

Sustainability
REPORT
2025



Contents

◆ *Opening* —————

- 03. Message from the CEO
- 04. About the Report
- 05. Highlights from 2025

1. *About Helbor* —————

- 07. Profile
- 10. Our History
- 11. Business Model
- 14. Our Portfolio
- 15. Sustainability Integrated into Business
- 19. Launches and Deliveries

2. *Ethics and Integrity* —————

- 25. Corporate Governance
- 30. Ethics and anti-corruption
- 31. Risk management
- 32. Data Security and Privacy
- 33. Investor Relations

3. *Environmental Management* —

- 35. Environmental Strategy
- 36. Sustainable Developments
- 45. Fazenda Itapety
- 46. Climate Change
- 47. Energy Efficiency
- 49. Waste Management
- 51. Water Management

4. *Social Impact* —————

- 53. Social Impact Strategy
- 54. Support for Social Initiatives
- 56. "Incorporando Conhecimento"
(Incorporating Knowledge) Project
- 57. Enhancing Historical Heritage

5. *Team Helbor* —————

- 59. Organizational Culture
- 62. Our Team
- 64. Talent Management
- 69. Health, Safety and Well-being
- 70. Diversity and Inclusion
- 72. Casa Solidária

6. *Trust Relationships* —————

- 75. Suppliers
- 77. Partner Brokers
- 78. Customer Experience

7. *Performance* —————

- 81. Operational Performance
- 84. Financial Performance

◆ *Attachments* —————

- 87. Indicators Attachments
- 90. GRI Content Index
- 96. SASB Content Index
- 97. SGD Map
- 98. Credits

Message from the CEO

GRI 2-22

In 2025, Helbor continued to advance its strategy of integrating sustainable development into its business model. We achieved important progress, with a focus on construction quality, socio-environmental responsibility, and value creation for all our stakeholders.

Within the environmental pillar, we highlight the maintenance of the Empreendedor AQUA certification, which attests to our high efficiency standards. We further advanced on this front by certifying Patteo Vila Mariana, our first mixed-use development to receive the seal after achieving institutional recognition. In addition, we continued to invest in the rehabilitation of contaminated land, transforming environmental liabilities into safe urban assets for society.

From an operational standpoint, 2025 was marked by growth in gross sales, which reached R\$ 2.2 billion, representing an 8.9% increase compared to 2024. It was also a year of significant deliveries, including the completion of ten developments and a PSV of R\$ 2.0 billion.

On the social front, we had the honor of restoring Palacete Piauí, located in Higienópolis (SP), as part of the launch of the Casa Piauí residential development. This historic landmark was opened to the public through free guided tours, promoting access to culture and enhancing urban appreciation.

We remain confident in our ability to overcome the challenges of the real estate sector, by maintaining a disciplined, resilient management and a strong commitment to delivering experiences that transform people's lives.

Henry Borenstein

CEO of Helbor Empreendimentos S.A.



About the Report

GRI 2-3

Welcome to Helbor's 2025 Sustainability Report!

In this document, we present how Helbor conducted its activities throughout the year, highlighting the integration between strategy, governance, and economic, environmental, and social performance. The report reinforces the Company's commitment to transparency, responsible management, and long-term value creation, contributing to an ongoing dialogue with its stakeholders.



The information presented covers the period from January 1st to December 31st, 2025, and includes selected highlights related to developments launched and delivered through March 31st, 2026. This content is the result of a collaborative process involving multiple areas across the Company.

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards and follows the guidelines of the Sustainability Accounting Standards Board (SASB), aligning with industry-specific guidance and ensuring transparency in financial and socio-environmental disclosures.

Enjoy your reading!

Reading Tools

The report was structured to allow for multiple reading approaches. Readers may follow the content in a linear manner, progressing through the chapters, or directly access the topics and indicators of greatest interest, according to their need for further information.

The Attachments section brings together the indexes of the adopted guidelines, making it easier to refer to the reported content and to the sustainability standards considered in the preparation of this document.

In order to illustrate how Helbor's initiatives align with the global sustainability agenda, the report presents a Sustainable Development Goals (SDG) Map and indicates the related SDGs at the beginning of each chapter.

Highlights from 2025

✦ *Restoration of Palacete Piauí*

Recovery and opening to the public of a listed historic heritage asset in Higienópolis (SP).

✦ *AQUA Certification in Mixed-Use Developments*

Patteo Vila Mariana was granted the seal, becoming the first mixed-use development to be certified under the institutional seal.

✦ *Risk Management and Compliance*

Review of the corporate risk matrix across all company departments.

✦ *Digital Innovation in Sales*

Launch of Stay Moema, sold 100% through digital channels and aimed at an investor-focused audience.

✦ *Talent Development*

Implementation of the new Internship Program, focused on integration and recruitment dynamics.

✦ *Land Rehabilitation*

Continued investments in the remediation of degraded areas to enable new real estate projects.

✦ Chapter 1

About *Helbor*



SDG



MATERIAL TOPICS

Responsible
Construction





Profile

GRI 2-1 | 2-2

Founded in Mogi das Cruzes (SP) 48 years ago, Helbor is an exclusive real estate developer with a solid track record in the Brazilian real estate market. It is also one of the subsidiaries of the holding company Hélio Borenstein S.A. – Administração, Participações e Comércio. Throughout our trajectory, we have consolidated our pur-

pose - "Transforming spaces into places where you feel at home" - which guides the conception of our developments, the delivery of value to customers, partners, and shareholders, and our contribution to enhancing the surroundings of our developments.

Purpose

*Transforming
spaces into places
where you feel
at home.*



Business Vision

To be recognized as the developer that delivers real estate experiences that drive the industry forward and positively impact people's lives.

Positioning

Helbor is a Brazilian real estate developer that develops real estate projects and transforms its surroundings, delivering value to customers, partners, and shareholders. With a legacy of excellence, it creates timeless and welcoming spaces for everyone to live better.

Our Values



BUILDING BONDS

Long-lasting relationships are the basis for a business' growth, and we know that confidence is what sustains them. That is why we work closely and, above all, transparently, always aiming to exceed expectations and ensure quality in everything we do, to gain the trust of those who relate to us.



ENTREPRENEURSHIP IS OUR FOUNDATION

We were born from entrepreneurship, which motivates us to embrace new opportunities creatively and firmly. We are concerned about being ahead in order to offer the solution that best suits our customers. In each journey, we add new learning, and, most importantly: we adapt and evolve.



PROJECTING ACHIEVEMENTS

We are results-oriented and understand that our growth is tied to the success of our partners, customers, investors, and the society. Therefore, we pursue sustainable development, understanding the individuality of each one and committing ourselves not only to our results, but to contributing, adding value, and making a difference in people's lives.

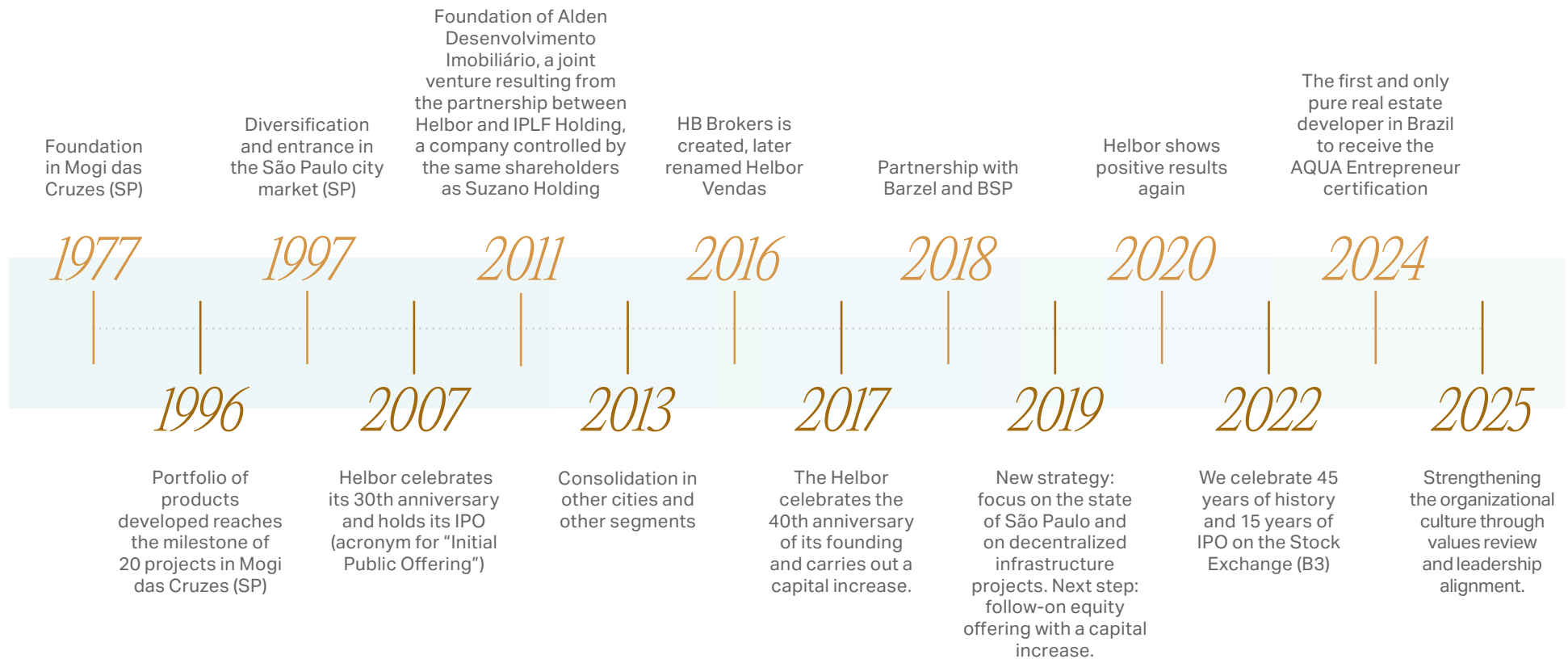


DESIGNING NEW STORIES

We are a family company and we keep this in our DNA. We know that a bright future depends on the past we have built and on what we do today. We are dedicated and passionate in all our deliveries, turning each one of them into projects that capture people's hearts, inspire, and leave a legacy for future generations.

Our History

Founded in 1977, and inspired by the trajectory of immigrant Hélio Borenstein, Helbor has consolidated its presence in real estate development over 48 years of operations. Throughout this period, we have continuously refined our business model to respond to economic challenges and sector demands, while maintaining a focus on operational efficiency, the quality of our developments, and innovation. Below, we present the key milestones of our trajectory:





Helbor Collage
Bela Vista

Business Model

GRI 2-6 | 3-3

We have adopted a robust and flexible business model in the real estate sector, aimed at delivering high-quality residential and commercial solutions aligned with market demands. We stand out for our adaptability, supported by a portfolio that ranges from compact 25-sqm properties to large-scale developments of up to 400 sqm, catering to a wide range of customer profiles.

Our model is structured to respond effectively to different industry scenarios through product diversification, risk management, and the integration of sustainable practices into our developments, ensuring long-term value for our stakeholders.

What do We Do?



LAND PROSPECTING AND ACQUISITION

We imagine the possibilities that the spaces offer for our developments:

- Land development and appreciation;
- Transformed urban landscapes;
- Rehabilitation of contaminated areas.



PROJECT DEVELOPMENT

We create unique projects, that transform cities:

- Innovative projects;
- Guaranteed accessibility;
- Integration of eco-efficiency requirements to the projects;
- Comfort.



PARTNERSHIPS FOR PROPERTY CONSTRUCTION

We work in partnership with construction companies that are a benchmark in the segment and in the region of the development:

- Mandatory compliance with social and environmental aspects at the construction sites;
- Supervision to ensure the best labor practices at the construction sites;
- Monitoring the quality and safety of the constructions.



MARKETING OF UNITS

We deliver developments that are genuine real estate experiences for our customers:

- Own brokerage, which allows better alignment with the Company's launching strategies;
- Independent brokers and real estate partners supporting the commercialization of the units;
- Closeness to the customers.



Our Differentials

- Landbank • Solid partnerships •
- Competent team • Own brokerage •
- Operation focused on Incorporation • Experience and Track Record •



PRODUCT QUALITY

Excellent developments that comply with all quality, safety and accessibility requirements



SOCIAL IMPACT

Unforgettable experiences that provide comfort and well-being to our customers, in addition to local development



COMPLIANCE WITH SPECIFICATIONS

Delivery of the final project fully meeting the specifications agreed upon in the sale



ECO-EFFICIENT CONSTRUCTIONS

Generation of positive environmental impacts from land rehabilitation and the incorporation of water, energy and waste management eco-efficiency attributes.



DEADLINE COMPLIANCE

Deliveries made on time, with no inconveniences and frustrations.

What do We Deliver?

Structuring the Development Cycle

GRI 2-6 | 3-3

Helbor's operations throughout the development cycle is carefully planned and executed, from land prospecting to the delivery of the final product.

1. LAND PROSPECTING AND ACQUISITION

The first stage is guided by a strategic decision grounded in the potential for value appreciation and urban integration. We conduct an in-depth assessment of local infrastructure, accessibility, and service availability, in order to ensure that residents benefit from convenience and well-being.

To ensure investment profitability and security, we carry out legal and environmental audits, as well as financial feasibility studies, in partnership with specialized consulting firms. This approach mitigates risks and ensures that the site can support the quality standards associated with our brand.

2. PLANNING AND DEVELOPMENT OF PROJECTS

We rely on qualified engineering and architecture teams that conceive innovative projects, thoughtfully integrated into the urban environment and guided by eco-efficiency principles.

Our design solutions aim to maximize the use of natural lighting, reduce water and energy consumption, and incorporate native vegetation into landscaping.

3. PARTNERSHIPS FOR PROPERTY CONSTRUCTION

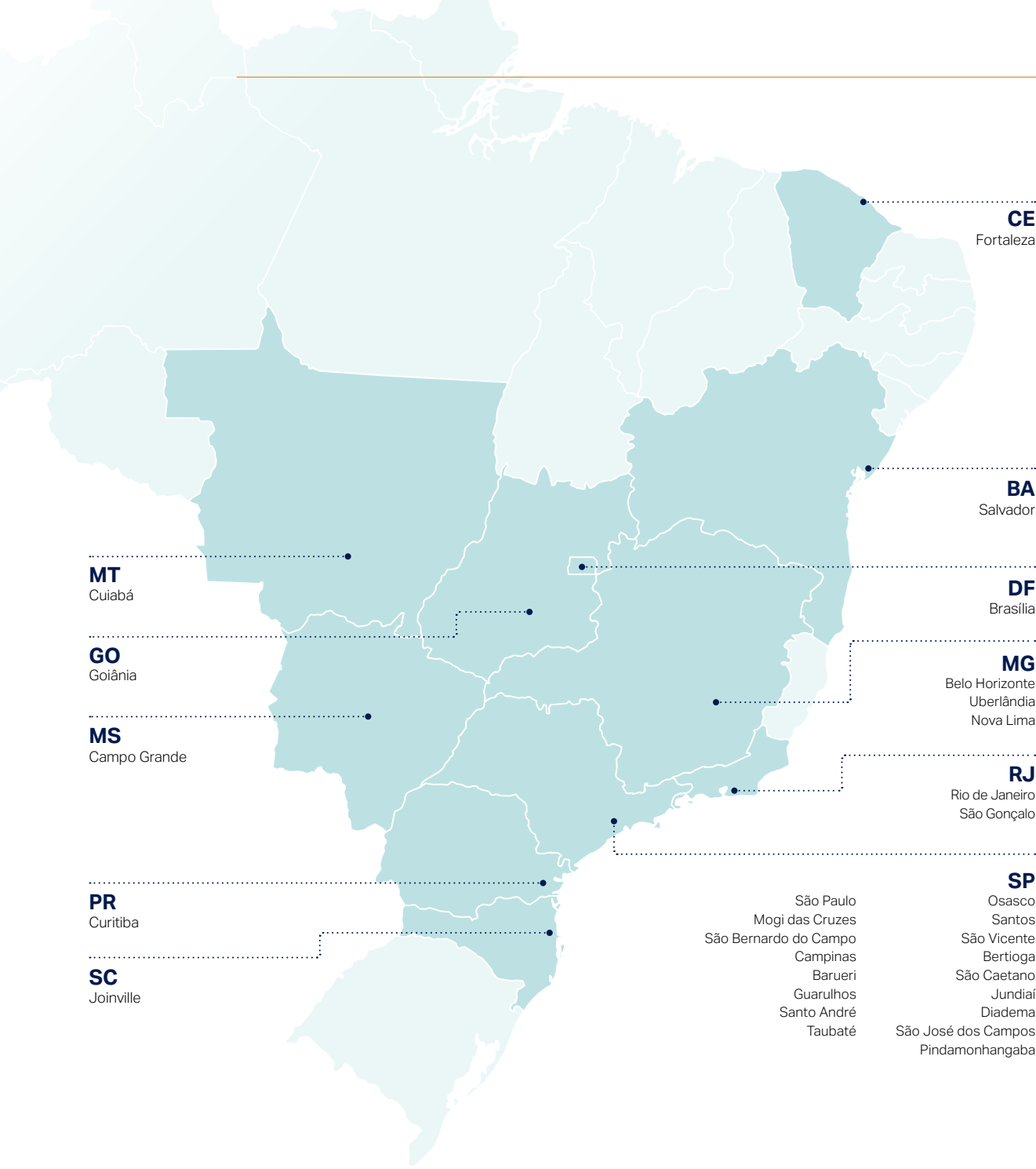
As a pure real estate developer, Helbor establishes strategic partnerships with nationally or regionally renowned construction companies.

