



SUSTAINABILITY

REPORT

2020

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One year ago, I became the new Cosan’s CEO with the goal of leading Cosan into a new growth cycle. But the challenges were much greater than I could have ever expected. **The Coronavirus pandemic turned the world upside down and changed humanity’s priorities in a matter of days.**

In the global economy, the need for social isolation to contain the spread of the virus caused a major drop in economic activity, unemployment, and volatility in exchange rates and stock exchanges. For the first time in history, oil prices hit the negative territory. Moreover, we suffered a criminal cyber-attack by hackers in March 2020, which increased the urgency of a quick reaction from our teams to reduce the impacts in our operations.

In less than a week, we were confronted with an unprecedented situation. **Stopping, however, was never an option.** The scenario put to the test the ability of our companies to quickly organize, create, and implement all practices and procedures for the continuity of operations. In just a few days, most of our employees were already working from home, and those who needed to remain on site, serving society, were provided with **all the necessary safety measures to continue working and to guarantee the energy and logistics services that the country relies on.**

We were one of the first business groups to make a **public commitment to preserve our workforce during the pandemic**, prioritizing people – the most valuable asset of our companies. We installed crisis committees to combine the talents and efforts of all our businesses. **Together, we are partners of our customers:** those who fill up their vehicles at more than 7,000 Shell gas stations in Brazil and Argentina, besides continue supplying sugar, ethanol, and bioenergy at Raízen; the more than 2 million natural gas consumers at Comgás; those that use Moove’s lubricants in the 13 countries where we operate, and those that use transport services along Rumo’s 14,000 kilometers of railways, ensuring the supply of products, particularly grains, to Brazil and to the world.

We also keep on dreaming. Given the excellence of our teams, 2020 was a year of significant achievements. **At Raízen,** we sold a record volume of sugar and progressed in several initiatives to **expand our renewables portfolio.** Among them, the inauguration of the first **biogas plant** and the launching of the **solar energy** production unit. We also obtained our certification to generate and trade **CBIOs**, reinforcing our confidence in the prominent role of Brazilian ethanol in the energy transition. And, aligned with our core values, we made

another important step towards increasing our portfolio of renewables in the beginning of 2021, with the **acquisition of Biosev.** This new operation will allow value capture from integration and scalability, helping us to create an integrated **green energy ecosystem.** In the fuel scenario, we inaugurated a terminal at the Itaquí port complex, which will boost the supply of fuel to the North and Northeast of Brazil. We also **started operations at Grupo Nós,** Raízen’s JV with FEMSA, expanding the Shell Select convenience store chain and inaugurating the first OXXO proximity stores. Moreover, with the **Shell Box app,** we surpassed the impressive number of 2.1 million transactions in December, strengthening the relationship with end customers and **emphasizing the future relevance of digitization.**

At Comgás, we continue to expand our customer base while maintaining the highest level of satisfaction. In a year marked by the pandemic, not only we were ready to provide our **services online,** which represented 85% thereof, but we managed to **connect almost 130 thousand customers to our network** while maintaining the **highest levels of safety and efficiency.** And we went further to develop the natural gas market in Brazil: we **created Compass Gás e Energia,** robust at birth with Comgás in its portfolio. A pioneering business to connect supply and demand for natural gas, it **integrates the gas and power markets,** encourages competitiveness and increases the security of the power system, **allowing sustainable increase of renewables in our matrix.**

“
Along with a team of heroes, for which I can only express my gratitude for another year of amazing achievements, even greater than the challenges we were confronted with, we remain committed to the sustainable growth of our businesses and our country.”



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At **Rumo**, we celebrated the conclusion of the Rio Grande bridge, which is part of the **Central Network**, paving the way to reach markets in Goiás, Tocantins, and Minas Gerais, and to connect them to the country's largest port in Santos (SP). The commercial operation of the **Central Network**, started, 6 months ahead of schedule. Still in 2020, the company issued the first green bond of a railroad in Latin America, raising US\$500 million to be allocated to make the railroad even cleaner and more efficient, **offering our customers a safer and more reliable logistics solution**.

Moove presented record results due to our team's spot on operational and commercialization strategy. We remain prepared to expand our operations in new markets, identifying opportunities for organic growth or acquisitions. **As we grow, our customers gain energy efficiency with our high-performance lubricants**, reducing fuel consumption and consequently emissions of pollutants, supporting our future aspirations.

Payly, a fintech of innovation in financial services and payments, became ShellBox's digital financial settlement solution for the almost 4 thousand accredited service stations, in addition to establishing its strategic direction as a platform for granting credit and financial services to small and medium-sized entrepreneurs.

Lastly, **Trizy**, our logistics service platform, is a practical example of the Cosan Way to Innovate — it has quickly become a significant partner to more than 185 thousand truck drivers, shippers, and fleet owners throughout Brazil. And in 2021, the company expanded its customer base with the acquisition of the startup B3 Agro. It is our **social responsibility to share, promote and, above all, democratize technology**, offering efficient tools to truck drivers and carriers, from small companies to industry giants.

At Cosan, we celebrated the successful conclusion of the simplification of our corporate structure, which unified the holdings in a single listed company and further strengthened our corporate governance. For us, this is a major milestone that underscores the maturity of our corporate governance. We are now even stronger to move forward, focusing our energy in **creating value through sustainable capital allocation, our primary role as a holding**.

We believe in EESG concept, adding the "E" of Economics as the fourth pillar of sustainability, reinforced by the consistent performance of our companies. In 2020, we made significant progress in this agenda. We joined the **UN Global Compact**; became part of the 2021 portfolio of the **Corporate Sustainability Index (ISE B3)**, the **Carbon Efficient Index (ICO2 B3)** and the **S&P B3**

ESG Brazil Index, through which we became part of the first Brazilian **ESG ETF**. We also evolved significantly in the **CDP** and **DJSI** questionnaires, in addition to integrating the **Bloomberg Gender Equality Index (GEI)** for the first time.

We reviewed our materiality and ensured alignment with the group's strategic agenda, and we expanded the sample of stakeholders consulted for the definition of priority themes. From that list, we **quantified additional commitments to sustainable development**. We expanded the **promotion of diversity**, electing the first woman to our Board of Directors.

There are many challenges and uncertainties ahead of us. It is difficult to predict when the Covid-19 pandemic will actually end, but we remain confident in our ability to **act sustainably, boosting Brazil's leading role in the environmental agenda through the energy transition**. We are leaders in the sectors where we operate, and therefore, responsible for setting best practice standards by **increasing the competitiveness of the Brazilian agribusiness, which feeds the world through efficient logistics**; by exporting green technology; or by generating carbon credits with our renewable energy production initiatives — **all together helping our customers decarbonize their operations and activities**.

Along with a team of heroes, for which I can only express my gratitude for another year of amazing achievements, even greater than the challenges we were confronted with, we remain committed to the sustainable growth of our businesses and our country, very aware of global trends, always evolving with an eye on technology, caring for our people and the environment, all under solid governance practices grounded on Cosan principles. No matter what the challenge will be in 2021, we will continue to dream bold and work harder.

Stay safe!
All the best,
Luis Henrique Guimarães



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ACKNOWLEDGMENTS

We work towards a cleaner and renewable energy matrix by building a reliable, effective, and sustainable logistics operation, helping to improve Brazilian competitiveness. Within this purpose, our operation is supported on four key pillars: economic, environmental, social, and governance (EESG). As part of this agenda, this document presents the performance of the businesses we invest in¹ and our consolidated financial results for the period between January 1st. and December 31, 2020. **GRI 102-45, 102-50**

The content of this report was prepared in compliance with the Global Reporting Initiative (GRI) Standards – Essential option –, and include Sustainability Accounting Standards Board (SASB) indicators. Thus, topics are identified according to the materiality process, a process conducted by external consultants throughout the year, which involved the main stakeholder categories (and included online questionnaires

and interviews with employees, suppliers, investors, agents in the financial markets, and Senior Management executives), in addition to the analysis of internal documents (policies, strategic guidelines, communications materials, certifications, among others), sustainability trending surveys and requirements set out by the most relevant market indexes – such as the Dow Jones Sustainability Index World and the Corporate Sustainability Index (ISE B3). We also added, on [page 72](#), a compiled summary of our efforts towards complying with the Task Force on Climate-Related Financial Disclosures (TCDF), which provides recommendations for companies when reporting the financial impact of climate change, and provides increased transparency regarding risks and opportunities related to the climate in order to allow financial decision-making to be based in more complete and quantifiable information. **GRI 102-21, 102-40, 102-42, 102-43, 102-46, 102-49, 102-54**

Our actions are based on four pillars of value creation: economic, environmental, social, and governance (EESG).



This report also delves on the progress made by our companies regarding the commitments with sustainable development disclosed in 2019, connecting with our material topics, in tune with our values, with the principles of the Global Compact and also with the Sustainable Development Goals (SDG) issued by the United Nations (UN).

In reinforcing the ethical, integral, and transparent conduct as guided by Our Approach, the information related to the holding company was externally verified, by EY. The verification letter for Cosan is available [here](#), and the verification letters of the companies will be released as their sustainability reports are published. **GRI 102-56**

Questions regarding this publication can be sent to our Investor Relations team (RI) via email ri@cosan.com.br. **GRI 102-53**

Enjoy your reading!

¹Raízen, Compass, Rumo and Moove.





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MATERIAL TOPICS FOR THE HOLDING

GRI 102-44, 102-47, 103-1

Materiality process

1

Identification:

Analysis of
secondary
sources to survey
the main topics
for the group



2

Prioritization:

17 consultations
with the main
stakeholders (online
questionnaires and
interviews with
employees, suppliers,
investors, financial
market agents and
Senior Management
executives)



3

Analysis:

Listing and
definition
of priority
topics



4

Validation:

Approval by Senior
Management





MATERIAL TOPICS FOR THE HOLDING

The following are the seven topics prioritized for the holding company, a non-operating company, whose efforts are focused on: sustainable capital allocation, definition of strategic guidelines and people management. These topics are correlated with the Sustainable Development Goals (SDG) and the principles of the Global Compact, as well as the GRI and SASB indicators reported in this document.
GRI 102-44, 102-47

1 EESG strategy

GRI 103-1, 103-2, 102-3

Comprehensiveness

Definition of goals and commitments based on the identification of material topics and establishment of criteria for monitoring companies' EESG performance.

Justification

The topic is material because we are committed to making strategic decisions, based on economic, environmental, social, technological and governance aspects. This transparency is important for our investors to be sure and clear about the way we act.

Related Sustainable Development Goals (SDG)



Related Global Compact Principles



Related GRI indicators

Not applicable.

Related SASB indicators

Not applicable.

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2 Portfolio management and capital allocation

GRI 103-1, 103-2, 102-3

Comprehensiveness

Discipline and consistency in the sustainable capital allocation, combined with excellence in economic and financial management, results in the short, medium, and long term and value generation for all stakeholders; with the increase of investments and expansion of the portfolio, considering the application of EESG criteria to promote sustainable business development and value generation throughout the chain in which we operate.

Justification

Topic considered material for all stakeholders consulted – mainly investors, for which it is extremely important to understand the way in which we select our investments, the performance of the resources invested and which EESG criteria we apply. Accordingly, it is expected that we have clear goals, cascaded to the business, as well as that each company demonstrates its performance in relation to these goals.

Related Sustainable Development Goals (SDG)



Related Global Compact Principles



Related GRI indicators

201-1, 201-2

Related SASB indicators

FN-AC-410a.1, FN-AC-410a.2

3 Risk management and cyber security for people and assets

GRI 103-1, 103-2, 102-3

Comprehensiveness

Implementation of policies, procedures and practices for risk management and emergency response to ensure the safety of operations, customers and communities surrounding our investees, ensuring the integrity and confidentiality of data and information from customers, employees, suppliers, and other stakeholders.

Justification

The topic was considered material, mainly for the managers, employees, and investors due to the fact that the segments in which the companies in our portfolio operate have a potential for serious accidents and incidents. Having clear goals related to the topic is considered highly relevant, including for the Senior Management. As a result, we have established policies, procedures, and practices for risk management and emergency response to ensure the safety of operations, customers, and communities surrounding the investees.

Related Sustainable Development Goals (SDG)



Related Global Compact Principles



Related GRI indicators

403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 418-1

Related SASB indicators

RR-BI-540a.1

GRI 103-1, 103-2, 102-3

Development of processes and products that contribute to the adoption of new technologies, integration, and digitalization of activities aimed at improving competitiveness and efficiency.

The topic was considered material, mainly, by our management because we encourage digital transformation and the culture of innovation as a common element for all our companies. We experienced new modes of action, developed new businesses within and around our portfolio.

Related Sustainable Development Goals (SDG)



Related Global Compact Principles



Related GRI indicators

Not applicable.

Related SASB indicators

Not applicable.

GRI 103-1, 103-2, 102-3

Management criteria in line with the best corporate governance practices in the market (compensation, conflict of interest, committees, boards, etc.), relationship with public officials and contribution to public policies.

Topic considered material for all audiences consulted, after all transparency is essential, especially considering that we invest in different sectors of the economy. For this reason, we are especially asked about how we avoid conflicts of interest and competitive advantage in business, as well as how we relate to public officials. The topic is observed by rating agencies and market indexes.

Related Sustainable Development Goals (SDG)



Related Global Compact Principles



Related GRI indicators

102-17, 102-18, 102-19, 102-20, 102-21,
102-22, 102-23, 102-24, 102-25, 102-26,
102-27, 102-28, 102-29, 102-30, 102-31,
102-32, 102-33, 102-34, 102-35, 102-36,
102-37, 205-1, 205-2, 205-3, 206-1,
207-1, 307-1, 415-1, 419-1

Related SASB indicators

FN-AC-510a.1, FN-AC-510a.2,
RR-BI-530a.1, RR-BI-530a.2

6 Climate change

GRI 103-1, 103-2, 102-3

Comprehensiveness

We work for a cleaner and renewable energy matrix and for building reliable, efficient, and sustainable logistics, improving Brazil's competitiveness while we adopt commitments to reduce and monitor greenhouse gas emissions, mitigate pollutant gas emissions and greater energy efficiency in the operations of investees.

Justification

The topic is material because our purpose is to influence and facilitate our customers' carbon footprint reduction journey, creating value along the chain in all sectors in which we operate, in order to offer efficient, sustainable and safe solutions before, during and after the energy transition, reducing Brazil's Cost and emissions of greenhouse gases in cargo transportation. We are also making efforts in our companies, seeking more and more energy efficiency in operations.

Related Sustainable Development Goals (SDG)



Related Global Compact Principles



Related GRI indicators

302-1, 302-3, 302-4, 305-1, 305-2, 305-3, 305-5, 305-7

Related SASB indicators

RR-BI-120a.1, RR-BI-120a.2, RR-BI-410a.1

7 People management and promotion of diversity

GRI 103-1, 103-2, 102-3

Comprehensiveness

We have established policies and practices to attract, develop and retain talent, including performance evaluation mechanisms, feedbacks, guidelines for investees and ensuring a safe, inclusive, unbiased workplace with career opportunities for all, including diversity groups.

Justification

Relevant topic for all stakeholders – especially employees. As a holding company, our role in collecting commitments with the guarantee of human rights and the promotion of diversity in investees is relevant to build an ethical, safe, and inclusive work environment.

Related Sustainable Development Goals (SDG)



Related Global Compact Principles



Related GRI indicators

401-1, 401-3, 404-1, 404-2, 404-3, 405-1, 405-2, 406-1

Related SASB indicators

FN-AC-330a.1

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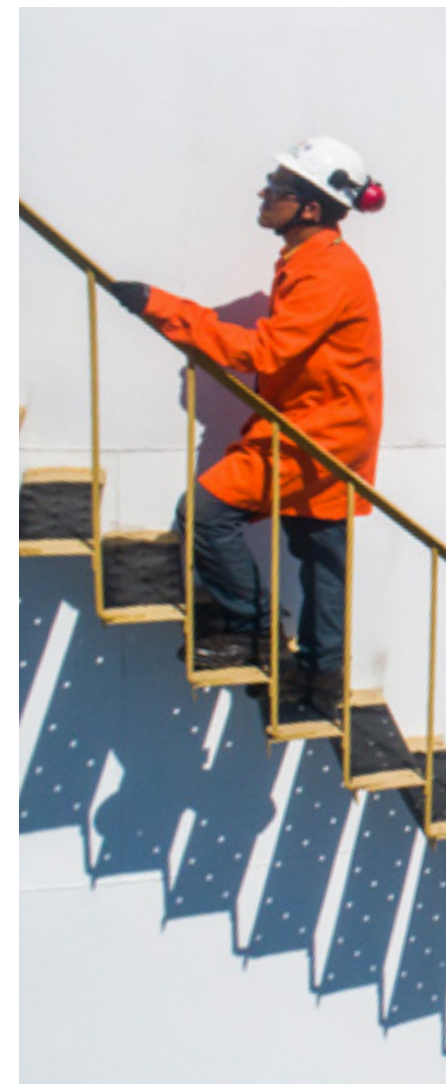
MATERIAL TOPICS IN THE INVESTED SECTORS

The same process of identifying and prioritizing topics was carried out in each of the companies in our portfolio and we present below the consolidated tables with materiality for the energy and logistics sectors in which we invest. The details of each topic, as well as the related GRI and SASB indicators, can be consulted in the specific sustainability reports of each company, with the same principles and guidelines followed for the preparation of our reports (accessible by clicking on the name of each company).

Material topics in the Energy and Logistics sectors¹

Topics	Raízen	Compass	Moove	Rumo
Climate change and energy transition	✓	✓	✓	✓
Health, safety and environment management	✓	✓	✓	✓
Relationship with communities and social performance	✓	✓	✓	✓
Human rights, diversity and inclusion	✓	✓	✓	✓
Governance and compliance	✓	✓	✓	✓
Investment in infrastructure and development of the gas and power market		✓		
Investment and expansion of railway and port infrastructure				✓
Value chain and traceability of transported products				✓
Customer relationship		✓		✓
Financial performance and business expansion	✓	✓		✓
Innovation, development and circular economy	✓	✓	✓	

¹ The table presents the material themes of the energy and logistics sectors consolidated in common themes among the businesses. The material themes in this table may present distinct wording when compared to the detailed materiality of each company. Their materiality matrix is presented in their own Sustainability Report with more details.



OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT

The seven Material topics for the holding company also relate to our commitments to sustainable development, which are also assumed by each of our companies in line with global agendas – Global Compact and Sustainable Development Goals (SDG). Over the past few months, we have evolved in the quantification of some of these commitments – a process approved by our Board of Directors.

The following pages present the achievements in relation to the development of each commitment, as well as the quantification of the goals assumed, and which will be monitored periodically by the Boards of Directors and executive boards of each of the companies.

We understand that the material topic 1: EESG strategy, permeates all the commitments.

2 Portfolio management and capital allocation

GRI 103-1, 103-2, 102-3

Our commitments

Seek funding connected to sustainability criteria (Green/ Social/Transition/ESG-related).

Contribute to Brazil’s sustainable development, starting with areas surrounding our companies’ operations.

Achievements in 2020

Since 2019 we have started actions to engage financial and certifying institutions, as well as we have started to develop studies to make future operations feasible. In 2020, Rumo issued the first green bond in the history of freight railroads in Latin America, raising US\$ 500 million that will be allocated to eligible green projects to make the railway transport cleaner and more efficient.

We guide relationship work with communities close to our operations every year, aiming at security and socioeconomic development. These initiatives are directly managed by the Health, Safety and Environment (HSE) and Social Responsibility teams in each of the businesses. The actions taken during 2020 to face Covid-19, for example, were possible because we constantly exercise dialogue, in all companies in the portfolio, with stakeholders. From March, when the World Health Organization (WHO) declared the pandemic, until the end of the year, our companies donated more than R\$ 17 million, mainly to hospitals and health teams and communities in locations where we operate.

Companies

raízen COMPASS m&ove rumo

raízen COMPASS m&ove rumo

Contribution to the Sustainable Development Goals (SDG)



Correlation with the principles of the Global IDS Compact





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3 Risk management and cyber-security for people and assets

GRI 103-1, 103-2, 102-3

Our commitments

Ensure the security of our teams, processes, and operations

Achievements in 2020

We monitor and disclose the frequency of accidents with leave (Lost Time Injury Frequency-LTIF) yearly and actively promote safety protocol. Each company has its own individually tailored operational risk management system. Each company's Senior Management periodically analyzes and evaluates the risk management system in relation to this indicator performance. In the context of the Covid-19 pandemic, the priority for workers' health further highlights our commitment to this issue. In terms of cyber security, the year was one of learning and progress with the development of a robust strategy, based on the pillars of Processes, People and Technology, as well as a new structure of Information Security and Cybernetics, with the hiring of specialists who started composing teams incorporated into our Corporate teams, in the new Cyber Defense Center and in each business specifically ([check here](#)).

Companies

raízen COMPASS m&ve rumo

Contribution to the Sustainable Development Goals (SDG)



Correlation with the principles of the Global IDS Compact



4 Technology, innovation, and digitalization

GRI 103-1, 103-2, 102-3

Our commitments

Participate in sustainability and innovation forums and voluntary initiatives to discuss, influence, and learn, always seeking the best global practices.

