

VINCI  
COMPASS

# VIR IV IMPACT REPORT

2024



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To fulfill its pledge of transparency to investors, Vinci Compass is pleased to present the fourth annual report on the Vinci Impact and Return IV Fund (VIR IV).

The report provides a summary of the Impact and Return strategy, of the Fund's performance in 2024, and the progress achieved by VIR IV's invested companies in the Impact and ESG (Environmental, Social, and Governance) agenda.

Enjoy your reading!

# Annual Message



**A smooth sea never made a skilled sailor.**

*Franklin D. Roosevelt, 32<sup>nd</sup> president of the United States*

Dear reader, thank you for taking the time to read this letter. This is the fourth Impact Report of the VIR IV Fund (“the Fund” or “VIR IV”). As in previous years, we use this letter to share reflections, concerns, challenges, and accomplishments of the Fund.

To our VIR IV investors, thank you for your trust. We always remind ourselves that you could have entrusted your savings to other managers, or, in the case of institutional investors, allocated your capital elsewhere... which makes our responsibility even bigger! In our relationship, you can always expect transparency — whether it be about what is going well in the Fund, but also about our mistakes and/or challenges (always accompanied by the actions we are taking to improve and correct courses). As Warren Buffett wrote in his most recent letter: “Mistakes – Yes, We Make Them at Berkshire.” Addressing errors with transparency and maturity — taking necessary actions, from the simplest to the most difficult (you may recall examples we’ve shared over the years) — is what you should expect from us.

They say “a smooth sea never made a skilled sailor,” and there’s certainly been no shortage of storms lately in the markets where the Fund operates. We are dealing with some of the highest real interest rates (net of inflation) in both global and Brazilian history, a U.S. dollar that has appreciated over 20% in the past 12 months, with no companies going public... and the list goes on. While there are some positive macroeconomic factors (e.g., controlled inflation, GDP growth), these are challenging times for mid-sized companies — the exact niche where VIR invests.

How are we navigating through these storms? Overall, the results have been positive. On one hand, the entrepreneurs we’ve partnered with have proven to be great “captains”. From Denis at DM, dealing with delinquency in low-income (C, D and E) classes, to Ricardo, navigating the “storm” of high interest rates in TranspoTech, and also to Marcelo at Oeste Saúde, tackling cost increases and legal challenges in the healthcare sector — just to name a few. Luckily, we can speak of all of them with pride, as we play the role of co-captains alongside these outstanding leaders. Let us remember they are responsible for 90% of our business’ success!



**Pepe Pano**  
Partner & Head of VIR

# Annual Message

This choppy environment also allowed us to complete three new investments. We partnered with Moisés at Repet, David, Júlio, and Amanda at DRS, and Hugo at O Varejão. They have already proven to be skilled navigators in rough waters, and the challenging context helped us find and invest in them. The lack of long-term capital was limiting their growth or generating high financial costs for those growing through debt. These businesses are now beginning to fulfill their potential and are striving to generate the returns we expect.

An essential part of generating returns is to begin delivering liquidity — that is, selling portfolio companies or receiving dividends to return capital to investors. We are currently not as satisfied when it comes to this, and it would have been ideal to have returned more capital up to this moment. Even in tougher markets, we must work to execute exits. So far, we have distributed over R\$150 million (20% of capital called). Compared to other private equity funds, we are good, but our duty is to be even better. We have been actively working on this, and in 2025 we aim to increase distributions. For reference, despite the current difficult environment for company sales, we are completing the sale of another investment in Fund III — a retail company — at a return that exceeded expectations. Fund III investors (most of whom are in Fund IV) have seen this evolution in the portfolio (we've sold 4 out of 6 investments so far).

In VIR IV, we are nearing the end of the Investment Period (ending in October this year, five years after the Fund's inception). We are finalizing our investments and expect to allocate around 85% of the capital committed across 10 companies. If you were to ask how we feel about the quality of the portfolio and the prices we paid, we'd say (based on today's snapshot, which may evolve): two cases were okay, six were very good or excellent (including Pro Infusion, which has already been sold), and two could have been better. In hindsight, we believe we could have done better in 2021 and 2022 — we invested in good companies, but paid (considering today's view) prices that will likely result in only okay returns. Will this significantly impact VIR IV's overall return? We don't believe so, as we expect to meet our target return over the next few years. One final comment is that we are happy with all the entrepreneurs we chose (and who chose us), but pricing and the market conditions at the time of investment could have been better.


From an Impact perspective, these are meaningful times for reflection. Our strategy is clear: Impact means investing in (i) mid-sized companies, (ii) with limited access to capital and knowledge, and (iii) that generate measurable positive social or environmental impact as part of their core business.

A good example is Oeste Saúde, which serves low- to middle-income clients by providing access to quality healthcare with excellent service. They did it in the past, they continue doing it today, and they will keep doing it — now reaching more clients and regions, while delivering returns above market... all thanks, of course, to Marcelo's leadership. We are not trying to change the world, but we aim to expand the positive impact that our portfolio companies already bring to the world. When making business decisions, we do not face significant trade-offs. When we do, we factor in the impact — but we prioritize financial return and value creation. So, in the current context, where some say "ESG was a fad" or "You can't achieve Impact with Returns," we remain unaffected. We continue to do what we have always done — because we believe that our Impact strategy contributes to delivering returns. Being the first financial investor or providing capital to those in need of growth often allows us to invest in better terms and generate higher returns.

# Annual Message

In summary, since the beginning of VIR IV, we have believed it is possible to deliver financial returns to our investors and generate positive impact for society — by supporting mid-sized companies in building meaningful success stories. 2024 was another step in this journey, and we will keep working to further strengthen our execution, aiming to get more picks right and fewer wrong, and to consistently deliver strong results. We already wrote this last year, however, are keeping it here because it still holds true (and it's worth repeating!). We also truly believe our portfolio companies will be well-prepared to sail calmer seas in the future.

A special thank you to the entrepreneurs who welcomed us into their companies, to their now over 3,000 direct employees driving the growth, and to the advisors working behind the scenes at VIR IV. None of this would be possible without you.



**Pepe Pano**  
Partner & Head of VIR

## We'd Love Your Feedback!

Your feedback takes only a minute and would be valuable to us. Your perspective helps us ensure the report is not only informative but also aligned with your expectations and best benchmarks. Please scan the QR code below to share your impressions.

