

Sustainability Report

2023/24 and 2024/25
crop years



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Presentation



Jonatas Gabriel do
Nascimento Oliveira
Machine Operator

A Message from the CEO

GRI 2-22

Taking responsible steps forward has long been at the heart of Lins Agroindustrial's operations. We produce energy from the earth, which has allowed us to fully understand that the natural cycles and fluctuations in resources are linked to the impact that our actions have on the environment and on society. We understand that the future of our business depends upon our ability to preserve today what will be essential tomorrow. As such, sustainability is a vector that guides both our strategy and our future direction.

This perspective molds our choices. We invest heavily in innovation and the digitization of processes, without losing sight of the need

For Lins, operating with ethics, caring for people, protecting resources, and delivering long-term value are all essential

to reduce impacts, conserve natural resources and generate shared value. We monitor our emissions, constantly improve our water management, and promote intelligent land use. Our agricultural practices have become increasingly more data guided and adapted to the climate variations of the region.

The social aspect of sustainability is also treated as a priority. We value people, be they employees, suppliers, partners or communities. We have increased training initiatives, while we respect diversity within the team, and have strengthened the culture of safety, and created real bridges with society in the form of social, educational and environmental programs. We believe that the company's growth is directly linked to the development of the regions in which we operate.

The adoption of environmental, social and governance (ESG) criteria in our decision-making is now a reality at Lins Agroindustrial. Focused committees, monitoring of strategic risks, compliance policies, and a transparent system of management are all elements that allow us to work with a commitment to predictability even while operating under unpredictable conditions. We are aligned with internationally recognized

certificates and aim to increase the scope of our risk management to include operational and integrity aspects.

By thinking this way and operating along these lines, we are managing to improve our results whilst not making any concessions on integrity. Over the last few cycles, we have efficiently increased production, diversified our markets, incorporated new technologies, and maintained a healthy financial structure. This has been possible because we have remained focused on what we feel is essential: operating ethically, caring for people, protecting resources, and delivering long-term value.

This report reflects all this. It presents the harvest figures, the performance indicators, the challenges faced, and the achievements. But, above all, it demonstrates the maturity of a business model that recognizes sustainability as an inseparable part of the success of the business. We remain firm in our objective of producing energy that is transformed into a fuel for life — based upon responsibility, consistency, and a future vision. We hope you enjoy the report!

Lourenço Biagi

Partner and President

Rodrigo Barbosa Nogueira
Agricultural Operations
Supervisor



About the report

GRI 2-2, 2-3, 2-5, 2-14

This is Lins Agroindustrial's second sustainability report. Over the following few pages, you will read about the company's practices, results and commitments in the environmental, social, and governance (ESG) spheres. The publication reinforces the management's transparency and commitment to sustainable development as an essential tool for dialog with stakeholders.

Taking the directives of the Global Reporting Initiative (GRI) as its foundation, the report is published every two years, focusing solely on Lins Agroindustrial, with the company's performance being reflected in the financial statements and published content. The reported period covers the crop years defined as: 2023/24 (April 1, 2023 to March 31, 2024) and 2024/25 (April 1, 2024 to March 31, 2025).

Supervision of the information was conducted in two stages. First, the Sustainability Committee assessed the material topics and information presented. Following this, the material was submitted for analysis by the CEO. This process ensures the legitimacy and strategic alignment of the reported data.

For any further clarifications, doubts or suggestions, please contact the 'Fale Conosco' channel by means of the e-mail fale.conosco@linsagro.com.br

Materiality

GRI 2-29, 3-1

To be able to create this report, Lins Agroindustrial conducted a double materiality process, evaluating the impacts of the company's activities on the economy, environment and society, as well as their potential effect on the financial and strategic sustainability of the business. By doing so, the prioritized topics now reflect the company's risks and opportunities and the stakeholders' expectations, as well as the specific challenges being faced by the sugarcane-based bioenergy sector.

Undertaken in 2025, the process used a number of different methods to be able to collect and analyze information, including individual interviews, work meetings, and analysis of internal and external documents. The entire procedure was supervised and approved by the partners and the senior management.

Different groups of stakeholders took part in the consultations: clients, company employees, suppliers, business partners, government representatives, service providers, and local communities.

Construction of the materiality matrix was based on three pillars:



Financial risks and the impacts

of ESG matters, which were evaluated by company leaders and partners;



Socio-environmental impacts,

which were analyzed by internal and external specialists;



Relevance of the topics

in the opinion of different groups of stakeholders, such as communities, employees, suppliers and government representatives.

Reginaldo Roberto da Silva Souza
PCM Automotive Controller

Wilson Santana Júnior
Automobile Maintenance Leader

Material topics

GRI 3-2



The year's highlights



Record harvest

4.68 million more

tons of sugarcane milled in the 2024/25 crop year



GMP + FSA certification

for production of dry yeast
(Good Management Practices
— Food Safety Assessment)



2,656

registered employees (3.5% more*)

319,040 tons

of sugar produced in 2024/25

192,700m³ of ethanol, in 2024/25



25% more

hirings of women in 2024/25,
compared to the previous crop year



19.3%

reduction in emissions

of scopes 1 and 2 greenhouse gases
(GHG) per ton of sugarcane processed,
compared to the 2021 base year

ISCC CORSIA certification

(International Sustainability and Carbon
Certification system for the Carbon Offsetting
and Reduction Scheme for International
Aviation) received in the 2024/25 crop year



BRL 1.32 billion

in net revenue in the 2024/25 crop year
(10.61% more*)

* In relation to the 2023/24 cycle.

Valdemir Castilho
Extraction Technician

About us



Company profile

GRI 2-1, 2-6

Lins Agroindustrial is a company operating in the sugarcane-based bioenergy sector which has constantly been expanding, connecting experience, innovation and commitment with a more efficient and sustainable future. With an industrial unit located in Lins (SP) and an administrative office in Ribeirão Preto (SP), we began our operations in 2007, with roots stretching back to our founding in upstate São Paulo, in 1899, by the Biagi family - a legacy of hard work, dedication and respect for the land.

We currently operate in 11 municipalities in the state of São Paulo, managing around 74,000 hectares of land. Approximately 90% of the sugarcane used in our manufacturing process is sourced from our own crops or those of our agricultural partners, which reinforces the strength of our production chain and the long-term relationships with all those who share our objective.

Our portfolio is extremely varied and serves both the domestic and international markets, involving the production of white crystal sugar and raw sugar, hydrous and anhydrous ethanol; biomass; grains such as soybeans and corn; and decarbonization credits (CBIOS) which are generated through certification by the RenovaBio program. This diversity demonstrates our ability to adapt, along with our efficiency and commitment to sustainable production practices.

At Lins Agroindustrial, we have the energy of movement. We forge ahead with our feet firmly planted in the present, an eye on the future, and a constant commitment to building a future that is more efficient, sustainable and connected to people.

We operate in the biofuels, bioenergy and food sectors

We have around 2,700 employees distributed between the operational and administrative units. This figure reflects the expansion of the company and its commitment to human development, which takes the form of ongoing training and inclusion programs, as well as initiatives aimed at strengthening ties with the communities neighboring our operations.

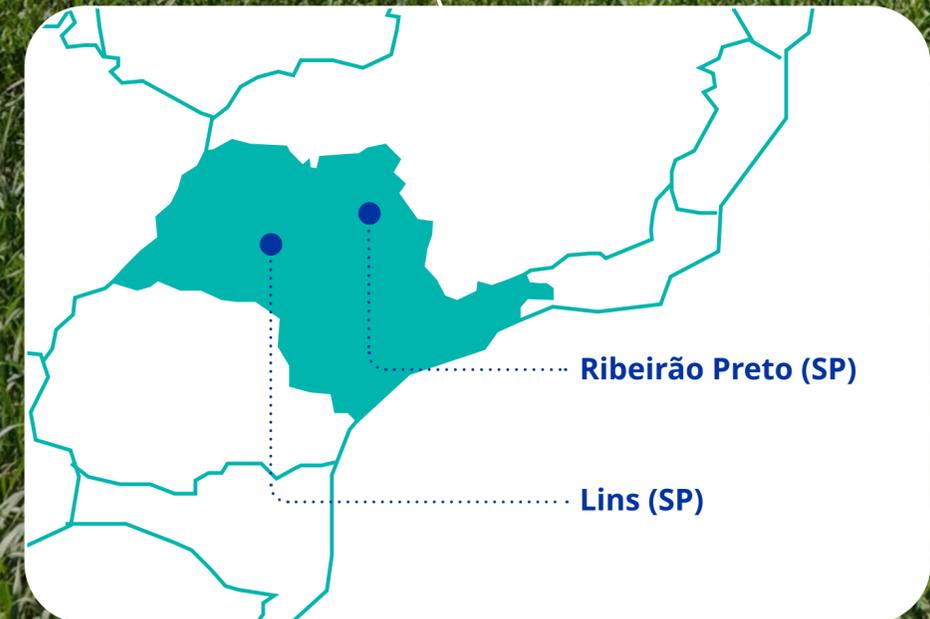
Sustainability is at the heart of our decisions and is one of the central values that guide our activities - connected to the mission of "producing energy that is transformed into a fuel for life". Amongst the most recent advances, special mention should be made of the certifications under Bonsucro and ISCC CORSIA (International Sustainability and Carbon Certification System for the Carbon Offsetting and Reduction Scheme for International Aviation) international standards, which evidence our commitment to more sustainable production and the reduction of greenhouse gas (GHG) emissions.

Another milestone relates to the Semear Program, which has ensured the reforestation of 755 hectares

of land, involving the planting of more than a million native saplings. This initiative has contributed directly to the recovery of ecosystems and the conservation of biodiversity in the regions where we operate.

In the 2024/25 cycle, 82% of the waste generated was recycled or sent for co-processing, meaning an increase of 10.81% in relation to the previous cycle. This result demonstrates our commitment to responsible waste management and the adoption of practices aligned with the circular economy.

Environmental, social and governance (ESG) practices are an integral part of our day-to-day practices. They are an essential part of the way in which we invest, innovate and deliver excellence in products that are aimed at the food, beverage, energy, fuels and animal nutrition sectors. With domestic and international certifications that recognize the quality of our processes and products, we take a responsible approach to be able to constantly evolve and build a better future for all.



Carlos Roberto
Specialist Machinery
and Vehicle
Mechanic



New identity, same essence: evolution with a purpose

In 2025, we began a new chapter in our story, with the launch of Lins Agroindustrial's new institutional identity. The change is far from superficial: it reflects a moment of evolution, the maturing of the company, and an alignment with our strategic commitments.



Usina Lins is now Lins Agroindustrial

This is a name that reaffirms our activities, strengthens our connection with the agribusiness sector, and more clearly expresses who we are, what we deliver, and where we aim to go.

The new brand preserves the values that have always guided the company and reinforces our long-term vision. The triangular symbol that is formed from the initials 'L' and 'A' was designed to transmit the idea of balance, leadership, growth, and transformation. At its base, the leaf-inspired shape represents our agricultural DNA and commitment to sustainable practices.

The updating of the identity is also expressed in the colors. The blue, which has been part of our brand since the very beginning, remains as a link to our history. But it now forms part of a more contemporary palette, transmitting a balance of solidity, trust and technology.

This renewal has contributed to consolidating our positioning in the sector, strengthening communication with our strategic stakeholders, and reflecting the company we are today - more connected, more prepared, and in constant movement.

Our history

The start of activities

as Usina Lins, in the municipality of Lins (SP)



2007



Inauguration of the sugar factory

Production of anhydrous ethanol begins

Spin-off marking the beginning of independent operations



2020



Inauguration of the sugar factory

New ethanol tank and new bulk sugar warehouse

Inauguration of the administrative office

office in Ribeirão Preto (SP)



2023



Expansion of sugar production

(phase 1 – mix: 65%)

2025



Our commitment



Purpose

To produce energy that is transformed into a fuel for life.



Mission

To be a company in constant movement in search of excellence.



Vision

To increase business results through operational efficiency and diversification.

Values

Ethics – We operate correctly, respecting people, norms and institutions

Sustainability – We conduct our business with a focus on economic, environmental, and social balance

Safety – We value life, and promote the safety of people, the installations and the products

Integration – We work together, combining efforts and generating synergy by means of a collaborative environment

Innovation – We want to create a path to the future

People – We spread knowledge and contribute to the development of people

Our products GRI 2-6

Sugar

Manufacturing capacity of 6.5 million x 50 kg sacks of raw sugar and white crystal sugar, strengthening the company's operations in the supply of one of the main derivatives of sugarcane to the domestic and international markets.



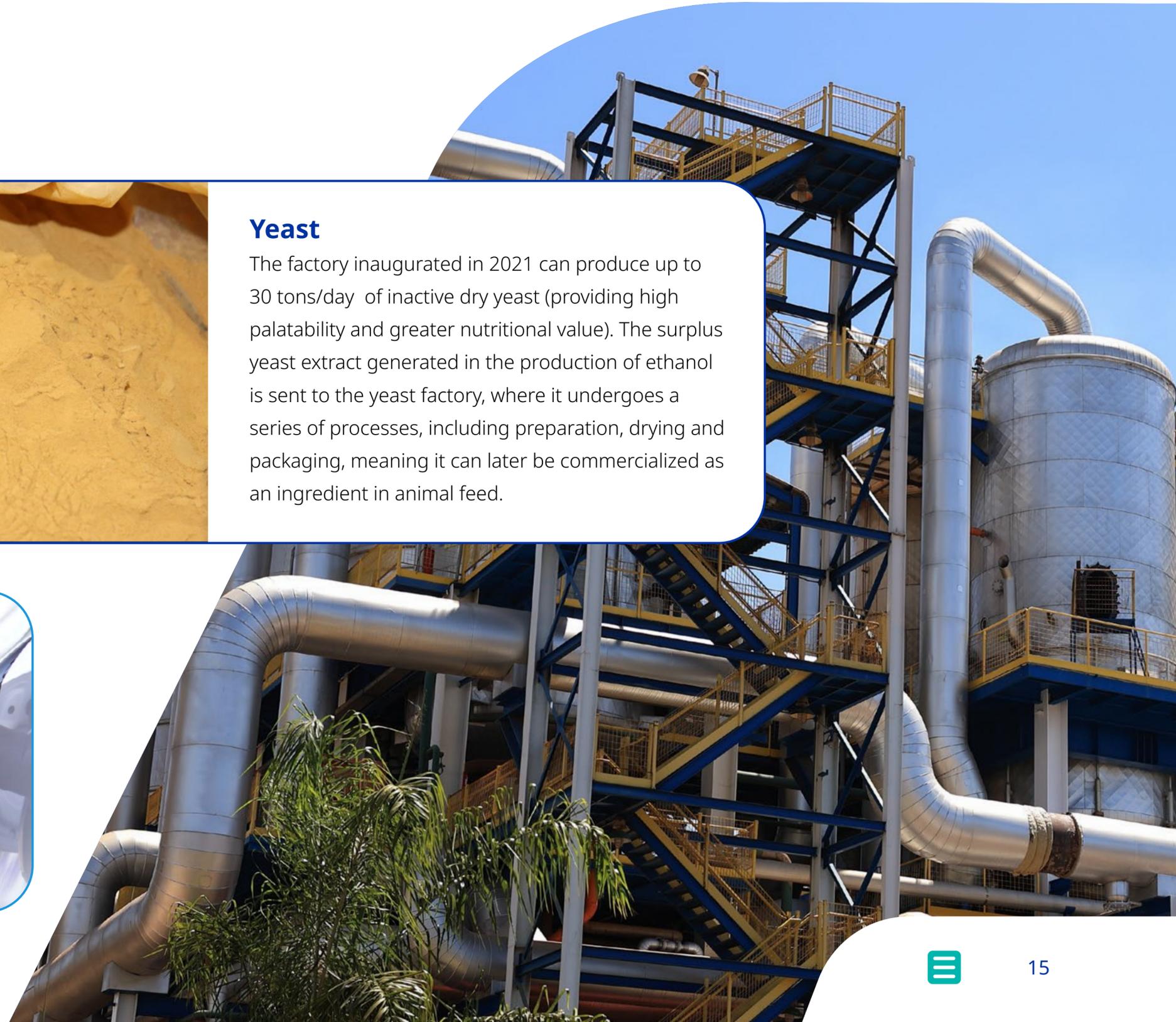
Yeast

The factory inaugurated in 2021 can produce up to 30 tons/day of inactive dry yeast (providing high palatability and greater nutritional value). The surplus yeast extract generated in the production of ethanol is sent to the yeast factory, where it undergoes a series of processes, including preparation, drying and packaging, meaning it can later be commercialized as an ingredient in animal feed.



Ethanol

The company produces two types of fuel from the fermentation of sugarcane. The hydrous ethanol (containing about 5% water) is used to fuel vehicles, principally those operating under the flex-fuel system. The anhydrous ethanol (with a water content below 0.5%), meanwhile, is mixed into gasoline. The company has a production capacity of 125 million liters.



CBIOs

We create decarbonization credits (CBIOs) through certification under the RenovaBio Program, attesting to the energy and environmental efficiency of our manufacture of biofuels. These credits are traded on the stock exchange, contributing to the promotion of a cleaner energy grid and to the sectoral sustainability.



Grains

We have adopted the practice of crop rotation for grains such as soybean and corn, which contributes to soil conservation and nutrient balance. Once harvested, these grains are sold for use in foods, generating additional income and diversifying the company's revenue sources.



Biomass

This is a solid vegetable fraction that is separated from the sugarcane during the milling process (sugarcane bagasse) and used to generate electricity for internal consumption. The surplus (around 200,000 tons) is sold.



Perspectives

Guided by the energy of movement, we are constantly evolving. As well as those items that are currently being produced or commercialized, Lins Agroindustrial has an advanced project underway to begin producing biomethane from vinasse (liquid waste generated during ethanol production).

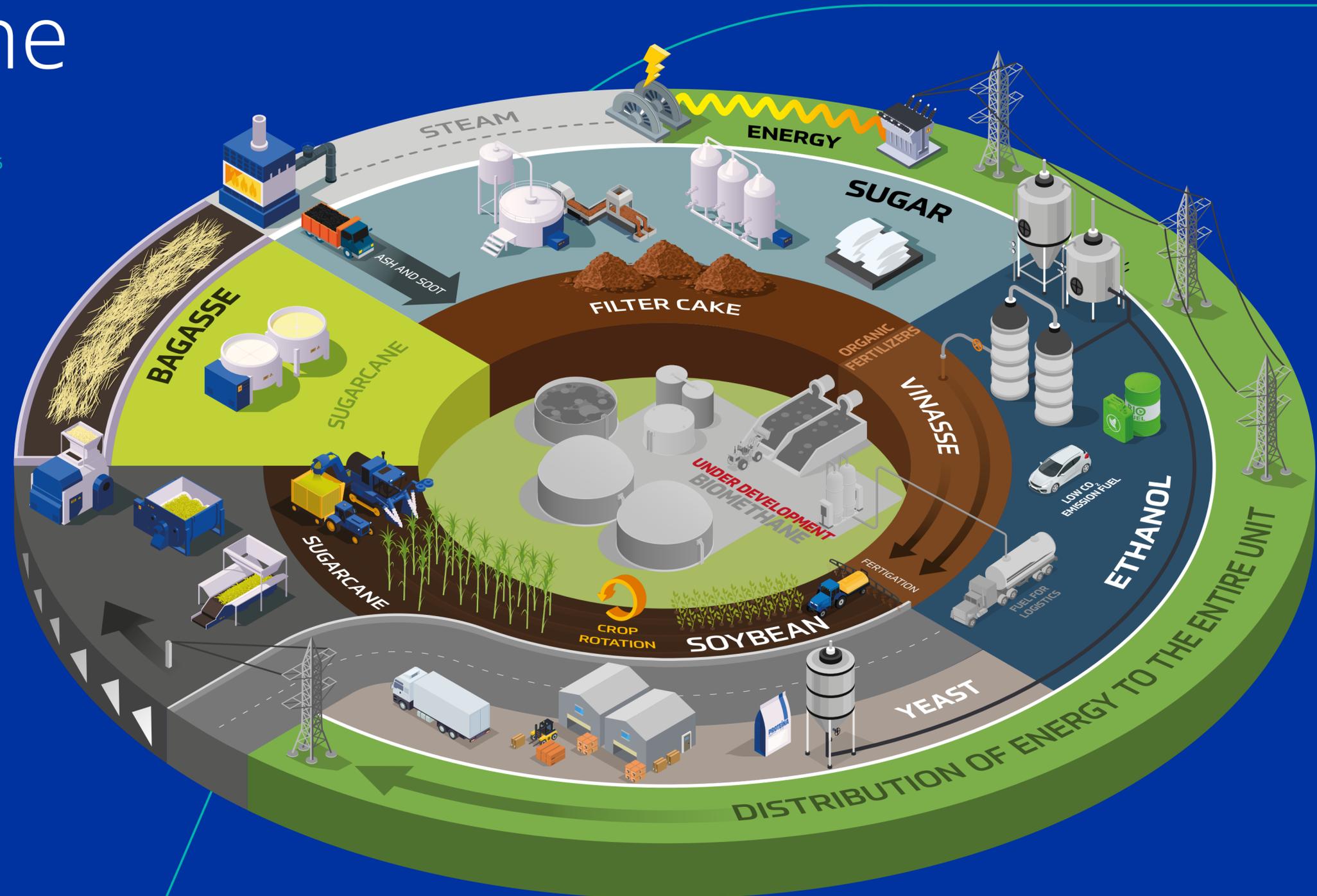
From sugarcane to the future

GRI 2-6

For Lins Agroindustrial, sugarcane is more than just a plant -- it marks the beginning of a cycle full of possibilities. With technology, care, and respect for nature, we transform this potential into solutions for life.