Achievements in 2020

We promote the approximation of universities, starting in the United States, and now bringing this experience of partnership to Brazil. The purpose is to identify opportunities for partnership, innovation, and technology. Among the several collaborative projects carried out in 2020, Rumo stands out, which had a project selected to receive support from Analytics Lab (A-Lab), department of the Massachusetts Institute of Technology (MIT); and Brado, a division of Rumo that had a project with the Laboratory for Sustainable Business (S-Lab) of MIT to measure the generation of long-term value for customers who use rail instead of road, considering reductions in GHG emissions and accidents ([check here](#)).

Companies

raízen COMPASS m&ve rumo

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Correlation with the principles of the Global IDS Compact





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5 Best corporate governance practices

GRI 103-1, 103-2, 102-3

Our commitments

Promote ethical values throughout our teams.	Promote transparency in our business management and align business management with Environmental, Social, and Governance values.
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Achievements in 2020

An intense schedule of online training has been undertaken after the reissue, in 2019, of our Code of Conduct by our corporate area and by all of our companies, including Compass Gás e Energia. The purpose is to raise awareness of 100% of our workforce – 99.6% has already been achieved and properly trained in 2020.	We signed to the UN Global Compact; were selected to join the 2021 portfolio of the Corporate Sustainability Index (ISE B3), the Carbon Efficient Index (ICO2 B3) and the S&P B3 ESG Brazil Index, through which we became part of the first Brazilian ESG ETF. We have also evolved significantly in the scores of the CDP and DJSI questionnaires, in addition to integrating the Bloomberg Diversity Index (GEI) for the first time.
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Companies

raízen COMPASS m&ve rumo	raízen COMPASS m&ve rumo
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Contribution to the Sustainable Development Goals (SDG)

8 DECENT WORK AND ECONOMIC GROWTH

17 PARTNERSHIPS FOR THE GOALS

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

Correlation with the principles of the Global IDS Compact



6 Climate Change

GRI 103-1, 103-2, 102-3

Our commitments

Promote and stimulate energy efficiency, with a net-zero target for the holding company starting in 2021, in addition to preparing and maintaining up-to-date inventories of greenhouse gas (GHG) emissions in all businesses.

Net-zero Scope 1 and 2 at Comgás by 2025.

To include gas from renewable sources in the portfolio by 2025.

Reach 15% of renewable plastic for packing by 2025.

Reduce 15% emissions per RTK at Rumo by 2025.

Achievements in 2020

We are committed to having a net-zero holding company in 2021, with all companies in the portfolio reporting on climate change management at CPD and with targets for the evolution of their individual scores.

Comgás is committed to be net-zero (scope 1 and 2) by 2025.

Compass understands the importance of promoting the transition to a low carbon economy and has committed to include gas from renewable sources in its portfolio by 2025.

In addition to the efforts of our Intelligent Exchange program to reduce plastic packaging, Moove has made a commitment to reach 15% of renewable-originated plastic by 2025.

Since 2016, as a result of greater operational efficiency Rumo has already accumulated a 33% reduction of specific emissions.

Companies

raízen COMPASS
moove rumo

COMPASS

COMPASS

moove

rumo

Contribution to the Sustainable Development Goals (SDG)



Correlation with the principles of the Global IDS Compact



6 Climate Change

GRI 103-1, 103-2, 102-3

Our commitments

100% cargo traceability by 2025.	Reduce 10% carbon footprint of produced ethanol at Raízen by 2030.	Increase in the GJ/ha indicator by 15% at Raízen by 2030.	10% reduction in water intake by Raízen by 2030.
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Achievements in 2020

As we are aware of the importance of tracking the origin of products, Rumo is investing in technology to assure cargo is 100% tracked by 2025.	Raízen developed guidelines to monitor and publish the carbon footprint of its portfolio of products as a result of improved management of inputs to its production process while maintaining its focus on productivity.	Raízen defined and released goals related to the material issues of its operations, in line with our commitment to better manage impacts arising from climate change.	Raízen defined and released goals related to the material issues of its operations, in line with our commitment to better manage impacts arising from climate change.
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Companies

rumo	raízen	raízen	raízen
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Contribution to the Sustainable Development Goals (SDG)

<div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13 CLIMATE ACTION</div> <div>14 LIFE BELOW WATER</div>	<div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13 CLIMATE ACTION</div>	<div>13 CLIMATE ACTION</div> <div>15 LIFE ON LAND</div>	<div>13 CLIMATE ACTION</div> <div>14 LIFE BELOW WATER</div> <div>15 LIFE ON LAND</div>
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Correlação com os princípios do Pacto Global

  	  	  	  
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7 People management and promotion of diversity

GRI 103-1, 103-2, 102-3

Our commitments

Promote gender diversity in our selection processes and succession map, in addition to continuously developing our people, with a view to increasing the number of women in senior leadership positions to 30% by 2025 in the holding company¹.

Achievements in 2020

We reviewed the Recruitment and Selection Policy, documenting the guideline of involving participants from all diversity groups, without any distinction in the selection process. We are, therefore, expending a conscious effort to increase diversity at all hierarchical levels.

Companies

raízen COMPASS m&ve rumo

Contribution to the Sustainable Development Goals (SDG)



Correlation with the principles of the Global IDS Compact



¹As a holding company, we promote and encourage autonomy in the management of our businesses, as we understand the specifics of each one. To promote diversity and gender equality, each company determined specific goals to meet their challenges, described in their own sustainability reports.

03

HIGHLIGHTS OF THE YEAR





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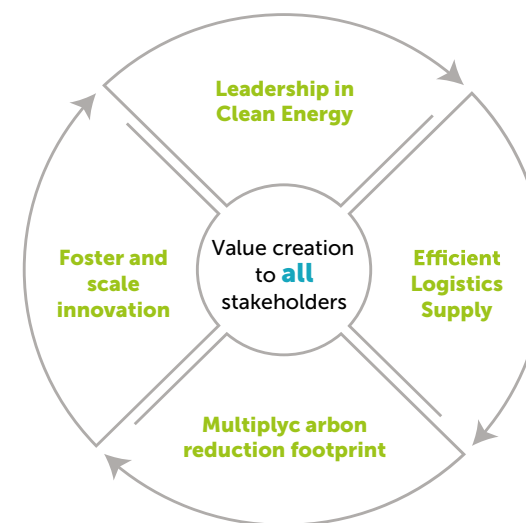


- ▶ We are signatories to the UN **Global Compact**, aligning our strategies and operations with ten universal principles of Human Rights, Labor, Environment and Anti-Corruption. !
- ▶ Our companies donated over R\$ 25 million to Covid-19 relief efforts. !
- ▶ We were selected to be part of the 16th edition of the Corporate Sustainability Index (ISE B3), effective between January 04 and December 30, 2021. !
- ▶ Included in the Carbon Efficient Index (ICO2 B3) and the S&P B3 ESG Brazil Index– and became part of the first Brazilian ESG ETF.
- ▶ Proudly included in Bloomberg's Gender Equality Index (GEI), which lists companies from 44 countries committed to a more egalitarian and inclusive work environment.
- ▶ We made improvements to our risk management and information security structures. !
- ▶ We committed to have 30% of women in top leadership positions at the holding company by 2025.¹
- ▶ We committed to be a net-zero holding company in 2021, with all companies in our portfolio reporting on climate change management on CPD and with targets for the evolution of their individual scores.

¹As a holding company, we promote and encourage autonomy in the management of our businesses, as we understand the specifics of each one. For the promotion of gender diversity and equality, each company has set specific goals for its challenges, described in its sustainability reports.

Sustainable
capital allocation

Diverse talent
pool



Consistent
results

New growth
cycle

During the 2021 Cosan Day – an event to investors – we disclosed quantifiable targets regarding diversity and climate change. !



Click on the highlights
to learn more.





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raízen

- ▶ Raízen expanded its integrated energy portfolio with: 
 - ▶ Startup of the biogas unit in Guariba (SP) and authorization to sell energy; and
 - ▶ International research to prove the feasibility of large-scale use of bagasse pellets to generate electricity in coal-fired thermoelectric plants after being converted to biomass.
- ▶ Opening a terminal at the port complex, located in the São Luís Industrial Park (MA), to strengthen the supply of fuels to the north and northeast regions of Brazil.
- ▶ Opening the first OXXO store, part of the NÓS Group, a joint venture with Femsa Comercio.


COMPASS

- ▶ Compass Gás & Energia, a company dedicated to developing a more efficient, cleaner, and more competitive energy offering, was created to operate on four business fronts in the natural gas sector and in integrating the gas and power markets. 
- ▶ Completion of the full renovation of the Comgás cast iron distribution network, reducing CO₂ fugitive emissions in pipes from around 40,000 t in 2016 to zero in 2020, in addition to making operations even more safe.


moove

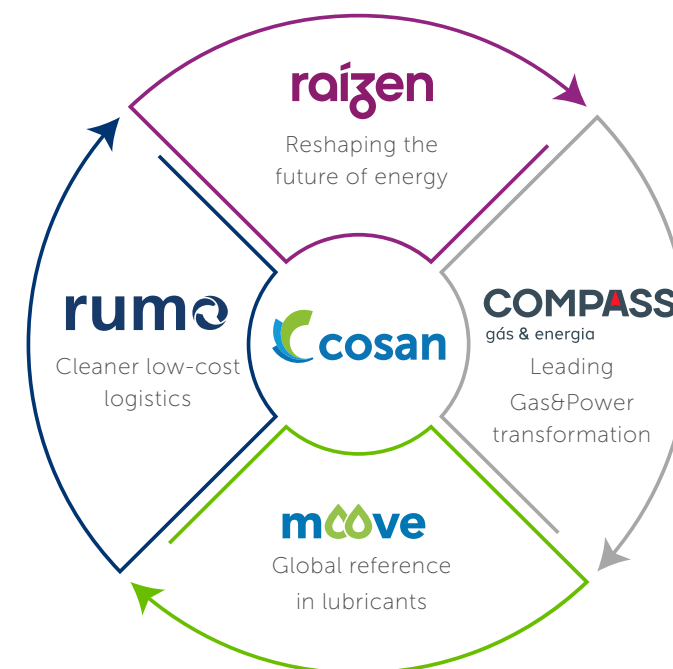
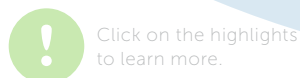
- ▶ Consolidation of Moove's management and governance structure, operating in Brazil, America, and Europe. 

rumo

- ▶ Completion of one of the largest railway bridges on the stretch under Rumo's administration, connecting the state of Goiás to São Paulo, and thus connecting the north to the southeast regions of Brazil.
 - ▶ Expansion of the Rondonópolis Terminal.
 - ▶ Early renewal of São Paulo's Network.
 - ▶ 9.4% reduction in specific emissions.
- ▶ Issuance of the first green bond in the history of freight railroads in Latin America, raising US\$ 500 million to be allocated to Rumo's green projects. 

TRIZY

- ▶ Trizy, our digital service platform and a partner to Brazilian truck drivers, shippers, and fleet owners, launched new features. 
- ▶ More than R\$ 1.5 billion handled in freight on the platform during the year and 11,000 transactions per day, with more than 34,000 daily hits to the application.



04

OUR APPROACH

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Map of our activities **37**





OUR APPROACH

GRI 102-1

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We are Cosan, one of Brazil's largest conglomerates. Founded over 80 years ago, we own strategic investments in agribusiness, fuel and natural gas distribution, lubricants, and logistics.

We began in 1936 operating a sugarcane plant located in Piracicaba (SP). We grew and diversified our performance by building a portfolio that currently concentrates large, industry-leading companies such as: Raízen, an integrated energy company, and a standard of reference in the production of biofuels and bioelectricity from sugarcane, one of the largest fuel distribution and sale companies in the country; Compass, which operates on four business fronts in the natural gas sector and in the integration of gas and power markets; Moove, a leader in the manufacture of high-performance lubricants; and Rumo, the largest logistics operator with an independent railway base in Latin America.

As a holding company, we encourage our companies to strive for and achieve

operational excellence. To this end, we maintain robust structures of governance, diligent processes, and internal controls. The purpose is to share good practices while ensuring autonomy, so that each company is a protagonist in its segment.

The diversity of people, skills, experiences, and knowledge is also one of the fundamental pillars of our strategy ([click here](#)). We constantly invest in our human capital – from operations to senior management –, to ensure the right professionals are at the right positions, talents are duly mapped and trained and, above all, a high degree of respect between direct members and third parties within our team.

Our Approach to be and operate is **Entrepreneurial, Empathic, Ethical, and Encouraging**, and moves people who dream and run from North to South of the country, helping to build the foundations for long-lasting and sustainable growth.



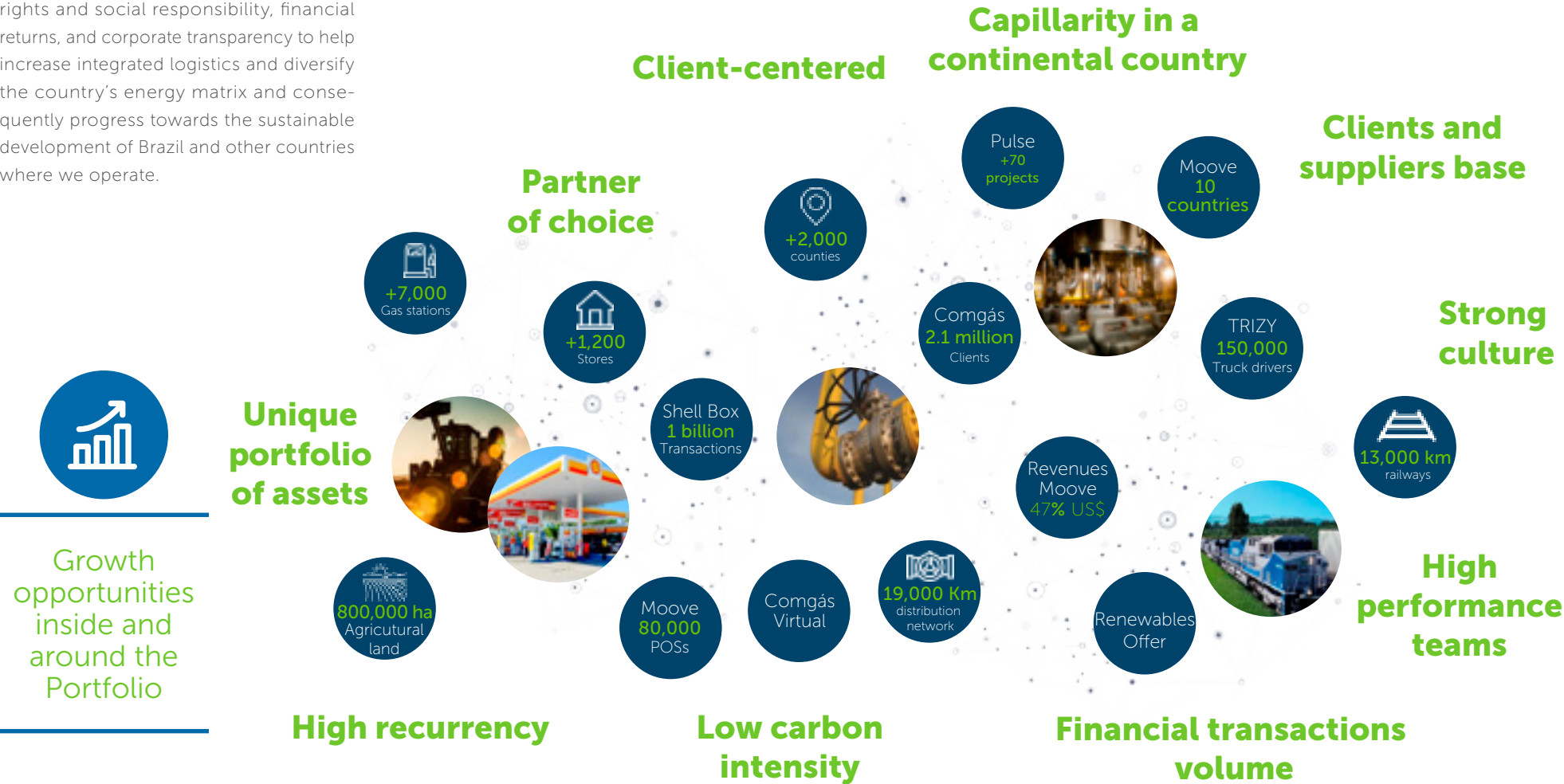


PORTFOLIO

GRI 102-2, 102-7

We provide capital on a value-generation platform, with projects based on the principles of environmental preservation, human rights and social responsibility, financial returns, and corporate transparency to help increase integrated logistics and diversify the country's energy matrix and consequently progress towards the sustainable development of Brazil and other countries where we operate.

COSAN PLATFORM





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sugar, ethanol and
bioenergy producing
units in Brazil



A photovoltaic
panel unit in Brazil

70 

fuel distribution
terminals in Brazil and
three in Argentina



A refinery and a lubricant
unit in Argentina

69 

supply bases for
commercial and
business aircraft in Brazil
and two in Argentina



More than **7,000**
service stations with
the Shell brand in
Brazil and Argentina



More than a
thousand Shell
Select convenience
stores in Brazil



First OXO
proximity store
in Brazil





raízen



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A joint venture with Shell, Raízen, is celebrating the ten years that transformed it from a producer of sugar, ethanol and bioenergy and a fuel distributor into an integrated energy company, in 2021.

We advanced the construction of our biogas unit in Guariba (SP), which started operations on October 2020. This is one of the largest biogas plants in the world, with 21 MW of installed capacity spread over 153,100m² of built area next to the Bonfim plant, where over 5 million tons of sugarcane are crushed per year, generating a high volume of vinasse and filter cake, meeting the needs of a biogas project on a commercial scale. The vinasse will be consumed during the harvest, and the filter cake in the remainder of the year. The expectation is that this combination will allow a production of about 138,000 MWh, of which 96,000 MWh will be sold according to an auctioned agreement, expired in 2016. The excess energy may be negotiated on the free market or through other contracts. Raízen Geo Biogás, a joint venture between Raízen and Geo Energética, will be responsible for operations and for the sale of the product.

Committed to the diversification of our integrated energy portfolio, we also signed, this year, an agreement to acquire 81.5% of Cosan Biomassa, which produces and sells sugarcane bagasse and pellets, also serving customers abroad. In partnership with RWE, Raízen went even further: it announced that it was carrying out studies in Geertruidenberg, Netherlands, to prove the feasibility of large-scale use of bagasse pellets to generate electricity in coal-fired power plants converted to biomass.

With projects operating according to the concepts of circular economy and waste management to create a portfolio of sustainable products, our expansion strategy also focused on second generation ethanol (E2G) produced from sugarcane bagasse, a process that meets the most stringent sustainability standards, such as those issued by Bonsucro and the International Sustainability & Carbon Certification (ISCC).





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raízen

In the year, Raízen opened its first photo-voltaic unit in Piracicaba (SP), a movement that marked its entry into the Distributed Generation market – and in a big way, since the project has the largest solar energy footprint in the state of São Paulo.

On the fuel distribution front, on May 2020, new terminal operations were started at the port complex, at São Luís Industrial Park (MA), which will strengthen our fuel supply to the North and Northeast regions of Brazil, in addition to reducing logistics costs, directly benefiting supply in Maranhão, Amazonas, Piauí, Pará, Tocantins and Mato Grosso. In total, approximately R\$ 200 million were invested in the largest private base ever built and operated by the company, which is expected to become the primary point of importing oil products and exporting ethanol, connecting private refiners in Brazil and abroad. The structure has the capacity to handle 1.5 billion liters of fuel per year and can store up to 80 million liters of grade A gasoline, S 10 and S500 Diesel, in addition to providing positive

socioeconomic impacts, such as almost 1,000 direct jobs and 500 indirect jobs in the construction period and 50 direct jobs linked to the operation and preferential contracting of materials and services in the region.

Expanding its horizons, Raízen, which already owns the Shell Select store chain, created a joint venture with Femsa Comercio in 2020 - the NÓS Group. The purpose is

to increase the company's share in the convenience store market at service stations under the Shell Select brand; and in proximity marketing with the OXXO brand, already strongly present in countries such as Mexico, Chile, Colombia and Peru, and now in Brazil. The goal is to open up to 500 stores using both brands by 2022, and the first OXXO unit has already opened its doors to the public in October, in downtown Campinas (SP).



**The Grupo NÓS,
a result of Raízen
joining forces with
FEMSA Comércio,**

starts with the goal of opening 500
Shell Select and OXXO stores by 2022





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raízen



Fun facts

- ▶ Brazil is one of the largest producers of sugarcane in the world and Raízen corresponds to about 10% of the country's production.
- ▶ Raízen's production consists of approximately 50% from its own sugarcane, the largest volume in the world certified by Bonsucro¹, and 50% from suppliers, of which more than 99% are part of the ELO program, that supports continuous improvement of social, environmental, ethical and governance aspects.
- ▶ Ethanol is the only biofuel produced on a large scale in the world that is regarded as "advanced" by the United States Environmental Protection Agency – EPA.
- ▶ In addition to ethanol and sugar, sugarcane produces several types of products. Carbon dioxide, derived from fermen-

tation, generates the gas used in the manufacture of soft drinks. Vinasse, a pasty waste derived from distillation, becomes compost or fertilizer. Sugarcane bagasse, on the other hand, can be used as foodstuff for animals or in paper manufacture, in addition to heat and power generation.

