2020 to 50% in 2021, reaching the goal we committed to in 2020 of having 30% women in Executive Management positions. Since we have a lean structure, there is the constant challenge of gender equity in leadership positions. Our commitment is to have a minimum of 30% of executive management positions held women by 2025. Also, since we have recently conducted our Diversity Census, we are going to learn what new commitments to consider as an evolution of our Diversity & Inclusion Strategy.

For 2022, we are going to set up a Diversity Working Group internally with all Diversity & Inclusion initiatives identified throughout 2021. The work will include the development of a governance structure, review of policies, and the development of a tactical-operational plan.



## From the entry gate to continuous development

### |GRI 404-2|

The People area monitors the development of employees from the entry gate through the growth of their careers. This is the case for the Mega Internship Program, which began in 2020 with the mission of promoting job rotation experience in the companies for seven young people. In 2021, all participants who completed the program were hired by our team or one of our companies.

Regarding people development, continuous learning programs, technical training, corporate universities, and partnerships with educational institutions are examples of initiatives undertaken, in an independent manner, by the companies in the portfolio to develop soft skills and train the internal audience in line with the strategy and growth of each company.

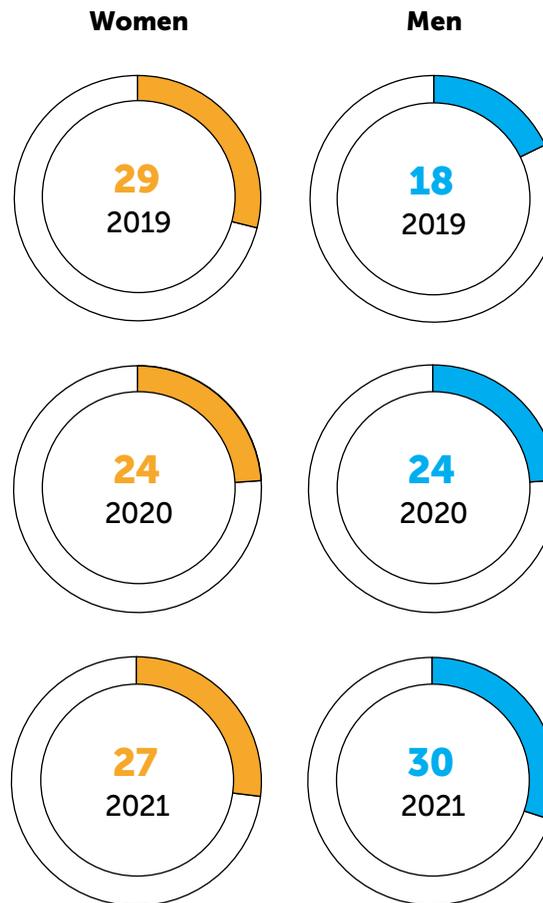
As a holding company, we promote the exchange of experiences among the companies' professionals and ensure synergy between the initiatives, taking a group approach that allows the professionals to share experiences and jointly solve problems they have in common.

The period was also marked by the launch of the Leadership Journey, a development trail focused on humanization to strengthen empathy and the vulnerability and self-knowledge space to reinforce the plurality of each story and personal journey. The leaders underwent a learning trail, with the premise that only by becoming aware of their own peculiarities they become empathetic enough to respect the differences of others around them. Top and middle management participated in this training.

For 2022, the humanization trail is expected to expand with a focus on inclusive leadership behaviors. The goal of these courses is to develop competencies related to diversity and inclusion, covering topics such as concepts, unconscious biases, decision-making, empathy, and stance.

Furthermore, committed to promoting representativeness and social transformation, we created our first internship program with a social focus, in partnership with the *Primeira Geração* Institute (First Generation Institute), which opened 11 spots for the Generation of Impact Program. It aims to guarantee 100% of its spots for professionals who are the first in their families to complete higher education. To support the young people in this experience, the leaders who participated in the Leadership Journey volunteered to provide mentoring, exchanging learning and jointly exercising the development of their welcoming and active listening skills.

**Average hours of training per employee, by gender<sup>9</sup> | GRI 404-1|**



**AVERAGE HOURS OF TRAINING PER EMPLOYEE, BY EMPLOYMENT CATEGORY<sup>9</sup>**

	2019	2020	2021
Directors	16	12	36
Managers	32	24	57
Specialists	24	24	32
Technicians	24	24	22
Assistants	0	24	22

9. The data include the administrative operations of the holding company.



Aiming at the continuous development of our team, 100% of our employees underwent some type of performance evaluation in 2021. Between January and February, two evaluations were conducted regarding the projections for March 2020: goal evaluation, which consists of certifying whether the individual goals of employees were achieved; and 360° evaluation, an evaluation process in which each

employee evaluates him/herself and is evaluated by his/her leadership and some of his/her peers. (In the case of leadership, the evaluation is also done by the subordinate team). After the entire evaluation process and consequent indicators, there is a process to create training and improvement plans. **[GRI 404-3]**

**PERCENTAGE OF TOTAL EMPLOYEES BY GENDER AND BY EMPLOYMENT CATEGORY WHO RECEIVED A REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEW<sup>10</sup> [GRI 404-3]**

		2020			2021		
		Men	Women	Total	Men	Women	Total
Directors	number	0	0	0	3	2	5
	percentage	0%	0%	0%	60%	40%	100%
Managers	number	0	0	0	7	5	12
	percentage	0%	0%	0%	58%	42%	100%
Specialists	number	0	0	0	15	24	39
	percentage	0%	0%	0%	38%	62%	100%
Technicians	number	0	0	0	13	25	38
	percentage	0%	0%	0%	34%	66%	100%
Assistants <sup>11</sup>	number	0	0	0	20	15	35
	percentage	0%	0%	0%	57%	43%	100%
Total	number	0	0	0	58	71	129
	percentage	0%	0%	0%	45%	55%	100%

10. The data include our administrative operations.

11. The "assistant" employment category includes some operational employees. For this group of employees, the evaluation is conducted on a collective basis, i.e., each team is evaluated on its results as a whole, observing whether the operational activities are being efficiently performed.

## NEW WORK MODELS

Since 2020, we have complied with health protocols to contain the spread of Covid-19, and to this end, we implemented a home-office regime for all employees in the corporate areas of all companies.

The lessons learned during the almost two years of social distancing were observed, in consultation with our employees, and top management decided to create a flexible working model, called Cosan 4.0, aimed at respecting the needs of each area and person. This is an important step in strengthening our culture, which recognizes empathy as a behavior and seeks to offer employees practices that make it tangible in their day-to-day lives.

To this end, we implemented three work models: face-to-face, for professionals who wish to work 100% in the office; hybrid, for professionals who wish to balance their routine between the office and other environments; and remote working, a model that is primarily done from home. To decide the ideal format, employees aligned their expectations with their direct managers. The Legal and People areas worked together to define new employment contracts, offering benefits tailored to each model.

**“**  
**WE BELIEVE THAT  
THE IDEAL WORK  
MODEL IS DIFFERENT  
FOR EACH PERSON.”**  
**Luis Henrique Guimarães**



Seeking to support the employees in this new phase, we also offer an allowance for the purchase of furniture and office supplies, as well as a monthly stipend for electricity, internet, and telephone expenses.

Furthermore, the internal audience could attend lectures and open meetings to answer questions about the official return to the office. The first of these was an open conversation with our CEO, who reiterated our commitment to everyone's well-being and, therefore, respect for all decisions; the second was with an infectious disease specialist, to reinforce health instructions; and the third was with a specialist who discussed the future of work and new production models.

# Health and safety

Aware of the relevance of health and well-being issues for all employees and for society, in 2021 we created “Cosan with you and you on the move for your health,” a program to consolidate all initiatives and actions that prioritize employees’ mental health.

Understanding the importance of viewing health in an integrated manner, we organized all benefits into pillars focusing on health, body, and mind care. As part of the initiative, employees have access to health and dental plans; pharmacy assistance; private pension plans; life insurance; running assistance; a corporate platform for physical activities focused on quality of life, health, and well-being, which provides access to thousands of gyms, studios, and live classes; IMI, a tool for preventive mental health support; and the Friend Program, through which they can have access to a team of specialists 24 hours a day to receive psychological assistance, legal advice, financial advice, and social services, among other benefits.

In 2021, no recordable work-related illnesses or fatalities because of work-related health problems were recorded in our operations. Rumo recorded eight cases of illness, three of which were due to work accidents, two to commuting accidents, and three were referred to Social Security as sick pay, resulting in the granting of accident-aid benefits. We do not yet monitor cases of illness of contractors. In Raízen’s Argentine operation, COVID-19 is classified as an occupational disease, which has increased the number recorded. None of the COVID-19 cases reported in the

indicator were able to be confirmed as work-related. However, due to a resolution by the Argentine Ministry of Labor, any COVID-19 case in key employees had to be reported as an occupational disease, regardless of whether or not the investigation revealed a causal link between work and infection. This explains the high number in comparison with the other companies in our portfolio. **[GRI 403-10]**

### Numbers of employee health problems<sup>12</sup> [GRI 403-10]

	2020		2021	
	Number of fatalities as a result of work-related ill health	Number of cases of recordable work-related ill health	Number of fatalities as a result of work-related ill health	Number of cases of recordable work-related ill health
Cosan	0	0	0	0
Compass	0	0	0	0
Moove	0	2	0	0
Raízen <sup>13</sup>	17	107	2	142
Rumo	0	7	0	8

12. Hazards are mapped based on the Hazard and Risk Analysis (APR). Risk factors are classified as “Acceptable” and “Acceptable with Attention.” Acceptable Risks: The risk is or has been reduced to a level that can be tolerated by the organization, taking into account its legal obligations. Acceptable with Attention: The actual or potential hazard whose risk is high and needs to be reduced through control measures, with no record of any health problems. The data for Cosan include its direct employees, while those for subsidiaries include their own employees and contractors.

13. The 2020 data consider the 2020/2021 crop year. The 2021 data consider the fiscal year (January to December of the same year). The data include operations in Brazil and Argentina. As in Argentina, by definition of the Ministry of Labor, cases of Covid-19 in essential workers have to be notified as an occupational disease, the numbers are higher than in other businesses.

## WORKPLACE SAFETY

**[GRI 103-2, 103-3: Safety of people and assets; SASB FB-AG-440a.1, EM-RM-320a.2]**

For us, safety is a non-negotiable value, the focus of investments, and the subject of several training courses undertaken annually. To manage this topic, each company in our portfolio has a Management System that guides day-to-day operations and provides accident prevention tools, including concepts, responsibilities, and systemic and control applications.

**[GRI 403-1]**

Prior to performing any activity, the criticality index, the need to use Personal Protective Equipment (PPE), and the risks (Task Risk Analysis - TRA) are assessed. Both employees and contractors also conduct a Safety Self-Assessment (SSA) and, upon

detecting the existence of any risk not considered in the TRA, they open a call to report the unsafe condition. We have a training matrix in place for each work team, which is updated based on the exposure and criticality analysis.

**[GRI 403-2, 403-5]**

As a result of all this effort, the Lost Time Injury Frequency (LTIF), which measures the number of lost time accidents involving employees and contractors per million hours worked with exposure to risk, has been decreasing year on year. In the case of Rumo specifically, we closed 2021 with a frequency rate of 0.15, with 60% of incidents involving contractors. This led us to adopt stricter practices in complying with the main railway procedures and reinforcing practical activities, such as operational training.

In the period, we also focused on accidents at terminals involving the crushing of hands and fingers, reviewed the tools, and trained our operational staff, while also reinforcing our attention to “yellow line” machinery due to increased expansion work. As a result, we avoided fatalities in our activities. **[GRI 403-9; SASB TR-RA-320a.1., FB-AG-320a.1. e EM-RM-320a.1.]**



### LTIF RATE IN THE GROUP COMPANIES<sup>14</sup>

**|GRI 403-9; SASB TR-RA-320a.1. (1), FB-AG-320a.1. (1) e EM-RM-320a.1.|**

	2020	2021
Cosan	0.00	0.00
Compass	0.27	0.09
Moove	0.00	0.00
Raízen	0.14	0.10
Rumo	0.14	0.15

14. The data on workplace accidents is based on the CATS (Workplace Accident Communication) records that were filed/opened during 2020 and 2021 due to workplace accidents. Risk exposures are based on risk mapping and quantifications provided in the Environmental Risk Prevention Programs (PPRAs) and Ergonomic Work Analyses (AETs) (critical positions). The data for Cosan include its direct employees, while those for subsidiaries include their own employees and contractors.

### NUMBER OF LOST TIME INCIDENTS PER MILLION HOURS WORKED<sup>15</sup>

	2020 <sup>2</sup>		2021	
	Lost time accident	Millions of hours worked	Lost time accident	Millions of hours worked
Cosan	0	0	0	0
Compass	1	3	1	11
Moove	0	2	0	2
Raízen	15	106	10	105
Rumo	6	42	6	40
Total	24	154	17	158

15. The data on workplace accidents is based on the CATS (Workplace Accident Communication) records that were filed/opened during 2020 and 2021 due to workplace accidents. Risk exposures are based on risk mapping and quantifications provided in the Environmental Risk Prevention Programs (PPRAs) and Ergonomic Work Analyses (AETs) (critical positions). The data for Cosan include its direct employees, while those for subsidiaries include their own employees and contractors.

