# Sustainability Report

## 2024

ECOGEN

energia inteligente

# Content



GRI 2-1, 2-2

This Report presents the main achievements and results of 2024, encompassing the management of environmental, social, and economic impacts, as well as the challenges encountered during the year. In its second edition, this document reinforces our commitment to transparency and accountability by providing all stakeholders with reliable information about our activities.

This publication was crafted in line with the Global Reporting Initiative (GRI) Standards, using our materiality process to carefully select the relevant indicators. Our material topics also shaped the organization of the content, influencing both the structure and design of the chapters, as well as the relevance of the data presented.

The information presented refers to the activities of **Ecogen Brasil Soluções Enegéticas S.A.,** a privately held company headquartered in São Paulo (SP), and its subsidiary, Ecogen Rio Soluções Energéticas. Validated by the company's leadership and reviewed by the Board of Directors, the reported content covers the period from January 1 to December 31, 2024, with any exceptions duly noted. GRI 2-3, 2-14

*Solution for generating Biogas from industrial waste*

**Comments and questions about the publication can be e-mailed to: esg@ecogenbrasil.com.br.**

# Publication highlights

## Decarbonization

We have structured our decarbonization strategy. This measure enhances coherence and direction in our efforts toward achieving our established goals.

**2030**

reduce our emissions by 50%;

**2050**

reach net zero.

## Strategy

Our strategic map is now centered on the energy transition, underscoring our commitment to sustainable development.

## ESG Committee

We moved forward with the creation of our ESG Committee, which now leads the implementation of our strategy for environmental, social, and governance initiatives.

## Double materiality

We conducted a double materiality assessment that examined financial risks and socio-environmental impacts, while also capturing the perspectives of our stakeholders.

## E-book

We have introduced the free e-book titled“Energy Transition in Industries,” which outlines feasible paths for decarbonizing the sector while maintaining competitiveness.

# Publication highlights

## More training

We made a significant leap in our average training hours per employee:

**60.98**

hours in 2024, more than double the 27.95 hours recorded in 2023.

## Polishing Talents

Aiming to develop skills, retain talent, and encourage innovation, we launched the "Polishing Talents Program" for our interns and young apprentices.

## Supply chain

We reinforced our management by implementing stricter policies and controls on quality and safety. We also enhanced the Supplier Approval and Registration Policy and implemented the Third-Party Management Policy.

## Female mentoring

We launched a female mentoring program in partnership with the NGO AFESU. Throughout the year, 13 Ecogen employees mentored 27 young individuals, advancing female empowerment through education and knowledge sharing.

## Great Place to Work and Mental Health

In early 2025, we were certified by GPTW for the fifth consecutive time. Additionally, we received the Mental Health Seal for the first time, affirming the quality of our work environment.

## Eco+ University

**303**

pieces of content available on the platform for training and developing of our teams.

*Luiz Carlos Cabral, CEO of Ecogen Brasil*

# Message from the leadership GRI 2-22

The year 2024 represented an important milestone in Ecogen's history. We are undergoing strategic transformations that have solidified our position as an energy transition company and reinforced our commitment to sustainable development. Now in its second edition, this publication reflects our evolution, reaffirms our transparency, and strengthens our commitment to being accountable to our stakeholders in an open, responsible manner, aligning with best market practices.

We enhanced our governance by establishing the ESG Committee, which now serves as an advisory body to the Executive Board, contributing to more assertive and strategic decisions on environmental, social, and governance matters. This development marks a new phase in impact management at Ecogen, characterized by enhanced structure, participation, and shared responsibility.

This advancement complements our governance structure, benefiting from the processes and tools established by Mitsui Group, our shareholder, with a focus on ethics, transparency, and compliance. Being part of one of the largest business conglomerates in Japan and globally, which combines financial strength, international credibility, and a network of global partnerships, undoubtedly enhances the reach of our solutions and provides a significant competitive advantage. Collaboration with other Group companies creates opportunities for innovation, joint investments, and the expansion of sustainable projects.

**The reformulation of our strategic map has positioned energy transition as the central axis of our performance. This decision reinforces the alignment between our future vision, sustainable development, and the solutions we provide to our customers.**

Our commercial operations continued to be driven by the strength of our manufactured capital, which includes 79 utility-scale generation plants. In 2024, as part of the remodeling of our strategic planning, we signed key contracts that reinforce the role of biomass in our portfolio, enhancing the socio-environmental value of the projects we support.

50%

target of reducing GHG emissions by 2030

On the environmental front, we structured our decarbonization plan and reaffirmed our climate commitments for scopes 1 and 2: to reduce greenhouse gas (GHG) emissions by 50 percent by 2030 and achieve carbon neutrality by 2050. We also advanced in emissions monitoring by conducting two consecutive inventories, alongside operational improvements that are already delivering tangible results. These steps bring us closer to a low-carbon economy and reinforce our commitment to mitigating climate change.

At the same time, we have made significant advances in people management. At the end 2024, we had 324 employees, of whom 260 men and 64 women. We strengthened our training initiatives, with a notable increase in the average number of training hours per employee—more than double that of the previous year. We launched programs focused on talent development and organizational culture, fostering a more innovative and collaborative environment aligned with our values. The renewal of the Great Place to Work (GPTW) seal, for the fifth consecutive time, and receiving the Mental Health seal, for the first time, reflect the success of this journey.

We concluded this cycle with pride in what we have built together and with confidence in the paths we have taken. We extend our gratitude to our employees, customers, partners, and shareholders for their support, trust, and commitment to our strategy. Together, we are advancing projects capable of combining innovation, responsibility and sustainable growth. With an eye to the future, we will continue studies and projects that expand our role in enabling the energy transition in the sectors served by our solutions. In light of the opportunities and challenges that lie ahead, we are confident in our strategic planning and the paths we have defined to expand our capacity for generating shared value.

**Executive Board of Ecogen**

# 01
# About us

→ Our performance
→ Sustainability and material topics

# Ecogen

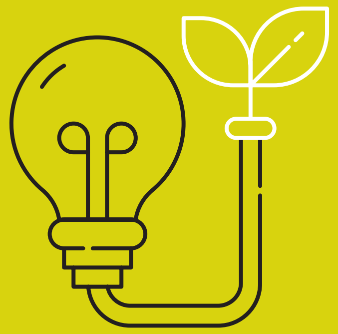
Our performance serves as a benchmark in delivering **utility generation** projects and services, offering sustainable and customized solutions that support our customers in achieving **decarbonization, efficiency, and energy transition**.

*Biomass boiler capable of generating 15 tons of steam per hour*

Ecogen, the infrastructure-focused segment of the Japanese conglomerate Mitsui & Co. in Brazil, invests in, implements, and operates utility generation plants. Guided by our 2024 strategic plan, we are focused on leveraging biomass and electrification technologies to generate steam, electricity, chilled water, and other utilities, contributing to the advancement of the energy transition. We currently operate 79 plants across the country.

At Ecogen, building good relationships across the value chain is a priority. We operate on the principle of building strong relationships with our customers, fostering long-term partnerships grounded in the reliability of our services and the efficiency of our solutions.

This principle also guides us in people management and caring for our employees, our ecolovers – which is reflected in the values that represent us. We are committed to promoting professional development and ensuring a diverse and inclusive environment. Permeated by the spirit of collaboration, our culture is the reason behind our results and achievements. We currently have a staff of 324 employees, of whom 260 men and 64 women.



## Our purpose

To enable the energy transition with efficient utility generation.

## Our value proposal

We invest, implement and operate plants to generate utilities, promoting the energy transition.

## OUR VALUES

### Care with people

To foster empathy, integrity, respect, and diversity among ecolovers to make Ecogen a unique company.

### Collaborative environment and relationships

To encourage integration, effective communication and trust.

### Safety everywhere

To communicate our commitment to valuing the lives of everyone who is part of our business to all ecolovers and partners/clients. To experience security in all our actions, considering physical, mental and financial security.

### Focus on the results of Ecogen and its stakeholders

To drive the achievement of our results, always aligning with our vision, ensuring that results are reached both internally and in the view of all stakeholders.

### Long-lasting relationships and customer commitment

1 **Customers:** To reduce costs, generate reliability and energy efficiency.

2 **Employees:** To promote recognition, maintain a healthy and safe environment.

3 **Partners | Influencers:** To strengthen relationships and create links to generate business.

4 **Shareholder:** To meet the Group's growth and profitability strategy.

# Our performance

GRI 2-6

At Ecogen, we offer solutions that contribute to our customers' decarbonization and energy transition. This includes a set of utilities that, in addition to reducing costs, promote energy efficiency and security. Our work encompasses projects at all stages, depending on the needs of each customer, from feasibility studies and investments to operation and maintenance.

In 2023, we created a digital platform that uses data intelligence to monitor and optimize utility consumption. The tool also enables the analysis of greenhouse gas (GHG) emissions in industrial plants and proposes solutions that enhance energy efficiency and security, while reducing costs and supporting decarbonization efforts. In 2024, we internalized the platform and launched a data science project aimed at enhancing performance and expanding analytical results. For 2025, we plan to conduct an internal pilot to validate the new features and then introduce them to the market.

Also in 2024, following the remodeling of our strategic map, the energy transition—previously one of our focus areas—gained prominence and became central to our portfolio. Starting in 2024, we went on to prioritize projects with clean, renewable solutions that reduce our carbon footprint. Diesel-fired solutions were removed from our catalog, while natural gas is considered only when it offers a reduction in greenhouse gas (GHG) emissions compared to available alternatives.

*Read more about energy transition on **page 18***

**We have recognized expertise in serving different sectors with customized projects. Visit our website and check out details about our portfolio (click here).**

## WE MONITOR THE CUSTOMER AT ALL STAGES

**In our business model, we develop and invest in up to 100 percent of the solution and manage the implementation of energy projects, in addition to offering operation and maintenance services. Since the start of our operations, we have invested in utility infrastructure for industries, commercial buildings, shopping malls, and solar power generation plants.**

*Echoing in Motion: a meeting in which Ecogen Brasil's leadership visits operations throughout Brazil*

# Portfolio of solutions and utilities

Our field of activity enables us to serve a diverse range of segments, including industries, data centers, commercial buildings, shopping centers, hotels, and hospitals. Projects are geared towards the customers' needs and may focus on, for example, energy security, reliability, and cost reduction, etc.

## Industries

- Generation of continuous or emergency electrical power
- Substation
- Steam
- Hot water for production processes
- Chilled water for air conditioning and/or production processes
- Industrial gases ($CO_2$ and $N_2$)
- Biogas generation from industrial waste
- Compressed air

## Commercial Buildings

- Generation of continuous or emergency electrical power
- Substation
- Chilled water for air conditioning

## Shopping centers

- Generation of continuous or emergency electrical power
- Substation
- Chilled water for air conditioning

## Hotels and resorts

- Generation of continuous or emergency electrical power
- Substation
- Chilled water for air conditioning
- Hot water for heating swimming pools and hotel processes

## Data centers and telecommunications

- Substation
- Chilled water for cooling environments and equipment

## Hospitals

- Generation of continuous or emergency electrical power
- Substation
- Chilled water for air conditioning
- Hot water for hospital hotels

## Generation

### Sources

- Electric energy
- Biomass
- Natural gas
- Solar power

### Utilities

- Electricity
- Cold water
- Hot water
- Steam
- $CO_2$, $N_2$ and $O_2$

*Biodigester capable of treating organic waste and converting it into biogas to supply an industrial unit.*

# Sustainability and material topics

At Ecogen, sustainable development is central to our business, integrated with energy transition and efficiency, innovation, and social and environmental responsibility. Reflecting this integration, our commitment to best practices in corporate sustainability is progressing steadily: in 2023, we published our first Sustainability Report, and in 2024, we established the ESG Committee.

After opening registration to all employees, the Committee was established with nine members, including a leader and two ambassadors for each of the three pillars—a structure designed to address environmental, social, and governance demands. Throughout the year, we promoted internal and external initiatives that resulted in high employee engagement around the topic.

**With the ESG Committee and dual materiality, this year becomes a part of our timeline: a milestone in the maturation of our vision for business sustainability.**

In 2024, we also engaged a specialized consultancy to conduct a study based on the dual materiality methodology. This approach maps both external impacts and risks on financial performance and examines the real and potential impacts we generate on society and the environment, highlighting the relevance of these topics according to stakeholder perception.

## DOUBLE MATERIALITY

GRI 3-1

This innovative approach ensures a broad and integrated vision of sustainability, considering different aspects of the company and strengthening our strategic planning. While financial materiality allows us to direct investments more effectively, socio-environmental materiality guides our actions to address priority issues. This allows us to make more assertive decisions that align with the expectations of our stakeholders.

The process was divided in five stages. First, the analysis tools were defined. Then, the primary stakeholders were identified and classified, along with potentially material topics. From this, a survey of perspectives on each front was conducted: financial materiality involved interviews with six leaders and three shareholders, while socio-environmental materiality included 12 internal specialists. Stakeholder perception of relevance was gathered from 153 questionnaires completed by employees, suppliers, brokers, customers, and associations.