- ▶ Ethanol consumption reduces gas emissions that cause climate change by up to 90%. In the last 17 years alone for example (from March 2003, when flex technology was launched in Brazil, to May 2020), the use of fuel produced from sugarcane has prevented the emission of more than 515 million tons of CO₂ in the atmosphere², an amount equivalent to almost twice what Colombia, our neighboring country, emits every year³.

- ▶ The use of ethanol derived from sugarcane in the eight main metropolitan regions of Brazil was responsible for the prevention of nearly 1,400 deaths and more than 9,000 hospitalizations annually caused by respiratory and cardiovascular problems directly associated with the use of fossil fuels. This is a savings of R\$ 430 million per year for the public and private health systems⁴.
- ▶ With the acquisition of Biosev, Raízen adds in its operation nine units producers, strategically located, representing an installed capacity grinding of up to 32 million tons. Also including the co-generation of energy, the operation has the capacity export of up to 1.3 GWh of energy electricity, and an area of 180 thousand hectares of planted cane.

¹ Certification program for the transformation of cane industry from Bonsucro, international association with the objective to reduce the environmental and social aspects of sugarcane production through the development of a standard.

² Source: <https://unica.com.br/noticias/uso-do-etanol-evita-515-milhoes-de-toneladas-de-co2-na-atmosfera/>.

³ Source: https://www.climatewatchdata.org/ghg-emissions?end_year=2017&gases=all-ghg-

[g®ions=COL&start_year=1990](#).

⁴ Data from a study developed by a team of doctors and specialists at the University of São Paulo (USP), conducted by the doctor and professor Paulo Saldiva.



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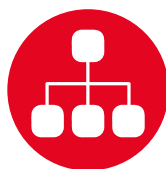


More than **2 million**

clients connected
by Comgás



Responsible for
30% of all gas
distributed in Brazil



Two infrastructure
projects in the
licensing phase

More than **10 years**

of experience in the
free power market,
with Compass
Comercializadora.

Confident that we are taking an important step towards expanding the energy supply in Brazil, in the beginning of 2020 we contributed Comgás for the creation of Compass Gás e Energia, which already started out big and well-structured to operate four business fronts in the natural gas sector and in the integration of the gas and power markets.

For distribution, the new company owns the largest piped natural gas distributor in Brazil, Comgás, which operates in 90 of the 177 cities in its concession area in the State of São Paulo and is responsible for 30% of all natural gas distributed in the country. Most of its activities are concentrated in the metropolitan regions of São Paulo and Campinas, in addition to Vale do Paraíba and Baixada Santista. The expansion of its distribution network is a commitment and one of the main drivers of the company's growth. With this purpose, Comgás has already surpassed 2 million clients served in the residential, commercial, industrial, automotive (VNG), co-generation and thermo-generation segments – all connected with a high standard of safety and quality. As a utility concessionaire, the company operates through a concession agreement

signed in 1999, which is effective until 2029 and renewable until 2049. Thus, the distribution activities are regulated and monitored by the Regulatory Agency of Sanitation and Energy of the State of São Paulo (Artesp), a São Paulo State Government body.

Compass also has two projects under licensing in the infrastructure area: a liquefied natural gas (LNG) import terminal at a coastal area in the State of São Paulo, and the construction of the second stage of Rota 4, a gas pipeline that will haul natural gas from the pre-salt deposits to the continent.

The São Paulo LNG Regasification Terminal (TRSP), the Compass project on the infrastructure front, will be located in the Port of Santos (SP) and will require an investment of approximately R\$ 670 million. The asset, which obtained the prior license in 2019 and whose works will start in 2021, will have a nominal licensed regasification capacity of 14 million m³/day and storage capacity for 170,000 m³ of LNG. Operations are expected to start in the first quarter of 2022, providing the State of São Paulo with access to a competitive priced alternative to purchase international gas.





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Rota 4 is an important project for the natural gas supply diversification strategy. Structured in two alternatives (described below), the asset will connect the production wells in the Santos basin to the continent, with a flow capacity of 21 million cubic meters of natural gas per day. Thus, it encompasses the construction of a Natural Gas Processing Unit (UPGN).

The first alternative, Rota 4a, will connect the pre-salt offshore platforms to Cubatão (SP), by means of a 280 km long gas pipeline (four times the distance between Santos and São Paulo). Rota 4b, on the other hand, would be connected to the Port of Itaguaí (RJ) through a 313- kilometer gas pipeline, of which 294 kilometers will be at sea and 19 kilometers inland. For Rota 4a, all studies and requirements have already been fulfilled, with a prior license expected to be issued in 2021. As for Rota 4b, Compass held a term of reference – the first stage of the licensing process – and started environmental impact assessments in 2020.

Rota 4 will require funds of approximately US\$ 2 billion, to be invested from 2024 onwards, and will be developed through strategic partnerships, with compensation obtained from the flow and processing

of natural gas likely under tolling model and agreements signed with gas producers, traders, or distributors. Operations are expected to start in 2027. The project, in addition to allowing the use of natural gas, will promote the creation of wealth in the different applications that the input may have and benefits such as the creation of jobs, both direct and indirect, and the earning of royalties, resulting in gains throughout the production chain. It is, therefore, a national wealth project.

In the generation area, our priority will be to participate in natural gas-powered thermoelectric projects with strategic partners, increasing the demand for this energy source and meeting the growing demand for energy in Brazil. The option for this business line is complementary and synergistic to investments in outflow infrastructure. Thus, throughout 2020, studies were conducted considering each region of Brazil, under the criteria of ease of construction, labor, and tax incentives, to allow Compass to be highly competitive in the segment. In addition, acquisition opportunities were identified in the auctions held by Aneel. The focus in the medium term is to reach a production capacity of 3 gigawatts.





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COMPASS

Finally, in sales, we acquired Compass Comercializadora, which has been operating in the free power market for more than ten years and will expand our scope into the sale of gas to the free market throughout the Brazilian territory. In 2020 we negotiated supplies from different sources, such as Bolivian gas. In 2021, we will seek to be the first to sell the natural gas molecule on the free market, inaugurating this modality in Brazil and corroborating our strategy to move towards increased competitiveness and increased use of natural gas as an energy source. Thus, we remain well positioned in view of the potential of the new natural gas market in Brazil.



Click here to
learn more.



Fun facts

- ▶ The energy transition to a matrix with a greater participation of renewables must include natural gas. This fuel is the cleanest alternative among all fossil fuels and the investment in infrastructure for its distribution can be used in the future for biogas, in addition to bringing security to the electrical system by increasing the role played by renewable energies in the matrix.
- ▶ Natural gas offered in large volumes at competitive prices and with guaranteed supply has the potential to reduce the cost of Brazilian products (Custo Brasil) and thus, to increase the competitiveness of Brazilian products and industry at a lower environmental impact.
- ▶ The construction and expansion of Comgás' network are carried out using non-destructive methods. Thus, when installing underground pipelines of natural gas, there is no need to dig large ditches along the entire length of streets through which the distribution networks will pass.
- ▶ Access to natural gas allows several uses for homes, businesses, and industries, such as stove, gas fryer, heated floor, fireplace, torch, pool heating, air conditioning, among other benefits such as continuous and uninterrupted supply.
- ▶ Natural gas is lighter than air and therefore, in the event of a leak, it dissipates quickly and easily, minimizing the risk of accidents.





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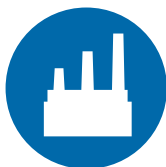
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moove



Over 80
thousand point
of sales in Brazil



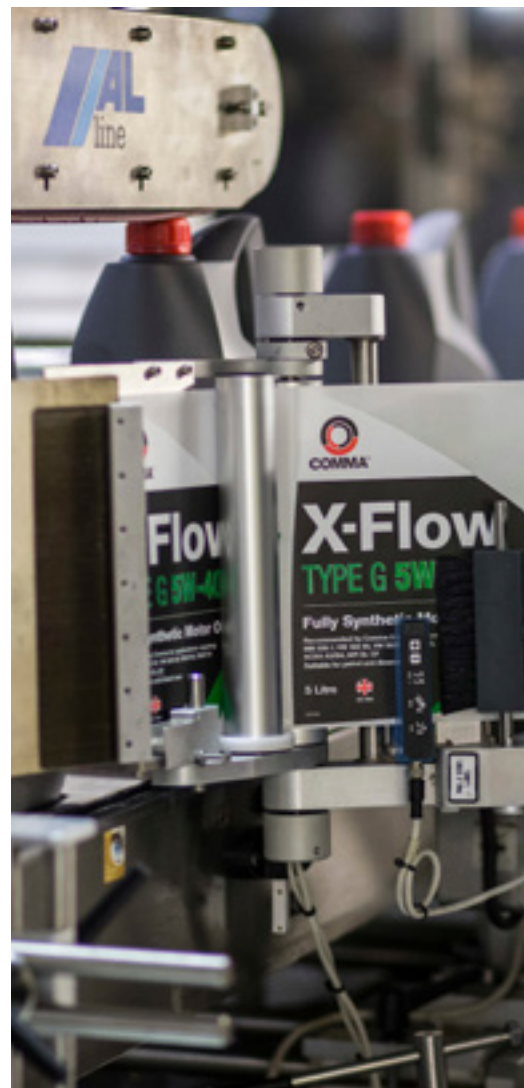
Plants in Brazil
and England



Products in more
than 40 countries

Moove is the company in our portfolio with the most prominent international presence. Moove's plant in the city of Rio de Janeiro (RJ) produces and distributes Mobil-branded lubricants throughout the Brazilian territory and exports to Argentina, Bolivia, Uruguay, and Paraguay. Its portfolio includes products for applications in the automotive (light vehicles, motorcycles, trucks, buses, and agricultural machinery) and industrial segments. It is also one of the largest sellers of Basic Oils in Brazil, having ExxonMobil (Groups I and II) and other global players in the industry as strategic partners. From its unit in England, it produces and markets lubricants under the Comma Oil brand, among other own brands, to more than 40 countries in Europe and Asia, in addition to distributing Mobil lubricants to the United Kingdom, Spain, Portugal and France.

In order to speak so many languages, Moove has consolidated its management and governance structure in recent years, in addition to establishing a culture whose principle is to encourage the best in people to achieve the best performance. Its replicable management system provides greater integration between regions – Brazil, America, and Europe –, allowing an environment that favors the sharing of good practices. This performance and management model, now tested and validated, will be the basis for continuing the business expansion plan in the coming years.



Fun facts

- ▶ The application of the appropriate lubricant to each equipment – whether vehicles or industrial machines – contributes to more efficiency and productivity, increasing the durability of engines and equipment, reducing fuel consumption and, consequently, Greenhouse Gas emissions and the generation of solid waste.
- ▶ Moove develops an intelligent exchange program to avoid the use of plastic packaging. In 2020, over 2,2 million 1 and 20 liter plastic containers were no longer used due to the program.



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rumo

Central Operation

connecting the country from the Southeast to the Northern region, it will facilitate the transportation of cargo from agricultural production in Goiás, Tocantins and eastern Mato Grosso, in addition to general and industrial cargo by containers.

Southern Operation

which comprises the railway activities of the Western Network and Southern Network, as well as the transshipment terminals of Paraná. It transports agricultural commodities, fertilizers, and industrial products.



Northern Operation

comprising the railroad concessions of the Northern Network and São Paulo's Network and the transshipment terminals located in the states of São Paulo and Mato Grosso. It transports agricultural commodities, fertilizers, and industrial products.

Container Operation

which serves, through the Brado unit, both export and import operations and those in the domestic market. It transports agricultural and industrial products.

Dedicated to providing logistics services for rail transportation, port elevation and product storage, Rumo is our company that moves Brazil from North to South, covering an area that includes the states of Paraná, Santa Catarina, Rio Grande do Sul, São Paulo, Mato Grosso do Sul, Mato Grosso, Minas Gerais, Goiás and Tocantins.





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The company structure includes 12 transshipment terminals, six port terminals and approximately 14,000 kilometers of railways, in addition to more than 1,000 locomotives and 28,000 wagons. It is, therefore, the largest logistics operator with an independent railway base in the country.

In 2020, Rumo completed the construction of one of the largest railway bridges on the stretch under its management – the Rio Grande Bridge, located between the states of São Paulo and Minas Gerais. The road – which is part of the Central Network, a new name for the North-South Railway – is 495 meters long and will open paths for the markets of Goiás, Tocantins and Minas Gerais to connect to the largest port in the country, in Santos (SP). The work had started before Rumo took over the concession, but it had not been completed until about 200 direct and 50 indirect employees worked on its resumption, in early December 2019, with the mobilization and assembly of a construction site on the outskirts of the city of Iturama (MG). The commercial operation of the Central Network, consisting of a section of 1,537 kilometers between Porto Nacional (TO) and Estrela D'Oeste (SP), started operating in March 2021, five months in advance, despite the challenges imposed by the pandemic.

Other achievement of the company during the year was the signing, in February, of a Specific Operation Agreement (COE) with Ferroeste, which allowed the right of passage through the stretch between Cascavel and Guarapuava, optimizing the flow of rail operations in Paraná and generating sizable results for the productive sector of western Paraná in the first months of execution. With an average of three trains per day circulating on the Ferroeste stretch, Rumo handled, until the end of 2020, 1,187k net tons of products on the export, import and domestic market routes – which involves grain export operations (corn, soybeans, and soy bran) and reefer containers (frozen meats) from Cascavel to the Port of Paranaguá, in addition to importing fertilizers for the agricultural sector and transporting cement produced in Rio Branco to the West of Paraná.

In 2020, the company issued the first green bond in the history of freight railroads in Latin America, raising US\$ 500 million that will be allocated to eligible green projects to make the railway transport cleaner and more efficient. The operation was certified by the Climate Bonds Initiative (CBI), an international organization that works to mobilize the bond market for climate

change solutions. The main requirement is the emission of less than 21 grams of CO₂ per ton per kilometer transported.

Last year, Rumo's operations averages 15.8 grams of CO₂ per ton per kilometer transported.



Fun facts

- ▶ Currently, in the Brazilian transport matrix, road transport represents 61.1% of the total; railroad 20.7%; waterways 13.6%; pipelines 4.2%, and airways, only 0.4%. However, considering only port arrivals, this number shows another behavior, since 47% of the grains (corn + soy) arrive at the ports by rail.
- ▶ The traditional option for highways and the absence of more dynamic intermodal connections generate losses of up to R\$ 9.6 billion annually to Brazil, according to the World Bank, which assesses the logistical quality of 160 countries every two years.
- ▶ Rumo serves the three main export corridors for agricultural commodities, extending to cities that account for about 80% of the national gross domestic product (GDP).
- ▶ A train from Rumo is equivalent to around 100 less trucks on the roads, which results in less traffic accidents, considering the average of four accidents per kilometer on highways in Brazil¹.
- ▶ Rumo is initiating investments in projects for the traceability of the transported grains.



Click here to
learn more.

¹Source: C. B. M. Barreto, A. M. Valente, V. ZBrazilian federal highways," presented at the 17th International Conference Road Safety On Five Continents (RS5C 2016), Rio de Janeiro, Brazil, 17-19 May 2016, 2016, pp. 1-9, Accessed: Apr. 15, 2020.. Tani, C. I. B. Mariano, R. R. Reibnitz, and F. D. Mori, "Traffic crashes in work zones : an overview of the [Online]. Available: <http://urn.kb.se/resolve?urn=urn:nbn:se:vti:diva-12031>.





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TRIZY¹



More than R\$ 1.5 billion handled in freight on the platform during the year and 11,000 transactions per day, with more than 34,000 daily hits to the application



Recurring user base, with around 80,000 active clients

Trizy is our digital platform for logistics services, a partner in the race for truck drivers, carriers, and fleet owners in Brazil. In addition to demonstrating our constant search for innovation, the company offers technology to the total synergy between everyone involved in the logistics chain.

The solutions are focused on connection and cost optimization, valuing risk reduction, operational gain, and efficiency, in addition to maintaining a standard of simplicity and flexibility for those who need to transport something and those who effectively transport, regardless of the freight acquisition format, directly with autonomous drivers, carriers or fleet owners. At the end of 2020, the platform had more than 225,000 registered drivers and about 80,000 active users, confirming its commitment to promote the democratization of technology, offering efficient tools that impact from truck drivers to carriers.



¹Operation not included in the Global Reporting Initiative (GRI) indicators presented in this report.



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TRIZY

Among the novelties, Trizy launched two features in the year: "Trizy Trip", with which the user maps the most appropriate route to be taken from the calculation of fuel and toll costs, and "Trizy Locations", a feature that allows the truck driver to plan the stops of his trip with greater security. This brings the necessary visibility for planning where to supply, where to find a workshop, what services and conveniences are available, and the prices charged. We work to improve the daily lives of this professional class, bringing them more security and profitability.

In early 2021, Trizy acquired the Santa Catarina logtech B3 Agro with a view to expanding the client base amid the growing demand for integrated logistics services. As a result, the monthly volume of transactions through the application rose from 150,000 to 300,000. The goal is to reach a total of 6 million by 2021.



Fun facts

- ▶ About 52% of the cost of a trip is due to fuel and tolls.
- ▶ A driver drives less than half of his working time, since he spends most of his time waiting for cargo or looking for new freight. Bearing this in mind, Trizy offers digital solutions that optimize the management of yards and terminals to streamline the loading and unloading processes, as well as a freight offer and contracting model via platform and application.



Click here to
learn more.



New business GRI 102-10

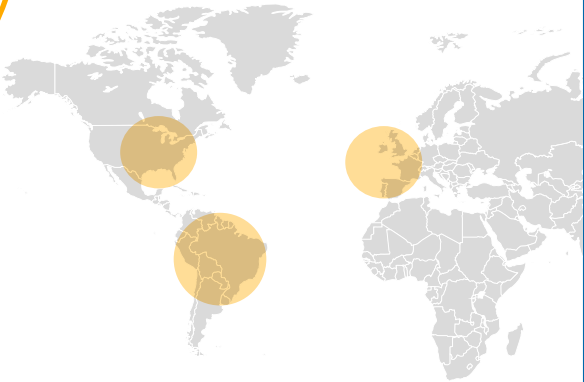
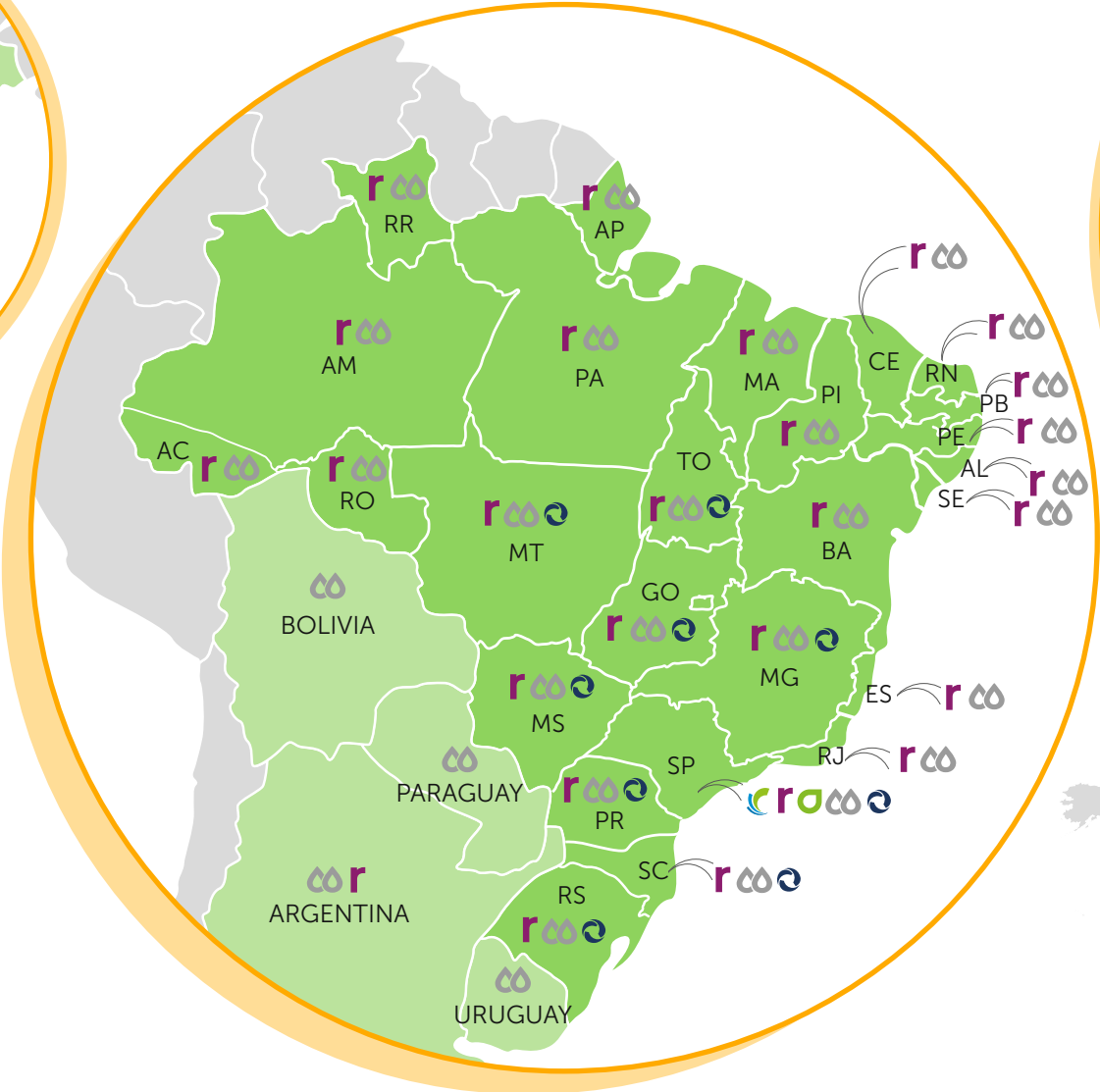
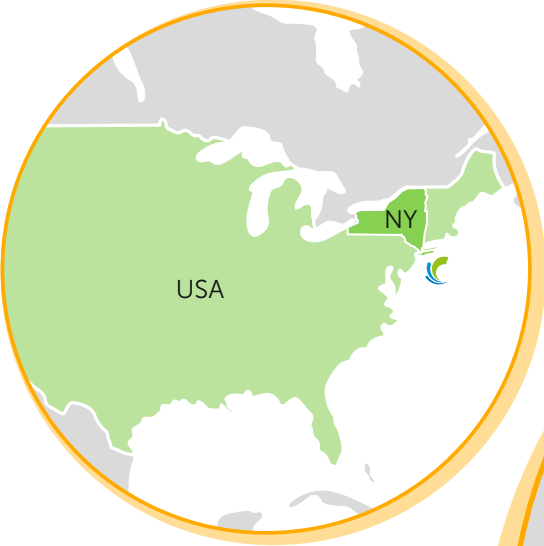
We remain attentive to market opportunities that have synergy with our portfolio and generate value to society. In 2020, for example, we endeavored to restructure Payly's business model, a platform that allows payments via QR Code and transfers via cell phone. The goal is to increase the value proposition to partners, reducing costs with bank transactions, in addition to allowing instant online payments – which, due to the Covid-19 pandemic, has been accelerated to meet new, more digital-based, consumer habits.