### HEALTH AND SAFETY RATES AND NUMBERS FOR DIRECT EMPLOYEES IN 2021

	Comgás <sup>16</sup>	Compass <sup>16</sup>	Moove <sup>17</sup>	Raízen <sup>18</sup>	Rumo <sup>19</sup>
Number of fatalities as a result of work-related injuries	0	0	0	0	0
Rate of fatalities as a result of work-related injuries	0	0	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0	n/d	3
Rate of high-consequence work-related injuries (excluding fatalities)	0.00	0.00	0.00	n/d	0.14
Number of reportable work-related injuries	0	0	3	62	50
Rate of reportable work-related injuries	0.00	0.00	2.29	0.93	2.29

### HEALTH AND SAFETY RATES AND NUMBERS FOR DIRECT EMPLOYEES AND CONTRACTORS IN 2021

	Comgás <sup>16</sup>	Compass <sup>16</sup>	Moove <sup>17</sup>	Raízen <sup>18</sup>	Rumo <sup>19</sup>
Number of fatalities as a result of work-related injuries	0	0	0	0	0
Rate of fatalities as a result of work-related injuries	0	0	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	1	0	0	n/d	10
Rate of high-consequence work-related injuries (excluding fatalities)	0.13	0.00	0.00	n/d	0.25
Number of reportable work-related injuries	9	0	6	63	20
Rate of reportable work-related injuries	1.21	0.00	3.27	0.60	3.09

16. Injuries include falls. For Comgás' direct employees, 2,815,825 hours worked were considered for the period, compared with 2,171,564 for Compass. For contractors, 1,778,301 hours were considered for Comgás, and 261,588 for Compass in 2021.

17. The data include Moove Brazil. Injuries include ankle sprains due to falls on the same level and on different levels while workers are moving around the industrial complex. In the period, direct employees worked 1,307,504 hours while contractors worked 1,835,680 hours. Rates were calculated based on 1,000,000 hours worked.

18. Major types of injury include wound, fracture, bruise, and burn. In the period, direct employees worked 66,540,000 hours while contractors worked 105,330,000 hours. Rates were calculated based on 1,000,000 hours worked, and the data include the operations in Brazil and Argentina, except Biosev. Raízen does not monitor high-consequence injury indicators.

19. Injuries include falls at different levels, cuts, scrapes, limb crushing, contusion, and amputation. In the period, direct employees worked 21,802,599 hours while contractors worked 14,598,958 hours. Rates were calculated based on 1,000,000 hours worked.

# Value shared with society



**WE SUPPORT SOCIAL INITIATIVES AIMED AT GENERATING POSITIVE AND SIGNIFICANT IMPACTS FOR BRAZIL, AND WE BELIEVE THAT ONE WAY TO DO THIS IS BY IMPROVING MANAGEMENT IN PUBLIC ADMINISTRATION AND SUPPORTING IMPACT BUSINESSES THAT ENCOURAGE COLLABORATION AND ENGAGEMENT. IN 2021, WE CONTINUED TO CONTRIBUTE—BOTH CORPORATELY AND THROUGH OUR COMPANIES—TO THE FOLLOWING PROJECTS AND INSTITUTIONS:**

## **INSTITUTO DE CIDADANIA EMPRESARIAL (ICE)**

With the belief that business models can solve social and environmental problems, the purpose of this entity is to bring together entrepreneurs and investors around social innovations capable of boosting their personal and philanthropic investments as well as those of their foundations and companies in order to foster social inclusion and reduce poverty in the country. The chairman of our Board of Directors, Rubens Ometto Silveira Mello, is a founding member of ICE’s Advisory Board. Some of the initiatives undertaken in the year include:

Coalition for Impact	ICE Academy
<p>This program was created in 2021 based on the understanding that a structured ecosystem increases the chances of success for entrepreneurs committed to impact. The initiative consists of strengthening the infrastructure to support impact businesses in five regions of the country. To this end, resources will be invested in up to 25 organizations that support entrepreneurs to accelerate 500 impact businesses. It is expected that these actions will generate about R\$50 million in impact investments over the next five years. Thus, philanthropic capital of R\$21.5 million will be invested, with an estimated increase of R\$200 million in local revenues through business models geared toward solutions to social and environmental problems.</p>	<p>Mobilizes a network of 142 professors and researchers who work in more than 70 higher education institutions. Social Entrepreneurship, Impact Investing and Businesses, and Social Innovation are the topics covered by the ICE Academy Network. Aiming to encourage academic production around these topics, since 2014 the organization has promoted the ICE Academy Award, recognizing undergraduate and graduate work on this agenda. More than 280 papers have been submitted and 38 have been recognized. In all, more than R\$290,000.00 has been awarded to students and advisors over the seven editions of the event.</p>

<p><b>Elos Impact Program</b></p> <p>Provides training through online courses, webinars, and free theme cycles. It also disseminates studies, research, and tools to support entrepreneurs and engage networks and institutions that foster entrepreneurship. The program also includes donations to initiatives from organizations that support impact businesses at different stages. The program was launched in 2020 and has already trained 343 professionals (managers, consultants, and mentors), who work in organizations that support impact entrepreneurs.</p>	<p><b>Impacta Mais Forum</b></p> <p>Space for people and organizations committed to finding solutions to major social and environmental challenges through new business models. Since 2014, there have been three in-person editions (2014, 2016, 2018) and an online edition. All editions exceeded 200 speakers and 1,500 participants, and the content has had more than 8,000 views on YouTube.</p>
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**COMUNITAS**

Civil society organization specializing in creating and implementing sustainable partnerships between the public and private sectors and generating greater impact from social investment with a focus on improving public services and, consequently, the lives of the population. The organization prioritizes the generation of knowledge to seek the sustainability of projects developed in the cities. Some of the highlights include:

<p><b>Rede Juntos Knowledge Platform</b></p> <p>It is a space where <b>Comunitas</b> stores all the knowledge produced by itself and by partners of the <b>Juntos (Together) Program</b>. One of the pillars of the program is to generate and share knowledge to change the reality and the way of governing in the country. Knowledge trails, publications, articles, podcasts, and several other types of content are available on the platform so that public administrators can increasingly improve their management, making it more efficient, impacting citizens, and inspiring other administrators.</p>	<p><b>Engagement of the Public Leadership Network</b></p> <p>In 2021, more than 100 people from the <b>Comunitas Network</b> were engaged and mobilized in producing knowledge in the training journey for new mayors. In addition, 15 public mentors who joined through the innovation workshops were included. A community on administrative reform and people management was also created in order to seek joint solutions and debate the topic among the managers.</p>
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Innovation Journeys	Connection and inspiration	Publications
<p>In 2021, the organization held two innovation and replicability journeys. With a focus on supporting first-time candidates and mayors, more than 650 participants signed up for the Journey for Future Mayors. More than 90 municipalities and 15 political parties were mentored and received exclusive content for the preparation of their government plans, government transitions during the first 100 days, and goal plans for municipal administration. In the same period, the Administrative Reform and People Management Journey provided guidance to 60 public managers from 12 municipalities on administrative reform processes and initiatives to improve people management, aiming to increase the quality of the services provided. At the end of this journey, more than 12 normative acts were delivered, and more than 50 pilot projects were designed.</p>	<p>Another way to take knowledge to leaders is by creating opportunities for connection and inspiration. To this end, Comunitas promotes events such as immersions and experiences, encouraging interaction between more experienced and novice leaders. The idea is to create meeting spaces for dialogue and the exchange of inspiration and ideas. In 2021, nearly 9,400 people were impacted by these events.</p>	<p>Comunitas' goal is to systematize knowledge in order to disseminate learning in different territories. For this reason, four publications were released during the year: <i>Reformas e Gestão de Pessoas no Setor Público – Guia Prático para Municípios e Estados a partir das Experiências de Minas Gerais e do Rio Grande do Sul</i> (see here); <i>Jornada de Formação para Novos Prefeitos – Como a Comunitas Ajudou a Apoiar Líderes a Planejar sua Gestão Durante e Após a Crise da Covid-19</i> (see here); <i>Mapa da Contratualização de Serviços Públicos do Brasil</i> (see here); and <i>Cartilha Jornada de Formação para Novos Prefeitos</i>.</p>



## VETOR BRASIL

Non-profit, nonpartisan civil society organization that aims to engage a broad network dedicated to transforming society through the public sector. Based on good practices from around the world, it develops and applies an innovative model that identifies, prepares, and connects people with the high potential to take public policies off paper and impact the public sector through the following initiatives:

<p><b>Public Management Leaders Program</b></p>	<p><b>Public Management Trainee Program</b></p>	<p><b>Customized Selection Program</b></p>	<p><b>Public Management Residency Program</b></p>
<p>Designed for professionals with extensive experience, a leadership profile, and the will to generate and scale social impact through improvements in team management and decision-making in the public sector.</p>	<p>Attracts and pre-selects high-potential professionals in the early years of their careers who will take on public management positions in governments to make projects and public policies come to life over a 12-month period.</p>	<p>Supports the government in structuring and implementing attraction, pre-selection, and development tailored to its needs, with large scale and local recruitment possibilities.</p>	<p>Innovative initiative developed to scale impact, focusing on the most relevant policies and themes for the country. The program combines practical experience in government with academic post-graduate training in public administration.</p>
<p><b>Ubuntu Program</b></p>	<p><b>Managers for Racial Equity Program</b></p>	<p><b>Learning Leaders Program</b></p>	
<p>Offers a competency development trail in people management, leadership, diversity, equity, and inclusion for Black people in their first leadership experiences in government.</p>	<p>Aims to ensure that public administrators have the necessary skills to be ambassadors of diversity.</p>	<p>Selects public professionals from State Boards of Education to participate in a training trail with references in professional development and education. The goal is to develop educational leaders in the education systems so that they can take on even greater challenges and lead transformations aimed at coherence and alignment of educational policies with the National Common Curricular Base (BNCC).</p>	

HIGHLIGHTS OF THE REPORT

ECONOMIC IMPACT

SOCIAL IMPACT

ENVIRONMENTAL IMPACT

ATTACHMENTS

## SOCIAL IMPACT EDUCATION

In order to contribute to the future of children and youth, the Raízen Foundation focuses on early childhood education and the fight against truancy. Since 2020, after reviewing its strategic planning, the Foundation has focused its actions on two major programs that offer quality education and foster social and emotional skills: *Ativa Infância* (Active Childhood) and *Ativa Juventude* (Active Youth).

The former is dedicated to the full development of early childhood, with full-time regular education and complementary activities in the Jaú (SP) center, where more than 200 children are tended to every year. *Ativa Juventude* focuses on 9th grade and 11th grade students from the public school system to discover their professional calling and paths, encouraging them to stay in school and learn throughout their lives. Through experiences outside of school hours, young people have the opportunity to develop their socio-emotional skills, such as self-knowledge, leadership, communication, and citizenship. By undergoing a personal and immersive process, they travel through different professional trails with possibilities to create a plan for the future. At the end of the journey, aware of their roles in the world, they move toward their dreams.

*Ativa Juventude* began as a pilot program in 2018, in Piracicaba, and was later expanded to include the Dois Córregos, Igarapu do Tietê, Ipaussu, Valparaíso, and Jataí centers, totaling six Raízen Foundation centers in São Paulo and Goiás, with approximately 120 students each. In 2021 the initiative was extended to 15 other locations, benefiting an additional 800 students with content delivered 100% online. This modality is the result of the learning acquired during social distancing due to the COVID-19 pandemic, when it was necessary to adapt the activities to the situation by making use of distance learning tools.

The new locations include Rondonópolis (MT), where Rumo operates the largest grain terminal in Latin America, which employs over 1,000 direct and indirect employees. The Rumo Institute began activities in Rondonópolis with the purpose of being an agent of social transformation in the region, concentrating activities in projects aimed at the education of young adults and adolescents in the communities. Through a partnership with the *Ativa Juventude* program, the Rondonópolis Board of Education, and municipal schools, the activities of the first group of youth were completed in December 2021. In 2022,

the project will be expanded to other regions crossed by Rumo's railroad tracks. For this expansion, a matrix will be used to identify priority cities in terms of critical social and economic aspects.

*Ativa Juventude* is, therefore, a scalable program, with measurable results and positive social impacts, which, with the support of partners and a business network committed to the future, can become a reality for more and more people. The goal of the Raízen Foundation, which created the initiative, is to transform at least 10,000 lives by 2024.

→ ENVIRONMENTAL IMPACT

**We promote the decarbonization on different value chains attended by our companies.**

# Portfolio that contributes to the mitigation of global warming

**[GRI 103-1, 103-2, 103-3: Climate change]**

In 2021, leaders and representatives of public and private entities from nearly 200 countries gathered in Glasgow, Scotland, for the 26th conference of the parties to the United Nations Framework Convention on Climate Change (COP26). The goal of the meeting was to define a clear path, by the end of this decade, for nations to deliver on the promises of the Paris Agreement, established in 2015 as a guideline for limiting global warming by the end of the century to a maximum of 2°C (with an ideal increase of 1.5°C) compared to the pre-industrial period.

The conclusion of COP26, documented in the Glasgow Pact, is to promote a progressive abandonment of fossil energies and propose to the member states that they present, by the end of 2022, bolder national commitments to reduce their Greenhouse Gas (GHG) emissions, among other aspects.

