



2023 ANNUAL REPORT



fundação
raízen



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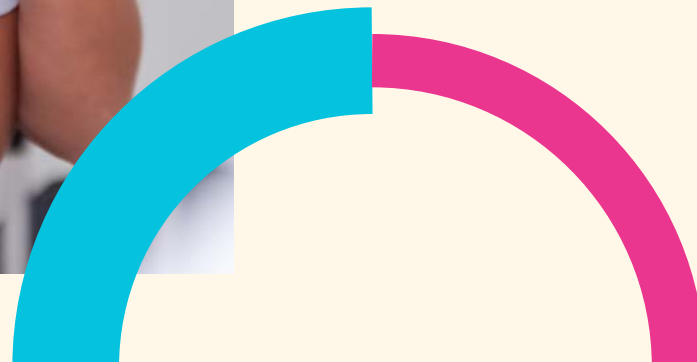


Foreword

Over the past four years, we have annually reported on our initiatives to **advance education as the energy that activates the present to shape the future for children and youth everywhere**. This report illustrates our commitment to transparency and respect for all stakeholders sharing this journey with us: students and their families, educators, employees, partners, volunteers, and other stakeholders.

Been empowering children and youth for more than two decades, building their autonomy, leadership, and civic skills. The progress detailed in the following pages illustrates our ongoing efforts to advance education in our country.

If you have any questions or feedback about our report, please write to (fale@raizen.com) or call (0800 728 1616). Thank you in advance for your support, and we hope you enjoy reading this report!





01.

Message from Our Leadership





Founder's message

I'm delighted to share with you—our team members, partners, and friends—our Annual Report for 2023. Over the past year, we have added another chapter to our history, marked by notable accomplishments and progress in our social-impact programs.

During this period, we celebrated two decades of dedication to the education and social and emotional development of children at our Jaú (SP) campus. This campus hosts

our **Ativa Infância** program, providing comprehensive education to children from infancy to nearly six years old. We also provide afterschool activities for children aged six to ten, enriching their educational and developmental journey. As the founder of the Raízen Foundation, I am proud to witness our efforts go from strength to strength over the years. Seeing the positive impact we have had on the lives of children and their families is truly gratifying and inspiring.

As we celebrated our 20th anniversary, we opened the Mônica Silveira Mello Library, named in my honor in a touching tribute. This space was carefully designed to enhance the learning experience for children, offering a collection of 350 children's and youth literature books curated with care and attention. I am thrilled and honored by this new addition,



We are pleased to present the 2023 Raízen Foundation Report, highlighting significant achievements and progress in the year.





Our programs are replicable and scalable, delivering quality education and civics while transforming our communities.

and I hope the library will be a place of inspiration and learning for all the children who attend the Jaú campus.

In our **Ativa Juventude** program, we have reached 10,280 youth since the initiative began, surpassing our initial goal of 10,000 students by 2024. This program has strengthened our efforts to address truancy, inspiring students to complete their education and look forward to a promising future.

These many achievements are the culmination of a dream that began in 2002 in Piracicaba (SP) as the Cosan Foundation. Achieving these outcomes has only been possible with the engagement of our employees and partners, and the trust that students' families have placed in our professionalism and methodologies. My sincere thanks to all.

Our results in 2023 provide motivation to continue growing and expanding our positive impact. During the year, we launched **Ativa Comunidade Escolar**, a program which will benefit approximately 900 public schools

in 90 Brazilian cities starting in 2024. This program, developed under an agreement with the BNDES Social and Environmental Fund, has a mission to develop thousands of students and teachers across the country.

I am confident that our programs have become replicable and scalable models that can drive the corporate social sustainability strategies of companies in various sectors. We will continue to expand our initiatives, maintaining our essence and purpose of delivering quality education with love and care, empowering students with autonomy, leadership and civic skills. This commitment has continued to guide us in transforming the communities where we are present.

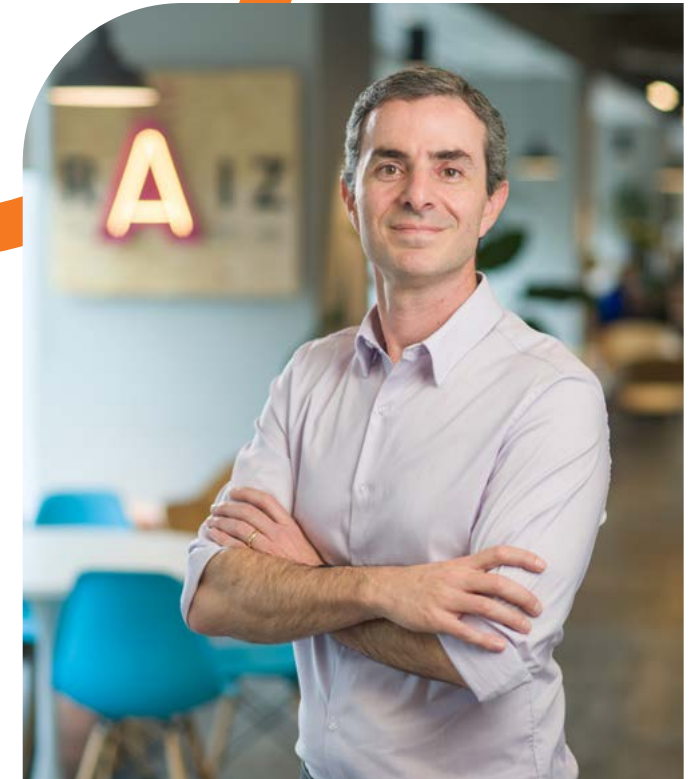
Mônica Maria Mellão Silveira Mello
Founder, Raízen Foundation

Message from the **Board of Directors**

In 2023, the Raízen Foundation achieved significant milestones and progress, underscoring our commitment to the communities we serve.

The year in review was marked by extraordinary achievements and progress in our social impact programs, reflecting our longstanding commitment to developing the communities where Raízen operates.

Ativa Infância, our early education program, benefited over 200 children at our Jaú (SP) campus, where we further refined our participatory learning approach. We took important steps in creating an inclusive school environment, particularly in supporting children with disabilities, with a special focus on those with Autism Spectrum Disorder (ASD). In 2023, we provided inputs into a public consultation by the Brazilian Ministry of Education on the quality of early childhood education. This highlighted not only our recognized thought leadership but also our commitment to shaping educational policies.



Our **Ativa Juventude** program was equally successful, training over 10,280 youth since its inception, surpassing our initial goal of 10,000 students by 2024. This program has been replicated in all regions hosting Raízen's bioenergy operations, covering 31 municipalities across four Brazilian states. Further extending the program's reach, we expanded it to 25 new municipalities in 2023, in six additional states.



Overall, the Raízen Foundation reached over 41,976 people directly and indirectly in 2023, a substantial 59.1% increase compared to the previous year. Beyond educational activities, our initiatives have had a tangible and positive impact on the communities we serve.

The Raízen Foundation has played a crucial role within Raízen's social performance strategy. Every life impacted is a step forward towards a brighter future for our communities. However, there is still much work to be done. We remain committed to implementing educational initiatives in all areas where Raízen operates by 2030, working collaboratively with other companies and organizations to amplify our social impact.