[1] *The group of stakeholders includes: shareholders and investors; customers; own employees; suppliers; financial and market analysts; associations and organizations, and brokers.*

### How we identify material topics

1 | Definition of the analysis tools

2 | Identification of stakeholders and refinement of the list of topics

3 | Prioritization from the impact and financial perspectives

4 | Analysis of results and preparation of the materiality matrix

5 | Validation with senior leadership

# Our material topics[1]

GRI 3-2

| Material topic | SDG | | |
| --- | --- | --- | --- |
| Attraction, development and retention of employees | 8 DECENT WORK AND ECONOMIC GROWTH – goals 8.5 and 8.8 | | |
| Supply chain management | 8 DECENT WORK AND ECONOMIC GROWTH – goal 8.3 | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE – goal 9.4 | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION – goal 12.6 |
| Innovation and technology for energy solutions | 7 AFFORDABLE AND CLEAN ENERGY – goals 7.2 and 7.b | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE – goal 9.5 | 17 PARTNERSHIPS FOR THE GOALS – goal 17.7 |
| Climate change | 13 CLIMATE ACTION – goals 13.1, 13.2, 13.3 | 7 AFFORDABLE AND CLEAN ENERGY – goals 7.2, 7.b | |
| Occupational safety | 8 DECENT WORK AND ECONOMIC GROWTH – goals 8.7, 8.8 | | |
| Transition and energy efficiency | 13 CLIMATE ACTION – goal 13.1 | 7 AFFORDABLE AND CLEAN ENERGY – goals 7.2, 7.b | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION – goal 12.2 |
| Transparency and customer relations | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE – goal 9.4 | 17 PARTNERSHIPS FOR THE GOALS – goal 17.16 | |

*[1] Compared to the previous materiality, the topic "Transparency and customer relationships" became part of the list and the nomenclature of some topics was adjusted to adapt them to the taxonomy: "Attraction, development and retention of employees;" "Supply chain management;" "Innovation and technology for energy solutions;" "Occupational safety;" "Energy transition and efficiency." The following topics were removed from the list: "Economic and financial performance;" "Product/service quality and safety;" "Environmental management;" "Governance and compliance;" "Diversity, equity and inclusion;" "Biodiversity and land use;" "Communities;" "Human Rights." A few topics that were removed from the materiality continue to have their impacts monitored under other material topics.*

*Delivery of Christmas baskets from the campaign organized by One Mitsui, with the participation of ecolovers*

## ENGAGEMENT AND CULTURE

GRI 2-29

The steps taken to incorporate diverse perspectives are essential for fostering broad engagement with the ESG agenda and sustainable development—areas that are becoming increasingly important for the company as the energy transition takes on greater significance within the Mitsui Group. By identifying risks, impacts, and priorities, Ecogen prepares to maintain a steady pace of advancement in sustainable practices, transparency, and corporate governance.

With the creation of the ESG Committee and the revision of our strategic planning—now centered on the transition to renewable energy sources—we aim to drive initiatives that engage our employees and embed this topic more deeply into our organizational culture. In addition to the existing content on environmental, social, and governance topics available at our corporate university, we are developing a dedicated learning path to empower and train our team through this lens.

*Read more about people development on* ***page 34***

All of these initiatives help demonstrate that incorporating sustainable practices does not pose barriers to our business. More than that, we believe this is the path to securing Ecogen's relevant and enduring presence in the market—focused on both the present and the future—within a low-carbon economy. With the team engaged around the agenda, we are confident that this movement will lead us to many opportunities.

**In addition to positioning ourselves in favor of the energy transition, to promote significant transformations, we are strengthening the agenda in our culture and engaging our audiences.**

# 02

# Strategy

GRI 3-3: Transition and energy efficiency

## ENERGY TRANSITION

**With this agenda at the forefront, Ecogen positions itself as an enabler of the energy transition, fostering operational reliability and supporting the shift toward a low-carbon economy.**

45.0%
Brazilian target for renewables by 2030

49.1%
share of renewables in the mix in 2023

In recent decades, nations globally have embraced climate commitments to curb greenhouse gas (GHG) emissions and foster sustainable development. This includes pivotal agreements like the Paris Agreement of 2015, which set ambitious targets to keep the global average temperature rise well below 2°C, striving for a limit of 1.5°C above pre-industrial levels. The energy mix is a priority field in these discussions, considering that the energy sector leads in greenhouse gas (GHG) emissions, representing 73 percent of the global total[1]. In this context, shifting to renewable and more efficient energy sources is crucial for decarbonizing the economy and harmonizing development with the limits of our planet.

In its iNDC[2], Brazil committed to reducing its GHG emissions by 48 percent by 2025, considering 2005 levels, with the subsequent indicative contribution raised to 53 percent by 2030. In the energy field, Brazil's goal is to increase the share of renewable sources in the energy mix to 45 percent, with the same deadline in place. This level has already been surpassed – in 2024, the country reached 51.2 percent of renewables in the Internal Energy Offer (EIO) –, with the main renewable sources adopted being sugarcane biomass, hydraulic energy, firewood and charcoal, respectively[3]. Despite progress, there are numerous opportunities to further increase participation in renewable energy, especially considering the country's rich natural resources and extensive geographic reach.

[1] *Source: our "Energy Transition in Industries" e-book (check it out here).*
[2] *Intended Nationally Determined Contribution.*
[3] *Source: Ministry of Mines and Energy (find out more here).*

*Marketing team creating educational content about biogas generation*

## We are positioned as strategic allies of the energy transition, ensuring greater competitiveness and cost reduction for our customers.

Ecogen's business model provides fertile ground for developing projects capable of driving the energy transition across different sectors of the Brazilian economy. With integrated solutions, we help our clients achieve environmental goals by adopting renewable sources and reducing their GHG emissions. To raise awareness, we offer the "Energy Transition in Industries" e-book, which outlines feasible strategies for achieving a sustainable industrial future without sacrificing competitiveness (**access it here**).

In addition to providing renewable sources, we optimize energy use, reducing waste in the operations we serve. Our solutions are customized, considering the specific needs of each customer to ensure efficiency, sustainability and energy security. This potential is bolstered by technological advancements. In 2024, we integrated a digital platform and launched a data science project to enhance its performance, with a pilot planned for the following year.

Nationally, 2024 saw the enactment of Law No. 15,042, establishing the Brazilian Greenhouse Gas Emissions Trading System (SBCE). With an eye on goals, strategies, and action plans related to the carbon market, the Strategic Planning and ESG departments are working together to ensure alignment with the provisions of this law.

MESSAGE FROM THE LEADERSHIP

# Ecogen's role

Ana Keller Lekitsch, our Marketing, Commercial, and ESG Director, shares the leadership's vision for the energy transition, highlighting opportunities for value creation.

**How did the company develop its commitment to the energy transition in 2024?**
Internally, we bolstered our ESG department by hiring new professionals and solidifying it as a core strategic focus within the company. Additionally, we revamped our business plan, ceasing the exploration and development of fossil fuel-based solutions. We have removed diesel from our portfolio and only implement solutions like natural gas cogeneration when they present a smaller carbon footprint compared to other feasible options. Thus, we position Ecogen as an energy transition company, focused on sustainability and decarbonization.

**"Our difference lies in a strategic, integrated approach tailored to each customer's needs, combined with a diversified portfolio of solutions and inputs that support the decarbonization of Brazil's energy mix"**

**What investments were prioritized to drive this transformation?**
We have established targets to cut our greenhouse gas emissions by 50 percent by 2030, relative to 2020 levels, and to achieve carbon neutrality (net zero) by 2050. With this in mind, we are investing primarily in biomass, electrification, and efficiency technologies. We also have innovations focused on climate monitoring and data intelligence.

**What sets Ecogen's approach to the energy transition apart from the others?**
Ecogen adopts a strategic and integrated approach to effectively drive the energy transition, focusing on efficiency, sustainability, and aligning with each client's specific needs. Our differentiator lies in the diversification of solutions and inputs, reinforcing our commitment to the decarbonization of the Brazilian energy matrix.

By diversifying biomass, we encourage the sustainable utilization of various waste types, including agro-industrial, forestry, and urban byproducts. This approach enhances energy supply security for our clients while promoting the circular economy. This practice directly contributes to reducing greenhouse gas emissions and enhancing regional production chains.

**"ESG is not merely an environmental issue, but a core strategic pillar for driving competitiveness and business innovation"**

On the electrification front, we develop and operate solutions that accelerate the replacement of fossil fuels with electricity from renewable sources. With a focus on innovation, our initiatives promote greater operational efficiency, cost predictability, and alignment with our clients' ESG goals, strengthening their competitiveness in the market.

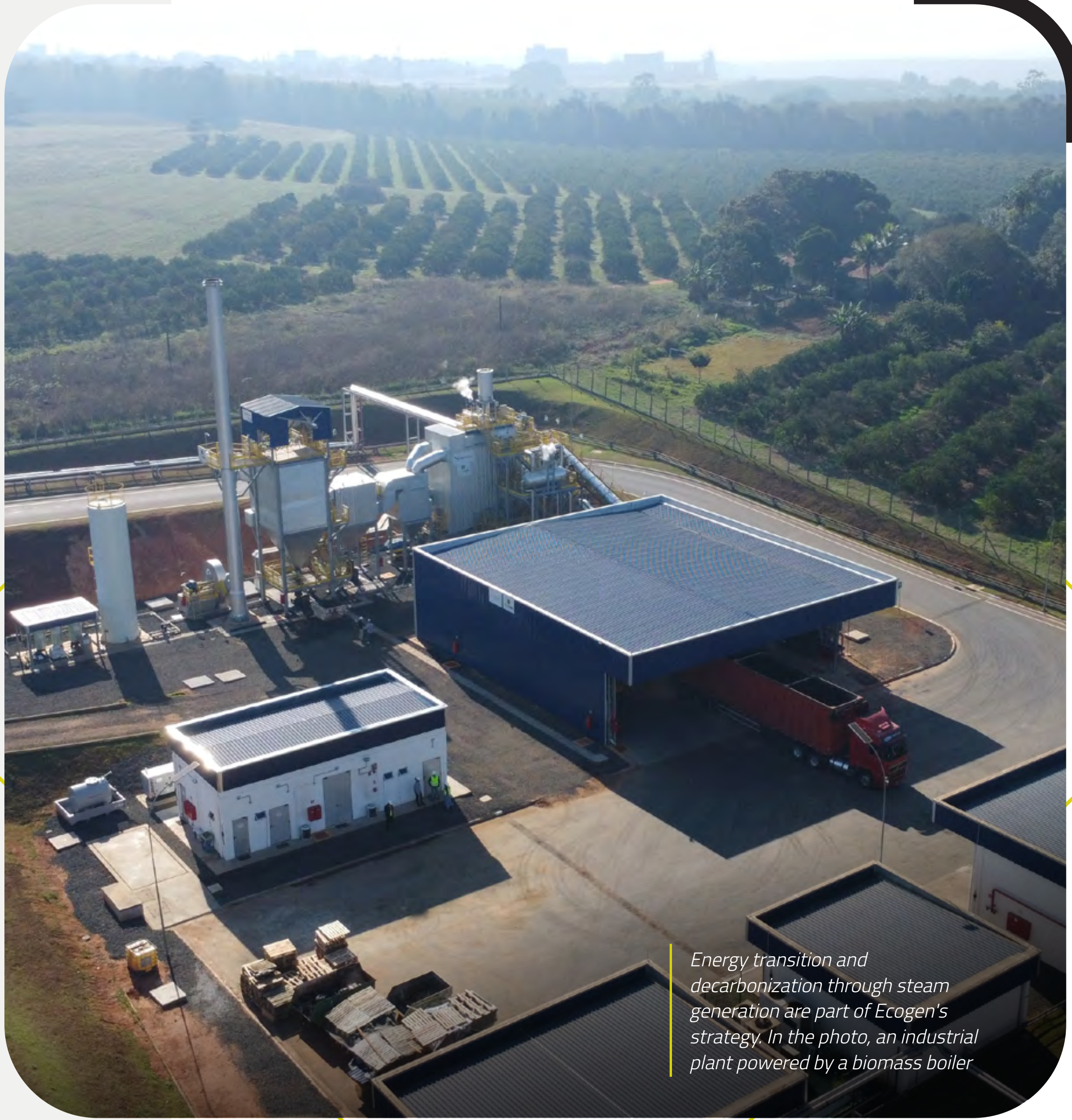
Complementing this approach, our energy efficiency solutions are based on detailed technical diagnostics and the implementation of technologies that optimize energy consumption. Through intelligent and continuous management, we drive performance improvements, reduce environmental impacts, and enhance corporate performance.

With this synergistic and results-oriented operating model, Ecogen consolidates its position as a strategic partner in the decarbonization journey, contributing to a more sustainable, resilient, and lasting future.

**How are the stakeholders engaged in this new strategic plan?**
We completely transformed our communication. Instead of maintaining a strictly technical focus on solutions, we shifted to sharing value with all stakeholders. We produce educational content – blogs, newsletters and reports – that helps disseminate a sustainable and long-term vision, addressing issues such as climate emergency and environmental impact. Simultaneously, we adopted an inside-out approach, fostering internal awareness before extending our initiatives to the market. Our employees actively participate in this movement, and to this end, we are developing an ESG learning path within our corporate university.

**What are Ecogen's plans for the future?**
Our main focus is to consolidate Ecogen's presence in the industrial sector and expand our operations in this market. Beyond commercial growth, we aim to reinforce internally that ESG is not merely an environmental concern, but a fundamental strategic pillar for business competitiveness and innovation.

*To learn more about engagement and culture, read **page 16***



*Energy transition and decarbonization through steam generation are part of Ecogen's strategy. In the photo, an industrial plant powered by a biomass boiler*

# Planning and strategic map

At the end of 2023, we initiated a restructuring of our strategic map, which led to a series of actions in 2024 aimed at aligning our new business model with a focus on sustainability and the energy transition. The remodeling was supported by an external consultancy and involved a comprehensive update of planning, indicators, vision, mission, values, and purpose.

This process reinforced our focus on internal processes that enhance the delivery of results and the creation of value in our projects. The path to achieving the formulated priorities includes agility in sales, operational efficiency, process systematization and cost optimization, among other points.

Externally, we have made investing in biomass and electrification solutions a strategic priority. For the former, we intend to diversify our sources and mitigate challenges related to the supply chain. As for the latter, we plan to expand our market presence and increase the reach of our solutions. In parallel, we will continue developing new business models and renewable sources, without neglecting our vocation for innovation.

From the outset of this transformation, we emphasized internal and external communication to align the organizational culture with our new strategy and defined objectives. Ensuring that the vision of sustainability and the energy transition are understood and incorporated into our daily lives is the first step towards enabling strategic planning.

**Our strategic planning comprises external and internal opportunities and challenges, ensuring the best business conduct.**

*Discover our portfolio in detail on **page 12***

# Strategic initiatives

GRI 3-3 | GRI 103-5

We connect the dots on our strategic map to priority initiatives designed to bring effectiveness to the company's approach to the energy transition and enhance Ecogen's role within the Mitsui Group.

**Some of these actions strengthen our internal culture and improve processes, while others drive our performance in the market.**

## Our priorities

- Talent Management Program and revitalization of the culture;
- Verticalization of maintenance and equipment acquisition processes;
- Expansion and diversification of biomass;
- Mapping, control and process improvement;
- Financing strategy and leverage;
- Develop new business models and renewable sources.