Each stage of this cycle is planned to create value, preserve the environment, and build a more sustainable future.

Our value chain includes import logistics, operations, export logistics, sales, and distribution. The ethanol and sugarcane bagasse produced by the company supply the domestic market. The sugar, soy, and yeast are traded on both domestic and international markets, with the main export destinations being India, China, the Middle East, and North Africa.



Certifications

The constant striving for excellence and socio-environmental responsibility has been recognized in the form of the certifications Lins Agroindustrial has received. These forms of recognition demonstrate the company's compliance with domestic and international standards, reinforcing our commitment to sustainability, the quality of the products, and the transparency of the operations.



Bonsucro

- **Principal focus:** Sustainable sugarcane production
- **Benefits:** Access to international markets, a good ESG reputation, efficiency, and global compliance



GMP + FSA (Good Management Practices - Food Safety Assessment)

- **Principal focus:** System designed to guarantee food safety for animals
- **Benefits:** Ensure traceability, risk control and compliance with international legislation (such as European law)



ISCC CORSIA (International Sustainability and Carbon Certification system for the Carbon Offsetting and Reduction Scheme for International Aviation)

- **Principal focus:** Sustainable Aviation Fuel (SAF)
- **Benefits:** Traceability, access to the aviation market and alignment with global climate targets



Greener Ethanol Protocol

- **Principal focus:** Sustainability in the São Paulo sugar and ethanol chain
- **Benefits:** Ongoing improvement, good environmental and social practices and regional compliance



RFS2 – EPA (Renewable Fuel Standard – United States’
Environmental Protection Agency)

- **Principal focus:** Commercialization of ethanol in the United States
- **Benefits:** Access to the US market, alignment with the Renewable Fuel Standard



FSSC 22000 (Food Safety System Certification 22000)

- **Principal focus:** Food safety and quality
- **Benefits:** International compliance, demonstration of confidence from the food market



Aqui Tem Energia Verde

- **Principal focus:** Bioelectricity certification (sugarcane biomass)
- **Benefits:** Support for renewable energy, environmental responsibility, and participation in the national electricity grid



LCFS – CARB (Low Carbon Fuel Standard
– California Air Resources Board)

- **Principal focus:** Low carbon emissions in the ethanol cycle
- **Benefits:** Access to the Californian market and compliance with low carbon standards



RenovaBio

- **Principal focus:** Efficient production of biofuels and decarbonization credits (CBIOs)
- **Benefits:** Issuance of CBIOs, national recognition, encouragement for the use of renewable fuels

Awards and recognition

Great Place To Work (GPTW) Seal

Awarded following a voluntary and anonymous evaluation of employees based on criteria such as credibility, respect, impartiality, pride, and camaraderie.

MasterCana Brasil & Award 2023

Lins Agroindustrial received three awards for Optimization of Maintenance: Reduction of Backlog; Active Management of Absenteeism; and Human Resources on Power BI.

Visão Agro 2023 Award

The company received this award in the Technological Innovation in Agriculture category, for its pioneering use of technologies as the central point for irrigation and the *ConectaUL* connectivity project. In addition to this, the company's Industrial Director was recognized in the Best Manager category.

MasterCana Social

The *Talento Feminino* (Female Talent) project stood out amongst the 191 entries and won the TOP 3 Power Stations award in the Appreciation for Diversity category.

13th Visão Agro Centro-Sul 2024 Award

This is another award in the Technological Innovation in Agriculture category, this time relating to the monitoring system that employs cameras to detect fire and smoke.

MasterCana Brasil & Award 2024

Lins Agroindustrial was named Power Station of the Year in the Industrial Sector category for the *Análise de Quebra / Falha* (AQF) project, which contributed enormously to maintaining the reliability and availability of the industrial plant.

MasterCana Centro-Sul & Social Awards 2024

The *Biblioteca Colhendo Conhecimento – Espaço Cultural*, an important initiative designed to encourage reading amongst the employees and their families, was ranked amongst the Top 3.

Benchmark Solinftec Award

The search for excellence and innovation and the adoption of new technologies led to the company being awarded second place in the Evolution Highlight category.

Victor Rocha Araújo
Irrigation Specialist

Environment



Environmental responsibility

GRI 304-2

Lins Agroindustrial has integrated sustainability into its approach to social well-being and economic performance, recognizing its important role in the longevity of the business. The objective of producing energy that is transformed into a fuel for life guides the actions focused on reducing impacts on both the environment and the neighboring communities.

The Environmental Department is an integral part of the Sustainability Board, operating transversally across all company area. Its operations aim to ensure compliance with environmental guidelines, promote sustainable practices, and strengthen the integration between the operational areas and the management.

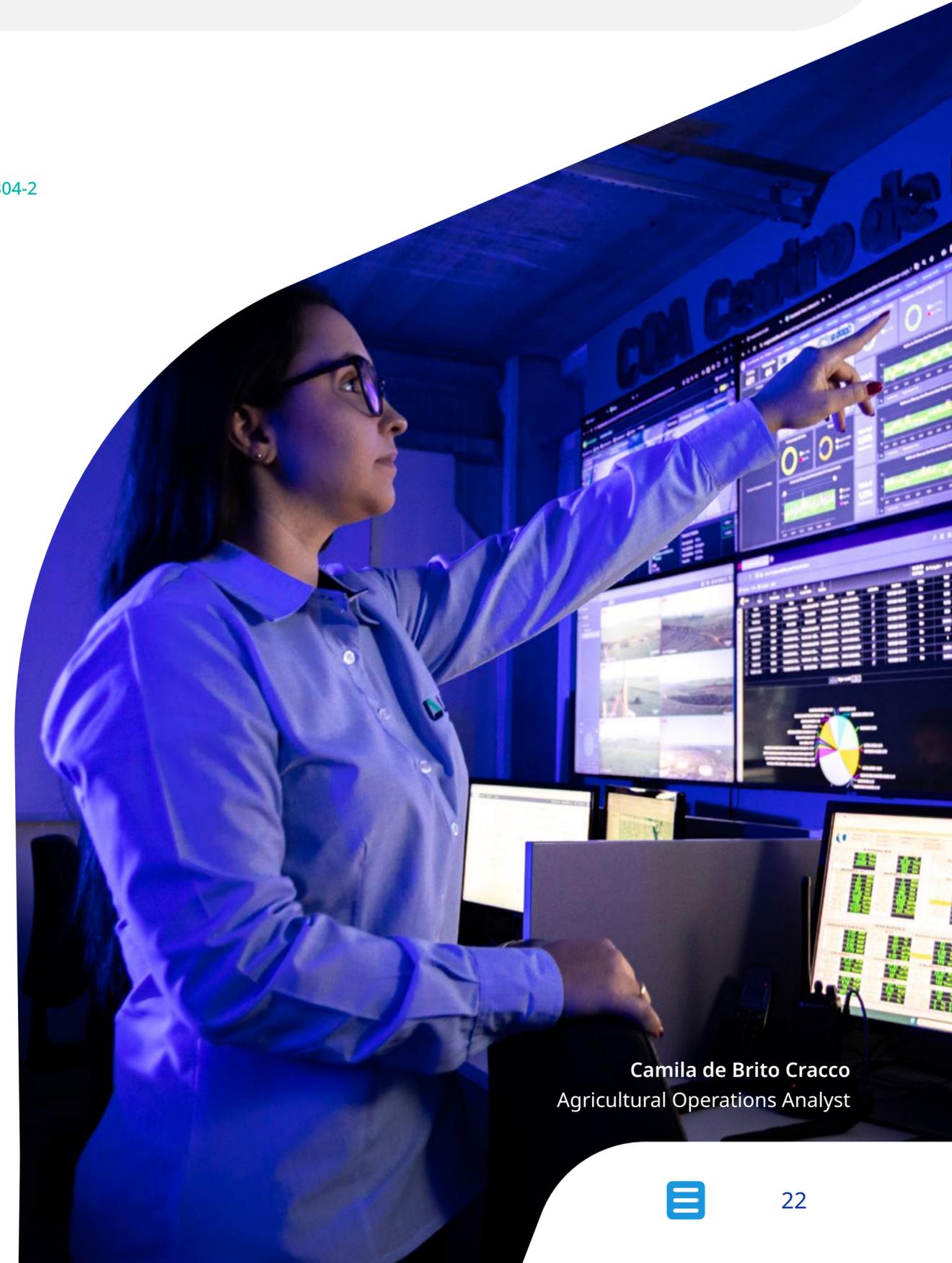
As of 2023, the company reinforced its socio-environmental governance through the structuring of committees and the definition of responsibilities that consolidate the culture of good environmental performance at every level.

The preventive approach to environmental risks, preservation of biodiversity, and the rational use of natural resources all guide the decision-making. The circular

business model recycles co-products such as vinasse, filter cake, ash and soot to fertilize the crops, thus reducing the dependence on chemical inputs. The sugarcane bagasse is used in the generation of renewable energy.

The greenhouse gas emissions (GHG) are mitigated through the use of organic fertilizers, reforestation initiatives and efficient operations. We have been rigorous in our adoption of norms and technical criteria in the application of agricultural pesticides, employing advanced technology to minimize environmental impacts and ensure greater efficiency in the control of pests and diseases, thus promoting a means of production that is safer and more sustainable.

The journey towards sustainability is supported by a long series of commitments, including adherence to the Paulista Agro-environmental Protocol since 2007, and has been recognized by certifications such as Green Ethanol, RenovaBio, Bonsucro, ISCC CORSIA, and the Green Energy Seal. These certifications are proof of the company's good practices in relation to aspects such as the land and water conservation, the recovery of riverbank regions, the recycling of industrial co-products, firefighting and the protection of fauna and flora, among others.



Camila de Brito Cracco
Agricultural Operations Analyst

Use of the land

GRI 3-3 [Biodiversity, ecosystems and land use], 304-2

A fundamental asset for Lins Agroindustrial, the land is treated as a basis for efficient, long-lasting and environmentally responsible farming. We combine the best that the land has to offer with the best that we can do. The management approach prioritizes conservation of the natural properties of the soil, ensuring long-term productivity and the protection of water resources and biodiversity. This caring approach contributes to the reduction of environmental impacts, the balance of the ecosystems and the resilience of the farmland to climate change. Here are a few of the practices adopted:

Crop rotation

In 2024, 73% of the areas planted with sugarcane (the equivalent of 8,629 hectares) adopted the practice of crop rotation, with leguminous plants such as soybean and crotalarias being planted, as well as other ground cover plants, such as sunflowers and millet. This technique improves the chemical, physical and biological characteristics of the soil, promoting the natural balance of the farming environment.

Leguminous plants, in particular, establish a symbiotic relationship with nitrogen-fixing bacteria which are capable of capturing the nutrients present in the air and transmitting them to the earth. This process reduces the need for chemical fertilizers, increases the efficiency of the productive system, and strengthens the sustainability of the farming activities.



More than 80%
of the ratoon cane area receives some form of organic fertilizer, which contributes to ensuring that the soil stays healthy.



Precision farming

An automated control and monitoring system allows for continual analysis of the soil, plants and weather conditions, which in turn allows the company to determine the exact amounts of inputs to apply or the corrections that need to be made in specific areas suffering from nutritional deficiency. The data collected assist not only with the productivity, but also in the reduction of the environmental impact, since they prevent any excessive application of fertilizers or pesticides.

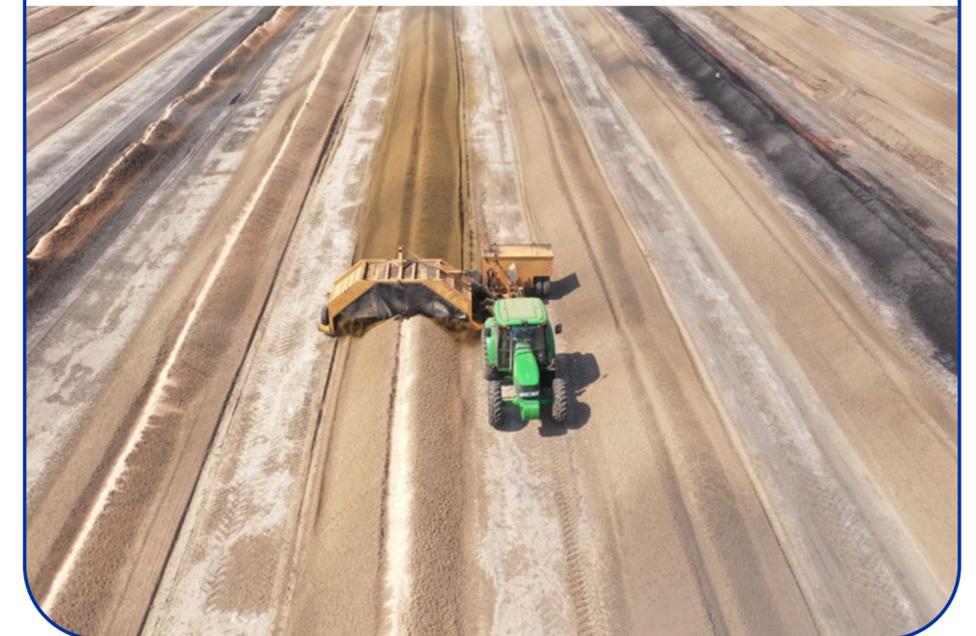


Imaging technology

Images obtained using drones are processed to provide a detailed picture of the farmlands. The aerial photographs allow accurate analyses to be made regarding the declivity of the land, water drainage and other important aspects, providing contributions so that the land systematization and conservation projects can be performed at a high level of technical precision.

Organic fertilizers

The company uses industrial co-products as sources of organic materials and nutrients. This technique reduces losses due to leaching (a natural process in which the soil loses nutrients due to the actions of water, such as rainfall or irrigation) and increases the water retention capacity, meaning greater efficiency in the use of the resources and greater agricultural productivity. In addition to this, the organic fertilizers contribute to a reduction in greenhouse gas emissions (GHG), since they reduce the need to use nitrogenous fertilizers of mineral origin.



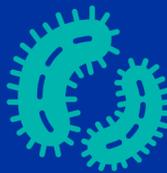
Biological protection

The company has been gradually replacing chemical pesticides with biological products that provide the same level of control against pests and diseases. This biological control through the use of live organisms is aligned with the principles of regenerative agriculture, which improve the ecological balance and have a lower environmental impact. The following methods have already been applied:



Use of *Cotesia flavipes* and *Trichogramma galloi*,

which operate as parasites on the worm and eggs of the sugarcane wireworm (*Diatraea saccharalis*), thereby interrupting its development; and



Bacteria and fungi

to control nematodes and sugarcane diseases.

Use of agricultural pesticides

GRI Sector Standard 13.6.2

The use of agricultural pesticides is an essential practice for the phytosanitary management of sugarcane, contributing to the control of pests, diseases and weeds which can compromise productivity. At Lins Agroindustrial, these pesticides are applied responsibly, in strict alignment with current legislation and good agricultural practices. Several precision technologies have been adopted, with careful product selection, recommended dosages and localized application, thus ensuring efficient control and minimal environmental impact.

During the 2024/25 crop year, approximately 84% of the agricultural pesticides used are classified as slightly hazardous or unlikely to present acute hazard and/or unlikely to present acute hazard, thus reinforcing the company's commitment to the safety and sustainability of its operations. The company also invests in continual training for the teams and monitoring of the farmed areas, ensuring the rational and safe use of the agricultural inputs.

Level of toxicity	23/24		24/25	
	Volume	Intensity	Volume	Intensity
Extremely hazardous	513.18	0.07	509.31	0.07
Highly hazardous	8,219.93	1.19	12,350.94	1.75
Moderately hazardous	30,109.91	4.36	54,364.75	7.69
Slightly hazardous	258,847.47	37.44	210,921.63	29.85
Unlikely to present an acute hazard	362,231.89	52.39	385,275.52	54.53

Anvisa's "Not Classified" category has not been included in the main toxicology classification table presented by the company. However, the corresponding data have been reported separately to ensure transparency, with a total volume of 31,444.33 kg and use intensity corresponding to 4.55%, with calculations based on the internal methodology applied to the analyzed period relating to the 2023/24 harvest season; and 43,087.77 kg and 6.10% relating to 2024/25.



Semear program

GRI 3-3 [Biodiversity, ecosystems and land use], 304-3

Launched in 2010, the Semear (Seeding) Program has established itself as one of Lins Agroindustrial's most effective initiatives focused on ecological restoration and tackling climate change. Aimed at the reforestation of Permanent Preservation Areas (PPAs), principally river banks and sources, the project operates on the properties belonging to the company, its partners, and sugarcane suppliers.

Up to the most recent cycle, Semear had planted more than 1.28 million native saplings on 755 hectares covering 111 properties in eight São Paulo municipalities. Lins Agroindustrial has assumed full management of the process, including the planning and preparation stages and the first two years of post-planting maintenance. This is the period of time required for the saplings to reach the so-called 'point of release,' when the forest begins to develop independently and sustain itself.

Reforestation activities are carried out by qualified professionals, ensuring compliance with current regulations and the adoption of best forest restoration practices. The program is entirely free of charge for suppliers and partners, being financed by the company's own resources. The contracts with suppliers and partners establish clear guidelines for the environmental protection and conservation of the areas involved. Lins Agroindustrial performs routine monitoring and, whenever necessary, provides guidance.

Semear also contributes to the environmental regularization of properties and compliance with the Forest Code, whilst also contributing to the conservation of local fauna, creating ecological corridors and refuge areas. The saplings used in the program are sourced from the company's own nursery or acquired from partner nurseries, thus ensuring diversity and quality throughout the environmental restoration process. Some of the native species grown internally are also donated to environmental education and urban reforestation initiatives in the municipalities in which the company operates, thus strengthening

the commitment to the conservation of biodiversity and sustainable development of the communities.

The nursery also produces pre-germination saplings (which undergo germination and development in a protected environment before planting) for replenishment of the plantations. This practice contributes to an increase in productivity, phytosanitary control, and the adoption of more modern and better adapted varieties, offering better agricultural performance and a higher sucrose content.