Impact Report 2024 Evaluation



# 1 VINCI COMPASS

VINCI



# The gateway to Latin America



Local to Local



Local to Global



Global to Local



Global to Regional

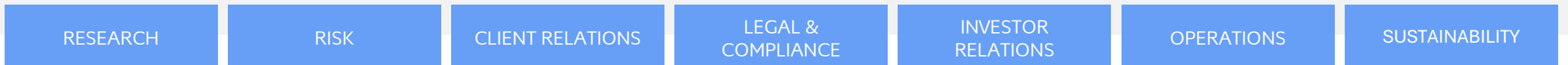
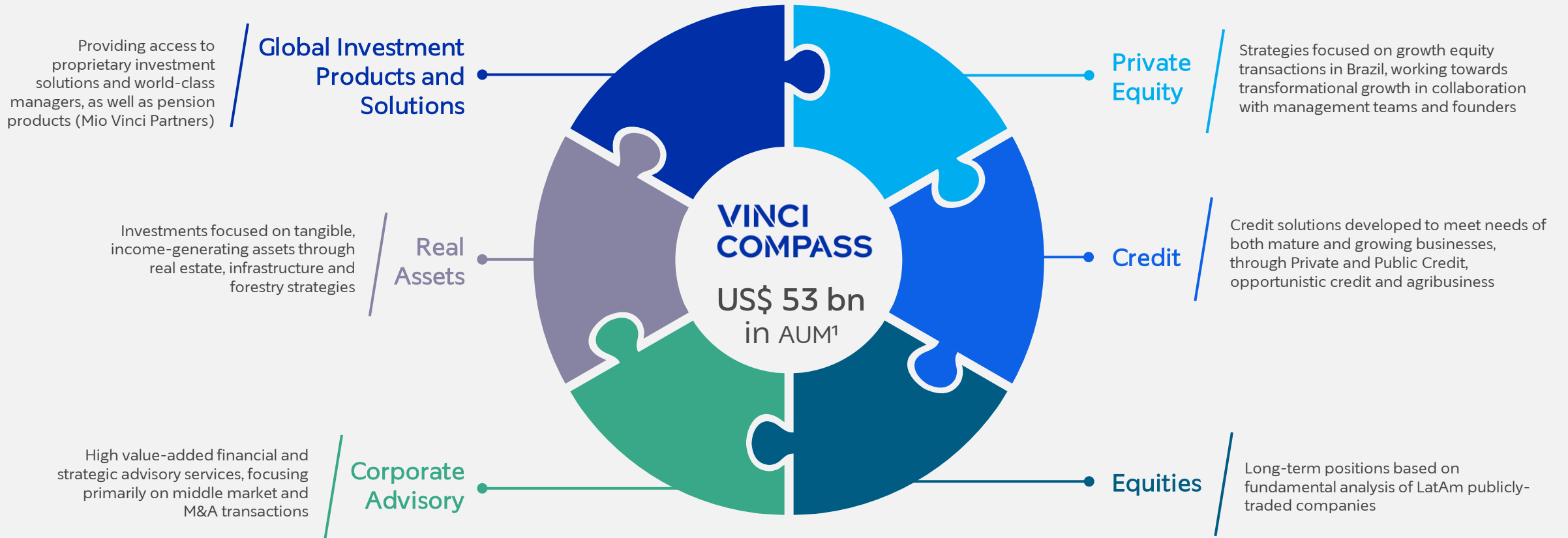
Strong **diversification** effect through complementary products and solutions with a **broader geographic coverage**.

A true Pan-regional platform.

A vast **pipeline of opportunities** for add-on M&A deals in LatAm.

Providing global solutions to Latin American investors through cross-selling across different distribution channels.

# Leading full-service alternative asset manager in Latin America



# Impact approach

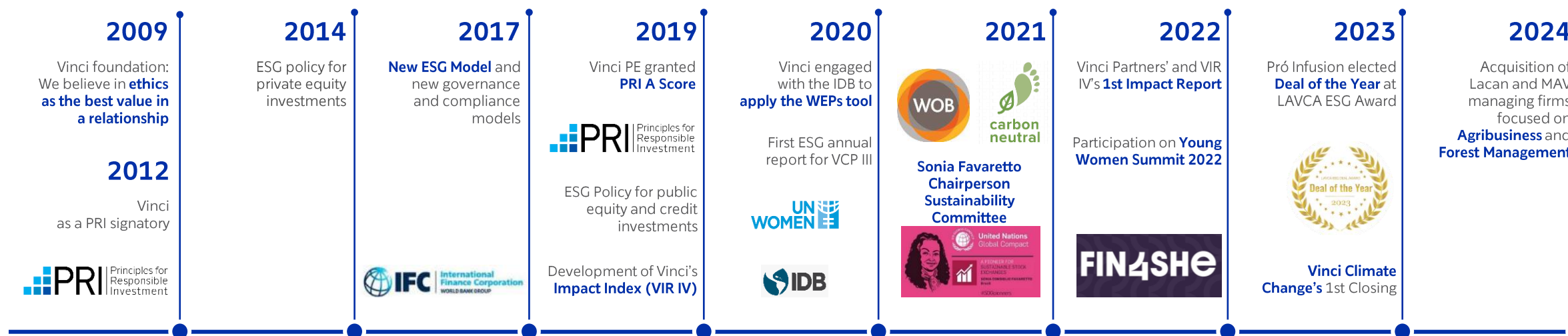
Vinci is a pioneer among Brazilian asset management firms in its commitment to ESG

Our dedication to ESG initiatives is a core value that permeates throughout our investment strategies

## Other initiatives implemented across the firm



## Innovative impact and ESG oriented products



# 2 VIR IV



# Our Reports

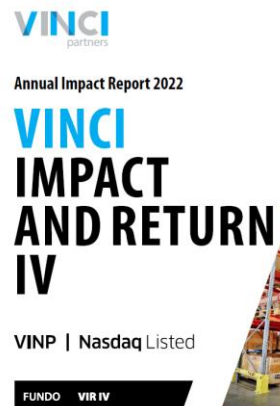
2021



2023



2022



2024



# About us: We value diversity of stories and thoughts

**Jose Pano**  
*Partner and Head of VIR*

Argentinean, studied in Seattle, US, lived in southeast Asia for 2 years, ex-consultant



