



ANNUAL REPORT 2022

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raízen

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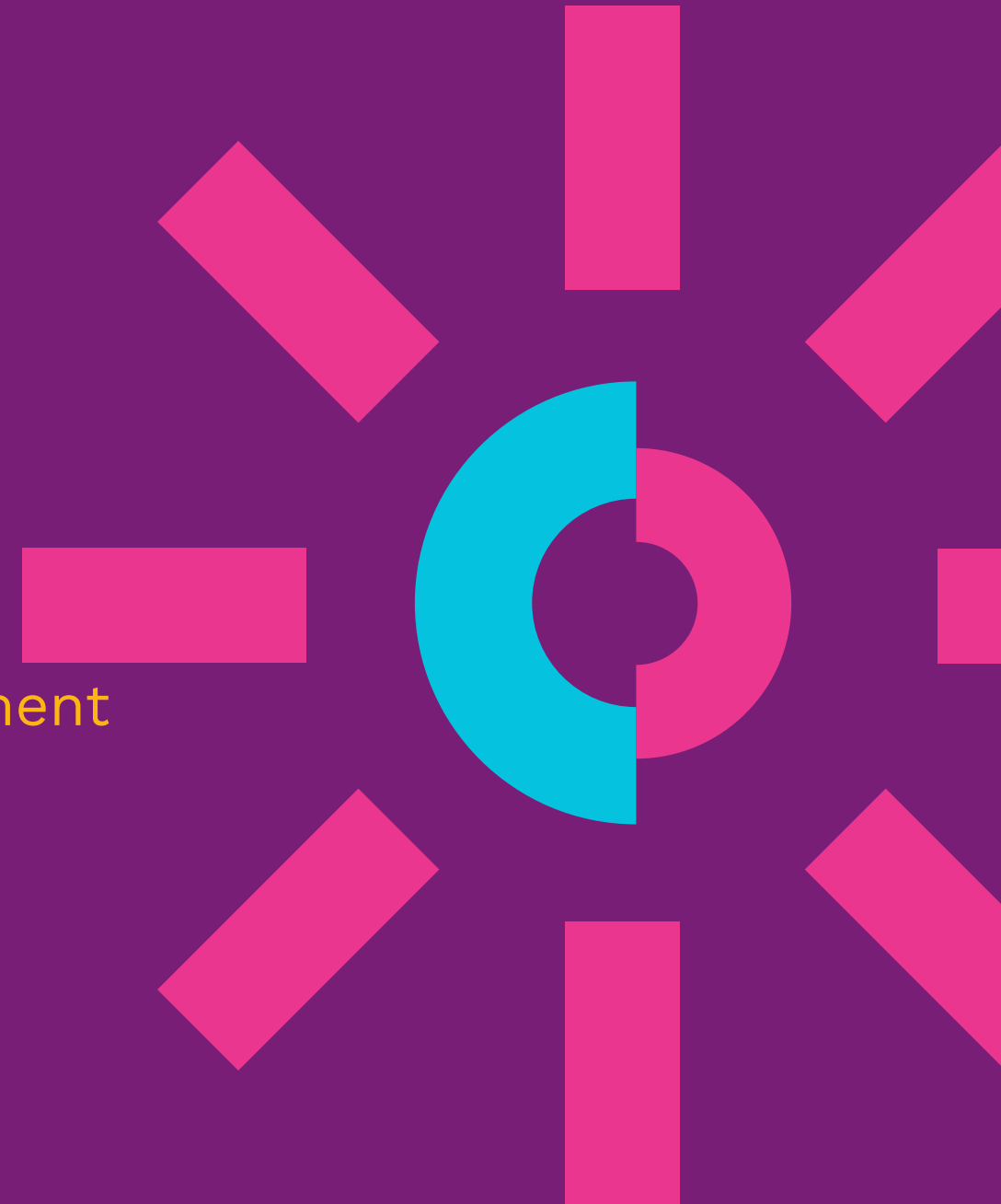
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Introduction

For the third consecutive year, we are pleased to deliver on our commitment to transparency and accountability by releasing a new edition of our Annual Report.

This edition describes the results of our initiatives throughout 2022 at our campuses in Jaú, Piracicaba, Dois Córregos, Igarapu do Tietê, Ipaussu and Valparaíso, in the state of São Paulo; in Jataí, Goiás; and in 31 other locations served through strategic partnerships. This report also describes the progress we made toward our objective of advancing education in Brazil, especially in the geographies where our sponsor, Raízen, operates.

If you have any questions or feedback about our report, please write to (fale@raizen.com) or call (0800 728 1616).

We hope you enjoy the report.



Founder's Message

The Raízen Foundation's results in 2022 confirm our belief that only by working together can we turn dreams into reality. Since 2002, when we embarked on this journey, our mission has been to develop children and adolescents by empowering them with autonomy, leadership, and civic engagement skills while showering them with love and care. It is this purpose that has come to fruition over the past 20 years, as we have forged strong partnerships with a network of businesses committed to shaping the future.

Every year, our *Ativa Infância* program reaches over 220 children through an approach that transforms affection into knowledge, forming individuals with values and attitudes that will undoubtedly endure into adulthood. In the past year, we have also extended the reach of *Ativa Juventude*, further expanding our impact. This has been made possible by the contributions of other educational institutions and government agencies in the regions where Raízen operates. In 2022, we launched *Ativa Educadores*, our latest program to build capacity in

education professionals, strengthen our nationwide efforts, and bring the *Ativa Juventude* method to different learning contexts.

I take immense pride in what we have accomplished thus far, and I am excited about the future ahead of us. What keeps me optimistic is knowing that I can rely on the dedication of a highly qualified team and the engagement of partners committed to creating even more opportunities for the children and adolescents who cross our path. It is these youth who will continue to reshape the future with their energy.

I extend my heartfelt thanks to everyone involved!

Mônica Maria Mellão Silveira Mello
Founder, Raízen Foundation





Sponsor's Message

Ever since we began operations, our initiatives through the Raízen Foundation have been driven by a vision of creating a better society. Our aim is not just to deliver tangible outcomes but also to make a positive impact on the communities we serve.

Over the years, we've witnessed significant growth in this endeavor. In the past year alone, we directly and indirectly benefited 26,388 people, and between crop years 2019/2020 and 2022/2023, we expanded from 6.4% to 33.7% of Raízen geographies covered by the Ativa Juventude program.