MAP OF OUR ACTIVITIES

GRI 102-4, 102-6

In Brazil and in the world



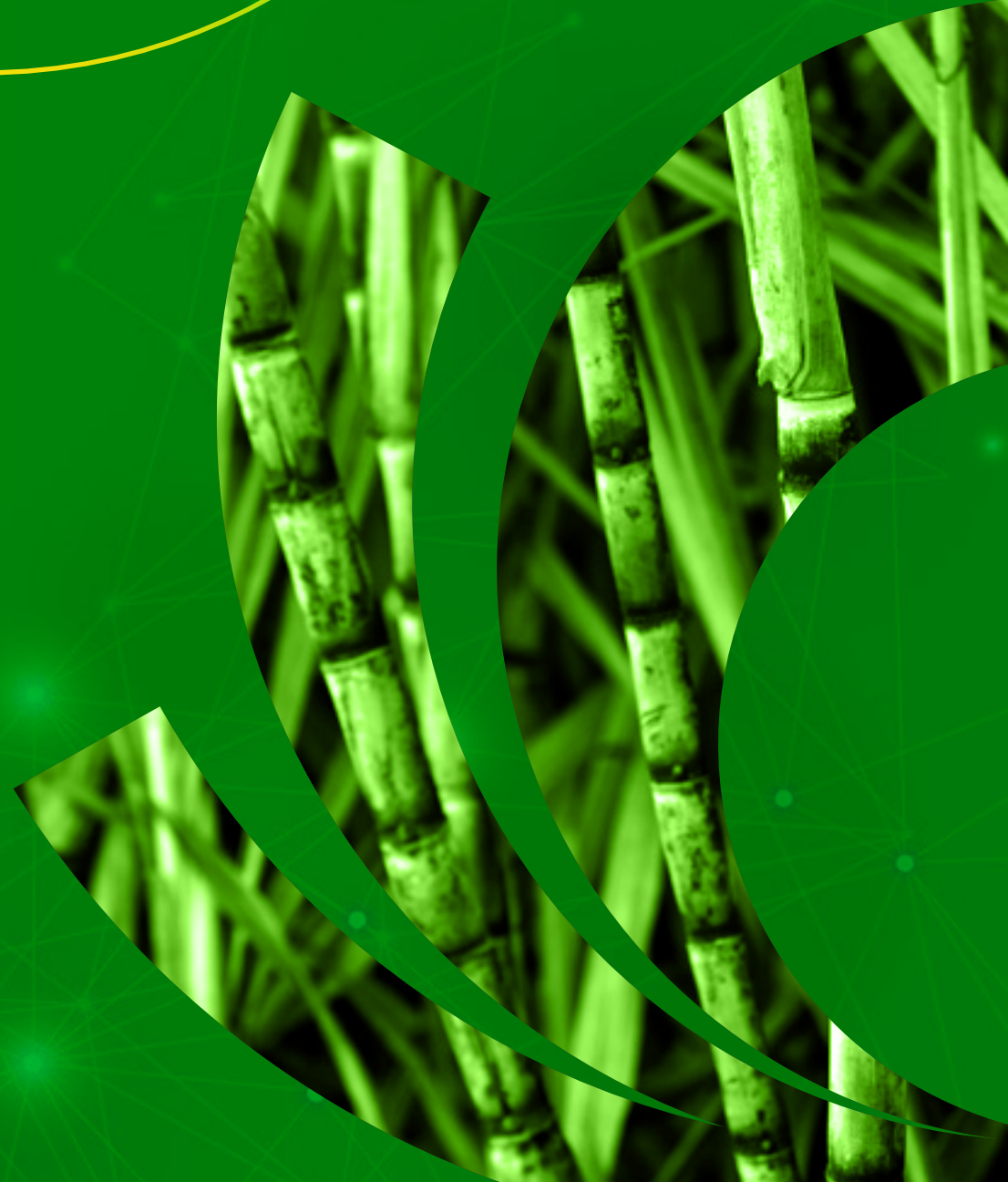
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GRI 103-2, 103-3 EESG Strategy of the group; 103-2, 103-3
Portfolio management and capital allocation; SASB FN-AC-410a.2.

Economic, environmental, social, technology and governance aspects guide our sustainable capital allocation strategy.

In the last decade, we consolidated one of the largest Brazilian conglomerates, combining talents and leading companies in energy and logistics – essential segments for the development of Brazil.

Throughout this period, we bought, sold and, mainly, developed our businesses and modernized operations, always making sound decisions, questioned, and supported by a robust corporate governance structure and guided by the principles of operational efficiency, environmental preservation, respect for human rights, social responsibility, and financial feasibility.

There are no secrets to our growth story. We constantly invest in the integrity of operations and people, as well as in the development of talents – properly mapped and trained to lead the progress towards a socially egalitarian, economically developed and environmentally responsible reality.

We are continuously working towards an increasingly clean, renewable, and competitive energy matrix, and with the objective of building a reliable, efficient, and sustainable logistics network that improves Brazil's competitiveness. We also have the mission to develop and enhance the role of biofuels and bioenergy in reducing greenhouse gas emissions in Brazil and worldwide. We also strive to enable the use of natural gas in the Brazilian energy transition by developing the market and connecting with production, increasing the competitiveness and reliability of the matrix.

We consider that, as a holding company, it is our role to stimulate digital transformation and the culture of innovation as a common element for all companies in the portfolio, without relinquishing information security and the protection of data managed by our systems and software. We must also inspire best practices in sustainability and corporate governance.

Significant steps in this direction have been taken, especially in the last two years, when we made our commitments to sustainable development public, in line with **Our Approach** ([see here](#)), and to the Sustainable Development Goals (SDG) set by the United Nations (UN).

Fostering a culture of innovation is the basis to achieving an energy matrix that is increasingly cleaner, renewable and competitive, and to build reliable, efficient and sustainable logistics.





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We continue actively participating in the Dow Jones Sustainability Index (DJSI) questionnaire; in the Corporate Sustainability Index (ISE B3), whose portfolio we joined in 2021; and in the Carbon Disclosure Project (CDP), an international organization that works to prevent climate change and environmental damage – we currently have a B (Management Level) rating, the second highest rating in a range beginning with D (Disclosure), and going up to C (Awareness), B (Management) and L (Leadership); and we participated for the first time in the Bloomberg GEI (Gender Equality Index). Thus, we demonstrate our effort to measure and report economic, environmental, social and governance issues. We are also part of the Carbon Efficient Index (ICO2), created by B3 in partnership with BNDES, and composed of securities from companies participating in the IBrX-100, which are those who agreed to adopt transparent practices regarding their greenhouse gas emissions (GHG), affirming the concern with global warming; and the S&P/B3 Brazil ESG Index, which seeks to measure the performance



of securities that meet sustainability criteria and is weighted by the ESG scores of S&P DJSI |GRI 102-12| [GRI 102-12](#)

In line with external initiatives and voluntary actions, we also signed to the UN Global Compact. Adherence brings us closer to around 14,000 corporate leaders in 70 local networks, covering 160 countries. The purpose is to contribute even more to the promotion of sustainable growth and citizenship on the planet. We also seek to support the Science Based Targets initiative (SBTi) to test the adherence of our GHG reduction targets to 1.5°C and 2°C scenarios. However, SBTi is still developing a methodology for assessing goals in the oil and gas sector. Despite this, two companies in our portfolio already have defined and published GHG reduction targets: a 15% reduction for RTK by 2025 (Rumo) and a 10% reduction of the carbon footprint of the ethanol produced by 2030 (Raízen).

Our agenda also promotes the approach to universities, mainly in the United States,

and we are currently bringing this experience of partnerships to Brazil, identifying opportunities for the exchange of knowledge and direct contact with cutting-edge technology and future talents. As a result, several projects are being co-created. For example, the partnership between Rumo and the Analytics Lab (A-Lab), a department of the Massachusetts Institute of Technology (MIT), one of the most renowned scientific research centers in the world, stands out. This work involves the application of an artificial intelligence (AI) algorithm to optimize the operation of train formation in the Port of Paranaguá (PR). The objective is to reduce costs and increase the efficiency of operating wagons that unload at the pier and need to return quickly to inland terminals. In the same vein, Brado initiated a project with the Laboratory for Sustainable Business (S-Lab), also from MIT, to measure the benefits of using rail transport instead of road, reducing GHG emissions and traffic accidents, among other benefits, generating and delivering value to our customers and to the society.





ENVIRONMENTAL

GRI 103-2, 103-3 Climate change; SASB RR-BI-530a.2

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The Paris Agreement, which entered into force in 2020, had been approved five years earlier by more than 190 nations and establishes initiatives to limit the increase in the average global temperature to 1.5° Celsius above pre-industrial levels. Brazil participates in the agreement with the initial goal of reducing 37% of Greenhouse Gas (GHG) emissions compared to 2005.

We understand the potential of our companies to fight climate change and reduce GHG emissions. If, on the one hand, there is a gradual reduction in the fossil fuel market, driven by a set of factors (regulations, changing consumer behavior, technological innovations, financial incentives to use renewable sources, etc.), on the other, the expansion of the regulatory framework – national and international – financial mechanisms and incentives for the production of renewable energies stimulate market demand for alternative sources.

Always focused on generating positive impacts for the environment, we work with the commitment to develop solutions that enable intelligent and efficient consumption of energy. Biofuels, in which we invest heavily, assume a strategic position in this context, since their carbon footprint is significantly smaller than that of fossil fuels. To contribute to the achievement of the commitments that Brazil has assumed globally, three years ago the Federal Government developed the National Biofuels Policy (RenovaBio), which came into effect in December 2019. The main principle of this Policy is to establish annual targets for decarbonization for the Brazilian fuel distribution sector, broken down into specific targets for each distributor based on its performance in the previous year. The goals are achieved through the purchase of CBios, credits generated by biofuel producers according to the carbon intensity of their production processes.





ENVIRONMENTAL



The Country’s decarbonization is also fostered by the adoption of piped natural gas – which allows complete combustion – as an alternative to other fossil fuels. Natural gas is non-toxic and, because it is lighter than the air, it is easily dispersed in the atmosphere in case of leakage, thus becoming a safe option, which has been playing an increasingly important role in the Brazilian energy matrix. According to the Brazilian Association of Natural Gas Distribution Companies (Abegás), the projection is to reach about 15.5% by 2030.

We also invested in expanding the use of railways and intermodal transport. In addition to reducing Brazil’s dependence on road transport, which currently accounts for more than 60% of national production, according to the National Transport Confederation (CNT), Rumo’s performance contributes reducing the circulation of trucks on the roads, consequently improving traffic in cities and reducing GHG emissions.

Finally, the production and distribution of lubricants and base oils contribute to improve efficiency of vehicles and industries, reducing fuel consumption and, consequently, emissions, in addition to increasing the durability of engines and equipment.

It is in this context that we reinforce environmental sustainability as a pillar of responsible business management, and as an aspect that has always been present in our journey. One of the guidelines established in this regard is the monitoring of our GHG emissions – quantified annually based on The Greenhouse Gas Protocol and its national version, the Brazilian GHG Protocol Program, which results in an analytical report on each of our emission sources¹. The objective is to ensure the energy efficiency of the processes to reduce specific emissions in each one of the businesses and to map risks and opportunities resulting from Climate change that may impact our operations, in addition to encouraging transparency in the management of the topic.

¹Scope 1: emissions for which the company has direct responsibility, generated in industrial processes, waste and effluent treatment, fugitive releases and fuel burning of cars, motorcycles, trucks, buses, tractors, forklifts, airplanes, trains, ships, boats. Scope 2: sources that cause emissions indirectly related to electric energy acquisition and the consumption of thermal energy generated by third parties. Scope 3: all emissions that occur in the life cycle (extraction, production and transport) of products (goods and services) purchased or acquired, emissions that occur in the life cycle of capital goods purchased or acquired, third party transport, displacement of employees (home-work), transportation and distribution of products sold carried out by third parties.

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In accordance with the National Agency of Petroleum, Natural Gas and Biofuels (ANP) the CO₂eq emissions from sugarcane cultivation to the use of the fuel in the vehicle (the life-cycle assessment - LCA) reaches 440 kg per cubic meter (1.000 liters) in a

typical Brazilian mill, while the equivalent emission for gasoline totaled 2.8 tons/m³. For an adequate comparison, considering the different energy potential of each fuel, mixing up to 27% ethanol in gasoline (E27) provides a 15% reduction in CO₂eq emissions

per kilometer traveled compared to pure gasoline. If the E27 is used in a hybrid vehicle, the reduction is 35%.

Moving to logistics, Brazil's main grain shipment channel, from Rondonópolis (MT) to

the Port of Santos (SP) - for every 10,000 tons transported via railway rather than highway, it is possible to prevent the emission of approximately 1,500 tons of CO₂ - equivalent to planting more than 10,000 trees in the Atlantic Forest.



Since 2016, boosting capacity and efficiency, Rumo avoided the emissions of over 2.7 million tons of CO₂.



Rail transportation by Rumo was almost 7x more efficient than road transportation in 2020.





At Raízen, around 3.5 million tons of CO₂ emissions were avoided by energy production from renewable sources such as ethanol in 2020.



GHG emissions by scope (in tCO₂eq)

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

	2018			2019			2020		
	Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3	Scope 1	Scope 2	Scope 3
Cosan ¹	139	75	66	241	26	97	252	20	18
Raízen ²	1,416,166	7,800	470,074	1,441,914	6,359	39,315,036 ⁵	1,441,914 ⁷	6,359 ⁷	39,315,036 ⁷
Comgás/ Compass ³	20,326	159	363	16,488	321	9,004,320 ⁶	12,219	232	8,440,833 ⁶
Moove	4,400	423	7,206	4,655	444	7,167	4,655 ⁷	444 ⁷	7,167 ⁷
Rumo ⁴	957,486	2,265	n/d	951,252	2,418	n/d	890,404	2,632	n/d
Total	2,398,517	10,722	477,709	2,414,550	9,268	48,326,620	2,349,444	9,687	47,763,054

¹ Cosan’s GHG Inventory considered CO₂, CH₄ and N₂O emissions, according to the emission sources mapped and data availability, and covers emissions from activities carried out by COSAN Limited (CZZ) in 2020 (January 01, 2020 to December 31, 2020), following the guidelines of the Brazilian GHG Protocol Program (FGV/GVces; WRI, 2011).

² Due to the recent acquisition, Raízen’s emissions inventory does not yet include operations in Argentina, as well as those announced during the crop year.

³ The figures released in 2018 and 2019 refer to Comgás’ emissions only.

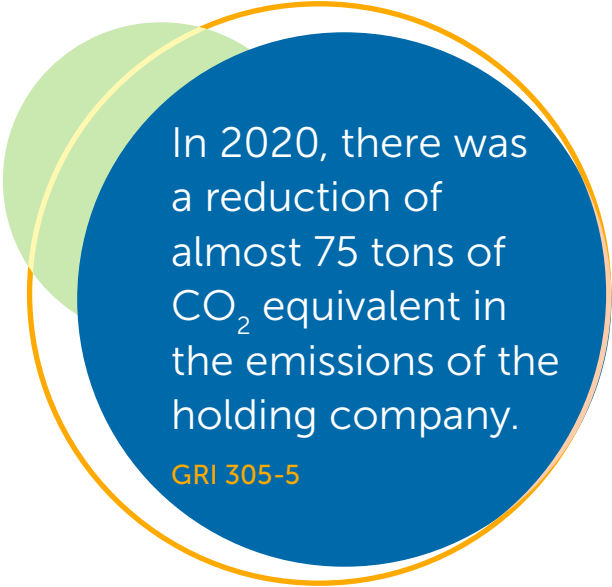
⁴ Rumo started the process of monitoring scope 3 emissions in 2020. As of the date of publication of this report, the data was not yet available

⁵ As of 2019, Raízen showed a significant increase in scope 3, due to the inclusion of new categories in its inventory.

⁶ In 2020, Compass started to consider the combustion of natural gas distributed by Comgás to its customers in scope 3, which justifies the increase in the volume of emissions. With this volume of distribution, Compass supports its customer’s energy transition, by allowing them to reduce their emissions up to 30%. The 2019 scope 3 inventory, was adjusted to the same methodology used in 2020.

⁷ Data that is equal to 2019 was used only to estimate total emissions in 2020. As of the date of publication of this report, data of companies for 2020 was not yet available.

* Approximate emissions of natural gas in relation to fuel oil emissions.





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SOCIAL







People management

GRI 103-2, 103-3 Management of risks and cyber security for people and assets, 103-2, 103-3 People management and promotion of diversity, 403-6

We are 73 male employees and 61 female employees at the holding, which, added to the portfolio of companies, result in a team of more than 40,000 people who dream, believe and chase after the dreams.

Employees by gender by company

GRI 102-7, 102-8

	2019			2020		
						
Cosan ¹	77	70	147	73	61	134
Raízen ²	24,338	4,505	28,843	24,338	4,505	28,843
Compass ³	869	356	1,225	835	360	1,195
Moove ⁴	1,184	463	1,650	1,252	482	1,734
Rumo	7,860	737	8,597	7,787	815	8,602
Total	34,328	6,131	40,462	34,285	6,223	40,508

¹ Further information about our employees can be found [here](#).
GRI 102-8, 405-1; SASB FN-AC-330a.1

² Data referring to Crop 19'20, considering only operations in Brazil.

³ 2019 data represents only Comgás' employees.

⁴ Data regarding employees of Moove's operations around the world.

Each of our businesses requires a specific way of acting. However, there are elements that permeate all of them and are the representation of **Our Approach**

GRI 102-16



▶ **Entrepreneurial:** Being adaptable to generate growth opportunities based on challenges.



▶ **Empathic:** Incorporating different profiles and talents contributes to our best results.



▶ **Ethical:** Autonomy requires responsibility.



▶ **Encouraging:** Recognizing individual and collective performance catalyzes transformations based on example.

In 2020, we reaffirmed our priority regarding the physical and mental health of our employees and third parties and, in view of the Covid-19 pandemic, we adopted a full contingency plan, adhering to distance working (work-from-home) for employees and partners in the administrative areas of all companies, in addition to making adaptations in facilities and processes to ensure the safety of professionals who were needed in the field, ensuring the continuity of our operations – most of them considered essential.

Among other measures, we suspended as many flights as possible, both national and international, and avoided overland travel as much as possible as well, maintaining preventive measures upon an impossibility of cancellation. External meetings began to be made using remote communication channels, and internal meetings, when not remote, were restricted to ten participants and respecting the safety distance between them.





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All people who are part of the Covid-19 risk groups¹ were instructed to adopt specific social distancing, care, and monitoring measures. We also acquired 120,000 tests to verify the presence of the virus in our employees and their families; we expanded the Amigo Program, which started at Comgás to offer psychological, legal, financial support, among other advices, to all companies; and we were pioneers in Brazil to communicate a commitment not to lay off employees during the pandemic.