Our portfolio, which is committed to the transition to a clean energy mix, gains even more relevance in supporting Brazil on the path toward a low-carbon economy. Raízen,

## raízen

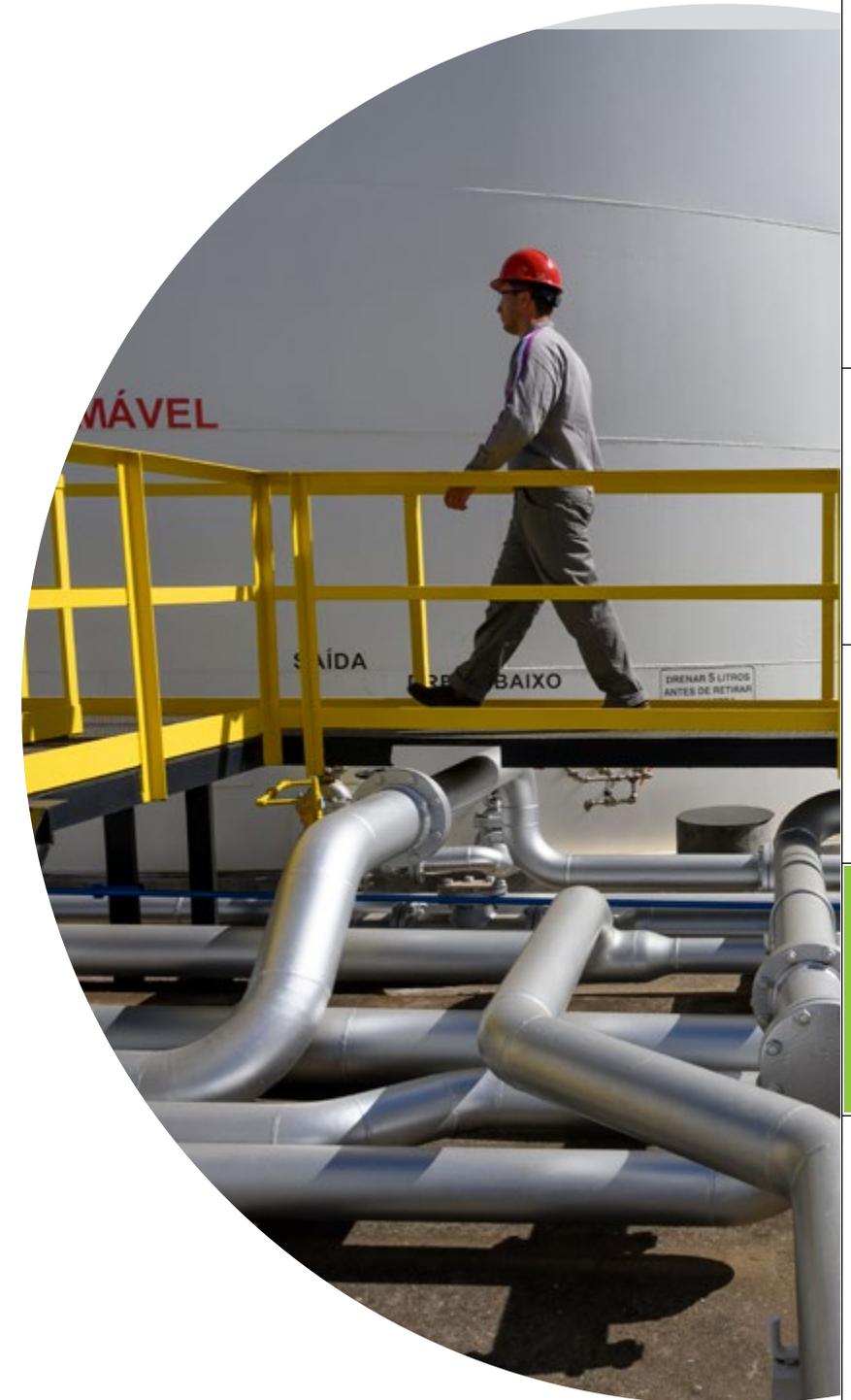
for example, was present at COP26 to present its decarbonization journey and the role of sugarcane in renewable energy generation, particularly through actions such as reusing bagasse for energy cogeneration and production of second-generation ethanol (E2G), replacing synthetic fertilizers with vinasse and filter cake, and the production of first-generation ethanol.

Aiming to redefine the future of energy, in 2021 **Raízen** established strategic partnerships that demonstrate its potential to promote large-scale decarbonization of its clients, helping them to position themselves at the forefront of a low-carbon economy. It signed a contract with Heineken to supply renewable energy, through I-REC Standard certificates, to 23 of its units in 13 states in Brazil. The agreement, in force for the next five years, aims to avoid the emission of 85 tons of carbon.

An agreement was signed with Ferrari to supply its Formula 1 team with second-generation ethanol (E2G). The product, whose chemical composition is the same as that of regular ethanol, reduces the carbon footprint by 35% compared to the processing of first-generation ethanol and allows for a 50% increase in ethanol production without expanding the planted

area, since it uses waste as raw material. Raízen is one of the few companies in the world to offer E2G on a commercial scale.

A partnership was announced with Volkswagen in Brazil to boost the impact of using renewable energy to decarbonize the automotive sector. The agreement comprises a series of initiatives, mainly encouraging the use of ethanol, together with a complementary strategy that involves electric, hybrid, and flex cars, the installation of recharging stations for the brand's electric cars, and the supply of renewable energy to Volkswagen's factories and dealership network. The agreement also includes the intention to supply renewable natural gas from Raízen's bioenergy parks to replace the use of natural gas in Volkswagen's factories in Brazil, reducing CO2 emissions by more than 80% compared to the fossil alternative.



## COMPASS

**Compass** is focused on injecting biomethane—natural gas from renewable sources with the potential to reduce CO2 emissions by up to 90%—into its distribution network by 2025. In 2021, for the first time in its history, the company launched a public call for proposals dedicated to biomethane, ending the year with 12 different projects submitted and an offer of approximately 500,000 m<sup>3</sup>/day of biomethane.

Also aiming to accelerate the development of the market for Compressed Natural Gas (CNG) and biomethane for heavy commercial vehicles, Compass, through Comgás, entered a partnership with Scania aiming to foster the transition of the transportation sector by increasing the supply of natural gas and biomethane, which are less-polluting fuels compared to diesel. The partnership involves mapping logistics corridors and routes to increase the number of natural gas and biomethane refueling points in the State of São Paulo and evaluating the possibility of installing refueling stations in garages owned by fleet owners and/or bus companies.



**Moove** provides efficient, safe, and sustainable engineering solutions through its products. The use of its lubricants, for example—whether in vehicles or industrial machinery—helps reduce the number of changes and maintenance downtime, as well as the disposal of packaging, thereby reducing its clients' energy consumption and carbon emissions, adding value and efficiency to the chains of the sectors it serves.



**Rumo**, on the section between Rondonópolis (MT) and the Port of Santos (SP), which it plans to extend through an agreement with the state of Mato Grosso (learn more here), began to operate a new train model consisting of 120 railcars, which had been under study since 2018 in a process that involved the use of simulators, field tests, and sensors to assess factors related to track conditions and locomotive capacity, among others. With the potential to transport approximately 11,500 net tons of grain, the innovation provides efficiency gains of almost 50% compared to the previous train consists: 7,600 tons in no more than 80 railcars. Another differentiator is fuel savings: for every 25 trains with 120 cars traveling from Rondonópolis to Santos, Rumo gets a train that “runs without fuel” on this section. All the adjustments for the circulation of 100% of the 120-car trains in the exports flow were completed in 2021. For the imports flow, construction work is expected to be completed by 2022. In all, more than R\$700 million is being invested in the project. Construction work involves adjustments to yards, gas stations, and signage.



In July, the company signed a letter of intent with the Ministry of Regional Development (MDR) with the potential to restore up to 400 hectares as part of the *"Juntos pelo Araguaia"* ("Together for the Araguaia") project, through which planting is part of Malha Central's offsetting program and aims to contribute to restoring Legal Reserves and Areas of Permanent Preservation in agreement with landowners in the region close to the railroad in the state of Goiás. The initiative is supported by the State Department of Environment and Sustainable Development for formalizing the procedures for on-site prospecting of the planting sites over the next three years.

In order to boost the circular economy and carbon neutrality, we entered into a partnership between our companies (Raízen, Compass, Moove, and Rumo) and Braskem, resulting in a carbon capture over the last five years, through the ethanol supplied by Raízen, of 2.4 million tons, equivalent to planting almost 17 million trees. With the continuity of the partnership, more than 3 million tons of CO<sub>2</sub> are expected to be captured in the next five years, which is equivalent to planting more than 21 million trees.

To this end, efforts and investments will be targeted at initiatives to reduce carbon emissions, energy consumption, and the use of natural resources, and to foster the dissemination of good environmental and social practices already in place. One such example is the

production chain of green plastic from sugarcane, a renewable raw material that avoids the emission of three kilograms of CO<sub>2</sub> for each kilogram of plastic produced. Another is the innovation agenda that is being conducted to replace fossil inputs with renewable raw materials in the production of chemicals.

One of the priorities of our partnership was to rethink the destination of part of the waste generated in the street races we sponsor through a project to collect plastic cups at sporting events, which are recycled, transformed into trash cans, and then donated to public schools, generating a positive social impact. 850 kilos of polypropylene cups were collected in our first action, an amount that will be transformed into more than 500 trash cans.



# Greenhouse gases emissions management and reduction

**[GRI 305-1, 305-2, 305-3; SASB TR-RA-110a.1., FB-AG-110a.1., EM-MD-110a.1, EM-RM-110a.1.]**

In addition to understanding our companies' potential to combat climate change and reduce Greenhouse Gas (GHG) emissions, since 2019 we have prepared and maintained updated GHG emissions inventories for all businesses in the permanent portfolio (Raízen, Compass, Moove, and Rumo) based on the guidelines of the Greenhouse Gas Protocol and its Brazilian version, the Brazilian GHG Protocol Program. In 2021, Raízen, Compass, and Rumo were awarded the Gold stamp by the Program. This stamp is awarded to companies that meet all transparency criteria when publishing their emissions data and submit such data to be verified by an independent institution. Moove is also verified, although it is still not part of the Public Emissions Registry.

**DIRECT GHG EMISSIONS - SCOPE 1 (tCO<sub>2</sub>e)**  
**[GRI 305-1; SASB TR-RA-110A.1, FB-AG-110A.1, EM-MD-110A.1, EM-RM-110A.1]**

	2019	2020	2021
Cosan <sup>1</sup>	241.00	252.00	166.23
Moove <sup>2</sup>	4,655.40	4,632.80	n/d <sup>6</sup>
Compass <sup>3</sup>	16,484.00	12,219.00	11,164.94
Raízen <sup>4</sup>	1,441,914.20	2,427,764.60	n/d <sup>6</sup>
Rumo <sup>5</sup>	950,756.00	895,366.00	882,802.00

**BIOGENIC CO<sub>2</sub> EMISSIONS – SCOPE 1 (tCO<sub>2</sub>e) [GRI 305-1]**

	2020	2021
Cosan <sup>1</sup>	n/d	n/d
Moove <sup>2</sup>	5.59	n/d <sup>6</sup>
Compass <sup>3</sup>	738.00	811.38
Raízen <sup>4</sup>	17,453,982.00	n/d <sup>6</sup>
Rumo <sup>5</sup>	106,462.00	136,254.00

- Our GHG inventory includes CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O emissions, according to the emission sources mapped and the availability of data and covers emissions from activities performed by the holding company. In addition, emissions were fully offset based on in the purchase of carbon credits from the Jari-Amapá REDD+ project (which has VCS and CCBS certifications), completing our transition to a net zero holding. The data were collected using the GHG Protocol spreadsheet and are not audited by a third party.
- The data for 2019 and 2020 include only Moove Brazil. Scope 1 data include stationary combustion, fire pumps, maintenance, mobile combustion, light commercial fleet gasoline, and fugitive emissions. Scope 2 covers the purchase of energy and Scope 3, emissions from transportation and distribution, waste generated in operations, and employee commuting. The indicator includes the following gases: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, and NF<sub>3</sub>. The base year chosen is the 2014 inventory. GHG emissions are estimated based mainly on the methodologies and emission factors published by the IPCC (Intergovernmental Panel on Climate Change) in 2006.
- Scope 1 data include stationary combustion, mobile combustion, fugitive and other fugitive emissions. Scope 2 emissions include those from the purchase of electricity, while Scope 3 data include emissions from waste generated in operations, transportation and distribution, use of goods and services sold, and business travel. The indicator includes N<sub>2</sub>O gases. The base year chosen is the 2019 inventory. The reporting methodology follows the Brazilian GHG Protocol Program and the IPCC Guidelines for National Greenhouse Gas Inventories.
- Scope 1 data refer to all the company's direct emissions, while Scope 2 includes the acquisition of energy, and Scope 3 emissions include other indirect emissions, except those from the generation of electricity, heating, cooling, and steam purchased and consumed. The data for 2019 and biogenic emissions data refer only to Brazil. The data for 2020 refer to operations in Brazil and Argentina. The indicator includes the following gases: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, SF<sub>6</sub>, and NF<sub>3</sub>. The base year chosen is the 2013 inventory. The reporting methodology follows the Brazilian GHG Protocol Program, among several other references.
- Scope 1 data result mainly from the consumption of diesel by locomotives. Scope 2 emissions include those from the purchase of electricity. Rumo began accounting for its Scope 3 data for 2020, with disclosure and auditing conducted in 2021. The applicable categories are purchased goods and services, capital goods, energy-related activities, upstream transportation, waste generated, business travel, and employee commuting. The indicator includes the following gases: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and HFCs. The base year chosen is the 2021 inventory. The methodology and emission factors are based on the GHG Protocol and audited annually by an independent third party. Data from 2021 include the emissions from the operations.
- The data from Moove and Raízen had not been closed and audited by the time this report was published. The figures will be updated as soon as they are published by the companies.