**Américo Pereira**  
*Senior Advisor*

Brazilian, ex-CEO, board member and venture capital investor



**Erika Figueiredo**  
*Associate*

Brazilian, lived in Angola for 16 years, ex-business partner



**Cezar Aragao**  
*Managing Director*

Brazilian, studied in New York, US, for 1-year, ex-CFO and Investment Banker



**Henry Dias**  
*Vice President*

Brazilian, studied in Budapest, HU, for 1-year, ex-operations at Vinci Compass



**Tomaz Delphim**  
*Analyst*

Brazilian, CFA chartholder, and ex-operations at Vinci Compass

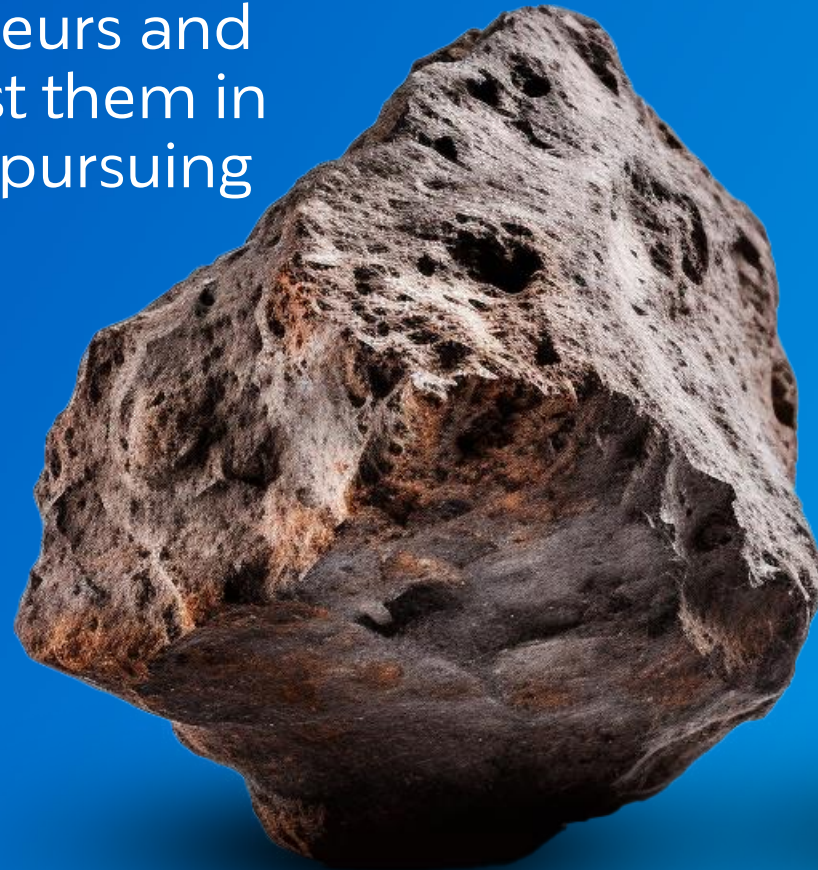


# What we do

VINCI  
COMPASS

## Financial Return + Impact

We partner with entrepreneurs and unique companies to assist them in reaching new heights and pursuing liquidity.



VIR



# How we do it

## Our Principles



Our aim is to be acknowledged as the leading investment group for growing companies in Brazil, delivering the highest return, liquidity, and impact within the agreed-upon strategy and principles to our investors and entrepreneurs.

To achieve this perception, we adhere to seven guiding principles:

1. Preservation of capital
2. Reduction of the risk of the business model, stage, industry and valuation
3. Good cash flow generation
4. Focus on growth with low leverage
5. The shortest path to the liquidity
6. Partnership with the right entrepreneurs
7. Impact on the business model

## Our Governance



Every team member is responsible for overseeing Impact and ESG issues. And with the companies, the governance of impact and ESG themes is aligned even before the investment is made.

1. Impact and ESG Plan built based on Impact and ESG Due Diligence
2. Appointment of a designated individual responsible for impact and ESG matters within each company
3. The ESG and Impact committee or board of directors of invested companies monitor the Impact Plan and the key ESG indicators monthly
4. Annual review of the Impact and ESG Plan
5. Quarterly review of each investment

## Our Practices



**We conduct thorough due diligence prior to making any investments**

10+ steps to analyze the market, the company, the entrepreneur and the impact.

**We prioritize regular and transparent communication with investors – we consider it important to discuss all issues**

Quarterly meetings with investors

Annual investor day attended by the entrepreneurs.

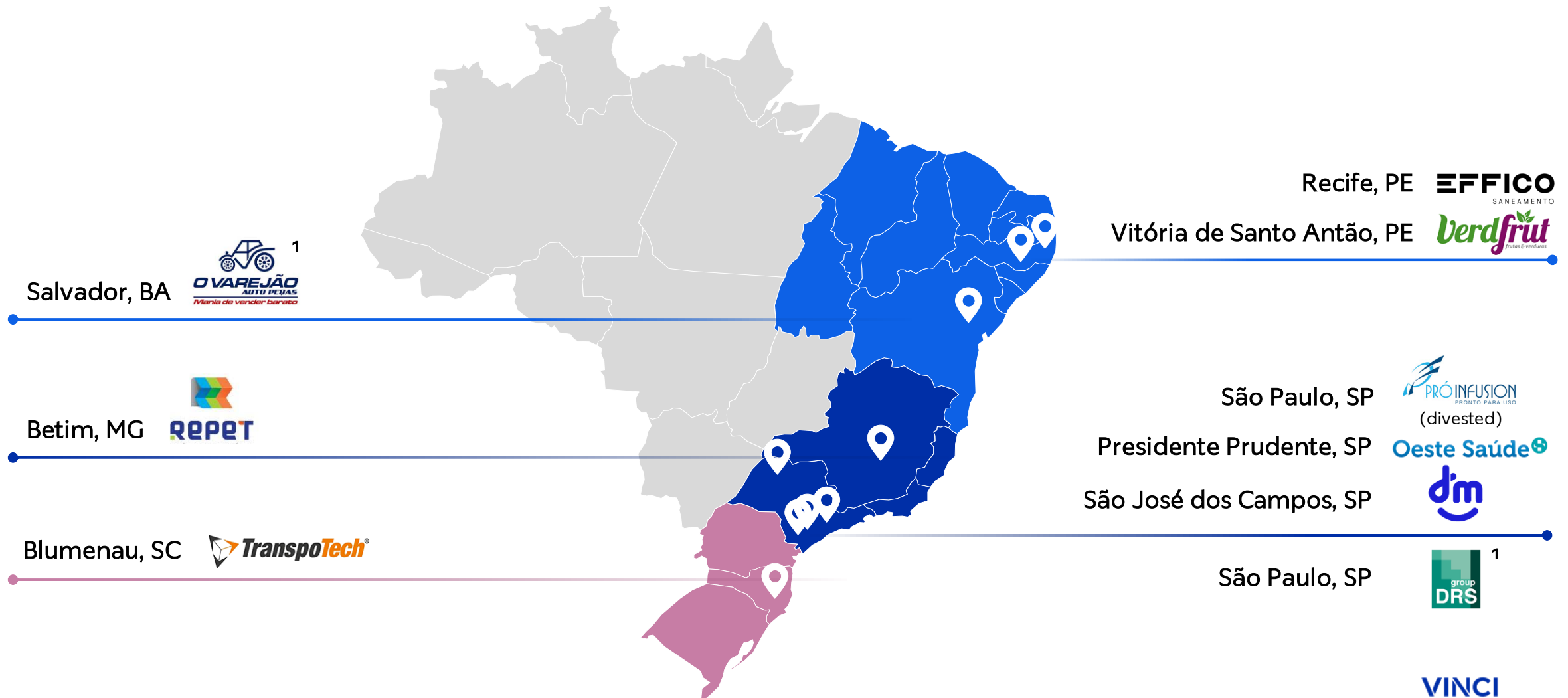
**We take a conservative approach when evaluating our investments**