Restored habitats (23/24 crop year) GRI 304-3

Name of area	Size (ha)	Name of area	Size (ha)
Iracema	3	Mangueira Preta	6
Jaborandi	23	Santa Lúcia and Santa Luzia	27
Nossa Senhora Aparecida 14	11	Rio Dourado 3	43
Santana 2	4		
Rio Dourado	6		

All the areas are under restoration with their status classified as 'in progress'. The actions take place in partnership with third parties for which Lins Agroindustrial has assumed operational responsibility.



Conversion of natural ecosystems

GRI Sector Standards 13.4.2, 13.4.3, 13.4.4, 13.4.5

In 2023, Lins Agroindustrial performed an evaluation of all of its own lands, as well as those that are leased and those that belong to sugarcane suppliers, using satellite imagery and data obtained from MapBiomas, in line with Bonsucro certification criteria, to monitor conversions of natural ecosystems.

A total of 59,225.93 hectares of the company's own lands and those of its partners were evaluated, of which 99.59% were identified as free from native vegetation conversion. In relation to the suppliers' lands, 6,803.24 hectares were evaluated, of which just 0.58 hectares showed any suppression of native vegetation, meaning that 99.99% of the land was classified as being free from conversion.

With regard to the purchasing of sugarcane on the Spot market, limitations in traceability were identified, with a lack of verification of origin for 477.5 hectares in 2023, and 1,773.24 in 2024. Lins Agroindustrial recognizes the need for improvements regarding the tracking mechanisms for these acquisitions, reinforcing its commitment to deforestation-free supply chains.

Climate change

GRI 3-3 [Climate change], 201-2, 305-5

Its direct dependence on climate conditions makes the sugarcane-based bioenergy sector especially vulnerable to the impacts caused by water crises and prolonged periods of drought. The risks identified include an increased frequency of extreme weather events, water scarcity, frost and wildfires on plantations.

To mitigate these risks, the company has implemented initiatives such as rescue irrigation, the selection of better adapted crop varieties, monitoring of rainfall and temperature, the use of satellite images, field teams capable of reorganizing operations, and early harvesting in the event of frost. In order to fight fires, the company

organizes preventive patrols, and has firefighting teams positioned at strategic points, cameras, and contingency and emergency plans.

Lins Agroindustrial contributes to the energy transition by supplying ethanol as a viable alternative to fossil fuels. Amongst the established targets are the use of organic fertilizers on 80% of the ratoon cane areas, renewal of the agricultural fleet, through the implementation of equipment with lower fuel consumption and the gradual reduction of scope 1 and 2 emissions (tCO₂eq) per ton of sugarcane milled.

The monitoring is conducted using performance indicators, emissions inventories and sustainability certifications, with the results being included in the operating policies and procedures. Lins Agroindustrial also has plans to develop a formal mapping of climate risks and opportunities that could impact revenue, expenses and operations, using the SAP Cloud Analytics system for financial forecasts and analysis of risk scenarios.

Use of ethanol and organic fertilizers are amongst the company's energy transition initiatives



Emissions GRI 305-1, 305-2, 305-3, 305-4

The company has made advances in the consolidation of its greenhouse gas emissions (GHG) inventory, based on the continual monitoring of the data developed on its operations. This process, which only began in a truly structured manner in recent cycles, has been guiding the company's decisions related to climate management.

In the 2023/24 crop year, Lins Agroindustrial maintained its certification with the RenovaBio program, reinforcing its commitment to energy efficiency and the traceability of emissions throughout the ethanol lifecycle — from sugarcane planting to fuel combustion in vehicles.

One of the most important of the operational initiatives that have been prioritized is the reduction in the use of mineral inputs in farming operations, which has optimized electricity consumption, increased efficiency in the agricultural and industrial processes, and led to gains in productivity.

Lins Agroindustrial has adopted 2021 as the base year to begin monitoring the emissions and comparing the results achieved. The data from 2021 to 2024 show a significant reduction in emissions: a 19.3% decrease



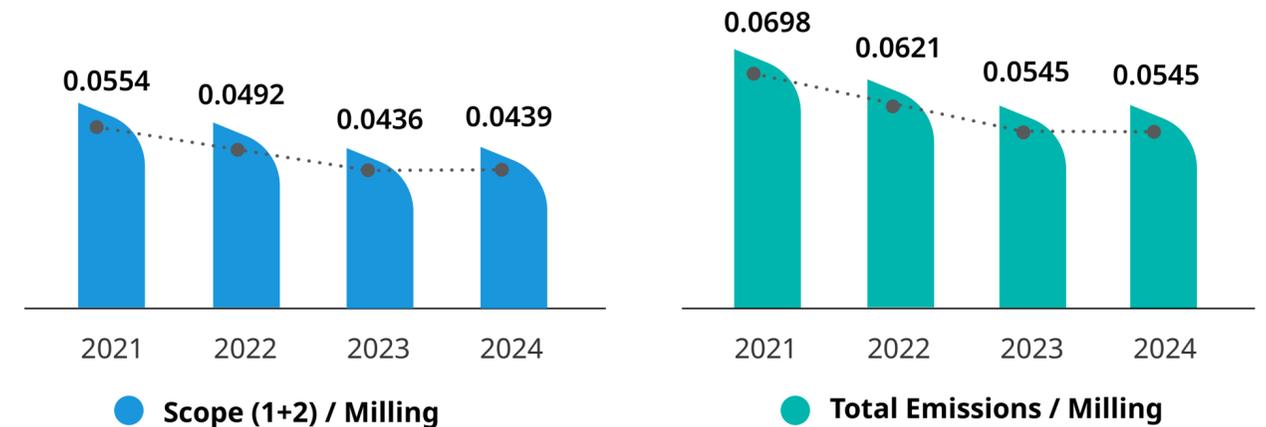
19.30%
fewer scope 1 and 2 emissions

21.93%
fewer scope 1, 2 and 3 emissions

(0.0105 tCO₂e per ton of sugarcane milled) in Scopes 1 and 2, and a 21.93% reduction (0.0153 tCO₂e/t) in total emissions, considering Scopes 1, 2 and 3.

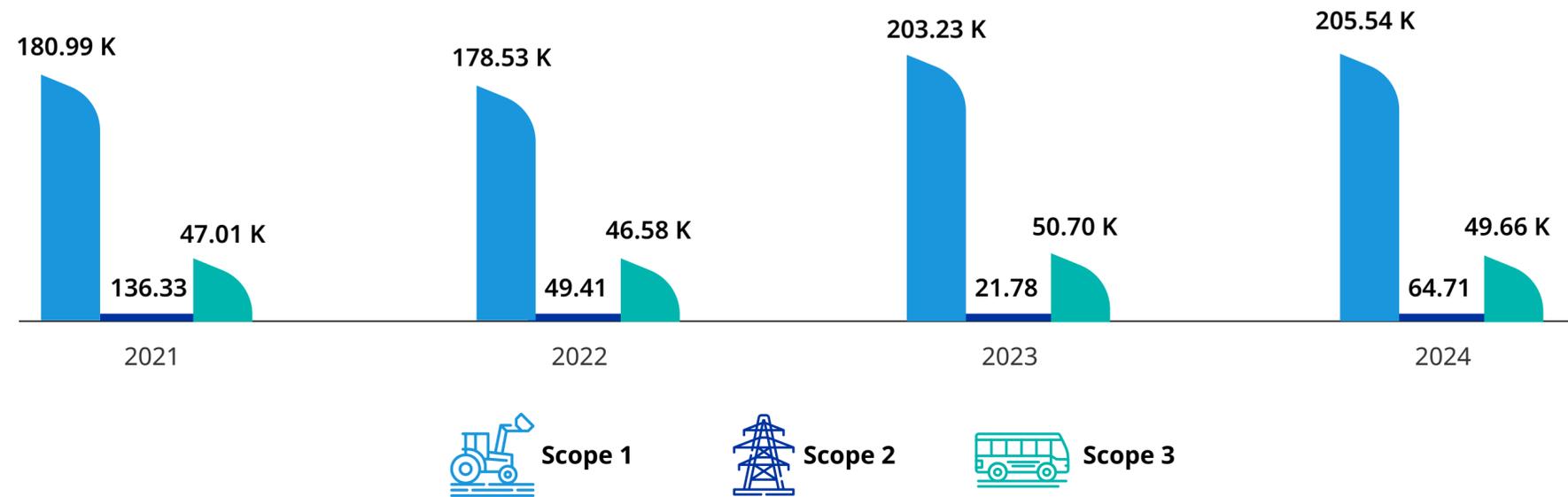


GHG emissions (tCO₂e/t milled sugarcane)



Lins Agroindustrial uses the GHG emissions metric relating to scopes 1 and 2 per ton of milled sugarcane, since this indicator shows the intensity of the emissions in relation to its main manufacturing activity.

Total GHG emissions per Scope (tCO₂e)



The abbreviation "K" indicates one thousand units.
 The GHG emissions inventory follows the guidelines of the Brazilian GHG Protocol Program and the Paris Agreement, employing the methodology of the Intergovernmental Panel on Climate Change (IPCC), 2019, aligned with the ISO 14064-1 and 14067 norms.
 Lins Agroindustrial has adopted an operational control approach to the calculation of emissions.
 The CO₂ emissions arising from biomass (biogenic emissions), in accordance with the adopted methodology, have been excluded from the final accounting and reported separately.
 In 2024, they totaled 1,053.92 Mg of CO₂bio, with 97.01% originating from the Stationary Combustion and Industrial Processes (Scope 1) categories.

Emissions of ozone depleting substances (ODS) GRI 305-6

The fugitive refrigeration gas emissions not regulated by the Kyoto Protocol totaled 0.0025 Mg CO₂e in 2023/24 and 0.0030 tCO₂e in 2024/25, both relating to the use of hydrochlorofluorocarbon HCFC-22 (R-22).

Emissions of NOx, SOx, and other significant air emissions GRI 305-7

Lins Agroindustrial rigorously controls its atmospheric emissions, in line with legal requirements and its own voluntary commitments to sustainability. By means of periodic monitoring and control technologies, we strive to mitigate the environmental impacts of our operations, thus contributing to improved air quality and the fight against climate change.

Emissions of NOx, SOx, and other significant air emissions (Kg) GRI 305-7

Substance	23/24	24/25
NOx	591,834.50	262,197.12
Particulate matter (PM)	650,908.90	475,477.50

* The figures presented refer to the sum of the emissions from boilers 1, 2 and 3.



Irrigation

Due to climate variations and the greater frequency of drought periods, Lins Agroindustrial has developed an Irrigation Master Plan focused on farming sustainability. The strategy involves investments in technology and infrastructure aimed at improving the water security on the farms and ensuring greater production stability throughout the harvest cycles.

One of the most important advances made has been the installation of central, automated pivots at the Agricultural Operations Center. This equipment allows the irrigation to be controlled remotely, with precise adjustments being made to the flow and coverage of the areas depending upon the crops' water needs, thereby ensuring the rational use of the water.

Deficit irrigation is expected to be implemented on 900 hectares by the end of 2025, whilst in the long-term, the goal is to expand this project onto 10,000 hectares, as set forth in the company's Irrigation Master Plan.

Irrigation is essential to ensuring production stability, minimizing the impacts of climate variations, and consistently increasing production levels. The expansion is to be performed gradually as an integral part of Lins Agroindustrial's strategic planning, aligning it to sustainability practices, with a rational use of natural resources and a focus on climate resilience. The project also seeks financial return within five years, based on a more efficient and responsible production model.

The company is currently implementing irrigation systems that contribute to the rational use of water and the reduction of losses through evaporation



Firefighting

Wildfires are a major concern for the sugarcane-based bioenergy sector, with impacts on the business, safety of personnel, the ecosystems and climate change. In order to tackle them, the company has adopted a strategy that combines a robust physical strategy, the use of emerging technologies, and training for the teams.

Lins Agroindustrial classifies this topic as an operational risk, requiring preventive and mitigating actions that need to be approved immediately. The management works on the principles of urgency in cases that involve a threat to life, in line with the internal culture of responsibility and immediate response.

Direct firefighting is performed by trained agricultural fire crews, who work in accordance with the strategic planning and prevention plans established by the Sistema Integrado Agrícola de Emergência (Integrated Agricultural Emergency System / Sinagre).

Surveillance involves a system of cameras, equipped with artificial intelligence, that are able to identify signs of smoke in a radius of up to 15 kilometers, which is 20 times more than can be observed with the naked eye. The monitoring covers all the company's properties and neighboring regions, thus providing comprehensive coverage. Whenever necessary, drones complement the aerial reconnaissance to better direct the containment efforts.

The company has also implemented the *Plano de Auxílio Mútuo* (Mutual Support Plan / PAM), collaborating with other power stations in the region in emergency situations. This joint effort extends protection to neighboring municipalities, strengthening the network or collective response. Thanks to this set of measures, the reduction in the number of wildfire focal points was accompanied by a drop of almost 66% in the fire-affected lands managed by the company.

Fire Prevention and Fighting Structure

57 
firefighters

10 
spray tankers
4 
tanker trucks

carrying 30,000 liters

Camera
system

for monitoring using
artificial intelligence

2 
trucks

4x4 vehicles equipped with water tanks and pumps to provide means of swiftly tackling fires in hard-to-reach areas

2 
motor graders

to reinforce the firebreaks and contain the spread of wildfires

1 
support aircraft

hired when needed, for use in emergency firefighting situations

Prevention in focus

More than simply responding to emergencies, Lins Agroindustrial works to prevent them occurring in the first place. The investments in prevention include educational programs, operational controls, and initiatives developed with partners. Repeated training sessions and the application of tools such as Daily Safety Dialogs (DSDs) and systematic inspections help to identify situations of risk before they become a reality.

Juntos Prevenindo Incêndios campaign

Now in its fourth year, the *Juntos Prevenindo Incêndios* (Preventing Fire Together) campaign is one of the company's strategies for developing and expanding a permanent culture of prevention. The initiative involves a partnership of more than 30 entities, advances environmental awareness, and encourages the reporting of suspicious behavior.

Between June and October - a critical period for outbreaks of wildfires - announcements are made on both online and offline media, including billboards, electronic panels on highways, educational signs, car stickers, informative pamphlets, ads in newspapers and magazines, posts on social media, talks at schools, and training sessions with local fire departments.

The campaign also recognizes community vigilance as an important factor in the early identification of fire flashpoints.

Rewards

As part of the *Juntos Prevenindo Incêndios* campaign, Lins Agroindustrial has a rewards program for those who report incidents of arson. The reports can be made anonymously to the Whistleblower Channel. The company guarantees that the reporter's identity remains strictly confidential.

The aim is to reduce the occurrence of wildfires on lands managed by the company. For the reporting person to receive the reward, the evidence provided needs to be clear and unequivocal, in the form of photos, videos, vehicle information (when applicable) and the precise location of the reported incident.

The amounts vary depending upon the consequences: BRL 3,000 if the information leads to the start of an investigation that results in the criminal indictment of those responsible, or BRL 5,000 if it leads to the criminal indictment and imprisonment of the arsonists.





Water resources

GRI 3-3 [Water and wastewater management]

The management of water and wastewater is one of the primary concerns on Lins Agroindustrial's sustainability agenda. The potential impacts of global warming have led the company to take an increasingly more responsible approach to the management of water resources, with approaches that include efficient practices, regulatory compliance, and investments in innovation.

Measures include water withdrawal control, monitoring of water and wastewater quality, partial reuse of process water, and the use of surplus volumes in fertigation, thereby supporting the efficient and sustainable use of water resources.

Impacts are mitigated through wastewater treatment, restoration of springs and permanent preservation areas, team training and revision of operational procedures.

Two of the company's goals are to reforest 60 hectares of lands belonging to the company itself, as well as those owned by its partners and suppliers, with a focus specifically on water recovery, and keeping water consumption below 0.70 m³ per ton of sugarcane processed. The actions are monitored by performance indicators, internal and external audits, and periodic analyses performed by internal committees.



60 hectares
per year is the company's
goal regarding the recovery
of water and biodiversity

Water withdrawal, use and discharge GRI 303-1, 303-2, 303-3, 303-5

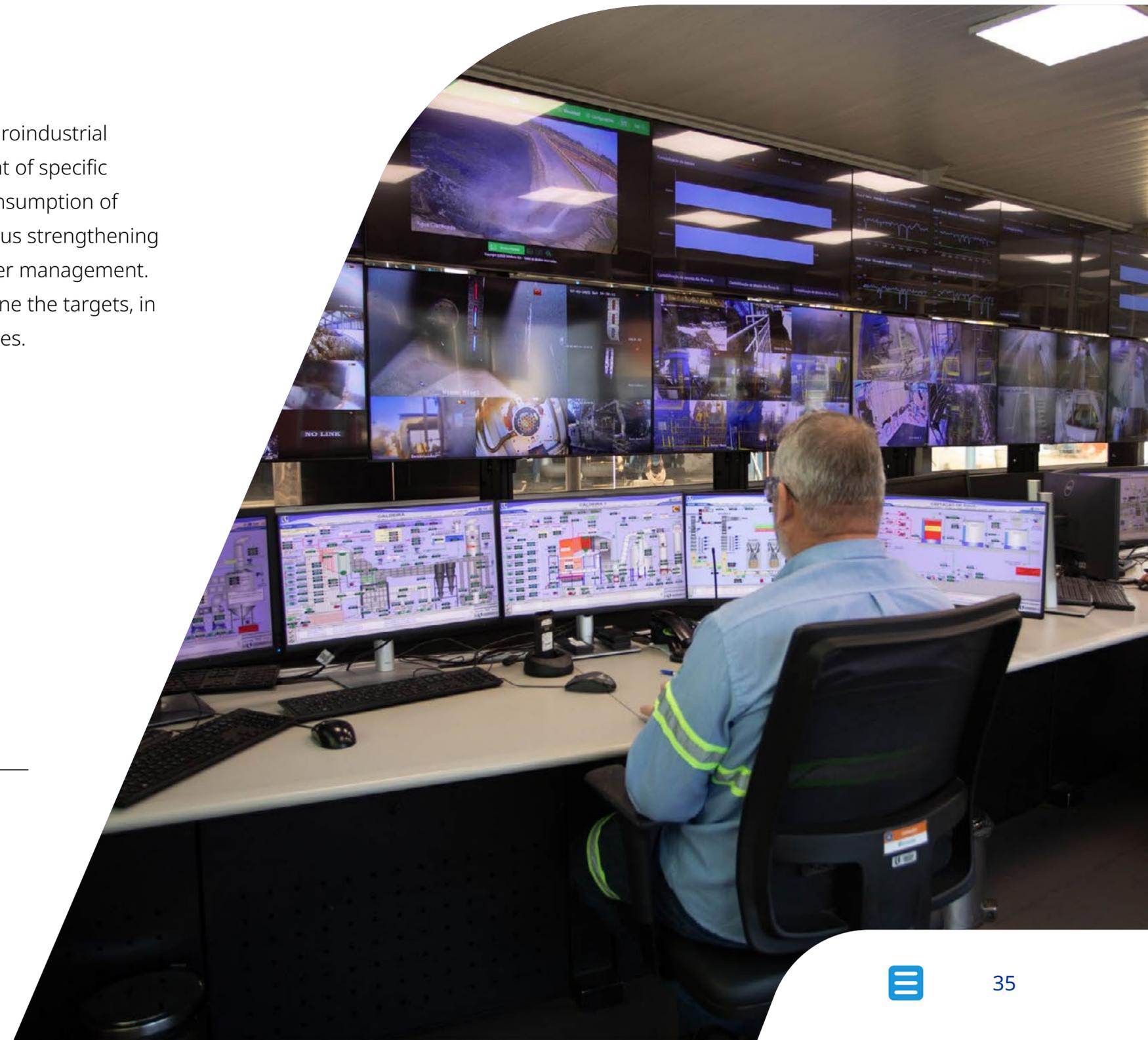
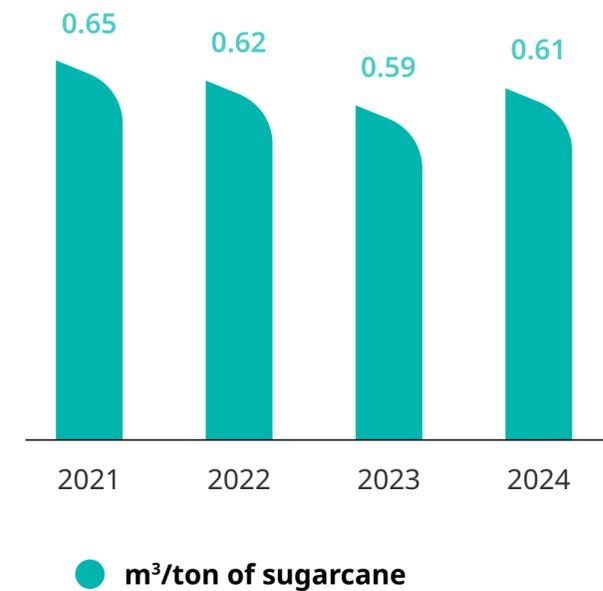
Lins Agroindustrial withdraws water from artesian wells and natural surface water bodies, while also reusing a portion of treated wastewater. These waters are used in different ways, including human consumption, irrigation, industrial processes, firefighting, cooking, and cleaning the installations. In 2024-25, the company withdrew four million liters (megaliters), of which 98% was drawn from surface sources and 2% from groundwater sources, all located in regions classified as water-stress-free.