We recognize that our sheer scale means that we not only can but have an imperative to continue moving forward, reaching even more people through impactful social and environmental initiatives. Our partnership with BNDES, which recognizes the credibility and value of our work, has been truly invaluable. We firmly believe in the importance of linking efforts to drive sustainable development.

Every time I come home and think about all that we're accomplishing, both in terms of environmental conservation and social progress, I feel deeply honored. Through the Raízen Foundation, we are working to build a fairer and more equitable future, empowering everyone to pursue their dreams.

My thanks goes out to all involved, from our dedicated employees to the partners who support us on this journey. Together, we are building a brighter future for all, advancing education, stewarding the environment, valuing each individual, and striving for a more inclusive and sustainable society.

Ricardo Mussa

CEO of Raízen and Chairman of the Board of Directors of Raízen Foundation

2022 at a Glance

ativa Infância

227

children served

12,870

individuals directly and indirectly impacted by Community initiatives

a Net Promoter Score (NPS) of

99.1

ativa Juventude

3,438

youth graduated in 2022, totaling 5,420 graduates since the program's inception in 2019

13,626

individuals directly and indirectly impacted

a Net Promoter Score (NPS) of

88.2

ativa Educadores

33

educators trained

Program launched in

2022

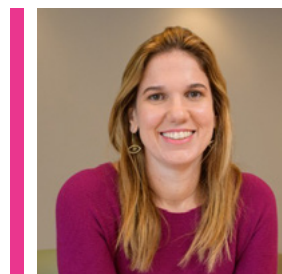
More than

100

hours of training

“

We use robust methods and our reach extends far beyond our projects, providing each child and adolescent with genuine care and affection in a way that benefits the entire community wherever we are present. I am immensely proud to be able to contribute to the Foundation. Beyond the numbers, I invite you to delve into the stories behind each of the smiles we touch. Read on to explore a selection of these stories in this Annual Report. We hope you enjoy the report.



Paula Carvalho Benevides
CEO, Raízen Foundation

About Us



About Us

Our energy activates the present to shape a brighter future for people.

We're the Raízen Foundation, a non-profit Public Interest Civil Society Organization (OSCIP) that has been dedicated for over 20 years to nurturing individuals with affection and care.

Through a network of partners, we operate three programs:

- *Ativa Infância* focuses on holistic development during early childhood, providing all-day schooling and supplemental activities.
- *Ativa Juventude* empowers young individuals to discover their vocation and career paths, encouraging them to stay in school and embrace lifelong learning.
- *Ativa Educadores*, a program launched in 2022, is dedicated to training and certifying educators, adding value to education professionals' credentials and expanding the reach of *Ativa Juventude* to new geographies.



The goal of our initiatives is to build soft skills to empower more and more individuals to act on their dreams and shape their own futures. Throughout the year, our programs directly and indirectly benefited a total of **26,388** people, including **227 children** attending *Ativa Infância* and **3,438 youth** graduating from *Ativa Juventude*.

Our Purpose

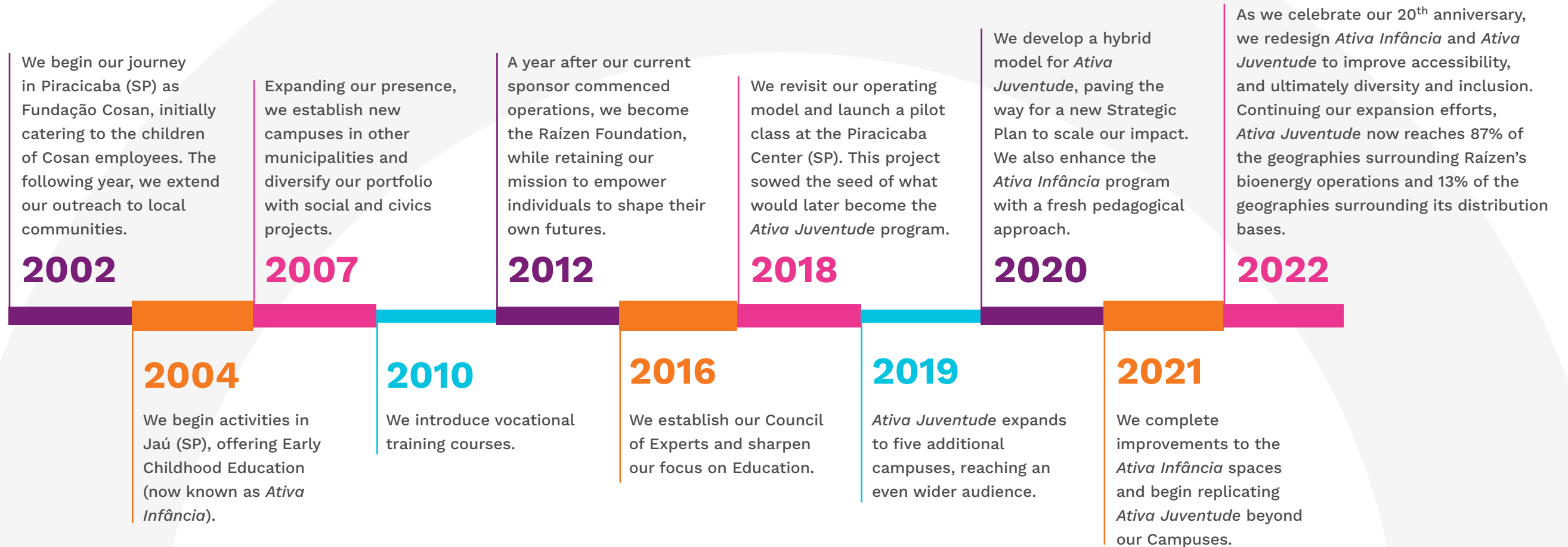
The energy that propels the world and transforms lives.

We offer high-quality education that creates opportunities, opens doors, and is suited to the unique contexts and potential in our geographies. We empower participants through civic engagement to support the development of the communities where we are present. Aligned with our sponsor's purpose to "reshape the future of energy," we see education as a powerful agent of change for both the future and individuals, forming the bedrock for a better tomorrow for society as a whole.