Annual revaluations conducted with realistic assumptions

Negative revaluations in cases of low performance (e.g., Verdfrut).

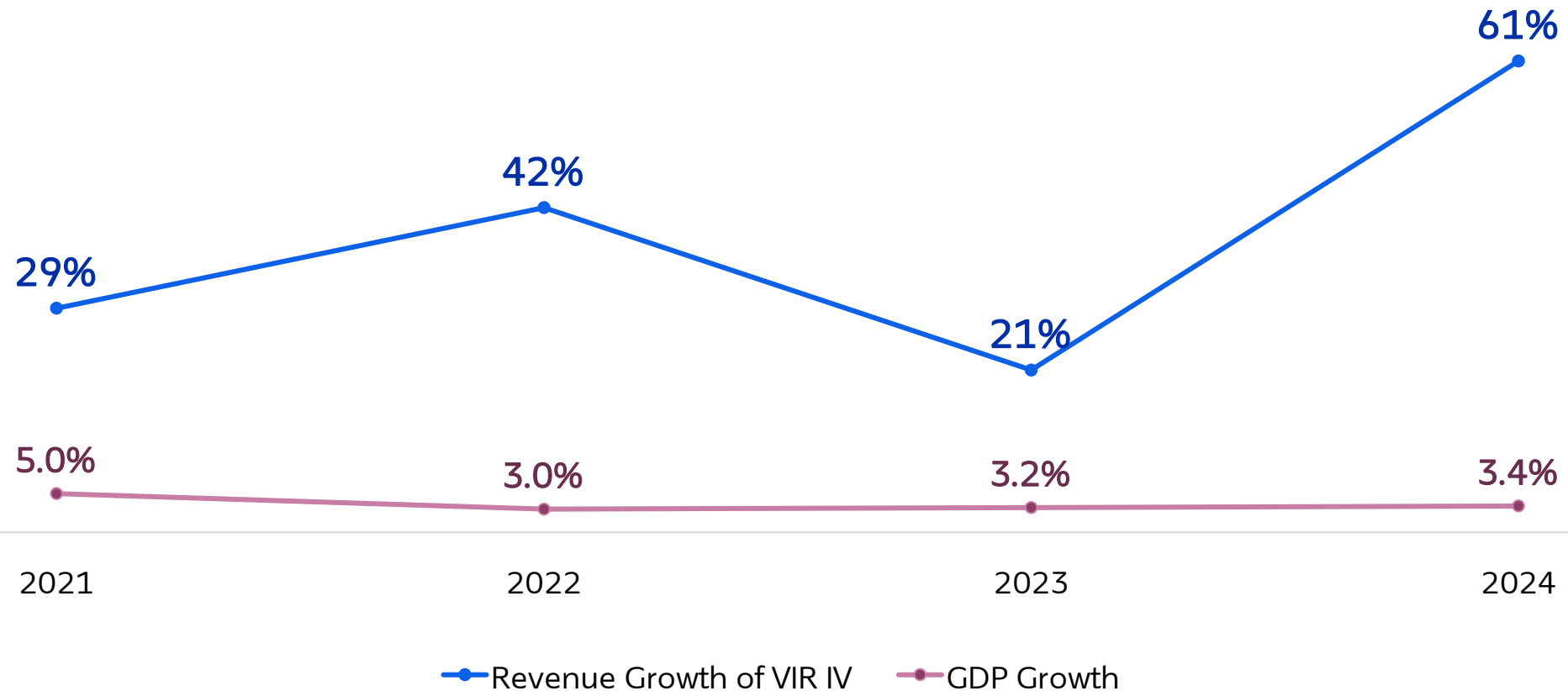
# Where we do it

Taking capital and knowledge to companies outside the major capitals

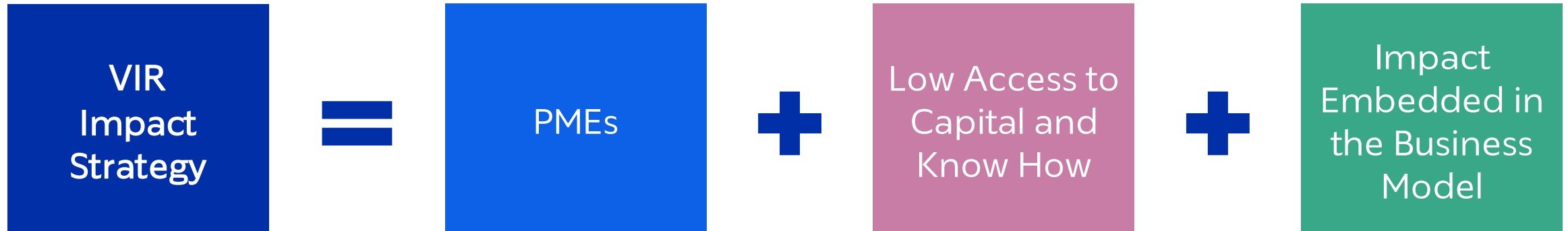


# Revenue growth of Invested Companies vs. GDP growth in Brazil

Our investments contribute to the development of the country

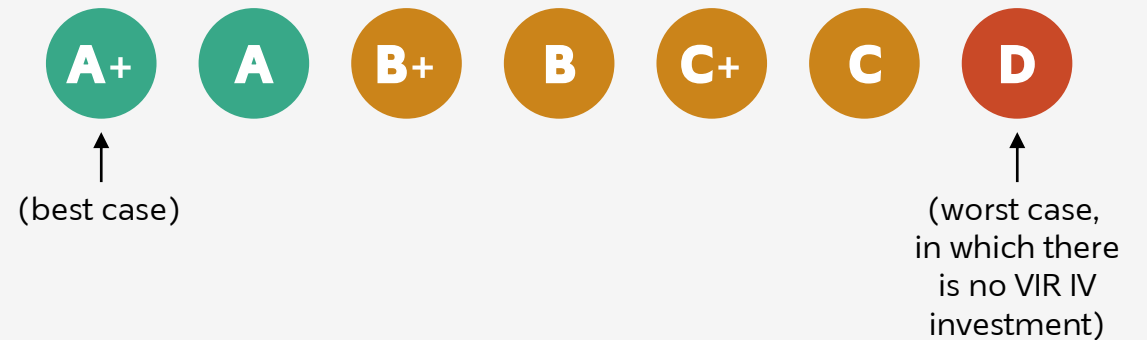


# Our impact strategy

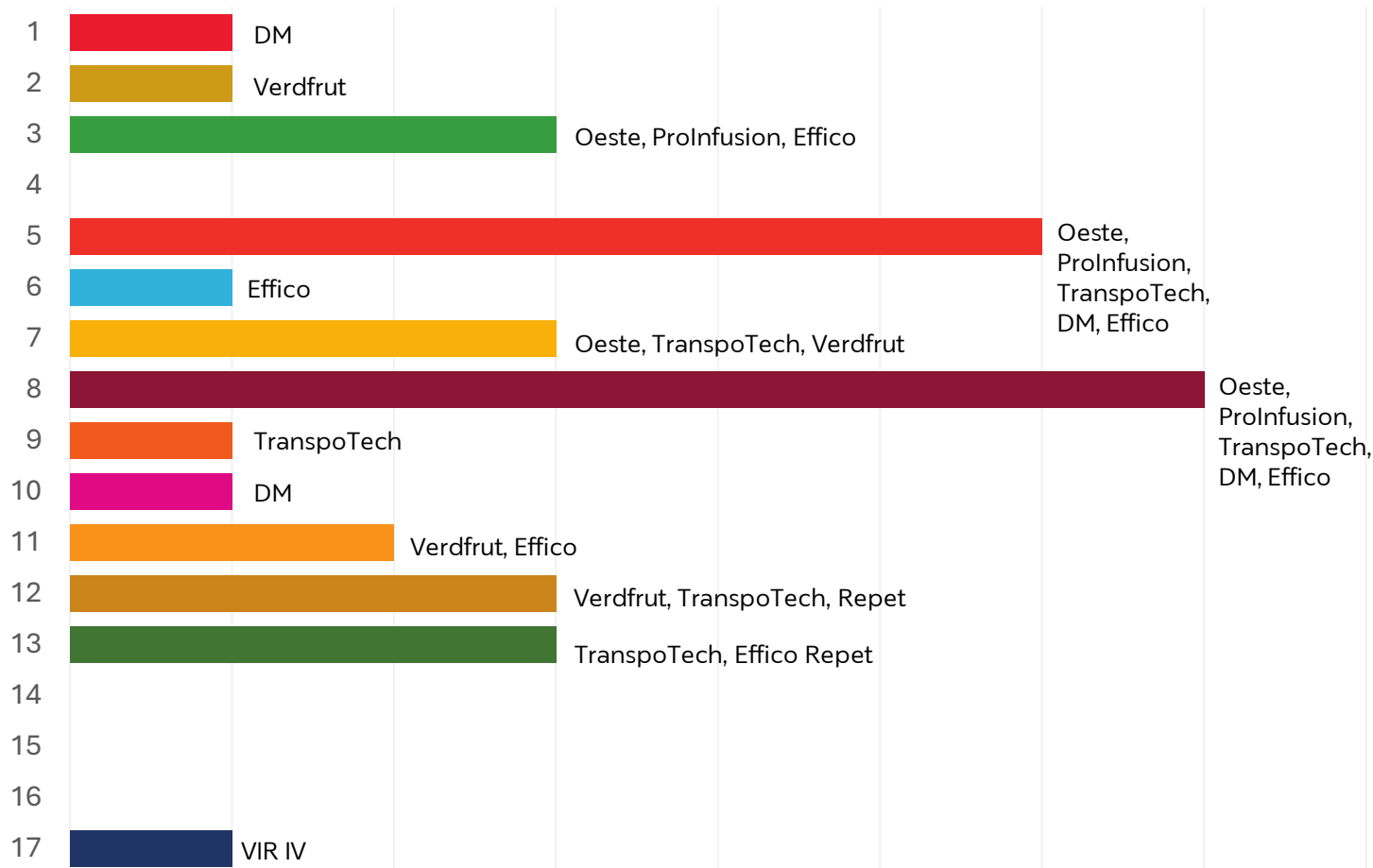


## VINCI IMPACT INDEX (VII)

Requirements measured pursuant to the five dimensions of the Impact Management Project. A score is assigned to each of these dimensions, resulting in the Vinci Impact Index from the moment the VIR IV investment is made. The business' expected performance is also evaluated, and the set of analyses generates a score from D to A+.



# Alignment between SDGs and our current portfolio



## SUSTAINABLE DEVELOPMENT GOALS



The Sustainable Development Goals (SDGs) are interconnected and address the main challenges faced in Brazil and the world. The impact theses of the VIR IV investments connect with several of them.

## 2024 in figures

6

Invested companies in the portfolio  
+2 closed in 2025

3,200

Direct jobs

R\$ 3.1 bi

Combined revenue in the year

53%

Capital committed to 7 investments

