

# INTEGRATED REPORT 2024

# CONTENTS

## 03 Welcome

Message from Management  
About This Report  
Materiality Matrix

## 09 About Cogna

About Us  
Our Brands  
Cogna by the Numbers  
The Cogna Way  
Our History  
Business Model  
Stakeholder Engagement  
Awards and Recognition

## 21 Our Strategy

New Operating Model  
Innovation  
ESG Strategy: Our Future Vision

## 34 Social and Environmental Impact

Social Impact  
Environmental Impact

## 64 Transformative Education

The Cogna Journey  
Access to Education  
Education for Every Stage in Life  
Academic Quality and Satisfaction

## 98 Our Best Version

The COGNA Way  
Talent Acquisition, Retention and Development  
Diversity, Equity, and Inclusion  
Health, Safety and Well-being

## 114 Corporate Governance

Our Governance  
Institutional Relations  
Ethics, Integrity and Transparency  
Risk Management

## 129 Business Performance

Economic and Industry Overview  
Economic and Financial Performance

## 133 Disclosures Supplement

## 151 Content Indices

GRI and SASB Content Indices and COGNA Disclosures  
TCFD Content Index  
Assurance Letter

## 164 Corporate Information and Credits



**INTERACTIVE FILE**  
CLICK ON A TOPIC TO GO DIRECTLY  
TO THE SECTION



In this chapter:

- MESSAGE FROM  
MANAGEMENT
- REPORT INTRODUCTION
- MATERIALITY MATRIX



# WELCOME



# MESSAGE FROM MANAGEMENT

GRI 2-22

2024 was a milestone year for Cogna. We successfully completed a transformation cycle that began in 2021, during which we challenged ourselves to grow sustainably, boost profitability, and cement a robust and innovative business model—while maintaining our commitment to academic quality, the student experience, and creating value for all our stakeholders.

We exceeded our guidance to the market four years ago, delivering recurring EBITDA of R\$ 2.17 billion and post-CAPEX cash generation of R\$ 1 billion. Compared to 2020, this represents a threefold increase in EBITDA and a fourfold increase in operational cash generation. We reported a net income of R\$ 879.9 million, enabling us to resume dividend distribution after five years. Our leverage ratio also reached its lowest level since 2018. Cogna achieved consistent growth despite a challenging macroeconomic landscape, marked by a decline in student funding, new entrants, and the pandemic.

Beyond financial results, our transformation—supported by an asset-light strategy—has enabled us to improve internal processes, expand our portfolio of educational solutions, and strengthen our organizational culture.

The completion of this transformation cycle positions us in a new and exciting chapter as we build a new operational model. Throughout 2024, we conducted a deep dive into our processes, businesses, and products to identify synergies and redundancies. Our goal was to implement a planned organizational restructuring to make us more agile and efficient and better able to deliver a comprehensive educational ecosystem to our customers. We organize our businesses into four major alliances offering education for children and teenagers, education for youth and adults, and lifelong learning. This structure enables us to support Brazilians through their entire educational journey—from age 2 to 100—reaffirming our mission to empower people to build the best version of themselves.







To prepare our team for this new phase, we strengthened “The Cogna Way” culture by developing the core skill sets we believe are essential for our future. Our aim is to foster a culture of inspiring leadership, an ownership mindset, and collaboration. Our new organizational structure encourages internal mobility, allowing employees to explore new areas and build new skills.

Cogna’s growth strategy for the coming years blends innovation in our traditional businesses with expansion into areas like public education solutions, vocational training, and school franchises. This not only diversifies our revenue streams but also expands our contribution to education in Brazil, reaching more students and institutions.

In 2024, we made significant progress in applying artificial intelligence as a key driver of operational efficiency and new educational offerings. At every step, we will simplify, accelerate, and personalize the learning journey.

Sustainability remains a strategic imperative for Cogna. The “Cogna Commitments for a Better World” reflect our long-term vision and our desire to create positive impact across society. We will continue advancing this agenda with discipline and consistency, knowing that responsible companies play a vital role in building a better future for all.

We close 2024 with pride in all we’ve accomplished together and excitement about the future. We believe education has the power to transform people’s life, and we are well positioned to keep innovating, expanding our positive impact, and offering solutions that meet the needs of a constantly evolving world. We remain committed to building, alongside every student, school, employee, and partner, a path of continuous learning and new opportunities for the future.

**Roberto Valério**  
CEO



# REPORT INTRODUCTION

GRI 2-2, 2-3

As part of our commitment to stakeholder transparency and accountability, we are pleased to present Cogna Educação's 2024 Integrated Report. In this report, we highlight how we create value for our employees, customers, students, teachers, suppliers, investors, communities, and other stakeholders. The information in this report covers the period from January 1 to December 31, 2024. Published annually since 2014, this report addresses the topics in our materiality matrix, which can be found on [page 07](#).

The information presented refers to the Cogna holding company and its subsidiaries—Kroton, Saber, and Vasta Platform (also known as SOMOS Educação, the brand used in client-facing interactions)—which are the same entities included in our financial statements.

This report was prepared with the collaboration of cross-functional employees who manage and track the reported disclosures and information. Cogna's senior leadership reviewed and approved the report, and is ultimately responsible for the data presented herein.

The independent audit engagement was authorized and approved by the Board of Directors, with advice from the Audit Committee, and the contents of the report were externally assured by KPMG's independent auditors. See the assurance letter on [page 162](#). **GRI 2-5**

## IMAGES

The photographs illustrating this report depict real-world situations experienced by our employees, partners, students, suppliers and other stakeholders portrayed.

## REPORTING STANDARDS

This report has been prepared in accordance with the Global Reporting Initiative (GRI) 2021 Standards, the Sustainability Accounting Standards Board (SASB) Education sector standard, the World Economic Forum's (WEF) IBC Stakeholder Capitalism Metrics, and the IFRS Foundation's integrated reporting and financial reporting principles. We also followed the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), and have mapped the reported material topics and sustainability disclosures to the relevant United Nations (UN) Sustainable Development Goals (SDGs) and our own strategic objectives. Our Integrated Report includes all disclosures required by the above standards, with no omissions.

This report includes an Disclosures Supplement (see [page 133](#)), which brings together additional qualitative and quantitative data. The content index at the end of the report provides a complete list of reported GRI, SASB, and Cogna disclosures. A TCFD Content Index is provided separately in the Appendices.

## STRATEGIC PILLARS

Throughout the report, the content is mapped to our strategic pillars:



IF YOU HAVE ANY QUERIES, SUGGESTIONS AND FEEDBACK ABOUT THIS REPORT, PLEASE WRITE TO [ESG@COGNA.COM.BR](mailto:ESG@COGNA.COM.BR).



# MATERIALITY MATRIX

GRI 2-14, 3-1

In 2023, we revised our materiality matrix using the double materiality approach, ensuring ongoing alignment with stakeholder expectations. Using this approach, we identified our most significant external impacts and the factors with the greatest influence on our business.

As part of the materiality assessment, we benchmarked our material topics against industry peers, referenced sustainability frameworks, and surveyed strategic stakeholders. A total of 17,286 people

participated in the survey—an 80% increase compared to the previous survey in 2020. Of the respondents, 13% were internal stakeholders and 87% were external. The assessment yielded 11 priority material topics, which were validated by the CEO, the People and ESG Committee, and the Board of Directors. The most notable addition was the inclusion of Economic and Financial Sustainability as a material topic. Our materiality matrix is reviewed every three years.

## MATERIALITY PROCESS

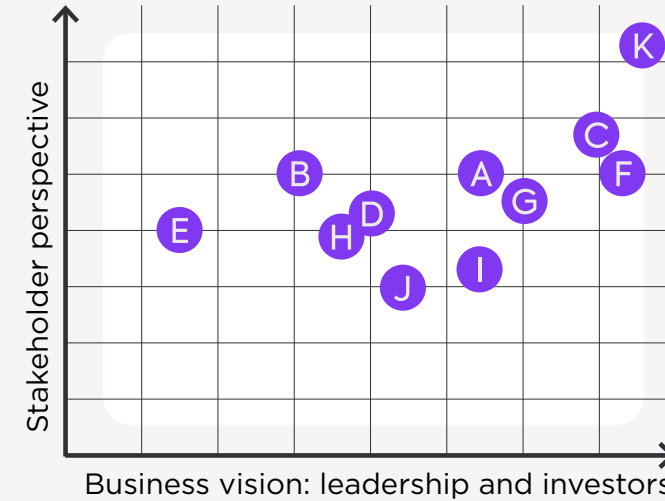
### INDUSTRY BENCHMARKING AND FRAMEWORK REVIEW

Reviewing internal and external documents, such as the Dow Jones Sustainability Index (DJSI), the sustainability reporting frameworks published by the Sustainability Accounting Standards Board (SASB) and the World Business Council for Sustainable Development (WBCSD), the World Economic Forum's IBC Stakeholder Capitalism Metrics, and benchmark studies of global and sector trends.

### STAKEHOLDER SURVEY

An online survey with representatives from strategic internal and external stakeholder groups: employees, senior leadership (C-Suite and Board of Directors) academic staff, students, suppliers, business partners, market analysts, investors and representatives of civil society and non-governmental organizations. Equal weights were assigned to all stakeholders during the survey phase.

### 2024 MATERIALITY MATRIX



**A** Innovation and technology

**B** Diversity and Inclusion

**C** Access to Education

**D** Employee training and education

**E** Health, safety and well-being

**F** Student and customer satisfaction

**G** Ethics, transparency and compliance

**H** Employability and entrepreneurship

**I** Economic and financial sustainability

**J** Data infrastructure and security

**K** Academic and service quality

### STEPS IN DEVELOPING THE MATERIALITY MATRIX

**1**  
Understanding  
the organization's  
context

**2**  
Identifying actual  
and potential  
impacts

**3**  
Evaluating the  
significance of  
impacts

**4**  
Prioritizing the  
most significant  
impacts

**5**  
List of material  
topics



## LIST OF MATERIAL TOPICS GRI 3-2

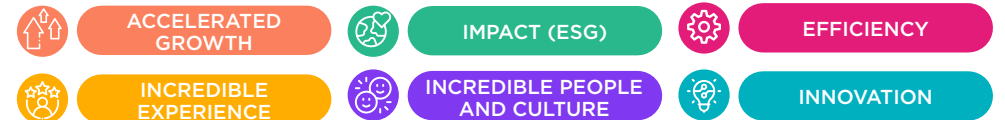
Material topic*	Capitals	Impact on stakeholders	Related disclosures	SDGs	Linkage to our strategic pillars
Academic and service quality	Intellectual	All stakeholders	CC, CI, Enade, Enem, Avaliar, IDD, IGC, Stricto Sensu, Sisu; GRI 3-3	4	
Access to Education	Intellectual, social and relationship	Students and society	SROI, Social project indicators; GRI 3-3	4	
Student and customer satisfaction	Social and relationship	Students and society	NPS, CSAT; GRI 3-3	4	
Ethics, transparency and compliance	Human, social and relationship	All stakeholders	GRI 205-1, 205-2, 205-3, 206-1, 415-1; GRI 3-3	16	
Innovation and technology	Intellectual	All stakeholders	GRI 3-3	9	
Economic and financial sustainability	Financial	Company, employees, investors and shareholders	GRI 201-1, 201-2, 201-4, 3-3, TCFD	8	
Employee training and education	Intellectual and human	Employees	GRI 404-1, 404-2, 404-3, 3-3	4 8	
Diversity and inclusion	Human	Employees	Diversity Survey; GRI 401-3, 405-1, 405-2, 406-1, 3-3	8 10	
Employability and entrepreneurship	Intellectual, human and relationship	Students and society	SASB SV-ED 260a.3; GRI 3-3	8	
Data infrastructure and security	Intellectual, social and relationship	All stakeholders	GRI 418-1, 3-3; SASB SV-ED-230a.2; SASB SV-ED-230a.1; SASB SV-ED-230a.3	9	
Health, safety and well-being	Human	Employees	eNPS, CSAT; GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 3-3	3 8	

\*There were no changes in the material topics compared to the previous 2023 report.

### Sustainable Development Goals (SDGs)

Health and well-being Quality education Decent work and economic growth  
 Industry, innovation and infrastructure Reduced inequalities Peace, justice and strong institutions

### Strategic pillars



# ABOUT COGNA

## In this chapter:

- | ABOUT COGNA
- | OUR BRANDS
- | COGNA BY THE NUMBERS
- | THE COGNA WAY
- | OUR HISTORY
- | BUSINESS MODEL
- | STAKEHOLDER ENGAGEMENT
- | AWARDS AND RECOGNITION



# ABOUT US

GRI 2-1, 2-6

We are Cogna (Cogna Educação S.A.), one of Brazil's largest and most comprehensive education companies, operating across all stages of the learning journey. Driven by our purpose of empowering people to build the best version of themselves, we offer educational services, products, and technologies to B2C, B2B, and B2G segments, covering everything from early childhood education to higher education and lifelong learning. Our commitment is to deliver innovative solutions that promote access to education and support students' academic and professional development.

Our organizational structure comprises multiple specialized business units: Kroton, focused on undergraduate and graduate education; SOMOS, operating in K-12 education; and Saber, which offers educational solutions and strategic partnerships, particularly for the public sector. Adding to our portfolio are well-known brands such as Anglo, Pitágoras, pH, and Maxi learning systems; Anhanguera university; the publishers Ática, Saraiva, and Scipione; and the language school Red Balloon.

We continuously invest in innovation and technology to expand access to quality education. We provide digital platforms, structured learning systems, and assessment tools that support students, educators, and institutions. Cogna also develops tailored solutions for public education systems, working in partnership with state and municipal education departments to improve the education system. Our data-driven, efficiency-based management model ensures transparency and operational strength.

To empower the communities where we operate to build the best version of themselves, we sponsor two social impact initiatives: Fundação Pitágoras and Instituto SOMOS, which lead projects focused on public education, income generation, and local development. Since 2021, we have publicly committed to the "Cogna Commitments for a Better World"—a set of targets aimed at balancing people and nature, advancing education, diversity, and human rights, and strengthening our governance and integrity systems.



Our purpose is to help people build **the best version of themselves.**



A publicly traded company, our shares are listed and traded on the São Paulo Stock Exchange's (B3) Novo Mercado listing segment and the New York Stock Exchange over-the-counter market (OTCQX), under the ticker symbol COGNY. The Vasta Platform (VSTA), a group company operating under the commercial name SOMOS Educação, is publicly traded on Nasdaq.

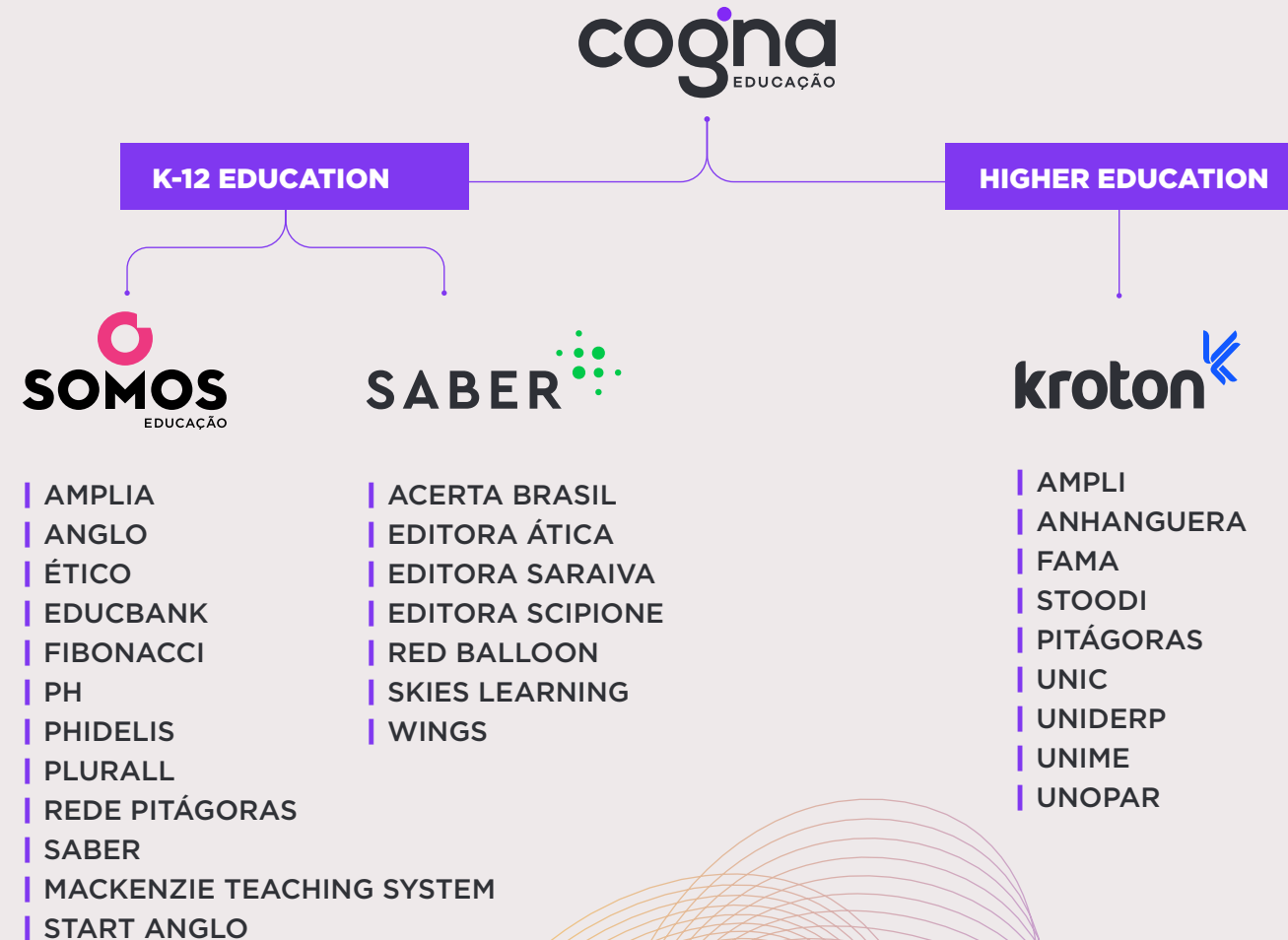
Our headquarters is located in São Paulo (SP), with corporate offices in Brasília (DF), Londrina (PR), and Valinhos (SP). Our value chain includes infrastructure providers; paper and printing suppliers; facilities and marketing services; business partners who distribute our educational materials and solutions; schools and public education networks that use Cogna products and services in their teaching processes; and students and teachers, the end users who engage with our content and apply the knowledge they gain.



**We operate across every stage of the educational journey** —from early childhood and K-12 education to higher education and lifelong learning.

## OUR BRANDS

Our portfolio comprises a set of renowned brands, some with over one hundred years in the market. Among the main brands are:





# COGNA BY THE NUMBERS

## OUR TEAM



**24,016**  
employees

**45%**

of leadership positions,  
manager and above, are  
held by **women (cis or  
transgender)**

**31%**

of leadership roles,  
coordinator and  
above, are held by  
**black individuals**

## K-12 EDUCATION

**4,700+**  
partner schools

**Over 1,000**  
schools use content  
from our publishers

**118**  
corporate,  
partner, or  
franchised Red  
Balloon schools

**34,000+**  
Red Balloon  
students

**1.4 million+**  
students served by our  
educational solutions

## PRIVATE K-12 EDUCATION



**1 in 4**  
private K-12 students  
use our educational  
solutions



**1 in 5**  
private K-12 schools is  
a partner school

## PUBLIC K-12 EDUCATION

**61%**

of public school  
students (22 million  
students) benefit  
from at least one  
of our educational  
solutions

**61%**

of public schools  
in Brazil (134,770  
schools) use at least  
one Cogna solution

## HIGHER EDUCATION

**1 million+**  
students in on-site  
and digital  
undergraduate programs

**113** corporate higher  
education institutions

**79,000**  
graduate  
students

**3,000+**  
accredited digital  
learning campuses



**1 in 10**  
higher education  
students is with Cogna



**1 in 10**  
digital education  
students is with Cogna



**1 in 7**  
private school students  
is with Cogna



## CITIES SERVED

**82%**  
are **small** (fewer than 100,000  
inhabitants over 15)

**80%**  
have an **HDI** below the Brazilian average

Number of cities in which we are  
the only private HEI<sup>1</sup> offering  
programs in:

- | Pedagogy – 156
- | Mechanical Engineering – 134
- | Civil Engineering – 118
- | Nursing – 72
- | Crop Science – 41
- | Law – 18
- | Physical Therapy – 10
- | Dentistry – 9
- | Nutrition – 6
- | Medicine – 3

**In 230 Brazilian municipalities,**  
Cogna is the only higher  
education provider present.

<sup>1</sup>Source: INEP — Higher Education Census

# THE COGNA WAY, LEADING US INTO THE FUTURE

## PURPOSE

*We help  
people build  
the best  
version of  
themselves.*



## STRATEGIC PILLARS



ACCELERATED GROWTH



IMPACT (ESG)



EFFICIENCY



INCREDIBLE EXPERIENCE



INCREDIBLE PEOPLE AND CULTURE



INNOVATION

## VALUES

- | Our relationship is direct and respectful
- | We are entrepreneurs and we deliver results
- | We make our differences the basis of our co-existence
- | The success of our students/ customers is our success
- | We are a team, not heroes

## REWARDED MINDSETS

- | We have a sense of ownership
- | We listen to our students/ customers
- | We inspire and galvanize people
- | We have a sense of urgency

## RULES & STANDARDS

- | Take vacations, enjoy this time, and switch off
- | We value leadership, not hierarchy
- | Change is the only constant; embrace it with openness, flexibility and without attachment
- | Every issue has an owner
- | Communication matters: we focus on clarity and context
- | An employee seeking promotion must first develop a successor, giving internal talent priority.

## DECISION-MAKING

- | We make agile, data-based decisions that take account of impacts and implications
- | Once a decision is made, we pull together in the same direction
- | We communicate our decisions clearly and on a timely basis
- | Not making a decision is a decision in itself. Speak up
- | The leader makes the decision, but the process is collaborative
- | Not every decision needs a meeting. Less Power Points, more solutions.

## RITUALS

- | We follow management and celebration rituals
- | We manage our performance
- | We celebrate results
- | We welcome newcomers

## FEEDBACK

- | We provide face-to-face feedback that is straightforward, respectful and tangible
- | Feedback is aligned with corporate objectives

## PSYCHOLOGICAL SAFETY

- | We encourage people to speak up, regardless of hierarchy and differing opinions
- | We are transparent about the direction of our business and our people
- | We listen because innovation comes from diverse thinking
- | We bring potential problems to the table with suggested solutions
- | We learn from mistakes, correct them quickly, and do not repeat them
- | We allow people to complete their thoughts. We do not interrupt them.



# OUR HISTORY

1966

**Five young people** set up the university preparatory course Pitágoras in Belo Horizonte (MG).

1972

**We launch** the first Pitágoras School

1995

**The Pitágoras Network** is founded, with 106 member schools.

1999

**We establish** the Pitágoras Foundation

2000

**The first Pitágoras College** opens.

2007

**Pitágoras goes public** on BMF&Bovespa under the name Kroton Educacional, launching a chapter of rapid expansion and development

2019

**We create Cogna** as a holding company—a collective of businesses—and the Vasta Platform, focused on K-12 education

2018

**We acquire SOMOS**, the largest K-12 education platform in Brazil.

2014

**With the acquisition of Anhanguera**, Kroton becomes the largest educational company in the world by market cap and number of students.

2012

**We list on Novo Mercado** (B3).

2011

**We acquire Unopar**, making Kroton the market leader in distance education in Brazil

2010

**We acquire IUNI** Educacional.

2020

**Vasta Platform/SOMOS Educação goes public** on Nasdaq (USA).

2021

**We launch the** “Cogna Commitments for a Better World” manifesto

2022

We launch **#TheCognaWay**.

2023

**Our higher education brands are unified** under Anhanguera

Cogna launches the **Start Anglo Bilingual School**.

We become the first education company included in the **B3 Corporate Sustainability Index (ISE)**

**We enter the B2G** (*business to government*) market through SOMOS/Vasta Platform

2025

**We launch** a new operating model

Named **Industry Mover in the Sustainability Yearbook 2025** by S&P

2024

Cogna establishes an innovative trilingual partnership: **Colégio Liceu Pasteur and Start Anglo**.

120 projects involving **artificial intelligence** across various development stages

**KrotonMed expands** with new medical programs in Ponta Porã (MS) and São Luís (MA), totaling 110 new spots

**Cogna issues social bonds**—the first ESG-labeled social debenture in Brazil's education sector.

## INPUTS



### Financial Capital

- Revenue
- Investments
- Financing



### Manufactured Capital

- Administrative headquarters and corporate offices
- Distribution centers and branches
- K-12 and higher education units
- Community service facilities (clinics, teaching hospitals, etc.)
- Bilingual education network
- College entrance exam prep courses
- Publishing houses



### Intellectual Capital

- High-performing and recognized learning systems and solutions for diverse learner profiles
- Portfolio of AI-powered initiatives
- Research and studies on market trends
- Investment in research
- Patents and scientific output
- Copyrights
- Management software and digital platforms
- Research investment and collaborations
- Corporate University



### Human Capital

- Employees
- Education professionals



### Social and Relationship Capital

- Students and teaching staff
- Suppliers and franchisees
- Partner schools
- Business partners
- Market analysts
- Investors
- Government and non-government entities
- Trade associations
- Research funding agencies (CNPq, Capes, Finep, FASPs)
- Partnerships with startups, institutions, and field-leading professionals



### Natural Capital

- Electricity
- Water

# BUSINESS MODEL



## BUSINESS ACTIVITIES

- Education services
- Teaching, research and outreach
- Community events and services
- Management of educational software systems
- Publishing and distribution of textbooks and learning materials



## PRODUCTS AND SERVICES

### K-12 Education:

- Leading learning systems and supplementary education in a one-stop partner model
- Bilingual learning system – Start Anglo franchises
- PNLD (National Textbook Program)
- English program for young learners
- *Acerta Brasil*
- Distance learning for adult education
- Innovative technologies
- Ongoing teacher training
- Core and supplemental textbooks for K-12 education

### Higher Education and Continuing Education:

- Undergraduate and graduate programs – *stricto* and *lato sensu*
- Extension and undergraduate research projects
- Scientific research
- Broad reach and course offerings that expand access to higher education across the country
- Career-focused courses
- Civil service exam prep courses
- Non-degree and language courses
- Master's and doctoral programs

## IMPACTS



### Financial Capital

- ↑ Shareholder, employee, and partner compensation
- ↑ Investment in research and innovation



### Manufactured capital

- ↑ A presence in more than 5,000 cities



### Intellectual Capital

- ↑ Lifelong learning
- ↑ Project lab focused on hands-on learning
- ↑ Development of advanced educational methods
- ↑ Digital transformation
- ↑ Teaching strategies and instructional practices
- ↑ Research across multiple areas of knowledge



### Human Capital

- ↑ Workforce training and access to quality education
- ↑ Development in research and innovation
- ↑ Jobs and income



### Social and Relationship Capital

- ↑ Social and environmental impact programs, the SOMOS Institute and the Pitágoras Foundation
- ↑ Scholarship programs
- ↑ Community professional services
- ↑ Access to quality education
- ↑ Skills development in teaching and scientific research
- ↑ Investments in educational events
- ↑ Improved employability and income (for students)
- ↑ Contributions to public policy discussions



### Natural Capital

- ↑ Production and sourcing of renewable electricity for consumption
- ↑ Water efficiency initiatives
- ↓ GHG emissions
- ↓ Waste



# STAKEHOLDER ENGAGEMENT

GRI 2-29

We maintain structured and diversified engagement with a wide range of stakeholders, supported by ethical principles, our commitment to education, and clear communication.

Our scope of engagement spans interactions with employees, shareholders, and the financial market, as well as collaboration with suppliers, educators, partner schools, government officials, regulatory agencies, journalists, local communities, and more. This engagement builds links that support the development of the education sector and improvement of the student experience. Our Stakeholder Engagement Policy sets clear guidelines for interacting with different stakeholders to ensure ethical and transparent relationships.

Our **government and institutional relations** efforts, led by the Institutional Relations and Sustainability Office, contribute to public policy discussions affecting the education sector—either directly or through industry associations (*see page 138*), helping improve the industry’s regulatory environment.

**Investor** relations are managed by our Investor Relations team, which provides direct and accessible communication about our financial results, strategies, and corporate guidelines. All shareholders—regardless of the number of shares they hold—have access to structured channels for inquiries and alignment on expectations. We follow best practices in corporate governance and regularly hold investor meetings to ensure that material information is disclosed clearly and transparently, supported by a dedicated investor relations website.



LEARN MORE ON OUR INVESTOR  
RELATIONS WEBSITE.





As part of our approach to **community** engagement, our higher education institutions run social projects and provide community services. We also maintain two social responsibility arms—Instituto SOMOS and Fundação Pitágoras—through which we support education and local development initiatives (see [page 35](#)).

The **media** plays a strategic role in disseminating information about our company and brands, amplifying our message. Our Public Relations Office manages media engagement and maintains regular contact with journalists and thought leaders, ensuring they have access to accurate and relevant information and insights. We also actively seek opportunities to position our spokespeople in public forums, such as networking events and opinion pieces. Our website features a dedicated Press Room page, which provides strategic content and corporate information to support journalists and inform discussions on education and innovation.



LEARN MORE ON OUR  
PRESS ROOM PAGE.

*Our relationships are grounded  
in ethics, a commitment  
to **education, and clear  
communication.***



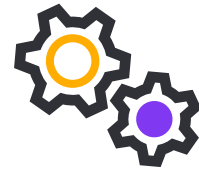
We serve a broad and diverse **B2B client** base that includes private schools partnered with SOMOS; Red Balloon and Start Anglo franchisees; and other educational groups in both K-12 and higher education through our B2B2C platform. Beyond our products and solutions, we provide pedagogical support to partner schools to help enhance teaching practices, and we support franchisees in implementing the franchise model. We also offer ongoing training programs for teaching staff (see [page 89](#)).

Our **B2G business** enables us to broaden our positive impact on Brazilian education by creating tailored solutions for public education and delivering the same level of quality that is available in the private segment to public schools. To ensure integrity and transparency, we have dedicated governance and compliance tools in place for these stakeholders (see [page 78](#)).



For **higher education students** enrolled in our corporate institutions, we offer tailored solutions designed to meet their individual needs and support them in completing their academic journey. We monitor class attendance, academic performance (grades and participation), and financial behavior (payment patterns), and use this data to implement proactive engagement strategies—including communications and guidance with an emotional tone. To assess student satisfaction, we conduct monthly surveys using the Net Promoter Score (NPS) methodology and carry out an annual assessment via our Avaliar System (see [page 97](#)).

Relationships with **suppliers** are guided by a Procurement Policy and a dedicated Code of Ethics, which must be read and accepted by all aspiring suppliers. Our main suppliers in terms of spend or criticality are all screened during the approval process against financial, legal, labor, health and safety, and sustainability requirements.



*We maintain structured and diversified engagement with **a wide range of stakeholders**.*



LEARN MORE IN THE  
DISCLOSURES' SUPPLEMENT





# AWARDS AND RECOGNITION

*In 2024, Cognia and our subsidiaries were recognized in 46 awards and rankings related to education, innovation, customer service, media relations, people management, and financial performance.*

THE FULL LIST IS AVAILABLE ON OUR WEBSITE.

## AWARDS

**Environmental Finance's Sustainable Debt Awards**  
Social Bond of the Year Corporate [Cogna]

**S&P - Sustainability Yearbook Member**  
Industry Mover 2025

## LABELS AND CERTIFICATIONS



**FSC - Forest Stewardship Council [Cogna]**  
Since 2006



**Brazilian GHG Protocol Program Gold Badge [Cogna]**  
Since 2019



**São Paulo Municipal Government Racial Equity Badge [Cogna]**



**Women on Board (WOB) [Cogna]**  
Since 2021



**30% Club Brazil Award [Cogna]**



**Empresa Amiga da Justiça ("Justice-Friendly Company") [Cogna]**  
Since 2021



**GPTW [Cogna and SOMOS]**  
GPTW Women [Cogna]  
GPTW Publishing Industry [SOMOS and SABER]



**Pró-Ética Badge [Cogna]**  
Since 2023

## VOLUNTARY PUBLIC INITIATIVES



**Instituto Ethos**  
Since 2021



**Brazilian GHG Protocol Program**  
Member since 2023



**Business and LGBTI+ Rights Forum**  
Since 2021



**UN Global Compact**  
Since 2010



**UN Women's Empowerment Principles**  
Since 2021

Elas Lideram ("Women Lead") - Since 2023

Mente em Foco ("Mind in Focus") - Since 2023

Net Zero Ambition - Since 2023



**Citizen Company Program**  
Since 2021

Raça é Prioridade ("Race is a Priority") - Since 2023



**Empresa Limpa** ("Clean Company"): Business Pact for Integrity and Against Corruption  
Since 2022















Transparência 100% ("100% Transparency") - Since 2023



**Equidade Racial ("Racial Equity")**  
Since 2024



RANKINGS AND RATINGS

ESG RATINGS	COGNA RATING	SCALE (-/+)
	57	0  100
	10.7 Low Risk	100  0
	3.2	0  5
	B-	D-  A+
	B	D-  A+
	66	0  100
	BBB	CCC  AAA

S&P GLOBAL

1<sup>st</sup>

in Brazil in  
Education

2<sup>nd</sup> globally

in Diversified Consumer  
Services

SOMOS Educação

6<sup>th</sup> globally

in Diversified Consumer  
Services

Sustainability Yearbook

Member 2023, 2024 and 2025

Recognized as an Industry

Mover 2023 and 2025

SUSTAINALYTICS

1<sup>st</sup> globally

in Education

1<sup>st</sup>

in Brazil in Education

2<sup>nd</sup> globally

in Diversified  
Consumer Services

INDEXES

Corporate Sustainability  
Index (B3 ISE)

First education  
company to be  
included in the B3  
Corporate Sustainability  
Index.

Included in the  
2022/2023, 2023/2024,  
and 2024/2025  
portfolios.

We moved from 66<sup>th</sup>  
out of 78 companies in  
2024 to 46<sup>th</sup> out of 82  
in 2025—climbing 20  
positions in the annual  
ranking.

ISS ESG

Prime Status,

ranked as an Industry Leader

REFINITIV

1<sup>st</sup> place

among Brazilian peers

1<sup>st</sup> globally

among School, College &  
University companies





# OUR STRATEGY

## In this chapter:

- | NEW OPERATING MODEL
- | INNOVATION
- | ESG STRATEGY: OUR VISION FOR THE FUTURE

# NEW OPERATING MODEL

2024 marks the start of a new chapter of transformation. Over the past few years, we have made substantial investments in organic growth, supported by acquisitions and the development of new solutions. We have also enhanced the experience for partner schools and students, strengthened our presence in the public sector, and made consistent progress on our social and environmental commitments. These efforts have laid the groundwork for us to now build the largest educational services platform in Brazil.

To achieve this overarching goal, we have designed a new operating model structured to accommodate the different stages of a person's educational journey while providing an integrated student experience. With a diverse and complementary portfolio of solutions, our business units are structured to address the three major phases of students' learning journey—Children & Adolescents, Youth & Adults, and Lifelong Learning.

Supporting these three businesses are **platforms** composed of multi-functional teams with distinct capabilities. The platforms are designed to deliver added value to our business by boosting operational efficiency, accelerating innovation, and creating stronger cross-business synergies while eliminating redundancies and enabling more structured growth. The platforms are structured into four major areas: technology; transformation and innovation; learning experience—which combines academic content, learning engines, and digital experience; and revenue office—which provides an integrated view of the revenue cycle across our entire portfolio, guiding individual business strategies and resource allocation.

All of this is supported by **corporate structures already in place to manage policy direction, people and talent management, corporate resources, and institutional relations**. Both our platforms and our corporate structures operate within a culture designed to cater to business needs, with a focus on quality, speed, consistency, and innovation.

## BUSINESS ALLIANCES: CONNECTING AND ALIGNING WITH LIFE'S JOURNEY

### 1. Children & Adolescents SOMOS

This business unit provides educational solutions for K-12 education, including learning systems for private schools (B2C) and the public sector (B2G), high-performance bilingual school franchises, college prep courses, teacher training, and complementary educational and school management solutions.

### 2. Children & Adolescents SABER

It combines two different segments within Brazil's public school system. The first is the National Textbook and Teaching Material Program (PNLD), and the second is Educational Solutions. It also includes English-language offerings for children across multiple segments: B2C (private schools and English teaching solutions), B2B (private school partnerships using the Skies Learning platform), and B2G (partnerships with municipal and state governments via our Wings solution).

### 3. Youth & Adults KROTON

This business unit encompasses higher education, including undergraduate and graduate programs, technical and vocational training, and adult education.

### 4. Lifelong Learning

Focused on continuous learning, it establishes partnerships to offer non-regulated courses—such as vocational and short courses—and to bring content creators into the Cogna ecosystem.



## AMBIDEXTERITY

Ambidexterity has become increasingly central to our strategy, and our new operating model will help accelerate this approach as part of The Cogna Way. Through ambidextrous management, we have continued to strengthen our core business with ongoing improvements and a pursuit of excellence in everything we do, while maintaining dedicated structures for exploring innovation in products and services and evaluating new markets. Our goal is to stay ahead of trends—keeping Cogna ready to seize strategic opportunities and respond swiftly to changes in the industries in which we operate.

## TOWARDS 2030

In 2024, we also restructured Cogna’s strategic planning process to define the path that will support the company’s growth through 2030. This effort, involving senior leadership and the Board of Directors,

identified 80 strategic initiatives, 20 of which were explored and refined, ultimately yielding 14 priority strategic objectives for the coming years.





# INOVATION

GRI 3-3 (Innovation and technology)

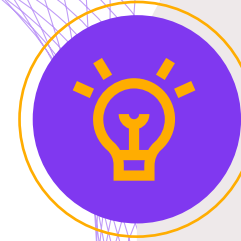
Innovation is at the core of our strategy. Aligned with our ambidextrous vision, we work to innovate not only in established products, services, and internal processes, but also in exploring new markets and disruptive business models.



**Cogna Labs serves as an accelerator of ambidexterity, focused on building new businesses in partnership with the innovation ecosystem, connecting with startups and scale-ups.**

These efforts are supported by Cogna Labs—a corporate innovation lab dedicated to developing and validating new solutions and business models. The lab was created to drive experimentation and digital transformation within the company, while also tapping into the broader innovation ecosystem of startups and scale-ups. In 2023, we restructured the team and streamlined processes to better align the lab’s operations with our business strategy.