The choice of these partners considers both technical expertise and financial soundness. We maintain rigorous oversight through monthly reporting and audits to ensure compliance with project timelines, safety standards, and labor regulations.

4. SALES AND AFTER-SALES

Our sales strategy is structured to ensure close relationships with our customers.

The process combines the efforts of Helbor Vendas (our in-house brokerage with 700 professionals) with a network of more than 40,000 partner brokers and real estate agencies, all supported by the CorretorON digital platform.



Our Portfolio

GRI 2-1 | 2-6 | IF-RE-000.A

Since its founding, Helbor has expanded its presence in the real estate market through the delivery of 250 residential, commercial, and mixed-use developments, totaling approximately 47,000 units and more than eight million square meters delivered.

We currently have projects in 30 municipalities, across ten Brazilian states and the Federal District, with a significant concentration in the state of São Paulo.

Please refer to page 19 for our 2025 launches and deliveries.

	Delivered	In development
Residential	215	17
Corporate	34*	0
Mixed	11	6

* In addition to the assets intended for sale, Helbor owns two administrative buildings (headquarters and branch office), where employees carry out their work activities.

Sustainability Integrated into Business

GRI 2-12 | 2-13 | 2-14

At Helbor, we develop projects guided by efficiency, the responsible use of natural resources, and compliance with the technical and regulatory standards of the sector, while taking into account evolving consumption patterns and urban dynamics. As part of this approach, we pursue project certification based on recognized socio-environmental criteria, with a focus on impact mitigation, the restoration of degraded areas, and the integration of sustainable solutions.

We also support and encourage our partner construction companies to implement educational initiatives with construction workers, with an emphasis on literacy and the development of technical and professional skills.

Our ESG Policy, approved by the Board of Directors, integrates socio-environmental and governance criteria into the Company's decision-making processes. This document also underpins the contractual clauses required in agreements with partner construction companies, ensuring compliance with Helbor's sustainability standards.

The Vice Presidency of Corporate Governance is responsible for overseeing internal controls and monitoring the ESG agenda. The execution of our strategy also relies on the active involvement of the Executive Board, particularly the Engineering, Corporate Governance, and Human Resources areas.

In this context, the sustainability report is validated by the directors responsible for the reported topics, with final approval granted by the Vice President of Corporate Governance. The document is then shared with the Board of Directors for their acknowledgment.

Additionally, Helbor's sustainability strategy is guided by global and sectoral commitments, including reporting to the Carbon Disclosure Project (CDP) and adherence to the United Nations Global Compact (UNGC), through which we commit to principles related to human rights, labor, the environment, and fighting corruption.

Materiality

GRI 3-1 | 3-2

To strengthen our sustainability governance and align our actions with stakeholder expectations, Helbor conducted a materiality assessment in 2022. This process enabled us to identify the most relevant environmental, social, and governance (ESG) topics for our business model and value creation strategy.

The process involved the participation of diverse stakeholders, including shareholders, customers, employees, construction companies, executive officers, brokers, financial institutions, business partners, and competitors, ensuring a comprehensive and representative perspective.

The methodology was structured in four stages: (i) strategic scenario assessment, including peer analysis and market mechanisms; (ii) stakeholder consultation; (iii) development of the materiality matrix, integrating strategic insights with stakeholder perceptions; and (iv) definition of priority topics.

As a result, we identified 12 material topics, organized into six major themes, which guide the Company's decisions and sustainability initiatives.

Material Themes	Ícones	Material Topics	SDG
Operational Environmental Impacts		Waste management	
		Water use management	
		Energy use management	
Responsible Construction		Supplier environmental assessment	
		Best labor practices in the supply chain	
Employee Development and Engagement		Talent attraction and retention	
		Training and education	
		Diversity, equality and non-discrimination	
Ethical Driving		Governance structure for compliance	
		Ethics and anti-corruption	
Social Impacts of the Developments		Support for social development	
Quality and Safety of the Developments		Safety of the developments	

Stakeholder Engagement

GRI 2-6 | 2-12 | 2-29

Stakeholder engagement is essential to the success of our sustainability strategy. At Helbor, we strive to maintain an ongoing and constructive dialogue with our various stakeholders, including employees, customers, suppliers, local communities, investors, and regulatory authorities.



Internal Stakeholders



EMPLOYEES

Strengthen a culture of trust and engagement, and to promote ongoing professional development.



BROKERS AND PARTNER REAL ESTATE AGENCIES

Provide technical support and strategic materials for the qualified marketing of inventory and new developments.



BOARD MEMBERS AND EXECUTIVE OFFICERS

Defining long-term strategy, overseeing governance, managing risks, and ensuring business integrity.

External Stakeholders



CUSTOMERS

Service provision and information dissemination in an agile and accurate manner.



INVESTORS AND SHAREHOLDERS

Transparency in management and disclosure of operational and financial results.



SUPPLIERS AND FINANCIAL INSTITUTIONS

Formalization of partnerships, hiring, and strategic negotiations.



PRESS

Dissemination of relevant facts, releases, and support for journalistic services.



CLASS ASSOCIATIONS AND ENTITIES

Representation of the sector before public authorities and sharing of market intelligence.



COMMUNITY AND REGULATORY AGENCIES

Ensure urban planning compliance and promote dialogue to mitigate local impacts.

Launches and Deliveries

Helbor's product mix strategy in 2025 was grounded in diversification and innovation. We continued to serve both the investor market and end customers, with a portfolio of developments ranging from compact products to high-end developments designed for customers seeking exclusive, high value-added properties.

The trend toward compact products gained momentum, particularly in the urban market, where demand for smaller, functional units was driven by the growing interest of investors seeking profitability. Conversely, demand for high-end properties remained stable, with a focus on premium locations and customized products that meet the preferences of discerning customers.



Launches

In 2025, we launched 11 developments, aligned with market trends and the profile of our customers. These developments totaled a Net Total Launched Potential Sales Value (PSV) of R\$ 2.2 billion, of which 60.5% correspond to the Company's share.



Fazenda Itapety

- \$ TOTAL PSV: BRL 153 MM
- 🏠 25% HELBOR
- ★ HIGH SEGMENT
- 📍 MOGI DAS CRUZES (SP)



Clube Patteo São Bernardo – Phase 1

- \$ TOTAL PSV: BRL 135 MM
- 🏠 50% HELBOR
- ★ MIDDLE-HIGH SEGMENT
- 📍 SÃO BERNARDO DO CAMPO (SP)



Supreme Anália Franco

- \$ TOTAL PSV: BRL 204 MM
- 🏠 20% HELBOR
- ★ ECONOMIC
- 📍 SÃO PAULO (SP)



BRK by Helbor

- \$ TOTAL PSV: BRL 212 MM
- 🏠 100% HELBOR
- ★ MIDDLE-HIGH SEGMENT
- 📍 SÃO PAULO (SP)

In 2025 the developments Stay Moema by Helbor and Neo Concept stood out.



Stay Moema by Helbor

- TOTAL PSV: BRL 126 MM
- 100% HELBOR
- HIGH SEGMENT
- SÃO PAULO (SP)

Digital Positioning: 100% marketed via digital platform, delivering an innovative experience with furnished units and high added value.

Product Model Innovation: Focus on compact design and efficiency, redefining affordable housing for both investors and urban residents.



Collage Bela Vista

- TOTAL PSV: BRL 244 MM
- 100% HELBOR
- MIDDLE SEGMENT
- SÃO PAULO (SP)



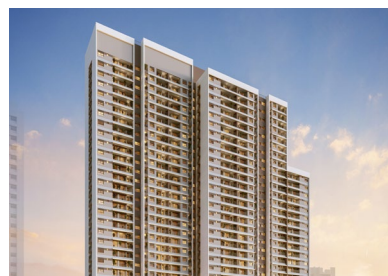
Alegria Patteo Mogilar

- TOTAL PSV: BRL 216 MM
- 80% HELBOR
- MIDDLE SEGMENT
- MOGI DAS CRUZES (SP)



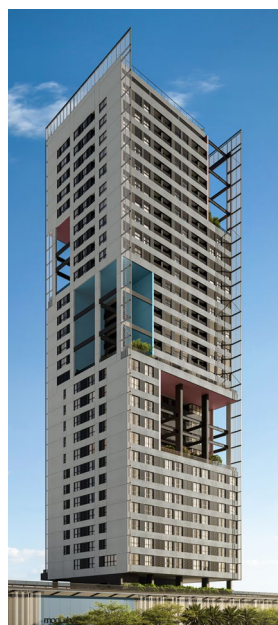
Casa Piauí

- TOTAL PSV: BRL 169 MM
- 100% HELBOR
- ULTRA HIGH SEGMENT
- SÃO PAULO (SP)



Garden Design Private Park Residence

- TOTAL PSV: BRL 408 MM
- 18% HELBOR
- MIDDLE SEGMENT
- SÃO PAULO (SP)



Neo Concept

- TOTAL PSV: BRL 241 MM
- 60% HELBOR
- MIDDLE SEGMENT
- MOGI DAS CRUZES (SP)

Mixed-used development: A strategically located project, achieving strong commercial success, with versatile residential and commercial use, contributing to a dynamic urban environment.

Emphasis on Sales Performance: Accelerated sales demonstrates the development's attractiveness and the effectiveness of our strategy, reinforcing Helbor's delivery potential.

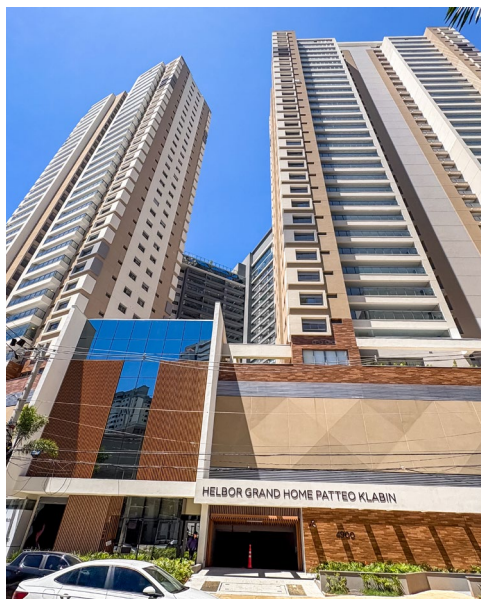


Helbor Clube Patteo São Bernardo – Phase 2

- TOTAL PSV: BRL 141 MM
- 50% HELBOR
- MIDDLE-HIGH SEGMENT
- SÃO BERNARDO DO CAMPO (SP)

Deliveries

In 2025, Helbor delivered ten developments, in line with the market demands dynamics. These deliveries totaled a Potential Sales Value (PSV) of R\$ 2 billion, of which 54% correspond to the Company's share, equivalent to R\$ 1.1 billion.



Grand Home Patteo Klabin - Fase 2

- \$ TOTAL PSV: BRL 376 MM
- 🏠 60% HELBOR
- ★ HIGH SEGMENT
- 📍 SÃO PAULO (SP)



Elo Duo Caminhos da Lapa

- \$ TOTAL PSV: BRL 221 MM
- 🏠 18% HELBOR
- ★ MIDDLE SEGMENT
- 📍 SÃO PAULO (SP)



My Way Guanabara

- \$ TOTAL PSV: BRL 93 MM
- 🏠 80% HELBOR
- ★ MIDDLE SEGMENT
- 📍 CAMPINAS (SP)



Jardins por Artefacto

- \$ TOTAL PSV: BRL 243 MM
- 🏠 55% HELBOR
- ★ Ultra High Segment
- 📍 SÃO PAULO (SP)



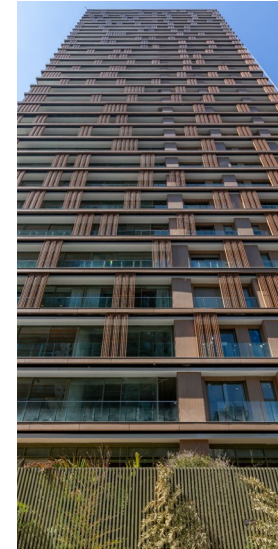
Reserva Caminhos da Lapa *Phases 2 and 3*

- \$ TOTAL PSV: BRL 306 MM
- 🏠 42% HELBOR
- ★ MÉDIO-HIGH SEGMENT
- 📍 SÃO PAULO (SP)



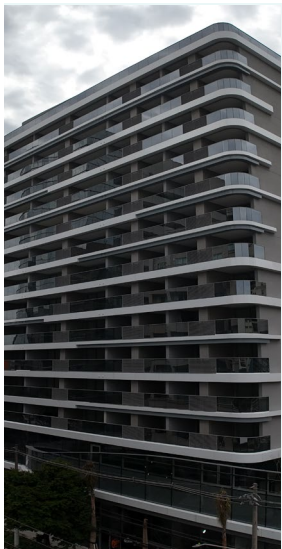
New Patteo Osasco

- \$ TOTAL PSV: BRL 104 MM
- 🏠 70% HELBOR
- ★ MIDDLE SEGMENT
- 📍 OSASCO (SP)



Figueira Leopoldo

- \$ TOTAL PSV: BRL 321 MM
- 🏠 50% HELBOR
- ★ ULTRA HIGH SEGMENT
- 📍 SÃO PAULO (SP)



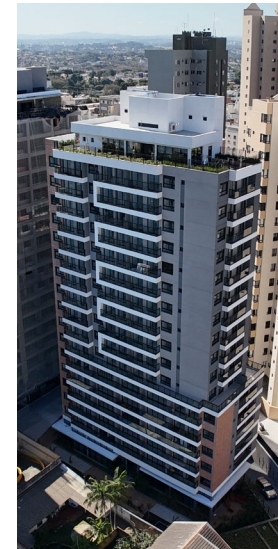
Duo Lifestyle By Helbor

- \$ TOTAL PSV: BRL 152 MM
- 🏠 100% HELBOR
- ★ MÉDIO-HIGH SEGMENT
- 📍 SÃO PAULO (SP)



Helbor Patteo São Bernardo

- \$ TOTAL PSV: BRL 179 MM
- 🏠 50% HELBOR
- ★ MÉDIO-HIGH SEGMENT
- 📍 SÃO BERNARDO (SP)



My Place Jardim Botânico By Helbor

- \$ TOTAL PSV: BRL 63 MM
- 🏠 70% HELBOR
- ★ MÉDIO-HIGH SEGMENT
- 📍 CURITIBA (PR)

✦ Chapter 2

Ethics and *Integrity*



SDG



MATERIAL TOPICS

Ethical
Driving



Corporate Governance

GRI 2-9 | 2-11

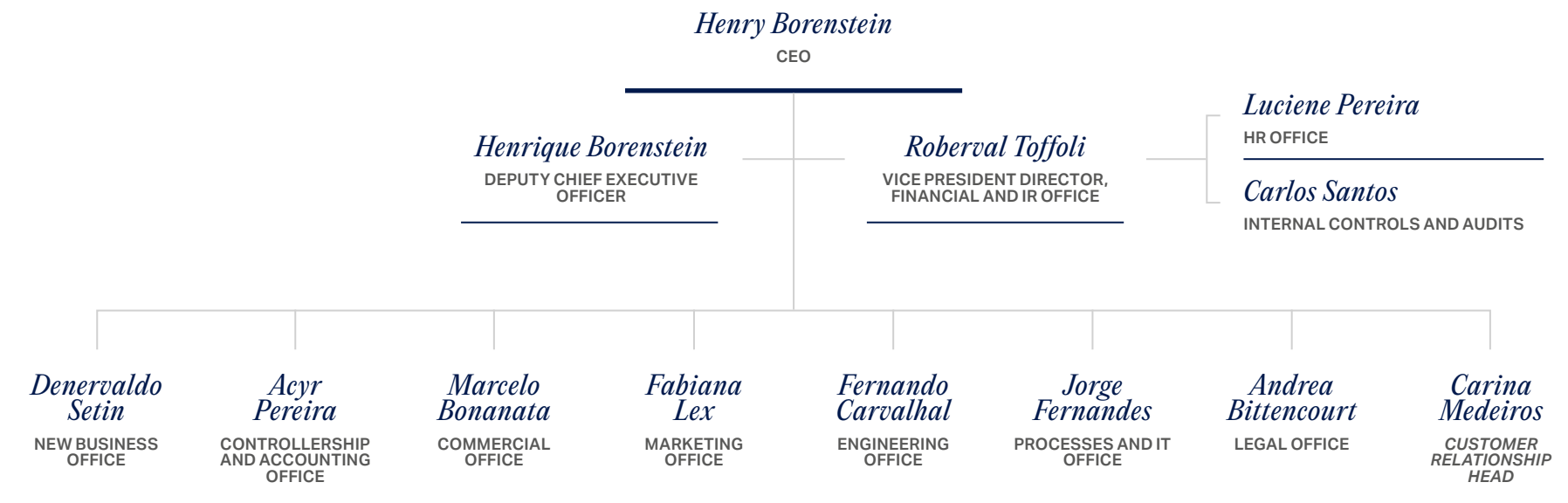
Helbor's governance structure is guided by principles of transparency, accountability, and efficiency. Since 2007, the Company has been listed on the Novo Mercado segment of B3 (Brasil, Bolsa, Balcão), which establishes higher corporate governance standards, with a focus on transparency, equitable treatment of shareholders, and the protection of minority investors.