# 03 Environmental agenda

→ Climate change
→ Energy and other utilities

# Climate change

## EMISSIONS MANAGEMENT

GRI 3-3

In 2024, to meet the demands of the new strategic plan, we expanded our ESG team, responsible for initiatives aimed at mitigating the impacts of climate change, both internally and externally. The highlight of the year on this front was the structuring of a decarbonization plan, which is expected to bring greater strategic alignment to Ecogen's initiatives.

Climate change is among our material topics. Reflecting this, we identified real negative impacts linked to our operations and value chain, such as the accumulation of greenhouse gases (GHG) in the atmosphere. Our efforts are focused on achieving our goals and implementing our strategic vision (**read more in the next section**).

Our first greenhouse gas inventory[1] was conducted in 2024 to evaluate the base year 2023, using the Brazilian GHG Protocol Program. This calculation recorded 57,822.15 $tCO_2e$ for scope 1 and 6.89 $tCO_2e$ for scope 2. In early 2025,

**We maintained our transparency and monitoring practices by undertaking Ecogen's second GHG inventory, using 2024 as the base year.**

we completed the company's second inventory, which measured volumes for 2024. This year's data indicates a reduction in scope 1 emissions, to 50,006.84 $tCO_2e$, and an increase in scope 2 emissions to 10.49 $tCO_2e$. The 7,811.71 $tCO_2e$ decrease in direct emissions was mainly due to the stabilization of one of our operating plants, which initially required higher fuel consumption in its first year. The inventory calculations for scope 1 include these gases: carbon dioxide ($CO_2$); methane ($CH_4$); nitrous oxide ($N_2O$), and hydrofluorocarbons (HFCs). Scope 2 only considers $CO_2$. GRI 305-2, 305-5

*[1] The Mitsui Group has set a reduction target using 2020 as the base year. Since we started reporting emissions in 2023, for this 2024 report, we provide a follow-up of emissions for both 2023 and 2024. In future reports, we will adjust historical emissions by comparing them with the Mitsui Group's 2020 base year using retroactive inventories.*

### Scope 1: direct GHG emissions

GRI 305-1

| | Total emissions ($tCO_2e$) | Biogenic emissions (tons) |
|---|---|---|
| Stationary combustion | 49,526.24 | 53,544.63 |
| Mobile combustion | 119.97 | 41.75 |
| Fugitive emissions | 360.64 | - |
| Total | 50,006.84 | 53,586.38 |

*Click the **link** to learn about our GHG Inventory – Public Emissions Registry*

**Investments in biomass and electrification are central to our strategy, contributing to accelerating the energy transition in industrial processes.**

## TARGETS AND STRATEGY

Toward a low-carbon economy, our goals are to reduce greenhouse gas emissions by 50 percent by 2030, taking the fiscal year period from April 2019 to March 2020 as the base year; and to reach net zero[1] by 2050 (scopes 1 and 2). To achieve this, we revamped our strategic planning, prioritizing renewable sources and removing diesel solutions from our portfolio.

Our climate agenda extends beyond internal management. We actively collaborate to help our customers achieve their environmental goals by providing solutions that combine energy efficiency and carbon emissions reduction. In 2024, we integrated a digital platform enabling us to closely monitor energy consumption and emissions at our plants and customers' facilities. This allowed us to identify waste, optimize processes, and gain insights to reduce costs and carbon emissions. This internalization aims to bring improvements, with a pilot planned for the following year.

*Refer to **page 22** to learn more about the changes in our strategy*

*Cost reduction and decarbonization for a plant where Ecogen has a biomass boiler capable of generating 25 tons of steam per hour*

Regarding the supply chain and scope 3 of our inventory, we recognize that promoting sustainable development requires everyone to be on the same page. We encourage our partners to adopt sustainable practices, following the guidelines set forth under the **Mitsui Sustainable Supply Chain Policy**.

In the coming years, we are prepared to offer our customers benefits linked to the carbon market. We conduct studies to map opportunities and develop credits for our projects, reinforcing Ecogen's approach to a low-carbon economy.

*Learn about our practices and documents for supplier management on **page 56***

*[1] In the climate target context, achieving net zero means zeroing the net balance of greenhouse gas emissions, considering calculations of GHG emissions and removal from the atmosphere. In addition to reduction initiatives, offsetting is key to this process, through actions such as reforestation, carbon capture and storage, and the acquisition of certified carbon credits.*


# Energy and other utilities

GRI 3-3: Transition and energy efficiency

Our operating model covers a comprehensive range of stages in managing utilities for our clients: from feasibility studies and customized planning to investments, plant construction, and daily operation and maintenance.

In energy management, the Operations and Maintenance (O&M) area is a key player, relying on predictive and preventive technologies and tools to ensure maximum efficiency, in addition to being responsible for all corrective maintenance throughout the contract. Active 24 hours a day, the Operational Control Center (CCO) monitors the performance of our plants. In addition to monitoring, the CCO can execute remote commands, sometimes even without on-site operations.

In 2024, we worked to diversify our energy mix, exploring new forms of biomass and technologies. We also expanded our initiatives aimed at optimizing energy consumption, promoting efficiency and reducing operating costs. Additionally, we ensure greater savings for our distributed generation customers, particularly through solar energy, enhancing their operational competitiveness. The focus on efficiency is a premise for operations in all our plants.

**With 24/7 monitoring, our Operational Control Center is dedicated to ensuring energy security, optimizing costs, and accelerating the decarbonization process.**

# INDICATORS

## Energy consumption within the organization[1]

GRI 302-1

| Fuel | Amount consumed | Amount calculated | Amount in kilograms | Energy in gigajoules |
|---|---|---|---|---|
| Gasoline (in liters) | 49,591.91 | 36,202.09 | 26,861.95 | 1,168.86 |
| Ethanol (in gasoline) | - | 13,389.82 | 10,591.35 | 299.12 |
| Diesel (in liters) | 134,836.00 | 119,329.86 | 100,237.08 | 4,235.86 |
| Biodiesel (in diesel) | - | 15,506.14 | 13,645.40 | 513.83 |
| LPG (in kilos) | 0 | - | - | 0 |
| Fuel oil (in liters) | 725,419.92 | - | 725,419.92 | 29,107.16 |
| Natural gas (in $m^3$) | 22,244,930.46 | - | 16,461,248.54 | 606,090.09 |
| Biomass (in tons) | 44,326.23 | - | - | 576,240.99 |
| Biodiesel B100 (in liters) | 0 | - | 0 | 0 |
| Ethanol (in liters) | 10,830.20 | - | 8,761.63 | 247.45 |
| Biogas (in $m^3$) | 1,287,200.,00 | - | 2,973,432.,00 | 10,704.36 |
| **a. Total non-renewable fuels** | **-** | - | - | **640,601.97** |
| **b. Total renewable fuels** | **-** | **-** | **-** | **588,005.75** |

*[1] Data collected in detail from 2024 onwards.*

## Energy consumption within the organization

GRI 302-1

| Type of consumption | Amount (kWh) | Amount (GJ) |
|---|---|---|
| Electricity | 16,280,269.20 | 58,608.97 |
| Heating | 0 | 0 |
| Cooling | 0 | 0 |
| Steam | 37,439,590.14 | 134,782.52 |
| **Total** | **53,719,859.34** | **193,391.49** |

## Energy consumption within the organization[1, 2] (GJ)

GRI 302-1

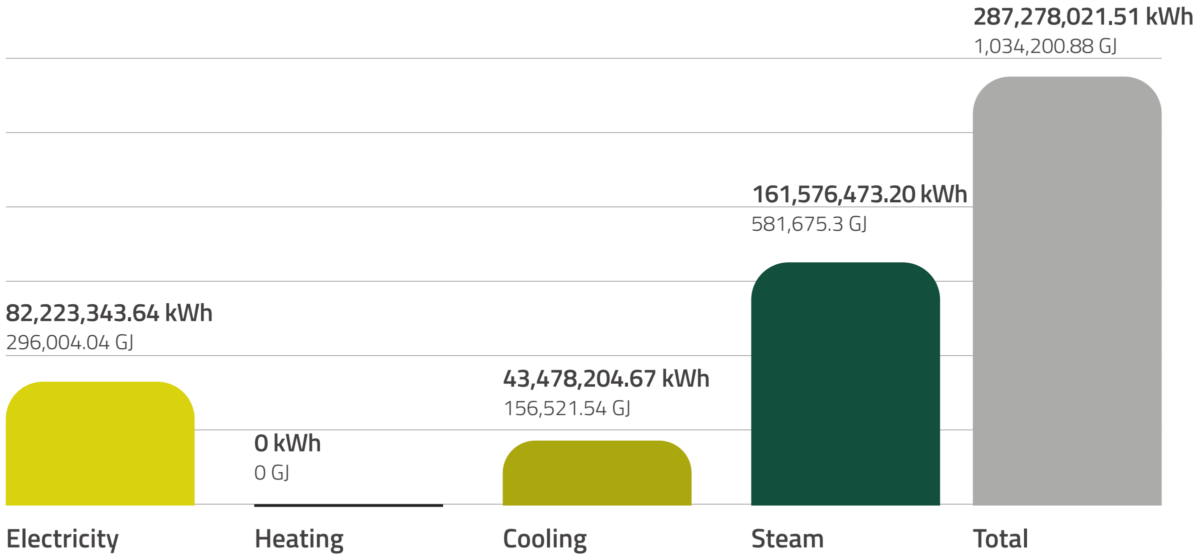
| Type of energy | Amount calculated |
|---|---|
| Nonrenewable fuels consumed | 640,601.97 |
| Renewable fuels consumed | 588,055.75 |
| Electricity, heating, cooling and steam acquired for consumption | 193,391.49 |
| Sale of excess self-generated electricity, heating, cooling or steam | 1,034,200.88 |
| **Total** | **387,798.33** |

*[1] The generation of electricity combined with the import of energy from the grid for resale was considered as a sale.*
*[2] The calculations involved, for "cooling:" 12,362,298.74 TRH x 3.517 kWh = 43,478,204.67; and for "steam," the energy value (kWh) considered only the steam delivered, without considering the temperature of the inlet water.*

## Energy sold

GRI 302-1

**Type of resource sold**



# 04
# Our team

# People management

**GRI 3-3: Attraction, development and retention of employees**

We strive to offer our employees a welcoming, collaborative, and healthy work environment that fosters synergies between vocations and skills, contributing to professional development, innovation, and operational excellence. Respect for diversity and care for people are values that permeate all our relationships and are materialized in comprehensive initiatives for our internal audience.

Caring for our internal culture is the foundation of our commitment to establishing lasting relationships with our stakeholders. In 2024, we conducted an organizational diagnosis, supported by a specialized consultancy, to map and understand the foundations of our culture, define our intended direction, and identify potential adjustments—laying the groundwork for a realignment process planned for 2025. In this work, cultural guidelines were identified that are being disseminated throughout the company, along with the definition of behaviors that support the pursuit of these new objectives: energy that **heats**; energy that **expands**; energy that **transforms**, and energy that **materializes**.

**Go to the Attachment to check out indicators related to people management, such as hiring and employee profiles.**

With the mission of collaborating in the energy transition and decarbonization of our customers, we seek to strengthen the concepts of the ESG agenda internally. In our communication and training initiatives, we emphasize the opportunities that renewable sources and the low-carbon economy offer our businesses. The company is developing a knowledge track at the Eco+ University, our corporate education platform, which is helping employees understand the value proposition intrinsic to the ESG agenda. Among other benefits, the initiative has already produced an increase in the value of our employer brand, attracting new employees.

Employees broken down by region and gender[1]

GRI 2-7

| | Men | Women | Total |
|---|---|---|---|
| North | 9 | 0 | 9 |
| Northeast | 15 | 0 | 15 |
| Central-West | 8 | 0 | 8 |
| Southeast | 228 | 64 | 292 |
| **Total** | **260** | **64** | **324** |

[1] *Data collected from 2024 onwards.*

## GREAT PLACE TO WORK

In December 2024, Ecogen was certified for the **fifth consecutive time by Great Place to Work (GPTW)**, reaffirming our commitment to a positive work environment and efficient people management. Earning the GPTW seal highlights the excellence in our work environment and in our relationships with employees, resulting in the retention of talent and the attraction of new professionals.

Our ongoing certification demonstrates the strong connection between our strategic commitments and the GPTW certification criteria, which encompass the pillars of Credibility, Respect, Impartiality, Pride, and Camaraderie. In the emotional well-being index, our practices were recognized with two stars, three being the top score, thus confirming our commitment to caring for people.

Furthermore, by the end of 2024, **we were granted the Mental Health certification for the first time,** demonstrating that we are on the right track by prioritizing well-being and emotional health in the workplace. This recognition highlights the importance of a balanced environment, with active listening and acceptance, demonstrating that our efforts make a difference. Therefore, we will continue to act responsibly and carefully.

**Consecutive certification by GPTW and recognition with the Mental Health – Level 2 seal reinforces our commitment to creating a work environment that inspires, motivates and promotes excellence.**

*See more indicators related to people management on **page 68***

## TALENTS AND POTENTIALS

To ensure the sustainability of our operations and business, we invest in education and training aimed at developing and retaining talent. We are aware of the fact that the continuous promotion of skills is key to achieving our goals and ambitions for the future.

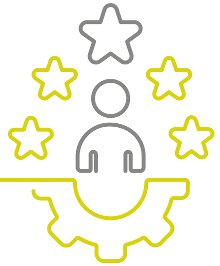
To bring this message to life, we rely on the Eco+ Corporate University, which offers employees access to more than 300 pieces of content on various topics. It also provides scholarships, partnerships with educational institutions that open opportunities across different levels of the organization, and leadership and development programs for apprentices and interns. Our corporate university offers materials, including both content developed internally and together with business partners, as well as internally developed training aimed at soft[1] and hard skills[2].

*[1] Soft skills are behavioral and interpersonal skills that influence how a person communicates, works in a team, solves problems and deals with challenges. They are essential for collaboration and professional success.*
*[2] Hard skills are technical skills acquired through learning and practice, which are measurable and verifiable, such as the use of technological tools, specific knowledge of an area or language skills.*

### Professional development

Our Talent Management Program is also a key highlight, designed to monitor each employee's potential, performance, and behavior, all in alignment with the pillars of our organizational culture. This allows for the development of individual preparation plans, according to each need, and makes succession plans effective.

We also work with learning communities, based on the work of facilitators, chosen based on their skills to disseminate practices and knowledge.