### INDIRECT GHG EMISSIONS - SCOPE 2 (tCO<sub>2</sub>e) | GRI 305-2|

	2019	2020	2021
Cosan <sup>7</sup>	26.00	20.00	37.79
Moove <sup>8</sup>	443.50	342.70	n/d <sup>12</sup>
Compass <sup>9</sup>	321.00	232.00	490.78
Raízen <sup>10</sup>	6,358.90	11,740.93	n/d <sup>12</sup>
Rumo <sup>11</sup>	2,418.00	2,632.00	7,504.00

### OTHER INDIRECT GHG EMISSIONS - SCOPE 3 (tCO<sub>2</sub>e) | GRI 305-3|

	2019	2020	2021
Cosan <sup>7</sup>	97.00	18.00	20.61
Moove <sup>8</sup>	7,167.00	10,238.00	n/d <sup>12</sup>
Compass <sup>9</sup>	9,004,320.00	8,440,833.00	9,674,634.69
Raízen <sup>10</sup>	39,315,035.70	44,582,401.53	n/d <sup>12</sup>
Rumo <sup>11</sup>	n/d	577,714.00	n/d <sup>12</sup>

### BIOGENIC CO<sub>2</sub> EMISSIONS – SCOPE 3 (tCO<sub>2</sub>e) | GRI 305-3|

	2020	2021
Cosan <sup>7</sup>	n/d	n/d
Moove <sup>8</sup>	1,093.73	n/d <sup>12</sup>
Compass <sup>9</sup>	1,266.00	815.66
Raízen <sup>10</sup>	12,229,273.00	n/d <sup>12</sup>
Rumo <sup>11</sup>	1,590.88	n/d <sup>12</sup>

7. Our GHG inventory includes CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O emissions, according to the emission sources mapped and the availability of data and covers emissions from activities performed by the holding company. In addition, emissions were fully offset based on in the purchase of carbon credits from the Jari-Amopá REDD+ project (which has VCS and CCBS certifications), completing our transition to a net zero holding. The data were collected using the GHG Protocol spreadsheet and are not audited by a third party.
8. The data for 2019 and 2020 include only Moove Brazil. Scope 1 data include stationary combustion, fire pumps, maintenance, mobile combustion, light commercial fleet gasoline, and fugitive emissions. Scope 2 covers the purchase of energy and Scope 3, emissions from transportation and distribution, waste generated in operations, and employee commuting. The indicator includes the following gases: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, and NF<sub>3</sub>. The base year chosen is the 2014 inventory. GHG emissions are estimated based mainly on the methodologies and emission factors published by the IPCC (Intergovernmental Panel on Climate Change) in 2006.
9. Scope 1 data include stationary combustion, mobile combustion, fugitive and other fugitive emissions. Scope 2 emissions include those from the purchase of electricity, while Scope 3 data include emissions from waste generated in operations, transportation and distribution, use of goods and services sold, and business travel. The indicator includes N<sub>2</sub>O gases. The base year chosen is the 2019 inventory. The reporting methodology follows the Brazilian GHG Protocol Program and the IPCC Guidelines for National Greenhouse Gas Inventories.
10. Scope 1 data refer to all the company's direct emissions, while Scope 2 includes the acquisition of energy, and Scope 3 emissions include other indirect emissions, except those from the generation of electricity, heating, cooling, and steam purchased and consumed. The data for 2019 and biogenic emissions data refer only to Brazil. The data for 2020 refer to operations in Brazil and Argentina. The indicator includes the following gases: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, SF<sub>6</sub>, and NF<sub>3</sub>. The base year chosen is the 2013 inventory. The reporting methodology follows the Brazilian GHG Protocol Program, among several other references.
11. Scope 1 data result mainly from the consumption of diesel by locomotives. Scope 2 emissions include those from the purchase of electricity. Rumo began accounting for its Scope 3 data for 2020, with disclosure and auditing conducted in 2021. The applicable categories are purchased goods and services, capital goods, energy-related activities, upstream transportation, waste generated, business travel, and employees. Rumo's Scope 3 data, referring to 2021, had not been closed and audited until the publication of this report. The values will be updated as soon as they are published. The indicator includes the following gases: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and HFCs. The base year chosen is the 2021 inventory. The methodology and emission factors are based on the GHG Protocol and audited annually by an independent third party. Data from 2021 include the emissions from Malha Central's operations. Rumo's Scope 3 data had not been closed and audited at the time of publication of this report. The values will be updated as soon as they are published.
12. Moove, Raízen and Rumo's Scope 3 data had not been closed and audited at the time of publication of this report. The values will be updated as soon as they are published by the companies.

# Emissions intensity [GRI 305-4]

## EMISSIONS INTENSITY IN THE GROUP (UNIT USED)

	2019	2020	2021
Moove <sup>13</sup> (tCO <sub>2</sub> e/t of product)	0.02	0.03	0.03
Compass <sup>14</sup> (tCO <sub>2</sub> e/km)	0.94	0.64	0.57
Raízen <sup>15</sup> (tCO <sub>2</sub> e/t of sugarcane crushed)	0.024	0.039	n/d <sup>17</sup>
Rumo <sup>16</sup> (gCO <sub>2</sub> e/TKU)	15.82	14.34	13.79

13. The calculation used the production volume denominator cubic meters (m<sup>3</sup> of the product) and total Scope 1 and 2 emissions (tCO<sub>2</sub>e). The data include only Moove Brazil. Moove UK does not control this indicator.

14. The calculation used the network length denominator in kilometers (km) and total Scope 1 and 2 emissions (tCO<sub>2</sub>e).

15. The calculation used the ton of sugarcane crushed (t of sugarcane crushed) denominator and total Scope 1 and 2 emissions (tCO<sub>2</sub>e). The data include only operations in Brazil.

16. The calculation used the “millions of net tons transported (MMTKU)” denominator and total Scope 1 emissions (gCO<sub>2</sub>e).

17. Raízen’s data had not been closed and audited until the publication of this report. The values will be updated as soon as they are published by the company.

Compass completed its Plan for the Renovation of Cast Iron Networks in 2019, replacing them with polypropylene pipes, thus eliminating emissions of methane resulting from natural gas leaks caused by cracks and fissures. The company also has a Damage Prevention Plan in place, which consists of actions for the maintenance of its assets, helping control fugitive emissions of natural gas due to leaks in the network

resulting from damage caused by third parties. Also, in 2021 the methodology for laboratory collection was adjusted to ensure the quality of the natural gas and the required percentage of odorant. As of August, all collections were made via bag, reducing the need to “purge” the natural gas by 4.5 minutes per collection. This action contributed to a 32% reduction of tCO<sub>2</sub>e in the process.

Rumo, on the section between Rondonópolis (MT) and the Port of Santos (SP), which should be extended through an agreement with the State of Mato Grosso (learn more [here](#)), began to operate a new train model consisting of 120 railcars, with fuel savings as a differentiator: for every 25 trains with 120 cars travelling from Rondonópolis to Santos, Rumo gets one train that “runs without fuel” on this section. The investment also increases the company’s potential to

reduce the circulation of trucks on the roads, consequently improving traffic in the cities and reducing GHG emissions. Using the main grain distribution channel in the country as a parameter, from Rondonópolis (MT) to the Port of Santos (SP), for every 10,000 tons transported by rail instead of road, approximately 1,500 tons of CO<sub>2</sub> emissions can be avoided — an offset equivalent to planting more than 10,000 trees.

In 2021, Scope 1 emissions from Cosan, Compass, and Rumo decreased by 13,695.07 tCO<sub>2</sub>e<sup>18</sup>. Scope 2 emissions increased, mainly due to an increase in the emission factor of the National Interconnected System (SIN), and Scope 3 emissions from Cosan and Compass increased by approximately 15%. **[GRI 305-5]**

17. Raízen’s data had not been closed and audited at the time of publication of this report. The values will be updated as soon as they are published by the company.

18. The gases considered in the calculation are CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O, for Cosan; N<sub>2</sub>O, for Compass; and CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFCs, to Rumo. The base year chosen for the inventory is 2021 (Cosan and Rumo) and 2019 (Compass). The methodology of reporting follows the Brazilian GHG Protocol Program and the IPCC Guidelines for National Greenhouse Gas Inventories.

# **ATTACHMENTS**

## **INDICATORS EXHIBITS**

## **CONTENT INDEX (GRI AND SASB)**

## **VERIFICATION LETTER**

# Supply chain

[GRI 102-9]

→  
**AS A HOLDING COMPANY, OUR SUPPLY CHAIN IS PRIMARILY LIMITED TO PROVIDERS OF CONSULTING, COMMUNICATION, LEGAL, AND EXTERNAL AUDIT SERVICES, WHICH MUST COMPLY WITH OUR CODE OF CONDUCT. ALSO, ALL SUPPLIERS ARE SCREENED AT THE TIME OF REGISTRATION TO ENSURE THAT THEIR BACKGROUND IS IN ACCORDANCE WITH THE BASIC GUIDELINES OF THE LEGISLATION.**

**IN OUR SUBSIDIARIES, THE SUPPLY CHAIN IS ORGANIZED AS FOLLOWS:**



Consists of crude oil and biofuel producers; crude oil, fuel, and biofuel transportation companies and companies responsible for supplying inputs, equipment, and materials; and service providers. In Argentina, the company purchases oil from 25 local crude oil producers in different locations. As for biofuel producers, the company has contracts with 24 local producers of biofuels, necessary for the fuel production processes. The supplies group is made up of companies that supply equipment and materials, as well as service providers for all production and non-production processes. There is also processed sugarcane, about 50% of which is produced by the company and 50% by suppliers. In order to guarantee human rights and good working conditions throughout its sugarcane production chain, among other sustainability factors, the company has two distinct but complementary strategies in place: certification under the Bonsucro Standard for its own area and the implementation of the ELO Program in the sugarcane suppliers' areas.



Composed of approximately 3,000 accredited companies that provide services (maintenance of railcars and locomotives, leasing and maintenance of equipment, safety, facilities, contractors and construction, engineering and technology) and material (rolling stock, such as railcars and locomotives, and others for railroad maintenance, operations of cargo terminals, and track automation and signage).



Includes mainly direct and indirect suppliers of services and materials that support the company's business plan and investment and growth strategy. Comgás' chain includes suppliers of natural gas; suppliers of materials such as pipes, connections, valves, and meters; and service providers, which are involved in activities such as building networks and branches, internal installations, inspection and customer service, and meter readers, who check customers' consumption.



It is divided into the following categories: base oil, additives, packaging, and freight. In the base oil category, the company has contracts with six major companies. The additive category is composed of nearly 40 suppliers, five of which account for 90% of purchases. The packaging category has approximately 13 suppliers, most of them Brazilian. The freight portfolio is composed of direct logistics professionals (the products are shipped directly from distribution centers or industrial plants) and indirect logistics professionals (through partner distributors that sell to customers). The additive, packaging, and freight portfolios are part of the annual supplier evaluation program.

## Membership of associations

[GRI 102-13]



**WE ARE MEMBERS OF THE BRAZILIAN ASSOCIATION OF PUBLICLY-HELD COMPANIES (ABRASCA); OUR SUBSIDIARIES PARTICIPATE IN ASSOCIATIONS, AS DESCRIBED IN THEIR RESPECTIVE ANNUAL AND SUSTAINABILITY REPORTS.**

## Annual total compensation ratio

[GRI 102-38]

From 2020 to 2021, the indicator did not oscillate significantly. The small impact on the number was caused by the 2021 collective agreement.

	2020	2021
Ratio of the annual total compensation of the highest-paid individual to the median annual total compensation for all employees <sup>1</sup>	5.4%	5.7%

1. The calculation was made using the base salary. All employees are included in the calculation, but it considers the individual's monthly salary, regardless of their workload.

## Approach to tax

[GRI 207-1]

We adopt the best practices in governance, working to ensure that our tax administration and planning strategies comply with the tax legislation, convey transparency to tax authorities and investors, and are endorsed by experienced and reputable legal advisors. Our tax planning actions are analyzed and approved by the Supervisory Board on a quarterly basis. The guidelines of the regulatory agencies are observed, and internal controls are in place to ensure compliance with tax obligations.

# Energy consumption within the organization

[GRI 302-1; SASB TR-RA-110a.3., FB-AG-110a.3., FB-AG-130a.1.]

Since we only perform administrative activities, our consumption is not significant.