In 2024, we completed the full development of the first corporate venture building (CVB) thesis covering all stages from opportunity mapping and thesis design to experimentation and MVP (minimum viable product) development—the final step before scaling. This first venture focused on offering vocational courses, initially launched as a pilot across four distance learning hubs. The courses achieved an NPS (Net Promoter Score) above 80, signaling high growth potential.



## COGNA LABS

20

dedicated staff members

56

innovation projects

19

venture-building theses (acceleration of innovative new businesses)

400

challenges identified

142

hours of speed dating with startups

182

startups curated

29

experiments completed

36

proofs of concept completed

37

challenges addressed

13

solutions selected for pitching





**AI is helping  
to improve  
operational  
efficiency,  
develop new  
educational  
offerings, and  
personalize the  
learning journey.**

## ARTIFICIAL INTELLIGENCE

Recognizing the transformative potential that artificial intelligence (AI) can bring to our business, we have been investing in innovative solutions to deploy this technology using a structured approach. The main goal of these initiatives is to harness AI's capabilities to enhance the speed and quality of our processes—freeing up our employees to focus their skills and energy on what matters most: delivering excellent products and services and creating an outstanding experience for our customers and

students.

Our content development has benefited significantly from the use of generative AI to support the creation of educational materials and learning assets, assist in information checking, and build item and question banks. AI has also played a key role in making our products more accessible. We use automated voiceover technologies in video and interactive object production, and generate audio descriptions for slides and images in our learning materials—making content more accessible to visually impaired students. We have also integrated AI into our digital platforms to enhance learning and provide support for both teachers and students.

AI is strengthening our digital presence and corporate communication. Our chatbot, Vozes da Cogna, was developed to support employees in producing social media content—particularly for LinkedIn—amplifying the reach of institutional information through employer branding efforts.

Our communication and marketing strategies targeting current and prospective students are also being reformulated using AI. This includes using hyper-personalization tools that identify students' specific interests and preferred interaction methods. For example, if a prospective student visits our website or social media channels, shows interest in a law program, and usually engages in the morning, they will begin receiving communications specifically about that course and at that time. Our commercial teams also use AI-powered text and image generation tools to create marketing materials, enabling greater regional customization and content personalization.

To deepen AI integration in our daily operations, we are investing in employee training to ensure they understand and can apply AI technology effectively in their workflows. In 2024 alone, we conducted more than 15 AI-related training sessions.

We are also closely following the development of Brazil's AI regulatory framework. Our use of these technologies is aligned with our governance practices to ensure transparency and alignment with national and international best practices. Key concerns include data quality, information security, and applying ethical standards to the development and use of AI.



## PUBLISHING MARKET AI SUMMIT

To share our experience and advance discussion around the use of artificial intelligence in publishing, Saber organized the Publishing Market AI Summit in partnership with the Brazilian Reprographic Rights Association (ABDR) and the National Union of Book Publishers (SNEL). The event was held in hybrid format—with in-person sessions at Cogna's headquarters and live virtual streaming for remote participants—and brought together Brazilian publishers and publishing associations to openly and pragmatically discuss use cases, lessons learned, and the outlook for AI. The program included a presentation on the use of AI in content creation, discussions on practical experiences from Brazil's publishing market, and a discussion of legal and ethical considerations related to AI in the creative industry.





## AI AT COGNA



**120**

projects at various  
stages of development.

**50%**

Focused on  
operational efficiency

**30%**

aimed at increasing  
revenue

**20%**

geared to developing  
new businesses or  
products

## INNOVATION WITH GENERATIVE ARTIFICIAL INTELLIGENCE

### PLURALL IA

#### Audience

Teachers from our partner K-12 schools

#### Contribution

Supports lesson planning, activity  
design, and identifying learning gaps

[Learn more on page 72](#)

### JARVIS

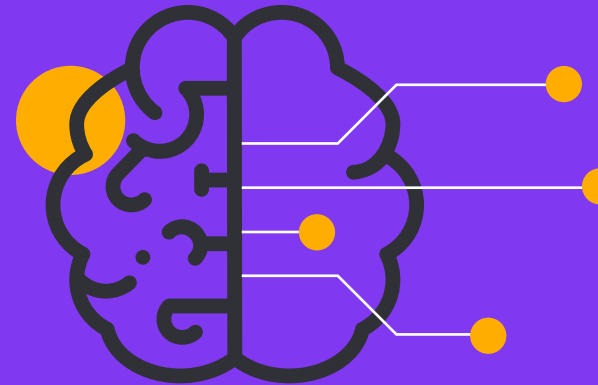
#### Audience

Distance learning tutors

#### Contribution

Assists in grading essays  
and assignments

[Learn more on page 82](#)



### EDU

#### Audience

Higher education students

#### Contribution

A virtual tutor that provides  
guidance throughout the  
entire learning journey

[Learn more on page 83](#)

### PIXEL

#### Audience

Academic Backoffice

#### Contribution

Reads and validates  
documents to streamline  
the enrollment process

[Learn more on page 82](#)

### EMPREGA.AI

#### Audience

Higher education students

#### Contribution

Builds personalized résumés for  
job applications and recommends  
opportunities aligned with  
each student's profile

[Learn more on page 88](#)

# ESG STRATEGY: OUR VISION FOR THE FUTURE

GRI 2-12, 2-13, 413-1, TCFD

Our ESG (Environmental, Social, and Governance) strategy is coordinated by the Sustainability and Social Impact team, which reports to the Institutional Relations and Sustainability department, directly under the CEO. The People and ESG Committee, composed of members of the Board of Directors, tracks the implementation of our ESG strategy on a quarterly basis, ensuring that these themes are incorporated into all strategic decisions.

To better track our initiatives, in 2024 we continued to roll out a unified platform for automated ESG data collection, increasing efficiency and transparency in managing our performance indicators.

We also maintain ongoing dialogue with our stakeholders to share progress and enhance the impact of our initiatives. In 2024, this engagement included a stakeholder survey on our ESG strategy, with participation from 16,827 respondents—11% internal and 89% external. The survey recorded a Net Promoter

Score (NPS) of 86 points, reflecting strong overall satisfaction. The average score across all questions was 4.13 on a scale from 1 to 5, indicating positive stakeholder perceptions.

One identified area for improvement was difficulty navigating content on our ESG website (esg.cogna.com.br). In response, we implemented a more intuitive layout and began offering ESG databooks to improve the transparency and accessibility of our metrics. Website accessibility, which aligns with standards like WCAG and ASES, was positively rated. Our 2023 Integrated Report received top scores from all stakeholder groups, reflecting a positive perception of content quality. Independent external assurance of the data presented in the report was cited as a key factor in building trust and credibility with stakeholders.

## COGNA JOINS THE MOVER INITIATIVE

In 2024, Cognia joined *Mover – Movimento pela Equidade Racial*, a nonprofit coalition of over 50 companies representing more than 1.3 million workers. In subscribing to the initiative, we reaffirmed our commitment to expanding job opportunities for black Brazilians.

As part of the initiative, we will offer 30,000 free scholarships for short courses at Faculdade Anhanguera, supporting the professional development of young people and adults. Through this effort, we aim to help create a fairer, more inclusive job market, support the creation of over 10,000 leadership positions, and positively impact 3 million black individuals by 2030. Collaboration between companies from different industries within Mover is essential to addressing institutional and structural racism and advancing a strong racial equity agenda.



**30,000 free**  
*scholarships for short*  
*courses at Faculdade*  
*Anhanguera*

# COGNA COMMITMENTS FOR A BETTER WORLD

## TCFD, SOCIAL IMPACT

Recognizing the critical role of education in building a fairer and more equitable country—and aligned with our purpose of empowering people to build the best version of themselves—we work to maximize sustainable value creation for our stakeholders while actively working to mitigate the environmental impacts of our operations.

The Cogna Commitments for a Better World reflect our long-term responsibility to generate sustainable and lasting impact. Launched in 2021, the manifesto established a set of targets to be achieved by 2025 across three dimensions: Balancing people and nature; Education, diversity, and human rights; and Governance and integrity. As of yearend 2024, six of the fourteen targets had already been achieved (see [status on pages 30 and 31](#)). In 2023, after joining the Net Zero Ambition initiative, we included emissions reduction among our formal ESG commitments. As we near the conclusion of this first phase in 2025, we are now structuring the next stage of the Cogna Commitments for a Better World, with new strategies and challenges designed to broaden our positive impact through 2030.



### ENVIRONMENTAL

#### Balancing People and Nature

- Using natural resources efficiently, prioritizing renewable sources for a greener world
- Advancing environmental education and awareness, knowing that we all share responsibility for climate change
- Balancing resource use, preservation and offsets



### SOCIAL

#### Education, diversity and human rights

- Improving public education in Brazil
- Fostering an entrepreneurial ecosystem and employability, helping people on their professional journey and in career-building
- Advancing economic and social development in the areas surrounding our units
- Taking care of employee health and well-being, supporting physical, mental and emotional balance



### GOVERNANCE

#### Governance and integrity

- Advancing gender equality at all hierarchical levels and in governance
- Upholding best governance practices and transparency in disclosures and results
- Fostering integrity and anti-corruption principles



SDG <sup>1</sup>	TARGET	STATUS	2024 PERFORMANCE	OVERALL PERFORMANCE	COMMENTS AND HIGHLIGHTS
ENVIRONMENTAL - BALANCING PEOPLE AND NATURE					
7	Source 90% renewable electricity by 2025.	TARGET IN PROGRESS	100%	111%	We ended the year with 88% renewable electricity sourced from the free market. In addition, we purchased I-RECs (International Renewable Energy Certificates) covering 100% of our electricity requirement. Our distribution center sources 100% of its electricity from renewables, and we use photovoltaic arrays at our sites in Jaú (SP), Eunápolis (BA) and Ponta Porã (MS).
13	Measure GHG (greenhouse gas) emissions in our operations and establish mitigation and offset targets and commitments by 2022.	TARGET MET ✓	100%	100%	Target met in 2023 with the publication of emissions inventories from 2019 to 2022 and the announcement of a public target to Reduce total GHG emissions by 50.4% across scopes 1, 2 and 3 by 2032. Our inventories have been awarded Gold Status by the Brazilian GHG Protocol Program since 2019.
12	Impact 1.8 million people with environmental education content by 2025.	TARGET EXCEEDED ✓	235%	131%	This target was met in 2024, with 2.3 million people impacted by environmental education content. Our higher education institutions (HEIs) joined the Schools for Climate Movement at year-end. Additionally, through Fundação Pitágoras—our nonprofit organization—Cogna launched a tree planting program, called <b>Mutirão das Árvores</b> , in partnership with public authorities and cross-sector partners.
SOCIAL - EDUCATION, DIVERSITY AND HUMAN RIGHTS					
3	By 2025, benefit 5 million people through community outreach and social projects led by our educational institutions and partners.	TARGET IN PROGRESS	185%	86%	We ended the year with 4.3 million people benefiting from community services and social projects since 2022. In addition to supporting communities in the neighborhoods hosting our higher education institutions, these initiatives provide students with practical experience, aligning social impact with vocational practice.
4	Benefit 150,000 public school teachers with educational products and services by 2025.	TARGET EXCEEDED ✓	301%	120%	Target met in 2023, with training provided to 179,000 public school teachers in more than 3,500 training sessions on pedagogical topics across the country.
8	By 2025, train 150,000 people in business and entrepreneurial skills to foster enterprise in Brazil.	TARGET EXCEEDED ✓	386%	233%	Target completed in 2023, with training provided to 349,000 people in business and entrepreneurial skills to nurture entrepreneurship in Brazil.

SDG <sup>1</sup>	TARGET	STATUS	2024 PERFORMANCE	OVERALL PERFORMANCE	COMMENTS AND HIGHLIGHTS
3	Train 100% of employees in health and safety by 2022.	TARGET MET ✓	95%	95%	In 2023, the health and safety course became part of the mandatory training track for new hires during the three-month onboarding process. As of December, 95% of leaders and 92% of employees overall had completed the training.
5	Achieve gender parity (50%) in leadership positions (manager and above) by 2025.	TARGET IN PROGRESS	96%	90%	45% of leadership positions, manager and above, are held by women (cis or transgender). In 2024, we completed a Trainee Program exclusively for black women.
10	Increase the number of positions held by black individuals (black and brown) to 40% by 2025.	TARGET IN PROGRESS	99%	97%	38% of our workforce is black. Our 2023 Diversity Census was important for us to better understand our internal stakeholders and develop action plans to be addressed with our affinity groups.
10	Increase the number of leadership positions—coordinator and above—held by black individuals (black and brown) to 40% by 2025.	TARGET IN PROGRESS	92%	75%	30% of leadership positions, coordinator and above, are held by black individuals
10	Maintain LGBTQIAPN+ community favorability scores at or higher than 93 in engagement surveys	TARGET IN PROGRESS	97%	97%	We have maintained a favorability score of 98 points for the LGBTQIAPN+ community in engagement surveys covering all stakeholders The average favorability score among LGBTQIAPN+ individuals across all topics is 90 points.
10	Train 100% of company leaders in our Corporate University Diversity Program by 2025	TARGET IN PROGRESS	101%	98%	97% of our leaders were trained in our Diversity Program.
GOVERNANCE – GOVERNANCE AND INTEGRITY					
10	Have at least 1/3 women, people of color, and LGBTQIA+ representatives on the Board of Directors by 2025.	TARGET EXCEEDED ✓	160%	160%	Our Board of Directors currently has 60% of seats filled by representatives of minority groups, including two women and one person from the LGBTQIAPN+ community.
16	Integrate ESG targets into the variable compensation policies of senior leadership by 2023.	TARGET MET ✓	100%	100%	In 2022, ESG targets were factored into the variable compensation of senior leadership. In 2023, reaffirming sustainability as a strategic imperative for Corgna, 100% of our leaders and other employees were assigned ESG targets tied to their variable compensation.

<sup>1</sup> Status of the Cogna Commitments for a Better World targets set for 2024

COMMITMENTS RELATED TO GLOBAL COMPACT INITIATIVES

We have joined five voluntary initiatives within the United Nations Global Compact. These initiatives set specific goals to advance the ESG agenda within organizations and drive meaningful change across the corporate sector. We joined in 2023, becoming the first Brazilian company in the education sector to formally take part in these initiatives.

INITIATIVE	TARGET	TIMEFRAME	STATUS IN 2024
MOVIMENTO AMBIÇÃO NET ZERO	Annually publish our greenhouse gas emissions inventory for scopes 1 and 2 (scope 3 optional)	Ongoing target	✓
	Formalize our SBTi commitment (short-term and/or long-term targets).	2025	In progress
	Have a dedicated professional for advice and support	Ongoing target	✓
	Provide crisis management and advice	Ongoing target	✓
MOVIMENTO MENTE EM FOCO	Maintain ongoing employee reviews	Ongoing target	In progress
	Keep managers engaged with training on this topic and guidance on best practices as champions of transformation and psychological safety	Ongoing target	In progress
	Create an anti-stigma program: organize open debates and group interventions on reducing the stigma associated with mental disorders, making it a permanent agenda within the organization	Ongoing target	✓
	Organize mental health initiatives: campaigns and initiatives to encourage cultural, sports, nutrition, well-being, education and other practices based on identified needs	Ongoing target	✓
MOVIMENTO ELAS LIDERAM 2030	50% women in senior leadership positions by 2030	2030	In progress
MOVIMENTO RAÇA É PRIORIDADE	30% of leadership positions held by black, indigenous, Quilombola, and other minority ethnic groups by 2025	2025	✓
MOVIMENTO TRANSPARÊNCIA 100%	100% transparency in dealings with government officials by 2030	1 target in 2023 2 by 2025 3 by 2027 5 by 2030	In progress
	100% integrity in top management compensation		In progress
	100% of the high-risk value chain trained on integrity		In progress
	100% transparent compliance and governance structure		✓
	100% transparent whistleblowing channels		In progress



## IV EDUCATION & ESG FORUM

Hosted by Cogna Educação on November 28, 2024, the IV Education & ESG Forum brought together experts to discuss the challenges and opportunities of advancing the ESG agenda within the education sector. Now well established as a platform for sharing insights and best practices, the event focused on strategies to strengthen sustainability, governance, and social impact in education—while aligning these discussions with the contemporary demands of the market and society. With over 900 attendees and an overall Net Promoter Score (NPS) of 99.6, the forum reaffirmed the relevance of ESG themes and the sector's growing interest in adopting sustainable practices.

The event featured professionals from a range of fields and presented three thematic panels that enriched the conversation. The first panel, "Managing ESG Risks and Opportunities," included representatives from IDIS (Institute for the Development of Social Investment), KPMG, and Schneider Electric. It addressed strategies for mitigating negative im-

pacts and identifying growth opportunities under environmental, social, and governance criteria. The second panel, "Climate Change - The Intersection of Government and Business," explored how to align public policies with corporate strategies to drive sustainability and support the transition to a low-carbon economy. The third panel, "Communication and Engagement in the Sustainability Agenda," focused on the importance of establishing clear standards for measuring and communicating social innovation, ensuring ESG messaging aligns with stakeholder expectations.

This initiative reinforces our efforts under the Cogna Commitments for a Better World, promoting education as a driver of social transformation and expanding the role of educational institutions in building a more sustainable future. The forum also strengthens connections between sector leaders, researchers, investors, and other stakeholders, encouraging knowledge sharing and the pursuit of innovative solutions.



*The event explored strategies to strengthen **sustainability, governance, and social impact** within the education sector.*



RECORDINGS OF THE PANELS FROM THIS AND PREVIOUS EDITIONS OF THE COGNA EDUCATION & ESG FORUM ARE **AVAILABLE ON OUR WEBSITE.**

**In this chapter:**

| SOCIAL IMPACT

| ENVIRONMENTAL  
IMPACT

# SOCIAL AND ENVIRONMENTAL IMPACT



# SOCIAL IMPACT

At Cogna, we believe education is a powerful tool for social transformation—capable of reducing inequality, improving quality of life, and changing the world. To catalyze this transformation, we channel our social initiatives into three core pillars: education, income opportunities, and local development—which together form our Social Impact Platform.

These initiatives are implemented through Instituto SOMOS and Fundação Pitágoras, while our higher education institutions are also encouraged to create social programs of their own and support their communities. Supplementing these efforts, we support nonprofit organizations through tax incentive laws and by leading the Brazilian Alliance for Education, a movement that works to expand access to education.

*We act as*  
**agents of social  
transformation.**





## COGNA SOCIAL IMPACT PLATFORM

### PILLARS



#### EDUCATION

Advancing education in Brazil.



#### INCOME GENERATION

Change lives by providing access to employment and supporting people's career journey and professional development.



#### LOCAL DEVELOPMENT

Promote economic and social development in the areas surrounding our units.



### CROSS-CUTTING ACTIVITY FRONTS

#### INNOVATION & TECHNOLOGY

Use new technologies to minimize negative impacts and maximize positive impacts from the business.

#### DIVERSITY & INCLUSION

Respect and welcome disabled persons; and support equality across gender, ethnicity, religion, sexual orientation and gender identity.



## SOCIAL RETURN

We use Social Return on Investment (SROI) as a metric to better track and measure the positive impacts from our social efforts. SROI is an internationally recognized approach to comparing invested capital to the return in social benefits for the target group of beneficiaries.

The calculation includes intangible benefits such as expanding access to education, improving public education, promoting community development near our campuses, supporting students' entry into the job market, and fostering social transformation through information-sharing.

**In 2023, for each R\$ 1\* invested by Cogna, R\$ 5.56 returned to society. A total of 3.2 million people benefited, and we delivered R\$ 15 billion in social and economic assets and R\$ 1.8 billion in economic impact.**

\*This figure has not been assured.



## PROJECTS SUPPORTED WITH TAX-DEDUCTIBLE FUNDING

Under Brazilian tax incentive laws, we allocate a portion of our income tax to support initiatives that promote culture, sports, and social development across the country. Our investments are focused on four main categories: the Sports Incentive Act, FUMCAD (Municipal Fund for Children and Adolescents), the Elderly Fund Act, and the Rouanet Act (Culture Incentive Act).

Our Donations and Private Social Investment Policy ensures our donations and support are transparent and put to good use. All supported projects undergo thorough diligence by our Sustainability Management team to ensure alignment with our Social Impact Platform and assess their potential to drive meaningful change in the communities they serve.



*Our support is  
governed by a  
**Donations and  
Private Social  
Investment Policy.***



# PROJECTS SUPPORTED AND IMPLEMENTED IN 2024



## ELDERLY FUND

**NGO:** CeMais  
**Project:** The Right to Age with Rights  
**Associated pillar:** Local development

**Description:** Based in Belo Horizonte (MG), this initiative raises awareness about the rights of the elderly through educational campaigns. In addition to highlighting the abilities and needs of older adults, CeMAIS supports Municipal Councils in implementing protection policies, activates rights assurance mechanisms, and works to ensure dignified conditions in long-term care institutions for the elderly.

**Results:** The initiative reached nearly 66,000 people, supported 337 social organizations, conducted 511 technical consultations across 107 cities, and delivered over 1,000 hours of training—demonstrating broad reach and social impact.



## CHILDREN AND ELDERLY FUND

**NGO:** Fundação Dorina Nowill  
**Project:** Literary Stimuli — Using the Senses for Reading Experiences  
**Associated pillar:** Education

**Description:** This initiative promotes inclusion and accessibility for people who are blind or have low vision. It produces and distributes accessible materials free of charge (in braille, audio, and digital formats), provides specialized education and rehabilitation services, develops accessibility solutions, and operates Brazil's first museum dedicated to the visual impairment culture.

**Results:** In 2024, the institution served 1,791 customers through 35,137 individual sessions and provided 15,475 sessions to 1,552 family members. The production of accessible materials increased significantly, including 266,000 braille pages, 7 million printed pages, and 299 text-to-audio projects totaling 36,714 pages.



## ROUANET ACT

**NGO:** Instituto Fazendo História  
**Project:** Instituto Fazendo História Annual Plan  
**Associated pillars:** Education and local development

**Description:** This organization works with children and adolescents in institutional care, using methodologies that value their life stories. Founded by psychology professionals in São Paulo, the institute helps strengthen young people's identities, fighting social stigma, and implementing individualized approaches to make the care experience less traumatic.

**Results:** In 2024, the initiative benefited 316 individuals, including children, adolescents, professionals, and volunteers. Activities included 240 hours of training courses, 4,200 donated books, and 14 in-person supervision visits to strengthen the care network and promote reading.



## SPORTS ACT

**NGO:** Associação Vaga Lume  
**Project:** Vaga Lume Annual Plan 2023  
**Associated pillars:** Education and local development

**Description:** This initiative operates in the Brazilian Amazon region, with a focus on empowering children and youth from rural communities by encouraging reading and managing community libraries. It also organizes storytelling sessions and workshops on crafting handmade books, underscoring the value of regional culture.

**Results:** The project supported 95 community libraries, established 4 new ones, distributed 15,000 books, and directly impacted 15,000 children through its programs. In addition, three accessibility renovations were carried out to provide a more inclusive environment for people with disabilities.



## SPORTS ACT

**NGO:** Instituto Esporte e Educação (IEE)  
**Project:** IEE Training  
**Associated pillar:** Education

**Description:** This initiative directly supports children and young people through inclusive and educational sports programs. It enhances the teaching practices of physical education and sports teachers and is recognized nationally and internationally for its Social Transformation System. Its work is grounded in the principles of inclusion, diversity, collective development, holistic education, and autonomy.

**Results:** In 2024, the IEE training sessions on Active Schools in Itanhaém/SP brought together 217 educators across five modules, achieving 100% satisfaction and 100% perceived content relevance.



## SUPPORTED PROJECTS TO BE IMPLEMENTED IN 2025

In 2025, using funds committed in 2024, we will support six social and cultural programs with a total investment of R\$ 2.93 million in tax-deductible funding under the following tax incentive laws: R\$ 1.75 million through the Rouanet Act, R\$ 900,000 through the Sports Incentive Act, and R\$ 270,000 through the Municipal Fund for Children and Adolescents (FUMCAD). See details below:

### SPORTS ACT

**NGO:** Instituto Esporte e Educação (IEE)

**Project:** IEE Centers Network + Teacher Training

**Associated pillar:** Education

**Description:** Provide educational sports activities for children and adolescents in various regions of Brazil, along with teacher training programs that use sports as a tool to instill values such as teamwork, respect, and autonomy.

### CHILDREN AND YOUTH FUND (FUMCAD)

**NGO:** Education Lab

**Project:** Teacher Training – Enhancing Teaching Practices

**Associated pillar:** Education

### ROUANET ACT

**NGO:** SP Leituras

**Project:** SP Leituras Annual Plan 2025

**Associated pillars:** Education and local development

**Description:** Management of the São Paulo Library, the Villa-Lobos Park Library, and the São Paulo State Public Library System, offering reading appreciation activities, training for reading facilitators, and social inclusion programs.

**NGO:** Instituto Fazendo História

**Project:** Fazendo História Annual Plan 2025

**Associated pillars:** Education and local development

**Description:** Safeguarding the right of children and adolescents in institutional care to experience family and community life, through programs such as Fazendo Minha História (“Making My History”) and Apadrinhamento Afetivo (“Emotional Guardianship”).

**Description:** This initiative enhances adult-child interactions in various educational settings, contributing to the development of students’ reading comprehension and critical thinking skills.



**NGO:** Associação Vagalume

**Project:** Two-Year Plan 2024-2025

**Associated pillars:** Education and local development

**Description:** Providing access to books and reading in rural communities across the Brazilian Amazon by maintaining community libraries, training local reading facilitators, and running the cultural exchange program Expedição Vaga Lume.

**NGO:** São Paulo Pinacoteca

**Project:** Annual Plan

**Associated pillars:** Education and culture

**Description:** Organization of temporary and permanent exhibitions, collection preservation, inclusive educational programs, and initiatives for the restoration and conservation of works that are significant to Brazil’s cultural heritage.

# THE SOCIAL IMPACT OF OUR HIGHER EDUCATION INSTITUTIONS

GRI 203-2

At Cogna, we believe education goes beyond the classroom. With this in mind, our higher education institutions (HEIs) engage in initiatives based on the service learning methodology, which combines hands-on learning with positive social impact. Through this approach, faculty and students participate in volunteer activities that benefit the communities surrounding our campuses, allowing students to apply academic knowledge in real-world contexts—preparing them for their professional futures while contributing to local development.

Our community engagement is guided by two core policies: the Sustainability Policy and the University Extension Policy. The latter is embedded in undergraduate curricula through programs such as Community Outreach, Innovation and Entrepreneurship, Cultural Action and Dissemination, and Sustainability.



***Our initiatives are  
organized into two main fronts:***



- 1. Social programs:**  
We carry out community development initiatives aligned with the UN Sustainable Development Goals (SDGs). These may be ongoing or one-off actions and can also be part of academic extension programs.

- 2. Community services:**  
We offer specialized services on a continuous basis through dedicated facilities at our institutions, such as legal practice centers, school clinics, psychological support services, and model offices.

# IMPACTS FROM OUR INITIATIVES IN 2024

**1,310,216**

people impacted—  
equivalent to the entire  
population of Guarulhos,  
São Paulo

**1,679**

projects  
completed

**209,531 hours**

of volunteering,  
equivalent to 23 years

**133**

units and campuses  
involved

**44,866**

participating students

**11,492**

participating employees

## ASSOCIATED SDGS



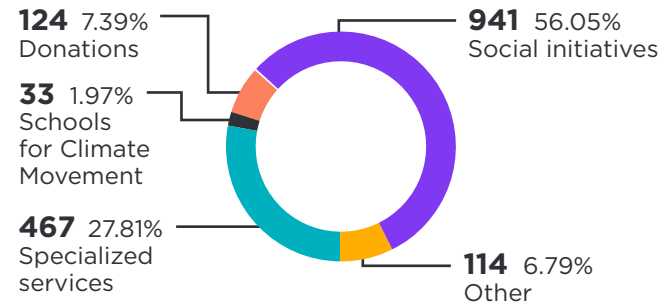
**1 million**

people benefited by  
community services

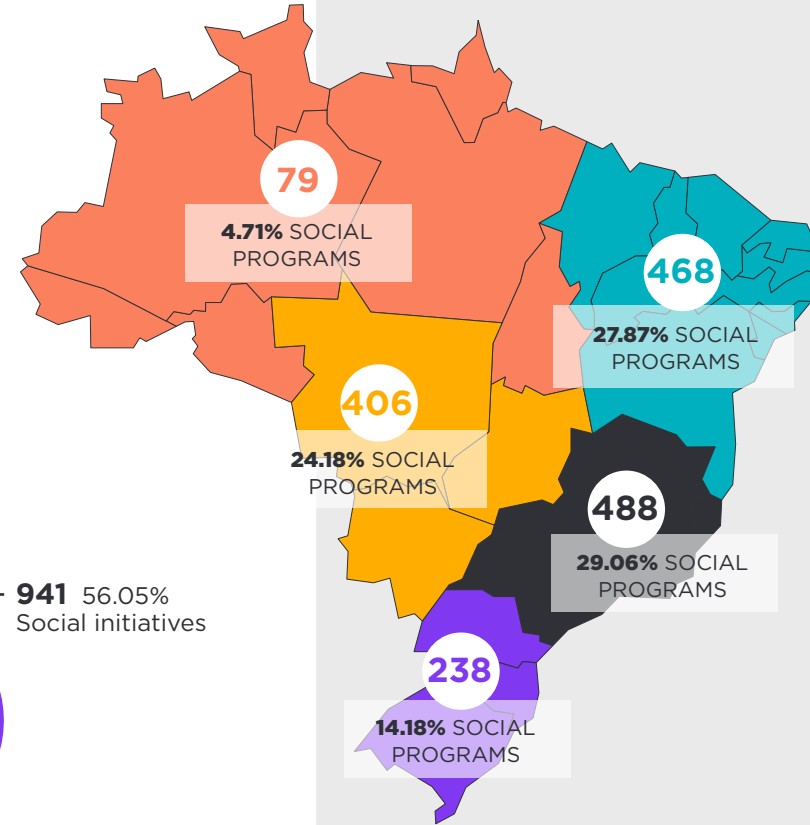
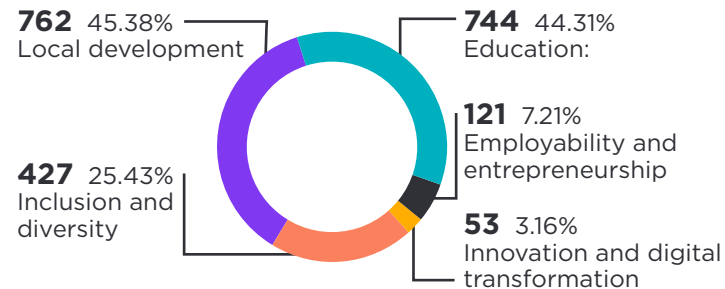
**R\$ 312.5 million**

in relief for public agencies

## PROJECT CATEGORIES



## CENTRAL TOPIC



## NORTH

**29,000+** people benefited

**18,000+** teachers and students involved

**6,700 hours** of volunteer work, equivalent to more than 270 days of volunteering

**R\$ 16,433,896.49** in relief for public agencies

## NORTHEAST

**198,000** people benefited

**74,000+** teachers and students involved

**38,305 hours** of volunteer work, equivalent to more than 1,590 days of volunteering

**R\$ 37,835,715.31** in relief for public agencies

## SOUTHEAST

**529,000+** people benefited

**135,000+** teachers and students involved

**71,833 hours** of volunteer work, equivalent to more than 2,990 days of volunteering

**R\$ 141,889,132.34** in relief for public agencies

## MIDWEST

**160,000+** people benefited

**99,000+** teachers and students involved

**38,072 hours** of volunteer work, equivalent to more than 1,580 days of volunteering

**R\$ 42,826,693.29** in relief for public agencies

## SOUTH

**113,000+** people benefited

**28,000+** teachers and students involved

**54,621 hours** of volunteer work, equivalent to more than 2,270 days of volunteering

**R\$ 73,507,329.15** in relief for public agencies



## STAND-OUT SOCIAL AND ENVIRONMENTAL PROJECTS IN 2024



### JUDICIÁRIO FRATERO PROJECT

**Where:** Ananguera Macapá (AP)

**Total beneficiaries:** 110

**Beneficiaries:** surrounding community

**Launched in:** May 24

**Priority SDG:** SDG 8 - Decent Work and Economic Growth

**Platform pillar:** Local development

In partnership with the Labor Court of Macapá, the project carried out initiatives to combat child labor and promote the social uplifting of women. A multidisciplinary team was formed—including judges, lawyers, psychologists, social workers, and law students from Faculdade Ananguera Macapá—to develop effective intervention strategies. Through awareness campaigns and support networks created in collaboration with government institutions and civil society, the initiative led to significant cultural shift to valuing education and promoting children's well-being. The project earned 1<sup>st</sup> place in the category Promotion of Decent Work at the Judicial Branch Social Responsibility and Dignity Promotion Award granted by Brazil's National Council of Justice (CNJ).



### SOS RIO GRANDE DO SUL

**Where:** Ananguera Parauapebas (PA)

**Total beneficiaries:** 1,020

**Beneficiaries:** Population of Rio Grande do Sul affected by floods

**Launched in:** May 24

**Priority SDG:** SDG 11 - Sustainable Cities and Communities

**Platform pillar:** Local development

The unit led an emergency donation drive following the floods that hit Rio Grande do Sul in April and May 2024. In partnership with Azul Airlines, collected items—including non-perishable food and water—were distributed to aid organizations operating in the affected regions.



### COMMUNITY KITCHEN GARDEN REVITALIZATION

**Where:** Ananguera Sorriso (MT)

**Total beneficiaries:** 40

**Beneficiaries:** Residents of São Domingos neighborhood

**Launched in:** August 2022

**Priority SDG:** SDG 2 - Zero Hunger and Sustainable Agriculture

**Platform pillar:** Local development

The project revitalized an existing community garden, providing local families with access to fresh organic food. In addition to serving as a source of healthy nutrition, the garden functions as occupational therapy for individuals experiencing anxiety and depression, while also offering a source of supplemental income for the community.



## RENOVATION OF A HOSPITAL RESEARCH CENTER

**Where:** Ananguera Itabuna (BA)

**Total beneficiaries:** 67

**Beneficiaries:** Luiz Eduardo  
Magalhães Base Hospital

**Launched in:** March 2024

**Priority SDG:** SDG 4 - Quality  
Education

**Platform pillar:** Education

The project developed a comprehensive renovation plan for the hospital's Research Center, which has been a regional referral center for emergency care for 30 years. Students from the Architecture program, working through the school's Model Office, conducted interviews with users and developed proposed designs for five study rooms, a meeting room, accessible restrooms, a new breakroom, and a landscaped decompression area. The project ensured compliance with hospital regulations and accessibility standards.

## WORLD ENVIRONMENT DAY

**Where:** Ananguera Linhares (ES)

**Total beneficiaries:** 510

**Beneficiaries:** academic and general community

**Launched in:** June 2024

**Priority SDG:** SDG 15 - Life on Land

**Platform pillar:** Local development

In partnership with the Sooretama Biological Reserve, the project restored habitats for wildlife and distributed ipê tree seedlings. The initiative provided the community with seedlings free of charge to support local reforestation, while also offering educational experiences on the importance of environmental conservation.

## ENVIRONMENTAL HEALTH AND DRINKING WATER QUALITY

**Where:** Ananguera Eunápolis (BA)

**Total beneficiaries:** 1,512

**Beneficiaries:** residents of Dr. Gusmão neighborhood

**Launched in:** June 2024

**Priority SDG:** SDG 6 - Clean Water and Sanitation

**Platform pillar:** Local development

Medical students analyzed the quality of the water supply to the neighborhood. They also gave educational talks highlighting the importance of potable water for human consumption. Students ran an awareness campaign on protecting local springs, emphasizing the importance of environmental stewardship in maintaining water quality.







## WOMEN ENTREPRENEURS FAIR

**Where:** Ananguera Taboão da Serra (SP)

**Total beneficiaries:** 312

**Beneficiaries:** women entrepreneurs and CAJEC

**Launched in:** September 2022

**Priority SDG:** SDG 5 - Gender Equality

**Platform pillar:** Income generation

The event brought together 30 women entrepreneurs, including students, alumnae, and mothers of students, in a fair that combined sales and solidarity. Many of the vendors—some of whom were survivors of violence—sold a wide variety of products such as handicrafts, food, women’s fashion, Afro-Brazilian fashion, and semi-jewelry. The initiative donated 2% to 15% of sales proceeds to Casa da Criança com Câncer (CAJEC) in Taboão da Serra, supporting the purchase of hygiene items and perishable food. The event was supported by the Municipal Government.

## HOPE & EDUCATION IN ACTION

**Where:** Ananguera Osasco (SP)

**Total beneficiaries:** 635

**Beneficiaries:** population of Osasco

**Launched in:** March 2024

**Priority SDG:** SDG 3 - Health and Well-being

**Platform pillar:** Local development

In partnership with the Rotary Club, the project provided a variety of free services to vulnerable members of the community, including legal guidance, healthcare services, accounting support, and auriculotherapy—a technique used to treat physical, mental, and emotional conditions. For families with children, the project also offered recreational activities.



## OPERAÇÃO ANHANGUERA

**Where:** Ananguera Caxias do Sul (RS)

**Total beneficiaries:** 1,064,844

**Beneficiaries:** communities impacted by flooding in Rio Grande do Sul

**Launched in:** May 24

**Priority SDG:** SDG 11 - Sustainable Cities and Communities

**Platform pillar:** Local development

The initiative received, stored and sorted donations from across the country, which were then distributed to the municipalities affected by the floods in Rio Grande do Sul. The university became an official logistics hub for the state, in partnership with the Red Cross and state agencies.



## TEMPORARY PHARMACY

**Where:** Ananguera Caxias do Sul (RS)

**Total beneficiaries:** 10,026

**Beneficiaries:** Communities impacted by flooding in Rio Grande do Sul

**Launched in:** May 24

**Priority SDG:** SDG 3 - Health and Well-being

**Platform pillar:** Local development

In response to the floods that struck Rio Grande do Sul in April and May 2024, the unit set up a temporary pharmacy in partnership with the Red Cross. The center was responsible for receiving, sorting, and distributing essential medicines to all affected cities.



