

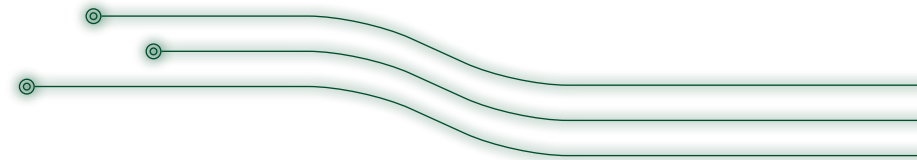
The background of the cover is a collage of images related to sustainability. It includes a sunset over a body of water, a tractor in a field, a scientist in a lab coat using a microscope, two Zilor employees (a man in a hard hat and safety vest, and a woman in a Zilor shirt) standing in front of a field, an industrial facility with large storage tanks, and a smiling child. The Zilor logo is in the top right corner. The title 'Annual Sustainability Report' is in the center right, and the years '2023 | 2024' are at the bottom right. The design features green and orange geometric shapes and white lines.

zilor

Annual Sustainability
Report

2023 | 2024

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WELCOME

Zilor's Annual Sustainability Report attests to the Company's commitment to transparency and socio-environmental responsibility. Its main objective is to present the results of the 2023-2024 harvest year to our stakeholders, along with the progress made and the challenges faced by the Company in relation to environmental, social and governance (ESG) matters.

This report, which is being published for the tenth time and the second time annually (the same frequency as the organization's financial report), provides important information on the operations undertaken by Zilor (an organization that either controls and/or has shares in the companies Açucareira Quatá S.A. and on their respective controlled by Quatá S.A.) during the period between April 1, 2023, and March 31, 2024. The report presents the data on the Company's business performance in the agribusiness area - the Barra Grande Unit, located in Lençóis Paulista (SP), the São José Unit, based in Macatuba (SP), and the Quatá Unit (SP) – and in the area of biotechnology, involving the work of the Biorigin Business Unit, with three industrial units in the state of São Paulo and one in the United States, as well as distribution centers and commercial offices in Brazil, the United States and Belgium. The legal entities covered in the report are the same as those included in the company's financial statements. **GRI 2-2, 2-3**

We act in line with the standards established by the Global Reporting Initiative (GRI) and the of the Sustainability Accounting Standards Board (SASB), which are adopted internationally for sustainability reports. We also pursue the SDGs that are duly related to the standards reported beginning on page 153 of the GRI Summary

The report is structured around the Company's sustainability material topics, which have been defined by means of a process developed in 2023. Business and ESG information is included, covering themes such as climate change, community relations, labor relations, our portfolio, and management of suppliers, innovation and compliance.

The indicators and content presented are guided by globally recognized norms and directives. Guiding the report are the 2021 Standards set forth by the Global Reporting Initiative (GRI); global best practices for the disclosure of different environmental, social and economic impacts, including the GRI 13 Sectoral Standard; standards for the Biofuels and Agricultural Products published by the Sustainability Accounting Standards Board (SASB); and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), relating to the standards affecting Zilor. The report highlights the specific targets which Zilor sets to be able to contribute to the Sustainable Development Goals (SDGs) that make up the United Nations' (UN) 2030 Agenda, through the 2030 Zilor + Sustainable Program

The report includes a subchapter dedicated to the business unit operating in the biotechnology segment, Biorigin, bringing together specific data on its performance and material topic, and reporting of some indicators, such as the GRI, SASB and TCFD standards, as well as the connections with the SDGs.

The information presented over the course of the report has been analyzed and approved by the Board of Directors, with support from the advisory committees. **GRI 2-14**

To receive more information on the organization's Annual Sustainability Report and the different aspects of ESG, please write to: comunicacao@zilor.com.br. **GRI 2-3**

Find out more
about the Company's
Financial Statements in this
QR Code or by [clicking here](#)



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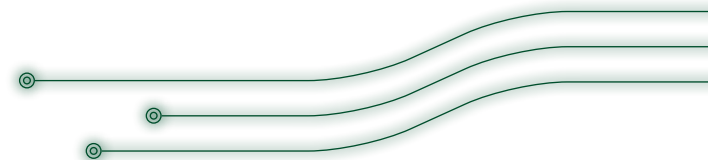
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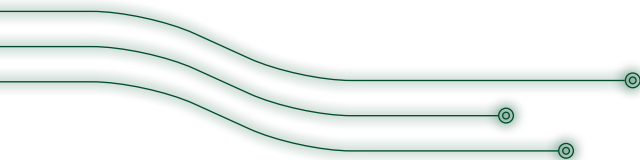
2023/2024 ANNUAL SUSTAINABILITY REPORT

Zilor's 2023-2024 harvest year was notable for its impressive figures (the greatest amount of crushing and highest net revenue in the Company's history), the result of operational improvements, including the optimization of processes, employee commitment, the successful delivery of energy cogeneration projects, and financial discipline. Another positive point has been the above average performance of the Brazilian plantations, which achieved their maximum yield in 20 years. The strength expressed in the figures, such as the net revenue of R\$ 3.49 billion and The 11.4 million tons of crushed sugarcane - an 8.3% increase in relation to the accumulated figure for the previous harvest year - has provided Zilor with the security to move ahead with its strategic plan and seek growth opportunities.

Along this path of development, we should also mention the delivery of two energy cogeneration expansion projects at the São José and Barra Grande units, involving investment of R\$ 579.2 million. The projects demonstrate the potential the businesses offer for diversification as a means of mitigating the risk of fluctuation in the prices of commodities, making it easier to forecast the Company's cash generation, whilst also contributing to combating climate change through the supply of sustainable electricity.

Another driver for the diversification and growth of our business is Biorigin, Zilor's biotechnology unit that was responsible for 17% of our revenue during the past harvest year. There were important operational advances, including prioritization of the effectiveness and management of costs, optimization of processes and better use of materials. Our striving for efficiency can also be seen in the strategic decision to end production at the Biorigin unit in the United States, which has allowed us to focus on areas with greater potential for growth and profitability. Biorigin should continue to increasingly meet the market demands in the food industry, pet foods, and animal nutrition and healthcare segments.

The strengthening of the Zilor business units is closely aligned with the ESG Agenda. Over the course of the 2023-2024 harvest year, the 2030 Zilor + Sustainable Program was further improved thanks to the approach to management supported by recognized market methodologies. Adhesion to the UN's Global Compact reinforces the Company's alignment with the ESG directives and the commitment to publishing an annual report on the progress of the socio-environmental actions. In addition to this, targets have also been established that are tied to development of the projects making up the Program.



Also in relation to the ESG Agenda, the Company has obtained the ISCC CORSIA Plus Certification for two of its three units. As such, Zilor is now licensed to supply ethanol for the production of Sustainable Aviation Fuel, thus contributing to the preservation of the planet and providing business opportunities. The Company's governance was further improved by means of initiatives that reinforce the actions of the Ethics and Compliance Program.

The achievements of the harvest year have encouraged us to continue moving forward. In relation to this, it is worth mentioning the announcement of two material facts of importance to Zilor's business that took place in October 2024.

On October 4, Lesaffre's acquisition of a majority share in Biorigin was announced. Lesaffre is an independent global player in fermentation and micro-organisms. This cooperation will improve the production, logistics and services processes and benefit a global client base.

As a result of the agreement, Lesaffre is now the controlling shareholder in Biorigin, holding 70% of its total capital stock, with Zilor continuing to hold 30%.

On October 17, Zilor also signed an agreement for the acquisition of 100% of the shares in Salto Botelho Agroenergia S.A., a company controlled by AMERRA Capital Management, a New York-based US asset management firm focused on sustainable agribusiness and renewable bioenergy. The operation forms part of Zilor's growth strategy, which is based upon

new investments for expansion of the business. Once the operation is concluded, the Company will have four agribusiness units in the state of São Paulo and a milling capacity of 13.8 million tons, resulting in a 15% increase in its capacity.

Both of these agreements are subject to the fulfillment of the regular conditions expected of such operations, including approval by the creditors and other legal and regulatory approvals.

All this activity confirms the solidity of the business and our commitment to sustainable energies and high-quality ingredients, promoting the wellbeing of people all over the world, as well as contributing to the preservation of biodiversity and development of the communities in which we are active.

We recognize that the lessons learned over the years are fundamental to our ability to continue evolving and consolidating our culture of excellence and good results. As such, we ended the cycle highly motivated by our achievements and the way in which we successfully overcame this challenging period.

Zilor remains aligned with its corporate strategy of generating value for all our stakeholders and moving forward with our mission to sustainably grow together.

Francisco Amaury Olsen
Chairman of the Board of Directors

Zilor's 2023-2024 harvest year was notable for the impressive results - the most milling and highest net revenue ever in the Company's history.

**11.4 million
+ tons**

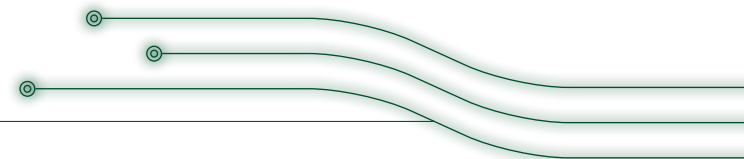
**R\$ 579.2
million**

invested in the expansion of the
São José and Barra Grande units

**We recognize that the lessons
learned over the years are
fundamental to our ability
to continue evolving and
consolidating our culture of
excellence and good results**

A Message from the **CEO**

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The 2023-2024 harvest was the best in our entire history of 77 years. This achievement is due to the historic operational results, to the successful delivery of projects, and to our firm financial discipline. During the period, Zilor hit record levels of milling, with 39 records in efficiency and productivity, and a record net revenue of R\$ 3.49 billion.

We are proud to be able to report that we delivered two energy cogeneration projects, one in April 2023, the São José Unit, and the other in March 2024, the Barra Grande Unit, which will allow for around a 60% increase in the volume of energy cogeneration, and thus expanding the Company's portfolio. Furthermore, the increased productivity over the years, the financial discipline, and the funds that were raised during the harvest year meant we were able to achieve the lowest level of leverage in our history, recording a net debt/adjusted Ebitda indicator of 0.98x by the end of the harvest year, against 1.94x in 2023, thereby guaranteeing a solid and balanced capital structure.

In the Agribusiness division, for sugarcane and its main byproducts, the harvest year was benefited by favorable climate conditions, with above average levels of rainfall in the majority of the producing regions. We kept up with the sector's strong performance and achieved the highest levels of crushing in the Company's history, with 11.4 million tons of sugarcane being

processed, meaning an 8.3% rise in relation to the previous harvest year, with ongoing evolution over the years.

Another promising area of activity was noted in the production of sustainable aviation fuel (SAF), now that we hold the ISCC CORSIA Plus certification. We were one of the first units in the world to obtain certification to produce SAF, an internationally-recognized standard that attests to the sustainability of the sugarcane ethanol and licenses our biofuel to be used as a raw-material in the production of Sustainable Aviation Fuel. Furthermore, Zilor is now able to perform a leading role in the Brazilian mobility project focused on the decarbonization of the automobile industry. Along these lines, our certification as part of the RenovaBio Program demonstrates our commitment to a sustainable future.

At Biorigin, our initiatives during the harvest year were focused on operational efficiency and cost management. Amongst the most important actions, we can highlight the continuation of the Feed Strategic Planning, which began during the previous harvest year, and the strengthening of our ability to meet the needs of our key accounts in the Food segment. As part of our commitment to the efficient allocation of capital, we decided to end production at the United States Biorigin plant in order to focus on the operations of the Biorigin unit in Quatá. As such, an investment of R\$ 70 million was approved, with the amount

to be applied over a three-year period, aimed at modernizing the manufacturing unit and increasing the production capacity. This contribution is aligned with our business diversification strategy, mitigating the risks of commodity fluctuations and ensuring greater predictability in relation to cash generation.

In financial terms, as well as the record net revenue, our adjusted Ebitda surpassed R\$ 1.0 billion, rising 7.5% compared to the previous harvest year, with a margin of 29.6%. The net income, meanwhile, rose 80.2%, reaching R\$ 632.3 million. Due to these results, the period with a strong cash position of R\$ 2.4 billion.

Appreciating our personnel is one of the central tenets of our ESG agenda. Along these lines, we are constantly working on diversity, and we prioritize taking full care of our team, which can be seen in our investments in health and safety. Mental health, an issue that is being increasingly discussed throughout society, also received special attention during the harvest year in the form of the Life in Focus Program - Mental Health.

We remain fully committed to social engagement, with active participation in the communities where we operate in the form of projects that have an enormous impact in transforming lives, beginning with the development of the regions and the generation of jobs and income. Adhesion to the UN's Global Compact was a natural step for Zilor, confirming our commitment to the good socio-environmental practices that we have had in place for a number of years. Amongst the highlights on the

environmental front are the significant advances that we have made with water reuse and fire prevention projects.

Within the sphere of governance in 2023, we approved a project that ties the executives' variable remuneration to fulfillment of the ESG targets. We have also improved our ethics channel in order to better investigate and resolve the cases reported.

We recognize the responsibility Zilor bears in the value chain and we remain dedicated to working to create, develop and provide intelligent solutions from sugarcane, as well as to achieving our objectives, in the search for growth opportunities. We would like to extend our special thanks to each one of our clients, employees, suppliers, shareholders and communities for the challenges overcome and records achieved in the Company's 77th Harvest Year.

Fabiano Zillo
CEO of Zilor

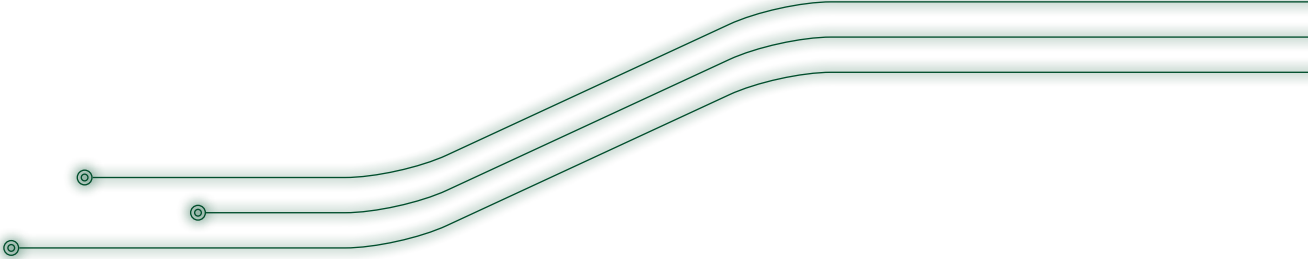


The 2023-2024 harvest year was the best in our 77 year history.

We achieved a record net revenue of

R\$ 3.487 billion

reflecting the record levels of production, the result of significant gains in efficiency and productivity during the period

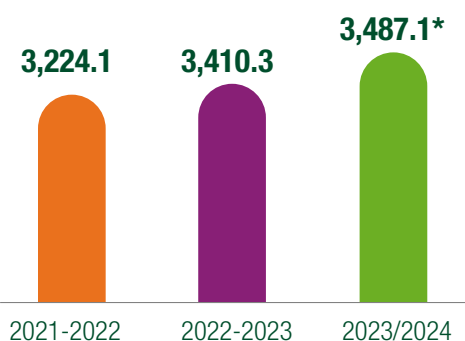


Highlights of the *Harvest Year*

Financial performance

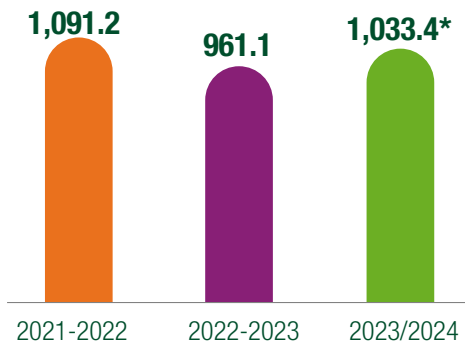


Net revenue (in R\$ millions)



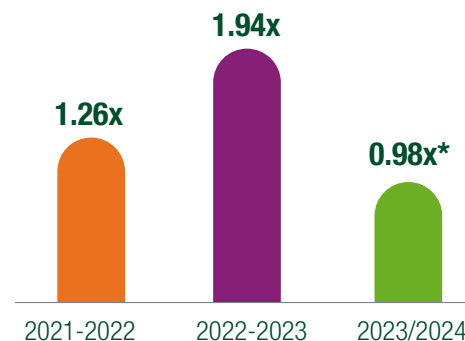
*The highest net revenue in the Company's history.

Adjusted Ebitda (in R\$ millions)



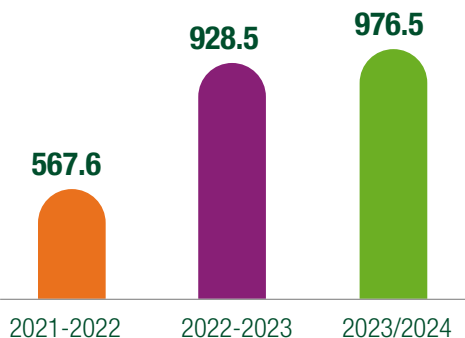
* 7.5% more than the 2022/2023 harvest year.

Indebtedness (net debt/adjusted Ebitda ratio - through to the end of March)

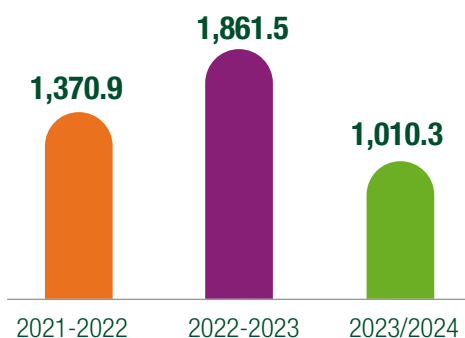


* A significant reduction of 0.96x in relation to March 2023.

Capex (in R\$ millions)



Net debt (in R\$ millions)



Extension of the debt

R\$ **300 million**
in debentures (7 year term)

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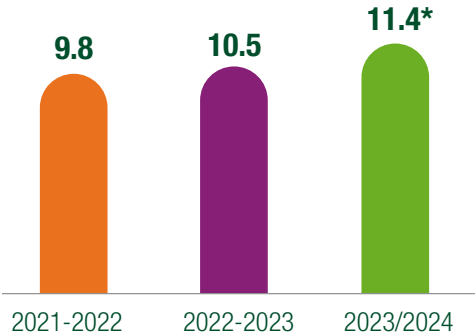
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Operational & Agricultural Performance

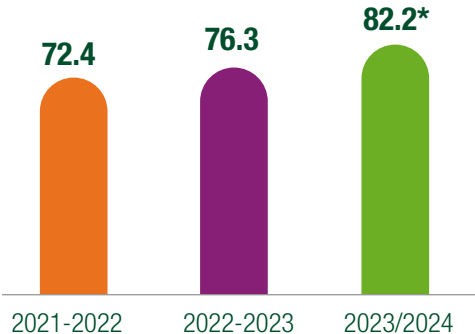
Sugarcane milling

(Quatá, Lençóis Paulista, Macatuba and Quatá units) (in millions of tons)



* The highest recorded level of crushing in the Company's history - 8.3% more than the 2022/2023 harvest year.

Productivity (tons/hectare)

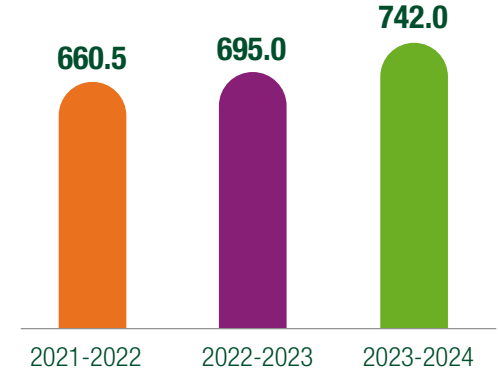


* +7.7% more than the 2022/2023 harvest year.

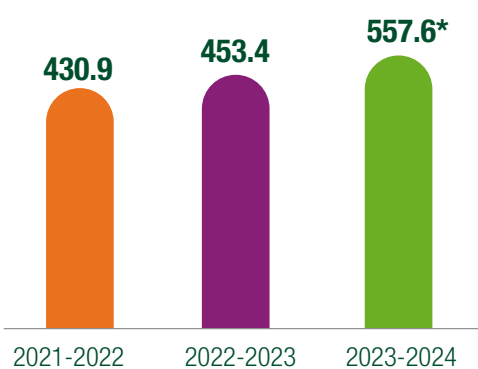
Agribusiness Operation



Sugar (thousands of tons)

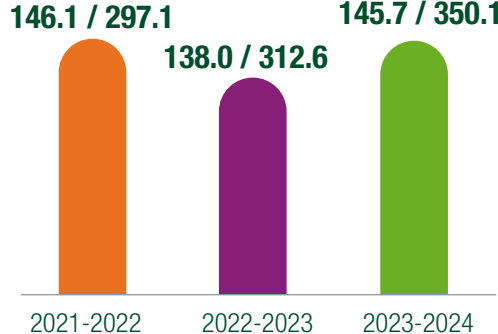


Exported energy (thousands of MWh)



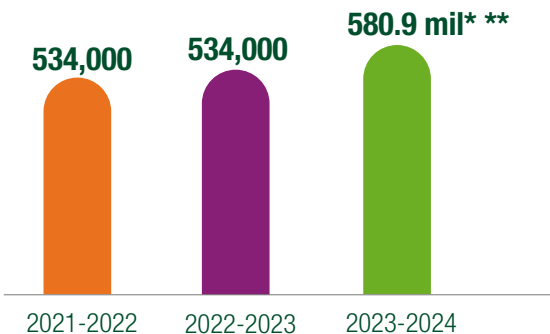
* Capable of supplying a city of 781,159 inhabitants for one year (Source: 2024 Electricity Statistics Yearbook - Base Year 2023).

Ethanol (thousands of m³)



Hydrous / Anhydrous

CBIOs issued



* +7.7% more than the 2022/2023 harvest year.

** Corresponds to a mitigated reduction of 580,000 tons of CO₂eq = 4.06 million trees. Area equivalent to 2,910 soccer fields (measuring 8,250 m² each, with spacing of the planted area of 3x2 = 6m²)

100% of the sugar and ethanol produced by Zilor is traded by Copersucar, the global leader in the trading of these products.

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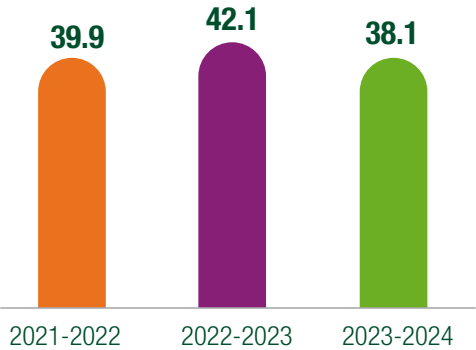
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Biorigin Operation

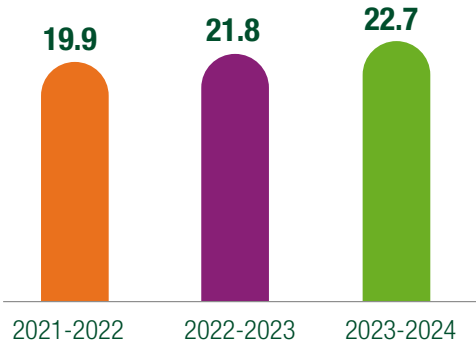
Total Biorigin Production* (thousands of tons)



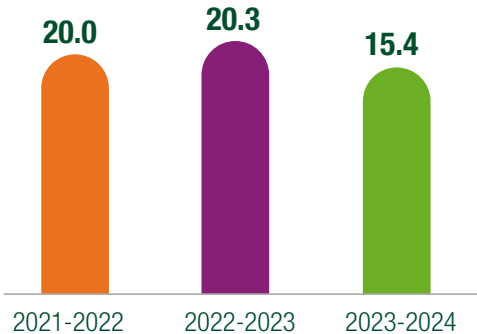
*Includes production from Biorigin USA, which ended in July 2024.



Pet Feed and Animal Nutrition and Health (thousands of tons)



Foodstuffs Industry (thousands of tons)



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Environmental, Social and Governance Responsibility



The 2023-2024 harvest year was the first to include ESG as a central part of the CEO's targets and the Company's global targets

The Report is based upon three pillars (Environment, Social and Governance), 14 topics and 42 criteria identified as relevant to the business

New developments achieved by the multi-disciplinary team involved in the ESG Commission, with periodic meetings and reports to the Executive Board and the Personnel Management and Sustainability Committee (PMSC)

Energy Generation Expansion



Delivery of Energy Cogeneration Expansion projects, with an increase of up to 60% in the Group's cogeneration capacity, meaning the ability to export:

770,000 MWh

São José Unit

beginning of operations in April 2023: 32.7% more exports than the 2022/2023 harvest year Potential increase of up to

40%

Barra Grande Unit

beginning of operations in April 2024: potential increase of up to

20%

Promotion of Socioeconomic Development



R\$ 5.9 million

directed to communities in the form of company investments and tax-deducted funds

Around **100,000 people** positively impacted through the implementation of projects, beginning in 2024

Around **R\$ 3.3 million** in positive impact (Return on Social Investment - ROSI) in the form of generation of employment and income in the communities, via projects taking advantage of the Cultural Incentive Federal Law (Corporate Income Tax), by means of which every R\$ 1.00 invested generates R\$ 1.59 for the community.



22 social projects

 benefited

16 actions

 involving the Culture and Sports Laws

6 actions

 involving the Children's and Elderly People's Funds in the communities


20 local proponents

 trained in the local communities*

* Work performed by means of the 'EaD IncentivAção' platforms developed by Zilor

86%

 of the funds contributed to projects were developed by local proponents via Corporate Income Tax Incentive Laws.


555 indirect jobs

 generated through the projects supported


277 requests

 met via Social Support (sponsorship and donations)


30 institutions

 supported in the communities neighboring Lençóis Paulista, Macatuba and Quatá, where the Company's manufacturing units are located

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Climate Change



10 years of the Forestry Program celebrated in 2024

1.1 million saplings planted as part of the Forestry Program since 2014

Around **R\$ 1.5 million** invested during the 2023-2024 harvest year

More than R\$ 20 million invested in reforestation through the Forestry Program

80,000 saplings planted in 2023/2024



10,783 tons of CO₂ sequestered by the areas of reforestation

110,416,667 fewer kilometers traveled by cars since 2014

692 hectares of reforestation since 2014 (Forestry Program), the equivalent of **923 soccer fields**



Health, Safety and the Environment (HSE)



R\$ 33 million in investments in HSE projects

5,320 hours of training provided under the 'Life in Focus Program - Safety', thereby strengthening the culture of safety and improving the tools that have already been implemented.

0.87 rate of frequency of accidents with time off work*

* Rate of Frequency of accidents with more than 15 days off work (for a factor of 1 million MHW)

Ethics and Integrity



Implementation and/or revision of

7 policies

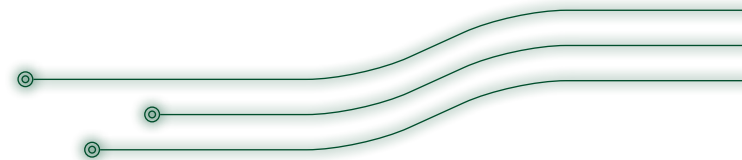
1. Anti-corruption
2. Conflicts of Interest
3. Management of the Ethics Hotline
4. Application of Disciplinary Measures
5. Privacy and Personal Data Protection
6. Related Party Transactions
7. Antitrust Measures



Training on human rights for Suppliers and those participating in the Agricultural Partners Program

Reporting and **Materiality**

GRI 2-29, 3-1



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In line with its commitment to open and transparent communication, Zilor undertook a process to determine material topics and identify actual and potential impacts, establish prevention and mitigation responses to negative impacts, construct long-lasting relationships, understand needs and expectations, improve decision-making, manage risks and opportunities, comply with regulatory requirements, construct a brand reputation and image, and promote sustainability. Concluded in the 2021/2022 cycle the study involved different consultation methods, including individual and group interviews, focus groups, workshops, surveys, opinion polls, online consultations, social media analyses, mapping of stakeholders, advisory committees, analysis of internal and external documents, complaint mechanisms and work meetings.

The groups of stakeholders are defined according to Zilor's Integrated Relationship Program, which provides guidance on the correct means of communication for each group in relation to Zilor's projects and actions and directs the different publics and engagement initiatives regarding the topics of interest. Authorized by the Company's Communication and Sustainability teams, the process involved shareholders and investors, clients and consumers, direct employees and outsourced workers, suppliers, business partners, local communities, the government, the third sector, media, unions and service providers.

The process employed to identify the impacts covered the Company's activities, as well as the upstream and downstream stages. To ensure a significant level of engagement, the organization has adopted different practices, including open and transparent communication, active listening, consultation and collaboration, sustainability reports, the definition of performance targets, training and awareness-raising, monitoring and evaluation, engagement incentives, and social and environmental impact assessment. The Board of Directors approved the final list of material topics.

The materiality process adopted included double materiality, which considers both an analysis

of the socio-environmental (non-economic) and the financial (economic) impacts of the Company's activities, arriving at a materiality matrix of eight topics.

An internal review was performed at the beginning of 2024, resulting in the inclusion of two new topics (Sustainable Agriculture and Safety, Health and Wellbeing), and changes to the classification of the previously established topics.

The criteria for the prioritization of the material topics and their impacts included likelihood and severity (intensity, extension and reversibility), likelihood and magnitude, and relevance to the stakeholders.



Material Topics



By scope

8
are corporate (Zilor)

1
relating to Agribusiness

1
relating to Biotechnology - Biorigin

Changes in Classification

STRATEGY AND COMPLIANCE	► Compliance, Ethics and Transparency
INNOVATION AND PRODUCTIVITY	► Innovation, Technology and Productivity
CLIMATE CHANGE	► Climate Change and Energy Transition
COMMUNITY RELATIONS	► Community Relations and Regional Development
LABOR PRACTICES	► Appreciation for People, Human Rights and Labor Relations
HYDRO RESOURCES	► Management of Water, Waste and Effluents
SUPPLIER MANAGEMENT - AGRO	► Management of Agricultural Partners and Suppliers (Agribusiness)

Material Topics	Approach	SDGs	Associated indicators	Scope
Compliance, Ethics and Transparency	This covers the governance of the business, in order to ensure ethical and honest operations in compliance with the law. It also includes the stakeholders' expectations regarding clear decision-making and strategic management of the Company, as well as alignment of the premises and directives between the two business divisions.	8 9 16	201-1, 205-1, 205-2, 205-3, 13.22.2, RR-BI-530a .1, RR-BI-530 a. 2	Agribusiness / Biorigin
Innovation, Technology and Productivity	This combines the operational performance of the two divisions and the innovation initiatives applied in the activities. It includes the constant pursuit for improved performance and productivity, from the field to the factory.	9	RR-BI-000 A, RR-BI-000, B, RR-BI-000.C, FB-AG-000.A, FB-AG-000.B, B-AG-000.C, FB-AG-000.D	Agribusiness / Biorigin
Climate Change and Energy Transition	Perspectives on mitigation and adaptation to climate change. In relation to the first, of special note are the initiatives for reducing fuel consumption, increasing the use of renewable energy sources and, consequently, reducing the greenhouse gas (GHG) emissions associated with the operations. As for the second, the sector's central concern regards the role of ethanol in the decarbonization of the value chain.	7 8 12 13	302-1, 302-2, 302-3, 305-1, 305-2, 305-3, 305-4, 305-5, 13.3.3, 13.3.4, 13.1.2, 13.1.3, 13.1.4, 13.1.5, 13.1.6, RR-BI-120a.1 FB-AG-110a.1 RR-BI-120a.2 FB-AG-110a.2 RR-BI-410a.1 FB-AG-110a.3 RR-BI-430a.1 FB-AG-130a.1 RR-BI-430a.2	Agribusiness / Biorigin
Management of Water, Waste and Effluents	The impacts of the Company on the availability and quality of the water resources in the regions where it operates. As water is an essential element in both the agricultural and industrial activities, the Company is extremely concerned about the impacts associated with this area of consumption and the practices it adopts to reduce its water requirements.	3 6 8 11 12 15	303-1, 303-2, 303-3, 303-4, 303-5, 306-1, 306-2, 306-3, 306-4, 306-5, 13.5.1, 13.7.1, 13.8.1, 13.7.2, 13.7.3, 13.7.4, 13.7.5, 13.7.6, 13.8.2, 13.8.3, 13.8.4, 13.8.5, 13.8.6, 13.13.1 FB-AG-140a.1 RR-BI-140a.2 FB-AG-140a.2 RR-BI-140a.3 FB-AG-140a.3 FB-AG-440a.2 RR-BI-140a.1	Agribusiness / Biorigin

Material Topics <small>GRI 3-2</small>	Approach	SDGs	Associated indicators	Scope
Community Relations and Regional Development	This involves hiring personnel from the communities and the implementation of social investments which contribute to reducing inequalities and promoting sustainable socioeconomic development. It also focuses on ensuring that operations do not affect the rights of vulnerable communities.	1 2 8	202-1, 202-2, 411-1, 413-1, 413-2, 13.12.2, 13.12.3, 13.14.2	Agribusiness / Biorigin
Appreciation for People, Human Rights and Labor Relations	This topic focuses on training the teams to work with mechanized farming and technological innovations in industry. It also covers occupational health and safety issues.	3 4 5 8 10	401-1, 401-2, 401-3, 404-1, 404-2, 404-3, 405-1, 405-2, 13.15.1, 13.15.2, 13.15.3,	Agribusiness / Biorigin
Management of Agricultural Partners and Suppliers (Agribusiness)	This includes monitoring the sugarcane chain of suppliers in order to guarantee the environmental and labor compliance of these partners in Zilor's business chain.	5 8 16	308-1, 308-2, 407-1, 408-1, 409-1, 414-1, 414-2, 13.23.1, 13.16.2, 13.17.2, 13.18.2, 13.23.2, 13.23.3, 13.23.4	Agribusiness
Product Differentiation	This concerns Biorigin's efforts to ensure the tracking of its products of renewable origin and the proper practices involved in marketing and labeling, aggregating technology and distinguishing its products for its customers.	12 16	416-1, 416-2, 417-1, 417-2, 13.10.1, 13.10.2, 13.10. 3, 13.6. 2, FB-AG-430a.1, FB-AG-430a.2, FB-AG- 430b.1, FB-AG-430a.1, FB-AG-250a.2, FB-AG-250a.1, FB-AG-250a.3	Biorigin
Safety, Health and Wellbeing	It includes the creation of a safe and healthy work environment, promoting integrity and the physical and mental wellbeing of our most important stakeholders - our employees.	3 8 9 16	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 13.19.1, 13.19.2, 13.19.3, 13.19.4, 13.19.5, 13.19.6, 13.19.7, 13.19.8, 13.19.9, 13.19.10, 13.19.11, FB-AG-320a.1, RR-BI-540a.1	Agribusiness / Biorigin
Sustainable Agriculture	Actions and changes in agricultural management that prioritize innovation, the use of of precision farming technologies focused on minimizing environmental impacts. The focus is on providing economically viable nutrition and energy solutions that are both environmentally responsible and socially equitable.	6 14 15	304-2, 304-3	Agribusiness / Biorigin

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Related SDGs





Zilor is a Brazilian multinational with 77 experience and a strong presence in the sugar and ethanol and biotechnology sectors. It works with a wide range of products to feed the world, advance mobility and generate energy.

The Company operates in the Energy (renewable resources & alternatives energy) and Nutrition (ingredients and food) sectors. The agricultural production is the source of processed foods, such as sugar for the food, beverages and pharmaceuticals industries, and yeast for the production of natural ingredients for human consumption and animal nutrition, developed at the Biorigin business unit. In the biofuels segment, the Company supplies the world's cleanest sugarcane ethanol, which reduces CO₂ emissions by approximately 90% compared to gasoline, using anhydrous and hydrous ethanol. As well as its normal use, anhydrous and hydrous ethanol are both suitable for the production of Sustainable Aviation Fuel (SAF). Zilor also produces bioelectricity, a clean and renewable form of energy, using biomass. As such, it involves the entire energy and food cycle, taking advantage of the full potential offered by sugarcane.

Zilor's proprietary farmlands, which cover a total of 35,000 hectares, are registered under the Companhia Agrícola Quatá S.A. company. (CAQ). The Company also owns another 145,000 hectares that are operated in the form of agricultural partnerships / leasing agreements by Açucareira Quatá S.A., being divided into

portions and assigned to Agricultural Partners for farming (totaling 180,000 hectares of farmed area). This process takes place under long-term contracts for the production of sugarcane which is delivered to Zilor by means of the Agricultural Partners Program.

Our business model combines the potential of the operational units which, together, make up a belt of synergy, safety and sustainability, allowing us to export products to around 60 countries. Our portfolio has been gradually diversified as a means of mitigating the risks of fluctuations in commodity prices. Our principal activities are divided into two business segments:



Agribusiness

Responsible for the production of sugar, ethanol, renewable electricity, yeast and CBIOS.



Biotechnology

Specialized in biotechnology processes, this segment produces yeast-based natural ingredients for human and pet food, and for production animals that, in turn, feed the world.





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The strategy of complementary business units runs alongside initiatives focused on the ESG agenda. Important advances were made in the second year of the 2030 Zilor + Sustainable Program (read more on this in the ESG Strategy section), with the leadership being directly involved to ensure the sustainability of the business and make it even more healthy for all our stakeholders.

At the end of the 2023-2024 harvest year, Zilor had around 3,900 direct employees along with roughly 1,900 suppliers in Brazil and 16 cane producers operating under the unique model of the Agricultural Partners Program.

Zilor's operational structure is made up of three agribusiness units in the state of São Paulo - Barra Grande (Lençóis Paulista), São José (Macatuba) and Quatá -, three Biorigin units in Brazil, in the same locations as the agribusiness units, and one in the United States*, as well as three distribution centers, strategically located in Brazil, the United States and Belgium. The

Company has head offices in the city of Lençóis Paulista (SP) and a corporate office in São Paulo. One of the differentials of the Zilor operation is its shareholding interest in Copersucar, a Brazilian sugar and ethanol (anhydrous, hydrous and Sustainable Aviation Fuel - SAF) trading company and one of the biggest exporters of these products in the world. Zilor holds approximately 12% of the company's capital, meaning it is the biggest shareholder. Zilor's entire production volume is traded by Copersucar, which has enormous storage and logistics capabilities, consistent with the needs of the Brazilian value chain and that of the other global markets.

In the 2023-2024 harvest year, Zilor's net revenue reached R\$ 3.49 billion, an increase of 2% in relation to the previous year.

Find out more
on our *website*

Our strategy of complementary business units runs alongside **initiatives focused on the ESG agenda**

*The industrial activities conducted at the Biorigin United States unit ended in the 2024/2025 harvest year. This topic will be reported in the next Zilor Sustainability Report using the financial information for the harvest year.

Business model: Zilor and Biorigin

For 77 years, we have lived and worked with the land. The 2023-2024 harvest was the best in our entire history.

Business divisions

Agribusiness

Sugar, ethanol, bioenergy (clean and renewable)

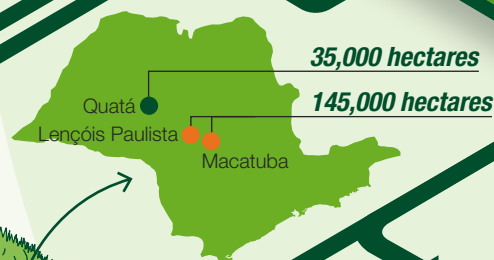
Biotechnology (Biorigin)

Ingredients of natural origin for human consumption (Food segment) and animal nutrition (Feed segment)

Everything starts on the land

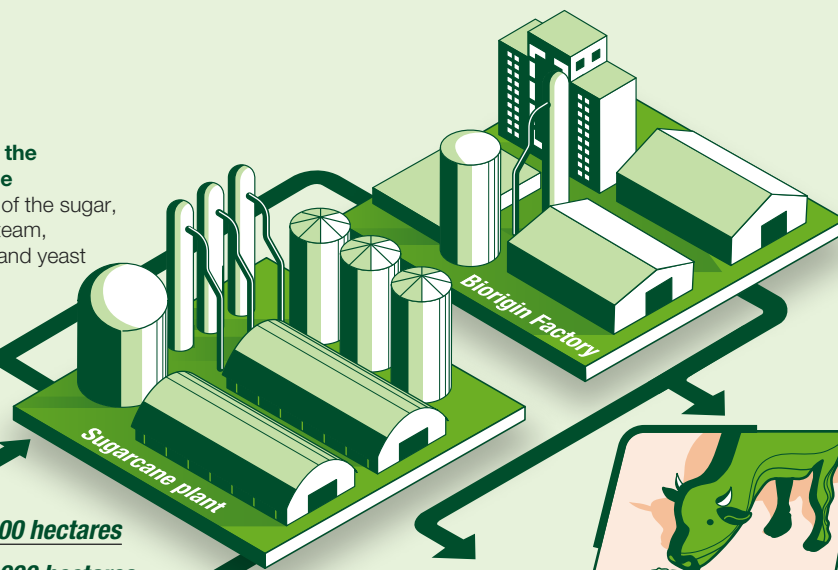
1 Farming of the sugarcane

- Agricultural partners
- Proprietary lands



2 Milling of the sugarcane

The origin of the sugar, ethanol, steam, electricity and yeast



3 Production of ingredients for food

Yeast is used to produce natural ingredients for human food and animal nutrition

■ Production totaling **38.1 t**

■ Investments of **R\$ 70 million** in three years to modernize the factory and increase manufacturing capacity

4 Quality sugar produced for clients

■ **742,000 t**

5 Ethanol: biofuel that contributes to the reduction of CO₂

145,700 m³
of hydrous ethanol

350,100 m³
of anhydrous ethanol

■ As a member of the RenovaBio program, Zilor issues and trades decarbonization credits (CBIOs): **580,900** issued

■ ISCC CORSIA Plus certification (ethanol for aircraft - SAF)

6 Clean and renewable energy, produced from biomass

■ Energy cogeneration: **557,600 MWh** capable of supplying a city of **781,159** inhabitants for one year*

7 Investments in the communities neighboring the productive units:

■ **R\$ 5.9 million**, including company investments and tax-deducted funds

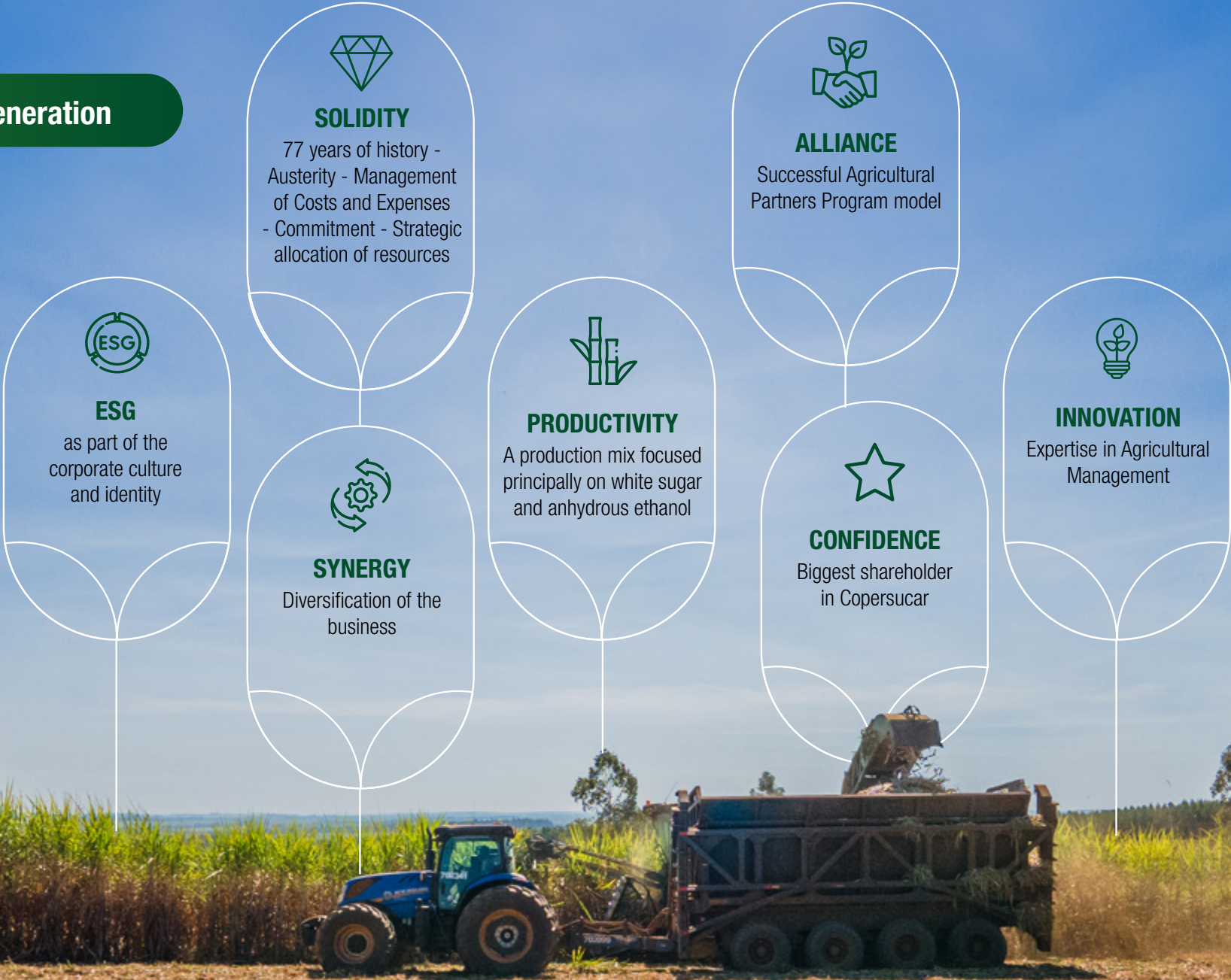
■ **Around R\$ 3.3 million** in positive impact (Return on Investment - S-ROI) through the generation of employment and income in the communities

8 A sustainable future

By producing clean energy, biofuel and ingredients for healthy food, we are contributing to the sustainability of the planet

*(Source: Electricity Statistics Yearbook - Base Year 2023)

Value Generation

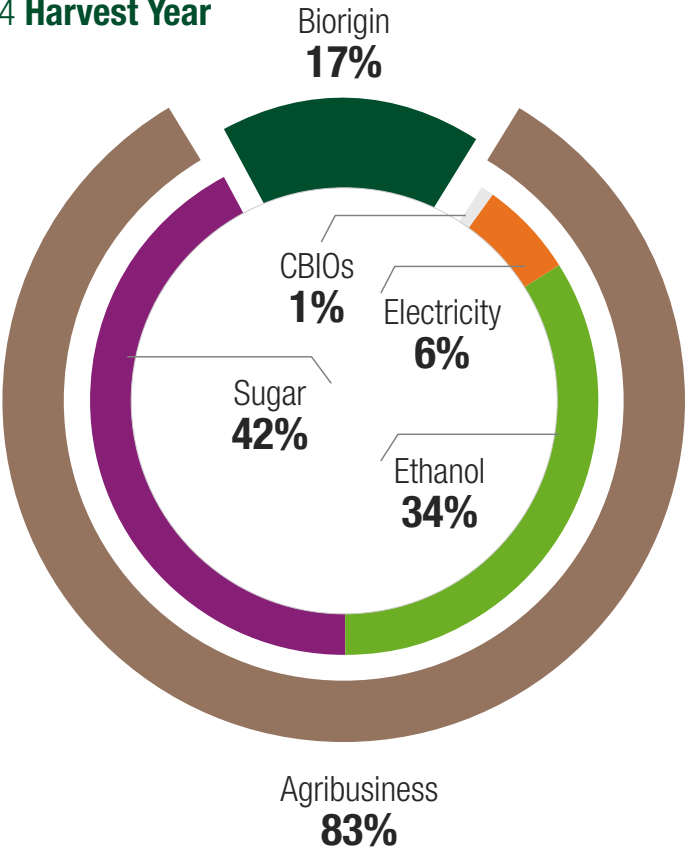




Diversification of the Business

Zilor works with different business models, thereby defending the Company against any possible fluctuations in the price of commodities.