20%

Of capital called amortized to investors  
since the beginning of the fund

R\$ 40 mi

In accumulated dividends received  
since the beginning of the fund

# Our impact and ESG highlights

Oeste Saúde

44,000

health plan  
beneficiaries

TranspoTech

77%

of electric forklifts in the  
3,000-equipment fleet

VerdFrut

43%

of fruits, vegetables and greens  
purchased from small producers

DM

82%

of the 3.7 million clients are from  
low-income classes (D and E)

Effico

13.7 mi

cubic meters of accumulated  
water recovered

Repet

3,150 t

of recycled plastic

# 3 OUR INVESTED COMPANIES





## Vinci Impact Index

B (2024)

B (2023) | B (2022) | C+ (2021)

## Healthcare

Sector

## Presidente Prudente (SP)

Head Office

## March 2021

Investment Date

US\$ 6.0 million

Investment Value

## Delivering a record expansion in beneficiary base

Oeste Saúde ended 2024 with strong performance, consolidating its strategic thesis of expanding access to affordable healthcare and growing its beneficiary base. The company reached almost 45,000 lives by December, marking a growth of over 20% compared to the end of last year. This result reflects consistent commercial execution across all product lines—individual, corporate and adhesion plans—and increased sales conversion rates in the last quarter, all together with a great NPS.