In addition, we adopt the recommendations of Instituto Brasileiro de Corporate Governance (IBGC),

incorporating practices aligned with recognized market benchmarks into our management model.

These commitments are formalized in our Bylaws, which incorporate the Novo Mercado regulations and the guidelines recommended by the IBGC, ensuring that we conduct our business with a strong focus on compliance, risk management, and long-term sustainability.

✦ For more details, please visit: <https://bit.ly/4u2NsJF>





Board of Directors

GRI 2-9 | 2-10

The Board of Directors (BoD) is the Company's highest decision-making body, responsible for establishing our general policies and business guidelines, including the definition of our long-term strategy. The Board is also responsible for monitoring and overseeing the Company's performance, as well as supervising executive management.

The selection of members to join the Board follows the guidelines set out in the Nomination Policy for Members of the Board of Directors, Advisory Committees, and Executive Board. This document prioritizes qualified and ethical professionals who are aligned with the Company's values. Currently, the BoD is composed of seven members, five of whom do not hold executive positions and three of whom are independent. In addition, Board members hold, on average, four or

fewer mandates in other organizations, ensuring the necessary level of dedication to their roles at Helbor. Board members serve unified two-year terms and are elected as a single slate nominated by the Controlling Shareholder, with an average tenure of 11.1 years.

The current Chairman of the Board also holds executive roles within the Company. To mitigate potential conflicts of interest and ensure impartial decision-making, we rely on the support of Independent Committees.

- ◆ Learn about our Nomination Policy: <http://bit.ly/3H6PcLw>
- ◆ Check out the professional backgrounds and skills of the members of the Board of Directors: <https://ri.helbor.com.br/en/esg/board-council-and-committees/>

Fiscal Council

GRI 2-9 | 2-12

Helbor's Fiscal Council serves as a key control mechanism that helps us ensure transparency and efficiency in the use of capital. The body operates independently from the Board of Directors and the Executive Management, reporting directly to shareholders through the General Meeting.

Its primary responsibilities include thoroughly reviewing management's actions and continuously monitoring the organization's financial health. It also analyzes the quarterly financial reports and the annual financial statements, issuing an opinion on the consistency and reliability of the data disclosed to the market. The body is composed of three permanent members and three alternates, all independent and non-executive, serving unified one-year terms with the possibility of re-election.

Advisory Committees

To support the Board of Directors' decision-making process, Helbor relies on advisory committees* that are part of its corporate governance structure and reinforce its ESG agenda.



Statutory Audit and Risk Management Committee (COAUD)

Reporting directly to the Board of Directors, it is responsible for overseeing the quality and integrity of financial statements, ensuring compliance with regulatory requirements, and maintaining corporate risk levels within the defined risk appetite. To ensure full autonomy and impartiality, the COAUD has its own dedicated budget and is composed of three non-executive, independent members.



Ethics and People Committee

It is dedicated to strengthening corporate culture, playing an active role in defining and monitoring strategies focused on the development of our human capital.



Financial Committee

It promotes integration between the financial and commercial departments, contributing to sound decision-making that ensures Helbor's financial strength.



ESG Committee

It is responsible for defining initiatives and goals related to sustainability, driving the adoption of practices aligned with the ESG agenda.

*In 2025, the Executive Committee related to the General Data Protection Law (LGPD) was discontinued. Nevertheless, matters concerning LGPD continue to be addressed through dedicated, ad hoc meetings focused specifically on this subject.

Executive Board

GRI 2-13

The Statutory Executive Board is responsible for implementing the Company's strategies and must ensure that business operations are conducted in alignment with Helbor's corporate policies and its commitment to sound governance practices, integrity, and ethics.

The Executive Board is composed of a minimum of three and a maximum of eleven members, whether shareholders or not, elected by the Board of Directors, who serve a two-year term, with the possibility of re-election.



Top Management Compensation

GRI 2-19 | 2-20

Helbor has a Compensation Policy for the Members of the Board of Directors, Advisory Committees, and Executive Officers, which provides for the parameters that should guide fair compensation for the managers of these governance bodies.

The process for determining compensation amounts is approved annually by the Annual General Meeting (AGM), which sets the overall amount to be distributed between the Board of Directors and the Executive Board.

Structure and Criteria

Board of Directors and Fiscal Council: Members receive a fixed monthly compensation. In 2025, we enhanced the structure so that all members of the Board of Directors receive fixed salaries, eliminating the previous compensation model based solely on meeting attendance.

Executive Board:

The structure comprises a fixed compensation, which is determined individually, based on the responsibilities of each role and the professional experience of the executives, supplemented by a benefits package and variable compensation.

Variable Compensation and ESG Targets

Short- and long-term variable compensation is the Company's primary mechanism for aligning the performance of its directors with its strategic objectives. To further embed sustainability into the business, specific ESG targets are tied to executives' financial incentives, particularly within the Engineering, Governance, and Human Resources departments.

The main criteria for bonus payments include:



AQUA – HQE Certification

Achieving environmental certification for 100% of new residential developments launched under the Company's management during the year.



Governance Maturity

Advancing the practices required for Helbor's inclusion in the Corporate Sustainability Index (ISE B3).

Ethics and Anti-Corruption

GRI 2-23 | 2-26 | 3-3 | 205-1 | 205-2

Helbor reaffirms its commitment to conducting business with transparency and integrity, adopting a zero-tolerance stance toward any form of corruption, fraud, or discriminatory behavior. This commitment is formalized in our Code of Ethics and Conduct, approved by the Board of Directors, which guides the behavior of employees, managers, and partners, ensuring that all relationships are grounded in respect for human rights and full legal compliance.

In 2025, we completed the review of our Code of Ethics, and the release of the updated version is scheduled for 2026. The revision introduces clearer and more accessible language, reflecting the modernization of our organizational culture and the strengthening of guidelines focused on Diversity and Inclusion.

To ensure the effective internalization of these values, in 2025 we carried out ongoing communications through institutional emails and corporate TV channels, reaching 100% of employees and top governance members. We also delivered targeted training sessions on the topic for the Company's leadership positions.

Compliance with anti-corruption standards is monitored by the Internal Audit and Legal departments, which are responsible for the continuous verification of contractual and regulatory compliance. As a result of these control mechanisms, no cases of corruption were identified during the reporting period.



Anonymity and Confidentiality

We ensure the right to anonymous reporting, and strictly prohibit any form of retaliation against whistleblowers.



Impartiality in Analysis

Reports are initially received by a third-party company before being forwarded to the Ethics Committee.



Investigation and Sanction

The Ethics Committee has the autonomy to conduct investigations and apply disciplinary measures in accordance with the Integrity Policy.



Canal Íntegro:
Transparency and Security

www.canalintegro.com.br/etico

Risk Management

GRI 2-24

To keep corporate risks at appropriate levels, we rely on an internal structure with clearly defined roles and responsibilities, aligned with our Risk Management Policy. This document, approved by the Board of Directors, sets forth the guidelines for the identification, analysis, mitigation, and monitoring of risks.

In 2025, we reviewed and updated our risk matrix through an integrated process led by the Internal Audit and Internal Controls area, with the participation of all other Company departments. This initiative aimed to identify, assess, classify, and define the treatment of key risks across the real estate development value chain.

The initial stage included structured meetings with all areas, during which we mapped critical processes, responsibilities, risk events, and existing controls. This mapping covered strategic, operational, financial, regulatory, environmental, and compliance risks, arising from both internal and external sources.

The identified risks were described in a standardized manner, assessed based on two criteria, and classified into five levels:

- **Impact:** negligible, low, moderate, high, and critical, considering financial, operational, reputational, legal, and socio-environmental effects;
- **Likelihood of occurrence:** rare, unlikely, possible, likely, and almost certain, based on historical data, existing controls, the regulatory environment, and market conditions.

The combination of impact and likelihood enabled us to classify risks as low, medium, or high through a criticality matrix, guiding prioritization and the direction of management actions.

For each risk, we defined the appropriate treatment according to its level of criticality:

- **Immediate action:** for high risks, through structural measures;
- **Mitigation:** for medium risks, by strengthening controls, reviewing processes, or implementing action plans;
- **Monitoring:** for low risks, through periodic follow-up.



As a result, the Company established an integrated and updated risk matrix, used as a tool to support decision-making, strengthen internal controls, and continuously enhance corporate governance.

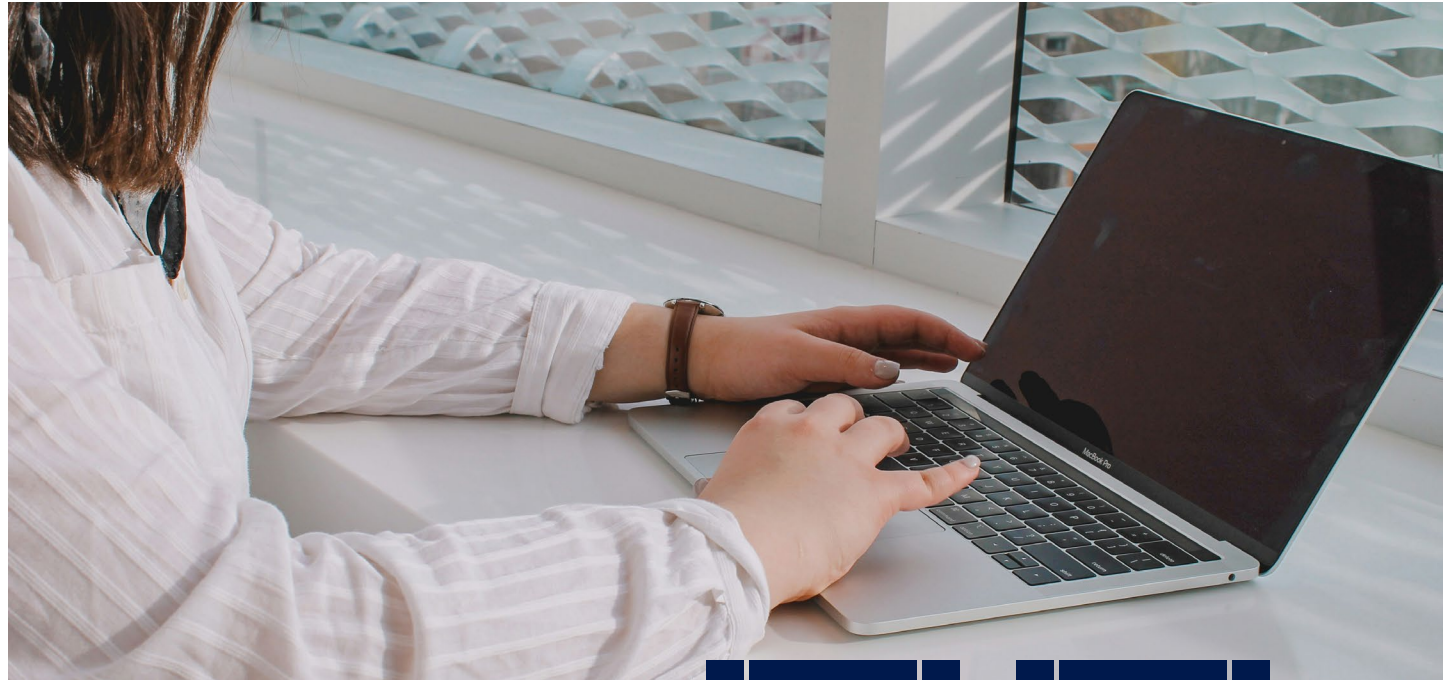
For 2026, we have planned initiatives focused on consolidating our risk management model, with an emphasis on alignment with IFRS requirements and on improving assessment and reporting processes. Planned actions include the periodic review of the matrix, the expanded use of control indicators, and the strengthening of communication flows among Internal Audit, Committees, and the Board of Directors, contributing to greater consistency, transparency, and integration in risk management.



Data Security and Privacy

Helbor adopts rigorous policies to ensure information security, safeguarding the confidentiality, integrity, and availability of all data under our responsibility. Our data governance is structured to ensure full compliance with the Brazilian General Data Protection Law (LGPD), encompassing customers, partners, and employees.

At Helbor, data processing follows controlled procedures at every stage: from collection and storage to processing, sharing, and the secure disposal of information. In order to mitigate the risks of cyber incidents, we continuously invest in enhancing technical security tools and in reviewing and strengthening our internal data protection policies.



Our Privacy area is responsible for annual training programs designed to raise awareness among our teams about the legal implications of non-compliance with applicable regulations. These initiatives include:

- Targeted training for new hires as part of the onboarding process.
- Technical training programs focused on teams that handle large volumes of sensitive information.

To ensure that data subjects can exercise their rights in a simple and straightforward manner, we have a dedicated Privacy Channel. Through this channel, individuals may request information regarding the processing of their personal data or manage the consent terms granted to the Company.

✦ Privacy Channel:
privacidade@helbor.com.br

Investor Relations

GRI 2-6 | 2-29

At Helbor, we recognize the importance of maintaining open, clear, and timely communication with its investors as a means of ensuring that our stakeholders have access to information regarding the Company's results, performance, and prospects.

The Investor Relations (IR) area plays a key role in this process, as it is responsible for fostering a transparent and consistent relationship with shareholders and investors. Our IR team is dedicated to the disclosure of material information in compliance with the requirements of the Novo Mercado segment of B3 (Brasil, Bolsa, Balcão), which establishes high standards of transparency and fairness.

As of the end of 2025, the Company had approximately 22 thousand shareholders.

✦ **Investor channels:**
(11) 94124-1025
ri@helbor.com.br

Communication and Transparency Routines with Investors



Quarterly Disclosures

Detailed presentation of financial and operational results.



Events and Meetings

Organization of conferences, quarterly meetings, and corporate events to bring management closer to the market.



IR Website

Maintenance of a dedicated portal (ri.helbor.com.br) with the complete history of policies, bylaws, and financial statements.

Environmental *Management*



SDG



MATERIAL TOPICS

Environmental Impacts of the Operation



Quality and Safety of Developments



Environmental Strategy

GRI 2-24 | 3-3 | SASB IF-RE-140a.4 | IF-EN-160a.2

At Helbor, we adopt an integrated environmental strategy, guided by eco-efficiency and the responsible management of natural resources at all stages of our projects. We seek not only to comply with regulatory requirements, but also to innovate in our construction processes, creating solutions that generate tangible and lasting environmental benefits.

This commitment is formalized in our ESG Policy, which sets out guidelines for conducting business and integrating sound environmental practices throughout the value chain.

As a result, sustainability is embedded in Helbor's business model and guides our strategic planning, the evaluation of new developments, investments, and partnerships, ensuring the systematic identification and management of environmental impacts, risks, and opportunities.



Below, we present the main initiatives implemented to ensure environmental compliance and align our projects with best sustainability practices:

Life Cycle and Eco-efficiency

- ✦ **LAND REHABILITATION**
Structuring expertise in land recovery. Goal to rehabilitate ten new areas over the coming years (approximately 110,000 sqm).
- ✦ **AQUA-HQE CERTIFICATION**
Commitment to 100% of new residential and mixed-use developments.
- ✦ **CONSTRUCTION MANAGEMENT AND SUPERVISION**
Requirements audited according to the AQUA standard, with monitoring and enforcement of best practices by contracted construction companies.