In May, we applied satisfaction questionnaires regarding distance working. The purpose was to understand the needs of employees who were working from home. The survey had 91% adherence and guided structured actions to quickly support professionals.

As the number of cases decreased, according to the official count of the public authorities in each region, we reopened our offices. However, responsibly following the guidelines of the health agencies and, mainly, respecting the decision of the professionals who chose to continue working from their homes to maintain the protection of their family members.

¹Individuals over the age of 60 and with chronic diseases (diabetes, high blood pressure, among others).



To those heroes who understood that many people and businesses rely on the continuity of our operations even during so hectic times, we reinforce our gratitude. We continue to closely monitor the events and impacts of this pandemic adapting our businesses as the various scenarios unfold.

Attraction

We want people in our team who are ethical in their attitudes, empathetic toward others, enterprising to make decisions and encouraged to pursue the best results. Each company in the group structures their own initiatives to attract people, according to the needs of each segment. To contribute to this aspect, in 2020 we matured the #ME-GAestágio Cosan, which allows job rotation in up to seven businesses, considering the opportunities in our corporate sector at the holding, and the different positions in the companies Raizen, Comgás, Rumo, Brado, Moove, Trizy, and Payly. Among 2,411 subscriptions, seven undergraduate students – regardless age or educational background – were selected in the cities of São Paulo (SP), Santos (SP), and Sumaré (SP). These students are already working on our teams and shall complete the learning journey by the end of 2021.

Also, to strengthen our employer branding, we keep close ties with several educational institutions, such as Universidade Presbiteriana Mackenzie, Insper and Fundação Getulio Vargas – in São Paulo (SP). Every six months, a group of students receives a project to develop over the course of a set period. Opportunities on our team have already been opened for scholars with high academic performance.





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Development

In 2020, our Board of Directors approved the Education Incentive Policy and as a result we conducted several training sessions – all virtual, due to the pandemic. Among them, the LiderAção Program stands out, a leadership academy with 17 mapped managers and newly promoted directors from all companies in the portfolio who participated in a potential acceleration journey involving mentoring, workshops, and group projects.

We continuously foster the exchange of experiences between professionals from our companies. An example is the Multicadores Program, in which employees from different areas organize into groups to share knowledge and identify opportunities for synergy.

Specifically for professionals in the Human Resources areas of our companies, we have matured the HR Academy program. The initiative resulted from extensive research, carried out in the previous year, which identified the skills we want from these professionals in the future: essence, connection, business vision, and transformation. As a result, it was possible to structure a learning architecture to strengthen the team for linear and strategic performance as business partners and with a focus on results based on defined skills.

We also strengthened the culture of exchanging feedbacks by offering trophies and the Cosan Moment, which recognizes the people who stood out the most with attitudes related to **Our Approach**, besides spontaneous recognition cards exchanged among employees.

Annually, the potential and performance of the entire team are assessed. The Human Resources areas of our companies monitor, in an integrated manner, learning curves, fulfillment of goals and interests of each employee. The purpose is ensuring the right professionals are allocated to the right positions, in order to support the continuity of succession movements in line with business growth. **GRI 404-3**

Continuous development programs, technical training, corporate universities, and partnerships with educational institutions are examples of initiatives undertaken autonomously by the companies in our portfolio to develop soft skills and train our internal audience in the stages of performance and potential cycles. In addition, we apply a post-career preparation program “+ Energia para o Futuro,” to guide participants in the construction of career and life planning. **GRI 404-2**



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4million
training hours

**Average hours of offered
training by gender¹** GRI 404-1

	2019	2020
	18	24
	29	24

**Average hours of offered
training by employee category¹**
GRI 404-1

	2019	2020
Officers	16	12
Managers	32	24
Experts	24	24
Technicians	24	24
Assistants	0	24

**Total training hours by
company in 2020**

Cosan ¹	3,168
Raizen	3,656,302
Compass	16,292
Moove	1,253
Rumo	296,426
Total	3,963,441

¹At the holding company, training hours are accounted for by training hours made available to employees.
All employees are invited to participate in training promoted by Cosan.

Safety

Safety, of people and operations, is a non-negotiable value. We continually invest in programs and initiatives that involve training and educational actions, in addition to integrated management systems, in all companies, which guide our daily operations and provide tools for accident prevention.

We monitor and disclose our data on Lost Time Injury Frequency – LTIF, which measures the number of incidents with leave for employees and third parties per millions of worked hours with exposure to risk annually.

In 2020, more than 162 million hours were worked in all companies, with 26 incidents with leave and, consequently, a consolidated LTIF index of 0.16.

The events were reported within 24 hours to senior leaders, in addition to being monitored by directors and officers at periodic meetings. Senior Management is evaluated in relation to their performance on this indicator, being one of the socio-environmental aspects considered for the definition of variable compensation to our executives.

Our leadership relies on a robust management system – the Integrated Operations Management System (SIGO) –, which guides operations on a daily basis and provides tools that help prevent accidents. SIGO is composed of nine elements, which include all Brazilian legislation on care for the physical and mental health of workers and move through all the hierarchies of our team –thus, the tool distributes concepts, responsibilities, and systemic and control applications. [GRI 403-1](#)

Before any activity is carried out, the criticality index, the need to use PPE's and the risks (Task Risk Analysis – AST's) are checked. Workers also carry out Safety Self-Assessments (AAS) and, if they perceive that there is a risk not covered in the AST, they may open a ticket to report an unsafe condition. We maintain a training matrix for each work team, which is updated based on the analysis of exposure and criticality. [GRI 403-2, 403-5](#)



With over 162 million hours worked on all our companies, and a total of 26 accidents we presented a consolidated LTIF rate of 0.16 in 2020.

No. of incidents with leave by millions of hours worked (Lost Time Injury Frequency – LTIF), by company [GRI 403-9](#)

	Incidents With Leave	Millions Of Hours Worked	LTIF Index
Raízen ¹	17	107	0.16
Comgás	1	3	0.33
Comgás (third parties)	2	8	0.25
Moove ²	0	2	0.00
Rumo	6	42	0.14
Total	26	162	0.16

¹Data related to19'20 crop.
²Data referring to Moove's operations in Brazil.



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Respect

103-2, 103-3 People management and promoting diversity; SASB FN-AC-330a.1

Our Empathic Approach considers that respecting and including diversity in the team are attitudes that contribute to our best results. Since the previous year, when we formed a group with more than 40 professionals from all companies, and began structuring actions to disseminate the topic. As a result, in 2020 we launched the Respect Campaign, with an invitation for employees to be "I Respect" Ambassadors and content issued in internal newsletters on equality between genders, ethnicities, sexual orientation, generations, among other specters of diversity.

Our leadership, including company CEOs, remained in training to avoid unconscious biases that can influence decision-making. During the year, the Board of Directors revised the Recruitment and Selection Policy,

documenting the guideline of involving participants from all diversity groups, without any distinction in the selection process. The evolution of the diversity and inclusion movement can be observed, including in the appointment of women for the Boards of Directors of the holding company and Rumo. We are making a conscious effort to increase the participation of all diversity groups at all hierarchical levels. In this regard, **we aim to reach 30% of women in leadership positions by 2025 at the holding company¹.**

We are also committed to the inclusion of People with Disabilities (PcD) with the initiative of building a curriculum database for the Human Resources departments to reach out to this population when job opportunities arise.

¹ As a holding company, we promote and encourage autonomy in the management of our businesses, as we understand the specifics of each one. For the promotion of gender diversity and equality, each company has set specific goals for its challenges, described in its sustainability reports.





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A challenging year

Being able to adapt ourselves to generate growth opportunities based on the challenges we face summarizes **Our Entrepreneurial Approach**, an attitude intensified in 2020 to support local communities within the context of a global health crisis, with an increase in deaths due to Covid-19.

From March, when the World Health Organization (WHO) declared the pandemic, our companies donated more than R\$ 25 million, mainly to hospitals and health teams and communities in locations where we operate.

In addition, each one of our companies contributed in its own way.



Raízen, for example, produced more than 1.5 million liters of 70% alcohol for disinfection to 98 hospitals in 119 cities in nine Brazilian states. In partnership with Natura and Ypê, Raízen also promoted the packing and distribution of 70% alcohol at gas stations on the roads and at distribution points defined by the Social Transport Service (Sest) and the Brazilian Transport Learning Service (Senat). The logistics, which covered more than 130 locations, was supported by CCR and Trizy. Our logistics services platform that coordinated the distribution process, in addition to engaging our partners in this movement. The 70% alcohol was also allocated to Raia Drogasil chain, which is donating the profit from the sale of the product to initiatives to combat the pandemic.

In São Paulo and Rio de Janeiro, where there were more people infected, donations were made to field hospitals for patient care. In Rio de Janeiro, funds were allocated for the

setting up of field hospitals. In São Paulo, Pacaembu and Anhembi field hospitals received 70% alcohol. For the structure assembled at the soccer stadium in São Paulo, 2,000 liters of diesel per day were also allocated to supply power generators.

Resellers of Shell service stations in the most affected regions received alcohol gel and 70% alcohol donations for the hygiene of employees and clients, and Shell Select convenience stores began offering non-perishable products and personal hygiene and cleaning items, such as alcohol gel with the Shell Select brand, making it a safe option for purchasing essential items at a fair price and at locations closer to customers.

To thank all professionals who work in hospitals and application deliverers, who continue to work tirelessly to ensure the care of patients and customers, Shell Select

offered, until the end of May, a complimentary coffee and dessert.

In view of the municipal elections that took place on the November 15th and 29th – 1st and 2nd rounds, respectively –, Raízen joined a task force of companies and entities with the purpose of ensuring a safe performance in electoral zones throughout the national territory. The company donated 2.2 million vials of alcohol gel that were used by voters and 420,000 vials of 70% alcohol for disinfection of polling stations in the 26 Brazilian states and the Federal District.

In Argentina, where Raízen began operating in 2018, a campaign to donate food and cleaning products to families in vulnerable communities around the main operations was carried out. The company also helped with the purchase of essential supplies for the main health centers in the region.



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A challenging year

COMPASS

Compass, through Comgás, carried out a series of initiatives to minimize the effects of Covid-19 and ensure the regular supply of natural gas to more than 2 million customers. The company prioritized the connection of piped natural gas to hospitals, which were connected in record time; donated a hot water system for bathing patients and health staff at the Anhembi field hospital; and delivered ten ventilators to the public health network. In the residential and small businesses segments (identified with consumption of up to 500 m³/month), Comgás temporarily suspended cuts, just as it did with the collection of amounts due as a minimum contracted volume and not withdrawn (take-or-pay) in the industrial

segment. In addition, a special installment condition was offered throughout the year up to six deferred payments, with no fines and no interest for defaulting residential clients, and for the commercial segment that had an average consumption of up to 999m³/month in the records between January and March of 2020. In order to make it possible to settle debts and not interrupt an essential service such as piped natural gas distribution, a renegotiation procedure for residential and commercial clients was also offered from November 03 to December 18. Thus, clients with accounts overdue for more than a year enjoyed discounts of up to 50%, without incurring in fines or additional interest.





Value chain management

A challenging year



Moove donated essential items to hospitals in the Ilha do Governador, in Rio de Janeiro (RJ), staples and hygiene products to hundreds of families, and 3,600 handmade fabric masks made by small producers in the region. Moove also distributed free meals to truck drivers who accessed its plant.

Through the Mobil brand, Moove also donated 10,000 protection kits for motorcyclists in São Paulo (SP), in partnership with Duas Rodas magazine

and Rappi. The kits, distributed in five parts of the city, contained two washable masks, produced in double-layered fabric, following the guidelines set out by the Ministry of Health, and a booklet with information on correct hygiene practices for protective equipment. Also, in partnership with Trizy, Moove distributed over 10,000 food kits and 60,000 booklets with instructions on measures to combat Covid-19 to truck drivers who passed through CCR points between April 22 and 25.



Rumo asked the health departments of the municipalities covered by the concession areas to list the main demands for combating the pandemic. Some considered equipment for intensive care and outpatient units as a priority; others required towels, blankets, sheets, cleaning products and food.

At the terminals in operation, Rumo set up structures to serve truck drivers 24 hours a day. Nursing practitioners performed the screening at the access routes to yards, with temperature measurement. If someone was identified as having a fever, they received medical instructions and were directed to a special discharge queue, where their stay was limited to the minimum necessary.

With four terminals in operation at the Port of Santos, Rumo also donated 250 liters of 70% alcohol from Raízen to the Santos Port Authority (SPA). The product was used in the cleaning of spaces and the equipment and machinery of companies operating at the port, whose activities are essential for the flow of goods (food and raw materials for the production of medicines) and the Brazilian trade balance.



Value chain management

Responsibility throughout the chain

To us, socially responsible action means taking care of all the people – within and around our value chain. The actions taken during 2020 to fight Covid-19 were made possible because we constantly exercised dialogue, in all companies in the portfolio, with those who trust us – suppliers, partners, local governments, neighboring communities, among other stakeholders.

Corporate direction is part of the responsibilities of the Senior Management teams, which, throughout the year, reviewed and approved the Policy for Relations with Public Bodies, the Donation Policy for political parties and candidates and the Donation and Sponsorship Policy, among others.

On the other hand, the daily exercise of promoting local development opportunities is the responsibility of each company.



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Value chain management

Responsibility throughout the chain



Raízen, for example, runs the ELO Program for six years now, an initiative in partnership with the organizations Imaflora and Solidaridad focused on the continuous improvement of more than 99% of the sugarcane suppliers based on economic, environmental, social and governance criteria.

In pursuit of excellence in transportation operations, the company trains truck drivers (sugarcane and fuel) on safety principles. The fleet is remotely monitored 24/7 to observe distance traveled, vehicle speed, hard braking, and sudden acceleration, amongst other information. Specifically in sugarcane transport, the more than 2,500 drivers compete in the Conduzir Program, which is in its third edition, and where they are evaluated based on safe driving and economic driving indicators. The top 15 drivers are awarded and recognized at the end of each crop year. On the fuel distribu-

tion front, the Truck Rodeo is an event that is already part of the company's corporate schedule. The objective is to encourage best road safety practices among drivers who work for Raízen across the country. The ninth edition of the program, which ended in March, engaged around 200 truck drivers to the best road safety indicators – especially Zero Accident. Due to the pandemic, the final award in the last edition for the best drivers in Brazil was adapted as a live online broadcast with the participation of the directors and where the winners were announced. Raízen also participates in "Na Mão Certa" initiative, an initiative from Childhood Brazil's. Through this program, companies sign and commit to the Business Pact Against Sexual Exploitation of Children and Adolescents on Brazilian Roadways.

Through Raízen Foundation the company also seeks to make a positive contribu-

tion to children, youth, and adults in the localities in which it operates, promoting education, professional qualification and, consequently, income generation. Projects are conducted with their own resources and based on the best use of incentive laws – managed by an internal governance structure that includes software for prioritizing and evaluating projects and multidisciplinary committees for the analysis, selection and approval of initiatives aligned with the company's strategy.

In Argentina, Raízen has also continued the "Criando Vínculos" program, which promotes and monitors initiatives, ideas, and projects by social organizations in the communities surrounding its operations. In 2020, around 13 projects were being monitored, reaching more than 2,000 people directly and other 6,500 indirectly.

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Value chain management

Responsibility throughout the chain

COMPASS

Compass inherited from Comgás the management of suppliers based on a strategic matrix of criticality. The entire gas supply is acquired from two contracts with Petrobras – one with national input and the other from Bolivia. Regarding the most relevant materials, companies that sell pipes, fittings, valves, meters, regulators and pressure and odor reduction stations stand out. Among the main services are companies with activities related to the construction of networks and extensions, internal installations, management, and inspection of works and customer assistance, in addition to meter readers. Comgás inserts all the social and

environmental requirements in the Health Safety, and Environment (HSE) contractual annex to the standard contracts starting 2020. Thus, the suppliers contracted in the year were selected based on these criteria.

Resources are also directed to socio-environmental projects in line with the brand’s pillars. To ensure the best use of incentive laws, Comgás maintains close contact with city halls, who assist the company in defining local demands. In 2020, about seven projects were supported through the Child and Adolescent Fund and the Elderly Fund.



In its relationship with the communities, **Moove** performs territorial mapping and diagnosis of the needs of the populations around its operations, in order to understand their particularities, develop initiatives and projects that involve them in. The company also maintains an open channel with the communities, through which suggestions can be sent and complaints registered either using the Operations and Security Control Center (CCOS) phone numbers, operating 24 hours a day, or in person, directly at the plant reception gates at Ilha do Governador, in Rio de Janeiro (RJ). Communications from the surrounding community are received, recorded, and forwarded to the responsible areas, which evaluate and adopt the appropriate measures. Also, as part of this work of approaching and listening, Moove participates in the Community Advisory Council of Ilha do Governador, led by the Military Police, in which civil society is represented by government agencies (City Guard, Fire Department, City Hall), NGOs, and neighborhood residents, among others.





Value chain management

Responsibility throughout the chain



Similarly, **Rumo** provides 24-hour relationship channels. Thus, responses are guaranteed in line with the reality of the impacted area. In addition, in 2020 a committee was set up to analyze all requests from municipalities mapped as critical.

Despite the specificity of the services and materials that Rumo requires, local suppliers are always prioritized in order to contribute to the development of the regions surrounding the areas where the company operates. The approval process considers not only compliance with sectorial rules and with the legislation, but also respect for environmental and labor aspects. To support all these procedures, over the year Rumo consolidated the Service Non-Conformity Request (RNC) tool, which can be used by any professional at the slightest sign of a problem with third parties. The form lists

aspects for which the tolerance level is zero, such as working conditions analogous to slavery. To solve other non-conformities, action plans are prepared. Another differential of the company is a multidisciplinary Third Party Management Committee, which seeks to identify the main obstacles and difficulties faced by each operation and decide on the replacement or recovery of the responsible supplier.

Rumo is also aware of the importance the theme of origin of the products transported. Thus, the company has been investing in technology to ensure the tracking of 100% of cargo by 2025.

Further information about the responsible performance of each of our companies is detailed in their respective annual sustainability reports, which can be accessed [here](#).





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Corporate governance

GRI 103-2, 103-3 Best corporate governance practices

We recently celebrated the successful completion of the process of simplifying our corporate structure, unifying the Cosan holding into a single listed company – an essential step to further strengthen our corporate governance. This is a great achievement, as it demonstrates an important process of maturation that allows us to continue even more strong towards new achievements, freeing energy from the holding company to perform its primary role of creating value from the sustainable capital allocation for which it is responsible. The operation consisted of the merger of Cosan Limited and Cosan Logística S.A. into Cosan S.A., consolidating the various free floats and increasing the liquidity of our securities.

The process included the creation of committees, at Cosan Limited, Cosan Logística and Cosan S.A., entirely comprised of independent members and with notable experience and technical skill in order to analyze all the material to be prepared for

the implementation of the intended operation, to negotiate merger proposals and submit recommendations for approval by the Companies' Boards of Directors, and, finally, by shareholders at general meetings held on January 22, 2021.

We now comprise a single holding company, Cosan S.A., which is listed in B3's Novo Mercado, the Brazilian stock exchange, under the ticker symbol CSAN3. In addition, on the date of the merger, we launched a Level II ADS program, listed on the NYSE under the ticker symbol CSAN. **GRI 102-5**

As part of the corporate reorganization process, we also intend to carry out public offerings in subsidiaries, affiliates, and jointly controlled companies, to grant direct access to the main businesses. The feasibility and timing of each company's offerings are different and are subject to market conditions.

Following internal self-assessments and criteria, regulations, and concepts of excellence in the global market, we improve our corporate governance practices year by year, among which the following stand out:

- ▶ Segregation of the roles of chairman of Board of Directors (CA) and officer-chairman. **GRI 102-23, 102-24**
- ▶ Compliance program, with Ethics Channel and 17 policies related to the topic, reviewed and approved during the year¹.
- ▶ Risk management policy and risk map approved by the Board of Directors.
- ▶ Talent and succession management map periodically evaluated by the People Committee and the Board of Directors.
- ▶ Periodic evaluation of executives based on economic and socio-environmental criteria.
- ▶ Internal Audit, Risks and Compliance area, with a fixed agenda for reporting to Audit Committees and Board of Directors.
- ▶ Advisory committee.
- ▶ Transparent and timely communication with investors, with annual events to present strategy and results; conference calls after disclosure of results; simultaneous disclosure in English and Portuguese of material facts, among other actions. **GRI 102-21**

We were included into the 16th. Corporate Sustainability Index (ISE-B3) listing in 2020, valid from January 4 to December 30, 2021. This achievement was possible due to our efforts in measuring and reporting issues related to economic, environmental, social, and governance aspects besides including us among the 200 most liquid companies in B3, the Brazilian stock exchange.

¹Internal Audit Policy; Policy for Offering or Receiving Gifts, Presents and Hospitality; Anti-Corruption Policy; Antitrust Policy; Policy for Relations with Public Agencies; Money Laundering Policy; Donation Policy for Political Parties and Candidates; Policy on Transactions between Related Parties; Disciplinary Measures Policy; Travel and Transportation Expenses Policy; Securities Trading Policy and Disclosure of Material Information; Donation and Sponsorship Policy; Recruitment and Selection Policy; Education Incentive Policy; Procurement and Contracting Policy; Asset Use Policy; Variable Compensation Policy.