## ATHIS - TECHNICAL ASSISTANCE FOR HOUSING

**Where:** Ananguera Londrina (PR)

**Total beneficiaries:** 305

**Beneficiaries:** children, adolescents, and families supported by CEPAS

**Launched in:** August 2021

**Priority SDG:** SDG 11 - Sustainable Cities and Communities

**Platform pillar:** Local development

The project implemented architectural improvements at Centro Esperança Por Amor Social (CEPAS), upgrading both service areas and external spaces. The interventions included accessibility enhancements and creating more functional environments for social services.

## VIVA COMUNIDADE: EDUCATING, NOURISHING, AND CARING

**Where:** Ananguera Londrina (PR)

**Total beneficiaries:** 203

**Beneficiaries:** local communities

**Launched in:** August 2024

**Priority SDG:** SDG 3 - Health and Well-being

**Platform pillar:** Education & Local Development

The local community lacked access to healthcare services, nutritional advice, and educational support. The initiative brought together multiple disciplines in a holistic approach over five consecutive Saturdays. Nursing students conducted health screenings and blood pressure monitoring, serving around 150 people and contributing to a significant reduction in cardiovascular issues. The Nutrition team provided personalized consultations and held workshops on healthy eating. The project also featured educational activities for over 50 children, led by Pedagogy students, resulting in increased interest in reading and improved school performance, according to parents' feedback.



## MANOEL DE BARROS FOUNDATION

Established in 1998 by Uniderp (University for the Regional Development of the Pantanal — Campo Grande/MS), the Manoel de Barros Foundation (FMB) is a nonprofit organization with a mission to foster social, scientific, and technological development, helping to build a more just and equitable society. With a particular focus on the state of Mato Grosso do Sul and the Pantanal region, the Foundation operates through partnerships with universities, NGOs, and public and private institutions, working across four core pillars: Research and education; Social support; Arts and culture; and Health.

In Research and education, the INTERP business incubator supports entrepreneurs in developing their ventures, while the Sheep Farming Development Program in Mato Grosso do Sul provides agribusiness training.

The foundation is named in honor of Manoel de Barros (1916–2014), a modernist poet born in Cuiabá, Mato Grosso, widely regarded as one of Brazil's most important contemporary writers.

In Social assistance, the Eu Alimento program has donated over 50 metric tons of food to vulnerable populations since its inception in 2017. Other initiatives include Ativa Idade, which has delivered services to more than 2,500 individuals aged 55 and above over 10 years, including activities such as singing, fitness, dance, and pilates; and Jovem em Ação, which empowers high school students with training in self-awareness and job readiness. The Em Busca do Saber project supports women's empowerment and works to prevent situations of vulnerability and social risk.

In Arts and culture, the foundation operates the Uniderp FM 103.7 radio station and runs the “A Walk with Manoel” essay contest, which awards scholarships at Uniderp and Anhanguera Dourados to students from public schools.

In Healthcare, the foundation runs a Rehabilitation Clinic established in 2021, initially to support post-COVID recovery. The clinic now offers free physiotherapy, psychology, and nutrition services for low-income individuals with cardiorespiratory comorbidities.



TO LEARN MORE,  
VISIT THE FOUNDATION WEBSITE



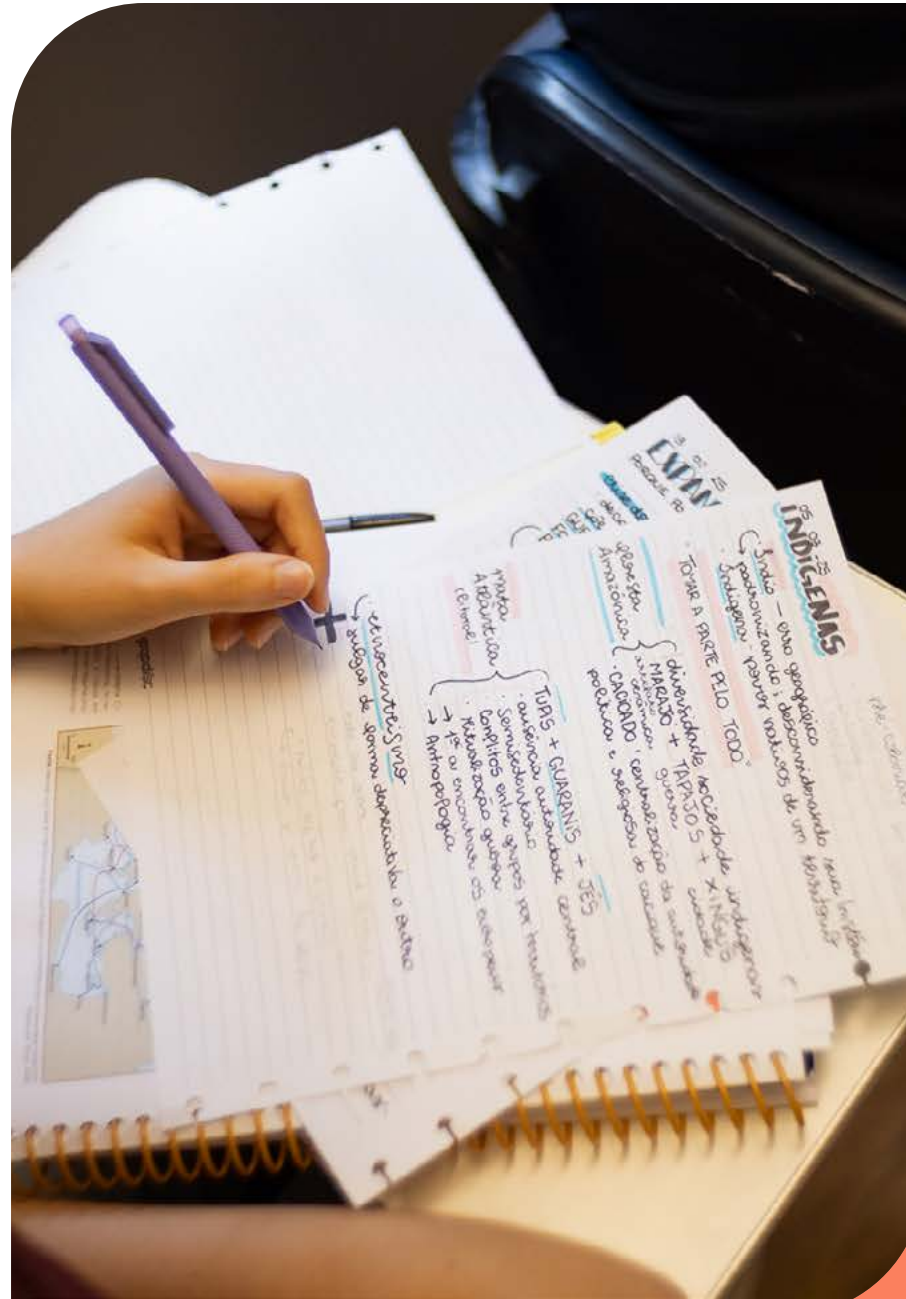
# INSTITUTO SOMOS

GRI 413-1

Founded in 2017, Instituto SOMOS is a nonprofit organization that works to socially impact primary and secondary education. Funded by SOMOS Educação, the institute is committed to transforming education across Brazil. Its mission is to democratize access to learning, reading, and the development of essential future-ready skills for young people in vulnerable social contexts.

*In 2023, every R\$ 1 invested<sup>1</sup> in Institute initiatives generated R\$ 11 in Social Return on Investment (SROI).*

<sup>1</sup> This amount is not assured



## GUIDING PILLARS



### Literacy and Reading Skills

Supporting age-appropriate literacy by training public school teachers and providing free access to physical and digital literary collections.



### Access and Democratization

Expanding educational opportunities through the *Somos Futuro* Program, partnerships with charities, and free online initiatives tailored to public school students.



### Technology and Innovation

Bringing new technologies into the classroom to prepare teachers for future skills and disseminate innovative practices in education.



• P r o g r a m a •  
**Somos Futuro**

## SOMOS FUTURO PROGRAM

GRI 413-1

*Somos Futuro* is an acceleration program for students from public schools in Brazil. Participants receive full scholarships to attend partner private high schools within the SOMOS Educação network. In addition to tuition, students are provided with textbooks and supplementary materials, online academic support, mentoring, and psychological counseling. By bringing greater diversity into the classroom, the program creates a more dynamic and inclusive learning environment—one where varied perspectives and experiences contribute to the all-round development of all students.

The selection process is designed to identify high-potential candidates from socioeconomically vulnerable backgrounds who demonstrate high potential and strong commitment. Applicants submit introductory videos featuring themselves and their families, complete an online academic assessment, and undergo final interviews conducted by corporate volunteers and partner schools.

Since 2017, *Somos Futuro* has benefited approximately 800 young people across different regions of Brazil. In 2024, 105 new students joined the program, which now includes 108 schools across 81 municipalities.

### PROGRAM HIGHLIGHTS OF THE YEAR

**108**

partner  
schools

**320**

volunteers involved  
in the program:

**4,415**

indirect  
beneficiaries

**498**

students graduated  
from the program

**17**

states

**164**

interviewers

**10%**

beneficiaries of Brazil's  
Bolsa Família and other  
welfare programs

**69%**

female students

**81**

municipalities

**156**

mentors

**883**

direct  
beneficiaries

**31%**

male students

**210**

high school  
students

**2,106**

volunteer hours

**105**

students awarded  
scholarships and  
university admissions  
during the fiscal year



Participant **Bárbara Bezerra**, from São Paulo, who was in the 3<sup>rd</sup> year at Rede Decisão Jardim Prudência, won a bronze medal at the Geography Olympiad.



**Jéssica Gomes**, who joined in 2022 and was in the 3<sup>rd</sup> year in São Paulo, at Associação Educacional Brasília de São Paulo, took a two-week summer course at Harvard University in 2024 on Authentic Leadership, in addition to participating in other lectures and academic events, and experiencing campus life as a pre-university student.



**68%**

students admitted to  
universities

**55%**

students admitted to  
public universities

**Notable universities  
where students gained  
admission:**

CEFET MG, IFNMG,  
IFRR, IFSP, UEFS,  
UEMG, UFAM,  
UFC, UFES, UFMT,  
UFOP, UFPI, UFRJ,  
UFRN, UFSM,  
UFV, UNICAMP,  
UNIFAL-MG, UNIFEI,  
UNIRIO, UNIVASF,  
USP and UTFPR.

“

Before *Somos Futuro*, my academic path seemed destined for mediocrity. When I was awarded the scholarship, I felt immense relief. Adapting just required discipline and effort. At school, I met amazing teachers and brilliant classmates—making the experience even more enriching than I imagined. I’m grateful to have discovered *Somos Futuro*—thanks to the program, my future is no longer left to chance.”



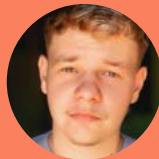
**Alice Tomas Ferreira Magrini**  
A student at Colégio Singular,  
Santo André/SP

“

“I had the opportunity to contribute actively to the *Somos Futuro* program and I really enjoyed participating in the program activities. Seeing the dreams of these young people coming true is priceless.”

“

“My journey with *Somos Futuro* has been truly transformational. The program gave me the opportunity to study at a good school, which seemed to be out of my reach. Through mentoring, I began to believe in my own potential and dream bigger. Each day, I’m not only learning academic content, but also values that are helping me grow as a person. I’m so thankful for this initiative, which is building bridges to a better future.”



**Alysson Miguel Tenório Cavalcante**  
A student at Colégio Lumen, Garça/  
SP



**Murilo Real Heidrich**  
Somos Futuro Volunteer - Unit  
Director I

“

*Somos Futuro* changed my life by creating new opportunities and showing me that with effort, the impossible can become possible. At first, it was tough to adjust, but with perseverance and the team’s support, I found my place. It brought me confidence and valuable friendships. I’m deeply grateful to those who believed in me and gave me the tools to grow. Today, I’m a better person, better prepared for the future!”

**Ana Luiza Camargo Lobo**  
A student at Instituto de Educação  
Menina Crescer, Matozinhos/MG



“

“Education has the power to change lives and make dreams come true. I’m an example of that transformation—born in a small rural town with limited opportunities. That’s why I now volunteer with *Somos Futuro*, giving my time and energy to help other young people pursue their dreams. It inspires me and demonstrates my gratitude as someone who once needed support. I’m thankful for the chance to be part of these projects and to keep making a difference.”

**Erika Marinho Gomes**  
Somos Futuro Volunteer - Content  
Producer II



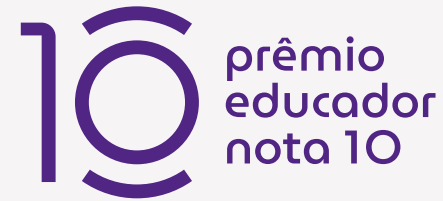
## EDUCADOR NOTA 10 AWARD

GRI 413-1

An initiative recognizing the centerpiece of educational transformation: educators. The *Educador Nota 10* awards were created to identify, recognize, and showcase quality educational experiences developed by teachers and school principals in public and private schools across Brazil. Created in 1998 by the Victor Civita Foundation, it has already received more than 86,000 project entries, presented awards to 279 educators, and distributed over R\$ 3.3 million in prize money. The initiative has been maintained and run by Instituto SOMOS since 2023.



**2,700+ registrations,**  
a 5% increase on the  
previous year.



Projects are evaluated in three stages against criteria such as thematic relevance, impact on student learning, potential for replication, and project sustainability. Projects are distributed across three main themes: Human Rights, Innovation, and Sustainability, aligned with the 17 UN Sustainable Development Goals (SDGs).

In 2024, the selection process received 2,779 project entries, a 5% increase over the previous year. Of the total, 93% came from public school teachers and principals.

This year's addition awarded prizes of R\$ 25,000, R\$ 20,000, and R\$ 15,000, respectively, for first, second, and third places in each category. Winners also received full scholarships for graduate programs and access to the PROFs continuing education platform developed by SOMOS Educação.





## AWARD CATEGORIES

### HUMAN RIGHTS

The award recognized impactful educational projects that integrate human rights education and awareness into classroom practices.



**Alana Calado Franco**, from Angra dos Reis (RJ), created Educa Bracuí at E.M. Quilombola Áurea Pires da Gama. The project prepares students for entrance exams at vocational schools while celebrating their sociocultural roots by reviving ancestral knowledge and connecting students to their caiçara, quilombola, and indigenous cultures.



“The award boosted the self-esteem of students and educators and inspired the entire community to overcome barriers of social exclusion. In addition to continuing our community project, the recognition brought visibility, and drew in new volunteers committed to our cause.”



**Angélica Kimie Inada**, from Sorocaba (SP), led Versos da Igualdade at Escola Estadual Professor José Quevedo, encouraging black and non-black students to collaborate on an antiracist poetry booklet later presented at a regional education seminar.



The award was one of the most significant moments of my career in education—the first genuine recognition I’ve received. Even more significant was the visibility it gave to my black students from marginalized neighborhoods, whose lives have been impacted beyond measure.”



**Liliane Machado**, from Rio de Janeiro (RJ), entered a project titled “Representations of Femicide in Brazilian Literature” at Colégio Pedro II. The project revisited canonical works to spark critical discussions on gender violence, while offering a safe space for female students to share their own experiences.



Our project reinterpreted canonical literature through a critical lens on the violent deaths of female characters, and turned our female students into writers. After winning the award, the initiative expanded in both reach and scope—I’m incredibly proud to have won in the Human Rights category.”

### WINNERS

## INNOVATION & TECHNOLOGY

This category recognizes classroom practices that develop innovative solutions to social issues in education.

“

In 2023, I ran a project themed *Como diz o outro...* (“Like they said...”) with my fifth-grade class—an amazing group who challenged me every day. The students were thrilled about the award, especially because it was a project they helped design. In today’s world, I feel it’s more vital than ever to celebrate the power of our public education system.”

“

The award recognized a project I have been working on for six years in collaboration with teacher Wilami Teixeira to produce inclusive materials on Physics and Astronomy for visually impaired students. The initiative grew and was showcased at science fairs and associations throughout Ceará—with active and inspiring student participation. It’s a source of immense pride and fulfillment.”

“

I’m grateful to be one of the nine winners and to bring attention to babies! The award gave municipal recognition to our *Vida e Movimento no Berçário* (“Life and Movement in the Nursery”) project and led to my invitation to coordinate early childhood education. Now, I plan to replicate this successful project across all 14 daycare centers in the city.” I hope that, in this new chapter, we can work together to provide quality education for this critically important age group.”

## WINNERS

**Helder Guastti da Silva**, from João Neiva (ES), at the Pedro Nolasco municipal primary school, led the project *Como diz o outro...* (“Like they said...”) , which aims to develop students’ reading and writing skills through traditional Brazilian oral stories. The texts were brought to life using AI illustrations.



**Maurício Soares**, from Juazeiro do Norte (CE), at Instituto Federal do Ceará - Juazeiro do Norte Campus, created the project *Explorando o Espaço: Desbravando o Sistema Solar com Experiências Táteis - Uma Proposta Inclusiva do Ensino de Física e Astronomia* (“Exploring Space: A Tactile Journey Through the Solar System - An Inclusive Approach to Teaching Physics and Astronomy”). The project used handmade models to help students understand astronomy concepts during classes on gravity.



**Givanilda Antunes**, from Mogi Mirim (SP), at CEMPI Professora Maria de Lourdes Ferraz Guimarães, entered the *Vida e Movimento no Berçário* (“Life and Movement in the Nursery”) project. This project transformed the nursery environment from a purely assistive space into one that fosters freedom, play, and respect for each child’s natural rhythm of sleep and feeding.



## SUSTAINABILITY

Activities integrated into classroom practices focused on promoting and advancing sustainable development.



**José Simões de Andrade**, from Santos (SP), at Unidade Municipal de Educação Professor Avelino da Paz Vieira, with the project *Praia limpa, futuro sustentável: Enfrentando os desafios da poluição causada pelo homem no ecossistema de praia* (“Clean Beach, Sustainable Future: Tackling Human-Caused Pollution in Coastal Ecosystems”).



Many of my fellow teachers have felt inspired to launch their own projects. Students are now more eager to get involved in the initiatives we’re developing for 2025. Student engagement has also improved.”



**Raifran Abidimar de Castro**, from Açailândia (MA), at Instituto Federal do Maranhão – Açailândia Campus, with the project *Jogo didático ‘DanTUS’ como objeto de ensino / aprendizagem sobre mitigação dos efeitos das Mudanças Climáticas com Sustentabilidade* (The “DanTUS Educational Game as a Teaching and Learning Tool on Climate Change Mitigation and Sustainability”).



The award increased the visibility of my teaching approach, leading to invitations to key events and validating my innovative practices, especially in the use of educational games. I’m grateful for the opportunity and the ongoing benefits it’s had for my career.”



**Juliana Gracieti Sperber**, from Itajaí (SC), at CEI Cecília Santiago Dias, with the project *Quintal das Sensações* (“Backyard of the Senses”), which encourages young children to connect with nature through outdoor play and exploration.



Participating in the Educador Nota 10 Awards was a turning point. Even regular people on the street now recognize me, and my work has been cited in teacher training programs. It also gave me the chance to share knowledge through lectures for education students and interviews about teaching.”

### WINNERS



## EDUCATOR OF THE YEAR

The 2024 Educator of the Year award went to Helder Guastti da Silva, from the Pedro Nolasco municipal primary school in João Neiva (ES), for the project *Como diz o outro...* (“Like they said...”) His initiative revived popular traditions and oral literature amid the overwhelming flood of digital content. It built an intergenerational bridge within the community by collecting traditional stories and using modern tools—like artificial intelligence—to illustrate them. This project also earned him a spot as finalist for the Global Teacher Prize, often referred to as the Nobel Prize of Education.



# IMPACTFUL PARTNERSHIPS

As part of our commitment to democratizing education, we have built partnerships with social organizations and community prep courses that teach children, youth, and adults. Through these collaborations, we provide educational resources and teaching materials from SOMOS Educação publishers to institutions in Rio de Janeiro, Santa Catarina, and São Paulo, expanding access to learning for youth and adults in vulnerable communities.



**13,364 students**  
*benefited in 2024*

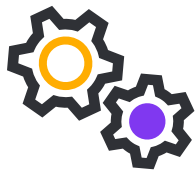


## PARTNER INSTITUTIONS SUPPORTED IN 2024

Associação Vestibulandos da Cidadania	Itaquaquecetuba – SP
Associação Vestibular Cidadão	Brasília – DF
Associação Vestibular Cidadão	Araranguá – SC
Bolsa EducaAfro	São Paulo – SP
CAFCF – Centro Acadêmico Flaviana	Ribeirão Preto – SP
Centro Acadêmico Lourenço Roselino	Ribeirão Preto – SP
Cursinho Arcadas	São Paulo – SP
Cursinho Aregua	São Paulo – SP
Cursinho Desafio	Botucatu – SP
Cursinho FGV	São Paulo – SP
Cursinho Projeto Educação Solidária	Brasília – DF
Cursinho Projeto Educação Solidária	Araranguá – SC
EACH – USP	São Paulo – SP
Escrevendo na Quarentena	São Paulo – SP
FEA – USP	São Paulo – SP
IMERJ	Rio de Janeiro – RJ
Instituto Embraer	Botucatu and São José dos Campos – SP
Instituto Sol	São Paulo – SP
Instituto Verdescola	São Sebastião – SP
Mafalda	São Paulo – SP
São Sebastião Parish (Projeto Rumo à Faculdade)	Pau a pique – BA
Projeto Gauss	São Paulo – SP
Projeto Resgate	Joinville – SC

# FUNDAÇÃO PITÁGORAS

The Fundação Pitágoras is Cogna's social impact arm. It works to improve learning outcomes in schools by strengthening educational management and providing technical support. Foundation activities are governed by an Integrated Management System (IMS) that streamlines operational processes and aligns efforts across municipal education departments, schools, educators, students, and families.



**The IMS methodology supports and trains school staff over a two-year period.**

Tailored to Brazil's diverse regional contexts, the IMS has proven effective in small, medium, and large municipalities alike. It takes a systemic approach, engaging school stakeholders over a two-year period while training them to implement sound management practices in their daily routines. The goal is to empower schools with autonomy so they can sustain the improvements achieved through the program and continue to deliver better educational and operational outcomes. Participants also receive a graduate certification in Educational Management from Anhanguera.

The program's positive impact is reflected in Brazil's K-12 Education Development Index (IDEB), with IMS-supported schools outperforming others by an average of 0.5 points in early elementary grades and 0.2 points in upper elementary grades.

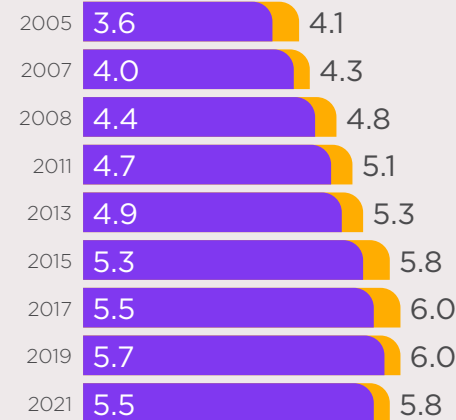
The IMS methodology has been implemented in 1,493 schools across 13 states, certifying over 2,600 educators and principals and benefiting more than 1 million students and education professionals.



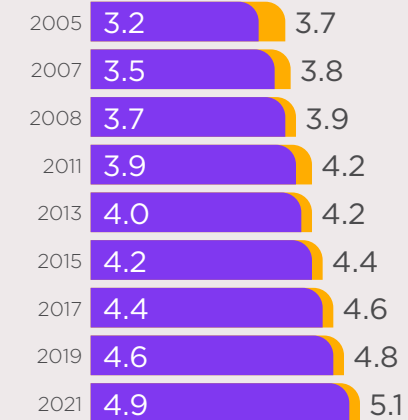
## INTEGRATED MANAGEMENT SYSTEM (IMS)

- Total schools in Brazil (139,544)
- Schools with IMS systems (859<sup>1</sup>)

### IDEB IMPROVEMENT — ELEMENTARY EDUCATION (EARLY YEARS)<sup>2</sup>



### IDEB IMPROVEMENT — ELEMENTARY EDUCATION (EARLY YEARS)<sup>2</sup>



<sup>1</sup> Elementary schools with IMS systems that obtained IDEB scores in nationwide proficiency exams.  
<sup>2</sup> The most recent IDEB exam was in 2021.

Breves (Pará) was the most recent location to deploy the methodology. With a population of 106,000 people, Breves is 78% covered by preserved Amazon rainforest, yet faces some of the country's worst socioeconomic indicators. Implementing the IMS set a movement in motion to break the cycle of poverty, transforming the school environment into a positive setting for the community. From 2021 to 2024, the IMS methodology was implemented in Breves through a partnership with Rede Mondó, an initiative of the National Association of Private Universities (ANUP). The project reached 26 schools and trained 55 school principals. An overwhelming 96% of participants rated the initiative's contribution to their project management skills—including planning, monitoring, and resource allocation—as high or very high. Additionally, 2.8% reported a very high reduction in school expenses, 19.4% reported a high reduction, and 66.7% reported a moderate reduction.



**Integrated Management Systems (IMS) have been implemented in 1,493 schools,** benefiting more than 1 million students and education professionals.

## INMATE EDUCATION

In partnership with Brazil's National Council of Justice (CNJ) and Kroton Educacional, the Pitágoras Foundation offers vocational training, distance learning scholarships, and legal support to inmates and former inmates. The initiative also collaborates with the National Office for Penal Policies (SENAPPEN) to train prison staff in areas such as criminal law and violence reduction. In addition, it donates books to correctional facilities and develops multimedia educational content for public managers. To date, the initiative has impacted 6,952 women across 85 prison units in 19 Brazilian states.

We also run a "Reading to Be Free" program, which allows inmates to reduce their sentences through reading. In this program, volunteers review book reports submitted by inmate readers, evaluating their comprehension. Together with Brazil's Federal Public Defender's Office (DPU), we also host an annual essay contest open to inmates across the country, with essay submissions evaluated by volunteers from Cogna Educação and the Pitágoras Foundation.





## MUTIRÃO DAS ÁRVORES

Brazil is on track to gain 1 billion new trees by 2032—an ambitious goal set by *Mutirão das Árvores*, a pioneering initiative from the Pitágoras Foundation aimed at addressing the climate crisis through environmental education and community engagement.

Launched in Minas Gerais and expanded nationally in 2023, the movement has grown into a broad cross-sector alliance uniting public managers, private companies, and third-sector organizations. Tree planting is not restricted to specific schools—it also takes place in backyards, parks, public squares, streets, and large-scale environmental restoration areas designated by municipal governments.

Companies participate by donating seedlings and supplies through the Pitágoras Foundation, while the government facilitates coordination across local agencies and provides educational support for implementation.



### 2024 Highlights

- The movement is already active in seven Brazilian states:** Minas Gerais, São Paulo, Santa Catarina, Espírito Santo, Rio de Janeiro, Paraná, and Rio Grande do Sul.
- The Government of Minas Gerais and the Pitágoras Foundation** have signed a letter of intent to plant 100 million seedlings in the state by 2032, targeting participation from at least 80% of the state's public schools.
- Hundreds of local activities have been carried out with students and small farmers, including** workshops, community meetings, seedling nursery construction, planting efforts, and seed ball (muvuca) production.
- Partnerships were established with organizations from all three sectors:** the Engineering Council (CREA), local and state-level education and environmental departments, forest institutes, and associations.
- Jabuti Award:** The book *Mutirão das Árvores – Queremos Sombra e Água Fresca* (“Mutirão das Árvores – We Want Shade and Fresh Water”), authored by Professor Cláudio Moura Castro, won the 2024 Jabuti Award in the Creative Economy category. The book provides a powerful case for the role of trees in our ecosystems and invites readers to rethink their relationship with nature, reinforcing the urgency of collective action to ensure shade and freshwater for all.

## BRAZILIAN ALLIANCE FOR EDUCATION

The Brazilian Alliance for Education (ABE) is a Cogna-led initiative in partnership with the Pitágoras Foundation. Its mission is to build a cross-sector coalition capable of delivering transformative actions in Brazil's educational landscape and contributing to the democratization of access to quality education.

Originally launched as a nationwide expansion of the “Minas Alliance for Education” (founded in 2006), ABE operates across three strategic fronts: public education, employability and entrepreneurship, and local development.

In public education, the initiative offers a virtual learning platform with free courses and content for training managers and teachers, as well as providing scholarships. In 2024, the platform underwent a redesign to become even more modern and user-friendly. The 26 available courses were also updated to reflect the latest educational content.

Since its inception, ABE has benefited more than 105,000 individuals and generated an estimated social and economic impact of over R\$ 5 million.



# ENVIRONMENTAL IMPACT

At Cogna, we recognize the importance of evaluating and mitigating the environmental impacts of our operations. Although we operate in the education sector and are not involved in industrial or extractive activities, our infrastructure and the day-to-day

operations of our academic units do consume water and energy and generate waste. We have policies in place to reduce our environmental footprint and are continuously working to improve the efficiency of our natural resource management practices.

## BIODIVERSITY

GRI 304-2

We recognize the importance of understanding and mitigating both direct and indirect impacts on biodiversity across our various areas of activity. Our operations do not involve industrial, mining, or transportation infrastructure activities that could cause significant direct harm to biodiversity. In addition, we have not identified any significant release of substances that do not naturally occur in the ecosystems where we operate. Our commitment to sustainability is reflected in responsible waste management practices and efforts to reduce emissions and waste disposal, avoiding negative impacts on ecosystems.

Furthermore, our routine activities do not involve the introduction of invasive species, pests, or pathogens. No activities have been identified that reduce species diversity in areas where Cogna is present, nor do we engage in practices that result in habitat conversion. Our operations also do not disrupt ecological processes such as salinity or groundwater levels, which remain within natural ranges.



We remain committed to sustainability and biodiversity conservation. Even though our direct operations do not result in significant biodiversity impacts, we are constantly vigilant and actively support environmental awareness and risk mitigation initiatives in our value chain.

We recognize that all operations involve resource consumption and waste generation, and have sustainability policies addressing these aspects.

We have not identified significant direct or indirect impacts on species, nor any impacts of a scale or intensity that could be considered irreversible, given the nature of our operations.

Conversely, the positive impacts of our environmental education and awareness initiatives can contribute to species conservation by encouraging sustainable practices in the communities where we operate, supporting our commitment to generating positive outcomes and avoiding any harmful interference with biodiversity (see more on [page 58](#)).

# WATER CONSUMPTION

GRI 303-1, 303-3

In 2024, our total water consumption reached 371.28 megaliters. This volume came from both groundwater and local utility supplies. Groundwater consumption increased by 19.64% compared to 2023, while water purchased from utilities rose by 38.81% year-over-year. Part of this overall increase was due to the integration of the Anglo Paulista and Liceu units, whose water consumption was first accounted for this year, affecting total withdrawal and supply figures. To encourage responsible water use, our distribution centers and offices feature awareness messages in restrooms and cafeterias, and employees receive biannual communications on the topic.

Water in our facilities is primarily used for personal needs, cleaning, landscaping, and for cooling in central air-conditioning systems. Wastewater is discharged into the local utility's treatment systems.



## TOTAL WATER WITHDRAWALS IN ALL AREAS, IN M<sup>3</sup> GRI 303-3

	2022	2023	2024
Groundwater	104,771.21	103,141.00	123,398.62
Utility water	105,065.14	178,567.89	247,882.94
<b>TOTAL</b>	<b>209,836.35</b>	<b>281,708.89</b>	<b>371,281.56<sup>1</sup></b>

<sup>1</sup>Part of this overall increase was due to the integration of the Anglo Paulista and Liceu units, whose water consumption was first accounted for this year, affecting total withdrawal and supply figures.

## TOTAL VOLUME OF WATER CONSUMED IN AREAS WITH WATER STRESS GRI 303-3

	2022	2023	2024
Groundwater	132,551.78	66,791.69	48,901
Utility water	174,241.26	108,315.09	91,196.75
<b>TOTAL</b>	<b>306,793.04</b>	<b>175,106.78</b>	<b>140,097.75<sup>1</sup></b>

<sup>1</sup>This result is primarily attributed to the launch of a Water Efficiency Project in 2024 targeting the 22 higher education institutions (HEIs) with the highest water consumption within the group. The project aims to reduce water consumption in these units by 23%.



# ENERGY CONSUMPTION

GRI 302-1, TCFD

We are taking active steps to enhance energy efficiency and transition to clean energy sources as part of our response to the climate emergency. In 2024, we transitioned 14 operational sites to the free energy market, which together consumed 3,350.88 GJ. At yearend 2024, 88% of our total energy consumption came from renewable sources, bringing us close to our 2025 goal of 90%. In total, 90 operational units and our distribution center in São José dos Campos (SP) source electricity from the free energy market. Notably, 100% of the energy consumed by the distribution center comes from renewable sources, thanks to the use of electric forklifts.

\*The Free Energy Market allows consumers to choose electricity suppliers and freely negotiate rates, contract terms, and electricity volumes.



*In 2024, 14 operational sites migrated to the free energy market.*

In 2024, Cogna's total energy consumption was 179,685.77 GJ, relatively constant compared to 2023. Compared to previous years, renewable energy consumption increased by 15% over 2022 and by 9.79% over 2023, while non-renewable energy consumption dropped 22.2% in 2024 compared to the previous year. In line with our commitment to expand renewable energy sourcing, we purchased I-RECs (International Renewable Energy Certificates) to cover 100% of our electricity consumption in 2024.

We also have pilot solar energy projects at select higher education units, such as Jaú (SP), Eunápolis (BA), and Ponta Porã (MS). These projects generated a total of 695.04 GJ in 2024.

We have identified the necessary adjustments to contract demand and are implementing a power factor correction project aimed at eliminating charges related to excess reactive power. These efforts aim to eliminate penalties for exceeding contract demand and for excess reactive power by 2025.



## ENERGY CONSUMPTION WITHIN THE ORGANIZATION (GJ)<sup>1</sup> GRI 302-1

	2022 <sup>2</sup>	2023 <sup>2</sup>	2024
Electricity purchased from utilities (captive market) – non-renewable	21,330.22	28,792.71	22,422.73
Electricity purchased in the free market – renewable	136,563.96	143,237.68	157,263.04 <sup>3</sup>
<b>TOTAL</b>	<b>157,894.18</b>	<b>172,030.39</b>	<b>179,685.77</b>

<sup>1</sup>Energy consumption data was sourced from monthly utility bills and the Tecsus platform, which tracks consumption. To convert kWh to GJ, the value in kWh was multiplied by 0.0036.

<sup>2</sup>Figures for 2022 and 2023 were restated to reflect the current assumptions and criteria adopted. Starting in this reporting cycle, data on non-renewable fuel consumption (diesel)—previously reported only for the generator at the Londrina site—is no longer included under energy consumption and is now reported exclusively in the greenhouse gas (GHG) emissions inventory. **GRI 2-4**

<sup>3</sup>The variation is related to more efficient energy use at our sites and progress in transitioning to the free energy market with its prevalence of renewable sources.

# WASTE MANAGEMENT

GRI 306-1, 306-2, TCFD

We recognize the importance of managing waste, particularly in our higher education institutions offering programs in Health and Engineering. These units have laboratories and clinical spaces where practical classes and supervised internships are held, generating hazardous waste. In health labs, we use chemically and biologically hazardous materials such as reagents, biochemical test kits, and microorganism cultures. In Health clinics, raw materials as well as biological materials from patients are also handled.

These processes generate hazardous waste classified as Group A (infectious), Group B (chemical and pharmaceutical), and Group E (sharps). Mismanagement of these materials could harm human health, damage our reputation, generate costs accounting for up to 5% of our annual health and safety budget, and cause productivity losses of up to 8% due to operational disruptions. We continually improve procedures and promote a safety culture to protect staff and minimize financial impacts. We ensure

proper, waste-specific segregation and storage of hazardous waste until it is collected by specialized third-party providers. Recognizing that waste generation begins with raw material procurement and continues through to final disposal, we share environmental risk management responsibilities with our suppliers.

To ensure effective management of health service waste, we monitor volumes using Waste Waybills (MTRs) and Disposal Certificates (CDFs). This allows us to detect units generating above-average volumes and benchmark against similar units. Based on this data, we conduct training on proper segregation and, in some cases, explore process improvement opportunities to reduce waste generation.

We also work to reduce waste at the source by limiting incoming materials and advising units to purchase only what is needed.

We work with 18 certified third-party companies specializing in hazardous waste collection and disposal, vetted by an environmental consultancy. We monitor their compliance with Disposal Certificate requirements and license renewals.

**To enhance our waste management practices in 2025, we developed an action plan that includes:**

- | **Refresher waste segregation training**
- | **Developing a module on reducing medical waste**
- | **Sending reminders about planned purchasing of raw materials**
- | **Monitoring medical waste generation and investigating high-volume cases**
- | **Implementing specific measures, such as replacing sand with sawdust at the Cuiabá unit.**

# CLIMATE STRATEGY

TCFD

We are working to advance the transition to a low-carbon economy through energy efficiency and GHG emissions management, as part of our environmental impact reduction strategy.

Climate governance is tasked to the People and ESG Committee, which advises the Board of Directors on sustainability matters, including climate change. The committee is responsible for identifying and managing risks while ensuring we are prepared to respond to both challenges and opportunities related to sustainability. Our climate strategy is reviewed quarterly in committee meetings and presented to the Board of Directors with the same frequency.

We have strengthened our GHG emissions management each year. Our first emissions inventory was published in 2022 (based on 2021 data), covering Scopes 1 (direct emissions) and 2 (energy indirect emissions). In 2023, we expanded the inventory to include Scope 3 (other indirect emissions) and retroactively compiled data for 2019 through 2022.

All published inventories (2019 to date) have been awarded the Gold Badge by the Brazilian GHG Protocol Program, recognizing our progress.

Upon joining the “Net Zero Ambition” initiative in 2023—and aligned with our “Cogna Commitments for a Better World”—we pledged to reduce total emissions (Scopes 1, 2, and 3) by 50.4% by 2032 from a 2022 baseline.