2023/2024 **Harvest Year**



zilor



AQ¹

Açucareira Quatá S.A. ²



Sugar



Ethanol



Bioenergy



Yeast – Biorigin business unit

Biorigin³



Biorigin USA (Factory)

Biorigin⁴



Biorigin Belgium
(Distribution Center)

CAQ⁵

**Companhia
Agrícola Quatá**



Lands (35,000
hectares of
proprietary lands)

¹ Includes all the Company's operations and registers all the land lease agreements for sugarcane farming.

² Around 145,000 hectares owned by AQ are leased out for sugarcane production.

³ The industrial activities conducted at the Biorigin United States unit ended during the 2024/2025 harvest year. This topic will be reported in the next Zilor Sustainability Report using the financial information for the harvest year.

⁴ The Biorigin Europe unit provides support for the Biorigin business unit in the distribution of its products by means of a distribution center located in Belgium.

⁵ Registers proprietary lands for sugarcane farming, valued at R\$ 4.1 billion during the 2022/2023 harvest, with growth of 7.89% compared to the R\$ 3.8 billion registered in the 2021/2022 harvest.

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MISSION

Our reason for existing



Building wealth and promoting society's wellbeing by turning innovative and natural agricultural resources into food and energy.

Find out more
about the Company's history at Zilor's Virtual Museum



VISION

What we do



We create, develop and provide **intelligent solutions using sugarcane.**



VALUES

What we believe in

- Maintaining committed relations with our customers, employees and shareholders
- Working, growing and dreaming of the future
- Integrity
- Austerity
- Always Learning
- Social Responsibility
- What is ours is ours. What belongs to others is theirs
- Loyalty
- Innovation

Membership of Associations

GRI 2-28

Zilor is a member of numerous strategic Brazilian and international associations and organizations. The most important of these is the Sugarcane Industry Association ('Unica'), of which Zilor is a member of the Advisory Board and working groups focused on soil, water and air, sustainability and bio-electricity. Zilor represents Unica on the Aguapeí-Peixe and Tietê-Jacaré Drainage Basins' Committees, involving those working to preserve water resources in the regions.

The Company is also a member of the Council of Sugarcane and Alcohol Producers of São Paulo ('Consecana'), the Environmental Chamber of the Sugar and Ethanol Sector, and the Brazilian Biogas Association ('ABiogás'). In addition to this, Zilor has become a signatory of the United Nations' (UN) Global Compact.

Locally, Zilor participates in the Lençóis River Basin Management Committee and is an effective member of the Bauru Region Integrated Emergency Network and the Assis Region Mutual Emergency Assistance Plan. The Company also works together with entities providing education and professional training, such as the National Industrial Learning Service (Senai), the Lençóis Paulista Men's Legion, the Macatuba Women's and Men's Legion, and the State Technical Schools (Etecs) located in Lençóis Paulista, Paraguaçu Paulista and Quatá.



Our Units GRI 2-1

Zilor is made up of two divisions: Agribusiness and Biotechnology (Biorigin). The Agribusiness division has three manufacturing units in Brazil, located in upstate São Paulo, in the towns of Lençóis Paulista, Macatuba and Quatá.

The Biotechnology division (Biorigin) currently has three manufacturing units in Brazil, located in upstate São Paulo, in the towns of Lençóis Paulista, Macatuba and Quatá. Biorigin also has two sales offices, one in the United States and another in Belgium, and three distribution centers, one in Brazil and two located overseas, in the United States and Belgium, thus allowing for the distribution of natural ingredients to more than 60 countries, and establishing the Company's presence on each of the world's continents.

Our 3,900 employees work in the Company's operations and offices. Of this total workforce, around 290 professionals work at our head office, in Lençóis Paulista (SP), and in the São Paulo office.

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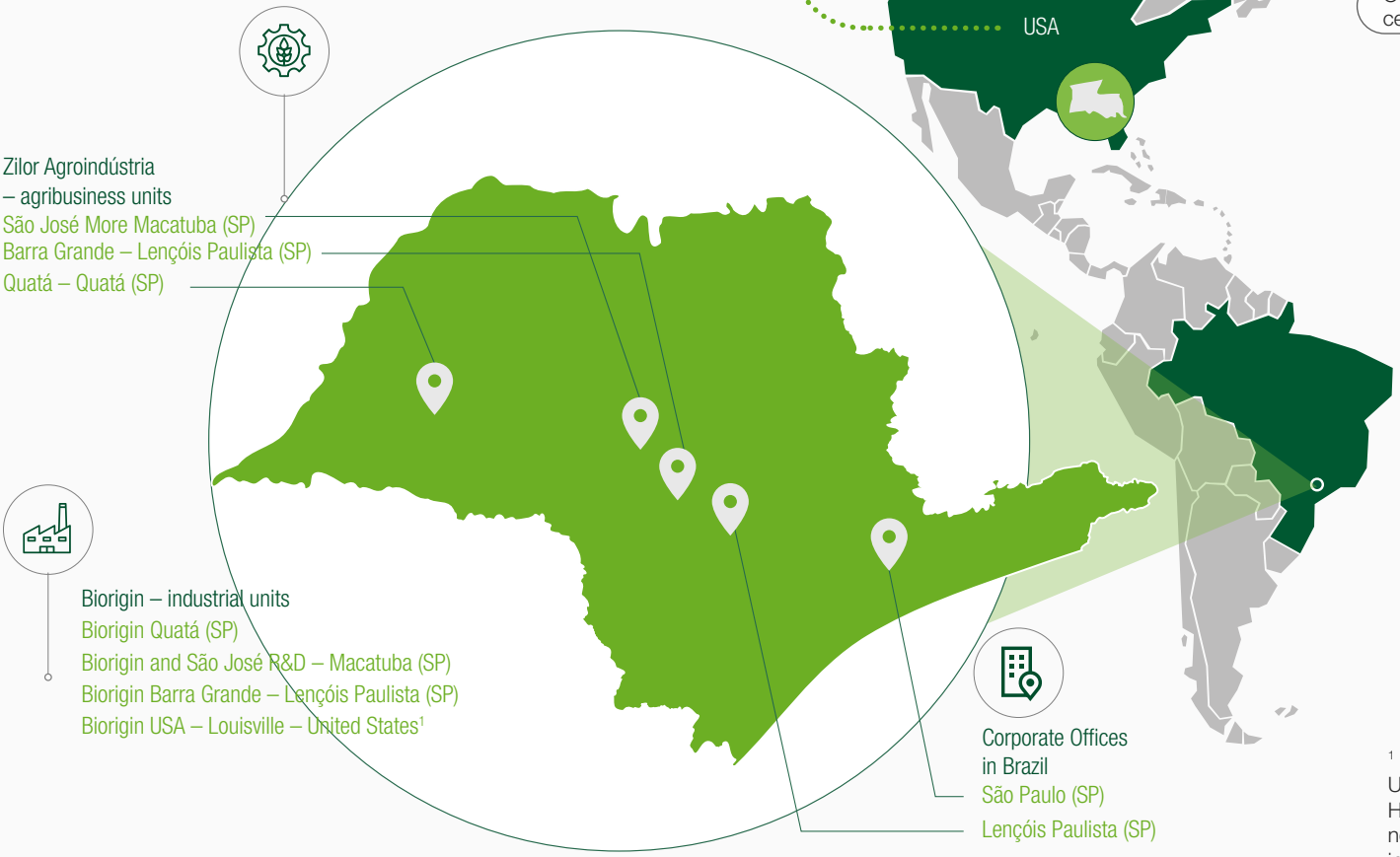
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Our **Units** GRI 2-1

60+ countries

to which we export our products



¹ The industrial activities conducted at the Biorigin United States unit ended in the 2024/2025 Harvest Year. This topic will be reported in the next Zilor sustainability report using the financial information for the harvest year.

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This business unit is focused on the processing of sugarcane for the production of sugar and ethanol, as well as exporting the electricity generated from the biomass, a clean and renewable source of energy. As a biofuels manufacturer and member of the RenovaBio program, Zilor issues and trades decarbonization credits (CBIOs).

This agribusiness also provides yeast extract, a byproduct of Alcoholic Fermentation (AF), which is produced internally. We also produce ‘FS’ (‘Fermentable Sugar’), an essential input for the ingredients production line manufactured by Biorigin. Due to its high concentration of vitamins and proteins, and as it is a natural raw material extracted from sugarcane, it contributes to the facilitation of a more sustainable and responsible production model by developing innovative solutions involving natural ingredients for human foods, pet foods and feed for production animals, using biotechnology processes.

Sugar and Ethanol

Zilor works with the production of sugar, ethanol and electricity – which supplies the operations, whilst any surplus production is sold). During the ethanol production process we transform the sugarcane bagasse (biomass) and use the steam to produce energy. Th excess is exported to the National Interconnected Grid (SIN) in line with the agreements signed to operate within the Regulated Energy Market (ACR) and the Free Energy Market (ACL).

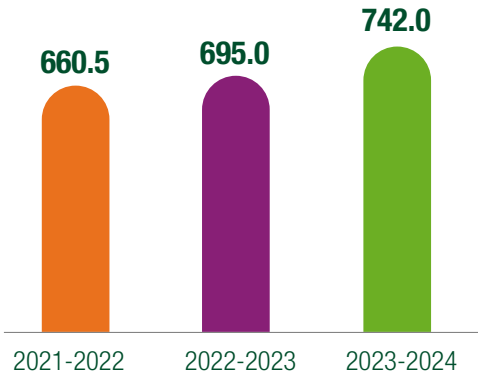
At its Agribusiness unit, the Company has adopted an integrated ‘start to finish’ business model. The planting and harvesting are performed by in-house teams as a means of supplying the industrial units, representing approximately 35% of the volume of sugarcane.

One hundred percent of the lands involved in the Agricultural Partners model are leased by Zilor and operated in partnership. All the sugarcane produced is delivered to Zilor, which builds a more secure model with the risks being more evenly distributed. The sugarcane supplied under this system represents roughly 65% of Zilor’s total milled product, which supplies the São José and Barra Grande units.

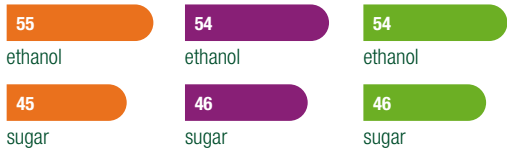
Another central feature of this business model is the total sale and distribution of the sugar and ethanol by Copersucar, a global leader in these two commodities. Copersucar provides the connection with clients and performs the logistics operation with the ability to involve all the links in the value chain. This strategy minimizes the counterparty risk and allows access to funding for working capital.

In terms of sales, during the harvest year in question, Zilor sold 250,223 tons of gross sugar, 412,460 tons of white sugar, 144,638 m³ of hydrous ethanol, and 348,078 m³ of hydrous ethanol, with a total net revenue of R\$ 2.9 billion.

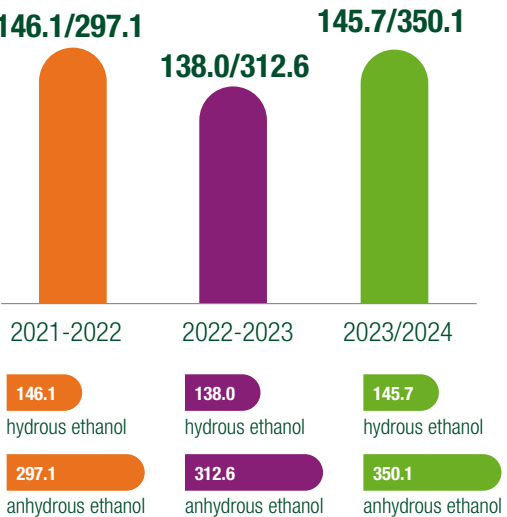
Sugar Production (thousands of tons)



Production mix (%) (ethanol/sugar)



Ethanol Production (thousands of m³)



Sugar and Ethanol Business Model



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In figures (2023/2024 harvest year)

17 billion
liters of
ethanol sold

13 million
tons of sugar
traded

48 million m³
of natural gas sold
per day

37 partner
units (110+ million tons
of sugarcane Profarma)

16 exclusive
distilleries (5.3+ million m³ of
ethanol)

Origin

8 million
m³ of ethanol / 5 million tons
of sugar

4 million
tons of sugar in
static storage

3 million
m³ of ethanol in tank storage

3.8 million
m³ traded in
the US

5.4 million
tons of sugar transported
to the port

8.5 million
tons of elevation
(sugar and ethanol)

4 million
m³ in pipeline transport
1,000 km

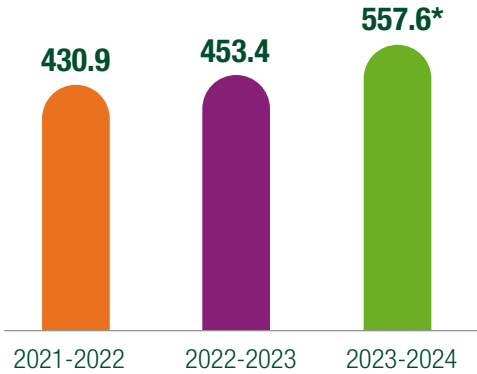
Bioenergy

Begun in 2021, the most recent sugarcane biomass-based energy expansion project is the most important investment in innovation that Zilor has made in recent years. The project generates clean and renewable electricity from a sustainable source, with the capacity to ensure 100% of the electricity and steam supply that our businesses consume over the course of the harvest year. The excess is sold to distribution companies (regulated market) and trading companies (free market). This is a strategy that is very important for the diversification of the business and the stability of the cash flow.

The 2023-2024 harvest year was notable for a sharp rise in the cogeneration of energy due to the delivery of expansion projects at two units: São Jose, concluded in 2023, and Barra Grande, delivered in 2024. With the expansion of the generation complex, Zilor should increase its production capacity to 319 MW, meaning a rise of approximately 60%.

The investment in the expansion of renewable energy production is aligned with the business diversification strategy as a means of mitigating the risk of the fluctuations in commodity prices and ensuring more predictability in Zilor's revenues. The Company's positive impact on the environment should also be recognized, this being due to the increased presence of renewable sources in the national energy grid.

Exported energy
(thousands of MWh)



* The 2023-2024 data were positively impacted by the energy cogeneration related to the project developed at the São José unit (Macatuba - SP), meaning a 32.7% increase in the volume of energy exported.

Around R\$ 580 million
was invested to enable
an increase in the energy
cogeneration capacity of
up to 60%



Bioenergy in Figures

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São José Unit:



32.7%

increase in the volume of energy generated in the 2023-2024 harvest year (with a potential increase of up to 40%)



1 city of 780,000+ inhabitants

average annual capacity of the volume of energy supply exported by Zilor

319 MW

of installed capacity, with the delivery of the two energy cogeneration projects

100%

supply to meet the energy needs of Zilor's three mills and the Biorigin business unit.

60%

expected increase in the production of the generation complex from the expansion projects involving the São José Unit, concluded in 2023, and the Barra Grande Unit, delivered in March 2024.

557,600 MWh/year

of exported energy capacity (2023-2024 harvest year), a figure which is expected to rise to 77,000 MWh/year following the expansion

I-RECs

As of the 2023-2024 harvest year, with the International REC Standard seal, which certifies the production of renewable energy, we began trading RECs (Renewable Energy Certificates) on the Electricity Commercialization Chamber (CCEE) platform.



Agricultural Partners

GRI 3-3 Management of a Material Topic -
Management of Agricultural Partners and Suppliers
- Agribusiness, 13.23.4

The Agricultural Partners model is an innovative program that has been in operation at Zilor for more than two decades. One of the Company's strategic assets, the program ensures inclusion, the generation of jobs and income, and the sharing of technology. The project also encourages entrepreneurship in municipalities in the region, promoting the development of local suppliers.

Relations are established in the form of long-term contracts of between six and twelve months, covering up to two sugar planting cycles. Zilor also monitors its partners and certifies that they operate in line with the requirements established for Suppliers and Agricultural Partners. Launched in 2022, the document brings together the main guidelines that help the agricultural partners to develop upstanding businesses, offer the best working conditions to their employees and contribute to the preservation of the environment.

The 16 participating producers grow and harvest sugarcane on an average area of 5,100 hectares of land per partner, with such lands either belonging to Zilor or operated by the Company under the leasing / agricultural partnership model. The relationship is balanced by agreements that ensure financial and operational predictability and encourage the adoption of good sugarcane management practices. The model establishes incentives depending upon the productivity rates, aligned with the premises of mutual development and the strategic objectives of the Company. Zilor has a dedicated team responsible for

managing the program, taking into consideration criteria such as socio-environmental/ESG performance, productivity and remuneration.

In order to strengthen the relationships in the supply chain, we hold meetings with representatives of the Program. These meetings address relevant topics and cases for the development of initiatives in the area of sustainability, addressing themes such as reverse logistics, environmental

programs, environmental management and social projects.

The sugarcane produced by the Partners accounts for around 65% of Zilor's total milling. The longevity of the program is the result of the trust that exists between the parties involved and the solidity of the results over the years (read more about this in the [Supplier Management](#) section).



The sugarcane supplied by our Partners accounts for roughly
65%
of Zilor's total milled product

16
agricultural partners
are involved

Find out more
Code of Ethics for
Agricultural Suppliers
and Partners.

100%
of the partners are assessed on
social and environmental aspects

98.61%
is the average score of the Agricultural Partners in good
socio-environmental practices during the 2023/2024 harvest



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SUGAR AND ETHANOL

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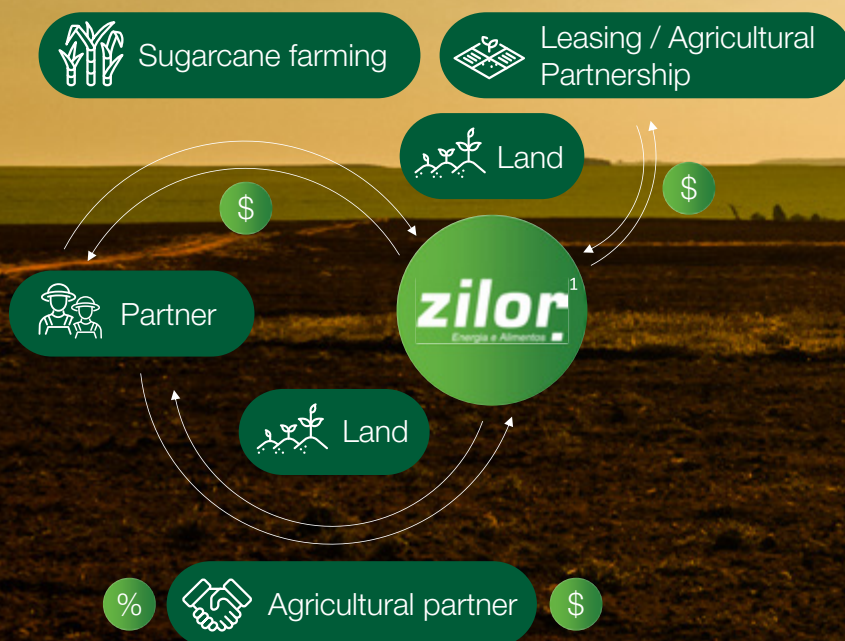
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"AGRICULTURAL PARTNER" MODEL



1. Zilor operating through Açucareira Quatá S.A. (AQ)

A pioneering model that has been in operation for more than 20 years

- Partners grow and harvest the sugarcane on lands that are leased or assumed by AQ under an agricultural partnership
- Contracts with partners and assignment of land use for the planting of the sugarcane supplied to Zilor
- They represent roughly **65% of the milling**
- Tracking of 100% of the sugarcane
- Monitoring of the productivity
- Monitoring, commitment to good conduct and performance/good socio-environmental practices
- Support for the partners
- Access to credit
- Farming consultation
- Additional incentives
- Pricing support
- Support for succession by means of the Future Partner Program

Benefits



Increased efficiency in sugarcane production



Reduction in the production structure / Capex



Greater variable costs



Greater Ebitda stability



Mitigation of risk exposure involving commodities prices

Leasing of Lands and Agricultural Partnerships

The Companhia Agrícola Quatá has 35,000 hectares of proprietary land, valued at R\$ 4.1 billion. In addition to this, Açucareira Quatá has ownership of areas that are operated under a system of partnership with Companhia Agrícola Quatá, and also leases an area of 145,000 hectares traversing 18 municipalities in the state of São Paulo, which are operated under Agricultural Partnerships and by the Company itself. The lands are located in the regions of Lençóis Paulista and Quatá.



Municipalities with Lands that are Leased or Operated as part of Agricultural Partnerships



Awards and Recognitions

Zilor’s success can be seen in the awards and recognitions received. In the 2023-2024 harvest year, the main ones were:



100+ Influentes do Agro

Zilor’s CEO, Fabiano Zillo, received the ‘100+ Influentes do Agro’ award from the Mídia Group. This is an important recognition awarded to those leaders and professionals who most influence the agribusiness sector in Brazil.



Visão Agro Brasil

Zilor was recognized in two categories at the *Visão Agro Brasil Awards*: Entrepreneurship and Management, and Best Mills in Brazil, for the São José Unit.



Visão Agro Centro-Sul

Zilor received two awards in the ‘*Visão Agro Centro-Sul 2023 Awards*’. The Company received a special mention in the ‘Entrepreneurship and Management’ and in ‘Best Managers’ categories.



Forbes Agro 100

Zilor was highlighted in the Forbes Agro 100 for the third year running.

In the 2023 edition, Zilor was placed 58th out of the 100 biggest Brazilian agribusiness companies. This ranking highlights those companies that stood out in the agricultural sector during the previous year, based upon invoicing and performance.



CanaSauro & BabyCanaSauro

In the 2023-2024 harvest year, the CEO of Zilor, Fabiano Zillo, received the CanaSauro & BabyCanaSauro Award from ‘UDOP’ (the National Bioenergy Union) and Confraria do Agro. The award recognized his career of more than 30 years in the sugar and ethanol sector. The award recognizes those professionals who combine experience and innovation to make the sector increasingly more important to the development of Brazilian agribusiness.



Best in Agribusiness -
Globo Rural Magazine

The prestigious ‘Best in Agribusiness’ ranking, awarded by the *Globo Rural* magazine, recognized Zilor as the eighth best agribusiness company in the bioenergy category.





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Biorigin

Biorigin is Zilor’s business unit that specializes in **developing innovative solutions** in natural ingredients for human foods, pet foods and feed for production animals, using biotechnology processes.

Biotechnology – Biorigin Business Unit

GRI 2-6

[Find out
more
about Biorigin](#)

[Find out more](#)
Take a tour of
Biorigin on YouTube

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Biorigin recognizes the connection between human, animal and environmental health. It produces natural ingredients that not only improve the flavor of the foods, but also promote healthier eating for people, with reduced levels of sodium, sugar and fat.

It also develops solutions that improve the taste, nutritional value and function of the food developed for pets, thus contributing to their general and intestinal health, and immunity levels.

It also offers the producers animal health and nutrition options, focusing on the improved efficiency, productivity and wellbeing of production animals, such as poultry, pigs, fish and ruminants, meaning a reduction in the use of antibiotics and reinforcing the commitment to health and wellbeing at every stage of the chain.

Biorigin has three industrial units in Brazil, all of which are located in the state of São Paulo. In Belgium, the company has a distribution center and a sales office. In the 2023-2024 harvest year, the strategic decision was taken to end production at the Company's industrial unit in the United States. This decision was taken with the intention of increasing the share of products based solely on yeast, which are produced in Brazil, considering the enormous potential

presented by this segment. The commercial, logistics and distribution center services have continued, ensuring a local presence and proximity to the clients.

A specialist in fermentation processes for over 20 years, Biorigin is the only yeast supplier that guarantees consistency, full traceability and sustainability throughout the entire production chain, with its operations being guided by product quality, traceability of the raw-materials, and innovation.

The guaranteeing of unique solutions for the market is founded upon full control of the production chain, based upon yeast, yeast extract drawn from alcoholic fermentation, and the fermentable sugar supplied by Zilor itself, ensuring the traceability of the sugarcane through to creation of the final product.

This same rigorous process used to ensure quality is also applied to brewers' yeast, acquired from external suppliers, thus ensuring the clients a top-quality product.

Another differential is the pure culture factory, the first of its kind in Brazil, which allows for the selection of the best strains of yeast for the products and production all year long.

Focused primarily on exportation, approximately 90% of Biorigin's production is distributed to more than 60 countries in the North American, European, Latin American and Asian markets.

This business unit's value chain includes inbound and outbound logistics, operations, marketing and sales, services, infrastructure, management of human resources, development of technology, procurement, raw materials, suppliers and distribution. Its activities include production, sales and marketing, logistics and the supply chain, research and development (R&D), finances and accounting, human resources, Information Technology (IT), customer services, strategy and planning, procurement and supply, quality management, ESG, legal and compliance, digital marketing and online presence, as well as the development of partnerships and alliances.



Biorigin

Timeline

2003

Founded as a Zilor business unit. Investments in diversification.

2008

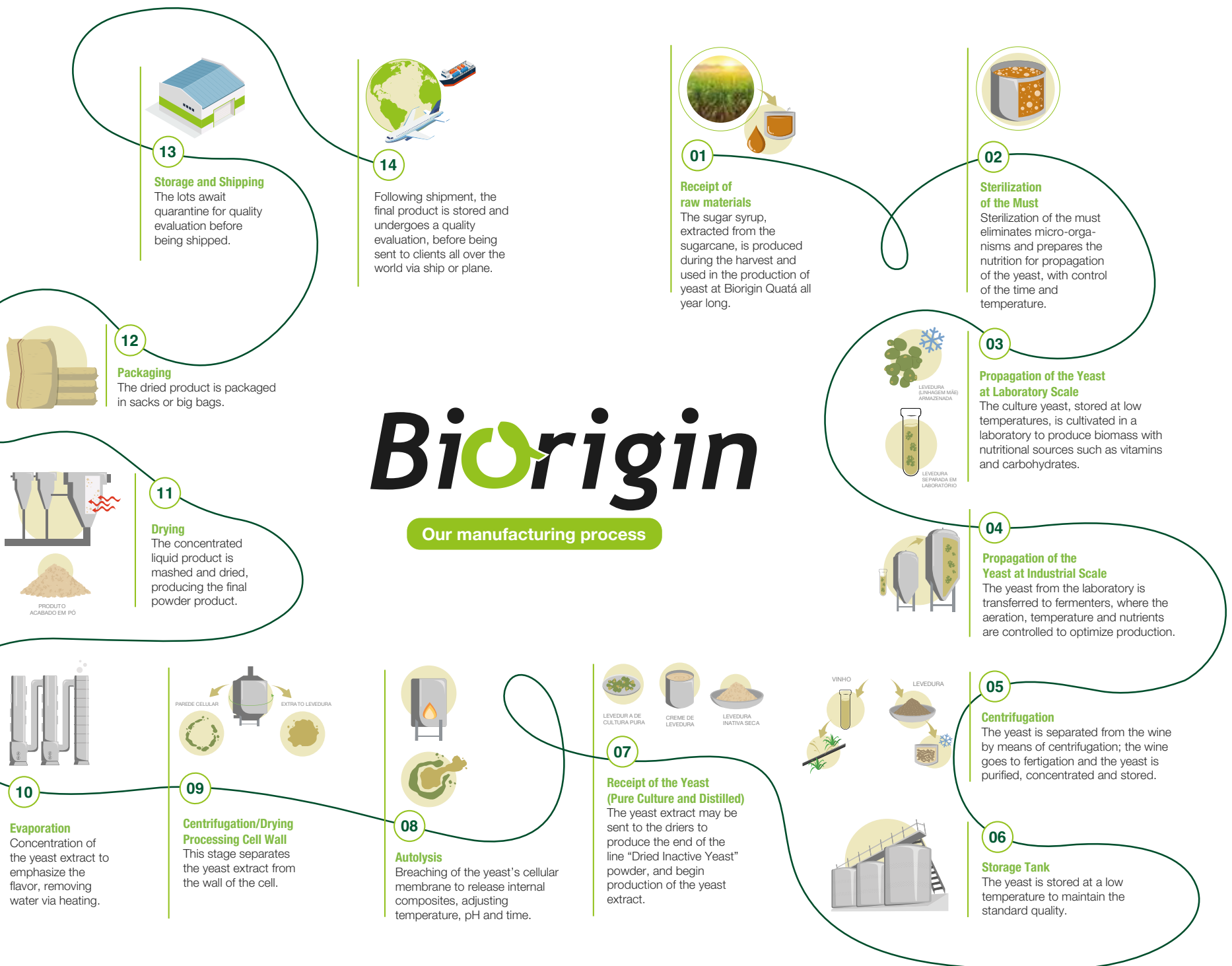
Purchase of the PTX Food Corp. (United States) which is currently the Biorigin United States unit. Purchase of Immunocorp Animal Health (Norway) - currently with a commercial office and distribution center in Belgium.

2016

Expansion of the Biorigin Quatá production unit - with double the production capacity.

2023

Investment of **R\$ 70 million** in Biorigin Quatá - efficiency and productivity.



Biorigin

Our manufacturing process

Biorigin in figures GRI 2-1



Global reach involving more than
60 countries



Commercial teams
on all continents

Estimated payments to suppliers

R\$ 290 million



3 factories
specializing in the manufacture of yeasts and derivatives: Biorigin São José (Macatuba-SP), Biorigin Barra Grande (Lençóis Paulista-SP) and Biorigin Quatá (SP)



1 research and development center



Sales volume

32,000 t

19,600 t
(feed products)

12,400 t
(food products)



90%
of production exported



1 pilot unit



1 pilot kitchen



2 corporate offices
located in Lençóis Paulista and São Paulo



468
employees



3 distribution centers
in Brazil, Belgium and the United States



454
active suppliers

Net revenue

R\$ 604.6 million

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Contribution to
Zilor's results

One of Zilor's main reasons for founding Biorigin was to further diversify the Company's business. Biorigin currently accounts for 17% of Zilor's total revenue, arising principally from the contributions it makes to the leading human food companies, food and beverage creation businesses, and companies manufacturing feed for pets and production animals around the world.

At the end of 2023, the sum of R\$ 70 million was approved for investment in the Quatá unit, with the intention of increasing its global presence. The project forms part of the Company's strategic growth plan which is to be executed over the next three years, making the yeast extract business more competitive, significantly improving customer services and the ability to meet new demands of the market, which is increasingly seeking innovative and sustainable solutions.



Biorigin contributes
17%
to Zilor's total revenue

Principles

Integrity, Loyalty, Social Responsibility, Commitment to the Future, Always Learning, Creative Forces and Partnerships.



Our Philosophy

Being

To be the leading supplier of ingredients of natural origin that are of value to our clients.

Doing

We mobilize skills and, by means of biotechnological processes, we create innovative ingredients, originating from natural sources, with a commitment to increasing the value of our clients' products.

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Research & Development

At Biorigin, innovation lies at the heart of all the operations. The Company adopts an integrated process, in which the main departments collaborate to ensure an innovative environment. The Research & Development (R&D) Center, located at the São José Unit in Macatuba (SP), is the nucleus of this operation, involving three cutting-edge laboratories and a pilot unit. The team of 40 highly-qualified professionals, including biologists, chemists, food engineers, bio-technologists, pharmacists and zoo technicians, work hard to foresee market trends and develop products that meet our clients' demands for natural and healthy ingredients.

The Biorigin R&D team is driven by the constant search for new discoveries. As well as its solid internal structure, the Company has also established strategic partnerships with well-respected universities, research institutes and large companies, both in Brazil and overseas. The collaborative network allows Biorigin to be continually moving in the direction of innovation, always ready to optimize processes and create solutions that reduce costs and increase productivity, whilst being guided by sustainable actions.

At the Biorigin laboratories, innovation comes about through agile and precise analytical developments. The Company develops new products and methodologies that are in alignment with rigorous international norms and standards, thus guaranteeing autonomous and effective quality control, a requirement that is essential to the obtaining of reliable results.

In 2023/2024, the project execution strategy was altered in order to prioritize the improvement of Biorigin's earnings and productivity. Along these lines, the new technologies developed by R&D were approved and implemented at the manufacturing units, with significant benefits for the human foods and animal nutrition lines. Due to the excellent results, new investments in R&D were approved, with the aim of speeding up the creation of prototypes that much more, and keeping abreast of new trends in the areas relating to biotechnology.

The innovation at Biorigin can also be seen in the development of new products, a segment that drives the opening of new markets. Through the work performed at the Application Center, located in the city of São Paulo, it has been possible to develop applications for new recipes in Biorigin products, in line with the needs of clients and the principal demands of the market. The Company ended the harvest year with more than 60 products in the human and animal nutrition segments, with a number of them being produced exclusively for specific clients.



4 employees
with post-doctorate degrees

10 employees
with doctorates

15 employees
with master's degrees

20 employees
with specialist qualifications and/or MBAs

44 partnerships
with Brazilian universities/institutes
and laboratories

22 partnerships
with overseas universities/institutes
and laboratories



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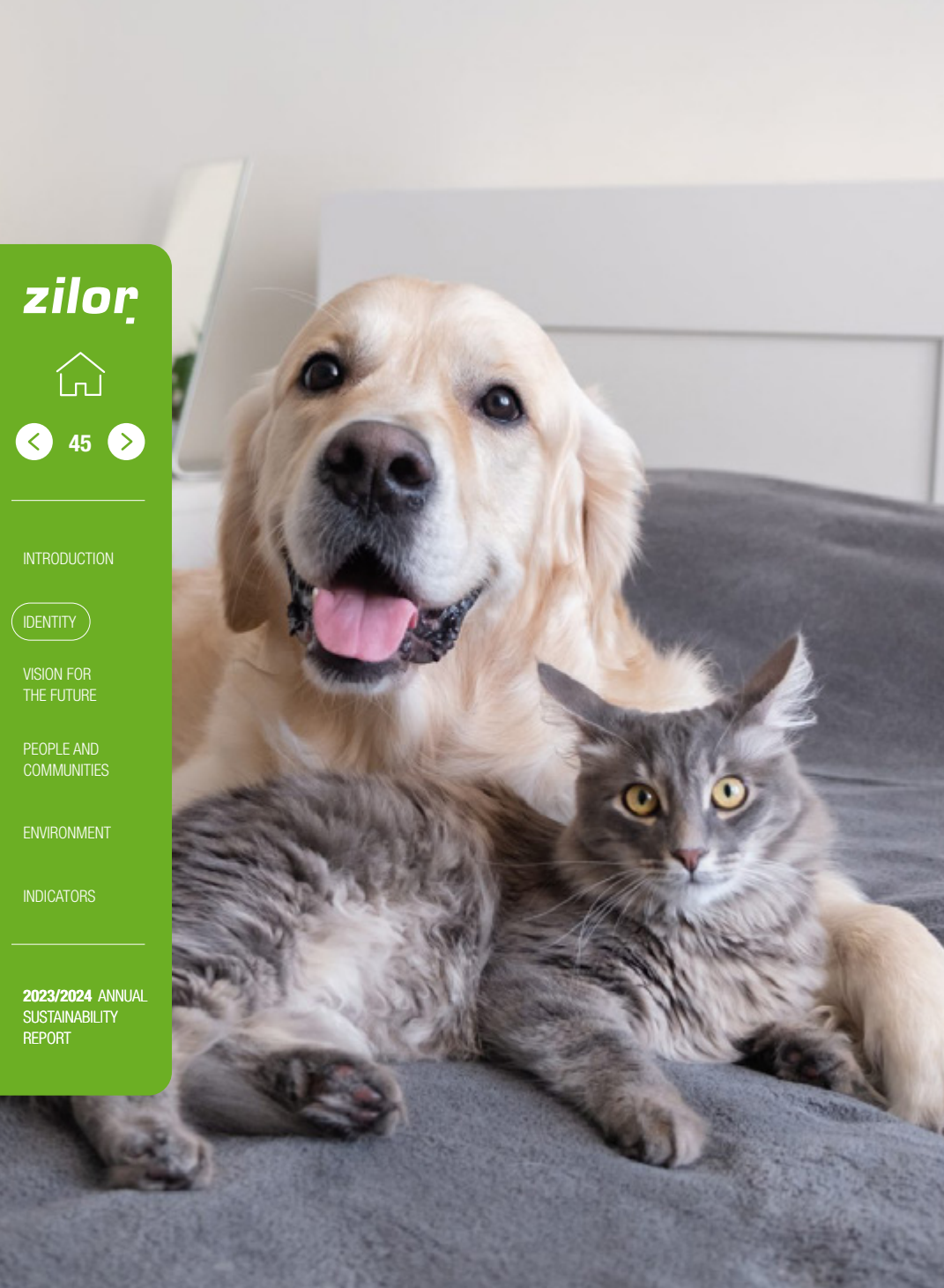
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Operating sectors

Using innovative biotechnology processes, Biorigin develops solutions for three segments: the human nutrition industry, the pet food industry, and the production animal health and nutrition industry.



HUMAN FOOD INDUSTRY



PET FOOD



PRODUCTION ANIMAL HEALTH AND NUTRITION



Foodstuffs Industry (food segment)

Biorigin has been constantly striving to offer exceptional flavor experiences and cutting-edge solutions aligned with the leading global food trends to ensure healthy and well-being of the public.

With more than two decades of experience, the Company has established itself as a trusted partner for the food industry, providing a wide range of applications that create more flavor and allow for a reduction in sodium and sugar content, and can be used in vegan and vegetarian recipes.

One of the stand out achievements in this sector is the inclusion of our ingredients in soups, stocks, sauces, savory snacks, flavors, and meat and dairy products.

Awareness of Market Trends

Sustainability is playing an increasing role in our daily diets, principally due to the challenge of feeding a population of around 8 billion whilst respecting the communities and the environment.

In 2023, one of the leading trends in the nutrition sector was ‘upcycling’, a practice which promotes the full use of foods, eliminating the generation of waste.

Yeast extracts are sustainable both in their production process and in their various applications, easily being integrated into the practice of food upcycling. By contemplating and intensifying the flavor of foods, yeast extracts can transform simple recipes into rich and tasty new culinary experiences.

To illustrate the viability of this initiative, the Food team presented different applications of yeast extract at the Food Ingredients Europe, held in Frankfurt, Germany, at the end of 2023. The demonstrations aimed to show how maximum use of foods can be achieved by the industry and consumers. The team demonstrated how a powder mix for cake, when combined with water, egg, oil and apple peel, orange, or even an overripe banana, results in a ready-to-bake cake batter. In just 30 minutes, a product that would have been thrown away can become a new and delicious dish, thus reinforcing the aim of zero waste and the possibility of using foods in different ways. The team also presented a spice mix including a yeast extract that can be used to make little savory balls using leftover beans or rice. And all this with much more flavor and realce, thanks to the power of yeast extracts that provide umami and mouthfeel, boosting the natural flavors of the foods, demonstrating the usage possibility in both sweet and savory foods, and encouraging creativity as a driver to support global nutrition with zero waste.

Launch

During the most recent harvest year, Biorigin added another product to the Food portfolio: Bioprotein, a yeast extract with a high protein content that meets the demand for a healthier and highly functional type of food

In addition to its natural and AOF (animal origin-free) qualities, we should highlight the product’s Non-GMO Project Verified, Bonsucro, Kosher and Halal certifications, and the possibility of it being used in a wide range of foods and beverages, as well as the possibility of adapting it to be used in plant-based initiatives.



With more than two decades of experience, Biorigin has established itself as a trusted partner for the food industry

Product lines

Bionis Biotaste Goldcell Bioprotein

Applications

Soups and Stocks



Sauces



Snacks



Meats and similar products



Dairy and similar products



Baking and Confectionery



Beverages



Solutions



Reduced Salt



Reduced Sugar



Improved Flavor



Vegan and Vegetarian



Reduced Fat



Clean Label



Application Center

Since 2022, the Food Application Center has been developing applications from the Biorigin portfolio in different Food categories. The space is also notable for welcoming clients and allowing the performance of product testing, as well as being somewhere used for creating samples and prototypes to be sent to the trade fairs that Biorigin attends.

Located in São Paulo and equipped with state-of-the-art equipment, the kitchen is a space that is prepared for innovation and the creation of solutions to clients' needs. The kitchen develops innovative stocks, soups, flavorings, sauces, dairy products, meats, beverages and vegan lines.

By doing so, it contributes to improving the mix of products offered to clients and to the generation of financial results for Biorigin.



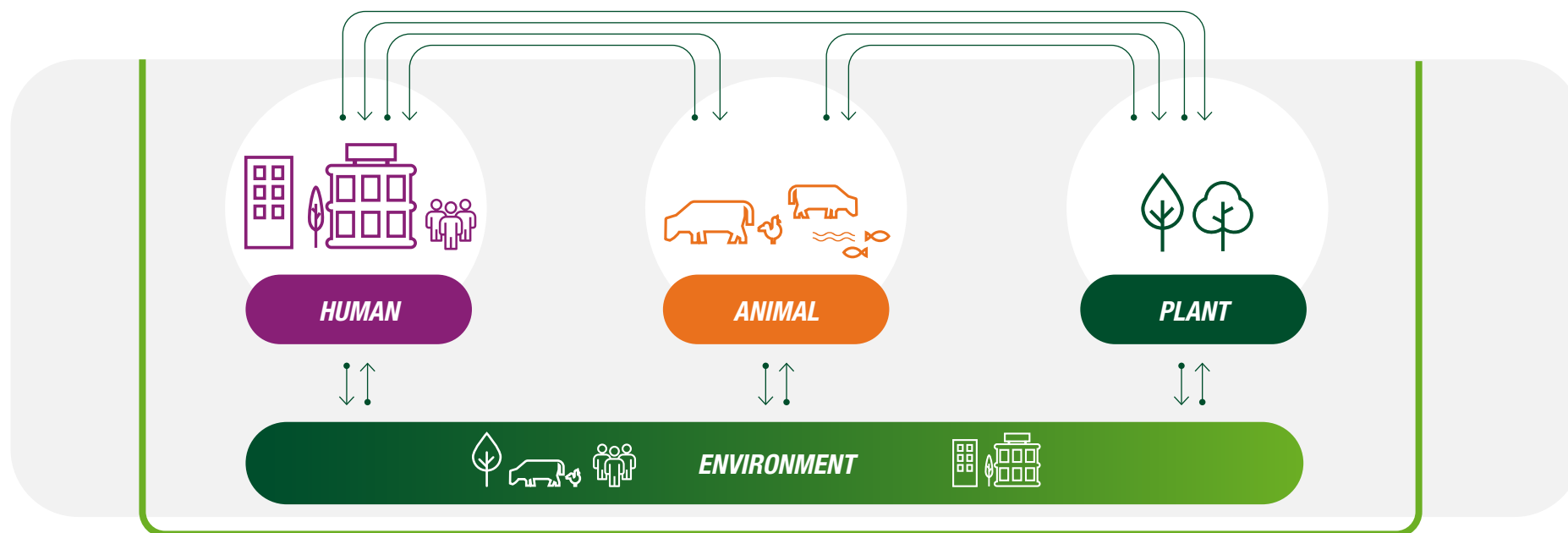
Production Animal Health and Nutrition

Biorigin believes that human health is closely linked to nature, to the environment and to all the living beings that share our ecosystem, including microorganisms and animals.



ONE HEALTH

"One Health" argues that we are all interconnected and we are all involved in maintaining and improving human, animal and environmental health.



The Company works to promote the health of ecosystems and biodiversity, performing a fundamental role in guaranteeing the production of sustainable and healthy foods for the public.

Its portfolio of products for animal health and nutrition offers solutions that help in the prevention of illnesses, the improvement of immunity and intestinal health, the greater possibility of vaccinations and the offering of proper and high-quality nutrition. These solutions help to reduce the risk of illnesses and protect human health.