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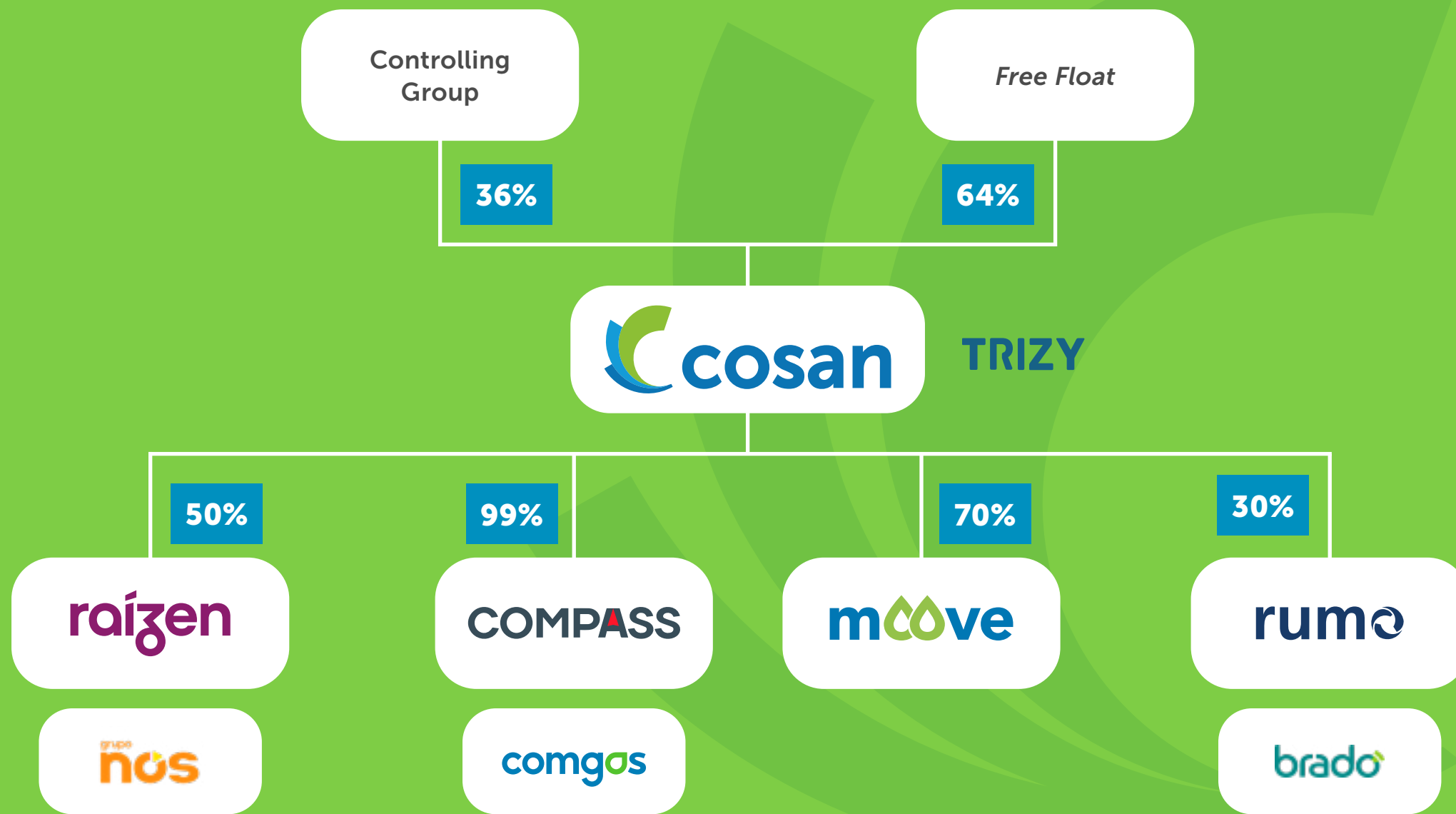
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Simplified corporate structure





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Governance structure

GRI 102-18, 102-22

In all the companies of our group, governance structures and practices are maintained in line with the requirements of Novo Mercado and through which business objectives, corporate strategies and mechanisms for risk management are transparently established and reported. Decisions on economic, environmental, and social topics are made by the Board of Executive Officers and the Board of Directors.

Board of Directors

- ▶ Collegiate decision-making body, responsible for establishing general business guidelines and policies, electing, and dismissing members of the Board of Executive Officers and for the supervision of officers' management, among other duties described in our Reference Form (available [here](#)) and the Company's bylaws. **GRI 102-26**
- ▶ Comprised of a minimum of five and a maximum of twenty sitting members, elected at the Shareholders' General Meeting for a two-year term of office, with the possibility for reelection. The appointment of members to the Board meets the requirements set forth in

the Brazilian Corporation Law, and in CVM regulations. We must also seek to achieve diversity in the composition of the Board while seeking, among others, the following qualifications: previous experience as a director or executive; and knowledge of finance and accounting, topics related to national and international markets, corporate governance, compliance, internal controls, risk management and people management.

GRI 102-24

- ▶ Independent members are not direct or indirect controlling shareholders; neither are they spouses, partners, or direct or col-lateral relatives in the first or second degree of kinship in relation to the controlling shareholder or any manager or other shareholders; and neither were they employees nor officers of the controlling shareholder or of subsidiaries, affiliates, or joint ventures over the last three years.
- ▶ General quarterly and extraordinary meetings whenever required. **GRI 102-31**
- ▶ In a year as challenging as 2020, business executive officer meetings took

place more frequently, so that risks could be analyzed and assessed during crisis committees. In this urgent scenario, there was no formal process for bringing crucial concerns to the board. However, when necessary, the issue is included in the agenda for quarterly discussions. Two critical concerns were raised with the Board of Directors during the year: one about the pandemic and the other about the hacker attack. **GRI 102-33, 102-34**

- ▶ Members of the board may leave office upon resignation or removal. In the event a position of any director becomes vacant, the Chairman, or whoever is replacing him, will appoint the alternate, who will act until a General Meeting is held.
- ▶ In 2020, we moved forward with our agenda of promoting diversity, with the first election of a female director to our Board of Directors.
- ▶ Currently, one of our executives is responsible for EESG topics and team, presenting the performance of this agenda on a quarterly basis to the Board of Directors. **GRI 102-19, 102-20, 102-27; SASB FN-AC-410a.2**



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Board of Executive Officers

- ▶ In charge of managing operations and implementing the policies and guidelines established by senior levels.
- ▶ Composed of, at least, three and, at most, eight members.
- ▶ A two-year term of office and re-election is authorized.

Composition of the Board of Directors from 01/22/2021¹

Click on the name of the executive to know more.	Cosan S.A.
GRI 102-23, 102-27	
Rubens Ometto Silveira Mello	Chairman
Marcelo Eduardo Martins	Vice-Chairman
Burkhard Otto Cordes	Actual
Luis Henrique Cals de Beauclair Guimarães	Actual
Pedro Isamu Mizutani	Actual
Dan Ioschpe	Independent
Vasco Augusto Pinto da Fonseca Dias Júnior	Independent
José Alexandre Scheinkman	Independent
Ana Paula Pessoa	Independent

¹Composition elected at an extraordinary general meeting held on the day of the approval of the corporate reorganization (fact subsequent to the period covered by this report).



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Composition of the Board of Directors from 01/22/2021

Click on the name of the executive to know more.	Cosan S.A.
Luis Henrique Cals de Beauclair Guimarães	Chairman
Marcelo Eduardo Martins	Vice Chief Financial Officer and Investor Relations Officer
Maria Rita de Carvalho Drummond	Vice Chief Legal Officer

Advisory committee

- ▶ Composed of three members.
- ▶ A two-year term of office and re-election is authorized.
- ▶ Advise the Board of Directors on navigating strategic issues:
 - ▶ Audit Committee – Guides the engagement and withdrawal of independent auditors and oversees the internal controls and audit areas, among other duties, in accordance with the Audit Committee rules.
 - ▶ People Committee – responsible for allocating the global amount intended to managers, established by the general meeting, among the members of each body and its division according to the nature of the benefits.

Leadership movements

In 2020, we consolidated strategic movements in the composition of the Board of Executive Officers and the Board of Directors of the main companies in the group. Luis Henrique Guimarães replaced Marcos Lutz at our Board of Executive Officers and at Raízen’s Board of Directors, which now is chaired by Ricardo Mussa, who held the office as Raízen’s Executive Vice President of Logistics, Distribution, and Trading, and also successfully headed other companies within the group, such as Moove.

Mapped in the line of succession of our executives, Maria Rita Drummond assumed the position of Vice Chief Legal Officer, a position that was held by Marcelo Portela.

Nelson Gomes, Ricardo Niemayer and Rafael Bergman left their respective positions as CEO, M&A Officer and Chief Operating Officer of Comgás to assume the same positions at Compass Gás e Energia. As a result, Comgás started to be chaired by Antonio Simões, Raízen’s former Vice President of Logistics, Distribution, and Trading.

All of these movements were provided in our talent and succession management map – structured based on the analysis of skills and mapping of high performing professionals, which demonstrates that planning succession and creating opportunities to develop talent are part of our revenue to perpetuate success and build the future.



Executives’ expertise and skills

GRI 102-22, 102-27

We value the diversity of our executives’ expertise and skills in our governance bodies. Executives with complementary experiences and competencies comprise our Senior Management, which enhances our ability to assess and navigate the complex scenarios that may arise in the various segments in which we invest.

Are of expertise											
	Finance, controls	Risk management	People	Sustainability	Legal/ Regulatory	Economy, policy, and regulation	Fuels	Gas and Power	Logistics	Renewable	Agricultural
Rubens Ometto Silveira Mello	✓	✓	✓	✓	✓	✓	✓			✓	✓
Marcelo Eduardo Martins	✓	✓	✓		✓	✓	✓	✓			
Burkhard Otto Cordes	✓	✓	✓	✓	✓	✓					✓
Luis Henrique Cals de Beauclair Guimarães							✓			✓	✓
Pedro Isamu Mizutani				✓		✓				✓	✓
Dan Ioschpe	✓	✓	✓	✓	✓	✓					
Vasco Augusto Pinto da Fonseca Dias Júnior				✓			✓	✓	✓	✓	✓
José Alexandre Scheinkman	✓	✓				✓					
Ana Paula Pessoa	✓	✓		✓		✓					
Maria Rita de Carvalho Drummond		✓			✓						

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Management’s compensation

GRI 102-35, 102-36, 102-37

Our Compensation Policy establishes the guidelines that must be observed and applied to compensate the elected statutory members of the Board of Directors, the Statutory Board of Executive Officers, the Fiscal Council, and the Statutory Committees.

The members of the Board of Directors are entitled to a fixed compensation made up of 12 monthly installments, whose amount is determined based on their duties, skill, time dedicated to the duties performed and their services in the market. The compensation of the Statutory Board of Executive Officers is composed of fixed and variable elements of short and long terms. The fixed element of the managers’ compensation is determined according to the complexity and level of responsibility of the roles performed and the market practice. In the short-term variable compensation, to ensure differentiation and meritocracy, individual performance indicators are also taken into account, which are partly behavioral, and partly linked to financial and project goals. In turn, the payment of the long-term variable compensation takes into account the individual performance of the eligible managers and the performance of our shares in the capital market.

The assessment of individual performance is made up of financial and sustainability goals (health, safety of people and operations and the environment), projects, behavioral and attitude elements, as well as a commitment to prepare succession and development of people, aligned with guidelines defined by the People Committee in accordance with best market practices.

SASB FN-AC-410a.2.

Every two years, compensation consultants analyze the market compensation scenario, making recommendations to adjust the compensation of members of the Board of Directors. These recommendations are previously approved by the People Committee and CEO. Compensation of the organization’s executives is evaluated annually. Any adjustments are submitted to the approval by the Board of Directors.

The People Committee is comprised of two statutory members, an independent member of the Board of Directors, an internal advisor and the HR officer or Vice Chief Legal Officer, depending on the subject being discussed. Eventually, other people may be invited to join the discussion.



Walking the talk

Health, environmental, people and operational safety goals are KPIs considered in executive’s compensation.

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Compliance program

GRI 102-16, 102-25, 103-2, 103-3 Best corporate governance practices, 205-2; SASB FN-AC-510a.2.

Ensure everyone is going to the right direction is the main purpose of our compliance program, which establishes policies and procedures related to critical compliance topics, such as anti-corruption, conflict of interest, transactions between related parties, dialogue with the Government, respect for diversity and valuing human rights, among others.

The topic is jointly managed by the Corporate Legal Compliance area and our Internal Audit, Risks and Compliance area, reporting to the Chief Financial Officer, the Audit Committee, and the Board of Directors.

Our Code of Conduct, reissued in 2019 and available [here](#), establishes guidance in clear and objective language, to all employees and third parties – ours and those from the investees – to make the right decisions, ensuring the adherence of daily activities to the values and principles that govern Cosan's Ethical Way. The document presents a specific section for potential conflicts of interest, which must be reported according to the "Conflict of Interest Policy." In the event of an actual (or suspected) conflict



of interest, employees shall inform their managers and stay away from the situation and not take any decision or attitude regarding the matter until further notice. We have adopted the CAP system for Conflict of Interest records, and the employee must complete the standard form and forward it for analysis by the Legal Compliance area, which approves or rejects the conflicting transaction, justifying its decision.

GRI 102-25

Anyone who does not follow the guidelines set out in our Code of Conduct is subject to ceasing to be part of our team. An intense schedule of online training has been undertaken, in this regard, by our corporate area and all the companies in our portfolio. The goal is to raise awareness of 100% of our workforce – 99.6% has already been achieved and duly trained in 2020. Other highlight in the year was the production of the Guide to Good Practices, the result of an internal event in which the presence of our brands on digital social networks and the way employees can use and leverage LinkedIn as a work tool were debated (for further information, click [here](#)).

GRI 205-2



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The alignment of expectations on the behavior of business partners was especially enhanced through announcements, in addition to the contractual clauses, according to the operation in which they are involved. In 2020, we increased our attention to the compliance analysis of business partners – in total, 820 were evaluated, of which 20% had been classified as critical to the reputation of businesses. The figure includes Compass, with strategic contracts for infrastructure works in the Country. Among the criteria, we verify issues related to human rights and labor – slavery and child labor, among other behaviors that we reject. In addition, all payments made in the period have a specific flow of controls, established within the system, supervised by the Internal Control area and audited internally and externally. As a result, we guarantee that 100% of our operations have been assessed for risks related to corruption. **GRI 205-1**



We consider that it is everyone's duty to report inappropriate behavior. For this reason, we advise direct employees to seek guidance from their immediate managers or representatives from the Corporate Legal Compliance area in case of questions regarding the established documents. We also keep our Ethics Channel open, including to external audiences, accessible by phone (0800-725-0039) or using the link canaldeetica.com.br/cosan. The main types of complaints received refer to concerns about violations of laws, harassment, non-compliance with internal procedures and policies, deviations in behavior, favoring or conflicts of interest. In 2020, there were 1,125 records, 100% of which were investigated and completed. We operate in compliance with all regulations and laws, with independent external auditing.

GRI 102-17

In line with best practices, the channel is operated by an independent company, which records and analyzes in advance, in a confidential manner, concerns regarding 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 in which we operate. Subsequently, formalized complaints are monitored by our Internal Audit, Risks, and Compliance team, which forwards them to proper analysis. In 2020, 1,125 contacts were registered, 34% more than in the previous year, which demonstrates the reliability of the tool.

Requests/complaints received by the Ethics Channel	2018	2019	2020
Total number of guidance and/or complaints requests received in the period	522	842	1,125
Percentage of guidance and/or complaints requests answered/ dealt/ resolved in the period	100%	100%	100%





Risk management and internal control

GRI 102-10, 102-29, 102-30, 103-2, 103-3 People and assets risk management and cyber security, 103-2, 103-3 Best corporate governance practices

We continuously seek improvement and the growth of our businesses. To this end, we maintain a structure of internal controls and monitoring of results by the Board of Executive Officers, with reports to Audit Committees and Board of Directors. Together with our subsidiaries, we also have structures dedicated to Internal controls; Health, Safety and Environment (HSE); Crisis Management; and Risk management –

which operate with sophisticated operating systems and specific safety features. This joint operation gives us a comprehensive view of risks and controls to enable us to better assess the actions taken.

In the last four years, all companies in our portfolio have been challenged to identify factors, internal or external, capable of impacting the achievement of the objectives

defined in strategic planning. The movement enhances all the lines of defense established: first, the managers of the areas, owners of the risks, responsible for identifying the risks and establishing the controls; then, the compliance, risk management and internal controls teams, which support first-line managers; and, finally, the Internal Audit, responsible for constantly evaluating and improving defense procedures.

As part of our Strategic Planning, we have improved our risk assessment methodology with the implementation of a tool that ensures risk management in an effective and efficient manner. The model follows ISO 31000 international guidelines, which provides the mapping of processes from end to end, providing an overview of the risks of all businesses and the ability to identify and manage internal and external events.

Our Risk MANAGEMENT MODEL



Identification of processes



Process mapping



Assessment of risks and controls



Alignment review



Disclosure presentation



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Climate risks

GRI 102-10, 103-2, 103-3 Climate change, 201-2

We are currently learning how to integrate risks related to climate change into our operational risk matrices, and to combine the diagnosis of our participation in the CDP with these matrices. Thus, we will be able to review risks and opportunities, as well as their valuation. GHG inventories are already carried out with scopes 1, 2 and 3 by us (holding company) and our subsidiaries. Water resources and waste management are already material topics and managed by the operational businesses in our portfolio. In addition, one of the subsidiaries is part of a regulated carbon credit market (Renovabio with CBIOs), with generation and registration of credits and purchase obligations.

Our voluntary participation in the CDP, since 2019, is the starting point for the identification of these risks. We are committed to involving all companies in our portfolio in the initiative from 2021 onwards, with individual goals of continuous improvement in their ratings. The objective is for the topic to mature in all operations for the strength of

our risk and opportunity matrix. The strategy and financial planning for the management of the identified risks and opportunities will be jointly disclosed when our assessments are completed and evaluated by the Board of Directors of the holding company and the investees.

Although the risks related to climate change have not yet been included in the company's risk management matrix, operational efficiency has always been a driver of our management. Last year, we released our GHG reduction goals (click [here](#) to see our commitments), which now make up the set of criteria for manager compensation.

The risks currently identified and present in the matrices are:

Financial risk: involves all risks related to rain, air temperature, wind, relative humidity, installed locations, global consumption trends, and transition to a low carbon economy. In this regard, we mapped the risk of experiencing interruption in the supply



of products or services due to extreme changes in the climate. For management, we have contingency plans in operations, alternative energy sources in the event of an interruption in the country's electrical system, continuous improvement projects in search of greater energy efficiency and carbon pricing for products with a low carbon footprint in the portfolio.

Reputational risk: refers to risks related to partnerships, supply chain, media, publications, and positions of companies that can lead to loss of value and credibility. For management, we have contingency plans for communications with the market, structure of disclosure Boards and Committees and policies and procedures, in addition to the Code of Ethics and Conduct.

We intend to integrate risks related to climate change with financial and reputational risks, in order to consolidate a unique risk matrix, without differentiation in the identification, monitoring and management hierarchy.



Safety of information and data protection

GRI 103-2, 103-3 People and assets risk management and cyber security, 103-2, 103-3 2 Best corporate governance practices

In March 2020, some of our systems experienced a momentary interruption due to criminal action by hackers. The operations, however, were fully resumed a few days after the attack, with limited impact on results. Our actions were guided by contingency plans, which allowed us to continue our activities, even partially, on the day of the attack.

As a learning process, we developed a strategy based on the pillars of Processes, People and Technology. Thus, we increased our investments to strength these pillars, including a new Information and Cyber Safety structure, with a new board of executive officers and hiring experts who joined our Corporate teams and the new Cyber Defense Center, created within our Shared Services Center (CSC). In addition to these core teams, for an adequate alignment with businesses and a segmentation of roles and responsibilities between teams and companies, we have the Information Security Officers (BISO – Business Information Security Officer), who are responsible for

Information and Cyber Security as part of the local organization of the companies in our portfolio, making decisions on the use of services and governance of core teams. We also developed our Information Safety Policy, approved by the Board of Directors in early 2021. The objective is to establish general guidelines and principles for information safety and cyber safety for companies, ensuring that the entire team operates in line with the rules regarding the processing and protection of information and information assets, as well as ensuring our ability to detect, prevent, and reduce information safety risks.

We set goals in the search for evolving safety controls, following good market practices, such as the NISC-CSF framework, with periodic measurement of the maturity score with monitoring by executive forums, through an Information Safety Management System – ISMS (recurring cycle of monitoring evaluations).

Through the ISMS, the main Strategic Safety Planning initiatives are monitored, with a



description of the actions, deadlines, and responsible persons, in addition to indicating the evolution status of each front – items also monitored in the executive forums.