**We strive to adapt our programs and processes to reflect new training philosophies and to practice leadership that aligns with the aspirations of new generations of professionals, as well as the evolving demands of society and a market in transformation.**

## DEVELOPMENT PROGRAMS

GRI 404-2

As part of our commitment to people development, we launched a new cycle of the "Lapidando Talentos" (Polishing Talents) Program in May. Spanning ten months, the program serves as a training platform for young talent, preparing them for effective roles and equipping them with essential technical and behavioral skills for entering the job market. It also fosters a sense of ownership, encourages innovation and creativity, and reinforces our culture of people development.

**Consolidated initiatives organize our efforts to recognize talents and boost careers.**

The program was designed to promote the comprehensive development of interns and young apprentices. With an approach that involves both soft skills and hard skills, the initiative seeks to prepare young talents to become protagonists of an innovative, collaborative and efficient professional future.

With the aim of promoting recognition for employees working in operations and maintenance, Ecogen has the Pride in Belonging Program. This initiative aims to offer operational staff an experience beyond their operations, generating integration and ensuring best practices.

In addition, we offer the Leadership Development Program (PDL), called "Being a Leader," which focuses on strategic themes identified through a diagnosis of critical competencies. The sessions—delivered both in person and online—employ active learning methodologies to enhance participants' development.

### Average hours[1] of training carried out by organization employees during the reporting period, by gender

GRI 404-1

**Average hours of training in 2023**

Men 25.69

Women 30

**Total average hours in 2023**

27.95

**Average hours of training in 2024**

Men 69.4

Women 26.78

**Total average hours in 2024**

60.98[2]

*[1] We only consider training hours for employees active in December 2024.*
*[2] The calculation of the total average training hours was revised in 2024, which justifies the variation relative to 2023.*

### Average hours[1] of training carried out by organization employees during the reporting period, by employee category

GRI 404-1

| | 2023 | 2024 |
|---|---|---|
| Employee category | Average hours of training | Average hours of training |
| Director | 85.00 | 17.67 |
| Manager and senior manager | 75.91 | 43.58 |
| Coordinator, specialist and consultant | 28.97 | 30.86 |
| Helper, assistant, analyst and supervisor | 18.22 | 26.87 |
| Operational | 17.18 | 87.40 |
| Apprentice and intern | 9.89 | 31.81 |
| **Total** | **39.03** | **60.98[2]** |

*[1] We only consider training hours for employees active in December 2024.*
*[2] The calculation of the total average training hours was revised in 2024, which justifies the variation in relation to 2023.*

## Talent Review

1 | We conduct a comprehensive employee assessment once a year

2 | The cycle provides opportunities to map each employee's contribution and relevance throughout the year

3 | The process paves the way for conscientious succession planning that adheres to our development

4 | The cycle ends with feedback and the creation of the Individual Development Plan (PDI)

## TALENT MANAGEMENT CYCLE: "PERFORMA" PROGRAM

We rely on the "Performa" Program to manage, recognize and reward the performance of our professionals fairly. Through this program, leaders and employees cultivate a transparent relationship centered on result feedback.

Focusing on behavioral aspects and goal achievement, we evaluate quantitative and qualitative goals to measure professional performance. Based on these assessments, employees are placed on talent maps, receiving individual development plans and participating in succession plans.

Once a year, we conduct a comprehensive employee assessment, covering the pillars of goals, behavior, and potential. At Ecogen, results are as important as the means used to achieve them. This cycle provides opportunities to map each employee's contribution and significance throughout the year, facilitating conscientious succession planning that aligns with our talent development and business needs. The cycle ends with feedback and the creation of the Individual Development Plan (PDI) so everyone can align expectations and demands.

**Pulsar contributes to understanding the moment, to quickly identify potential issues and, most importantly, to listen to all the ecolovers.**


*Echoing in Motion: Ecogen leadership making its presence felt at one of the company's largest plants*

## ORGANIZATIONAL CLIMATE

Ecogen conducts the Pulsar survey among its employees every two months, serving as a continuous tool for measuring the organizational climate. The results provide quick and accurate diagnoses to anticipate potential issues, suggestions, and alignments regarding the environment and leadership, offering us effective options for course corrections.

We foster a positive organizational environment on our internal social network, Econline, an open communication channel between ecolovers and Ecogen. In it, we celebrate important moments, such as time spent at the company, the birth of our ecobabies, promotions, and birthdays of the month, and we share information so that all departments in the company are on the same page about relevant issues. We also promote events, such as the end-of-year party and integrations. We maintain a close relationship with our CEO, Luiz Cabral, who holds meetings to foster connection. Every month, there is the "Sextou com o CEO" (Friday with the CEO), a meeting covering the month's main events. Each quarter, "Ecoando" (Echoing) focuses on aligning and monitoring the company's strategy, along with online meetings for new employees.

### About Pulsar

| | | |
|---|---|---|
| The initiative is conducted bimonthly among employees | A continuous tool for listening to employees and measuring the organizational climate | It offers quick and accurate diagnoses, anticipating potential issues |

## BENEFITS[1] AND ATTRACTIVENESS

GRI 401-2

As part of our commitment to the appreciation and well-being of our employees, we offer a comprehensive range of benefits that reflect best practices in people management and our pursuit of excellence and competitiveness. We have an internal policy managed by the Human Resources department that outlines rules and guidelines for providing the following benefits:

**We believe that investing in quality of life is essential to boost engagement and productivity in the workplace.**

### Meal and food vouchers

Ensuring support for quality and diverse food for our employees.

### Mobility assistance, transportation voucher or parking

Making daily commute easier and providing convenience and accessibility.

### Medical assistance and dental care plan

Comprehensive health care for employees and their dependents.

### Birth basket

Special support for moments that celebrate the arrival of new members to the family.

### Group life insurance

Protection and peace of mind for our employees in unexpected situations.

### Gym and well-being allowance

Encouragement of physical activity and well-being.

### Executive checkup

Prevention and medical care with specialized professionals.

### Daycare assistance

Exclusive support for mothers and fathers with full custody of young children, ensuring greater peace of mind and security for the family.

### Support channel

Psychological, financial, and legal assistance in times of need.

### Year-end gift

A way of showing gratitude for the effort, dedication and achievements of our employees throughout the year to be enjoyed by the whole family.

### Agreement with pharmacies

Assistance for purchasing medicines and essential items.

### Birthday gift

Each birthday is celebrated with affection, reinforcing our attention to the personal and memorable moments of our employees.

### Seniority award

We appreciate the dedication and commitment of employees reaching 5, 10, 15, and 20 years with us, offering a token of appreciation and a plaque in gratitude for their years of service and contribution.

All members of our team are also entitled to extended maternity/paternity leave, as Ecogen is part of the Citizen Company Program. Optionally, we offer private pension plans, with contributions according to the company's criteria, and participation in the Vaccination Campaign.

[1] Information on the criteria used for this list is available in the GRI Summary.

# Diversity and inclusion

We believe that diversity and respect are essential to fostering a collaborative and innovative work environment—and are key drivers of Ecogen's continued progress. The diversity of our employees—bringing together a wide range of experiences and backgrounds—is a decisive factor in our pursuit of innovative solutions and excellence in service delivery.

This commitment is reflected in initiatives dedicated to promoting gender, racial, and color equality and ensuring broad access to opportunities for professional growth. We recognize that there is still much room for advancement on this agenda, especially considering the predominantly male demographics of our sector, but we are confident that our pace of growth on this topic will remain constant.

As part of the structure created to enable these initiatives, we have the ESG Committee, created in 2024. Among all the initiatives the Committee promotes, the social pillar places special emphasis on advancing racial diversity, inclusion of people with disabilities (PwD), respect for sexual orientation, and increasing the presence of women in roles across all areas of the company.

The structure of the ESG Committee is detailed on **page 13**

Promoting racial diversity

Inclusion of people with disabilities

Respect for sexual orientation

Presence of women in positions across all areas of the company

## CELEBRATE DIVERSITY, COMBAT DISCRIMINATION

We leverage emblematic dates to reinforce the **importance of equity and inclusion among our employees**. We believe these events have a positive impact by sparking relevant discussions and highlighting the importance of combating all forms of discrimination.

**Commemorative dates provide meaningful opportunities for dialogue and inclusion, but our commitment extends throughout the entire year—guided by our Recruitment & Selection Policy and Code of Conduct, which strictly prohibit all forms of discrimination.**

For the International LGBTQIAPN+ Pride Day, celebrated on June 28th, we held a lecture by Dr. Muryllo Lorensoni, activist, academic and drag artist. The meeting aimed to address issues related to diversity and inclusion in the corporate environment.

On the International Day of Black Latin American and Caribbean Women, celebrated on July 25th, Black women from our team spoke about their experiences in the corporate environment, reinforcing the fight against the historical invisibility of these professionals.

On November 20, the Black Awareness Day, we promoted a cultural immersion with an interactive storyboard, which had a digital version for remote participation by employees. The initiative also involved awards for the top finishers in a quiz on the topic, including prize draws and vouchers.

# Health and safety

GRI 3-3, 403-1, 403-2

Safety in all aspects is a non-negotiable value for us. We have a strategic map centered on the pillars of Health, Safety, and Environment, outlining goals that include process review and modernization, program development, and the implementation of incentive initiatives. There is also a mandatory training schedule for employees, covering practices related to workplace safety, including, among other points, certification in regulatory standards (NR 10, NR 33, NR 35) and periodic audits.

The **Health, Safety and Environment (HSE) Policy** is our main reference for promoting the topic in our daily lives. The document defines basic guidelines for managing safety, the environment, and health in all our activities, including issues related to risk analysis and management; monitoring indicators; training and capacity building; and dialogue and communication tools, among others. We also consider all laws and regulatory standards applicable to our activities.

**The health and safety of our employees and other stakeholders is a top priority in all our operations. We rely on documents, policies, and practices in our daily work to promote a safe and healthy work environment.**

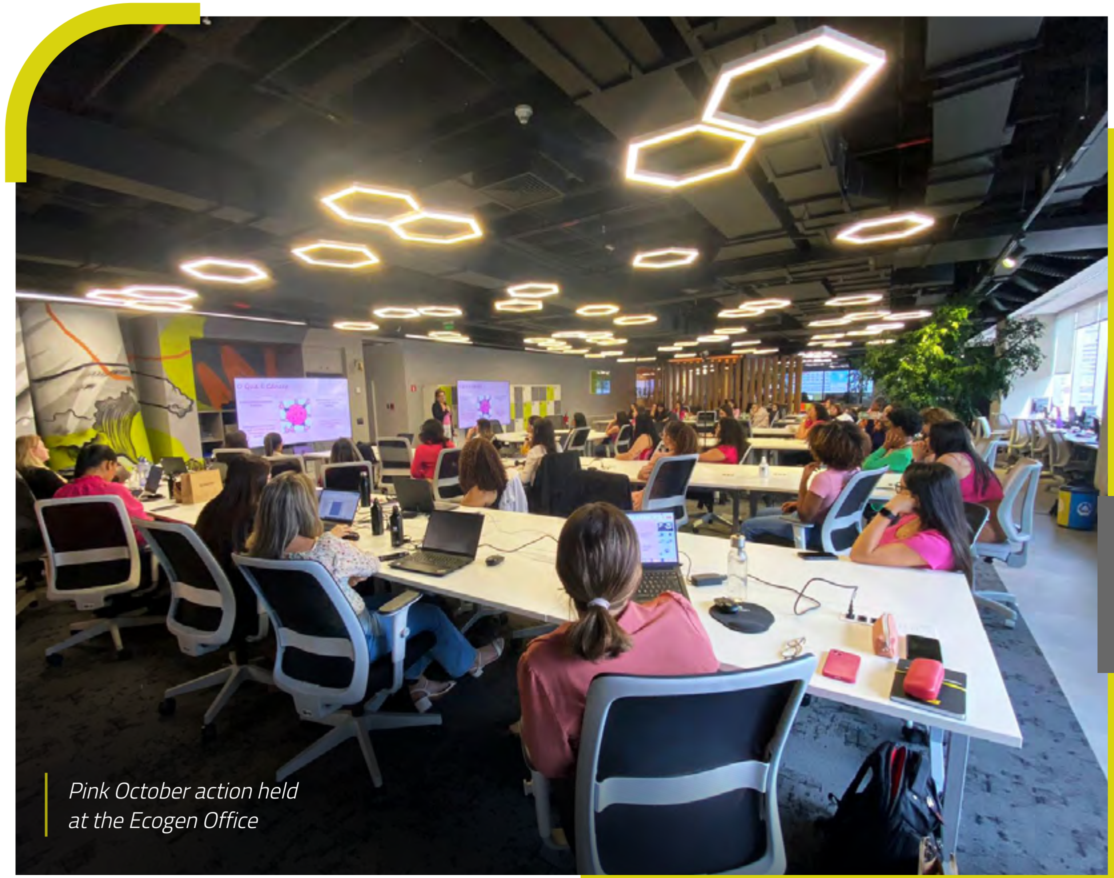
Ecogen employees have an active voice in matters related to safety in operational areas, including the right to point out activities in which they do not feel safe. In such cases, they have the prerogative and duty not to carry out such activities. The employee awareness process includes sharing information and safety standards through live broadcast sessions conducted by the HSE team.

We offer occupational health services to ensure a safe environment, with the presence of professionals specialized in safety and occupational medicine, such as engineers and safety technicians, through the Occupational Health Medical Control Program (PCMSO). These services include preparing a risk inventory, monitoring the Risk Management Program (PGR) and implementing prevention measures, in addition to providing guidance on compliance with Regulatory Standards (NRs) and actions to prevent accidents and occupational diseases.

These services are aligned with technical and legal standards and feature advanced technologies for monitoring and management, ensuring quality control. We also conduct annual audits at all plants to maintain compliance and apply continuous improvement methodologies. Our employees have access to these services through in-person assistance, partnerships with clinics and hospitals, an online platform, direct communication channels, and regular health and safety training sessions. **GRI 403-3**

The privacy of health information, in accordance with the General Personal Data Protection Law (LGPD), is guaranteed through measures such as confidentiality, restricted access, exclusive use for occupational health, informed consent, and professional training. **Periodic audits and our Reporting Channel** (**read more on page 51**) are also mechanisms to strengthen the protection of workers' data. **GRI 403-6**

In 2024, we continued to improve our operations focused on the safety culture. Among them, we have improved the technical specifications of components and implemented tests to ensure the integrity of our electrical protections. The effectiveness of these and other preventive measures is monitored through the following indicators: days without accidents with time off, training hours, audits conducted, accident frequency rate, accident severity rate, deviation control, and formal safety inspections. Goals are also established considering these indicators.