Related initiatives in 2024 included:

- Automation of data management, resulting in more accurate accounting and reporting of GHG emissions
- Adjustment of livestock herds to enhance practical learning experiences at our teaching farms
- A project to optimize deliveries in the transportation and distribution segment
- Photovoltaic arrays at our Jaú (SP), Eunápolis (BA), and Ponta Porã (MS) facilities

- Purchased I-RECs (International Renewable Energy Certificates) covering 100% of our electricity requirement
- Full offsetting of fleet emissions in partnership with Localiza Neutraliza, through the REDD+ Ma-noa project certified by Verra



*We have  
pledged to  
reduce our  
total emissions  
by 50.4%  
by 2032*

## EMISSIONS IN tCO<sub>2</sub> GRI 305-1, 305-2, 305-3

CATEGORY	2022 <sup>1</sup>	2023 <sup>1</sup>	2024
Scope 1	2,075.98	4,769.14	8,136.74
Scope 2 - Location-based	1,799.69	1,751.14	2,719.12
Scope 2 - Market-based	-	-	0.00
Scope 3	23,698.49	42,001.69	49,719.17
<b>TOTAL EMISSIONS</b>	<b>27,574.16</b>	<b>48,521.96</b>	<b>60,575.03</b>
Biogenic CO <sub>2</sub> emissions (t) - scope 1	623.95	472.76	488.15
Biogenic CO <sub>2</sub> emissions (t) - scope 3	1,485.98	3,544.46	5,663.46

The CO<sub>2</sub> emissions from renewable fuels are reported separately as “biogenic CO<sub>2</sub> emissions”. Inventory emissions were analyzed using the GWP (Global Warming Potential) indices of the Fifth Assessment Report (AR5) of the Intergovernmental Panel on Climate Change (IPCC).

Inventoried gases: scope 1 - CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC, HCFC-22 (R22) and HCFC-141b; scope 2 - CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFC; scope 3 - CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O.

<sup>1</sup>No Scope 2 missions were reported using the market-based approach.





# CLIMATE CHANGE RISKS

GRI 201-2, TCFD

Climate change poses physical risks to our operations, particularly in regions susceptible to extreme weather events such as droughts and floods. These events can compromise our infrastructure and disrupt essential services, including the delivery and distribution of learning materials for the academic year. To maintain operational resilience, investments in repairs, upgrades, and adaptation measures may be required—potentially leading to higher operating costs and revenue impacts from disruptions.

To mitigate climate change risks, we are finalizing an emergency protocol designed to ensure a rapid, organized crisis response in order to safeguard both our operational continuity and our employees' safety.

Climate-related risks are integrated into Cogna's ESG risk matrix and are managed through a structured risk identification and mitigation framework (see [page 125](#)). All identified risks are addressed by action plans, and results are regularly reported to the Audit and Risk Committee, ensuring constant oversight and continuous improvement in governance. Our Environmental and Climate Change Policy, approved by the Board of Directors, provides guidelines on eco-efficiency, biodiversity protection, and climate change mitigation—driving shared value for the business and stakeholders.

Between 2023 and 2024, we made significant progress in embedding environmental and social dimensions into our risk management strategy, with expert guidance. This process referenced CDP standards for environmental criteria and the UN Guiding Principles on Business and Human Rights for social criteria to assess risks and opportunities and financial impact. Looking ahead, our climate strategy will extend beyond energy and water efficiency to include operational improvements, development of new business models, and logistics optimization.

Beyond mitigating risks, we see clear opportunities for innovation. Investments in green technologies—such as energy-efficient systems and sustainable materials—can help us lower our carbon footprint, optimize long-term costs, and enhance our market competitiveness.

To align with IFRS S1 and S2 reporting standards, we are also developing methodologies to track and evaluate the financial impacts of our climate actions on an ongoing basis.



# TRANSFORMATIVE EDUCATION

## In this chapter:

- | COGNA JOURNEY
- | ACCESS TO EDUCATION
- | EDUCATION FOR EVERY STAGE IN LIFE
- | ACADEMIC QUALITY AND SATISFACTION



# THE COGNA JOURNEY

Empowering people to build the best version of themselves is the purpose that drives us. We are positioned as a trusted partner in Brazilians' educational journey from early childhood through adult and professional life. Our mission is to offer solutions that meet lifelong learning needs, from K-12 education to bilingual programs, college entrance exam prep, higher education, graduate studies, and professional development.

With a dynamic and adaptable portfolio, we tailor our solutions to the interests and goals of each student, providing a personalized learning experience through an integrated ecosystem that connects knowledge, career development, and professional growth. Our focus is on building long-term relationships, continually expanding our course offerings and services throughout each student's educational journey. In doing so, we generate impact not only in the education sector but also in creating value for all our stakeholders—customers, investors, employees, and government agencies.



*We offer solutions that meet  
**lifelong learning needs***





# A LEARNING JOURNEY FROM AGE 2 TO 100

## CHILDREN AND ADOLESCENTS



### K-12 EDUCATION

#### Private Schools

- | Learning systems with different teaching approaches and levels of digitization
- | Digital learning platform
- | Core and supplemental textbooks
- | Supplemental learning solutions
- | Adaptive learning solutions
- ◆ Comprehensive school management systems
- ◆ Financing support
- ◆ Online store for textbooks and learning materials
- ◆ Consulting for developing and executing marketing plans
- ◆ Teacher Development Program (PROFs)

#### Public Education

- ◆ Research, analysis, and educational mapping for system improvement
- | Core and supplemental textbooks (National Textbook and Teaching Materials Program - PNLD)
- | Diagnostic assessments and mock exams
- | Learning systems, pedagogical support, and instructional materials for state and municipal governments
- ◆ Content platform supporting teachers in lesson planning
- ◆ Professional development for public school educators

- ◆ Teacher support
- ◆ School management support



### LANGUAGES

- | Proprietary language instruction programs and content (Red Balloon)
- | Partnerships with private schools for in-school and after-school programs (B2B)
- | Partnerships with public schools
- | English proficiency solutions across K-12 education
- | Bilingual and trilingual education (Start Anglo)



### ACCESS TO HIGHER EDUCATION

- | Collaborations with state and municipal governments to expand local access to higher education
- | Prep courses for the National High School Exam (ENEM)
- | College entrance exam prep courses

## YOUTH AND ADULTS



### YOUTH AND ADULT EDUCATION

- | Digital Adult Education



### VOCATIONAL EDUCATION

- | Non-degree courses and digital education products
- | Micro-certifications



### HIGHER EDUCATION

#### Undergraduate

- | On-campus and hybrid learning
- | Medical education
- | Digital distance-learning solutions
- | Adaptive learning
- | Scientific initiation

#### GRADUATE

- | *Stricto sensu* graduate education (Master's and PhD programs)
- | *Lato sensu* programs — on-campus, hybrid, and online (MBAs and professional certificates)
- | B2B2C educational service platforms (DPM)



**LIFELONG  
LEARNING**  
Non-degree  
courses and  
digital education  
products

# ACCESS TO EDUCATION

GRI 3-3 (Access to education), 203-2

We work to expand access to quality education to positively transform Brazilian society through knowledge. In K-12 education, we contribute to improving the quality of public education through the Brazilian Alliance for Education, an initiative led by Cogna in partnership with the Pitágoras Foundation (see more on [page 57](#)).

In 2024, we continued supporting cognitive development research conducted by the CpE (Science for Education). Researchers are currently collecting and processing data, and we plan to both use the findings to inform the production of our learning materials and share them with public schools across Brazil for application in classroom teaching.

To support those who have not completed K-12 grades at the appropriate age, we offer an online youth and adult education program—EJA Digital—under the Anhanguera brand. These courses are priced

at a fixed monthly fee of R\$ 149, with no increases or hidden costs. This model reduces financial barriers and enables more people to return to school without unexpected expenses, while also reaching those unable to attend free in-person youth and adult education programs. We are also negotiating strategic partnerships with large companies to sponsor employee education, promoting workforce upskilling and fostering local economic growth and opportunity.

In higher education, our broad geographic reach and affordable pricing are key to expanding access for more Brazilians. In 2024, we strengthened the role of independent education consultants—freelance professionals who distribute our education solutions in areas where we have no direct presence. These consultants bring Cogna's products to communities and towns where we have no direct operations, expanding our reach and connecting

with potential students. Working independently and earning based on completed enrollments, the consultants highlight the benefits of studying and the transformative power of higher education in employability. Besides helping to increase access to higher education, the initiative also represents a significant income opportunity: most consultants are women, many of them single mothers who can now balance caregiving with a paid activity.

*Our goal is to positively transform society through access to quality education*



## MAIS CONHECIMENTO

Created to democratize access to higher education, our *Mais Conhecimento* (“More Knowledge”) program is designed for minor Brazilian cities. The initiative is supported by active collaboration between partner managers and local governments to expand local communities’ access to socioeconomic and personal development provided by a college education. The program creates opportunities for young people and adults who often cannot travel to major cities to study.

The model uses in-person support centers, set up in towns with easy access to nearby cities, to offer online undergraduate programs in high-demand areas (such as bachelor’s degrees, teaching degrees, and technical degrees) with Anhanguera’s academic quality. These centers can be installed in public spaces made available by city governments, such as schools or municipal offices, and the courses offered are online.

In 2024, more than 280 *Mais Conhecimento* centers were active.

## INCLUSION AND ACCESSIBILITY

Ensuring access to education also means promoting inclusion and accessibility, while considering each individual’s specific needs. To achieve this, we ensure compliance with Brazilian education legislation and follow our own internal resolution on supporting and welcoming students with special education needs.

All of our higher education institutions (HEIs) have a dedicated Accessibility, Inclusion, and Human Rights Center (NAID), which works closely with our corporate team to provide guidance on inclusion and accessibility policies. NAID is responsible for providing and implementing services and resources that support special education students, including people with disabilities, individuals on the autism spectrum, students with high abilities or giftedness, as well as those with specific learning disorders or other conditions that affect their learning.

Upon request, NAID offers personalized evaluations and develops tailored support plans (known as AEE), which include customized educational guidelines to support both students and academic institutions throughout the educational journey.

We also offer an Inclusive Special Education Center (NUEEI), a training initiative focused on inclusive education. The goal is to equip our staff to better serve students with special education needs, both in

academic institutions and at physical support centers. The program covers core topics related to inclusion in higher education and supports the implementation of accessibility initiatives and specialized educational support.

We conduct surveys through the Avaliar program (see more on [page 97](#)) to identify the specific needs of this audience. A dedicated Accessibility Resources indicator is used to collect student feedback on the tools and support provided by our institutions.





# LIFELONG EDUCATION

## CHILDREN & ADOLESCENTS – K-12 EDUCATION

We help build futures with our strong presence in the K-12 education segment through two major brands: SOMOS Educação and Saber. SOMOS offers a comprehensive portfolio of products and services, making it one of Brazil's most robust and integrated educational platforms, with solutions spanning both instruction and school management. Saber publishes textbooks, develops educational products and services for the public sector (B2G), and provides language training.

### SOLUTION PLATFORM



## PIAGET AND MACKENZIE: EXPANDED OPTIONS SUPPORTED BY OUR DISTRIBUTION EXPERTISE

Alongside our own brands—and aligned with our asset-light strategy—we have formed partnerships to offer a diversified portfolio capable of catering to many of the needs of the school ecosystem. After a successful collaboration with the Instituto Presbiteriano Mackenzie, launched in 2022 to expand its confessional teaching system to more schools, in 2024 we supported the growth of the Piaget Teaching System.

Under this agreement, we are responsible for student acquisition, contract negotiations, and managing printing and distribution of materials to new schools adopting the system. The development of new products, updates, and educational content curation remains under the Piaget System's responsibility.

## FULL SUPPORT FOR PARTNER SCHOOLS

Our efforts are directed at positioning our company as the leading partner for private K-12 schools in Brazil. We offer a full-service educational ecosystem designed to turn schools into educational hubs, allowing them to expand their offerings to families and generate new revenue streams—contributing to their longevity

Within the traditional school curriculum, we offer a wide range of teaching systems that include traditional, highly reputable brands such as Anglo, Amplia (formerly Eleva), Ético, Fibonacci, Maxi, pH, Pitágoras, and Rede Cristã de Educação. This portfolio is structured to offer diverse educational approaches and to serve a wide array of school and family profiles—across different socioeconomic backgrounds, interests, and educational goals.



*We've developed an  
ecosystem designed to  
transform schools into  
**educational hubs***

All of our educational system brands can be delivered entirely in print (physical textbooks) or in digital formats, up to 100% digital—allowing schools to decide the level of digitalization that best fits their needs.

To support schools in their digital transformation, our partner package includes a fully integrated system: Plurall. This virtual learning environment—accessible via smartphone, tablet, or desktop—connects students, teachers, school principals, and families. The platform includes a range of tools, customizable to the adopted teaching system, with flexible modules so each school can tailor features to its needs. Through Plurall, schools ensure students have access to all content, resources and materials needed for online educational activities. The system also features tools for school management, including enrollment services, assessment systems, and performance reports—supporting greater management efficiency and improvements in teaching quality. In 2024, Plurall accounted for 37.9% of all private digital traffic in the K-12 segment in Brazil.

For schools that follow their own curriculum using textbooks, we offer the vast title selection and editorial excellence of our four leading educational publishers—Ática, Atual, Saraiva, and Scipione. These publishers also operate the PAR Educational Platform, a fully integrated solution offering digital content, academic consulting, and educational technology, enabling customized pedagogical support.

“



Plurall has become central to my job as a coordinator, especially the detailed reports that help track student performance. The training section has helped teachers stay up to date, improving teaching quality and student engagement.”

**Katiene Aparecida da Silva Costa, Coordinator at QI Centro Educacional, Mato Grosso**

Plurall welcomed me into a completely new environment. I made the platform my go-to tool for working with the digital whiteboard. The PROFs feature has won me over with its courses relevant to our daily routines. I love the pedagogical cycles and the teaching approach.”

**Thaís Fernanda Barros Stoew, a teacher at the Chácara Encantada K-12 school, São Paulo**

Plurall has been an incredible tool in my day-to-day work, generating detailed placement reports that help identify students’ difficulties. The AI-enabled Plu platform has revolutionized my lesson planning with personalized suggestions, making my teaching more effective.”

**Natália Netto Lessa Dias, a teacher at Centro Educacional São Bento, Paraíba do Sul, Rio de Janeiro**

Plurall helps me every day. It has amazing features that help me support students and teachers.”

**Caroline Fernandes Pazinato Sirino, Coordinator at Colégio CEC, Paraná**

What I like most about Plurall is reading the textbooks. They’re what I’ve found most helpful in my studies, along with the online TC. Plurall is really good and I recommend it.”

**Caio Ferreira Magalhães, a student at Organização de Ensino Hélios, São Paulo**



## PLURALL AI: TECHNOLOGY AT THE SERVICE OF EDUCATION

Starting in January 2025, SOMOS Educação's Plurall platform—Brazil's leading educational platform—will incorporate advanced artificial intelligence (AI) tools to enhance teaching and learning experiences. Plurall AI was designed to streamline school routines, personalize learning through gamification, and provide intelligent support to both teachers and students.

Throughout 2024, we conducted a pilot rollout of the solution. The AI features were initially introduced to staff, educators, and administrative teams to ensure a structured and safe adoption before expanding access to students. During this pilot, we conducted a thorough risk assessment of AI use in school environments and implemented mitigation measures to guarantee responsible, ethical usage.

### KEY FEATURES FOR TEACHERS

**"Plu" Smart Assistant:** helps create personalized lesson plans, generate questions and exercise sets, and provides summaries and scripts for presentations and videos. "Plu" uses SOMOS Educação's own educational content to ensure full consistency with the institution's educational approach.

**Time Optimization:** automates administrative and planning tasks, freeing up educators to focus more on meaningful student interactions.

### KEY FEATURES FOR STUDENTS

**Study Assistant:** creates personalized study plans, exercise sets, content summaries, and glossaries. It also provides on-demand support for questions about class materials.

**Adaptive Learning:** offers gamified learning tracks that adapt to each student's pace and needs, resulting in a more engaging and effective experience.



## SAFETY & QUALITY

All AI-generated content is based on SOMOS Educação's high-quality academic materials, ensuring educational relevance. The platform runs in a controlled environment, mediating safe and trustworthy interactions between users and AI.

## RECOGNITION

Plurall AI was featured in a World Economic Forum article as a case study demonstrating how artificial intelligence is reshaping the future of work. The article highlights how AI can be strategically implemented to enhance both productivity and educational quality, benefiting professionals across industries. The solution was also featured in an article by ILIA - the Latin American Index of Artificial Intelligence, which tracks the development of AI in 19 countries across Latin America and the Caribbean.



Plu has been a great help in understanding lot of subjects, especially math. What I liked the most was how it could generate questions from basic to advanced levels, explaining everything in plain language that makes it easier for everyone to understand.”

**Leonan**, a student at Centro Educacional Margarida, Rio de Janeiro

Plu helped me a lot with my college entrance exam prep. It gave me a great head start with summaries and practice questions. It even created personalized lesson plans that worked perfectly for the areas where I was struggling.”

**Isabela**, a student at Centro Educacional Margarida, Rio de Janeiro

## COMPLEMENTING THE EDUCATIONAL JOURNEY

We go beyond the standard curriculum, providing complementary educational solutions that address the demands of 21st-century learning. Our aim is to empower schools as safe, reliable, and convenient centers where families can find extended educational opportunities—both during and beyond regular school hours.

Supporting this goal, we offer a comprehensive portfolio of educational solutions designed to foster dynamic and effective learning, with STEAM (Science, Technology, Engineering, Arts, and Mathematics) tools, life skills development, and bilingual education.

### STEAM SOLUTIONS

- | **Matific:** an interactive platform that makes learning math fun and engaging for students.
- | **Mind Makers:** a methodology that nurtures computational thinking and essential problem-solving skills.
- | **Cicclo:** a platform that merges physical education and sports with history, values, and digital technology.

### SOFT AND HARD SKILLS

- | **Líder em Mim (“Leader in Me”):** a program that builds students’ life skills and encourages leadership.
- | **Plurall Store:** a curated edtech marketplace offering real-time assessments, gamified learning tools, and innovative educational solutions.

### LANGUAGE EDUCATION

We offer a wide range of bilingual education options, including:

- | **Eduall:** developed in an exclusive partnership with Macmillan Education, Eduall provides flexible bilingual programs tailored to each segment of K-12 education.
- | **English Star:** a bilingual program from preschool to middle school that uses the CLIL (Content and Language Integrated Learning) methodology to integrate English into other subjects.



*We offer a portfolio of educational solutions designed to foster **dynamic and effective learning.***



## SCHOOL MANAGEMENT TOOLS

Ensuring quality education requires efficient management. To support schools, we provide tools that support financial sustainability and optimization of educational services. Educbank: the largest financial ecosystem for K-12 education in Latin America, offering investment capital and subsidies for operational costs under favorable terms.

Phidelis: a 100% cloud-based school management system with over 250 features, including communications between schools and families, academic data analytics, and online enrollment processes.

Other tools include Livro Fácil, an e-commerce platform that centralizes the purchase of books and materials; and EMME, which provides marketing support for student acquisition and retention.

Schools can also leverage Redação Nota 1000, a tool for fast essay correction with personalized feedback, and Educar Brasil, which provides technical and educational services for edtech platforms, including tech maintenance and content creation.



## START ANGLO: OUR BILINGUAL HIGH-PERFORMANCE SCHOOL FRANCHISE

Start Anglo Bilingual School is Brazil's first bilingual, high-performance school franchise, aligned with our mission to offer quality educational opportunities and broaden students' horizons. It combines the academic excellence of the Anglo system—recognized for its robust curriculum—with global citizenship education, English instruction, immersion programs, physical and sports development, technology mastery, computational thinking, leadership, and life skills.

Our franchise model supports accelerated school openings coupled with operational excellence, drawing on Anglo's 70+ years of educational expertise. We offer ongoing support across all areas of school

management—from continuous staff training to academic process modernization and marketing and financial advice. This model has enabled rapid growth since Start Anglo's launch in 2023, with seven schools now operational, including the first franchise in Alphaville (SP) with more than 260 students, and our corporate-owned school in São José do Rio Preto (SP), with around 300 students. As of yearend 2024, 42 new school contracts had been signed.



## INNOVATIVE TRILINGUAL PARTNERSHIP: LICEU PASTEUR AND START ANGLO

In 2024, Start Anglo partnered with the traditional Colégio Liceu Pasteur to establish a trilingual school. With instruction in Portuguese, English, and French, this collaboration combines Liceu Pasteur's academic excellence and tradition with Start Anglo's innovative and holistic model, creating a educational offering that is unique in Brazil.

Launching in 2025, the new school will provide students with a well-rounded education that goes beyond traditional academics. In addition to a strong foundation in three languages, the curriculum will address key aspects of social, cognitive, physical, and emotional development, equipping new generations with a global, future-ready mindset.

## BRAZIL'S LARGEST PUBLISHING HOUSE

Cogna is Brazil's largest publishing group, bringing together publishing houses with over 100 years of tradition in the Brazilian market. These include Ática, Saraiva, Scipione, Atual, Caramelo, and Formato, which together have a catalog of over 5,000 titles.

Among our flagship titles is the textbook "Português: Linguagens" by William Roberto Cereja, used by 46% of students in the final years of elementary education. Our portfolio also includes works by renowned authors like Ana Maria Machado and Moacyr Scliar, both members of the Brazilian Academy of Letters, and 102 titles awarded the Jabuti Prize, Brazil's top literary honor. The collection includes iconic series such as Vaga-lume, Bom Livro, and Para Gostar de Ler.



***Our publishers have  
received 102 Jabuti  
Awards, Brazil's most  
prestigious literary honor***



As part of our optimization strategy, in 2024 we completed the sale of the higher education publishing arm of Saraiva Educação to GEN (Grupo Editorial Nacional Participações S.A.), a leading name in scientific, technical, and trade content. Following the divestment, Saber has focused exclusively on K-12 education, while GEN has taken over the publication and distribution of higher education titles, including the imprints SaraivaJur, SaraivaUni, Benvirá, and Érica. However, we have retained rights to the Saraiva Educação brand and continue to use it in the K-12 segment, strengthening our presence and channeling investments into expanding educational solutions.



## IMPROVING THE QUALITY OF PUBLIC EDUCATION

Through Saber, we have a strong presence in the public education sector via the National Textbook and Teaching Materials Program (PNLD), a federal government initiative that distributes free textbooks, literary works, and educational materials to public K-12 schools across Brazil. Our Ática, Saraiva, and Scipione publishers play a leading role in the program, with 21 collections approved by the Ministry of Education (MEC) in the latest selection cycle in 2024.

We have a robust logistics infrastructure capable of reaching even the most remote areas of the country, with a stringent commitment to ensuring that books are delivered to students and teachers in time for the start of the academic year. In 2024, more than 30 million textbooks were distributed.

To further support educators, Saber offers a digital platform, e-Docente, developed by Ática, Saraiva, and Scipione. Tailored for K-12 teachers, the portal provides access to a wealth of PNLD-aligned educational resources including textbooks, lesson plans, tools to create customized assessments, and supplementary materials like e-books and video libraries. This platform helps streamline classroom planning and delivery, enriching teaching and learning processes and supporting educators across Brazil.

In 2024, Saber released the sixth edition of its Pedagogical Handbook, themed “A New Perspective on Contemporary Cross-Curricular Topics.” Fifteen thousand printed copies were hand-delivered to public school teachers and education department staff. The material was also made available for [download on the e-Docente portal](#), which logged over 5,200 accesses in 2024 alone.

Saber has also advanced English-language education—an essential skill in today’s globalized world. As part of this effort, it launched Wings, a comprehensive English program tailored for early elementary school students. Wings was designed to equip teachers not only with technical knowledge but also social and emotional training, making English instruction more accessible and effective.



*In 2024 alone, Saber distributed **over 30 million** educational materials through the PNLD*





## RED BALLOON

Red Balloon is a well-established English language school franchise operating through two models: B2C, in which families enroll their children directly, and B2B, where the company partners with private schools to provide English as a second language instruction to their students. In the B2B model, Red Balloon collaborates directly with schools to embed English instruction into their curricula, expanding the reach of its courses to more students.

Launched in 2023, Skies Learning continues to expand Red Balloon’s reach into private school. It offers flexible teaching hours, modular teaching materials, teacher training, and management tools, allowing each school to adapt the program to its specific needs.

## RED BALLOON BILINGUAL SCHOOL: A NEW EARLY CHILDHOOD MODEL

In 2024, Saber launched Red Balloon Bilingual School, focused on bilingual education for children aged 2 to 5. The first unit is set to open in 2025 in São Paulo’s Jardins district. The school will operate under a “2-in-1” franchise model—offering early education in the morning and English classes in the afternoon. This model delivers a seamless bilingual experience from early childhood.

This strategy increases access to bilingual education while creating new business opportunities for franchisees, with 15 new units already planned. Backed by Red Balloon’s longstanding expertise, this expansion further strengthens the brand’s presence in high-end early childhood education.

## SOLUTIONS FOR THE B2G SEGMENT

To bring high-quality educational technology—already well-established in the private sector—to public schools, we’ve created a dedicated business unit focused on the B2G (Business to Government) segment. This initiative addresses the needs of state and municipal governments through a network of strategic partners and distributors, enhancing reach and nationwide impact.

As part of this strategy, we develop transformative educational solutions that include assessments to help map student learning levels and inform teaching strategies to improve performance at public schools. These solutions can be implemented in both standard curriculum and extended school day programs. Teachers remain central to this process, acting as both guides and facilitators.

Another essential element of these solutions is our commitment to inclusive education. We have anticipated the needs of neurodivergent individuals by incorporating accessibility features into our platforms and developing specific solutions for students with Autism Spectrum Disorder (ASD).



***Solutions are customized to each network's needs, and include:***

- | Large-scale diagnostic assessment systems
- | Learning recovery programs
- | Exam preparation for national assessments such as SAEB and ENEM
- | Life skills programs
- | Literature initiatives
- | Structured teaching systems

All these initiatives are scalable and have been developed to reach public school systems across Brazil, addressing long-standing challenges such as grade repetition, school dropout, age-grade distortion, and student struggling to develop basic skills.

In 2024, the state of Pará, which uses our educational solutions, rose from 26<sup>th</sup> to 6<sup>th</sup> place in the national K-12 Education Development Index (IDEB) for high school, the biggest leap in the country's history.

## ACERTA BRASIL: LEARNING ASSESSMENT AND IMPROVEMENT

Acerta Brasil is a complementary solution for public schools designed to support student learning progress and assessment in K-12 education by mapping and developing student competencies and skills while offering support to teachers and principals.

The program includes proprietary materials aligned with the BNCC and the Saeb Reference Matrix, covering all curriculum components for all elementary school years as well as high school Portuguese and Mathematics.

The collection includes educational sequences, hands-on materials for early grades in Portuguese and Math, an updated question bank, and a Manager's Guide. It also features ClickSaber, an intuitive online platform with question banks, games, and learning tools, as well as assessments and automatically corrected Saeb-style practice tests.

In addition to offering precise placement assessments, the solution identifies learning gaps and recommends effective strategies to support student progress and improved performance in external assessments. The success of Acerta Brasil as demonstrated by the many cities and states that have reported significant improvement in their K-12 Education Development Index (IDEB) scores, showing the solution's effectiveness in improving education quality. Highlights from the year include Sobral and Novo Oriente (CE) and Cupira (PE), which showed significant improvement in both early and final years of elementary school. In Paraná, the program helped the state achieve national leadership in the final years of elementary education.

## YOUTH & ADULTS: HIGHER EDUCATION

We believe access to higher education has the power to transform lives and plays a vital role in helping people build the best version of themselves. We operate in this segment through Kroton—one of the largest education organizations in the world—offering undergraduate and graduate programs across a range of disciplines, both online and in hybrid formats, under the Anhanguera brand.

In 2024, we maintained our recognized high academic standards, with 93% of our evaluated courses receiving top scores (4 or 5) in the Ministry of Education's assessments. This performance reflects our ongoing commitment to educational quality, supported by continuous investments in content, infrastructure, and educational innovation.

This commitment is seen in our efforts to deliver the best possible learning experience in our on-campus and hybrid programs, aligned with distance education regulations. For programs in healthcare and engineering, in particular, we maintained a high volume of on-campus instruction, ensuring a more hands-on education aligned with labor market demands. We also continued to improve the infrastructure of our campuses and partner learning centers. In 2024, we launched structural projects in maintenance, aesthetics, and standardization to ensure that all facilities—regardless of location—provide welcoming, modern environments that reflect our brand and deliver exceptional student experiences. Implementation is ongoing and will continue gradually in the coming years to reach all locations.



**113** campuses



**Over 3,000** learning centers  
strategically located across all  
Brazilian states







For our low-residency degree programs, we expanded a redesign effort begun in 2023 to strengthen learning outcomes, boost student engagement, reduce dropout rates, and ultimately graduate more students. The main change was adopting a modular format: each subject is taught over four weeks, followed by a review week before the final assessment. Students take four subjects in sequence—one every five weeks—plus a cross-disciplinary module that runs in parallel and ties the topics together across the semester’s 20-week schedule. The learning process follows a structured workflow: pre-class (framing the topic), class time (videos, texts, interactive goals), and post-class activities (quizzes for self-assessment). This model enables close monitoring of student performance through weekly reports showing study time, engagement levels, and personalized learning recommendations.

We also continued the full content revamp for our online undergraduate programs, updating materials for all courses and disciplines. This process began in the second half of 2023 and, due to its complexity and scope, will continue over several years. We prioritized updating first-year content, and as a result, all students entering in 2024—whether in the first or second semester—received fully updated course materials. To further enhance the learning experience, we introduced interactive features such as quizzes and attention prompts to improve content retention and reduce distractions during study sessions.

## HEALTHCARE AND MEDICAL EDUCATION

A highlight from 2024 was the expansion of Kroton-Med—our dedicated business unit housing institutions offering medical programs, including brands like Unic, Uniderp, and Unime. We established operations in Ponta Porã, where 50 new medical students will begin training annually, and opened a new unit in São Luís, equipped to train 60 students per year. In total, we created 110 new spots for incoming medical students. Both units were accredited with top ratings by the Ministry of Education, reinforcing our academic excellence. This expansion, aligned with the federal Mais Médicos (“More Doctors”) program, will increase access to quality medical education and strengthen public health services, positively impacting the communities we serve.

## KROTON UNDERGRADUATE STUDENT PROFILE

- | Women account for 55% of all students
- | 13% of students identify as black and 1% as indigenous
- | Only 7% do not work, and 69% are financially self-supporting
- | 79% attended public high schools for most of their secondary education
- | The majority of students have a household income of up to two minimum wages.

## PIXEL: STREAMLINED ENROLLMENT PROCESS

To optimize the enrollment process at our higher education institutions, we recently developed PIXEL, a platform that uses computer vision and artificial intelligence to automate the reading and validation of documents, such as high school diplomas, which often vary in format and lack standardization. The platform has reduced the time required to review each document from about four minutes (manual review) to just 40 seconds. Since its launch in 2023, the tool has processed over 2.5 million documents, significantly improving enrollment flow, especially during peak times such as the start of academic semesters.

In 2024, PIXEL received a “Best Back-Office Project” award from Cliente S.A. and was a finalist at the Eye on Innovation Awards presented by Gartner, one of the most trusted and prestigious research and advisory firms in the world.



## JARVIS: AUTOMATED CORRECTIONS

Designed to let instructors focus on their core mission—education—JARVIS is a generative AI tool that supports tutors at our distance learning institutions by assisting with the grading of essay questions and even capstone papers. JARVIS suggests corrections and feedback for students, flags spelling errors, and detects possible plagiarism. Importantly, while it offers recommendations, the final evaluation decisions remain with instructors and tutors.

Since its implementation in 2023, JARVIS has assisted in correcting over 910,000 assignments, reducing the time spent on grading by up to 60%.

## EDU: AN AI TUTOR THAT PERSONALIZES LEARNING AND ENCOURAGES REASONING

To transform the learning experience in our distance education programs, we launched EDU in 2024—an innovative virtual tutor powered by artificial intelligence. More than just a support tool, EDU is a 24/7 study companion that guides students through their learning journey while fostering independence and critical thinking.

While EDU delivers answers in seconds, its standout feature is its intelligent methodology: instead of simply providing ready-made answers, it prompts students to develop reasoning skills by guiding them through a process of discovery using a Socratic approach and Bloom's Taxonomy.

Another strength of the tool is its versatility. In addition to assisting with post-class activities, EDU offers chapter summaries and content explanations—ideal for review sessions. It can also dive deeper into specific topics based on individual student interest, making the learning experience more personalized, enriching, and engaging.

*This AI-driven solution **develops reasoning skills by guiding students in building their own understanding***



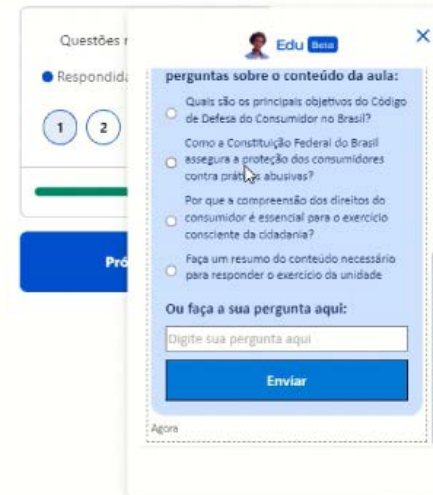
TEORIA GERAL DO DIREITO CONSTITUCIONAL

Questão 1 Sem resposta

A defesa do consumidor é um princípio fundamental inscrito na Constituição Federal, refletindo a preocupação do legislador com o equilíbrio nas relações de consumo e a proteção dos consumidores contra abusos no mercado. Esta preocupação é materializada na legislação específica, como o Código de Defesa do Consumidor, que estabelece direitos e obrigações tanto para consumidores quanto para fornecedores, buscando assegurar transações justas e transparentes. A compreensão desses direitos é essencial para o exercício consciente da cidadania no contexto das relações de consumo.

Com base nos princípios constitucionais de defesa do consumidor, qual das seguintes afirmativas melhor reflete as disposições da Constituição Federal a respeito da proteção ao consumidor?

O Código de Defesa do Consumidor aplica-se exclusivamente às relações de consumo envolvendo empresas privadas, estando as transações com o poder público excluídas de sua abrangência.





## LATU AND STRICTO SENSU GRADUATE PROGRAMS

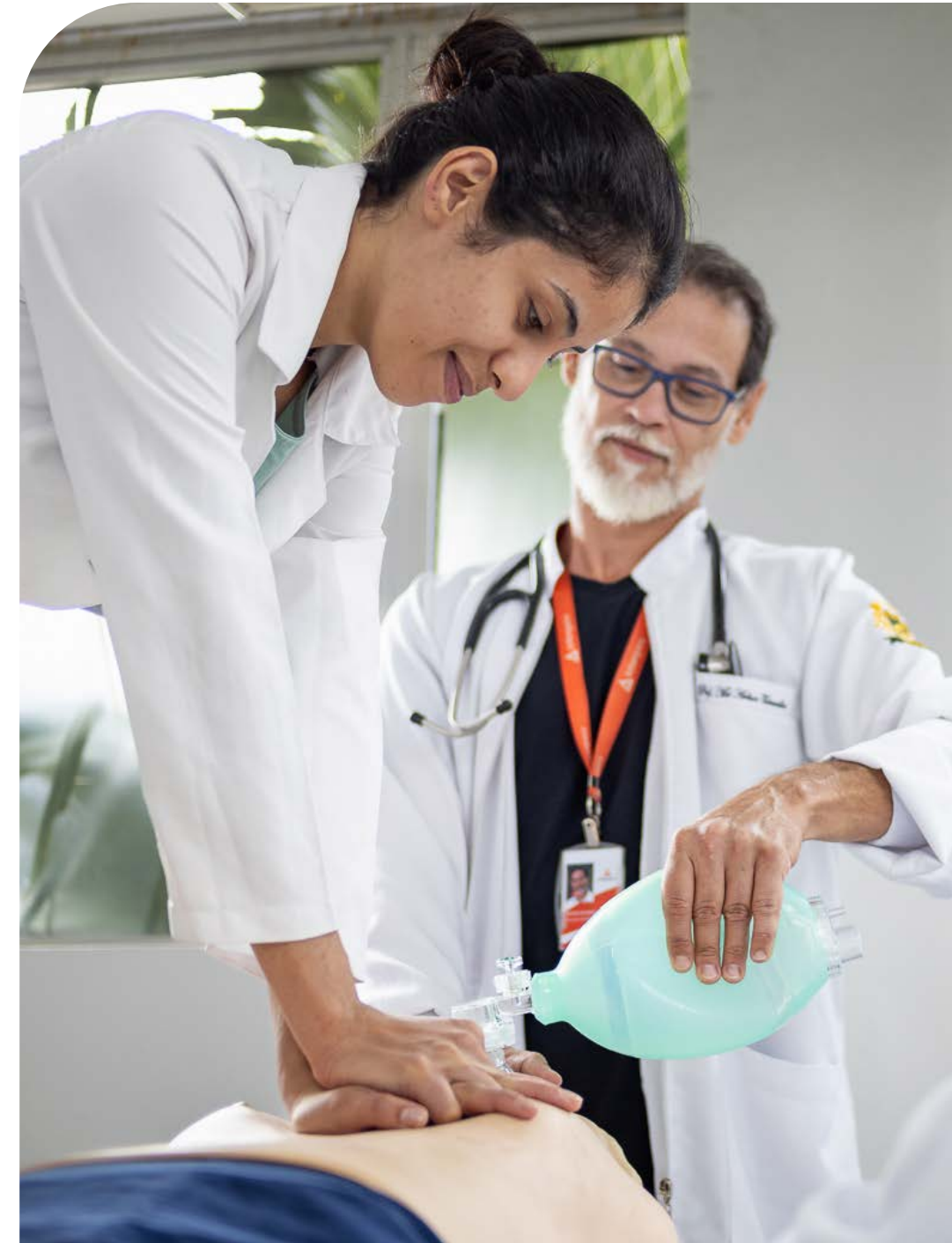
One way we deliver on our commitment to lifelong learning is through lato sensu and stricto sensu graduate education, supporting professional development, academic research, and the dissemination of scientific knowledge. With a broad and diverse portfolio, we work to expand access to specialization and advanced academic programs aligned with market and societal needs.

We've established partnerships with leading institutions and brands to enhance the real-world relevance and application of our courses.

In 2023, we partnered with São Paulo's A.C. Camargo Cancer Center to offer graduate programs in oncology for physicians and healthcare professionals. Courses such as Oncology Nursing (distance learning) are taught by a specialized, experienced faculty from the A.C. Camargo staff.

In 2024, we signed an agreement with Bosch, a global leader in technology and services, to launch a 10-month graduate program in automotive engineering. Delivered by Anhanguera and enriched with exclusive Bosch content in every course, the program targets professionals such as engineers, technologists, and physicists looking to stay current on innovations in the field.

Our graduate education segment grew by 10.8% in 2024, crowning years of structured efforts. It delivered strong revenue performance and student base expansion, while also achieving the highest Net Promoter Score (NPS) among all higher education segments we operate in—underscoring both the quality and career relevance of our courses.



