

Activity Report *2025*

INSTITUTO
cegea



Message from Leadership

There is a simple idea that guides everything we do: **access to water and sanitation changes lives**. Despite seeming like a basic concept, sanitation is a key pillar for health, education, income generation, and dignity. In places where there is access to clean drinking water and sewage collection and treatment, children get sick less often and go to school more frequently, and whole communities find healthier conditions to grow, work, and start businesses.

With that vision, **Aegea** expanded its presence throughout Brazil across **15 states**, serving almost **40 million people**. In the meantime, with the Aegea Institute the company consolidated its responsibility towards social investment to benefit the regions where it operates.

Over the last few years, the Aegea Institute structured activities, programs, and projects that are aligned with local needs and public policies that advance key elements related to the Human Development Index (HDI), such as education, health, and income generation. From that, we developed initiatives under common guidelines, strengthened our governance, and integrated different activity pillars.

From 2025 onwards, we began acting more intentionally on issues that directly impact people's lives.

We deepened **strategic institutional partnerships** with renowned organizations such as **UNICEF, the Brazilian National Bank for Economic and Social Development (BNDES), WWF–Brasil, Todos pela Educação and the Oswaldo Cruz Foundation (Fiocruz)**. With this network we reached a new level of maturity and scale in how we generate impact with the Aegea Institute, which reflects a bold strategy to act beyond local results: we want to support Aegea Group's concessionaires in their Social License to Operate strategies while also contributing to managing the country's structural challenges.

Sanitation in Brazil still requires investments, cooperation, and long-term commitments. However, just as the water travels through different flows, overcomes obstacles and finds new paths, I believe each project that is completed, each partnership that is formed and each impact story represents concrete steps in that direction.

With the first Activity Report from this new phase, we wish to lend visibility to people's stories as well as share positive results and show the changes that happen when access to sanitation advances hand in hand with the development of communities.

We keep connecting scale and proximity, strategy and territory, partnerships and positive transformations, while facing the question that guides our work: how can we go beyond?

Édison Carlos
President of
Aegea Institute



Summary

Click on each section
to *read* through our report

4
Introduction
Impact flows: from the source
to the whole country

20
**Activity
pillars**
When transformation
creates movement

43
**Looking into
the future**
The future we
want to create

6
2025 Overview
Our journey in 2025

41
Transparency

46
Appendices

14
**About the
Aegea Institute**
How we build impact





Impact flows: **from the source to the whole country**

Impact flows: from the source to the whole country

Access to water and sanitation plays a key role in promoting health, dignity, and quality of life in a country ridden with historical inequalities where there are profound gaps separating people from essential services. From that understanding, the Aegea Institute was created to **advance Aegea Group's social investment by bringing together technical knowledge and insights from listening to the communities where it operates.**

We are guided by our mission of increasingly focusing on improving people's quality of life and on the human and environmental development of the areas where Aegea operates; for that reason, the Aegea Institute works **to connect its local activities to a bold goal of generating national impact and prosperity.**

Over the last few years, the Aegea Institute progressed through **directly implemented programs, tax-incentivized projects, and partnerships with civil society organizations, public institutions, and national and international entities.** Every initiative is based on three main topics: health, education, and income. We also give special focus to local development through environmental initiatives and to the promotion of racial and gender equality. From 2025 onwards, our work became more autonomous and connected to public policies related to our priority topics.

Creating this **Activity Report** comes from that movement: it marks a new path for the Aegea Institute. In the following pages, we will share the history of our evolution, emphasize our organization's transparency, and disclose our contribution to fighting Brazil's most pressing structural challenges: access to sanitation and the promotion of prosperity for people and the areas where we operate by improving education, health, and income generation.

This document presents the main results, projects, and lessons learned throughout our trajectory; additionally, it brings testimonials that reveal how sanitation can be a starting point for profound changes in people's lives and the future of Brazil.

We invite you to read through these pages with this thought in mind: **that investing in transforming the territory can change a whole country.**





Our journey in 2025

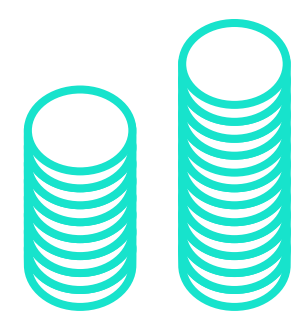


Our journey in 2025

In the last year, the Aegea Institute increased its capacity to generate positive impact in the areas where the company operates, reaching **892 cities** across **15 Brazilian states**.

By doing that, we strengthen our commitment to work according to the particularities of each area, thus developing initiatives that are aligned with their specific realities.

2025 in numbers

 **BRL 38,305,280**
invested

BRL 11,727,817 Aegea
Institute's exclusive budget

BRL 26,577,463 invested
in tax-incentivized projects

 **73**
*tax-
incentivized
projects
supported*

 **1.5 million**
people served by projects

 **6**
awards

 **892**
cities reached



We strengthened our governance by creating an **Advisory Board** of independent members that are experts in their fields: **Priscila Cruz** (Education), **Professor Laura Muller** (Income), **Professor Leandro Giatti** (Health), and **Gilberto Costa** (Racial and Gender Equality).

Last year also marked the consolidation of spaces for articulation, exchanges, and strategic alignment between Aegee and Aegee Institute teams. The **4th National Meeting of Social Responsibility** was an important instrument to integrate and guide social practices; it furthered the debate on the role of education to drive regional transformation and expanded Aegee Institute's actions beyond project implementation, emphasizing advocacy and skilled execution.

Moreover, the **3rd National Meeting for Environmental Quality** stressed the role of the environmental agenda as a structuring element for the business, pointing to its integration within the corporate strategy and its contribution to risk management and as a reputation booster. By promoting the debate on topics such as water security, climate change, and natural capital, the event shed light on the work that is being increasingly

developed in line with current challenges and the realities of the areas where Aegee operates, with the articulation between sanitation, territory, and sustainable development.