## ENERGY CONSUMPTION AT COSAN, BY TYPE<sup>2</sup> (GJ)

	2019	2020	2021
Jet fuel	3,266.96	3,418.47	<b>2,248.70</b>
Electricity	1,274.68	1,107.33	<b>1,076.18</b>
Total	4,541.64	4,525.80	<b>3,324.88</b>

2. Aviation gasoline was not included in the calculation since its consumption was not significant in 2021.

## ENERGY CONSUMPTION IN THE GROUP, BY TYPE OF FUEL (GJ)

		2019	2020	2021
Moove <sup>3</sup>	Fuels from non-renewable sources	85,861.46	86,466.69	<b>99,781.70</b>
Compass <sup>4</sup>		25,744.00	31,456.00	<b>26,364.00</b>
Raizen <sup>5</sup>		3,278,605.33	5,801,102.14	<b>n/d</b>
Rumo <sup>6</sup>		14,346,351.00	12,048,687.00	<b>11,923,958.12</b>
<b>Total<sup>7</sup></b>		<b>17,736,561.79</b>	<b>17,967,711.83</b>	<b>12,050,103.82</b>
Moove <sup>3</sup>	Fuels from renewable sources	28,052.70	25,635.60	<b>25,469.93</b>
Compass <sup>4</sup>		12,552.00	9,869.00	<b>11,440.00</b>
Raizen <sup>5</sup>		151,782,247.27	156,507,651.14	<b>n/d</b>
Rumo <sup>6</sup>		1,375,193.00	1,597,717.07	<b>1,504,372.95</b>
<b>Total<sup>7</sup></b>	<b>153,198,044.97</b>	<b>158,140,872.81</b>	<b>1,541,282.88</b>	
Moove <sup>3</sup>	Consumption of electricity, heating, cooling or steam	0.00	0.00	<b>0.00</b>
Compass <sup>4</sup>		14,714.00	14,999.00	<b>14,161.00</b>
Raizen <sup>5</sup>		334,363.09	311,696.53	<b>n/d</b>
Rumo <sup>6</sup>		116,530.01	126,818.01	<b>223,637.88</b>
<b>Total<sup>7</sup></b>	<b>467,672.10</b>	<b>453,513.54</b>	<b>237,798.88</b>	
Moove <sup>3</sup>	Total	113,914.16	112,102.29	<b>125,251.63</b>
Compass <sup>4</sup>		53,010.00	56,324.00	<b>51,965.00</b>
Raizen <sup>5</sup>		155,395,215.69	159,734,539.74	<b>n/d</b>
Rumo <sup>6</sup>		15,838,074.01	12,335,276.16	<b>13,651,968.94</b>
<b>Total<sup>7</sup></b>	<b>171,401,751.86</b>	<b>172,238,242.19</b>	<b>13,829,185.57</b>	

3. Data for 2019 and 2020 include only Moove Brazil, and for 2021, Moove Brazil and the UK. The fuels considered were non-renewable: diesel, LPG, natural gas, and fuel for cars used for business trips; and renewable: biomass.

4. The fuels considered were non-renewable: diesel, gasoline, and natural gas; and renewable: ethanol.

5. The fuels considered were non-renewable: diesel, LPG, C gasoline and heavy fuel oil; and renewable: sugarcane bagasse, hydrous ethanol, anhydrous ethanol, and biodiesel. The data include only operations in Brazil. Raizen's data for 2021 had not been finalized and audited as of the publication date of this report. The figures will be updated as soon as they are published by the company.

6. The fuels considered were non-renewable: diesel, automotive gasoline, LPG and lubricant; and renewable: ethanol and biodiesel.

7. The 2021 figures are lower than those for 2020 because Raizen's data had not been finalized and audited as of the publication date of this report.

### TOTAL ENERGY CONSUMPTION WITHIN THE GROUP (GJ)<sup>8</sup>

	2019	2020	2021
Cosan	4,541.64	4,525.80	<b>3,324.88</b>
Moove	113,914.16	112,102.29	<b>125,251.63</b>
Compass	53,010.00	56,324.00	<b>51,965.00</b>
Raizen	155,395,215.69	151,348,729.62	n/d
Rumo	15,838,074.01	12,335,276.16	<b>13,651,968.94</b>
Total	171,401,751.86	163,856,957.87	<b>13,829,185.57</b>

8. The 2021 figures are lower than those for 2020 because Raizen's data had not been finalized and audited as of the publication date of this report. The figures will be updated as soon as they are published by the company.

## Energy intensity

GRI 302-3

### ENERGY INTENSITY IN THE GROUP (UNIT USED)

	2019	2020	2021
Cosan <sup>9</sup>	n/a	n/a	n/a
Moove <sup>10</sup> (MWh/MML)	467.63	512.51	<b>493.06</b>
Compass <sup>11</sup> (GJ/million m <sup>3</sup> )	12.20	13.21	<b>9.90</b>
Raizen <sup>12</sup> (GJ/t of sugarcane crushed)	2.66	2.65	n/d
Rumo <sup>13</sup> (GJ/TKU)	263.55	197.50	<b>213.22</b>

9. Since we only perform administrative activities, no other sources of energy are needed other than the electricity consumed by the commercial building. Therefore, this indicator is not applicable.

10. The calculation used the production volume denominator in million liters (MML) and total energy consumed in megawatt hours (MWh). Data include only Moove Brazil. Moove UK does not control this indicator.

11. The calculation used the volume of gas distributed (million m<sup>3</sup>) denominator and total energy consumed in gigajoule (GJ).

12. The calculation used the ton of sugarcane crushed (t of sugarcane crushed) denominator and total energy consumed in gigajoule (GJ). Raizen's data for 2021 had not been finalized and audited as of the publication date of this report. The figures will be updated as soon as they are published by the company.

13. The calculation used the millions of net tons transported (TKU) denominator and total energy consumed in gigajoule (GJ).

## Reduction of energy consumption

|302-4|

In 2021, our energy consumption decreased by 31.15 GJ due to social distancing to prevent the spread of COVID-19, which required corporate employees to work remotely. Regarding total energy consumption—which includes electricity and jet fuel—the reduction was 1,200.88 GJ, mainly jet fuel.

As for the consolidated result of the subsidiaries in the same period, excluding Raizen, whose data had not been finalized and audited as of the publication of this report, there was a reduction of approximately 8% in the energy consumption of Compass.

# Non compliance with environmental laws and regulations

[GRI 307-1]

No fines or sanctions were imposed for non-compliance with environmental laws and regulations in the last three years. In our businesses, Raízen and Rumo incurred fines and/or sanctions, detailed below:

## MONETARY VALUE OF SIGNIFICANT FINES FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND/OR REGULATIONS (R\$)

	2019	2020	2021
Cosan	0.00	0.00	0.00
Compass	0.00	0.00	0.00
Moove	0.00	0.00	0.00
Raízen <sup>14</sup>	12,347,906.00	15,584,534.50	16,548,093.00
Rumo <sup>15</sup>	1,330,810.28	2,419,450.18	39,525,788.56
<b>Total</b>	<b>13,678,716.28</b>	<b>18,003,984.68</b>	<b>56,073,881.56</b>

14. The data for 2019 and 2020 refer to the harvest period (2019/2020 and 2020/2021). The data for 2021 refer to the fiscal year (January to December of the same year). The data for 2019 include only the operations in Brazil, while 2020 and 2021 include the operations in Brazil and Argentina. At Raízen, significant fines, i.e., over R\$500,000, refer to fines for alleged damage to vegetation and alleged use of fire. The other fines are mostly related to damage to the application, use of fire, and effluents. Cases are discussed administratively or judicially.
15. The activities performed by railway transportation concessionaires, due to their extension and complexity, can be subject to infringement notices. These are considered significant if they are indicated in the Reference Forms. Typically, infringement notices refer to matters related to the natural, urban, and cultural environment in a broad way. Focused on social and environmental responsibility and commitments, Rumo always seeks to develop new technologies and employ the best and safest practices available for the sector in order to mitigate and avoid impacts on the environment. The significant increase between 2020 and 2021 is due to a fine from IBAMA in the amount of approximately R\$37MM, against which the company has filed an appeal and is awaiting a decision on the case.

## TOTAL NUMBER OF NON-MONETARY SANCTIONS AND CASES RESOLVED THROUGH DISPUTE RESOLUTION MECHANISMS FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS

	2019	2020	2021
Cosan	0	0	0
Compass	0	0	0
Moove	0	0	0
Raízen <sup>16</sup>	61	64	22
Rumo <sup>17</sup>	3	0	1
<b>Total</b>	<b>3</b>	<b>0</b>	<b>23</b>

16. The data for 2019 and 2020 refer to the harvest period (2019/2020 and 2020/2021). The data for 2021 refer to the fiscal year (January to December of the same year). The data for 2019 include only the operations in Brazil, while 2020 and 2021 include the operations in Brazil and Argentina. At Raízen, significant fines, i.e., over R\$500,000, refer to fines for alleged damage to vegetation and alleged use of fire. The other fines are mostly related to damage to the application, use of fire, and effluents. Cases are discussed administratively or judicially.
17. The activities performed by railway transportation concessionaires, due to their extension and complexity, can be subject to infringement notices. These are considered significant if they are indicated in the Reference Forms. Typically, infringement notices refer to matters related to the natural, urban, and cultural environment in a broad way. Focused on social and environmental responsibility and commitments, Rumo always seeks to develop new technologies and employ the best and safest practices available for the sector in order to mitigate and avoid impacts on the environment. The significant increase between 2020 and 2021 is due to a fine from IBAMA in the amount of approximately R\$37MM, against which the company has filed an appeal and is awaiting a decision on the case.

# Rate of new employee hires and turnover

[GRI 401-1]

In 2021, we hired 36 people (18 men and 18 women), while 16 left the team.

## TOTAL NUMBER AND RATE OF NEW HIRES, BY AGE GROUP<sup>18</sup>

	2019		2020		2021	
	Total number	Rate	Total number	Rate	Total number	Rate
Under 30	23	0.47	6	0.33	18	0.50
Between 30 and 50	20	0.46	12	0.35	18	0.50
Over 50	1	0.02	0	0.12	0	0.00
<b>Total</b>	<b>44</b>	<b>1.00</b>	<b>18</b>	<b>1.00</b>	<b>36</b>	<b>1.00</b>

18. The data include our administrative operations. The rate of new employee hires is calculated by the total number of people hired in the category divided by the total number of people hired.

## TOTAL NUMBER AND RATE OF NEW EMPLOYEE HIRES, BY GENDER<sup>19</sup>

	2019		2020		2021	
	Total number	Rate	Total number	Rate	Total number	Rate
Men	20	0,45	12	0,33	14	0,39
Women	24	0,55	6	0,35	22	0,61
<b>Total</b>	<b>44</b>	<b>1,00</b>	<b>18</b>	<b>1,00</b>	<b>36</b>	<b>1,00</b>

19. The data include our administrative operations. The rate of new employee hires is calculated by the total number of people hired in the category divided by the total number of people hired.

## TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER, BY AGE GROUP<sup>20</sup>

	2019		2020		2021	
	Total number	Rate	Total number	Rate	Total number	Rate
Under 30	11	0.33	6	0.25	3	0.19
Between 30 and 50	18	0.35	15	0.63	12	0.75
Over 50	4	0.12	3	0.13	1	0.06
<b>Total</b>	<b>33</b>	<b>1.00</b>	<b>24</b>	<b>1.00</b>	<b>16</b>	<b>1.00</b>

20. The data include our administrative operations. The turnover rate is calculated by the total number of people in the category who left the company divided by the total number of people who left the company.

## TOTAL NUMBER AND RATE OF EMPLOYEE TURNOVER, BY GENDER<sup>21</sup>

	2019		2020		2021	
	Total number	Rate	Total number	Rate	Total number	Rate
Men	11	0.33	12	0.50	11	0.69
Women	22	0.67	12	0.50	5	0.31
<b>Total</b>	<b>44</b>	<b>1.00</b>	<b>24</b>	<b>0.35</b>	<b>16</b>	<b>1.00</b>

21. The data include our administrative operations. The turnover rate is calculated by the total number of people in the category who left the company divided by the total number of people who left the company.

# Parental leave [GRI 401-3]

In 2021, three employees took maternity leave and one employee took paternity leave. The return to work rate, measured by the percentage of employees who did return to work after parental leave, was 100% for men and 33% for women. This is because there are two cases where women were on leave in December 2021 and did not return to work until January 2022. The retention rate (number of employees retained 12 months after returning to work) recorded in the period was 100% for men and women.

## PARENTAL LEAVE AT COSAN<sup>22</sup>

		2019 <sup>23</sup>	2020 <sup>24</sup>	2021
Total number of employees that took parental leave	Men	3	1	1
	Women	4	3	3
Total number of employees that returned to work in the reporting period after parental leave ended	Men	3	1	1
	Women	4	3	1
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Men	3	1	1
	Women	3	4	3
Return to work rate	Men	100%	100%	100%
	Women	100%	100%	33%
Retention rate	Men	n/d	33%	100%
	Women	n/d	100%	100%

22. The data include our administrative operations. The return to work rate is calculated by the total number of employees who did return to work after the after parental leave ended divided by the total number of employees who took the leave in the same year. The retention rate is calculated by the total number of employees who did return to work after parental leave ended and were retained 12 months after returning to work divided by the total number of employees returning from parental leave in the previous year.

23. Since we started reporting the retention rate in the 2020 cycle, the 2019 data is not available. The return to work rate in 2019 is higher than 100% because it includes four women who returned in 2019, two of whom took their leave in 2018.