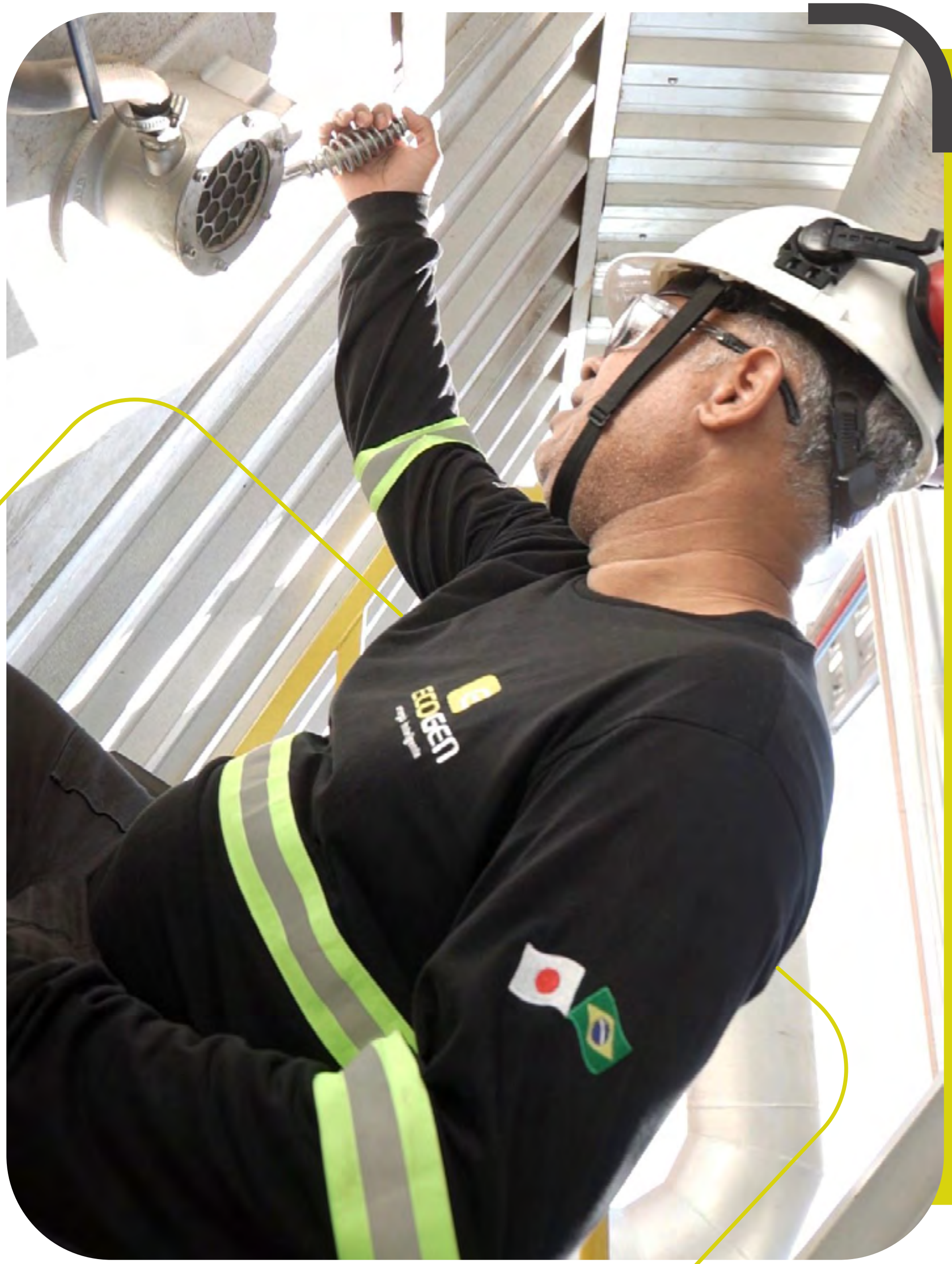


*Pink October action held at the Ecogen Office*

**We promote health campaigns, addressing, among other topics, mental health, breast and prostate cancer, smoking and the prevention of workplace accidents.**

## HSE goals

The goals include zero accidents, aiming to maintain the highest number of days without accidents resulting in time off; 100 percent of training completed, ensuring that all employees and third parties complete mandatory training within the established deadlines; reduction of deviations, reducing the number of reported operational deviations, and improvement in HSE Communication.



## CULTURE AND PARTICIPATION

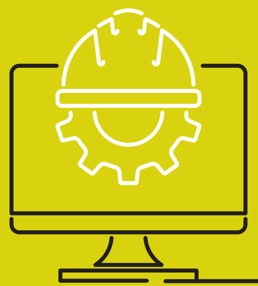
GRI 403-4

Through the Internal Accident Prevention Committee (CIPA), our employees actively participate in initiatives to develop, implement, and evaluate the occupational health and safety management system, in accordance with the parameters set by the HSE Policy. Workers are responsible for important functions such as risk assessment and participation in health and safety promotion programs, as well as for analyzing key indicators (KPIs).

The CIPA also conducts regular training, such as those required by NR-5, participates in inspections and organizes the Internal Week for the Prevention of Occupational Accidents (SIPAT). Its members contribute to identifying risks and improving working conditions to be implemented in the areas, in addition to receiving and analyzing observations from other employees. Furthermore, it contributes to analyzing occupational accidents and illnesses, proposing corrective measures when necessary.

**We promote continuous improvement in our operations with forums and initiatives to listen to, engage and empower the workforce.**

Another relevant forum for participation is the HSE Strategic Committee, made up of directors and managers, which sets priorities and promotes a safety culture, monitors indicators, and makes data-driven decisions. The CIPA has an advisory role, while the Committee has authority over strategic decisions.



Pertinent information on occupational health and safety is disseminated through internal social media, e-mails, lectures, and training sessions. Weekly Safety Dialogues (SD) address a wide range of topics related to the area, helping to strengthen safe practices.

## RISK ASSESSMENT AND MANAGEMENT

GRI 403-7, 416-1, 416-2

We assess the health and safety impacts of 100 percent of our operations, aiming to identify opportunities for improvement and ensure compliance with safety and sustainability standards. In 2024, no cases of non-compliance with laws, regulations, or voluntary codes applicable to our activities were identified. Year after year, we have improved the monitoring and prevention structure in the security area, with emphasis on **Occupational Risk Map and key indicator management**, such as "near misses."

100%

of our operations are evaluated for impacts on health and security

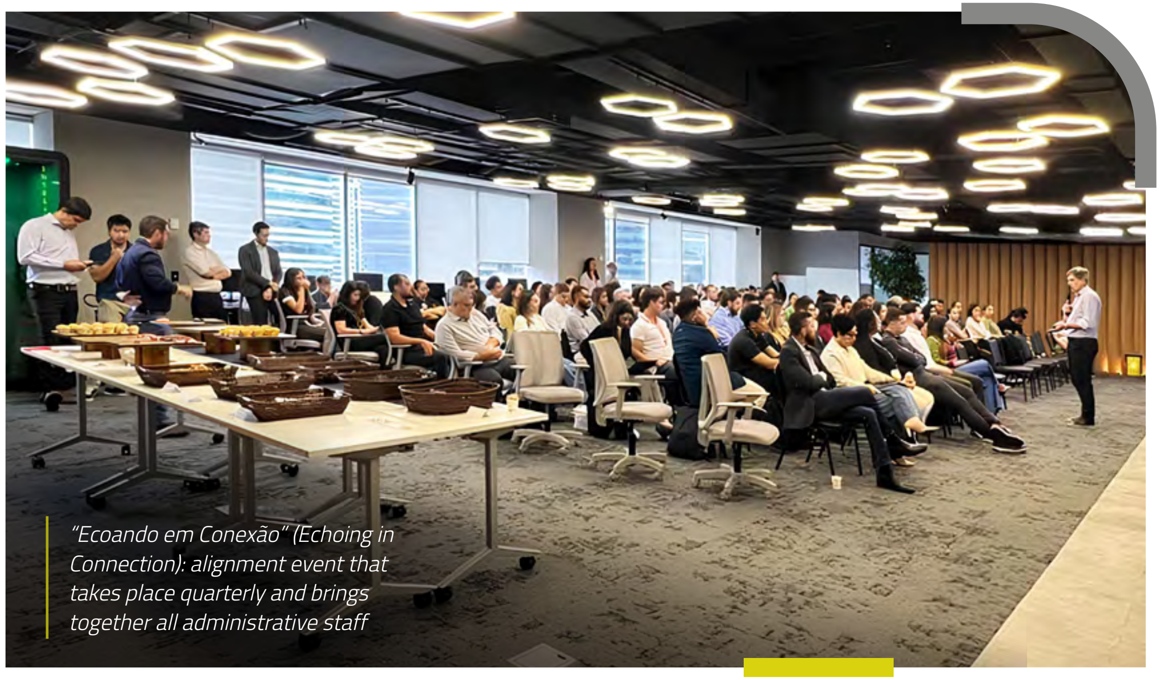
We currently have a robust set of controls in place, which contributes to more effective monitoring, including the application of preliminary risk analyses (PRAs) and the requirement for work permits (WPs) for high-risk activities. We rely on support from the **Occupational Safety Committee**, along with HSE indicators, a third-party integration system, and an electromechanical locking procedure. Furthermore, in 2024, improvements were made to processes and systems aimed at reducing risks.

Also contributing to this front are the Predictive and Preventive Maintenance Plan, the purpose of which is reducing failures and accidents; the Emergency Response Plan (ERP), with emergency procedures, minimizing impacts, and the Crisis Protocol, with guidelines for management, communication and coordination). Our operations are reinforced by emergency brigades responding to potential fires and leaks, as well as periodic audits conducted to verify compliance with health, safety, and environmental standards.

## TRAINING

GRI 403-5

The health and safety training offered to workers, in accordance with the applicable Regulatory Norms (NRs), covers a wide range of topics essential to our operations. It includes specific actions aligned with our activities (NR 1); accident prevention, risk analysis, and the functioning of the Internal Commission for Accident Prevention – CIPA (NR 5); use, storage, and maintenance of personal protective equipment (PPE) (NR 6); occupational risks and preventive measures related to worker health (NR 7); activities involving electrical installations and the risk of electric arc, including periodic refresher training (NR 10); operation of transportation equipment such as forklifts and cranes (NR 11); machinery and equipment handling, with periodic refresher training (NR 12); use of PPE, fall prevention, and high-risk activities such as working at heights and in confined spaces (NR 18); handling of flammable and combustible materials, with periodic refresher training based on risk level (NR 20); use of firefighting equipment and evacuation procedures (NR 23); work in confined spaces, with mandatory refresher training every 12 months (NR 33); and work at height, including the use of PPE and rescue procedures, with refresher training every two years (NR 35).



*"Ecoando em Conexão" (Echoing in Connection): alignment event that takes place quarterly and brings together all administrative staff*

**Training and development**

- **NR 1** Specific actions according to our activities
- **NR 5** Accident prevention, risk analysis and CIPA operation
- **NR 6** Use, storage and conservation of PPE
- **NR 7** Occupational risks and prevention measures related to worker health
- **NR 10** Activities in electrical installations and risk of electric arc
- **NR 11** Transport equipment such as forklifts and cranes
- **NR 12** Machinery and equipment
- **NR 18** Use of PPE, prevention of falls and high-risk activities
- **NR 20** Flammables and fuels
- **NR 23** Firefighting equipment and evacuation procedures
- **NR 33** Confined spaces
- **NR 35** Working at heights, including the use of PPE and rescue procedures

# 05 Corporate governance

# Structure and decision making

GRI 2-9

The path to delivering our value proposition and advancing the energy transition—while ensuring efficiency in utility generation—relies on assertive and strategic decision-making. We have a corporate governance structure to ensure that our strategic planning translates into concrete actions capable of capturing opportunities and addressing challenges related to our business model.

## BOARD OF DIRECTORS

GRI 2-10

The highest body in our structure is the **Board of Directors**. The board is responsible for making decisions on strategic matters and for overseeing the management of the company's economic, environmental, and social impacts, always safeguarding Ecogen's reputation and ensuring the creation of value for its stakeholders.

The Board of Directors has five seats, currently occupied by five men (the Articles of Association provide for three to six members). Board members are chosen by Mitsui & Co. as representatives of the shareholder; they are not independent and serve a three-year term with the option for renewal. The Chairman of the Board does not hold an executive position in Ecogen. GRI 2-11

**In addition to making strategic decisions, the Board contributes to strengthen integration with the Mitsui Group.**

It is the responsibility of the Board of Directors to deliberate on guidelines related to sustainable development, in line with Ecogen's Bylaws. This includes, among other responsibilities, defining the overall direction of the company's business and monitoring the performance of the Executive Directors, with reviews conducted at least every three months. GRI 2-12, 2-17

The Board delegates management responsibilities for the company's impacts to its members, including developing and implementing sustainability strategies; evaluating and monitoring sustainable performance; ensuring compliance with regulations and standards; integrating sustainability into processes and operations; promoting stakeholder engagement; fostering innovation and research, and conducting risk and opportunity assessments. Impact management is reported in formal meetings every three months or extraordinary meetings, when applicable. GRI 2-13

The performance evaluation of board members, with a focus on their oversight of economic, environmental, and social impacts, includes annual self-assessment processes and the implementation of individual development plans. GRI 2-18

Members (in 2024)

- Koichi Katayama (Chairman)
- Yosuke Matsumoto
- Yusuke Koike
- Tadaharu Shiroyama
- Ryo Kagami

## EXECUTIVE BOARD

Ecogen's Executive Board has an executive function and, among other duties, it is responsible for executing strategic decisions and achieving established goals.
This board is made up of six members, including two women. The Executive Board is also responsible for approving the information disclosed in this Sustainability Report.