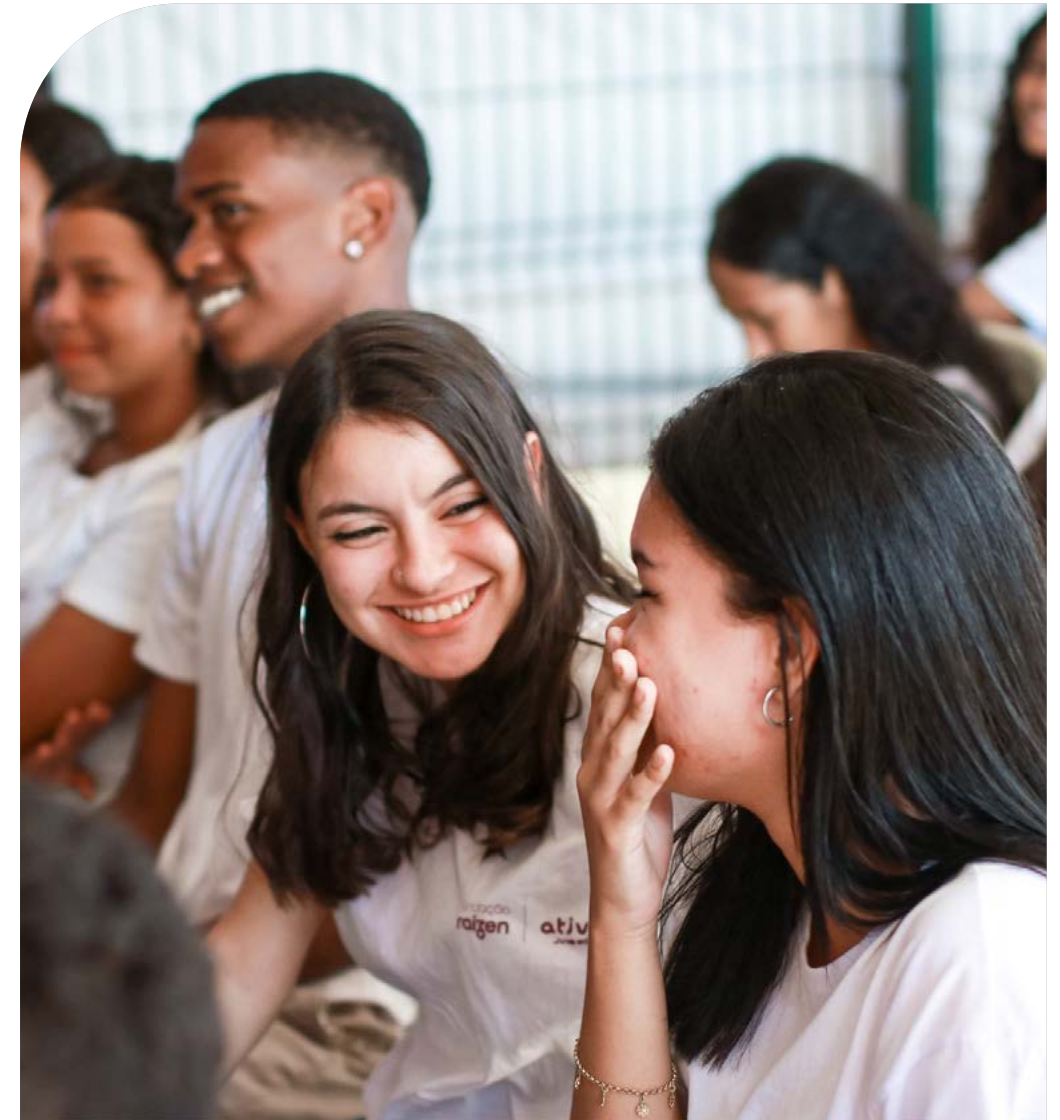
I would like to thank all employees, partners, and community members for their continued support. Together, we can create a world where all children and youth have the opportunities they need to reach their full potential and build a prosperous future.

Ricardo Mussa

Chairman of the Board
Raízen Foundation



The Raízen Foundation benefited 41,976 people in 2023, a 59.1% increase on the previous year.



The year **at a glance**

41.976 people

directly and indirectly reached (**up 59.1%** on 2022)

ativa
Infância

227 children

reached by *Ativa Infância* in 2023

ativa
Comunidade Escolar

Launched a new program, *Ativa Comunidade Escolar*, which will directly benefit **900 public schools** in **90 Brazilian** municipalities.

ativa
Juventude

4,860 youths

completed training with *Ativa Juventude* in 2023, bringing the total to

★ **10,280** students

trained since 2019. We have thus met our goal of training 10,000 youth by 2024 ahead of schedule

28 educators

trained in the *Ativa Juventude* methodology

Excellence-level satisfaction rating (Net Promoter Score¹):

Ativa Infância NPS of

97.6

100% of respondents expressed satisfaction with the program, and **87.1%** rated the pedagogical methodology as “Excellent.”

Ativa Juventude NPS of

87.3

¹ Calculated based on responses to a single question: “On a scale of 0 to 10, how likely are you to recommend our program to a friend or family member?” Based on their responses, respondents are categorized into three groups: promoters (who respond with a 9 or 10), passives (7 or 8), and detractors (0 to 6). The NPS is calculated by subtracting the percentage of detractors from the percentage of promoters. The score ranges from -100 (if all respondents are detractors) to +100 (if all respondents are promoters).

Raízen, our primary sponsor, has committed to implementing

our social technologies in **100%** of its host communities

by 2030. As of yearend 2023, we were present in

57.1% of these locations (60 municipalities).



02.

Who we are

Who we are

Welcome to the Raízen Foundation, a non-profit, public-interest civil society organization sponsored by Raízen—one of the leading players in the energy sector, a global leader in sugar and ethanol production, and one of the largest fuel distributors in the country.

Founded in 2002 as the Cosan Foundation, for the past 22 years we have advanced our mission of empowering people to shape their own futures.

Our efforts are driven by a network of dedicated partners and three core programs, all focused on providing quality education and fostering social and emotional development with affection and care:

- **Ativa Infância** provides comprehensive early childhood education and afterschool activities that create an optimal environment for learning and healthy growth.
- **Ativa Juventude** empowers youth as they transition to high school, helping them discover their vocations and career paths, encouraging school retention, and promoting lifelong learning.
- **Ativa Comunidade Escolar**, launched in partnership with the Brazilian Development Bank (BNDES) Social and Environmental Fund, will be rolled out starting in 2024. This program aims to enhance the educational training of public school principals and teachers across 90 Brazilian municipalities.



Our programs are hosted at campuses in Jaú, Piracicaba, Igarapu do Tietê, Ipaussu, and Valparaíso, in the state of São Paulo, as well as in Jataí, Goiás. In 2023, we loaned our campus in Dois Córregos (SP) to the municipal government for 12 months to address educational needs during renovations at the Benedito dos Santos Guerreiro Municipal School.



This aligns with our institutional goals, by providing an adequate learning space for children's continued education. During this period, our activities in the municipality continued through partnerships with public schools and charities hosting our *Ativa Juventude* program.

Our strategic partnerships enable us to extend our impact beyond the municipalities hosting our campuses. **In 2023, Foundation initiatives reached 57 locations across Brazil**, demonstrating the positive and wide-reaching impact of our programs.

The Raízen Foundation's overarching goal is to provide an education that creates opportunities and opens new pathways, while accommodating diverse contexts and vocations. In 2023, our foundation was staffed by 68 engaged and dedicated team members. Together, we foster empowerment and civic engagement to drive the development of the communities where we operate.

Our purpose

At Raízen Foundation, our purpose is to transform the prospects of children and youth who, faced with life's challenges, have stopped dreaming. Our goal is to open doors to a future yet to be imagined. To achieve this, we work collaboratively to foster the development of children and adolescents, building empowerment, leadership, and civic skills.

Our efforts align with Raízen's public commitment to ensuring that by 2030, 100% of the communities surrounding its operations will benefit from educational initiatives. This goal will be realized through the expansion of our programs. We also recognize the potential of our operating model to enhance the corporate social responsibility strategies of other companies across different industries.

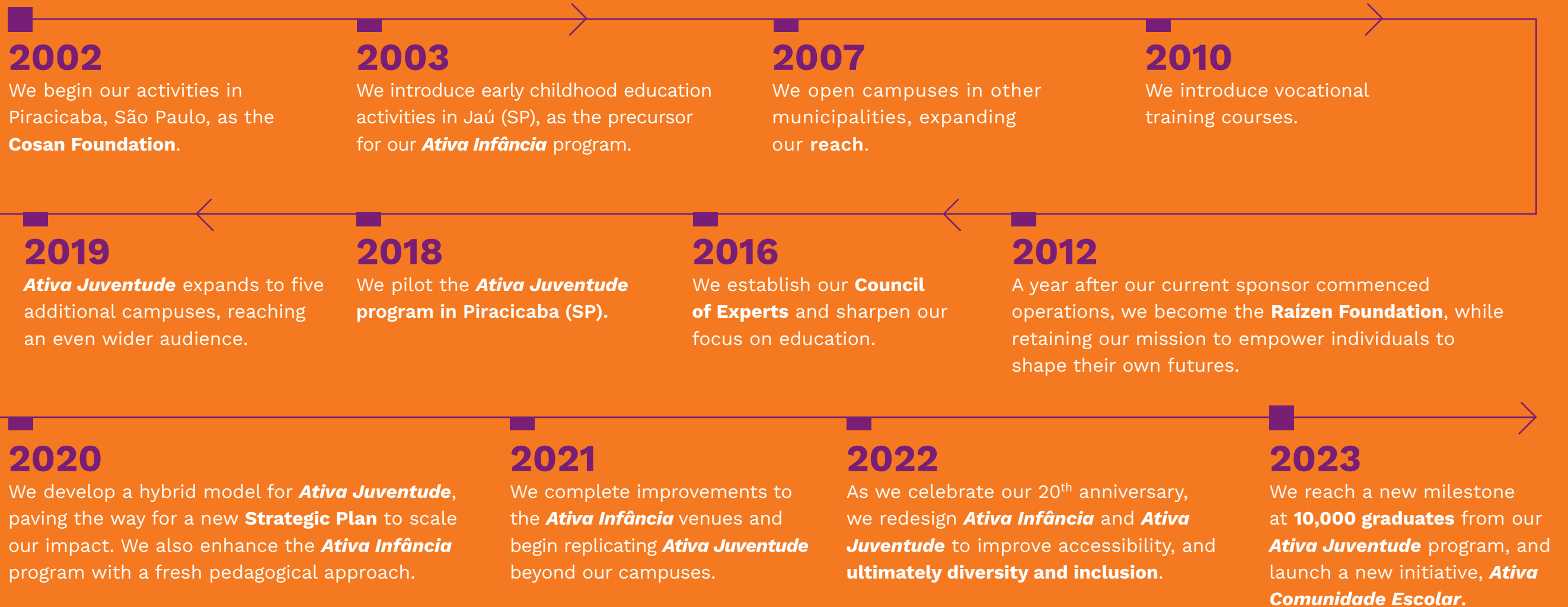
Our programs are designed as replicable and scalable models aimed at addressing the significant challenges faced by Brazilian youth. According to data from QEdu Juventudes e Trabalho, over 4.1 million young people in Brazil—predominantly women (62%), black