Part of the process water, such as condensate, is recycled internally. The effluents are treated before being returned to the industrial process, with the surplus being mixed into the vinasse and used for fertigation, with no wastewater being discharged into bodies of water.

The company constantly monitors the consumption, quality and volumes withdrawn, strictly complying with the amounts granted, thus ensuring the preservation of water resources and the protection of employees and communities

Between 2023/24 and 2024/25, Lins Agroindustrial implemented a system for management of specific indicators to be able to monitor the consumption of water and generation of wastewater, thus strengthening the control and transparency of its water management. Sustainable thresholds are used to define the targets, in line with federal and municipal guidelines.

Water consumption



Waste management

GRI 306-1, 306-2

Lins Agroindustrial's waste management covers all the production cycles with the aim of preventing or mitigating environmental impacts as well as any risks to the well-being of the employees and communities. Actions include continuous training sessions, selective waste collection, reverse logistics for packaging, and the recycling of organic waste (filter cake, ash and sugarcane bagasse) as raw materials in farming operations.

The waste is classified according to ABNT NBR 10004, taking into account its potential impact. The most significant types of waste are the packaging used for chemical products and pesticides, hydraulic hoses, filters, waste from healthcare services, light bulbs, batteries and personal protective equipment (PPE). Paper, clean plastics and scrap metals are considered to be low-impact forms of waste, part of which is sent for recycling or sale, thus generating additional revenue.

The monitoring covers the entire cycle, from temporary storage (in accordance with ABNT regulations NBR 11174 and NBR 12235) to the final disposal at locations licensed for recycling, transformation or landfills. Weighing or unit counting is recorded on the environmental management platform, with traceability ensured through the Waste Transportation Manifest (MTR) and, whenever applicable, the Certificate of Movement of Waste of Environmental Interest (Cadri).

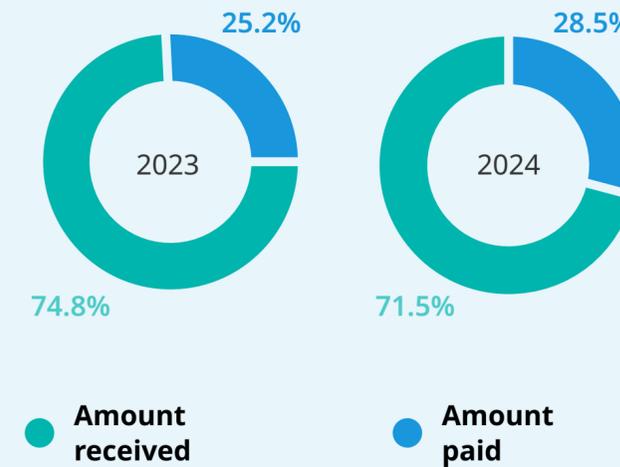
The results demonstrate the ongoing evidence of the company's waste management. The generation ratio of Class I (hazardous) waste per ton of sugarcane milled decreased from 11 kg/t in 2023 to 9.35 kg/t in 2024. During the same period, the revenue from the sale of recycled/reused waste increased from BRL 1.14 million to BRL 1.16 million, whilst the costs dropped from BRL 620,000 to BRL 460,000.

Final Disposal



82%
of the waste
is recycled

Paid x Received



The recycled/reused waste is not sent for final disposal. And the non-recyclable waste is sent for final disposal.

Recycling and the circular economy

Fully committed to sustainability and to the recovery and reuse of its co-products, Lins Agroindustrial has adopted a circular economy model as part of its operational and environmental strategy. In 2023, 77.4% of the waste generated was recycled and/or co-processed, and this percentage increased the following year, thus demonstrating the advances the company has achieved in this area. The recycling, reuse and co-processing of waste are all essential in being able to reduce the amount sent to landfills, preventing overload and environmental contamination. The elements involved include those listed in the box on the right.

These initiatives not only reduce the volume of waste disposed of, but also generate economic return: the revenue earned from the sale of recycled materials is more than it costs to dispose of non-recycled waste.



Reuse of organic co-products

The company uses 100% of its different types of organic waste in its farming operations, as they are considered co-products with significant agronomic potential and excellent sources of organic fertilizer due to their nutrient content.



Bagasse

Used to generate energy by burning it in the boilers, with the excess that is sold being an important source of revenue.



Vinasse

The liquid waste from the production of ethanol, this substance is used in fertigation since it is rich in organic matter and potassium, and is able to improve the fertility of the soil and reduce the use of chemical fertilizers. The majority of the water treated by means of the Wastewater Treatment System is mixed into the vinasse for use in fertigation.



Filter cake

This is the sludge that is formed in the industrial process when the sugarcane juice is being treated. It is mixed with ash and soot and shipped to the plantations for use as an organic fertilizer.



Ash and soot

Waste from bagasse combustion in the boilers, mixed with filter cake and transported to plantations for use as organic fertilizer.



Surplus yeast

Generated during the ethanol production process, yeast is rich in proteins and can be sold for inclusion in animal feed once it has undergone a drying process.





Co-processing

Contaminated materials, oil filters, personal protective equipment (PPE), cloths and protective clothing contaminated by hazardous substances are sent for co-processing.



Re-refining

Used or contaminated oils are reprocessed to make them suitable for reuse.



Recycling of different materials

Leftover paper, cardboard and plastic is sent to third parties for recycling. Automotive waste, such as used tires and lubricating oil, is sent to specialized companies for recycling and reuse. Empty pesticide containers undergo a triple washing process before being stored and sent to a licensed specialist company. Other types of waste, such as metals, batteries, electronic products and timber are also sent for recycling.

Waste generated (t) GRI 306-3

	23/24	24/25
Class I Waste (Hazardous)	217.43	203.07
Class II Waste (Non-Hazardous)	1,200.47	1,257.53
Total	1,417.90	1,460.60

Waste diverted from final disposal (t) GRI 306-4

	23/24	24/25
Class I Waste (Hazardous)	118.12	113.84
Class II Waste (Non-Hazardous)	959.55	1,107.48
Total	1,077.67	1,221.32

Waste directed to final disposal (t) GRI 306-5

	23/24	24/25
Hazardous waste		
Incineration (without energy recovery)	0.01	0.01
Landfill	99.29	89.22
Non-hazardous waste		
Landfill	240.92	150.05
Total	340.22	239.28

The bagasse, filter cake and soot are all reused in the industrial and agricultural processes, which is why they have not been accounted for as waste.

All the waste sent to third parties is duly registered on the State System for the Online Management of Solid Waste (SIGOR) and National System of Information on the Management of Solid Waste (SINIR) platforms, through a Solid Waste Transportation Manifest (MTR), with annual declarations submitted to CETESB.





Energy consumption

GRI 302-1

Lins Agroindustrial is constantly researching ways to reduce energy consumption in its industrial and agroindustrial operations. In 2024/25, consumption totaled 650,853.98 GJ, 8% lower than in the previous cycle, a result achieved through reduced use of non-renewable fuels (gasoline, diesel and LPG).

One of the main initiatives concerns the generation of energy from sugarcane bagasse. In addition to supplying fuel for the industrial unit, the surplus energy is sold, reinforcing the company's circular-economy model. This

bioelectricity has been recognized with the Green Energy Seal, a form of certification that encourages the inclusion of renewable sources in the national energy grid.

The company has also invested in more modern and efficient equipment. Replacing conventional engines with higher-efficiency models and installing frequency inverters allow electricity demand to be controlled more precisely, which avoids consumption peaks. LED light bulbs have been installed to light the installations, since they use less energy and last longer.

Regarding technical initiatives, the company has raised team awareness about the responsible use of energy resources, especially during the off-season, when operational adjustments are even more critical to the company's environmental and economic performance.



8% less energy
consumption

Valdir Moura Gil
Agricultural Worker

Social



Employees

GRI 2-7, 2-8, 3-3 [Attraction, Development and Retaining of Employees]

Lins Agroindustrial ended the 2024/25 cycle with 2,656 employees, an increase of 3.5% compared to the previous fiscal year. During the same period, the number of outsourced workers operating within the company rose 3.8%, reaching 271. The rise in the number of employees is related to the expansion of operations.

The hiring and selection process, conducted by the Human Resources Department, is based on technical and behavioral criteria and alignment with the company's organizational values. The hiring policy aims to guarantee equal opportunities, with any form of discrimination on the grounds of gender, race, age or social conditions being strictly prohibited. Vacancies are announced on both internal and external channels and include partnerships with technical and vocational education institutions, while measures are also adopted to promote the inclusion of people with disabilities (PwD), such as an agreement with the *Associação de Pais e Amigos dos Excepcionais* Association of Parents and Friends of Exceptional Children, a nationally recognized benchmark for the training and qualification of people with disabilities, thus increasing these individuals' employment opportunities.

Rosilene Miguel dos
Santos Moraes
Phytotechnics Assistant



The company's retention strategies include:



Remuneration and benefits

that are competitive with the market, reinforcing the employees' satisfaction and sense of belonging, including healthcare, pharmaceutical, and dental plans; reimbursements for glasses; food and transportation vouchers; a targets and results-sharing program; study scholarships; a well-being program; a Christmas bonus and toys;



Training and development programs

that contribute to improving skills, acquiring new ones, and enabling employees to take advantage of internal opportunities for professional growth;



A healthy and collaborative organizational climate

based on a leadership approach that values people and guides teams in achieving organizational goals.

As a result of investments in actions that strengthen the organizational culture and appreciation of employees, Lins Agroindustrial was once again awarded the Great Place to Work (GPTW) certification in 2024. The survey conducted during the reporting cycle recorded an employee

satisfaction rate of 77%, highlighting the environment of mutual respect and sense of belonging. The results are analyzed together with the different departments, with specific action plans being drawn up with the aim of strengthening the culture and well-being of the teams.

Employees broken down by region and gender ^{1,2,3,4} GRI 2-7

	23/24			24/25		
	Men	Women	Subtotal	Men	Women	Subtotal
Head office (Lins - SP)	2,366	151	2,517	2,409	190	2,599
Administrative office (Ribeirão Preto - SP)	29	21	50	31	26	57
Total	2,395	172	2,567	2,440	216	2,656

Employees broken down by employment agreement and gender ^{1,2,3,4} GRI 2-7

	23/24			24/25		
	Unlimited duration	Limited duration	Subtotal	Unlimited duration	Limited duration	Subtotal
Men	2,370	25	2,395	2,428	12	2,440
Women	162	10	172	188	28	216
Total	2,532	35	2,567	2,616	40	2,656

¹ The data were drawn from Power BI, which is connected to the RHSoft payroll system.

² The company performs direct counting considering all the registered employees, including those working under full-time and part-time arrangements.

³ The information relates to the situation of the employees at the end of the crop year/reported period.

⁴ The employees hired on limited duration contracts are those performing seasonal work on the sugarcane plantations.

Employees broken down by employment agreement and region^{1,2,3,4} GRI 2-7

	23/24			24/25		
	Unlimited duration	Limited duration	Subtotal	Unlimited duration	Limited duration	Subtotal
Head office (Lins - SP)	2,482	35	2,517	2,559	40	2,599
Administrative office (Ribeirão Preto - SP)	50	0	50	57		57
Total	2,532	35	2,567	2,616	40	2,656

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

	23/24			24/25		
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal
Men	2,395	0	2,395	2,440	0	2,440
Women	172	0	172	216	0	216
Total	2,567	0	2,567	2,656	0	2,656

Employees broken down by type of employment and region^{1,2,3,4} GRI 2-7

	23/24			24/25		
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal
Head office (Lins - SP)	2,517	0	2,517	2,599	0	2,599
Administrative office (Ribeirão Preto - SP)	50	0	50	57	0	57
Total	2,567	0	2,567	2,656	0	2,656

Renata da Silva
Machine Operator





44 women were hired in the 2024/25 crop year, representing an increase of 25% in relation to the previous crop year

¹ The data were extracted from Power BI, which is integrated with the RHSoft payroll system.
² The company performs direct counting considering all the registered employees, including those working under full-time and part-time arrangements.
³ The information refers to the situation of employees at the end of the reporting period.
⁴ Employees hired on fixed-term contracts perform seasonal work on sugarcane plantations.

Total number of employees and hirings GRI 401-1

Gender	23/24					24/25				
	Total employees	Hires	Rate of new employee hires	Terminations	Employee turnover rate	Total employees	Hires	Rate of new employee hires	Terminations	Employee turnover rate
Men	2,395	666	27.81	432	22.92	2,440	493	20.2	449	19.3
Women	172	94	54.65	46	40.7	216	89	41.2	48	31.71
Total	2,567	760	29.61	478	24.11	2,656	582	21.91	497	20.31

First year of reporting in which this indicator follows the GRI Standard.

Workers who are not employees^{1,2,3} GRI 2-8

	23/24	24/25
Apprentices	24	27
Outsourced workers	237	244
Total	261	271

¹ The number of workers was determined through direct counting, including all non-employees working full-time or part-time.

² The total number of workers was determined using data available at the end of the reporting period.

³ Outsourced workers perform various activities, including personnel transport; food and restaurant services; office cleaning (Ribeirão Preto office); agricultural and industrial equipment maintenance and repair; general agricultural services (sugarcane and grain crop care, input management and application, planting, harvesting, and transport, both mechanized and manual); industrial-unit services; and asset security.

In the 2024/25 harvest,

271 non-employee workers

who are not direct employees provided services to the company -- 3.8% more than in the previous cycle (261). GRI 2-8



Development and training

GRI 3-3 [Attraction, development and retention of employees], 404-2

Lins Agroindustrial believes that sustainable growth depends on valuing and developing its employees. As such, the company invests in technical training, behavioral development, and leadership qualification, contributing to continuous improvement and the expansion of career opportunities.



Universidade Corporativa

The *Universidade Corporativa Colhendo Conhecimento* (Harvesting Knowledge Corporate University) was launched in 2024. This digital platform provides employees with easily accessible knowledge, encouraging them to improve their skills and collectively develop new ones through an innovative and flexible experience that allows each person to progress according to individual needs and interests. The modular content allows employees, especially those at operational level, to access technical materials in different formats: videos, podcasts, infographics, simulations, tutorials and quizzes, amongst others.

The online format allows access to mandatory and elective courses, with certificates issued upon completion. The platform is divided into three.

main categories: People Development, Business Support, and the Manufacturing Processes and Maintenance. Topics include sustainability, innovation, internal policies, occupational safety, and people management. The university's objective is to turn knowledge into action, recognizing each employee's leadership skills in building their professional journey (*Read more about the Harvesting Knowledge program on [page 48](#)*).



Leadership development

Four years after launching its leadership development programs, Lins Agroindustrial now offers annual theoretical and practical training sessions that encourage collaboration, trust, and teamwork, while also consolidating leadership concepts.

Specific programs such as *Safra de Excelência*, focused on industrial operations, and Líder 4.0, aimed at leaders in the Agricultural and Automobile Maintenance areas, include practical team-building activities designed to strengthen bonds among leaders and promote a more integrated work environment.

To reinforce strategic alignment and the culture of leadership, the *Fórum da Liderança* (Leadership Forum) was launched in 2024. This was a gathering which brought together the CEO, directors, managers and coordinators to reflect upon the company's values, organizational challenges, and development of management skills.

Each year, the program includes topics that expand managers' strategic vision, helping them become more assertive in business management.

Sua Jornada

The *Sua Jornada* (Your Journey) program is an initiative that shows appreciation for those who have committed themselves to building their career with Lins Agroindustrial and who are continuing to grow with the company. The program recognizes and pays tribute to those employees who complete five, 10, 20 and 30 years with the company. It is an initiative that recognizes employees who have dedicated themselves to building their careers with Lins Agroindustrial and who continue to grow within the company. It pays tribute to employees completing five, 10, 20, and 30 years of service.

Trainee Program

The aim of the Trainee Program is to develop professionals to move into technical or management careers, preparing them for the challenges of the sector and integrating them into the culture of Lins Agroindustrial.

Focused on young professionals at the start of their careers, the program offers a two-year structured journey involving technical and behavioral development plans, integration into operational processes and related departments, and project development.

The training criteria and requirements vary for each edition of the program, with opportunities available across different company areas: Agriculture, Automotive, Industrial, and Administrative.

At the end of the first year, a formal evaluation aligns expectations and defines projects, while another assessment determines the hiring of these young professionals, based on their performance throughout the program and the relevance of the project.



Felipe Corassa Moura Trainee

Average hours of training per year GRI 404-1

	23/24			24/25		
	Number of employees	Hours of training	Average hours of training	Number of employees	Hours of training	Average hours of training
Directors	4	30.50	7.62	4	75.50	18.87
Managers	23	534.76	23.25	23	720.67	31.33
Coordinators	24	1,019.26	42.47	28	1,300.30	46.44
Technicians	31	2,613.04	84.29	36	1,854.24	51.51
Administrative Staff	117	1,954.20	16.70	137	2,275.13	16.61
Operational Staff	2,368	84,835.30	35.83	2,428	101,351.78	41.74
Total	2,567	90,987.06	35.44	2,656	107,577.62	40.50

First year of reporting in which this indicator follows the GRI Standard

Harvesting Knowledge

Structured to encompass a variety of initiatives, the program includes actions focused on education, culture, and professional qualification, and is offered to both employees and the community.



Technical training

The company invests in specialist training for employees in the operational and technical areas, whilst special mention should be made of:

- The **study scholarship program** reimburses 50% of the monthly costs of technical, undergraduate, graduate, and language courses, and 80% from the third year of undergraduate studies. In 2024, 60 employees received this benefit.
- **Operator and driver training**, including a 50% grant toward the cost of upgrading an employee's driver's license, providing opportunities for professional growth and ensuring that the company meets its internal demand for skilled labor;
- **Internal Training Schools**, which operate during the off-season and are focused on technical development for the operation of tractors and trucks;
- **Mandatory occupational safety training**, focusing on accident and operational risk prevention;
- **Qualification of firefighters and agricultural teams**, with content focused on fire prevention and emergency response.

Library

Part of the *Espaço InovaUL*, at the administrative office in Lins (SP), the library is available to all employees. The collection includes more than 450 titles, with the variety of works ensuring that the library serves a range of different interests and age groups, encouraging access to reading and stimulating knowledge amongst all the users. New books are added to the collection every quarter.