Another 2025 highlight was the engagement of our workforce to consolidate Aegee Institute's **Corporate Volunteering Program** as a key social mobilization factor. We participated in three Volunteering events: [Juntos Conference](#), [Prêmio Aplauda](#) and the [Congresso CBVE](#).

Additionally, the participation of Aegee Institute's president Édison Carlos at COP30 in Belém (Pará) furthered the Institute's global presence. The event shed light on the role of sanitation to reduce inequalities as a driving force for inclusion, quality of life, and climate adaptation.

Lastly, we improved the way we structure and monitor our social indicators by consolidating data on a national level and defining shared metrics as well as project-specific indicators.

*CORSAN (Companhia Riograndense de Saneamento) - Parada Ambiental project
Tree planting – Rio Pardo, RS, Brazil*

2025 Highlights

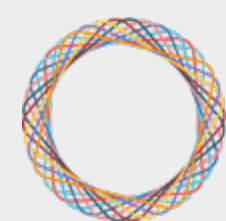
Participation at events and external recognition

Aegea Institute's journey in 2025 was marked by events and spaces for relevant discussions, institutional partnerships, and awards that reiterated our position as disseminators of knowledge on sanitation and social impact.

Some highlights include our participation in the [Congresso GIFE 2025](#); [Rio Ocean Week](#), an annual festival that celebrates the ocean's culture and sustainability; and the [LED Festival – Luz na Educação](#), the largest free meeting on education, which is promoted by broadcaster Globo. We were also present at the launch of the [Jornada Formativa para a Inclusão Produtiva](#) (UNICEF – 1MiO), at the [Fórum Pacto das Pretas](#) both in Rio de Janeiro and São Paulo); and at the [Summit Aliança Empreendedora](#) 20th-Year Summit, a free national event that celebrated its two decades promoting small businesses in Brazil. The event hosted both the National Micro Businesses Meeting and the Brazilian Micro Businesses Forum.

Regarding the perception of external stakeholders about Aegea, the company received two recognitions by the São Paulo City Hall: [Selo Igualdade Racial](#) and [Selo de Direitos Humanos e Diversidade](#). In addition, two young participants of the Pioneers project,

Andressa Maria and Wenner Batista, won the Social Entrepreneur Award for the work they created with Águas de Teresina (Piauí).



SELO MUNICIPAL DE
Direitos Humanos
e Diversidade



SELO
IGUALDADE
RACIAL





Sanitation at the core of the climate agenda: COP30 and Saneamento Salva

The global launch of the **Saneamento Salva** movement – which happened during Aegea Institute’s participation in COP30 in November – was one of the highlights of 2025.

The internationally launched movement was created to raise awareness, mobilize society, and lend structured visibility to the impact of sanitation on people’s lives. The initiative is a **digital platform** that gathers data, analyses, and stories that connect access to clean drinking water and sanitary sewers to health, dignity, and regional development conditions.

By bringing concrete evidence to the table, **Saneamento Salva** advances knowledge on the topic and stresses its relevance as part of the solution to the country’s structural challenges. For instance, according to Trata Brasil Institute, in 2024 Brazil reported **344,000** hospital admissions related to inadequate sanitation – an alarming figure that highlights the issue’s urgency.

“When we talk about climate, we also talk about access to water, health, and dignity. Bringing sanitation to the forefront means recognizing that there cannot be a sustainable transition without facing basic regional inequalities.”

— Édison Carlos, President at Aegea Institute



[Click here](#) to learn more about this **initiative**

2025 Movements

March	April	May	June	July	August	September	November
Participation in FEBRACE 2025 (Brazilian Science and Engineering Fair), where Wenner Batista da Silva and Andressa Maria dos Santos Sousa, winners of Pioneiros, presented their project The project was one of the highlights at Febrace, which earned the youngsters a spot to participate in the Genius Olympiad in the US in June	Participation in an event in Rio de Janeiro with corporate leaders and UNICEF in the context of 1MiO program's strategies	Support to the GIFE Conference in Fortaleza, with the topic "Decentralization for Transformation"	Participation in the "Youth and Workforce Inclusion" roundtable at the LED Festival, in Rio de Janeiro Participation in the National Micro Businesses Meeting and the Brazilian Micro Businesses Forum Participation of Édison Carlos in the 3rd United Nations Ocean Conference (UNOC3), where he presented technological breakthroughs in environmental recovery (Guanabara Bay, Rodrigo de Freitas Lagoon, and Araruama Lagoon)	Support to the Pacto das Pretas Festival, where we highlight the contributions of Luana Braguin, relationship manager and member of the Respeito Dá o Tom committee at Corsan (Rio Grande do Sul), who shared the program's trajectory and its impact on corporate culture, and Keilla Martins, who spoke on a panel on career advancement and Black leadership in the corporate environment	Participation in the launch of the 1MiO Training Journey in Brasília (Federal District), where we were present at the "Partnerships for Youth Workforce Inclusion" roundtable	Participation in the Black Philanthropy Month promoted by GIFE Participation in the UN Global Compact Network Brazil SDGs in Brazil event, whose theme was "Decade of Action: Corporate Leadership for an Inclusive and Regenerative Future"	Aegea Institute's President Édison Carlos participated in three panels at COP30 with topics such as circular economy and ocean conservation Édison Carlos' participation in the "Corporate Legacy for the Development of a Sustainable Brazil: How companies can consolidate their legacy by aligning strategy and sustainability" panel at the 4th Racial ESG Business Conference



Diversity moves, transformation is ongoing

In 2025, Aegea Institute's joint activities with the company consolidated diversity and inclusion into a strategic agenda that is connected to both the corporate culture and regional development. Through the **Respeito Dá o Tom** program we moved further with the promotion of more equitable environments through ongoing initiatives for racial literacy and engagement throughout the year, such as **Women's Week** and **Racial Diversity Week**, which helped expand the debate on gender, race, and inclusion among the workforce and leadership. The launch of [Aegea's Antidiscrimination Guide](#), was another key highlight; it was developed with the Compliance area to provide further practical guidance for increasingly respectful everyday relations.