or brown (73%), aged 18 to 24 (52%)—were not studying, not working, and had not completed basic education in 2022. Nearly half of them had only completed up to elementary school. In addition, more than 5.7 million young people were working without having completed basic education, with the majority being men (74%), black or brown (69%), aged 25 to 29 (51%). These figures underscore the persistent challenges we face: limited access to education, high dropout rates, and a lack of job opportunities, especially for the less educated. We are committed to making a difference and leaving a more promising future for all as a legacy.



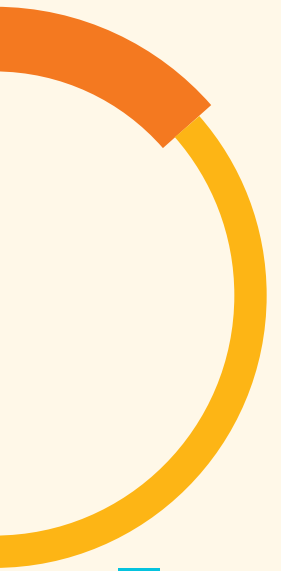
We aspire to transform lives by opening doors to a promising future, fostering empowerment and civic engagement through education.

Timeline



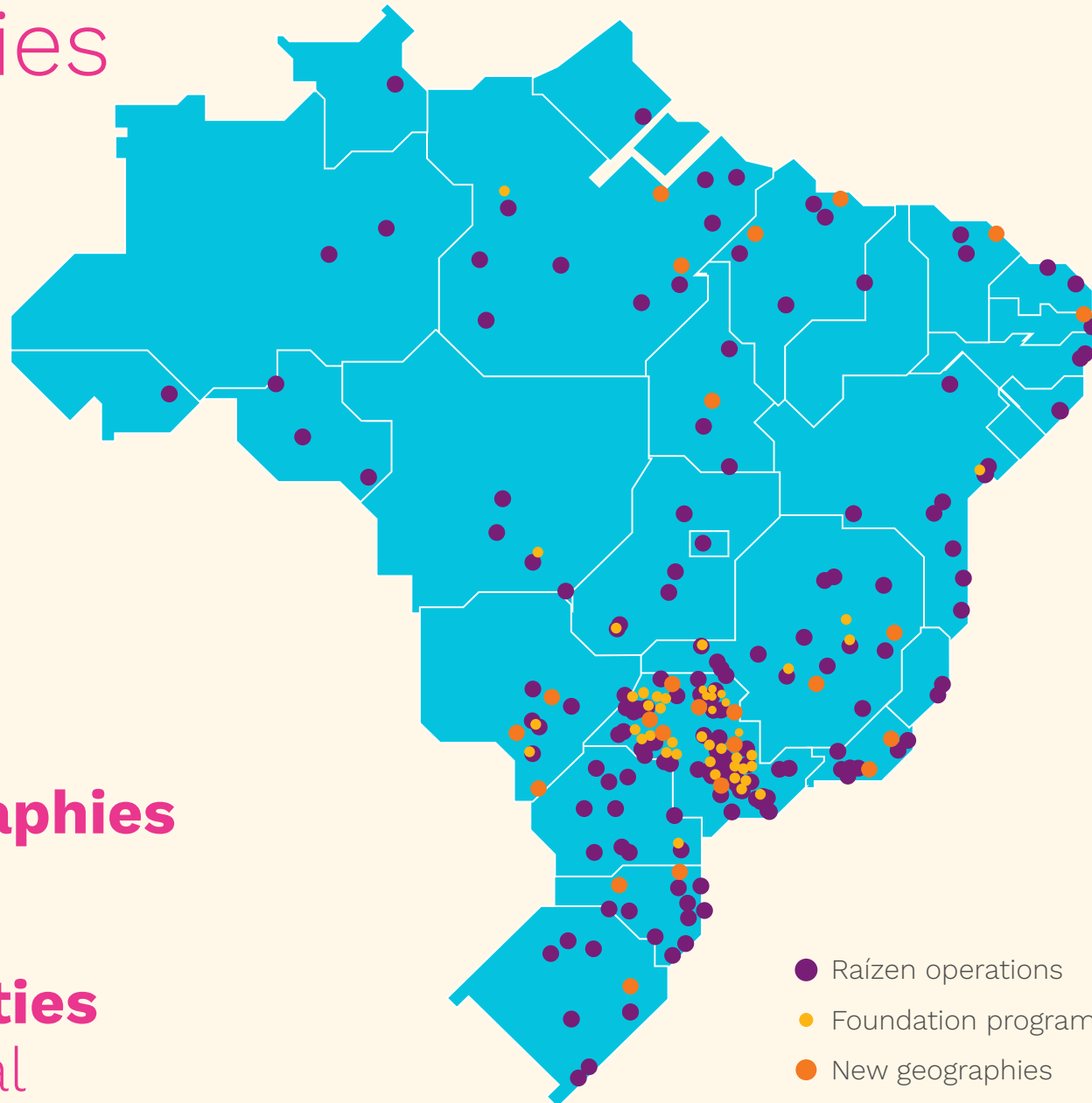


Geographies served



25 new geographies served in 2023

70 municipalities reached in total



- Raízen operations
- Foundation programs
- New geographies

Municipalities

- | | |
|-------------------------|---------------------------|
| Alvorada de Minas-MG | Ipaussu-SP |
| Andradina-SP | Jataí-GO |
| Araçatuba-SP | Jaú-SP |
| Araraquara-SP | Lagoa da Prata-MG |
| Araucária-PR | Leme-SP |
| Barra Bonita-SP | Maracáí-SP |
| Bernardino de Campos-SP | Mineiros do Tietê-SP |
| Bocaina-SP | Mirandópolis-SP |
| Brotas-SP | Morro Agudo-SP |
| Caarapó-MS | Ourinhos-SP |
| Capivari-SP | Piracicaba-SP |
| Charqueada-SP | Rafard-SP |
| Chavantes-SP | Rio Brilhante-MS |
| Colômbia-SP | Rio Das Pedras-SP |
| Dois Córregos-SP | Rondonópolis-MT |
| Dom Joaquim-MG | Rubiácea-SP |
| Elias Fausto-SP | Santarém-PA |
| Guarapuã-SP | São Francisco do Conde-BA |
| Guararapes-SP | São Paulo-SP |
| Guariba-SP | Tarumã-SP |
| Ibaté-SP | Uberlândia-MG |
| Igaraçu do Tietê-SP | Valparaíso-SP |
| Igarapava-SP | |

New geographies in 2023

- | | |
|--------------------------|--------------------------|
| Açailândia-MA | Irani-SC |
| Alto Taquari-MT | Jaraguá do Sul-SC |
| Barueri-SP | Marabá-PA |
| Belém-PA | Maracajú-SP |
| Bento de Abreu-SP | Paraguaçu Paulista-SP |
| Betim-MG | Paulínia-SP |
| Cabedelo-PB | Porto Nacional-TO |
| Campo Grande-MS | Ribeirão Preto-SP |
| Campos dos Goytacazes-RJ | Rio de Janeiro-RJ |
| Duque de Caxias-RJ | São José do Rio Preto-SP |
| Esteio-RS | São Luís-MA |
| Fortaleza-CE | Sertãozinho-SP |
| Governador Valadares-MG | |



03.