24. The 2020 data were revised after adjusting the calculation formula. **GRI 102-48**

In the subsidiaries, the data on return to work and retention rate of employees who took parental leave are reported below:

## PARENTAL LEAVE WITHIN THE GROUP<sup>25</sup>

		2020		2021	
		Return to work rate	Retention rate	Return to work rate	Retention rate
Cosan	Men	100%	33%	100%	100%
	Women	100%	100%	33%	100%
Compass <sup>26</sup>	Men	100%	79%	100%	63%
	Women	86%	70%	89%	76%
Moove <sup>27</sup>	Men	100%	100%	100%	100%
	Women	100%	77%	100%	78%
Raízen <sup>28</sup>	Men	99%	81%	100%	100%
	Women	70%	69%	92%	100%
Rumo <sup>29</sup>	Men	100%	89%	100%	94%
	Women	96%	82%	100%	83%

25. The return to work rate is calculated by the total number of employees who did return to work after the after parental leave ended divided by the total number of employees who took the leave in the same year. The retention rate is calculated by the total number of employees who did return to work after parental leave ended and were retained 12 months after returning to work divided by the total number of employees returning from parental leave in the previous year.

26. The 2020 data were revised because Compass started reporting the data in a way that makes more sense to the company's management. At Compass, rates are calculated as follows: Return to work rate = total number of employees who returned from leave in the period + total number of employees who returned in the following year / total number of employees who left in the period. Retention rate = total number of employees retained 12 months after returning from leave / total number of employees who returned from leave in the period + total number of employees who returned in the following year. **GRI 102-48**

27. The data include operations in Brazil, Europe, and the United States.

28. The 2020 data refer to the harvest period (2020/2021) and only operations in Brazil. The 2021 data refer to the fiscal year (January to December of the same year) and include the operations in Brazil and Argentina.

29. Regarding the retention rate, since the duration of the maternity leave is four months and can be extended to six months, there are some employees who went on leave in 2021 and were still on leave in 2022, and some who have already returned have not yet completed 12 months.

# Diversity of governance bodies and employees [GRI 405-1]

## PERCENTAGE OF INDIVIDUALS WITHIN THE GOVERNANCE BODIES, BY GENDER<sup>30</sup>

		Board of Directors	Executive Officers	Fiscal Council
2019	Men	100%	100%	80%
	Women	0%	0%	20%
	Total	100%	100%	100%
2020	Men	89%	67%	67%
	Women	11%	33%	33%
	Total	100%	100%	100%
2021	Men	89%	67%	67%
	Women	11%	33%	33%
	Total	100%	100%	100%

30. The data include our administrative operations.

## PERCENTAGE OF INDIVIDUALS WITHIN THE GOVERNANCE BODIES, BY AGE GROUP<sup>31</sup>

		Board of Directors	Executive Officers	Fiscal Council
2019	Under 30	0%	0%	0%
	Between 30 and 50	33%	33%	38%
	Over 50	67%	67%	62%
	Total	100%	100%	100%
2020	Under 30	0%	0%	0%
	Between 30 and 50	11%	50%	50%
	Over 50	89%	50%	50%
	Total	100%	100%	100%
2021	Under 30	0%	0%	0%
	Between 30 and 50	11%	33%	67%
	Over 50	89%	67%	33%
	Total	100%	100%	100%

31. The data include our administrative operations.

## PERCENTAGE OF EMPLOYEES, BY EMPLOYMENT CATEGORY AND GENDER<sup>32</sup>

	2020			2021		
	Men	Women	Total	Men	Women	Total
Directors	75%	25%	100%	60%	40%	100%
Managers	61%	39%	100%	58%	42%	100%
Specialists	45%	55%	100%	38%	62%	100%
Technicians	39%	61%	100%	34%	66%	100%
Assistants	70%	30%	100%	57%	43%	100%
Total	54%	46%	100%	45%	55%	100%

32. The data include our administrative operations.

**PERCENTAGE OF EMPLOYEES, BY EMPLOYMENT CATEGORY AND AGE GROUP <sup>33</sup>**

	2020				2021			
	Under 30	Between 30 and 50	Over 50	Total	Under 30	Between 30 and 50	Over 50	Total
Directors	0%	50%	50%	100%	0%	40%	60%	100%
Managers	0%	91%	9%	100%	0%	92%	8%	100%
Specialists	5%	83%	12%	100%	8%	85%	8%	100%
Technicians	71%	29%	0%	100%	68%	32%	0%	100%
Assistants	11%	43%	46%	100%	40%	37%	23%	100%
Total	19.4%	61.2%	19.4%	100%	33%	55%	12%	100%

33. The data include our administrative operations.

**PERCENTAGE OF BLACK EMPLOYEES, BY EMPLOYMENT CATEGORY AND GENDER <sup>34</sup>**

	2020			2021		
	Men	Women	Total	Men	Women	Total
Directors	0%	0%	0%	0%	0%	0%
Managers	0%	0%	0%	0%	0%	0%
Specialists	0%	0%	0%	6.7%	4%	5%
Technicians	0%	6%	4%	0%	20%	13%
Assistants	19%	9%	16%	20%	20%	20%
Total	7%	3%	5%	9%	13%	11%

34. The data include our administrative operations. This indicator included only those who self-identified as Black or Pardo. For all race indicators, we used self-declared data at the time of hiring.

**PERCENTAGE OF EMPLOYEES WITH DISABILITIES (PWD), BY EMPLOYMENT CATEGORY AND GENDER <sup>35</sup>**

	2020			2021		
	Men	Women	Total	Men	Women	Total
Directors	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Managers	0.0%	7.1%	0.0%	14.3%	0.0%	8.3%
Specialists	0.0%	0.0%	0.0%	0.0%	4.2%	2.6%
Technicians	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Assistants	0.0%	0.0%	0.0%	0.0%	6.7%	2.9%
Total	0.0%	1.4%	0.0%	1.7%	2.8%	2.3%

35. The data include our administrative operations.

**PERCENTAGE OF EMPLOYEES BY GENDER AND SASB CATEGORY <sup>36</sup>**

	2020				2021			
	Men	Women	Not available/ Not disclosed	Total	Men	Women	Not available/ Not disclosed	Total
Executive management	75%	25%	0%	100%	50%	50%	0%	100%
Non-executive management	61%	39%	0%	100%	53%	47%	0%	100%
Professionals	52%	48%	0%	100%	41%	59%	0%	100%
All other employees	54%	46%	0%	100%	45%	55%	0%	100%

36. The data include our administrative operations. To define the indicator, in "Executive Management" we included executive managers, directors, and above; in "Non-Executive Management" we included consultants, coordinators, and area managers; in "Professionals" we included analysts; and in the cluster "All other employees" we included interns and assistants.

**PERCENTAGE OF EMPLOYEES BY RACE AND SASB CATEGORY <sup>37</sup>**

	2020							2021						
	Asian	White	Pardo	Black	Indigenous	Not available/ Not disclosed	Total	Asian	White	Pardo	Black	Indigenous	Not available/ Not disclosed	Total
Executive management	0%	100%	0%	0%	0%	0%	100%	1%	80%	10%	5%	0%	3%	100%
Non-executive management	0%	96%	4%	0%	0%	0%	100%	0%	97%	3%	0%	0%	0%	100%
Professionals	1%	82%	10%	7%	0%	0%	100%	0%	100%	0%	0%	0%	0%	100%
All other employees	1%	85%	9%	5%	0%	0%	100%	1%	86%	8%	3%	0%	2%	100%

37. The data include our administrative operations. To define the indicator, in "Executive Management" we included executive managers, directors, and above; in "Non-Executive Management" we included consultants, coordinators, and area managers; in "Professionals" we included analysts; and in the cluster "All other employees" we included interns and assistants. For all race indicators, we used self-declared data at the time of hiring.

### PERCENTAGE OF EMPLOYEES BY GENDER AND SASB CATEGORY IN 2021

		Executive management	Non-executive management	Professionals	All other employees
Cosan	Men	50%	53%	41%	45%
	Women	50%	47%	59%	55%
	Not available/Not disclosed	0%	0%	0%	0%
Compass <sup>38</sup>	Men	73%	52%	46%	94%
	Women	27%	48%	54%	6%
	Not available/Not disclosed	0%	0%	0%	0%
Moove <sup>39</sup>	Men	71%	82%	65%	80%
	Women	29%	18%	35%	20%
	Not available/Not disclosed	0%	0%	0%	0%
Raizen <sup>40</sup>	Men	82%	76%	74%	96%
	Women	18%	24%	26%	4%
	Not available/Not disclosed	0%	0%	0%	0%
Rumo	Men	85%	79%	90%	0%
	Women	15%	21%	10%	0%
	Not available/Not disclosed	0%	0%	0%	0%

38. For the indicator, Compass considered the following categories: Executive: Board of Directors and Management; Non-executive management: Coordination; Professionals: Administrative and Trainees; All other employees: Operates

39. The data include Moove's operations in Brazil, Europe, and the United States. 40. The data include only operations in Brazil.

### PERCENTAGE OF EMPLOYEES BY AGE GROUP

	2020				2021			
	Under 30	Between 30 and 50	Over 50	Total	Under 30	Between 30 and 50	Over 50	Total
Cosan	19%	61%	19%	100%	33%	55%	12%	100%
Compass	21%	73%	6%	100%	18%	73%	8%	100%
Moove <sup>41</sup>	n/d	n/d	n/d	n/d	16%	66%	18%	100%
Raizen <sup>42</sup>	n/d	n/d	n/d	n/d	23%	58%	19%	100%
Rumo	22%	66%	12%	100%	26%	65%	8%	100%

41. Since Moove started reporting the indicator for Cosan in 2021, the data for 2020 are not available.

42. Since Raizen uses a different breakdown by age group to monitor the indicator and only started reporting to Cosan in 2021, the data for 2020 are not available.

### PERCENTAGE OF BLACK EMPLOYEES BY GENDER

	2020			2021		
	Men	Women	Total	Men	Women	Total
Cosan	54%	46%	100%	45%	55%	100%
Compass	70%	30%	100%	68%	32%	100%
Moove <sup>43</sup>	71%	29%	100%	71%	29%	100%
Raizen <sup>44</sup>	83%	17%	100%	81%	19%	100%
Rumo	92%	8%	100%	83%	17%	100%

43. The data include Moove's operations in Brazil, Europe, and the United States.

44. The data include only operations in Brazil

### TOTAL NUMBER AND PERCENTAGE OF BLACK EMPLOYEES

	2021	
	Number	Percentage
Cosan <sup>45</sup>	14	11%
Compass	219	19%
Moove <sup>46</sup>	54	5%
Raizen <sup>47</sup>	1.851	6%
Rumo <sup>48</sup>	n/d	n/d

45. This indicator included only those who self-identified as Black or Pardo. For all race indicators, we used self-declared data at the time of hiring.

46. The data include only operations in Brazil and America. Ethnicity and PWD data are not included in the European system due to data protection legislation.

47. The data include only operations in Brazil.

48. Rumo does not monitor race indicators for its employees.

### TOTAL NUMBER AND PERCENTAGE OF EMPLOYEES WITH DISABILITIES (PWD)

	2021	
	Number	Percentage
Cosan	3	2.3%
Compass	52	4.4%
Moove <sup>49</sup>	20	1.7%
Raizen <sup>50</sup>	675	2.3%
Rumo	46	3.0%

49. The data include only operations in Brazil and America. Ethnicity and PWD data are not included in the European system due to data protection legislation.

50. The data include only operations in Brazil.

## Ratio of basic salary and remuneration of women to men |GRI 405-2|

The ratio of the basic salary of women to men (total) was 71% in 2020, while in 2021 this ratio to approximately 90%, indicating that the salary gap is narrowing. If we analyze this information in the classification by job position, for directors, managers, and specialists, the indicator was very close to 100%, indicating that we are evolving in this area toward better equity between the genders. In the assistants group, as there is a higher representation of men, the gap is a little larger.

### RATIO OF REMUNERATION OF WOMEN TO MEN IN EACH EMPLOYMENT CATEGORY <sup>51</sup>

	2021
Directors	133%
Managers	81%
Specialists	84%
Technicians	97%
Assistants	78%
Total	84%

51. The data include our administrative operations. The criterion for this calculation was updated, comparing only information from groups with gender representation. The indicator considered the average annual base salary (base salary multiplied by 13.33) plus bonuses (short-term incentive) and stock options for those eligible for long-term incentives.

### RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN IN EACH EMPLOYMENT CATEGORY <sup>52</sup>

	2020	2021
Directors	91%	106%
Managers	82%	97%
Specialists	86%	99%
Technicians	103%	94%
Assistants	101%	77%
Total	71%	90%

52. The data include our administrative operations. The criterion for this calculation was updated, comparing only information from groups with gender representation. The indicator considered the average base salary in December 2021 for each category.

## Incidents of discrimination and corrective actions taken |GRI 406-1|

In 2021, one incident of discrimination was reported; it was closed as unfounded and not subject to action. In the subsidiaries, 26 incidents were reported; 21 were well-founded and 5 were unfounded. During the period, we intensified our training and communication program on topics related to human rights, inclusion, and diversity, as well as social relations to raise awareness of our employees on this topic.