This set of actions was followed by important external recognition, such as the **Racial Equity ESG Index (Índice ESG de Equidade Racial – IEER)** by [Pacto de Promoção da Equidade Racial](#), the **2025 Human Rights and Diversity Seal** by the São Paulo City Hall, and the **Blend Edu Diversity in Practice Top of Mind Award**.

These milestones highlight consistent work that combines cultural transformation, opportunities, and social impact, while positioning Aegea as a national benchmark for the diversity, equality, and inclusion agenda.

Partnerships and impact data

Looking into numbers, in 2025 the Aegea Institute advanced projects and programs in its portfolio together with institutional partnerships, focusing on **education, health, and income generation**; **1.5 million people** benefitted from those programs and projects, which received **resources** to the tune of **BRL 71,743,289** (considering Aegea Institute and Aegea's resources that were invested in community relations).

Managing **tax-incentivized projects** remained a key part of our activities; **BRL 26.5 million** in incentives came from the following sources: Sports Incentive Law (BRL 6.3 million) and Culture Incentive Law (BRL 13.7 million); the Pronas (National Program to Support Healthcare for People with Disabilities)/Pronon (National Program to Support Oncology Care) programs (BRL 2.2 million); and Municipal Funds (BRL 4.3 million). In a single year, a total of **136 cities** and **73 projects** were sponsored, which resulted in increased resilience capacity for the recipient areas.

These results reflect the consolidation of increasingly structured management and activities, with greater integration across social investment, articulation with public policies, and the development of long-term solutions. The 2025 scenario also helps us understand how this translates into strategic pillars that guide our actions, programs, and projects across the whole country.

Connections that empower our flow

Over the last year, the **Escola Saneada** program furthered its partnership with UNICEF through the **WASH** (water, sanitation, and hygiene) Program, which was created to ensure the right of every child and teenager to access safe water, sanitation, and hygiene services. Through this collaboration, the initiative helps improve the sanitation infrastructure of public schools and contributes to increasingly safer and healthier environments that are more conducive to learning activities. Of the **80 beneficiary schools** across the states of Pará, Amazonas, and Ceará, we have so far delivered **25 schools** at Bacarena (Pará), helping over **15,000 students**. We also expect to train around **200 workers and educational managers** from these areas.

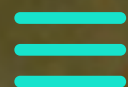
In the environmental pillar, we further consolidated ecological restoration initiatives across different regions, most notably the **Água Limpa para Todos** project developed with **WWF-Brasil**, which helps recover strategic areas in Jauru (Mato Grosso) and Campo Grande (Mato Grosso do Sul), including native vegetation recovery and the protection of headwaters that supply the Pantanal. Concurrently,

we expanded our activities within the **Floresta Viva** program, a **BNDES** (Brazilian National Bank for Economic and Social Development) initiative to advance large-scale restoration projects. With a match-funding investment of BRL 5 million, the Aegea Institute sponsored the launch of two projects: in Rio de Janeiro, through the state's Sustainability and Environment Department (**SEAS**), we secured BRL 40 million through cofinancing, which will be used to recover 460 hectares; for the Pantanal, we launched a public tender during COP to invest BRL 5.2 million in the recovery of degraded areas within the biome's water supply basin.

We also established partnerships with other well-known organizations such as the **Oswaldo Cruz Foundation (Fiocruz)**, **Todos pela Educação** and **Aliança Empreendedora**, which contributed to closer aligning our initiatives to public policies. At the same time, we took a closer look at our program portfolio to increase effectiveness and growth, including initiatives such as **Saúde Nota 10** and **Pioneiros**.

UNICEF WASH schools' announcement – Caucaia (Ceará)