Waste Management



Energy Efficiency



Water Efficiency

Sustainable Developments

SASB IF-EN-410a.1

We are proud to be the first, and so far, the only pure real estate developer in Brazil to earn the AQUA Entrepreneur Seal, a distinction awarded to companies that stand out for their advanced sustainable building practices.

The AQUA-HQE certification, conducted independently, is one of the most rigorous in the sector and is adopted by the Company across all new residential and mixed-use developments under our management. The process thoroughly assesses each phase of the project, from conception to final delivery, ensuring the integration of eco-efficiency principles, socio-environmental responsibility, and well-being throughout the development cycle.

To ensure compliance with AQUA-HQE certification requirements across our developments, we invest - through a partnership with the specialized consultancy ProActive - in the training of our partner construction companies, preparing their teams to effectively implement sustainable practices.

Phase 1:

PRE-PROJECT

At this stage, our team focuses on identifying opportunities to implement sustainable strategies from the very beginning of the planning process. We carefully assess the site and select eco-efficient technologies to ensure environmentally responsible developments from the outset.

Phase 2:

PROJECT

We dedicate our efforts to integrating sustainable solutions across all aspects, from architecture to energy and water systems. We work closely with architects, engineers, and environmental consultants to develop detailed plans that prioritize energy efficiency, indoor air quality, and the reduction of environmental impact.

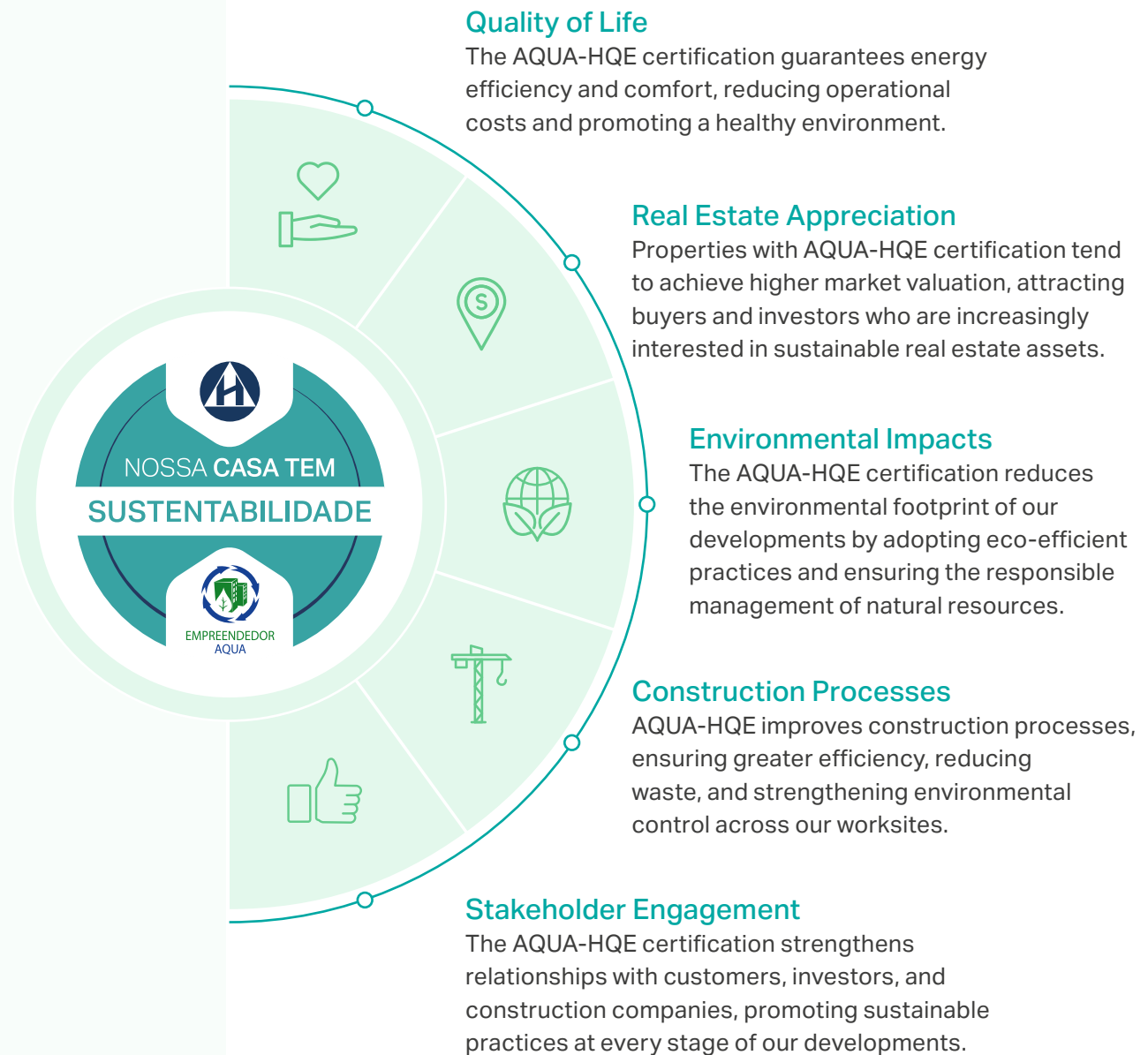
Phase 3:

EXECUTION

The final stage of certification takes place during construction. Our partner construction companies follow strict environmental guidelines, supported by periodic audits to verify that the proposed solutions have been effectively implemented and that the building achieves the expected environmental performance.



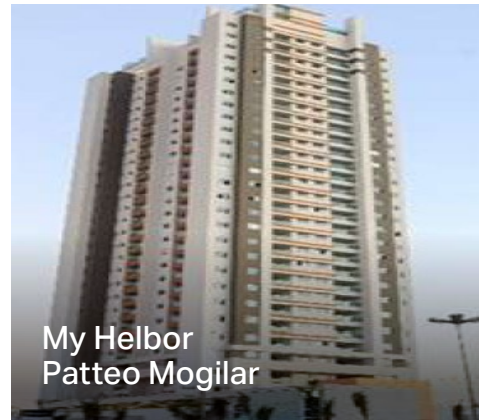
The adoption of this certification also addresses the growing market demand for buildings with improved environmental performance, contributing to the reduction of operational costs for our customers through energy and water savings. In addition, it enhances construction durability and supports the responsible management of resources throughout the life-cycle of our developments.



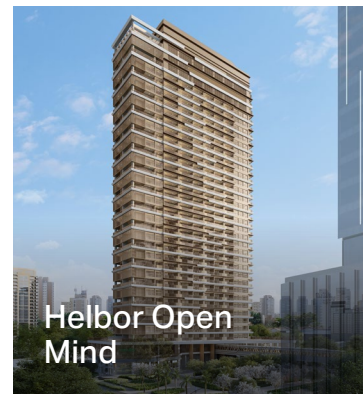
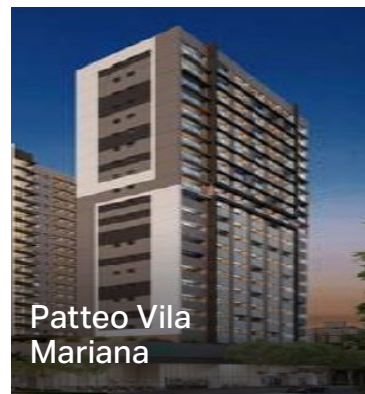
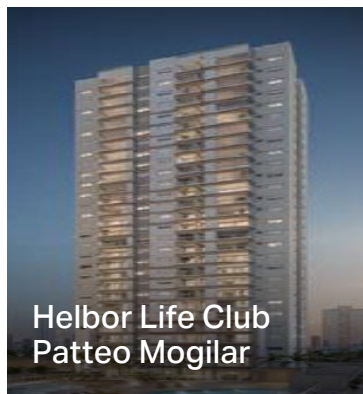
Portfolio SASB IF-EN-410a.1

DEVELOPMENTS WITH AQUA-HQE CERTIFICATION

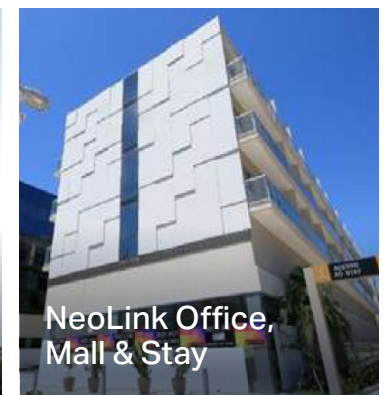
RESIDENTIAL



MIXED-USE



COMMERCIAL



NEW CERTIFIED DEVELOPMENTS*

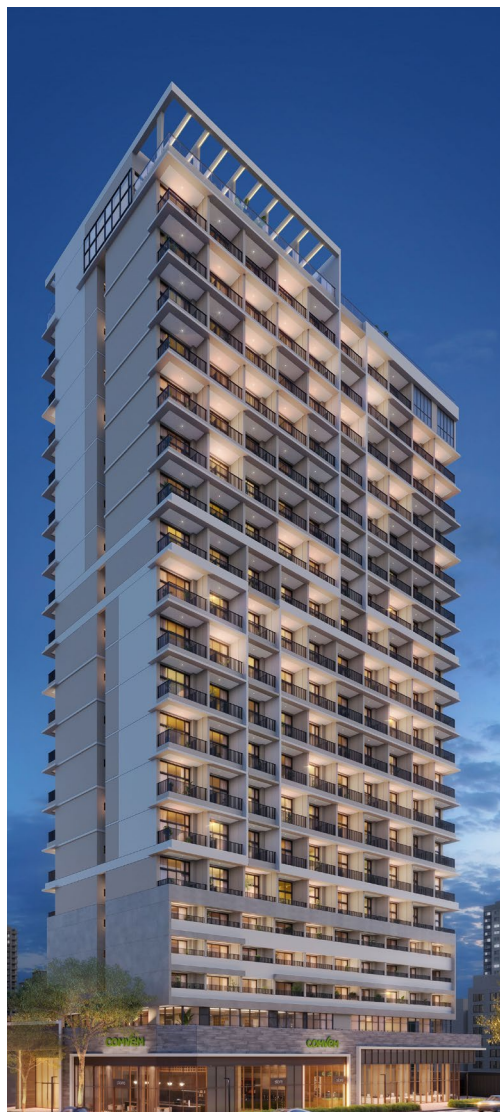


Casa Piauí Higienópolis

ECO-EFFICIENCY CHARACTERISTICS:

- » **Certification:** Exceptional Level (AQUA-HQE).
- » **Water:** Minimum 20% reduction and reuse of rainwater.
- » **Energy:** Minimum 20% reduction.
- » **Urban:** Active facade with stores and appreciation of the surroundings.
- » **Mobility:** Access points that encourage active transportation.
- » **Waste:** Responsible management and simplified collection.
- » **Well-being:** Thermal, acoustic, visual, and olfactory comfort.

*Certification completed at the pre-project stage.



BRK by Helbor

ECO-EFFICIENCY
CHARACTERISTICS:

- » **Water:** 20% reduction (residential) and 40% reduction (commercial).
- » **Energy:** Total 20% reduction in consumption.
- » **Solar:** Rooftop leisure area with solar energy gain.
- » **Mobility:** Exclusive bicycle parking (residents/ commercial).
- » **Waste:** Easy recycling collection points.
- » **Comfort:** Planned environments with acoustic insulation.



Helbor Clube Patteo São Bernardo

ECO-EFFICIENCY
CHARACTERISTICS:

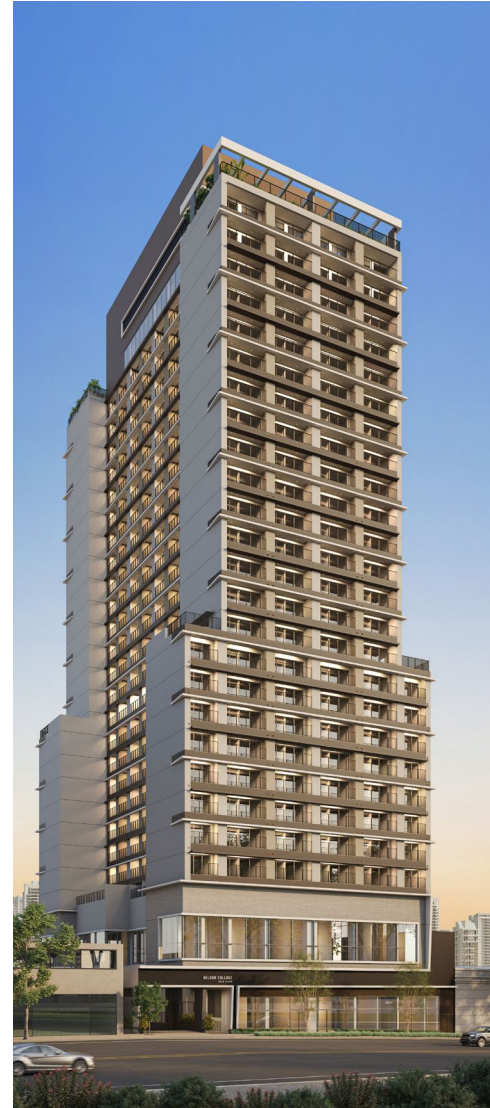
- » **Water:** Minimum 20% reduction with rainwater reuse.
- » **Energy:** 20% reduction with efficient lighting.
- » **Green areas:** Native landscaping and tropical balance.
- » **Waste:** Selective collection and intermediate deposits.
- » **Mobility:** Bicycle parking with 263 spaces and infrastructure for charging electric cars.
- » **Leisure:** Walking track with permeable pavement.



Stay Moema

ECO-EFFICIENCY
CHARACTERISTICS:

- » **Efficiency:** Minimum 20% reduction (water and energy).
- » **Health:** Optimized air quality and natural light.
- » **Durability:** High performance of building systems.
- » **Sustainability:** Reduced impact on local infrastructure.
- » **Market:** Value creation through the distinctive advantage of incorporating green areas.



Helbor Collage Bela Vista

ECO-EFFICIENCY
CHARACTERISTICS:

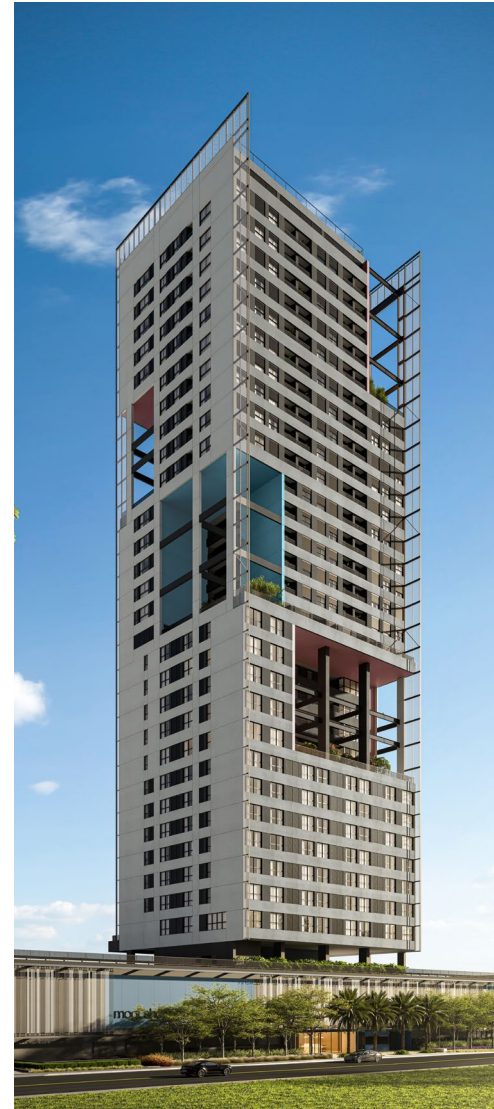
- » **Water:** Minimum 20% reduction and rainwater reuse.
- » **Energy:** Minimum 20% reduction.
- » **Green areas:** Internal garden with native species.
- » **Waste:** Management with dedicated collection areas on each floor.
- » **Mobility:** Bicycle parking (461 spaces) and electric bike charging point.
- » **Urban:** Active facade integrated with retail spaces.



Helbor Alegria Patteo Mogilar

ECO-EFFICIENCY
CHARACTERISTICS:

- » **Water:** 20% reduction and reuse for irrigation.
- » **Energy:** Solutions for a 20% reduction in consumption.
- » **Mobility:** Bicycle parking (140 spaces).
- » **Waste:** External collection points to facilitate waste collection.
- » **Comfort:** Thermal planning and acoustic privacy.