Cogna offers lato sensu programs both in-person and online, ensuring flexibility and accessibility across different regions of Brazil. In addition to student-facing features, we also provide complete solutions for partner institutions, including virtual learning environments, teaching materials, student support, payment management, progress tracking, marketing, and customized e-commerce platforms.

This integrated approach ensures a dynamic and efficient learning experience, enabling professionals across sectors to enhance their qualifications with robust tech infrastructure and innovative methodologies. A standout point is the high number of alumni who return to continue their academic journey, reflecting their trust in our education.

In the stricto sensu segment, Cogna has a dedicated board focused on strengthening academic research and scientific output. Graduate students, researchers, and faculty have access to various initiatives that promote innovation and knowledge sharing, including scientific events, academic journals, institutional repositories, and nationally recognized master's and doctoral programs.



## OINTMENT FOR INJURED WILDLIFE DEVELOPED AS PART OF A STRICTO SENSU GRADUATE PROGRAM

Scientific research developed through Cogna's graduate programs spans a wide range of topics, contributing to knowledge creation across fields. One notable example comes from students in the Graduate Program in Environment and Regional Development at Ananguera-Uniderp in Campo Grande (MS). Their project developed a healing ointment made from a medicinal plant native to Brazil's Cerrado biome, designed to treat injured wild animals and supporting biodiversity preservation.

After successful lab tests on rats, the ointment is now being used on naturally occurring skin wounds in mammals at the Campo Grande Wildlife Rehabilitation Center to evaluate its regenerative effects. The next phase will involve testing on reptiles and birds. This innovation addresses a gap in wildlife dermatological care: currently, honey is often applied to wounds, but its scent and taste can attract insects or predators—and its antimicrobial power is lower than that of an antibiotic-based product.

PARTNER INSTITUTIONS IN STRICTO SENSU GRADUATE EDUCATION

HEI	SCOPE	INSTITUTION/COMPANY
Anhanguera	National	Trails - Saúde Bucal e Tecnologias
Anhanguera	National	Universidade Anhanguera - UNIDERP
Anhanguera	National	Universidade de Cuiabá - UNIC
Anhanguera	National	Universidade Norte do Paraná - Unopar
Anhanguera	National	Zbiotec fabricação de adubos e fertilizantes Ltda
Unic	National	Fundação Manoel de Barros - FMB
Unic	National	National Private Higher Education Development Foundation - FUNDAESP
Unic	National	Instituto Arara Azul
Unic	National	Instituto Federal de Mato Grosso
Unic	National	REAMEC
Unic	National	Universidade Anhanguera - UNIDERP
Unic	National	Universidade Anhanguera de São Paulo - UNIAN
Unic	National	Universidade Norte do Paraná - Unopar
Uniderp	National	Bio Genesis
Uniderp	National	Bio Sano
Uniderp	National	Crop Solution
Uniderp	National	Edem
Uniderp	National	Fundação Manoel de Barros - FMB
Uniderp	National	National Private Higher Education Development Foundation - FUNDAESP
Uniderp	National	Hidrosul Ambiental Serviços Geológicos Ltda
Uniderp	National	Instituto Arara Azul
Uniderp	National	Korin Agropecuária Ltda
Uniderp	National	Secretaria Municipal de Educação do Município de Campo Grande/MS
Uniderp	National	Universidade Anhanguera de São Paulo - UNIAN

HEI	SCOPE	INSTITUTION/COMPANY
Uniderp	National	Universidade de Cuiabá - UNIC
Uniderp	National	Universidade Norte do Paraná - Unopar
Uniderp	National	Zbiotec fabricação de adubos e fertilizantes Ltda
Unopar	National	Agro-Industrial Cooperativa Central - CONFEPAR
Unopar	National	Angelus Indústria de Produtos Odontológicos S/A
Unopar	National	Biodinâmica Química e Farmacêutica
Unopar	International	Laboratório Brix SRL
Unopar	International	Ciro Holanda/UEL/Unopar
Unopar	National	Fundação Manoel de Barros - FMB
Unopar	National	National Private Higher Education Development Foundation - FUNDAESP
Unopar	National	Indusbello
Unopar	National	Instituto Arara Azul
Unopar	International	Instituto Politécnico de Bragança
Unopar	National	Inttegra - Instituto de Métricas Agropecuárias Ltda
Unopar	National	Korin Agropecuária Ltda
Unopar	International	Rede Euroamericana de Atividade Física, Educação e Saúde - REAFES
Unopar	National	Trails - Saúde Bucal e Tecnologias
Unopar	International	Unidersidad Nacional Del Litoral
Unopar	National	Universidade Anhanguera - UNIDERP
Unopar	National	Universidade Anhanguera de São Paulo - UNIAN
Unopar	National	Universidade de Cuiabá - UNIC
Unopar	National	Universidade Estadual de Londrina - UEL
Unopar	National	Universidade Estadual do Norte do Paraná - UENP
Unopar	National	Federal University of Mato Grosso do Sul (UFMS)
Unopar	National	UPL do Brasil Indústria e Comércio de Insumos Agropecuários S.A



ONGOING RESEARCH ACTIVITIES, PATENTS, AND *STRICTO SENSU* GRADUATE PROGRAMS

	2022	2023	2024
Number of master's programs	16	16	15
Number of doctoral programs	9	9	11
Number of books and book chapters	45	75	41 <sup>1</sup>
Number of domestic patent applications	26	22	26
Number of international patent applications	6	4	4
Number of scientific journals	8	6	6
Number of research projects	166	140	163
Number of scientific initiation projects	350	300	239
Number of undergraduate students in scientific initiation – on-campus	915	1000	1813
Number of undergraduate students in scientific initiation – distance learning	1210	1371	1230
Number of scientific articles published	371	447	338
Number of research lines on environmental issues	4	5	5
Number of research projects on environmental topics	31	32	61
Number of domestic and international patents on environmental topics <sup>2</sup>	9	11	13
Number of domestic and international patents related to wildlife, flora and biodiversity topics <sup>2</sup>	15	16	17

<sup>1</sup>The decrease in book publishing is a result of aligning with the evaluation guidelines set by Capes/MEC for *stricto sensu* graduate programs. These guidelines prioritize quality over quantity, given that books carry less academic weight than journal articles in program evaluations.

<sup>2</sup>Some patents fall under multiple themes, which may result in overlapping counts.



PARTNERSHIP WITH  
MACKENZIE UNIVERSITY

As part of our expansion strategy, Cogna entered into a partnership with Mackenzie Presbyterian University in April 2024 to offer online graduate programs. This alliance combines Mackenzie’s academic excellence with Cogna’s operational expertise to broaden access to quality education. Under this model, Mackenzie is responsible for academic content, while Cogna manages enrollment, tuition payments, and supports faculty training and studio production.

Together, the goal is to reach 10,000 students by the end of 2025, offering programs across various fields, all certified by Mackenzie. This partnership not only extends Cogna’s educational impact but also leverages its internal capabilities and experience—creating value for partners and delivering a high-quality academic journey for students.

## EMPLOYABILITY AND ENTREPRENEURSHIP

### GRI 3-3 (Employability and entrepreneurship)

We are delivering on our commitment to employability and entrepreneurship through initiatives that prepare students for a dynamic and competitive job market. Our higher education institutions provide holistic support that goes beyond academic instruction—assisting students in transitioning into professional life and building the skills essential for success in their careers.

A key initiative is EMPREGA.AI, a platform launched in 2024 that already features over 600,000 job openings across Brazil. Powered by artificial intelligence, the platform generates personalized résumés and suggests job opportunities tailored to each student's profile and career stage—enabling a smooth transition to the workforce.



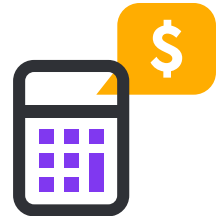
**86% of our students** are the first generation in their families to attend higher education.

With over 36,000 students registered, the platform is not only a job search tool but also a resource for understanding current market demands and identifying the most in-demand skills. This insight will enable us to guide students toward micro-certifications and complementary courses in the future, boosting their employability. In 2024, the platform recorded more than 42,000 job applications.

We also organize annual job fairs on our campuses, enabling direct interaction between students and companies, helping them build connections with potential employers, and facilitating recruitment for internships and trainee programs.

Aware that many young people are now drawn to entrepreneurship, our institutions offer structured support for students who want to launch their own businesses or grow existing ones. This includes a range of content and programs specifically designed to build entrepreneurial skills.

Vocational courses have been another initiative to help students navigate the complexity of the labor market. In 2024, we tested this approach in four of our digital education hubs, with significant uptake. For 2025, we plan to expand the offering across more hubs and areas of study, contributing to greater employability and, ultimately, social mobility.



### 2024 EMPLOYABILITY INDICATORS<sup>1</sup>

	STUDENTS	ALUMNI
Working	83%	90%
Formally employed (registered employees + public servants + military personnel + employees at companies with a corporate tax ID)	78%	82%
Working in their area of study	35%	54%
Working in a related or adjacent area	24%	20%
Employed in the public sector	18%	26%
Own a business (with at least one employee)	3%	3%
Earning three or more minimum wages	17%	39%
Job income satisfaction index	38%	49%
Overall job satisfaction index	55%	63%

<sup>1</sup> Survey conducted with 12,000 students and graduates

# EDUCATOR TRAINING

GRI 203-2

We recognize that teachers are essential to fulfilling our purpose. It is through our teaching staff that our educational solutions come to life in the classroom, ensuring every student reaches their full learning potential. We invest continually in teacher development, which we see as vital to Brazil's educational development. We understand how important it is for educators to remain current and continuously refine their teaching practices in an ever-changing world.

For K-12 teachers working at Cogna's partner schools, we offer a Teacher Training Program (PROFs) platform built on an interactive, community-based e-learning model designed for sharing best practices and classroom experiences. The program covers all subject areas and grade levels in K-12 education and offers content in multiple formats, including podcasts, e-books, and a library filled with articles and resources focused on school practices. PROFs also

offers specialized training, including courses in Brazilian Sign Language (Libras), bilingual education for deaf students, and training on contemporary topics such as digital literacy, neurodivergent children, fake news, neurocognitive stimulation, active methodologies, and artificial intelligence. The platform also addresses strategic approaches for building prejudice-free school environments. One example is its "Anti-racist Education" course, which guides schools in dismantling the normalization of racist behavior through educational practices. In 2024, we launched 38 new courses, bringing the total offering to 178 courses. A total of 28,651 certificates were issued, up 43% on 2023. The overall NPS score reached 80 (excellence zone).



*We continuously  
invest in **teaching  
staff development.***



## PROFS HIGHLIGHTS IN 2024

**38**

new courses (19 designed for educators from specific branded schools and 19 open to all teachers at partner schools)

**268,624**

hours of certification

**28,651**

certificates, a 43% increase from 2023

**178**

courses available:

**80**

overall NPS





## MERGER OF INSTITUTO SINGULARIDADES

In 2024, we took another step in our commitment to advancing education in Brazil by taking over the operations and course rights of Instituto Singularidades. Rated top-tier (5) by the Ministry of Education (MEC), the institution is a sector leader in both initial and ongoing teacher education. Through its undergraduate, graduate, and continuing education programs—delivered in on-campus, hybrid, and on-line formats—it has trained thousands of teachers for K-12 education, helping to improve education quality in Brazil.

Following the acquisition, the Institute's headquarters were moved to the Liceu Pasteur building, which also houses the Start Anglo Trilingual School. This enables future teachers to train within a school environment.

The acquisition aligns with our existing strong offering in Pedagogy and Teacher Education degrees, expanding our impact and helping improve the training of new educators in Brazil. Our goal is to help meet the growing demand for qualified professionals in K-12 and higher education, addressing the shortage of teachers in the country and enhancing education quality.

Cogna will take full control of the institution's management in the second half of 2025 and will carry forward Instituto Singularidades' legacy of excellence with its innovative and practice-focused curriculum.

## TRAINING PUBLIC SCHOOL TEACHERS

GRI 203-2

We have a dedicated team to support public school teachers who use our educational solutions and textbooks provided within the National Textbook Program (PNLD). Our educational advisors help teachers prepare to effectively implement these resources in the classroom. We offer continuous training programs that encourage reflection on teaching and learning processes using the provided materials. We also respond to inquiries and provide additional resources to assist with lesson planning and delivery. In addition to instructional content, these initiatives help teachers stay up to date with market trends, support professional development, and promote uptake of technology in education—since our educational products incorporate tech innovations. In 2024, we carried out 2,429 training initiatives, reaching 121,450 teachers.

Public school educators also have free access to the Teacher Training Program (PROFs), a platform also used by our private school partners. The program offers exclusive PNLD-related content in both print and digital formats, covering specific teaching topics.

## LIFELONG LEARNING: EDUCATION FOR LIFE

We believe education is a lifelong journey—essential for personal and professional development in a constantly changing world. Rapid technological changes and evolving job market demands make continuous learning increasingly important. Lifelong learning also builds interpersonal skills, creativity, and critical thinking—key to personal growth.

Through Voomp, Cogna’s platform for developing, managing, and marketing online courses, we offer over 1,400 original and specialized content pieces to support ongoing education. Designed for content creators, Voomp provides a full structure for producing and distributing educational materials. Differentiators include MEC-recognized certification, an intuitive digital platform for students, and tools that allow for course customization to meet learners’

needs. Launched in 2022 and expanded in 2024, Voomp has already helped market 300 graduate programs and 559 continuing education projects in partnership with digital content creators. As part of our growth strategy, we aim to expand our network of content creators, increase course offerings, and attract new partners.



*Through Voomp, we offer more than **1,400 original and specialized content pieces***



# STUDENT AND CUSTOMER SATISFACTION AND QUALITY OF EDUCATION

GRI 3-3 (Student and customer satisfaction and quality of education and services provided)



Providing high-quality education and transformative learning opportunities, while ensuring student and customer satisfaction with the content, products, and services we offer, is essential to fulfilling our mission. We have quality monitoring and evaluation processes in place across all business areas and conduct regular surveys to assess stakeholder satisfaction. These efforts are supported by a dedicated team—Research and Customer Insights—under the CX Excellence department and Revenue Office.

## K-12 EDUCATION

We track satisfaction levels among partner schools that use our educational solutions and services in K-12 education through CSAT (Customer Satisfaction Score) surveys. We have continued to strengthen our Customer Experience (CX) function, keeping partner schools at the core of our strategy and implementing continuous improvement. Our Customer Journey function integrates the various teams affecting the customer experience and implements actions to streamline related processes.

*We maintain  
**robust quality  
monitoring  
and evaluation  
systems** across  
all areas of the  
business*

Results in the previous cycle included improvements in productivity and service levels through expanded use of digital channels such as chat, WhatsApp, and online forms instead of phone calls; shorter delivery times for requested materials; fewer support tickets opened by customers; and an improved user experience on the ordering platform.



## PRIVATE SCHOOL SATISFACTION (CSAT SCORE MEASURED BY OUR SOMOS RELATIONSHIP CENTER)

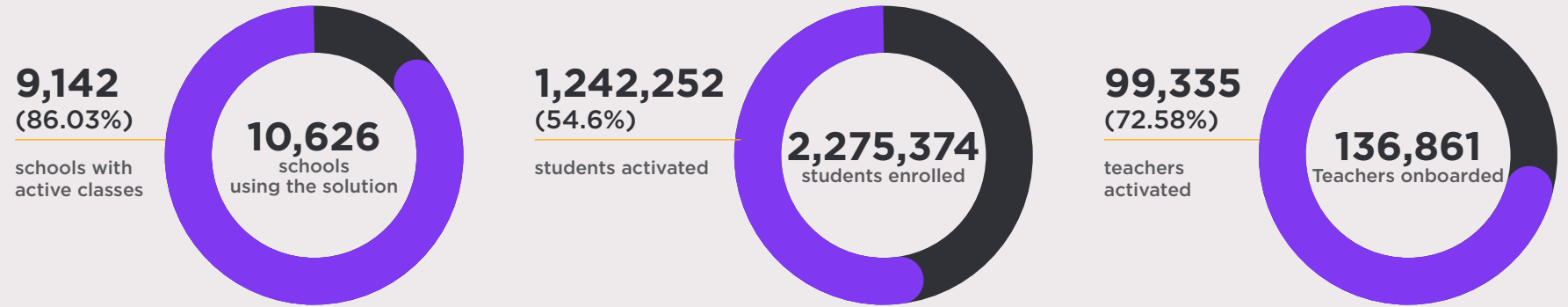
	2022	2023	2024
Respondents	22,118	14,156	13,865
Positive assessments	19,731	11,847	12,848
CSAT	89.20%	83.69%	92.6%

Satisfaction monitoring is also conducted via Plurall, our digital solutions platform for this segment (see [page 70](#)). It analyzes engagement levels among principals, teachers, and students at partner schools, evaluates satisfaction with the tool, and assess perceptions of the quality of customer service and technical support.

## PUBLIC EDUCATION

We conduct monthly CSAT (Customer Satisfaction Score) surveys to measure satisfaction with the pedagogical support provided by Saber to public school teachers and principals. Survey results are presented to Cogna's CEO during Company Experience Committee meetings, and are translated into action plans aimed at driving improvements, which are monitored regularly. In 2024, we exceeded our CSAT target of 4.5, reaching a score of 4.8.

## PLURALL RESULTS IN 2024



## SATISFACTION LEVELS ON THE LIKERT SCALE - TEACHERS, COORDINATORS, AND PRINCIPALS WITHIN PLURALL



\* The Likert scale ranges from 1 to 5 and indicates the degree of agreement with the topic presented in an opinion survey.

## SATISFACTION LEVELS ON THE LIKERT SCALE - STUDENTS WITHIN PLURALL

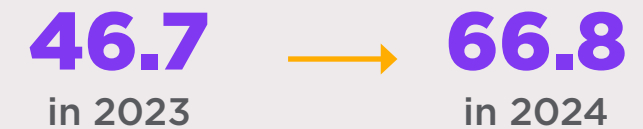


\* The Likert scale ranges from 1 to 5 and indicates the degree of agreement with the topic presented in an opinion survey.

## SATISFACTION WITH CUSTOMER SERVICE/TECHNICAL SUPPORT



## NPS



## HIGHER EDUCATION

We have been continuously investing in improving the student experience at our higher education institutions, ensuring a more streamlined and intuitive digital journey. From registering for entrance exams to paying tuition, every step is designed to reduce friction, making access to the virtual learning environment (VLE), navigation through course content, and administrative processes faster and more accessible.

We offer multiple self-service and digital support options, including an Interactive Voice Response (IVR) system, WhatsApp, and a student portal. This variety allows each student to choose the most convenient solution, optimizing support and streamlining their interaction with the institution. These initiatives, developed over the past few years and further perfected in 2024 with the enhancement of several internal processes, earned Cogna more than 10 consumer experience awards in 2024.

We also focus on supporting students to prevent dropout caused by learning gaps from K-12 education or difficulties adapting to the demands of higher education. We provide all students—across all programs—with free, 100% digital leveling classes in Portuguese and math. If a student fails during the first semester, they are given the option to restart the program at no cost. Those who fail up to two courses are exempt from paying for them in order to continue in the program.

Our goal for the coming years is to make steady progress in personalizing the academic journey. This includes investing in technology and data analytics to better understand each student's profile and needs and offer tailored solutions—from academic support to customized content delivery—ensuring they receive a high-quality education and feel supported throughout their academic journey.



I liked the structure, the professors, and the technology for delivering documents. Everything was very fast.”

**Rogério C.K., Business**  
Administration student at Faculdade Anhanguera (São Paulo – SP)

Ease of access, ease in understanding the subject matter, and in submitting documents. The experience was excellent.”

**Eduardo R. S., Business**  
Administration student at Faculdade Anhanguera (Pirassununga – SP)

Courteous service and a smooth admission processes. Document automation was a plus.”

**Pietro V. G., Real Estate**  
Business student at Faculdade Anhanguera (Alvorada – RS)

## SATISFACTION SURVEYS

Each month, we analyze the satisfaction of students currently enrolled in our undergraduate programs. The survey, which is optional, is sent via email or through the virtual learning environment (VLE), with a three-month interval before the same student can respond again. Responses are collected and analyzed by an external research institute. We use the results to identify improvement opportunities, create action plans, assign teams to implement improvements, and track progress weekly through our Student Experience team.

### HIGHER EDUCATION SATISFACTION – ACADEMIC CSAT SCORE (PROFESSORS, TUTORS, PROGRAM COORDINATORS, AND VLE)

2022	68%
2023	76%
2024	79% (above the 78% target)

### HIGHER EDUCATION SATISFACTION – STUDENT SERVICES CSAT SCORE (SERVICE REQUESTS, INFORMATION, AND QUALITY OF SUPPORT PROVIDED)

2022	56%
2023	66%
2024	71% (above the 69% target)

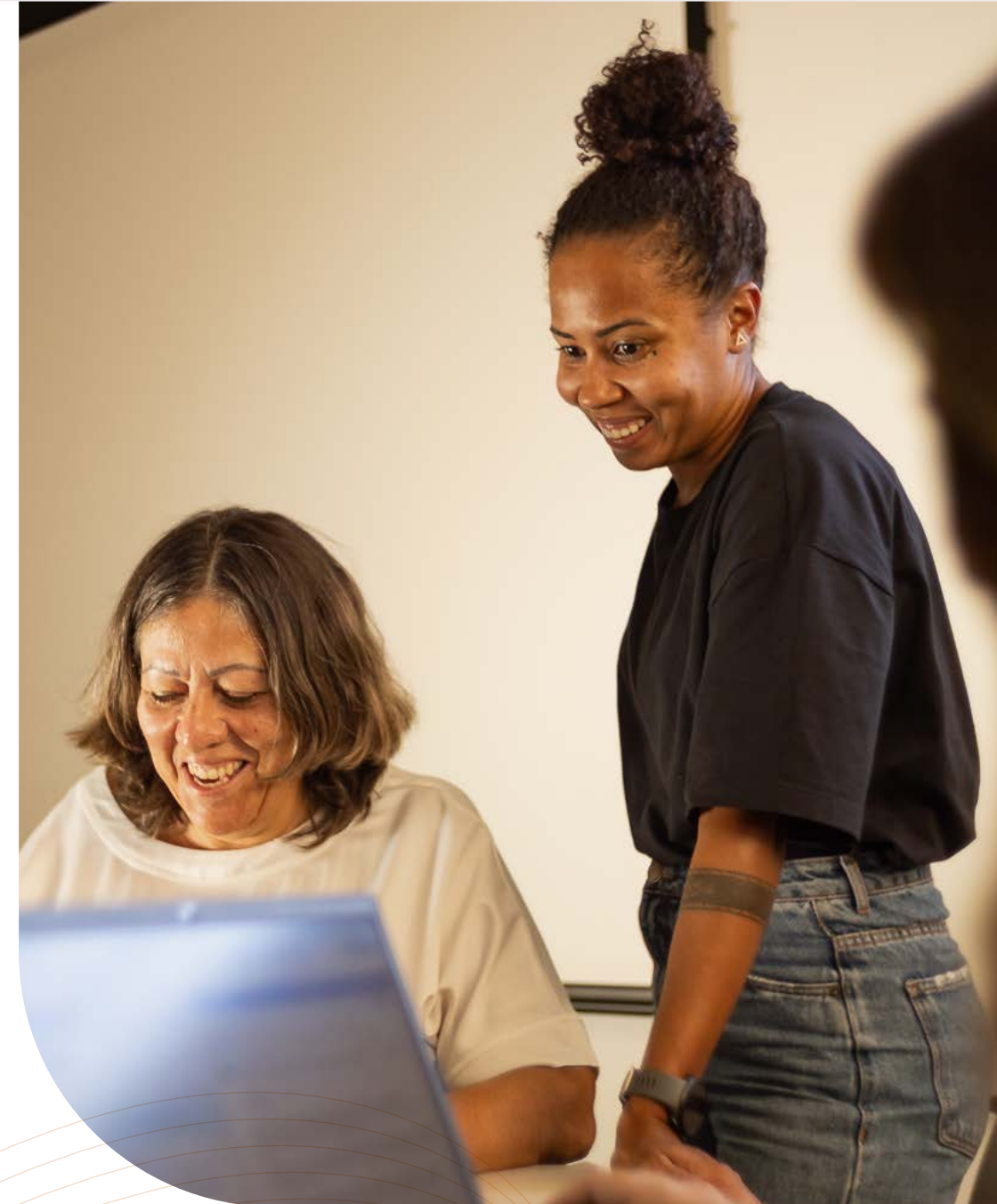
## MEC INDICATORS

We also use indicators from the Ministry of Education (MEC) to monitor the quality of our higher education programs. Our analyses factor in the MEC's evaluation tools and performance indicators. We have a team dedicated to studying these methodologies and staying current with discussions, perspectives, and challenges in ensuring quality education in a country as vast and diverse as Brazil.

The main indicators used to assess the quality of higher education institutions (HEIs) and undergraduate programs are the Institutional Score (CI) and the Course Score (CC). The Course Score evaluates programs on a scale from 1 to 5, considering their instructional design, faculty and tutors, and infrastructure. The Institutional Score, also rated from 1 to 5, assesses institutions based on planning, assessment, institutional development, academic policies, management, and infrastructure.

In addition, the National Institute for Educational Studies and Research (INEP) uses other indicators derived from the National Student Performance Exam (ENADE), which measures students' knowledge at the time of graduation. As part of the ENADE exam process, students also complete surveys on faculty, infrastructure, and the quality of their education. This data is used to generate a Preliminary Course Score (CPC). We also evaluate our contribution to student development based on the Difference Between Observed and Expected Performance (IDD), which compares students' ENADE results to their prior ENEM scores. We also track the General Course Index (IGC), which assesses institutions based on a weighted average of undergraduate CPC scores and postgraduate CAPES ratings, adjusted by enrollment numbers.

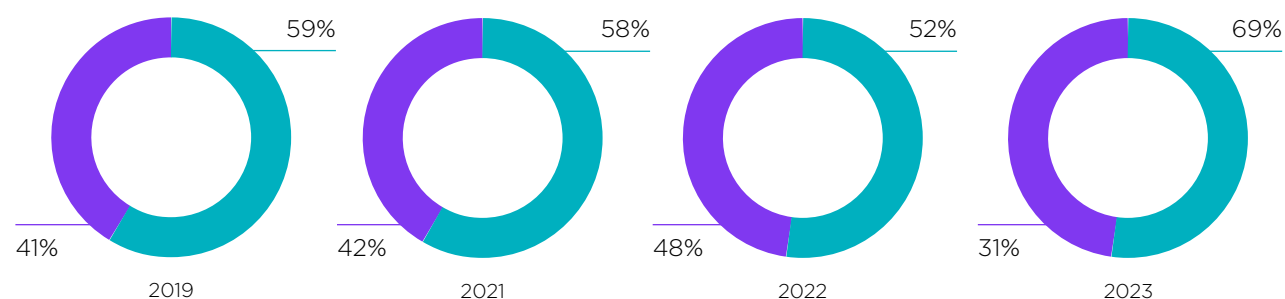
In this report, we present performance in the ENADE, CPC, IDD, and IGC indicators up to 2023, and CC and CI scores up to 2024, since the ENADE 2024 results have not yet been released by INEP/MEC.



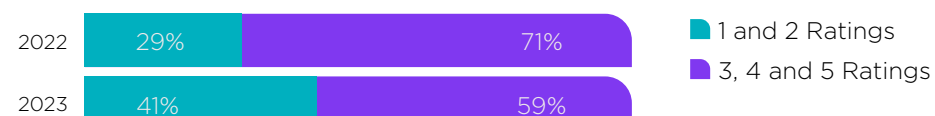


## NATIONAL STUDENT PERFORMANCE EXAM (ENADE)<sup>1</sup>

■ 1 and 2 Ratings  
■ 3, 4 and 5 Ratings



## DIFFERENCE BETWEEN OBSERVED AND EXPECTED PERFORMANCE INDICATOR (IDD)<sup>2</sup>



## PRELIMINARY COURSE RATING (CPC)<sup>2</sup>



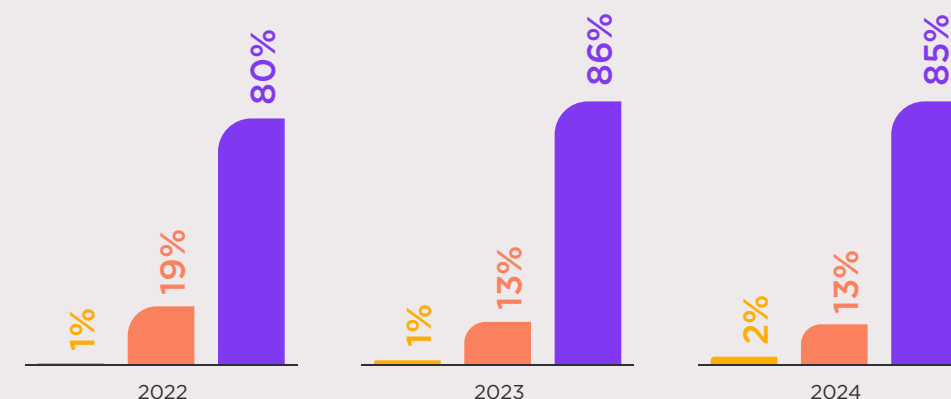
## GENERAL COURSE RATING (IGC)<sup>2</sup>



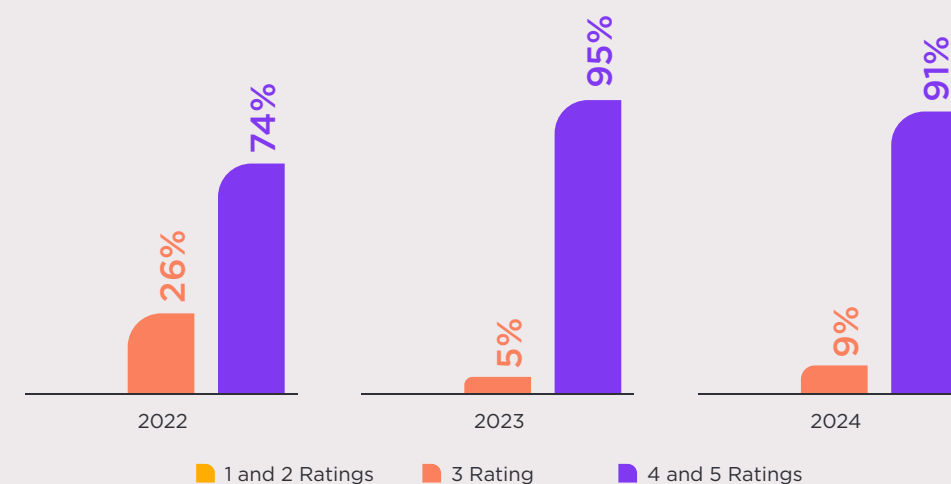
<sup>1</sup> Data for 2024 has not yet been released.

<sup>2</sup> Consolidated 2024 results are pending publication of the ENADE results.

## COURSE RATING (CC)



## INSTITUTIONAL RATING (CI)



■ 1 and 2 Ratings ■ 3 Rating ■ 4 and 5 Ratings

## AVALIAR SYSTEM

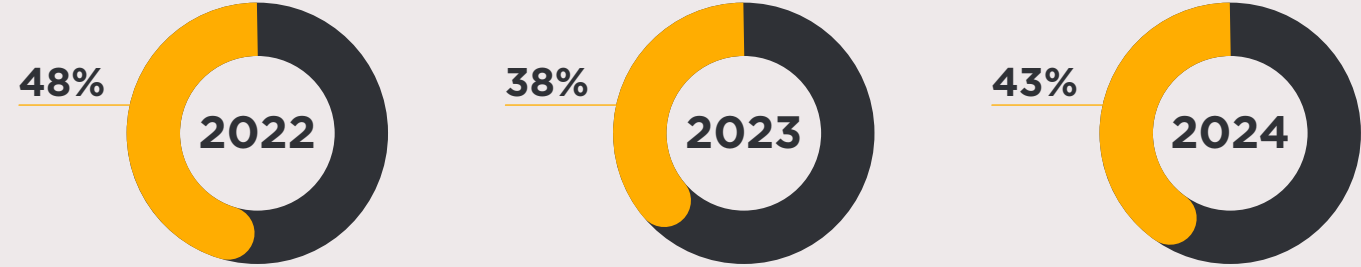
We use our own evaluation system to assess elements such as social impact, teaching, program and institutional quality, and the infrastructure provided to students and faculty. The data is compiled through an annual on-line survey involving the entire academic community.

One of the key indicators is called "Student Future Transformation," which captures how the academic community—including students, professors, program coordinators, administrative staff, and tutors—perceives our higher education institutions' practices and their impact beyond academics. The assessment covers initiatives that broaden students' worldview; projects and activities that positively transform lives and local communities; respect for individuals and diversity; attainment of professional goals; and the social impact of the education institutions.



## AVALIAR

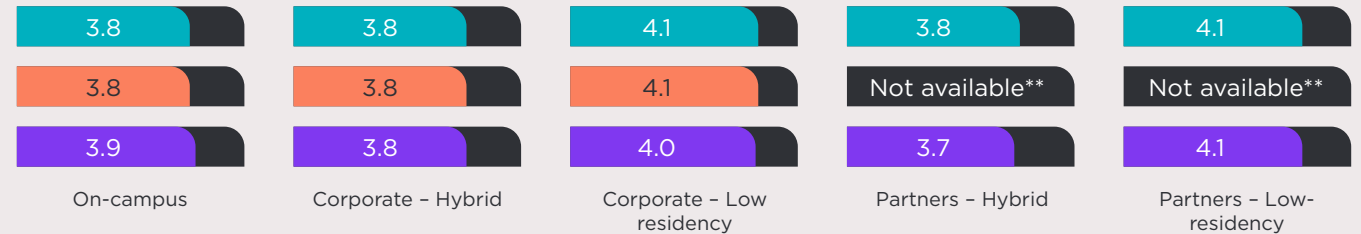
% student participation\*



\*Engaging distance learning students is always a challenge. Improvements were made to survey application within the Anhanguera Virtual Learning Environment (VLE) to raise the participation rate compared to 2023.

### INDICATOR: STUDENT FUTURE TRANSFORMATION\*

2022 2023 2024



### INDICATOR: ACCESSIBILITY RESOURCES\*



The 2023 results for the Tutor group are included in the technical-administrative staff data. In 2023, the Partner group did not reach the minimum participation rate, so its results were not calculated or published.

# OUR BEST VERSION

## In this chapter:

- | THE COGNA WAY
- | TALENT ACQUISITION, RETENTION AND DEVELOPMENT
- | DIVERSITY, EQUITY AND INCLUSION
- | HEALTH, SAFETY AND WELL-BEING



# THE COGNA WAY

The Cogna Way reflects the essence of our organizational culture, guiding how we interact, make decisions, and drive transformation in the workplace. This culture fosters each employee's psychological safety and encourages innovative thinking. It creates an environment where everyone feels free to share ideas, question processes, take ownership, and actively contribute to collective growth and the development of business solutions.

A strong sense of teamwork is supported by management practices that promote engagement and continuous improvement, such as strategic meetings, performance rituals, and development programs.

With a forward-looking mindset, we encourage our teams to take calculated risks, face challenges creatively, and pursue lifelong learning. At the same time, we are incrementally reducing repetitive operational tasks, freeing up teams to focus more on strategic analysis and high-impact initiatives. The Cogna Way is reinforced through training sessions, internal communication channels, and mechanisms that ensure an ethical and respectful work environment.

## CORE COMPETENCIES

In 2024, we strengthened The Cogna Way by building core competencies for the future we envision for the company. Our goal is to strengthen both individual and collective capabilities and create the environment needed to tackle challenges and seize opportunities brought on by the implementation of our new operating model, preparing our people for the transformations ahead.

As a next step, we designed implementation strategies for 2025, including a communication plan, training sessions, and a redesigned performance management model aligned with the newly defined target competencies.

A highlight from the year was the launch campaign held in November, in which employees were invited to present the competencies, sharing their understanding of each concept and how they apply it in their daily routines. Our Corporate University (UniCO) made courses available on the new competencies, both for leaders and for employees in general.



## CORE COMPETENCIES

### GROWTH MINDSET

- | Learning
- | Constant curiosity
- | Development
- | Feedback
- | Opportunity orientation

### OWNERSHIP AND ACCOUNTABILITY

- | Sense of ownership
- | Independence
- | Responsible
- | Sense of urgency

### CUSTOMER/STUDENT SUCCESS

- | Active listening
- | Curiosity
- | Desire to delight

### INSPIRING LEADERSHIP

- | Trust
- | Engagement
- | Recognition
- | Development

### COLLABORATION

- | Constructive communication
- | Psychological safety
- | Diversity
- | “We are a team and not heroes”

### INNOVATION

- | Openness
- | Adaptability to change
- | Flexibility
- | Intra-entrepreneurship
- | Constant restlessness

### RESULTS ORIENTATION

- | Productivity
- | Excellence
- | Determination
- | Focus and consistency

### SYSTEMIC AND STRATEGIC VISION

- | Business vision
- | Holistic perspective
- | Strategy
- | Planning

## AUTOMATION AND DATA ANALYTICS FOR GREATER EFFICIENCY

To optimize processes and reduce operational workload, we’ve invested in automation across various people management activities—from performance evaluations to internal support. We implemented chatbots to streamline employee support and worked to enhance processes related to our Variable Compensation Program, ensuring greater precision and agility in managing variable pay. We also expanded the use of internal communication tools, enabling our employees to share content and insights in a more dynamic and interactive way.

Our People Analytics Department, operating under the VP of People, Culture, and Communication, plays a key role. It conducts in-depth analyses on multiple aspects of people management, turning raw data into valuable insights that support strategic decision-making regarding our workforce, aligned with organizational goals.

The department manages a sophisticated set of dashboards that allow leaders to track key indicators in their departments with greater detail. These indicators cover a wide range of critical areas in people management, including: tracking turnover rates to identify trends and underlying causes of employee departures; analyzing workforce demographics to provide insights into diversity and inclusion; overseeing and planning the people management budget to ensure efficient resource allocation; measuring the effectiveness of training programs; evaluating employee engagement levels, which are key to understanding satisfaction and motivation in the workplace; and other metrics that provide a comprehensive view of workforce health and performance.

# TALENT ACQUISITION, RETENTION AND DEVELOPMENT

In 2024, we strengthened our efforts in attracting, retaining, and developing talent through strategic initiatives aimed at building a more diverse, innovative, and future-ready workplace. We worked to recruit qualified professionals while expanding opportunities for historically underrepresented groups, creating an environment where every employee can grow in their professional journey.