How we *build* impact

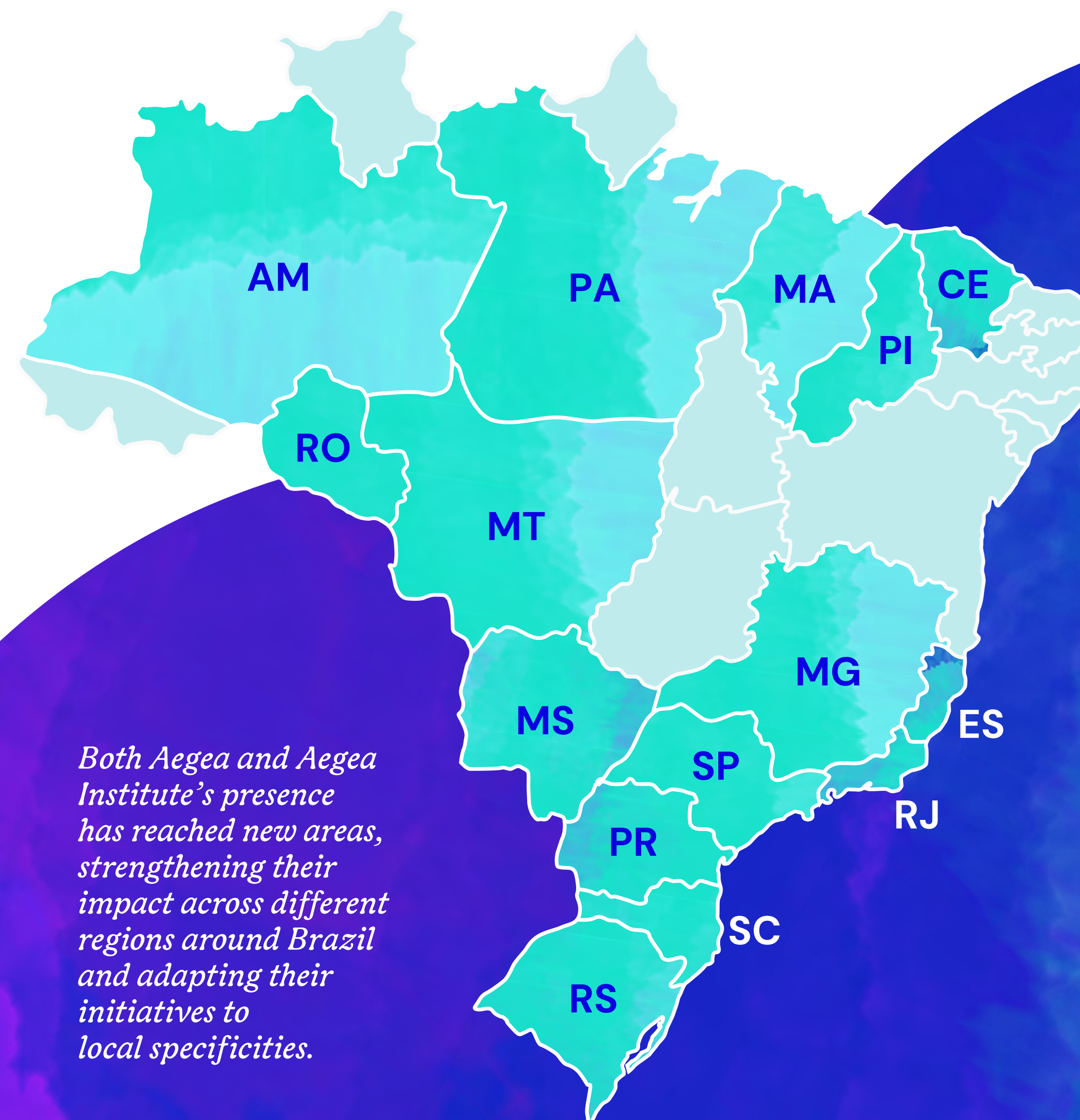


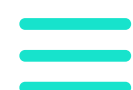
How we build impact

The Aegea Institute is an organization that operates nationwide to **plan, manage, and monitor regionally developed projects** by connecting strategy, partners, and local requirements.

Our way of working developed over time: since 2013, then as Equipav Institute, we follow Aegea's expansion and the growing need to organize, develop, and scale social initiatives. Through the years, the Aegea Institute consolidated activities within a structure that is based on common guidelines, defined governance, and greater capacity for network articulation.

Understanding this trajectory is key to contextualizing our approach, which combines a nationwide presence with close engagement in local territories.





Timeline

2013

Equipav Institute

The Equipav Institute is created to increase opportunities and promote transformation through education, culture, sports, and sustainability.

2018

Launch of the Aegea Institute

The Equipav Institute is reformulated and renamed Aegea Institute, thus reflecting its integration with Aegea Saneamento and deepening the commitment to the sustainable development of communities served by them. The Institute's activities are then organized across three pillars – health, education, and income generation – and topics such as diversity and the environment take on a bigger role.

2018 - 2022

Development, structuring, and expansion

We expanded our activities to follow Aegea's growth across new areas in Brazil. In 2022, we restructure to strengthen project articulation, partnerships, and social actions, thus broadening our regional legacy.

2023 - 2024

Organizational strengthening and impact increase

Aegea Institute's social responsibility activities are consolidated. Some highlights include our partnership with UNICEF and the development of the Prospera program, for which volunteers rallied to carry out social actions across various cities.

2025

Reorganization and new strategic direction

An Advisory Board comprising independent members is created. The Aegea Institute strategically redirects beyond just guiding the Aegea Group's social investments towards strengthening public policies related to its core pillars. The year is also marked by the expansion of partnerships, our participation in COP30, and greater integration between programs, projects, and regions.

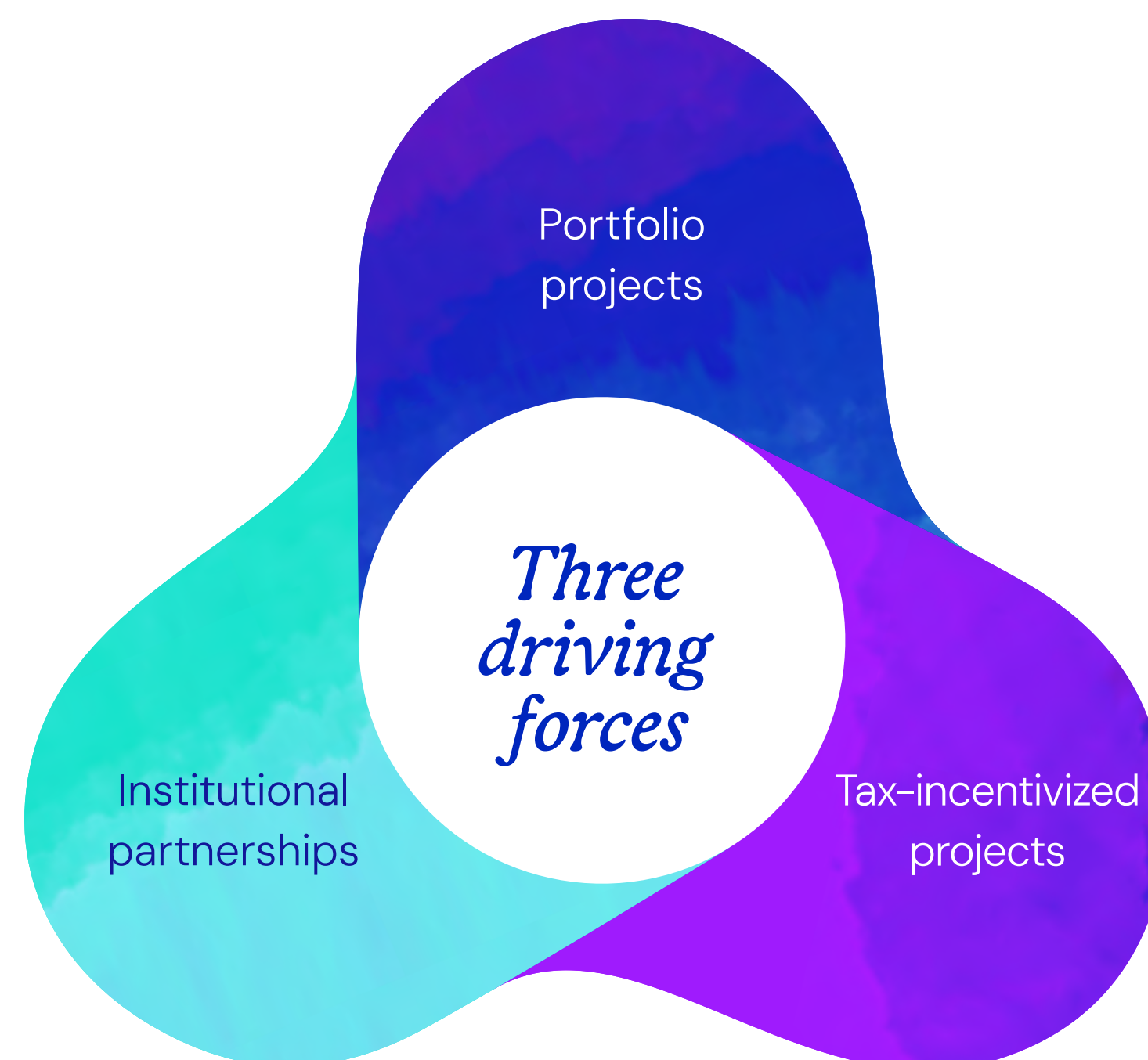
From journey to practice: our way of working