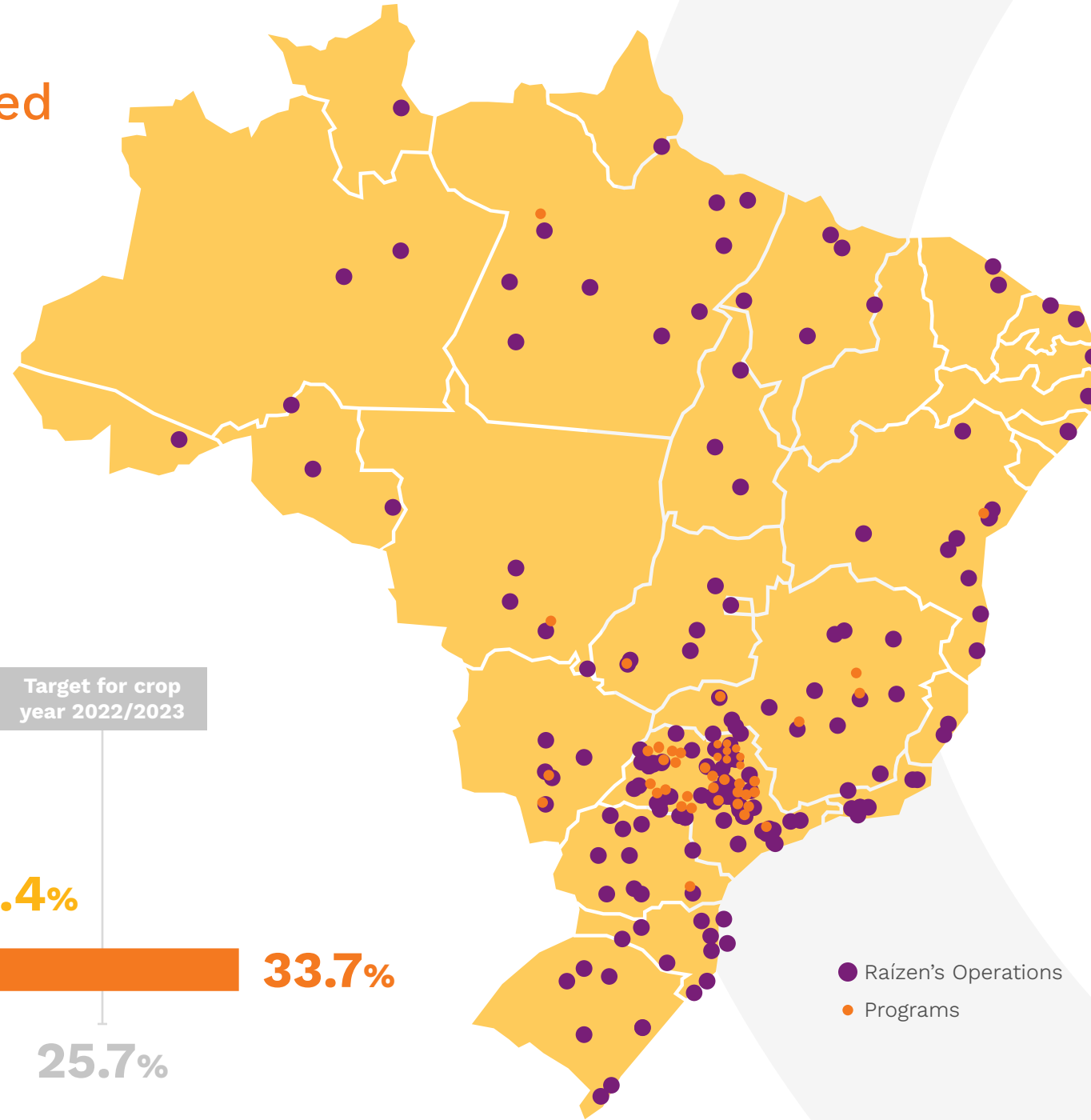
For over 20 years, we have been developing children and adolescents, fostering a world where empowerment, leadership, and civics thrive. In collaboration with a network of businesses committed to our mission, we are working to expand and replicate our programs in line with our public commitment to advance educational initiatives in 100% of Raízen's geographies by 2030, as we impact more and more lives with affection and care.

Timeline

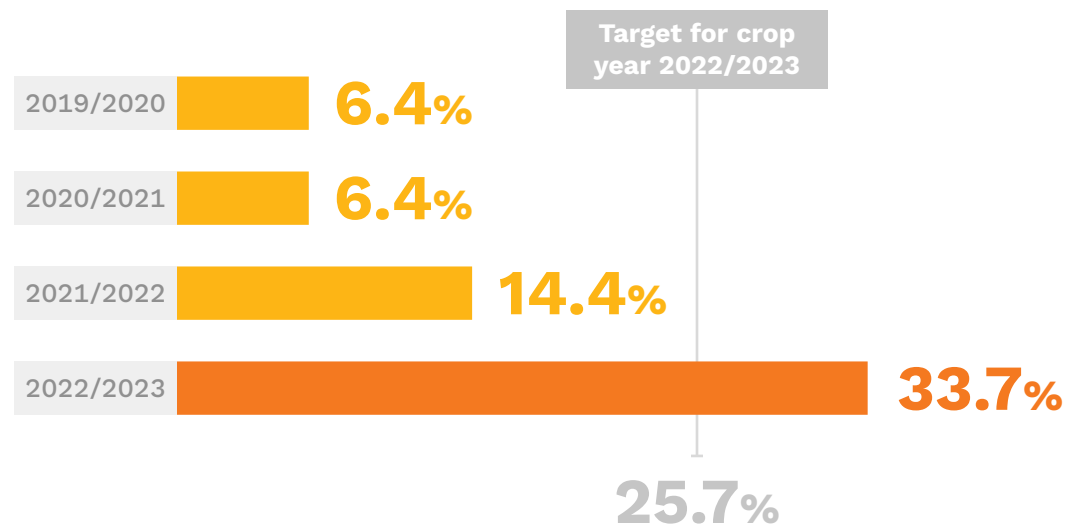
From seeds to roots.



Geographies Served



Raízen geographies served by our programs each crop year



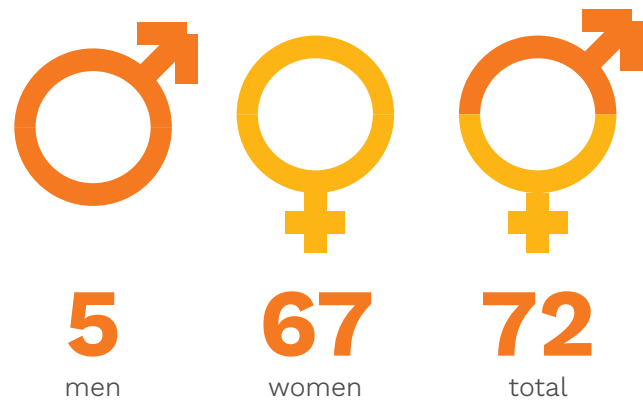
Present in 45 Brazilian municipalities, including 35 Raízen geographies.

