

MESSAGE FROM THE BOARD

With 75 years of experience in the sugar-energy sector, completed in the 2021/2022 harvest year, Zilor is a Brazilian multinational that actively contributes to the sustainable development of the municipalities where its agro-industrial and biotechnology units are installed. The partnership with local sugarcane producers and communities is an expressive mark of the way in which the Company, since its foundation, has conducted its business with a focus on generating environmental, social, and economic value.

Along this trajectory, the challenges and opportunities have been changing and becoming more relevant. Climate change, the opening of the energy market for renewable generation from biomass, recognition of the importance of ethanol for the decarbonization of the national energy matrix and the growing demand for natural ingredients for human food and animal nutrition are some examples of transformations that impact the business directly.

To respond to this scenario and maintain competitiveness, Zilor built a solid and agile corporate governance model. The establishment of this structure to support decision-making, managing risks and directing investments to capture opportunities is one of the main developments that

led the Company to achieve positive results in recent harvests and to reach a new level of governance and performance in its story.

The presence of external and independent members on the Board of Directors, the review and expansion of internal policies and regulations and the construction of a robust plan of internal and independent audits are some of the developments that Zilor has made in recent years. Also noteworthy is the performance of the three Committees that advise the Board of Directors, with analyzes and recommendations on strategic topics of great impact on the ability to generate value.

The Finance, Audit and Risk Committee is responsible for developing and monitoring the Company's risk management and finance policies. It is incumbent upon the Strategy and Innovation Committee to support the Board of Directors in matters related to long-term strategic guidelines and actions and initiatives concerning research and technological innovation. The People Management and Sustainability Committee directs the way actions and investments related to the development of Zilor's workforce are conducted, as well as the analysis of sustainability issues, evaluating trends, risks, and opportunities in the ESG sphere - acronym in English that defines the management processes of Environmental, Social and corporate Governance aspects.

The performance of the three Committees, which are coordinated by independent external board members, allows Zilor to develop its growth strategy in line with the most current expectations and demands of global society.

In conjunction with the search for maximum efficiency and productivity in business, the Company works to increasingly contribute to environmental preservation and social development. A responsible and sustainable way of producing bioenergy and natural food, which was born from the shareholders' vision and has been strengthened for over seven decades.

At Zilor, everyone is committed to the continuity and perpetuity of this positive impact. The transformation of sugarcane into sustainable energies and natural ingredients for human food and animal nutrition drives investments in technology and innovation, offering natural solutions for the planet and a cycle of growth and prosperity for shareholders, customers, Agricultural Partners, suppliers, employees, and local communities.

Francisco Amaury Olsen
Chairman of the Board of Directors