**Members (in 2024)**

## COMMITTEES

### Security Committee

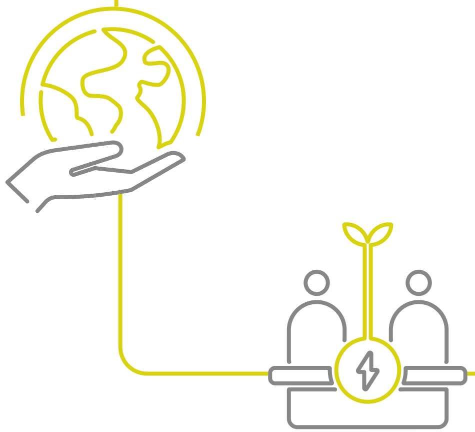
To reinforce our value of caring for people, the Committee is dedicated to defining priorities, identifying key risks and critical areas, aligning mitigation actions, and promoting safety as a core value in our culture. It is also responsible for monitoring strategic indicators (**read more on page 41**), supporting the decision-making process with intelligent use of data and for making sure that all levels of leadership are trained on the topic.

### Compliance Committee

Ensuring the integrity of our activities, so that they comply with standards, laws and internal policies, is among the responsibilities of the Compliance Committee, which also helps to mitigate legal, reputational and financial risks. Its responsibility extends to the prevention, detection and investigation of possible violations, seeking to promote an ethical, transparent and inclusive work environment. It also provides training and awareness-raising activities, formulates recommendations for continuous improvement, and investigates possible complaints or irregularities.

### ESG Committee

A milestone in our journey toward corporate sustainability, the ESG Committee develops and oversees the implementation of our strategy around the agenda, as well as monitoring metrics and indicators. Furthermore, it participates in managing risks and opportunities, ensures compliance with applicable standards and laws, and seeks to strengthen relationships with our stakeholders. The body is also responsible for promoting the ESG culture, encouraging innovation and ensuring the preparation and publication of sustainability reports.



*Learn about our ESG maturity journey on* ***page 13***

## REMUNERATION

**GRI 2-19, 2-20**

The members of the Board of Directors have their remuneration defined by Mitsui & Co. The fixed and variable remuneration of the Executive Board, in turn, is defined based on market surveys conducted by independent companies and submitted to the Board of Directors for approval.

The payment of profit sharing (PLR) is defined through an agreement with the labor union and its methodology is submitted to the Executive Board and the Board of Directors for approval. The definition of this methodology is directly tied to the achievement of both individual and corporate goals. While individual strategies align with both departmental and company-wide objectives, corporate strategies are primarily linked to financial performance.

**Talent attractiveness and retention are guidelines in our compensation practices, valuing the conduct of the business in line with defined goals and objectives.**

# Risk management

**GRI 2-25**

The scope of our operations necessitates a robust framework for risk identification, prevention, and mitigation, equipped to tackle the challenges inherent in our context. Mapping the most relevant risks associated with our activities allows the company to act assertively and effectively in the event of potential incidents.

**Insofar as the Risk and Control Matrix is concerned, our approach is guided by comprehensive impact and likelihood analyses, as well as control measures and effectiveness scales.**

Among the mechanisms and documents that guide this action, the following stands out: **Risk and Control Matrix**. With three classifications – operational, communication and compliance –, the matrix maps risk events, describing factors, consequences and control mechanisms.

An impact and likelihood analysis was carried out to categorize the identified risks by levels ("low", "medium", "high" and "extreme"). Furthermore, we measure the effectiveness of the company's existing control measures, including five levels linked to the current status of our management for the identified risks.

With a focus on preserving our reputation and protecting our employees, customers and partners, we also have a **Crisis Management Manual.** Developed in 2023, based on a thorough study of the company's principles, values, and processes, along with interviews with managers and executives, the material establishes procedures for crisis management, encompassing everything from risk anticipation to communication with internal and external audiences. The document defines roles and responsibilities, including guidelines for the activities of crisis committees, to promote coordinated and effective responses.

The manual also reinforces the importance of anticipating and continuously monitoring risks, as well as the need for agile, transparent, and consistent communication during potential challenges. With guidelines for communication strategies, the document contributes to responsible governance and integrated risk and crisis management.

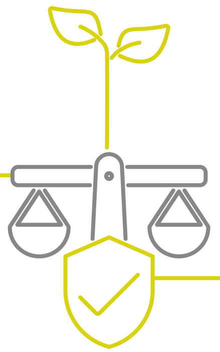
# Ethics and compliance

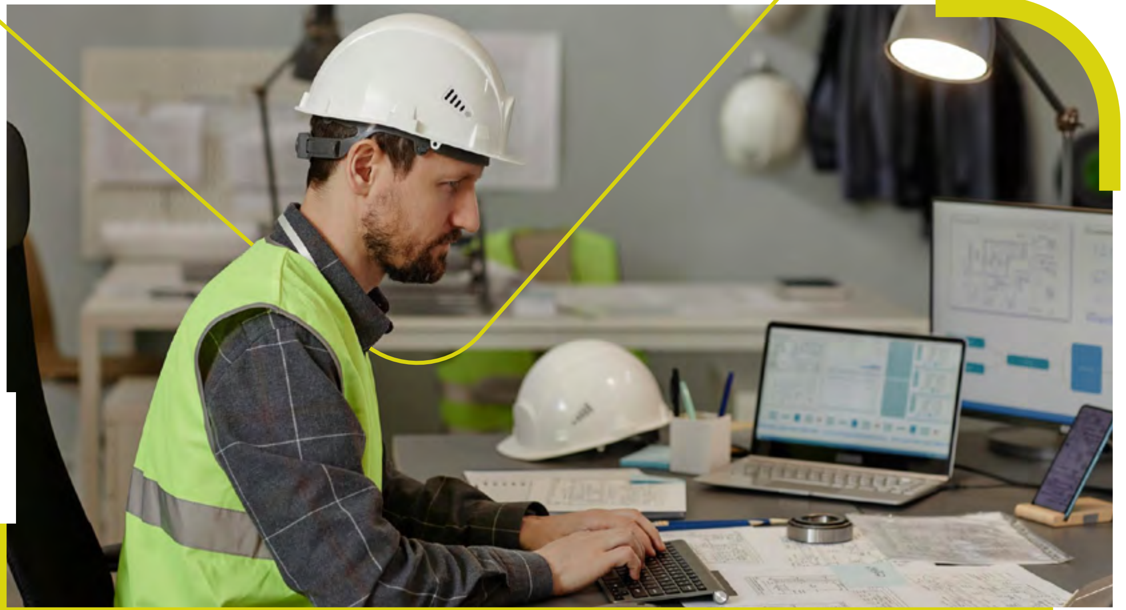
GRI 2-23, 2-24

## DOCUMENTS AND GUIDELINES

All our activities are guided by compliance with the laws and regulations applicable to our areas of activity. At Ecogen, compliance instruments are continually evolving, adhering to best market practices and enhancing risk prevention and monitoring actions.

To detect and prevent illegal or unethical acts in business, we adhere to **Mitsui Group's Compliance Program through the "With Integrity" Program**, which consists of five pillars:





### "With Integrity" Program

1. **Act in compliance** with the law and regulations, maintaining high ethical standards, and respect for human rights and non-discrimination;
2. **An open-minded company**, with respect for the individuality and diversity of its employees;
3. **Fair trade practices** and in accordance with the trust placed by society;
4. **Face global challenges**, value the environment and contribute to a life in a sustainable and prosperous society;
5. **Speak-up**.

Based on the principles established by Mitsui, our Code of Conduct provides guidelines focused on priority issues, including legal compliance, labor relations, conflicts of interest, investments and anti-corruption practices. The purpose of the code is to ensure responsible business conduct, a commitment that extends to our business partners and suppliers. In signed transactions and contracts, we reinforce our commitment to legal compliance and respect for human rights. To guide supply chain management, we rely on the Procurement Policy, the Supplier Approval and Registration Policy, and the Sustainable Supply Chain Principles.

Code of Conduct requirements include an analysis of potential customers and suppliers to map risks. All contracts signed by Ecogen must include clauses guaranteeing compliance with ethical standards.

Employees share with senior management a commitment to complying with these rules. To promote best practices and prevent behavior misaligned with our values, we have an annual compliance training schedule offered on a Mitsui Group platform.

We also develop our own training, tailored to the company's business, delivered by the Compliance team, and aimed at employees in operational and administrative areas. In addition to these initiatives, our corporate university offers a knowledge track focused on this topic.

In all operations and commercial relationships, we strictly comply with Brazilian labor regulations (NRs), environmental legislation, and international standards related to human rights. These commitments are shared among our shareholders, employees, suppliers and customers.

To reinforce the fight against risks, our activities and initiatives are aligned with the provisions of the Foreign Corrupt Practices Act (FCPA) and Law 12,846/2013, known as the Anti-Corruption Law. We moved forward on this front in 2024 with our **adherence to the Business Pact for Integrity and Against Corruption**.

*Get to know how we take these guidelines to the value chain from* ***page 56***

## MAIN TOOLS AND MECHANISMS

GRI 2-25, 2-26

In terms of performance in Compliance, Ecogen adopts a preventive approach, implementing initiatives designed to prevent potential negative impacts on the environment, ensure respect for human rights, promote workplace safety, and uphold business integrity. Responsibility for analyzing potential risks and the impacts of our activities, as well as adopting initiatives to prevent risks from becoming facts, is shared among all our employees.

Mitsui & Co. and all Mitsui Group companies uphold a strong commitment to a culture of integrity, conducting their actions in accordance with high ethical standards and ensuring compliance with laws, internal policies, and regulations. To reinforce these values, annual mandatory training is provided to all employees of the Group's companies, covering a range of topics related to compliance best practices.

Adherence to our ethical commitments is ensured through mechanisms and tools that engage various areas of the company. In this context, the integration processes for new employees, along with awareness and training initiatives, are focused on promoting ethical conduct and regulatory compliance. Furthermore, in the event of any misconduct, all our stakeholders have access to the Reporting Channel developed by the Mitsui Group, which operates independently and offers complaintants the right to anonymity.

Complaints received through this instrument are addressed jointly by the Compliance Group and by the Compliance Committee. The Compliance Group is tasked with reviewing the information received and for assessing the need for further investigation. The Compliance Committee, in turn, conducts investigations and adopts appropriate disciplinary measures, ranging from warnings to dismissal. In the event members of the Executive Board are involved in the complaints, the Committee informs the Board of Directors.

We had no significant cases of non-compliance in 2024. To determine whether an incident is significant or not, the criteria are regulatory, financial, safety, and environmental, in addition to the technical impacts that affect the excellence of our operations. GRI 2-27

# 06 Stakeholder relations

# Customers

GRI 2-29, 3-3 | Transparency and customer relationships | Innovation and technology for energy solutions

Long-lasting relationships and commitment to customers are values at Ecogen. To deliver the best results, we act guided by sustainability and the relentless pursuit of efficiency. Our business model allows us to generate relevant contributions to different sectors in favor of the energy transition.

**We operate from end to end, taking care of everything from the initial stages, such as feasibility studies and project investments, to operation and maintenance, with contract formats that can include the entire utility production chain or just part of it.**

In 2024, we took a significant step towards strengthening this role by abandoning the exploration and development of solutions involving fossil fuels. Diesel-based generation has been removed from our portfolio, and natural gas cogeneration—the business that originally gave rise to the company—is now only considered in cases where it contributes to a reduction in emissions.

The use of energy sources that support emission reductions in more sustainable projects has become an increasingly prominent topic in our discussions with customers. To engage this audience around the topic, the energy transition has been embedded into our commercial proposals, which seek to demonstrate the value generation inherent in initiatives aimed at decarbonization. In addition to mitigating negative environmental impacts, this change in approach has resulted in attracting industrial customers.

In our industry, we stand out for a key differentiator: our analytical capability to deeply understand our customers' challenges and develop customized project solutions. We are committed to offering solutions, not selling products, which makes our service more customized and tailored to the needs of each customer.

*Learn more about the new directions for our strategy on* ***page 22***

*Project kickoff visit, in which we are in the implementation phase of a biomass boiler for generating thermal and electrical energy*

**Our Operational Control Center (CCO) is driven by a commitment to excellence in customer service. The structure enables remote and uninterrupted monitoring of Ecogen operations.**

In 2024, we implemented structural changes to our sales department that helped strengthen our relationships with customers.

In the operations area, the **Operational Control Center (CCO)** is one of the pillars of our excellence in customer service, ensuring the uninterrupted remote operation and monitoring of most of the plants managed by Ecogen. Also in 2024, we continued to improve the CCO's technology, adding new tools for data analysis and intelligence, among others.

Considering the transparent relationship with our customers, a material topic for Ecogen, we map negative impacts and have actions to mitigate them. We maintain qualified teams and approved suppliers to handle emergencies across our 79 plants, operating in accordance with contingency plans and supported by our operational safety structure (**read more on page 40**). Another potential issue is the technological evolution of the equipment used in our plants, which could lead to obsolescence, given the long durations of our contracts.

Furthermore, our sales teams, when communicating with customers, are able to provide relevant information about the operation and benefits of our plants, which helps to avoid deviations and incidents. We are also working to bring our sales and operations teams closer together, with a view to improving synergies among departments and strengthening our organizational culture.

## Current capacity

Utility generation plants:
79 plants

Transformer substations:
53 MVA

Production of $CO_2$:
78 t/day

Steam production:
106 t/h

Electric energy generation:
134.5 MW
113 MW - gas and diesel
21.5 MW - solar

Tons of chilled water produced by the cooling plant:
62,300 TR

Thermo accumulator tanks:
27.430 $m^3$

# Values created by our excellence

When trust, dedication and knowledge align with the same purpose, the results reflect our principles.

# Suppliers

GRI 2-6, 2-29, 3-3, 308-1

To uphold our commitment to sustainability, ethics, and transparency, we have implemented policies focused on supply chain management. These documents, combined with our purchasing practices, seek to ensure legal compliance, particularly with respect for human rights and the environment, in all our actions, direct or indirect.

Our **Procurement Policy** establishes criteria for all Ecogen acquisitions, whether of materials or services, national or international. All requests are reviewed by the Procurement Department, which establishes the most suitable commercial conditions in line with our technical requirements and cost-benefit standards.

In 2024, we implemented the new **Supplier Approval and Registration Policy**, which enhances periodic verification practices to ensure that our suppliers comply with established criteria. The document also provides for anti-corruption practices, socio-environmental responsibility and compliance with health and safety standards. We keep our database, documents and supplier records up to date, with reassessments every 12 months or whenever necessary.