One notable example of the work performed by Biorigin in terms of the interconnection between nature, animals and human beings is the use of MacroGard® in salmon production. Reared at sea, in cages that share the environment with different microorganisms, including viruses and bacteria, these animals are susceptible to diseases and an imbalance in intestinal microbiota, meaning they may demonstrate apathy, loss of appetite, reduced growth and mortality.

Based upon an analysis of numerous technical and scientific studies performed with MacroGard® on salmon, it was possible to establish a Relative Percent Survival (RPS) rate of 30%. By extrapolating this data with the annual sales volume of MacroGard®, we can estimate an

Find out more
on our *website*

1 t of Macrogard® sold is equal to **250 t**
fewer fish extracted from nature

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increase of more than 60,000 tons of the biomass produced using this solution. This means that, for each ton of MacroGard® used in the farming of salmon, there is an equivalent increase of 250 tons of biomass, thereby reducing the dependence on extractive fishing. The use of MacroGard® not only improves marine biodiversity, but also promotes the sustainability of aquaculture and contributes to the preservation of our planet.

Pet Nutrition and Health (Feed segment)

Humans and pets share the same environments and this interaction has an impact on the health of both. As they are considered to be members of the family, pets have access to bowls of water and food that sit near to items used by the humans in the family. In some cases, the foods sit side-by-side. We know that humans look for qualities on pet food labels that they require for themselves.

Biorigin understands this need, and offers solutions for the development of feed that is safer, healthier, tastier and more sustainable for our pets. It supports a nutritionally rich and balanced diet that prevents illnesses, strengthens the immune system and improves intestinal health. The natural ingredients assist the pet industry in the development of food that is in line with pet trends and needs, including humanization, specific nutrition, and the development of premium, tasty, attractive and sustainable products.

The pet industry has the capacity to transform food industry waste into nutritional and safe ingredients for pet foods. Biorigin's yeast derivative products are good examples of this practice, since some of them originate from the food and sugarcane industries, providing a range of benefits for animal health, as well as being safe and fully traceable.

During the 2023-2024 harvest year, as part of our value proposal, we launched the sixth product in the PalaUp line of yeast extract products focused on improving the taste of pet foods.

Find out more
about the portfolio of
products for pets and
our solutions

We offer solutions for the
**development of feed that
is safer, healthier, tastier
and more sustainable** for
our pets



Suppliers GRI 2-6

Biorigin’s chain of suppliers is made up of 454 active suppliers, with payments estimated at around R\$ 290 million. The suppliers are local, national and international, of various sizes, providing products, services and raw materials.

Biorigin’s downstream organizations include distribution companies, retailers, logistics partners, client suppliers, marketing and advertising partners, and international clients. Biorigin’s most important business partners include suppliers of materials, equipment, inputs/chemicals, service providers and banks.

Strategy and Performance

The most recent cycle was notable for great uncertainty in the demand for yeast extract in Europe and the United States, due to the macroeconomic situation in these regions and the war in Ukraine, which impacted the human food segment. There was also a rise in inflation and in the prices of oil and gas, which resulted in a drop in consumption. As a result, the companies in this sector were overstocked, reducing the consumption of yeast extract.

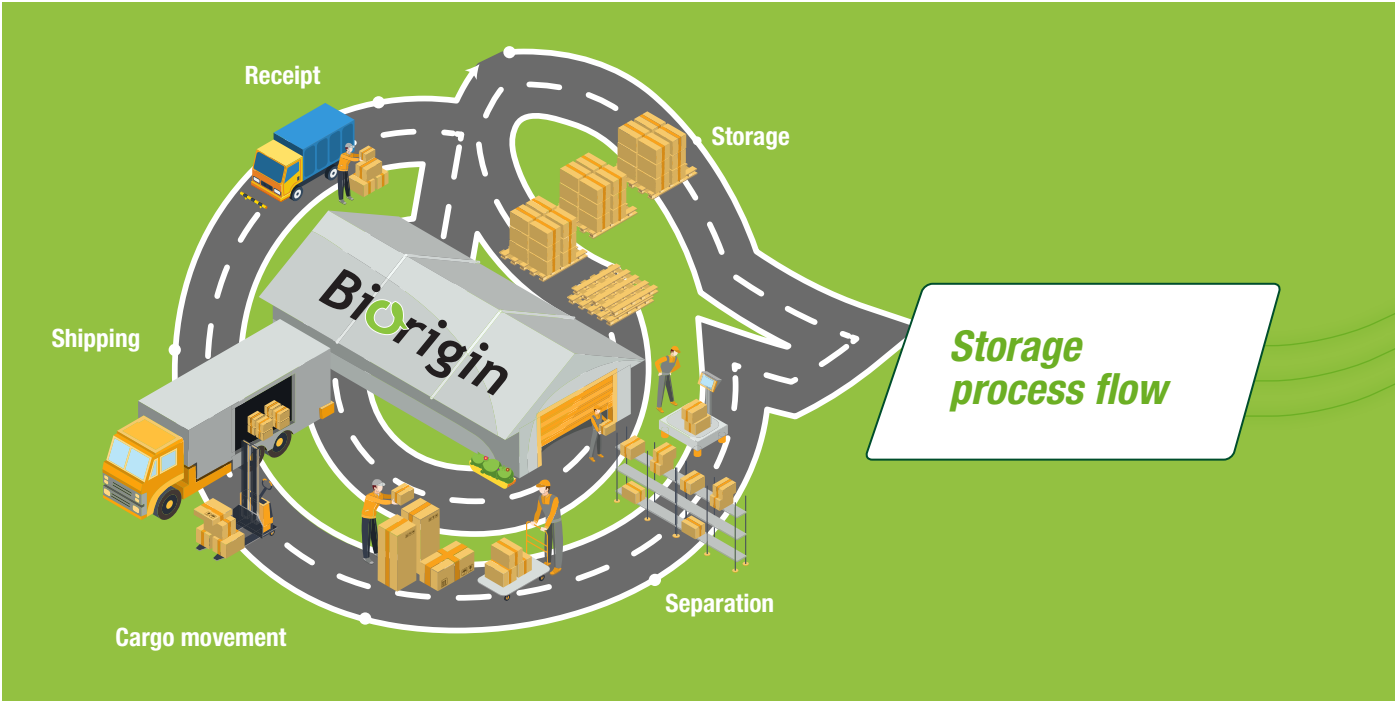
Even considering this scenario, we remained focused on our partnership with a number of global clients, whilst also meeting the needs of our regional clients. In order to strengthen our image in the global market, we continued to attend large international trade fairs focused on the food segment, such as the IFT (International

Food Technology) Fair in Chicago, USA, and the Food Ingredients Europe Fair in Frankfurt, Germany. These high visibility events allowed us to strengthen our relations with existing clients and identify new opportunities in the market. We also launched the Bioprotein product [\(read more in the Launch box on p. 46\)](#).

In the Feed segment, we took part in important domestic and international events in the aquaculture and pet segments, during which we mostly promoted the PalaUp line and the newly launched product within the line, as well as MacroGard®, the most important product in the Biorigin portfolio, recognized globally for its proven workability in dozens of technical experiments.

Challenges and Opportunities

One important challenge that Biorigin faced during the most recent harvest year was the competitive nature of the yeast extracts sector. The market is dominated by companies that are mostly located in Europe, Asia and the United States, which have factories and distribution centers in these same regions, thus facilitating access to the market. To mitigate this risk, we have distribution hubs in Brazil, Europe and the United States, serving global and regional partners, and guaranteeing a reduction in the delivery lead time.



Our differential lies in the quality and performance of the products, with satisfaction levels of above 90%, according to the most recent market research undertaken with our clients. This advantage is achieved through the full traceability of our products, from the field to the delivery to the clients.

Biorigin is recognized for its expertise in biotechnology and fermentation, offering safe raw materials and top-quality products. With a significant global presence, we help our clients to develop tasty and successful recipes which have a positive impact on the world, thus contributing to a healthier and more sustainable future.

For the coming harvest year, the Company remains committed to the innovation and development of ingredients of natural origin, prioritizing sustainable production practices and balancing the organizational growth with socio-environmental needs.

Client Preference

Biorigin possesses the expertise in biotechnology to be able to get the best out of the fermentation process and, together with its partners, develop the best solutions for creating tasty and successful dishes.

Service Strategy

During the 2023-2024 harvest year, Biorigin began working with a new relationship model with regard to our clients in the Food and Feed segments. By means of this initiative, we have begun operating with a more consultation based sales strategy, or in other words, being focused on more clearly understanding the market in which the client operates and exchanging experiences between Biorigin's and the clients' related departments.

During this first step, we have begun to integrate the commercial, technical and sustainability teams, thereby creating sales value.

The new service model is to be strengthened over the course of the coming harvest year, bringing in other Biorigin and Zilor departments, providing an increasingly more holistic understanding of the client and, as such, being able to offer what they truly need.

Food Quality and Safety SASB FB-AG-250a.2

In order to ensure the quality of its products, Biorigin runs food quality and safety management programs that meet the strictest of requirements and involve dedicated teams which monitor each step of the production process. Certifications and monitoring from the raw-materials to the final product also form a part of these programs, demonstrating the commitment to quality and safety of the food at all the production stages through to the delivery of the product to the clients.

In the 2023-2024 harvest year, 75% of the agricultural inputs making up Biorigin's production were sourced from suppliers approved by a food safety certification program recognized by the Global Food Safety Initiative (GFSI).



75%

of Biorigin's agricultural inputs are sourced from certified suppliers

Find out more
about the Food Quality and Safety Policy

Certifications

Proof of the excellence of the work performed at Biorigin can be seen in the certifications obtained year-after-year over the Company's history.



Bonsucro

International certification focused on sustainability – Chain of Custody Standard.



ISO 14001

International certification focused on sustainability – International Chain of Custody Standard Norm specifying the requirements for a system of environmental management.



GHG Protocol

Tool used to gauge, classify and manage GHG (Greenhouse Gas) emissions.



EcoVadis

A collaborative platform that awards sustainability classifications involving members of the global supply chain.



FSSC 22000

Food safety certification recognized by the GFSI – Global Food Safety Initiative (Quatá unit).



Halal

Foods prepared in accordance with Islamic law (Quatá unit).



Kosher

Foods prepared in accordance with Islamic law (Quatá and São José units).



GMP+

Food safety for the animal nutrition chain (Quatá, São José and Barra Grande units; and European Trade).



Non-GMO Project Verified

Recognition for Non-GMO foods (Quatá unit).



ISO 22000

Food safety management (São José and Barra Grande units).

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Membership of **Associations**

GRI 2-28

Biorigin is a member of the following associations: in Brazil, Abinpet (Brazilian Pet Industry Association) and Sindirações (National Animal Food Industry Union);

in Latin America and The Caribbean, Feedlatina (Asociación de las Industrias de Alimentos para Animales de America Latina Y Caribe); in Europe, Fefana (EU Association of Specialty Feed Ingredients and their Mixtures); and, globally, Ifif (The International Feed Industry Federation) and Abia (Brazilian Food Industry Association).

Sponsorships and Participation in Congresses in 2023/2024

September

CIPEU – Zaragoza, Spain
ESVCN – Vila Real, Portugal

November

AquaNutri – Botucatu (SP)
KibbleCon – Manhattan, USA
Dogs and Cats Nutrition Symposium – Jaboticabal

Participation in Trade Fairs and Events

2023

May

Pet Food Forum – Kansas City, USA
Fenagra – Campinas (SP)
PalaUp launch at two trade fairs

July

IFT First – Chicago, USA

September

Aquaculture Europe – Vienna, Austria
Nordic Pet Food – Aalborg, Denmark

November

FIE – Frankfurt, Germany
BioProtein launch

2024

March

AquaSur – Puerto Montt, Chile



We exhibit our products at domestic and international trade fairs, events and congresses **as a means of strengthening our ties with clients and establishing new partnerships**

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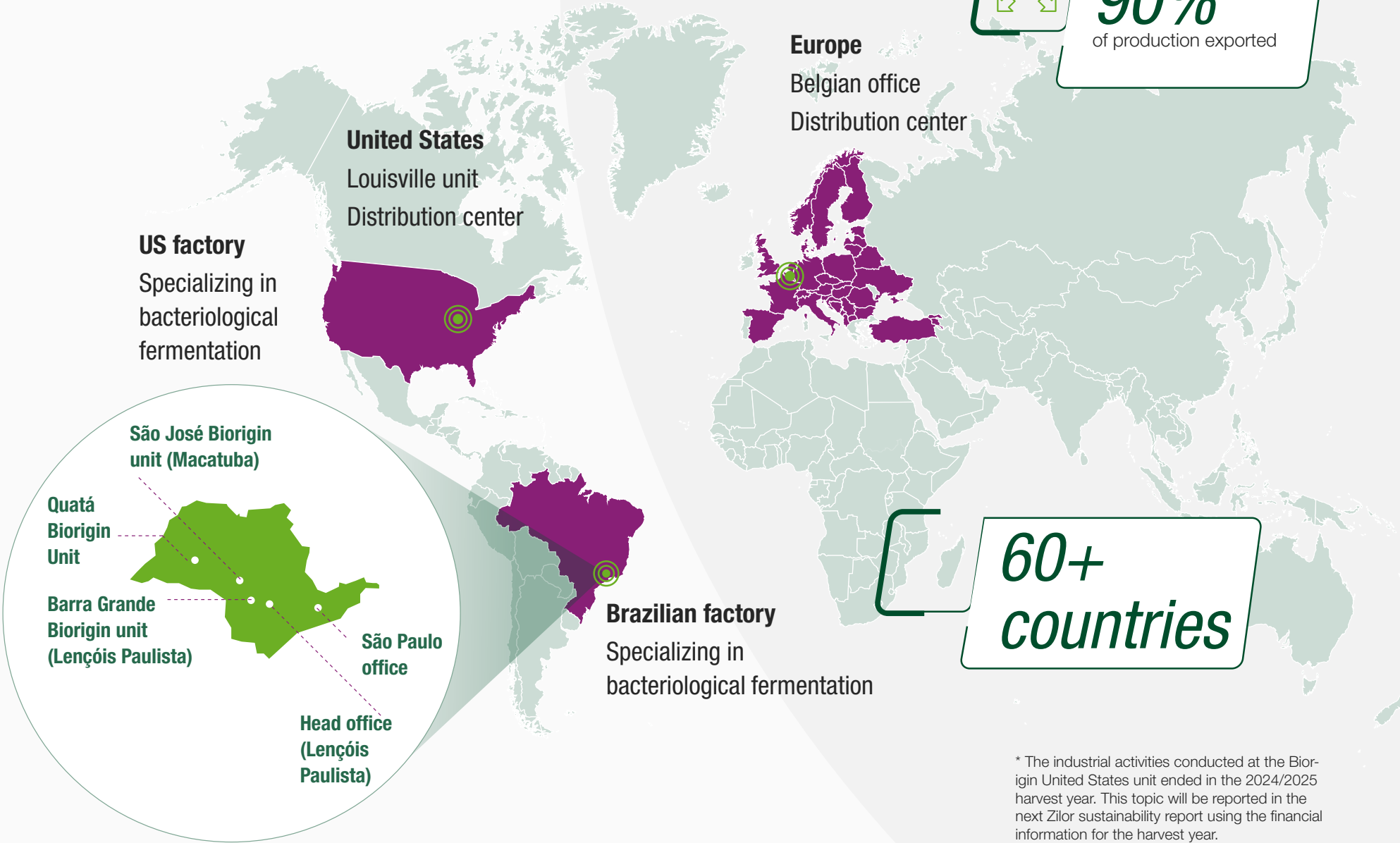
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Biorigin units

90%

of production exported



Our Personnel

With a workforce of 468 employees, Biorigin believes in an organizational culture based upon shared knowledge and the development of the team as a whole. In relation to this, one of the highlights is the focus on the training of those employees who do not form part of the R&D area, providing them with an understanding of the manufacturing of yeast extract and the ways in which it can be used. We have also provided training for our clients so that they can better understand the quality of the product they are acquiring and the ways in which it can be applied.

[Read more about Zilor's personnel management in the People and Communities chapter, on page 103.](#)



Diversity, Equity and Inclusion: the Strength of Women

Gender diversity is a reality at Biorigin, which employs women in all areas, from research to operations, and from specialization to coordination.

[Read more about the actions developed as part of Zilor's Diversity, Equity and Inclusion Program on page 124.](#)

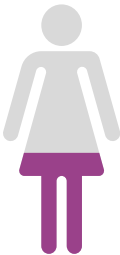
Health and Safety GRI 4039

Over the course of the 2023-2024 harvest year, Biorigin's employees worked 531,653 hours, with the calculation base being 1,000,000 hours worked. There were no fatalities, serious accidents or work-related accidents requiring communication, resulting in a zero rate in all these categories. The outsourced workers were

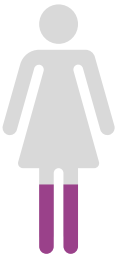
not included in the work-related accident data because the hours worked by third parties are not calculated.

The premises and methodologies used include the regulatory norms (RNs) established by the Ministry of Labor and Employment (MTE), and the analysis and management of risks. The premises adopted are safety as a priority and the responsibility of everyone, and prevention. The aim for the 2024/2025 harvest year is to intensify the focus on Zero Accidents.

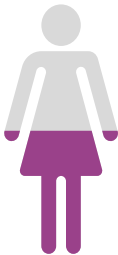
[Read more about Zilor's health and safety in the People and Communities chapter, on page 103.](#)



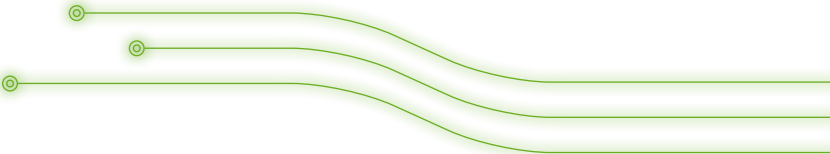
32%
of our workforce
is made up of
women



23%
of the operation-
al leaders are
women



40%
of the leaders
are women (co-
ordinators and
managers)



Employees by type of employment agreement and gender^{1, 2, 3, 4, 5, 6} GRI 2-7

Type of agreement	2023/2024 harvest year		
	Men	Women	Total
Permanent	318	149	467
Temporary	0	1	1
Total	318	150	468

¹ In order to compile the data, reports from the Senior System were used, always based upon the reference date of the last day of the harvest year, this being March 31 each year. The figures stated include Biorigin employees.

² No significant fluctuations were observed in the number of employees.

³ We do not employ the hiring system that does not guarantee working hours.

⁴ All the company's employees are located in the Southeastern Region.

⁵ All of Biorigin's employees work full-time, with no part-time employment taking place.

⁶ In the 2023-2024 harvest year, the Hiring and Selection staff aimed to hire women for inclusion in the Lençóis Paulista and Quatá Agricultural teams.

New employee hires and employee turnover

Total number and rate ^{1, 2} GRI 401-1	Total number of new employee hires	Rate of new employee hires
	2023/2024 harvest year	
By age group		
Under 30	59	34.5%
30 to 50 years of age	32	11.9%
Over 50 years of age	3	10.7%
By gender		
Men	72	22.6%
Women	22	14.8%
Total	94	20.1%

¹ Calculation methodology: [(hires + dismissals)/2]/total headcount.

² All the company's employees operate in the Southeastern Region.

New employee hires and employee turnover

Total number and rate ^{1, 2} GRI 401-1	Total number of dismissals	Rate of turnover
		2023/2024 harvest year
By age group		
Under 30	41	29.2%
30 to 50 years of age	31	11.8%
Over 50 years of age	1	7.1%
By gender		
Men	13	13.4%
Women	60	27.5%
Total	73	17.9%

¹ Calculation methodology: [(hires + dismissals)/2]/total headcount.

² All the company's employees operate in the Southeastern Region.

Employees, by employment category and gender (%) GRI 405-1	2023/2024 harvest year	
	Men	Women
Executive Board	85.7%	14.3%
Managers	81.1%	18.9%
Coordinators	75.3%	24.7%
Supervisors	84.9%	15.1%
Specialists	60.0%	40.0%
Analysts	60.7%	39.3%
Technicians	83.3%	16.7%
Operational	91.8%	8.2%
Total	86.8%	13.2%

Employees, by employment category and age range (%) GRI 405-1	2023/2024 harvest year		
	Under 30	30 to 50 years of age	Over 50
Executive Board	0%	50.0%	50.0%
Managers	0%	86.0%	14.0%
Coordinators	6.0%	83.0%	11.0%
Supervisors	0%	90.0%	10.0%
Specialists	6.0%	94.0%	0%
Analysts	50.0%	49.0%	1.0%
Technicians	35.0%	62.0%	4.0%
Operational	40.0%	52.0%	8.0%
Total	37.0%	57.0%	6.0%

Ratio of basic salary and remuneration received by women and that received by men – broken down by employment category ^{1,2} GRI 405-2

	Base salary	Remuneration
Executive Board	-	-
Managers	1.0	0.9
Coordinators	1.3	1.1
Supervisors	1.1	1.0
Specialists	0.9	1.0
Analysts	1.1	1.0
Technicians	0.8	0.7
Operational	0.9	0.9

Employees from under-represented groups, by employment category (%) GRI 405-1	2023/2024 harvest year
	PSN
Executive Board	0%
Managers	0%
Heads/Coordinators	0%
Technicians/Supervisors	2.7%
Administrative Staff	1.8%
Operational	1.2%
Total	1.2%

¹ The Biorigin unit was used for calculation of this standard.
² The data concerning the Board of Directors category have not been informed for reasons of confidentiality, given that there is only one woman in this category.

Environment TCFD 2.B, 4.A

Biorigin, as one of Zilor's business units, remains committed to respecting the environment and people, investing in technologies designed to reduce the impacts caused by our operations, caring for our employees, and generating value for our stakeholders.

The concern begins right at the start of the production process, which uses renewable resources, from molasses, our most important raw material, drawn from the sugar production and used in the production of yeasts, to the electricity produced from the sugar bagasse. All these resources are controlled, with reduction targets having been established.

In the 2023-2024 harvest year, climate issues did not influence Biorigin's financial planning. However, for the 2024-2025 harvest year, the Company intends to include this issue as a premise for the financial planning, holistically identifying risks and opportunities.

Zilor created the Carbon Zero Program during the 2023-2024 harvest year, with the aim of developing the integrated management of projects that reduce or sequester greenhouse gases. This program involves Biorigin and the Company's other business areas, contributes to the global commitment to the 2030 Agenda in search of sustainable development, and provides opportunities for new revenue sources in the emerging market of carbon credits. The decarbonization plan for the 2024/2025 harvest year is also included in this program.

There are currently no investments, restructuring actions or accounting write-downs relating to the assets, nor any plans for legacy assets such as strategies to reduce intensive operations involving carbon, energy and/or water. During the 2023-2024 harvest year, the issues relating to GHG, energy and water were mapped by the risk team and their evolution is being monitored.

At Biorigin, amongst the risks related to climate, those relating to water and land use were identified. We do not currently monitor any specific measurements as a means of evaluating the financial impacts relating to climate in our financial categories. However, recognizing the importance of this information, we plan to begin collecting and analyzing this data during the forthcoming harvest year in order to create a related time series. This work will allow for a more precise evaluation of the trends and financial impacts of climate on the Company's operations and strategies. The measurements may include information on investments in sustainable assets, financial forecasts related to climate change, and mitigation and adaptation costs. Biorigin's aims to identify these impacts and create a working group which will develop targets and measurements for the forthcoming years. The targets include increased efficiency in the use of water, energy and waste.



Biorigin + Sustainable 2030 Program

The aim of mobilizing knowledge, innovation and technology to more sustainably promote health and wellbeing for both people and animals is to be supported by three pillars:

Safe Supplier

Sustainability

Product Quality

In 2024, we presented our sustainability program, which forms part of our operations pillar. The program will combine actions, objectives and targets for the coming years, thereby strengthening our commitment to the matter.

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Biorigin Sustainability - Timeline

Biorigin began its operations in 1994, due to a concern over the circularity of processes and the reduction of wastefulness, with the aim of becoming more sustainable. This was years before the Company was established as an independent business unit, in 2003. From 2023 on, the work of Biorigin has been focused on the evolution of a business model based upon quality and sustainability throughout the value chain.

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1994

Beginning of the trading of Nutricell, an inactive dry yeast, a residual product following the production of alcoholic fermentation for animal nutrition.

1996

Beginning of the trading of Brewcell, a dry brewers yeast, a remnant of malt fermentation for animal nutrition.

1998

Beginning of the trading of Goldcell, an inactive, dry sugarcane yeast for human consumption.

1999

Beginning of the diversification of the line of products, through different types of alcoholic fermentation walls and yeast extracts.

2003

Founding of Biorigin Beginning of production of yeast extracts for human nutrition as part of the Bionis line at the Quatá primary fermentation unit, the first of its kind in Brazil.

2004

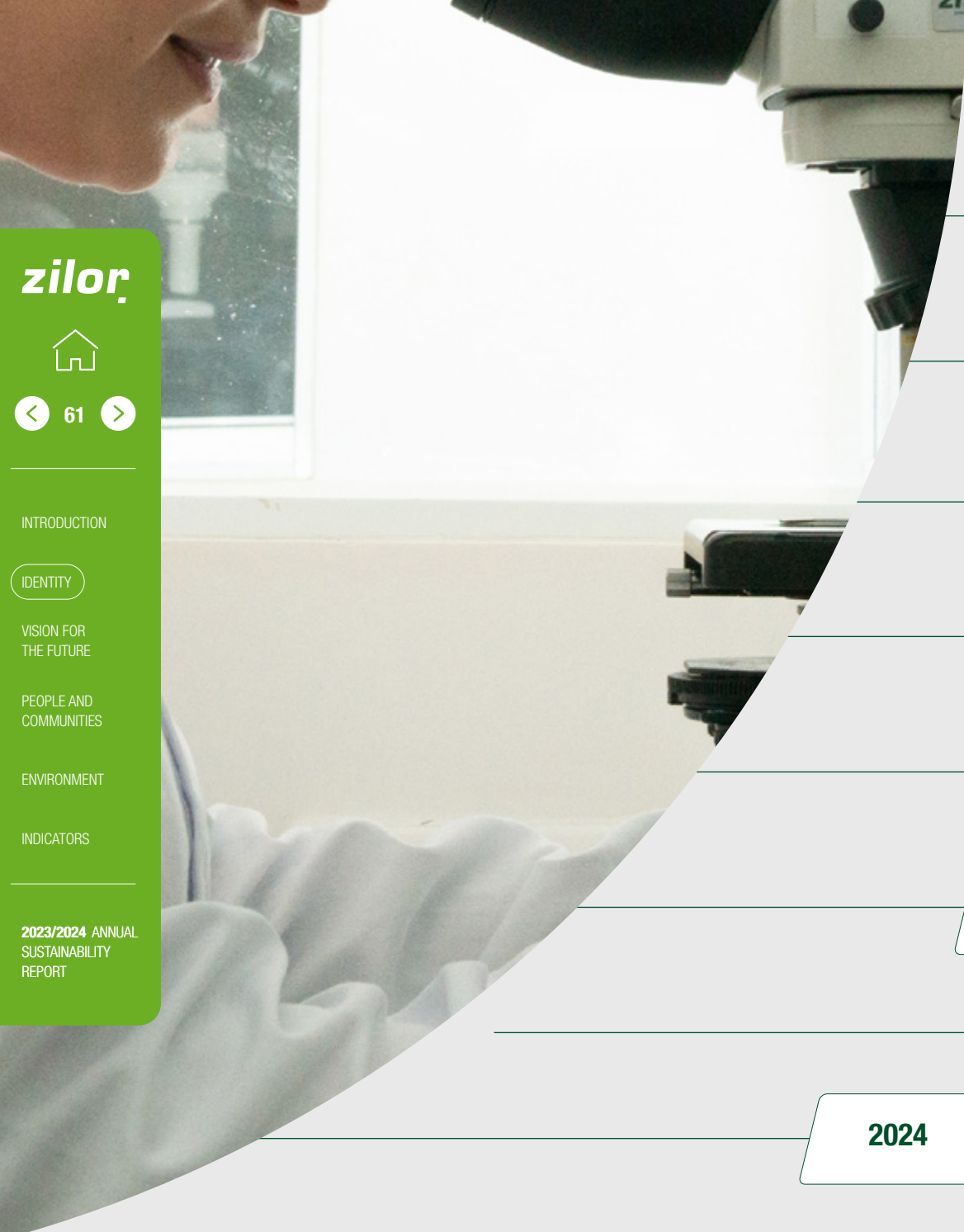
The Company's own Research and Development Center.

2007

Production and R&D Center expansion plan.

2008

Internationalization - Biorigin Europe (storage and offices in Europe).



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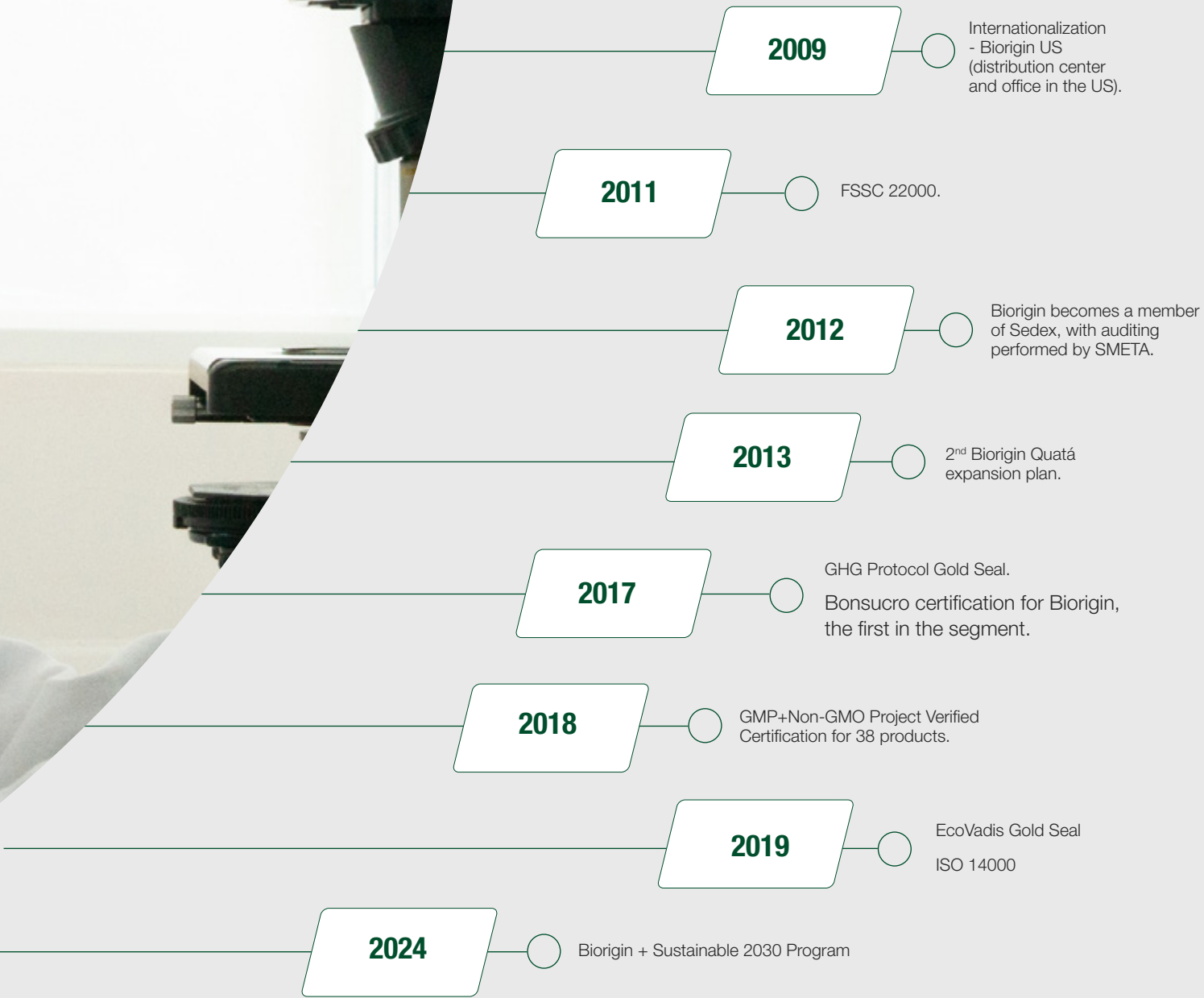
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Energy intensity¹ GRI 302-3



2022/2023 harvest year

0.1 GJ/kg

2023/2024 harvest year

0.1 GJ/kg

Quantity produced (2023/2024)

32,429,871 tons

in the Food and Feed segments

¹ There is no energy consumption outside of the organization. The measurement used to calculate energy intensity was the consumption of electricity in Gigajoules divided by kilogram of product produced, considering fuels and electricity. The EPE data table was used for conversion.

Energy consumption (GJ) ^{1, 2} GRI 302-1, FB-AG-130a.1	2022/2023 harvest year	2023/2024 harvest year
Consumption of fuels from non-renewable sources (GJ)		
Diesel oil (used in the boiler for the generation of steam)	149,455.0	3,216.4
Liquefied Petroleum Gas (LPG)	531,075.5	363,979.8
Subtotal	680,530.5	367,196.2
Consumption of fuels from renewable sources (GJ)		
Sugarcane bagasse	2,970,270.4	2,416,376.8
Subtotal	2,970,270.4	2,416,376.8
Energy consumed (GJ)		
Electricity	324,384.3	191,644.9
Steam	2,970,270.4	2,416,376.8
Subtotal	3,294,654.7	191,644.9
Total	3,975,185.1	2,975,217.8

¹ Fuel consumption and the consumption and exportation of electricity consider the calendar year, given the use of information for the GHG Inventory in accordance with the Brazilian GHG Protocol Program (PBGHG). The conversion factors used are taken from the National Energy Balance.

² Biorigin does not consume energy purchased for steam, heating or refrigeration, nor does it sell electricity, heating, refrigeration or steam.



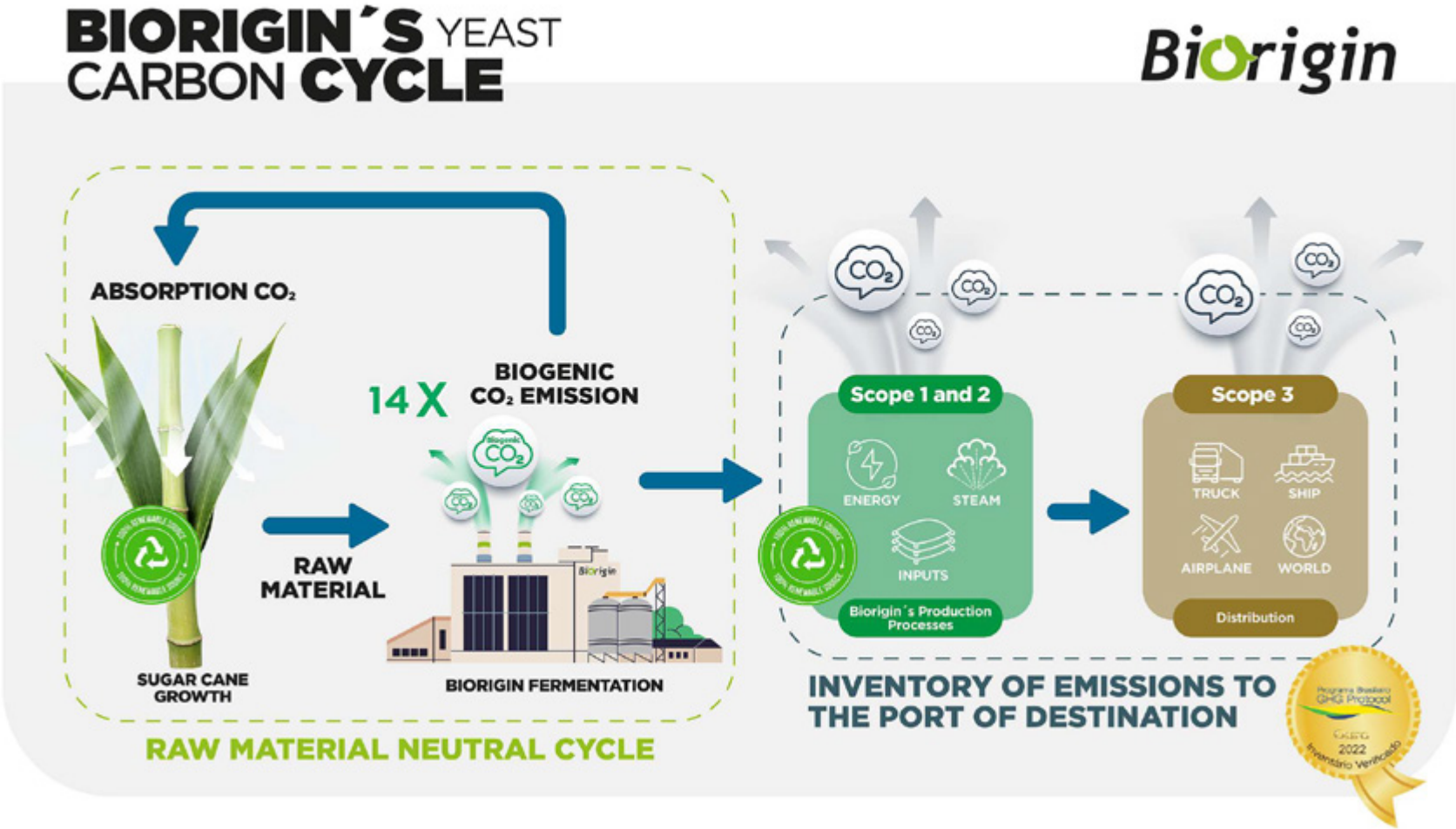
Emissions

Biorigin gauges the emissions throughout the entire chain, from production to the port of destination.

The biogenic carbon cycle originates from the fermentation of sugarcane, which is the raw-material used in the production of yeast and yeast extract. During the manufacture, the biogenic CO₂ is released and later absorbed by the sugar plantation, thus creating a neutral cycle for the raw-material.

On the other hand, the non-biogenic carbon cycle is related to the use of fossil fuels in the transportation methods which form part of Biorigin's industrial processes and the global distribution. For the eighth year running, Biorigin has been awarded the Gold Seal from the Brazilian GHG Protocol Program for disclosing the inventory of its Scopes 1 and 2 emissions, such having been verified by a third party in accordance with ISO 14064-3:2007 (SGS).

For the eighth year running, Biorigin has been awarded the **Gold Seal** from the **Brazilian GHG Protocol Program**



Direct emissions of greenhouse gases (t CO₂ equivalent)^{4,5}

GRI 305-1, 305-2, 305-3, SASB FB-AG-110a.1, TCFD 4.B

	Base year 2021	Base year 2022	Base year 2023
Scope 1 ¹	14.8	1,850.5	6,820.8
Biogenic emissions	34,200.9	33,338.6	27,384.6
Scope 2 ²	5,320.0	7,054.6	6,183.9
Biogenic emissions	280,283.2	371,655.1	325,792.6
Scope 3 ³	2,632.7	10,306.3	9,188.5
Biogenic emissions	304.1	485.2	617.5
Total emissions	7,967.5	19,211.4	22,193.2

¹ The gases included in the Scope 1 calculations are: CO₂, CH₄, N₂O and HFCs.

² The gases included in the Scope 2 calculations are: CO₂, CH₄ and N₂O.

³ The gases included in the Scope 3 calculations are: CO₂ and CH₄.

⁴ The base year is that preceding the reported year.

⁵ The consolidation approach used is that of operational control, and the norms and methodologies adopted are the GHG Protocol and the ISO 14064.

Intensity of greenhouse gas emissions^{1,2} GRI 305-4

	Base year 2022	Base year 2023
	0.22	0.40

¹ Including Scopes 1 and 2.

² Measurement: Scopes 1 and 2 emissions in kg divided by production in kg.

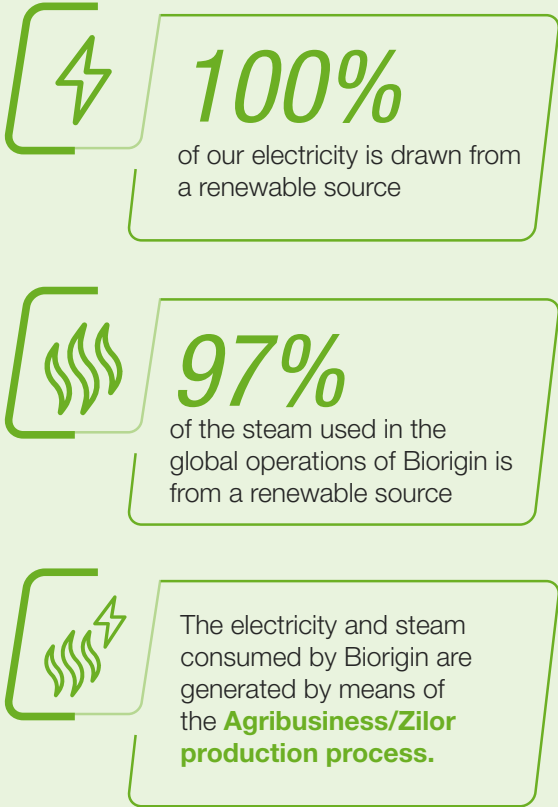
Reduction of GHG emissions (tCO ₂ equivalent) ^{1,2,3} GRI 305-5	Base year 2022	Base year 2023
Reductions arising from direct emissions (Scope 1)	1,835.7	-4,954.7
Reductions arising from indirect emissions from the acquisition of energy (Scope 2)	1,672.6	870.7
Reductions arising from other indirect emissions (Scope 3)	-7,673.6	1,092.3
Total reduction of GHG emissions	11,181.9	-2,991.8

¹ The increase in Scope 1 emissions is due to the change in fuel. The reduction in the emissions of Scopes 2 and 3 is related to the lower consumption of certain raw materials.

² The base year is that preceding the reported year.

³ Standards, methodologies, and premises used: GHG Protocol

In 2023, Biorigin's biogenic carbon emissions were 14 times greater than the non-biogenic carbon emissions.



Water Resources

GRI 3-3 Management of a Material Topic - Water, Waste and Effluents, 303-1, 303-2, 303-4, 303-5, TCFD 2.B

As an essential natural resource for the continuance of Biorigin's manufacturing process, water deserves special attention, focusing on the withdrawal and discharge, as well as initiatives aimed at reducing consumption.

Biorigin withdraws water from artesian wells and deep wells (Bauru Aquifer and Serra Geral Aquifer), as well as from natural bodies of water such , as rivers and lakes, for industrial and cooling purposes. The water consumption at the Company includes drinking water, use in bathrooms, irrigation of the farmlands and gardens, industrial cooling, use in laboratories and research stations, as well as the cleaning and maintenance of installations and equipment, and for use in the firefighting systems. With this mapping of use, we are aiming to reduce water consumption, above all at the Quatá unit (SP), and keep the rate of water consumption below 120m3/t per ton of finished product. **GRI 303-1, 303-5**

In the short and medium terms, the availability of water significantly affects Biorigin, with a lack of rainwater resulting in a lower replenishment of the water table and a forced reduction in supply, affecting the surface water sources more than the subsurface waters. In the long-term, there is a need to reduce water consumption due to the additional alterations in legislation and a greater market demand or regulations related to greenhouse gas emissions.

In relation to management of the effluents, we comply with the standards required by law. These standards include the temperature of the effluents, which should not rise significantly higher than that of the receiving body of water, and the pH, which needs to be within specific limits to avoid acidification or alkalization of the body of water. Discharges are made into lakes and rivers, with permission, following the proper treatment and by means of fertigation. The profiles of the bodies of water that receive the discharged waters have been chosen in line with the water use allocation, ensuring compliance with all the legal and environmental requirements. **GRI 303-1, 303-2**

In the 2023-2024 harvest year, the total amount of effluents sent by Biorigin for fertigation was 2,620.9 ML. No wastewater is disposed of in underground waters, the sea or third party waters. Biorigin did not detect any substances in the discharged water that could cause irreversible damage to the body of water, the ecosystem, or human health. The definition of the priority substances and the discharge limits are established in accordance with Conama 357. During the reported period, there were no cases of non-compliance with the water discharge quality limits. The organization does not discharge water in areas of water stress, since it is employed in the fertigation process. **GRI 303-1, 303-4**

Total volume of water collected in all areas and in hydro-stress areas, per source (ML)^{1, 2, 3} GRI 303- 3

2023/2024 harvest year

Source	All areas
Surface water (Total)	2,625.6
Underground water (Total)	186.9
Total	2,812.5

¹ The norms and methodologies adopted for the calculations include the Water Risk Atlas published by the World Resources Institute (WRI), as recommended by the SASB, concluding that none of the operating units are in areas of high or extremely high water stress.

² Operates with Biorigin wells and receives additional water from industry, thus ensuring the availability of water resources without placing stress on vulnerable areas.

³ The water consumption calculations are based on measurements performed by totalizers applied on the lines.

Total volume of water consumed by all areas (ML)¹ GRI 303-5

2023/2024 harvest year

Total withdrawal of water	2,812.5
Water consumption	2,812.5

¹ During the reported period, water storage did not cause a significant impact. The compilation of the data followed the norms and methodologies based on Conama 257.



Biorigin invests in technologies that reduce the impacts generated by the operations, caring for the employees and generating value for the stakeholders. The Company **is therefore contributing to a sustainable future.**



ESG Strategy

GRI 2-17, TCFD 1.B, 2.B

Sustainability has been in Zilor's DNA since the Company's first years in business. In 1959, it was the first company in the sector to hire female employees for the sugar packing operation.

Over the years, the Company has continued to increase the number of examples of initiatives that fall within the ESG agenda, even before this concept existed. We believe that the importance and longevity of our business are rooted in the ESG pillars, thus allowing us to increase productivity and achieve sustainable growth together with society and the environment.