Our Programs



Ativa Infância



Hosted at our Jaú (SP) campus, *Ativa Infância* fosters active participation in childhood through an educational approach infused with affection, care, and socialization. The program provides children from infancy to six years old with access to comprehensive education, while providing children aged six to ten with afterschool activities that stimulate their social and emotional development and prepare them for their social and cultural environment. Accredited by the Ministry of Education and aligned with the Brazilian Core Curriculum (BNCC), *Ativa Infância* is focused on six learning rights: play, expression, social interaction, self-awareness, participation, and exploration.

Grounded in the Reggio Emilia educational approach, the program recognizes the environment as a third teacher, encouraging experimentation and exploration to foster children's curiosity. Student development is evaluated through observation and documentation in

reports that track their individual achievement and learning needs. This approach respects each child's learning pace and individuality. Consequently, *Ativa Infância* not only provides quality education but also promotes students' well-being and overall development.

Our Jaú campus features an outdoor kitchen garden where students can plant and grow their own food, engaging with nature. In addition, the program's well-balanced nutritional plan adheres to guidelines from the World Health Organization (WHO) and the Brazilian Ministry of Health on nutritional diversity and quality. As part of our Commitment to health, we ensure that their vaccination records are kept up-to-date, contributing to above-average vaccination rates in Jaú (SP).

Teaching environmental stewardship and natural resource conservation is also a key goal of the *Ativa Infância* program. From early

childhood education to afterschool learning, children aged zero to ten are immersed in experiences that promote a conscientious and caring relationship with nature.



***Ativa Infância* promotes comprehensive education and social and emotional development, fostering active participation in childhood.**

In 2023, during Environment Week from June 5 to 7, our students and those from municipal schools in Jaú (SP) engaged in various activities related to water scarcity and preservation practices, culminating in an inspiring tree planting event. This initiative was supported by Raízen employees through the VOAR (Raízen Volunteers in Action) program. We also joined the “Schools for Climate” movement, with our efforts focused on water as a core theme. Schools are awarded rating marks based on the maturity and relevance of their sustainability-related efforts. Last year, we were awarded a Tier 4 mark, which recognizes schools that are at an advanced stage in their environmental efforts, with a positive impact on the communities they serve.



Our *Trata Óleo* project, a partnership with the water utility in Jaú, is another of our initiatives addressing environmental issues. Initiated in 2021, this project engages children in recycling cooking oil to mitigate environmental impacts. For every four liters of used oil collected, children receive a brand-new bottle of cooking oil for their family. The used cooking oil is sent for recycling through a biodiesel production partnership with PETRO-ECOL. Besides encouraging children to collect used oil, the project provided opportunities for learning and engagement with children at the center. Through discussion groups and educational activities, they explored the concepts of the 5 Rs (reduce, reuse, recycle, rethink, and refuse) and shared their discoveries about the importance of responsible environmental action. Children also presented their projects to the mayor of Jaú, inspiring him to incorporate environmental education into municipal school curricula. Since then, environmental education has become part of the curriculum in other schools in the city, demonstrating the positive and transformational impact of our project.



We have also made significant progress on our journey to become an inclusive school that supports students' all-round development. We have enhanced our support for children with disabilities, particularly those with Autism Spectrum Disorder (ASD). Not only are we able to meet these children's specific needs, but we effectively ensure their full participation in all school processes and experiences. Inclusion was a consistent theme in our parent meetings, with guest experts underscoring the significant benefits from diversity for all children, regardless of their individual abilities or challenges.

We made significant progress in inclusion and all-round development



In 2022, the Rodrigo Mendes Institute provided consultancy and the Alana Institute provided advice to train our team to address the challenges of inclusion. This comprehensive training covered various types of disabilities and included support from professionals such as speech therapists, physiotherapists, occupational therapists, and neuropsychologists. Our employees were equipped to handle unique challenges, like food selectivity in children with autism, and to educate and support families on the importance of inclusion. In 2023, we used

a hands-on approach to this training, addressing the needs of our students while engaging and educating families on the benefits of inclusion.

Aligned with our commitment to diversity, we also provided anti-racist education, recognizing the importance of addressing ethnic and racial cultural issues. In 2023, our team attended training sessions led by guest experts, covering topics such as unconscious bias and structural racism.

"My son Anthony has been at the Raízen Foundation since August 2021. He is four years and ten months old and is in the *Ativa Infância* program. When I enrolled him at the school, I was familiar with the Foundation but didn't know much about *Ativa Infância*. Our experience has been wonderful. Many people close to us have also enrolled their children at the school, and we've always heard positive feedback and recommendations. Enrolling my son at the Foundation was always a dream, and thank God, it came true and has been incredible.

When Anthony started at the school, he didn't have an autism diagnosis yet. The school and his attending doctors helped reach a diagnosis. The *Raízen Foundation* played a key role in helping me understand his issues with socialization and eating. Initially, he struggled to adapt to school, but with a lot of effort from us and the Foundation team, he is now a completely different child. He starts the day smiling, hugs his teachers, and enjoys being around everyone. His interaction with other children has always been positive, and everyone always tries to help him in some way.

As a mother, I am eternally grateful for everything the Raízen Foundation does for my son. You can see how much they care about and are dedicated to the kids. The transformation I have seen in Anthony is the greatest proof of the importance of this program, for which I am infinitely grateful.

Marcia Alves dos Santos

Mother of Anthony Santos Ferreira, an *Ativa Infância* student

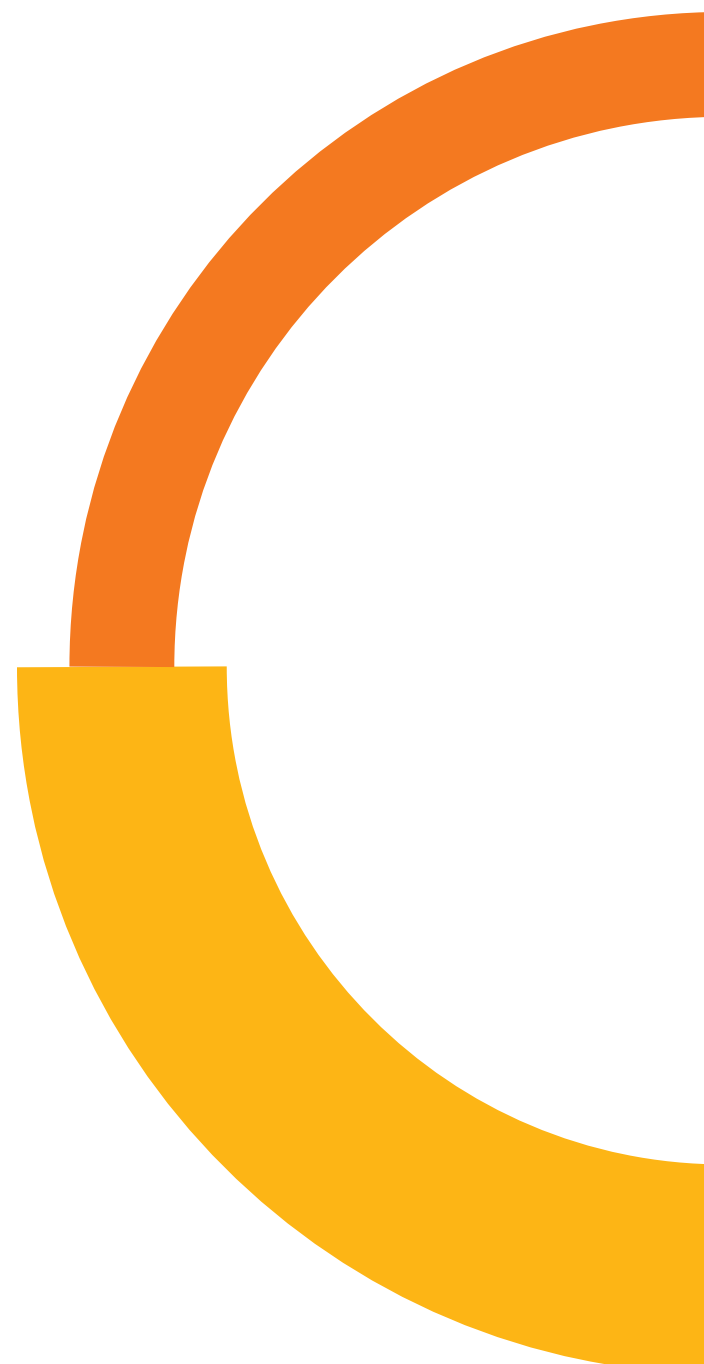


My journey to the *Ativa Infância* program has been fueled by a passion for more inclusive and child-centric education. I began my career as a social educator and progressed through roles as a teacher and pedagogical coordinator before becoming a school principal. Frustrated with traditional methods, I discovered the Reggio Emilia approach in Italy, which places the child at the center and fosters a sense of partnership between teacher and student.