The Aegea Institute developed an operational model that uses centralized logic – in terms of defining strategies, guidelines, and indicators – in combination with decentralized execution by the company's business units.

Social Responsibility teams from each business unit identify local needs, articulate partnerships, and follow up on project implementation. The Aegea Institute is tasked with defining corporate guidelines, guiding the planning phase, consolidating data, and ensuring that the desired impact is coherent and maintains the same level of quality nationwide.

This model was strengthened by a reorganization process that started in 2022; with it, the capacity for planning increased, criteria were standardized, and networked operations were empowered. The creation of the Planning and Social Intelligence area was key for this development; it provided structure for a long-term outlook, supported governance, and advanced the development of partnerships. With that, we managed to blend scale and a broad scope.

The Aegea Institute currently operates in a coordinated way across different regions. It engages **three complementary driving forces** to generate a legacy of development and prosperity for the beneficiary communities.



Our operational model

Centralized strategy
and governance

Decentralized local
execution

Actions connected
to local realities

Monitoring
indicators



Institutional partnerships

Networked operations are essential in order to expand the reach of initiatives, technically improve projects, and bring the Aegea Institute closer to relevant public policies for the regions where we operate. In 2025, we consolidated partnerships related to our three priority pillars: health, education, and income generation.

On the education front, together with organizations such as **Todos pela Educação** and the **Escola Saneada** program – which was developed in line with [UNICEF's](#) WASH (water, sanitation, and hygiene) strategy – we focused on improving the quality of basic education and learning conditions.

Regarding the income generation pillar, we bolstered workforce inclusion actions and empowered small businesses together with [Aliança Empreendedora](#).

In the environmental pillar, we focused on regional development. Some highlights include initiatives developed with [WWE](#) – Brasil for environmental preservation, hydro resilience, and the protection of crucial natural resources for the quality of life within communities.

Our networked operations also include larger-scale structuring projects, such as an initiative developed with [BNDES](#) and Habitat for Humanity in Marajó (Pará), for which we predict to secure **BRL 40 million** in funds through match funding. The money will be used to improve the sanitation infrastructure of rural schools starting in 2026; **BRL 20 million** of the total amount will come from the Aegea Institute.

Tax-incentivized projects

Securing funds through incentive laws and Municipal Funds is an important strategy to expand the reach and social impact of Aegea in the areas where the company operates. With Aegea Institute's management, around BRL 69 million were invested in projects aligned with regional needs between 2022 and 2025; these projects directly served over 357,000 people. During that period, 162 projects in 389 cities were supported, helping actions involving culture, sports, health, and social development.

2022 to 2025 numbers

Culture BRL 40,033,455.97 259 cities 71 projects	Sports BRL 17,289,106.74 68 cities 36 projects
Municipal Funds BRL 10,433,853.38 52 cities 52 projects	Pronas/Pronon BRL 2,220,000.00 3 cities and projects

Portfolio projects

This category comprises structured initiatives that follow a methodology set by the Aegea Institute; they have the potential to be replicated across the different regions where we operate and focus especially on education, health, income generation, community relations, and social development. By consolidating learned lessons and keeping standardized approaches, these projects contribute to expanding the reach of activities and improving their implementation over time, while meeting the needs of businesses in terms of their **Social License to Operate**.



AFLUENTES

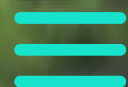
aegee

One of Aegee Institute's main programs is Programa Afluentes (Affluents), our main **community relations** strategy in the regions where Aegee operates. This initiative is implemented by business units and creates permanent spaces for conversations with **community leaders** and local organizations. It helps identify needs, assess risks, and create solutions that are better suited to their reality.

The program is currently implemented in the **15 states** where Aegee is present – Amazonas, Ceará, Espírito Santo, Maranhão, Mato Grosso, Mato Grosso do Sul, Minas Gerais, Pará, Paraná, Piauí, Rio de Janeiro, Rio Grande do Sul, Rondônia, Santa Catarina, and São Paulo – and reaches a total of **21,515 formal and informal** social leaders, of which 31% are female and 17% are Black. In 2025, **56,229 meetings and technical visits were carried out**.

In addition to supporting project implementation, the program contributes to improving community relations and strengthening the concessionaires' corporate presence.





When *transformation* creates movement

When transformation creates movement

Our **three core themes** structure Instituto Aegea's strategy and guide how social investments are directed across the territories where we operate. More than categories, they act as **guidance to prioritize projects and programs**, to develop **partnerships**, and to consolidate a **portfolio** that is in line with the main challenges faced by the territories where the company operates.