As of the 2021/2022 harvest year, ESG management has been included in Zilor's corporate strategy throughout its value chain. This has accelerated the evolution of our sustainability practices, adding greater governance and transparency to the projects. In the 2022/2023 harvest year we undertook internal studies to adopt the guidelines of the ABNT PR 2030 in the 2023-2024 harvest year as a benchmark for evaluation and evolution within the ESG guidelines, through the creation of the 2030 Zilor + Sustainable Program.

All that is achieved in the ESG agenda is communicated to Zilor's Board of Directors. The working group connected to the ESG program holds bimonthly meetings to monitor the

indicators and their evolution. Bimonthly meetings are also held with reports on the actions being sent to the Personnel Management and Sustainability Committee (PMSC). Every three months, the sustainability program is presented during meetings of the Board of Directors as a fixed item in the minutes. During these meetings, the indicators are monitored and information is communicated to all the members of the Company's highest governing body. **GRI 2-17**

Zilor's advances regarding ESG matters are also communicated to the market through the Investor Relations area, which publishes the Company's quarterly Earnings Releases, with special mention going to the ESG material topics. The document presents the advances made by the Company on the nine topics identified as being priority (see the list below), related to the United Nations' Sustainable Development Goals (especially SDGs 3, 4, 6, 7, 8, 9, 10, 11 and 13).

Furthermore, the Zilor + Sustainable 2030 Program combines the company's commitments and ambitions relating to ESG themes

and reports their progress and challenges to the market by means of this report. As such, the Company is able to bring together the United Nations' 2030 Agenda and the material topics of sustainability that are of most importance to its business. Matters concerning the climate are managed in the environmental pillar of the program, with support from the ESG Commission (made up of members of different operational areas), focusing on the mitigation of greenhouse gas emissions and adaptations to climate change. The report is undertaken by the Personnel Management and Sustainability Committee (PMSC), which works in an advisory capacity to the Board of Directors.

During the 2023-2024 harvest year, the ESG Commission created the Zilor Zero Carbon Program to be able to fully manage all projects with the potential to reduce or sequester greenhouse gases.

Find out more
about the evolution of Zilor's ESG
Strategy over the years in the Timeline.



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Highlights of the **ESG Agenda**

Meetings:

- Bimonthly meetings of the multi-disciplinary commission to monitor the indicators and their evolution
- Bimonthly meetings to report on the actions to the Personnel Management and Sustainability Committee (PMSC).
- Quarterly meetings to present actions relating to the topic to the Board of Directors

Realization of the first variable remuneration payment tied to the established ESG targets, involving the senior management and other employees within the Company.

Targets for the 2024/2025 harvest year

- Monitoring of the Value Chain
- Decarbonization Plan & TCFD (Task Force on Climate-related Financial Disclosures)
- Diversity, Equity and Inclusion
- Circular Economy
- Governance of Indicators
- Contracting of an external rating

2021/2022 harvest year

Sitawi Diagnosis (Nint) of our practices and benchmarking with the best market practices

Identification of nine priority topics for management and accountability

2022/2023 harvest year

An internal multi-disciplinary commission that sends out the topics and implements improvements

Management of the indicators and publication of the results and evolutions through quarterly reports sent to the IR market

Internal management forums of the ESG Commission every two months

2023/2024 harvest year

Adoption of the ABNT PR 2030 as a benchmark for the evaluation and evolution in ESG matters

ESG dashboard for monitoring the indicators

Definition of the Company's ESG targets

NP ESG Zilor + Sustainable 2030 Program

Zilor's ESG Journey

zilor. + SUSTENTÁVEL

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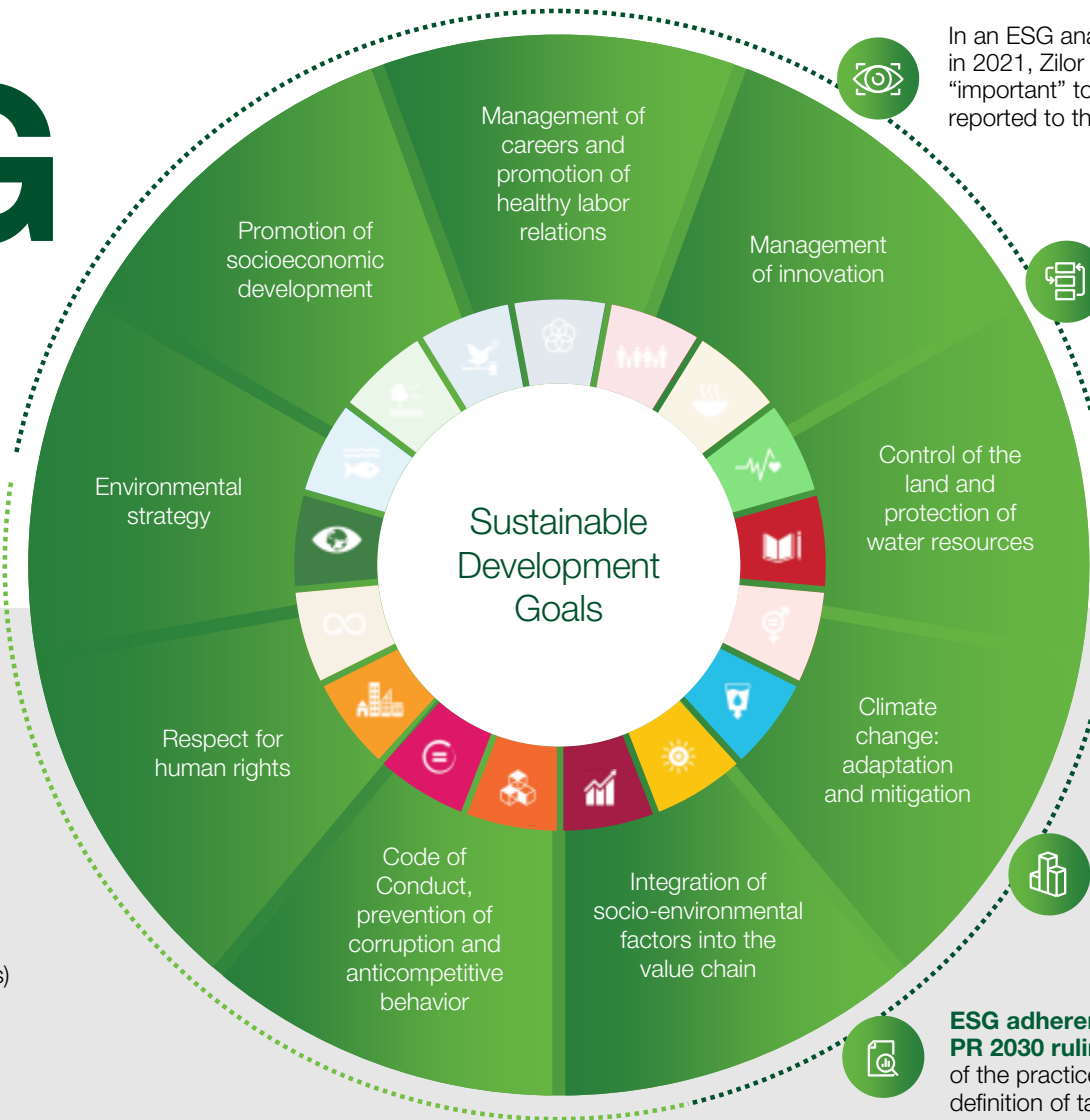
ESG

SUSTAINABILITY PRACTICES FORMING PART OF THE COMPANY'S DNA



We work with important and priority topics

(in accordance with the UN's SDGs)



In an ESG analysis conducted at the Company in 2021, Zilor identified **nine** "priority" or "important" topics, which are alternately reported to the market each quarter

ESG topics are monitored and **periodically discussed by a multi-disciplinary commission**

ESG topics unfold in the form of programs with **targets according to the maturity** of the Company

A bi-monthly report is made to the Board of Directors at an ESG forum

Inclusion of ESG in the CEO's targets and, consequently, in the Company's overall targets


ESG adherence to the ABNT PR 2030 ruling, with auditing of the practices involving a definition of targets

Zilor's ESG Targets

Alongside the good market practices, Zilor has established a series of commitments aimed at detailing actions with the future in mind. In addition to this, targets have also been established that are tied to the development of projects making up the 2030 Zilor + Sustainable Program.

Read more about these commitments, their evolution and how we have been managing actions designed to achieve our targets.


PUBLIC COMMITMENTS



ENVIRONMENTAL - AGRIBUSINESS

1. To increase bioenergy generation capacity by 60%, sufficient to supply a city of more than one million inhabitants, by 2024.
2. To guarantee that all units hold ISO 14001 certification by 2025.
3. To guarantee that 100% of the sugarcane sources managed by Zilor are covered by an internationally recognized sustainability standard (Bonsucro) as of 2022.
4. To contribute to the decarbonization process, preventing the emission of 5.5 million tons of CO₂ by 2030 (CBIOS), this being equivalent to 38.5 million trees, or a forest covering an area of approximately 385,000 soccer fields.¹
5. To reduce agroindustrial water withdrawal by 54% (indicator - m³/t sugarcane) by 2030².

¹Source: Embrapa
²Baseline: 2020.



SOCIAL

1. To boost young people's educational qualification and socio-emotional skills, through the 'Aprender Sempre Program', in 100% of the regions in which Zilor operates, with a focus on youth leadership, starting in 2023.
2. To increase the development of the regions with the investment of 100% of tax-deducted funds - corporate income tax - in projects developed in local communities, having a positive impact on the creation of jobs and generation of income in the communities, starting in 2021.
3. To strengthen the Zilor and Biorigin Inclusion & Diversity Program, as of 2024.



GOVERNANCE

1. To guarantee that 100% of the reports received by the Ethics Hotline are addressed.
2. To adhere to the UN's Global Compact by 2024* and report annually to the CoP - Communication on progress in relation to the UN's ten directives.

* Achieved in January 2024.

We hold a bimonthly ESG workshop at which we discuss and monitor these commitments along with any other suggestions for alterations, inclusions or renegotiations.

We perform an annual review of the opportunities for improvement in relation to the indicators and commitments for decisions on the matters to be taken.

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Corporate Governance

GRI 2-9, 2-12, 2-13, 2-17, 2-19, 2-20, 3-3 Management of a Material Topic - Governance, Ethics and Transparency

Corporate governance is one of Zilor's operational pillars. We work to ensure that the ESG culture is encouraged internally and in relation to the stakeholders. The leaders and those at other hierarchical levels of the Company follow norms and codes that allow them to manage resources in a way that is both stable and integrated.

This also provides a way of improving decision-making and decentralizing the decisions, with market professionals being involved in the Board of Directors and advisory committees. The flow of the decision-making involves highly-critical technical analyses at different levels designed to ensure that the Company takes the correct decisions at each step of the process. This structure shields the Company from conflicts of interest and allows for a richness of detail that results in solid strategies that ensure the longevity of the business.

Governance structure

GRI 2-9, 2-12, 2-13, 2-19, 2-20

Zilor's corporate governance structure is composed of the Board of Directors and the following three advisory committees: (i) Personnel Management and Sustainability Committee (PMSC), which handles all Personnel, Social and

Environmental issues; (ii) Finance, Audit and Risk Committee (FARC), which addresses financial and risk-related matters; and (iii) Strategy and Innovation Committee (SIC). These committees advise on the strategic decisions taken by the Board of Directors, this being the Company's highest governing organ, currently composed of nine members, two of which are external and independent.

Responsibility for raising the awareness and coordinating the training of the senior management on issues relating to ESG falls to a specific working group which is connected to the Strategic Planning. The group periodically updates the working fronts and groupings for the governance organs. The proposed measures are also approved by the Executive Board and the Board of Directors.

Remuneration policies GRI 2-19, 2-20

The process for the development of the remuneration policies applied to Zilor's Senior Management involves a number of stages: establishment of objectives and the remuneration philosophy, market analysis, development of remuneration packages, performance evaluations, periodic reviews, transparency and continual communication. The Management, Personnel and Sustainability Committee supervises this entire process, whilst the opinions of the stakeholders, including the shareholders, are considered using surveys and consultations, direct dialog and independent remuneration consultants.

The criteria used to establish the remuneration of the organization's leaders include fixed and variable components, based upon the average

of the selected market, and follows the same strategy applied to the other employees. Special hiring conditions may be negotiated in specific situations, such as a hiring bonus, payment of accommodation and meal expenses, and relocation expenses. These criteria are tied to the organization’s objectives and performance in relation to the management of the impacts on the economics, environment and people. The executives’ individual targets, the organization’s collective targets and the variable remuneration programs are presented and discussed, ensuring a connection with aspects of sustainability and impact management.

The remuneration is established using strategies set forth by the Personnel Management and Sustainability Committee (CGPS), before being approved by the Board of Directors, which is responsible for deciding on any changes applicable to the executives, even if they fall within the total amount agreed upon. The individual targets (the Executives’ Action Plans - APs), collective targets (the Organization’s Targets), and remuneration programs (Variable Remuneration Programs) are presented and decided upon to ensure correct governance of the matter.

The variable remuneration is based upon fulfillment of the previously established objectives and targets and may include Participation in the Profits and Results (PPR), as well as the generation of results, the difficulty of the challenge, contribution to the APs, and individual performance evaluations. The employees lose eligibility to participate in the PPR if they resign. There is also a Long-Term Incentives (LTI) program, focused on sustainable and long-term growth, designed

to encourage the combination of managers’, employees’ and shareholders’ objectives. Those eligible for this program include the CEO, C-Level administrators and their direct subordinates up to management level, with a minimum percentage of 30% assured for each award after three years if the minimum results are not achieved.

Board of Directors GRI 2-9

The Board of Directors is composed shareholders who have made significant contributions in the executive sphere of Zilor, or of external board members brought in owing to the extensive knowledge they possess as a result of their management or administration of large companies in the market, especially their skills concerning strategic vision, understandings of corporate governance, analytic profile and risk management. The Chairman of the Board of Directors is someone from outside Zilor who does not hold an executive position at the company.



The remuneration is established using strategies outlined by the Personnel Management and Sustainability Committee (PMSC), and later approved by the Board of Directors



Zilor's Board of Directors is composed of nine members, each of whom have different qualifications and responsibilities. Francisco Amaury Olsen (Chairman), Britaldo Soares, José Aurélio Drummond, Antonio José Zillo, José Marcos Lorenzetti, Raphael Lorenzetti Losasso, Miguel Zillo and Luiz Zillo Neto are all male, whilst Carmen Tonanni (Vice-Chairperson) is the only female board member, belonging to an under-represented group. Only Carmen Tonanni and José Aurélio Drummond are considered to be independent board members, without family or business relations to the organization. Britaldo Soares and José Aurélio Drummond hold positions in other organizations, whilst the other members are focused solely on Zilor's activities. The majority of the Board members are connected to the controlling shareholder group, the exceptions being Britaldo Soares and José Aurélio Drummond, who do not directly represent any of the company's shareholders.

Terms of office: Two years, with the possibility of reelection
Frequency of meetings: monthly

Responsibilities:

- Evaluation of the implementation of management policies and processes.
- Approval of the investment plans and monitoring of their execution.
- Approval of the management policies.
- Definition of the Company's strategic directives.
- Evaluation of the risks and opportunities for Zilor and its business divisions.
- Approval of matters for which it is responsible and which are established in the Company's Bylaws.

Executive Board

Zilor's Executive Board is composed of six executives¹ with extensive experience in the agribusiness and biotechnology sectors. It is responsible for defining the strategic plan designed to establish the guidelines defined by the Board of Directors. The members of the Executive Board are elected by the Board of Directors.

One of the members of Zilor's Executive Board, the CEO², is a member of the local community, with this position representing 14.29% of the total Board. **GRI 202-2**

Mandates: two years, with the possibility of reelection

Frequency of meetings: monthly

Responsibilities:

- Management, organization and control of the administrative and operational activities of the different departments.
- Establishment of plans for the materialization of directives defined by the Board

Advisory Committees

Finance, Audit and Risk Committee (FARC): responsible for analyzing all matters relating to the Companies' financial strategy, internal controls, internal audits and exposure to risk.

Strategy and Innovation Committee (SIC): responsible for analyzing all matters relating to the Companies' strategies, business and governance practices.

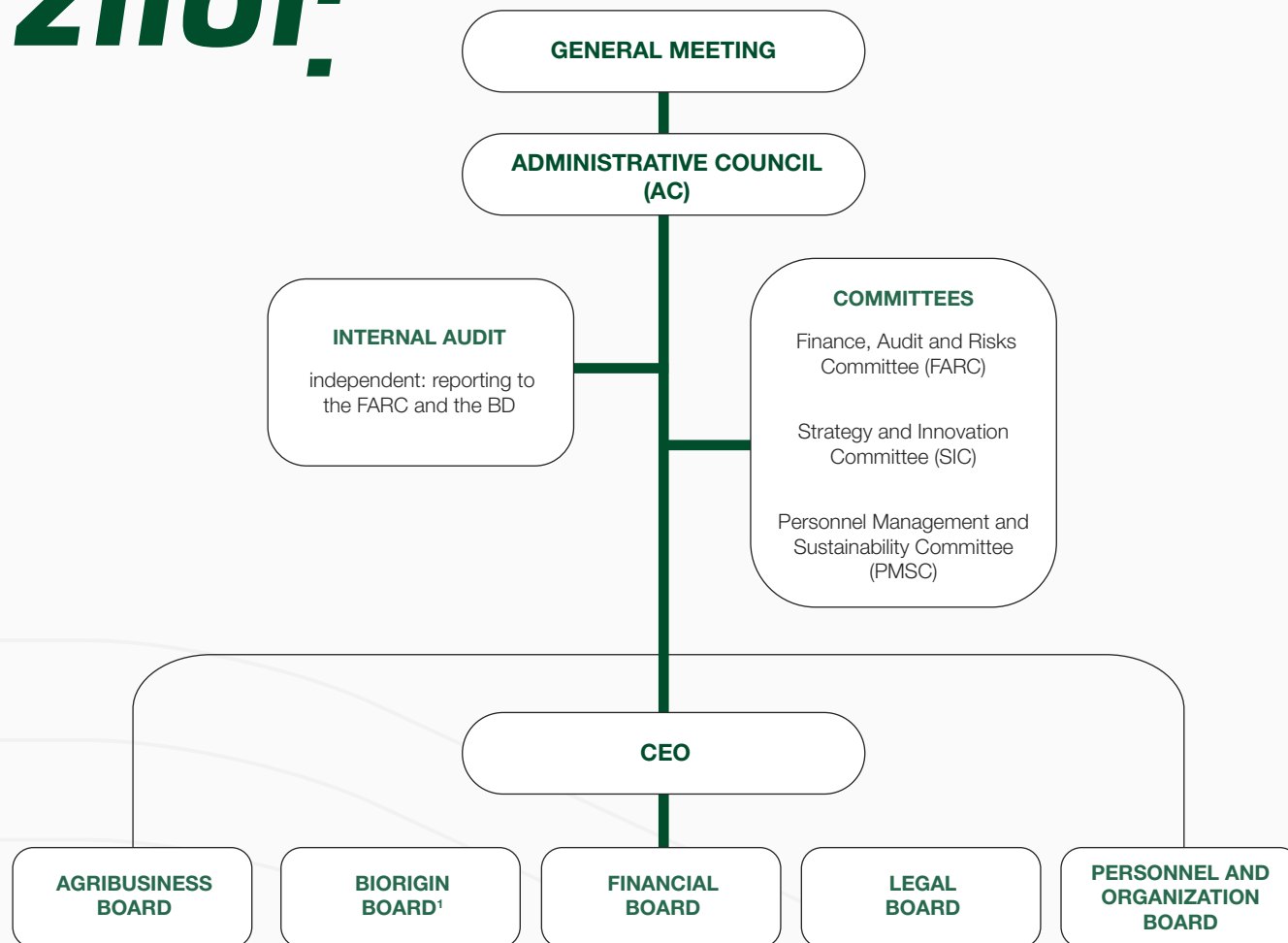
Personnel Management and Sustainability Committee (PMSC): responsible for analyzing all matters relating to the Companies' personnel management and sustainability practices.

Find out more
about the experience of the members
of the Board of Directors and the
Executive Board in the IR section
GRI 2-9

¹ In May, the Biorigin Business Unit underwent organizational restructuring with the Operations Board being excluded. Since then, the Biorigin Executive Board has been responsible for Operations and Business.

² A new CEO assumed the position in December 2024.

Organizational Structure



EXTERNAL BOARD MEMBERS

Chairman of the Board of Directors
2 Independent Advisory Board Members

ADVISORY COMMITTEES

Coordinated by external and independent Board Members and composed of the other Board Members

¹ In May, the Biorigin Business Unit underwent organizational restructuring with the role of the Operations Board being excluded. The Biorigin Executive Board assumed responsibility for Operations and Business



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Achievements of the Harvest Year

Remuneration

We put the project for incorporation of ESG criteria for the variable remuneration of the global CEO into practice, as part of an action that extended to the other leaders and employees.

Corporate

According to the guidelines of the ABNT PR 2030 (ESG) regulation, we achieved the maximum score (transformer status) in this area based upon the creation of the externally audited 2022/2023 Annual Sustainability Report, involving GRI and SASB Standards, ensuring Zilor's position as a benchmark amongst privately-held mills.

Advances in Regulation, Compliance and a Review of the ESG Policies

There was an important advance on the Environmental Law and Regulation requirements, with the implementation of the 'Plan-Leg' legislation software.

In the areas of Anti-Trust and Compliance, the Integrity Program, and Anti-Corruption Practices, different policies relating to the ESG Agenda were created or revised, whilst the compliance communication plan was also implemented.

Governance Book

This provides detailed information on Zilor's concepts of corporate governance. It is an important training tool, ensuring that all the employees are familiar with the Company's corporate governance practices and structure.

Transparency

Formalization of the flow of Investor Relations activities for the disclosure of information to the market and the strengthening of internal governance. The Integrated Risk Management, Internal Controls Procedure and Audit Management policies were also developed.

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Compliance, Ethics and Transparency

GRI 2-15, 2-26, 3-3 Management of a Material Topic - Governance, Ethics and Transparency 205-2, 205-3

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Zilor has policies, processes and training designed to ensure ethical and transparent management. Following the structuring of the specialist Governance, Compliance and Contracts (GCC) approach, we made significant advances over the course of the 2023-2024 harvest year.

Matters concerning governance, ethics and transparency are addressed in internal policies, the Code of Ethics and Conduct, public declarations, sustainability reports, certifications, and training sessions and corporate education activities.

In line with this work, we have improved some of our policies and Norms and Procedures (NPs). Amongst the topics that have been revised are related-party transactions and private and tax-deducted social investments. We have also incorporated new policies focused on topics such as contracts, anti-corruption, conflicts of interest, management of the Ethics Hotline, antitrust, privacy, and the protection of personal data and human rights.

A Focus on Communication

During the harvest year in question, 100% of the members of the senior management received information on anti-corruption policies and procedures. The specific policy on this topic was examined by members of the Executive Board and the Board of Directors.

It is important to mention that the Company's procedures for tackling corruption were communicated to other entities, such as financial institutions and clients.

Ensuring uniformity in relation to compliance is of fundamental importance to Zilor. To achieve this, we work in different ways to communicate with our employees. Amongst the main examples are the communications sent out via corporate e-mail, addressing topics including ethics and transparency. We also have 25 corporate TV sets installed at our units, intranet, continual communication through social media, and an integration app for cell phones. It is important to mention that approximately 98% of our employees have this app installed, allowing us to quickly and transparently manage information, providing a wide range of data designed to optimize the communication channels between the Company and the employees.

The evolution of Zilor's Ethics and Compliance Program is a permanent target that is continually pursued year after year. We have structured processes to ensure that those at the Company who are responsible for making decisions are continually kept updated. The Compliance area makes quarterly reports to the Finance, Audit and Risk Committee, providing the most important information. The progress is also presented at the Management

and Performance (M&P) forums focusing specifically on law and information technology, as well as the ESG forums.

One of the pillars of the Program involves taking care to prevent cases of corruption. During the 2023/2024 harvest, there were no cases of corruption involving the organization and/or its employees.

In order to prevent and mitigate conflicts of interest, the organization adopts clear policies and procedures, and offers ongoing education and training. The Company also has an Ethics Advisory Commission.

The organization also makes different mechanisms available for people to seek information and advice on the implementation of responsible policies and practices. These mechanisms include training sessions, manuals and documentation, e-learning platforms and an ethics hotline.

At Zilor, human rights are fully respected. In line with this commitment, during the 2023-2024 harvest year, we developed a specific policy on this topic and communicated it to the employees and agricultural partners.



We work to ensure the comprehensive management of the themes of Governance, Ethics and Transparency.

Training and Communication of Human Rights

We provide training especially focused on human rights to our internal public and partners. This is an essential issue that should be recognized as a non-negotiable value throughout our value chain. Zilor believes that the companies have a great deal to contribute to the debate surrounding human rights, including setting an example and through the contributions made by everyone involved in the Company.

The event included alignments on the Company's leading demands concerning ESG, the Human Rights Policy, and the requirements relating to sustainability in Zilor's value chain.

Leaders (Managers and Coordinators)

67 participants

Communication

346 leaders

Training on the issue for partners in the Bonsucro certification

71 participants

Workshop for Agricultural Partners (March/2024)

83 participants



Ethics Hotline GRI 2-25, 2-26

Part of Zilor’s Ethics and Compliance Program, the Ethics Hotline is one of our most important tools. It was created so that employees, suppliers, members of the community and other stakeholders can communicate acts and situations involving Zilor’s operations that are not in compliance with the Company’s values, policies or codes, or legislation. Available in three languages (Portuguese, English and Spanish), the Ethics Hotline welcomes doubts, criticisms, praise and accusations 24-hours per day, seven days per week. The Hotline is managed by an independent, specialist company, which ensures that every situation is handled correctly, thus ensuring confidentiality and protection against retaliation for those employees who make the accusations in good-faith.

The effectiveness of the complaint mechanism is monitored by the Compliance area, which periodically reports to the Executive Board and the relevant committees, providing numerical indicators, and quantitative and qualitative data. The stakeholders are provided with information on the resolution of complaints by means of documents and service channels. The Company has a solid policy concerning management of the Ethics Hotline as well as internal organs responsible for taking decisions on any disciplinary or corrective measures resulting from the accusations received. Amongst these organs, special mention should be made of the Internal Investigation Commission and the Deliberative and Ethics Commission.

One important alteration made during the 2023-2024 harvest year was the modification of the

Ethics Channel’s internal regulations to the policy category. This has meant that we now provide more details on the investigation of the accusations and the internal organs involved in the decision-making. Management of the tool was improved with a platform that provides automated graphs containing objective data.

The reports are received and mapped on the platform, after which they are analyzed by a third-party company. Internally, the evaluation is performed by a multi-disciplinary team specialized in investigations, which sends its reports to the Internal Investigation Commission. Following this, and depending upon the results of the investigation, disciplinary measures are applied.

In 2023, there were 389 complaints, 57 of which were considered to have grounds. 100% of the reports received by the Ethics Hotline during the 2023/2024 harvest were investigated. No situations in which there was any violation of human rights, traditional communities or indigenous peoples were identified. Nor were there any accusations related to the use of degrading labor (child labor or conditions analogous to slavery), nor any cases of corruption, such as fraud or bribery of public officials.

Communication of the Ethics Hotline to the employees was performed by means of notices posted around the units, internal messages sent out by e-mail and included on the internal communication channels, such as the Intranet, the ZIBI Corporate TV network, ‘Zappi’ (Zilor’s Integration App), and a video made available to all the employees during the Sipat (Internal Accidents at Work Prevention Week).

Highlights of the Ethics Hotline



Reports to the Ethics Hotline by type/nature (%)	2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year
Conflicts of interest	6%	2%	4%
Non-compliance with regulations and policies	10%	5%	12%
Deviation from agreed behavior	18%	18%	23%
Moral harassment	32%	18%	2%
Others	34%	57%	59%

To access the channel



click on the website



Telephone:
0800 180 9000

Policies and Commitments

GRI 2-23, 2-24, 2-25, 2-27

Zilor has a set of policies and documents that establish commitments to responsible business conduct that is approved by the highest governing body, the Executive Board and the managers.

These commitments are integrated into the organizational strategies, policies and operations through the definition of aligned targets, the development of operational procedures, training and awareness-raising, impact evaluation, due diligence, clear responsibility, internal communication, monitoring and continual revision, feedback and involvement of the employees, and transparent reporting.

This concern is reflected in the business relations. Our selection of partners is based upon a rigorous and thorough process, involves specific contractual clauses, audits and monitoring. We also offer training and incentives, maintain open communication, and perform periodic evaluations.

The Company also has commitments to ensuring that any negative impacts are remedied, as outlined in the Code of Ethics. We operate in compliance with currently applicable legislation, following standards of ethics and integrity, respect for people, businesses, health, safety and the environment, and compliance with Brazilian laws and policies, as well as the norms established by the regulatory organs. This form of conduct also extends to the employees.

The documents that declare our public commitments can be found on our institutional *website*.



Code of Ethics GRI 2-23

The most important document regarding Zilor's commitments to conduct is the Code of Ethics, which outlines the Company's mission, objective and values in detail. This document is aligned with the United Nations' Guiding Principles on Business and Human Rights, the Labor Regulations published by the International Labour Organization (ILO), the United Nations' Global Compact and Sustainable Development Goals (SDGs), and the guidelines provided by the Organisation for Economic Cooperation and Development (OECD).

Find out more
about Integrity and
Transparency in the QR
Code on this page or
click on the link



Privacy and data protection

The structures designed to ensure information security within Zilor have been improved since 2021, in accordance with the requirements established by the General Personal Data Protection Law (LGPD).

At the Security Operations Center (SOC), which actively monitors threats to the Company, new systems designed to detect vulnerability, map critical aspects and make the processes more secure have been implemented. The SOC provides permanent monitoring, operating 24/7. Also as a means of making the data that much more secure, we have established a team that is exclusively specialized in managing access to our internal digital environment.

These measures have been added to the broad program of raising the users' awareness of information security, with tips, concepts and monthly tests involving e-mails that simulate phishing. This initiative allows for the mapping of each area of the Company in which people are most exposed to this type of digital threat. As such, we are able to improve awareness.

In the 2023-2024 harvest year, we recorded improvements in the Supplier Portal to make use of this tool easier, and we created the Microsoft Copilot proof-of-concept, a safer artificial intelligence tool that can be used in different processes. This change prevents data leaks via ChatGPT, a tool that is susceptible to security risks. With the Copilot tool, this information is integrated into the Microsoft Office system, thus safeguarding the Company's sensitive data.

As part of the actions involved in the Information Security Awareness-Raising Program, Zilor frequently hosts initiatives such as training sessions, communication drives and simulations designed to raise employee awareness of the most frequent risks. These actions make the environment more secure and provide the teams with the awareness necessary to be able to perform their work without risking of exposing data. All the employees are provided with training on how to use the tools. They are instructed to immediately report any suspicious content by using the "report phishing" protection tool contained in the e-mail system. In order to increase awareness even more, a campaign using everyday language was implemented to guide the employees, receiving special emphasis in the education actions, through training sessions provided on the distance-learning platform and in communication materials.



As well as the anti-phishing training sessions, the managers have access to a *dashboard* that is updated every week, allowing them to check on the actions of their team with regard to the phishing simulations:

- **Click Phishing** - Access to the links used in the simulations
- **Unsafe Action** - Opening of a malicious file (annex, PDF, macro, etc.) or inclusion of data in a fake page
- **Reported Phishing** - Positive act, since the user identified the malicious behavior and filed a report
- **Provision of training**
- User in Risk - any and all users which "fall" for the phishing in at least the two most recent campaigns and require attention
- **The NP 60.031 was also created** - Information Security Awareness-Raising Program - designed to monitor the initiative.
- **There have been no critical information security incidents** at Zilor during the last three harvests.

The actions involved in the Information Security Awareness-Raising Program make the environment safer and raise awareness amongst the teams.

Unsafe Behavior

Should an employee demonstrate recurrent unsafe behavior in three phishing simulations in the space of one year, the IT department will suspend the employee's access to the internet until they have completed the relevant online training and received a 70% approval rating in the end-of-training tests.

This information helps the management gauge its guidance of the topic and its planning of prevention and awareness-raising actions, with the main aim of improving the employees' awareness regarding the concepts of information security and making them more adept at identifying attempts to hack the Company's system or commit fraud.



10
communication
campaigns

80%
participation of employees in
the training sessions

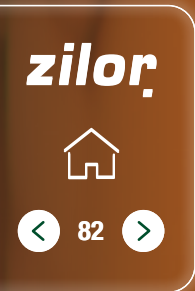
2
employee training
sessions

12
phishing
simulations*

*Monthly simulations with an average phishing report rate of above 18%.



A VISION OF THE FUTURE



Related SDGs



Strategic Management

Zilor's strategy has been improving with each passing year, always founded on diversification of the portfolio to mitigate any possible fluctuations in the price of commodities. Our business units offer long-term predictability, security and sustainability. The further development of fronts such as that involving biotechnology and renewable energy forms part of this movement, as do the projects focused on obtaining decarbonization credits (CBIOs).

Zilor's strategic vision is founded upon the following pillars: the maintenance of liquidity to overcome crises and seize opportunities; exploration of the entire potential of the Agribusiness division, maximizing the profitability of the assets; Companhia Agrícola Quatá S.A. (CAQ) as a stronghold in assets and the potential payee of dividends to shareholders; and optimization of the positioning in Biorigin's mix of products and clients, as we strive for better margins and greater profitability.

The favorable climate experienced during the 2023-2024 harvest year, together with operational improvements meant the achievement of record levels of milling and sugar and ethanol production. All the strategic initiatives are aimed at efficiency, with a reduction in losses and optimization in the different stages of the production chain.

Sustainable Mobility

We are protagonists in building a greener planet, by contributing to a more sustainable world through the production of both biofuels and bioenergy. Our vision of the future involves sustainable mobility, a concept that aims to further develop the relationship between bioenergy and the Brazilian automobile industry. Currently, the bioenergy chain and the automobile industry account for 5% of Brazil's GDP and are responsible for more than 20 million jobs in the country.

One of the greatest advantages of sustainable mobility is the low level of carbon in its life cycle. Within this model, over the course of the years that an automobile is used, its environmental impact is much lower due to the clean energy it uses. Furthermore, there is already enormous concern being paid to the design of the car and its manufacturing process, which also now leaves a lower environmental footprint. At the end of the automobile's life

cycle, some of its components are recycled or reused, meaning it forms part of a circular economy.

The Brazilian solution involving ethanol is already seen as a benchmark and the country can assume a leading role in bio-electrification with flexible fuel vehicles. Brazil currently produces ethanol from sugarcane, second-harvest corn, and biomass with an audited carbon footprint, as well as biogas and biomethane from industrial waste. We are on the path towards the production of ethanol with carbon sequestering, which opens the door to the international carbon market. The country is also on the cutting-edge in the development of clean electricity in the form of hydrogen and sustainable aviation fuel (SAF) manufactured at bio-refineries. In this segment, Zilor obtained the certification required to supply sustainable ethanol for aviation (ISCC PLUS) in the 2023-2024 harvest year. Along this journey, we have worked to remain at the forefront of technology to be able to generate clean and sustainable energy.

A comparison of ethanol vs. gasoline emissions



Gasoline

60.64 kg CO₂ eq



Ethanol

25.79 kg CO₂ eq

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Projects and Investments

Zilor’s work is guided by responsibility in relation to its stakeholders, society and preservation of the planet. By means of our activities, we can bring about a positive impact on the promotion of food, energy and climate security.

The planning of the investments made by Zilor are closely connected to the criteria of the ESG agenda, involving actions connected to and focused on efficiency, innovation and sustainability.

Ultimately, our mission is focused on building wealth and promoting well-being in society by turning innovative and natural agricultural resources into food and energy.

In the 2023-2024 harvest year, there was a total Investment (Capex) of R\$ 976.5 million, distributed across the following initiatives:

Energy cogeneration

With an investment of approximately R\$ 580 million since the beginning of the projects, the expansion of the São José and Barra Grande plants has increased the production capacity by more than 60% and significantly reduced the consumption of bagasse.

Research & Development

Focused on innovation aimed at strengthening the product mix, and improving quality and excellence in services.

Certifications

A portion of the investments is allocated for meeting the certification requirements.

Ongoing improvement

Our program of continuous improvement (Lean Six Sigma) continued to evolve over the course of the harvest year.

Productivity at the plantations

Incorporation of technologies and new materials in order to optimize the efficiency of the machines and increase productivity.

Waste

Sustainable reuse of waste through the reduced generation of impact in the value chain.

Use of water

We have continued developing the irrigation optimization projects at the Quatá unit.

R\$ 976 million

investment in the 2023/2024 harvest year



5.2%

more than in the previous harvest year

Our investments (R\$ millions)

	2023/2024 harvest year	2022/2023 harvest year	2024 x 2023 harvest year variation
Capex (maintenance)	514.6	391.8	31.3%
Sugarcane planting	287.3	199.2	44.2%
Crop handling	175.9	179.4	-2.0%
Off-season maintenance	171.6	140.8	21.9%
Industry/agriculture	55.7	51.8	7.5%
Modernization/mechanization/expansion	286.0	357.2	-19.9%
Total	976.5	928.5	5.2%

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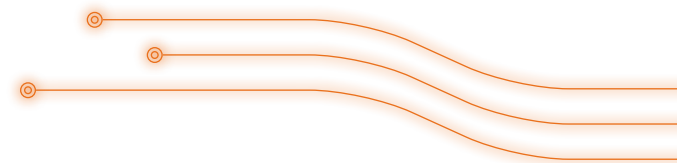
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Quality and Sustainability Management

GRI 3-3: Management of a Material Topic - Product Differentiation - Biotechnology - Biorigin, 416-1, SASB RR-BI-530a.2



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With an integrated perspective and the aim of preserving the health and wellbeing of its clients and end consumers, Zilor's work in the sector is based upon certification and quality control processes, from the field to the distribution and post-sales of its products. This attention to care minimizes risks and opens the door to new opportunities in strategic markets. We are in compliance with environmental, tax, labor and health and safety regulations, as well as the regulatory agenda related to food, fuels, cargo transport and electricity at different levels (federal, state and municipal). Our approach and management include the creation of specific programs to ensure that we are in line with legislation, a structure of compliance with a specific department, as well as ESG, Personnel Management and Sustainability Committees, and Risk and Crisis Management Procedures.

At the Agribusiness and Biorigin units, every one of the major product and service categories are assessed for their impacts on health and safety, based upon the Quality Manual, the Quality Policy, and the Food Safety Plan. Our policy of transparency includes regular visits to Zilor's installations by clients and Copersucar.

In the area of sugar production, the Company follows quality requirements and holds the FSSC 22000 certification, which establishes standards for the safe production of food. During the auditing cycles performed for this certification,

there have never been any significant records of non-compliance and/or criticisms. During the 2023/2024 harvest, Zilor received 100% approval for its audited activities.

During this same period, the Quatá Unit was placed second in the ranking of white sugar manufacturing plants under the Quality, Stocks and Processes Certification Program (CQEP) run by Copersucar. Another highlight was the beginning of production of type H12 industrial hydrous ethanol at the Barra Grande Unit, with production of more than 21 million liters. This is a category of product that is traded in the Asian market, which involves highly demanding classification standards, receiving a higher premium in relation to hydrous ethanol fuel.

Amongst the certifications obtained by Zilor is the ISO 14001 international norm, for its environmental management systems. This certification was awarded to the three Biorigin industrial units located in Brazil and to the sugar and ethanol operations performed at the Quatá and São José units, with the latter being awarded in the 2023-2024 harvest year.

In the area relating to the differentiation of its products, the Biorigin Unit aims to manage its impacts. In the environment, the potential positive impacts include smaller water and carbon footprints and the use of "greener" packaging. An opposing scenario involves a list of possible

negative impacts. The actual impacts reflect a large water footprint, a smaller carbon footprint and an intermediate packaging structure. Looking at the economic aspect, we can cite real and potential positive impacts that include the generation of jobs and income in the communities. No negative economic impacts were identified.



Bonsucro

The Bonsucro certification, which is of utmost importance to the sector as it attests to good socio-environmental practices in agribusiness, was initially obtained in 2011 and has been renewed every year since for the three agribusiness units and all the areas covered by the 16 agricultural partners. We ended the 2023-2024 harvest year with responsibility for 17,400 hectares of the 8.94% of areas certified by Bonsucro in the entire world. The Biorigin units also hold this certification throughout its custody chain. One hundred percent of our industrial units hold the Bonsucro certification. According to 2022 data published in Bonsucro's 2022 Outcome Report, a total of 1,904,052 hectares are certified across the world. Zilor was one of the first companies in the world to have its production model recognized by Bonsucro.



64,400 hectares
in São José

52,700 hectares
at the Quatá unit

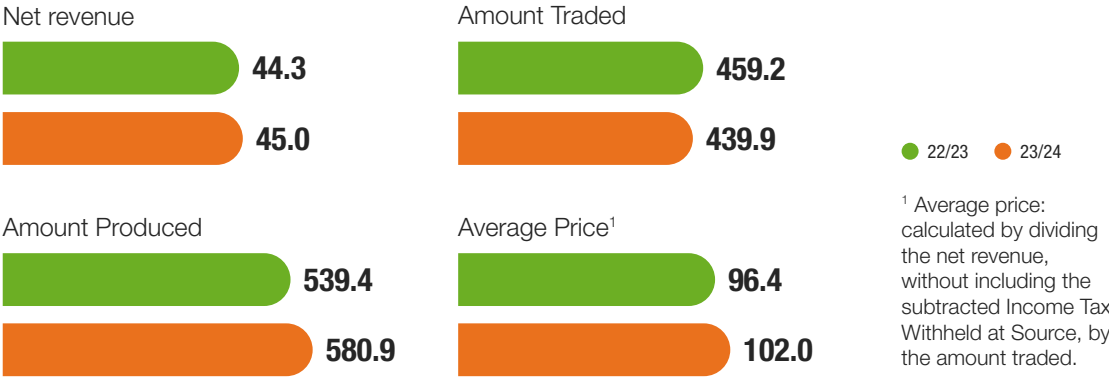
53,200 hectares
in Barra Grande

RenovaBio

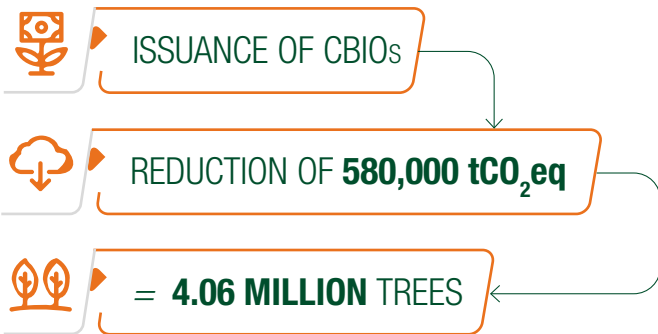
RenovaBio, currently held by Zilor's three ethanol manufacturing units, is a strategic certification that involves the National Biofuels Policy and allows for the issuance of decarbonization credits (CBIOS) that can be traded with fuel distribution companies.



CBIOS - Impressive figures from the 2023-2024 harvest year BRL R\$ millions



Decarbonization cycle



ISCC CORSIA Plus

One of the biggest achievements of the 2023-2024 harvest year, receipt of the ISCC CORSIA Plus certification, has allowed Zilor access to the Sustainable Aviation Fuels (SAF) market. Of the first four mills to be certified in Brazil, Zilor runs two of them - São José and Barra Grande.

Brazilian sugarcane is playing a prominent role in the country's energy transition. It is responsible for an average reduction of 80% of the greenhouse gas (GHG) emissions compared to the benchmark fossil fuel - gasoline. We are proud to have been one of the first companies in the world to receive the ISCC CORSIA Plus certification. In September 2023, we began generating a product certified to this standard, producing 61,000 m³ of certified ethanol in the 2023-2024 harvest year.



We are one of the first companies in the world to be certified to supply ethanol in the manufacture of SAF

Third parties' Biofuel Certifications

SASB RR-BI-430a.2, FB-AG-430a.1

In the 2023-2024 harvest year, the percentage of biofuel production certified by third parties to an environmental sustainability standard was 97.57% at the Barra Grande Unit, 99.04% at the Quatá unit, and 98.35% at the São José unit, resulting in a Zilor general average of 98.32%.

80%

in accordance with the Japanese 'METI' (Ministry of the Economy, Trade and Industry) sustainability certification

73%

in accordance with the Bonsucro sustainability certification

81%

in accordance with the sustainability certification awarded by the United States' Environmental Protection Agency (EPA), which administrates the country's Renewable Fuel Standard (RFS/Low Carbon Fuel Standard – California Air Resources Board)



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ISCC CORSIA PLUS

Demonstrating compliance of the eligible fuels with the CORSIA sustainability criteria for the reduction of CO₂ emissions arising from international flights



METI

Criteria relating to the sustainability of biofuels required by the Japanese Ministry of the Economy, Trade and Industry (METI)



BONSUCRO

International certification that recognizes sustainability in the production of sugarcane and its derivatives



GREENER ETHANOL

Certification awarded by the state of São Paulo and entities from within the sugar and ethanol sector (Unica and Orplana) defining directives for the adoption of best practices in the sector chain



RENOVABIO

National policy focused on the increase of biofuels



ISO 14001

International norm specifying the requirements for a system of environmental administration



I-REC

International regulation certifying the renewable origin (biomass) of generated electricity



RFS2 RENEWABLE FUEL STANDARD – EPA - REGISTRATION WITH THE USA'S ENVIRONMENTAL PROTECTION AGENCY

Required to comply with biofuel trading regulations in the US



ECOVADIS

Collaborative platform that awards sustainability classifications involving members of the global supply chain



LCFS (LOW CARBON FUEL STANDARD) - CARB

Certification with the California Air Resources Board (CARB), the California regulatory agency which supervises compliance in the production of low-carbon transportation fuels



GHG PROTOCOL

Tool used for the greenhouse gas (GHG) emissions inventory

Innovation and Technology

GRI 3-3 Management of a Material Topic - Innovation, Technology and Productivity

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The spirit of innovation is to be found throughout Zilor's production chain, providing benefits every year. The building of a safer world through the use of clean and renewable energy and naturally-produced foods stretches from the ability to incorporate new technologies into the manufacturing process. Management of the topic includes analysis of the impacts. The increased productivity, the lower consumption of fossil fuels and water, the development of biological inputs, reducing the use of chemical products on the crops, as well as increased industrial efficiency have the potential to positively impact the environment. Amongst the real positive impacts already observed are the use of artificial intelligence to increase the industrial efficiency, the reduction in the consumption of *diesel* and water per ton of sugarcane, record milling levels, and investments in studies focused on the use of biological inputs. No negative impacts on the environment were identified.