Joining *Ativa Infância* has given me the opportunity to apply my experience to teacher training, which is key to more effective education. I am driven by a passion for creating an enriching and inclusive learning environment, believing that education is fundamental to achieving a more just and equitable world.

One of my proudest moments was developing an evaluation methodology that highlights each child's individual progress. This approach has been recognized by parents for the way it shows we care for and understand our students. We have risen to the challenges, particularly in inclusion, by investing in educational practices and tools to meet the specific needs of each child. I see the impact of the program on the lives of children and their families as essential for healthy, all-round development, setting them up for a promising future.”

Luciane Cristina Voltani Jose,
Educational Coordinator, Ativa Infância





For over a decade, we have dedicated significant effort to understanding new legislation on anti-racist education, recognizing the undeniable importance of incorporating this issue into our educational practices. Throughout the training process, our team

has collaborated on the development of “Education as a Pathway to Anti-racist Practices,” an initiative to promote anti-racist education and celebrate diversity, slated to be implemented in 2024 and 2025. Our goal is to engage children in understanding different

cultures, allowing them to appreciate and respect various customs. This approach contributes to creating a more inclusive and welcoming school environment for everyone.

“Participating in the anti-racist education training provided by the Raízen Foundation was an eye-opening experience that deepened my understanding of the need to combat racism. I firmly believe that education is key to mobilizing the school community against the inequalities and discrimination faced by black communities in Brazil. My motivation comes from a desire to see education rooted in human rights and social equality.

A particularly impactful moment was our visit to the Ekeruá Village, which reinforced the importance of equality and celebrating diversity. I see educators as essential in promoting racial equality and building an inclusive school environment. I hope this project will positively impact children and the school community, fostering respect for diversity and helping to dismantle structural and institutional racism.”

Lidiane Aparecida Kil
Educator, Ativa Infância



One of our focuses in 2023 was providing a secure digital environment in compliance with the Brazilian General Data Protection Regulation (BR GDPR) and protecting sensitive data on our children. Beyond meeting BR GDPR requirements, we worked with families to ensure children’s digital security, raising awareness about online threats and providing guidance on how to monitor and guide children’s internet use. In 2023, we successfully obtained “Secure Digital School” certification from Instituto iStart, a recognized authority that certifies Brazil’s leading schools. Achieving this certification with a 100% score is a significant acknowledgment of our commitment to digital security and protecting children in our educational environment.



In 2023, we successfully obtained “Secure Digital School” certification with a perfect score, illustrating our dedication to children’s digital security and LGPD compliance.



“As a project assistant at the Raízen Foundation, I had the honor of actively participating in the “Secure Digital School” initiative. Our goal was to make the Foundation a benchmark in digital security, across data management, communication with families, and keeping students secure on social media.

We collaborated with a leading institution to support us with meeting certification requirements, and during this period, we implemented 18 initiatives across 10 different dimensions. Specialized partners trained our staff, students, and families on topics such as safe internet use, cyberbullying, and restorative justice.

The effectiveness of these measures was evident, with significant changes in behaviors and perspectives on digital safety. We improved data management and communication with families, and provided children with guidance on the secure use of technology. We learned that our mission to protect children and adolescents in the digital environment is an ongoing one. To further these efforts, we will organize a meeting with representatives from the State and Municipal Departments of Education in Jaú and educators from the *Ativa Juventude* program to share our experiences and material, supporting the creation of a broader protection network.”

Gelcilene Maria de Souza
Project Assistant, Fundação Raízen

During the 2023 school year, we launched various initiatives to guide and empower students, families, and educators on digital ethics and security. We organized lectures, campaigns, and events to raise awareness about safe internet use. In addition, we created and distributed informational booklets on this topic and launched an anti-cyberbullying program. We also ensured strict BR GDPR compliance in handling our students' data and conducted surveys with students' families to assess children's internet usage habits, offering guidance on responsible screen time.

Also in 2023, we celebrated the 20th anniversary of our Jaú campus with a series of memorable events. These included a traditional June festival, which brought together around 700 people to celebrate Brazilian culture, and "Family Day," which engaged 362 participants, including students, families, and alumni in a parade through Jaú (SP), spearheaded by a truck-mounted stage.

Our anniversary year was also marked by an open-doors event geared to early childhood teachers from public schools, pedagogical coordinators, school principals, and education secretaries from various municipalities in São Paulo, including Jaú, Barra Bonita, Bocaina, Morro Agudo, Sertãozinho, Guariba, Bauru, Leme and Araraquara. Participants attended a lecture titled, "A Better Education is Possible: The Raízen Foundation's Journey in Building a Participatory Pedagogical Approach," presented by Ana Carla Lopes, coordinator of our *Ativa Infância* program.

We also opened the Mônica Silveira Mello Library, named in honor of our founder, to enhance the learning process for children. With a carefully curated collection of 350 children's and young adult literature titles, the library broadens the classroom experience, aligning with the Reggio Emilia pedagogical

In 2023, we celebrated the 20th anniversary of our Jaú campus with a range of events, including the opening of our new library.

approach. We purchased a significant portion of the collection ourselves, while another 100 books were donated by Raízen employees through the VOAR volunteering program.

The positive impacts of *Ativa Infância* extend beyond Núcleo Jaú to include local community development. Alongside our efforts in support of children's well-being, we play a major role in providing health and social support in the region. Through blood donation, cervical cancer, breast cancer and breastfeeding awareness campaigns, we have directly reached over 50,000 people.





Among our stand-out initiatives in 2023 was a Breast Milk Donation Day campaign at the local shopping mall in Jaú. In a “breastfeeding blitz,” we distributed informational leaflets to food court visitors, raising awareness about the importance of donating breastmilk. The event included preliminary children’s activities related to breastmilk donation, such as creating themed drawings which were featured on tray liners to help disseminate the practice of donating breastmilk in the municipality and increase awareness of this important cause. In partnership with the Santa Casa de Jaú hospital, we presented lectures for pregnant women and breastfeeding mothers, emphasizing the benefits of breastfeeding for both baby and mother.

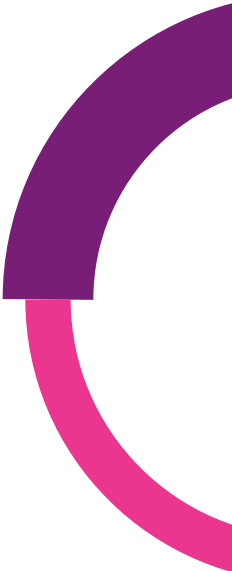
“The partnership between Faculdades Integradas de Jaú and the Raízen Foundation has been an example of successful collaboration in advancing community health. Our joint efforts span a variety of initiatives aimed at enhancing the well-being of local communities. Students from nursing, physical education, pharmacy, and psychology programs actively engage in initiatives focused on disease prevention, mental health, and healthy living.

The effectiveness of the Raízen Foundation’s health campaigns has been significantly enhanced by the contributions from Faculdades Integradas de Jaú. Supported by their technical and scientific expertise, our students and professionals run community health interventions that help to improve the quality of life of those we serve. A combination of theory and practice enriches students’ educational experience and amplifies the positive outcomes of the campaigns.

The local community has greatly benefited from our partnership through improved access to health services and greater awareness of wellness issues. This multidisciplinary collaboration addresses both physical and mental health comprehensively, underscoring the importance of prevention in reducing the incidence of preventable diseases. The result is a more informed, engaged, and healthier community.

The active involvement of companies like Raízen in corporate social responsibility initiatives related to community health is essential for improving overall well-being in the areas where they operate. By participating in community initiatives, these companies not only help enhance quality of life but also strengthen links between higher education institutions and organizations, fostering an environment that encourages innovation, learning, and continuous growth.”

Dr. Shaday Prudenciatti
Director, Faculdades Integradas de Jaú



Transforming our communities

The experience of one of our students, who wrote a letter to local authorities requesting improvements to a neighborhood children's park, exemplifies how the voices of children can drive meaningful change in their communities. The letter not only captured the attention of officials but also garnered support from local groups and organizations. Regional businesses supported the community by providing funding and technical assistance for the revitalization project. This successful initiative not only transformed the park into a safer and more welcoming space for children but also strengthened the sense of community and civic empowerment among residents, highlighting the transformational power of community participation.