In 2025, this allowed us to be more consistent with our work, integrating different initiatives and improving our capability to generate impact on a broader scale.

Education

*Where
new
paths are
created*



Income

*Opportunities
start flowing*



Health

*Water that
protects lives*



Education

Where new paths are created

Promoting access to quality education is an essential aspect of the transformation elicited by sanitation: when infrastructure and human development walk hand in hand, real opportunities are created for children and young people to build new paths where they live.

Guided by that principle, in 2025 the Aegea Institute partnered with **Todos pela Educação**, a nonprofit, nonpartisan organization that acts in defense of public policies to ensure quality basic education for every child and young person. This partnership has enabled Instituto Aegea to advance on two complementary fronts: contributing to national discussions on education public policies and supporting the implementation of best practices in municipal education policies. With that, we strengthened our commitment to structural transformation in education, without losing our connection to the communities where we operate.

Another 2025 highlight was **Pioneiros** program, an Aegea Institute initiative that engages high school students from public schools on topics such as sanitation, infrastructure, the environment, and citizenship. The young participants have the opportunity to get to know the routine of the concessionaires and get in touch with real challenges of promoting access to water and sanitation.

The program encourages them to develop solutions for their communities and fosters leadership, creativity, and innovation, while also engaging them on topics such as career and the job market. In 2025, the program welcomed **512 young people** from **10 cities**; they created **117 projects** related to solving local sanitation challenges.

PIONEIROS
aegea





“Taking part in the Pioneiros program was a transformative experience because it allowed me to have a broader view of the importance of sanitation and sustainability for society. During the program, I developed the ‘Sustainable Oil’ project and created scented candles and homemade insect repellants by repurposing used cooking oil. It shows that something that was going to be put away can be transformed into a useful and sustainable product.

In addition to the skills I learned, the project also helped me grow as a person, strengthening my creativity, responsibility, teamwork, and environmental awareness. This experience left a mark because it showed me that, with dedication and good ideas, it is possible to create simple solutions that can generate positive impact on people’s lives and on the environment.”

— Thalia da Silva Lima, young apprentice at Águas de Teresina who participated in the 7th edition of the Pioneiros Project in 2025, in Teresina (Piauí).

The **Saúde Nota 10** program has also increased its reach over the last year, assisting **308,370 students** and **12,154 teachers** from **1,653 schools**. It combines teaching contents and practical activities related to environmental education, sanitation, rational sustainable water use, and the promotion of hygiene habits and citizenship. The Aegea Institute team modernized the longstanding program's methodology to better align it with the **Brazilian National Common Core Curriculum** (Base Nacional Comum Curricular, BNCC); it also organized new content and support tools so that teachers can develop the topics of water and sanitation more creatively when teaching children and young people from Elementary Schools (I and II). The new methodology was developed in 2025 and will be gradually implemented over 2026.

The **Escola Saneada** program allowed renovation of sanitation infrastructure at 13 schools in Teresina (Piauí), helping over **3,000 students** and **157 teachers**. Additionally, together with **UNICEF** and its WASH (water, sanitation, and hygiene) strategy, the program moved further along with sanitation infrastructure improvements at public schools. In 2025, **25 schools** in Barcarena (Pará) received improvements. Over the course of 2026, schools in Manaus (Amazonas) and Caucaia (Ceará) will also be served.

The initiative is set to impact around **80 schools**, combining structural improvements and teaching activities related to hygiene, health, and menstrual dignity, thus contributing towards safer, more inclusive environments that are more suitable for learning.



“We concluded a project that delivers equipment, solutions, and above all, training, so that students can understand the importance of water and contribute to the preservation of the infrastructure made available at schools by both the project and the municipal government. Investing in water, sanitation, and hygiene at schools is investing in health, dignity, and the future of our city.”

— Edson Cardoso, Head of the Municipal Education Department at Barcarena (Pará)

“Barcarena has been standing out as a benchmark for neighboring cities. However, despite recent progress, the local reality reminds us that there is still a lot to be done to ensure that every child and every teenager can access their fundamental rights. UNICEF is committed to supporting governments, the civil society, and the private sector in transforming this reality.”

— Mariana Machado Rocha, Head of Pará's UNICEF Office

“This project in Barcarena has showed that solutions that are locally adapted and paired with the involvement of school communities can generate concrete, lasting impact.”

— Gregory Bulit, Head of UNICEF's WASH, Climate, Environment, and Emergency Program in Brazil

ESCOLA
SANEADA
aegee



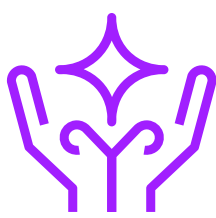
PIONEIROS aegee



512
young
participants



10
cities
served



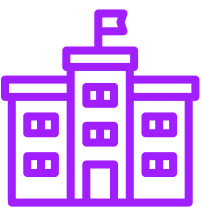
117
projects
developed

Numbers that inspire
Aegee Institute Projects

SAÚDE NOTA 10 aegee



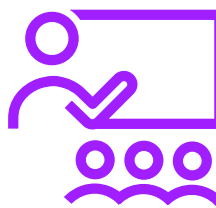
+308,000
students
served



1,653
schools
participated

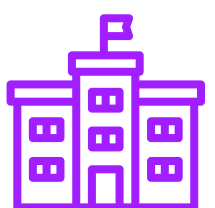


139
cities



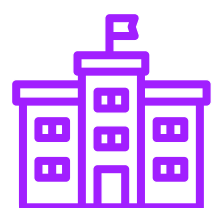
+12,000
teachers
served

ESCOLA SANEADA aegee

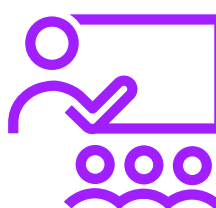


80
schools served from 2024 to 2026 through
the partnership with UNICEF

- 25** schools served in Barcarena (Pará)
- 35** schools to be served in Caucaia (Ceará)
- 20** schools to be served in Manaus (Amazonas)



13
schools
renovated in
Teresina (Piauí)



518
teachers
served



Over
15,000
students
served

Learn more about our Education projects on our [website](#).