Our team

The people who dream and make things happen with us.

In 2022 our team consisted of **72** highly engaged and dedicated employees, with **93.05%** being women and the majority (**91.66%**) located in the Southeast of Brazil—the remaining **8.33%** are in the Midwest.

Workforce by gender



We have 72 employees who are dedicated to helping shape the future.



Workforce by category, gender and age group (%)

	< 20	21-30	31-40	41-50	51-60	> 60	Total
Administrative	1.39	5.56	8.33	0.00	0.00	0.00	15.28
women	0.00	5.56	6.94	0.00	0.00	0.00	12.50
men	1.39	0.00	1.39	0.00	0.00	0.00	2.78
Coordinators	0.00	1.39	4.17	4.17	1.39	0.00	11.11
women	0.00	1.39	2.78	4.17	1.39	0.00	9.72
men	0.00	0.00	1.39	0.00	0.00	0.00	1.39
Middle Managers	0.00	0.00	0.00	1.39	0.00	0.00	1.39
women	0.00	0.00	0.00	1.39	0.00	0.00	1.39
Operation	0.00	16.67	25.00	16.67	12.50	1.39	72.22
women	0.00	16.67	25.00	15.28	11.11	1.39	69.44
men	0.00	0.00	0.00	1.39	1.39	0.00	2.78
Total	1.39	23.61	37.50	22.22	13.89	1.39	100.00

100%

of our team is encouraged to deepen and diversify their knowledge.

Workforce by employee category, gender and ethnicity (%)

	White	Indigenous	Mixed race	Black	Total
Administrative	6.94	0.00	5.56	2.78	15.28
women	6.94	0.00	5.56	0.00	12.50
men	0.00	0.00	0.00	2.78	2.78
Coordinators	8.33	0.00	2.78	0.00	11.11
women	6.94	0.00	2.78	0.00	9.72
men	1.39	0.00	0.00	0.00	1.39
Middle Managers	1.39	0.00	0.00	0.00	1.39
women	1.39	0.00	0.00	0.00	1.39
Operation	47.22	1.39	19.44	4.17	72.22
women	45.83	1.39	18.06	4.17	69.44
men	1.39	0.00	1.39	0.00	2.78
Total	63.89	1.39	27.78	6.94	100.00



We encourage our employees to seek new knowledge and skills, and create opportunities for them to develop professionally. We nurture a culture of continuous learning within our organization, where our team is constantly upskilling and enhancing their knowledge, skills, mindsets, and approaches to work.

At our Jaú campus (SP), where we run our *Ativa Infância* program, we implement initiatives to continuously improve and deepen employees' understanding of the Reggio Emilia approach and the core principles of students' learning journey: student empowerment as independent learners, active listening, observation, documentation, and evaluation.



We adhere to the highest standards of health and safety, with a focus on operational excellence at each of our campuses, and a commitment to providing safe spaces for the children and adolescents in our care. Our employees receive training in first aid, fire response, and other topics. In 2022, 100% of our team received training on health and safety.

“

I had earned a degree in Business Administration, but I didn't find fulfillment in that field. As someone deeply passionate about Education, I completed a second degree in Pedagogy in 2010—a field that I love studying and continue to improve in to this day.

Hailing from Jaú, I have always admired the Raizen Foundation and had a strong desire to work there, knowing its importance for my community. This dream came to fruition in 2016 when I joined the team as an assistant teacher in the nursery. I am very proud of my professional journey so far. Over the past six years, I have honed my skills in participative teaching methods, supporting the Foundation team in implementing the Reggio Emilia approach.

Transitioning from a traditional learning approach to one that empowers children to learn was a transformational process of unlearning for the entire team, prompting us to see things in a whole new light. Throughout this process, our leadership team has always valued each person's individuality, encouraging active participation from all members in this transformational journey. We were divided into three teams—each with professionals

from both the Education and supporting departments. This ensured that the entire team at the Jaú campus had a voice and a hand in the process.

Meanwhile, we underwent training that helped us to reflect on our conceptions about children and how we can respectfully uphold their rights while involving them in building meaningful learning experiences. It was an intensive learning experience that prompted us to transition from being possessors to mediators of knowledge.

I am immensely proud to have played a part in this transformation, and I am thrilled by the positive results we are achieving. Alongside the team, I am excited about the lasting impact we are leaving behind.



Katia Elaine da Silva Milanez
An *Ativa Infância* educator at the Jaú campus



We activate today, to Shape the Future

Ativa Infância

The energy of first steps.

At the Jaú campus (SP), we foster an active childhood filled with affection, care, and socialization, where children are able to learn through play. Our *Ativa Infância* program, which is accredited by the Ministry of Education, provides comprehensive education for children aged zero to five, as well as after-school activities for children aged six to ten that encourage them to explore their potential and prepare for their social and cultural life.

The *Ativa Infância* Early Childhood Education Philosophy aligns with the National Common Curriculum (BNCC) and ensures children have the opportunity to play, express themselves, socialize, understand themselves, participate, and explore.

In 2022, we fully resumed on-campus activities as Covid-19 restrictions eased. Children had the opportunity to enjoy a space entirely reimagined based on the Reggio Emilia method—a dynamic and innovative approach where the environment is a “third educator,” fostering curiosity and encouraging children to formulate hypotheses

and draw conclusions through experiments and exploration.

The campus also boasts an outdoor vegetable garden where students can grow their own food—from seed to plate. We believe that, in addition to connecting students to nature, mealtime should be a sensory experience, stimulating curiosity. In 2022 we implemented a dietary program that offers experiential learning while ensuring food quality. We follow a methodology recommended by the World Health Organization (WHO), as adapted for the Brazilian Ministry of Health’s Food and Nutritional Surveillance (VAN) program. As part of this methodology, we assess food quality against four criteria: introduction of solid, semi-solid, or pasty foods; dietary diversity; minimum meal frequency; and consumption of iron-rich foods. The initiative aims to promote healthy eating habits and ensure food security for our children.



In 2022 we implemented a dietary program that offers experiential learning while ensuring food quality.



Engaging children’s families is a hallmark of our approach. Parents and guardians of our students are essential partners in maintaining healthy habits beyond the school setting, and in extending the social impact of our Foundation to our communities. Whenever we introduce a new food to our children, we also send some home with them for their families, along with recipes and preparation tips. Parents and guardians are also invited to join us for lunches at our campus,

where we raise awareness about the importance of healthy eating.