To retain talent, we implemented measures to reinforce a sense of belonging and engagement among our team. Efforts to improve the organizational climate was a top priority in 2024, and included maintaining a hybrid work model, launching mental health programs, and creating collaborative spaces. We also improved onboarding, training, and leadership development, leading to a 20% reduction in turnover in the commercial department. Our engagement score reached 76, a satisfactory result within the NPS excellence zone. In addition, we were certified by Great Place to Work (GPTW) for the third time and also received the GPTW Women certification. We were also positively recognized in external evaluations, such as on the job site Glassdoor, where our favorability rating—which reflects positive perceptions about working at the company—improved.



## VALUING OUR TALENTS

At Cogna, we believe in our people's potential and invest in their career development through Valoriza, our internal recruitment program. This program allows employees to explore new opportunities within the company. Job openings are posted on an internal platform where employees can apply based on their interests and qualifications. In 2024, 183 internal mobility movements were made, with 72% involving pay raises, with an average increase of 4%. To further expand these outcomes, Cogna is working to better advertise the program and encourage leaders to support internal mobility within their teams.

We also implemented other internal mobility initiatives, such as succession mapping—to identify potential leaders and guide promotions—and development programs that offer training and mentoring for professional advancement.





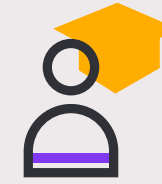
# TRAINING AND DEVELOPMENT

GRI 3-3 (Employee training and education), 404-2

Leadership development remains one of Cogna's top priorities. Two highlights from 2024 were our *Virando a Chave* ("Changing Gears") and *Acelera* ("Accelerate") programs, both critical for developing leadership within the company.

Virando a Chave targets coordinators stepping into their first leadership roles. Combining management theory and practice, the program provides a collaborative learning environment where participants share experiences, learn internal processes, and build role-essential skills. This first edition focused on people management, communication, collaboration, and inspirational leadership skills. A total of 288 leaders participated in the initiative, which received a 94-point NPS score.

Acelera is geared to unit operations director's and offers in-depth training for this strategic role. The program includes multiple modules led by internal facilitators and covers topics such as tracking results, decision-making, and strategic management at the local market level. In 2024, 14 new unit operations directors participated, and the program received a 95-point NPS score.



## UNICO: OUR CORPORATE UNIVERSITY

With more than 520 courses across different areas, UniCO—our Corporate University—is a training platform designed to support both soft and hard skill development. The training catalog includes content aligned with business strategy, as well as broader topics such as agile mindset, open innovation, diversity and inclusion, mental health, and financial education.

UniCO operates as a strategic organizational development tool, offering asynchronous courses and promoting learning through multiple formats, including live courses, lectures, workshops, and summits.

In 2024, we launched new courses such as the "Core Competencies" learning track, which reinforces the Cogna Way culture and values and encourages employees to hone the skills and behaviors needed to meet goals aligned with company strategy.

## PERFORMANCE MANAGEMENT

In 2024, we enhanced our performance review model to make it more structured, transparent, and focused on professional development across teams. This model considers not only individual delivery and behaviors but also collaboration and collective results, fostering an environment where performance and growth go hand in hand.

Our framework evaluates performance, contribution, and potential, ensuring that every employee has clarity on their development and career path within the company. The potential assessment considers an employee's ability to take on different roles inside or outside their area of expertise, supporting internal mobility and succession planning for strategic positions.

Evaluations take place semiannually for corporate employees and unit directors, and annually for other employees. The process includes structured feedback and People League meetings, in which leadership teams discuss each individual to define development plans and next career steps. To support career growth, we create Individual Development Plans (IDPs) for leadership levels. These are validated by the CEO and executive team, ensuring each leader has a clear path for progression within the organization.

## COMPENSATION AND BENEFITS

GRI 401-2

Cogna's compensation and benefits strategy supports continued competitiveness to achieve our business objectives. We conduct research and analyze results from annual salary surveys based on our approved strategy, aiming to remain attractive to new talent while staying competitive for our current employees.

The Cogna Educação Variable Compensation Program (PRV), a short-term incentive based on salary multiples and annual targets, evaluated at the close of the fiscal year, helps to engage our teams in delivering better results. We ensure all eligible employees understand their role in the program and how their performance affects the incentives they receive.

Beyond salary, we provide a benefits package that includes life insurance, health and dental plans, extended parental leave, scholarships, and meal/food vouchers (as per collective bargaining agreements).



*Our **Variable Compensation Program** (PRV) helps to engage our teams in delivering better results*



# CORPORATE VOLUNTEERING PROGRAM

Our corporate volunteering program delivers on Cogna's commitment to generating positive social impact while developing our employees. The program encourages active employee participation in community-focused initiatives in the areas of education, income generation, and local development. Our goals include strengthening our relationship with society, promoting active civics, and contributing to social transformation.

The program is open to all employees—including interns and young apprentices—who can take part in in-person or remote activities that align with their interests and availability.

These actions are carried out in partnership with our social initiatives—Instituto SOMOS and Fundação Pitágoras (see [pages 47 and 55](#) for more information). We support participation through manuals, guides, and training, and encourage employees to join activities during working hours, upon registration and signature of the Volunteer Service Agreement.

The Social Impact and Sustainability Management team leads these efforts, while the Employee Experience and Internal Communication teams are responsible for driving engagement and advertising the initiatives. Leaders play a vital role in encouraging team participation and ensuring volunteering becomes part of our organizational culture.

In addition to creating social impact, volunteering is viewed as an opportunity for personal and professional growth. By participating, employees strengthen life skills, expand their worldview, and reinforce values such as empathy, collaboration, and social responsibility. As a form of recognition, we communicate volunteer actions and inspiring stories through our internal channels.

Our volunteering program is governed by internal guidelines including our Corporate Volunteering Policy, Code of Conduct, Sustainability Policy, Human Rights Policy, and Anti-Corruption Policy.







One of the main ways to volunteer is through the Somos Futuro initiative: employees can act as interviewers in the selection process for scholarship candidates or serve as mentors, supporting selected youth throughout their participation in the program (see [page 48](#) for more details on Somos Futuro).



**480+**

employees participated in Corporate Volunteering Program initiatives in 2024

**1,100+**

people were positively impacted by the initiatives

In 2024, other volunteer activities included:

**Food donation campaign:** employees at our headquarters collected non-perishable goods to assemble and deliver 60 grocery packs to Associação Paulista de Apoio à Família (APAF), benefiting the families of children served by the organization.

**Hygiene item donation campaign:** employees collected hygiene products (such as soap, deodorant, and menstrual pads). The donations were delivered to Instituto GAS - Grupo de Atitude Social, which supports unhoused individuals in 46 neighborhoods across São Paulo, reaching 219 people in total.

**Blood donation campaign:** blood drives were held at our headquarters and at corporate offices in Valinhos and Londrina, with 169 employees participating. These donations potentially helped up to 676 people, as each donation can benefit up to four individuals.

**Charitable Christmas Campaign:** organized by the Londrina corporate office, the campaign collected grocery packs, clothing, shoes, toys, and hygiene items, which were donated to families in the Morro Carrapato community.

# DIVERSITY, EQUITY AND INCLUSION

GRI 3-3 (Diversity and inclusion)

At Cogna, we believe that a diverse and inclusive environment drives innovation and sustainable growth. That's why we embed diversity, equity, and inclusion (DEI) into our strategies, policies, and institutional practices. Cogna's Diversity and Inclusion Policy outlines clear guidelines to foster relationships grounded in respect, dignity, and human rights—for employees, leaders, suppliers, partners, students, and other stakeholders. We also follow the UN Guiding Principles on Business and Human Rights, strengthening our global commitment to equity and inclusion.

We aim to provide a workplace where people feel free to be their authentic selves and can develop their potential without fear or barriers. We promote psychological safety as a core pillar, ensuring that everyone can express their ideas and identities openly.

We are working to increase the number of women in leadership roles, expand the presence of black employees in strategic positions, and ensure comprehensive inclusion of people with disabilities. We are also working to build a more welcoming and safe environment for the LGBTQIAPN+ community. To drive this agenda forward, the Cogna Commitments for a Better World include public diversity targets such as increasing the percentage of black employees in all positions and in leadership roles to 40% by 2025; achieving gender equity in leadership roles with 50% of positions held by men and 50% by women by 2025; and maintaining an Engagement Survey favorability score equal to or greater than 93 for LGBTQIAPN+ employees (see [page 31](#) for the status of each of these targets). To structure these initiatives and track progress, we have a dedicated



Diversity department that guides investment in recruitment, awareness-raising, and professional development. This team also ensures transparency and engagement in all DEI efforts, continuously monitoring and adjusting strategies as needed.



We strive to create a workplace where **people can be their authentic selves**

cognafr

DIVERS@

inclu+ir

cogna em  
CORES

We maintain Affinity Groups that offer safe spaces for discussion and allow employees to voluntarily engage in the development of strategic initiatives to promote diversity within the company. These groups aim to expand networks, encourage empathetic listening, and provide an opportunity to share real-life experiences, fostering a healthy and inclusive work environment for everyone. Structured around four themes—gender (Divers@), race and ethnicity (CognAfro), LGBTQIAPN+ (Cogna em Cores), and people with disabilities (Incluir)—these groups bring together more than 800 employees.

vice presidents, and modules addressing specific challenges faced by women in the workplace, along with strategies to strengthen female leadership within the company.

To raise awareness about diversity, we also hosted events, training, and educational campaigns on inclusion and equity. We expanded our cultural literacy efforts to mark key commemorative dates, encouraging active employee participation.

*Our Affinity Groups bring together more than **800 employees***

## CRIANDO PONTES PROGRAM



To expand career opportunities for people with disabilities at Cogna, we launched a new program, called *Criando Pontes* (“Building Bridges”), in 2024. Targeted at individuals with disabilities who are interested in training and working in administrative roles, the program offered live, fully online, accessible training sessions. It drew 280 participants—far exceeding the original goal of 80. All registrants were able to complete the training, designed to enhance their skills and increase employability.

In 2024, we created dedicated talent pools for people with disabilities and black individuals. We also launched a campaign, called “Inclua,” which encourages employees to refer professionals with disabilities for job openings within the company. To support leadership and ensure inclusive, non-discriminatory interview processes, we developed a Manager’s Guide that includes a dedicated module on diversity and inclusion. As a result of these initiatives, we hired more than 15 black professionals into leadership roles (starting at the coordinator level) and over 80 people with disabilities to join our teams.

We also advanced gender equity through our Women in Leadership Development Program, which provided customized development tracks for women in management roles. The program included workshops, mentoring sessions with directors and

## AFFIRMATIVE TRAINEE PROGRAM FOR BLACK WOMEN

Our Affirmative Trainee Program for Black Women, organized in partnership with the consultancy Indique Uma Preta, achieved high retention and marked a milestone in the inclusion of new leadership. Participants followed a structured development track, with training in self-development, emotional intelligence, productivity, and women’s leadership, as well as mentoring from Cogna executives. They also participated in job rotation and expert-led sessions to accelerate their career growth. In total, nine women were hired into specialist, coordinator, and supervisor roles, resulting in a 69% retention rate.



# HEALTH, SAFETY AND WELL-BEING

GRI 3-3 (Health, safety and well-being), 403-1, 403-2, 403-3, 403-4, 403-8

Our Occupational Health and Safety Management System (OHS) covers 100% of our workforce and is structured around the PDCA (plan, do, check, act) cycle, supporting ongoing monitoring, strategic analysis, and data-driven decision-making. This model ensures precise tracking of working conditions and supports continuous improvement in safety practices across all Cogna facilities, including distribution centers, corporate offices, and educational institutions. As a result, direct, temporary, and third-party employees are in short to perform their duties in safe environments, in compliance with Ministry of Labor regulations and eSocial requirements. Our commitment is also reflected in our continuous tracking of health and safety indicators, allowing us to mitigate risks before they lead to accidents.

Cogna's Specialized Occupational Health and Safety Service (SESMT) plays a Central role in implementing and improving our safety practices. The team monitors safety indicators in real time using a continuously updated dashboard and monthly Power BI reports. In 2024, the most common incidents involved same-level falls, stairways, and accidents with tools and laboratory equipment.





Cogna's Occupational Health and Safety Policy sets out guidelines aimed at risk reduction and disseminating best practices. We monitor occupational risks through our Risk Management Program (PGR), which identifies and assesses potential hazards so that we can act on them proactively. Preliminary Risk Analyses (APR) and Safe Work Permits (PTS) are essential parts of this process, ensuring that all employees are protected in their tasks. We also conduct regular workplace inspections with the support of the Internal Actions in Prevention Committee (CIPA) and SESMT, along with clearly displayed risk maps in all areas. As part of our risk mitigation measures, we follow strict control protocols, including the implementation of collective protective equipment (CPE) such as ventilation systems and containment barriers, in addition to distributing and supervising the use of personal protective equipment (PPE).

For temporary workers, contractors, and service providers, health and safety management is carried out by the employer. Before beginning activities, documentation is validated and pre-qualified by our internal Contractor Management team and SESMT. This thorough validation ensures that contractors meet all necessary health and safety requirements before operating at our facilities.

Accident prevention is also directly supported by our company-wide safety culture. We maintain a formal "near miss" reporting system called the 3Ps (pause, ponder, prevent), in which all employees are encouraged to report risk situations. Depending on the severity of the report, an immediate action plan is generated and monitored monthly. Retaliation for reporting is not tolerated, as we recognize that safety is everyone's responsibility and must be continually reinforced.

In 2024, we stepped up awareness campaigns such as Green April, Yellow May, Yellow September, Pink October, and Blue November, strengthening our communication around occupational risk prevention and overall well-being. We also held the Occupational Accident Prevention Week (SIPAT), which featured relevant safety topics and promoted interactive training sessions.



## ACCIDENT PREVENTION AND RISK MANAGEMENT

Our Risk Management Policy, approved by the Board of Directors, addresses social, environmental, and climate-related aspects. To ensure its effectiveness, we conduct regular assessments of operational risks and maintain a robust monitoring structure that allows us to identify and mitigate potential negative impacts before they compromise the safety of our environments.

In addition to continuous risk monitoring, we reinforce prevention by adopting strict standards and procedures. All employees are required to follow safety protocols specific to their duties, including the correct use of PPE and conformity to PGR guidelines. We encourage employees to immediately report any facility or equipment that may pose a risk, directing such reports to the Infrastructure team or unit leadership to ensure swift corrective action. Employees also have the right to refuse any task for which they are not trained or that may pose a threat to their physical safety.

Training is essential to ensuring proper application of best safety practices. We invest in ongoing education through mandatory training and specific programs, such as defensive driving, handling of chemical substances, working at heights (NR-35), and electrical safety (NR-10). We also encourage the

reporting of incidents and near misses, which allows for detailed analysis and improvements in safety protocols.

To address unexpected situations, we have emergency response plans in place, outlining actions to minimize the impact of critical events such as natural disasters and incidents that could disrupt business continuity. Our crisis management structure enables the rapid mobilization of resources and strategies to reduce harm and protect both employees and the public involved.



*In addition to continuous risk monitoring, **we reinforce prevention** by implementing strict standards and procedures*





## OCCUPATIONAL HEALTH AND WELL-BEING

GRI 403-10

We continuously monitor the clinical and occupational health of our employees through our Occupational Health Medical Control Program (PCMSO), which includes pre-employment, dismissal, periodic, return-to-work, and job change medical exams. We also have an occupational health management plan that integrates with the Risk Management Program (PGR), ensuring that preventive measures are applied and updated on an ongoing basis.

All occupational health data is managed through our occupational health and safety software (SOC), ensuring confidentiality, integrity, and restricted access to authorized professionals, such as occupational physicians and health teams. This technology allows us to track health and safety trends, supporting strategic decision-making and the implementation of corrective actions whenever needed.

We have created an environment where employees can voice concerns without fear of retaliation, encouraging a culture of transparency and respect. To support this approach, we offer psychological support programs that include specialized care and emotional support, ensuring our employees have the resources they need to manage everyday challenges.

In addition to psychological support, we maintain a Whistleblower Channel for reporting occupational health and safety concerns, as well as cases of harassment, human rights violations, or complaints, ensuring that all issues are addressed with urgency. To further this commitment, we organize awareness campaigns and continuous training on preventing occupational illnesses and improving quality of life in the workplace.

We also implemented initiatives to improve ergonomics in the workplace, helping reduce the risk of musculoskeletal injuries. Our employees undergo periodic ergonomic assessments and, when necessary, receive instruction and adjustments to their workstations to ensure greater comfort and well-being.



*In 2024,  
**there were  
no reported  
cases of  
occupational  
illness** among  
our employees*



## PROMOTING WORKER HEALTH

### GRI 403-6

In 2024, we strengthened our quality-of-life programs, encouraging better work-life balance. We maintained flexibility in work arrangements whenever possible, promoted sports programs, and encouraged employees to adopt healthy habits. We also expanded our care network through telemedicine, making it easier for employees to access medical and nursing services. Remote care includes medical consultations, psychological support, nutritional guidance, and social assistance, providing personalized and ongoing support to all employees.

In addition to these initiatives, our Social Assistance Program provides specialized support for serious personal and family challenges. This program includes emotional support, case follow-up in the event of extended medical leave, and conflict mediation, helping employees face difficult moments with greater stability and security.

Pregnant employees are supported through our Ni-nho program, which provides specialized telemedicine care, educational materials, and continuous support from pregnancy discovery to delivery. Participants receive health guidance, psychological support, and tips for well-being throughout their

pregnancy. We also organize support groups for mothers and fathers, as part of our commitment to active parenting and family well-being.

Another highlight is the Health Space program, which transforms units with their own SESMT into centers for primary healthcare. We also maintain strategic partnerships, such as with Fleury, which offers family medicine support, and HAI, which provides a telemedicine booth at our São José dos Campos distribution center, improving both access to care and service quality. This integrated structure strengthens health promotion through primary care, enabling continuous employee monitoring and encouraging preventive practices that reduce risk and promote workplace well-being.

We also emphasize the importance of healthy eating in promoting employee quality of life. We offer nutritional counseling for employees with chronic conditions such as diabetes and hypertension, encouraging habit change and providing personalized support. In addition, we run educational campaigns on balanced eating, support groups, and initiatives to promote healthy lifestyle changes.





In 2024, we implemented the *Mente em Foco* (“Mind in Focus”) program, aligned with the UN Global Compact, to raise mental health awareness and reduce related stigma. The program offers specialized telepsychology services based on each employee’s needs and situation, complementing health plan coverage. It also includes psychiatric consultations when necessary, mental health literacy courses, talks on emotional balance and workplace resilience, and leadership training on how to support teams during difficult times.



We organize live events and webinars to **strengthen awareness of health and safety topics**

Our commitment to health and well-being is also evident in the support provided to employees on leave. We offer continuous follow-up from the moment a doctor’s note is submitted until full reintegration, ensuring a healthy and safe return to work. A dedicated team of social workers and occupational health professionals oversees each case individually, ensuring employees are able to resume their duties.

To further raise awareness around health and safety, we organize live events and corporate webinars where specialists discuss relevant topics and answer employee questions. We also maintain an annual mental health calendar covering themes such as emotional well-being, resilience, and suicide prevention, with dedicated Yellow September campaigns. In addition, we follow a full-spectrum health calendar that includes chronic disease prevention and awareness initiatives, such as breast and prostate cancer education during Pink October and Blue November, respectively.



# CORPORATE GOVERNANCE

## In this chapter:

| OUR GOVERNANCE

| INSTITUTIONAL  
RELATIONS

| ÉTHICS, INTEGRITY  
AND TRANSPARENCY

| RISK MANAGEMENT

# OUR GOVERNANCE

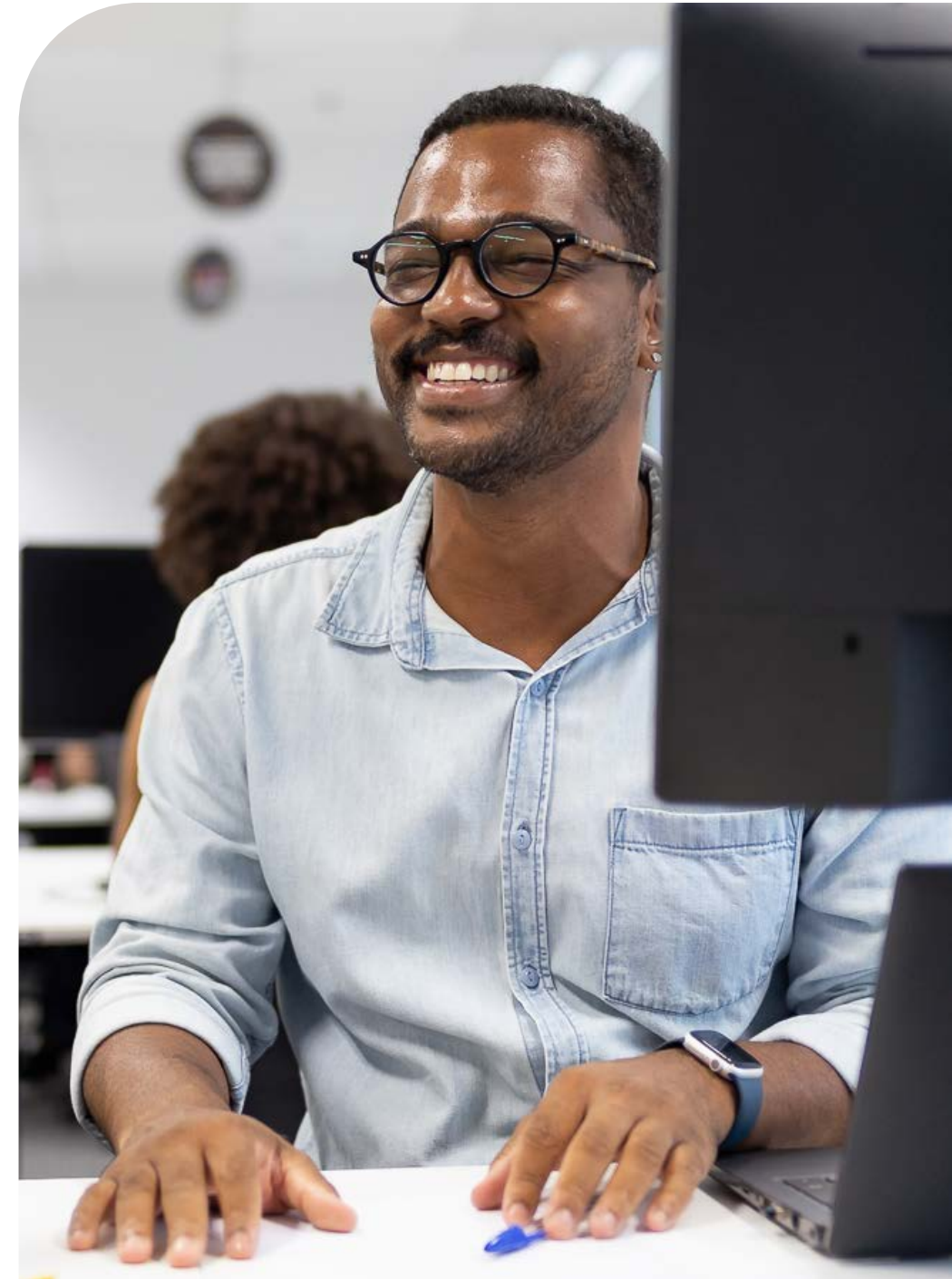
GRI 2-9, TCFD

Cogna's corporate governance approach is guided by the principles of trustworthiness, transparency, and a commitment to creating long-term sustainable value. Since 2012, we have been listed on B3's Novo Mercado, a segment composed of companies that adopt governance practices more rigorous than those required by law. We also follow recommendations from the Brazilian Institute of Corporate Governance (IBGC), implementing measures that ensure responsible decision-making aligned with the interests of all shareholders.

Cogna operates as a full corporation, with a decentralized management structure and no controlling shareholder group. This model supports technical and strategic decision-making rather than relying on a single, central source of control. Any shareholder disputes are resolved through an Arbitration Chamber, providing greater speed and legal certainty in decision-making.

Risk management plays a central role in our governance structure. The Internal Controls, Audit, and Compliance team reports directly to senior management and the Audit Committee, and is responsible for identifying and mitigating risks, improving internal controls, and conducting independent audits. Our Risk Management Policy, formalized in 2017, defines roles and responsibilities and follows international best practices such as the COSO (Committee of Sponsoring Organizations of the Treadway Commission) framework and ISO 31000.

Ethics and transparency are core principles in our approach to doing business. All employees, suppliers, and partners must follow our Code of Conduct, which outlines a set of do's and don'ts. Compliance is reinforced through mandatory training delivered by our Corporate University (UniCO). We also have a strict anti-corruption policy, aligned with Brazil's Anti-Corruption Act (Law No. 12.846/2013) and the U.S. Foreign Corrupt Practices Act (FCPA). To ensure integrity in our operations, the Cogna Whistleblower Channel (CCC) enables whistleblowers to report concerns confidentially and impartially.





# BOARD OF DIRECTORS

GRI 2-9, TCFD

Cogna's Board of Directors is our highest decision-making body and is responsible for formulating and implementing general business guidelines, including long-term strategies, as well as hiring independent auditors. The Board also oversees the Statutory Executive Board to ensure that company management remains aligned with established objectives. The Board operates in accordance with the Brazilian Corporations Act.

It is also responsible for overseeing Cogna's ESG commitments and ensuring they align with our strategy focused on sustainable business development, with support from the People and ESG Committee. ESG aspects are embedded in our risk matrix and risk management processes. These topics are on the agenda of all Committee meetings—held five times a year or more—and are submitted for review by the Board of Directors. Since 2019, as part of our sustainability strategy, Board members have received training on ESG-related topics. **GRI 2-12, 2-13**

Currently, the Board is composed of six regular members, elected by shareholders at the Annual General Meeting for a unified two-year term, with

the possibility of re-election. Board members may be removed at any time by decision of the shareholders at an Extraordinary General Meeting. Following Novo Mercado listing rules, at least two members or 20% of the Board must be independent.

When electing directors, shareholders may adopt a cumulative voting system, provided it is requested by those holding at least 10% of the voting capital. If cumulative voting is not requested, members are elected by majority vote of the common shares. Shareholders who individually or jointly hold at least 15% of common shares may appoint one Board member through a separate vote. Shareholders holding at least 10% of preferred shares may also elect one Board member. We have formal mechanisms in place for evaluating both the Board as a whole and its individual members, ensuring the continuous improvement of our corporate governance practices. The evaluation is carried out independently by a specialized external consultancy every two years. **GRI 2-18**

Through our annual report, management report, reference form, shareholder meetings, or investor relations website, we disclose information on the evaluation process, a summary of key areas for improvement and the corrective actions implemented.

**GRI 2-18**







ANGELA REGINA  
RODRIGUES  
DE PAULA FREITAS

Age: 66  
Terms of office<sup>1</sup>: 2  
Committees: **E**



JULIANA ROZENBAUM  
MUNEMORIM  
(Independent member)

Age: 47  
Terms of office<sup>1</sup>: 2  
Committees: **A E P**



NICOLAU FERREIRA  
CHACUR  
Deputy chairman  
(Independent member)

Age: 59  
Terms of office<sup>1</sup>: 4  
Committees: **A F**



RODRIGO CALVO  
GALINDO  
Chair

Age: 48  
Terms of office<sup>1</sup>: 2  
Committees: **E P F**



WALFRIDO  
SILVINO DOS  
MARES GUIA NETO

Age: 81  
Terms of office<sup>1</sup>: 7  
Committees: **E F**



LUIZ ALVES PAES  
DE BARROS  
Member

Age: 81  
Terms in Office<sup>1</sup>: 1<sup>2</sup>  
Committees: **F**

<sup>1</sup> Each term lasts two years.

<sup>2</sup> Joined the Board in 2024 and has not yet completed a full term.

## COMPOSITION OF THE BOARD OF DIRECTORS

	Angela Regina Rodrigues de Paula Freitas	Juliana Rozenbaum Munemorim	Luiz Alves Paes de Barros	Nicolau Ferreira Chacur	Rodrigo Calvo Galindo	Walfrido Silvino dos Mares Guia Neto
<b>RELATED SKILLS</b>						
<b>GRI 2-17</b>						
Academic and service quality	✓				✓	✓
Access to education	✓				✓	✓
Economic and financial sustainability	✓	✓	✓	✓	✓	✓
Innovation and technology	✓	✓	✓		✓	✓
Student and customer satisfaction		✓			✓	
Employee training and education		✓				
Ethics, transparency and compliance		✓	✓	✓		✓
Diversity and inclusion		✓			✓	
Employability and entrepreneurship					✓	✓

### COMMITTEES

- A** Audit and Risk
- E** Strategy and Innovation
- P** People and ESG
- F** Financial and M&A

### BY GENDER GRI 405-1

**67%**  
Men

**33%**  
Women

### BY AGE GROUP GRI 405-1

**33%**  
30 to 50

**67%**  
over 50

No members of the Board of Directors currently hold executive positions at Cogna. GRI 2-11

In 2024, all members attended 100% of Board meetings.

# AUDIT BOARD

Cogna’s Audit Board is a supervisory body independent from both management and external auditors, tasked with monitoring the company’s activities and reviewing financial statements. Its primary role is to ensure transparency in management and to provide shareholders with detailed information on management practices.

Under our Bylaws, the Audit Board is nonpermanent and may be established upon request by shareholders holding at least 2% of voting stock. Under the Brazilian Corporations Act, members of the Audit Board must receive compensation equal to at least 10% of the average annual amount paid to executives. The Audit Board must be composed of a minimum of three and a maximum of five full members, each with an alternate.

In 2024, at the request of a shareholder holding more than 2% of the capital stock, the Audit Council was installed with a term lasting until the Annual Shareholders’ Meeting for the 2026 fiscal year. The following individuals were elected as full members: Ricardo Scalzo, Eduardo Christovam Galdi Mestieri, and Anderson de Souza Marques, with William Cordeiro, Wagner Brilhante de Albuquerque, and Marcelo Curti as alternates.

# ADVISORY COMMITTEES

Cogna has four advisory committees that support the Board of Directors in strategic decision-making. These committees provide in-depth, well-substantiated analysis on specific subjects to support will-informed decision-making. Each committee has three or four members, elected by the Board of Directors.

These committees are responsible for pre-approving matters to be submitted to the Board, and their meetings follow structured guidelines. Each committee has a chair responsible for organizing the agenda, preparing meeting minutes, and keeping the Board informed of progress. Meeting minutes are recorded in official books kept at the company’s headquarters.

In addition to advising the Board, the committees also support the Statutory Executive Board in effectively implementing approved policies. Members of management may be invited where necessary to participate in committee meetings, but are not entitled to vote.



THE DUTIES OF EACH COMMITTEE ARE OUTLINED IN OUR **BYLAWS**.



COMMITTEE*	MEMBERS
Financial and M&A	Walfrido Silvino dos Mares Guia Neto (Chair)
	Luiz Alves Paes de Barros
	Marcelo Eduardo Martins
	Nicolau Ferreira Chacur
	Rodrigo Calvo Galindo
People and ESG	Juliana Rozenbaum Munemori (Chair)
	Rodrigo Calvo Galindo
Strategy and Innovation	Rodrigo Calvo Galindo (Chair)
	Ângela Regina Rodrigues de Paula Freitas
	Julio Fernando Cabizuca
	Walfrido Silvino dos Mares Guia Neto
	Juliana Rozenbaum Munemori
Audit and Risk	Nicolau Ferreira Chacur (Chair)
	Juliana Rozenbaum Munemori
	Luiz Carlos Nannini

# STATUTORY EXECUTIVE BOARD

Cogna’s Statutory Executive Board is composed of legal representatives who are responsible for day-to-day management and for implementing the strategic guidelines set by the Board of Directors. In accordance with Brazilian Corporate Law, each executive officer must be a resident of Brazil, and may or may not be a shareholder. Up to one-third of the members of the Board of Directors may hold positions on the Executive Board.

Executive officers are appointed by the Board of Directors for a renewable term of two years, and can be removed at any time. Our Bylaws establish that the Executive Board must consist of at least four and no more than twelve members, and that a single officer may hold up to two positions simultaneously.

Key compensation decisions are communicated through our **Investor Relations** department



## COMPENSATION POLICY GRI 2-19, 2-20

As defined in our [Compensation Policy](#), members of the Board of Directors (BoD) receive a fixed compensation amount, with additional payments for participation in statutory committees or for serving as Chair of the Board. Independent BoD members are also eligible for stock option and/or restricted stock plans approved by the Company. According to our Bylaws, the BoD is responsible for allocating, from the total compensation amount approved by the Annual Shareholders’ Meeting, the remuneration of each member of the Board and the Executive Board.

In addition to base salary, Cogna’s senior leadership receives a comprehensive benefits package along with short- and long-term incentive programs. Variable pay for executives is tied to ESG targets linked

to our “Commitments for a Better World,” incorporating sustainability and social impact indicators into performance evaluations.

We have a dedicated compensation committee responsible for overseeing and approving all related policies and decisions. To ensure alignment with market best practices, we engage specialized compensation consulting firms. Significant compensation decisions are publicly communicated via our Investor Relations team, as part of our commitment to transparency and best practices in governance.

EXECUTIVES	TITLE	END OF TENURE
Frederico da Cunha Villa	Deputy CFO and Investor Relations Officer	1/1/2027
Roberto Valério Neto	CEO	1/1/2027
Rodrigo Menezes Cavalcanti	Vice President, Revenue Office	1/1/2027



# INSTITUTIONAL RELATIONS

In 2024, Cogna engaged on multiple fronts to provide inputs into public policies and track regulatory developments affecting the education sector. We actively worked to broaden engagement with trade associations, public agencies, and third-sector organizations.

Key sector-related topics discussed in 2024 included Brazil's Tax Reform, the Distance Learning Framework, the new National Education Plan, and the New Secondary Education framework. In the area of distance education, Cogna played an active role in discussions, presenting our perspective and best practices to prevent restrictions that could hinder growth in this segment. Representatives from the Ministry of Education visited our facilities to observe our operating model firsthand, strengthening our engagement with public authorities.

We also closely followed discussions around textbook taxation and worked through trade associations to help prevent increases in taxation on the

sector, avoiding higher costs for both civil society and governments.

To ensure institutional relations are managed with integrity, we enhanced our internal guidelines and strengthened governance practices. All interactions with public officials are now formalized, documented, and involve more than one company representative. In addition, employees received training on compliance and best practices in dealings with government officials.

Cogna also followed emerging discussions about the regulatory system, such as the potential creation of a regulatory agency for higher education, the National Education System, and potential changes to the FIES. Another topic gaining relevance was the regulation of artificial intelligence and its impact on education. We have begun closely tracking discussions on the issue, assessing the risks and opportunities that new regulations may bring, especially regarding intellectual property and the use of technology in

education. The integration of the regulatory team into the Institutional Relations and Sustainability Department has allowed for more coordinated and efficient efforts in evaluating and implementing regulatory developments affecting the business.

## PUBLIC POLICIES IN FOCUS

Our "Public Policies in Focus" initiative, launched in 2022, promotes strategic discussions between experts, members of the legislature, and Cogna's leadership to provide an in-depth perspective on public policy debates affecting the education sector.

In 2024, two events were held as part of this initiative, featuring prominent guest speakers. One event addressed the K-12 Education Development Index (IDEB), while the other focused on teacher training and the new National Curriculum Guidelines (DCNs) for teaching degrees.

# ETHICS, INTEGRITY, AND TRANSPARENCY

GRI 2-27, 3-3 (Ethics, transparency, and compliance), 205-1, 205-3, 206-1, 417-3

Our activities are grounded in strong principles of ethics, integrity, and transparency, reflected in all our operations and institutional relationships. Cogna has a set of rules and guidelines in place that direct our employees, suppliers, and business partners, fostering an organizational environment rooted in legal and regulatory compliance and corporate social responsibility.

To embed these values in daily practice, Cogna has developed Codes of Conduct that define the behavioral standards expected from all those involved in our activities. These codes provide guidance on handling conflicts of interest, interactions with government officials, anti-harassment and anti-discrimination practices, anti-corruption measures, and respect for human rights. We also have a Related Party Transactions Policy that, among other provisions, prohibits board members from voting on or being involved with any transaction in which they have a conflict of interest with the company.

Our Anti-Corruption Policy aligns with the Brazilian Anti-Corruption Act (Law No. 12.846/2013) and the U.S. Foreign Corrupt Practices Act (FCPA), establishing strict rules to prevent and combat any form of corruption, bribery, or fraud within the organization. This policy prohibits offering anything of value—such as gifts, hospitality, or travel—that could influence decision-making by public or private agents, and mandates that all institutional interactions conform to the principles of legality and transparency. Analysis of corruption-related risk factors is integral to our General Risk Analysis (AGR). Situations that may increase these risks include employee or third-party behavior in violation of our Code of Conduct, lack of investigation or disciplinary action following misconduct, and the offering of money or anything of value by employees to public officials to gain advantages. In 2024, 100% of our operations were assessed for such risks.



In 2024, there were no confirmed cases of corruption, nor were there any lawsuits filed for anti-competitive behavior, anti-trust, and monopoly practices. There were no significant incidents of noncompliance with laws and regulations or related to marketing communications. We were not subject to any fines or lawsuits brought by arbitration bodies. Cogna defines significant sanctions as those that damage our reputation, disrupt operations or cost over R\$ 1 million.

Power Corporate Risk Management Policy also plays a central role in maintaining high standards of integrity by establishing clear guidelines for identifying, assessing, and mitigating operational, regulatory, and reputational risks. We conduct periodic assessments to ensure our practices comply with legal requirements and governance principles.

Cogna does not make political or party donations, as part of our commitment to institutional neutrality. Employees who wish to run for public office must notify the Compliance Department in advance, allowing for an assessment of any potential conflicts of interest.

## COMPLIANCE PROGRAM

GRI 2-15, 2-16, 2-25, 2-26, 205-2

Our Compliance Program is structured around ten essential pillars that ensure the integrity of internal processes and compliance with our ethical and regulatory guidelines. These pillars include senior management support, risk assessments, Code of Conduct and compliance policies, internal controls, training and communication, whistleblower channels, internal investigations, due diligence, auditing and monitoring, and diversity and inclusion. Our Compliance Department is responsible for implementing and managing these initiatives, ensuring that standards and policies are effectively applied throughout the organization.