In 2025, educational tax-incentivized projects advanced strategic topics and strengthened the ties between students and their schools and communities. We are thus highlighting projects that provide hope for a better tomorrow.



Expedição Meninas Curiosas, Mulheres de Futuro

The traveling exhibition encourages students to learn about the careers of tomorrow in STEAM by promoting female excellence and broadening career outlooks for girls in strategic areas for the country's development.

The project partnered with the Aegea Institute in 2023 and was launched in 2024; two cities in Mato Grosso (Primavera do Leste and Barra do Garças) have hosted the exhibition, impacting 4,643 people. The project continues to grow and is expected to arrive at three Rondônia cities in 2026.

A Cidade da Gente

This project encourages reading and writing and nurtures the self-esteem of public-school students by promoting their local cultural heritage. It was funded in 2022, 2024, and 2025.

By researching their own cities, students become coauthors of books that record stories, memories, and identities of their region. Overall, more than **21,000 books** were distributed for free among the **8 cities** served by the initiative.

Having received almost **BRL 1.2 million** in investments, the project has served around **2,400 children**, thus contributing towards their educational development and deepening the connection between school, culture, and community.

Numbers that inspire
Tax-Incentivized Projects

[Learn more](#)
about the project

Both projects were sponsored by the Aegea Group through the Federal Law for Culture Incentive.

Health

Water that protects lives

We at the Aegea Institute believe that access to sanitation is directly connected to people's health and quality of life. Both treated water and sanitary sewers contribute to the prevention of diseases, the improvement of public health, and the reduction of inequalities.

That is why, in 2025, we moved further into consolidating projects for the prevention of diseases, the promotion of health, and to increase access to essential services. We highlight the global launch of the **Saneamento Salva** movement and the recent partnership with the Oswaldo Cruz Foundation (Fiocruz), which will connect our activities to public health strategies, thus providing support to monitor diseases related to lack of infrastructure and contributing to the development of structural prevention solutions.

At the same time, we support the business units in amplifying the **Tarifa Social** (Social Tariff), a benefit provided by concessionaires in line with federal policies and the concession agreement that gives discounts to low-income families on their water bills. This ensured continuous access to water and sanitary sewers for over **986,000 families**, which helps promote health improvements and reduces structural vulnerability.

TARIFA SOCIAL
aegea





VOLUNTARIADO
aegea

Volunteering transforming communities

Aegea's Volunteering Program directs engaged employees towards socio-environmental initiatives in the territories where the company operates. Using corporate guidelines, the program acts through local committees at the business units, which are responsible for identifying needs, articulating partnerships, and mobilizing teams according to each region's priorities.

The power of volunteering is also reflected in how it is acknowledged: in 2025, the **Prêmio Voluntariado Aegea** (Aegea Volunteering Award) included new categories for environmental and diversity actions, thus increasingly valuing initiatives that generate positive impact within communities.

In 2025, volunteering was even more prominent thanks to **Prospera**, an Aegea Institute program that empowers volunteering by connecting it directly to local development. More than just engaging employees, the program concentrates essential services, guidance, and workforce inclusion actions all in one place, thus strengthening access to rights and creating concrete paths towards income generation. Volunteering thus moves from specific actions to becoming part of a broader transformation strategy.

2025 Volunteering
Program

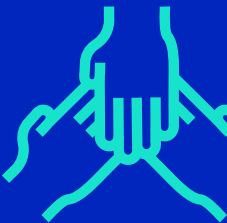
 **3,673**
volunteers from
the workforce

 **348**
activities
developed

 Around
920,000
people served

Prospera 2025

 **20,108**
event
participants

 **3,378**
volunteers
participated*

 **21,481**
people
served

 **11** states
16 cities

*both Aegee's and partner's
employees



“The Prospera edition in Picos (Piauí) marked a key community approach point right at the moment when Águas do Piauí launched its operations in the region. The initiative provided essential services, actions for citizenship, and well-being activities, which contributed to broadening the population’s access to basic rights and strengthened our ties with the local community. More than the services provided, the event’s highlight was how engaged partners and volunteers were, which created a welcoming space for listening and exchanging. The generated impact stresses the concessionaire’s commitment to social development and to improving people’s quality of life since the beginning of its operations.”

— Fabiane Rodrigues, Social Responsibility
Manager at Águas do Piauí

Prospera works as a platform for the articulation of different pillars, such as health, citizenship, and professional training; it brings the Aegea Institute closer to communities and strengthens its ties to the regions where it operates. Over the last year, the program organized simultaneous events in **16 cities** involving around **3,400 volunteers** and providing over **22,000 individual consultations**.



Income

Opportunities start flowing

Broadening sanitation's impact also means creating conditions so that people can transform their reality. Over the last year, the Aegee Institute consolidated its income generation activities with a strategy that blends regional development, empowering small businesses, and participating in national initiatives.

This way of operating comes from a core understanding: access to water and sanitation creates the foundations for health and dignity, but income generation is what sustains long-term autonomy and development. In this context, one of the main developments of that period was the start of our partnership with the **Empreender 360** movement, an initiative by **Aliança Empreendedora** consisting of leading organizations that come together to empower the small business ecosystem in Brazil.

By joining this network, the Aegee Institute's actions now bear two outlooks: it contributes to public policy agendas at a national level, and at the same time it empowers local initiatives focusing on professional training and workforce inclusion. Thus, our strategy has spread out across several activities.

Regionally, our actions are developed through **portfolio in-house direct projects** related to professional training and entrepreneurship:

MÃOS E OBRAS + ÁGUA NA BOCA aegee aegee

The **Mãos e Obras** program offers professional training in areas related to infrastructure and services – especially plumbing – and business management. It enables participants to carry out repairs in their own homes and promotes the development of local economies.