As part of our commitment to the health of our children, we make efforts to ensure all our students’ vaccination is up to date. The average percentage of children vaccinated in Jaú (SP) is above the national average.



We encourage all our students to keep their vaccination up to date.

Children with up-to-date vaccination status¹



¹ As per Brazil’s National Immunization Program.





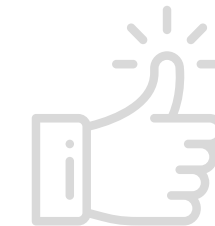
In 2022 we also launched a new evaluation methodology based on documenting observations in reports for each student, especially younger ones. The goal is to track the development of each child in a way that accommodates their individuality, pace, and achievements.

We also redesigned the graduation ceremony for Early Childhood Education students, celebrating the process of leaving our campus and continuing their journeys in one of Jaú's municipal schools (SP). We have developed a collaborative transition process with these schools, organizing meetings for our students with the schools they will be transitioning to in the upcoming year. We also provide a file with the child's entire history to enable a seamless transition to the new school.

This supports both the child and their family in making a meaningful and smooth transition. As a result, in a survey conducted with these schools, **92.31% of respondents rated** the transition from Early Childhood Education to Elementary School as "Excellent."

In 2022, the graduation ceremony was attended by Raízen volunteers, through a partnership with Raízen's leadership development ecosystem, LíderLab. On this occasion, participants donated the first backpacks for the little ones to continue their studies in their new school.

92.31%



of respondents rated the transition from Early Childhood Education to Elementary School as "Excellent."

Stewarding the environment and conserving natural resources are central to our commitment to securing our energy future. That is why we encourage a strong connection with nature for both children aged zero to five in Early Childhood Education, and those aged six to ten in our supplementary education program. During the year, a series of floods affected several families in Jaú, sparking interest and concern among the children and educators about the effects of the climate emergency and environmental degradation on the community's daily life. In response, we launched an initiative featuring a range of environmental education activities that engaged not only the children but also their families and local government authorities. These activities included group discussions, recycling, permaculture, composting, and the use of organic fertilizers.

Local community members participated in activities such as lectures on the importance of fire safety and prevention in forest areas and sugarcane fields. In addition, we continued to support the *Trata Óleo* (Oil Treatment) project, which collects used cooking oil for recycling through a partnership with the Águas de Jahu electric utility company,

with the support of the Municipal Environment Department.

Our students also presented *Ativa Infância's* environmental education model in a meeting with Jaú's Mayor, Ivan Cassaro, and representatives from the Municipal Council and the Departments of Education and the Environment. During the meeting, the Mayor and the Council Chairman committed to implementing environmental education in all schools in the municipality.

This initiative, described in a case study titled, "Blazing Trails Beyond the Foundation's Walls," received the award for Best Sustainability Project in the Elementary School category at the 2nd edition of the Schools for Climate Conference, the largest event focused on climate education in Brazil, showcasing best environmental practices adopted by more than 540 schools. The jury included professors from the University of São Paulo (USP) and the Federal University of São Paulo (UNIFESP).



We encourage a strong connection with nature for both children in Early Childhood Education and those in our supplementary education program.



We received the award for Best Sustainability Project in the Elementary School category at the 2nd edition of the Schools for Climate Conference.

“

I work at Reconnectta, a social enterprise dedicated to promoting sustainability values and culture through educational experiences. In 2022, we collaborated with the Raízen Foundation to organize three sustainability education tracks aimed at transforming the way educators, students, and the community interact with nature.

The first track, “Reconnecting with Nature,” focused on establishing and strengthening students’ connection with the environment, especially during early childhood, aligning with the Foundation’s pedagogical approach of using nature as an educational tool. The second track explored the theme of **Permaculture Gardens**, where children develop a fresh perspective on the food they consume and learn about planting, tending to their gardens, and harvesting. The third track revolved around **Composting**, turning organic waste that would otherwise be disposed of as garbage into fertilizer.

The tracks have been a success thanks to the entire community’s engagement, particularly the educators, and the active participation of students. The Foundation team delivered the tracks, while Reconnectta was responsible for program development, participant training, support, and remote monitoring.

The Raízen Foundation’s participation in the Schools for Climate Conference validates the excellence of this initiative. Being part of this project brings me immense satisfaction, and I look forward to collaborating with the Raízen Foundation in the future.



Aline Fanti
Project Director
at Reconnectta

In addition to garnering recognition, these initiatives demonstrate how our *Ativa Infância* methodology creates an environment where teachers and students learn and teach together, promoting a continuous flow of communication and mutual understanding.

We aim to foster an inclusive school environment and ensure that all students have access to a well-rounded education. In support of this goal, during the year we explored ways to adapt our educational materials and activities for increased accessibility.

In line with our commitment to provide thought leadership in Early Childhood Education, we presented our methodology and its core pillars in workshops held with municipal education departments in various regions of Brazil. This has enabled us to scale the *Ativa Infância* program and share our approach with other institutions. In addition, we have created a process roadmap and documented our methodology to facilitate future replication of our program using a modular approach.

In 2022, we also joined the National Early Childhood Network, a nationwide alliance of civil society organizations, government agencies, private sector partners, other networks, and multilateral organizations working directly or indirectly to promote and safeguard Early Childhood rights.



In 2022 we received a Net Promoter Score (NPS) of 99.13 in surveys administered to the families we support. The question posed was: “On a scale of 0 to 10, how likely are you to recommend the *Ativa Infância* program to a friend or family member?”

Community Initiatives

Beyond providing children’s education at our Jaú campus, we organized health and well-being initiatives within the communities we serve throughout 2022. Our standout initiatives throughout the year included:

World Health Day

208 people benefited

Blood Donation Campaigns

87 donors

Breast Milk Donation Campaign in partnership with the Santa Casa de Jaú Human Milk Bank

18 donor mothers

Breast-Feeding Week

310 people reached



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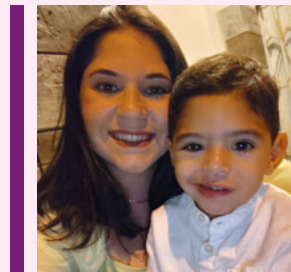
I'm the mother of Bernardo, who's one and a half years old and has been attending the Raízen Foundation since he was five months old. Initially, like any mom, I felt a bit hesitant about leaving my baby in the care of the educators. But that feeling quickly subsided as, from the very beginning, I received regular updates about my son's day-to-day routine: whether he was eating well, engaging in activities, or having any issues. The communication has always been transparent, and I've been informed about anything out of the ordinary. This helped build a strong sense of trust with the educators at *Ativa Infância*.