The lending system is managed autonomously and digitally through the Kisoul platform. The employees can register themselves, then reserve and withdraw books, and there is even a service allowing them to be delivered to their work location. The library also allows requests for family members to be able to use the facility.

The idea originated from a suggestion through the company's innovation channel and quickly became an example of good practice. In 2024, the library was recognized in the 'Top 3' in the 17th edition of the MasterCana Centro-Sul & Social award.

So far, more than 500 employees have registered on the platform, and 1,400 books have been lent.

Encouraging Reading Campaign

This annual campaign distributes kits containing books from the world of literature and supplemental school materials. The initiative targets employees' children aged three to 17, encouraging reading habits and promoting family moments when parents and children can come together and interact. A total of 1,793 kits were distributed in 2025.

Diversity and inclusion

At Lins Agroindustrial, diversity and inclusion are expressed through concrete practices that foster a fairer, more collaborative work environment grounded in respect for diversity of thought. It is widely held within the company that a diversity of experiences enriches the organizational culture, while fostering innovation, performance, and mutual respect.

The company's approach is based on the premise that diversity cannot be reduced to numbers, but rather fostered through real conditions that allow everyone to contribute and prosper. This begins with the hiring process, which is guided by transparency and equity. The hiring strategies increase access, involving partnerships with organizations such as the *Casa da Mulher de Lins* (SP) and educational actions in local communities. Campaigns such as *Mulheres em Evolução* (Women in Evolution) address sensitive and important topics, such as respect, personal care, and the advancement of women in the sugarcane-based bioenergy sector.

**Talento
Feminino** ♀

Among the company's most emblematic initiatives is the **Talento Feminino** (Female Talent) program, which aims to increase women's participation, particularly in traditionally male-dominated areas such as Agricultural Operations. In just over a year (from June 2022 to July 2023), the number of female employees at the company rose by 50%, illustrating the effectiveness of this initiative.

It is no accident that the program received the MasterCana Social award in the Appreciation for Diversity category in 2024. In March 2025, the company had 216 women working in different areas, including the operation of machinery and heavy-goods vehicles.

To make this development possible, Lins Agroindustrial adapted its field infrastructure, implementing women's restrooms and adjusting shift schedules to prioritize women in the 'A' (7:00 a.m. to 3:20 p.m.) and 'B' (3:00 p.m. to 11:20 p.m.) shifts, thereby fostering a more inclusive work environment. The company also offers courses open to the community, including tractor-operator training, with around 250 openings -- many of which have been filled by women who had not previously worked with agricultural machinery.

Due to the *Talento Feminino* program, the number of female employees started to increase in operational areas that have traditionally been male dominated

Andressa Hernandez Ruas
Bagasse Machine Operator



Remuneration and benefits GRI 2-19, 2-20-2-21, 2-30

Lins Agroindustrial's remuneration policy prioritizes a fair system of recognition based on individual performance and collective results. Grounded in meritocracy, it values talent through transparent criteria, respecting the principle of equal opportunities, regardless of gender, race, or role.

Directors, managers, and coordinators receive fixed salaries, vacation pay, a 13th salary, and variable remuneration tied to a bonus model based on achieving and exceeding targets, corresponding to between three and six salaries depending on the hierarchical level. In August 2024, the Results with Safety criteria was introduced, providing for a reduction in bonuses in the event of work-related accidents resulting in time off. This new criterion reinforces the company's commitment to ethical conduct and underscores the importance of this topic within the organizational structure.

The positions and salaries plan has been restructured based on the Merrill Lott job evaluation and points model. To define the salary structure, the system considers factors and levels of increasing complexity. This method ensures balance between jobs of similar nature and market benchmarks, providing a basis for promotions, salary adjustments, and periodic evaluations.

All employees — including indirect workers whose activities are supervised by Lins Agroindustrial -- are covered by collective bargaining agreements and conventions that define salary levels and payment frequency. All the categories are remunerated as per the agreements signed with the respective unions, with salaries established at a sum higher than the living wage.

In the 2024/25 crop year, the company's highest-paid individual earned 26.35 times the average salary of other employees, compared with 21.67 in 2023/24. The variation in remuneration between cycles was 7.34% for the highest salary and 1.95% for the average of others. The differences reflect alterations that had been planned and agreed upon in the collective bargaining agreement, fluctuations in the variable remuneration, and promotions and hirings for positions at higher salary levels.

Regarding benefits, Lins Agroindustrial offers a package designed to promote well-being, quality of life, and talent retention. These are:

- **Health and dental plans;**
- A **pharmaceutical plan** offering a 30% discount on medicines from an authorized network of pharmacies;

- The **Well-being Program** (see more information on [page 55](#))
- **Annual reimbursements on eye glasses**, available to employees and their children under the age of 18;
- **Free transportation** on routes to different towns in the region;
- A **subsidized on-site restaurant** serving 75% of the industrial complex, and food/luncheon vouchers for the other worksites;
- **Life insurance** with coverage proportional to salary and bonuses;
- **Remote work** once a week for administrative positions;
- A **Christmas bonus**, provided as a food voucher for all the employees who have been with the company since before October of the year in question;
- **Christmas presents** for employees' children up to the age of 11.

These benefits are available to all employees under permanent employment agreements and their respective legal dependents. Contractors working for determined periods of time and apprentices have access to a specific set of benefits, especially designed for their positions within the company.



Cris Thiane Karol Feitosa
Human Resources
Manager



Evaluation of performance and targets

The evaluation of performance and targets has been an essential tool for the development of Lins Agroindustrial's employees since the 2022/23 cycle.

Every year, by means of a systematic process that is used to evaluate behavioral skills and fulfillment of targets, all employees from the Industrial and Administrative areas, as well as leaders from the Agricultural and Automobile Maintenance areas, receive constructive feedback and support in creating their individual development plans to achieve the best results.

For strategic and management positions, a 360° assessment is used, including self-evaluation and evaluations by managers, peers, and leaders.

The system also allows professionals to be mapped within the 'nine-box talent grid', enabling adjustments to ensure coherence, equity, and alignment with the company's strategy -- thus avoiding subjectivity or bias that could compromise the talent management process.

The results are used in the development and recognition of the employees, supporting their professional growth.

Employees receiving regular performance and career development reviews [GRI 404-3](#)

		23/24			24/25		
		Men	Women	Subtotal	Men	Women	Subtotal
Directors	Nº	4	0	4	4	0	4
	%	100.00	0.00	100.00	100.00	0.00	100.00
Managers	Nº	20	4	24	19	4	23
	%	100.00	100.00	100.00	100.00	100.00	100.00
Coordinators	Nº	17	3	20	21	3	24
	%	100.00	100.00	100.00	100.00	100.00	100.00
Technicians	Nº	25	3	28	24	6	30
	%	100.00	50.00	90.32	80.00	100.00	83.33
Administrative Staff	Nº	72	33	105	77	38	115
	%	91.14	86.84	89.74	90.59	73.08	83.94
Operational Staff	Nº	318	18	336	322	24	346
	%	14.15	14.88	14.19	14.14	15.89	14.25
Total	Nº	456	61	517	467	75	542
	%	19.04	35.47	20.14	19.14	34.72	20.41

First year of reporting in which this indicator follows the GRI Standard



Renato Cardoso Gimenez
Sugar and Ethanol Laboratory Analyst

Safety at work

GRI 3-3 [Operational safety and preparation for emergencies],
403-1, 403-8

At Lins Agroindustrial, protection of the employees' physical and mental well-being is a principle that guides all practices and decisions. The company operates a comprehensive occupational health and safety management system that covers all workers, activities, and workplaces, ensuring compliance with labor laws, standards established by the Ministry of Labor and Employment and the Labor Prosecution Office, conventions published by the International Labour Organization, collective bargaining agreements, and sector regulations.

Between 2023/24 and 2024/25, the system was improved with a revision of the Occupational Hazards and Risks Register (OHRR), aligning it with the requirements of ISO 45001 and the amendments to NR-01. The Work Permits now include critical activities in the Agricultural and Automotive areas, using electronic records to ensure better control and traceability. The *Informe* tool was converted from a physical to a digital platform, allowing workers to report unsafe conditions or near misses wherever they are, while also improving data collection and handling.



CONDIÇÕES BÁSICAS DE SEGURANÇA

We are constantly investing in improving workers' safety. In 2024, the company published the Basic Safety Conditions (BSC), a set of practical and objective guidelines defining the expected behavior in day-to-day operations. These guidelines serve as a reference for the culture of prevention, reinforcing the shared understanding that safety is everyone's responsibility -- from leaders to production workers.

This culture is reinforced through periodic inspections, checklists, and protocols, as well as tools such as the Weekly Safety Dialogues (WSDs) and ongoing educational campaigns. In addition, awareness-raising initiatives focusing on the correct use of personal protective equipment (PPE), ergonomics, machine safety, and accident prevention have been widely implemented.

Hazard identification, risk assessment, and incident investigation GRI 403-2, 403-7

The company has implemented a variety of tools to be able to identify and assess risks and investigate incidents relating to occupational health and safety. These include the List of Occupational Hazards and Risks (LOHR), which forms part of the Risk Management Program (RMP), the Work Environment Conditions Technical Report (WECTR), expert hazardous and unhealthy working conditions reports, and in-house tools such as the *Informe* and *Observar* initiatives, planned inspections, and Work Permits.

The skills of the teams are guaranteed by means of mandatory and specific training sessions, technical assessments, observations in the field, standardization of procedures, and internal and external audits. Indicators such as accident rates and participation in training sessions allow for continuous monitoring of the system's performance, and any non-compliance leads to action plans being created with the lessons learned being incorporated into routine activities.

Lins Agroindustrial registers and investigates all the incidents to determine the causes and apply corrective and/or preventive measures.



Prevention actions GRI 403-4, 403-5

3Ps (Pause, Process, Proceed)

Encourages self-care before and during any type of activity;

Observe

Identification of safe and unsafe behaviors;



Inform

Reporting of risky conditions or near-accidents;

Weekly Safety Dialogues (WSD)

Regular meetings to raise awareness;

Safety Group

A group of employees focused on prevention;

Structured management of service provider companies

Proper conditions for outsourced activities.



Carlos Roberta de Souza
Machinery and Vehicle Mechanic

Dedicated committees GRI 403-4

- **Internal Accident Prevention Commission (CIPA and CIPATR)** – holds monthly meetings to identify hazards and mitigate risks;
- **Specialized Services in Safety and Occupational Medicine (SESMT/SESTR)** – offering technical support to the commissions;
- **Safety Committee** – holds quarterly meetings to review the indicators;
- **Crisis committees** – activated when necessary.

Luis Carlos Biondo Junior
Agricultural Leader



Work-related injuries GRI 403-9

	23/24		24/25	
	Employees	Workers who are not employees (third parties)	Employees	Workers who are not employees (third parties)
Number of hours worked	5,188,106.62	123,862.81	5,601,809.25	145,829.33
Base of number of hours worked (200,000 or 1,000,000)	1,000,000	1,000,000	1,000,000	1,000,000
Number of fatalities resulting from work-related injuries	–	0	1	–
Rate of fatalities resulting from work-related injuries	0	0	0.18	0
Number of work-related injuries with serious consequences (except fatalities)	1	0	2	0
Rate of work-related injuries with serious consequences (except fatalities)	0.19	0	0.36	0
Number of work-related injuries requiring communication (including fatalities)	53	1	47	0
Rate of work-related injuries requiring communication (including fatalities)	10.22	8.07	8.39	0

Lins Agroindustrial does not directly control the number of hours worked by third-party employees in rural operations, which is why these data are not included in the table.
First year of reporting in which this indicator follows the GRI Standard.

Promotion of health

GRI 3-3 [Health, safety and well-being], 403-3, 403-6, 403-10

The health of its employees is a constant concern for Lins Agroindustrial. The system covers pre-employment, periodic, return-to-work, job transfer and termination of employment exams, as well as medical services from a specialist team, providing 24-hour on-call medical support. In the 2023/24 and 2024/25 crop years, Lins Agroindustrial did not record any cases of work-related illnesses among its employees.

The **Programa Bem-Estar (Well-being Program)**, which provides comprehensive healthcare for the employees and their families, was implemented, offering free online assistance in psychology, nutrition, and financial, legal, and social support. For drivers, the company has adopted the 'Trimble' system, which identifies risky behavior (a camera that detects signs of fatigue, eatbelt misuse, and cell phone use while driving, unsafe speeds, etc.) in real time, with medical referrals in cases of fatigue-related incidents whilst driving. Another aspect evaluated through a specific tool is sleep quality.

Ever since August 2024, drivers in categories C, D and E are chosen for random toxicology tests, in compliance with MTE Ordinance n° 612/2024. Of special note amongst the most recent advances, is the construction of new buildings for the Specialized Services in Safety Engineering and Occupational Medicine (SESMT), allowing the teams to work in greater integration and bringing services closer to the operations.

The company provides annual flu vaccinations and distributes healthcare information both online and in-person, including guidance on how to prevent dengue, campaigns such as Pink October and Blue November, and talks on mental health, sleep quality, musculoskeletal illnesses, and tips on better posture. The Internal Accident Prevention Week (SIPAT) also forms part of the initiatives, with a focus on collective awareness-raising.

Access to the services is possible during the working day, with professionals taking care of emergency needs, occupational medical exams, and urgent consultations. The Lins Agro Digital corporate app and WhatsApp can be used to book exam appointments and clarify doubts. Information can be obtained from managers



Leandro
Avelino Costa
Agricultural
Cost Analyst

or directly from the nursing staff. The actions that are planned involve suggestions from the operational and administrative teams, and take place at times and in ways that allow everyone to take part.

Quality is ensured by means of internal and external training sessions that focus on first aid, bio-safety, ergonomics and emergency medical assistance, as well as periodic workshops on Occupational Health and Safety. Internal audits, performance evaluations, and monitoring of indicators, such as absenteeism and the control of periodic exams, track processes and guide continuous improvement.

Communities

GRI 3-3 [Community relations and local development] 203- 1

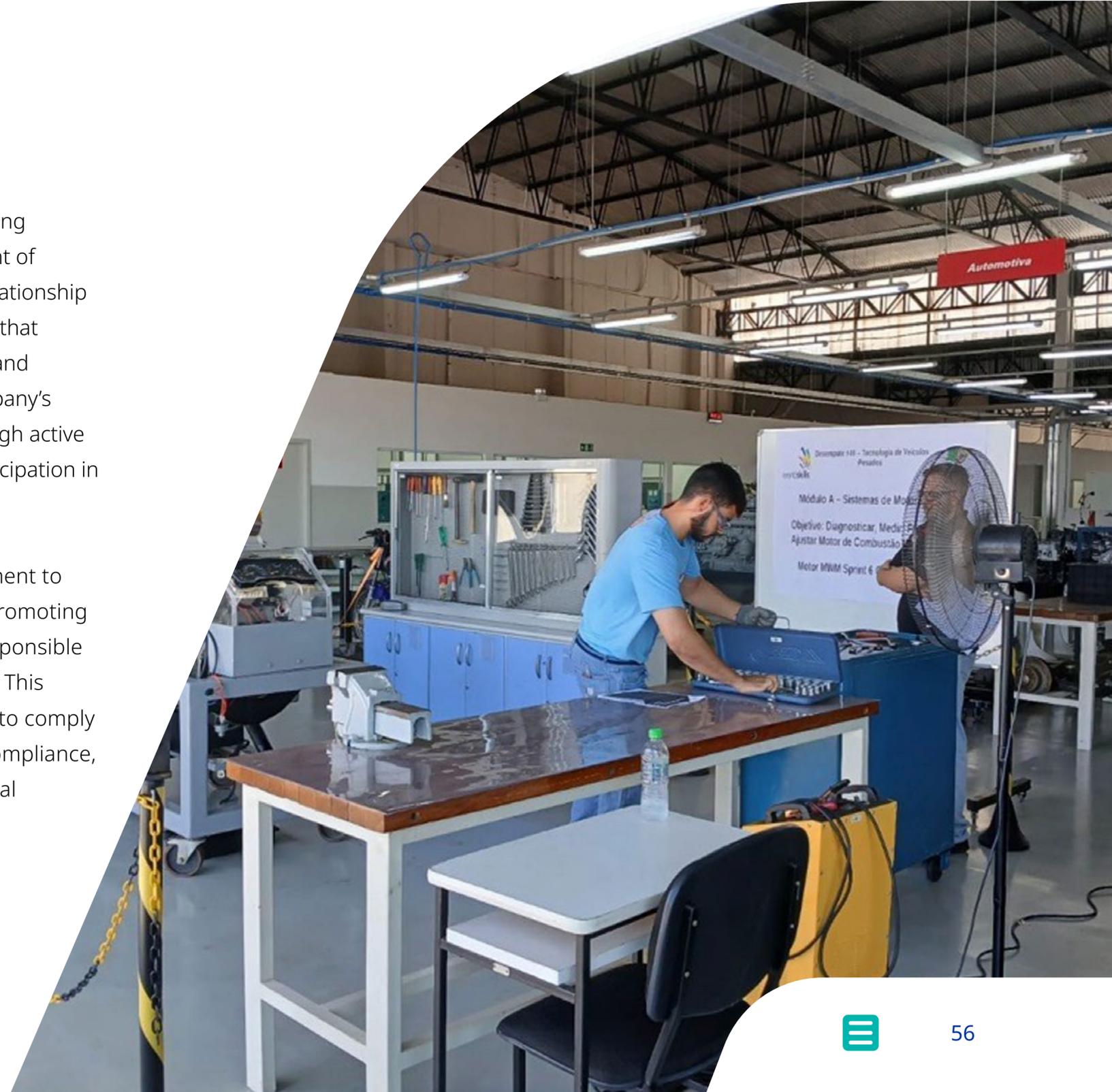
Lins Agroindustrial has shown enormous commitment to the communities in which it operates. We have evolved while respecting people and the environment, prioritizing the creation of direct jobs, the continual training of professionals, and the strengthening of the local economy through partnerships with regional institutions.



The company maintains a transparent dialogue with the neighboring residents and invests in initiatives that promote the social, cultural, educational, professional, and environmental development of these communities

Having transparent dialogue with the neighboring residents is essential to building an environment of trust, development and transformation. This relationship is established in the form of different initiatives that generate cultural, sporting, social, educational and economic value in the regions near to the company's operations. These impacts are monitored through active listening, meetings, institutional visits, and participation in local forums.

Lins Agroindustrial has reaffirmed its commitment to respecting the rights of indigenous peoples, promoting community participation, and ensuring the responsible use of land and water across all its operations. This stance extends to suppliers, who are required to comply with current legislation, present evidence of compliance, and adopt responsible social and environmental management practices.



Infrastructure investments and services supported

GRI 203-1

Lins Agroindustrial is continuously investing in projects that promote social, cultural, educational, professional, and environmental development. These actions are made possible by investments of its own resources, tax incentives, and volunteer work, aligned with the company's sustainability strategy, with a special focus on creating shared value and strengthening local social capital. In the 2024/25 cycle, the contributions totaled BRL 3.175 million, reflecting the company's commitment to the positive transformation of the regions where it operates and to active engagement with local communities. Some of the principal initiatives include:



Usina do Bem

Created to strengthen social engagement, the *Usina do Bem* (Power Station for the Good) initiative encourages Lins Agroindustrial employees to get involved in volunteer work. Coordinated by the Engagement department, the program operates as a facilitator for social actions together with the neighboring communities. Through internal campaigns, employees are mobilized to take part in ongoing initiatives, such as the collection of sanitary towels, personal hygiene products, candy, school materials, reading kits and warm clothing, which are donated to local institutions.



Braços Abertos

One of the principal instruments designed to strengthen the company's ties with society is the *Braços Abertos* (Open Arms) program, which organizes guided visits to the industrial unit and agricultural operations. Schools, employees' families, members of the community, and local civic leaders are welcomed over the course of the year, especially during the harvest season. The aim is to transparently showcase the manufacturing processes and demystify operations in the sugar and ethanol industry, and strengthen the company's commitment to sustainability and the corporate culture. A total of 664 visitors visited the installations in 2024, and one thousand are expected in 2025.