Other initiatives have also demonstrated the Jaú campus's ongoing support for community health and well-being beyond its walls. On World Health Day, we reached 382 people with the support of partners such as local university Faculdades Integradas de Jaú, the Municipal Health Department, health insurance carrier Hapvida, Hospital Amaral Carvalho, regional university Unoeste, GRSA, and the TIDE professional training center. Together, we offered a range of services including dental health, nutritional counseling, blood pressure monitoring, vaccination, cervical and melanoma cancer screening, as well as activities like dance classes, cooking workshops, and breastfeeding and women's health advice. Similarly, on Blood Donation Day, we partnered with the Amaral Carvalho Hospital Blood Center to organize two successful campaigns to collect 100 units of blood, encouraging blood donation and helping to ensure the necessary blood supply for patients in our community and region.



We aspire to provide thought leadership in early childhood education, sharing our methodology and experience with other institutions. In 2023, we had the honor of participating in a public consultation organized by the Ministry of Education on the assessment of early childhood education quality. This demonstrated not only our expertise in the field but also our commitment to actively contribute to the improvement of education policies, providing valuable insights that could lead to the development of a new school evaluation framework. We also joined the National Early Childhood Network, a coalition of various governmental and civil society organizations dedicated to promoting and ensuring the rights of young children.

***Ativa Juventude* results and impact indicators in 2023**

21,326 people

directly and indirectly served by the program

Net Promoter Score (NPS):

97.6

100% satisfaction

87.1%

of the served families rated our educational methodology as “Excellent”.

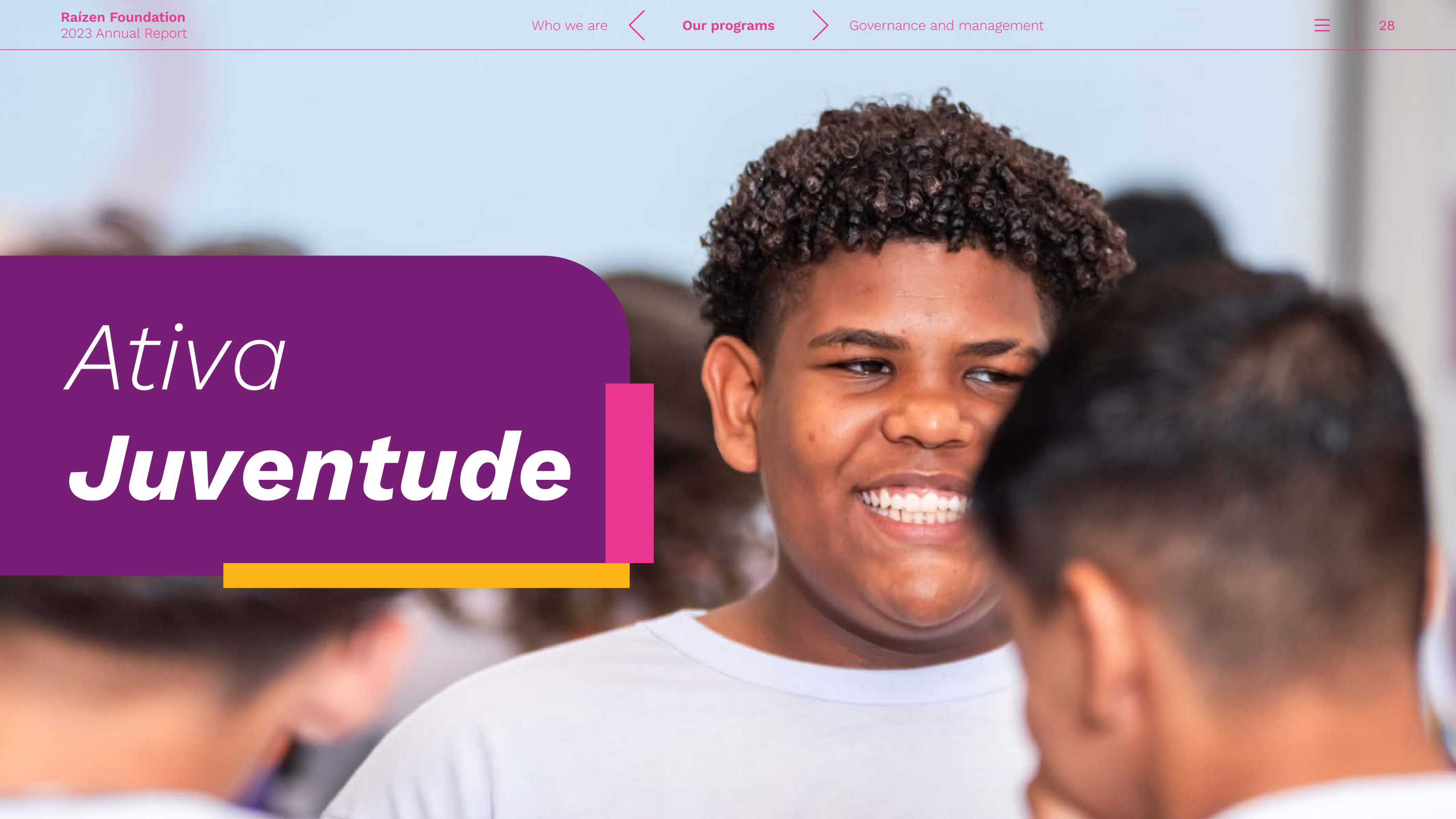
85.2%

of the served families rated our facilities as “Excellent”.





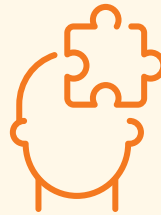
Ativa ***Juventude***





In 2019, we launched the *Ativa Juventude* program to address a critical challenge in our country: the high dropout rates among students transitioning to high school. According to the latest data from IBGE's 2022 National Household Sample Survey (PNAD), approximately one-fifth of Brazilian youth (around 9.5 million individuals) had not completed some stage of basic education. This places them in a position of socioeconomic vulnerability, with significant implications for their lives and for society as a whole.

The central goal of the program is to provide a journey of self-discovery, exploration of professional opportunities, and future planning for public school students during this pivotal phase of their education. Our methodology, divided into three modules, helps to develop soft skills using a personal and immersive approach, encouraging participants to discover their vocations and chart their career paths.



MODULE 1
Who am I?

Through the program activities, participants learn to identify and recognize their emotions, feelings, preferences, strengths, areas for development, and other elements that shape their personalities.



MODULE 2
What are my dreams?

Activities that help students to explore their identities, recognize their talents and skills, and uncover potential career paths.



MODULE 3
How will I get there?

Students set goals, share experiences with accomplished professionals, create Action Plans, and, above all, are encouraged to successfully complete their High School education.



The *Ativa Juventude* program is offered in two formats: on-campus, lasting for 12 months; and hybrid, spanning four months. Sessions are held at our campuses and in public schools through strategic partnerships. Both formats ensure the same quality and experience for participants, providing practical and immersive activities across the three program modules. In addition, we provide meals as well as snacks for all enrolled students. In all our activities, we demonstrate care and affection, two core principles of our educational approach.

In the in-person format, during the third module, participants have the opportunity to interact with Raízen employees through our Social Mentoring program. Employees share experience and knowledge, offer guidance and serve as an inspiration for their future paths. This year, the initiative engaged 225 mentors and 191 mentees, highlighting our commitment to the personal and professional development of participants.

To further deliver on our commitment to inclusion and diversity, in 2023, the *Ativa Juventude* program introduced a set of inclusive

materials, newly revised in 2022. By making the program more inclusive, we are contributing to a more equitable society where youth can all reach their full potential.

In 2023 alone, over 4,800 teenagers received training in the regions where Raízen operates. Since the program's inception, we have reached 10,280 young graduates, surpassing our initial goal of 10,000 by 2024. This milestone illustrates our commitment to the social and emotional development of young students and our ability to create a positive impact in the communities we serve.

We have also extended our *Ativa Juventude* program to 100% of the communities hosting Raízen's bioenergy plants. This means the program is now present in 31 municipalities across São Paulo, Minas Gerais, Mato Grosso do Sul, and Goiás, benefiting these areas annually. In a broader expansion effort, we extended our reach to 25 new communities in 2023, including the states of Pará, Ceará, Maranhão, Rio Grande do Sul, Paraíba, and Santa Catarina. Since 2019, we have benefited a total of 70 municipalities.

“I attended the *Ativa Juventude* hybrid program in Jataí last year. I learned about the program at my school when I was finishing middle school and about to enter high school. Some of my friends were already participating in *Ativa Juventude* at the Raízen Foundation and always spoke very highly of the experience, which sparked my interest.

I've always been a very outgoing person, and the experience at *Ativa Juventude* helped me build on this strength. This was my biggest take-away from the program. During my time at the Raízen Foundation, I also attended various lectures and had the opportunity to meet many professionals from different fields. This exposure helped me discover what I really want for my future. Before, I wasn't very clear about the career I wanted to pursue, but these experiences helped me decide that I want to study psychology and build a career in that field. The clarity I gained about my professional future was another benefit I took from the program.