An important highlight of 2024 was the continuous verticalization. By the end of the year, nearly 45% of all outpatient consultations were already performed at Oeste's own medical center (CME Presidente Prudente). This not only improves care quality and control but also reinforces the company's ability to reduce costs and increase margin over time.

As it closes the year, Oeste Saúde reaffirms its position as a key healthcare operator in the interior of Brazil—combining operational excellence, regional expansion, and impact by providing quality care to lower-income populations.

Impact Thesis		Key Indicators	
1	Increase in the supply of quality health services through plans for classes B and C → 44k lives	1	44,000 health plan beneficiaries
2	SME with no access to long term capital and know-how.	2	83 NPS



## Vinci Impact Index

B+ (2024)

B+ (2023) | B+ (2022) | B (2021)

## Business Services

Forklift Rental  
Sector

## Blumenau (SC)

Head Office

## August 2021

Investment Date

US\$ 20.6 million

Investment Value

## 3,000 forklifts milestone with 77% electric fleet

TranspoTech ended 2024 with a fleet of 3,018 forklifts, of which 2,309 are electric — a 21% increase from the beginning of the year. This growth reinforces the company's commitment the promotion of sustainable logistics, with electric units now representing 77% of the total fleet, up from 74% in Q1 and 71% mid-2023.

The expansion of the electric fleet is central to TranspoTech's impact thesis, aligning environmental responsibility with business scalability. This transition not only reduces emissions and maintenance costs but also positions the company as a pioneer in the industrial electrification movement within Brazil's material handling sector.

Alongside fleet progress, TranspoTech maintained 42% female participation in its workforce (excluding technicians), and kept a stable presence of women in technical roles, with 10 female mechanics at year-end. These efforts reflect a broader ESG agenda focused on diversity and inclusion, ensuring growth is both sustainable and socially responsible.

### Impact Thesis

- 1 Promotion of sustainable and more resource-efficient equipment through electric forklifts.
- 2 SME with no access to long term capital and know-how.

### Key Indicators

- 1 **77%** of the total fleet composed by electric equipment (2,309 forklifts)



## Vinci Impact Index

B (2024)

B (2023) | B (2022) | B (2021)

### Retail

Fruits and vegetables  
Sector

### Vitória de Santo Antão (PE)

Head Office

November 2021

Investment Date

US\$ 11.6 million

Investment Value

## Impact delivery amid challenging growth scenario

While 2024 presented well known challenges in scaling growth, Verdfrut reinforced its embedded commitment to social impact and regional development.

The most notable achievement this year was the uninterrupted partnerships with smallholder farmers: 43% of all fruits, vegetables, and greens (FLV) sold across Verdfrut stores were sourced directly from small-scale producers in the region. This integration not only boosts rural income but also builds long-term resilience in local agricultural ecosystems.

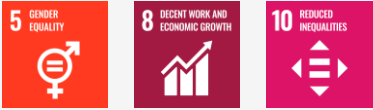
Equally important, Verdfrut continues to be a critical gateway to employment in a region where job opportunities — especially for young people — remain limited. In 2024, 21% of Verdfrut’s workforce started their first job with the company. By opening doors to formal employment, offering training, and fostering career progression, Verdfrut is helping to break cycles of informality and unemployment, empowering youth in the Northeast to envision a more stable and dignified future.

### Impact Thesis

- 1 Development of small regional fruit and vegetable farmers.
- 2 SME with no access to long term capital and know-how.

### Key Indicators

- 1 **43%** of FLV purchased sourced directly from small-scale producers



Vinci Impact Index

B (2024)

B (2023) | C+ (2022)

Financial Services

Sector

São José dos Campos (SP)

Head Office

April 2022

Investment Date

US\$ 29.1 million

Investment Value

## Expanding credit access to low-income Brazilians

In 2024, DM Card reached a historic milestone of over 3.5 million active customers, reaffirming its role as a key player in promoting financial inclusion in Brazil. With 82% of its client base composed of individuals from lower-income classes (C, D, and E), the company continues to focus on offering responsible credit for essential consumption, helping underserved families build financial stability and access services often denied by traditional banks.

This growth was largely driven by the successful integration of Fortbrasil and UZE, which expanded DM’s operations to 25 states and more than 5,500 partner retail locations.

In addition to financial performance, DM Card maintained a strong social impact throughout the year. Its Net Promoter Score (NPS) of 76, one of the highest in the sector, reflects a customer-centric culture built on trust and quality service. As DM continues to scale and invest in technology, its mission to foster inclusive, responsible credit remains central—proving that financial growth and social value can go hand in hand.

Impact Thesis	Key Indicators
<ol style="list-style-type: none"> <li data-bbox="718 996 1760 1072">1 To promote financial inclusion by providing responsible credit to low-income people.</li> </ol>	<ol style="list-style-type: none"> <li data-bbox="1824 996 2428 1072">1 <b>3.5 million</b> active customers in the base</li> </ol>
<ol style="list-style-type: none"> <li data-bbox="718 1108 1760 1183">2 To promote productive microcredit for microentrepreneurs.</li> </ol>	<ol style="list-style-type: none"> <li data-bbox="1824 1108 2428 1183">2 <b>82%</b> of customers from low-income classes</li> </ol>



## Vinci Impact Index

B (2024)

B (2023) | B (2022)

## Business Services

Sanitation Efficiency Sector

## Recife (PE)

Head Office

## October 2022

Investment Date

## US\$ 11.5 million

US\$ 8.5 mi equity

US\$ 3.0 mi debt

Investment Value

## Supporting the sector transformation through efficiency solutions

In 2024, Effico solidified its position in Brazil's sanitation sector, expanding access to water services and significantly reducing water losses. Effico leveraged a high-growth strategy, combining performance-based contracts and digital automation tools to drive water efficiency across underserved regions (northeast and southeast communities and favelas). Through its core unit, the company delivered scalable engineering and telemetry solutions that brought measurable improvements to urban water distribution systems.