The measures designed to generate actual and potential positive impacts include monitoring the actions implemented to understand the real gains. Objectives, targets and indicators were all used to evaluate the progress, including the increase in agricultural productivity, alignment with the agricultural technology plan (tons of sugarcane per hectare), the increase in industrial efficiency, and alignment with the industrial plan.

In relation to the economy, meanwhile, the potential positive impacts include an increase in the number of jobs and qualified professionals, resulting in higher salaries. Improvements have been noted in the variable remuneration due to the increase in productivity, adaptation and training of specialized labor. Negative aspects include the possibility of fewer jobs and investments not leading to the desired results.

The partnerships with universities and research institutes, such as the Campinas Agronomic Institute (IAC), the Federal University of São Carlos (Ufscar) and the Paulista State University (Unesp), reinforce Zilor's commitment to research and innovation.

Find out more
about Zilor's commitments in
relation to this topic in the Results
Center on our [website](#).





The 'Good Law'

Zilor has been using the funds arising from the 'Good Law' (Law nº 11.196/05) for almost 10 years to boost its research & development and innovation abilities. Over the last three years, 209 projects have benefited from a total of R\$ 37.1 million, involving 802 employees.

The significant amount of R\$ 16.4 million invested in the 2023-2024 harvest demonstrates Zilor's commitment to efficiency and productivity. These funds have been transformed into concrete results. The 46 projects that have been positively impacted by the Good Law during the most recent cycle are at the forefront of technology, covering the Agroindustrial and Biotechnology business divisions. They represent not only financial investments, but also investments in know-how and talent, involving 250 employees.

Zilor is committed to excellence and innovation in all of its initiatives. Of the 46 projects that benefited from the Good Law, 26 focused on improving industrial processes, whilst the other 20 concentrated on the development of new products.

In the 2023-2024 harvest year, Zilor increased its capacity in technological innovation. There were a total of 37 internal projects, five pioneering initiatives in Brazil, and four projects which had a global reach. These figures reflect the Company's potential for working closely with the Good Law, generating benefits not only for the Company itself, but also for society and technological progress in Brazil and around the world.

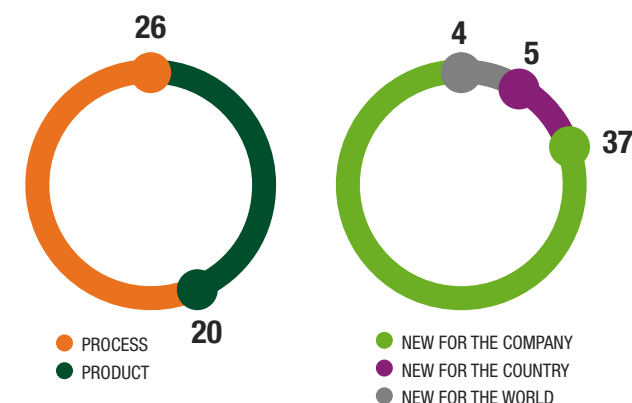
Investment in 2023/2024

R\$16.4 million

46
projects
benefited

250
employees
involved

Investments by areas of the Company	2022/2023 harvest year	2023/2024 harvest year
AGRICULTURE	13%	50%
Information Technology / Business Intelligence (BI)	2%	6%
Research & Development	57%	30%
Agroindustrial / Strategic Planning	8%	3%
Industrial Projects	20%	11%
Total	100%	100%



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Sustainable Agriculture 3-3 Management of a Material Topic, SASB FB-AG-440a.1

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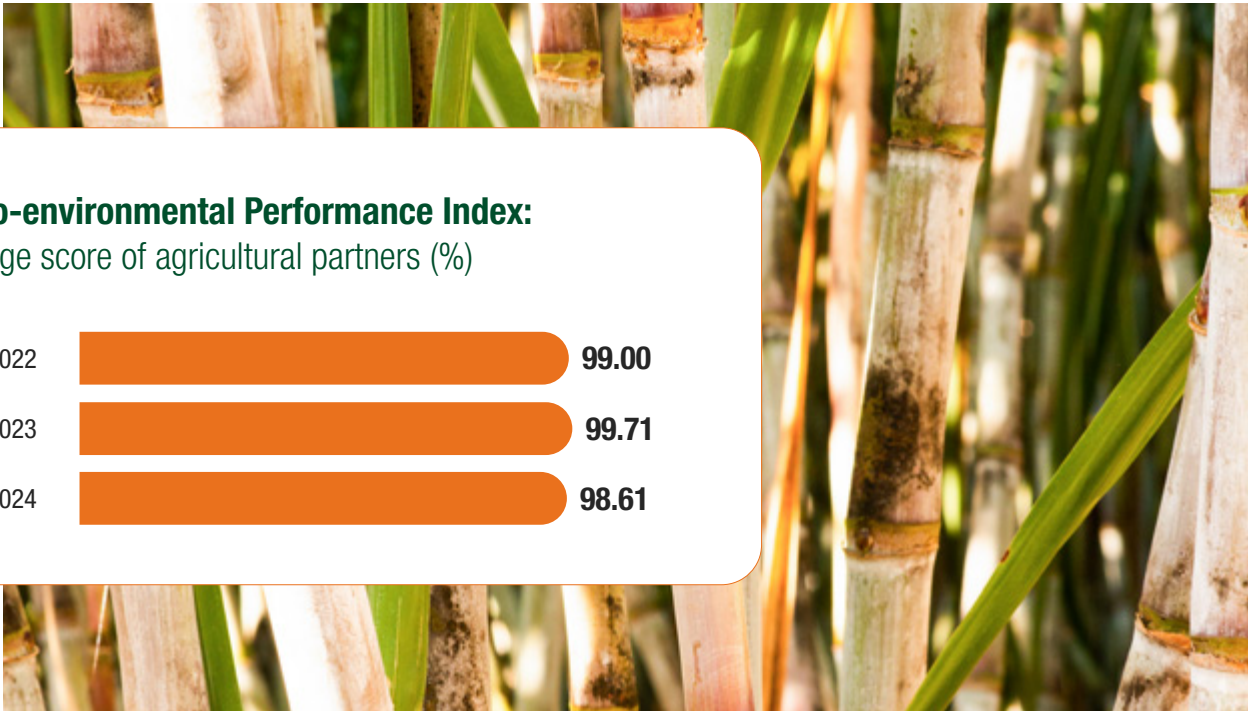
In line with our agricultural partners, we have adopted a set of agricultural good practices and technologies, capable of contributing to the results of the business and minimizing external environmental factors. Amongst these, worthy of special mention are the ‘Zilor + Raiz’ program and the biological control of pests through the use of cotesia, which tackles the sugarcane wireworm and reduces the dependence on pesticides. We have also implemented precision farming techniques in order to optimize resources and reduce GHG (Greenhouse Gas) emissions. Furthermore, the Fertigation Master Plan is improving the use of industrial waste as an input, thereby increasing productivity. The management of different varieties of sugarcane is performed at the pre-germination sapling production center, which guarantees efficiency and sustainability.

In addition to this, the organization continues to spread straw on the crops to protect the soil, conserve humidity and maintain productivity. Zilor also uses advanced geo-technologies, such as drones, which control and measure defects on the plantations, the use of Unmanned Aerial Vehicles (UAVs) to map the areas for furrowing projects, and automatic pilot systems in the transportation of sugarcane, thus reducing the compacting of the soil and optimizing the agricultural processes. Crop rotation with leguminous plants, such as soybean and crotalarías, is implemented to improve the fertility of the soil and increase productivity.

Finally, the Company uses technologies for the application of soil correctives, such as limestone and gypsum, based upon soil analyses, with a view to achieving greater productivity on sugarcane plantations. These practices demonstrate Zilor’s commitment to managing risks and taking advantage of the opportunities presented by climate change.

By promoting sustainable agriculture, Zilor is working to enable positive impacts and minimize the negative ones, allowing for development of the local economy, defense of human rights, preservation of environmental assets, such as water sources and forests, and the socio-environmental management of partners and suppliers.

The preventive and mitigating measures include the application of agricultural pesticides by means of an agronomic register, proper disposal of packaging, professional training, and compliance with regulatory norms. The effectiveness of these measures is checked by both internal and external audits, impact evaluations, measurement systems, feedback from stakeholders, complaint mechanisms, and external performance assessments. The objectives, targets and indicators used to evaluate the progress include the continual improvement of processes and fulfillment of clients’ demands, with a target of ensuring that 100% of the Agricultural Partners and proprietary lands are certified.



Socio-environmental Performance Index: average score of agricultural partners (%)

2021/2022	99.00
2022/2023	99.71
2023/2024	98.61

Applied Technology

The 2023-2024 harvest year saw the continuation and implementation of important projects that incorporate technologies into Zilor's manufacturing process. Amongst the highlights are the following initiatives:



Monitoring of the agricultural partners' harvests

Daily collection of satellite images to obtain information concerning this activity.



Line irrigation

A project that has been improved to allow localized irrigation of vinasse, thus increasing the application abilities. We currently have more than 140 km of buried vinasse pipelines, thus preventing spills.



Implementation of management systems

One of them, called SAP Extended Warehouse Management (SAP EWM), manages the storage area with the capacity to handle around 16,000 pallets. In addition to this is a bill-of-material management system, which contributes to an even more integrated and digitalized environment. The access to operational data, meanwhile, was simplified with migration over to the SAP S/4HANA system, which offers a broad range of data designed to improve operations.



Monitoring of agricultural wildfires

Monitoring in this area, undertaken by cameras that are operated in partnership with Ascana (read more in [Together Against Fire](#), on p.149), has been very effective in forecasting wildfires, and significantly reducing losses and environmental impacts.



Expansion of bioenergy cogeneration

The industrial units' technological parks have been modernized, providing greater efficiency in the boilers due to a greater number of turbines, whilst using the same amount of biomass to generate more energy per ton of sugarcane and reducing the consumption of steam at the plants (read more about this in [Bioenergy](#)).



Expansion of the Agricultural Operations Center

Control of the operation of all the mills has been centralized.



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Lean Six Sigma

In the pursuit of operational excellence in its results, Zilor restructures its projects annually, using the 'Lean Six Sigma' tool, through implementation of the Continual Operational Improvement Program. By means of this, 'yellow belts', 'green belts' and 'black belts' are created each year, within which Working Groups can be formed, which will carry out the selected projects, strengthening the culture of ongoing improvement, reducing deviations and improving the efficiency of the Zilor units.

Highlights

A program in the Agroindustrial area begun in 2017

Annual training cycles focused on Lean Six Sigma tools (in-company format)

Focus on medium duration projects in six-month cycles (DMAIC) for the creation of green belts and *black belts* - around five projects per year.

Creation made available for leaders, analysts, operational experts and agricultural partners (Future Partnership Program).

The four pillars of 'Lean'

Genchi Gembutsu		Problem solving Continuous improvement and learning	<ul style="list-style-type: none">• Kaizen• Genchi Gembutsu• Consensually and slowly make decisions; fast implementation
Kaizen	Respect and a working team	People & Partners Respect, challenge and growth	<ul style="list-style-type: none">• Train leaders who live the philosophy• Develop and challenge the personnel, teams and suppliers
		Process Elimination of wastefulness	<ul style="list-style-type: none">• Continual flow• Pull systems• Heijunka• Jidoka• Standardize the tasks• Use visual controls• Technologies
Challenge		Philosophy Long-term reflection	<ul style="list-style-type: none">• Management decisions based on a long-term philosophy

Creation of belts by Zilor

Master Black	1
Black	13
Green	51
Yellow	15
Total	80

Risk Management

TCFD 1.A, 3.A, 3.B, 3.C

Macro-cycle of Risk Management Operations

1

IDENTIFICATION OR
REVISION OF THE RISKS

2

ASSESSMENT OF IMPACTS
AND LIKELIHOOD

3

PRIORITIZATION OF THE
HANDLING OF THE RISKS

4

DRAFTING OF ACTION PLANS AND/
OR MITIGATION CONTROLS

5

CONTINUOUS MONITORING OF
THE STATUS AND FUP OF THE
ACTION PLANS

Zilor has a structure dedicated to managing the risks that are mapped and associated with the operating sector and the Company's business model. The strategies, policies and objectives related to its sustainable development are sent to the Board of Directors for monitoring and approval, before being implemented by the Executive Board. Management of all the impacts caused by the business, including those related to the ESG pillars, is the responsibility of the Executive Board, with supervision by the Board of Directors and support from the area of Integrated Risk Management.

The organization has adopted an approach involving monitoring that is performed by the area of Integrated Risk Management through the use of a Strategic Risks Matrix. The status of the monitoring of the action plans identified for the mitigation of risks is periodically submitted to the Advisory Committee and the Board of Directors.

Zilor's risks are separated into five areas: strategic, financial, operational, cyber and regulatory, and subdivided into 11 categories and 65 sub-categories, as defined in the Integrated Risk Management Policy.

All newly identified risks are evaluated together with the managers of the operational areas, depending upon the life cycle of the risk described in the internal policy. Those responsible for the risks (risk owners) keep the Integrated Risk Management Department updated on the evolution of the risks, action plans, submission of evidence, possible delays or requests for renegotiation of data. Each month, the Integrated Risk Management Department interacts with the risk owners, presenting the bases for the plans and the updated Strategic Risks Matrix, advising those responsible on their respective *status* and establishing deadlines for the updates.

Zilor's risk appetite methodology is based on the criticality of each risk: the greater the criticality, the greater the monitoring and intensity of the response will be.

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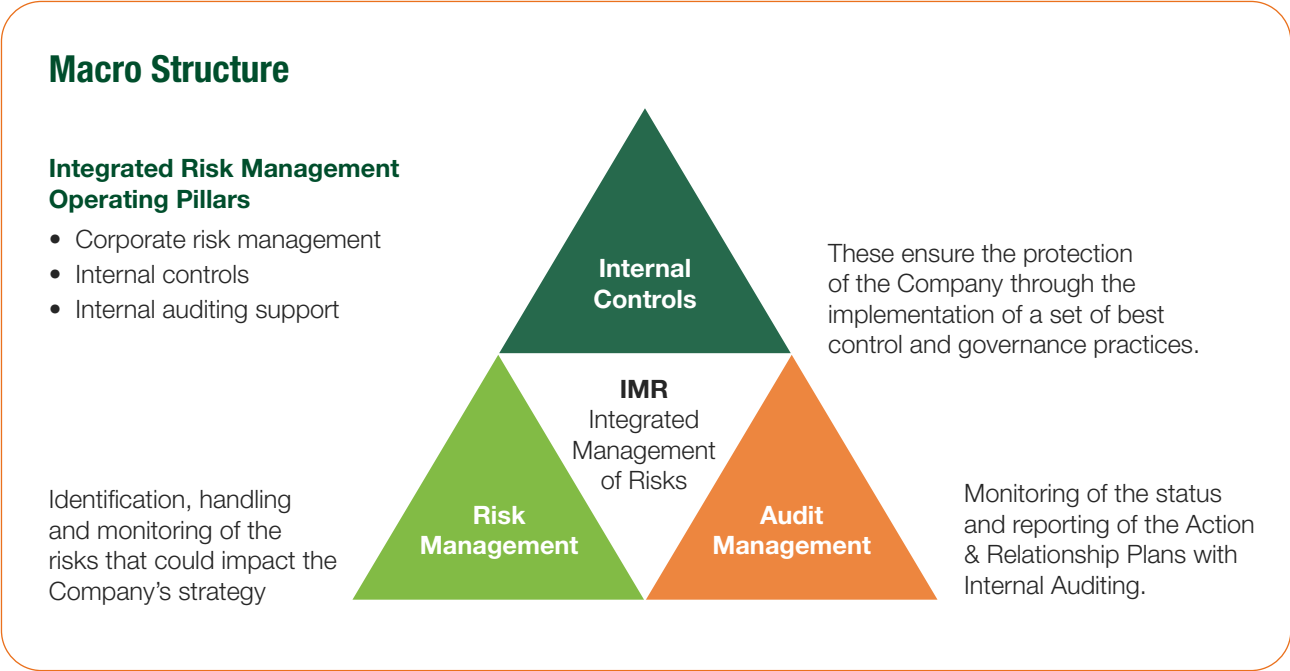
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During internal and external audits, risks may be identified by means of evidence of fragilities in the internal controls, non-compliance with policies and/or regulations, worrying standards, changes in the operational environment and other situations that could leave the Company open to risks. These are classified as serious, relevant, moderate or acceptable, depending upon the combination of the impact and likelihood, and their relationship with the strategic objectives. The initial evaluation involves the completion of the New Risk File, and those risks that are classified as serious or relevant are subjected to periodic assessment to check on the effectiveness of the action plans. Any possible evolutions in the criticality are reported to the Finance, Audit and Risk Committee (FARC) on a quarterly basis.

Control Structure

Zilor’s risk management follows the criteria of the lines of defense recommended by the Institute of Internal Auditors of Brazil (IIA): the first line lies in the business areas, the second in the management of risks, and the third in the outsourced internal audit.

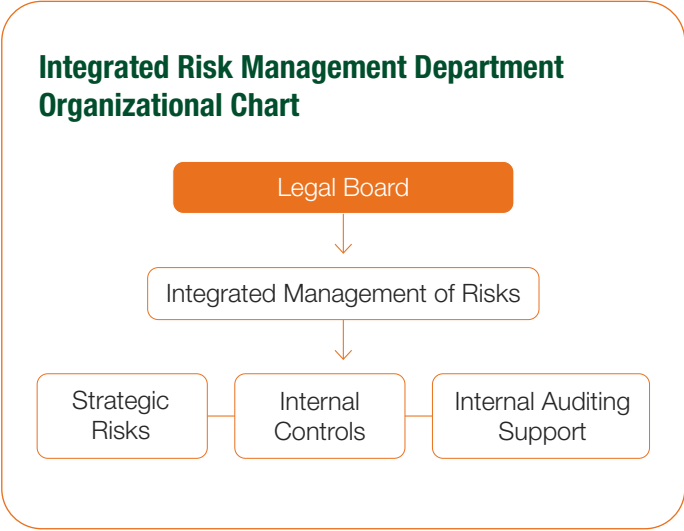
Each quarter, the Integrated Risk Management Department reports to the Board of Directors’ Advisory Committee. These concepts allow for the deployment of the management’s guidelines and the incorporation of the culture by the different teams within the Company.



The matrix is periodically revised and improved, be it by the Integrated Risk Management team or by the contracted consultation firm.

The structure is made up of:

- Business areas**
These establish and manage the internal controls
- Compliance structure**
Risk Management / Internal Controls / Information Technology / Legal
- Internal audit**
This verifies the effectiveness of the risk management



Climate Risks

Climate issues are addressed annually by the Board of Directors during the presentation and approval of the annual budget proposed by the Strategic Agricultural Planning team. This planning includes actions designed to minimize climate risks, such as investments in projects focused on systematization, irrigation, soil preparation, sugarcane harvesting based upon what is referred to as the ‘third axis’ (which prioritizes the harvesting of the most productive sugarcane, this being the first and second cuts, thus reducing the climate risks involving drought in both the current and future harvest years), and Agricultural Climate Risk Zoning (ZARC), focused on soil conservation.

Climate-related risks are, therefore, managed as part of the Company's general Risk Evaluation. The identification of these risks can take place at any time, using a range of different approaches, such as the periodic General Risk Evaluation (GRE), conducted by a specialist external consultancy firm, the raising of concerns by the management and governance organs, a revision of the risk matrix, observations made by internal and external audits, updates/revisions by the Strategic Planning Department, or by means of the emergent risk identification process. Newly identified risks are formally recognized in the New Risk File. With this in place, action plans are established to prevent or mitigate the risks, in line with the Company's risk appetite.

As of the 2024/2025 harvest year, the management of climate risks will begin to influence the definition of performance objectives, the monitoring, performance and supervision of the main investments, acquisitions and divestment. This new approach is aimed at improving the maturity of the Company in relating the current actions to climate risks and their impacts on the results. Already by the 2023-2024 harvest year, the objectives and targets relating to the climate have included monitoring the evolution of the identification of risks and the construction of action plans to avoid and minimize impacts.

Climate-related risks are managed as part of the Company's general Risk Evaluation process.

Communication

The Integrated Relationship Program (IRP) defines those responsible for interacting with each group of stakeholders. Since its implementation, in 2001, the IRP has been an important means for managing the Company's communication with its stakeholders.

Zilor has a Crisis Communication Management System, called ‘Sisgecri’, which is an instrument designed to provide support for the Strategic Risk Matrix and to the senior management in the communication of facts that could have an impact on the Company's stakeholders and

operations, as well as on its image and reputation. The crisis committee operates in accordance with the unique features of each demand and local needs, and is formed of whichever leaders are strategically related to the case requiring attention. The management levels depend upon the escalation of the crisis, depending upon the definition provided by Sisgecri. The organization's leaders and spokespersons receive periodic online and in-person media training on matters that have been mapped in relation to corporate risks, thus preparing them to act in times of crisis.

Impressive figures from the 2023-2024 harvest year



Operational and Financial Performance

Zilor's 2023-2024 harvest year was notable for its record operational results, with enormous success in the delivery of energy cogeneration projects and solid financial discipline. The net revenue of R\$ 3.49 billion reflects the record production, the result of significant gains in efficiency and productivity in the period. The Company's adjusted Ebitda surpassed R\$ 1.0 billion, rising 8% compared to the previous harvest year, with a margin of 29.6%. Our net income grew by 80.2% in the period, reaching R\$ 632.3 million. With this result and our diligent approach, we saw an impressive reduction in leverage, registering a net debt/adjusted Ebitda indicator of 0.98x on March 31, 2024, against the 1.94x registered on the same date in 2023. We recorded a strong cash position of R\$ 2.4 billion at the end of the period, strengthened by the receipt of the purposes installment of the writ of payments in March 2024.

The 2023-2024 harvest year resulted in a record harvest of sugarcane and production of its principal byproducts, with a decisive factor being the climate conditions which registered levels of rainfall well above average in the majority of the producing regions. As such, Brazilian plantations recorded their highest productivity in 20 years, with the milling of sugarcane reaching 713 million tons, a rise of 17% in relation to the previous harvest year. Zilor registered 39 records at its manufacturing units. We achieved the highest

levels of milling in our history, with 11.4 million tons of sugarcane being processed, meaning an 8.3% rise in relation to the previous harvest year, demonstrating recurring evolution over the years.

Our record production was accompanied by an evolution in our levels of production in the agroindustrial area, totaling 82.2 tons per hectare, with a TRS quality indicator of 138.1 kilos per ton. One very important highlight was the 44% expansion achieved at the Quatá unit in the last five years, where productivity rose from 54.4 t/ha in 2019 to 78.3 t/ha at the end of the 2023-2024 harvest year. This result reflects the favorable climate conditions, but above all it reflects our recognized expertise in the sector, with new technological and operational mixes implemented to promote gains in efficiency.



R\$ 1.0 billion
Adjusted Ebitda

+8%

compared to the previous harvest year



54.4 t/ha
productivity in 2019

R\$ 632.3 million
net income

+80.2%

in the period

78.3 t/ha

productivity in the 2023/2024 harvest

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In the area of investments, the Company concluded two energy expansion and cogeneration projects. The first of these, the São José Unit, which began in April 2023, has already delivered impressive results this harvest year, contributing to an increase of 32.7% in the volume of energy exported from the unit, with a potential increase of up to 40%. The second, the Barra Grande Unit, was delivered in April 2024. Together, the projects will allow for growth of around 60% in the volume of energy cogeneration. The investment made in the expansion of the renewable energy business is aligned with the Company's business diversification strategy, as a mechanism to mitigate the risk of fluctuations in commodities and provide greater predictability in terms of cash generation.

At Biorigin, the initiatives prioritized the operational efficiency and cost management during the period. As a result, we consumed less water and took better advantage of materials which impacted the quality index, which in turn contributed to reducing the unit production costs. Amongst the challenges which arose during the 2023-2024 harvest year was the adaptation of stocks per client, which reduced the sales volumes, as well as the inflation experienced in the United States and Europe, which required companies to focus more on cost/expense management. A number of actions were implemented, including a revision of the sales planning, price adjustments, and identification of new business opportunities in other regions, such as Latin America, which allowed for geographically closer operations and more straightforward logistics.

Other important actions were put into practice at Biorigin. The Strategic Feed Planning, which had begun in the 2022/2023 harvest year, continued, allowing for the identification of opportunities and a gradual increase in production to be able to meet the needs of the pet and animal nutrition and health market. We also focused on strengthening and prioritizing the attention we pay to the requirements of our key accounts in the Food segment, and application of our client satisfaction survey, which highlighted the high quality of our products and the need for an improvement plan in other pillars.

The harvest year was notable for its record operational results, with enormous success in the delivery of energy cogeneration projects and solid financial discipline

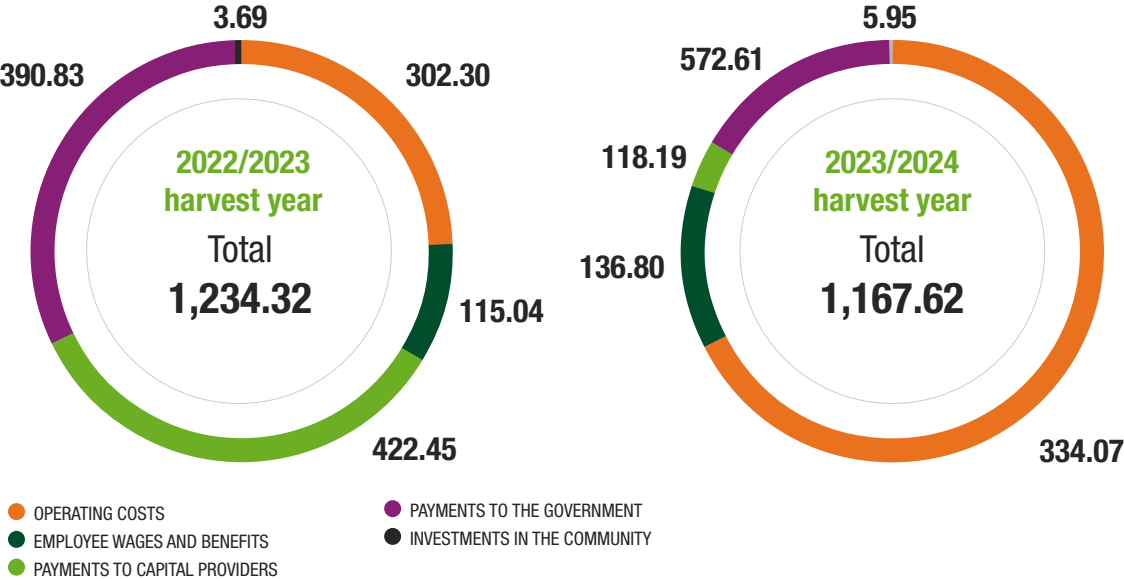
Financial indicators <i>(in R\$ million)</i>	Harvest 2023 / 2024	Harvest 2022 / 2023	Variation 24 harvest x 23 harvest
Net Revenue	3,487.1	3,410.3	2.3%
Gross Profit	687.2	778.4	-11.7%
Gross Margin	19.7%	22.8%	-3.1 p.p.
Adjusted Ebitda	1,033.4	961.1	7.5%
Adjusted Ebitda Margin	29.6%	28.2%	1.4 p.p.
Adjusted Ebit	447.3	525.0	-14.8%
Adjusted Ebit Margin	12.8%	15.4%	-2.6 p.p.
Net Income	632.3	350.8	80.2%
Net Margin*	18.1%	10.3%	7.8 p.p.
CAPEX	976.5	928.5	5.2%
Gross Debt	3,425.4	3,513.0	-2.5%
Net Debt	1,010.3	1,861.5	-45.7%
Net Debt/Adjusted Ebitda (LTM)	0.98x	1.94x	-0.96x
Net Debt/Equity*	0.38x	0.88x	-0.50x
Current Liquidity**	2.00x	1.78x	-0.22x

* Net Worth adjusted by IFRS 16
** Current Liquidity: Adjusted by the Biological Asset in Assets and by the Leasing and impacts of the IFRS 16 on the Liability.

Direct economic value generated (R\$ millions) GRI 201-1



Economic value distributed (R\$ millions) GRI 201-1



Economic value retained (R\$ millions) GRI 201-1

“Direct economic value generated” less “Economic value distributed”



Results of Note

DIVERSIFICATION OF REVENUE:
A RECORD R\$ 3.5 BILLION

Contribution of the revenue from the Biorigin unit and energy cogeneration, as sources of diversification, in addition to sugar and ethanol

CONSISTENCY IN THE GENERATION OF ADJUSTED EBITDA

Compound Annual Growth Rate (CAGR) of 23% in the last five years, the result of investments focused on management discipline and improved operational results

A MOVE TOWARDS DELEVERAGING OVER THE LAST FIVE YEARS

Net Debt/Adjusted Ebitda

0.98x

2024 x 2019

a drop of 80%

Indicator of 0.98x, moving away from an indicator of 5.0x in 2019, reinforcing the continued operational discipline of recent years

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Improvement of Biorigin Processes

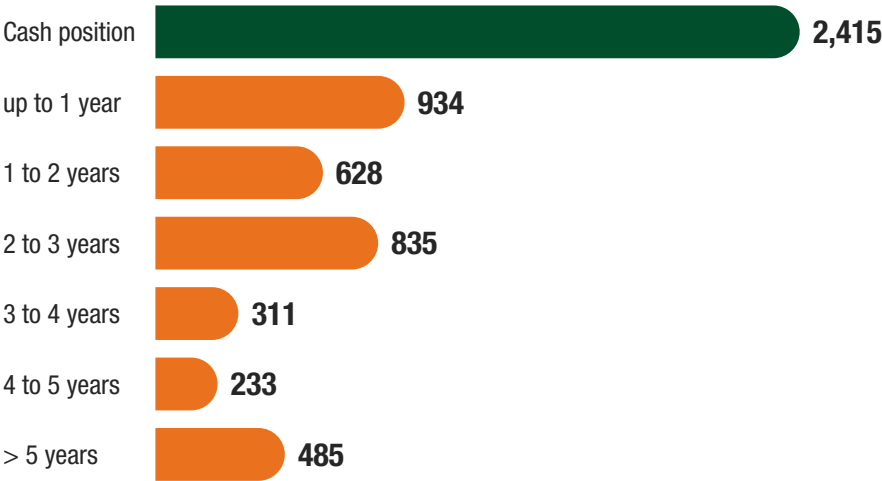


Prioritization of operational efficiency and cost administration



Optimization of processes and better use of materials with a reduction in the unit costs of the products

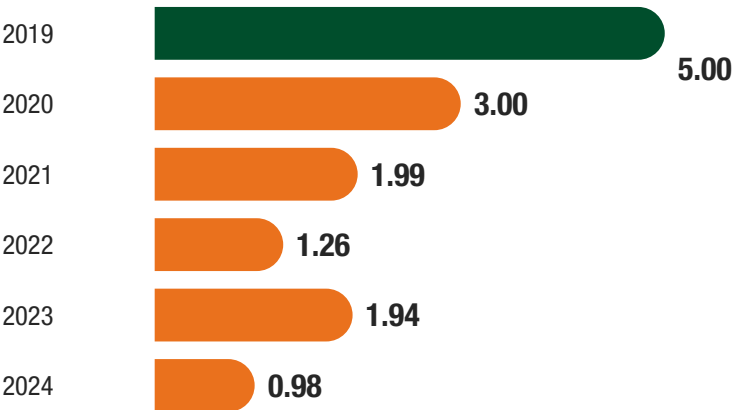
Amortization Timeline (R\$ thousands) Mar/2024



Net Debt (R\$ millions)



Net Debt/Adjusted Ebitda



Total Gross Debt (R\$ millions)

3,425 Average Period: 2.7 years

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Operational indicators

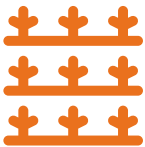
Efficiency and Productivity	Harvest 2023 / 2024	Harvest 2022 / 2023	Variation 24 harvest x 23 harvest
Milling (thousands of tons)	11,420.4	10,550.0	8.3%
Lençóis Paulista	8,246.1	7,482.9	10.2%
Quatá*	3,174.3	3,067.1	3.5%
% Proprietary Sugarcane	34%	32%	2.0 p.p.
TCH (t/ha)	82.2	76.3	7.7%
Lençóis Paulista	83.8	77.7	7.9%
Quatá	78.3	72.7	7.7%
TRS sugarcane (kg/t)	138.1	138.5	-0.3%
Lençóis Paulista	138.6	140.0	-1.0%
Quatá	136.9	134.8	1.5%

Production	Harvest 2023 / 2024	Harvest 2022 / 2023	Variation 24 harvest x 23 harvest
Sugar (thousands of tons)	741.9	694.9	6.8%
White	284.4	240.9	18.1%
Gross	379.5	344.8	10.1%
FS1	78.0	109.2	-28.6%
Ethanol (thousands/m³)	495.8	450.6	10.0%
Anhydrous	350.1	312.6	12.0%
Hydrated	145.7	138.0	5.6%
Exported energy (thousands of MWh)	557.6	453.4	23.0%
Ethanol Mix (without FS)	53.7%	54.4%	

Agricultural Productivity (thousands of t)	Harvest 2023 / 2024	Harvest 2022 / 2023	Variation 24 harvest x 23 harvest
Consolidated Information			
TCH *(t/ha)	82.2	76.3	7.7%
TRS **(kg/t)	138.1	138.5	-0.3%
Information by region			
Lençóis Paulista – SP			
TCH (t/ha)	83.8	77.7	7.9%
TRS **(kg/t)	138.6	140.0	-1.0%
Quatá - SP			
TCH (t/ha)	78.3	72.7	7.7%
TRS **(kg/t)	136.9	134.8	1.5%

* TCH (Tons of Cane per Hectare) average productivity indicator.

** TRS (Total Recoverable Sugar) sugar concentration and sugarcane quality.



557.6
thousand
MWh
of energy exported
(2023/2024 harvest
year)

23%+
in relation to the
previous harvest year

11,420,400
tons of milling (2023/2024
harvest year)

8.3%+
in relation to the previous
harvest year

10,550,000
tons of milling (2022/2023
harvest year)

Sugar Hedge

Zilor’s hedge strategy complements its defensive business model, in which the exposure to commodities prices is mitigated due to the Biorigin unit and electricity. Furthermore, the volume of sugarcane from our partnerships (third parties), that is indexed to the Consecana price, creates a natural hedge in relation to the prices of sugar and ethanol.

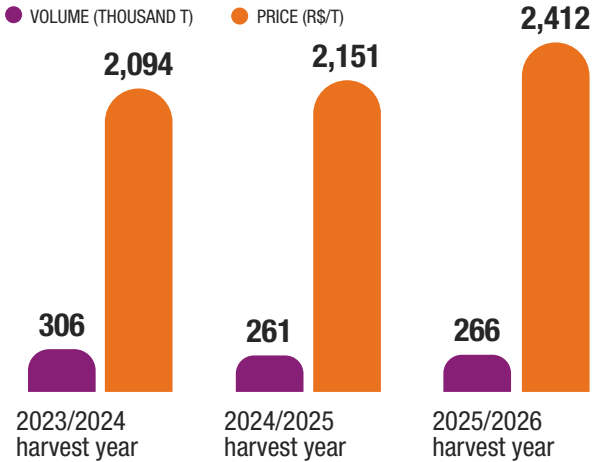
In the 2023/2024 harvest year, the volume of 306,000 tons was fixed at an average price of R\$ 2,094/t, representing 88% of the exposure for the period. The price fixing of sugar for the 2024/2025 harvest year totaled 261,000 tons at an average price of R\$ 2,151/t, representing 84% of the exposure for the period.

Communication with the Market

The quarterly web-conferences broadcast to present the Company’s financial results to the market continued in the 2023-2024 harvest year. The participation of banks helps to strengthen the ties with the capitals market, as do the perception surveys on matters related to the Company, with a focus on understanding those areas that could be improved regarding relations with the market. In the interests of transparency, Zilor’s Investor Relations area publishes a quarterly Earnings Release in a section dedicated to ESG, containing the advances made on the topics identified as priority

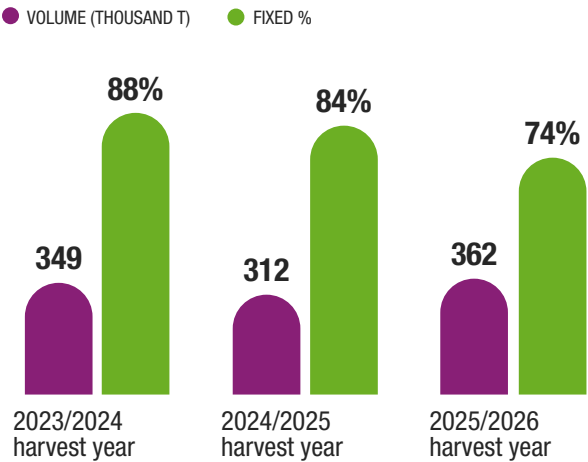
in relation to the United Nations’ Sustainable Development Goals (alternately focusing on SDGs 3, 4, 6, 7, 8, 9, 10, 11 and 13). In addition to this, as a means of strengthening relations with this group of stakeholders, they are invited to visit and tour Zilor's installations.

Fixed Volume versus Fixed Average Price*



*Fixed Average Price: these prices do not include premiums, for example, white sugar and polarization. As such, this is a base flat price in Reais.

Volume of Exposure versus Fixed % of the Exposure*



*Volume of exposure: represents the volume of revenue from sugar subtracting the natural hedge of the costs tied to that of Consecana.

Treasury Highlights

Operations in the capitals market: issuance of debentures **(R\$ 300 million in January 2024 + R\$ 300 million in June 2024)**

Cash and indebtedness management, involving a minimum cash policy

Meetings with Agricultural Partners to share information on the market and price fixing

Read more about this in the Financial Statements in the Investor Relations section of our [website](#).

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Related SDGs

1

NO POVERTY



2

ZERO HUNGER



3

GOOD HEALTH AND WELL-BEING



4

QUALITY EDUCATION



5

GENDER EQUALITY



8

DECENT WORK AND ECONOMIC GROWTH



10

REDUCED INEQUALITIES



16

PEACE, JUSTICE AND STRONG INSTITUTIONS



Development and Appreciation *for People*

GRI 3-3 Management of a material topic - Appreciation for People, Human Rights and Labor Relations, 2-7, 2-8, 2-19, 401-1, 401-2, 404-2

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Zilor employs more than 3,900 people in all of its operations, areas and units, distributed across the Agroindustrial and Biotechnology (Biorigin) divisions. Through their diversity, each individual who makes up the Company contributes to the success of the business and to the preservation of our culture with a spirit of efficiency, productivity and innovation.

For us, the appreciation for people and the care paid to labor relations are fundamental aspects in the performance of our activities. We work to promote our employees' quality of life, respecting their individual qualities and rights, something which positively impacts satisfaction with the Company, regarding legislation and the support for the economy of the local and adjacent communities. We also work hard to promote a positive and healthy working environment, caring for the mental and physical health of the employees and the balance between their work and family lives. These measures have resulted in greater levels of engagement, productivity, and retention of talent, and lower rates of absenteeism and turnover.

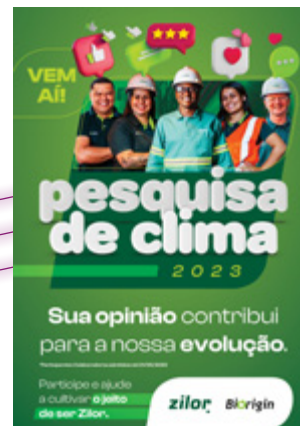
This issue is addressed in a number of Zilor's policies and commitments, including internal policies, the code of ethics and conduct, public declarations, training sessions, and corporate education activities. The engagement of the employees, which is an essential element in supporting the improvement actions and providing information on the effectiveness of the initiatives implemented, is undertaken by means of communication, consultation, participation and cooperation.

During the 2023-2024 harvest year, amongst the initiatives that the Company has developed are programs designed to attract talents, develop teams, assess skills, promote inclusion and diversity, and promote a corporate culture. As part of this, we are continually investing in the promotion of a working environment which offers equal opportunities and recognizes those professionals who stand out in their areas of activity.

Zilor offers its employees a range of benefits, without any differentiation between fixed and non-fixed period contracts. As well as the legal right to maternity/paternity leave, we provide life insurance, health and dental plans, as well as a private pension plan, amongst other benefits offered at all of the Company's operational units.

GRI 401-2





Climate Survey

Amongst the initiatives developed during the reported harvest year, special mention should be made of the 'Climate Survey - Nurturing How to Be Zilor'. This survey was fundamental to the understanding of our employees' perception of different topics. There was a high level of engagement, with 2,654 employees taking part, meaning 75% of the workforce, and a favorability score of 79%, which was 10% above the 69% market average. Knowing that 79% of our employees are proud to say that they work for Zilor, as the survey showed, is an important recognition of the efforts we have made to create healthy and prosperous relations in a safe and productive environment. We believe that the result is a reflection of a series of actions that we pursue to show the appreciation we feel for our employees.

The Climate Survey is undertaken every two years. Upon completion of the survey, the results are presented to all the employees in the form of in-person meetings together with the managers of each area. Based upon this initiative, action plans are developed and defined regarding the points where the employees feel there are opportunities for improvement, and these points are developed during the year in which the survey is not applied.

The corporate climate actions were defined in accordance with the topics/areas of activity, with the leaders of the respective areas assuming responsibility for implementation of the highlighted improvements. A total of 23 initiatives were listed amongst the action plans, and these are to be undertaken during the 2024/2025 harvest year. Nine of the actions had already been implemented by March 31, 2024.

Informative meetings looking at the evolution of the 23 Action Plans are held periodically with the leaders of the areas over the course of the harvest year. All the employees should receive notification of the advances and improvements made in relation to the processes.

The new career plans, in the operational and administrative areas, are examples of some of the initiatives that have been implemented as a result of the survey. These career plans provide people with a clearer picture of the path they should be taking regarding their professional development.

The Climate Survey is undertaken every two years. Upon completion of the survey, the results are presented to all the employees

Here we present the three highest scoring indicators:

87%
Safety at Work

84%
Diversity

81%
Performance and Results

Climate
Survey
Data

General Satisfaction
Average:
79%

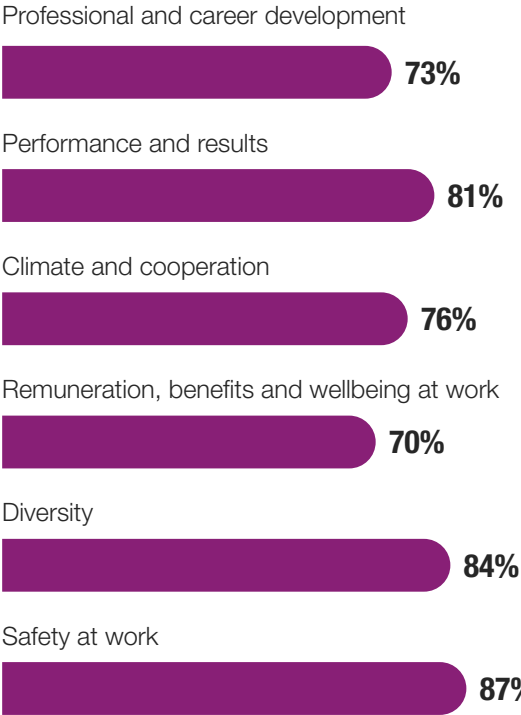
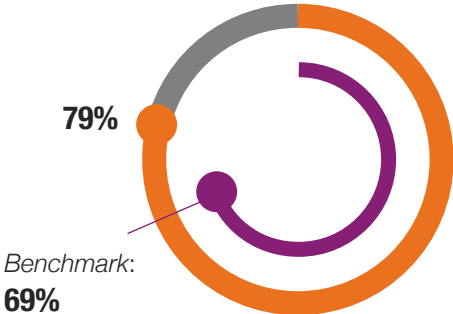
*10% higher than the 69%
market average.

Adhesion of
75%
of the employees

23
Improvement
Action Plans

9
Action Plans
implemented during the
2023-2024 harvest year

Results
General Averages



Other Initiatives

Every year, the Company performs a 180° Skills Evaluation, that involves self-evaluation and evaluation by a leader. Following the evaluation period, the leader and the employee discuss the development necessary to reduce any possible knowledge gaps, resulting in an Individual Development Plan (IDP).

During the 2023-2024 harvest year, a 360° evaluation was also implemented, focusing on the managers and coordinators. In this stage, adjustments were performed amongst the leaders aimed at mapping future successors and encouraging these professionals’ development as a means of preparing them for future challenges.

A ‘Conversations on Development’ workshop was also held during the reported period with more than 90% of the leaders taking part.