Jovem Agricultor do Futuro and Jovem Aprendiz

Focused on providing training for young people aged 14 to 17, the *Jovem Agricultor do Futuro* (Future Young Farmer) program is run in partnership with the *Serviço Nacional de Aprendizagem Rural* (National Rural Learning Service / Senar) and rural unions. The initiative offers training in farming, sustainability and entrepreneurship. The participants receive a remunerated scholarship, meals and learning materials. Since 2017, more

than 500 young people have received training in Lins (SP), Cafelândia (SP) and Guaiçara (SP), many of whom were the children of employees, thus contributing to local social and economic development. The *Jovem Aprendiz* (Young Learner) program, meanwhile, run in partnership with the National Industrial Learning Service (Senai), trained an additional 14 young people in heavy-vehicle mechanics in 2024, achieving a 50% placement rate in internal positions.

Cultural and sporting projects

The company invests in social, cultural and sporting projects involving children and adolescents from the public school system in the city of Lins (SP). Some of the activities include futsal, ballet, judo, and urban dance. Through until the 2024/25 crop year, more than 2,700 children and young people have benefited from the projects, participating in activities that encourage citizenship, self-esteem and discipline. The projects are made possible by incentive laws and involve partnerships with local schools and organizations.

Co.Re.S, Show de Dança, Dojo Bacana Cinza, SuperAção, Versificar and the Lins Symphony Orchestra are some of the projects that are offered during extra-curricular hours, with academic performance and school attendance being monitored. The methodology employed integrates culture and sport into the educational process, promoting cognitive, physical and social development, as well as encouraging discipline and responsibility amongst the participants.

Professional qualification programs

Between 2023 and 2025, 2,067 registrations were received (with 289 people receiving training and 128 individuals being hired) for different technical courses providing training as machine operators, drivers, mechanics, and automotive electricians. There is also the *APAE* professional qualification program, focused on training people with disabilities and supported by the institution.



ConectaUL

Developed in partnership with a telecommunications operator, ConectaUL has expanded 4G coverage to the rural areas owned by the company. The connectivity has been extended to the neighboring communities, with approximately 100,000 people benefiting from access to the internet and digital inclusion (*Read more about the project on [page 75](#)*).



Suppliers

GRI 3-3 [Management of the supply chain], 204-1, 408-1, 409-1

Being fully aware of the importance of the suppliers and partners to the integrity of the operations, Lins Agroindustrial manages its supply chain to ensure alignment with the company's principles of ethics, transparency, and socio-environmental responsibility.

The *Ariba* platform streamlines the supplier hiring process, centralizes documentation, and increases reliability in supplier selection. The ratification of suppliers is

To reinforce integrity in the business activities, all suppliers must comply with the company's Code of Ethics, which defines the expected standards of behavior

performed by a team that takes into consideration aspects such as certificates, punctuality, legal compliance, and technical performance.

Those supplying critical inputs - such as industrial raw materials and packaging — are continuously monitored and must demonstrate compliance with food quality and safety standards. Furthermore, the Tax and Financial departments evaluate their tax and labor regularity, thus avoiding or reducing legal risks.

All suppliers are required to adhere to the Code of Ethics, which establishes standards of behavior based on integrity, respect for norms, and the tackling of undue practices. During the reporting period, Lins Agroindustrial had no partners that posed any risk of violating workers' rights related to freedom of association or collective bargaining.



Programa
**Fornecedores
de Excelência**

Fornecedores de Excelência program

In 2024, Lins Agroindustrial launched the *Fornecedores de Excelência* (Excellent Suppliers) program to recognize and promote best practices in material delivery. Assessments are conducted using the *Índice de Qualidade do Fornecedor* (Supplier Quality Index - IQF), which considers aspects such as punctuality, flexibility and documentary compliance.

Each year, the ten best-performing suppliers are recognized. The first edition of the program was held in April 2024, consolidating a new partnership culture based upon clear standards of performance and encouragement to constantly improve.



Sugarcane GRI Sector Standards 13.23.2, 13.23.3, 13.23.4

Lins Agroindustrial can fully trace its supply chain, including the identification of the sugarcane's origin at the producing farm. In 2023 and 2024, 100% of the acquired volume was certified under recognized standards that monitor the product's supply path. All the suppliers are certified by RenovaBio, ensuring the traceability and eligibility of the raw material.

As of March 2025, Lins Agroindustrial maintained 790 active contracts with partners and sugarcane suppliers. With the aim of encouraging the continued development of its sugarcane suppliers, the company has implemented the *Desenvolver* (Development) program, an initiative focused on spreading good management and sustainability practices in rural regions. The program promotes the adoption of more efficient and responsible practices, contributing to higher productivity and compliance with socio-environmental standards.

Multidisciplinary teams visit the farms and provide technical support to suppliers, including guidance on adopting sustainable practices and complying with requirements on health and safety, environmental protection, and labor legislation. As additional support,

the company provides a manual with instructions on the acquisition and use of agricultural pesticides, and on occupational health and safety, among other topics.

The company also provides its own in-house resources (machinery and personnel) to support the planting process -- an activity considered to involve a high level of labor risk -- offering this service at a subsidized rate or with payment in installment. The farmers which opt to undertake the planting on their own are closely monitored, aiming to ensure compliance with the socio-environmental requirements established by the company. The harvest, loading and transportation, meanwhile, are performed exclusively by the Lins Agroindustrial team and infrastructure, thus guaranteeing a high level of control over the working conditions.

The company explicitly prohibits the use of child labor and any form of work under conditions analogous to slavery. It does, however, recognize the existence of this risk amongst the suppliers, especially in those farming activities that require manual labor. This type of operation is more vulnerable due to the informality, outsourcing, geographical isolation, and limited external inspection.

Maurício Pereira
Archangelo
Programmer Analyst

Governance



Governance structure

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-17

Lins Agroindustrial's governance structure has been evolving towards the creation of an efficient model which allows for an integrated approach to strategy, society and management.

The model adopted combines strategic, tactical and operational bodies, with well-defined roles and a flow of decision-making that supports the integration of the different areas.

We are structured as follows:

Partners' Council: composed of the founder of the company and second generation members of the partner family, this body is responsible for:

- Defining the long-term strategic directives;
- Analyzing trends and new markets;
- Deciding upon the corporate and asset management.

Advisory Board: a strategic advisory body composed of the founder of the company, second generation members of the partner family, and two external, independent consultants. Its responsibilities include:

- Monitoring the performance of the business;

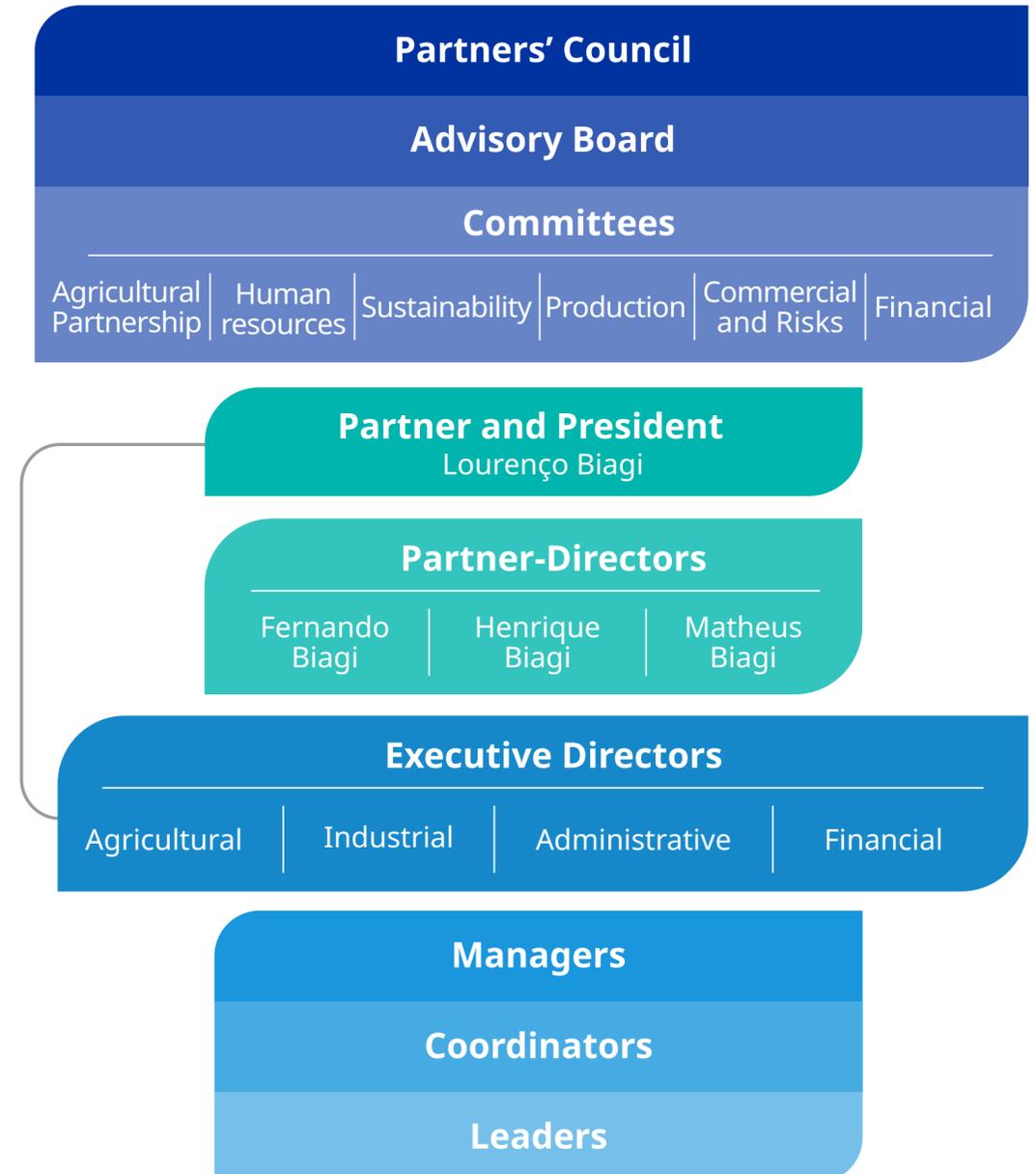
- Evaluating corporate policies (financial, ESG, risk, human resources, etc.);
- Discussing the long-term strategy.

Partner-CEO: the highest governing body is the presidency, held by the founding partner. The reasons for this structure include its alignment with the company's success, the reduction of disputes between ownership and management, and the preservation of the organizational culture and long-term vision.

Boards: Lins Agroindustrial's management structure is organized into two main strands:

- **Partner-Directors:** made up of members of the second generation of the founder's family, responsible for preserving the company's legacy and strategic directives.
- **Executive Board:** composed of four specific areas — Agricultural, Industrial, Financial, and Administrative — responsible for operational and strategic management, and supported by teams of managers and specialist coordinators.

Governing bodies



Advisory committees

Created during the 2024/25 cycle to replace the previous commissions, the purpose of these committees is to provide the presidency with support on matters relating to the development and longevity of the company. Dedicated to key-issues, the advisory committees are deliberative in nature and composed of leaders from different levels, meaning that a multi-disciplinary approach is taken to decision-making. The different committees are:

- **Commercial and Market Risks Committee** – Operates with strategies based on the exposure of the business to the commodities market, exchange rate and price variation, in line with the internal policy approved by the Partner-CEO.
- **Sustainability Committee** – Evaluates issues related to the ESG Agenda, climate risks, certificates and environmental commitments.
- **Financial Committee** – Deliberates on important operations, in line with the internal policies approved by the Advisory Board.
- **Production Committee** – Responsible for the ongoing evaluation of the manufacturing and maintenance processes.
- **Human Resources Committee** – Discusses the management of topics including employee

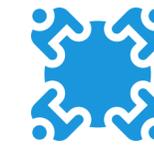
development, succession, the organizational climate, and human resources policies.

- **Agricultural Partnership Committee** – Defines guidelines and strategies designed to guarantee the volume of area necessary to maintain the planting and milling levels, ensuring transparency and alignment in the relationship with all the stakeholders involved.

The CEO plays an essential role in the definition and approval of the sustainability strategy, monitoring the evolution of indicators, targets and reports, and maintaining a continual dialog with the stakeholders. As a means of bolstering his expertise on topics related to sustainable development, he relies upon advice from an external consulting firm specializing in governance and sustainability, as well as support from the Advisory Board. The company also conducts benchmarking with sector leaders and encourages the exchange of good practices.

Management of the economic, social and environmental impacts is performed by the executive directors, who integrate the sustainability strategy into the operations and decision-making processes, lead ESG initiatives, and seek innovations focused on the creation of socio-environmental value. The information relating to management of the impacts is reported to the presidency in the form of periodic reports, weekly meetings, and discussions between specific committees.

Management forums



Weekly executive meetings

Participation of the presidency and directors for communication of the strategic actions discussed by the boards.



Monthly tactical committee

Sharing of financial and operational results between the directors, managers and coordinators.



Indicators meetings

Monthly monitoring of the principal KPIs (key performance indicators) by area, involving the entire management team.



S&OP (Sales & Operations Planning) meetings

Technical forums by area (Agricultural, Automotive and Industrial), focusing on tactical and short-term planning.



Priscila Bernardo
Martins Sandes
Human Resources
Administration Analyst

Ethics and integrity

GRI 2-23, 2-24, 3-3 [Ethics integrity and compliance]

At Lins Agroindustrial, ethics is a non-negotiable value. This principle is included in the set of values that supports the company's objective and mission and, besides being practiced across all areas, is reinforced through initiatives such as training sessions, guidance materials, and leadership programs.

Respect for people, and for legal and institutional norms, is reinforced in publications such as the Code of Ethics, the Integrated Management Policy, and the Risk Management Policy, all of which apply to the company's business activities and relationships. The presidency supervises the incorporation of these commitments into the strategy and internal processes, whilst the directors ensure their implementation in the daily operations.

The culture of integrity is reflected in day-to-day activities through concrete attitudes. Lins Agroindustrial expects all of its employees to act in the correct manner, to reject practices that involve undue favor, and to

follow the established procedures, even when under pressure to deliver results. This stance is reinforced through internal communications and leadership manuals, which explain how to foster ethical reflection during dialogues with teams.

The company also takes into account the positive aspects of ethics as part of the criteria involved in the performance evaluations and considerations for career development. Indicators such as the number of accusations, average time taken for investigation, and the results of the organizational climate surveys are used to assess the effectiveness of the practices, incorporating all that is learned into the continual improvement of the policies and processes.

The Compliance Department has been integrated into the Risk Management structure. This change has strengthened the monitoring of risks regarding integrity, including bribery, fraud, misconduct and regulatory risks. *(Read more about Risk Management on [page 70](#))*

Code of Ethics GRI 2-16, 2-24, 205-2

Lins Agroindustrial's conduct is governed by its Code of Ethics, which establishes clear guidelines for the behavior expected from employees, partners, and service providers. The document serves as a reference manual for day-to-day decisions, providing guidance on how to act correctly and responsibly, in line with the company's principles.

Among the fundamental precepts contained in the publication, special mention should be made of the commitment to ethics in professional relations, the prevention of conflicts of interest, and intolerance toward corruption, harassment, and any form of discrimination. The publication also addresses topics such as the preservation of the company's assets, the proper use of information systems, relationships with commercial partners, and respect for environmental, and health and safety regulations.

Every new employee receives a copy of the Code of Ethics during the onboarding process, whilst it can also always be

accessed in either print form or on the company's intranet. For the other stakeholders, it is available on the company's website. The department managers are responsible for monitoring the application of the guidelines, with support provided by the Human Resources Team.

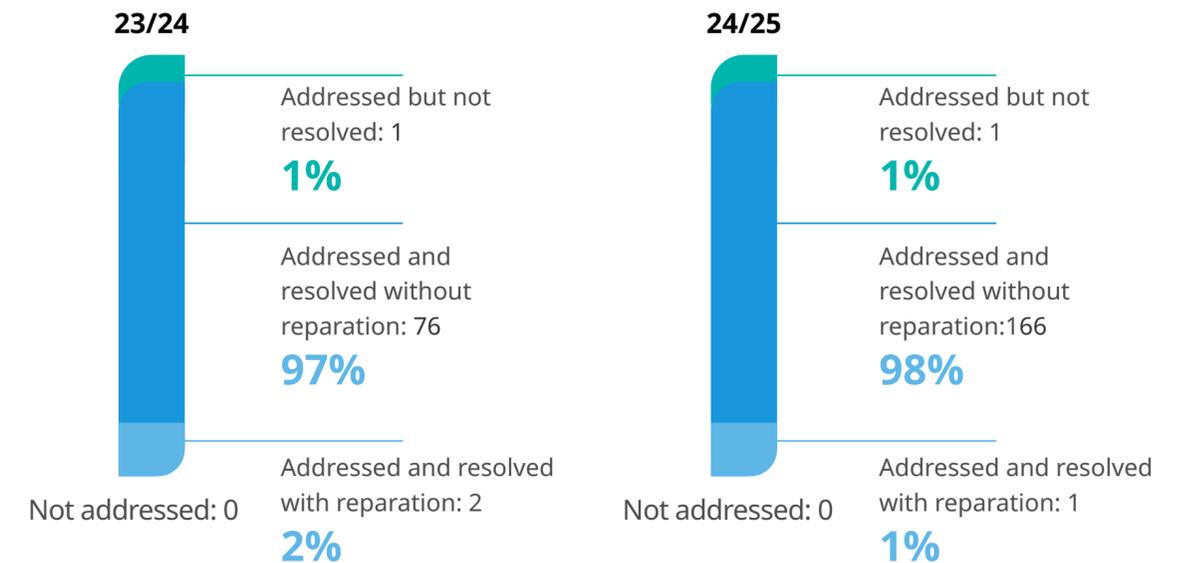
Lins Agroindustrial also has an Ethics Committee, which is responsible for analyzing any possible infractions and recommending disciplinary measures. There is a secure and confidential Whistleblower Channel available for the reporting of any irregularities. The system allows for any violations of ethics to be reported, ensuring the proper investigation and adoption of disciplinary measures.

All critical concerns are communicated to the highest level of governance by means of structured channels, including board meetings, governance committees, audit reports, performance analyses, legal and regulatory reviews, sustainability reports, and specific communications in crisis situations. During the reported period, there were no records of concerns of this type.



Paulo Adriano Ferreira dos Santos
Agricultural Driver

Number of complaints GRI 2-25



Whistleblower Channel

GRI 2-25, 2-26

On March 17, 2025, Lins Agroindustrial's new Ethics Hotline began operations. This is a strategic tool aimed at strengthening transparency, integrity and the ethical culture within the organization.

Administrated by Contato Seguro, an independent and impartial company, the channel guarantees total confidentiality, ensuring that reports are forwarded to Lins Agroindustrial without revealing the identity of the reporting party.

The accusation investigation process is conducted by the Compliance department, with support from the Ethics Committee and the managers of the areas involved, respecting technical and ethical criteria.

The Ethics Hotline is available in through multiple channels, including the website, telephone, app, or WhatsApp, ensuring practicality, accessibility, and security.



How to contact us:

www.contatoseguro.com.br/pt/usinalins

0800 881 3508 – operates 24/7

Conflicts of interest GRI 2-15

Lins Agroindustrial's stance on the prevention and management of conflicts of interest is firm and unequivocal: situations in which personal interests may interfere with corporate decisions must be proactively avoided. This approach strengthens the trust in institutional relations, mitigates reputational risks, and contributes to the consolidation of an organizational culture guided by honesty and individual responsibility.