Helbor Neo Concept

ECO-EFFICIENCY
CHARACTERISTICS:

- » **Energy:** 20% (residential) to 30% (commercial) reduction.
- » **Water:** Water-saving devices and rainwater reuse.
- » **Green areas:** Elevated gardens and native landscaping.
- » **Waste:** Treatment for post-occupancy renovations.
- » **Climate:** Architecture that promotes ventilation and shading.
- » **Urban:** Connectivity to shopping centers and public transportation.

Land Rehabilitation

GRI 3-3 | 203-1

Throughout 2025, Helbor maintained consistent investments in the remediation of contaminated land, reinforcing our commitment to environmental sustainability and responsible urban development. The recovery of areas previously occupied by gas stations or industrial activities represents a significant environmental gain for municipalities, as it enables cities to provide environmentally safe spaces, suitable for urban renewal and public use.

These initiatives are carried out in partnership with specialized environmental consulting firms, which are responsible for conducting technical investigations and defining the measures required for the proper remediation of these sites.

Since 2015, we have rehabilitated 29 areas, totaling more than 298,000 square meters - equivalent to nearly 42 soccer fields measuring 7,140 sqm each. In 2025, Helbor advanced the remediation of two areas, with investments of R\$3.7 million, resulting in the rehabilitation of 30,412.37 sqm of land during the period.

The full list of rehabilitated sites is available in the [Annexes](#).

Total rehabilitated (since 2015)

More than *287,000 sqm*

Approximately 24 soccer fields



Future target:

10 new areas (approx. 110,000 sqm)

Ecosystem Rehabilitation

Recovery of the natural capacity of the soil and vegetation, promoting environmental balance.

Safety

Elimination of environmental liabilities that may pose risks to the health and well-being of the population.

Responsible Land Use


Transformation of idle or contaminated land into economically viable areas, optimizing the use of existing urban infrastructure.

Urban Landscapes

Transformation of degraded areas into high-quality spaces, generating both aesthetic and environmental benefits to cities.

Rehabilitation of the Helbor Clube Patteo São Bernardo Site

At the site currently occupied by Helbor Clube Patteo São Bernardo, preliminary investigations identified concentrations of chlorinated solvents in the soil that were above intervention thresholds. The presence of these compounds indicated a potential risk of vapor inhalation for future users of the area. In addition, the development's construction schedule made it unfeasible to apply the most common technique, Soil Vapor Extraction (SVE) in situ, prior to the start of construction activities. Faced with this limitation, we adopted a differentiated and technically robust strategy: ex-situ on-site SVE treatment. This solution consisted of the complete removal of the impacted soil and its transportation to Lot 03, an adjacent area within the same development. At this new location, the material was



arranged in a controlled pile, where a remediation system specifically designed for this purpose was implemented. This technique is considered a game-changer within the sector, as it combines excavation, transportation, and containment within an engineered structure. The feasibility of this project required close integration between our engineering and environmental teams, encompassing earthworks design, stormwater drainage, and the installation of monitoring systems. Once the remediation targets set by the environmental authorities are met, the treated soil may be reused within the same development or safely disposed of, promoting circular economy practices and minimizing the need for off-site landfill disposal.



OPERATIONAL SAFETY

Strict control of vapors and protection of workers and the surrounding area.



GEOTECHNICAL INTEGRITY

Soil stability throughout the treatment process.



EFFICIENCY IN REMOVAL

High performance in eliminating contaminants through continuous monitoring.

Fazenda Itapety

GRI 303-1 | 304-1

Located at the foot of the Serra do Itapeti mountain range in Mogi das Cruzes (SP), the Fazenda Itapety development is a strong example of how Helbor aligns urban development with environmental preservation.

The project is part of the “Plano Urbanístico Reserva da Serra do Itapety,” which encompasses an area of ten million square meters. Within this area, 44% is allocated to Botujuru – Serra do Itapety Private Natural Heritage Reserve (RPPN), a protected

zone dedicated exclusively to safeguarding native vegetation and regional wildlife. The creation of this reserve was a requirement of the environmental licensing process and aims to ensure the preservation of the essential environmental services provided by the local ecosystem.

In 2025, we continued the implementation of Environmental Programs designed to mitigate environmental impacts, which are carried out gradually, in accordance with the stages of the urban development plan. Among these programs, we highlight the monitoring of surface and groundwa-

ter, as well as the ongoing assessment of local flora and fauna. These initiatives are conducted with the support of specialized consultancies and in partnership with Instituto Ecofuturo, a non-profit organization dedicated to environmental conservation and the promotion of reading.

During the licensing process, Instituto Ecofuturo was responsible for protecting the attributes of the reserve and for implementing the management plan, ensuring the preservation of natural resources and the continuity of local biodiversity, in compliance with permitted uses.



Climate Change

GRI 302-1 | 305-1 | 305-2

As part of our commitment to transparency and socio-environmental responsibility, we voluntarily disclose our GHG emissions to CDP, an international non-profit organization that manages a global environmental disclosure system.

Helbor's GHG emissions inventory is prepared in accordance with the Brazilian GHG Protocol Program, plus the guidelines of the Intergovernmental Panel on Climate Change (IPCC) — Guidelines for National Greenhouse Gas Inventories.

This survey covers direct and indirect emissions, classified under Scopes 1 and 2, considering emission sources from operations over which the company has operational control.

In the 2025 reporting period, Helbor recorded total emissions of 100.47 metric tons of carbon dioxide equivalent (tCO₂e), with 76% assigned to Scope 2 and 24% to Scope 1.

The increase in Scope 1 emissions was largely driven by higher fuel consumption by the mobile fleet, which rose from 7.78 tCO₂e to 13.57 tCO₂e. Conversely, fugitive emissions saw a significant drop, falling from 50.14 tCO₂e to 9.74 tCO₂e. This decrease was due to the lack of refrigerant gas recharges in 2025, which had occurred in 2024 during air conditioning system maintenance—a common practice that was not repeated the following year.

In Scope 2, emissions associated with electricity consumption increased, rising from 43.85 tCO₂e in 2024 to 76.46 tCO₂e in 2025. Such increase was driven by the expansion of Helbor's operations, resulting in higher energy consumption at operational sites, such as offices, construction sites, and trade show booths.



Emissions (in tCO₂e)*

	2023	2024	2025
Scope 1	16.36	8.49	24.01
Scope 2	34.00	43.85	76.46
Total**	50,36	52,34	100,47

* Scope 1 emissions include the following categories: mobile combustion, stationary combustion, and fugitive emissions. Scope 2 emissions, on the other hand, refer to the purchase of electricity, using the location-based approach.

** The inventory included measurements of the following gases: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs).

Energy Efficiency

GRI 3-3 | 302-1 | SASB IF-RE-130a.5

Efficient energy management is a strategic requirement for Helbor, influencing everything from the feasibility analysis of real estate investments to project development and our relationships with partner construction companies. Our commitment to eco-efficiency has helped not only to reduce operating costs throughout the lifecycle of our developments, but also strength asset appreciation and alignment with the expectations of customers and investors.

As part of this strategy, we adopt AQUA-HQE certification as the primary instrument for assessing our energy performance. As an AQUA-certified developer, Helbor submits 100% of our residential and mixed-use launches to independent audits, which verify compliance with criteria related to system efficiency, building performance, and construction site management.



Bioclimatic Design

Projects that prioritize natural lighting and cross-ventilation to reduce the need for artificial lighting and air conditioning.



Efficient Building Envelopes

Best practices for thermal insulation to ensure residents' comfort while minimizing energy consumption.



Low-Consumption Technologies

Implementation of LED lighting, occupancy sensors, and high-efficiency equipment across common areas.



Automation and Monitoring

Use of smart systems to enable efficient resource management and optimize operational consumption.



In 2025, we made progress in the implementation of projects with consumption reduction targets that could be measured. The NeoConcept development, for example, was designed under guidelines that establish a minimum 30% saving in corporate areas and 20% in residential areas, compared to conventional market standards.

Although energy consumption in Helbor's administrative buildings is relatively low, the construction sites of our developments represent the highest energy demand within our value chain. At these sites, energy management is carried out in close collaboration with our partner construction companies, in alignment with AQUA certification requirements, which include monthly consumption monitoring and the adoption of eco-efficiency practices.

Energy consumption within the Company (GJ)*

	2023	2024	2025
Fuel	209.78	204.99	197.12
Renewable			
Ethanol	22.16	32.78	1.06
Non-Renewable			
Gasoline	175.76	160.35	188.96
Diesel	11.86	11.86	7.10
Electricity	1,500.19	1,559.23	1,269.22

*The reported consumption includes the Company's vehicle fleet, the electricity consumed in our offices through the public grid, and the use of generators throughout 2025.

Energy consumption on construction sites (GJ)

	2023	2024	2025
Electricity	5,295.92	4,761.58	4,827.77

Waste Management

GRI 3-3 | 306-1 | 306-3 | 306-4 | 306-5

At Helbor, we adopt responsible waste management practices both in our administrative offices and on construction sites. In our offices, we have implemented a waste segregation system, promoting the recycling of materials such as paper, plastic, and glass. Additionally, we carry out internal awareness campaigns on responsible consumption, encouraging our employees to adopt more sustainable practices in their daily routines.

On construction sites, waste management is the responsibility of the construction companies contracted by Helbor. These companies must ensure the proper disposal of materials in accordance with current legislation and the requirements of AQUA certification, which guides good waste management practices in new developments. We monitor this process through regular inspections and by reviewing documents such as the Waste Transport Control (CTR) form, which records the volumes of waste generated and their respective final destinations.

WASTE MANAGEMENT AT CONSTRUCTION SITES:



Recycling

Separation and reuse of concrete, wood, and metals.



Waste minimization

Implementation of processes to avoid excessive material waste and ensure efficient resource usage.



Proper disposal

Ongoing monitoring of the disposal of hazardous and recyclable waste.



Choosing sustainable materials

Prioritize certified materials with low environmental impact throughout the life cycle.

Waste generated in administrative buildings (head office + branch)

	Weight (t)		
	2023	2024	2025
Hazardous waste			
Batteries	0.01	0.01	0.01
Subtotal	0.01	0.01	0.01
Non-Hazardous waste			
Papee	5.18	6.86	6.17
Plastic	2.73	0.57	0.46
Glass	0.04	0.004	0.003
Metal	0.003	0.060	0.051
Coffee capsules	0.06	0.06	0.09
Organic	12.03	9.77	8.78
Subtotal	20.03	17.32	15.55
Total	20.04	17.33	15.56

Waste disposal (head office + branch)

	Weight (t)		
	2023	2024	2025
Hazardous waste			
Recycling	0.01	0.007	0.01
Non-Hazardous waste			
Recycling	8.00	7.55	6.77
Landfills	12.025	9.76	8.78
Total	20.04	17.33	15.56

Waste generated at construction sites

	Weight (m ³ / ton)		
	2023	2024	2025
Total	118,070	109,193	23,191

*The reduction in waste generation in 2025 is attributed to the completion of several projects throughout the year, resulting in a lower volume of waste disposal.

Water Management

GRI 303-1 | GRI 303-3 | GRI 303-5 | SASB F-RE-140a.4

The nature of the activities carried out by Helbor, which focus on the development of real estate developments, does not require significant water consumption, since administrative processes take place primarily in corporate settings. We do not use chemicals with high environmental impact, and our operations are not located in water-stressed regions. Within our administrative offices, water use is limited to routine activities such as cleaning, human consumption, and sanitation. These needs are fully supplied by the municipal utility, which is also responsible for wastewater treatment.

Even so, we take a proactive approach to raising awareness among our employees, promoting internal campaigns to encourage the responsible use of this essential resource. At construction sites, water management is overseen by partner contractors, who report the volumes consumed on a monthly basis. Helbor closely monitors this process through audits and inspections, ensuring the adoption of sustainable practices, compliance with environmental regulations, and the adoption of efficient water solutions - essential requirements for achieving AQUA-HQE certification in our developments.

Water consumption (m ³)	Administrative buildings			Construction sites		
	2023	2024	2025	2023	2024	2025
Utility water	1,912	2,040	5,254	29,381	27,099	27,786
Water from tanker trucks	-	-	-	29,883	28,779	25,571
Total	1,912	2,040	5,254	59,264	55,878	53,357

Social

Impact



SDG



MATERIAL TOPICS

Social Impacts of
Developments 

Social Impact Strategy

GRI 3-3 | 203-2 | 413-1

Helbor's Social Impact Strategy is integrated into our business model and the way we plan, develop, and deliver our developments. Our objective is to leave a positive and lasting legacy in the cities where we operate, recognizing that urban development must proceed in a balanced way, with respect for local communities, culture, and the creation of shared value.

Our social engagement goes beyond mitigating neighborhood impacts and considers the transformative role of our developments within the urban environment. From the very conception of our projects, we strive to integrate new developments into the cities' dynamics, contributing to the enhancement of local territories, the improvement of infrastructure,

and the strengthening of the regional economy, particularly through job creation and income generation, in partnership with local construction companies and suppliers.

As part of this approach, Helbor has dialogue channels with stakeholders, including customers, surrounding communities, public authorities, partners, and social organizations. These channels allow us to receive questions, complaints, and reports, including anonymously, and provide valuable input to support the Company's decision-making. Continuous engagement helps us identify local needs and guide initiatives aligned with material topics, ensuring responsible impact management and the generation of shared value over time.

Within the social sphere, Helbor develops initiatives that reinforce our commitment to human development, education, and cultural appreciation.



Among these initiatives, we highlight the "Incorporando Conhecimento (Incorporating Knowledge)" Project and support for social projects through tax incentive laws in the municipalities of Mogi das Cruzes (SP) and São Paulo (SP), such as the Locomotiva Orchestra Project, with which the Company has been a partner since 2024.

Support for Social Initiatives

Locomotiva Orchestra

Founded in 2008 in Santo André (SP) by maestro Rogério Schuindt, Associação Locomotiva João Ramalho has become one of the most transformative cultural initiatives supported by Helbor. The initiative operates in areas of high social vulnerability, using free music education as a powerful tool for inclusion and citizenship, and has already benefited over 3,700 children and adolescents throughout its trajectory. The project stands out for its intensive, hands-on teaching methodology, in which all students have access to musical instruments from their very first day and participate in biweekly public performances, fostering self-esteem and discipline.



In addition to musical training, Locomotiva also promotes professional development through its own lutherie workshop, where young participants are trained in the crafting and repair of wooden and PVC instruments. In 2024, the project further expanded its generational impact with the creation of the Master 60+ Orchestra, aimed at fostering the inclusion of elderly individuals.

We reaffirmed our commitment to the initiative in 2025 through support provided under the Municipal Program for Cultural Project Support (Promac), as well as the holding of a special concert at Mogi Shopping. The event brought together more than 50 young musicians, showcasing the power of art to transform local realities and strengthen community engagement around our brand.

Instituto Vencer o Câncer (IVOC)

Helbor's support for Instituto Vencer o Câncer (IVOC) reflects our commitment to social initiatives that promote improvements in public health and population's well-being. We partner with initiatives such as the "Jantar Beneficente" (Beneficent Dinner), the proceeds of which are allocated to the creation and maintenance of clinical research centers within public hospitals of the Brazilian Unified Health System (SUS) and in philanthropic institutions.

In 2025, we contributed financial donations aimed at expanding the Vencer o Câncer Network, a network that connects centers of excellence to innovative treatments, provides training for healthcare professionals, and offers new prospects for recovery to patients within the public healthcare system.

Education for Life – Holocaust Memorial

The Education for Life project uses historical memory as a pedagogical tool to combat prejudice and intolerance. This initiative brings students from public schools in underserved areas of São Paulo (SP) and the metropolitan region to an immersive experience at the Holocaust Memorial.

Every year, more than 18,000 young people gain direct access to history and are encouraged to reflect on human rights, ethics, and empathy, with the aim of fostering values that contribute to building a more just and tolerant world.

In 2025, we supported this cause through targeted financial donations.



“Incorporando Conhecimento”

(Incorporating Knowledge) Project

Helbor promotes the implementation of a literacy program at construction sites with the objective of providing basic education to construction workers, directly impacting their qualification and professional development. We have structured this initiative through a mandatory contractual clause for our partner construction companies, ensuring its continuity throughout all project phases and guaranteeing that workers have access to basic education. In doing so, we contribute to social inclusion and to improving living and working conditions within the workplace environment. The clause also establishes that the learning methodology must be focused on the development of reading, Portuguese language, and mathematics skills, while also fostering essential socio-emotional competencies for the integration and growth of participants.

Until 2024, the initiative was managed by Helbor with the support of a partner company; however, as of 2025, responsibility for executing social projects at construction sites has been fully transferred to the construction companies. We have granted them autonomy to determine how the program will be implemented at each site. Since the initiative was implemented, five construction projects have already received the “Incorporando Conhecimento” (Incorporating Knowledge) Project, and we intend to further expand this number.