Amongst the main objectives was the reinforcement of the importance of the program for the leaders, employees and Zilor itself; a review of the methodology adopted to enable and optimize the topic; and empowerment of the participants for the conversations to take place effectively. **GRI 404-2**

The continuity of the business also has a direct connection to the initiatives focused on the employees’ wellbeing. One example of this is the implementation of projects focused on mental health and the quality of life of those who participate in the ‘Life in Focus - Mental Health’ program ([read more about this on p. 123](#)). We put into practice actions designed to raise people’s self-awareness and undertake the continual monitoring of mental health and the general mood at Zilor.

Find out more
about our employees in the
Annex of Disclosures.

Employees broken down by type of employment agreement and gender ^{1, 2, 3, 4, 5, 6} **GRI 2-7**

Type of agreement	2021/2022 harvest year			2022/2023 harvest year			2023/2024 harvest year		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	2,510	293	2,803	2,703	375	3,170	3,402	512	3,914
Temporary	631	147	778	467	86	461	3	5	8
Total	3,141	440	3,581	3,170	461	3,631	3,405	517	3,922

¹ In order to compile the data, reports from the Senior System were used, always based upon the reference date of the last day of the harvest year, this being March 31 each year. The figures stated include employees from both Zilor and Biorigin.
² During the most recent reported periods, no significant fluctuations were observed in the number of employees.
³ We do not employ the form of hiring that does not guarantee working hours.
⁴ All the company’s employees are located in the Southeastern Region.
⁵ In the 23/24 harvest year, the Hiring and Selection staff aimed to hire women for inclusion in the Lençois Paulista and Quatá Agricultural teams.
⁶ The reported data does not include information on the United States or Belgian units.



A Citizen Company

Zilor has been involved in the federal government’s Citizen Company Program since 2010, offering new mothers **extended maternity leave of six months**

In July 2023, Zilor began offering **extended paternity leave of 20 days**

Paternal leave

Taking leave	Returning employees	Still employed 12 months later
57 women	100%	39 women
218 men	100%	205 men



Watch this [video](#) to listen to our employee, Gustavo Casanova, talk about the extension of the paternity leave, implemented on August 1, 2023, as part of the Zilor Father’s Day Campaign.

Engagement Programs

The values of the corporate culture and the principles of ethics and respect for people are disseminated by means of initiatives that strengthen the commitment and relations with customers, employees and shareholders.



Coffee with the Leaders

At these monthly get-togethers, which began in 2018, groups of ten employees speak directly with the Company's CEO whilst enjoying a relaxed breakfast. The exchange of experiences shows that Zilor values the opinions of its employees and gives each of them a voice. More than 1,000 people have participated in the program since it began. In the 2023/2024 harvest, 35 meetings were held as part of the program, involving 200 employees.



RECORDES 19 E 20 – SF 77

CELEBRAR

Produção de Etanol Anidro e FA - UBG

Celebração dupla! No mês de julho, a Unidade Barra Grande conquistou mais dois recordes de produção! Etanol Anidro, que é o etanol mais puro (sem água) comercializado e adicionado à gasolina; e o FA, que é o creme de levedo extraído da fermentação alcoólica e destinado à produção de Levedura Seca pela Biorigin.

“Nosso sucesso é impulsionado pelo trabalho em equipe e pela busca constante de melhoria. Agradecemos a dedicação de todos os Colaboradores envolvidos nessas conquistas. Juntos, vamos seguir celebrando e inspirando uns aos outros a atingir resultados cada vez mais significativos, na jornada contínua em direção à excelência.”

Gerente Industrial UBG | Carlos Leandro Casati

Para comemorar os recordes de julho, AMANHÃ, dia 22/08, os Colaboradores da UBG receberão uma celebração especial!

E agora, qual será a unidade a conquistar o próximo recorde da Barra 77? O desafio está lançado! Times fortes que superaram desafios e batem metas!

Safeg

Biorigin

Parabéns, UBG, pelos resultados em equipe!

Celebrar - Targets and Results

Implemented during the 2022/2023 harvest, the ‘Celebrar’ Program is an initiative that recognizes those professionals who hit targets and productivity and efficiency records, involving all those employees at a unit which has achieved the target, be it in the field or at the factory.

During the 2023-2024 harvest year
39 records
were achieved in the Agroindustrial and Biorigin divisions.

Find out more
Watch the video and discover more about the records and achievements of the 78th Harvest Year.



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Appreciation for the Employees

Appreciation and recognition of the people who work at Zilor is one of the values of the Company's corporate culture. Created 27 years ago, the 'Appreciation - Your Story Makes Ours Better!' program seeks to recognize and honor our employees for the time they have dedicated to Zilor. It has taken place since 1997 and each year recognizes those who have been with the company for ten years or more, honoring them every five years. The families of the employees being honored and members of the Company's senior management take part in this event which involves around 600 people. Due to the Covid-19 pandemic, Zilor held two events in 2024, recognizing those employees celebrating time with the company in 2022 and 2023, at which we honored one employee who had been with us for 45 years and another who had been here for 53 years.



235
employees honored
in 2022

274
employees honored
in 2023



Take a look at the 26th edition of the event, celebrating 235 employees who reached their milestones with the company in 2022.



[26th Edition: Appreciating Employees for their Time with the Company - Your Story Makes Ours Better](#)



Take a look at the 27th edition of the event, celebrating 274 employees who reached milestones with the company in 2023.



[27th Edition: Appreciating Employees for their Time with the Company - Your Story Makes Ours Better](#)

Zilovers and Biolovers

In the 2023-2024 harvest year, Zilor moved forward with the development of the Zilor and Biorigin Brand Ambassadors Program (Zilovers and Biolovers), which aims to highlight the initiatives the Company has undertaken involving posts on social media. In the first year of the program the actions were focused on the LinkedIn platform. The program shows how the Company has developed and strengthens the employee-employee, employee-Company and Company-society relations. The program takes place over a period of 12 months, with the possibility of being extended for another year.



Objectives

- To show our day-to-day activities (“The world has changed and so have we. We have become the influencers of our own culture and our own values”)
- To promote ourselves as an Employer Brand
- To show appreciation for our people



Our Results

- Increased engagement on the social networks
- Internal trust (they help disseminate the Company's actions)
- Recognition and participation during the event celebrating the Appreciation Program



Chosen Employees

Ten employees are chosen, one from each area and each unit of the Company, for having played an important role in our internal campaigns (communication events and actions), for having played an active role in the social media platforms and for having a profile that encourages the engagement of their colleagues, whilst also demonstrating a great sense of belonging. With these qualities, they contribute to encouraging more people to participate and post information on their day-to-day experiences. In addition to this, they help to increase the exposure of our corporate values, spread word about us as an employer brand, and expand our culture by disseminating the Company's actions internally and externally.

Engagement Figures (Zilovers and Biolovers)

Challenges	Interactions	Comments	Shares
12	8,477	905	35

The Company's Highlights

- Zilor Energy and Food - Our best for the world
- 20 years of Biorigin
- Clean and Renewable Energy - SAF Energy Certification
- Sustainability - ESG - 2030 Zilor + Sustainable Program
- Appreciation for people - Your Story Makes Ours Better!
- Social Responsibility - Development of Communities

Attraction and Retention of Talents

Zilor has committed itself to working on eight fronts as a means of attracting and retaining talents

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1

DEVELOPMENT

Establishment of a performance management process which will drive the growth, recognition, attraction and retention of talents;

6

SUCCESSION PROGRAM

A plan for strategic positions designed to prepare successors in all of the organization's key positions (9 BOX methodology);

2

TRAINING

Agricultural Scholarship-Qualification (layoff);

7

CULTURE AND ENGAGEMENT PROGRAM

Designed to motivate people and improve the organization's performance, with employees remaining with the Company for longer;

3

CAREER

Career Paths Program;

8

PERSONNEL & ORGANIZATION PROCESSES

Aimed at guaranteeing good operations and activities, and efficient and well-structured processes.

4

CAREER EVOLUTION

Internal development and recognition;

5

LEADERSHIP PROGRAM

Leadership Development Program (LDP) and a skills matrix for the different publics;

For the planting and harvesting work, which require seasonal hires, we adopted a more computerized system in the 2023-2024 harvest year, with the job advertising, application and remuneration approval processes being handled by the system. The interviews for the positions are conducted entirely in person, whilst more specific positions, such as drivers and tractor operators require practical tests.

Training and Development GRI 404-2

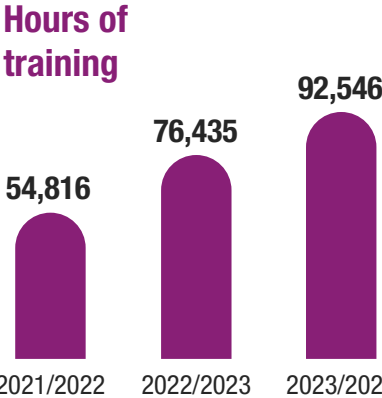
Personnel development is an ongoing activity at Zilor, with training sessions aimed at improving technical and behavioral skills. A number of training programs are provided, in both in-person (externally and in-company) and distance-learning forms. The training sessions cover areas such as techniques for individual operations, compliance and ethics, diversity and inclusion, safety at work, project management, internal technology and tools, leadership abilities, data security, communication skills, and human rights. The Company also offers financial support for external training course, such as language courses and training in partnership with external platforms.

Furthermore, technical training sessions are provided in partnership with educational institutions specializing in industrial learning, such as Senai, Senac and technical schools. The training sessions in NR (Regulatory Norms) are obligatory and provide the new employees with a detailed understanding of matters such as safety, responsibilities and Zilor's culture. The skills of the individuals who make up our workforce are evaluated each year, with feedback being provided by the leaders along with an Individual Development Plan (IDP). This clear vision of evolution within Zilor is an important factor which contributes to the employees wishing to remain with the Company. The employees participated in an average of 23.6 training hours during

the last harvest year, which was a slight drop on the amount recorded during the previous cycle, which stood at 24.4 hours. However, the total number of hours dedicated to training was 92.546, meaning an increase of 21.05% in relation to the previous cycle. **GRI 404-1**

Zilor has an internal platform on its intranet offering operational courses in the corporate, agroindustrial and bio-technology areas. The Learning Path includes technical courses and aims to ensure that the training for all the operational positions is provided by a series of educational stages, including onboarding training, regulatory norms and specific technical content for each job or material handled. One of the main priorities for Zilor is to train people in such a way that its business and the market as a whole are strengthened. Above all, future generations are on the Company's radar, with a number of projects aimed specifically at this group being put into practice.

RNs 100% in compliance for functioning of the operations



‘Jovem Aprendiz’ Program

This program offers structured training in technological development for young people from the communities neighboring the Zilor units aged between 18 and 23. This is a program aimed at technical improvement, which combines the theoretical excellence of Senai with the practical experience gained at the Company, outside school hours, with mentoring from leaders for the development of these young professionals. During the 2023-2024 harvest year, the project was expanded and now involves four groups. The apprentices spend four hours at school and another four hours at the Company. Many of them are taken on as trainees and/or hired as operators. During the reported period, Zilor welcomed 131 apprentices.

Courses offered

- Production Line Assistant
- Mechanical Assistant - Industrial Maintenance
- Electrical Assistant - Industrial Maintenance

Young Energy Program

This is a program that develops partnerships with universities and technical colleges to train young people in skills related to Zilor’s manufacturing process, such as engineering, administration and biotechnology. The students can obtain a practical understanding of the agribusiness and biotechnology sectors, with guidance from experienced professionals, whilst also making contact with the senior management. These young people develop specific skills and take part in internal selection processes.

131
Young Apprentices

64
men (49%)

67
women (51%)

As a means of engaging the young students, Zilor held a series of interviews separated into five episodes during which we introduced some of our interns.

The first meeting of Zilor and Biorigin trainees took place in 2023. The event was especially developed for our young people, providing them with support on their journey as a trainee and guiding them through this stage of their professional lives that is so important for the development of their careers. During the reported harvest year, Zilor welcomed 131 apprentices.

113
trainees on the Young
Energy Program

48 men (42%)
65 women (58%)



As part of the first edition of the Young Learner Program, which was held at the Quatá unit (SP) during the 2023-2024 harvest year, three individuals were hired to work in the operational areas and ten to work as trainees in the Agroindustrial and Biotechnology segments.

Young Energy Playlist

What’s it like to be a trainee at Zilor or Biorigin?

[Access the Young Energy playlist here](#)



37 trainees were hired during the 2023-2024 harvest year, meaning 32,7% of the total hires during the reported period



Find out more

[Same Day: Zilor and Biorigin Internship Program - Young Energy](#)

Remuneration GRI 2-19

Zilor’s Career and Remuneration Policy involves Special Remuneration Supplements (SRSs) to attract employees and encourage their upward movement. The SRS are part of a remuneration strategy that can be used as a means of attracting new employees and/or compensating them for relocation expenses, being included in the proposal package.

These conditions include:

Cost Assistance (CA)

A sum provided to cover the costs involved in changing residence.

Travel and Relocation Expenses (RE)

A sum provided to cover the costs involved in travel and the transportation of the employee’s belongings, including accommodation at a hotel for up to 30 days.

Housing Assistance

A single installment payment for definitive transfers

Buy-out

Compensation for losses due to leaving the new employee’s previous job, used as an important strategy in the attraction of talents.

Commission for TRS

The Industrial TRS Commission scheme was implemented in the 2023-2024 harvest year. The TRS is a Targets and Results Sharing program which recognizes those employees who hit or surpass targets, be they global (Zilor), business (A&E and Biorigin) or specific to the individual departments. This system encourages individual and collective performance, aligning the work of the employees with the Company’s objectives.

The Results Sharing Commission is made up of employees who represent their business areas, and who are responsible for monitoring the evolution of the program, clarifying doubts and distributing information on the results. It operates as a channel of communication between the operations and the leaders, ensuring alignment and a focus on the objectives. By sharing information, the commission keeps the team motivated and focused on surpassing the targets. In summary, the TRS Commission is fundamental to the organizational success and engagement of the employees.

Support for Career Transition GRI 2-19, 404-2

The rescission payments include all the labor rights due to fully-certified employees. In the event an executive is dismissed, the Company provides outplacement support from a partner consultancy.

The Company also provides support for dismissed employees, including professional re-location programs, continued benefits for a determined period of time, and health care plans in accordance with National Health Agency (ANS) regulations.

Zilor also offers a Private Pension plan, allowing each employee to choose how much they wish to invest within the percentage bands offered, with Zilor making monthly contributions to complement the retirement plan.



Career Paths Program

The Career Paths Program was implemented at the end of the 2023-2024 harvest year to support employees working in the operational area with their professional development and growth at Zilor and Biorigin. This program is a map that guides the employees' growth within the Company, not limiting their development, but clarifying the greatest possibilities for advancement. For Zilor, the one who takes control of an employee's career is the employee themselves.

The career maps are made available on an online platform, where employees can see jobs and sectors, the criteria/requirements relating to each job and the evolution involved. There are three ways of following a career path at Zilor:

Natural: Natural growth within the group of positions. In line with the required skills and complexity of each position. One example of natural evolution is the movement from Junior Accounting Analyst to Full Accounting Analyst.

Possible: Positions that have a certain reciprocal correlation, but require an adaptation of skills. One example of a possible path is the evolution from Operator III to Production Leader; despite falling within the same group of positions, in addition to technical skills, this evolution requires the development of leadership and management skills.

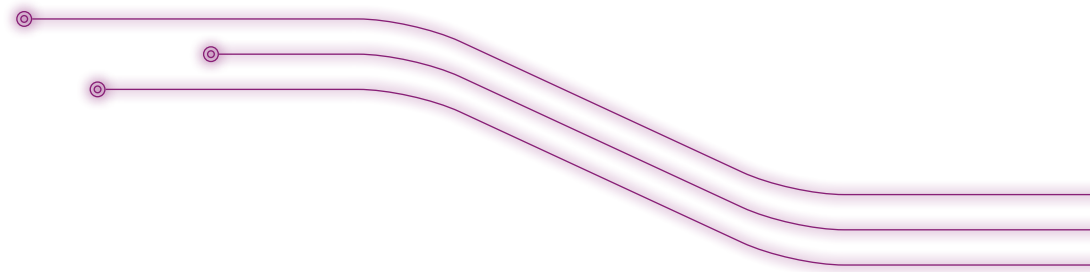
Alternative: Paths which do not necessarily have any relationship and require more in-depth adaptations. This form of evolution accommodates all the different paths that the employee will help to design. One example of an alternative path is the movement from Sugar Manufacture Operator II to Junior Lab Technician.



This initiative has involved the posting of interviews with the Company's leaders and professionals on YouTube, the result of one of the actions deployed following the 2023 Climate Survey.

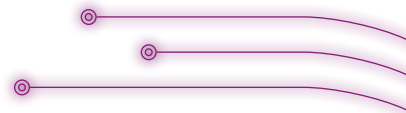
During the 2023-2024 harvest year, Zilor assisted with the career evolution of 583 employees, highlighting the wide range of professional opportunities offered by the Company. The launch of a new stage of the career program is planned for the coming cycle, focused specifically on the development and growth of the administrative staff working in the corporate area.

Find out more
Take a look at the statement made by our CEO regarding the Zilor and Biorigin Career Paths



Personal Safety

GRI 3-3: Management of a material topic, Health, Safety and Wellbeing, 403-1, 403-2, 403-4, 403-5, 403-7, 403-8, SASB FB-AG-320a.1



PAUSE, PROCESS AND PROCEED! This is the most well-known phrase when speaking of Safety at Zilor. This issue, which is a core Value for the Company, was a highlight of the Climate Survey, with the employees making it the best evaluated category at 87%.

Preserving the integrity of the people who work at Zilor is a permanent commitment. As such, the 'Life in Focus - Safety Program', created in 2018, is an operational safety management platform, based upon requirements and regulations ([read more about the program on page 123](#)). We also offer occupational medicine services, a Risk Management Program (RMP), an Observation and Prevention Program (OPP), Daily Safety Discussions (DSD), job safety analyses and other behavioral management actions.

We have a solid Occupational Health and Safety Management System that includes all our workers, activities and work locations, in line with labor laws and control and inspection requirements, and the conventions established by the International Labour Organization (ILO), amongst other sectoral regulations and requirements. The system, involving a range of different SMA tools, norms and procedures, as well as indicators designed to assist in evaluation and continual improvement, takes as a reference recognized regulations such as the ISO 45001, Regulatory Norms published by the Ministry of Labor and

Employment (RNs), ISO 14001, ISO 22001, FSSC, RenovaBio, Bonsucro, Greener Ethanol, EcoVadis, SMETA and Carb.

The Health and Safety Policy is improved by means of bimonthly meetings with the Executive Board and the managers of the Agribusiness division and Biorigin, as well as monthly meetings with the Safety Management Group (SMG) at all the units. A range of aspects are considered, including the location where it is to be implemented, and the need for blocks on electricity, pneumatics, mechanics and hydraulics, amongst other potential risk factors.

Zilor also has a number of formal health and safety committees which are responsible for monitoring the process involved in the identification of hazards and risks at the work locations; proposing and implementing means of prevention; investigating and analyzing accidents and illnesses; raising awareness, organizing the education and training of the workers; and participating in discussions on the Environmental Risk Prevention Program (ERPP). These committees, which meet each month, also have the ability to recommend that the operation of machines or sectors should be suspended whenever there is an imminent risk of an accident; request information and the means necessary for the development of their responsibilities; represent the workers before the Company regarding matters



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of health and safety; evaluate fulfillment of the ERPP targets; perform periodic inspections in the work environments; draft the Accident Prevention Action Plan (APAP); promote awareness-raising campaigns concerning health and safety at work; and provide the workers with information on their rights and duties.

The occupational health services cover all categories of workers, including permanent and temporary employees. The organization also offers emergency support for direct and

outsourced workers. The organization includes direct employees and outsourced workers in all of its health and safety programs and services, guaranteeing that they are all kept informed and involved by means of campaigns, e-mails, DSDs (Daily Safety Dialogs), training sessions and the SMA portal, amongst others.

We have implemented both routine and non-routine processes to identify and evaluate any hazards or risks in the work locations, including safety inspections, ergonomic risk evaluations,

analyses of accidents and incidents, evaluation of chemical and physical risks, evaluation of projects and changes, analyses of the risks involved in specific tasks, and emergency drills. We also perform evaluations that address the risks involved in construction projects, cases of non-compliance, the impacts of organizational alterations and analysis of the risks involved in special projects.

We use different methodologies to ensure the quality of the hazard and risk identification and evaluation processes; training sessions, courses and certifications for all those involved; clear procedures and guidelines; and the active involvement of the senior management.

We also work with nutrition and mental health programs, monitoring serious illnesses and implementing general health and safety procedures.

Amongst the means employed to verify the effectiveness of the measures taken are internal and external audits, impact evaluations, feedback from stakeholders, and complaint mechanisms To evaluate the progress, we take into account objectives (physical and emotional integrity and quality of life of the employee), targets (Zero Time Off) and indicators (number of accidents, number of near-miss accidents, right of refusal, absenteeism, monitoring of BMI, weight and eating habits). The engagement of the stakeholders provided support for the measures taken, providing information on their effectiveness, and allowing us to understand the needs of the employees to be able to work on the best ways of addressing and resolving them.



One of the highlights of the Climate Survey performed in the 2023-2024 harvest year was the **positive assessment of the issue of safety**, above all the training which the company provides.

Amongst the tools adopted for evaluation of risk at the work locations and in the activities performed by the employees are: RWP (Risk-related Work Permission), JSA (job safety analysis/assessment) and the RMP (risk management program). We also perform periodic visits to the units, focusing exclusively on Worker Safety, called 'Safety Tours', and we also have the Observation and Prevention Program (OPP), which is carried out by multi-disciplinary teams to address the points observed and register them on an electronic platform. The Safe Acts Index (SAI) is produced by the safety team with the aim of providing a crosscheck on the behavioral tools.

To prevent and mitigate these hazards and risks, our employees have access to a set of instruments, including Personal Protective Equipment (PPE), Collective Protective Equipment (CPE), training and courses, safety signs, occupational safety programs, risk analysis, hazardous substance control, preventive maintenance, emergency and evacuation plans, occupational health, and communication and involvement actions.

There is one stand-out initiative that takes place periodically before the beginning of each harvest

year. This involves a meeting with the drivers (both direct employees and third parties) in Lençóis Paulista and Quatá, to impress upon them the importance of safety and defensive driving. This event, which recently took place for the second year running in partnership with Ascana, involved external speakers, representatives of the Highway and Environmental Police, and engineers, in preparation for the harvest year.

During the 2023-2024 sugarcane harvest period, which runs from April to November, more than 138,000 trips were made in the region of Lençóis Paulista and Macatuba and 52,000 trips in the region of Quatá, involving trucks loaded with sugarcane, which left the plantations destined for the Zilor industrial units. This meeting is therefore an opportunity to share information and stress the importance of highway safety.



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Safe Drivers

138,000

trips in the region of Lençóis Paulista and Macatuba

52,000

trips in the region of Quatá, involving trucks loaded with sugarcane, which left the plantations destined for the Zilor industrial units

Find out more

2nd Drivers Meeting - Safe Driving - Zilor and Ascana (YouTube.com)

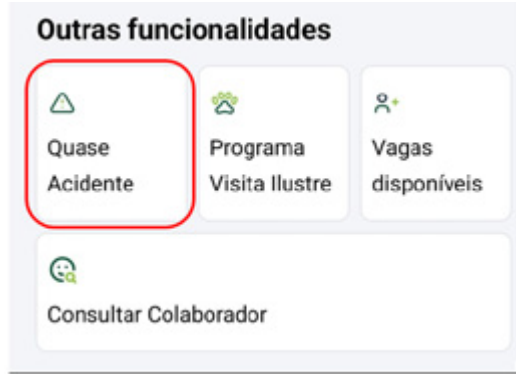


As a means of investigating work-related incidents, we have implemented processes such as incident reports, tracking and monitoring, identification of dangers, incident evaluation, identification of potential consequences and analysis of documentation.

Zilor did not record any fatalities during its operations during the 2023-2024 harvest year. In the reported period, there were 1,691 reports of near-miss accidents, and a total recordable incident frequency rate (TRIR) of 4.48. This included the total number of incidents with and without time off work. The incidence rate for accidents with time off work was 0.87.

Communication Channels

Zilor has made communication structures and channels available so that the workers can report dangers and hazardous situations which they encounter at the work locations and in the tasks they perform. The ‘Zappi - Zilor Integration App’ provides the means for reporting ‘Near-miss Accidents’. The “Right of Refusal” tool guarantees the employee the right to remove themselves from work situations that could lead to an accident or work-related illness.



The health and safety campaigns, the daily dialogs, and groups such as the Internal Accident Prevention Commission (Cipa), ensure that the employees are kept fully informed. Furthermore, all the employees and workers at the units, be they employed directly or outsourced, are covered by the health management system.

The Cipa also organizes the Sipat, the ‘Internal Accident Prevention Week’, which all of the employees take part in. Offered both in-person and online, this event is aimed at promoting engagement with safety. Watch the lighthearted look at the event written and performed by employees from Zilor’s three units.

Find out more

Sipat | SIPATR 2024: Acting safely is your responsibility



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Safety Training GRI 403-5

All of Zilor's workers, including the temporary and out-sourced workers, receive training in health and safety. The focus is on compliance with the obligatory regulations and ensuring that everyone understands the risks involved in the activities that they perform, whilst also guaranteeing their own safety.

We ended the 2023-2024 harvest year in full compliance with all the Regulatory Norms (RNs), having provided roughly 26,000 hours of training on the topic, demonstrating the success of the safety training policies. During the harvest year, more than 500 employees were trained in the 'The Risk Factor' program, using DuPont methodology.

The aim was to ensure that all the employees are trained in the regulatory norms so that they understand the risks of the activities that they will be performing and ensure their own safety. The aim is to keep the regulatory norm training sessions at a level of compliance above 98%.

With regard to training on specific topics, worthy of mention are the expert and engineering courses on safety at work, risk analysis, use of risk evaluation tools, ergonomics, first aid, safety at work certifications, and programs focused on updating and recycling.



Safety Highlights

100%
compliance with all the Regulatory Norms (RNs)

TARGET
to keep the level of compliance of the RN training

above 98%

more than
30,000 hours
of training on RN topics

624
employees were trained in the 'The Risk Factor' program*

*Using DuPont methodology

Health and Wellbeing

GRI 3-3: Management of a material topic - Health, Safety and Wellbeing, 403-3, 403-6

Zilor provides the workers with healthcare services involving a team of occupational doctors, occupational nurses and occupational nursing assistants. These professionals are focused on the promotion of health, prevention of diseases, early diagnosis of illnesses, and recovery of the employees. Amongst the available services are occupational medical exams, occupational risk evaluation, training in safety at work, accident prevention programs, monitoring of the workers' health, management of certificates and licenses, investigation of accidents and incidents, education in ergonomics, health and wellbeing campaigns, health and safety audits, drafting of legal documentation, management of PPE, and rehabilitation support programs. Information on these services is communicated via workshops and training sessions, awareness-raising campaigns, printed materials, e-mails, links/channels on the intranet, apps and online platforms, and health and safety committees.



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Awareness-raising Campaigns

Zilor runs an annual series of campaigns regarding issues of importance to health and wellbeing.

WHITE JANUARY

Focused on mental health, this campaign demonstrates a broad appreciation for life.

PURPLE / ORANGE FEBRUARY

The campaigns promoted in February relate to the prevention of lupus, Alzheimer's disease, fibromyalgia (purple) and leukemia (orange).

BLUE / GREEN MARCH

A campaign is undertaken to raise awareness about autism, created by the UN (blue), and another on health and safety at work, which seeks to provide information on the prevention of accidents in the workplace.

GREEN APRIL

This campaign is focused on the prevention of work-related accidents, with information on safety and the correct use of PPE (Personal Protective Equipment).

YELLOW / ORANGE MAY

This campaign raises awareness concerning the fight against child sexual abuse and exploitation.

RED JUNE

This campaign employs various actions to encourage blood donations.

LILAC / GOLD AUGUST

This is an awareness-raising action regarding the importance of breastfeeding.

YELLOW SEPTEMBER

During suicide prevention month, we host conversations on the issue without stigma or taboo.

PINK OCTOBER

The prevention of breast cancer is an essential theme for women's health.

BLUE NOVEMBER

Prostate cancer is an important issue for men's health and awareness is essential.

ORANGE NOVEMBER

The month focused on hearing loss reinforces this issue as a matter of health and safety.

RED / ORANGE DECEMBER

This month we host campaigns aimed at raising awareness of AIDS and the prevention of skin cancer.

As well as the year-long schedule of theme-focused campaigns, our team of medical professionals and healthcare specialists participates in monthly meetings with the employees to clarify doubts regarding healthcare. The talks are open to all the employees, but are also recorded so they can be watched at a later date.



As a branch of the Life in Focus - Safety Program, Zilor expanded the actions to include the Health and Wellbeing area and created these areas of focus:



During the 2023-2024 harvest year, the Company paid special attention to mental health, distributing a questionnaire asking about the employees' health. The Occupational Medicine department offers full support and indicates the proper specialists for each individual situation. The expansion of the Life in Focus Program means it now also provides detailed guidance on nutrition and wellbeing, offering support for those suffering from non-work related illnesses. This program can monitor actions focused on controlling weight, bioimpedance, reevaluation of dietary and nutrition habits; annual influenza vaccination campaigns; mental health and stress management campaigns, involving mental health evaluations, psychological support and awareness-raising campaigns. There are also initiatives aimed at monitoring serious illnesses that involve reimbursements for medical expenses and health education.

Medical outpatients clinics are installed at each of the units, providing treatment and orientation, with patients being directed to specialist doctors, psychologists and nutritionists. Workplace exercises started being offered at the Lençóis Paulista corporate office, meaning the possibility of improved wellbeing and quality of life for the employees. There is also the 'Zappi - Zilor

Integration App', allowing for communication between the Company and the employee, which next harvest year will include a direct mental health support area, offering an online questionnaire, to assess and handle the needs and urgency of the services provided for employees.

As well as the analysis and the risk controls, the employees are submitted to periodic exams designed to monitor their health conditions, with clinical evaluations performed by the occupational doctor and a dossier which can only be accessed by the Zilor medical staff. For third parties, the evaluation and release occurs by means of controls presented to the employer.

There were no cases of workers with work-related illnesses during the 2023-2024 harvest year, according to the data relating to the employees. Only the employees are included in the work-related illness data, since the Company does not manage the healthcare of third parties.



Diversity, Equity and Inclusion

The “More Inclusion & Diversity Program” has been the focal point of the culture of respect for each other promoted by Zilor. The project involves research actions, engagement of employees, and training for the leaders and teams. During the 2023-2024 harvest year, targets, indicators and processes were defined to increase the impact of the program’s initiatives and make our environment even more inclusive. The focused actions are a consequence of an environment that is more aware of inclusion, with the participation of the leaders, employees, partners and communities.

The More Inclusion & Diversity Program includes actions designed to promote five themes:

GENDER
EQUALITY



PROGRAMA
DIVERSIDADE,
EQUIDADE
E INCLUSÃO

AFFECTIVE-SEXUAL
ORIENTATION



INCLUSION OF
DISABLED PERSONS



INTERGENERATIONAL
RELATIONS



APPRECIATION OF
ETHNIC-RACIAL DIVERSITY



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In the 2023-2024 harvest year, Zilor noted important advances in the number of women occupying positions in our workforce. For leadership positions, we have implemented an affirmative approach, ensuring that at least one female candidate is included on the shortlists. The licensing of female drivers and tractor operators in Lençóis Paulista and Macatuba, meanwhile, has reinforced the idea that women can fully perform jobs previously viewed by society as being exclusively male. The percentages of women joining the company during the harvest year were 13.3% in the agroindustrial segment, 33.6% at Biorigin, and 50.2% in the corporate area.

Also in relation to gender equity, the harvest year was notable for the approval of the combine harvester operator program, with a group already receiving training in the 2024/2025 harvest year (find out more about this initiative in this [video](#)).

The aim of improving equity within Zilor also took important steps forward with the inclusion of disabled persons. An affirmative program was created for the training of disabled persons in the communities in which Zilor is active. This is a program that goes beyond simply filling the required quota, since it aims to develop the region with respect to professional opportunities.

The next steps to be taken as part of the DEI Zilor Program involve the training of more than 800 employees, the founding of a Diversity, Equity and Inclusion Committee, and the creation of affinity groups focused on gender equity, inclusion of disabled persons, race, LGBTQIAPN+ and intergenerational relations as a means of driving the transformation of the Company's culture.



Highlights of Diversity, Equity and Inclusion

An affirmative agenda to ensure at least one female candidate on the leadership vacancy shortlists

A free Licensing program for female drivers and tractor operators in the communities of Lençóis Paulista, Macatuba and Quatá.

Free Training Program for combine harvester operators

Diversity, Equity and Inclusion Policy

Online Diversity meetings for Leader training

Affirmative program for training disabled persons in the communities of Lençóis Paulista, Macatuba and Quatá - 'PcDZ'.

10 theme-based campaigns focused on the promotion of Diversity, Equity and Inclusion.

In 2023/2024, 13.43% of the leadership positions at Zilor were occupied by women.

Management of Suppliers

GRI 3-3: Management of a material topic - Management of Agricultural Partners and Suppliers (Agroindustrial), 2-6

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Zilor and Biorigin are working on the socioeconomic development of the communities in which they operate. This involves paying great attention to the relations developed with the suppliers of materials, technologies, services and raw-materials.

Zilor's chain of suppliers is made up of roughly 1,900 active suppliers, with payments estimated at more than R\$ 1 billion. The suppliers are local, national and international, varying in size from small to large, including suppliers of products, services and raw materials, and involving intermediaries, outsourced companies, wholesalers and retailers. **GRI 2-6**

The Company values its relations with local suppliers, identifying the failure to prioritize these suppliers as one of its financial risks. This issue is addressed in the Company's internal policies and commitments, including its Code of Ethics and Conduct, public declarations, sustainability reports, certifications and corporate training sessions.

Around 65% of the sugarcane, which supplies the company's three industrial units in Brazil, is provided by the agricultural partners which make up the Agricultural Partners Program. This is a model that has been in place for more than 20 years and includes 16 farmers operating in the Lençóis Paulista region (read more about this in the Agricultural Partners section).

The selection of suppliers follows rigorous environmental and social criteria, ensuring that they are all - including agricultural partners and sugarcane suppliers - constantly monitored. Amongst the measures employed to prevent or mitigate any potential negative impacts associated with the suppliers, the Zilor team performs periodic technical visits and internal audits focused on sustainability and good agricultural practices. Workshops and training sessions focused on issues relating to human rights and the Bonsucro certification are also offered. The aim is to establish a minimum adherence of 85% compliance in the socio-environmental evaluations. In the

2023-2024 harvest year, there was a 98.61% rate of compliance. The Company has also adopted the Code of Ethics for Suppliers and Agricultural Partners and the Zilor Code of Ethics as guiding documents for the management of the relationships with these stakeholders.

The selection of suppliers follows rigorous environmental and social criteria, ensuring that they are all constantly monitored.



Traceability of the Chain

GRI 3-3 – Management of a Material Topic - Management of Agricultural Partners and Suppliers (Agroindustrial) | 308-1, 308-2, 408-1, 409-1, 414-1, 414-2, 13.23.2, 13.23.3, 13.23.4, SASB FB-AG-430a.2, FB-AG-430a.3

Zilor has a set of mechanisms designed to ensure the full traceability of the origin of the sugarcane received by its units - right from the product's point of origin, and including agricultural partners and sugarcane suppliers. We aim to contract suppliers and agricultural partners which develop their businesses with integrity, offer the best working conditions, and contribute to the preservation of the environment. For the sugarcane product, the total volume acquired was 7,542,801.9 tons, of which 7,149,433.61 tons (95%) was certified to internationally recognized regulatory standards, such as Bonsucro and ISCC CORSIA PLUS.

The agricultural partners are committed to good socio-environmental practices, in accordance with the guidelines established in the Commitment to Conduct and Performance Manual, and the Code of Ethics for Agricultural Partners and Sugarcane Suppliers. These documents are also employed as tools to mitigate the risks of child labor and forced or compulsory labor. This is because the organization recognizes that its operations run the risk of child labor and forced or compulsory labor taking place, especially in the third parties' supply of services related to the maintenance of the agricultural and industrial areas or partners which supply sugarcane. These operations and suppliers are located in Macatuba, Lençóis Paulista and Quatá.

A specific policy on human rights has also been created and distributed to all the employees and agricultural partners, whilst clauses regarding this issue are included in the service provision agreements, as are clauses regarding the prohibition of child labor and forced or compulsory labor. Furthermore, the employees are trained, complaint hotlines are made available, and monitoring and audits are performed.

There was no definite recognition of situations involving child labor or forced or compulsory labor in 2023, but the company continuously and closely monitors the chain to ensure compliance with its policies and commitments. Except in the case of those agricultural partners that are certified by Bonsucro, either a company or our own staff perform annual audits on third parties, using criteria defined in Zilor's Checklist. The aim is to establish whether the partners are in compliance with the guidelines, with awards being presented to those which obtain a score of 85% or more.

Amongst other points, the checklist evaluates whether the agricultural pesticides used by the partners are registered with the Ministry of Agriculture and approved by Zilor, and whether

the grace period during the harvest is being observed. Technical visits made by professionals from the environmental department are performed to clarify any doubts, provide guidance and recommend improvements with regard to socio-environmental practices.

The agricultural partners fall within the scope of Zilor's certification and operate to the highest standards of sustainability, such as Bonsucro and ISCC CORSIA Plus ([read more about our certifications on page 53](#)). Zilor aims to prepare its agricultural partners for their transition to the new standard of Bonsucro certification (2024/2025 harvest) and ensure that 100% of the agricultural partners continue to be certified to this standard of sustainability.



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In the reported harvest year, 19 suppliers (16 agricultural partners and three condominiums) were evaluated and maintained. The selection processes include environmental legal compliance, environmental certifications, waste management, use of natural resources, corporate social responsibility and traceability of the supply chain. These practices are checked by means of the Socio-environmental Conduct and Performance Commitment Index (ICC) and certifications. No causes of environmental impacts or significant negative social impacts were identified (such as confirmed cases of human rights violations). Consequently, in relation to the environmental impacts, there was no need for improvement agreements or termination of business relationships. The evaluation included monitoring of the greenhouse gas emissions, consumption of natural resources, compliance with environmental regulations, audits, sustainable practices, tracking of products, and environmental performance indicators. Amongst the negative impacts identified have been the risk of suppression of native plant life and water pollution, due to the use of agricultural pesticides. To mitigate these risks, the Company has adopted measures including reforestation projects, good practices in the management of pesticides and the prioritization of biological products. Furthermore, the real impact of the consumption of energy from non-renewable sources was recognized, with the subsequent implementation of biofuels and clean energy as mitigating measures. Other potential impacts

include the generation of hazardous waste and the incorrect disposal of waste and effluents. Zilor has responded to these challenges with proper and necessary practices regarding the storage, treatment and management of waste and wastewater, applying fertigation techniques on the plantations. The greenhouse gas (GHG) emissions are also monitored, with the adoption of renewable energies and the intensified use of biological products to reduce these emissions.

In the sphere of negative social impacts, meanwhile, the specific instances of non-compliance identified in the internal audits do not represent risks to the business. Zilor has offered these suppliers improvement agreements, but no contracts have been terminated as a result of these evaluations. The Code of Ethics for Agricultural Partners and Suppliers includes penalties, such as the termination of contracts, in cases of non-compliance.

A total of 123 cases of non-compliance were identified with 100% receiving corrective actions

The policies and commitments that guide the management of suppliers can be found in the following documents:

- [Zilor’s Code of Ethics](#)
- [Code of Ethics for Agricultural Suppliers and Partners](#)

Highlights of the 2023/2024 Harvest Year

7.5 million+ tons of sugarcane acquired from agricultural partners and suppliers

100% of the Agricultural Partners certified in the Bonsucro and ISCC CORSIA Plus norms

TARGET To maintain a minimum adherence of 85% compliance in the suppliers’ socio-environmental evaluations. Status: 98.61% compliance in the evaluations of suppliers’ socio-environmental indicators

Community Relations and Local Development

GRI 3-3 Management of a material topic - Community Relations and Regional Development | 413-1

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We form part of a community, which is why we have a mission to support the transformation for improvement of the regions in which we operate. Since its founding, Zilor has encouraged a culture of development of the communities, that have continued expanding, with initiatives that have a positive impact on the lives of the people. As such, the Company promotes a close relationship involving open, transparent and continuous dialog with the communities neighboring its agroindustrial operations. Zilor's local engagement and development plans are founded in the needs of the regions in which we operate, and developed through the use of social investigation and understanding. This contributes to the mapping of these stakeholders and to the joint construction of efficient solutions. We value our dialog with the local government and the community, both of which are players that point out the most pressing needs of each municipality, focusing on initiatives that encourage the development of citizenship, diversity and social inclusion.

The model of Social Responsibility adopted by Zilor involves private and tax-deducted social investment, or in other words, the planned, monitored and systematic voluntary pass-through of company funds, and support via tax-deduction laws for social, sports, environmental, cultural and scientific projects in the community's interest.

The partnership with the communities by means of our own and tax-deducted investments also acts as a pillar for the sustainability of the business model. The social investments, aligned with the corporate strategy, promote access to initiatives that support education, citizenship, sport and culture, a better quality of life and an increase in social entrepreneurship, with concrete results including local job creation and income.

The Company therefore operates with the aim of empowering local institutions and applicants to enable them to receive funds by means of incentive laws, such as the Rouanet Law (cultural incentive), Sports Law, Elderly Fund, and Child and Adolescent Support Fund, as well as by initiatives such as Pronas (National Program of Support for the Healthcare of People with Disabilities) and Pronon (National Program of Support for Oncology Healthcare). These actions contribute to the transformation of the community, based upon the promotion of cultural, sports and social welfare incentives, and to the further creation of jobs and income.

Zilor follows the guidelines of the Private and Tax-Deducted Social Investment Policy for the investment of financial resources in support for projects. The investments are directed towards projects that strengthen education, culture, sport and citizenship in the municipalities of Lençóis Paulista, Macatuba and Quatá. The evaluations of the social impact and continuous monitoring are based upon participative processes, involve 100% of the Company's operations, and are published and shared with society in programs involving the communities and the Company's institutional communication channels.

Find out more
Read our Social
Investment Policy [here](#).



Since the beginning of its operations, **Zilor has promoted a culture of community development**, with initiatives that have a positive impact on people's lives.

'Zilor É + Social'

The 'Zilor É + Social' Program encompasses all of Zilor's social investments to strengthen local communities, and operates as the source of the company's own and tax-deducted funds.

As the Company's vision involves contributing the majority of the financial resources to applicants from the communities (those developing and running sports, social or cultural projects) via corporate income tax-deducted funds, to increase the impact of social development through the creation of jobs and income, the Company holds a public call, once every two years, to empower those in the regions who are interested in applying.

These sessions are provided in the form of distance learning via the IncentivAção platform, which has been created by the Company to provide classes aimed at mentoring the applicants in how to write up their projects. Following this training, Zilor selects a number of projects each year using a market-based type of bidding tool as a means of enabling the contribution of funds via income-tax incentive laws. The support is provided twice a year, once at the end of the first half of the year and the other at the end of the year. The implementation of the projects in the communities is monitored using social impact indicators such as the level of fulfillment of the SDGs, job and income creation, and individuals benefited.

In the 2023-2024 harvest year, 22 initiatives were selected for income tax-deducted funds, contributing more than R\$ 4.9 million via four means of tax-deducted contributions:

- Federal Cultural Incentive Law;
- Federal Sports Incentive Law;
- Municipal Children's Fund (Fumcad); and
- Elderly People's Fund.

Community Investments - Via Income Tax contributions in local initiatives:

2022/2023
harvest year

81.5%

2023/2024
harvest year

86%

Targets:

1

To direct 100% of the funds available via the Income Tax Incentive Laws to projects that are to be developed in the communities and which are connected to the 2030 Agenda - the UN's Global Compact

2

To direct 50% or more of the funds available via the Income Tax Incentive Laws to projects developed by applicants from the local communities, with a specific focus on job and income creation.

3

To direct funds to projects and initiatives that promote Youth Leadership actions with a view to inserting young people into the labor market.

Two income tax contributions made during the 2023 tax year (Aug/Dec)

R\$ 4.9 million

of Income Tax revenue directed to local projects

100%

of the funds available via the Income Tax Incentive Laws directed to projects in the communities

86%

of the funds directed to local projects - developed by applicants from the same communities

100+

enrollments in the IncentivAção – distance training and mentoring program

20

local applicants trained in the local communities*

22

initiatives supported in the communities

555

jobs created by means of the promoted projects**

* By the IncentivAção platform developed by Zilor in partnership with with Elo Social.

** During the cycle of contributions made during the 2022 tax year and evaluated in 2023 and 2024.

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Principal Local Projects Included

Culture



ALIC

The Associação Lençoense de Incentivo à Cultura (Lençóis Paulista Cultural Incentive Association) handles the Adélia Lorenzetti Theater cultural programming, providing the community with free entry to top-quality plays.



CIRCOLAÇÃO PROJECT

'Circulação' is a modern take on the circus, which uses toys and other childhood items to develop extremely complex performances, aimed at showing children that art has no age, gender or social restrictions and can be a joyful and noble option for a professional career.



'A HORA DO CONTO'

The 'A Hora do Conto' ('Time for a Story') project provides hundreds of children with books and knowledge, stimulating the pleasure of reading, and building paths and bridges to provide everyone with access to knowledge and a glimpse of the possibilities to grow in life.



'POR ONDE A BANDA PASSA'

The 'Por Onde a Banda Passa' ('Wherever the Band Goes') is a musical project, developed together with children and young people from the communities of Lençóis Paulista and Macatuba, that includes musical and dance presentations in the towns of the region. The 'Banda Estudantil' encourages musical development, through beginner music classes and choreography for around 40 children and adolescents.