For monitoring, including environmental criteria, suppliers are classified by categories and risk levels. During the due diligence process, documents such as permits and licenses, debt clearance certificates, compliance certificates, and restricted lists are evaluated. Upon registration, all providers receive a link to the **Code of Conduct** and to Mitsui Group's sustainable supply chain principles. In this classification, we consider the following risk areas: fiscal; labor; financial; health and safety; environmental, and social responsibility/compliance.

Published in 2024, the **Third Party Management Policy** consolidates practices that have already been applied by Ecogen in its relationship with contracted companies. Its main objective is to provide a safe working environment, promoting occupational health and risk reduction. To this end, before starting activities, we require that all third parties undergo onboarding with the Occupational Safety and Health (HSE) area, which is also responsible for approving training certificates specific to each role. The policy also reinforces that the reporting channel is available to these workers, who can report irregularities, which will be handled in accordance with internal procedures.

+ *HSE trainings are listed on **page 44***

**The new policies approved in 2024 strengthen our supply chain management, focusing on key issues for sustainable development.**

# Local communities

GRI 2-29

As part of our commitment to well-being and sustainability, we strive to build meaningful relationships with the communities around our operations by sharing values and engaging in a variety of impactful initiatives. In this relationship, employees are the driving force, engaging through volunteer activities.

With operations spread across different locations, we contribute to a beneficial mobilization of resources and people, which positively impacts local communities. There is also a focus on social development in this relationship, as part of our commitments to the ESG agenda.

However, we recognize that the nature of our operations presents specific challenges in this regard. We operate within our customers' facilities, generally with a reduced team, which makes it difficult to mobilize for socio-environmental initiatives

**From volunteering to campaigns, mentoring and incentive laws, we set ecolovers into motion to strengthen ties with communities.**

To face these and other challenges, in 2024, we created the **ESG Committee,** which has contributed to the mobilization of employees and the definition of initiatives aimed at communities. Reflecting this progress, the Committee conducted several impactful initiatives throughout the year, including a female mentoring program to support the career development of women in socially vulnerable situations; the planting of native tree seedlings by employees; volunteer activities on Children's Day, and a Christmas campaign held in partnership with One Mitsui.

*Ecolovers get hands-on in one of the campaigns developed by the ESG Committee*

## "ECOGENTE" (ECOPEOPLE)

Our initiatives for local communities are centralized in the Ecogente brand, adopted to symbolize the company's commitment to social responsibility and inclusion. Since 2023, we have also had a **Volunteer Policy** which provides guidance for the volunteers' actions.

To celebrate International Women's Day, a female mentoring program was launched in partnership with the NGO AFESU, which focuses on educating girls and women aged 7 to 25 who are in situations of social vulnerability. In one of the initiatives, 13 Ecogen employees, guided by director Ana Keller Lekitsch, served as individual mentors, sharing their knowledge about the labor world with 27 AFESU mentees. The initiative also included a visit by the organization's students to our office, featuring lectures and enriching exchanges of experiences and knowledge. On another opportunity provided by the program, our employees visited the NGO, creating a moment rich in dialogue and collective learning.

In October 2024, the ESG Committee promoted two volunteer actions on Children's Day, with NGOs in São Paulo and Rio de Janeiro, donating electronic devices, food and other items. Our donations supported 29 children in São Paulo (SP) through the organization Casa de Apoio Vida Divina, and 27 children in Nova Iguaçu (RJ) via the NGO Movidos pelo Reino. In addition, we conducted an initiative to plant 20 native tree seedlings with our team in the Burle Marx Park (SP).

Since 2023, Ecogen has been developing an important initiative to support social projects through tax incentive laws, and we continued this effort in the current reporting cycle. This is facilitated by the ability of legal entities taxed under the actual profit regime, allowing them to allocate percentages of their Income Tax to social and cultural projects, such as the Childhood and Adolescence Fund (FIA/FUNCAD). In 2024, we supported the Pequeno Principe Hospital and Jamim Cultural, distributing the amount equally between them.

The Pequeno Príncipe Hospital, situated in Curitiba (PR), is a national leader in pediatric and adolescent care. The institution was chosen through a vote among Ecogen employees. With this initiative, the company earned a supporter seal granted by the Hospital – a recognition of its commitment to children's health.

Jamim Cultural is committed to developing the skills of professionals in various fields. Ecogen supports the "Tales and Songs that Enchant" project, which organizes and conducts cultural initiatives in hospitals, offering art, history, and music activities to restore the self-esteem of patients, caregivers, and professionals involved.

In December, we once again took part in the One Mitsui Christmas Campaign, an initiative that brought together 12 Mitsui Group companies in Brazil in 2024. In all, 489 school backpacks were collected, surpassing the target of 310. The volunteers wrote letters by hand, which were delivered along with the backpacks to NGOs in Ribeirão Preto (SP), Rio de Janeiro and São Paulo. Ecogen was responsible for collecting a total of 61 backpacks and contributed ten volunteers to write the letters and six to deliver them.

## TRANSFORMING ENERGY INTO EDUCATION

In 2024, we launched a project in partnership with the **Mitsui Foundation** that aligns with our business model and supports three of the United Nations (UN) **Sustainable Development Goals (SDGs)**.

Connected to two of the Group's material topics, the project aims to implement and maintain a solar power plant at the headquarters of the Instituto da Oportunidade Social (IOS, or Institute for Social Opportunity), a civil society organization dedicated to empowering young people in vulnerable situations.

Once installed, the photovoltaic panels will be able to generate, on average, 3,625 kWh per month, which corresponds to approximately 70 percent of one of the NGO's power bills, and to prevent the emission of 3,412 $tCO_2$and per year. Considering the panels' 25-year useful life, the estimated total reduction is 85,292 $tCO_2e$.

# GRI Content Summary

# GRI Content Summary

**STATEMENT OF USE:** Ecogen reported in accordance with the GRI Standards for the period ranging from January 1 to December 31, 2024.

**GRI 1 USED:** GRI 1: Fundamentals 2021

| GRI standard | Content | Location | OMISSION | | | GRI sector standard reference number | Sustainable Development Goals |
|---|---|---|---|---|---|---|---|
| | | | Requirements omitted | Reason | Explanation | | |
| **General disclosures** | | | | | | | |
| **GRI 2:** General contents 2021 | 2-1 Organizational details | 3 | | | | | |
| | 2-2 Entities included in the organization's sustainability reporting | 3 | | | | | |
| | 2-3 Reporting period, frequency, and contact point | 3 | | | | | |
| | 2-4 Restatements of information | 69, 70 | | | | | |
| | 2-5 External assurance | There was no external assurance. | | | | | |
| | 2-6 Activities, value chain, and other business relationships | 11 | | | | | |
| | 2-7 Employees | 31, 68 | | | | | 8, 10 |
| | 2-8 Workers who are not employees | There are 13 service providers as resident third parties, specifically for pantry services (1), cleaning (6), reception (1), courier services (1), and temporary positions (4). This figure does not include the provision of specific services or projects or works. Interns were not considered in this calculation. | | | | | 8 |
| | 2-9 Governance structure and composition | 46 | | | | | 5, 16 |
| | 2-10 Nomination and selection of the highest governance body | 46 | | | | | 5, 16 |
| | 2- 11 Chair of the highest governance body | 46 | | | | | 16 |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | 46 | | | | | 16 |

| GRI standard | Content | Location | OMISSION Requirements omitted | Reason | Explanation | GRI sector standard reference number | Sustainable Development Goals |
|---|---|---|---|---|---|---|---|
| **GRI 2:** General contents 2021 | 2-13 Delegation of responsibility for managing impacts | 47 | | | | | |
| | 2-14 Role of the highest governance body in sustainability reporting | 3 | | | | | |
| | 2-15 Conflicts of interest | Processes to prevent and mitigate conflicts of interest include policies and procedures; education and training; transparency in decision-making; regular review of policies and procedures; external monitoring, and compliance. Possible conflicts are not communicated to the stakeholders due to restrictions related to confidentiality. | | | | | 16 |
| | 2-16 Communication of critical concerns | Critical concerns, including ESG aspects, are communicated to the Board of Directors through periodic reports and presentations; board meetings; governance committees; internal and external audits; written notifications; strategic analyses and business plans; reviews of legal and regulatory matters, and crisis and emergency communications. There is no formal indicator to measure the number of critical concerns reported. | | | | | |
| | 2-17 Collective knowledge of the highest governance body | 46 | | | | | |
| | 2-18 Evaluation of the performance of the highest governance body | 47 | | | | | |
| | 2-19 Remuneration policies | 48 | | | | | |
| | 2-20 Process to determine remuneration | 48 | | | | | |
| | 2-21 Annual total compensation ratio | | All. | Confidentiality restrictions. | Information about the employees' salaries is confidential. | | |
| | 2-22 Approach to stakeholder engagement | 6 | | | | | |
| | 2-23 Policy commitments | 50 | | | | | 16 |
| | 2-24 Embedding policy commitments | 50 | | | | | |
| | 2-25 Processes to remediate negative impacts | 49 | | | | | |

| GRI standard | Content | Location | OMISSION | | | GRI sector standard reference number | Sustainable Development Goals |
|---|---|---|---|---|---|---|---|
| | | | Requirements omitted | Reason | Explanation | | |
| **GRI 2:** General disclosures 2021 | 2-26 Mechanisms for seeking advice and raising concerns | 51 | | | | | 16 |
| | 2-27 Compliance with laws and regulations | 51 | | | | | |
| | 2-28 Membership associations | Our sectoral participation is concentrated in the Energy Cogeneration Industry Association (Cogen), CIBiogás and the Brazil-Japan Chamber of Commerce. | | | | | |
| | 2-29 Approach to stakeholder engagement | 16, 57 | | | | | |
| | 2-30 Collective bargaining agreements | 94.75% of the employees are covered by a collective bargaining agreement. In the case of interns, the entire compensation package is decided by the company. For apprentices, remuneration is defined by federal law. | | | | | 8 |
| **Material topics** | | | | | | | |
| **GRI 3:** Material Topics 2021 | 3-1 Process of determining material topics | 14 | | | | | |
| | 3-2 List of material topics | 15 | | | | | |
| **Climate change and energy transition and efficiency** | | | | | | | |
| **GRI 3:** Material Topics 2021 | 3-3 Management of material topics | 17, 25, 27 | | | | | |
| **GRI 302:** Energy 2016 | 302-1 Energy consumption within the organization | 28, 29 | | | | | 7, 8, 12, 13 |
| | 302-2 Energy consumption outside the organization | | All. | Information unavailable. | Again, we prioritize collecting energy consumption information only within the organization. | | 7, 8, 12, 13 |
| | 302-3 Energy intensity | | All. | Information unavailable. | We did not calculate an energy intensity metric in 2024. | | 7, 8, 12, 13 |
| | 302-4 Reduction of energy consumption | | All. | Information unavailable. | We did not monitor energy reduction in 2024. | | 7, 8, 12, 13 |
| | 302-5 Reductions in energy requirements for products and services | | | Information unavailable. | We did not monitor energy requirement reductions for products and services in 2024. | | 7, 8, 12, 13 |

| GRI standard | Content | Location | OMISSION: Requirements omitted | OMISSION: Reason | OMISSION: Explanation | GRI sector standard reference number | Sustainable Development Goals |
|---|---|---|---|---|---|---|---|
| **GRI 305:** Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | 25 | | | | | 3, 12, 13, 14, 15 |
| | 305-2 Indirect (Scope 2) GHG emissions from energy acquisition | 25 | | | | | 3, 12, 13, 14, 15 |
| | 305-3 Other indirect (Scope 3) GHG emissions | According to the GHG Protocol methodology, scope 3 is optional. We recently started collecting data for the inventory and, therefore, did not account for scope 3 in 2024. We will analyze the categories that are part of our business to expand our inventory in the future. | All. | Information unavailable. | We did not account for scope 3 data in the 2024 inventory. | | 3, 12, 13, 14, 15 |
| | 305-4 GHG emissions intensity | | All. | Information unavailable. | In 2024, no intensity criterion was defined per unit of activity. For 2025, a specific metric will be structured internally for the company. | | 3, 12, 13, 14, 15 |
| | 305-5 Reduction of GHG emissions | 25 | | | | | 13, 14, 15 |

| GRI standard | Content | Location | OMISSION Requirements omitted | Reason | Explanation | GRI sector standard reference number | Sustainable Development Goals |
|---|---|---|---|---|---|---|---|
| **Supply chain management** | | | | | | | |
| **GRI 3:** Material Topics 2021 | 3-3 Management of material topics | 56 | | | | | |
| **GRI 308:** Environmental assessment of suppliers 2016 | 308-1 New suppliers that were screened using environmental criteria | 56 | | | | | |
| | 308-2 Negative environmental impacts in the supply chain and actions taken | | All. | Information unavailable. | The company does not assess the environmental impacts of its suppliers, limiting itself to checking environmental certificates and licenses. | | |
| **GRI 407:** Freedom of association and collective bargaining 2016 | 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | There are no transactions with suppliers under this condition. | | | | | 8 |
| **GRI 408:** Child labor 2016 | 408-1 Operations and suppliers at significant risk for incidents of child labor | The company has no operations that pose risks of child labor, young people exposed to hazardous work, or forced labor akin to slavery. Upon approval, service providers undergo a due diligence process that includes checking restrictive lists, such as the Registry of Employers who have subjected workers to conditions akin to slavery published by the Ministry of Labor and Employment (MTE), and issues related to child labor. | | | | | 5, 8, 16 |
| **GRI 409:** Forced labor or similar to slavery 2016 | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | | | | | | 5, 8 |
| **GRI 414:** Social evaluation of suppliers 2016 | 414-1 New suppliers that were screened using social criteria | Ecogen does not use social criteria to select new suppliers. Technical and economic criteria are prioritized. | | | | | 5, 8, 16 |
| | 414-2 Negative social impacts in the supply chain and actions taken | Restrictive lists are evaluated for specific categories, such as the Registry of Employers who have subjected workers to conditions akin to slavery. | | | | | 5, 8, 16 |