Enhancing Historical Heritage

GRI 203-1

Helbor recognizes that preserving cultural heritage is essential for urban development, and for this reason, we invest in projects that combine historical preservation with social inclusion.

A strong example of this approach is the restoration of Palacete Piauí, located in Higienópolis, São Paulo (SP). The mansion is a landmark of residential architecture associated with São Paulo's coffee-growing elite and was built between 1916 and 1918 to serve as the residence of the family of José Martiniano Rodrigues Alves, nephew of Brazil's fifth president. The eclectic-style residence, with Art Nouveau influences, remained closed for approximately 20 years until it was taken over by Helbor.

In partnership with MPD Engenharia, we led a meticulous scientific restoration process carried out by Estúdio Sarasá, which spanned three years and involved an investment of approximately R\$ 10 million. The initiative recovered original elements such as stained glass windows, decorative stucco ceilings, and

marble staircases, restoring the property's original architectural style.

The Palacete will be harmoniously integrated into the future development Casa Piauí Higienópolis. In 2025, it further consolidated its cultural impact by welcoming more than 3,000 visitors through free guided tours and by becoming part of the municipal program "Vai de Roteiro."

Looking ahead, our plan for Palacete Piauí is to ensure that the building continues to strike a balance between economic return and positive Social Impact. We intend to transform the site into a cultural commercial center while preserving its historical integrity.

Through this approach, we aim not only to generate financial returns but also to expand access to culture and create a vibrant meeting point that benefits both residents and visitors of the region.



VISITAS
CULTURAIS
GRATUITAS

+3.000
visitas em 2025



✦ Chapter 5

Team *Helbor*



MATERIAL TOPICS

Employee
Development and
Engagement

Organizational Culture

GRI 2-23 | 2-24 | 3-3 | 404-2

The year 2025 was crucial for validating our new organizational culture model, a project we initiated in 2022. Throughout this period, we intensified our efforts to prepare for its official launch and to implement the actions required to sustain it. The process included employee surveys, interviews with leadership, and consultation with external stakeholders, in partnership with a specialized consulting firm.

Within this context, the new model is now used to guide process definition, leadership develop-

ment, and the strengthening of our relationship with employees. We implement it through an integrated people management agenda, aligned with our institutional values and governance guidelines.

As part of this movement, we have structured the processes aimed at fostering our organizational culture into five strategic fronts. These fronts help organize our management practices and contribute to consolidating a trust-based culture.



Climate and Engagement Management

Conducting annual surveys with structured improvement plans.



Culture and Values Management

Ongoing review to make values a reality in people's experience.



People Management

Strengthening the dimensions of the Culture of Trust within our HR practices.



Leadership Management

Empowering leaders to transform practices into positive experiences.



Experience Management

Monitoring satisfaction at each stage of the employee journey.



Climate Guardians

GRI 2-23 | 2-24 | 404-2

As part of our strategy to strengthen our organizational culture, in 2025 we launched the Climate Guardians Program. Composed of more than 20 representatives from different areas of the Company, this initiative aims to expand internal dialogue and support the development of a work environment grounded in trust.

The Guardians act as spokespersons and facilitators, thus fostering stronger connections between teams and management, while contributing to the alignment of expectations, the sharing of information, and the reinforcement of our people management practices.



To support this process, the Guardians underwent a training program focused on developing competencies related to organizational culture, engagement, and its key drivers. This training included content on monitoring these topics through indicators, as well as on the practical application of the results from the 2024 climate survey in the daily work of the teams.

Integrated into the Journey 5G strategy, the Climate Guardians have specific responsibilities focused on monitoring and promoting the organizational climate in daily operations:

◆ **Active Listening**
Act as a point of connection between diverse voices, identifying perceptions and early warning signs, and communicating them to leadership in an ethical and constructive manner.

◆ **Mediation and Dialogue**
Encourage communication between colleagues and contribute to maintaining a psychologically safe environment.

◆ **Strengthening Culture**
Reinforce practices of recognition, belonging, and trust, valuing positive attitudes in our day-to-day activities.

◆ **Monitoring Plans**
Reinforce practices of recognition, belonging, and trust, valuing positive attitudes in our day-to-day activities.

The effectiveness of the Guardians' work is monitored through an integrated view of engagement, with the systematic tracking of indicators such as e-NPS (overall loyalty and satisfaction), L-NPS (satisfaction with direct leadership), the voluntary turnover rate, and absenteeism. In 2025, we intensified this effort to support the validation of the new organizational culture model and to deepen our analysis of the root causes behind the challenges identified.

◆
As a result of the maturation of this listening and dialogue process, supported by the Guardians, we began preparing for the implementation of a new climate survey in 2026, with a focus on the ongoing improvement of our people management practices.

Our Team

GRI 2-7 | 401-1 | 401-3 | 405-1

At Helbor, we see employees as central agents in implementing our business model and executing our strategy as a Pure Developer. The management of our workforce is structured to support this positioning, ensuring technical qualification, operational efficiency, and consistency of processes across our developments.

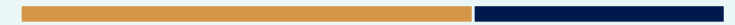
The performance of our employees directly contributes to the development of our projects, with a focus on quality, innovation, and adherence to the standards established by the Company, strengthening our position in the real estate sector.

Since 2023, Helbor has been a signatory of the United Nations Global Compact. In this way, we have incorporated guidelines related to decent work and respect for Human Rights into our people management practices. This commitment is reflected in how we conduct labor relations, based on transparency, compliance with applicable legislation, and the promotion of an ethical and socially responsible environment, aligned with our sustainable growth strategy.



264 employees

(100% permanent contract and full-time)



♀ 63%
women

37% ♂
men



Operation in the state of

São Paulo

(municipalities of São Paulo and Mogi das Cruzes)



Hirings and Dismissals

Age Group	Total number of hires	Hiring rate	Total number of dismissals	Turnover rate
Under 30 years old	35	38%	39	43%
Between 30 and 50 years old	13	9%	26	18%
Over 50 years old	1	4%	6	21%
Gender				
Female	30	18%	45	27%
Male	19	20%	26	27%
Region				
São Paulo	19	27%	24	34%
Mogi das Cruzes	30	15%	47	24%

Talent Management

GRI 401-1 | 401-2 | 404-2

Helbor's talent attraction strategy is structured to identify and select professionals who are aligned with our values and organizational culture, through the use of specialized recruitment and selection platforms. In 2025, we strengthened these initiatives by integrating Human Resources practices into the Company's cultural transformation journey, thereby expanding the reach of opportunities, increasing candidate alignment with open positions, and making our processes more agile and consistent.

Within this context, our efforts were focused on attracting and developing professionals with technical competencies compatible with their roles, as well as alignment with the new organizational identity validated during the period.



As part of this strategy, we also disclose opportunities through the Company's institutional channels and social media platforms, where we share content about our organizational culture, team results, and initiatives focused on people development.

For strategic positions, we rely on the support of specialized consulting firms and headhunters, increasing the accuracy in identifying and selecting professionals for key roles.

Additionally, Helbor maintains an Internal Employee Transfer Policy, which establishes criteria for internal transfers, taking into account operational needs, individual competencies, and approval from the Board of Directors. This policy aims to expand career opportunities, promote internal mobility, and strengthen integration among the companies within the controlling group.



Team Appreciation

As part of our strategy to value and engage our people, in 2025 Helbor carried out recognition initiatives focused on tenure milestones. We held events to honor employees who reached five, ten, fifteen, and twenty years within the Company, reinforcing our recognition of their professional journeys, individual contributions, and commitment to results and organizational culture.

Internship Program: Building a Future Together

In 2025, Helbor implemented a new format for its "Building a Future Together" Internship Program, consolidating it as a structured initiative for developing and attracting young talent. Lasting up to two years, the program offers an integrated experience that combines technical and behavioral development, through participation in projects with a direct impact on the business and immersion in the Company's organizational culture.

This edition stood out for assigning a tutor (mentor) to each intern. Tutors were responsible for monitoring performance, guiding activities, and supporting the Job Rotation process across different areas.

The program received more than 600 applications and resulted in the hiring of nine participants at the end of the cycle. As part of the development agenda, interns took part in training sessions and technical visits to the Company's developments, including W Residences São Paulo.

For 2026, we plan to implement structured leadership feedback, launch monthly mentoring sessions, and promote interns' participation in recurring meetings, such as Coffee with the CEO, with a focus on strengthening professional development and engagement.



Development Track

Workshops and Training

Delivered through the Culture.Rocks platform, these initiatives focus on essential competencies and business vision.

Practical Projects

Direct engagement of interns in real challenges across Engineering, Legal, Marketing, and Human Resources, fostering a sense of protagonism from the very beginning of their careers.

Integration and Connection

Activities such as tours of our developments and coffee meetings with the president and directors, aimed at strengthening alignment and connection with our corporate strategy.

People Development and Training

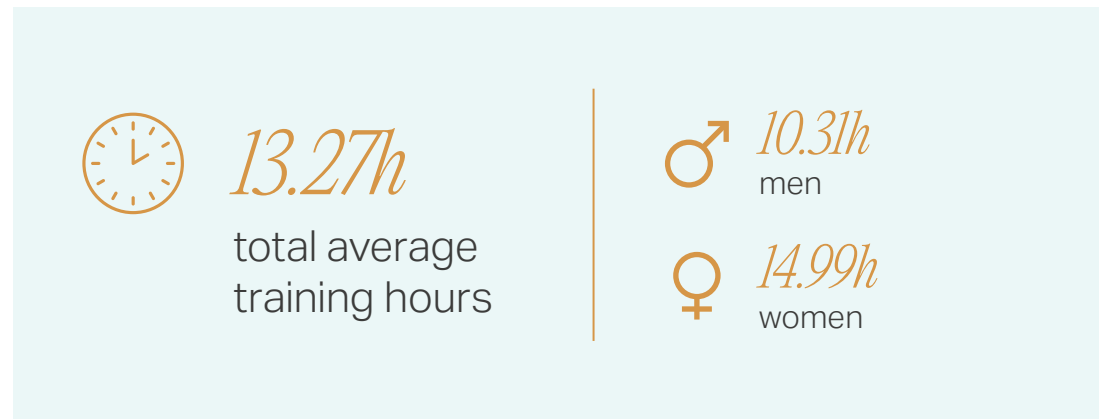
GRI 3-3 | 401-2 | 404-1 | 404-2

With the objective of supporting the development of both professional and behavioral competencies, Helbor provides an internal training platform managed by Qulture.Rocks. This tool brings together structured content organized into learning paths focused on enhancing technical (hard skills) and socio-emotional (soft skills) competencies, fostering the continuous development of our teams. In 2025, the indicators demonstrated strong employee engagement with the available learning paths, as well as an increase in the number of hours dedicated to training across the Company's different hierarchical levels.

These initiatives are complemented by our Educational Incentive Program, through which we grant scholarships covering 70% of tuition costs

for undergraduate, graduate, and specialization courses. Through this program, we aim to support the qualification of our employees for both current and future roles, in alignment with our corporate strategy. In 2025, the Program benefited a total of 21 employees, with 10 new sponsorships approved during the year, in addition to those granted in 2024.

As part of the commitment we have undertaken within the framework of the United Nations Global Compact, we also provide access to courses through the United Nations platform. In addition, we hold lectures open to all employees, typically lasting around one hour, covering topics such as performance evaluation, feedback, Individual Development Plans (IDPs), and professional development.



Training Hours

Functional Category	2023	2024	2025
Board of Directors	0.80	0.36	7.60
Management	13.44	16.29	11.08
Coordination	16.00	17.32	9.58
Non-leadership	4.42	2.93	14.61

Leadership Development

GRI 404-3

The Company recognizes the critical role of leadership in strengthening a culture of trust. In this context, Helbor promotes a Leadership Development Program in partnership with Youleader, a company within the Great Place to Work (GPTW) group. In 2025, we completed two modules of the program, focused on People Management and Feedback Culture.

Managers were trained to apply the Situation, Behavior, and Impact (SBI) method, with the objective of enhancing performance-related conversations and guiding team development.

Another highlight during the period was the improvement of the Performance Evaluation cycle, which is conducted entirely in a digital format through the

Qulture.Rocks platform. The process was updated to incorporate the assessment of corporate behaviors on a scale from 1 to 5, contributing to reduced subjectivity in evaluations.

In addition, we implemented an online platform called the Leadership Map, which consolidates all program content and makes it available to our entire leadership team, promoting continuous access to training materials.

The results of this cycle serve as the primary input for the development of Individual Development Plans (IDPs) and for the granting of scholarships under the Educational Incentive Program, strengthening the integration between evaluation, training, and professional development.

Percentage of employees with performance evaluations

Functional Category	
Board of Directors	100%
Management	92%
Coordination	100%
Non-leadership	94%

95%

of the employees underwent performance evaluation.



90.72%
men



97.60%
women

Health, Safety and Well-being

Helbor maintains initiatives aimed at promoting employees' health and well-being, considering these aspects as an integral part of the work environment and team performance. In 2025, we continued to advance an agenda that integrates

prevention initiatives, emotional support, and workplace engagement, aligned with the needs identified internally.

In respect to mental health, access to the Zenklub online therapy program was expanded in 2025, extending services to a greater number of employees and their dependents.

The prevention and awareness initiatives carried out throughout 2025 included:



Cultural Integration was also leveraged as a tool to promote social well-being. Through partnerships, Helbor encouraged our team's participation in events and concerts held at Mogi Shopping, offering opportunities for leisure and decompression outside the routine work environment. All these initiatives are grounded in our Occupational Health and Safety Policy, which ensures compliance with applicable regulations and the ongoing care for people's well-being and integrity.

Thematic Campaigns

Lectures and informational materials dedicated to Pink October and Blue November, focusing on the early diagnosis of breast and prostate cancer.



Immunization

We provided influenza vaccination to 100% of our corporate team.



Preventive Routine

Periodic medical examinations and workplace exercise sessions aimed at mitigating ergonomic risks and fostering healthy habits.



Diversity & Inclusion

GRI 405-1

Helbor's operations are grounded in principles of integrity, respect, and appreciation for people, which underpin our relationships both in the workplace and with our various stakeholders. These commitments are formalized in our Code of Ethics and Conduct, which, in 2025, was updated to incorporate more specific guidelines related to diversity and non-discrimination.

Within the scope of people management, we have been directing our recruitment processes toward expanding diversity, taking into account not only a wide range of technical competencies but also the inclusion of diverse profiles.



As part of this movement, the Diversity Policy was approved, and in 2026 we will begin implementing a set of initiatives aimed at broadening and strengthening our strategy on this topic, systematizing and expanding our inclusion and diversity practices across the Company.



Advancements in Governance and Ethics

- Formal inclusion of diversity guidelines in the revision of the Code of Ethics and Conduct.
- A clear stance against any form of prejudice or discrimination.
- Reinforcement of the use of Canal Íntegro, a third-party and anonymous platform.
- Launch of the Diversity Policy, with publication scheduled for the first half of 2026.



Strategic Monitoring and Processes

- Promotion of more diverse teams through recruitment processes.
- Monitoring of key indicators to calibrate future targets:
 - » Gender representation:
 - » Ethnic and racial composition:
 - » Inclusion of people with disabilities (PwDs):

Diversity among employees

By gender	Male	Female
Board of Directors	80%	20%
Management	62%	38%
Coordination	47%	53%
Non-leadership	29%	71%

By age group	Under 30 years old	From 30 to 50 years old	Over 50 years old
Board of Directors	0%	30%	70%
Management	0%	80%	20%
Coordination	5%	84%	11%
Non-leadership	47%	47%	6%

By race	White	Black	Brown	Indigenous	Asian
Board of Directors	90%	0%	10%	0%	0%
Management	80.8%	0%	11.5%	0%	7.7%
Coordination	86.8%	2.6%	7.9%	0%	2.6%
Non-leadership	61%	10%	24%	0%	5%

To ensure compliance with these principles, we have accessible and confidential whistleblowing channels, available to employees, partners, and other stakeholders. All reports received are reviewed in a structured manner and, when applicable, lead to the adoption of measures aligned with our Integrity Policy.

We also monitor indicators related to diversity, such as the representation of women in leadership positions and the inclusion of people with disabilities, using this information as a basis for the continuous improvement of our actions and guidelines.



Casa Solidária

GRI 203-1 | 203-2

The Casa Solidária Program brings together Helbor's social responsibility and corporate volunteering initiatives, with a focus on engaging our employees in actions aimed at social well-being and the development of the communities where we operate.



Through this program, we translate our institutional purpose into practical initiatives that strengthen our relationship with the territories, encourage internal participation, and contribute to responsible action.