What I love most is the Foundation's unique approach, which allows my son to express his potential and explore his interests freely. I feel that Bernardo is completely free to be himself.

It is also reassuring to know that the team of professionals at the Raízen Foundation is committed to providing healthy nutrition. When I started introducing solid foods, Bernardo was already at the Foundation, and he's never shown any picky eating habits. They always kept me informed about meal times and the types of foods offered, so I could prepare similar meals at home.

The experience he gains from the vegetable garden is another crucial aspect of his

development, as it sparks his curiosity about different foods and teaches him that vegetables and fruits can be delicious. Today, Bernardo enjoys eating all kinds of food, both at home and at school. I'm delighted to be able to follow his growth and development.



Maiara Fernanda Amaral
The mother of Bernardo,
an *Ativa Infância* student

Ativa Juventude

Keeping the energy flowing.

According to a study released by the United Nations Children's Fund (Unicef) in September 2022, 2 million Brazilian children and adolescents aged 11 to 19 were not attending school, and 21% of the young people in the same age group who were in school had considered dropping out at least once in the three months leading up to the survey.

To help turn things around and inspire youth to shape a different future for themselves and their communities, in 2019 we launched a new program, called *Ativa Juventude*. This initiative is aimed at students who are transitioning to Secondary Education, guiding them on a journey of self-discovery, exploration of career possibilities, and planning to achieve their dreams. The methodology develops soft skills through a personal and immersive process, divided into three modules:



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.

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

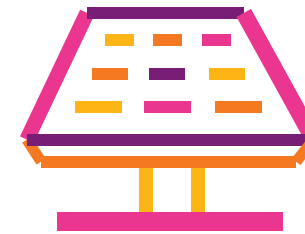
Students set goals, share experiences with accomplished professionals, create Action Plans, and, above all, are encouraged to successfully complete their High School education.



Ativa Juventude is offered in both on-campus and hybrid formats, expanding positive impact.

The program is offered in two formats: on-campus, lasting for 12 months; and hybrid, spanning four months. In the on-campus model, students attend the campus twice a week during their school breaks, and in the hybrid model, our educators meet with students once a week at their schools. Sessions last approximately one hour in the hybrid model and two hours in the on-campus model. We regularly send content and videos via WhatsApp to participants in the hybrid model, along with weekly challenges—all aimed at keeping students engaged. In both formats, as in the *Ativa Infância* program, we place an importance on mealtime and offer snacks to all students. This involves a complex logistics operation to ensure that quality food reaches over 2,000 students, even those in

locations where we have no physical campuses. We make a point of doing this because we believe that through nutrition, we also express affection and care—two of our core principles. In the on-campus format, during the third module, Raízen employees interact with *Ativa Juventude* students through the company's Social Mentoring program, with each volunteer assigned to mentor a student. Throughout the year, **173** mentors were trained, 30% on a recurring basis. Overall, this team conducted **716** mentoring sessions, directly benefiting **166** students enrolled in the program.



3,438

students graduated
from *Ativa Juventude*.



Since it was first launched in 2019, 5,420 students have completed our program.

37

municipalities impacted by *Ativa Juventude* in 2022.

In 2022 we resumed the on-campus format at the Ipaussu (SP) and Jataí (GO) campuses. Meanwhile, our hybrid, scalable model was extended beyond our campuses through strategic partnerships with public schools.

Throughout 2022, **3,438 students** graduated from the *Ativa Juventude* program across 37 municipalities, including 20 where we introduced the program for the first time, as we continued to expand our reach in line with Raízen's public commitment to develop educational initiatives through our programs in 100% of the geographies where it operates by 2030. Since it was first launched in 2019, **5,420 students have completed the *Ativa Juventude* program**—which we have continuously enhanced each year. As part of our efforts to serve an increasing number of students and promote inclusion, ensuring that all students have equal opportunities for development, in 2022 we revisited all program materials and communication channels to incorporate accessibility features such as audio descriptions, subtitles, and translation in Brazilian Sign Language (LIBRAS).

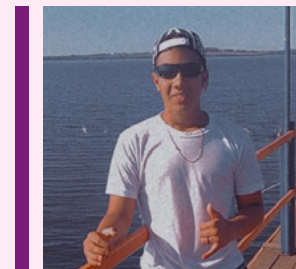
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I completed the *Ativa Juventude* program in 2022 while I was in 9th grade of middle school. I had heard about the program from my teachers early on in the first semester, and I became interested as it offered me a chance to shape my life goals. Even before joining the program, I was already planning to pursue a career in either Law or Journalism, especially sports journalism.

During the course of the program, I engaged in a series of activities that supported self-discovery, and after completing *Ativa Juventude*, I made the decision to pursue a career in Sports Journalism. At present, I am fully focused on completing high school, knowing that I still have a long journey ahead. In 2023, I plan to take the ENEM (National High School Exam) to get acquainted with the test format and be better prepared when I take it in

earnest to secure a college spot. I am grateful to the Raízen Foundation, as the program helped me chart a step-by-step plan to achieve my dream.

I hold fond memories of the teachers and their efforts to ensure accessibility, making sure that no one was left behind. It was truly a special experience.



Brayan Marques de Moura

A student with visual impairment who completed the *Ativa Juventude* program in 2022 at the Valparaíso campus

Through a partnership with Unicef, *Ativa Juventude* has reinforced our commitment to safeguarding students' mental health.



The energy we invest in students fuels their learning during a crucial phase of life, empowering them to transform their own stories, their families, and their communities. That is why the end-of-program celebration is such a significant moment, when we come together to commemorate students' onward journey of learning. In 2022, we organized over 50 on-campus celebrations instead of the online celebrations held in previous years when social distancing was still necessary due to the Covid-19 pandemic.

In addition to its expansion, another highlight of the year was *Ativa Juventude*'s enhanced focus on

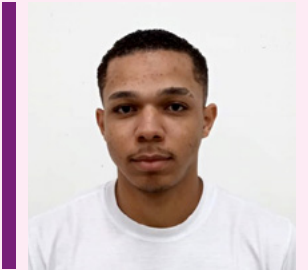
the mental well-being of students. The program, which has always addressed this topic as part of its educational approach, began supporting *Pode Falar*, an online help channel created by Unicef to support improved mental health and well-being in adolescents and young people aged 13 to 24. The channel offers confidential and free counseling from professionals representing various organizations and companies, providing a safe and anonymous space for individuals seeking help. Through this partnership, *Pode Falar* now offers counseling through chat sessions from 8 a.m. to 10 p.m. every day of the week (except Sundays and holidays), extending support to more young people, including our *Ativa Juventude* students.