| GRI standard | Content | Location | OMISSION Requirements omitted | Reason | Explanation | GRI sector standard reference number | Sustainable Development Goals |
|---|---|---|---|---|---|---|---|
| **Attraction, development and retention of employees** | | | | | | | |
| **GRI 3:** Material Topics 2021 | 3-3 Management of material topics | **31** | | | | | 4, 5, 8, 10 |
| **GRI 401:** Employment 2016 | 401-1 New employee hires and employee turnover | **69**, **70** | | | | | 4, 5, 8, 10 |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part time employees | The list featured on **page 37** considers all employees active in December 2024 (including employees, directors, trainees and apprentices). In the full-time category, we consider employees; interns do not have private pension plans or food vouchers. Apprentices, in turn, do not have health insurance, food vouchers or private pension. For mobility assistance, transportation vouchers, company vehicles, or company parking, the choice is one or the other, in accordance with the benefits policy. | | | | | 3, 5, 8 |
| | 401-3 Parental leave | **71** | | | | | 5, 8 |
| **GRI 404:** Training and education 2016 | 404-1 Average hours of training per year per employee | **34** | | | | | 4, 5, 8, 10 |
| | 404-2 Programs for improving employee skills and career transition assistance | **34** | | | | | 8 |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | **71** | | | | | 4, 5, 8, 10 |
| **GRI 405:** Diversity and equal opportunity 2016 | 405-2 Ratio of the basic salary and remuneration of women to men | **72** | | | | | 4, 5, 8, 10 |
| **Labor safety** | | | | | | | |
| **GRI 3:** Material Topics 2021 | 3-3 Management of material topics | **40** | | | | | |
| **GRI 403:** Health and safety at work 2018 | 403-1 Occupational health and safety management system | **40** | | | | | 8 |
| | 403-2 Hazard identification, risk assessment, and incident investigation | **40** | | | | | 8 |
| | 403-3 Occupational health services | **41** | | | | | 8 |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | **42** | | | | | 8, 16 |

| GRI standard | Content | Location | OMISSION Requirements omitted | Reason | Explanation | GRI sector standard reference number | Sustainable Development Goals |
|---|---|---|---|---|---|---|---|
| **GRI 403:** Health and safety at work 2018 | 403-5 Worker training on occupational health and safety | 44 | | | | | 9 |
| | 403-6 Promotion of worker health | 41 | | | | | 3 |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 43 | | | | | 8 |
| | 403-8 Workers covered by an occupational health and safety management system | 72 | | | | | 8 |
| | 403-9 Work-related injuries | 72 | | | | | 3, 8, 16 |
| | 403-10 Work-related ill health | There was no record of work-related ill health among employees and workers during the reporting period. | | | | | 3, 8, 16 |
| **Transparency and customer relations** | | | | | | | |
| **GRI 3:** Material Topics 2021 | 3-3 Management of material topics | 53 | | | | | |
| **GRI 416:** Health and safety of consumers 2016 | 416-1 Assessment of the health and safety impacts of product and service categories | 43 | | | | | |
| | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | 43 | | | | | 16 |
| **GRI 417:** Marketing and labeling 2016 | 417-3 Incidents of non-compliance concerning marketing communications | There was no fine/penalty of any kind, nor any indication of any situation related to non-compliance involving marketing actions/communications. | | | | | 16 |
| **Innovation and technology for energy solutions** | | | | | | | |
| **GRI 3:** Material Topics 2021 | 3-3 Management of material topics | 53 | | | | | |

# Indicators attachment

# PEOPLE MANAGEMENT[1]

## Employees

GRI 2-7

### Employees by contract type and gender[2]

| | 2023 | | | 2024 | | |
|---|---|---|---|---|---|---|
| | Indefinite term | Specified period | Total | Indefinite term | Specified period | Total |
| Men | 255 | 0 | 255 | 257 | 3 | 260 |
| Women | 48 | 0 | 48 | 50 | 14 | 64 |
| **Total** | **303** | **0** | **303** | **307** | **17** | **324** |

*[2] Ecogen does not have employees without a guaranteed workload. The number of employees on the last day of the year was used. Data collected from 2023 onwards.*

### Employees by type of employment and region[1]

| | 2023 | | | 2024 | | |
|---|---|---|---|---|---|---|
| | Indefinite term | Specified period | Total | Indefinite term | Specified period | Total |
| North | 9 | 0 | 9 | 9 | 0 | 9 |
| Northeast | 15 | 0 | 15 | 15 | 0 | 15 |
| Central-West | 8 | 0 | 8 | 8 | 0 | 8 |
| Southeast | 271 | 0 | 271 | 275 | 17 | 292 |
| **Total** | **303** | **0** | **303** | **307** | **17** | **324** |

### Employees by type of employment and gender

| | 2023 | | | 2024 | | |
|---|---|---|---|---|---|---|
| | Full time | Part time | Total | Full time | Part time | Total |
| Men | 254 | 1 | 255 | 257 | 3 | 260 |
| Women | 41 | 7 | 48 | 50 | 14 | 64 |
| **Total** | **295** | **8** | **303** | **307** | **17** | **324** |

### Employees by type of employment and region

| | 2023 | | | 2024 | | |
|---|---|---|---|---|---|---|
| | Full time | Part time | Total | Full time | Part time | Total |
| North | 9 | 0 | 9 | 9 | 0 | 9 |
| Northeast | 15 | 0 | 15 | 15 | 0 | 15 |
| Central-West | 8 | 0 | 8 | 8 | 0 | 8 |
| Southeast | 263 | 8 | 271 | 275 | 17 | 292 |
| **Total** | **295** | **8** | **303** | **307** | **17** | **324** |

*[1] The reported data were sourced from the payroll system's employee database, with interns and apprentices classified as fixed-term and part-time employees. The methodology used to determine the total number of employees was direct counting, which includes all registered employees, both full-time and part-time.*

## Hiring and turnover[1]

GRI 401-1

### Total number of employees and rate of new employee hires during the reporting period, by age group

| | 2023 | | | | | 2024 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Age group | Total employees | Hires | New hire rate (%) | Dismissals | Turnover rate (%) | Total employees | Hires | New hire rate (%) | Dismissals | Turnover rate (%) |
| Aged fewer than 30 years | 57 | 31 | 54.00 | 19 | 33.00 | 71 | 36 | 50.70 | 28 | 45.07 |
| Aged 30 to 50 years | 212 | 53 | 25.00 | 56 | 26.00 | 221 | 61 | 27.60 | 57 | 26.70 |
| Aged more than 50 years | 34 | 6 | 18.00 | 5 | 15.00 | 32 | 3 | 9.37 | 7 | 15.62 |
| **Total** | **303** | **90** | **30.00** | **80** | **26.00** | **324** | **100** | **30.86** | **92** | **29.63** |

*Note: to ensure better methodological accuracy, we present the rates as percentages for 2023 and 2024 (GRI 2-4).*

### Total number and rate of new employee hires during the reporting period, by gender

| | 2023 | | | | | 2024 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Gender | Total employees | Hires | New hire rate (%) | Dismissals | Turnover rate (%) | Total employees | Hires | New hire rate (%) | Dismissals | Turnover rate (%) |
| Men | 255 | 23 | 9.00 | 66 | 26.00 | 260 | 68 | 26.15 | 66 | 25.77 |
| Women | 48 | 67 | 140.00 | 14 | 29.00 | 64 | 32 | 50.00 | 26 | 45.31 |
| **Total** | **303** | **90** | **30.00** | **80** | **26.00** | **324** | **100** | **30.86** | **92** | **29.63** |

*Note: to ensure better methodological accuracy, we present the rates as percentages for 2023 and 2024 (GRI 2-4).*

[1] *We started reporting this indicator in 2023. The active employee base for December 2024 and those hired and dismissed from January to December 2024 were considered.*

## Total number and rate new employee hires during the reporting period, by region

| | 2023 | | | | | 2024 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Region | Total employees | Hires | New hire rate (%) | Dismissals | Turnover rate (%) | Total employees | Hires | New hire rate (%) | Dismissals | Turnover rate (%) |
| North | 9 | 4 | 44.00 | 4 | 44.00 | 9 | 2 | 22.22 | 1 | 16.67 |
| Northeast | 15 | 3 | 20.00 | 3 | 20.00 | 15 | 1 | 6.67 | 1 | 6.67 |
| Central-West | 8 | 2 | 25.00 | 2 | 25.00 | 8 | 2 | 25.00 | 2 | 25.00 |
| Southeast | 271 | 81 | 30.00 | 71 | 26.00 | 292 | 95 | 32.53 | 88 | 31.34 |
| **Total** | **303** | **90** | **30.00** | **80** | **26.00** | **324** | **100** | **30.86** | **92** | **29.63** |

*Note: to ensure better methodological accuracy, we present the rates as percentages for 2023 and 2024 (**GRI 2-4**).*

## Paternal leave[1]

GRI 401-3

### Number of employees entitled to take the leave

| | 2023 | 2024 |
|---|---|---|
| Men | 255 | 257 |
| Women | 48 | 50 |
| **Total number of employees that took parental leave** | | |
| Men (A+E) | 11 | 10 |
| Women (B+F) | 1 | 2 |
| **Total number of employees that returned to work, in the reporting period after the paternal leave ended** | | |
| Men | 17 | 10 |
| Women | 3 | 2 |
| **Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work** | | |
| Men | 4 | 10 |
| Women | 0 | 2 |
| **Return rate (%)** | | |
| Men | 100 | 100 |
| Women | 100 | 100 |
| **Retention rate (%)** | | |
| Men | 100 | 100 |
| Women | 100 | 100 |

*[1] We started reporting this indicator in 2023. The period from January to December 2024 was used as the basis.*

## Performance

GRI 404-3

### Percentage of employees receiving regular performance and career development reviews[1,2]

| | | | 2023 | | | 2024 |
|---|---|---|---|---|---|---|
| | Men | Women | Total | Men | Women | Total |
| **Director** | | | | | | |
| Percentage | 25.00 | 100.00 | 40.00 | 50.00 | 100.00 | 66.67 |
| **Manager and superintendent** | | | | | | |
| Percentage | 78.57 | 100.00 | 82.35 | 91.67 | 50.00 | 85.71 |
| **Coordinators, specialists and consultants** | | | | | | |
| Percentage | 87.50 | 57.14 | 80.65 | 90.91 | 62.50 | 81.63 |
| **Helper, assistant, analyst and supervisors** | | | | | | |
| Percentage | 48.10 | 51.72 | 49.07 | 76.92 | 66.67 | 73.02 |
| **Operational** | | | | | | |
| Percentage | 93.98 | 100.00 | 94.03 | 72.78 | 66.67 | 72.57 |
| **Apprentice and interns** | | | | | | |
| Percentage | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | | | | | | |
| Percentage | - | - | | 75.38 | 51.56 | 74.01 |

*[1] The base of active employees in December 2024 was considered (employees, directors, apprentices and interns).*
*[2] Employees hired between December and March are not included in the current year's performance analysis cycle and will be evaluated in the following cycle.*

## Cultural diversity

### Ratio of the basic salary and remuneration of women to men[1]

GRI 405-2

| Employee category | 2023 | 2024 |
|---|---|---|
| Director | 0.82 | 0.71 |
| Manager and superintendent | 1.03 | 0.85 |
| Coordinator, specialist and supervisor | 0.96 | 0.96 |
| Helper, assistant, analyst and supervisor | 1.01 | 0.84 |
| Operational | 1.79 | 1.05 |
| Apprentice and intern | 1.00 | 0.89 |

*[1] Data collected from 2023 onwards. The period from January to December 2024 was used as the relevant base. Furthermore, salaries are shown as an average and not as the official base salary. We do not present the remuneration because we have grouped positions with different benefits.*

## Health & Safety

### Workers covered by an occupational health and safety management system[1]

GRI 403-8

| | 2024 |
|---|---|
| Total number of individuals | 324 |
| Number of individuals who are covered by the system | 324 |
| Percentage of individuals who are covered by the system | 100 |
| Number of individuals covered by a system that has been internally audited | 324 |
| Percentage of individuals covered by the system that was internally audited | 100 |

*[1] Data collected in detail from 2024 onwards, using the active employee control number from the Human Resources Management area and the Health, Safety and Environment KPIs as a basis.*

### Work-related injuries[1]

GRI 403-9

| Class | 2024 |
|---|---|
| Number of hours worked | 615,013.34 |
| Base of the number of hours worked (200,000 or 1,000,000) | 1,000,000 |
| Number of fatalities resulting from work-related injuries; | 0 |
| Index of fatalities resulting from work-related injuries | 0 |
| Number of work-related injuries with serious consequences (except for fatalities) | 0 |
| Index of work-related injuries with serious consequences (except for fatalities) | 0 |
| Number of work-related injuries of mandatory reporting (including fatalities) | 4 |
| Index of work-related injuries of mandatory reporting (including fatalities) | 6.5 |
| Days Lost (VSA Requirement) | 40 |
| Accident severity rate[2] | 65 |

*[1] NBR 14280 Occupational accident registration - Procedure and classification 3.7.2 Commuting accident Commuting accidents must be addressed separately and are not included in the usual calculation of frequency and severity rates. Data from May/2024 were used to calculate the severity rate. This is when we had the first accident of the year 2024.*
*[2] This calculation is considered: (days lost + days debited)/hours worked x 1,000,000.*

# Credits

## General coordination

Ecogen Brasil Soluções Energéticas S.A.

Ana Paula
**Marketing, Commercial and ESG Director**

Larissa Santos
**Energy Transition Specialist**

Thais Mesquita
**ESG Specialist**

## Support

Rubens Toledo
**Marketing Coordinator**

Felipe Marcelino
**Marketing Analyst**

## Materiality, management, content, consultancy and design

Grupo Report
gruporeport.com.br

### Materiality

Daniela Schmid

### Project and relationship management

Bárbara Rocha,
Camila Henriqson,
Nathalia Scotuzzi

### Content

Ana Clara Barreiro,
Eugênio Melloni,
Rafael Montandon

### Indicator consulting

Bruno Melo,
Fábio Corrêa,
Simon Rowe

### Editorial production and editing

Akemi Takenaka,
Arthur Rocha,
Karen Saji,
Ulisses Romano

## Translation

Darrell Champlin

ECOGEN
energia inteligente


www.ecogenbrasil.com.br

+55 (11) 2199-3700

Address (Head Office):

Condomínio Rochaverá -
Avenida das Nações Unidas, 14.171
Marble Tower – 11° Andar -
Brooklin Novo – CEP: 04794-000
São Paulo – SP