Christmas Campaign

Each year, we carry out our Christmas Campaign focused on supporting children through an adoption initiative, engaging employees from different areas to sponsor young individuals in vulnerable situations. The initiative involves collecting and donating items, while also fostering meaningful engagement between participants and the local community.

This action is aligned with our corporate value of "Designing new stories" and reinforces our commitment to generating positive Social Impact and building long-lasting relationships within the communities in which we operate.



Children's Day Gymkhana

In 2025, Helbor in partnership with HBR, organized the Children's Day Gymkhana, which took place over a 30-day period in October. The initiative engaged employees, who were organized into teams, with defined activities and targets designed to foster sustained engagement throughout the campaign.

The dynamics of the action were structured based on the Nota Fiscal Paulista program, with support from the Soucial platform. Through our partner's application, employees donated fiscal receipts issued without CPF identification by scanning the QR Code or manually entering the access key. This process enabled the automatic allocation of generated credits to a designated social organization.

The Gymkhana resulted in the collection of over R\$ 10,700, which was fully allocated to Associação Beneficente de Renovação e Assistência à Criança (ABRAC), an institution founded in 1994 that provides residential care for children and adolescents in vulnerable situations. The funds were directed toward the renovation of the organization's laundry and kitchen facilities, contributing to improvements in its infrastructure.

The initiative delivered consistent results, reflecting strong employee engagement with the Company's social actions.

Engagement

73 enrolled 82% active donors

Collective Donations

11,579 tax receipts 799 stores 47 cities

Financial Impacts

R\$ 10,773.25

Digital Volunteering

29.45 Hours of dedication

In addition to thematic campaigns, the program also includes ongoing initiatives, such as the Blood Donation campaign, which expands opportunities for employee participation and supports health-care services.

Together, these initiatives reinforce volunteering as a practice embedded into the Company's culture and strengthen its engagement with local communities.



Trust *Relationships*



MATERIAL TOPICS

- Responsible Construction
- Quality and Safety of Developments



Suppliers

GRI 2-6 | 2-24 | 3-3 | 204-1 | 308-2 | 408-1 | 409-1 | 414-1

Helbor's operational strategy is structured grounded on relationships with suppliers and partners, and we recognize the importance of the supply chain to the quality and execution of our developments.

In 2025, Helbor maintained business relationships with approximately 1,165 suppliers across Brazil, including administrative service providers, marketing agencies, technical consultancies, and, most notably, construction companies responsible for carrying out the works. All the seven construction companies that were part of our base during the year were contracted in the same state where the projects were being executed.

When selecting partners, we consider technical and compliance criteria such as operational capacity, track record, tax and labor regularity, and adherence to deadlines. In addition to these operational requirements, we require adherence to our Integrity Policy and Code of Ethics and Conduct, which establish contractual clauses related to the prevention of child labor, forced labor, or slavery-like conditions throughout the production chain.



Garden Design Private
Park Residence

Sustainable Supply Chain Management

To ensure the adoption of sound socio-environmental practices across our supply chain, we establish mandatory contractual clauses with construction companies requiring compliance with labor legislation, Occupational Health and Safety standards, and environmental requirements.

In the case of developments with environmental certification, we adopt a collaborative approach with our suppliers. With the support of specialized consulting firms such as Fundação Vanzolini, we provide guidance and technical support to meet AQUA-HQE certification requirements, with a focus on resource efficiency, waste management, and compliance with audit criteria.

Our operations also generate indirect economic impacts in the regions where we operate through the engagement of designers, architects, engineers, and specialized companies across the various stages of our developments, contributing to the strengthening of the local value chain.

Additionally, supplier relationship management has played a relevant role in the Company's financial sustainability. In a challenging cost environment for the sector, we carried out renegotiations with strategic partners, focusing on adjusting timelines and commercial terms, thus contributing to project feasibility, the maintenance of liquidity, and the timely delivery of developments.

Partner Brokers

GRI 2-6

Helbor's developments are marketed through a hybrid model that combines the performance of our in-house brokerage, Helbor Vendas, with an external network of partner brokers. This approach allows us to expand the reach of our commercial strategies while ensuring a standardized level of service, aligned with the Company's values and guidelines.

As part of this process, we leverage the Correto-ron digital platform, which brings together more than 40,000 registered professionals, contributing to greater market reach and increased agility in the nationwide distribution of our products.

In 2025, we maintained training initiatives aimed at partner brokers, focusing on presenting the differ-

entiating features of our developments, including aspects related to AQUA-HQE certification. These training sessions addressed topics such as thermal comfort, operational efficiency, and cost reduction, supporting professionals in effectively communicating these attributes to customers.

Our training efforts also covered the launch of compact and flexible products, providing guidance on layout innovations and profitability potential. At the same time, the modernization of our commercial processes, through document digitalization and the expanded use of electronic signatures, has contributed to offering a more agile, transparent business environment aligned with governance best practices.



Customer Experience

GRI 2-6 | 2-25 | 2-29

Helbor's customer relationships are structured around transparency and clarity of information throughout the purchasing journey. To support this process, we maintain the "Central do Cliente Helbor", an in-house customer relationship service that accompanies customers from contract signing through the post-occupancy period.

This initiative includes sending welcome messages, inviting customers to visit developments under construction, hosting key handover events, and providing direct channels for after-sales support. In addition, the Portal do Cliente allows customers to connect with the responsible teams, monitor construction progress, access documents, and clarify any questions. All requests and complaints are monitored by the Central do Cliente.

We also promote engagement initiatives, such as guided visits to construction sites and in-person events, fostering direct interaction between customers and our technical teams.

This service model is monitored through the ongoing analysis of manifestations registered on public platforms, which are used as input to identify improvement opportunities and to continuously enhance our processes.

In 2025, Helbor was granted an 8.2 reputation score on these platforms, earning an "Excellent" rating. Although this result fell slightly below the 8.5 threshold required to maintain the highest rating level, it reflects consistent performance in a challenging environment for the construction sector, marked, among other factors, by labor shortages and construction delays.



Internal Customer Service

- A pillar of transparency that supports a safe and satisfactory experience.
- Internal Customer Center staffed by professionals and engineers from our own organization.
- Higher understanding of demands and technical precision in responses.
- Personalized follow-up from contract signing through post-occupancy.



Engagement Channels and Actions

- Customer Portal: Quick access to project status and documents.
- WhatsApp support for fast service.
- Guided tour programs for construction sites.
- Key handover events that include technical interaction.



Reputation and Ongoing Improvement

- Proven track record of excellence in public complaint platforms.
- Ongoing monitoring of complaints in order to identify opportunities for improvement.
- Feedback used to enhance projects and raise delivery standards.

Commercial Efficiency

The implementation of the integrated CRM system, initiated in 2024, continued to contribute in 2025 to increased commercial agility and reduced purchase decision time. The tool enables us to systematically track each stage of the customer relationship, expanding access to information and supporting the performance of our sales teams.

The Stay Moema development stood out within this commercial digitalization process. This development was marketed through a fully digital model, with no need for physical sales stands or scale models. The initiative resulted in cost optimization and expanded reach among the investor audience. With units delivered fully furnished and equipped, the project demonstrated the adoption of integrated solutions aligned with market demands.



As a complement to our commercial strategy, we held the traditional "Só a Helbor Tem" (Only Helbor Has) sales events, focused on strengthening our sales force and generating qualified leads. In 2025, this format contributed to accelerating inventory turnover and reinforcing the brand's market presence.



Sales Tools and Initiatives



New Integrated CRM:

Monitoring of each stage, greater accuracy and precise information.



"Só a Helbor Tem" (Only Helbor Has) fairs:

Focus on sales force and generation of qualified leads, accelerating inventory turnover.



Ongoing Technical Support:

A long-term commitment to the customer after delivery.

✦ *Chapter 7*

Performance



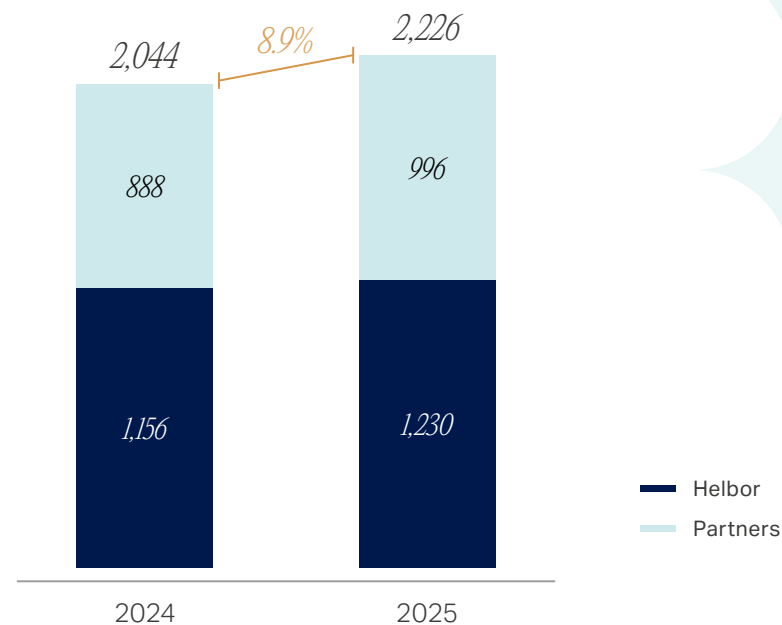
Operational Performance

In 2025, Helbor's total gross sales reached R\$ 2.2 billion, representing an 8.9% increase compared to the previous year. Of this amount, our share totaled R\$ 1,230.1 million, reflecting a 6.4% growth, in line with our strategy to expand our participation in developments and optimize value generation.

A key milestone during the period was the volume of transfers, which reached BRL 1.9 billion, marking a 10.2% increase compared to 2024. This performance reflects the maturity of our portfolio and the efficiency of our transfer processes, consolidating the best result ever recorded in Helbor's history.

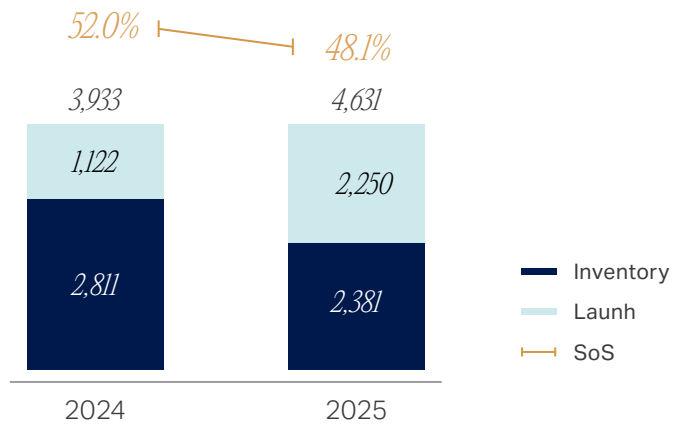
In terms of sales velocity, total Sales Over Supply (SoS) closed the year at 48.1%, while SoS related to the Company's share stood at 44.4%.

CONTRACTED SALES (R\$ MILLION)

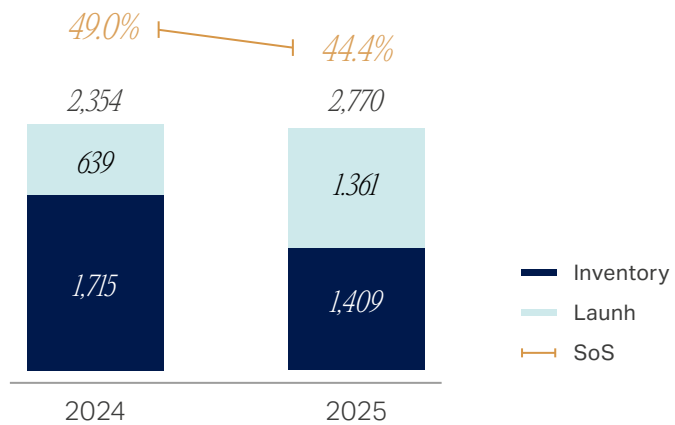


In terms of sales velocity, total Sales Over Supply (SoS) closed the year at 48.1%, while SoS related to the Company's share stood at 44.4%.

TOTAL SOS (%) AND OFFERING (R\$ MILLION)



TOTAL SOS (%) AND OFFERING (R\$ MILLION) - HELBOR

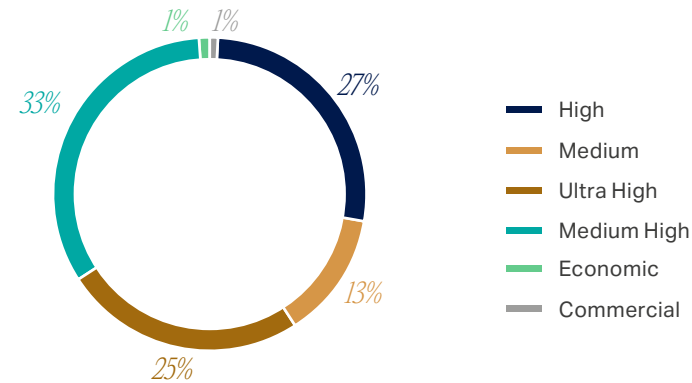


Inventory Management and Landbank

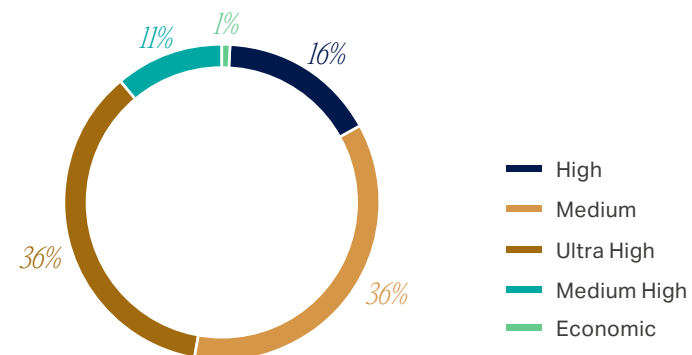
By the end of 2025, Helbor's total inventory, measured at market value, reached R\$ 2,904.4 million, of which 66% corresponded to our shareholding. This amount includes land and properties at different development stages, with 99.7% located in Brazil's Southeast region.

Regarding our landbank, by the end of 2025, we held a potential gross sales value of R\$ 10.8 billion, of which 61% referred to our share. The main movements during the year included: reduction of land inventory due to developments launched; the sale of three land plots, in line with our strategy of divesting from regions outside our core areas of operation; and the update of the PSV of land portfolio, reflecting the increase in construction costs.

INVENTORY (R\$ MILLION) BREAKDOWN BY SEGMENTS- HELBOR



LANDBANK (R\$ MILLION) BREAKDOWN BY SEGMENTS- HELBOR



Financial Performance

In 2025, our Net Operating Revenue totaled R\$ 1.1 billion, representing an 11.2% decrease compared to 2024, primarily impacted by the sales profile. Our sales mix consisted of 41% units under construction, 32% launches, and 27% units completed for delivery. In 2024, this distribution was 49%, 18%, and 33%, respectively, highlighting a shift in our commercialization profile.

Our net financial result in 2025 was an expense of R\$ 9.0 million, reflecting a 33.4% reduction compared to the previous year. Financial income reached R\$ 57.5 million, a 10.4% increase versus 2024, mainly driven by interest earned on contracts. Financial expenses totaled R\$ 66.5 million, a 33.4% decrease compared to 2024, as a result of lower interest costs and charges on loans and financing.

NET PROFIT (R\$ MILLION)



GROSS PROFIT (R\$ THOUSAND)



Capital Structure and Indebtedness

In 2025, we remained focused on strengthening our capital structure, pursuing a strategy aimed at reducing indebtedness. By the end of the year, Helbor's Consolidated Gross Debt totaled R\$ 1,864.8 million, representing a 6.4% decrease compared to 2024.

This reduction was driven by an increase in the volume of amortizations on construction financing, a decline in the volume of Working Capital agreements and Real Estate Receivables Certificates (CRIs), as well as securitization transactions, all aligned with our objective of extending the debt profile and reducing the average cost of capital.

As of the end of 2025, the Company's cash position totaled R\$ 250.2 million, resulting in Net Debt of R\$ 1,614.6 million, equivalent to 57.9% of Consolidated Shareholders' Equity.

For 2026, Helbor's priorities include an active commercial management approach, supported by specific strategies for the sale of completed inventory and new launches, in order to ensure consistent results. Effective Landbank management will be essential to unlock new opportunities, with a focus on the sale of land plots that are not part of the Company's core strategy. In addition, we will maintain strict discipline in cost management and in reducing leverage, thereby ensuring long-term profitability and financial sustainability.