“

I first heard about the Raízen Foundation a few years back through my school, and liked the idea of planning my professional future. So, I decided to join *Ativa Juventude*. And I'm glad I did. The program left a lasting impression on me as a young student and played a vital role in my personal growth.

I have now completed high school and currently **work as a Young Apprentice at Raízen**. Much of what I learned at the Raízen Foundation has stuck with me over the years, not only in terms of my career but also when it comes to civic and community engagement and environmental sustainability. I distinctly remember participating with my fellow students in various community initiatives.

And the support from psychologists was important in helping me understand my emotions, feelings, and personality. *Ativa Juventude* will no doubt be a transformational experience for every student who attends it, just as it was for me. I'm incredibly grateful to the Raízen Foundation and all the people I met there on this journey, as they have played a significant role in shaping the person I am today.



Mateus Cândido

A former *Ativa Juventude* student at the Ipaussu campus, now working as a Young Apprentice at Raízen

Ativa Juventude results and impact indicators in 2022

- The overall NPS (Net Promoter Score) for the program was **85.8** for the on-campus model and **89.9** for the hybrid model.
- The conversion rate of students approached in schools (i.e. students who became interested in the program) was **57.5%** for the on-campus model and **106.3%** for the hybrid model, surpassing our initial target of **45%**.
- **3,438** students graduated in the year, totaling **5,420** graduates since the program's inception in 2019. We continue to pursue our target of reaching 10,000 graduates by 2024.
- The engagement rate among students stood at **82.4%** in the hybrid model and **82.8%** in the on-campus model, exceeding our initial target of **70%**.
- Net Promoter Score (NPS): in the hybrid model, **99.7%** expressed satisfaction with the program, and **83.3%** rated the in-person sessions as “Excellent” or “Good.” In the on-campus model, **99.41%** expressed satisfaction with the



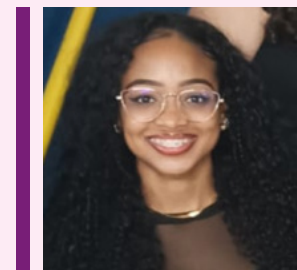
program, and **89.3%** rated the content of the sessions as “Excellent” or “Good.”

- Progress in soft skills among graduates: in the hybrid model, the average improvement was **80.4%**, with **79.5%** of students showing an improvement of over **50%** (exceeding our ambition). In the on-campus model, the average improvement was **49.7%**, with **47.1%** of students showing an improvement of over **50%**.

“

I attended *Ativa Juventude* from 2020 to 2021, and I remember with great fondness all the activities we did during and outside of class hours. From the most fun to the more theoretical sessions, every single activity was truly important for my personal development. I am grateful for all the experiences that the Raizen Foundation provided me, and for the friendships I made and continue to cherish to this day.

Before the program, I was rather naive and insecure about my future, but now I embrace any opportunity that helps me grow both personally and professionally. I learned, through the Raizen Foundation, that knowledge is priceless and can never be taken away from me.



Natalin Gomes Da Silva who completed the *Ativa Juventude* program at the Ipaussu campus

Ativa Educadores

A purpose fueled by ever-increasing energy.

The result of an annual refresh of our strategic plan, in 2022 we launched *Ativa Educators*, a program aimed at training education professionals in our method.

This initiative recognizes that one of the greatest challenges in Brazilian education is the need to adequately train and equip teachers for today's classroom challenges. It seeks to make a meaningful contribution in this area by providing training and capacity-building to education professionals with a particular emphasis on soft skills.

The program is run in partnership with Amplifica, a Google for Education-certified consultancy that specializes in supporting and engaging educators and coordinators. In 2022, 33 education professionals from across Brazil were trained in

the program in its inaugural year. As part of this initiative, educators undergo a 100-hour learning journey to build soft skills such as self-awareness, leadership, effective communication, and civic engagement.

Educators apply these newfound skills in practice within the hybrid model of the *Ativa Juventude* program and, upon completion, receive a certificate to advance their careers, ensuring they are well-equipped to inspire their students to discover their purposes and carve their paths.

This initiative creates value for educators in the form of an added certificate on their resumes, qualifying them for new opportunities requiring proficiency in the National Common Curriculum (BNCC).



33 education professionals from across Brazil completed 100 hours of training as part of the *Ativa Educadores* program.





“

I hold a degree in Social Sciences and have always worked in the field of Education, from Elementary to Higher Education. I also have substantial experience working with socially vulnerable individuals, using Education as a means to reintegrate them into society.

When the Raízen Foundation approached me, asking if I would be interested in working with them within the *Ativa Juventude* program, I was genuinely excited—a feeling that only intensified as I learned more about the initiative.

What truly caught my attention in the program was its innovative method of sparking students’ interest in school. Today’s youth crave dynamic and experiential learning, which traditional teaching methods often fail to deliver. This calls for educators to be well-equipped, and in this regard, I felt fully supported by the Raízen Foundation, which

provided all the assistance and guidance needed to deliver in the classroom.

In 2022, I had the privilege of being part of a diverse group of educators from all across Brazil who came together in São Paulo for an immersive learning experience. I gained a deeper understanding of the methodology and learned how to tailor my approach to each student. As both an educator and a sociologist, I believe the program has great potential to combat school dropout rates.



**Pamela Espíndola
de Oliveira**

A temporary educator
in the municipality
of Araucária (PR)

In a survey with program participants:

89%

of educators said they were **“Very Satisfied”** or **“Satisfied”** with the training.

85%

of educators said they were **“Very Satisfied”** or **“Satisfied”** with the teaching aids provided.

87%

of educators said they were **“Very Confident”** or **“Confident”** in their ability to apply the program content.

82%

of educators said they were **“Very Satisfied”** or **“Satisfied”** with their overall experience in the program.

“

Raízen was already a partner of the Virginio Perillo State School, where I serve as principal, and they regularly sponsored events in the sports center. When the Raízen Foundation approached me to work with the *Ativa Juventude* program, I was keenly interested. Truancy is one of the major challenges in Brazilian education, and our community is no exception. At the school where I work, the teaching staff already has methods to reach out to students, but projects to enhance and support these efforts are always very much appreciated.