We have massively invested in upgrading software to more modern versions. In addition, we continue to evolve in improvements in the detection of threats and attacks and in response speed and

correction of vulnerabilities. Our new Cyber Defense Center has external technologies and services for 24-hour monitoring, identifying attack attempts and incident responses. We periodically carry out intrusion and attack tests on our systems, also supported by contracted companies – with the intention to constantly monitor and improve networks and systems with a view to protection.

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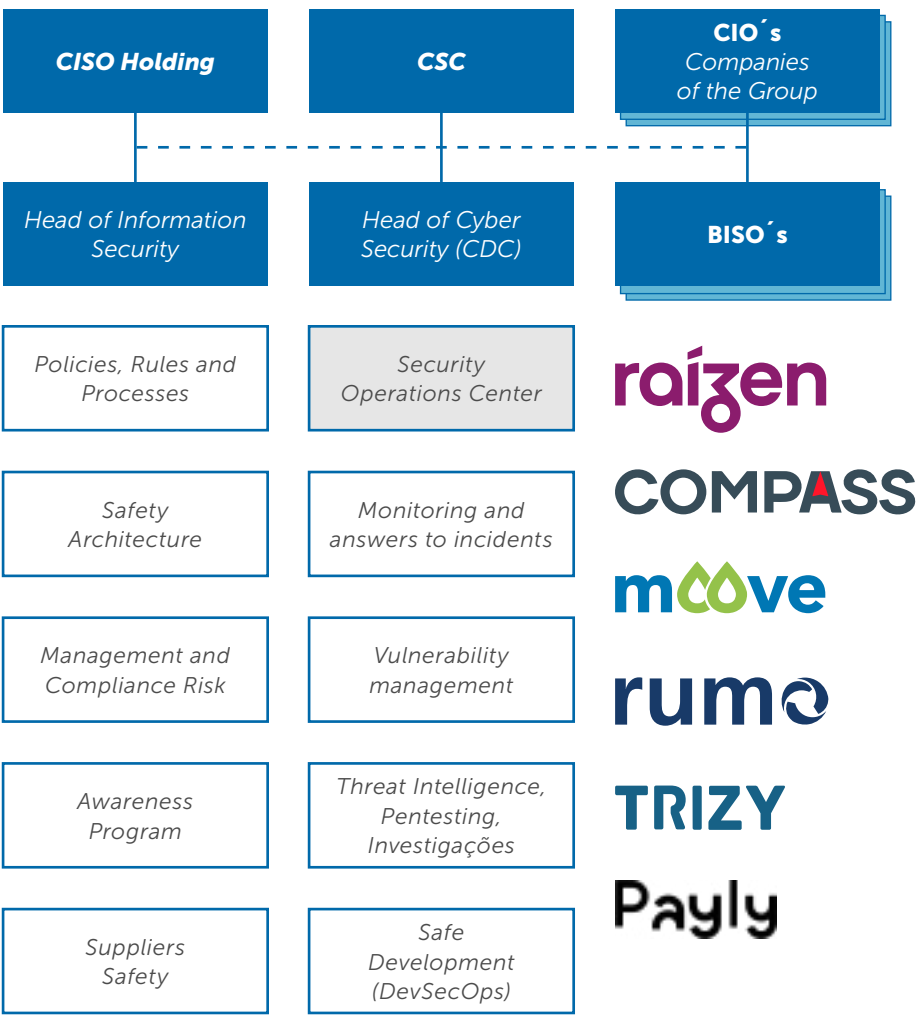


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Each company is responsible for taking care of information. The structure aims, in addition to strengthening the risk management culture, to define priorities and bring safety closer to businesses. It also stresses that people are protagonists in maintaining the culture of Information and Cyber Security and in the continuous protection of the data available to them – an idea that will be strengthened, starting in 2021, based on a broad internal awareness campaign entitled “Guardian – You are key to our Safety;” and the engagement of active suppliers in critical processes involving data processing and storage services. The work includes information collection, through questionnaires; remote and/or on-the-spot audits (depending on the supplier’s rating); definition of action plans; and monitoring to assess continuous improvement.

The safety risk management methodology – adopted based on the ISO 27001 and ISO 27005 standards – has been applied initially in the activities related to the management of incidents and vulnerabilities, and as of February 2021, will include supplier assessment, being gradually applied to the analysis/assessment of risks in business processes.

Our Safety Structure



CISO – Chief Information Security Officer / BISO – Business Information Security Officer

Also, we always ensure the safety of the information of our partners and clients. The construction of new processes and the updating of existing ones further build on this commitment.

Since 2019, a multifunctional team has acted in an integrated manner to study the necessary adaptations to the new General Law on Protection of Personal Data (LGPD). The first phase of this work, which started in April 2019, comprised the hiring of specialized consultants, mapping of the teams that deal with personal data, identification of the legal bases that justify the activities, establishment of the data storage time and indication of the protective measures, in compliance with strict safety and confidentiality standards. The second phase, which went throughout 2020, focused on the implementation and management of our Personal Data Protection and Privacy Program, seeking the maximum adequacy of operations to the terms of the LGPD. When the legislation came into force in August, our Privacy Policy (available here) was already public.



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We believe that the ESG concept should be expanded to EESG, with the addition of Economics as our fourth pillar of sustainability and a mechanism for creating value in the future. Our discipline in capital allocation combined with the application of ESG criteria to the decision-making process is what allows the configuration of our robust portfolio, in which we invest and with which we contribute to the foundations of a more competitive Country in the global economy, and a protagonist of the transition to a low carbon economy in the medium and long terms.

Thinking about tomorrow, we are planning how the Task Force on Climate-related Financial Disclosures (TCFD)

recommendations will be incorporated into our financial reports today. However, we already understand the need to measure our performance based on evaluations aimed at the strength of capital structures; the optimization of assets and processes, always seeking a balance between efficiency and safety; the sustainability of businesses; and operational excellence.

We are oriented to combine the growth of our businesses with operational margins of efficiency and continuous improvement, so that our results are in line with the minimum established returns, measured according to the following parameters: EBITDA; cash generation and return on invested capital.

In 2020, we reached consolidated EBITDA of R\$ 9.3 billion, compared to R\$ 9.4 billion in 2019, impacted by the effects of the pandemic on businesses. Net income ended the year at R\$ 860 million, mainly affected by the negative (non-cash) effect of the devaluation of the Real in the unprotected portion of the perpetual bond. We also achieved a ROIC of 10%, compared to 11% in 2019.¹ These are very robust results, which show the resilience and complementarity of our portfolio in face of an adverse scenario, mainly due to the crisis caused by Covid-19. [GRI 102-7](#)

Total assets under management, by asset class, which employ integration of environmental, social and governance (ESG) issues and thematic investments in sustainability (in R\$) [SASB FN-AC-410a.1](#)

	2018		2019		2020	
	Jointly subsidiaries (Equity Accounting)	Subsidiaries consolidated	Jointly subsidiaries (Equity Accounting)	Subsidiaries consolidated	Jointly subsidiaries (Equity Accounting)	Subsidiaries consolidated
Integration of ESG issues	-	56,360,716	-	65,717,874	-	83,713,565
Investments in sustainability topics	946,282	-	1,131,406	-	583,001	-
Total	946,282	56,360,716	1,131,406	65,717,874	583,001	83,713,565

¹Consolidated EBITDA on a pro forma basis, wich includes 50% of the results from Raizen. In addition, it is adjusted for the non-recurring effects highlighted in the Company's quarterly earnings reports.





Financial disclosures related to climate

We are structuring how the Task Force on Climate-related Financial Disclosures (TCFD) recommendations will be incorporated into our financial reports in the coming years. For this purpose, we detail below our action plan for each of the 11 TCFD recommendations, according to the pillars:

Governance

1.

How does the Board of Directors oversee the risks and opportunities related to climate change?
- ▶

Leadership in the EESG agenda was assigned to one of our executives, reporting directly to the CFO issuing quarterly reports to the Board of Directors on the performance of all our operations in relation to the topic.
- ▶

The operational risk matrix, assessed periodically by the advisory committee and Board of Directors, will incorporate the risks and opportunities related to climate change, and therefore the current hierarchy of risk management and monitoring will be the same used for those related to climate change.
2.

What is the role of the Board of Directors in assessing and managing risks and opportunities related to climate change?
- ▶

The operational risks matrix, assessed periodically by the advisory committee and Board of Directors, is under review to incorporate risks and opportunities related to climate change. The responses to the CDP are a starting point for this process. Further details are available [here](#) of this report.

Strategy

3.

What are the risks and opportunities related to climate change that the organization has identified in the short, medium, and long terms?
- ▶

After we complete the review of our operational risk matrix, we will evaluate the best form of disclosure.
4.

What are the impacts of risks and opportunities related to climate change on the organization's businesses, strategy, and financial planning?
- ▶

We will disclose the impacts, financial planning, and control strategies according to the risks and opportunities related to climate change after the process of reviewing the operational risk matrix and consequent approval by the Board of Directors. We invest in different sectors of the economy and, preliminarily, we identified potential synergies in our portfolio for the offsetting of negative and positive impacts.
5.

Describe the resilience of the organization's strategy, considering different climate change scenarios, including a scenario of 2°C or less.
- ▶

We always work for an increasingly clean, renewable, and competitive energy matrix. To this end, we support our strategy on the pillars: economic, environmental, social and governance, as detailed [here](#) of this report. We will continue to be attentive to opportunities to strengthen the resilience of our strategy, especially after the process of reviewing the operational risks matrix and approval by the Board of Directors. In line with the good practices of other global leaders, in 2020 we became signatories to the Global Compact and sought support from the Science Based Targets initiative (SBTi) to test the adherence of our GHG reduction goals to the 1.5°C and 2C° scenarios. However, SBTi is still developing a methodology for assessing goals in the oil and gas sector. Despite this fact, two companies in our portfolio already have defined and published GHG reduction goals, as presented [here](#) of this report.



Financial disclosures related to climate

Risk Management

- 6. What are the processes used by the organization to identify and assess the risks related to climate change?
 - ▶ Although we are still assessing these risks and opportunities, we consider that our responses to the CDP, since 2019, constitute an important starting point for this process. We are committed to involving all companies in our portfolio in the initiative from 2021 onwards, with individual goals of continuous improvement in their ratings. The objective is for the topic to mature in all operations for the strength of our risks and opportunities matrix.
- 7. What are the processes used by the organization to manage the risks related to climate change?
 - ▶ They will be defined and adequately disclosed after the process of reviewing the operational risks matrix and approval by the Board of Directors.
 - 8. Describe how the processes used by the organization to identify, assess, and manage risks related to climate change are integrated into the organization's overall risk management.
 - ▶ The operational risk matrix, assessed periodically by the advisory committee and the Board of Directors, is under review to incorporate risks and opportunities related to climate change. This joint process is what will allow – in addition to creating a single, robust matrix to be followed by all operations – all possible synergies in our portfolio to be maximized, mitigating and minimizing negative impacts and maximizing positive impacts.

Evaluations and goals

- 9. Inform the evaluations used by the organization to assess the risks and opportunities related to climate change according to its strategy and its risk management process.
 - ▶ The evaluations for assessing risks and opportunities related to climate change will be stated after the process of review and validation of the operational risk matrix has been completed.
- 10. Report the greenhouse gas emissions of Scope 1, Scope 2 and, if applicable, Scope 3, and the risks related to them.
 - ▶ Information available [here](#) of this report. The risks, however, are under identification and will be disclosed as of the next reporting cycles.
- 11. Describe the goals used by the organization to manage risks and opportunities related to climate change, and performance against goals.
 - ▶ Although risks related to climate change are still being included in our risk matrix, operational efficiency has always been one of the drivers of our management. Since 2019, we have disclosed our GHG reduction goals ([here](#)), which have become part of our compensation policy to provide an adequate incentive for compliance and monitoring.

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Our companies publish their own sustainability reports, with the same principles and guidelines followed for the preparation of our own report. The documents are available below:

raízen

COMPASS

móve

rumo



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102-8 Information on employees and other workers

Number of employees by region

2020

	North	Northeast	Mid-West	Southeast	South	Total
Cosan	0	0	0	134	0	134
Raízen ¹	148	247	1,560	26,627	261	28,843
Compass	0	0	0	1,195	0	1,195
Moove ²	0	0	0	619	0	619
Rumo	13	43	1,229	3,703	3,614	8,602
Total	161	290	2,789	32,278	3,875	39,393

Number of employees hired by age

2020

	Under 30 years old	Between 30 and 50 years old	Above 50 years	Total
Cosan	26	82	26	134
Raízen ¹	7,544	16,243	5,056	28,843
Compass	249	868	78	1,195
Moove ²	178	379	62	619
Rumo	1,953	5,870	779	8,602
Total	9,950	23,442	6,001	39,393

¹ Data from 19'20 crop.

² Data referring to Moove's operations in Brazil.

All Group's employees were hired for an indefinite period and full-time, except at Rumo, which in 2020 had four part-time employees and 215 employees hired for a fixed period. For further details, refer to the Sustainability Reports of the subsidiaries.



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Direct economic value generated and distributed

201-1

Parent Company

Direct economic value generated (R\$)	2018	2019	2020
Revenues	-17,728	370,978	68,545
Economic value distributed (R\$)	2018	2019	2020
Financial expenses and rentals	440,332	292,572	593,412
Personnel and charges	71,875	84,388	75,554
Non-controlling interest	–	–	–
Dividends proposed	392,427	576,034	202,316
Taxes, fees, and contributions	20,314	89,674	-193,568
Result incl. continued operations	1,259,894	1,838,350	649,543
Result incl. discontinued operations	-28,230	11,021	–
Total	2,156,612	2,892,039	1,327,257
Economic value held (R\$) ("Direct economic value generated" - "economic value distributed")	2018	2019	2020
	-2,174,340	-2,521,061	-1,395,802

Economic value distributed (R\$)	2018	2019	2020
Financial expenses and rentals	20%	10%	45%
Personnel and charges	3%	3%	6%
Non-controlling interest	0%	0%	0%
Dividends proposed	18%	20%	15%
Taxes, fees, and contributions	1%	3%	-15%
Result incl. continued operations	58%	64%	49%
Result incl. discontinued operations	-1%	0%	0%
Total	100%	100%	100%





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Consolidated

Direct economic value generated (R\$)	2018	2019	2020
Revenues	13,749,464	16,789,734	17,448,436
Economic value distributed (R\$)	2018	2019	2020
Financial expenses and rentals	1,278,894	1,181,585	1,490,482
Personnel and related charges	522,971	656,102	591,722
Non-controlling interest	251,430	57,870	56,956
Dividends proposed	656,907	593,003	202,316
Taxes, fees, and contributions	2,963,565	3,980,122	4,362,573
Result incl. continued operations	1,133,023	1,821,381	649,543
Result incl. discontinued operations	-28,230	11,021	-
Total	6,778,560	8,301,084	7,353,592,00
Economic value held (R\$) ("Direct economic value generated" - "economic value distributed")	2018	2019	2020
	6,970,904	8,488,650	10,094,844

Economic value distributed (R\$)	2018	2019	2020
Financial expenses and rentals	19%	14%	20%
Personnel and related charges	8%	8%	8%
Non-controlling interest	4%	1%	1%
Dividends proposed	10%	7%	3%
Taxes, fees, and contributions	44%	48%	59%
Result incl. continued operations	17%	22%	9%
Result incl. discontinued operations	0%	0%	0%
Total	100%	100%	100%





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205-2 Communication and training in corruption fighting policies and procedures

Total number and percentage of employees trained in anticorruption policies and procedures adopted by the organization ¹	2019	2020
Total number of trained employees	11,017	3,235
Percentage of trained employees	99.9%	28.05%

¹2020 data considers only Compass, Moove and Rumo.

Total number and percentage of employees who were notified about the anticorruption policies and procedures adopted by the organization ²	2019	2020
Total number of notified businesses partners	11,025	11,167
Percentage of notified employees	100.0%	100.0%

²Data considers all companies in the group.

Total number and percentage of businesses partners who were notified about the anticorruption policies and procedures adopted by the organization ³	2020
Total number of notified businesses partners	13
Percentage of notified employees	100.0%

³The indicator includes business partners from Cosan.





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302-1 Energy consumption within the organization¹

Energy consumption, by type, in GJ	2019	2020
Aviation kerosene	3,266.96	3,418.47
Electricity	1,274.68	1,107.33
Total	4,541.64	4,525.80

¹Data referring only to the administrative operation of the holding company.

401-1 New employees hired and employee turnover rate¹

In 2020, we hired 18 people (six men and 12 women), while 24 people left the team. All occurrences were in the Southeast region.

Total number and rate of new employees hired, by age ²	2019		2020	
	Total number	Rate	Total number	Rate
Under 30 years old	23	0.47	6	0.33
Between 30 and 50 years old	20	0.46	12	0.67
Above 50 years old	1	0.02	0	0.00
Total	44	1.00	18	1.00

Total number and rate of new employees hired, by gender ²	2019		2020	
	Total number	Rate	Total number	Rate
Men	20	0.45	12	0.67
Women	24	0.55	6	0.33
Total	44	1.00	18	1.00

¹Data referring only to the administrative operation of the holding company.

²The rate of new employees hired is calculated by the total number of people hired in the category over the total number of people hired.





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Total number and rate of employees who left the company, by age ¹	2019		2020	
	Total number	Rate	Total number	Rate
Under 30 years	11	0.33	6	0.25
Between 30 and 50 years	18	0.35	15	0.63
Above 50 years.	4	0.12	3	0.13
Total	33	1.00	24	1.00

Total number and rate of employees who left the company, by gender ¹	2019		2020	
	Total number	Rate	Total number	Rate
Men	11	0.33	12	0.50
Women	22	0.67	12	0.50
Total	33	1.00	24	1.00

¹The turnover rate is calculated by the total number of people who left the company in the category over the total number of people who left the company.





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401-3 Maternity/paternity leave¹

In 2020, three maternity leave and one paternity leave were granted. Everyone returned to work.

Maternity/paternity leave ²		2019	2020
Total employees under maternity/paternity leave	men	3	1
	women	4	3
Total employees who returned to work, during the report's period, after the end of the maternity/paternity leave	men	3	1
	women	4	3
Total employees who returned to work after the maternity/paternity leave and remained employed 12 months after returning to work	men	3	1
	women	3	3
Return rate	men	100%	100%
	women	100%	100%
Retention rate	men	ND ³	100%
	women	ND ³	75%

¹Data referring only to the administrative operation of the holding company.

²The return rate is calculated by the total number of employees who returned to work after the end of maternity/paternity leave over the total number of employees who took the benefit in the same year. The retention rate is calculated by the total number of employees who returned to work after the maternity/paternity leave and who remained employed 12 months after returning to work over the total number of employees who took the benefit in the previous year.

³The retention rate report started in 2020.





GRI EXHIBITS

405-1 Diversity in governance bodies and between employees; SASB FN-AC-330a.1

Holding's data

Percentage of members within governance bodies, by gender		Board of Directors	Board of 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%

* Data for Board of Executive Officers and Fiscal Council started to be reported in 2020.

Percentage of members within governance bodies, by age		Board of Directors	Board of Executive Officers	Fiscal Council
2019	Under 30 years old	0%	0%	0%
	Between 30 and 50 years old	33%	33%	37,5%
	Above 50 years old	67%	67%	62,5%
	Total	100%	100%	100%
2020	Under 30 years old	0%	0%	0%
	Between 30 and 50 years old	11%	50%	50%
	Above 50 years old	89%	50%	50%
	Total	100%	100%	100%

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Percentage of employees, by employee category and gender				2020
	Men	Women	Total	
Officers	75%	25%	100%	
Directors	61%	39%	100%	
Experts	45%	55%	100%	
Technicians	39%	61%	100%	
Assistants	70%	30%	100%	
Total	54%	46%	100%	

Percentage of employees, by employee category and age				2020
	Under 30 years old	Between 30 and 50 years old	Above 50 year old	
Officers	0%	50%	50%	
Directors	0%	91%	9%	
Experts	5%	83%	12%	
Technicians	71%	29%	0%	
Assistants	11%	43%	46%	
Total	19%	61%	19%	





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Percentage of black employees (black and mixed race), by employee category and gender¹

2020

	Men	Women	Total
Officers	0%	0%	0%
Directors	0%	0%	0%
Experts	0%	0%	0%
Technicians	0%	6%	4%
Assistants	19%	9%	16%
Total	7%	3%	5%

¹ The indicator started to be reported in 2020.

Percentage of employees with disabilities (PCD), by employee category and gender¹

2020

	Men	Women	Total
Officers	0.0%	0.0%	0.0%
Managers	7.1%	0.0%	4.3%
Experts	0.0%	0.0%	0.0%
Technicians	0.0%	0.0%	0.0%
Assistants	0.0%	0.0%	0.0%
Total	1.4%	0.0%	0.7%

¹ The indicator started to be reported in 2020.

Percentage of employees by gender, by SASB category

2020

	Men	Women	Not available/ Not declared	Total
Executive management	75%	25%	0%	100%
Non-executive management	61%	39%	0%	100%
Professionals	52%	48%	0%	100%
All other employees	54%	46%	0%	100%





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Percentage of employees by race, by SASB category		2020				
	Asian	White	Mixed Race	Black	Indian	Not available/ Not declared
Executive management	0%	100%	0%	0%	0%	0%
Non-executive management	0%	96%	4%	0%	0%	0%
Professionals	1%	82%	10%	7%	0%	0%
All other employees	1%	85%	9%	5%	0%	0%

GRI 405-2. Ratio of basic salary and remuneration of women to men¹

The mathematical ratio between the base salary for women and men was 71% in 2020, and in some categories the average salary for women was higher (technicians and assistants), while in others it was inferior (directors, managers and specialists). The indicator considered the average of the base salary in December 2020 for each category. The total refers to the average of all base salaries in December.