The company has implemented updated policies and procedures for the identification, management and disclosure of conflicts of interest, supported by compliance mechanisms and internal awareness initiatives. Whenever applicable, information regarding the related parties, their transactions, and possible balances are clearly disclosed to the relevant stakeholders, in alignment with Lins Agroindustrial's principles on governance and transparency.

The company has implemented initiatives involving internal communication, compliance, and policies and procedures designed to identify, manage and disclose conflicts of interest

The Code of Ethics states that all employees should act with integrity and refrain from taking decisions or assuming attitudes which could benefit themselves, their families or their friends, to the detriment of the interests of the company. This policy further states that employees are prohibited from receiving commissions, courtesies, or benefits that are undue or as remuneration for the provision of external services to companies which have any type of connection with Lins Agroindustrial.

In specific cases, such as when an employee's spouse or immediate family members work for suppliers or partners, a formal declaration of the existence or non-existence of any type of conflict of interest is required, such which should be submitted to the Ethics Committee for analysis.

Prevention of corruption and bribery GRI 205-2, 205-3

Being aligned with the best practices of business integrity and strictly compliant with currently applicable legislation, Lins Agroindustrial does not permit corruption or bribery under any circumstances. This directive is set forth in its Code of Ethics, which guides the behavior of the employees and partners in all their professional, commercial and institutional relations.

Any act related to active or passive corruption, extortion, kickbacks, or money laundering is expressly prohibited, including any similar including any similar conduct that could compromise the company's reputation or expose it to legal risks. This approach extends to all the internal publics and to all agents operating in the name of the company.

The company has also adopted preventive practices, such as requiring ethical conduct in negotiations with suppliers, rejecting undue advantages, and enforcing disciplinary measures should any of these regulations be violated.

In the 2024/2025 crop year, there were three cases of corruption involving bribery, conflict of interest and fraud.

Two employees occupying supervisory positions were dismissed, and one supply contract was rescinded. No court proceedings were necessary. No cases of corruption were recorded in the previous cycle.

Compliance with laws and regulations

GRI 2-27

In 2024, Lins Agroindustrial was the target of four assessments relating to wildfires which occurred on rural lands under the company's management. These wildfires were caused by third parties, and although the causes are still unknown, there are signs of criminal intent. Due to this scenario, the company filed administrative appeals against the assessments, with high expectations of success, considering that the incendiary acts were performed by unidentified agents, causing significant damage to the organization.

Furthermore, Lins Agroindustrial considers cases of significance to mean cases of non-compliance that have significant impacts (be this regarding the value, extent or institutional repercussion), and, whenever necessary, adopts corrective and preventive measures with the aim of mitigating risks and strengthening internal controls.

Membership of associations GRI 2-28

Lins Agroindustrial actively participates in important associations and organizations within the sugarcane-based bioenergy sector, both nationally and internationally:

- *União dos Produtores de Bioenergia* (Bioenergy Producers Union / Udop)
- *União da Indústria de Cana-de-Açúcar* (Sugarcane Industry Association / Unica)
- *Conselho dos Produtores de Cana-de-Açúcar, Açúcar e Etanol* (Council of Sugarcane and Alcohol Producers of São Paulo / Consecana)
- **Bonsucro and ISCC, both of which the company is a member and holds certification**

Information security

GRI 3-3 [Privacy and data security], 418-1

Information security is extremely important in Lins Agroindustrial's approach to corporate governance. The company recognizes that data protection, be it corporate or personal, is a responsibility that requires the involvement of different areas and alignment with legal frameworks, such as the General Personal Data Protection Law (LGPD).

The company has adopted practices and policies that guarantee the confidentiality, integrity and availability of the information, standardizing the use of electronic systems for professional ends as per the Code of Ethics. The life cycle of the personal data is controlled, from collection through to disposal, ensuring that they are used legally, transparently and for legitimate purposes.

Included in the technical and administrative measures are secure protocols regarding communication, multifactor authentication, constant monitoring, updated backups, phishing simulations, vulnerability tests, and

regular training sessions. The prioritized risks include cyber attacks, new regulatory requirements, and downtime of critical systems.

Lins Agroindustrial performs proportional monitoring of the use of systems and devices, thus preventing undue access, leaks and fraud, whilst always operating within the legal limits. Performance indicators, audits and market benchmarks are all used to monitor results and define improvements, focusing on a reduction of operational and financial risks.

Information security forms an integral part of the operations performed by the Human Resources, Legal, IT,

and Compliance departments, ensuring compliance with regulatory requirements and employee training.

In the 2024/25 crop year, the company increased its awareness-raising campaigns, intensified its training sessions, and implemented a new layer of protection against the copying of data based on machine learning.

During the reported period, there were no proven complaints involving violations of privacy or loss of client data. No complaints were received from third parties or regulatory bodies. Nor were there any identified leaks, thefts or losses of customer data.



Antônio dos Anjos Gomes
Industrial Lubricator



Carlos Eduardo Araújo de Toledo
Information Intelligence Coordinator

How we protect personal information



Legal compliance

Alignment with the LGPD to ensure that all handling of personal data is legal, legitimate and transparent.



Responsible use

- Clear regulations on the use of corporate e-mails, networks, systems and equipment.
- Express prohibition of the improper use of exposure of information that could compromise the company.



Internal governance

Coordinated actions between the Legal, IT, Human Resources and Compliance departments to guarantee the control and protection of the full information cycle, including confidential and strategic data.



Preventive actions

- Technical and administrative measures designed to avoid leaks, undue access and fraud.
- Active and proactive monitoring of the use of data and corporate access.

Risk management

Lins Agroindustrial's risk management is governed by a specific policy that establishes guidelines, responsibilities, and procedures that are applicable to all areas of the company, based on the three lines of defense. The focus is on predicting, addressing and monitoring uncertainties that could have an impact upon the company's strategic objectives.

Each risk is identified, categorized by nature and origin, and assessed in terms of its impact and likelihood. The information is recorded and monitored in the InterRisk system, parametrized using methodologies such as those set forth by the ISO 31000 and COSO 2017 norms.

Each risk is identified, categorized by nature and origin, and evaluated in terms of its impact and likelihood

Among the main risks that have been mapped are climate change, wildfires, data breaches, regulatory requirements, and critical operational risks, such as fatal accidents or breakdowns involving essential assets. The market risk, especially that linked to the volatility of ethanol, is also treated as strategic. Financial risks, such as liquidity, credit and exchange variances, are monitored by a specific policy.

The risks are monitored periodically. Strategic risks are reviewed quarterly at meetings between the different boards and managers, as well as in forums involving senior management and partners. Market risks are monitored and discussed on a weekly basis. Risk management reports are developed for analysis and approval by the Board of Directors and the president.

In recent cycles, the company has made significant progress in promoting a risk-awareness culture, with greater team engagement and enhanced training on control and governance. The next steps to be taken include increasing the scope of the area, as well as consolidating the mapping of compliance risks, a process which began in 2025.

Classification of risks

Category	Typology
Strategic	Strategic
	Liquidity
Financial	Market
	Credit
	Compliance
Legal or regulatory	Legal processes
	Regulatory (environment, LGPD and others)
	Bribery and corruption
	Processes
Operational	Internal and external fraud
	Asset security
	Occupational health and safety
	Infrastructure (wildfires, facilities)
	Assets (equipment, machines)
	Projects (new business, products)
	Cybernetics
	Information security
Logistics chain (supplies, critical suppliers, insurance, freight)	

Operational and financial performance

Marcos Fernando Almeida
Agricultural Driver

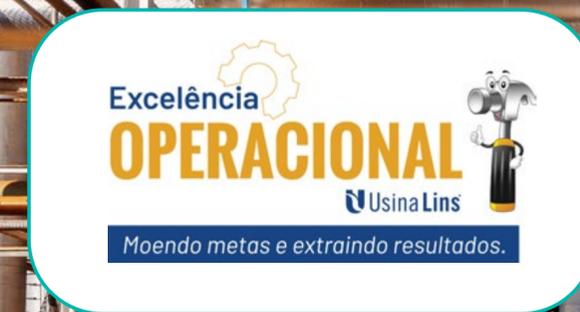


Record harvest

Following a cycle fraught with numerous climate-related and operational challenges, Lins Agroindustrial ended the 2024/25 crop year with a record result: 4,680,333 tons of sugarcane were processed — the highest volume since the company began operations in 2007. The company surpassed the initial forecast of 4.5 million tons and confirmed the maturity of its management model, focused on innovation, efficiency, and socio-environmental responsibility.

The operation, which spanned 280 days, produced 6,380,705 sacks of sugar weighing 50 kg each, and 192,700,461 liters of ethanol -- representing 53.79% and 46.21%, respectively, of the total production of both products. Furthermore, 3,927 tons of dry yeast were produced, consolidating the diversification of the company's portfolio, which also included decarbonization credits (CBIOs), biomass and grains.

This performance is directly associated with several structuring initiatives, most notably the MEGA, Cana+, and Operational Excellence programs, focused respectively on automotive maintenance, agricultural operations, and industrial processes. In the field, the company has invested in solutions such as AI-assisted image mapping to analyze vegetation and harvests, enabling more efficient use of inputs and reduced fuel consumption. In the industrial area, meanwhile, the use of automation technologies and integrated management systems has led to greater productivity and greater reliability in the operations.



Alessandro Aquiles Michelini Ciocca
Agricultural Worker



Activities, value chain, and other business relationships GRI 2-6

	23/24	24/25
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VHP sugar

Tons	307,388	254,215
Net revenue (BRL)	678,523,599.84	624,212,451.45

Crystal sugar

Tons	29,160	35,046
Net revenue (BRL)	63,992,368.22	85,744,336.40

Anhydrous ethanol

Cubic meters	87,684	77,035
Net revenue (BRL)	231,786,679.39	219,275,850.86

Hydrous ethanol

Cubic meters	73,194	131,634
Net revenue (BRL)	153,203,284.11	322,483,042.17

Sugarcane bagasse

Tons	264,197	277,619
Net revenue (BRL)	12,941,134.71	13,768,673.65

	23/24	24/25
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Yeast

Tons	4,446	3,833
Net revenue (BRL)	12,282,958.08	10,711,550.09

Soybean

Tons	2,659	6,716
Net revenue (BRL)	5,627,633.95	14,328,321.11

CBIOs (decarbonization credits)

Units	191,949	259,632
Net revenue (BRL)	16,365,011.06	15,967,100.29

Suppliers (except sugarcane)

Number	2,262	2,500
Net revenue (BRL)	634,970,000.00	677,760,000.00

Sugarcane suppliers

Number	22	22
Net revenue (BRL)	51,258,876.89	77,121,365.15



Innovation and technology

Innovation, technology and good agricultural practices

Lins Agroindustrial has a well-established culture of innovation focused on sustainability, encouraging the use of clean technologies and the continuous improvement of processes to reduce environmental impacts and generate social and economic value for the business. Here, we are always open to new ideas, having created an environment of listening, exchange, learning, and knowledge sharing.



Taking an innovative approach towards more sustainable management practices, the company has integrated 4.0 technology

The company has integrated 4.0 technology as a means of ensuring innovation in more sustainable management practices such as precision farming, advanced mechanization, the biological control of pests, and training employees in their operation. Partnerships with research institutions and the monitoring of environmental indicators complement the activities, promoting efficiency and sustainability in agricultural production.

The performance of these practices is monitored by indicators that evaluate the use of natural resources, emissions, land management, and adherence to good farming practices, as well as productivity and efficiency in the processes. Environmental management software and Business Intelligence systems monitor operational data.

Much more than the mere implementation of technology, Lins Agroindustrial sees innovation as the inspiration for a cultural shift in the pursuit of solutions beyond the obvious.



InovaUL

Since its creation in 2021, the InovaUL initiative has received more than 800 ideas from employees and transformed around 300 of them into implemented projects, leading to gains in efficiency, reduced losses, and increased productivity. The program supports a collaborative environment in which every employee is heard and actively participates in the pursuit of solutions to operational and strategic challenges.

InovaWeek

The third edition of *Inovaweek*, Lins Agroindustrial's 'Innovation and Technology Week', took place in 2025 and included workshops, talks, and practical activities aimed at boosting creativity and finding solutions to challenges faced by the sector. During the event, held in Lins (SP) and Ribeirão Preto (SP), employees had the opportunity to work with tools such as Power BI, Power Apps and Power Automate, exploring the potential of artificial intelligence and its application in the world of agribusiness. There was also a space devoted to the 'Challenge of Innovation', in which employees from different areas developed solutions focused on health and safety.

ConectaUL brings connectivity and efficiency to the field

ConectaUL is a connectivity project developed by Lins Agroindustrial that has transformed rural spaces into an integrated digital environment, directly benefiting more than 2,300 employees and around 100,000 people in the local community through the provision of 4G network coverage. 93% of the area operated by the company now has cover, allowing online management of farming equipment, real-time monitoring of operational quality, and optimization of resource use.

With ConectaUL, operations such as irrigation with a central pivot operate entirely autonomously, thereby increasing efficiency and reducing losses in the sugarcane production process. In addition to optimizing digitization in the field, the project has contributed to reducing environmental impacts and has led to technical and economic gains. Another highlight has been the availability of work instructions via QR Codes, allowing the employees to quickly access updated information in compliance with internal norms.



Valdir Moura Gil
Agricultural Worker

Economic sustainability

The last two years for Lins Agroindustrial have been notable for strong cash generation and solid results, driven by high levels of agricultural productivity and favorable prices in the sugar and ethanol markets. The record productivity of the 2024/25 crop year contributed significantly to the positive performance, despite climate challenges.

One central characteristic of the company's financial management has been its conservative approach, with strict guidelines for cash levels and leverage. This stance is seen as a major advantage compared to the industry average in the sugarcane-based bioenergy sector, where other companies operate with higher levels of indebtedness and financial costs. Ensuring that the company's debt remains low has a positive impact on the funding costs of resources in the market, meaning credit is less expensive for Lins Agroindustrial.

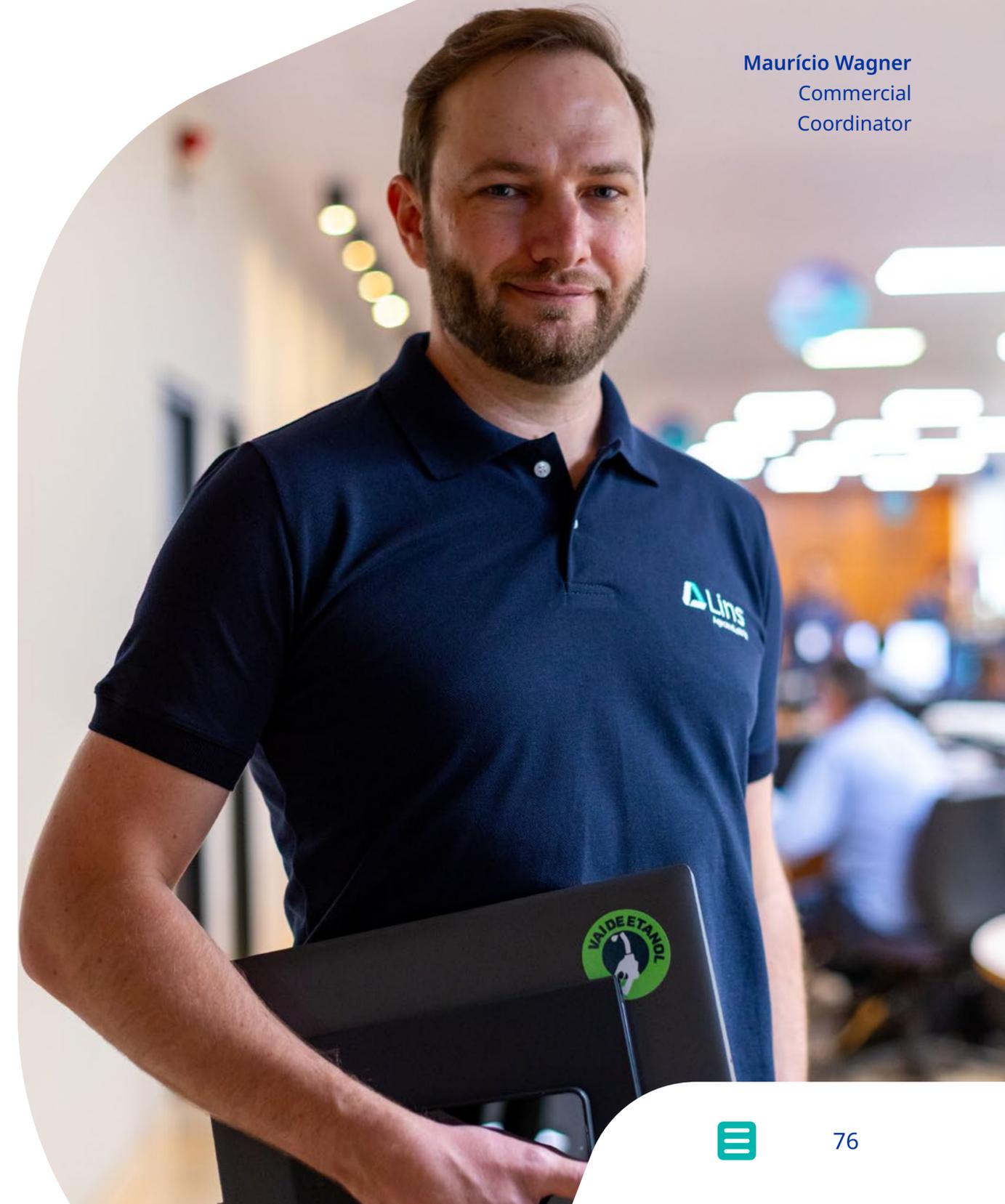
Improvements in efficiency and productivity, such as those achieved through the Operational Excellence Program and technologies including irrigation and online monitoring, have increased production and reduced costs. The use

of co-products such as organic fertilizers have replaced chemical products, leading to agronomic and financial gains. New business projects, such as the manufacture of yeast, have added value and generated revenue from things which used to be disposed of as waste.

The company also actively manages its financial risks. Credit risk is classified as very low, as raw sugar is sold to large multinational trading firms with payment upon delivery, while ethanol is sold to smaller distribution companies with payment made in advance. The market risk, related to the fluctuation of commodities prices (sugar and ethanol) and exchange rates, is managed by specific policy and hedge strategies, which are coordinated by the Commercial and Market Risks committees.

The company's financial governance is guided by a specific policy and involves a corresponding committee, which meets every two months and holds decision-making authority. The budgeting process is decentralized with each department creating and consolidating its own budget.