A key outcome was the reinforcement of clean water access and pressure control in complex networks through hydraulic modeling, remote monitoring, and precision asset management. These tools directly supported municipalities and operators in meeting the regulatory targets mandated by Brazil's new sanitation framework. As a result, water recovery projects saw gains in both volume and operational savings—effectively preventing the loss of millions of liters of potable water.

### Impact Thesis

- 1 To expand access to water and basic sanitation.
- 2 To positively impact the environment, especially water resources, by reducing losses and contamination of city sanitation systems.
- 3 SME with no access to long term capital and know-how.

### Key Indicators

- 1 **13,700,000 m<sup>3</sup>** of accumulated water recovered (equivalent to 30 cities of 100,000 inhabitants)



Vinci Impact Index  
B (2024)

Business Services  
Waste Management  
Sector

Betim (MG)  
Head Office

June 2024  
Investment Date

US\$ 8.4 million  
Investment Value<sup>1</sup>

## Positive highlights in strong impact business model

In its first six months, Repet has already demonstrated tangible progress in generating environmental impact through its core recycling operations. The company managed a total of over 16,000 tons of material in 2024 and recycled a total of 3,149 tons of plastic.

This activity translates into meaningful environmental gains, notably contributing to energy savings of over 204 million mega joules—underscoring Repet’s contribution to waste diversion from landfills and the circular economy, helping clients achieve its zero landfill targets.

On the social front, Repet is also building a more inclusive workforce, with women representing up to 34% of the team in Q3 2024, a notable figure in the industrial recycling sector. The company continues to represent the core of VIR IV’s impact thesis: enabling sustainable growth for small and medium-sized enterprises (SMEs) with limited access to capital and technical support, while simultaneously advancing environmental stewardship in Brazil’s waste management value chain.

Impact Thesis	Key Indicators
<ol style="list-style-type: none"> <li>1 Reducing the volume of solid waste improperly disposed at landfills through recycling.</li> <li>2 SME with no access to long term capital and know-how.</li> </ol>	<ol style="list-style-type: none"> <li>1 <b>3,000 tons</b> of recycled plastic, helping clients to achieve its zero-landfill target</li> </ol>

# 4 2024 INDICATORS



# 2024 Green House Gases (GHG) Emissions

## Oeste Emissions

- Scope 1: 56,29 tCO<sub>2</sub>e
- Scope 2: 14,81 tCO<sub>2</sub>e
- Total: 71,10 tCO<sub>2</sub>e

## TranspoTech Emissions

- Scope 1: 1.197,35 tCO<sub>2</sub>e
- Scope 2: 6,93 tCO<sub>2</sub>e
- Total: 1.204,28 tCO<sub>2</sub>e

## Verdfrut Emissions

- Scope 1: 618,16 tCO<sub>2</sub>e
- Scope 2: 378,57 tCO<sub>2</sub>e
- Total: 996,73 tCO<sub>2</sub>e

## DM Emissions

- Scope 1: 402,75 tCO<sub>2</sub>e
- Scope 2: 20,69 tCO<sub>2</sub>e
- Total: 423,44 tCO<sub>2</sub>e

## Effico Emissions

- Scope 1: 148,24 tCO<sub>2</sub>e
- Scope 2: 2,66 tCO<sub>2</sub>e
- Total: 150,90 tCO<sub>2</sub>e

## Repet Emissions

- Scope 1: 1.226,65 tCO<sub>2</sub>e
- Scope 2: 36,82 tCO<sub>2</sub>e
- Total: 1.263,47 tCO<sub>2</sub>e

# Oeste Saúde

Indicator	Unit of Measurement	2021	2022	2023	2024
Total employees	No	86	102	120	134
Total female employees	No	57	69	88	103
Female employees	%	66%	68%	73%	76%
Total employees with disabilities	No	0	0	3	2
Employees with disabilities	%	0%	0%	3%	2%
Total number of employees over 60 years old	No	2	4	2	3
Employees over 60 years old	%	2%	4%	2%	2%
No. of jobs created yearly	No	19	16	18	14
Total wages paid to employees in the year	R\$	2,542,083	3,891,485	5,392,224	6,902,026
Average monthly salary of employees	R\$	2,463	3,179	3,745	4,292
Growth in total wages paid to employees	%	15%	53%	39%	28%
Turnover rate	%	6%	5%	4%	3%
Absenteeism rate	%	1%	2%	2%	2%
Accidents at work	No	0	1	2	2
Professional responsible for ESG	Yes/No	Yes	Yes	Yes	Yes
Gross revenue (in millions)	R\$	61.5	72.0	88.8	114.5
Net revenue (in millions)	R\$	58.9	68.2	85.7	108.1
Health plan beneficiaries (thousands)	No	24.0	28.9	36.3	44.1
Elective appointments	No	81,138	100,100	97,773	149,010
New businesses created	No	2	1	1	1
New businesses created in low-income areas	No	2	1	1	1
Beneficiaries in prevention programs	No	80	206	206	169
Energy used from renewable energy sources	Kwh	0	93,353	93,077	83,509
Community development support activities	R\$	0	0	23,823	177,492

# TranspoTech

Indicator	Unit of Measurement	2021	2022	2023	2024
Total employees	No	401	523	596	688
Total female employees	No	76	115	130	150
Female employees	%	18.9%	22.0%	21.8%	21.8%
Total employees with disabilities	No	6	12	15	12
Employees with disabilities	%	1.5%	2.3%	2.5%	1.7%
Total number of employees over 60 years old	No	3	5	4	5
Employees over 60 years old	%	0.7%	0.9%	0.7%	0.7%
No. of jobs created yearly	No	10	122	73	92
Total wages paid to employees in the year	R\$	14,898,798	17,815,347	21,270,457	25,980,565
Growth in total wages paid to employees	%	17.4%	19.6%	19.4%	22.1%
Average monthly salary of employees	R\$	3,096	2,838	2,974	3,305
Turnover rate	%	4.2%	4.7%	3.1%	3.0%
Absenteeism rate	%	2.8%	3.7%	2.0%	2.7%
Accidents at work	No	16	28	31	31
Professional responsible for ESG	Yes/No	Yes	Yes	Yes	Yes
Net revenue (in millions)	R\$	107	174	204	268
Total quantity of forklifts	No	1,741	2,289	2,652	3,018
Total quantity of electric forklifts	No	1,288	1,607	1,922	2,309
Total quantity of combustion fuel forklifts	No	513	682	730	627
Representation of electric forklifts	%	74.0%	70.0%	72.0%	76.5%
Women 4.0 Project participants	No	3	10	8	10
Community development support activities	R\$	0	0	78,300	94,446