Now, I know that I need to study hard to achieve my goals. The Raízen Foundation gave me the confidence and guidance I needed to chart a career path, and I am determined to keep studying to achieve my dreams. The experience at *Ativa Juventude* was transformational and provided me with the tools and clarity to plan my future.”

Gustavo Fernandes Vieira Souza


A former *Ativa Juventude* student



As part of our local development strategy, we held the 1st Youth Forum, bringing together the school community and key stakeholders in education and youth support. The event took place in three locations: Valparaíso and Igarapu do Tietê in São Paulo, and Jataí in Goiás, with the central theme, “Uniting to Propel Dreams!”. The goal was to create a collaborative environment for sharing experiences, reaffirming and strengthening our commitment to the communities we serve. During the forum, we discussed the main challenges faced by youth in education, and identified strategies and solutions to support them on their journey.

Approximately 150 people attended the event, including school principals, education directors, municipal education and social services departments, Social Assistance Referral Centers (CRAS), Specialized Social Assistance Referral Centers (CREAS), Child Protection Services, other local leaders, and Raízen representatives.

We shared insights and experiences on the role of youth in the workforce, especially the opportunities offered by Raízen.



During the second half of 2023, alumni from previous editions of the Ativa Juventude program participated in the selection process for Raízen’s Talent Program alongside other young candidates, with 25 being selected.

Collecting these diverse perspectives helped to broaden our understanding of the challenges faced by youth and strengthen our ties with our communities.

To provide *Ativa Juventude* participants with first-hand experience of Raízen's daily operations, we organized guided tours of our facilities. During these visits, young students had the opportunity to see how our bioenergy operations and distribution bases operate up close. In the in-person format, participants from Igarçu do Tietê (SP), Valparaíso (SP), and Jataí (GO) were walked through our production processes for ethanol, sugar, and electricity, and learned about our sustainable practices. Hybrid model participants visited distribution bases in various regions of the country. In São Luís (MA), Jaraguá do Sul (SC), Cabedelo (PB), and the Lubricants base in Rio de Janeiro (RJ), they learned about the logistics involved in distributing Raízen's products nationwide. These visits provide enriching and practical experiences, broadening their perspectives and presenting new career possibilities, supplementing the learning offered by our *Ativa Juventude* program.

“*Ativa Juventude* was a transformative experience for me. During my time at the Foundation, I learned a lot about myself and my aspirations. The dynamic classroom activities helped me understand my preferences, strengths, and areas for improvement. This self-awareness was crucial in shaping who I am today.

I am currently employed as a Young Apprentice at Raízen, working in an administrative role since February 2024. The values I learned at the Foundation, such as respect, empathy, and self-esteem, are values I carry with me and are reflected in my professional performance.

Looking ahead, I plan to continue my journey of personal and professional development, always striving to improve. I've recently started college in a course I've always wanted, and I plan to work in my field of interest to achieve my dreams. I believe that dedication and persistence are key to reaching these goals, and I am committed to growing both personally and professionally.”

Paolla Martins Cruz

An *Ativa Juventude* alumnus





The end-of-cycle celebration is a significant moment, marking not just the conclusion of the program but the beginning of new horizons for *Ativa Juventude* participants. In 2023, we held 132 end-of-cycle celebrations in various locations, marking the completion of another cycle of learning and growth, and presenting completion certificates to students. A key element of the program, these celebrations offer an opportunity for reflection and to recognize student achievement. Educators who led the program also received certificates for over 100 hours of training on active education methodologies delivered by Amplifica, a Google for Education-certified consultancy and our pedagogical partner in educator training. Recognizing educators' efforts reaffirms our commitment to the quality of education and the professional development of those involved in the program.

Activating Our Educators

Launched in 2022, our *Ativa Juventude* program is staffed by third-party educators in various locations. To support their journey and professional development, we provide them with training in the *Ativa Juventude* methodology. Recognizing one of the greatest challenges in Brazilian education is the need to adequately train and prepare teachers for contemporary classroom challenges, the training we provide is primarily focused on social and emotional skills.

In partnership with Amplifica, a Google for Education-certified consultancy specializing in educator support and engagement, the program offers a 100-hour learning journey covering core soft skills: self-awareness, leadership, effective communication, and civics. During this journey, educators have the opportunity to apply what they have learned hands on, especially in the *Ativa Juventude* program's hybrid format.

In 2023, we trained 28 educators, preparing them to work in new communities hosting *Ativa Juventude*. At the end of the training program, educators receive a certificate that recognizes their attendance and the skills they have been equipped with to inspire their future students to discover their purpose and chart their own paths. This certificate also supports educators' career progression, certifying alignment with the requirements of Brazil's National Core Curriculum (BNCC).

28
educators
trained in 2023



“I learned about the Raízen Foundation at my school, and from the moment I heard about *Ativa Juventude*, I knew it was an opportunity I couldn't pass up. My first impressions were extremely positive. I immediately noticed the warmth and dedication of the people involved, which further encouraged me to join.

During the program, I learned valuable lessons that extended beyond technical skills. I developed teamwork, communication, and leadership skills that have significantly contributed not only to my academic development but also to my personal growth. A particularly memorable experience was when I had to take the lead in a group project and present it on my own, teaching me the importance of improvisation and staying focused when under pressure.

Before joining the program, I was shy and lacked direction, but now I feel confident and determined. I know my strengths, my aspirations, and I have a clear vision of my future goals. I plan to study civil engineering and business administration at USP while working and investing in my own business. Even with these ambitious goals, my overall peace of mind and happiness remains a priority. I am immensely grateful to the Raízen Foundation for the transformation it has brought to my life.”

João Paulo Alves

An *Ativa Juventude* alumnus.

Ativa Juventude results and impact indicators in 2023

4,860

students trained

25

new geographies

57.1%

of Raízen communities reached

Net Promoter Score (NPS):

87.3 overall and:

87 FOR THE HYBRID MODEL

91.2 FOR THE IN-PERSON MODEL

99.72% satisfaction

100% satisfaction

76.6% average youth engagement rate

89.4% average youth engagement rate

Social and Economic Development

63.61%


of students improved by more than 50%

Social and Economic Development

60.71%

of students improved by more than 50%

Ativa **Comunidade** **Escolar**



Eu ativo
a educação

In 2022, we signed a grant agreement with the Brazilian Development Bank (BNDES) Social and Environmental Fund, which provides social investment grants spanning various areas, including education, health, environment, and regional development. Grants are awarded to projects aimed at significantly improving living conditions for low-income and vulnerable communities.

Under the agreement, the BNDES Social and Environmental Fund will award an aggregate matched grant of R\$ 16.2 million for a new program called *Ativa Comunidade Escolar*. We will be contributing 50% of the investment (R\$ 8.1 million), while the BNDES Social and Environmental Fund will be providing the remaining 50%.

The overarching goal of this initiative is to enhance the educational practices of teachers and school principals by incorporating soft skills development for students in the final years of elementary school.

The program offers hybrid training geared to three key groups:

- **School managers:** for school principals and educational coordinators, the training is designed to help them enhance school



management practices, redesign curricula, and incorporate twenty-first century innovations in educational practices. The ultimate goal is to equip educators to support the all-around development of children and adolescents, assist them in life planning, and help them think about professional development pathways at an early age, in line with the Brazilian National Core Curriculum (BNCC). This training will be primarily fo-

In 2022, we signed an agreement with the BNDES Social and Environmental Fund, earmarking R\$16.2 million to the *Ativa Comunidade Escolar* program.



cused on enhancing educational plans and teaching practices.

- **6th to 9th grade teachers:** for teachers in the final years of elementary school, the training aims to improve their skills and practices related to social and emotional development in the classroom. With six teachers participating from each school, this training seeks to enhance the continuous professional development of public school teachers.
- **School community:** training for the school community—which includes alumni, families, school staff, and local leaders—focuses on community engagement and its relationship with the all-round development of students and social and emotional skills. Delivered by civic engagement experts, this training supports schools in implementing strategies to ensure a smooth transition for students in the final years of elementary school.

Training within the *Ativa Comunidade Escolar* program will be delivered by **Instituto Singularidades**, renowned for its expertise in entry-level and ongoing training of teachers and education professionals. The training will use

innovative methodologies, with an emphasis on the hands-on application of concepts in both classroom and school management settings. The entire training process will be led by expert educators, and overseen by an educational advisor.

Expert educators will also support teachers and school managers in community engagement efforts. The training will be delivered by CoCriar, an organization specializing in collaborative practices and community engagement through meaningful conversations. This training aims to equip them with effective community engagement techniques, thereby strengthening school-community ties and promoting active participation from all stakeholders in the educational process.