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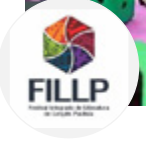
‘EM TODO CANTO’

The ‘*Em Todo Canto*’ (‘In Every Corner’) project involving the ‘Coral Energia Musical’ choir (previously the ‘Coral Zillo Lorenzetti’) presents a series of concerts in different towns in the region. It also includes talks and singing workshops conducted by members of the group, at municipal and state schools, aimed at encouraging people to take part in top-quality musical presentations, whilst also offering the opportunity to learn vocal and group singing techniques.



FILLP

Now in its 15th edition, the Lençóis Paulista Integrated Literature Festival (Fillp) brings together a series of attractions in the fields of literature, music, theater, dance and storytelling. The program covers seven days, offering attractions for all ages, with free entry at the Adélia Lorenzetti Theater.



WEB TV PROJECT

The ‘Web TV - Education and Art’ project supports the production of programs for the internet focusing on the art, culture and history of the Lençóis Paulista region. Through practical workshops, the project aims to allow students from the public education system to experiment, analyze and learn about how to produce audiovisual content for web TV channel programming.



Sports



ALBA

The Lençóis Paulista Basketball Association (ALBA) works with the development of around 200 children and adolescents aged between seven and 17.



‘SEMPRE VÔLEI’

The ‘*Sempre Vôlei Lençóis - Equipe de Alto Rendimento Masculino*’ (Lençóis Volleyball - Men’s High Performance Team’) project promotes the development of under-21 high performance athletes. It is focused on providing a structure for the athletes to reach the highest levels of sporting achievement, especially in regional and state championships.

The initiative takes volleyball players to schools in Lençóis Paulista to teach children the basic fundamentals of this sport.

Zilor Social Support - Stakeholder Relations

The private social investment support model seeks to ensure that actions in support of the potential that exists within the regions and which drive local development take place, using sponsorships and donations, and with high standards of ethics, integrity and transparency, whilst contributing to the Sustainable Development Goals (SDGs) proposed by the UN for achievement by 2030.

Within the guidelines of its Private and Tax-Deducted Social Investment Policy, Zilor has a participative management model focused on the communities of Lençóis Paulista, Macatuba and Quatá. As part of this, a platform has been developed - 'Zilor Social Support' - which manages the requests made by the communities and the relationships with the Company's stakeholders.

Forms of support



Sponsorship
This area involves initiatives that are found to be in accordance with Zilor's values and which promote its brand visibility.



Donations
This focuses on the donation of materials and products to institutions and organizations with the aim of enabling projects that contribute to the development of the communities.

During the 2023-2024 harvest year:

277
requests were met via Social Support (sponsorship and donations)

30
institutions were supported in the neighboring communities*

* Lençóis Paulista, Macatuba and Quatá, where the Company's manufacturing units are located



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‘Aprender Sempre’

Focusing on Youth Leadership, the ‘Aprender Sempre’ (‘Always Learning’) program centralizes the investment in actions focused on middle school and high school students in Lençóis Paulista, Macatuba and Quatá, with foundations in three pillars: citizenship, diversity and social inclusion, preparing the young people for the future by helping them plan their life projects and careers.

In the town of Quatá, Zilor has supported the Francisco Balduino de Souza State School, by means of the ‘Eu Amo Chiquinho’ (‘I Love Chiquinho’) project, since 2018. This is the only school in the municipality, and the project offers actions aimed at promoting professional development, providing educational training for the teachers, and support initiatives and projects focused on the development and training of the students.



Find out more

This [video](#) presents the ‘Circulação’ project which was implemented in 2023 at the Chiquinho school, in Quatá



As part of the ‘Always Learning’ program, Zilor has established a long-standing partnership in which it sponsors initiatives developed by the [Lidera Jovem Institute](#) which promotes actions with young people from the communities of Lençóis Paulista, Macatuba and the region, including:

Profituro – Careers Fair

This is a Careers Fair that encourages young people to search for information that can help their professional futures, identifying their possibilities and dreams and clarifying doubts related to the labor market. The event includes workshops focused on careers, involving professionals from different areas, and talks focused on vocational and motivational guidance for the students



Find out more

[Lidera Jovem Institute 2023.](#)



Find out more

Click [here](#).

Youth Congress



Find out more

Click [here](#).

The Youth Congress mobilizes young people and volunteers, who share content, thoughts and experiences that inspire youth leadership. The Congress covers two days and offers activities specifically aimed at young people, in spaces that allow for reflection and discussions on the realities of society, expanding their perspectives and allowing them to plan their life projects through activities that encourage self-knowledge and the development of skills such as working as a team, collaboration, and philosophy and critical thinking, amongst others.

‘Desafio Faça Acontecer’

‘Desafio Faça Acontecer’ (‘The Challenge to Make it Happen’) is a form of competition that mobilizes student from public and private schools in Lençóis Paulista and the surrounding region, encouraging them to develop solutions and/or projects to resolve problems that the young people see around them, thus transforming the local reality and reducing the problems that affect their schools and their community.



Find out more

Click [here](#).

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Social Investment
in Figures

More than
R\$ 5.9 million

in support of the communities,
including the company’s own funds
and contributions via Income Tax
Incentive Laws

Around R\$ 3.3 million

in positive impact (Return on Social Investment
- ROSI), via projects forming part of the Federal
Cultural Incentive Law (Corporate Income Tax),
by means of which, every R\$ 1.00 invested
generates R\$ 1.59 for the community.

Around
100,000

people positively impacted
through the implementation of
projects, beginning in 2024

22 social

initiatives benefited,
including:

16

projects benefited from the
Culture and Sports Incentive
for Laws

6

contributions made to
the Children’s and Elderly
People’s Funds in the
communities



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Related SDGs



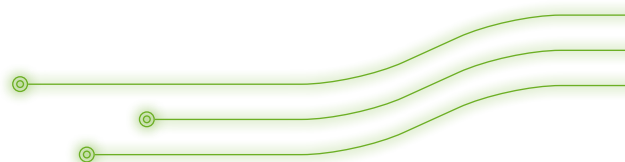
Environmental Management

GRI 3-3: Management of a Material Topic - Sustainable Agriculture

Preservation of the planet is a fundamental value for Zilor, which is aware of the external factors, and the risks and opportunities that exist in relation to environmental management in its different forms, including the use of natural resources, climate change and emissions, waste, effluents and impacts on biodiversity. 66.66% of Zilor's Agroindustrial Units and 75% of its Biorigin units in Brazil and overseas are certified with the ISO 14001 Norm. The Company is committed to conducting its business with respect for the environment, and in compliance with national laws and policies as well as the regulators' norms.

Zilor's activities can involve impacts on biodiversity, including the loss of habitat due to the suppression of native vegetation and the spread of accidental wildfires. To mitigate these impacts, the Company has implemented Permanent Preservation Areas (PPA) and native vegetation recovery programs, as well as measures for the prevention and tackling of wildfires. Other impacts involve erosion and sedimentation in bodies of water neighboring the sugarcane

plantations, in response to which soil conservation practices are applied. The diversity of the local fauna may be compromised, as may the soil and water resources, by the application of agricultural pesticides and the use of vinasse. There is also a risk of air pollution and damage to the fauna and flora due to accidental and criminal wildfires, as well as air pollution risks as a result of the emission of gases and particles. The use of vinasse at the units in the state of São Paulo can alter the quality of ground waters, with both direct and indirect impacts.



Preservation of the planet is a fundamental value for Zilor, which is why the Company is committed to **conducting its business with respect for the environment.**



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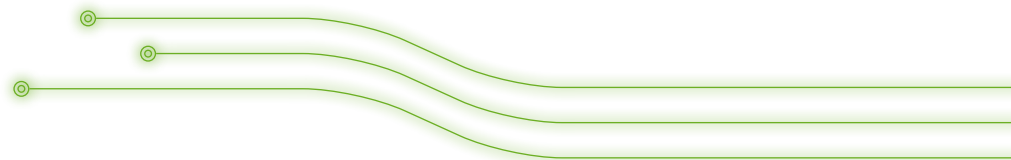
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Climate Strategy

GRI 3-3: Management of a Material Topic - Climate Change and Energy
Transition SASB FB-AG-110a.2, TCFD 2.A, 2.B, 2.C, 4.A



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Zilor's activities are related to climate opportunities and to the contribution to a low-carbon economy. The ethanol produced by the Company has the potential to reduce greenhouse gas emissions by up to 90% compared to fossil fuels. All the energy consumed is generated internally using biomass, a renewable source, with the excess being traded, thus contributing to a cleaner energy grid.

Within this context, climate change directly affects the sector within which we operate, due to instabilities in the rainfall and temperature patterns, as well as the occurrence of extreme events, which reduce productivity in the field. We are aware of the magnitude of our greenhouse gas emissions and we gauge the impacts caused, with an extensive ability to respond to extreme climate events and monitor the advances in climate management.

With respect to climate risk management, Zilor has defined important time frames involving short (the harvest year), medium (two harvest years) and long-term (more than three harvest years) periods. In the short-term, the climate issues include temperature, water in the soil, sunlight and volumetric analysis of rainfall. In the medium and long-terms, the most pressing concerns include long periods of drought and the increase in the price of energy.

To establish which risks and opportunities could have a material, financial impact on the organization, Zilor classified the risks as Serious, Relevant, Moderate or Acceptable, depending upon the level of combination of impact and likelihood, and its direct relation to the Company's strategic objectives. Risks with a serious or relevant level of criticality are reevaluated quarterly to check whether the Action Plans were sufficient for their prevention or mitigation. Business opportunities are identified by means of a strategic approach which combines SWOT and the Balanced Scorecard (BSC).

The Company works on preventing the potential and real negative climate impacts, right from the ethanol and sugar manufacturing processes, with a focus on minimizing the carbon footprint and optimizing the management of waste, emissions and natural resources. In the production chain, we work with our partners to improve the soil management, conservation of biodiversity and responsible use of agrochemicals. The actions implemented are aimed at generating jobs and income, as well as developing the community and contributing to minimizing the rise in global temperatures.



The energy produced from sugarcane bagasse and the incentives to produce renewable fuels are both opportunities for working positively in support of the energy transition. Furthermore, by working with a renewable source of electricity, Zilor is also developing the circularity potential of the byproducts arising from the agroindustrial business. Real negative impacts include the costs of implementing the greenhouse gas (GHG) emissions mitigation plan, and changes in regulatory aspects in the national and international spheres.

Zilor's strategic planning is monitored by the Personnel Management and Sustainability Committee (PMSC) and by the Finance, Audit and Risk Committee (FARC), whilst it is periodically revised to reduce GHG emissions, involving studies and adaptation of the calculation methodology and selection initiatives. The climate-related liabilities are managed by the ESG/Environment Committee, which reports to the Executive Board and the PMSC. Climate risks, such as water scarcity, wildfires in rural areas and changes in rainfall, are handled in the Company's Risk Management system.

We conduct an annual inventory of GHG emissions in accordance with the directives of the Brazilian GHG Protocol Program and undergo an external assurance audit. We are aligning internal metrics for the reduction of emissions and also directing our efforts into projects that indirectly contribute to the reduction of GHG emissions, especially those in Scope 1.



We monitor and control the agricultural operations by means of the units' Agricultural Operations Center (COA) and adoption of the 'Zilor + Raiz' program. This program, which is of strategic importance for the Company, focuses on strengthening the sugarcane roots, resulting in a crop that is more resistant to climate change and pests, and is more sustainable ([read more on p. 140](#)).

We also use indicators such as the intensity of the GHG emissions (tCO₂e/t of milled sugarcane) to gauge and manage the associated risks. To mitigate the negative impacts, as well as conduct internal and external audits, we monitor the energy-environmental efficiency by means of the RenovaBio program, and engage agricultural partners. The prevention measures include commitments contained in our ESG agenda, the

increased production of renewable energy, and the conducting of a GHG inventory including Scope 3.

Zilor's activities are related to climate opportunities and to the contribution to a low-carbon economy.





‘Zilor + Raiz’

Launched in 2024, the ‘Zilor + Raiz Program’ makes use of agricultural practices that strengthen the sugarcane roots, leading to excellent results. The responsibilities concerning the climate fall to the Environmental team, which discusses the issues relating to climate strategy with the ESG Committee.

The aims of the program include conservation of the soil, maintenance of the soil throughout the crop cycle, preparation of the soil for development of the roots and infiltration of water, chemical correction of the arable profile of the soil, crop rotation, controlled traffic movement, nutrition to maintain the strength of the roots, maintenance of the plantation population, varietal management, use of selective pesticides and pest control.

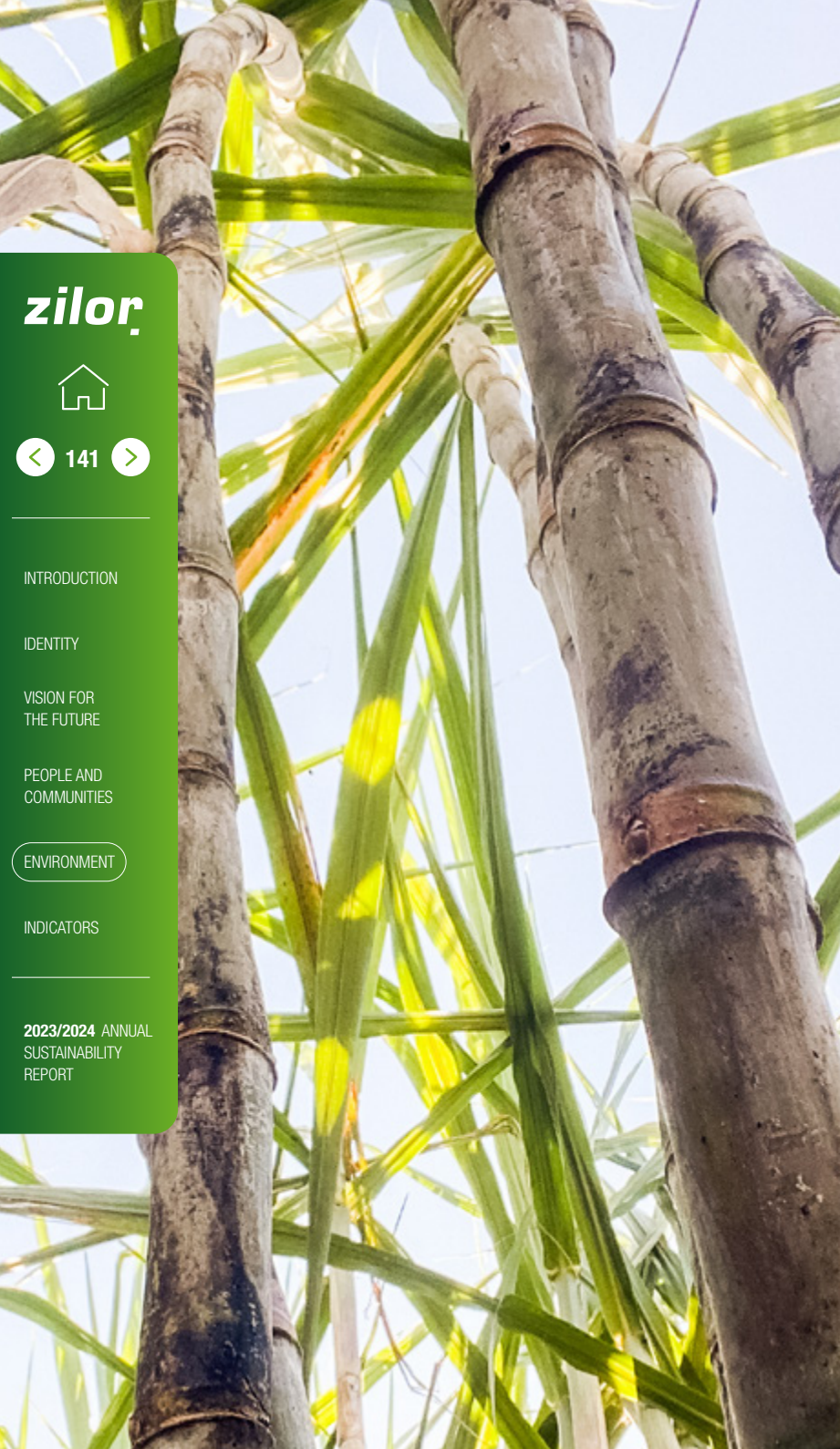
The main target is the implementation of the Zilor + Raiz program on the Company's own lands and on those managed by the agricultural partners.

The effectiveness of the measures taken is checked by external audits. The objectives, targets and indicators used to evaluate the progress include the efficiency of CBIOS (within the sphere of RenovaBio) and the management of emissions. We aim to engage our agricultural partners, including them in the scope of certification with primary data. It should be mentioned that the climate issue also creates business opportunities, such as the issuance and trading of CBIOS and renewable energy generated from biomass.

Another point worthy of mention that was introduced in the reported harvest year was the Zilor Zero Carbon Program, that included the creation of a Decarbonization Plan and prioritizes the evaluation and monitoring of the climate-related risks and opportunities for increasing the resilience of the Company's strategies. Along these lines, we are aiming to move forward in the construction of scenarios (2° C or less) in relation to the risks and opportunities.

Also forming part of our plans is the construction and outlining of climate scenarios as of the 2024/2025 harvest year, involving the development of strategies to mitigate the risks and guarantee resilience. The monitoring of strategic indicators is an ongoing process, with the Strategic Planning Department and PMO making the Integrated Risk Management Department aware of any changes.

Zilor is also planning to perform a General Risk Evaluation (GRE) and strengthen the Integrated Risk Management Culture through the use of training sessions. The implementation of the TCFD methodology is being continually improved, with its integration into the strategic planning and decision making. Targets include the review and improvement of risk files, definition of decarbonization targets, and the publication of climate adaptability action plans.



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Our Emissions

GRI 305-1, 305-2, 305-3, 305-4

We measure our greenhouse gas (GHG) emissions to understand the impact of our operations, as well as structure a reduction plan. The Company's climate agenda is connected to the business, since we are leaders of the energy transition, which includes our portfolio of sustainable and low-carbon products.

We are investigating opportunities for driving markets that value the low carbon footprint of ethanol. RenovaBio in Brazil, for example. Internationally, our units supply the United States' ethanol market, meeting the requirements of the Renewable Fuel Standard (RFS2) and the programs established by California, such as the Low Carbon Fuel Standard (LCFS). These markets use the carbon intensity to price the fuels. Zilor and Copersucar's Environment and Sustainability teams (responsible for trading the ethanol) analyze the protocols of the carbon intensity certifications and results on a yearly basis.

Our greenhouse gases inventory is created in compliance with The Greenhouse Gas Protocol and its Brazilian version, the Brazilian GHG Protocol Program, and is audited by an independent third party. As a result of the monitoring, we were awarded the Gold Seal for the 2023 inventory, attesting to the quality and transparency of the Zilor greenhouse gas emissions inventory.

Zilor's global emissions (in the Agroindustrial sector) totaled 429,397.513 tCO₂e (Scopes 1, 2 and 3), whilst in the previous year they were 192,021.681 tCO₂e (Scopes 1 and 2). The great difference between the 2022 and 2023 emissions totals is due to the inclusion of the reporting of Scope 3 in 2023, increasing the Company's commitment to the reporting of emissions.

The carbon intensity in 2023, in the Agroindustrial sector, for Scopes 1 and 2, saw a slight increase of 1.5% in relation to 2022, reaching 18.48 kg CO₂e/tc against 18.20 kg CO₂e/tc.

We have a climate agenda
connected to the business,
since we are leaders in energy
transition

Find out more
in the Annex of
Disclosures.

Water Resources

GRI 3-3 Management of a material topic - Management of Water, Waste and Effluents

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The management of water is a strategic priority for Zilor. The approach adopted involves the collection, consumption and discharge of water and its impacts. Zilor performs the water balance of the industrial units, process variables, and the amount of water authorized as measures for mitigating the risks of water stress in its operations.

Both the positive and negative environmental impacts related to the management of water, waste and effluents are significant since the water resources are essential for the agricultural and industrial activities. Positive impacts include the use of vinasse for fertigation and filter cake as an organic fertilizer in the fields. On the other hand, the negative impact can be seen in the intensive use of water resources to meet the demands of the business. To mitigate these impacts, the Company has implemented a water management plan at the industrial units, focusing on the reuse of effluents and improvements in water efficiency.

The Aqueduct Water Risk Atlas is used to identify the impacts at all the units. The ReduZilor program, meanwhile, evaluates the water risk in order to gain a proper understanding of the challenges and opportunities. The quality of the water and withdrawals made by the agricultural partners is also monitored, thus ensuring compliance with environmental regulations.

This issue is addressed in a number of the company's policies and commitments, including internal policies, Code of Ethics, public declarations, sustainability reports, certifications and corporate training sessions. The measures taken to prevent or mitigate potential negative impacts include investments to reduce the consumption of water and education of the employees on the conscientious use of this resource. To deal with the actual negative impacts, the organization has implemented contingency plans, whilst the positive impacts are monitored using performance indicators.

The effectiveness of the adopted measures is checked by both internal and external audits, impact evaluations, measurement systems and complaint mechanisms. The 2023-2024 harvest year saw the establishment of the target for a reduction in the consumption of water, with the aim of using less than 1 m³ per ton of sugarcane. To achieve this, we have established practices such as routine inspections at the industrial units, daily monitoring of performance indicators, monitoring of water containers, environmental discussions with the teams and approval of contingency plans.





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Withdrawal and Discharge in the Agroindustrial Activities

GRI 303-1, 303-2, 303-3, SASB FB-AG-140a.2, FB-AG-440a.2, RR-BI-140a.2, RR-BI-430a.1

Zilor withdraws water from artesian wells and deep wells (Bauru Aquifer and Serra Geral Aquifer), as well as from natural bodies of water such as rivers and lakes, for industrial and cooling purposes. The consumption includes water for drinking, use in restrooms, industrial cooling, cleaning and maintenance of the installations and equipment, firefighting systems, dining areas and kitchens. Sanitary effluents, once they have been properly treated, are discharged into permitted rivers, but with reuse and projects designed to make full use of condensed water being prioritized. We use waste waters and vinasse for fertigation of the plantations.

Zilor and its agricultural partners manage risks related to water scarcity and contamination of the water in the agricultural areas, affecting clients, employees, communities and public organs. The implemented actions include a reduction in consumption, transparent monitoring, and the adoption of innovations and green technologies to mitigate the impacts.

The risks of water scarcity in the agricultural and industrial processes, environmental damages and climate alterations are constantly being monitored by the ESG Commission, the Executive Board and the Board of Directors' Advisory Committees. Amongst the potential environmental impacts are the excessive consumption of water, water pollution, erosion of the soil, and sedimentation. These impacts are continually being monitored, using hydro-geological modeling, environmental performance indicators and the Aqueduct tool developed by the Water Resources Institute (WRI). According to the tool, none of the areas on Zilor's industrial installations are in regions with high or extremely high baseline water stress. The São José and Barra Grande units are in regions of medium/high risk, whilst Quatá is in a low/medium risk region.

Zilor withdraws water from the Barra Grande and Pirapitinga streams and the Serra Geral Aquifer at the Barra Grande Unit (Tietê-Jacaré Drainage Basin), whilst at the São José Unit, the water is withdrawn from the Dos Patos River (also in the Tietê-Jacaré Drainage Basin). At the Quatá unit, the water is withdrawn from the Sapé or Engenho streams and the Bauru Aquifer, with 14 wells (Aguape-Peixe Drainage Basin). The Company does not have any interactions in hydro-stress areas.

The risks of water scarcity in the agricultural and industrial processes, environmental damages and climate alterations are constantly being monitored

Since 2018/2019 harvest year, approximately R\$ 60 million has been invested in projects aimed at reducing the volume of water collected at the São José and Barra Grande units. During the 2023-2024 harvest year, the withdrawal of water was equal to 0.76 m³/tc, considering the three industrial units, and was in compliance with the SMA 88/2008 legislation in relation to water consumption (maximum of 1 m³/tc) monitored using the m³/tc indicator.

In relation to the discharge of effluents, Zilor adheres to strict quality standards, including those governing temperature, which should not be significantly higher than that of the receiving body of water, and pH, which should be within specific limits set to avoid acidification or alkalization. Other guidelines include the Biochemical Oxygen Demand (BOD), to evaluate the content of organic biodegradable matter, the Chemical Oxygen Demand (COD) for non-biodegradable organic matter, and the presence of fecal coliforms as an indicator of bacterial contamination, as well as concentrations of nitrogen (ammonia, nitrite and nitrate) and phosphorous, that can contribute to the eutrophication of bodies of water, and heavy metals such as lead, cadmium and mercury.

Zilor has regulations for the discharge of effluents and water quality monitoring standards, that ensure compliance with the applicable legislation established by the State of São Paulo.

The profiles of the bodies of water that receive the waste water are considered using the classification of bodies of water established by the law, specifically class 2 rivers.

We also participate in the Drainage Basin Committees, discussing critical issues related to the protection and preservation of water resources, in collaboration with environmental organs and other interested parties.



R\$ 60 million

invested in reducing the volume of water withdrawn at the São José and Barra Grande units (since the 2018/2019 harvest year)

Find out more in the
Annex of Disclosures



Waste and Circularity

GRI 3-3 Management of a Material Topic -
Management of Water, Waste and Effluents
| 306-1, 306-2, 306-3, 306-4, 306-5

Zilor is dedicated to reducing its generation of waste and ensuring proper disposal, in compliance with environmental legislation, taking as its base the Solid Waste Management Plan (SWMP) developed by the Company to organize the sending of materials, such as packaging, for recycling, under the 'Mais Zilor Recycling Program'. We develop educational campaigns to ensure that all the employees understand the importance of managing the impact of this theme on the agroindustrial operations.

The company is required to address significant actual or potential impacts in a number of its processes relating to waste. In relation to the entry of materials, the sugarcane straw generated in the harvesting process is used for the generation of clean and renewable electricity. During the processing and production activities, a range of different forms of waste is generated, including vinasse, a liquid waste arising from the ethanol distillation process, which is rich in potassium and can be used in fertigation. When the materials leave the operation, the company is required to deal with the generation of hazardous waste arising from the industrial process, such as contaminated drums, chemical product packaging, grease and oil.

Zilor's manufacturing process involves a number of different impacts. Different measures are taken to prevent the production of waste in the company's activities and in its value chain (upstream and downstream). The use of agroindustrial coproducts in other processes should be noted. This is the case of filter cake, which is created during the clarification process applied to the sugarcane juice, and is a substance rich in phosphorous and organic matter that is used as a substitute for mineral fertilizers after it has undergone an enrichment process. The sugarcane bagasse, a residue arising from the production of sugar and ethanol, is used as a biomass for the production of electricity. These and other uses not only reduce expenses with mineral fertilizers or the purchase of energy, but also allow us to make full use of the sugarcane.

Zilor follows the directives of the National Solid Waste Policy (Law n° 12.305/2022), whilst 'Cadri' - the Certificate of Movement of Waste of Environmental Interest (SP) - has been established for the disposal companies. It should also be mentioned that 100% of the recyclable waste is donated to charity organizations in the Quatá, Lençóis Paulista and Macatuba region, including projects such as Asquare (Quatá Recyclables Association), Adefilp (Lençóis Paulista Physically Disabled Association) and Lixo Rico (Macatuba), which works with the proper disposal of waste, and generates jobs and income.

In compliance with the legal obligations, all the units use the Waste Transportation Manifesto (MTR), which allows for the mass of waste to be tracked, from its creation to storage,

transportation and disposal. Every quarter, the Waste Movement Declaration (DMR) registers the amounts generated and disposed of, in compliance with the National Solid Waste Policy (PNRS).



Recicla Mais Program

Zilor uses the concept of the circular economy, in which the waste produced in the process enters into a new flow, be it reuse or recycling, to create value and optimize the processes. We prioritize the use of byproducts in the management of our plantations, with one example of this being the use of vinasse and filter cake as organic fertilizers, thus reducing the use of synthetic fertilizers. The filter cake is made up of ashes/soot from the boilers as a replacement for mineral fertilizers.

With regard to vinasse, each year we develop the Vinasse Application Plan (PAV), in accordance with the Cetesb Technical Norm P4231, which regulates the application of this chemical compost in agricultural soil. This procedure ensures that the vinasse is properly stored, transported and applied in the operational areas of both Zilor and its Agricultural Partners.

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Find out more
in the Annex of
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Biodiversity and Ecosystems GRI 304-3

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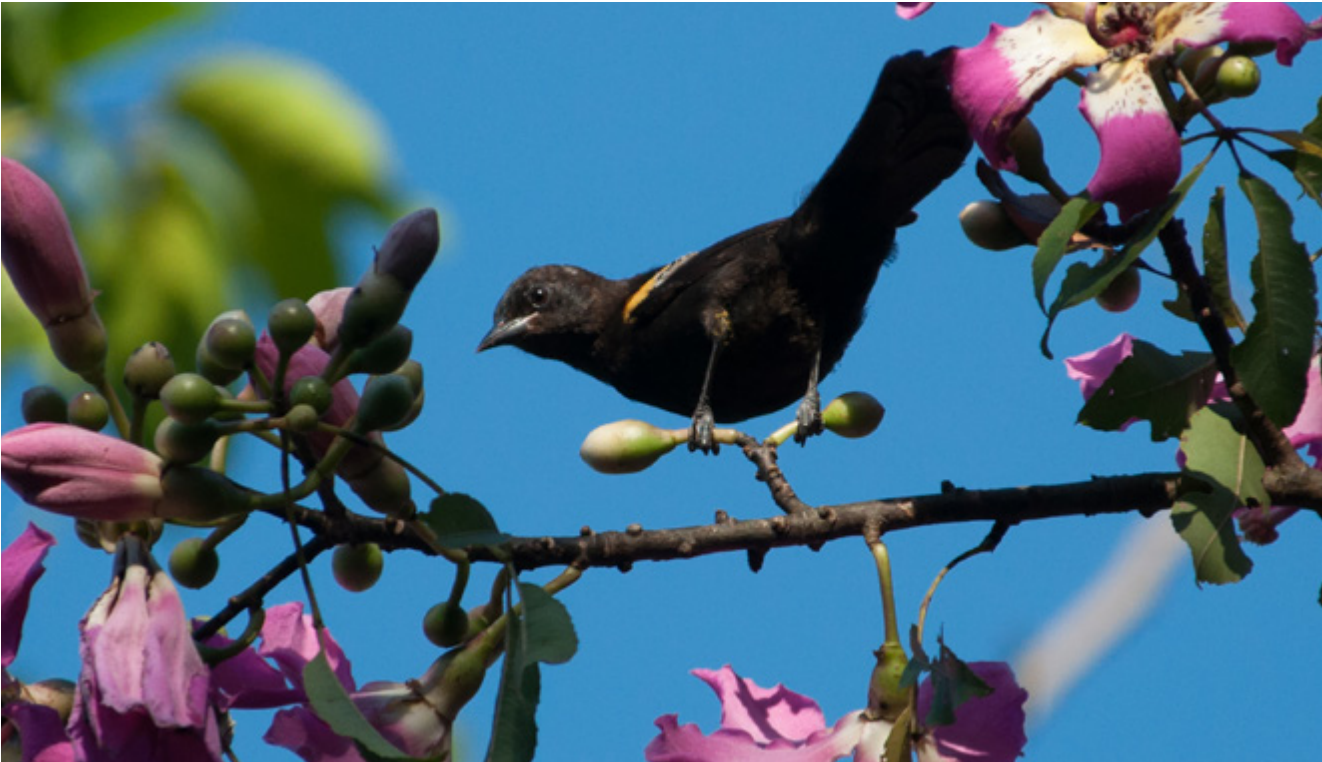
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Aware of the essential role of biodiversity in guaranteeing the continuity of life on Earth, we work to preserve areas of natural vegetation and recover damaged areas. By managing regions that include springs, permanent preservation areas and remaining forests, distributed across our own sugarcane farming areas, we are contributing directly to combating climate change and protecting ecosystems.

Amongst the norms and premises adopted in the management of the biodiversity is the Environmental Management Plan (EMP), created in accordance with the guidelines of the Bonsucro Standard. The Biodiversity Monitoring Plan evaluated the impacts of Zilor's activities on biodiversity and the ecosystemic services. The mapping of the regeneration phase of the Permanent Preservation Areas (PPA) was performed by a contracted company, which identified the regeneration stages by means of hydrographic mapping, the demarcation of each PPA in accordance with the Forest Code, and use and cover of the soil in the PPAs.

In the 2023-2024 harvest year, the restoration measures were approved by independent external specialists. The biodiversity preservation actions were performed on both Zilor's own and leased lands, by the Company itself and by the Agricultural Partners, with protection measures approved by international standard certification companies, such as Bonsucro and ISCC COR-SIA Plus. Amongst the actions implemented are wildfires prevention campaigns, developed together with the community and the Agricultural Partners, and conservation and planting in permanent preservation areas and native forest.

By managing a forested area, we are contributing directly to tackling climate change and protecting the environment.



Developed Projects



Colmeia da Cana Project

This project involves the mapping of the apiaries and conversations with beekeepers in the Lençóis Paulista and Quatá regions, as a means of contributing to the spacial distribution through georeferencing. It includes the identification and registration of the beekeepers, a system that provides warnings of crop dusting, and a service protocol providing technical support in the event of incidents involving apiaries. This activity also contributes to the generation of jobs and income in the communities neighboring Zilor's operations.

2023/2024 harvest year

51
apiaries registered
and georeferenced

702
hives

53 million+
bees of different species
monitored



Forestry Program

This project, which celebrated its 10th anniversary in 2024, consists of planting native tree saplings for the reforestation of environmental conservation areas and recovery of damaged areas, with monitoring of the development of the biodiversity.

Aimed at supporting the restoration of areas and protecting the natural habitats near our units, we promote environmental education actions, including the donation of native saplings and encouragement for the communities to plant them.

At our units, we have:

5,695 hectares
of native vegetation and
Permanent Preservation areas

More than 1.1 million
saplings planted since 2014 - the
start of the Forestry Program

692 hectares
of reforestation - Forestry Program
= the equivalent of 923 soccer fields
measuring 7,500m² each.



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Firefighting

100% of Zilor's sugarcane harvesting process is mechanized, without any burning procedures. Even so, the sugar and ethanol sector experiences criminal and accidental fires which cause economic loss and environmental damage. Despite the practice of burning on sugar plantations having been eliminated and being widely recognized as harmful to the environment, human health and air quality, some fires do still occur as a result of natural or human factors. We see this as a challenge that the whole sector should be addressing, and we are working to further clarify the risks of this practice

and support local organs in tackling wildfires and their causes. In August of the 2024/2025 harvest year, there was a series of criminal wildfires in the state of São Paulo. Although these fires were extensive in other agricultural areas, they did not have a relevant impact on our operations. As part of its work in tackling these sorts of situations, Zilor has 23 spray tankers and 531 firefighters ready to tackle outbreaks and engage the Civil Defense and Fire Department.



In 2007, Zilor was the **first company in the sector to use mechanized means to harvest 100% of its sugarcane** (Agri-Environmental Greener Ethanol Seal)

As part of its actions focused on preserving biodiversity, Zilor works on fighting wildfires in agricultural areas, whether they have been caused accidentally or as a result of criminal behavior. Amongst the initiatives are:



Zero Fire

This is an action coordinated by Copersucar to raise public awareness of the need for prevention amongst the communities neighboring the units, with the use of communication channels to provide information on criminal or accidental occurrences.



Together against Fire

In partnership with the Mid-Tietê Sugarcane Growers Association (Ascana), this project involves a digital system designed to detect the focal points of wildfires in real time. It combines a monitoring system composed of five long-distance cameras and a satellite monitoring system, which detects smoke and provides climate data to provide detailed analyses of the conditions of each area. The fire fighting teams closest to the fires are alerted as soon as the system detects an incident. It is a swift and comprehensive action focused on putting fires out quickly and efficiently. It also involves raising awareness in the communities neighboring the company's operations through the use of social media, the press and radio in the regions of Lençóis Paulista, Macatuba and Quatá.



Zilor has a direct channel for the receipt of information concerning outbreaks of fire at the Company's three units, providing a swift response to tackling the fires:

Lençóis Paulista and Macatuba
0800 700 193 0

Quatá
0800 700 193 3

Socio-environmental Education

Zilor and Ascana also run a Socio-environmental Education Program entitled ‘Together against Fire - Preventing is Protecting!’ aimed at engaging the communities and raising the awareness of children and society in general about the risks of accidental or criminal fires. The initiative includes a prize for the best project - a drawing and a phrase - created in a competition, based upon an awareness-raising video, for students attending the five grades offered by the municipal schools in Lençóis Paulista, Macatuba and Pederneiras.

The ‘Together against Fire - Preventing is Protecting!’ campaign is based upon prevention and awareness-raising of the risks of fires on the farms and in the forests.

The competition marks the end of the Together against Fire campaign, being promoted by the Environment and Social Responsibility departments. As such, the prevention and fighting of fires are year-long, ongoing activities in the production of sugarcane.

In figures:

26
participating schools

3
communities impacted -
Lençóis Paulista, Macatuba
and Pederneiras

1,429
children from the five grades

More than 15,000
students impacted in 12 years
of the educational campaign

Find out more
Watch the [video](#).



AWARDS CEREMONY FOR THE DRAWING AND PHRASE COMPETITION THAT FORMS PART OF THE TOGETHER AGAINST FIRE CAMPAIGN RUN JOINTLY BY ZILOR AND ASCANA.

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Declaration of use	Zilor has reported in accordance with the directives of the GRI Standards for the period running from April 1, 2023, to March 31, 2024.
GRI 1 used	GRI 1: Foundation 2021
Sectoral standard for the applicable GRIs	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
General disclosures							
The Organization and its Reporting Practices							
GRI 2: General disclosures 2021	2-1 Details of the organization	19, 26, 27 and 42					
	2-2 Entities included in the organization’s sustainability report	4					
	2-3 Reported period, frequency and point of contact	4 This report was published on xx/xx/2024					
	2-4 Restatements of information	Where applicable, the different approaches and restatements of information are explained or highlighted in the footnotes to the standards.					
	2-5 External assurance	None.					
Activities and Workers							
GRI 2: General disclosures 2021	2-6 Activities, value chain and other business relationships	19, 28, 39, 51 and 126					
	2-7 Employees	19, 104, 107 and 174					8, 10
	2-8 Workers who are not employees	104 and 175					8

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
Corporate							
GRI 2: General disclosures 2021	2-9 Governance structure and composition	71, 72, 73					5, 16
	2-10 Nomination and selection of the highest governance body	The organization has not established a formal process for the nomination and selection of members of the highest governing body and its committees. The Board of Directors is composed of shareholders and contracted external board members. The shareholders who occupy positions on the Board have expertise in the Company's area of business or have occupied relevant positions within the organization. The contracting of the external board members is based upon their technical expertise and participation in the market.					5, 16
	2-11 Chair of the highest governance body	The Chairman of the Board of Directors does not hold an executive position within the organization. As such, there is therefore no accumulation of functions.					16
	2-12 Role of the highest governance body in overseeing the management of impacts	71 and 178					16
	2-13 Delegation of responsibility for managing impacts	71 and 178					
	2-14 Role of the highest governance body in sustainability reporting	4					
	2-15 Conflicts of interests	76					16
GRI 2: General disclosures 2021	2-16 Communicating critical concerns	The critical concerns are communicated to the highest governing body by means of reports, presentations, formal meetings, governance committees, internal and external audits, written notifications, regular updates of the senior management, risk and compliance reports, financial performance presentations, strategic analyses, legal and regulatory reviews, and sustainability and social responsibility reports. In the most recent tax year, no critical concerns were reported. Should they occur, the relevant reports are made by the managers to the Executive Board, which monitors and examines the issue, forwarding it to the Board of Directors, if necessary.					

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 2: General disclosures 2021	2-17 Collective knowledge of the highest governance body	67 and 71					
	2-18 Evaluation of the performance of the highest governance body	There is not currently any sort of process for evaluation of the performance of the highest governance body.					
	2-19 Remuneration policies	71, 104 and 114					
	2-20 Process to determine remuneration	71					
	2-21 Annual total compensation ratio	<p>In the 2023/24 harvest, the ratio between the annual total compensation of the highest paid individual in the organization and the average annual total compensation for all employees, excluding the highest-paid individual, was 3,712%. The increase percentage of the highest remuneration paid was 39%, whilst the percentage increase of the average total remuneration was 12%. The ratio of the percentage increase of the highest remuneration paid by the percentage increase of the average total remuneration resulted in -19%The indicator was developed using employee information relating to the last day of each harvest year (2024 x 2023). The variations between the remunerations may be attributed to different factors, including changes in the demographic profile of the Company, which have an impact on the percentage increase of the average remuneration. Our Remuneration Policy is based upon an analysis and comparison of the practices of a selected market (different national and multinational companies). We recognized that the highest salary practiced by Zilor presented a greater divergence in relation to the other salaries. In the 2023/24 harvest year, we corrected the highest salary and the others, applying the collective bargaining agreement, merits and salary frameworks.</p>					

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
Strategy, Policies and Practices							
GRI 2: General disclosures 2021	2-22 Statement on sustainable development strategy	5-8					
	2-23 Policy commitments	79					16
	2-24 Embedding policy commitments	79					
	2-25 Processes to remediate negative impacts	78 and 79					
	2-26 Mechanisms for advice and presentation of concerns	76 and 78					16
GRI 2: General disclosures 2021	2-27 Compliance with laws and regulations	79					
	2-28 Membership of associations	26 and 54					
Stakeholder Engagement							
GRI 2: General disclosures 2021	2-29 Approach to <i>stakeholder</i> engagement	14					
	2-30 Collective bargaining agreements	In the reported period, as in previous years, 100% of the organization's employees were covered by collective bargaining agreements.					8
Material topics							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	14					
	3-2 List of material topics	16					
Climate Change and Energy Transition							
GRI 3: Material Topics 2021	3-3 Governance of material topics	138				13.1.1	

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	62 and 179	All	Information not available.	The Company does not have data on the calculated amount of energy consumed outside the organization, since there are no norms that regulate the reporting of energy outside the organization.	13.1.2	7, 8, 12, 13
	302-2 Energy consumption outside the organization						7, 8, 12, 13
	302-3 Energy intensity	62 and 179					7, 8, 12, 13
GRI 305: Emissions 2016	305-1 Direct (Scope 1) emissions of greenhouse gases (GHG)	64, 141 and 180	All	Information not available.	Through until the development of this report, Zilor does not have any projects aimed at the reduction of emissions of greenhouse gases. Initiatives are being evaluated for the measurement of reductions for the next report involving data from the 24/25 harvest year. The information relating to Biorigin are presented in the chapter specifically addressing emissions.	13.1.2	3, 12, 13, 14, 15
	305-2 Indirect emissions (Scope 2) of greenhouse gases (GHG) arising from the acquisition of energy	64, 141 and 180				13.1.3	3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	64, 141 and 181				13.1.4	3, 12, 13, 14, 15
	305-4 Intensity of emissions of greenhouse gases (GHG)	64, 141 and 181				13.1.5	13, 14, 15
	305-5 Reduction of emissions of greenhouse gases (GHG)					13.1.6	13, 14, 15

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
Management of Water, Waste and Effluents							
GRI 3: Material Topics 2021	3-3 Governance of material topics	64, 142 and 145				13.7.1 13.8.1	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	65 and 143				13.7.2	6, 12
	303-2 Management of water discharge related impacts	65 and 143				13.7.3	6
	303-3 Water withdrawal	64, 143 and 182				13.7.4	6
GRI 303: Water and Effluents 2018	303-4 Water discharge	65 and 182				13.7.5	6
	303-5 Water consumption	65 and 182				13.7.6	6
GRI 306: Waste 2020	306-1 Waste generation and important waste-related impacts	145				13.8.2	3, 6, 11, 12
	306-2 Management of significant waste-related impacts	145				13.8.3	3, 6, 8, 11, 12
	306-3 Waste generated	145 and 183				13.8.4	3, 6, 11, 12
GRI 306: Waste 2020	306-4 Waste diverted from final disposal	145 and 183				13.8.5	3, 11, 12
	306-5 Waste directed to final disposal	145 and 183				13.8.6	3, 6, 11, 12, 15
GRI 13: Soil health report	Describe the soil management plan, including: - a link to this plan, if publicly available; - the main threats to soil health identified and a description of the soil	Zilor’s soil management plan includes chemical analyses for application of correctives and fertilizers, if necessary, maximizing the use of agricultural and industrial waste to improve the health of the soil. The Zilor + Raiz Program, launched in 2024, adopts agricultural practices designed to strengthen the roots and promote soil conservation. Actions included in the program range from crop rotation and the use of biological inputs to the control of traffic and pests, with the aim of implementing these practices on the Company’s lands and with the agricultural partners.				13.5.1	
	management practices used; - the approach to input optimization, including the use of fertilizers.						