Indebtedness (R\$ thousand)	2025	2024	2025 X 2024
Construction Financing	386,391	445,545	-13.3%
Bank Credit Bill and others	453,776	636,977	-28.8%
Real Estate Receivables Certificate - CRI with Collateral	484,824	552,665	-12.3%
Real Estate Receivables Certificate	539,820	356,491	51.4%
Gross Debt	1,864,811	1,991,678	-6.40%
Cash and Equivalent	250,208	480,836	-48.0%
Net Debt	1,614,603	1,510,842	6.9%
Consolidated Shareholders' Equity	2,786,743	2,711,194	2.8%
Net Debt/Consolidated Shareholders' Equity	57.9%	55.7%	2.2 p.p.

Attachments



Indicators Attachments

Governance

Diversity in Governance Bodies(%) GRI 405-1

By gender	Board of Directors	Executive Board	Fiscal Council	Statutory Audit and Risk Management Committee
Male	100%	80%	100%	100%
Female	0%	20%	0%	0%
By age group				
Under 30 years old	0%	0%	0%	0%
From 30 to 50 years old	0%	30%	50%	33%
Over 50 years old	100%	70%	50%	66%
By race				
White	100%	90%	100%	100%
Black	0%	0%	0%	0%
Brown	0%	10%	0%	0%
Indigenous	0%	0%	0%	0%
Asian	0%	0%	0%	0%

Experience of Board Memebers

GRI 2-9

Members	Skills		
	Risk Management	Experience in the Real Estate Sector	Financial
Henrique Borenstein		✓	✓
Henry Borenstein		✓	✓
Moacir Teixeira da Silva			✓
Francisco Andrade Conde			✓
Marcelo Vitorino Cavalcante		✓	✓
Sérgio Alexandre F. Clemente	✓		✓
Fabio de Araujo Nogueira	✓	✓	✓

Social

Work with Regulatory Authorities GRI 2-6

As a real estate developer and publicly traded company, Helbor is subject to the oversight of several regulatory authorities that operate both in the development of our projects and within the corporate governance sphere. In the urban context, Municipal City Halls, through their relevant departments, are responsible for reviewing and approving projects, issuing permits, conducting inspections, and granting the "Certificate of Occupancy" ("Habite-se"), thus ensuring compliance with applicable legislation. The Fire Department validates fire prevention and firefighting systems, while Real Estate Registry Offices ensure the legal regularity of our developments through the registration of the incorporation and other real estate acts.

Ratio between salary and remuneration received by women and men GRI 405-2

By functional category (base salary only)	2023	2024	2025
Board of Directors	0.60	0.62	0.61
Management	1.06	0.96	0.98
Coordination	1.01	0.99	0.92
Non-leadership	0.82	0.77	0.90
By functional category (remuneration)			
Board of Directors	0.44	0.62	0.48
Management	1.06	0.96	1.02
Coordination	1.01	0.99	0.92
Non-leadership	0.75	0.77	0.90

Maternity/paternity leave GRI 401-3

	Men	Women
Employees who took parental leave	1	5
Employees who should return to work after the end of the leave	1	4
Employees who returned to work after the leave	1	3
Return rate	-	75%
Employees who returned to work after the end of their leave in the previous year	0	1
Employees who this year completed 12 months of returning to work after the end of their leave	0	0
Retention rate	-	0%

Environmental

Rehabilitated Lands

Number of Land Rehabilitated by Helbor since 2015

Developments	Location	M ² (land)	Investment for rehabilitation
ORIGEM TATUAPÉ	São Paulo	7,798.85	R\$ 223,000.00
SPAZIO HELBOR	São Paulo	3,190.04	R\$ 512,000.00
TREND SP	São Paulo	3,338.76	R\$ 484,000.00
LANDSCAPE BY HELBOR	Mogi das Cruzes	17,976.84	R\$ 263,000.00
TRILOGY HOME, OFFICES & HOTEL	São Bernardo do Campo	15,602.02	R\$543,000.00
HELBOR OFFICE SÃO PAULO	São Paulo	1,720.00	R\$ 830,000.00
HELBOR FAMILY GARDEN	São Bernardo do Campo	6,932.82	R\$ 875,000.00
HELBOR UP OFFICES BERRINI	São Paulo	2,273.60	R\$ 730,000.00
CAMINHOS DA LAPA HOME CLUBE	São Paulo	11,608.63	R\$ 267,000.00
TREND HIGIENÓPOLIS	São Paulo	1,599.63	R\$ 1,000,000.00
ART PAULISTA	São Paulo	1,750.00	R\$ 510,000.00
CAMINHOS DA LAPA JERIVÁS	São Paulo	19,163.35	R\$ 267,000.00
W RESIDENCES SÃO PAULO	São Paulo	6,068.26	R\$ 485,000.00
HELBOR MY SQUARE	São Paulo	11,046.61	R\$ 515,000.00
HELBOR SPAZIO VITA	São Paulo	5,398.04	R\$ 1,000,000.00
SÃO PAULO SOUTH HOUSE	São Paulo	3,550.00	R\$ 670,000.00
HELBOR PATTEO BOSQUE MAIA	Guarulhos	7,248.24	R\$ 1,500,000.00

Number of Land Rehabilitated by Helbor since 2015

HELBOR JARDIM IPOEMA	Mogi das Cruzes	14,319.67	
HELBOR VARANDAS IPOEMA	Mogi das Cruzes	13,703.45	
HELBOR ESPAÇO E VIDA IPOEMA	Mogi das Cruzes	15,727.40	R\$ 820,000.00
HELBOR ESPAÇO E VIDA IPOEMA II	Mogi das Cruzes	17,079.22	
HELBOR PRAÇAS IPOEMA	Mogi das Cruzes	20,388.34	
HESA 42*	Mogi das Cruzes	15,313.48	
HELBOR NEW PATTEO OSASCO	Osasco	4,581.00	R\$ 250,000.00
HELBOR PATTEO SÃO PAULO	São Paulo	18,179.54	R\$ 450,000.00
RESERVA CAMINHOS DA LAPA	São Paulo	18,466.89	R\$ 297,152.00
HELBOR PATTEO VILA MARIANA	São Paulo	3,756.14	R\$ 1,245,000.00
HESA 159 - SEMP TOSHIBA*	São Paulo	26,090.44	R\$ 3,117,000.00
HESA 177 - DUO CORPORATE, LIFESTYLE & MALL	São Paulo	4,321.93	R\$ 678,370
Total		298,193.19	R\$ 17,531,522.00

Number of Land to be Rehabilitated

Developments	Location	M ² (land)	Investment for rehabilitation*
HESA 96 - Enxovia (Open Mind)	São Paulo	12,346.00	R\$ 7,131,000.00
HELBAACO	Guarulhos	19,421.33	R\$ 13,290,000.00
HESA 125 - Eugênio de Freitas	São Paulo	2,973.00	R\$ 240,000.00
HESA 197	São Bernardo do Campo	28,150.58	R\$ 4,921,802.00
HESA 224	São Paulo	2,181.00	R\$ 848,001.00
H207 - Santo Amaro	São Paulo	1,126.50	R\$ 405,983.00
Total		66,198.41	R\$ 26,836,786.00

*Total invested by December 2025.

GRI Content Index

Code	Description	Page/Direct answer
Universal Standards		
General Disclosures		
The organization and its reporting practices		
2-1	Organizational details	Pages 07 and 14.
2-2	Entities included in the organization's sustainability reporting	Page 07. The indicators presented in this report do not include Helbor Vendas, our own brokerage firm.
2-3	Reporting period, frequency and contact point	Page 04.
2-4	Restatements of information	We had no restatements of information in this report.
2-5	External assurance	With the exception of independently audited financial indicators, the remaining indicators are based on internal information and have not undergone external verification.
Activities and workers		
2-6	Activities, value chain and other business relationships	Pages 11,13, 14, 17, 33, 75, 77 and 88.
2-7	Employees	Page 62.
2-8	Workers who are not employees	The company has seven interns and six apprentices. There were no records of outsourced workers under direct management during the period.
Governance		
2-9	Governance structure and composition	Pages 25, 26, 27 and 87.
2-10	Nomination and selection of the highest governance body	Page 26.
2-11	Chair of the highest governance body	Page 25. The Chair of the Board also holds executive functions within the Company.

Code	Description	Page/Direct answer
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 15, 17 and 27.
2-13	Delegation of responsibility for managing impacts	Pages 15 and 28.
2-14	Role of the highest governance body in sustainability reporting	Page 15.
2-15	Conflicts of interest	Helbor's Code of Ethics guides conflict prevention, requiring employees to disclose external or family members' participation in competitors. Meanwhile, Helbor's Related Party Transactions Policy establishes guidelines to avoid situations that could generate conflicts of interest. Check out the policy in full: https://bit.ly/48GkBQA
2-16	Communication of critical concerns	The Risk Management Committee advises the Board on risk oversight. Stakeholder concerns are handled directly by the Executive Board, which coordinates the work and communication with those involved, aiming to resolve any outstanding issues. For confidentiality reasons, we have chosen not to disclose the numbers and content of critical concerns received in 2025.
2-17	Collective knowledge of the highest governance body	No specific training was provided to the Board of Directors members on sustainable development by 2025.
2-18	Evaluation of the performance of the highest governance body	According to the Internal Regulations, the Board of Directors conducts a performance evaluation of the organization as a collegiate body every two years.
2-19	Remuneration policies	Page 29.
2-20	Process to determine remuneration	Page 29.
2-21	Annual total compensation ratio	For reasons of confidentiality restrictions, we have chosen not to disclose this information.
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	Page 03.
2-23	Commitment policies	Pages 30, 59 and 60.
2-24	Embedding commitment policies	Pages 31, 35, 59, 60 and 75.
2-25	Processes to remediate negative impacts	Page 78.

Code	Description	Page/Direct answer
2-26	Mechanisms for seeking advice and raising concerns	Page 30.
2-27	Compliance with laws and regulations	In 2025, we recorded several cases involving the application of fines totaling R\$ 4,672,264.91, related to delays in the delivery of the developments My Way Guanabara, Patteo Klabin, and Jardim Botânico by Helbor. Cases with delays exceeding six months were considered significant, in accordance with the criteria defined in the Financial Statements.
2-28	Membership associations	We are members of Secovi, the trade union that represents real estate commerce and service companies. The union produces and disseminates relevant content and information, such as research, indexes, manuals, and technical guides about the sector. Helbor's participation in this association involves the payment of annual fees for representation in matters the institution takes the lead on with public authorities, in addition to sharing certain market data.
Stakeholder Engagement		
2-29	<i>Approach to stakeholder engagement</i>	Pages 17, 33 and 78.
2-30	Collective bargaining agreements	100% of employees under the CLT (Brazilian labor law) are covered by collective bargaining agreements; this indicator does not apply to interns and statutory directors.
Material Topics		
3-1	Process for determining material topics	Page 16.
3-2	List of material topics	Page 16.
3-3	Management of material topics	Pages 11, 13, 30, 35, 43, 47, 49, 53, 59, 67 and 75.
Specific Standards		
Economic Disclosures		
Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	Pages 43, 57 and 72.
203-2	Significant indirect economic impacts	Pages 53 and 72.
Procurement Practices		
204-1	Proportion of spending on local suppliers	Page 75.

Code	Description	Page/Direct answer
Anti-corruption		
205-1	Operations assessed for risks related to corruption	Page 30.
205-2	Communication and training about anti-corruption policies and procedures	Page 30.
205-3	Confirmed incidents of corruption and actions taken	In 2025, no confirmed cases of corruption or related legal proceedings were identified.
Environmental Disclosures		
Energy		
302-1	Energy consumption within the organization	Pages 46 and 47.
302-4	Reduction of energy consumption	The Company bases its estimate on a 20% reduction in energy consumption in new projects linked to AQUA-HQE certification.
Water & Effluents		
303-1	Interactions with water as a shared resource	Pages 45 and 51.
303-3	Water withdrawal	Page 51.
303-5	Water consumption	Page 51.
Emissions		
305-1	Direct (Scope 1) greenhouse gas (GHG) emissions	Page 46.
305-2	Indirect (Scope 2) greenhouse gas (GHG) emissions from energy purchases	Page 46.
Waste		
306-1	Description of waste-related impacts	Page 49.
306-3	Waste generated	Page 49.
306-4	Waste not destined for final disposal	Page 49.
306-5	Waste destined for final disposal	Page 49.

Code	Description	Page/Direct answer
Supplier Environmental Assessment		
308-1	New suppliers screened using environmental criteria	The Company does not adopt specific environmental criteria in the selection of new suppliers. However, our contracts stipulate that all applicable environmental legislation must be complied with, in addition to requiring the adoption of safe practices for both health and the environment. These include, but are not limited to, water supply at construction sites, proper storage, handling, and disposal of waste. We conduct regular site inspections to ensure that these conditions are consistently met.
308-2	Negative environmental impacts in the supply chain and actions taken	Page 75.
Social Disclosures		
Employment		
401-1	New hires and employee turnover	Pages 62 and 64.
401-3	Maternity/paternity leave	Page 88.
Training and Education		
404-1	Average training hours per year per employee	Page 67.
404-2	Programs to improve employee skills and assist with career transition	Pages 59, 60, 64 and 67.
404-3	Percentage of employees receiving regular performance and career development reviews	Page 68.
Diversity and Equal Opportunity		
405-1	Diversity in governance bodies and employees.	Pages 70 and 87.
405-2	Ratio of basic salary and remuneration of women to men	Page 88.
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	In 2025, we did not record any cases of discrimination.

Code	Description	Page/Direct answer
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	Page 75. Helbor declares that, during the reporting period, no operations or construction sites with a risk of child labor were identified.
Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 75. Helbor declares that, during the reporting period, no operations or construction sites with a risk of forced or compulsory labor were identified.
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Page 53. Helbor declares that 100% of its operations (headquarters and branches) include initiatives aimed at the development of local communities. In our construction bidding processes, the contracts we enter into with construction companies include a clause establishing the mandatory implementation of at least one social project linked to each development, such as the "Incorporating Knowledge" Project.
Supplier Social Assessment		
414-1	New suppliers screened using social criteria	Page 75. All construction companies must comply with the contractual provisions required by Helbor, which include adherence to clauses related to the environment and human rights. In 2025, no new construction companies were selected based on social criteria, as the Company did not engage any new construction companies during the period. Smaller suppliers, such as marketing agencies and consulting firms, are not subject to socio-environmental evaluation.
414-2	Negative social impacts in the supply chain and actions taken	In 2025, Helbor did not conduct formal Social Impact assessments with the contracted construction companies, including those responsible for conducting the "Incorporating Knowledge" Project, the execution of which became the direct responsibility of these companies.
Customer Health and Safety		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no instances of non-compliance with laws or voluntary codes relating to health and safety impacts of products and services.
Customer Privacy		
418-1	Substantiated complaints regarding breach of privacy and loss of customer data	In 2025, 42 incidents were recorded, including 39 complaints of privacy violations received from third parties and 3 identifications of data leaks or loss.

SASB Content Index

Activity metric		
IF-RE-000.A	Number of assets, by asset class	Page 14.
Energy management		
IF-RE-130a.5	Description of how the energy management of projects is integrated into the analysis of real estate investment and operational strategy	Page 47.
Water management		
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate these risks	Pages 35 and 51.
Environmental impacts of developments		
IF-EN-160a.1	Number of incidents of non-compliance with environmental licenses, standards and regulations	There were no incidents of non-compliance with environmental licenses, standards, or regulations during operation in 2025.
IF-EN-160a.2	Description of the processes for assessing and managing environmental risks associated with the design, location and construction of projects	Page 35.
Impacts of the development life cycle		
IF-EN-410a.1	Number of (1) commissioned projects certified to a third-party multiattribute sustainability standard and (2) active projects seeking such certification.	Pages 36 and 38.

SDG Map



Page 52



Pages 6, 52, 58 and 74



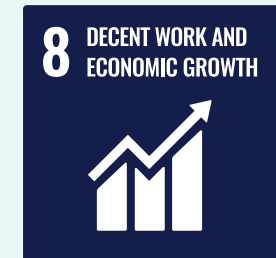
Page 58



Page 34



Page 34



Pages 6, 58 and 74



Pages 34, 52 and 74



Pages 6, 52, 58 and 74



Pages 34 and 52



Pages 6, 34, 52 and 74



Page 34



Page 24



Credits

Helbor Empreendimentos S.A.

Av. Ver. Narciso Yague Guimarães, 1.145, 15.º andar

Vila Partenio, Mogi das Cruzes - SP, Brasil

CEP 08780-500

Telephone: + 55 (11) 3174-1211

<http://helbor.com.br/>

Coordination

Corporate Governance Division

Consulting, Writing, Layout, and Translation

Ricca Sustentabilidade

Photos and Illustrations

Helbor Archive

Freepik

Unsplash

Contact

ri@helbor.com.br





 **Helbor**
sinta-se em casa