### TOTAL NUMBER OF INCIDENTS OF DISCRIMINATION REPORTED

	2019	2020	2021
Cosan	0	0	1
Compass	0	0	1
Moove	0	0	2
Raízen <sup>53</sup>	48	37	17
Rumo	0	0	9
Total	0	0	27

### STATUS OF THE INCIDENTS OF DISCRIMINATION REPORTED IN 2021

	Well-founded incidents	Unfounded incidents	Total
Cosan	0	1	1
Compass	1	0	1
Moove	1	1	2
Raízen <sup>53</sup>	17	0	17
Rumo	5	4	9
Total	21	6	27

53. The data for 2019 and 2020 refer to the harvest period (2019/2020 and 2020/2021). The data for 2021 refer to the fiscal year (January to December of the same year). The data for 2019 include only the operations in Brazil, while 2020 and 2021 include the operations in Brazil and Argentina, including Biosev. The 14 cases registered by the Ethics Channel are of immaterial origin, while the 3 cases identified by the Legal area were pending a decision by the end of 2021.

# GRI CONTENT INDEX [GRI 102-55]

GRI Standard	Contents	Page number and/or URL and/or our direct report	Omission	Un Global Compact Principles	SDG	
<b>GRI 101: FOUNDATION 2016</b>						
<b>GRI 102: GENERAL DISCLOSURES 2016</b>						
<b>GRI 102: General disclosures 2016</b>	102-1	Name of the organization	Page 12.			
	102-2	Activities, brands, products, and services	Page 12.			
	102-3	Location of headquarters	Page 12.			
	102-4	Location of operations	Pages 24 and 25.			
	102-5	Ownership and legal form	Pages 12, 27 and 29.			
	102-6	Markets served	Pages 12, 24 and 25.			
	102-7	Scale of the organization	Pages 25 and 26.			
	102-8	Information on employees and other workers	Pages 58 and 59.			
	102-9	Supply chain	Page 81.			
	102-10	Significant changes to the organization and its supply chain	Pages 15, 17, 22 and 27.			
	102-11	Precautionary Principle or approach	Page 42.			
	102-12	External initiatives	Page 48.			
	102-13	Membership of associations	Page 82.			
	102-14	Statement from senior decision-maker	Page 7.			
	102-15	Key impacts, risks, and opportunities	Page 42.			
	102-16	Values, principles, standards, and norms of behavior	Page 39 and 58.			16.3
	102-17	Mechanisms for advice and concerns about ethics	Page 40.			16.3
	102-18	Governance structure	Page 29.			

GRI Standard	Contents	Page number and/or URL and/or our direct report	Omission	Un Global Compact Principles	SDG
<b>GRI 101: FOUNDATION 2016</b>					
<b>GRI 102: GENERAL DISCLOSURES 2016</b>					
<b>GRI 102: General disclosures 2016</b>	102-19	Delegating authority	Page 47.		
	102-20	Executive-level responsibility for economic, environmental, and social topics	Page 46.		
	102-21	Consulting stakeholders on economic, environmental, and social topics	Pages 5 and 28.		
	102-22	Composition of the highest governance body and its committees	There is no participation of underrepresented social groups in the Cosan's governance bodies.		5.5, 16.7
	102-23	Chair of the highest governance body	Page 28.		16.6
	102-24	Nominating and selecting the highest governance body	Page 30.		5.5, 16.7
	102-25	Conflicts of interest	Page 39.		16.6
	102-26	Role of highest governance body in setting purpose, values, and strategy	Page 30.		
	102-27	Collective knowledge of highest governance body	Pages 30, 33 and 47.		
	102-28	Evaluating the highest governance body's performance	Currently there is no process in place for evaluating the Board of Directors.		
	102-29	Identifying and managing economic, environmental, and social impacts	Page 42.		16.7
	102-30	Effectiveness of risk management processes	Page 42.		
	102-31	Review of economic, environmental, and social topics	Pages 30 and 47.		
102-32	Highest governance body's role in sustainability reporting	Cosan's Sustainability Report is approved by the Executive Officers and does not go through the direct approval of the Board of Directors or its Committees.			

GRI Standard	Contents	Page number and/or URL and/or our direct report	Omission	Un Global Compact Principles	SDG	
<b>GRI 101: FOUNDATION 2016</b>						
<b>GRI 102: GENERAL DISCLOSURES 2016</b>						
<b>General disclosures 2016</b>	102-33	Communicating critical concerns	There is no formal process in place for communicating critical concerns to the Board of Directors; however, when required, the issue is included on the quarterly discussion agenda. In 2021, the main executive of each business was invited to present to the Board of Directors of the holding company issues regarding the performance, growth, and concerns of the business they lead.			
	102-34	Nature and total number of critical concerns	In 2021, we communicated three critical concerns to the Board of Directors. These concerns referred to an increase in the number of cyber attacks in Brazil and worldwide. In line with our strategic plan and roadmap for Information and Cyber Security, we continued to expand our organizational structure, increasing maturity (based on the best practices of NIST - National Institute of Standards and Technology/USA), approval of budget to maintain and expand the teams' staff for 2022, as well as investments for maintenance and acquisition of services and technologies that support the related activities and processes, also for preventive actions. The methodology for managing security risks, developed in December 2020, is being used for activities related to incident management, supplier evaluation, reference architectures, and vulnerability management, supporting decision-making in prioritizing preventive controls and improvements in current processes.			
	102-35	Remuneration policies	Page 37.			
	102-36	Process for determining remuneration	Page 37.			
	102-37	Stakeholders' involvement in remuneration	Remuneration proposals are recommended in the annual merit and promotion processes and validated by the managers and CEO. Senior management remuneration is submitted to the People Committee, Board of Directors, and Shareholders' Meetings for approval.			16.7
	102-38	Annual total compensation ratio	Page 82.			
	102-39	Percentage increase in annual total compensation ratio	In 2021, the annual total remuneration of the organization's highest paid employee grew by 9%. The average percentage increase in the total annual remuneration of all employees was 15.4%, i.e. the increase in the remuneration of all others was 71% higher than that of the highest paid individual.			

GRI Standard	Contents	Page number and/or URL and/or our direct report	Omission	Un Global Compact Principles	SDG
<b>GRI 101: FOUNDATION 2016</b>					
<b>GRI 102: GENERAL DISCLOSURES 2016</b>					
<b>GRI 102: General disclosures 2016</b>	102-40	List of stakeholder groups	Pages 5 and 54.		
	102-41	Collective bargaining agreements	100% (of the holding company)		
	102-42	Identifying and selecting stakeholders	Page 54.		
	102-43	Approach to stakeholder engagement	Pages 5 and 54.		
	102-44	Key topics and concerns raised	Pages 6 and 54.		
	102-45	Entities included in the consolidated financial statements	Page 3.		
	102-46	Defining report content and topic Boundaries	Page 5.		
	102-47	List of material topics	Page 6.		
	102-48	Restatements of information	Restatements of information are flagged throughout the Report, when applicable.		
	102-49	Changes in reporting	Page 5.		
	102-50	Reporting period	Page 3.		
	102-51	Date of most recent report	2020.		
	102-52	Reporting cycle	Page 3.		
	102-53	Contact point for questions regarding the report	Page 4.		
	102-54	Claims of reporting in accordance with the GRI Standards	Page 4.		
	102-55	GRI content index	Page 93.		
102-56	External assurance	All information was collected by different areas of our team. The external verification was carried out impartially and following the best practices authored by Ernst & Young, an independent company with a proven competent staff. It is worth mentioning that the choice of EY is not carried out through the direct appointment of members of the governance bodies or executives (without technical criteria), requiring the approval of Cosan's Audit Committee to carry out the work, as described in its charter.			

GRI Standard	Contents	Page number and/or URL and/our direct report	Omission	Un Global Compact Principles	SDG
<b>MATERIAL TOPICS</b>					
<b>CLIMATE CHANGE</b>					
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	Pages 46 and 74.		
	103-2	The management approach and its components	Pages 46 and 74.		7, 13
	103-3	Evaluation of the management approach	Pages 46 and 74.		
<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organization	Page 84.		7.2, 7.3, 8.4, 12.2, 13.1
	302-3	Energy intensity	Page 85.		7.3, 8.4, 12.2, 13.1
	302-4	Reduction of energy consumption	Page 85.		7.3, 8.4, 12.2, 13.1
<b>GRI 305: Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	Page 78.		3.9, 12.4, 13.1, 14.3, 15.2
	305-2	Energy indirect (Scope 2) GHG emissions	Pages 78 and 79.		3.9, 12.4, 13.1, 14.3, 15.2
	305-3	Other indirect (Scope 3) GHG emissions	Pages 78 and 79.		3.9, 12.4, 13.1, 14.3, 15.2
	305-4	GHG emissions intensity	Page 80.		3.9, 12.4, 13.1, 14.3, 15.2
	305-5	Reduction of GHG emissions	Page 80.	We do not report GHG emission reductions as a direct result of reduction initiatives.	7, 8, 9

GRI Standard	Contents	Page number and/or URL and/or our direct report	Omission	Un Global Compact Principles	SDG
<b>GRI 305: Emissions 2016</b>	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Compass and Raízen do not account for NOx, SOx, volatile organic compounds (VOCs), particulate matter (PM10) and hazardous air pollutants (HAPs) in the emissions inventory. Rumo only monitors particulate matter emissions from one of its operations, so it was not considered relevant for reporting. In 2021, Moove emitted 20.81 tons of NOx (excluding N2O) and 0.01 tons of SOx. The data includes only Moove Brasil. The equipment used to measure pollutants evaluates their concentration by returning their mass volumes in parts per million (ppm). Considering that the objective of the measurement is to evaluate the release of this mass into the atmosphere, it is analyzed in a correlated way to a certain period of time, giving rise to the emission rate (kg/h). For standardized reporting, according to the requested unit of measure, the conversion from kg/h to ton/year was carried out. Currently, emissions of particulate matter (PM), persistent organic pollutants (POP), volatile organic compounds (VOC) and hazardous air pollutants (HAP) are not monitored.		7, 8, 9	3.9, 12.4, 13.1, 14.3, 15.2
<b>MATERIAL TOPICS</b>					
<b>CORPORATE GOVERNANCE AND CAPITAL ALLOCATION</b>					
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	Page 27.		
	103-2	The management approach and its components	Page 27.		
	103-3	Evaluation of the management approach	Page 27.		
<b>GRI 201: Economic Performance 2016</b>	201-1	Direct economic value generated and distributed	Page 57.		8.1, 8.2, 9.1, 9.4, 9.5
	201-2	Financial implications and other risks and opportunities due to climate change	Page 43.	We do not report the costs of measures taken to manage risks arising from climate change and risk classification (items 201-2 a/i and 201-2 a/v).	13.1

GRI Standard	Contents	Page number and/or URL and/or our direct report	Omission	Un Global Compact Principles	SDG	
<b>GRI 205: Anti-corruption 2016</b>	205-1	Operations assessed for risks related to corruption	Page 40.	We do not assess units and operations in relation to corruption risks, but rather for payment operations, as reported in the indicator. Therefore, we do not report the total number of transactions evaluated (item 205-1 a).	10	16.5
	205-2	Communication and training about anti-corruption policies and procedures	In 2021, we communicated 115 employees and trained 94 in our anti-corruption policies and procedures.	Due to confidentiality agreements in place, we are unable to share details of suppliers who have been urged to participate in Code of Conduct training. In addition, training and communications data are obtained by an external tool that does not segregate region/position, therefore, we only have access to consolidated numbers. Therefore, we do not report items 205-2 b/e; 205-2 b/d and 205-2 c.	10	16.5
	205-3	Confirmed incidents of corruption and actions taken	None.		10	16.5
<b>MATERIAL TOPICS</b>						
<b>CORPORATE GOVERNANCE AND CAPITAL ALLOCATION</b>						
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In the last three years, no legal actions involving anti-competitive behavior, anti-trust, and monopoly practices were filed against the holding company. In the reporting period, eight legal actions were filed against Raizen. These legal actions were related to alleged cartel practices, price rigging, and exchange of sensitive information between fuel distributors and resellers, and the failure to pass on PB price adjustments to end consumers. More details can be found in Raizen's Annual Report. Although no legal actions have been filed or are in progress against Rumo, there is an administrative proceeding at CADE against Rumo, in which, among other points, the company was ordered to pay R\$247.1 million for unilateral conduct, which involved the interdiction of loading lines at a terminal due to lack of maintenance.		1, 5	16.3
<b>GRI 207: Tax 2019</b>	207-1	Approach to tax	We adhere to the best governance practices by adopting tax administration and planning strategies that comply with the tax legislation in force, that provide transparency to tax authorities and investors, and that are endorsed by experienced and renowned legal advisors in the market. The tax planning actions are analyzed and approved by the Supervisory Board, which convenes on a quarterly basis. The guidelines of the regulatory agencies are followed and internal controls are in place to ensure compliance with tax obligations.			1.1, 1.3, 10.3, 17.1, 17.3