Indicator	Unit of Measurement	2021	2022	2023	2024
Total employees	No	680	799	855	784
Total female employees	No	297	328	358	357
Female employees	%	43.7%	41.1%	41.9%	45.5%
Total employees with disabilities	No	4	4	3	3
Employees with disabilities	%	0.6%	0.5%	0.4%	0.4%
Total number of employees over 60 years old	No	3	5	5	5
Employees over 60 years old	%	0.4%	0.6%	0.6%	0.6%
No. of jobs created yearly	No	11	130	175	104
Total salaries paid to workers in the year	R\$	12,988,123	28,128,124	31,335,345	23,848,261
Average monthly salary of employees	R\$	1,592	2,934	1,715	2,339
Growth in total wages paid to employees	%	35.2%	116.6%	41.5%	-23.9%
Turnover rate	%	3.9%	39.3%	52.2%	4.1%
Accidents at work	No	N	N	9	15
Professional responsible for ESG	Yes/No	Yes	Yes	Yes	No
Net Revenue (in millions)	R\$	156	204	232	300
Total employees from ethnic minorities	No	54	N	114	119
Employees from ethnic minorities	%	7.9%	N	13.3%	15.2%
Total LGBTQIA+ employees	No	20	37	34	42
LGBTQIA+ employees	%	2.9%	4.6%	4.0%	5.4%
Total employees under 25 years old	No	131	177	232	168
Employees under 25 years old	%	19.3%	22.1%	27.1%	21.4%
Total number of employees in their first job	No	80	135	146	152
Employees in their first job	%	11.8%	16.3%	17.1%	19.4%
Net Promoting Score	NPS	88	67	65	N
Purchases of fruits and vegetables from small producers	%	26.0%	36.0%	48%	43%
Community development support activities	R\$	0	0	200,000	6,591

Indicator	Unit of Measurement	2021	2022	2023	2024
Total employees	No	974	873	949	1,242
Total female employees	No	692	574	597	803
Female employees	%	71.0%	65.8%	62.9%	64.7%
Total employees with disabilities	No	33	38	34	69
Employees with disabilities	%	3.4%	4.4%	3.6%	5.6%
Total number of employees over 60 years old	No	4	3	5	8
Employees over 60 years old	%	0.4%	0.3%	0.5%	0.6%
No. of jobs created yearly	No		-74	284	236
Total salaries paid to workers in the year	R\$	32,792,849	41,903,312	43,886,272	55,591,608
Average monthly salary of employees	R\$	3,229	4,132	4,040	4,003
Growth in total wages paid to employees	%	36.9%	27.8%	4.7%	26.7%
Turnover rate	%	4.7%	4.5%	4.6%	2.9%
Work Accidents	No	2	0	0	8
Net revenue (in millions)	R\$	602.6	850.8	1,033	2,471
Total customers	No	1,630,612	1,585,606	2,549,897	3,752,966
Class D and E customers	No	1,291,445	1,255,800	1,969,644	3,085,831
Customers from classes D and E	%	79.2%	79.2%	77.2%	82.2%
Delinquent customers	No	1,366,504	1,434,888	2,013,809	2,392,551
Delinquent customers	%	32.1%	30.3%	24.0%	22.7%
Complaints received	No	2,609	3,071	3,279	4,359
Net Promoting Score (Índice de Satisfação do Cliente)	No	73.7	74.5	76.3	80.3
New businesses created	No	22	31	97	106
Community development support activities	No	8	11	10	16

Indicator	Unit of Measurement	2021	2022	2023	2024
Total employees	No	97	185	247	185
Total female employees	No	26	31	68	58
Female employees	%	26.8%	16.7%	27.5%	31.4%
Total employees with disabilities	No	0	0	0	0
Employees with disabilities	%	0.0%	0.0%	0.0%	0.0%
Total number of employees over 60 years old	No	3	1	4	2
Employees over 60 years old	%	3.0%	0.5%	1.6%	1.1%
No. of jobs created yearly	No	0	84	150	88
Total wages paid to employees in the year (in millions)	R\$	2.5	4.9	8.7	14.2
Average monthly salary of employees	R\$	2,200	2,200	4,800	9,752
Growth in total wages paid to employees	%	N/A	89.0%	56.3%	63.1%
Turnover rate	%	3.0%	3.0%	11.4%	8.0%
Work Accidents	No	3	3	5	18
Professional responsible for ESG	Yes/No	No	No	Yes	Yes
Net Revenue (in millions)	R\$	39.0	80.0	67.1	89.6
Reclaimed water	cubic meters	N/A	1,800,000	2,664,701	13,700,000

# Repet

Indicator	Unit of Measurement	2021	2022	2023	2024
Total employees	No	72	75	99	146
Total female employees	No	12	15	24	42
Female employees	%	16.7%	20.0%	24.2%	28.8%
Total employees with disabilities	No	0	0	0	2
Employees with disabilities	%	0.0%	0.0%	0.0%	1.4%
Total number of employees over 60 years old	No	2	2	3	5
Employees over 60 years old	%	2.8%	2.7%	3.0%	3.4%
Total refugee employees	No	0	0	3	17
Refugee employees	%	0%	0%	3.0%	11.6%
No. of jobs created yearly	No	0	0	0	14
Total wages paid to employees in the year	R\$	2,095,682	1,885,619	2,616,883	4,073,963
Average monthly salary of employees	R\$	2,285	2,320	2,525	2,515
Growth in total wages paid to employees	%		-10.1%	38.9%	55.6%
Turnover rate	%	86.0%	87.2%	54.7%	117.9%
Accidents at work	No	5	0	2	2
Professional responsible for ESG	Yes/No	No	No	No	No
Net Revenue (in millions)	R\$	27.2	31.6	39.4	43.0
Total volume of material managed	tone	7,946	10,076	13,407	16,792
Total volume of recycled plastic	tone	999	1,353	1,512	3,148
Total volume of recycled biomass	tone	4,984	11,988	16,574	9,460
Volume of material destined for landfills	tone	32,658	30,910	29,695	27,637
Average estimated energy savings with plastic recycling	Megajoules (MJ)	64,946,065	87,942,263	98,290,349	204,675,581



VIR team with Flavio Boan, Advisor, at the VIR 2025 offsite meeting



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