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 13: Rights to land and natural resources	Describe commitments to respecting land and natural resource rights (including customary, collective, and informal tenure rights) and report the extent to which the commitments apply to the organization’s activities and to its business relationships. Describe how the commitments to respecting land and natural resource rights are implemented with suppliers. Describe the approach to protecting human rights and land rights defenders from reprisals (i.e., non-retaliation for raising complaints or concerns).	Zilor guarantees legal compliance in its own and leased areas, manages the impacts of its operations on biodiversity and natural resources, and adopts practices to increase the efficiency of land use. The Company follows the Bonsucro certification guidelines, implementing its commitments in relation to land rights by means of its Land Leasing and Agricultural Partners Policy. The Company respects the rights of local communities and guarantees that its operations are undertaken in compliance with environmental legislation, encouraging suppliers and partners to do the same. The company also has channels of communication open offering a means of resolving grievances concerning the use of land and promoting local development.				13.13.1	
Compliance, Ethics and Transparency							
GRI 3: Material Topics 2021	3-3 Governance of material topics	71 and 76					
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	99				13.22.2	8, 9

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 205: Anti-corruption 2016	205-1 Operations assessed in terms of the risks relating to corruption	The Company performed a maturity survey of the compliance program and identified 29 scenarios which are liable to fraud and corruption, which, following the Company's critical analysis were consolidated into three specific risks: (i) Practicing of corrupt acts in the form of promising, offering or payment of undue advantages to public or private agents or to related third parties; (ii) Conflict of Interests; and (iii) Accountability and reputational damages due to transactions with disreputable third parties, or the practicing of illegal or anti-ethical acts performed by such.	A	Information not available.	We do not have any defined measures for obtaining this information. Our planning for the 2024-2025 harvest year includes the provision of specific training for the leaders, managers and coordinators, focusing on the presentation of indicators for management and monitoring. Furthermore, in the forthcoming harvest year, training will be implemented as part of the Learning Path, our internal online training platform, designed for Zilor and Biorigin employees. This initiative will allow us to obtain and apply indicators that are specifically tailored for each position.		16
	205-2 Communication and training on anti-corruption policies and procedures	76	B and E	Information not available.	The Compliance department does not have information separated by position.		16
	205-3 Confirmed incidents of corruption and actions taken	76					16
Appreciation for People, Human Rights and Labor Relations							
GRI 3: Material Topics 2021	3-3 Governance of material topics	104				13.15.1	

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 401: Em- ployment 2016	401-1 New hirings and employee turnover	57, 104 and 176					5, 8, 10
	401-2 Benefits offered to full-time employees that are not provided to temporary or part-time employees	104					3, 5, 8
	401-3 Parental leave	174					5.8
GRI 404: Train- ing and Edu- cation 2016	404-1 Average hours of training per year, per employee	112 and 178					4, 5, 8, 10
	404-2 Programs for upgrading employee skills and transi- tion assistance programs	19, 107, 112 and 114					8
	404-3 Percentage of em- ployees receiving regular performance and career development reviews	176					5, 8, 10
GRI 405: Diver- sity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	19, 58, 173 and 174				13.15.2	5, 8
	405-2 Ratio of basic salary and remuneration of women to men	58 and 176				13.15.3	5, 8, 10
Safety, Health and Wellbeing							
GRI 3: Material Topics 2021	3-3 Governance of material topics	116 and 121				13.19.1	
GRI 403: Occu- pational health and safety 2018	403-1 Occupational health and safety management system	116				13.19.2	8
	403-2 Hazard identifica- tion, risk assessment and incident investigation	116				13.19.3	8
	403-3 Occupation- al health services	121				13.19.4	8
	403-4 Worker participation, consultation, and com- munication on occupa- tional health and safety	116				13.19.5	8, 16
	403-5 Training for workers in occupational health and safety	116 and 120				13.19.6	9

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 403: Occupational health and safety 2018	403-6 Promotion of worker health	121				13.19.7	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	116				13.19.8	8
GRI 403: Occupational health and safety 2018	403-8 Workers covered by an occupational health and safety management system	116				13.19.9	8
	403-9 Work-related injuries	56 and 177				13.19.10	3, 8, 16
	403-10 Work-related ill health	During the 2023-2024 harvest year, no cases of work-related illnesses were registered amongst the employees or workers.				13.19.11	3, 8, 16
Management of Agricultural Partners and Suppliers - Agribusiness							
		33, 126 and 127.					
GRI 3: Material Topics 2021	3-3 Governance of material topics	<p>The management of agricultural partners and suppliers includes the surveying and analysis of positive and negative impacts. Preservation of forests, contribution to climate issues and the reduction of greenhouse gas emissions are examples of positive impacts on the environment. Points worthy of attention involve the risk of contamination of water sources due to the application of agricultural pesticides and vinasse (real negative impact). In relation to people and human rights, the real positive impacts involve social projects in the local communities and creation of jobs with decent salaries, in accordance with Bonsucro standards. On the other hand, there is a risk of exposing the employees to agricultural pesticides (real negative impact). In the economy, the potential positive impacts include payments for environmental services (PES), development of the local economy, creation of jobs, and distribution of revenue, whilst the negative impacts are related to climate change that could affect productivity.</p>					

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using social criteria	127 and 179					
	308-2 Negative environmental impacts in the supply chain and actions taken	127					
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association or collective bargaining may be at risk	Zilor has operations and suppliers which present risks of violation of the right to freedom of union association or collective bargaining, but there is no risk in this regard in the company's internal operations. The internal operations do not present any risk of violation of workers' rights to exercise freedom of association or collective bargaining. Suppliers can face risks if they are not in compliance with the collective agreements/conventions established with the employees' unions, but there are currently no legal claims under way. To mitigate these risks, the company has declared that it will not tolerate the practice in official documents, whilst it also verifies documentation, trains its employees, provides complaint hotlines, works jointly with unions, and performs monitoring and audits.	A	Information not available.	We do not currently possess data on the total number of suppliers or the specific location of those operations that could present a risk to freedom of association or collective bargaining. The requirements involved in the disclosure are being undertaken by the responsible areas and monitored for future publication.	13.18.2	8
GRI 408: Child Labor 2016	408-1 Operations and suppliers considered to have significant risk for incidents of child labor	127				13.17.2	5, 8,16
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	127				13.16.2	5, 8
GRI 414: Social assessment of suppliers 2016	414-1 New suppliers that were screened using social criteria	127 and 179					5, 8,16
	414-2 Negative social impacts in the supply chain and actions taken	127					5, 8,16

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 13: Traceability of the supply chain	Describe the theoretical foundation and methodology used for tracing the source, origin, or production conditions of the products sourced by the organization.	At Zilor, we guarantee full traceability of the sugarcane in all stages of the farming and production, ensuring the origin, quality and sustainability of the products. Zilor, as a pioneer in the sugar and ethanol sector, includes 100% of its Agricultural Partners in the Bonsucro certification, with full geographical traceability of the milled sugarcane. All of the trucks are identified in relation to their origin, ensuring that our products have not been sourced from illegally deforested areas since 2008. We use robust systems to comply with legal requirements and maintain the best practices of sustainability from the planting to the final product. At Biorigin, all the suppliers of raw materials, inputs and packaging are ratified to ensure compliance with food quality and safety requirements. For each lot received, the reports received from the suppliers are evaluated to check compliance with the technical specifications. In addition to this, the traceability of the raw materials, inputs and packaging is for every individual lot of material used in the products, with the SAP system being employed for management purposes.				13.23.1	
GRI 13: Traceability of the supply chain	Describe the level of traceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin (e.g. farms, nurseries, hatcheries, and feed mill levels).	127				13.23.2	
	Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product, and list these standards.	127				13.23.3	
GRI 13: Traceability of the supply chain	Describe improvement projects to get suppliers certified to internationally recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified.	33 and 127				13.23.4	

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
Product differentiation - Biotechnology - Biorigin							
GRI 3: Material Topics 2021	3-3 Governance of material topics	85				13.10.1	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	85				13.10.2	16
	416-2 Cases of non-compliance concerning the health and safety impacts of products and services	In the 2023/2024 harvest period, there were no cases of non-compliance with regulations and/or voluntary codes relating to impacts on the health and safety of its products and services.				13.10.3	16
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	In relation to the information and labeling of Zilor's products and services, the labeling information for sugar packed in 1,200kg bags is exempted in accordance with the applicable legal requirements. All of the Company's significant categories of products and services are covered by organizational procedures and evaluated with regard to their compliance, with 100% of the products and services successfully complying. With regard to Biorigin, data is required including the name of the product, lot, manufacture date, expiry date, weight and country of origin. All of the company's significant categories of products and services, including the yeast category, are covered by organizational procedures and evaluated with regard to their compliance, with 100% of the products and services successfully complying.					12, 16
GRI 417: Marketing and Labeling 2016	417-2 Incidents of noncompliance concerning product and service information and labeling	At Zilor, there were no cases of non-compliance with regulations or voluntary codes in relation to the information and labeling of products and services, either in the Agroindustrial segment or Biorigin.					16

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 13: Use of pesticides	Describe the pest management plan of the organization, including the rationale for the selection and application of pesticides and any other practices of pest control; Describe actions taken to prevent, mitigate and/or remediate negative impacts associated with the use of extremely and highly hazardous pesticides. Describe the actions, initiatives, or plans to switch to less hazardous pesticides and actions taken to optimize pest control practices. Describe the training provided to workers on pest management and the application of pesticides.	Zilor's pest control plan is developed by internal specialists and external consultants, who use technologies to evaluate the infestation and climate conditions, determining the application levels for chemical or biological insecticides. The Company avoids the use of extremely hazardous pesticides and is reducing the use of highly hazardous products whilst encouraging biological alternatives. For the 2024/2025 harvest year, Zilor will be installing a bio-factory at the Quatá unit to produce biological inputs, complementing the use of macro-biological products, such as cotesia, in the control of the sugarcane wireworm. All the workers receive training in line with RN 31.7 and take part in technical visits made by specialist consultants.				13.6.1	
GRI 13: Use of pesticides	Report the volume and intensity of pesticides used by the following toxicity hazard levels: <ul style="list-style-type: none"> - Extremely hazardous; - Highly hazardous; - Moderately hazardous; - Slightly hazardous; - Unlikely to present an acute hazard. 	183				13.6.2	
Community Relations and Regional Development							
GRI 3: Material Topics 2021	3-3 Governance of material topics	129					
GRI 202: Market presence 2016	202-1 Ratio between standard entry level wage, compared to local minimum wage, by gender	175					
	202-2 Ratio of senior management hired from the local community	73					8
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving the rights of indigenous peoples	The Company has experienced no cases of violations involving the rights of indigenous peoples.				13.14.2	2

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	129				13.12.2	1.2
	413-2 Operations with significant (actual and potential) negative impacts on local communities	The real negative impacts include the increased presence of trucks on the highways and the inconveniences caused by the dust, environmental pollution, impact on the use of land, damage to natural resources, scarcity of local resources, noise pollution, and risks to the health and safety of the public. In much the same way, the potential negative impacts include the noise caused by the transportation of the sugarcane, the odor resulting from the application of vinasse and agricultural pesticides, pollution of the surface waters due to sediment, environmental pollution, impact on the use of land, damage to natural resources, scarcity of local resources, noise pollution, and risks to the health and safety of the public.				13.12.3	1, 2
Innovation, Technology and Productivity							
GRI 3: Material Topics 2021	3-3 Governance of material topics	89					
Sustainable Agriculture							
GRI 3: Material Topics 2021	3-3 Governance of material topics	91 and 137					

GRI Standards	Content	Location	Omission			Reference nr. of the GRI sector standard	SDGs
			Omitted requirements	Reason	Explanation		
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	137	B.i	Information not available.	There was no specific listing of the species of fauna and flora impacted, but this can be seen on the Company's own lands as well as in the leased areas operated by the agricultural partners. The requirements involved in the disclosure are currently under analysis in order to be able to evaluate the viability of future disclosure.	13.3.3	6, 14, 15
	304-3 Habitats protected or restored	147	A	Information incomplete	We do not currently have data on the total value of the forest areas undergoing restoration. The requirements involved in the disclosure are being undertaken by the responsible areas and monitored for future publication.	13.3.4	6, 14, 15

SASB Topic	Code	Content	Page and/or Content
Climate Change and energy transition			
Air quality	RR-BI-120a.1	Air emissions of the following pollutants: NOx (excluding N ₂ O), (2) SOx, (3) volatile organic compounds (VOCs), (4) particulate matter (PM ₁₀), and (5) hazardous air pollutants (HAPs)	181
	RR-BI-120a.2	Number of incidents of non-compliance associated with air quality licenses, standards and regulations.	There were no incidents of non-compliance associated with air quality permits, standards, and regulations
Emissions balance in the life cycle	RR-BI-410a.1	Lifecycle greenhouse gas (GHG) emissions, by biofuel type	181
Supply and environmental impacts in the production of raw materials	RR-BI-430a.1	Discussion of strategy to manage risks associated with environmental impacts of feedstock production	143
	RR-BI-430a.2	Percentage of biofuel production that is third-party certified to an environmental sustainability standard	87
Emissions of greenhouse gases	FB-AG-110a.1	Emissions of greenhouse gases	64 and 180
	FB-AG-110a.2	Discussion of the long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	138
	FB-AG-110a.3	Fleet fuel consumed, percentage renewable	181
Energy management	FB-AG-130a.1	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	62 and 179

SASB Topic	Code	Content	Page and/or Content
Management of water, waste and effluents			
Water management	FB-AG-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high baseline water stress	In accordance with the “Aqueduct Water Risk Atlas” tool offered by the World Resources Institute (WRI), we analyze the risk of water stress in the regions where our units are located, which allows us to foresee potential future scenarios involving water shortages. We are also continually improving our water management by means of the Contingency Plan that has been implemented at each of our three agroindustrial units. According to this evaluation, none of our units are located in regions with high or extremely high baseline water stress.
	FB-AG-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	143
	FB-AG-140a.3	Number of incidents of non-compliance with water quality permits, standards, and regulations	We did not experience any incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations.
Water management in the manufacturing operations	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	In accordance with the “Aqueduct Water Risk Atlas” tool offered by the World Resources Institute (WRI), we analyze the risk of water stress in the regions where our units are located, which allows us to foresee potential future scenarios involving water shortages. We are also continually improving our water management by means of the Contingency Plan that has been implemented at each of our three agroindustrial units. According to this evaluation, none of our units are located in regions with high or extremely high baseline water stress.
	RR-BI-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	143
	RR-BI-140a.3	Number of incidents of non-compliance with water quality permits, standards, and regulations	We did not experience any incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations.
Activity metrics	FB-AG-440a.2	Percentage of agricultural products sourced from regions with high or extremely high baseline water stress	143

SASB Topic	Code	Content	Page and/or Content
Compliance, Ethics and Transparency			
Management of the Legal & Regulatory Environment	RR-BI-530a.1	Amount of subsidies received through government programs	R\$ 7,963,227.66
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	85
Safety, Health and Wellbeing			
Health and safety at work	FB-AG-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near-miss accident frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	116 and 177
Operational safety, preparation and response to emergencies	RR-BI-540a.1	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate, (PSTIR), and Process Safety Incident Severity Rate (PSISR)	There were no process safety incidents (PSIC).
Product differentiation - Biotechnology - Biorigin			
Food safety	FB-AG-250a.2	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Zilor does not use any agricultural products sourced from suppliers certified by a Global Food Safety Initiative (GFSI) recognized food safety certification program. As such, the percentage was 0%.
	FB-AG-250a.1	(1) rate of non-compliance and (2) rate of corrective actions associated with (a) major non-conformances and (b) minor non-conformances in Global Food Safety Initiative (GFSI) audits.	No major non-compliance was detected in GFSI audits. There was a total of nine cases of minor non-compliance, all involving corrective actions (100% rate). 75% of Biorigin's agriculture products are sourced from suppliers certified by a Global Food Safety Initiative (GFSI) recognized food safety certification program.
Management of GMOs	FB-AG-430b.1	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	The Company has adopted a policy in strict opposition to the use of Genetically Modified Organisms (GMOs). Rigorous tracking controls have been implemented to check on the origin of the raw-material and keep the Company updated on all government regulations related to the use of these organisms. The controls guarantee compliance with current regulations and provide the consumers with safe products that are free from GMOs.
Social and environmental impacts in the ingredients supply chain	FB-AG-430a.1	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	87

SASB Topic	Code	Content	Page and/or Content
Social and environmental impacts in the ingredients supply chain	FB-AG-430a.2	Suppliers social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	127
Social and environmental impacts in the ingredients supply chain	FB-AG-430a.3	Discussion of the strategy to manage environmental and social risks arising from contract growing and commodity sourcing	127
Origin of ingredients	FB-AG-440a.1	Identification of principal crops and description of risks and opportunities presented by climate change	91
Innovation, technology and productivity			
Activity metrics	RR-BI-000.A	Biofuel production capacity	173
	RR-BI-000.B	Production of (1) renewable fuel, (2) advanced biofuel, (3) biomass-based diesel, and (4) cellulosic biofuel.	Zilor produces 131 Mgal of advanced and renewable biofuel (first generation sugarcane ethanol).
	RR-BI-000.C	Amount of feedstock consumed in production.	Zilor's total milling in the 2023/2024 harvest year amounted to 11,420,435.00 tons.
	FB-AG-000.A	Production by principal crop	Zilor's sugarcane production for the 2023-2024 harvest year totaled 11,420,436 tons.
	FB-AG-000.B	Number of processing facilities	Zilor has three processing units.
	FB-AG-000.C	Total land area under active production	The total area in active production in the 2023-2024 harvest year was 191,681.93 hectares.
	FB-AG-000.D	Cost of agricultural products sourced externally	Confidential information. We understand this metric to be sensitive for the business and, therefore, confidential.

Recommendation	Disclosure recommended	Page numbering
1 Governance	a. Description of the supervision by the Board in relation to the risks and opportunities relating to climate	94
	b. Description of the management's role in assessing and managing the risks and opportunities relating to climate	67
2 Strategy	a) Description of the climate-related risks and opportunities identified by the organization in the short, medium, and long term	138
	b. Description of the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	19, 65, 67 and 138
	c. Description of resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	138
3 Risk Management	a. Description of the processes used by the organization to identify and evaluate climate-related risks	94
	b. Description of the organizational processes used to manage climate-related risks	94
	c. Describe how the processes used for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	94
4 Metrics and Targets	a. State the metrics used by the organization to assess climate-related risks and opportunities in line with the strategy and risk management process.	59 and 138
	b. State the Scope 1, Scope 2 and, if applicable, Scope 3 greenhouse gas emissions, and their related risks.	64 and 180

Sustainable Development Goals

1. No poverty
2. Zero Hunger and Sustainable Farming
3. Health and welfare
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Clean and accessible energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Action against global climate change
14. Life below water
15. Land life
16. Peace, justice and strong institutions
17. Partnerships and means of implementation

Annex of Disclosures

Over the following pages, we have compiled a detailed overview of the disclosures reported by Zilor including the ESG strategy, material topics and economic-financial data. The disclosures compiled individually by Biorigin can be found in the section of the report devoted specifically to the unit.

Production

Production capacity per unit (thousands of gallons) ¹ SASB RR-BI-000.A

	2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year
Barra Grande	60,733.1	65,390.0	69,749.4
São José	63,929.6	66,260.0	70,032.6
Quatá	58,741.3	67,640.0	70,032.6
Total	183,404.0	199,290.0	205,281.0

¹ Biofuels production capacity calculated using the daily production capacity (m³/day) authorized by the National Agency for Petroleum, Natural Gas and Biofuels (ANP) for each unit, multiplied by the days of harvest. The authorized capacity of hydrous ethanol is considered to be the maximum production limit for the distillation devices. As such, since the dehydration of the ethanol follows the distillation, the sum of the average daily volumes of hydrous ethanol production and anhydrous ethanol should not exceed the authorized capacity of hydrated ethanol. Capacity available in the Dynamic Report of biofuel production facilities authorized by the ANP.

Human Capital

Individuals within the organization's governance organs, broken down by gender (%)¹ GRI 405-1

2023/2024 harvest year	Men	88.9%
	Women	11.1%
	Total	100.0%

¹ The figures stated include employees from both Zilor and Biorigin.

Individuals within the organization's governance organs, broken down by age group (%)¹ GRI 405-1

2023/2024 harvest year	Under 30	0
	30 to 50 years of age	11.1%
	Over 50	88.9%
	Total	100.0%

¹ The figures stated include employees from both Zilor and Biorigin.

Employees, broken down by employment category and gender (%)¹ GRI 405-1

2023/2024 harvest year		
Employment category	Men	Women
Executive Board	85.7%	14.3%
Managers	81.1%	18.9%
Coordinators	75.3%	24.7%
Supervisors	84.9%	15.1%
Specialists	60.0%	40.0%
Analysts	60.7%	39.3%
Technicians	83.3%	16.7%
Operational	91.8%	8.2%
Total	86.8%	13.2%

¹ The figures stated include employees from both Zilor and Biorigin.

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Employees, broken down by employment category and age group (%)¹

GRI 405-1

2023/2024 harvest year

	Under 30	30 to 50 years of age	Over 50
Executive Board	0%	28.6%	71.4%
Managers	0%	75.7%	24.3%
Coordinators	1.1%	83.2%	15.7%
Supervisors	9.6%	76.7%	13.7%
Specialists	9.1%	70.9%	20.0%
Analysts	36.3%	58.3%	5.5%
Technicians	17.4%	69.2%	13.4%
Operational	22.9%	55.3%	21.9%
Total	22.7%	58.0%	19.3%

¹ The figures stated include employees from both Zilor and Biorigin.

Employees from under-represented groups, broken down by employment category (%)^{1,2} GRI 405-1

2023/2024 harvest year

	PSN
Executive Board	0%
Managers	0%
Heads/Coordinators	1.1%
Technicians/Supervisors	11.0%
Administrative Staff	7.3%
Operational	11.1%
Total	8.8%

¹ The figures stated include employees from both Zilor and Biorigin.

² In 2023, the Climate Survey involved 2,654 participants, with 207 people (7.8%) declaring themselves to be Black.

Employees broken down by type of working day and gender^{1, 2, 3, 4, 5, 6} GRI 2-7

	2021/2022 harvest year			2022/2023 harvest year			2023/2024 harvest year		
Type of employment	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	3,084	408	3,492	3,170	461	3,631	3,405	517	3,922
Part-time	57	32	89	0	0	0	0	0	0
Total	3,141	440	3,581	3,170	461	3,631	3,405	517	3,922

¹ In order to compile the data, reports from the Senior System were used, always based upon the reference date of the last day of the harvest year, this being March 31 each year. The figures stated include employees from both Zilor and Biorigin.

² During the most recent reported periods, , no significant fluctuations were observed in the number of employees.

³ We do not employ the hiring system that does not guarantee working hours.

⁴ All the company's employees are located in the Southeastern Region.

⁵ In the 23/24 harvest year, the Hiring and Selection staff aimed to hire women for inclusion in the Lençóis Paulista and Quatá Agricultural teams.

⁶ The reported data does not include information on the United States or Belgian units.

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Parental leave GRI 401-3

		2022/2023 harvest year	2023/2024 harvest year
Employees who had the right to take leave	Men	3,170	3,405
	Women	461	517
Employees who took leave	Men	93	92
	Women	12	23
Employees who returned to work, during the period covered by the report, following the end of the leave	Men	93	91
	Women	12	23
Employees who returned to work following the leave and who continued to be employed 12 months after their return to work	Men	72	72
	Women	5	4
Employees who returned to work following leave in the previous period	Men	95	98
	Women	7	11
Return rate	Men	100	98.91
	Women	100	100
Rate of retention	Men	75.79	73.47
	Women	71.43	36.36

Employees broken down by employment category^{1, 2, 3, 4} GRI 2-8

	2022/2023 harvest year	2023/2024 harvest year
Apprentices	95	131
Interns	95	113
Total	190	244

¹ The basis for collection of the data is always the reference date of the last day of the harvest year, this being March 31 each year.

² We include only apprentices and trainees; for the other categories we do not monitor third parties or partners.

³ During the most recent reported periods, no significant fluctuations were observed in the number of workers.

⁴ The increase in the number of apprentices in the 2023/2024 harvest year compared to the 2022/2023 harvest year reflects our successful attraction and retention initiatives, providing valuable opportunities for these young talents. As well as fulfilling the quotas established by the Ministry of Labor, Zilor believes that working with young apprentices has a positive impact on the development of the community and diversity. Attracting a large number of women, the Young Learner Program serves as an entry way for women to train for jobs that are currently mostly occupied by men.

Ratio of standard entry level wage

by gender compared to local minimum wage ^{1, 2, 3} GRI 202-1	2022/2023 harvest year				2023/2024 harvest year			
	São José Unit, Macatuba - SP		Barra Grande Unit, Lençóis Paulista - SP		Quatá Unit - SP			
	Men	Women	Men	Women	Men	Women	Men	Women
Lowest wage paid by the organization	1,564.20	1,564.20	1,786.40	1,856.80	1,625.80	1,625.80	1,676.40	1,639.00
Minimum wage as established by legislation or union	1,564.20	1,564.20	1,608.20	1,608.20	1,608.20	1,608.20	1,608.20	1,608.20
Percentage ratio	100.00	100.00	111.08	115.46	101.09	101.09	104.24	101.92

¹ The company has a remuneration policy that defines minimum salaries that are above the local minimum wage and which are updated annually in line with the market average, and with salary ceilings by category, established by means of collective bargaining.

² For those workers who are not directly employed, there are no specific initiatives designed to guarantee that their salaries are above the minimum wage.

³ The definition of "important operational units" adopted by the Company includes all the operational units.

New employee hires and turnover

Total number and rate ¹ GRI 401-1		Total number of new employee hires			Rate of new employee hirings		
		2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year	2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year
By age group	Under 30	549	409	471	54.7%	52.0%	52.9%
	30 to 50 years of age	596	554	557	29.5%	25.7%	24.6%
	Over 50 years of age	147	158	236	26.3%	22.8%	31.3%
By gender	Men	1,066	929	1,067	33.9%	29.3%	31.4%
	Women	226	192	197	51.4%	41.7%	38.5%
Total		1,292	1,121	1,264	36.1%	30.9%	32.3%

¹ All the company's employees are located in the Southeastern Region.

New employee hires and turnover

Total number and rate ^{1, 2, 3} GRI 401-1		Total number of dismissals			Rate of turnover		
		2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year	2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year
By age group	Under 30	516	305	225	53.0%	45.4%	39.1%
	30 to 50 years of age	757	539	306	33.5%	25.4%	19.0%
	Over 50 years of age	191	156	105	30.2%	22.7%	22.6%
By gender	Men	1,210	846	565	36.2%	28.0%	24.0%
	Women	254	154	71	54.5%	28.0%	26.2%
Total		1,464	1,000	636	38.5%	29.2%	24.3%

¹ Calculation methodology: [(hires + dismissals)/2]/total headcount.

² All the company's employees are located in the Southeastern Region.

³ For turnover, only indefinite contracts are included and the figures stated include employees from both Zilor and Biorigin.

Ratio of basic salary and remuneration received by women and that received by men – broken down by employment category^{1, 2}

GRI 405-2

2023/2024 harvest year	Base salary	Remuneration
Executive Board	-	-
Managers	0.9	0.9
Coordinators	1.0	1.1
Supervisors	1.0	1.0
Specialists	1.0	1.0
Analysts	1.0	1.0
Technicians	0.8	0.7
Operational	0.9	0.9

¹ The Company includes all the operational units for calculation of this indicator.

² The data concerning the Board of Directors category have not been informed for reasons of confidentiality, given that there is only one woman in this category.

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Employees receiving performance analyses broken down by employment category (%) GRI 404-3

	2022/2023 harvest year			2023/2024 harvest year		
	Men	Women	Total	Men	Women	Total
Executive Board	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%
Managers	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Coordinators	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Supervisors	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Specialists	100.0%	88.9%	94.4%	0%	0%	0%
Analysts	98.7%	100.0%	99.4%	100.0%	100.0%	100.0%
Technicians	99.6%	100.0%	99.6%	100.0%	0%	95.0%
Operational	39.5%	58.5%	46.9%	32.8%	30.6%	32.6%
Total	46.1%	53.4%	46.9%	43.9%	57.8%	45.8%

Work-related injuries ^{1, 2, 3} GRI 403-9, SASB FB-AG-320a.1		2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year
Basic data	Number of man hours worked (MHW)	6,691,275	7,407,019	8,030,694
	Number of near-miss accidents	1,468	1,379	1,691
	Total number of accidents (with and without time off work)	33	37	36
	Total number of accidents involving more than 15 days off work	5	3	7
	Number of accidents resulting in fatalities	1	0	0
	Number of days lost/debited	6,231	203	843
Rates calculated using a factor of one million MHW	Recordable accident frequency rate (TRIR)	4.93	5	4.48
	Rate of frequency of accidents involving more than 15 days off work	0.75	0.41	0.87
	Rate of frequency of accidents with fatalities	0.15	0	0
	Accident severity rate	931.21	27.41	104.97
Rates calculated using a factor of 200,000 MHW	Rate of frequency of near-miss accidents	43.88	37.23	42.11
	Recordable incident frequency rate (TRIR)	0.99	1	4.48
	Fatality rate	0.03	0	0

¹ All incidents are investigated by a multi-disciplinary team involving improvement actions and training whenever necessary. The incidents are attended to by the Emergency Crew with the ambulance's exit from the gatehouse being registered and controlled.

² The norms, premises and methodologies used include the regulatory norms (RNs) established by the Ministry of Labor and Employment (MTE), and the analysis and management of risks.

³ The types of work-related accidents that occurred, include falls, burns, accidents with equipment, trauma-related injuries and compression of hands.

Average number of hours of training per employee¹ GRI 404-1

		2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year
By gender	Men	17.2	25.6	24.9
	Women	11.6	16.2	15.3
By employment level	Executive Board		1.1	0
	Managers	11.7	9	4.6
	Coordinators		23.7	14, 2
	Supervisors		19.2	26.5
	Specialists		6.4	4.3
	Analysts	14.6	10.9	9
	Technicians		25.7	19.3
	Operational		26.4	26.7
	Total	16.5	24.4	23.6

¹ The training sessions offered include technical knowledge, depending upon requirements, the types of sessions mentioned in the IDPs and in the skills matrix, as well as normative training, in accordance with the currently applicable legislation and in preparation for the Scholarship-Qualification Program.

Risk Management

Supervision and delegation of responsibility for managing impacts GRI 2-12, 2-13

The highest governing body performs a crucial role in the development and updating of the Company's guidelines relating to sustainable development. Zilor's Sustainability Report includes a statement from the Company's CEO and the Chairman of the Board of Directors, which reinforce the commitment to sustainable development. The strategies, policies and objectives related to this topic are monitored and approved by the Board of Directors and implemented by the Executive Board. Although the highest governing body does not participate directly in the supervision of the processes designed to identify

and manage the impacts on the economy, environment and people, it is responsible for supervising the implementation of these processes, evaluating the results, identifying gaps and opportunities for improvement, making strategic decisions, and communicating the results, whilst also continually monitoring them and assuming ultimate responsibility. This analysis is ongoing, being performed on a monthly basis and during the cycles of strategic planning.

An executive is responsible for management of the impacts caused by Zilor, involving the development

and implementation of sustainability strategies; evaluating and monitoring sustainable performance; ensuring compliance with regulations and norms; integrating sustainability into processes and operations; promoting stakeholder engagement; developing sustainability initiatives; educating and raising awareness; promoting innovation and research; and evaluating risks and opportunities. Each week, the Executive Board meets to address matters of a strategic, financial, risk and operational nature, as well as others. This information is then reported to the Board of Directors for recognition and monitoring, and for any necessary decisions to be taken.

Suppliers

Percentage of new suppliers (contracted) selected based upon socio-environmental criteria^{1,2} GRI 308-1, 414-1

	2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year
New partners contracted	0	0	0
Contracting based upon environmental criteria	0	0	0
Percentage of contracting based upon environmental criteria (%) ¹	0	0	0
Contracting based upon social criteria (%)	0	0	0
Percentage of contracting based upon social criteria (%)	0	0	0

¹ In the 2023-2024 harvest year the number of suppliers remained at 19 (16 Agricultural Partners and 3 Condominiums).

² The 2023/2023 harvest year data disclosure methodology was adjusted to more closely align it with the norm, which is why the historical data has been updated. GRI 2-4

Environment

Energy

Energy consumption (GJ) ^{1,2} GRI 302-1, FB-AG-130a.1	2022/2023 harvest year	2023/2024 harvest year
Consumption of fuels from non-renewable sources (GJ)		
Liquefied Petroleum Gas (LPG)	4,144.0	4,216.7
Diesel S500	404,906.0	538,501.1
Diesel S10	132,910.0	259,797.5
Gasoline	43.0	38.6
Acetylene	0.0	58.8
Subtotal	542,003.0	802,612.6
Consumption of fuels from renewable sources (GJ)		
Sugarcane bagasse	27,746,322.0	28,725,765.9
Hydrous ethanol	12,702.0	20,942.9
Firewood	0.0	1,269.3
Subtotal	27,759,024.0	28,747,978.1
Energy consumed (GJ)		
Electricity	124,618.0	1,563,012.7
Subtotal	124,618.0	1,563,012.7
Energy consumed sold (GJ)		
Electricity	1,630,458.0	2,007,876.1
Subtotal	1,630,458.0	2,007,876.1
Total	26,795,187.0	29,105,727.3

Energy Intensity¹ GRI 302-3

2022/2023 harvest year: 2.5 GJ

2023/2024 harvest year: 2.6 GJ

¹ Fuel consumption and the consumption and exportation of electricity are based upon the calendar year, given the use of information for the GHG Inventory in accordance with the Brazilian GHG Protocol Program (PBGHG). The conversion factors used are taken from the National Energy Balance.

² Zilor does not consume energy purchased for heating or refrigeration, nor does it sell energy for heating, refrigeration or steam.

¹ A measurement used to calculate energy intensity was the total consumption of energy in Gigajoules (GJ) divided by tons of sugarcane processed, including fuels and electricity. A total of 11,420,436 tons of sugarcane were milled across the harvest year. There is no energy consumption outside of the organization.

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Emissions

Direct greenhouse gas emissions (t CO₂ equivalent)^{3, 4, 5}

305-1, 305-2, 305-3, FB-AG-110a.1, TCFD 4.B

	Base year 2021	Base year 2022	Base year 2023
Scope 1 ¹			
Stationary combustion	N.D.	52,705.3	54,586.9
Industrial activities	N.D.	101,989.1	53,023.4
Mobile combustion	N.D.	36,866.0	1,193.6
Fugitive emissions	N.D.	461.4	627.5
Agricultural activities	N.D.	N.D.	101,344.6
Waste and effluents	N.D.	N.D.	314.8
Total Scope 1 emissions	262,935.1	192,021.7	211,090.8
Biogenic emissions	2,800,804.6	31,726.4	3,279,869.8
Scope 3 ²			
Commodities and services acquired	N.D.	N.D.	199,339.6
Upstream transportation and distribution	N.D.	N.D.	18,967.1
Total Scope 3 emissions	N.D.	N.D.	218,306.7
Biogenic emissions	N.D.	N.D.	35,873.9
Total emissions	262,935.1	192,021.7	429,397.5

¹ The gases included in the Scope 1 calculations are: CO₂, CH₄, N₂O and HFCs.
² The gases included in the Scope 1 calculations are: CO₂, CH₄, N₂O and SF₆.
³ The base year is that preceding the reported year. There were no significant changes in emissions that meant there was a need for new calculations in the base year.
⁴ The reference for the emissions factors and global warming potentials (GWP) was the GHG Protocol tool. The consolidation approach used is that of operational control, and the norms and methodologies adopted are the GHG Protocol and the ISO 14064.
⁵ For Scope 2, Zilor uses the guidelines for the calculation of Scope 2 emissions in the greenhouse gas organizational inventories established in version 4.0 of the Brazilian GHG Protocol Program. According to these guidelines, if the annual balance of the organization's energy generation is positive or zero, there is no need to estimate emissions using the consumption costs of electricity from the grid. Zilor consumes

very little grid-sourced electricity and the excess energy that is sold is far superior, with the balance being positive and without the environmental attributes being passed on to third parties.

Intensity of greenhouse gas emissions^{1, 2, 3} GRI 305-4

Base year 2022	Base year 2023
0.02	0.02

¹ All the gases included in the Kyoto Protocol were considered in the calculations: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆ and NF₃.
¹ Including Scopes 1 and 2.
³ Measurement: Scopes 1 and 2 emissions in kilos divided by production in kg.

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Greenhouse gas (GHG) emissions in the lifecycle, by type of biofuel (gCO₂eq/MJ) SASB RR-BI-410a.1

Carbon footprint	2022/2023 harvest year			2023/2024 harvest year		
	São José	Barra Grande	Quatá	São José	Barra Grande	Quatá
Anhydrous ethanol produced	67.1	63.9	59.3	67.1	63.9	59.3
Hydrous ethanol produced	66.8	63.5	59.0	66.8	63.6	59.0
Carbon Intensity of Hydrous Ethanol	-	-	-	20.6	23.9	28.4
Carbon Intensity of Hydrous Ethanol	-	-	-	20.7	23.5	28.1

Atmospheric emissions (t) SASB RR-BI-120a.1	2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year
NO _x	490.0	537.6	1,162.0
Particulate matter	2,118.7	1,627.3	1,983.0

Percentage of renewable fuel used by the fleet¹ SASB FB-AG-110a.3

Fuel consumed by proprietary fleet vehicles (GJ)	819,280
Renewable fuel consumed by proprietary fleet vehicles (GJ)	20,943
Percentage of renewable fuel consumed by proprietary fleet vehicles (%)	2.56

¹ The fuel consumed by fleet vehicles was included in this indicator (renewable + non-renewable)

Natural resources

Water

Total volume of water collected in all areas and in hydro-stress areas, per source (ML) ^{1, 2} GRI 303- 3	2021/2022 harvest year	2022/2023 harvest year	2023/2024 harvest year
Source	All areas	All areas	All areas
Surface water (Total)	14,334.7	9,759.7	9,786.5
Underground water (Total)	4,543.0	4,318.1	870.0
Total	18,877.7	14,077.8	10,656.5

¹ In the 21/22 and 22/23 harvest years, the data included both Zilor and Biorigin. As of this harvest year, only the Zilor data has been included.
² The norms and methodologies adopted for the calculations include the Water Risk Atlas published by the World Resources Institute (WRI), as recommended by the SASB, concluding that none of the operating units are in areas of high or extremely high water stress.

Total volume of water collected in all areas and in hydro-stress areas, per source (ML) ^{1, 2} GRI 303- 3	2022/2023 harvest year	2023/2024 harvest year
Source	All areas	All areas
Surface water (Total)	80.1	78.7

¹ At Zilor, the wastewater arising from sanitary sewage is discharged following biological treatment.
² No wastewater is disposed of in underground waters, the sea or third party waters.
³ According to an evaluation performed by the Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI), none of the three agroindustrial units are located in areas of high or extremely high water stress. The water is discharged into waters classified as freshwaters.

Total volume of water consumed by all areas (ML) ^{1,2} GRI 303- 5		2022/2023 harvest year	2023/2024 harvest year
Total withdrawal of water		14,077.7	10,656.5
Water consumption		14,077.7	10,656.5

¹ The data relating to 2022/2023 have been revised and adjusted. **GRI 2-4²** The storage of water was not identified as a cause of significant impact related to the water. The compilation of data was based upon measurements performed by manufacturing execution systems (MES) and controls at the Water Treatment Station.



Waste

Total waste generated, destined for or diverted from disposal, broken down by category (t)^{1,2} GRI 306-3, 306-4, 306-5

2023/2024 harvest year

Total waste generated, broken down by category		
Hazardous waste	Refining, Recycling, Co-processing	756.3
Non-hazardous waste	Recycling	1,106.3
Total		1,862.7
Total waste diverted from final disposal, broken down by category		
Hazardous waste		0
Non-hazardous waste	Sugarcane bagasse - Recycling	2,938,214.4
	Filter cake - Recycling	347,292.0
Total		3,285,506.4
Total waste directed to final disposal, broken down by category		
Hazardous waste		0
Non-hazardous waste	Refining, Recycling, Co-processing	756.3
	Recycling	1,106.3
Total		1,862.7

¹ 3,285,506.39 t of waste was prevented

² Information produced by means of the Waste Movement Declaration (DMR) in relation solely to Zilor's own three units.

Land use

Volume and intensity of pesticides used by the following toxicity hazard levels^{1,2} GRI 13.6.2

Pesticide	Level of toxicity	Volume
Pesticide 1	Highly hazardous	16,084
Pesticide 2	Moderately hazardous	10,240
Pesticide 3	Slightly hazardous	156,260
Pesticide 4	Unlikely to present an acute hazard	183,837
Pesticide 5	Not classified (biological inputs or those without toxicology classification)	1,866
Pesticide 6	Extremely hazardous	0

¹ A large part of the agricultural pesticides used in our operations are low risk, with 50% being unlikely to present an acute hazard and 42% being slightly hazardous.

² We do not use extremely hazardous pesticides.

Corporate information

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Zip code: 17290-000, Brazil

Barra Grande Unit and Biorigin

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Grupo Report – gruporeport.com.br

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Leandro Lopes – graphic design
Cristiana Sampaio and Júlio Okabayashi – layout
Ana Souza and Isabela Ribeiro – project management and relations
Photographs - Zilor image bank
Steve Wingrove - translation

Visit our social media:



www.zilor.com.br



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@ZilorEnergiaeAlimentos

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@ biorigin_ingredients



Biorigin Food



Biorigin Feed

Limited assurance report of independent auditors on nonfinancial information contained in the Annual Sustainability Report.

To the
Shareholders, Board of Directors and Officers
Grupo Zilor
São Paulo - SP

Introduction

We have been engaged by Grupo Zilor ("Zilor") to submit our limited assurance limited assurance report on non-financial information contained in the Zilor's Annual Sustainability Report for the year ended March 31, 2024.

Our limited assurance does not extend to prior period information, or any other information disclosed in conjunction with the Annual Sustainability Report, including any embedded images, audio files, or videos.

Responsibilities of Zilor's management

Zilor's management is responsible for:

- select and establish appropriate criteria for the preparation of the information contained in the Annual Sustainability Report;
- prepare the information in accordance with the criteria and guidelines of the Global Reporting Initiative ("GRI Standards") and the Sustainability Accounting Standards Board – Agricultural Products e Biofuels ("SASB") for the Annual Sustainability Report;
- design, implement and maintain internal control over the relevant information for the preparation of the information contained in the Annual Sustainability Report, which are free from material misstatement, regardless of whether caused by fraud or error.

Auditor's responsibility

Our responsibility is to express a conclusion on non-financial information contained in the Annual Sustainability Report 2023, based on the limited assurance work carried out in accordance with Technical Communication CTO 07 - Limited Assurance Engagements regarding the non-financial information contained in the Integrated Report issued by the CFC, and based on NBC TO 3000 - Non-Audit Assurance Work and Review, also issued by the CFC, which is equivalent to the international standard ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information, issued by the International Auditing and Assurance Standards Board (IAASB). These standards require the auditor to comply with ethical requirements, independence and other responsibilities related to it, including the application of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system, including documented policies and procedures on meeting ethical requirements, professional standards, and applicable legal and regulatory requirements.

Additionally, the aforementioned standards require that the work be planned and executed with the objective of obtaining limited assurance that the non-financial information disclosures contained in the Annual Sustainability Report, taken as a whole, are free of material distortions.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) consists primarily of inquiries to Zilor's management and other Company professionals who are involved in preparing the information, as well as the application of analytical procedures to obtain evidence that make it possible to conclude, in the form of a limited assurance, on the information taken as a whole. A limited assurance work also requires the execution of additional procedures, when the independent auditor becomes aware of matters that lead him to believe that the indicators and climate disclosures disclosed in the Annual Sustainability Report, taken as a whole, may present material distortions

The selected procedures were based on our understanding of the aspects related to the compilation, materiality and presentation of the indicators contained in the Annual Sustainability Report, other circumstances of the work and our consideration of areas and processes associated with the material information disclosed in the Annual Sustainability Report, where relevant misstatements could exist. The procedures included, among others:

- a) the planning of the work, considering the relevance, the volume of quantitative and qualitative information and the operational and internal control systems that served as the basis for the elaboration of the indicators contained in the Annual Sustainability Report;
- b) the understanding of the calculation methodology and the procedures for compiling the indicators contained in the Annual Sustainability Report through inquiries with the managers responsible for the preparation of the information;
- c) the application of analytical procedures on quantitative information and inquiries about qualitative information and its correlation with those of the indicators contained in the Annual Sustainability Report;
- d) for cases in which the indicators contained in the Annual Sustainability Report are correlated with financial indicators, the comparison of these indicators with the financial statements and/or accounting records

The limited assurance work also included adherence to the guidelines and criteria of the GRI Standards and SASB preparation structure applicable to the preparation of the indicators contained in the Annual Sustainability Report.

We believe that the evidence obtained in our work is sufficient and appropriate to support our limited conclusion.

Scope and limitations

Procedures performed in limited assurance engagements vary in nature and timing and are less extensive than in reasonable assurance engagements. Consequently, the level of assurance obtained in a limited assurance engagement is substantially less than that which would have been obtained if a reasonable assurance engagement had been performed. If we had carried out a reasonable assurance work, we could have identified other matters and possible distortions that may exist in the information's contained in the Annual Sustainability Report. Accordingly, we do not express an opinion on this information.

Non-financial data are subject to more limitations than financial data, given the nature and diversity of the methods used to determine, calculate or estimate such data. Qualitative interpretations of materiality, relevance and accuracy of data are subject to individual assumptions and judgments. In addition, we do not perform any work on reported data for prior periods, nor on future projections and targets.

The preparation and presentation of the indicators in the Annual Sustainability Report followed the criteria of GRI Standards and SASB, therefore, do not have the objective of ensuring compliance with social, economic, environmental or engineering laws and regulations. These standards provide, however, for the presentation and disclosure of any non-compliance with such regulations when significant sanctions or fines occur. Our assurance report should be read and understood in this context, inherent to the selected criteria (GRI Standards, SASB).

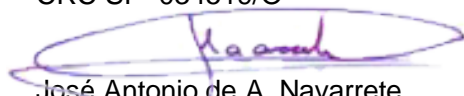
Conclusion

Based on the procedures carried out, described in this report and the evidence obtained, nothing has come to our attention that leads us to believe that the climate non-financial and disclosures contained in Zilor's Annual Sustainability Report for the period ended March 31, 2024, were not prepared, in all material respects, in accordance with the criteria and guidelines of GRI Standards and SASB.

São Paulo, January 02, 2025

Ernst & Young

Auditores Independentes S/S Ltda.
CRC SP- 034519/O



José Antonio de A. Navarrete
Contador CRC-SP198698/O