GRI Standard	Contents	Page number and/or URL and/or our direct report	Omission	Un Global Compact Principles	SDG
<b>GRI 307: Environmental Compliance 2016</b>	307-1 Non-compliance with environmental laws and regulations	Page 85.		7, 8, 9	16.3
<b>MATERIAL TOPICS</b>					
<b>CORPORATE GOVERNANCE AND CAPITAL ALLOCATION</b>					
<b>GRI 415: Public policy 2016</b>	415-1 Political contributions	We do not make political contributions.		10	16.5
<b>GRI 419: Socio-economic compliance 2016</b>	419-1 Non-compliance with laws and regulations in the social and economic area	In the last three years, the holding company has not received any sanctions for non-compliance and, among the subsidiaries, there was only one record for Rumo as a result of a notice issued by CADE related to a conviction in an administrative proceeding, in which, among other points a fine in the amount of R\$247.1 million was assessed for unilateral conduct, which involved the interdiction of loading lines at a terminal due to lack of maintenance.		10	16.3
<b>PEOPLE AND ASSETS SAFETY</b>					
<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary	Pages 41, 44 and 67.			
	103-2 The management approach and its components	Pages 41, 47 and 66.		1, 2, 3, 4, 5, 6, 7, 10	3, 11
	103-3 Evaluation of the management approach	Pages 41, 44 and 66.			
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Page 66.			8.8
	403-2 Hazard identification, risk assessment, and incident investigation	Page 66.			8.8
	403-5 Worker training on occupational health and safety	Page 66.			8.8
	403-9 Work-related injuries	Page 66 and 67.			
	403-10 Work-related ill health	Page 65.			3.6, 3.9, 8.8, 16.1

GRI Standard	Contents	Page number and/or URL and/our direct report	Omission	Un Global Compact Principles	SDG
<b>MATERIAL TOPICS</b>					
<b>SEGURANÇA DAS PESSOAS E DOS ATIVOS</b>					
<b>GRI 418: Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	The holding company did not record any substantiated complaints concerning breaches of customer privacy and losses of data in 2021. Regarding the subsidiaries, only Compass recorded 6 complaints in 2021; however, none of them were specifically related to leakage of data or breach of privacy of customers and other relevant stakeholders.		16.3, 16.10
<b>PEOPLE MANAGEMENT, DIVERSITY, AND INCLUSION</b>					
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	Pages 58 and 60.		
	103-2	The management approach and its components	Pages 58 and 60.		6 4, 5, 8, 10
	103-3	Evaluation of the management approach	Pages 58 and 60.		
<b>GRI 401: Employment 2016</b>	401-1	New employee hires and employee turnover	Page 86.		6 5.1, 8.5, 8.6, 10.3
	401-3	Parental leave	Page 87.		6 5.1, 5.4, 8.5
<b>GRI 404: Training and Education 2016</b>	404-1	Average hours of training per year per employee	Page 62.		1, 6 4.3, 5.1, 8.2, 8.5, 10.3
	404-2	Programs for upgrading employee skills and transition assistance programs	Page 61.		8.2, 8.5
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 63.		1, 6 5.1, 8.5, 10.3
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governance bodies and employees	Page 60 and 88.	We do not monitor members of governance bodies by race.	5.1, 5.5, 8.5
	405-2	Ratio of basic salary and remuneration of women to men	Page 92.		5.1, 8.5, 10.3
<b>GRI 406: Non-discrimination 2016</b>	406-1	Incidents of discrimination and corrective actions taken	Page 92.		1, 2, 3, 4, 5, 6 5.1, 8.8

# SASB Content Index

## TRANSPORTATION SECTOR: RAIL TRANSPORTATION (RUMO)

Topic	Code	Accounting metric	Page number and/or url and/or our direct report
Greenhouse Gas Emissions	TR-RA-110a.1	Gross global Scope 1 emissions	Page 77.
	TR-RA-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Page 43.
	TR-RA-110a.3	Total fuel consumed, percentage renewable	Page 83. 11% of Rumo's fuel consumption comes from a renewable source."
Air Quality	TR-RA-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N <sub>2</sub> O) and (2) particulate matter (PM10)	Rumo only monitors particulate matter emissions from one of its operations, so it was not considered relevant for reporting.
Employee Health & Safety	TR-RA-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Pages 66 and 67.
Competitive Behavior	TR-RA-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Although there are no lawsuits filed or in progress against Rumo, there is an administrative proceeding against the company, which was pending before CADE, where the company was sentenced to pay R\$ 247.1 million for unilateral conduct, consisting of interdicting the loading lines of a terminal due to lack of maintenance.

## FOOD & BEVERAGE SECTOR: AGRICULTURAL PRODUCTS (RAÍZEN)

Topic	Code	Accounting metric	Page number and/or url and/or our direct report
Greenhouse Gas Emissions	FB-AG-110a.1	Gross global Scope 1 emissions	Page 77.
	FB-AG-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Page 43.
Energy Management	FB-AG-130a.1	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	Page 83. 98% of Raizen's fuel consumption in 2020 came from a renewable source. 0.2% was from grid electricity. The 2021 values had not been closed and audited until the publication date of this report and will be updated as soon as they are published by the company."

### RENEWABLE RESOURCES & ALTERNATIVE ENERGY SECTOR: BIOFUELS (RAÍZEN) (CONTINUAÇÃO)

Topic	Code	Accounting metric	Page number and/or url and/our direct report
Workforce Health & Safety	FB-AG-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Pages 66 and 67.
Ingredient Sourcing	FB-AG-440a.1	Identification of principal crops and description of risks and opportunities presented by climate change	Pages 43 and 66.

### RENEWABLE RESOURCES & ALTERNATIVE ENERGY SECTOR: BIOFUELS (RAÍZEN)

Topic	Code	Accounting metric	Page number and/or url and/our direct report
Air Quality	RR-BI-120a.1	Air emissions of the following pollutants: (1)NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds (VOCs), (4) particulate matter (PM <sub>10</sub> ), and (5) hazardous air pollutants (HAPs)	Raízen does not account for compounds NO <sub>x</sub> , SO <sub>x</sub> , compounds volatile organics (VOCs), material particulate (PM <sub>10</sub> ) and pollutant Atmospheric hazards (HAPs) in the emissions inventory.

### EXTRACTIVES & MINERALS PROCESSING SECTOR: OIL & GAS – MIDSTREAM (COMPASS AND RAÍZEN)

Topic	Code	Accounting metric	Page number and/or url and/our direct report
Greenhouse Gas Emissions	EM-MD-110a.1	Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	In 2021, 82% of Compass Scope 1 emissions were from methane gas. For Raízen, in 2020, this value was 8%. The 2021 data had not been closed and audited as of the publication date of this report and will be updated as soon as they are published by the company.
	EM-MD-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Page 43.
Air Quality	EM-MD-120a.1	"Air emissions of the following pollutants: (1)NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds (VOCs), and (4) particulate matter (PM <sub>10</sub> )"	Raízen and Compass do not account for compounds NO <sub>x</sub> , SO <sub>x</sub> , compounds volatile organics (VOCs), material particulate (PM <sub>10</sub> ) and pollutant Atmospheric hazards (HAPs) in the emissions inventory.
Competitive Behavior	EM-MD-520a.1	Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations	The indicator does not apply to Compass as current operations are regulated by ARSESP (state level). Until the publication of this Report, Raízen did not report the indicator for reasons of strategy or management.

**EXTRACTIVES & MINERALS PROCESSING SECTOR: OIL & GAS – REFINING & MARKETING (MOOVE AND RAÍZEN)**

Topic	Code	Accounting metric	Page number and/or url and/our direct report
Greenhouse Gas Emissions	EM-RM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Page 77.
	EM-RM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Page 43.
Air Quality	EM-RM-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) particulate matter (PM10), (4) H2S, and (5) volatile organic compounds (VOCs)	Raízen does not account for NOx, SOx, volatile organic compounds (VOCs), particulate matter (PM10) and hazardous air pollutants (HAPs) in the emissions inventory. In 2021, Moove emitted 20.81 tons of NOx (excluding N <sub>2</sub> O) and 0.01 tons of SOx. The data includes only Moove Brasil. The equipment used to measure pollutants evaluates their concentration by returning their mass volumes in parts per million (ppm). Considering that the objective of the measurement is to evaluate the release of this mass into the atmosphere, it is analyzed in a correlated way to a certain period of time, giving rise to the emission rate (kg / h). For standardized reporting, according to the requested unit of measure, the conversion from kg/h to ton/year was carried out. Currently, emissions of particulate matter (PM), persistent organic pollutants (POP), volatile organic compounds (VOC) and air pollutants are not monitored. hazards (HAP).
Workforce Health & Safety	EM-RM-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees	Pages 66 and 67.
	EM-RM-320a.2	Discussion of management systems used to integrate a culture of safety	Page 66.

A free-translation from Portuguese into English of Auditors' Report on non-financial statements (Annual Sustainability Report) originally prepared in Portuguese and in Brazilian currency (R\$).

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## **Independent Auditors' Limited Assurance Report on the Cosan S.A. Annual Sustainability Report based on GRI – Standards (In accordance – “Core”)**

To the Shareholder, Advisers and Directors of  
**Cosan S.A**  
São Paulo – SP

### **Introduction**

We were engaged by **Cosan S.A (“Company” or “Cosan”)** management to present our limited assurance report on the Holding's indicators contained in the Annual Sustainability Report based on Global Reporting Initiative (“GRI”) – Standards for the twelve-month period ended December 31, 2021 (“Report”).

### **Management and governance responsibilities for the Report**

Cosan's management is responsible for preparing and presenting appropriately the information contained in Report in accordance with criteria, assumptions and requirements of the GRI guidelines (In accordance – “Core”), and for the internal controls as management determines is necessary to enable the preparation of information free from material misstatement, whether due to fraud or error.

### **Independent auditors' responsibility**

**Our responsibility is to express a conclusion on the Cosan's Report information, based on the limited assurance work conducted in accordance with Technical Notice of Ibracon Nº 07/2012, approved by the Brazil's National Association of State Boards of Accountancy (CFC) in light of NBC TO 3000 (Assurance Work Other Than Audit or Review), issued by the CFC, which is equivalent to international standard ISAE 3000, issued by the International Federation of Accountants, applicable to non-historical information. These standards call for compliance with ethic requirements, including independence and work carried out to obtain limited assurance that the Report is free of material misstatement.**

A limited assurance work conducted in accordance with NBC TO 3000 (ISAE 3000) consists mainly of inquires of management and other professionals from Cosan who were involved in the preparation of the Report, as well as of the application of additional procedures deemed necessary to obtain evidence which enables us to conclude on the limited assurance on the Report. A limited assurance work also requires additional procedures, as the independent auditor becomes aware of matters that lead him to believe that the Report information may contain material misstatement.

The selected procedures relied on our understanding of the aspects concerning the compilation and presentation of the Report information in accordance with criteria, assumptions and own methodologies from Cosan. The procedures comprised:

A free-translation from Portuguese into English of Auditors' Report on non-financial statements (Annual Sustainability Report) originally prepared in Portuguese and in Brazilian currency (R\$).

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### **Independent auditors' responsibility – continuation**

- (a) the planning of the work, considering the materiality, the volume of quantitative and qualitative information and the operating and internal control systems which supported the preparation of the Report;
- (b) the understanding of the calculation methodology and the procedures for preparation and compilation of the Report through interviews with management in charge of preparing the information;
- (c) the application of analytical procedures on quantitative information and sample verification of certain evidence supporting the data used for the preparation of the Report;
- (d) comparison of the financial indicators with the financial statements and/or accounting records.

The procedures applied in this limited assurance work also comprised compliance with the guidelines of the structure for development of the GRI applicable in the preparation of the information contained in the Cosan's Report.

We believe that the evidence obtained in our work was sufficient and appropriate to provide a basis for our limited conclusion.

### **Scope and limitations**

The procedures applied in a limited assurance work are substantially less in scope than those applied in an assurance work aimed at issuing an opinion on the Report information. As a consequence, we are not in a position to obtain assurance that we are aware of all matters which would be identified in an assurance work aimed at issuing an opinion. Had we carried out a work to issue an opinion, we could have identified other matters or misstatements in the Report information. Accordingly, we did not express an opinion on this information. In addition, Cosan's internal controls were not part of our limited assurance scope.

Only the Holding's information contained on the indicators was part of the scope of our limited assurance work. Thus, we perform limited assurance procedures exclusively on such information.

The non-financial data is subject to further inherent limitations than financial data, given the nature and diversity of methods used to determine, calculate or estimate such data. Qualitative interpretations of materiality, significance and accuracy of data are subject to the individual assumptions and judgments. Also, we did not carry out any work on data reported for prior periods nor in relation to future projections and goals.

**A free-translation from Portuguese into English of Auditors' Report on non-financial statements (Annual Sustainability Report) originally prepared in Portuguese and in Brazilian currency (R\$).**

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## Conclusion

Based on the procedures performed and herein described, nothing came to our attention that makes us believe that the GRI KPIs presented on the Report, for the twelve-month period ended December 31, 2021, was not prepared, in all material respects, in accordance with criteria, assumptions and methodologies for the preparation of the KPI's based on requirements of the Global Reporting Initiative – Standards (In accordance – “Core”).

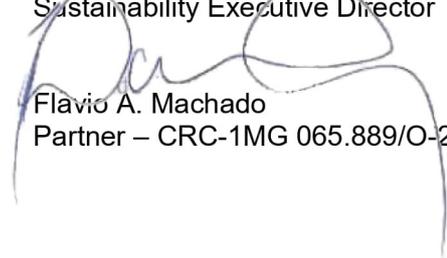
São Paulo (SP), April 8th, 2022.

### Ernst & Young

Auditores Independentes S.S  
CRC-2SP015199/O-6



Leonardo Masseli Dutra  
Sustainability Executive Director



Flavio A. Machado  
Partner – CRC-1MG 065.889/O-2



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Marcia Godoy

### **Translation (English version)**

Gotcha!

### **Assurance**

Ernest Young