Among the technical partners engaged for program implementation are: **Instituto para o Desenvolvimento do Investimento Social (IDIS)**: known for its expertise in promoting private social investment and managing social impact projects, IDIS will be responsible for measuring program results, impacts, and social return on investment (SROI); **Prosas**: an

online platform specializing in social project management and fundraising for civil-society organizations, Prosas will handle public competitive procurement for the program; **Associação pela Saúde Emocional de Crianças (Asec+)**: dedicated to developing programs and initiatives that promote emotional health and well-being, Asec+ will provide supporting activities for the expert educators involved in the program; **Tide Social**: known for its work in developing and implementing projects to strengthen communities and empower vulnerable groups, Tide Social will engage municipal and regional education departments to participate in the program.

The program will also partner with public schools across the country. To ensure equitable distribution, 50% of host municipalities will be selected through a widely publicized call for applications. In 2023, we launched the first call for applications and selected five municipalities: Coroatá (MA), Pio XII (MA), São Sebastião (SP), Itaqui (RS), and São Bento do Sul (SC). The remaining 50% of slots will be filled by municipalities nominated by us based on educational, social and economic vulnerability, especially in areas where Raízen operates. This year, we engaged with four municipalities where Raízen

has operations: Ipojuca (PE), Jequié (BA), São Gonçalo do Amarante (RN), and Piracicaba (SP).

These nine municipalities will begin the program in 2024, initiating a process to transform public education and promote the social and emotional development of thousands of students across the country. In the next two program cycles (2025 and 2026), the program will expand to another 81 municipalities. Over a planned duration of four years, *Ativa Comunidade Escolar* aims to directly benefit approximately 900 public schools in 90 Brazilian municipalities, indirectly reaching more than 30,000 students.

Ativa Comunidade Escolar will be rolled out starting in 2024





04.

Governance and management

Transparency and accountability



Corporate governance plays a crucial role in civil-society organizations, ensuring organizational transparency, accountability, and efficiency. Recognizing this importance, the Raízen Foundation has a dedicated governance structure tasked with setting, communicating and tracking progress on strategic goals.

Our highest governance body is the Board of Directors, which includes three full members and two independent advisory board members. This composition aligns with the guidelines outlined in the Governance Best Practice Guide for Corporate Institutes and Foundations, published by the Brazilian Group of Institutes, Foundations and Companies (GIFE) in partnership with the Brazilian Institute of Corporate Governance (IBGC). Among the full members of the Board of Directors are Raízen's CEO, Ricardo Dell

Aquila Mussa, and our founder, Mônica Maria Mellão Silveira Mello.

In addition to the Board of Directors, we also have an independent Oversight Board responsible for reviewing and approving our financial statements, further bolstering our corporate governance structure and organizational transparency and integrity.

The day-to-day management of our activities and tracking progress on short, medium, and long-term goals are tasked to our Executive Board, a team of five executives appointed by the Board of Directors for a renewable term of three years. This team is primarily responsible for implementing the strategies outlined by the Board, ensuring our programs and overall operations are effective and efficient.



Our main source of funding is an annual grant provided by our sponsor, which we use to fund our core projects and programs for the communities we serve. Our governance structure plays a fundamental role in managing these funds. The Executive Board,

supported by our Financial department, is responsible for ensuring our financial health and reporting to the Oversight Board and Board of Directors, ensuring transparency and that financial decisions are in our best interests and those of our beneficiaries.

For further information, [click here](#) to view our financial statements.

COMPOSITION OF THE BOARD OF DIRECTORS IN 2023

Ricardo Dell Aquila Mussa
Chair

João Alberto Fernandez de Abreu
Vice Chair

Mônica Maria Mellão Silveira Mello
Member

Sofia Esteves
Independent member

Isabel Armani
Independent member

COMPOSITION OF THE OVERSIGHT BOARD IN 2023

Rodrigo Cesar Caldas de Sá
Member

Andre Deccache Porto e Albuquerque
Member

Marcus Vinicius Pinto Lima
Member

COMPOSITION OF THE EXECUTIVE BOARD IN 2023

Paula Carvalho Benevides
CEO

Yve Carpi de Souza
Chief Legal Officer

Marcos Guilherme Tibúrcio Fernandes
Chief Financial Officer

Fernanda Pompêo de Camargo Ferraz¹
Chief Operations Officer

Fabio Mota
Chief Administrative Officer

1. The Executive Director's term ended in November 2023.



ETHICS & COMPLIANCE PROGRAM

Raízen's Ethics and Compliance Program is a cornerstone of our organizational culture, ensuring that all team members, regardless of their position or level, uphold robust ethical standards in all operations and interactions with our stakeholders. This program comprises a comprehensive set of policies and procedures designed to disseminate these principles and guide our activities. Our Code of Conduct serves as a theoretical source of reference and is supplemented by policies that detail specific guidelines and responsibilities.

To ensure all employees understand and implement these ethical principles, we provide compliance training through an online platform accessible to all team members. New

employees have up to 30 days to complete this training upon joining our team. Employees whose roles are identified as high-risk are required to participate in in-person anti-corruption and/or antitrust compliance training, as applicable, within 60 days of onboarding. Refresher training is provided every two years to ensure our team remains current on ethics and compliance topics.

All team members have a duty to uphold our ethical principles and guidelines. To facilitate reporting concerns related to potential violations of laws, internal policies, or our Code of Conduct, we provide an Ethics Channel that is accessible by phone in Brazil (0800-772-4936) or via [this link](#). In line with best practices, the channel is managed by an independent firm that ensures reports are kept fully anonymous and confidential.

Another key focus of our governance practices is the health and safety of our students and employees. We recognize that the well-being of our school community is essential to the success of our initiatives. Inspired by Raízen's corporate practices, we have implemented several measures to ensure a safe and healthy environment for everyone. Among these practices are safety tours—regular inspections of our facilities to identify potential risks and implement preventive measures. We also provide periodic training for our team on health and safety topics, aiming to raise awareness and equip our employees to be safe in all their activities.

Raízen's Ethics & Compliance Program provides training and a confidential whistleblowing channel, supporting us in upholding ethical principles.

Ethics Hotline



0800-772-4936

Monday to Friday, from 9 a.m to 7 p.m.



canalconfidencial.com.br/raizen

a 24/7 whistleblowing channel

05.

Vision for the Future



Strategy and Outlook

In 2023, we built further on the strategic initiatives we have been implementing over the past few years. Within our *Ativa Infância* program, we enhanced our methodology to provide an education that supports the all-round development of all students. Our focus on diversity and inclusion has enabled us to address the specific needs of children effectively, ensuring their full participation in all school processes. In addition, we took significant steps in delivering anti-racist education by investing in staff training and collaborating on future projects.

In our *Ativa Juventude* program, we celebrated a milestone of 10,280 students trained since the initiative's inception, surpassing our initial goal of 10,000 graduates by 2024. This milestone illustrates our commitment to the social and emotional development of

young students and our ability to create a positive impact in the communities we serve. We expanded our reach, bringing the program to 100% of the communities hosting Raízen's bioenergy operations and extending our presence to new states.

These milestones demonstrate our capacity to generate positive impact and deliver on Raízen's social performance strategy. The company remains committed to deploying our social models in all communities where it operates by 2030, and in 2023, we reached 57.1% of these locations.

We begin 2024 confident that we will further expand our positive impact. Our *Ativa Comunidade Escolar* program will be launched in nine municipalities, with plans to expand to another 81 in the next two

program cycles. Through this program, we aim to benefit around 900 public schools in 90 municipalities, indirectly reaching more than 30,000 students.

We recognize the potential of our operating model to influence the social performance strategies of other companies in various sectors. Our programs are recognized as replicable and scalable social models, effective in combating school dropout rates and supporting Brazil's social and economic development. We remain committed to generating positive social impact and leaving a legacy for a brighter future for all.

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- Rita Batista
Journalist and television anchor
- Xurrasco
Influencer
- BNDES Social and Environmental Fund
- Instituto Singularidades
- IDIS - Instituto para o Desenvolvimento do Investimento Social
- CoCriar
- Municipal Health Department
- Hospital Amaral Carvalho
- Santa Casa de Jaú
- Unoeste
- GRSA
- TIDE - Professional Training Center
- Transformadores Raízen
- SENAC Jaú
- Municipal Education Department, Ipaussu
- Municipal Social Assistance Department, Jataí, Ipaussu and Igarapu do Tietê





Credits

General coordination | Raízen

**Thalita Grazielle Ribeiro and Rafael Favaretto
Krettelys (Fundação Raízen)**

**Yara Lombardi Barbieri and Claudia David
(Corporate Communication, Raízen)**

Project management and art direction

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