Ativa Juventude is also valuable in that it prepares students for the future and life in society. We commenced the program in 2022 and our first class of around 40 students has already graduated. I must say that program delivery has been highly successful. The methodology is truly innovative. The Raízen Foundation supported us at every step, including providing uniforms, materials, and meals for the students. I remain a partner of this initiative, excited about the lives we will transform.



Roberto Miranda
Principal of Virginio Perillo State School, in Lagoa da Prata (MG)



Governance and Management

Governance and Management

Ethics at the core of everything we do.

We adhere to governance guidelines transmitted by our sponsor, Raízen, which has voluntarily adopted enhanced governance practices akin to those required for *Novo Mercado* listed companies, even though it is listed in the Tier 2 segment of the Brazilian stock exchange, B3 (Brasil, Bolsa, Balcão). Taking inspiration from best practices, we have established our own framework for setting, communicating, and tracking progress on strategic objectives.

The Board of Directors, our highest decision-making body, is composed of three members: chairman Ricardo Dell Aquila Mussa, Raízen's CEO—who helps to ensure alignment between our planning and our sponsor's mission to reshape the future of energy; two regular members; and two independent advisory members—in line with 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).

Another noteworthy aspect of our Board of Directors is the involvement of our founder. All board members are appointed by our sponsor for a renewable term of three years.

We also have an Oversight Board that operates independently from the Board of Directors and exercises oversight of our managerial activities and financial statements, reinforcing our corporate governance structure.

The day-to-day management of our activities and tracking progress on short, medium, and long-term goals are the responsibility of our Executive Board, a team of five executives appointed by the Board of Directors for a renewable term of three years.

Composition of the Board of Directors in 2022

Ricardo Dell Aquila Mussa	Chairman
João Alberto Fernandez de Abreu	Vice Chairman
Mônica Maria Mellão Silveira Mello	Member
Sofia Esteves	Independent Advisory Member
Isabel Armani	Independent Advisory Member

Composition of the Oversight Board in 2022

Rodrigo Cesar Caldas de Sá	Member
Andre Deccache Porto e Albuquerque	Member
Marcus Vinicius Pinto Lima	Member

Composition of the Executive Board in 2022

Paula Carvalho Benevides	CEO
Yve Carpi de Souza	Chief Legal Officer
Marcos Guilherme Tibúrcio Fernandes	Chief Financial Officer
Fernanda Pompêo de Camargo Ferraz	Chief Operations Officer
Fabio Mota	Chief Administrative Officer



The entire team receives training on ethics and health and safety standards.

All members of our team, regardless of their position or hierarchical level, are expected to adhere to Raízen's Ethics and Compliance Program. This program includes documents and procedures aimed at promoting ethical principles to guide our activities and interactions with stakeholders.

Our Code of Conduct, available [here](#), serves as our primary source of guidance, and is supplemented by other policies and procedures, available [here](#), which outline specific responsibilities and requirements.

Every employee must complete compliance training on our online platform within 30 days of joining our team. Employees identified as being at higher risk must also attend in-person training on anti-corruption and/or competition compliance, as applicable, within 60 days of joining the Foundation. This training is refreshed every two years.

As part of the the Raízen Ethics and Compliance Program, we provide an Ethics Hotline accessible by phone in Brazil (0800-772-4936) or via the link

canalconfidencial.com.br/raizen, where concerns regarding potential violations of legislation, internal policies, and the Code of Conduct can be reported confidentially and anonymously. The channel is managed by an independent firm, ensuring full confidentiality and anonymity of communications. Reports are consolidated and reviewed by the Ethics Committee, which reports to the Audit Committee under the Board of Directors.

We also adhere to the highest health and safety standards to ensure we provide safe environments both for our employees and for the children and adolescents in our care. Among the practices we have implemented based on lessons learned from Raízen, we highlight safety tour procedures and periodic safety training for our team.

Sources of Funding

Sources of Funding

We are working today to shape the future. Our efforts rely on corporate support in achieving our target of reaching 100% of Raízen's geographies by 2030. Throughout the year, we forged strategic partnerships to create a symbiotic ecosystem where business supports social causes, and social initiatives, in turn, drive business performance. An example of this was the launch of a promotional campaign to boost Shell Box, an exclusive Shell app for secure and convenient fuel payments that also offers customers access to a comprehensive ecosystem of Shell brand experiences. As part of our "Collect & Redeem" loyalty program, where customers accumulate shells and redeem them for discounts on exclusive and collectible Shell products, we created special program called "Collect & Donate: To the Beat of Your Heart." From September 19 to 25, Shell Box was rebranded with the campaign logo and offered special cups for redemption featuring the most popular music genres in Brazil: Rock, Country, Axé, and Funk. All proceeds generated from exchanging shells for these kits were donated to *Ativa Juventude*.



As another highlight from the year, we signed an agreement with the Brazilian Development Bank (BNDES) for a loan of R\$ 16.2 million. The proceeds of the loan are earmarked for a new program to strengthen educational practices among teachers and school managers by incorporating the development of soft skills into the learning journey of students in the final years of elementary education. We will be contributing 50% of the investment (R\$ 8.1 million), while the BNDES, through its Social and Environmental Fund, will be providing the remaining 50%.

With a projected duration of four years, the program aims to benefit 405 public schools in 90 Brazilian municipalities, starting in 2023, indirectly impacting over 30,000 students. Replication of the program methodology has the potential

to indirectly benefit another 630 educational institutions.

The program will operate on three fronts: strengthening school management, continuously building educators' skills, and engaging the community to support students in the final years of elementary education. The activities in each supported municipality will span one year, with an additional six months of follow-up.

For 2022 we received proceeds of R\$ 13 million¹. Annual contributions from our sponsor remain our primary source of funds. Our Finance Department is responsible for evaluating investment options, selecting those with the best returns, and submitting them for approval by the Board of Directors and the Oversight Board.

¹ The figure differs from Raízen's financial statements because this Annual Report is for period from January 1 to December 31, 2022, while the financial statements are for the period from April 1, 2022, to March 31, 2023 (the 2022/2023 crop year).

For more information, consult our Financial Statements, available here.



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Cacau Show Ipaussu

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Instituto Rodrigo Mendes

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(Biologist and Climate Activist)

Matheus Moreira

(Student and Digital Influencer)

Matias Luz

(Teacher and Singer)

Movimento Escolas pelo Clima

Reconnectta

Rita Batista

(Journalist and Television Anchor)

Sertran Transportes Potunduva

Super Brilho

TV1

Unicef

Village

VOAR – Voluntários Raízen





Credits

General coordination | Raízen

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