Ratio of basic salary and remuneration of women to men for each employee category ²		2020
Officers		91%
Directors		82%
Experts		86%
Technicians		103%
Assistants		101%
Total		71%

¹ The theme is monitored by the performance evaluation quadrants.
² The indicator has no historical series because it started to be reported in 2020.

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GRI 102-55

GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 101: 2016 Foundation					
GRI 102: 2016 General Disclosures					
GRI 102: 2016 General Disclosures	102-1	Name of organization	Page 23		
	102-2	Business, brands, products, and services	Pages 24 to 36		
	102-3	Location of the organization's headquarters	Brigadeiro Faria Lima Avenue, 4.100 - 15th floor São Paulo (SP) CEP: 04538-132		
	102-4	Place of operations	Page 37		
	102-5	Nature of ownership and legal form	Page 58		
	102-6	Markets serviced	Page 37		
	102-7	Size of the organization	Pages 24 , 45 and 71		
	102-8	Information on employees and other workers	Pages 45 and 77		
	102-9	Supplier chain	As a holding company, our supply chain is limited to basically providers of consultancy, communication, legal and external auditing services – which must follow our Code of Conduct. In addition, every supplier has its history analyzed at the time of registration to ensure that it complies with the basic guidelines set out by the law.		





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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 102: 2016 General Disclosures	102-10	Material changes in the organization and its supplier chain	Page 36		
	102-11	Cautionary principle or approach	Our Bylaws, Code of Ethics and Conduct and policies and procedures direct our business and our people. Corporate governance bodies periodically assess financial information, in addition to the matrix of operational, financial and reputational risks, with a view to protecting our business from potential impacts.		
	102-12	External initiatives	Page 40		
	102-13	Participation in associations	We are members of the Brazilian Association of Listed Companies (Abrasca). Our subsidiaries participate in associations and organizations in their respective markets, as described in their sustainability reports.		
	102-14	Declaration of the highest executive	Page 3		
	102-16	Values, principles, standards, and codes of behavior	Pages 45 and 65		16.3
	102-17	Mechanisms to address ethics guidance and concerns	Page 66		16.3
	102-18	Governance structure	Page 60		
	102-19	Declaration of authority	Page 60		

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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 102: 2016 General Disclosures	102-20	Responsibility of executive-level positions and functions per economic, environmental, and social topics	Page 60		
	102-21	Consultation to stakeholders on economic, environmental and social topics	Pages 6 and 58		
	102-22	Composition of the highest governance body and its committees	Pages 60 and 63		5.5, 16.7
	102-23	President of the highest governance body	Pages 58 and 61		16.6
	102-24	Selection and appointment to the highest governance body	Pages 58 and 60		5.5, 16.7
	102-25	Conflicts of interest	Page 65		16.6
	102-26	Role performed by the highest governance body in defining the purpose, values, and strategy	Page 60		
	102-27	Collective knowledge of the highest governance body	Pages 60 , 61 e 63		
	102-28	Performance assessment of the highest body of governance	No process of assessment of the Management Board is performed at the current time.		

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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 102: 2016 General Disclosures	102-29 Identification and management of economic, environmental, and social impacts	Page 67			16.7
	102-30 Effectiveness of risk management processes	Page 67			
	102-31 Analysis of economic, environmental, and social topics	Page 60			
	102-32 Role performed by the highest governance body in sustainability reporting	The CEO approved the content of this report before publication.			
	102-33 Communication of crucial concerns	Page 60			
	102-34 Nature and total number of crucial concerns	Page 60			
	102-35 Compensation policies	Page 54			
	102-36 Process to determine compensation	Page 64			
	102-37 Involvement of stakeholders in compensation	Page 64			16.7
	102-40 List of stakeholder groups	Page 6			
	102-41 Collective bargaining agreements	All employees of Cosan are covered by collective negotiation agreements.			
	102-42 Stakeholder identification and selection	Page 6			

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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 102: 2016 General Disclosures	102-43 Approach to engage stakeholders	Page 6			
	102-44 Main concerns and topics brought up	Page 8			
	102-45 Entities included in consolidated financial statements	Page 6			
	102-46 Definition of the contents of the Topic Limits report	Page 6			
	102-47 List of material topics	Page 8			
	102-48 Information reformulations	Information reformulations are stated throughout the Report, when applicable.			
	102-49 Changes to the report	The materiality was revised as described on page 7 .			
	102-50 Period covered by the report	Page 6			
	102-51 Date of the most recent report	Cosan's 2019 Sustainability Report was released on July/2020.			
	102-52 Report issuing frequency	Yearly.			
	102-53 Contact persons for questions about the report	Page 6			





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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 102: 2016 General Disclosures	102-54	Report statements in compliance with the GRI Standards	Page 6		
	102-55	GRI Content Summary	Page 89		
	102-56	External verification	Page 6		
Material topics					
Group's EESG strategy					
GRI 103: 2016 Management Form	103-1	Explanation on the material topic and its limitations	Page 8		
	103-2	Management approach and its components	Pages 8 and 39	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 3, 4, 5, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17
	103-3	Evolution of the management approach	Pages 8 and 39		
Portfolio management and capital allocation					
GRI 103: 2016 Management Form	103-1	Explanation on the material topic and its limitations	Pages 9 and 13		
	103-2	Management approach and its components	Pages 9 , 13 and 39	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	8, 9, 12
	103-3	Evolution of the management approach	Pages 9 , 13 and 39		

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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 201: 2016 Economic performance	201-1	Direct economic value created and distributed Page 78			8.1, 8.2, 9.1, 9.4, 9.5
	201-2	Financial implications and other risks and opportunities resulting from climate change Page 68			13.1
Risk management and cybernetic management of people and assets					
GRI 103: 2016 Management Form	103-1	Explanation on the material topic and its limitations Pages 9 e 14			
	103-2	Management approach and its components Pages 9 , 14 , 45 , 67 and 69		1, 2, 3, 4, 5, 6, 7, 10	3, 11
	103-3	Evolution of the management approach Pages 9 , 14 , 45 , 67 and 69			
GRI 403: 2018 Workplace Health and Safety	403-1	Workplace health and safety management system Page 49			8.8
	403-2	Identification of hazards, assessment of risks and investigation of incidents Page 49			8.8
	403-3	Workplace health services Since we are a holding company with administrative activity only, the impacts related to occupational accidents at Cosan are reduced. Regarding the operations of our subsidiaries, the indicator is responded by each of the companies in our portfolio in their respective sustainability reports.			8.8

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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 403: 2018 Workplace Health and Safety	403-4 Worker participation, consultation and communication to workers regarding workplace health and safety	Since we are a holding company with administrative activity only, the impacts related to occupational accidents at Cosan are reduced. Regarding the operations of our subsidiaries, the indicator is responded by each of the companies in our portfolio in their respective sustainability reports.			8.8, 16.7
	403-5 Empowerment and training workers in workplace health and safety	Page 49			8.8
	403-6 Worker health promotion	Page 45			3.3, 3.5, 3.7
	403-7 Prevention and mitigation of impacts to workplace health and safety directly related to business relations	Since we are a holding company with administrative activity only, the impacts related to occupational accidents at Cosan are reduced. Regarding the operations of our subsidiaries, the indicator is responded by each of the companies in our portfolio in their respective sustainability reports.			8.8
	403-8 Workers covered by a workplace health and safety management system	Since we are a holding company with administrative activity only, the impacts related to occupational accidents at Cosan are reduced. Regarding the operations of our subsidiaries, the indicator is responded by each of the companies in our portfolio in their respective sustainability reports.			8.8
	403-9 Workplace accidents	None. As a non-operating holding company, we operate only with administrative activities, reducing the impacts related to accidents at work. In relation to the operations of our subsidiaries, the indicator is answered by each of the companies in our portfolio in their respective sustainability reports.			3.6, 3.9, 8.8, 16.1





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GRI Standard	Content		Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 403: 2018 Workplace Health and Safety	403-10	Work-related health problems	None. As a non-operating holding company, we operate only with administrative activities, reducing the impacts related to work-related health problems. However, with the coronavirus pandemic, the organization provided a benefit of psychological, social, financial and legal assistance to our employees and dependents. In relation to the operations of our subsidiaries, the indicator is answered by each of the companies in our portfolio in their respective sustainability reports.			3.3, 3.6, 3.9, 8.8, 16.1
GRI 418: 2016 Client Privacy	418-1	Proven complaints related to privacy violations and loss of client data	In compliance with CVM Instruction 358/2002 and in continuity with the Material Fact disclosed on March 11, 2020, we notify the market, through a Notice to the Market dated March 15, 2020, that our systems and those of our companies suffered a criminal attack from hackers on March 11, 2020, causing a partial and temporary interruption of operations. All companies quickly implemented their contingency plans and continued to operate partially on the day of the attack, with no complaints about breaches of privacy and loss of customer data. We also reinforce that, at the time of the event, the General Data Protection Law (LGPD) was not in force, therefore it is not necessary to notify the National Data Protection Authority.			16.3, 16.10
Technological innovation and digitization						
GRI 103: 2016 Management Form	103-1	Explanation on the material topic and its limitations	Pages 10 and 14			
	103-2	Management approach and its components	Pages 10 and 14		9	7, 9, 11
	103-3	Evolution of the management approach	Pages 10 and 14			





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GRI Standard	Content		Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
Best practices in corporate governance						
GRI 103: 2016 Management Form	103-1	Explanation on the material topic and its limitations	Pages 10 and 15			
	103-2	Management approach and its components	Pages 10 , 15 , 58 , 65 , 67 and 69		1, 2, 3, 4, 5, 6, 7, 8, 9, 10	5, 16
	103-3	Evolution of the management approach	Pages 10 , 15 , 58 , 65 , 67 and 69			
GRI 205: 2016 Anti-Corruption	205-1	Operations assessed as to corruption-related risks	Page 66		10	16.5
	205-2	Communication and capability Building in corruption-detering policies and procedures		We started to monitor the indicator as of 2019 and the data are gathered by an external tool, which does not carry out segregation of region/ position, therefore, we only have the report of consolidated figures for items 205-2 a/d; 205-2 b/e; and 205-2 b/d.	10	16.5
	205-3	Confirmed cases of corruption and measures taken	None.		10	16.5

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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 206: 2016 Unfair competition	206-1	Legal actions due to unfair competition, trust and monopolistic practices	None.	1, 5	16.3
GRI 207: 2019 Taxation	207-1	Taxation approach	We observe best governance practices, seeking to adopt tax management and planning strategies that abide by the current tax legislation, allow transparency to tax authorities and investors and have the support of experienced and recognized legal consultants in the field. Tax planning actions are analyzed and approved by the Fiscal Council, which is held on a quarterly basis.		1.1, 1.3, 10.3, 17.1, 17.3
GRI 307: 2016 Environmental compliance	307-1	Non-compliance with environmental laws and regulations	None.	7, 8, 9	16.3
GRI 415: 2016 Public policies	415-1	Political contributions	We do not make political contributions.	10	16.5
GRI 419: 2016 Socioeconomic compliance	419-1	Non-compliance with laws and regulations in the socio-economic area	None.	10	16.3
Climate change					
GRI 103: 2016 Management Form	103-1	Explanation on the material topic and its limitations	Pages 11 , 16 and 17		
	103-2	Management approach and its components	Pages 11 , 16 , 17 , 41 and 68	7, 8, 9	7, 13
	103-3	Evolution of the management approach	Pages 11 , 16 , 17 , 41 and 68		





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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 302: 2016 Energy	302-1 Energy consumption within the organization	Page 81			7.2, 7.3, 8.4, 12.2, 13.1
	302-3 Energy intensity	The holding company works only with administrative activities, not requiring the consumption of other sources, other than electricity, used in the commercial building.			7.3, 8.4, 12.2, 13.1
	302-4 Reduction in energy consumption	In 2020 there was a reduction of 167.35 GJ in our electricity consumption due to the need for social isolation to prevent the spread of Covid-19, which imposed a system of remote working on corporate employees . In relation to total energy consumption (which includes electricity and aviation kerosene), the reduction was 15.84 GJ.			7.3, 8.4, 12.2, 13.1
GRI 305: 2016 Emissions	305-1 Direct greenhouse gas emissions (GEE) (Scope 1)	Page 44		7, 8, 9	3.9, 12.4, 13.1, 14.3, 15.2
	305-2 Indirect greenhouse gas emissions (GEE) (Scope 1) from energy acquisition	Page 44		7, 8, 9	3.9, 12.4, 13.1, 14.3, 15.2
	305-3 Other indirect greenhouse gas emissions (GEE) (Scope 3)	Page 44		7, 8, 9	3.9, 12.4, 13.1, 14.3, 15.2
	305-5 Reduction of greenhouse gas emissions (GEE)	Page 44		7, 8, 9	13.1, 14.3, 15.2





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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 305: 2016 Emissions	305-7 Emissions of NOX, SOX and other significant atmosphere emissions	Since we are a holding company, with no operational activity, we do not have NOx and SOx emissions. In relation to the operations of our subsidiaries, the indicator is answered by each of the companies our portfolio in their respective sustainability reports.		7, 8, 9	3.9, 12.4, 13.1, 14.3, 15.2
People management and diversity promotion					
GRI 103: 2016 Management Form	103-1	Explanation on the material topic and its limitations	Pages 11 and 18	6	4, 5, 8, 10
	103-2	Management approach and its components	Pages 11 , 18 , 45 and 50		
	103-3	Evolution of the management approach	Pages 11 , 18 , 45 and 50		
GRI 401: 2016 Employment	401-1	New hires and employee churn	Page 81	6	5.1, 8.5, 8.6, 10.3
	401-3	Maternity/paternity leave	Page 83	6	5.1, 5.4, 8.5
GRI 404: 2016 Capacity-Building and Education	404-1	Average hours of capacity-building per year, per employee	Page 48	1, 6	4.3, 5.1, 8.2, 8.5, 10.3
	404-2	Programs for improving employee skills and assisting with career transition	Page 47		8.2, 8.5





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GRI Standard	Content	Page numbers and/or URL(s) and/or direct response	Omission	Global Compact Principles	ODS
GRI 404: 2016 Capacity-Building and Education	404-3 Percentage of employees receiving regular performance and career development assessments	During the year, we do not conduct performance assessments.		1, 6	5.1, 8.5, 10.3
GRI 405: 2016 Diversity and equal opportunity	405-1 Diversity in governance bodies and employees	Pages 45 and 84			5.1, 5.5, 8.5
	405-2 Ratio between base salary and remuneration received by women and those received by men	Page 87			5.1, 8.5, 10.3
GRI 406: 2016 Non-discrimination	406-1 Cases of discrimination and corrective measures taken	None.		1, 2, 3, 4, 5, 6	5.1, 8.8





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Sustainability Disclosure Topics & Accounting Metrics

TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	Page numbers and/or URL(s) and/or direct response
Transparent Information & Fair Advice for Customers	FN-AC-270a.1	(1) Number and (2) percentage of covered employees with a record of investment-related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings	Quantitative	Number, Percentage (%)	Indicator not reported.
	FN-AC-270a.2	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of financial product-related information to new and returning customers	Quantitative	Reporting currency	Indicator not reported.
	FN-AC-270a.3	Description of approach to informing	Discussion and Analysis	n/d	Indicator not reported.
Incorporation of Environmental, Social, and Governance Factors in Investment Management & Advisory	FN-AC-410a.1	Amount of assets under management, by asset class, that employ (1) integration of environmental, social, and governance (ESG) issues, (2) sustainability themed investing, and (3) screening	Quantitative	Reporting currency, Percentage (%)	Page 71
	FN-AC-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment and/or wealth management processes and strategies	Discussion and Analysis	Indicator not reported.	Pages 39 , 60 and 64
	FN-AC-410a.3	Description of proxy voting and investee engagement policies and procedures customers about products and services	Discussion and Analysis	n/d	Indicator not reported.





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Asset Management & Custody Activities					
Sustainability Disclosure Topics & Accounting Metrics					
TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	Page numbers and/or URL(s) and/or direct response
Business Ethics	FN-AC-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Quantitative	Reporting currency, Percentage (%)	None.
	FN-AC-510a.2	Description of whistleblower policies and procedures	Discussion and Analysis	n/a	Page 65
Systemic Risk Management	FN-AC-550a.1	Percentage of open-end fund assets under management by category of liquidity classification	Quantitative	Percentage (%)	Indicator not reported.
	FN-AC-550a.2	Description of approach to incorporation of liquidity risk management programs into portfolio strategy and redemption risk management	Discussion and	n/a	Indicator not reported.
	Analysis	n/a	Indicator not reported.	Reporting currency	Indicator not reported.
	FN-AC-550a.3	Total exposure to securities financing transactions	Quantitative	Reporting currency	Indicator not reported.

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Asset Management & Custody Activities				
Activity Metrics				
CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	Page numbers and/or URL(s) and/or direct response
FN-AC-000.A	(1) Total registered and (2) total unregistered assets under management (AUM)	Quantitative	Reporting currency	
FN-AC-000.B	Total assets under custody and supervision	Quantitative	Reporting currency	



Biofuels

Biofuels					
Sustainability Disclosure Topics & Accounting Metrics					
TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	Page numbers and/or URL(s) and/or direct response
Air Quality	RR-BI-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs), (4) particulate matter (PM10), and (5) hazardous air pollutants (HAPs)	Quantitative	Metric tons (t)	
	RR-BI-120a.2	Number of incidents of non-compliance associated with air quality permits, standards, and regulations	Quantitative	Number	
Water Management in Manufacturing	RR-BI-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m³), Percentage (%)	Indicator not reported.
	RR-BI-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	n/a	Indicator not reported.
	RR-BI-140a.3	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Quantitative	Number	Indicator not reported.
Lifecycle Emissions Balance	RR-BI-410a.1	Lifecycle greenhouse gas (GHG) emissions, by biofuel type	Quantitative	Grams of CO2 e per megajoule (MJ)	Due to the sensitivity of the information to the market and the fact that Raizen's plants are undergoing recertification, data are not available for the reporting period. This indicator is applicable only to Raizen.

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Sustainability Disclosure Topics & Accounting Metrics					
TOPIC	CODE	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	Page numbers and/or URL(s) and/or direct response
Sourcing & Environmental Impacts of Feedstock Production	RR-BI-430a.1	Discussion of strategy to manage risks associated with environmental impacts of feedstock production	Discussion and Analysis	n/a	Indicator not reported.
	RR-BI-430a.2	Percentage of biofuel production third-party certified to an environmental sustainability standard	Quantitative	Percentage (%) of gallons	Indicator not reported.
	RR-BI-530a.1	Amount of subsidies received through government programs	Quantitative	Reporting currency	We are a non-financial holding company whose income arises essentially from dividends and interest on equity received from our subsidiaries and affiliates. There are, therefore, no direct subsidies derived from government programs.
Management of the Legal & Regulatory Environment	RR-BI-530a.2	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Discussion and Analysis	n/a	The activities of our companies are subject to extensive federal, state and municipal laws and regulations on environmental protection, which impose several environmental obligations on us, such as operating licenses, minimum standards for the discharge of effluents, use of pesticides, waste management, protection of certain areas (legal reserve and permanent preservation areas), and the need for special authorization for the use of water, among others. In addition, the possible implementation of new regulations, changes to existing regulations or the adoption of other measures could cause the amount and frequency of our environmental preservation expenditures to vary significantly compared to current estimates or historical costs. For this reason, we make investments already attentive to environmental, social and governance aspects as a way of generating and sharing value with our stakeholders. We remain focused on the responsible management of each of our companies, whether contributing to the transition to a low carbon economy, improving the competitiveness of national logistics, constantly seeking to increase the efficiency of our processes, or taking care of the people and the environment where we operate. We call this sustainable capital allocation. See more information here .

SUMÁRIOS SASB

Biofuels					
Sustainability Disclosure Topics & Accounting Metrics					
TOPIC	CODE	ACCOUNTING METRIC	CATEGO- RY	UNIT OF MEASURE	Page numbers and/or URL(s) and/or direct response
Operational Safety, Emergency Preparedness & Response	RR-BI-540a.1	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	Quantitative	Number, Rate	
Biofuels					
Activity Metrics ¹					
CODE	ACCOUNTING METRIC		CATEGORY	UNIT OF MEASURE	Page numbers and/or URL(s) and/or direct response
RR-BI-000.A	Biofuel production capaci-ty		Quantitative	Millions of gallons (Mgal)	
RR-BI-000.B	Production of: (1) renew-able fuel, (2) advanced biofuel, (3) biomass-based diesel, and (4) cellulosic biofuel		Quantitative	Millions of gallons (Mgal)	
RR-BI-000.C	Amount of feedstock consumed in production		Quantitative	Metric tons (t)	

¹Indicators referring only to Raizen. For more details, see the subsidiary’s Sustainability Reports.

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