Maurício Wagner
Commercial
Coordinator



Net revenue from sales (in BRL thousands) GRI 201-1

	22/23	23/24	24/25	23/24-24/25 variation	24/25 participation
	Sum (BRL)	Sum (BRL)	Sum (BRL)	%	%
Sugar	525,308	760,794	716,746	-5.79	54.31
Ethanol	423,409	385,528	547,001	42.62	41.44
Bagasse	6,925	12,941	13,767	6.38	1.04
Cereals	9,209	5,637	14,357	154.69	1.09
Yeast	8,008	12,227	10,726	-12.28	0.81
Sugarcane	526	446	172	-61.43	0.01
CBIOs	12,477	16,187	16,238	0.32	1.23
Fusel oil	646	375	61	-83.73	0.01
Others	872	1,302	941	-27.73	0.06
Net revenue	987,380	1,193,437	1,320,009	10.61	100.00

EBITDA composition (in BRL thousands) GRI 201-1

	22/23	23/24	24/25
	Sum (BRL)	Sum (BRL)	Sum (BRL)
Results before taxes	45,687	111,281	183,788
Net financial costs	179,146	155,725	141,998
Derivatives instruments	- 16,311	7,370	56,824
Effects of the CPC 06	- 44,423	-51,904	-63,995
Variation of the fair value of biological assets	- 42,991	-4,847	-10,851
Consumption of biological assets	210,833	247,581	215,941
EBIT	331,941	465,206	523,705
Depreciation and amortization	120,106	130,987	141,508
EBITDA	452,046	596,193	665,213
EBITDA Margin (%)	45.8%	50.0%	50.4%



81.3% higher net income in the
2024/25 crop year

23/24 net income - R\$ 82,074.00
24/25 net income - R\$ 148,772.00



Costs of products sold and expenses (in BRL thousands) GRI 201-1

	22/23	23/24	24/25	23/24-24/25 variation	24/25 participation
	Sum (BRL)	Sum (BRL)	Sum (BRL)	%	%
Costs of products sold	- 787,204	-868,533	-894,035	2.94	92.87
Expenses with sales	- 10,648	-13,981	-15,832	13.24	1.64
General and administrative expenses	- 41,958	-46,892	-52,835	12.67	5.49
Total	- 839,810	-929,406	-962,702	3.58	100.00

Financial result (in BRL thousands) GRI 201-1

	22/23	23/24	24/25	23/24-24/25 variation
	Sum (BRL)	Sum (BRL)	Sum (BRL)	%
Financial revenues	61,551	69,893	96,995	38.80
Financial expenses	- 227,159	-226,902	-230,489	1.60
Subtotal	- 165,608	-157,009	-133,494	-15.00
Exchange variance	- 13,538	1,286	-8,504	-761.30
Results from derivatives	16,311	-7,371	-56,824	670.90
Net financial result	- 162,835	-163,094	-198,822	21.90

Value creation and distribution (in BRL thousands) GRI 201-1

	22/23 Amount (BRL)	23/24 Amount (BRL)	24/25 Amount (BRL)
Revenue			
Gross sales of goods and products	1,053,616	1,276,192	1,441,791
Other revenue	31,038	26,035	36,476
Total	1,084,655	1,302,227	1,478,267
Inputs purchased from third parties			
Cost of products and goods sold	- 518,410	-616,224	-604,939
Total	- 518,410	-616,224	-604,939
Gross value added	566,245	686,003	873,328
Depreciation and amortization	- 120,106	-130,987	-141,508
Net value-added produced by the entity	446,139	555,016	731,820
Financial revenues	61,551	69,893	96,995
Others	2,781	0	0
Total	64,332	69,893	96,995
Value added to be distributed	510,471	624,909	828,815
Distribution of added value			
Personnel and costs	169,916	195,727	225,271
Taxes, charges and contributions	75,239	114,120	158,955
Interest on funding	146,877	145,577	213,290
CPC-06 interest on leasings	80,290	87,411	82,527
Interest on net equity	3,500	0	45,600
Retained earnings in the fiscal year	34,650	82,074	103,172
Value added distributed	510,471	624,909	828,815

The accrual basis was used to calculate the direct economic value generated and distributed, considering the results of the 2024/25 crop year. The EBITDA reached BRL 665.2 million, showing a margin of 50.4%, therefore exceeding the BRL 596.2 million recorded in the previous crop year (a 50% margin). This rise was chiefly the result of the 7.5% increase in the volume sold and the 2.9% increase in the net unit price practiced.

The net revenue from sales rose 10.6% compared to the previous period, with special mention going to hydrous ethanol (up 111.4%), bagasse and cereals, whilst the revenue from sugar, anhydrous ethanol, yeast and other products dropped.

The financial result was impacted by a rise in interest rates and the devaluation of the exchange rate, which resulted in expenses relating to the exchange rate variation - a non-cash effect which can potentially be reversed in the future. Furthermore, the non-use of hedge accounting in certain derivatives instruments, such as the shift from the Extended National Consumer Price Index (IPCA) to Interbank Deposit Certificates (CDI) for new debts, directly affected the financial performance.

Alex de Sousa Pupin
Administrative Director

GRI content index



GRI content index

Declaration of use

Lins Agroindustrial has reported the information cited in this GRI content index for the period from April 1, 2023, to March 31, 2025, based on the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

Applicable GRI Sector Standards

GRI 13: Agriculture, Aquaculture, and Fishing Sectors 2022

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard SDG(s)	
General Disclosures				
The organization and its reporting practices				
GRI 2: General disclosures 2021	2-1 Details of the organization	10	-	-
	2-2 Entities included in the organization's sustainability report	5	-	-
	2-3 Reported period, frequency, and point of contact	5	-	-
	2-4 Restatements of information	This report has made no amendments to previously published information, although where applicable, the different approaches and restatements of information are explained or highlighted in the footnotes to the standards.	-	-
	2-5 External assurance	This report will not be submitted for external assurance by an independent third party.	-	-
Activities and workers				
GRI 2: General disclosures 2021	2-6 Activities, value chain and other business relationships	10, 15, 17, 73	-	-
	2-7 Employees	42, 43, 44	-	8, 10
	2-8 Workers who are not employees (e.g., contractors, outsourced workers)	42, 45	-	8

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard	SDG(s)
Governance				
GRI 2: General disclosures 2021	2-9 Governance structure and composition	62	-	5, 16
	2-10 Nomination and selection of the highest governance body	Not applicable, as the highest governance body is the founding partner.	-	5, 16
	2-11 Chair of the highest governance body	62 The CEO performs an executive function within the organization, combining roles due to the structure adopted, in which the founder acts as a partner and executive. This configuration aims to align interests, reduce conflicts between the owner and management, and maintain the organizational culture and long-term vision. To mitigate any potential conflicts of interest, the company has adopted policies and procedures, implemented a review body, ensured transparency in its decision-making, and promoted a culture of integrity.	-	16
	2-12 Role of the highest governance body in overseeing the management of impacts	62	-	16
	2-13 Delegation of responsibility for managing impacts	62	-	-
	2-14 Role of the highest governance body in sustainability reporting	5	-	-
	2-15 Conflicts of interest	66	-	16
	2-16 Communicating critical concerns	65 The critical concerns are communicated to the CEO through structured channels, including periodic reports, board meetings, management committees, internal and external audits, formal notifications, senior management updates, reports on risk and financial performance, strategic analyses, legal and regulatory reviews, sustainability reports, and specific communication in crisis situations. No critical concerns were recorded during the reported period. The foreseen categories include topics relating to the environmental, social, human rights, economic, governance, and sustainability-strategy fields.	-	-

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard SDG(s)	
	2-17 Collective knowledge of the highest governance body	62	-	-
	2-19 Remuneration policies	50	-	-
GRI 2: General disclosures 2021	2-20 Process to determine remuneration	50 The remuneration policy was implemented in November 2024, based on the job evaluation method developed by Merrill R. Lott, which provides guidance on salary rates and promotions. The process includes market analysis, periodic reviews, and transparency. The Human Resources Committee supervises the process, and involves representatives from management, the Advisory Board and partners. The stakeholders' opinions are taken into consideration through consultations and surveys, and technical consultants contribute to the development of the policy.	-	-
	2-21 Annual total compensation ratio	50	-	-
Strategy, policies and practices				
	2-22 Statement on sustainable development strategy	4	-	-
	2-23 Policy commitments	64	-	16
GRI 2: General disclosures 2021	2-24 Embedding policy commitments	64, 65 The CEO is responsible for supervising the incorporation of the policy commitments. They are implemented through the definition of targets, assignment of responsibilities, structured communication, and a monitoring system. These commitments are integrated into the company's strategies, policies, and operations through training sessions, impact assessments, and ongoing reviews. They are applied to business relationships through partner selection, contractual clauses, open communication and periodic evaluations. The organization provides training programs, including onboarding processes focused on the Code of Ethics, health and safety training, SIPAT, leadership forums, and off-season training.	-	-

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard	SDG(s)
GRI 2: General disclosures 2021	2-25 Processes to remediate negative impacts	65, 66 The organization has policies and mechanisms in place to address negative impacts in the environmental, social, labor, ethical, and financial areas. The Ethics Hotline, administered by Contato Seguro, guarantees confidentiality and impartiality, ensuring that reports are forwarded to Lins Agroindustrial without the whistleblower being identified, while allowing for screening, investigation, and corrective measures. Reports are prepared for the different management levels. Stakeholders do not take part in this process; however, the outsourcing of the channel is planned to enhance transparency and feedback.	-	-
	2-26 Mechanisms for seeking advice and raising concerns	66 The organization offers tools such as training sessions, manuals, e-learning, internal forums, a confidential channel, and the sharing of good practices to provide guidance on responsible policies and practices. Concerns regarding organizational conduct can be reported through structured whistleblower channels and hierarchical escalation processes, ensuring fair and proper handling.	-	16
	2-27 Compliance with laws and regulations	67 In 2024, the organization received four environmental fines related to wildfires on lands managed by Lins Agroindustrial, the causes of which remain unknown and may involve criminal intent. One notice was canceled and the others are under appeal. The wildfires occurred in Cafelândia and Guarantã, including the Fazenda Santa Helena property. There were no payments related to fines from previous crop years. The organization considers significant cases to involve large financial sums, extensive environmental impacts or reputational damage. In 2023, there were no fines, other than two warnings from CETESB, both of which remain under administrative defense.	-	-
	2-28 Membership of associations	67	-	-

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard SDG(s)	
Stakeholder engagement				
GRI 2: General disclosures 2021	2-29 Approach to stakeholder engagement	6 By means of transparent communication channels, events, meetings and reports, Lins Agroindustrial maintains a structured engagement with stakeholders including employees, communities, costumers, governments, suppliers, partners and civil society. The aims include identifying and mitigating impacts, supporting decision-making, strengthening relationships, promoting sustainability, and ensuring compliance with applicable regulations. In order to ensure effective engagement, the company has adopted practices such as active listening, collaboration, consultations, training sessions, and encouragement to participate.	-	-
	2-30 Collective bargaining agreements	50	-	8
Material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	6	-	-
	3-2 List of material topics	7 The organization's list of material topics, resulting from the materiality process concluded in 2025, includes the following: operational and occupational safety, and Emergency preparedness; attraction, development and retention of employees; innovation, technology and good agricultural practices; biodiversity, ecosystems and land use; climate change; community relations and local development; ethics, integrity and compliance; privacy and data security; supply chain management; and water and wastewater management.	-	-
Climate change				
GRI 3: Material Topics 2021	3-3 Governance of material topics	28	13.1.1 13.2.1	-
GRI 201: Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	28	13.2.2	13

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard	SDG(s)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	40	-	7, 8, 12, 13
	302-4 Reduction of energy consumption	Not applicable since no actions were taken to reduce energy consumption.	-	7, 8, 12, 13
	302-5 Reduction in the energy requirements of products and services	Not applicable since no actions to reduce energy consumption were taken.	-	7, 8, 12, 13
GRI 305: Emissions 2016	305-1 Direct (Scope 1) emissions of greenhouse gases (GHG)	29	13.1.2	3, 12, 13, 14, 15
	305-2 Indirect emissions (Scope 2) of greenhouse gases (GHG) arising from the acquisition of energy	The GHG emissions inventory follows the guidelines of the Brazilian GHG Protocol Program and the Paris Agreement, employing the methodology of the IPCC (2019), in alignment with ISO 14064-1 and ISO 14067 standards.	13.1.3	3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) greenhouse gas (GHG) emissions	Lins Agroindustrial has adopted an operational-control approach for calculating emissions CO ₂ emissions arising from biomass (biogenic emissions), in accordance with the adopted methodology, are excluded from the final accounting and reported separately. In 2024, they totaled 1,053.92 tons of CO ₂ (bio), with 97.01% originating from Stationary Combustion and Industrial Processes (Scope 1) categories.	13.1.4	3, 12, 13, 14, 15
	305-4 Intensity of greenhouse gas (GHG) emissions	29 Lins Agroindustrial uses the GHG-emissions metric relating to Scopes 1 and 2 per metric ton of milled sugarcane, since this indicator shows the intensity of the emissions relative to the company's core manufacturing activity.	13.1.5	13, 14, 15
	305-5 Reduction of greenhouse gas (GHG) emissions	28	13.1.6	13, 14, 15
	305-6 Emissions of ozone-depleting substances (ODS)	30	13.1.7	3, 12
	305-7 Emissions of NO _x , SO _x , and other significant air emissions	30	13.1.8	3, 12, 14, 15

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard	SDG(s)
Attraction, development, and retention of employees				
GRI 3: Material Topics 2021	3-3 Governance of material topics	42	13.20.1 13.21.1	-
GRI 401: Employment 2016	401-1 New hires and employee turnover	45	-	5, 8, 10
	404-1 Average training hours per employee per year	47	-	4, 5, 8, 10
GRI 404: Training and education 2016	404-2 Programs for improving employee skills and providing transition assistance	46	-	8
	404-3 Percentage of employees receiving regular performance and career development evaluation	51	-	5, 8, 10
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	13.21.2 Report the percentage of employees and workers who are not employees and whose work is controlled by the organization, covered by collective bargaining agreements that include terms related to wage levels and frequency of wage payments at significant locations of operation.	Based on the data available up to March 31, 2025, 100% of the employees, as well as workers who are not directly employed but whose work is controlled by the organization by the organization are covered by collective bargaining agreements that include terms related to wage levels and frequency of wage payments. All categories are remunerated according to the agreements signed with the respective unions and receive wages above the living wage threshold.	-	-
	13.21.3 Report the percentage of employees and workers who are not employees and whose work is controlled paid above living wage, with a breakdown by gender.		-	-
Biodiversity, ecosystems, and land use				
GRI 3: Material Topics 2021	3-3 Governance of material topics	23, 26	13.3.1 13.4.1 13.5.1 13.6.1	-

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard	SDG(s)
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, or managed in, or adjacent to, protected areas and areas of high biodiversity value located outside environmentally protected areas	None of the organization's owned, leased, or managed operational units are located within or adjacent to Conservation Units, Environmental Protection Areas (EPAs), or areas recognized as being of high biodiversity value. Lins Agroindustrial's operations are located outside these regions, meaning they neither overlap with nor are close to legally protected or environmentally sensitive areas.	13.3.2	6, 14, 15
	304-2 Significant impacts of activities, products, and services on biodiversity	22, 23	13.3.3	6, 14, 15
	304-3 Habitats protected or restored	26	13.3.4	6, 14, 15
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	13.4.2 Report the percentage of production volume from land owned, leased, or managed by the organization determined to be deforestation- or conversion-free, by product, and describe the assessment methods used.	27	-	-
	13.4.3 For products sourced by the organization, report the following by product: the percentage of sourced volume determined to be deforestation- or conversion-free, describe the assessment methods used; and the percentage of sourced volume for which origins are not known to the point where it can be determined whether it is deforestation- or conversion-free, and describe actions taken to improve traceability.	27	-	-
	13.4.4 Report the size in hectares, the location, and the type of natural ecosystems converted since the cut-off date on land owned, leased, or managed by the organization.	27	-	-
	13.4.5 Report the size in hectares, the location, and the type of natural ecosystems converted since the cut-off date on land owned, leased, or managed by the organization.	27	-	-
	13.6.2 Report the volume and intensity of pesticides categorized by the following toxicity hazard levels: extremely hazardous, highly hazardous, moderately hazardous, slightly hazardous, and unlikely to present an acute hazard.	25	-	-

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard	SDG(s)
Ethics, integrity and compliance				
GRI 3: Material Topics 2021	3-3 Governance of material topics	64	13.25.1 13.26.1	
GRI 205: Anti-corruption 2016	205-2 Communication and training on anti-corruption policies and procedures	65, 67	13.26.3	16
	205-3 Confirmed incidents of corruption and actions taken	67	13.26.4	16
Water and wastewater management				
GRI 3: Material Topics 2021	3-3 Governance of material topics	34	13.7.1	-
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	35	13.7.2	6, 12
	303-2 Management of water discharge related impacts	35	13.7.3	6
	303-3 Water withdrawal	35	13.7.4	6
	303-4 Water discharge	Lins Agroindustrial's operations do not involve the discharge of water, even after treatment, since it is reused in agricultural and industrial operations.	13.7.5	6
	303-5 Water consumption	35	13.7.6	6
Supply chain management				
GRI 3: Material Topics 2021	3-3 Governance of material topics	59	13.16.1 13.17.1 13.18.1 13.22.1 13.23.1	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	77, 78, 79	13.22.2	8, 9
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	56, 57	13.22.3	5, 9, 11
	203-2 Significant indirect economic impacts	The organization does not yet map the indirect economic impacts arising from its activities, whether positive or negative.	13.22.4	1, 3, 8

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard	SDG(s)
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	59	-	8
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	The organization does not perform formal evaluations to identify the environmental impacts caused by its suppliers.	-	-
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association or collective bargaining may be at risk	The organization does not have any operations or suppliers at risk of violating their workers' rights relating to freedom of association or collective bargaining. The companies contracted by Lins Agroindustrial fulfill the current legal requirements, and there are no records or indications of any practices that restrict the exercising of these rights.	13.18.2	8
GRI 408: Child Labor 2016	408-1 Operations and suppliers considered to have significant risk for incidents of child labor	59	13.17.2	5, 8, 16
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor	59	13.16.2	5, 8
GRI 414: Social assessment of suppliers 2016	414-2 Negative social impacts in the supply chain and actions taken	The organization does not perform a formal evaluation of its suppliers in relation to negative social impacts. There is no procedure currently implemented for this purpose in the management of the supply chain.	-	5, 8, 16
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	13.23.2 Describe the level of traceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin (e.g. farms, nurseries, hatcheries, and feed-mill levels).	60	-	-
	13.23. 3 Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product, and list these standards.	60	-	-

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard	SDG(s)
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	13.23. 4 Describe improvement projects aimed at helping suppliers achieve certification to internationally recognized standards that trace the path of products through the supply chain, ensuring that all sourced volumes are certified.	60	-	-
Innovation, technology and good agricultural practices				
GRI 3: Material Topics 2021	3-3 Governance of material topics	74	-	-
Privacy and data security				
GRI 3: Material Topics 2021	3-3 Governance of material topics	68	-	-
GRI 418: Customer privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	68	-	16
Community relations and local development				
GRI 3: Material Topics 2021	3-3 Governance of material topics	56	13.12.1 13.13.1	-
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	The organization has implemented engagement initiatives, impact assessments and development programs focused on the local communities, although there is currently no indicator in place to calculate the percentage of operations covered.	13.12.2	-
	413-2 Operations with significant – actual or potential - negative impacts on the local communities	The organization has operations with potentially significant negative impacts on local communities. These impacts are primarily related to environmental pollution and land use. Operations involving this type of risk are located in the state of São Paulo, covering the municipalities of Lins, Cafelândia, Pongaí, Uru, Sabino, Guaiçara, Guaimbê, Promissão, Pirajuí, and Guarantã.	13.12.3	1, 2
Operational and occupational safety and preparation for emergencies				
GRI 3: Material Topics 2021	3-3 Governance of material topics	52	13.19.1	-

GRI Standards	Disclosure	Location	Reference n° of the GRI Sector Standard	SDG(s)
GRI 413: Occupational health and safety 2018	403-1 Occupational health and safety management system	52	13.19.2	3, 8, 16
	403-2 Hazard identification, risk assessment and incident investigation	53	13.19.3	8
	403-3 Occupational health services	55	13.19.4	8
	403-4 Worker participation, consultation, and communication on occupational health and safety	53, 54	13.19.5	8, 16
	403-5 Worker training on occupational health and safety	53	13.19.6	8
	403-6 Promotion of worker health	55	13.19.7	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	53	13.19.8	8
	403-8 Workers covered by an occupational health and safety management system	52	13.19.9	-
	403-9 Work-related injuries	54, 55	13.19.10	3, 8, 16
	403-10 Work-related illness	55	13.19.11	3, 8, 16
Topics relevant to management and transparency				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	36	-	3, 6, 11, 12
	306-2 Management of significant waste-related impacts	36	-	3, 6, 11, 12
	306-3 Waste generated	39	-	3, 6, 11, 12, 15
	306-4 Waste diverted from final disposal	39	-	3, 11, 12
	306-5 Waste sent for final disposal	39	-	3, 11, 12

Sustainable Development Goals



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