Compliance governance at Cogna is integrated into our corporate structure, with regular reporting to the executive team and the Audit and Risk Committee. Each quarter, we present detailed performance indicators related to our Whistleblower Channel, ongoing investigations, identified risks, and improvements implemented. Key concerns include compliance, internal audit, internal controls, risk, and data privacy. In 2024, we placed special emphasis on cases involving workplace harassment, sexual harassment, and discrimination, requiring more detailed reporting and targeted action.

Preventing conflicts of interest is one of our top priorities. All employees receive training on our Code of Conduct, which outlines rules on conflicts of interest. If a potential conflict is identified, it must be reported through the Whistleblowing Channel, which refers the case to the Compliance Department for investigation. We review and report on these cases every quarter to the Audit Committee. We also maintain a dedicated channel for addressing questions about internal policies, reinforcing transparency and our commitment to corporate ethics.

When a report is substantiated, the Compliance Department presents the case to the Conduct Committee, which establishes appropriate disciplinary measures. We consider the history of similar cases and actions taken in the past to ensure consistency and effectiveness in our decisions. Investigation outcomes are also presented quarterly to the Audit Committee, along with action plans to continuously improve compliance policies and processes.



We publish a monthly Compliance Newsletter for all employees, covering topics such as our Code of Conduct and Anti-Corruption Policy. Beyond these communications, we provide guidance to our different business functions, answering questions and assisting with the application of our policies. Employees can reach out via our corporate email or directly to the Compliance team, ensuring open access to support when needed.

We remain committed to continuously training our workforce on ethics and integrity. In 2024, we recorded 13,003 hours of compliance training. All governance body members (100%) were informed and/or trained on anti-corruption practices, and all employees (100%) were informed, with 47.6% receiving training.

The decrease in the training rate reflects the maturity of our education program, as many employees had already completed the training in prior cycles. Since training is provided every two years, it is to be expected that fewer new completions happen in alternate years.

We ensure that all employees stay up to date with our corporate policies through biennial training cycles. In 2024, we launched a new anti-corruption training program applicable for 2024 and 2025. As a result, the percentage of trained employees will gradually increase as the new content is completed.

Our main policy documents, such as the Code of Conduct and Anti-Corruption Policy, are available on our Internal Communication Center and the Cogna corporate website. For suppliers, these documents are provided during onboarding, ensuring all parties involved understand and agree to our ethical standards. In 2024, 100% (6,849) of our partners were informed about these topics.

Cogna has robust mechanisms in place to investigate negative impacts and implement corrective measures. The Whistleblower Channel is our primary tool for submitting complaints and reports, ensuring impartial and transparent investigations. Employees can also report concerns via the Compliance email, offering additional communication options.



*We remain committed to continuously training our workforce on **ethics and integrity***

#### NUMBER OF VIOLATIONS IN FY 2024

Corruption and bribery	0
Discrimination or harassment:	120
Breaches of customer data	0
Conflicts of interest	3
Money laundering or insider trading	0

## PREVENTIVE ACTION

Our Legal Department has worked actively with other departments to address and mitigate legal claims, providing preventive inputs for better case management. We have also implemented tools and solutions to enhance efficiency in handling and managing legal proceedings. We are improving the quality of legal information to support more accurate decision-making and have invested in preventive analytics to identify and act on the root causes of legal proceedings. In 2024, we recorded 780 new labor claims.

# COGNA WHISTLEBLOWER CHANNEL (CCC)

GRI 406-1

The Cogna Whistleblower Channel (CCC) is a secure and independent platform for reporting concerns. It is available to employees, former employees, suppliers, customers, and business partners to report any violation of our Code of Conduct confidentially, with whistleblowers fully protected from retaliation.

The Whistleblower Channel accepts reports of misconduct such as corruption, financial fraud, conflicts of interest, workplace and sexual harassment, discrimination, other abusive practices, and violations of our Anti-Corruption Policy or Code of Conduct.

All reports received through the channel are reviewed and forwarded to the Internal Controls, Audit, and Compliance Department for investigation and evaluation of appropriate action.



THE CHANNEL IS ACCESSIBLE ONLINE [HERE](#) OR BY CALLING 0800-741-0018, MONDAY THROUGH FRIDAY, FROM 9:00 A.M. TO 5:00 P.M.

In 2024, 1,283 reports were received through the Whistleblower Channel, compared to 805 in 2023. The most frequently reported topics were workplace harassment and academic issues. In addition, 58 discrimination cases were reported. Of those, 35 were investigated and resolved in 2024, while 23 are still under investigation. All substantiated cases were submitted to the Conduct Committee, which established appropriate disciplinary actions ranging from dismissal for cause and termination to written warnings and other measures.

The increase in the number of reports reflects the continued improvement of our whistleblowing channels and progress toward a safer, more transparent organizational environment. Cogna has undertaken awareness campaigns, communication initiatives, and training programs to promote active listening and build trust in our whistleblowing tools, encouraging employees to take part in identifying and addressing misconduct.

*In total, **1.283 reports** were submitted to the Whistleblower Channel in 2024*



# RISK MANAGEMENT

GRI 2-13, TCFD

We continuously monitor risks that may impact our strategic objectives in the short, medium, and long term. Risk management practices are governed by our Corporate Risk Management Policy, which outlines the principles and processes for identifying, assessing, addressing, and monitoring risks associated with our operations.

Our methodology aligns with internationally recognized standards, including the COSO-ERM (Enterprise Risk Management Framework), ISO 31000:2018,

and guidelines from the Brazilian Institute of Corporate Governance (IBGC). The risk matrix we use has been developed in collaboration with company executives and covers categories such as strategic, financial, operational, regulatory, technological, integrity, and ESG risks.

Our risk management model is based on the three lines of defense approach and clearly defines responsibilities for risk mitigation and management:

1

**The first line of defense** comprises operational teams, who are primarily responsible for managing risks within their day-to-day activities. Employees working directly in business processes are trained to identify and mitigate risks through internal controls.

2

**The second line of defense** includes the Compliance Department and the Risk and Internal Controls team, which monitor and evaluate the effectiveness of first-line actions. This line of defense also ensures the proper implementation of our Risk Policy, defines methodologies, conducts ongoing analysis, and provides support to ensure controls align with company standards and regulatory requirements.

3

**The third line of defense** is the Internal Audit, which conducts independent assessments to verify that risk management processes are effective. This function reports directly to the Audit Committee to review implemented procedures.







***We establish clear guidelines*** for identifying, assessing, addressing, and monitoring risks related to our activities.

The Internal Controls, Audit, and Compliance Department is responsible for consolidating information on corporate risks, updating the Corporate Risk Management Policy, and aligning our guidelines with applicable laws and regulations. It also monitors the budget for implementing mitigation measures and proposes improvements to our risk management structure.

Every two years, we conduct a General Risk Assessment (AGR), which helps evaluate the likelihood and potential impact of each identified risk and defines action plans for mitigation. We review risk exposure levels annually to identify any changes due to new controls or implemented action plans. We also track developments in legislation and public policy to anticipate potential impacts on our operations. This includes reviewing new education regulations, financial compliance requirements, and rules related to information security and data protection.

In 2024, we carried out a new company-wide risk assessment for 2024/2025, which was presented and approved by the Board of Directors in September. Our corporate risk matrix is confidential and includes the following categories: Strategic (including ESG topics), Financial, Operational, Legal, and Technology.

# INFORMATION SECURITY AND DATA PRIVACY

**GRI 3-3 (Data security and infrastructure), 418-1, SV-ED-230a.1, SV-ED-230a.2, SV-ED-230a.3**

We make continuous investments to protect our digital assets, and implement strategies to mitigate risk and strengthen data privacy and information security. Our practices follow international standards such as the NIST Cybersecurity Framework and ISO 27001. Based on our Information Security Policy, we strive to ensure all operations are compliant with best practices and applicable legislation.

Our Information Security Master Plan outlines strategies for data governance, data protection, device security, and mitigation of cyber threats. This plan is regularly updated to reflect evolving risks and internal control needs. We have measures in place such as data encryption, multi-factor authentication, cloud security, and continuous monitoring to detect and respond to threats in real time. We also conduct penetration tests and independent audits to assess the effectiveness of our controls.

Our information security management practices are led by a specialized team under the Chief Information Security Officer (CISO), who reports to the Vice President of Information Technology. Our security commitment includes regular audits to ensure system compliance and implementation of corrective actions whenever needed.

We use an incident response model that defines procedures for containment, impact assessment, and transparent communication in case of a breach. Cogna's business continuity and contingency plans are reviewed and tested annually to ensure effective incident response. We assess risks in new projects and adjust security controls for new systems, ensuring security is embedded from the start of development or procurement.





In line with Brazil's General Data Protection Regulation (BR GDPR), we have appointed a Data Protection Officer (DPO) responsible for our data privacy governance and liaising with Brazil's data protection authority (ANPD) and data subjects.

We have implemented a [Privacy Policy](#) and a dedicated Privacy Portal where individuals can exercise their rights under the BR GDPR, such as requesting access, correction, deletion, or updates to their personal data. In 2024, we received 361 requests related to BR GDPR data subject rights and did not experience any data breaches, losses, or theft, nor were we subject to regulatory investigations by the ANPD.

In recent years, we have improved our processes to reduce incidents and optimize privacy request management. Restructuring our service channel helped ensure requests are handled correctly, reducing the number of invalid submissions. We also implemented a system to reclassify requests submitted through the Privacy Portal. After individual analysis, we can determine whether the request truly relates to the rights provided under the BR GDPR.

As a result, we observed a significant reduction in privacy-related complaints in 2024.

We use a market-leading tool for logging and analyzing privacy and cybersecurity risks, preparing Data Protection Impact Assessments (DPIAs), and screening vendors against information security and data privacy criteria.

Employee awareness is a key part of our digital protection strategy. We offer regular training on privacy and information security, covering topics such as cyberattacks, social engineering, phishing, data breaches, and best practices for using corporate systems. We closely monitor the use of artificial intelligence to ensure compliance with our security and privacy standards. This includes avoiding algorithmic bias and ensuring that our technology solutions are developed ethically and transparently. To strengthen our digital governance, we have continued to invest in solutions that enhance system resilience and improve our ability to respond to emerging threats.



*Our business continuity and contingency plans are **reviewed and tested annually**.*







**In this chapter:**

| ECONOMIC AND  
INDUSTRY OVERVIEW

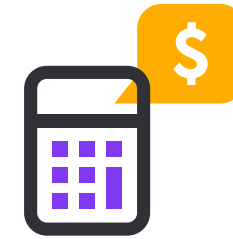
| ECONOMIC  
AND FINANCIAL  
PERFORMANCE

# BUSINESS PERFORMANCE

# ECONOMIC AND INDUSTRY OVERVIEW

In 2024, Brazil's education landscape was shaped by major regulatory discussions as well as structural developments and challenges. The Ministry of Education (MEC) increased its scrutiny and oversight of higher education, with an emphasis on distance learning, to ensure greater quality in program delivery. The 2024–2034 National Education Plan (PNE) was widely discussed, especially since the previous plan had achieved only two of its twenty targets. The new plan prioritizes expanding access to higher education and vocational training, reducing high school dropout rates and increasing literacy levels. One of the year's major initiatives was the launch of the Social FIES program in the first quarter, which aims to facilitate access to higher education for low-income students, though implementation challenges remain.

The New High School reform was a central topic of debate, with proposals to revamp the curriculum and offer greater flexibility in student learning tracks to better meet current demands. The National High School Exam (Enem) was redesigned to align with the new guidelines, focusing on essential content and cross-cutting skills. The 2024 School Census revealed changes in K-12 enrollment patterns and challenges in the sector. There was a reduction of approximately 260,000 enrollments in the final years of elementary school, and adult education programs lost around 200,000 students. In contrast, high school enrollment grew by 38,000, driven by the expansion of full-time education, which added 262,000 students. Early childhood education also saw gains, with 35,000 new enrollments in daycare centers, reflecting increased investment in full-time education.



*Brazil's  
education  
landscape  
was shaped  
by major  
**regulatory  
discussions  
in 2024***

In the macroeconomic environment, 2024 was a year of moderate growth, fiscal constraints, and financial market fluctuations. Brazil's GDP grew by 3.4%, driven by domestic consumption and investment. However, inflation reached 4.83%, eroding household purchasing power. The basic interest rate (SELIC) ended the year at 12.25%, and the Brazilian real weakened 21.82% against the U.S. dollar, closing at R\$6.17—directly impacting import costs and the competitiveness of Brazilian industry.

In the labor market, the unemployment rate averaged 6.6%—the lowest level in more than a decade—driven mainly by the retail and construction sectors. Brazil recorded a primary deficit equivalent to 0.09% of its GDP.



# FINANCIAL AND ECONOMIC PERFORMANCE

GRI 3-3 Economic and financial sustainability

To support greater operational efficiency, Cogna is organized into three business units: Kroton, Saber, and SOMOS/Vasta. We manage our financial data through key practices including cost and expense control, financial risk management, investment policies, and financial and budget planning. For reporting purposes, we use metrics that provide a complete and accurate picture of Cogna's financial health, supporting transparency and strategic decision-making. We disclose adjusted net revenue, adjusted EBITDA, adjusted net income, and cash and debt position.

In 2024, we delivered recurring EBITDA of R\$2.17 billion and post-CAPEX cash generation of R\$1 billion, exceeding the guidance announced to the market four years ago. Compared to 2020, this result represents a threefold increase in EBITDA and a fourfold

increase in operational cash generation. This strong performance was driven by efficiency gains across all business units, including changes to our operating model, systems and processes, and the deployment of new technologies.

Net revenue was R\$ 6.4 billion in 2024, driven by growth at Kroton (+11.4%) and SOMOS/Vasta (+12.6%), which offset Saber's performance and underscored the value of a diversified portfolio.

Net income was R\$ 879.9 million, supporting the distribution of dividends for the first time in five years. This result was driven by net revenue optimization, strong cash generation, recurring EBITDA growth, and the reversal of contingencies. We also significantly reduced our leverage, from 3.23x in 2020 to 1.35x in 2024—the lowest level since 2018.





## DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED<sup>1 2</sup> GRI 201-1

	2022	2023	2024
<b>Revenue</b>	<b>4,672,150</b>	<b>5,810,754</b>	<b>6,230,920</b>
Sales of goods, products and services	5,092,202	6,023,698	6,577,982
Other revenue	14,920	9,272	-14,714
Allowance/(reversal of allowance) for doubtful accounts	- 434,972	- 448,116	-585,926
<b>Inputs purchased from third parties</b>	<b>- 1,183,438</b>	<b>- 1,635,781</b>	<b>-1,635,781</b>
Cost of goods sold and services rendered	- 428,576	- 727,022	-571,947
Material, electricity, outsourced services and other	- 539,428	- 1,210,415	-1,055,563
Impairment	- 215,433	36,678	-8,271
<b>Gross added value</b>	<b>3,488,712</b>	<b>3,909,995</b>	<b>4,595,139</b>
<b>Withholdings</b>	<b>- 930,565</b>	<b>- 926,373</b>	<b>- 926,373</b>
<b>Net added value produced</b>	<b>2,558,147</b>	<b>2,992,950</b>	<b>3,668,766</b>
<b>Transferred added value</b>	<b>508,018</b>	<b>376,019</b>	<b>579,487</b>
Equity in income of associates	- 1,887	- 16,404	-11,712
Finance revenue	509,905	432,685	591,199
<b>Added value to be distributed</b>	<b>3,066,165</b>	<b>3,409,231</b>	<b>4,248,253</b>
<b>Personnel</b>	<b>1,636,105</b>	<b>1,700,613</b>	<b>1,700,613</b>
Direct compensation	1,123,315	1,400,392	1,441,782
Benefits	127,181	126,542	135,670
Severance Fund (F.G.T.S.)	385,609	124,796	123,161
<b>Taxes, charges and contributions</b>	<b>- 24,240</b>	<b>134,050</b>	<b>134,050</b>
Federal	- 13,633	689,605	-8,601
State	942	1,600	4,579
Municipal	- 11,549	113,396	138,072
<b>Return on third-party capital</b>	<b>1,995,298</b>	<b>1,421,959</b>	<b>1,421,959</b>
Interest	1,405,332	1,304,831	1,255,475
Rent	485,521	10,379	27,853
Other	104,445	149,043	138,631
<b>Interest on equity</b>	<b>- 540,998</b>	<b>- 511,353</b>	<b>991,631</b>
<b>Added value distributed</b>	<b>3,066,165</b>	<b>4,248,253</b>	<b>759,049</b>

<sup>1</sup>The changes in the financial figures observed between fiscal years 2023 and 2024 reflect the dynamics of Cogna's business strategy, adjustments resulting from operational and financial management, and the effects of the broader macroeconomic environment. Over this period, we implemented efficiency measures, asset reviews, cost optimization, and expense restructuring. These initiatives led to changes in the economic value generated and distributed figures, consistent with our strategy to deliver sustainable value to stakeholders and align with business priorities.

<sup>2</sup>The 2023 data were revised in accordance with CVM Resolution 199/24, the Brazilian equivalent of CPC09 R1. **GRI 2-4**



# DISCLOSURES SUPPLEMENT

This Disclosures Supplement provides information supplementing the previous chapters, including specific details and quantitative data.

## WORKFORCE BY EMPLOYMENT TYPE AND REGION GRI 2-7<sup>1,2,3,4</sup>

Region	2022		2023		2024	
	Full time	Part time	Full time	Part time	Full time	Part time
North	128	419	101	521	99	566
Northeast	804	2,427	801	2,616	748	2,764
South	700	3,383	618	3,970	569	4,749
Southeast	5,435	6,383	5,542	6,126	5,161	6,185
Midwest	883	2,482	812	2,446	740	2,435
<b>TOTAL</b>	<b>7,950</b>	<b>15,094</b>	<b>7,874</b>	<b>15,679</b>	<b>7,317</b>	<b>16,699</b>

## WORKFORCE BY EMPLOYMENT TYPE AND GENDER 2-7<sup>1,2,3,4</sup>

Gender	2022		2023		2024	
	Full time	Part time	Full time	Part time	Full time	Part time
Women	4,683	9,852	4,585	10,333	4,252	11,186
Men	3,267	5,242	3,289	5,346	3,065	5,513
<b>TOTAL</b>	<b>7,950</b>	<b>15,094</b>	<b>7,874</b>	<b>15,679</b>	<b>7,317</b>	<b>16,699</b>

## WORKFORCE BY GENDER AND REGION 2-7<sup>1,2,4</sup>

Region	2022		2023		2024	
	Men	Women	Men	Women	Men	Women
North	218	329	237	385	261	404
Northeast	1,168	2,063	1,258	2,159	1,241	2,270
South	1,196	2,887	1,251	3,337	1,373	3,944
Southeast	4,711	7,107	4,725	6,943	4,552	6,797
Midwest	1,216	2,149	1,164	2,094	1,151	2,023
<b>TOTAL</b>	<b>8,509</b>	<b>14,535</b>	<b>8,635</b>	<b>14,918</b>	<b>8,578</b>	<b>15,438</b>

## WORKERS WHO ARE NOT EMPLOYEES GRI 2-8<sup>5</sup>

	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
Apprentices	84	88	73	40	57	38
Interns	88	49	83	39	50	24
<b>TOTAL</b>	<b>172</b>	<b>93</b>	<b>156</b>	<b>79</b>	<b>107</b>	<b>62</b>



<sup>1</sup> Board members, apprentices and interns were not included in the total number of employees. For the breakdown by employment type, we define “full-time” as monthly work hours > 150 hours and “part-time” as monthly work hours <= 150 hours.

<sup>2</sup> The absolute total is based on payroll data as of December of each year.

<sup>3</sup> All professionals work a fixed number of hours.

<sup>4</sup> The change reflects a strategic workforce adjustment process aligned with our operational priorities. Cogna remains committed to responsible people management, promoting efficiency and adjusting our workforce to the specific needs of each region.

<sup>5</sup> The absolute total for apprentices and interns based on payroll data as of December each year.





## NOMINATION AND SELECTION OF THE HIGHEST GOVERNANCE BODY GRI 2-10

The highest governance body at Cogna is the Board of Directors. Members are elected at the Annual General Meeting for a unified, renewable term of two years, and can be removed at any time by the shareholders at an Extraordinary General Meeting.

Members of the Audit Board are also elected at the General Meeting and remain in office until the next Annual General Meeting following their election, with the possibility of reappointment. The composition of the Audit and Risk Committee, Strategy and Innovation Committee, People and ESG Committee, and Finance and M&A Committee is defined by the Board of Directors. Committee members serve a two-year term, with the possibility of renewal, and may be dismissed at any time.

Our [Nomination Policy for the Board of Directors, Committees, and Statutory Executive Board](#) outlines general requirements for appointments. In terms of requirements on relevant expertise, our governing

bodies must be composed of individuals with the skills, knowledge, and experience required to fulfill their responsibilities. Whenever possible, candidates from diverse backgrounds—such as ethnicity, socioeconomic class, nationality, region, people with disabilities, generations, gender, and race—are encouraged. All candidates must be reputable individuals with integrity, competence, experience, qualifications, education, and availability to perform their role. Individuals appointed to the position of independent board member must provide statements that they fulfill the independence criteria in the Novo Mercado listing rules, and justification should any of the situations described in paragraph 2, Article 16 of said regulation arise (with the exception of the provisions in the sole paragraph of Article 17).

## RATIO OF THE ANNUAL TOTAL COMPENSATION FOR THE ORGANIZATION'S HIGHEST-PAID INDIVIDUAL TO THE MEDIAN ANNUAL TOTAL COMPENSATION FOR ALL EMPLOYEES (EXCLUDING THE HIGHEST-PAID INDIVIDUAL) GRI 2-21

	2022 <sup>1</sup>	2023	2024	
	Amount	Amount	Amount	Rate
Highest compensation paid in the year <sup>2</sup>	16,498,435.57	18,353,111.02	11,435,860.61	-38%
Mean total annual compensation for all employees (except the highest paid individual) <sup>3</sup>	106,031.01	117,373.44	122,636.16	4.50%
Ratio (the remuneration of the highest paid individual is equal to X times the total mean annual remuneration for other employees)	155.6	156.36	93.25	-8.41%
Highest compensation paid in the year <sup>2</sup>	16,498,435.57	18,353,111.02	11,435,860.61	-38%
Mean total annual compensation for all employees (except the highest paid individual) <sup>3</sup>	64,413.94	73,202.44	77,244.13	67.50%
Ratio (the remuneration of the highest paid individual is equal to X times the remuneration for other employees)	256.13%	250.71%	148.05%	-0.56%

Our compensation practices are designed to attract, retain and recognize the professionals and talents working for our company and its direct or indirect subsidiaries, aligning their interests with our business needs and challenges. We engage specialized compensation consultants to structure our remuneration packages, ensuring alignment with best market practices and reinforcing a high-performance, merit-based culture aligned with our strategic planning. Compensation benchmarking assessments evaluate criteria such as: publicly traded companies, large-scale operations, geographical coverage, governance practices and good remuneration practices. Assessments cover all elements of total compensation, including fixed pay, short- and long-term incentives, and benefits. In addition to our Compensation Policy and the practices described above, we have an annual Variable Compensation Plan (VCP) (bonus) as a short-term incentive mechanism. The VCP follows guidelines established in specific policies with individual contracts distributed to eligible employees, clarifying the plan rules and annual targets for the program. These targets include financial, ESG, commercial, operational, quality and performance metrics. Financial targets, for example, include EBITDA, cash generation and operating revenue. Commercial targets focus on student acquisition and retention. Operational and quality targets are linked to work plans (strategic projects), institutional evaluation, student satisfaction (NPS), and performance in Enade exams. Individual and overall company performance is based on various metrics. The Variable Compensation Program aims to retain and reward professional executives of Cognia and our direct or indirect subsidiaries, and to align the interests of these executives with those of our shareholders.

<sup>1</sup> The 2022 figures were adjusted considering the assumptions and criteria adopted for the current report, to facilitate comparison with the historical series. **GRI 2-21**

<sup>2</sup> The highest compensation was calculated based on the following: base salary, benefits, short-term incentives, and long-term incentives recognized in the issuer's financial results for the most recent fiscal year.

<sup>3</sup> In calculating the average and median compensation of other employees, all employees and statutory officers were included (excluding board members, apprentices and interns) with 200 working hours or more per month, with the following criteria: basic salary, benefits, short-term incentive, and long-term incentive recognized in the results of the issuer's most recent fiscal year. For employees with less than 12 months' service, the average compensation received during their time in employment was applied to the non-working months.

## POLICY COMMITMENTS GRI 2-23

Cogna's Code of Conduct underscores the importance of conducting business ethically and responsibly, and features a dedicated section titled "Business Ethics and Integrity." This section outlines our stance and defines both acceptable and unacceptable conduct regarding compliance with anti-corruption laws, anti-money laundering regulations, international trade regulations, and antitrust laws. It also addresses Cognia's commitment to human rights and people, setting clear expectations around diversity, inclusion, prejudice, and discrimination. We also have a Stakeholder Engagement Policy and a Human Rights Policy.

In addition, several other supporting policies are in place, including an Anti-Corruption Policy and the Supplier Approval Policy. All policies apply across the entire Company. Employees can access them via our internal system, while business partners and other stakeholders can find them on our [Investor Relations website](#).

The approval process for these governance documents depends on the level of criticality of the subject matter. All policies are approved by the Chief Compliance Officer, and in some cases, the approval of the Chief Financial Officer is also required. Key documents such as the Code of Conduct, the Anti-Corruption Policy, and the Risk Management Policy are approved by the Board of Directors.

## EMBEDDING POLICY COMMITMENTS GRI 2-24

Cogna's governance model ensures that our commitments are effectively implemented throughout the organization. The Board of Directors oversees strategic direction and monitors progress on these commitments. Senior leadership translates these directives into operational action plans aligned with our goals. We also rely on internal committees and teams for monitoring, management, and support.

These commitments are embedded into our corporate strategy and translated into policies and guidelines that direct our actions. These policies establish clear standards for governance, ethics, sustainability, and regulatory compliance, and are implemented through procedures that ensure they are effectively applied. We track performance indicators and regularly review our processes to ensure continuous improvement.

Cogna's commitments also extend to our network of partners and suppliers. We apply strict supplier screening criteria and only contract with suppliers who meet our standards for responsible business conduct. This reinforces our corporate responsibility across the entire value chain. Business partners are informed of our policies through documents published on our corporate and investor relations websites. For new partners, the Code of Conduct and Anti-Corruption Policy are provided during the onboarding process, and their acceptance is required to proceed with contracting.

To raise awareness of these topics among our employees, we make all documents available on our Internal Communication Hub and regularly share updates via a Compliance Newsletter. In addition, employees are required to complete training courses provided on our corporate education platform, UniCO, such as: Code of Conduct, Anti-Corruption Training, The Importance of Diversity, and Forms of Harassment and Discrimination.





MEMBERSHIP OF ASSOCIATIONS<sup>1</sup> GRI 2-28

ORGANIZATION	COGNA MEMBERSHIP
ABDR – Brazilian Reprographic Rights Association	Member of the ABDR Advisory Board – Flávia Bravin (head of Saber)
ABED – Brazilian Association of Distance Education	Member
ABEM (Uniderp/ Eunápolis) – Brazilian Medical Education Association	Member
ABF – Brazilian Franchising Association	Member
ABMES – Brazilian Association of Higher Education Funding Entities	Member
ABRAES – Brazilian Higher Education Development Association	Member
ABRASPE – Brazilian Teaching Systems and Platforms Association	President – Mario Ghio (former CEO of SOMOS Educação)
Abrelivros – National Association of Educational Books and Content	2 <sup>nd</sup> Vice President – Flávia Bravin (Head of Saber)
ANUP – National Association of Private Universities	Vice President - Juliano Griebeler (Head of Institutional Relations, Sustainability and Regulatory) <sup>2</sup>
CBL – Brazilian Chamber of Books	Member of the ESG Committee – Flávia Bravin
FOPROP – National Research and Postgraduate Deans’ Forum	Member
FUNDAESP - National Private Higher Education Development Foundation	Member - Seat on the Board
IFRRO – The International Federation of Reproduction Rights Organizations	Board member and global representative of publishers and IPA (International Publishers Association) – Flávia Bravin
PublisHer (Women in Publishing)	Board member – Flávia Bravin
Rede CpE – National Network of Science for Education	Partner and funder
Semesp – São Paulo Association of Higher Education Establishments	Director of Higher Education Segment - Roberto Valério (Cogna CEO)
SNEL – National Syndicate of Book Publishers	Executive Board member and technical advisor – Flávia Bravin

<sup>1</sup>Membership of the above trade associations is a core part of our stakeholder engagement strategy.  
<sup>2</sup>Elected chairman in March 2025.

COLLECTIVE BARGAINING AGREEMENTS GRI 2-30

All employees are covered by collective bargaining or employment agreements. During the year, we did not experience any strikes, work stoppages or lockouts.

FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT<sup>1</sup> GRI 201-4

R\$ 403,918,000.00 related to tax exemptions for scholarships granted through PROUNI and R\$ 23,069,000.00 related to the FINEP benefit The change is the result of increased investments in technological innovation, supported by greater funding raised through FINEP. It also reflects factors such as a rise in the number of scholarships granted and adjustments to the PROUNI Program rules, which affect the amount of tax exemptions.

<sup>1</sup> The change is the result of increased investments in technological innovation, supported by greater funding raised through FINEP. It also reflects factors such as a rise in the number of scholarships granted and adjustments to the PROUNI Program rules, which affect the amount of tax exemptions.

RATIO OF STANDARD ENTRY-LEVEL WAGE COMPARED TO LOCAL MINIMUM WAGE<sup>1</sup> GRI 202-1

	2022		2023		2024	
	Men	Women	Men	Women	Men	Women
Entry-level wage paid by the organization	R\$ 1,212.00	R\$ 1,212.00	R\$ 1,320.00	R\$ 1,320.00	R\$ 1,412.00	R\$ 1,412.00
Minimum wage as established by legislation or the relevant union	R\$ 1,212.00	R\$ 1,212.00	R\$ 1,320.00	R\$ 1,320.00	R\$ 1,412.00	R\$ 1,412.00
Percent ratio	100%	100%	100%	100%	100%	100%

<sup>1</sup>At Cogna Educação, there is no category of “other workers” performing organizational activities. All employees with active status in December (excluding those on vacation, leave, union mandate at the union’s expense, permanently disabled retirees, absent and other statuses) were counted. We also report that we do not have operational sites and we abide by labor legislation, collective agreements and union negotiations, upholding integrity and ethics in the worker-employer relationship. We therefore ensure that even hourly professionals receive, at a minimum, an hourly wage commensurate with the current minimum wage rate.

PROPORTION OF SPENDING ON LOCALLY-BASED SUPPLIERS GRI 204-1

	2022	2023	2024
Supplier spend	R\$ 1,304,000,000.00	R\$ 3,803,126,853.57	R\$ 3,421,162,796.41
Local supplier spend	R\$ 60,000,000.00	R\$ 212,241,548.46	R\$ 432,800,000.00
% budget spent on local suppliers <sup>1</sup>	4.60%	5.58%	13% <sup>2</sup>

<sup>1</sup> The geographic definition used is suppliers located in the same states or municipalities where our business units operate (Cogna, Kroton, Saber, and SOMOS). To define significant locations of operation, the study considered all purchases made by the business units in 2024, including those managed both within and outside the Procurement department.

<sup>2</sup> The increase in the proportion of spending with local suppliers reflects Cogna’s commitment to strengthening regional economies and fostering more sustainable and closer business relationships near our operations. This aligns with our strategy to promote local development.

NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA GRI 308-1

All suppliers who go through the onboarding process are automatically screened on environmental criteria, as this is included in the reputational background check requirements. In 2024, we made further progress in integrating environmental and social criteria into our supplier selection process, as part of an effort to strengthen sustainable practices in our supply chain. This reflects the further improvement

of our procurement policy and our commitment to fostering business relationships that align with our sustainability and integrity standards.

In 2024, 3,802 (56%) of 6,849 new suppliers were screened using environmental and social criteria. All contracts with new suppliers included clauses covering social and environmental topics.



NEW HIRES BY GENDER<sup>1</sup> GRI 401-1

2022			2023		2024	
Gender	Number	Rate	Number	Rate	Number	Rate
Women	3,655	74.78%	4,886	33.07%	5,080	14.89%
Men	6,363	25.15%	2,856	32.75%	2,596	7.61%
TOTAL	10,018	43.47%	7,742	32.87%	7,676	22.50%

NEW HIRES BY AGE GROUP<sup>1</sup> GRI 401-1

2022			2023		2024	
Age group	Number	Rate	Number	Rate	Number	Rate
Under 30	3,733	68.26%	2,825	51.53%	2,645	7.75%
30 to 50	5,671	37.42%	4,446	28.48%	4,586	13.44%
Over 50	614	25.35%	471	19.13%	445	1.30%
TOTAL	10,018	43.47%	7,742	32.87%	7,676	22.50%

NEW HIRES BY REGION<sup>1</sup> GRI 401-1

2022			2023		2024	
Region	Number	Rate	Number	Rate	Number	Rate
North	363	66.36%	288	46.30%	220	0.64%
Northeast	1,373	42.49%	1,080	31.61%	1,051	3.08%
South	2,029	41.58%	1,630	29.37%	1,844	5.40%
Southeast	4,854	41.07%	3,787	32.46%	3,589	10.52%
Midwest	1,399	49.69%	957	35.53%	972	2.85%
TOTAL	10,018	43.47%	7,742	32.87%	7,676	22.50%

<sup>1</sup> The change reflects a strategic workforce adjustment process aligned with our operational priorities. Cogna remains committed to responsible people management, promoting efficiency and adjusting our workforce to the specific needs of each region.



## TURNOVER BY REGION<sup>1</sup> GRI 401-1

			2022		2023		2024	
Gender	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Women	4,509	28.08%	4,636	31.91%	4,729	14.37%		
Men	3,128	55.77%	2,767	32.56%	2,833	7.96%		
<b>TOTAL</b>	<b>7,637</b>	<b>38.31%</b>	<b>7,403</b>	<b>32.15%</b>	<b>7,562</b>	<b>22.33%</b>		

Note: Board members, apprentices and interns were not included in the total number of employees. Total for all months of each requested year. The region of the branch where the employee works was used in the regional count.

## TURNOVER BY AGE GROUP<sup>1</sup> GRI 401-1

			2022		2023		2024	
Age group	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Under 30	2,158	53.86%	1,859	42.72%	1,938	6.72%		
30 to 50	4,794	34.53%	4,869	29.84%	5,014	14.07%		
Over 50	685	26.82%	675	23.27%	610	1.55%		
<b>TOTAL</b>	<b>7,637</b>	<b>38.31%</b>	<b>7,403</b>	<b>32.15%</b>	<b>7,562</b>	<b>22.33%</b>		

## TURNOVER BY REGION<sup>1</sup> GRI 401-1

			2022		2023		2024	
Region	Number	Rate	Number	Rate	Number	Rate	Number	Rate
North	249	55.94%	216	40.51%	184	0.59%		
Northeast	932	35.67%	926	29.35%	1,036	3.06%		
South	1,155	38.99%	1,124	30.01%	1,149	4.39%		
Southeast	4,131	38.01%	4,102	33.81%	4,078	11.24%		
Midwest	1,170	38.17%	1,035	30.57%	1,115	3.06%		
<b>TOTAL</b>	<b>7,637</b>	<b>38.31%</b>	<b>7,403</b>	<b>32.15%</b>	<b>7,562</b>	<b>22.33%</b>		

<sup>1</sup> The change reflects a strategic workforce adjustment process aligned with our operational priorities. Cogna remains committed to responsible people management, promoting efficiency and adjusting our workforce to the specific needs of each region.

## PARENTAL LEAVE<sup>1</sup> GRI 401-3

			2022 <sup>2</sup>	2023	2024
<b>Total number of employees that were entitled to parental leave</b>					
Men			22,265	11,310	12,533
Women			13,065	19,377	21,588

### Total employees who took parental leave during the current year

Men	93	105	115
Women	381	404	436

### Total employees who returned to work during the reporting period after parental leave ended

Men	93	103	110
Women	448	314	373

### Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work

Men	65	84	75
Women	279	207	225

### Return rate

Men	100	99	95.65%
Women	97.18	84	85.55%

### Retention rate

Men	69.15	90	68.18%
Women	66.75	46	60.32%

<sup>1</sup> Total number of employees entitled to take maternity/paternity leave = all employees who were with the company during the year (not just those active in December). The variation in the retention rate after leave may be influenced by several factors, including adjustments to employees' individual needs and organizational dynamics. We continue to review our practices to ensure that all employees, regardless of gender, feel supported and encouraged to return after leave.

## MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES GRI 402-1

There is no fixed timeframe for communications regarding operational changes. However, information about significant changes—such as updates to our health plan—and topics related to union relations and labor risk prevention, such as union classification, approval of collective bargaining agreements, and implementation of pay raises, is typically communicated to employees about one week in advance.

## WORKER PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY GRI 403-4

Our employees are encouraged to actively participate in the development of our health and safety programs by sharing information about their work processes, as well as suggestions and complaints. This input informs decision-making and the monitoring and implementation of protective measures.

We maintain an open channel for communication with employees, offering 38 health and safety-related services. Through this platform, employees can submit requests, suggestions, complaints, or incident reports. Each type of case has a predefined response time (SLA), and once the issue is resolved, a satisfaction survey is sent to gather feedback on the quality of service, informing continuous improvements to our processes.

All updates or changes to procedures, tools, or training related to health and safety are formally communicated to employees through official notices, published via our Internal Communications Center or sent by email.

Although Cognia does not have a formal workers' committee dedicated to addressing our Occupational Health and Safety Management System strategy, weekly meetings are held with the vice president and executive leadership to discuss these matters.

Committees with employee representation include the Health Committee, the Internal Accident and Harassment Prevention Committee (CIPAA), the Fire Response Team, and the Health, Safety, Quality of Life, and Well-Being Squad.

## WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY GRI 403-5

Training priorities are defined based on risks identified through our Risk Management Program (PGR). General or role-specific training needs are addressed accordingly. Training is offered in-person for practical roles or where legislation requires physical presence; via e-learning for fully online content; and in hybrid format, with theory provided through the Corporate University and practical components conducted in person at the workplace.

Courses offered by Cognia and the SESMT team include: Health and Safety Policy, Work Order Rules and Application, Risk Assessment, Best Practices in Clinics and Hospitals, Best Practices in Engineering and Health Labs, Safe Behavior, Communication and Investigation of Accidents and Incidents, Defensive Driving, Use of PPE and CPE, Fire Responder Training, CIPA Member Training, Chemical and Health Waste Management, Contractor Management, High-Risk Work, among others.

## PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS GRI 403-7

Workplace risks are initially identified through our Risk Management Program (PGR), which informs the development of action plans to eliminate, neutralize, or reduce those risks. Administrative measures include training, newsletters, knowledge bites, publication of procedures for high-risk areas such as clinics, hospitals, and labs, workstation inspections, and campaigns to raise awareness of near-miss situations—internally referred to as “near accidents” or the 3Ps (“pause, ponder, prevent”), as well as initiatives like Mega SIPAT and Workplace Injury Alerts. Additional efforts to mitigate risks include the implementation of collective protection equipment (CPEs) and the provision of personal protective equipment (PPEs) for employees exposed to occupational hazards.

## WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM<sup>1 2 3</sup> GRI 403-8

### TOTAL WORKFORCE

Workers covered by an occupational health and safety management system	24,016
Percentage of individuals covered by an occupational health and safety management system	100%

<sup>1</sup> All employees are covered by our Health and Safety System. Only contractors were excluded as they have their own health and safety management and monitoring system.

<sup>2</sup> We monitor legal compliance with requirements through certain indicators, with this information entered manually and monthly. We do not yet have internal and external audit systems

<sup>3</sup> Information provided based on the headcount in December each year.

## WORK-RELATED INJURIES GRI 403-9, 403-10

	2022		2023		2024	
	Number	Rate	Number	Rate	Number	Rate
Total man-hours worked	39,012,300	-	38,118,082	-	38,627,353	-
Fatalities resulting from work-related injuries	0	0	0	0	0	0
Lost-time and no-lost-time injuries <sup>1</sup>	47	1.2	45	1.18	50	1.29
High-consequence injuries <sup>2</sup>	0	0	0	0	0	0
Recordable work-related injuries <sup>3</sup>	22	0.56	30	0.79	26	0.67 <sup>4</sup>
Lost days <sup>5</sup>	336	8.61	271	7.11	193	4.99
Cases of recordable work-related ill health <sup>6</sup>	0	-	0	-	0	-
Fatalities resulting from work-related ill health	0	-	0	-	0	-
Near-miss work-related incidents <sup>7</sup>	1,055	-	1,029	-	1,040	-

Note: Rates are calculated using the formula: Total number of incidents x 1,000,000 / Total hours worked.

<sup>1</sup> The most frequent workplace injuries at Cogna in 2024 occurred in walkways and external spaces, involving same-level falls and fixed stairways, resulting in sprains, cuts, and abrasions. The next most common injuries happened in laboratory environments, involving work tools, machines, and equipment, leading to minor cuts and contusions.

<sup>2</sup> Injuries that reduce work capacity for more than six months. Does not include fatalities.

<sup>3</sup> Recordable injuries include those resulting in lost time and fatalities. No fatalities were recorded.

<sup>4</sup> The decline in the rate of reportable occupational injuries reflects the positive impact of Cogna’s ongoing workplace health and safety initiatives. Enhanced preventive training, improved working conditions, and an organizational culture focused on safety awareness have all contributed to the reduction in incidents. We closely track safety indicators and are continually working to enhance practices that ensure a safer work environment for all employees.

<sup>5</sup> The count begins the day following the injury and ends upon return to work.

<sup>6</sup> A high consequence work-related injury or illness is defined as one that leads to lost time, unconsciousness, medical treatment beyond first aid, or a loss or reduction in work capacity.

<sup>7</sup> We do not use the term “incidents” at Cogna. “Near misses” are situations with the potential for damage, while “accidents” are situations resulting in an injury or any type of loss.



AVERAGE HOURS OF TRAINING PER EMPLOYEE BY GENDER

GRI 404-1

	2022	2023	2024
Men	5.7	5.7	4.8
Women	5.7	5.7	4.5
TOTAL	5.7	5.7	4.6

AVERAGE HOURS OF TRAINING PER EMPLOYEE BY EMPLOYEE CATEGORY<sup>1</sup> GRI 404-1

AVERAGE HOURS OF TRAINING <sup>2</sup>	2022	2023	2024
C-Suite	3.1	1.3	2.6
Vice presidents <sup>3</sup>	4.0	3.1	6.7
Executive Board	9.8	6.3	8.8
Middle Management	5.2	4.2	4.1
Coordinators	8.0	8.1	8.9
Program coordinators	18.2	17.5	20.5
Teachers/Professors	3.8	3.8	2.9
Tutors	15.6	10.7	9.7
Administrative/operational	5.7	5.5	3.6
TOTAL	5.7	5.7	4.6

<sup>1</sup> Overall, average training hours remained unchanged. With the continuation of training programs over the years, we are trending towards fewer hours, as certain programs or courses may have already been completed by employees.  
The sum of training hours for each employee category group is different from the overall total for employees because the same person may belong to more than one employee category. E.g.: A teacher who is also a course coordinator.  
The fluctuation in the number of training hours per employee, in particular the decrease in 2022, can be attributed to the change of platform during the year (April 22) and changes in team/product governance (October 22).  
<sup>3</sup> The vice presidents line item corresponds to the VPs of Vasta/SOMOS who do not report directly to the Cogna CEO. In Cogna's structure, there are no vice presidents who are not at the C-level.

SCHOLARSHIP PROGRAM -  
LAST FISCAL YEAR

	EMPLOYEE	DEPENDENT
Number of employees who completed undergraduate degrees	439	115
Number of employees who completed graduate degrees	3233	485
Number of active scholarships for employees currently enrolled in undergraduate programs	2232	811
Number of active scholarships for employees currently enrolled in graduate programs	1879	278
Percentage of employees who completed undergraduate degrees through the company compared to total workforce	1.53%	-
Percentage of employees who completed graduate degrees through the company compared to total workforce	0.11%	-
Number of employees enrolled in the company's undergraduate programs (freshmen)	358	-
Number of employees enrolled in the company's undergraduate programs (returning students)	1874	-
Number of employees enrolled in the company's graduate programs	1879	-

Note: only enrollments with active or graduate status during the 2024.1 or 2024.2 academic periods were included, always using the most recent status, as long as it falls within 2024. Employee scholarships are available to both employees and their dependents.

PROGRAMS FOR UPGRADING EMPLOYEE  
SKILLS AND TRANSITION ASSISTANCE  
PROGRAMS GRI 404-2

Through our performance management program, employees are evaluated and/or receive feedback from their direct supervisors based on Cogna's core competencies and their individual deliverables. With this information, employees have the opportunity to build an Individual Development Plan (IDP) with actionable strategies to develop their skills and competencies.

- Corporate University: all employees had free access to our Corporate University, which offers over 520 short-term courses across various fields of knowledge, supporting both soft and hard skill development
- Development programs for underrepresented groups: Career fast-track program for women.
- Leadership training program for first-time managers (coordinators) - *Virando a chave* ("Changing Gear"). Training program for unit directors - *Acelera* ("Accelerate")
- Learning tracks focused on Cogna's core competencies are available on our Corporate University platform
- Undergraduate and graduate scholarships are offered to employees at institutions within our group of brands

WORKFORCE BY EMPLOYEE CATEGORY AND ETHNICITY<sup>1, 2, 3</sup> GRI 405-1

2022							2023						2024					
Employee category	White	Mixed race	Indigenous	Black	Asian	Not reported	White	Mixed race	Indigenous	Black	Asian	Not reported	White	Mixed race	Indigenous	Black	Asian	Not reported
C-Suite	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Vice presidents	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Executive Board	73.20%	19.00%	0.00%	1.80%	4.80%	1.20%	73.33%	20.00%	0.00%	3.03%	3.64%	0.00%	72.19%	21.30%	0.00%	2.96%	3.55%	0.00%
Middle management	77.20%	15.80%	0.00%	3.20%	2.30%	1.40%	74.66%	15.92%	0.00%	6.28%	2.47%	0.67%	73.86%	17.51%	0.00%	5.84%	2.28%	0.51%
Coordinators	61.80%	27.50%	0.00%	7.20%	2.00%	1.60%	61.67%	27.52%	0.12%	7.99%	2.21%	0.49%	61.26%	28.06%	0.00%	8.37%	1.80%	0.51%
Program coordinators	70.30%	21.30%	0.00%	4.70%	1.20%	2.50%	66.74%	24.95%	0.22%	6.35%	1.31%	0.43%	69.06%	23.32%	0.22%	5.61%	1.12%	0.67%
Teachers/professors	60.80%	22.10%	0.00%	4.10%	1.30%	11.70%	64.14%	23.99%	0.11%	5.03%	1.55%	5.18%	64.68%	24.32%	0.15%	5.41%	1.54%	3.89%
Tutors	54.40%	29.20%	0.10%	8.50%	1.40%	6.40%	55.48%	31.62%	0.11%	9.82%	1.60%	1.37%	59.66%	28.93%	0.04%	8.78%	1.88%	0.71%
Administrative/operational	46.70%	27.90%	0.00%	8.40%	1.80%	15.00%	48.09%	31.76%	0.20%	9.61%	1.91%	8.43%	47.92%	35.00%	0.18%	9.76%	1.94%	5.20%
TOTAL	53.30%	25.80%	0.10%	6.90%	1.60%	12.30%	54.62%	28.92%	0.16%	8.12%	1.81%	6.37%	55.15%	30.62%	0.15%	8.22%	1.82%	4.04%

The variation can be attributed to a combination of factors, including internal mobility, natural career progression, and accommodation of organizational needs.

<sup>2</sup> C-Suite: the variation reflects the appointment of Beatriz Sairafi as VP People and Culture.

<sup>3</sup> VP: the variation observed is due to the departure of a female executive who was part of this group, which directly affected the gender composition during the reporting period. The variation can be attributed to a combination of factors, including internal mobility, natural career progression, and accommodation of organizational needs.

WORKFORCE BY EMPLOYEE CATEGORY AND GENDER<sup>1</sup> GRI 405-1

	2022		2023		2024	
	Women	Men	Women	Men	Women	Men
C-Suite <sup>2</sup>	14.30%	85.70%	16.70%	83.30%	23.08%	76.92%
Vice Presidents <sup>3</sup>	50.00%	50.00%	50.00%	50.00%	0.00%	100.00%
Executive Board	36.30%	63.70%	36.40%	63.60%	37.87%	62.13%
Middle management	49.90%	50.10%	48.90%	51.10%	49.75%	50.25%
Coordinators	59.20%	40.80%	58.50%	41.50%	57.79%	42.21%
Program coordinators	61.70%	38.30%	60.60%	39.40%	63.23%	36.77%
Teachers/professors	52.60%	47.40%	53.20%	46.80%	54.07%	45.93%
Tutors	62.30%	37.70%	60.70%	39.30%	64.42%	35.58%
Administrative/operational	70.00%	30.00%	69.90%	30.10%	70.59%	29.41%
<b>TOTAL</b>	<b>63.10%</b>	<b>36.90%</b>	<b>63.30%</b>	<b>36.70%</b>	<b>64.28%</b>	<b>35.72%</b>

<sup>1</sup> The vice presidents line item corresponds to the VPs of Vasta/SOMOS who do not report directly to the Cogna CEO. In Cogna's structure, there are no vice presidents who are not at the C-level.

<sup>2</sup> C-suite: the variation reflects the appointment of Beatriz Sairafi as VP People and Culture.

<sup>3</sup> VP: the variation observed is due to the departure of a female executive who was part of this group, which directly affected the gender composition during the reporting period.

<sup>4</sup> The variation can be attributed to a combination of factors, including internal mobility, natural career progression, and accommodation of organizational needs.

WORKFORCE BY EMPLOYEE CATEGORY AND AGE GROUP<sup>1</sup> GRI 405-1

	2022			2023			2024 <sup>4</sup>		
	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50
C-Suite <sup>2</sup>	0.00%	85.70%	14.30%	0.00%	91.70%	8.30%	0.00%	76.92%	23.08%
Vice Presidents <sup>3</sup>	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%
Executive Board	0.60%	77.40%	22.00%	0.00%	77.60%	22.40%	0.00%	76.92%	23.08%
Middle management	7.10%	86.00%	6.90%	3.10%	87.40%	9.40%	2.54%	87.82%	9.64%
Coordinators	20.60%	72.20%	7.20%	14.90%	79.40%	5.80%	11.58%	81.21%	7.21%
Program coordinators	9.60%	75.70%	14.70%	6.10%	80.50%	13.40%	4.93%	80.49%	14.57%
Teachers/professors	12.60%	69.30%	18.20%	8.50%	72.80%	18.70%	9.93%	72.29%	17.78%
Tutors	26.40%	63.80%	9.80%	21.90%	69.20%	8.90%	17.98%	72.12%	9.91%
Administrative/operational	38.40%	55.10%	6.50%	32.70%	60.60%	6.70%	30.10%	61.95%	7.95%
<b>TOTAL</b>	<b>27.80%</b>	<b>61.70%</b>	<b>10.50%</b>	<b>23.30%</b>	<b>66.30%</b>	<b>10.40%</b>	<b>20.52%</b>	<b>67.96%</b>	<b>11.52%</b>



## EMPLOYEES BY MINORITY AND/OR VULNERABLE GROUPS, BY EMPLOYEE CATEGORY (%)<sup>1</sup> GRI 405-1

PwDs	2022	2023	2024
C-Suite <sup>2</sup>	0.0	0.0	0.0
Vice Presidents <sup>3</sup>	0.0	0.0	0.0
Executive Board	2.4	1.8	1.8
Middle management	0.05	0.9	1.3
Coordinators	0.07	0.9	1.2
Program coordinators	1.20	1.3	1.8
Teachers/professors	0.08	0.9	1.7
Tutors	0.06	1.3	2.8
Administrative/operational	1.10	1.5	1.6
<b>TOTAL</b>	<b>1.00</b>	<b>1.3</b>	<b>1.8</b>

<sup>1</sup> The vice presidents line item corresponds to the VPs of Vasta/SOMOS who do not report directly to the Cogna CEO. In Cogna's structure, there are no vice presidents who are not at the C-level.

<sup>2</sup> C-suite: the variation reflects the appointment of Beatriz Sairafi as VP People and Culture.

<sup>3</sup> VP: the variation observed is due to the departure of a female executive who was part of this group, which directly affected the gender composition during the reporting period. The variation can be attributed to a combination of factors, including internal mobility, natural career progression, and accommodation of organizational needs.

## COGNA DISCLOSURE - WORKFORCE DISTRIBUTION IN THE LAST FISCAL YEAR

Percentage of women in total workforce (as a % of total workforce)	64.28%
Percentage of women in total management positions, including junior, middle and senior management (as a % of total management positions)	55.22%
Percentage of women in junior management positions, i.e. entry-level management positions (as a % of total junior management positions)	59.77%
Percentage of women in senior management positions, i.e. at most two levels away from the CEO or comparable positions (as a % of total senior management positions)	23.08%
Percentage of women in revenue-generating management positions (e.g., sales, excluding supporting roles like HR, IT, Legal, etc.) as a % of total revenue-generating management positions	56.89%
Percentage of women in STEM positions (as a % of total STEM positions)	21.21%



RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN BY EMPLOYEE CATEGORY<sup>1, 2</sup> GRI 405-2

	2022		2023		2024	
	Basic salary	Remuneration	Basic salary	Remuneration	Basic salary	Remuneration
C-Suite <sup>3</sup>	72.00%	63.00%	76.00%	67.00%	77% <sup>7</sup>	67%
Vice Presidents <sup>4</sup>	127.00%	113.00%	95.00%	82.00%	0% <sup>5</sup>	0% <sup>5</sup>
Executive Board	77.00%	92.00%	88.00%	81.00%	93%	94%
Middle management	91.00%	88.00%	103.00%	100.00%	96%	97%
Coordinators	63.00%	61.00%	61.00%	59.00%	64%	59%
Program coordinators	96.00%	95.00%	92.00%	92.00%	89%	89%
Teachers/Professors <sup>6</sup>	124.00%	124.00%	121.00%	121.00%	119%	119%
Tutors	105.00%	105.00%	105.00%	105.00%	130%	129%
Administrative/operational	96.00%	94.00%	97.00%	98.00%	97%	97%

The variation observed in the ratio of basic salary of women to men reflects the composition of the workforce and the different occupational profiles within the analyzed job category. Factors such as length of service, working hours, region of employment, and academic qualifications can directly influence this average.

To calculate this disclosure, all company positions not associated with operational sites were included, using the following formula: median salary received by women divided by the median salary received by men, multiplied by 100. Basic salary refers to monthly salary and remuneration refers to monthly salary multiplied by 13.3, plus long-term incentives<sup>1</sup> and short-term incentives<sup>2</sup>.

<sup>1</sup> ILP - this figure is calculated based on the share price from the past 90 trading days, with the end date being December 31, 2024. Cogna shares were priced at R\$ 1.33, and Somos shares at R\$ 15.33.

<sup>2</sup> ICP - calculated based on an estimated value of the last multiple reported for each employee in the current year.

<sup>3</sup> C-Suite includes the CEO and all direct reports, with different employee and compensation categories, such as directors, vice presidents, and managing directors.

<sup>4</sup> The vice presidents line item corresponds to the VPs of Vasta/SOMOS who do not report directly to the Cogna CEO. In Cogna's structure, there are no vice presidents who are not at the C-level.

<sup>5</sup> The variation observed is due to the departure of a female executive who was part of this group, which directly affected the gender composition during the reporting period. In addition the vice president level includes the VPs of Vasta/SOMOS, who do not report directly to Cogna's CEO.

<sup>6</sup> Data from November was only used for the "Teachers" functional category due to a peculiar feature of the education sector, where this group has a reduced workload in December due to the academic calendar on account of being hourly workers.

<sup>7</sup> The variation reflects the appointment of Beatriz Sairafi as VP People and Culture.



COGNA DISCLOSURE

%

Percentage of employees with high levels of engagement, satisfaction, well-being, or who are Net Promoter Score (eNPS) Net Promoters

81%

Percentage of employees who responded to the survey Conversion rate

82%

OPERATIONS AND SUPPLIERS IN WHICH THE RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE AT RISK GRI 407-1

We have no reports of suppliers where workers' rights to exercise freedom of association or collective bargaining are being violated. Freedom of association is supported by our commitment to preserving labor union relations, in line with the Cogna Code of Conduct. Cogna has a labor relations team that maintains ongoing engagement with union representatives.

OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR GRI 408-1

We consider the likelihood of child labor in our supply chain to be low. However, given the potential negative impact if such a case were detected, we have implemented controls such as:

- | Mandatory acceptance of our Code of Conduct and Supplier Code of Conduct
- | A supplier screening process that includes assessments against reputational criteria and requirements
- | The use of an automated tool compiles and tracks key supplier data, including child labor risks
- | The launch of a SRM (Supplier Relationship Management) program to build relationships with suppliers based on ethical conduct, social responsibility, and sustainable commercial practices

Supplier screening is conducted for strategic suppliers and includes a thorough document review covering legal, economic, labor, environmental, ethical conduct, social responsibility, eco-efficiency, and human rights criteria—compliance with all of which determines whether the supplier is approved.

OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF FORCED OR COMPULSORY LABOR GRI 409-1

We consider suppliers in the: facilities, engineering and construction, and logistics categories to present significant risks of slave or forced labor. These are areas where outsourcing and informal work arrangements may contribute to degrading working conditions. To mitigate this risk, we require mandatory acceptance of our Code of Conduct and Supplier Code







of Conduct. We also due diligence screening for strategic suppliers, which includes a document review covering legal, economic, labor, environmental, ethical conduct, social responsibility, eco-efficiency, and human rights criteria—compliance with all of which determines whether the supplier is approved.

We believe the implementation of our new management tool (Linkana), now completed, will help reduce this risk by enabling the creation of customized workflows by category, thereby improving the accuracy of our assessments.

#### **INCIDENTS OF VIOLATIONS INVOLVING RIGHTS OF INDIGENOUS PEOPLES GRI 411-1**

In the last three years (2022, 2023 and 2024) there have been no incidents of violations of indigenous people's rights. Accordingly, there have been no remediation plans were required.

#### **NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA GRI 414-1**

All suppliers who go through the onboarding process are automatically screened on social criteria, as this is included in the reputational background check requirements. In 2024, we made further progress in integrating social criteria into our supplier selection process, as part of an effort to strengthen sustainable practices in our supply chain. This reflects the further improvement of our Responsible Procurement Policy and our commitment to fostering business relationships that align with our sustainability and integrity standards.

In 2024, out of 6,849 suppliers assessed, 3,802 (56%) were screened against environmental and social criteria. All contracts with new suppliers included clauses addressing social and environmental matters.

#### **POLITICAL CONTRIBUTIONS GRI 415-1**

We do not make financial contributions to political parties, politicians or candidates, in accordance with Law nº 13.165, dated September 29, 2015, related to corporate donations to electoral campaigns and in accordance with our policies and internal controls.



# DISCLOSURES CONTENT INDEX

# GRI, SASB & TCFD CONTENT INDEX AND COGNA DISCLOSURES

STATEMENT OF USE	Cogna has developed its report in accordance with the GRI Standards for the period from January 1 to December 31, 2024.
GRI 1 USED	GRI 1: Foundation 2021

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION				
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	SDG	WEF*
General disclosures							
GRI 2: General disclosures 2021	2-1 Organizational details	<a href="#">10</a>					
	2-2 Entities included in the organization’s sustainability reporting	<a href="#">6</a>					
	2-3 Reporting period, frequency and contact point	<a href="#">6</a>					
	2-4 Restatements of information	<a href="#">60</a> and <a href="#">132</a>					
	2-5 External assurance	<a href="#">162</a>					
	2-6 Activities, value chain and other business relationships	There were no significant changes compared to the previous report. Page <a href="#">10</a>					
	2-7 Employees	<a href="#">134</a>				8, 10	
	2-8 Workers who are not employees	<a href="#">134</a>				8	
	2-9 Governance structure and composition	<a href="#">115</a> and <a href="#">116</a>				5, 16	
	2-10 Nominating and selecting the highest governance body	<a href="#">135</a>				5, 16	
	2-11 Chair of the highest governance body	<a href="#">117</a>				16	



GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION				
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	SDG	WEF*
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">28</a> and <a href="#">116</a>				16	
	2-13 Delegation of responsibility for managing impacts	<a href="#">28</a> , <a href="#">116</a> and <a href="#">125</a>					
	2-14 Highest governance body's role in sustainability reporting	<a href="#">7</a>					
	2-15 Conflicts of interest	This topic is addressed in section 11 of our Reference Form, available <a href="#">here</a> . Page <a href="#">122</a>				16	
	2-16 Communicating critical concerns	<a href="#">122</a>					
	2-17 Collective knowledge of the highest governance body	<a href="#">117</a>					
	2-18 Evaluating the highest governance body's performance	<a href="#">116</a>					
	2-19 Remuneration policies	<a href="#">119</a>					
	2-20 Process for determining remuneration	<a href="#">119</a>					
	2-21 Annual total compensation ratio	<a href="#">136</a>					
	2-22 Statement on sustainable development strategy	<a href="#">4</a>					
	2-23 Policy commitments	<a href="#">136</a>				16	
	2-24 Embedding policy commitments	<a href="#">137</a>					
	2-25 Processes to remediate negative impacts	<a href="#">122</a>					
	2-26 Mechanisms for seeking advice and raising concerns	<a href="#">122</a>				16	
	2-27 Compliance with laws and regulations	<a href="#">121</a>					
	2-28 Membership associations	<a href="#">138</a>					
	2-29 Approach to stakeholder engagement	<a href="#">16</a>					
	2-30 Collective bargaining agreements	<a href="#">138</a>				8	

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION				
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	SDG	WEF*
Material topics							
GRI 3: Material topics 2021	3-1 Process to determine material topics	<a href="#">7</a>					
	3-2 List of material topics	<a href="#">8</a>					
ACCESS TO EDUCATION							
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">67</a>					
Cogna Disclosures	Social project disclosures	<a href="#">41</a>					
	Social Return on Investment (SROI)	<a href="#">36</a>					4, 10
STUDENT AND CUSTOMER SATISFACTION							
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">92</a>					
Cogna disclosures	Net Promoter Score (NPS)	<a href="#">28</a> and <a href="#">93</a>					4
	Plurall Satisfaction Assessment (Likert scale)	<a href="#">93</a>					4
	Satisfaction survey – CSAT – Higher Education	<a href="#">92</a> , <a href="#">93</a> and <a href="#">94</a>					4
QUALITY OF TEACHING AND SERVICES OFFERED							
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">92</a>					
Cogna disclosures	Course Rating (CC)	<a href="#">95</a> and <a href="#">96</a>					4
	Institutional Rating (CI)	<a href="#">95</a> and <a href="#">96</a>					4
	National Student Performance Exam (ENADE)	<a href="#">95</a> and <a href="#">96</a>					4
	AVALIAR tool	<a href="#">97</a>					4
	Difference between Observed and Expected Performance Indicator (IDD)	<a href="#">95</a> and <a href="#">96</a>					4
	General Course Rating (IGC)	<a href="#">95</a> and <a href="#">96</a>					4
	Research output - <b>stricto sensu</b>	<a href="#">84</a> and <a href="#">85</a>					4
	Unified Selection System (SISU)	13,151					4

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION				
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	SDG	WEF*
ETHICS, TRANSPARENCY AND COMPLIANCE							
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">121</a>					
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	<a href="#">132</a>					*
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	<a href="#">121</a>				16	
	205-2 Communication and training about anti-corruption policies and procedures	<a href="#">122</a>				16	*
	205-3 Confirmed incidents of corruption and actions taken	<a href="#">121</a>				16	*
GRI 206: Unfair competition 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<a href="#">121</a>				16	
GRI 415: Public policy 2016	415-1 Political contributions	<a href="#">150</a>				16	
HEALTH, SAFETY AND WELL-BEING (INTERNAL AND EXTERNAL)							
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">108</a>					
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	<a href="#">108</a>				8	
	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">108</a>				8	
	403-3 Occupational health services	<a href="#">108</a>				8	*
	403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">108</a> and <a href="#">142</a>				8	
	403-5 Worker training on occupational health and safety	<a href="#">142</a>				8	
	403-6 Promotion of worker health	<a href="#">112</a>				3	*



GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION				
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	SDG	WEF*
GRI 403: Occupational health and safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">143</a>				8	
	403-8 Workers covered by an occupational health and safety management system	<a href="#">108</a> and <a href="#">143</a>				8	
	403-9 Work-related injuries	We do not monitor contractor data, as this is the responsibility of their employers. Page <a href="#">143</a>				3, 8, 16	*
	403-10 Work-related ill health	<a href="#">111</a> and <a href="#">143</a>				3, 8, 16	*
Cogna disclosures	eNPS (Employee Net Promoter Score)	<a href="#">101</a> , <a href="#">102</a> and <a href="#">149</a>					
	Satisfaction survey - CSAT - SOMOS	<a href="#">93</a>					
DATA INFRASTRUCTURE AND SECURITY							
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">127</a>					
GRI 418: Customer privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	<a href="#">127</a>				16	
SASB: Data security	SV-ED-230a.1 Description of approach to identifying and addressing data security risks	<a href="#">127</a>				16	
	SV-ED-230a.2 Description of policies and practices relating to collection, usage and retention of student information	<a href="#">127</a>				16	
	SV-ED-230a.3 (1) Number of data violations, (2) percentage involving personally identifiable information (PII), (3) number of students affected	<a href="#">127</a>				16	
INNOVATION & TECHNOLOGY							
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">24</a>					

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION				SDG	WEF*
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION			
Cogna disclosures	Scholarships	One of our initiatives to support our employees' development is the provision of undergraduate and graduate scholarships. Eligible employees are entitled to scholarships covering up to 100% of tuition fees, and this benefit can also be extended to their dependents. The average investment in training initiatives for our employees was R\$ 84.48 per person. Page <a href="#">144</a>						
EMPLOYEE AND TEACHER TRAINING AND EDUCATION								
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">102</a>						
	404-1 Average hours of training per year per employee	<a href="#">144</a>					4, 5, 8, 10	
	404-2 Programs for upgrading employee skills and transition assistance programs	<a href="#">102</a> and <a href="#">144</a>					8	
GRI 404: Training and education 2016	404-3 Percentage of employees receiving regular performance and career development reviews				During the reporting period, Cogna underwent a restructuring process that directly impacted the formal performance evaluation and career development process. As a result of these changes, evaluations were not carried out uniformly across the organization, making it impossible to consolidate and report this disclosure during the current reporting period. We are currently reviewing the processes and plan to resume structured evaluations in the next annual cycle.		5, 8, 10	

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION				
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	SDG	WEF*
DIVERSITY & INCLUSION							
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">106</a>					
GRI 401: Employment 2016	401-3 Parental leave	Extended parental leave: six months for maternity leave and 20 days for paternity leave. Page <a href="#">141</a>				5, 8	
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	<a href="#">117</a> , <a href="#">145</a> , <a href="#">146</a> and <a href="#">147</a>				5, 8	*
	405-2 Ratio of basic salary and compensation of women to men	<a href="#">148</a>				5, 8, 10	*
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	<a href="#">124</a>				5, 8	*
Cogna disclosures	Diversity survey	<a href="#">106</a>				5, 10	
EMPLOYABILITY AND ENTREPRENEURSHIP							
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">88</a>					
SASB – Quality of Education and Gainful Employment	SV-ED 260a.3 – Job placement rate	90%					
ECONOMIC AND FINANCIAL SUSTAINABILITY							
GRI 3: Material topics 2021	3-3 Management of material topics	<a href="#">131</a>					
GRI 201: Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	<a href="#">63</a>					
	201-4 Financial assistance received from government	<a href="#">138</a>					
NON-MATERIAL DISCLOSURES							
GRI 202: Market presence 2016	202-1 Ratio of standard entry level wage by gender compared to local minimum wage	<a href="#">139</a>				1, 5.8	



GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION				
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	SDG	WEF*
GRI 203: Indirect economic impacts 2016	203-2 Significant indirect economic impacts	<a href="#">40</a> , <a href="#">67</a> , <a href="#">89</a> and <a href="#">90</a>				1, 3, 8	*
GRI 204: Procurement practices 2016	204-1 Proportion of spending on locally-based suppliers	<a href="#">139</a>					
GRI 302: Energy 2016	302-1 Energy consumption within the organization	<a href="#">60</a>				7, 8, 12, 13	
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	<a href="#">59</a>				6	
	303-3 Water withdrawal	<a href="#">59</a>				6	
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	<a href="#">58</a>				6, 14, 15	
GRI 305: Emissions 2016	305-1 Direct (scope 1) GHG emissions	<a href="#">62</a>				3, 12, 13, 14, 15	*
	305-2 Energy indirect (scope 2) GHG emissions	<a href="#">62</a>				3, 12, 13, 14, 15	
	305-3 Other indirect (scope 3) GHG emissions	<a href="#">62</a>				3, 12, 13, 14, 15	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	<a href="#">61</a>				3,6,11, 12	
	306-2 Management of significant waste-related impacts	<a href="#">61</a>				3,6,8 11, 12	
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	<a href="#">139</a>					
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	<a href="#">140</a> and <a href="#">141</a>				5, 8, 10	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">103</a>				3, 5, 8	
GRI 402: Employment 2016	402-1 Minimum notice periods regarding operational changes	<a href="#">142</a>				8	

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION				
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	SDG	WEF*
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">149</a>				8	
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	<a href="#">149</a>					
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">149</a>					
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	<a href="#">150</a>				2	
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	<a href="#">28</a> , <a href="#">47</a> , <a href="#">48</a> and <a href="#">50</a>					*
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	<a href="#">150</a>				5, 8, 16	
GRI 417: Marketing and labeling 2016	417-3 Incidents of noncompliance concerning marketing communications	<a href="#">121</a>				16	
SASB: Activity metrics	SV-ED 000.D Number of: (1) teaching staff and (2) all other staff	6,603				4	

# TCFD CONTENT INDEX

RECOMMENDATION	DISCLOSURE	LOCATION/RESPONSE
<b>Governance</b>		
Recommendation A	Describe the Board's oversight of climate-related risks and opportunities.	<a href="#">28</a> , <a href="#">62</a> and <a href="#">116</a>
Recommendation B	Describe management's role in assessing and managing climate-related risks and opportunities	<a href="#">28</a>
<b>Strategy</b>		
Recommendation A	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<a href="#">60</a> and <a href="#">125</a>
Recommendation B	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<a href="#">61</a> and <a href="#">63</a>
<b>Risk Management</b>		
Recommendation A	Describe the organization's processes for identifying and assessing climate-related risks.	<a href="#">115</a> and <a href="#">125</a>
Recommendation B	Describe the organization's processes for managing climate-related risks	<a href="#">115</a> and <a href="#">125</a>
Recommendation C	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	<a href="#">115</a> and <a href="#">125</a>
<b>Metrics and targets</b>		
Recommendation A	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">29</a> and <a href="#">62</a>



# ASSURANCE LETTER



KPMG Auditores Independentes Ltda.  
Rua Verbo Divino, 1400, Conjuntos 101, 201, 301 e 401,  
Chácara Santo Antônio, CEP 04719-911, São Paulo - SP  
Caixa Postal 79518 - CEP 04707-970 -  
São Paulo - SP - Brasil  
Telefone 55 (11) 3940-1500  
kpmg.com.br

## Independent Auditors' Limited Assurance Report

(This is a free translation from the original report  
issued in Portuguese)

To the Board of Directors and Shareholders  
**Cogna Educação S.A.**  
São Paulo - SP

## Report on the 2024 Integrated Report of Cogna Educação S.A

### CONCLUSION

We performed a limited assurance engagement on the Environmental, Social, and Governance information for 2024 ("2024 Integrated Report") of Cogna Educação S.A. ("Company") for the year ended December 31, 2024, prepared in accordance with the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standard - Education of the Sustainability Accounting Standards Board (SASB), and Technical Guidance CPC 09 of CVM Resolution 14/2020, aligned with the International Integrated Reporting Framework (IIRC) under the responsibility of the IFRS Foundation ("Criteria").

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the 2024 Integrated Report of Cogna Educação S.A. for the year ended December 31, 2024, was not prepared, in all material respects, in accordance with the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standard - Education of the Sustainability Accounting Standards Board (SASB), and Technical Guidance CPC 09 of CVM Resolution 14/2020, aligned with the International Integrated Reporting Framework (IIRC) under the responsibility of the IFRS Foundation.

### BASIS FOR CONCLUSION

We conducted our work in accordance with NBC TO 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews and the International Standard on Assurance Engagements (ISAE) 3000 (Revised), issued by the Brazilian Federal Accounting Council (CFC) and the International Auditing and Assurance Standards Board (IAASB), respectively.

We complied with the independence and other ethical requirements of the Code of Professional Ethics for Accountants and Professional Standards (including Independence Standards) issued by the CFC, based on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our firm applies NBC PA 01 - Quality Management for Firms and ISQM 1 - Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by the CFC and IAASB, respectively.

These standards require the firm to design, implement, and operate a quality management system, including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our conclusion.

## RESPONSIBILITIES FOR THE 2024 INTEGRATED REPORT

The Company's Management is responsible for:

- | Designing, implementing, and maintaining internal controls relevant to the preparation of the 2024 Integrated Report that is free from material misstatement, whether due to fraud or error;
- | Selecting or developing appropriate criteria for the preparation of the 2024 Integrated Report and appropriately referencing or describing those criteria;
- | Preparing the 2024 Integrated Report in accordance with the GRI Standards, SASB Education Standard, and CPC 09 of CVM Resolution 14/2020, aligned with the IIRC Framework under the IFRS Foundation.

## OUR RESPONSIBILITIES

We are responsible for:

- | Planning and performing the engagement to obtain limited assurance about whether the 2024 Integrated Report is free from material misstatement, whether due to fraud or error;
- | Forming an independent conclusion based on the procedures performed and evidence obtained;
- | Reporting our conclusion to the Company's Board of Directors and Shareholders.

## SUMMARY OF WORK PERFORMED

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed procedures to obtain sufficient and appropriate evidence regarding the 2024 Integrated Report. Our selected procedures were based on our understanding of the report and other engagement circumstances, as well as our consideration of areas where material misstatements are likely to arise. Our procedures included:

- a. Planning the engagement considering the relevance, volume of quantitative and qualitative information, and the operational and internal control systems used to prepare the information in the 2024 Integrated Report;
- b. Understanding the calculation methodologies and procedures for compiling indicators through inquiries and interviews with managers responsible for preparing the information;

c. Applying analytical procedures to quantitative information and inquiries about qualitative information and its correlation with the disclosed indicators;

d. Where non-financial data correlates with financial indicators, comparing those indicators with financial statements and/or accounting records;

e. Analyzing the processes for preparing the 2024 Integrated Report and its structure and content in accordance with the GRI Standards, SASB Education Standard, and CPC 09 of CVM Resolution 14/2020, aligned with the IIRC Framework;

f. Evaluating sampled non-financial indicators.

The procedures performed in a limited assurance engagement vary in nature and timing and are less extensive than those performed in a reasonable assurance engagement. Therefore, the level of assurance obtained in a limited assurance engagement is substantially lower.

São Paulo, May 30, 2025

KPMG Auditores Independentes Ltda.  
CRC 2SP-014428/O-6

Original report in Portuguese signed by

Flavio Gozzoli Gonçalves

Accountant CRC 1SP290557/O-2



# CORPORATE INFORMATION AND CREDITS

## COGNA

Address: Avenida Paulista, 901, 2º andar  
São Paulo – SP CEP: 01310-100

### Investor Relations

Website: <https://ri.cogna.com.br/>

Email: [dri@cogna.com.br](mailto:dri@cogna.com.br)

### Press Relations and Institutional Communication

E-mail: [comunicacaoinstitucional@cogna.com.br](mailto:comunicacaoinstitucional@cogna.com.br)

### For any questions or suggestions about this report

E-mail: [esg@cogna.com.br](mailto:esg@cogna.com.br)

Website: <https://esg.cogna.com.br/>

## REPORT COORDINATION

Juliano Miguel Braga Griebeler  
*Institutional Relations and Sustainability Officer*

Marina Pequeneza de Moraes  
*Social Impact and Sustainability Manager*

Gabriela Salles  
*Sustainability Coordinator*

Priscila Gonçalves Silva  
*Sustainability Analyst II*

Débora Cristina da Silva Pinto  
*Sustainability Analyst I*

Luís Ricardo de Almeida  
*Multimedia Specialist*

## CONTENT, DISCLOSURES CONSULTING, GRAPHIC DESIGN AND LAYOUT

grupo report

## PROOFREADING

Fábio Valverde

## PHOTO AND VIDEO CREDITS

Cogna Archives  
Camila Pico  
PC Pereira  
Raoni Maddalena