The **Água na Boca** program provides culinary and business training for people in socially vulnerable situations. The goal is to generate income and transform the reality of the communities served by the group's concessionaires.

In 2025, both initiatives together provided 669 hours of training, serving 152 people.

With **tax-incentivized projects**, the Aegee Institute's activities became even stronger; with them, we support long-standing regional initiatives that are connected to local vocations.



When handicraft turns into opportunity

The **Arte de Bordar pelo Brasil** project – sponsored by Aegea through the Federal Law for Culture Incentive – was implemented in 2025 to offer free embroidery with beads workshops for around **300 women and girls** in vulnerable situations in the cities of Serra (Espírito Santo), Jaru (Rondônia), and Tramandaí (Rio Grande do Sul). They also received free materials and participation stipends.

“The Arte de Bordar pelo Brasil project really showed the transforming power of creative economy on the lives of women who now can see new income and autonomy possibilities. More than simply teaching how to embroider, we build up self-esteem, a sense of belonging, and a vision of the future. This kind of impact was only possible thanks to Aegea’s support. They believed in the power of handicraft as a real agent for social transformation.”

— **Fernanda Nadal, project creator and facilitator**

With the support of the Aegea Institute, this initiative combines technical training and income generation with appreciation for traditional skills, and it empowers financial autonomy and female leadership. We expect to carry on with this project in 2026.

“As a craftswoman, with handicraft being my main source of income, having participated in the “Arte de Bordar pelo Brasil” project developed by Fernanda Nadal added more value to my output. The techniques I have learned helped me improve my work; I have incorporated beading in crocheted pieces as well as in computer-designed embroidery, something I have already been working with. The workshop gave me more knowledge, which I’ll certainly use in my studio to contribute to the progress and value of my designs.”

— **Letícia Vilete Pereira, from Jaru (Rondônia). After participating in the project’s 1st edition (2025), she will be taking part in the 2nd edition (2026).**



[Learn more](#) about similarly themed Aegea Institute’s tax-incentivized and portfolio projects.

Diversity and Inclusion

Respect that expands opportunities

In Brazil, the lack of access to basic services is directly connected to racial and social inequalities. With that reality in mind, Aegea made Diversity and Inclusion a structural aspect of its impact strategy through the **Respeito Dá o Tom** initiative.

The program was created in 2017 so that the different hierarchical levels at the company could reflect the demographics of each region where it operates, in addition to advancing equality-based cultural transformation. Over time, the project's scope broadened to also include gender equality. The program is currently organized into **three pillars** that guide inclusion and development initiatives:

Employability

Increasing access to opportunities at Aegea for women and black people.

Development

Training, qualification, and professional growth of women and black people at the company.

Relations

Creating and strengthening an inclusive and respectful culture across Aegea Group companies.

The **Local Committees**, led by volunteers at each business unit, are the driving force behind Respeito Dá o Tom; they ensure that the project's agenda advances consistently and really reaches every territory where the company operates. The starting point is literacy: from the beginning, the program continuously promotes awareness and training activities, because it recognizes that the fight against inequalities requires more knowledge and changes in perception.

In 2025, these initiatives were boosted through training sessions and dialogue opportunities between the workforce and leaders, with topics such as structural racism, unconscious biases, and power dynamics. This helped bring everyone's knowledge of historical inequities and the individual role in creating more equitable spaces to the same level. Guided by the Aegea Institute, the Local Committees developed **61 activities dedicated exclusively to the topic of race**. Added to other 40 initiatives on the topics of race and gender, **101 activities were developed throughout the year**; these numbers show consistency, internal mobilization, and the program's broad reach across the **15 states** where Aegea operates.

RESPEITO
DÁ O TOM
aegea



Training and the transformation of corporate culture

 **27,338**
participants in training activities

 **101**
initiatives developed by the Local
Committees throughout the year

Increased opportunities

 **25.1%**
of black people in leadership positions
(up until December 2025)

 **39.6%**
of women in leadership positions
(up until December 2025)

 **8.8%**
of black women in leadership positions
(up until December 2025)

Acknowledgements in 2025

 Certified by **Pacto de Promoção
da Equidade Racial** (Racial Equity
Advancement Pact)

 Distinction by the Blend Edu
**Diversity in Practice Top
of Mind Award**

 **2025 Human Rights and
Diversity Seal** by the
São Paulo City Hall



“The Respeito Dá o Tom committees play a key role within the company. When I was leading the Santa Catarina Committee, each meeting became a safe space for people to share their struggles, perspectives, and ideas that could positively impact the company and the community. Those were moments for both renewal and cure. When an employee unfortunately experiences racism or discrimination, many times the Committee is the first place where they find a space to be listened to and supported, in addition to the company’s official channels. It is the Committee that helps them see that they are not alone and can count on someone.

I also had the chance to participate in training sessions and events such as the Antiracist Literacy one – which helped in the understanding of how structural racism happens in our daily life –, in addition to the Privilege Game, which promoted discussions about inequalities and different starting points. With the Management Diagnostics, we expanded our perspective on representation, which resulted in an important outcome: we went from around 21% to 50% of women in leadership positions in our business unit.

I am extremely thankful to Aegea and the founders of Respeito Dá o Tom for their sensitivity and courage to start the program and create a welcoming space.”

— Luana Leandro Monteiro Maciel, coordinator at the local Santa Catarina Committee in 2025



(From left to right): Joseane Vieira, attorney at the Palhoça subsection of the Brazilian National Bar Association (OAB), Luana Leandro Monteiro Maciel, coordinator at the local Santa Catarina Committee, and Camila da Rosa, queen of the drums section of the Nação Guarani de Palhoça samba school at the 3rd edition of the Julho das Pretas (Black Women July) Palhoça event organized by Coletivo Negro Identidade em Ação (Identity in Action Black Collective) – CNIA

Together with the corporate areas represented on the Executive Diversity and Inclusion Committee – People Management, Communications, Investor Relations, and Sustainability – the **Respeito Dá o Tom** initiative goes beyond raising awareness to foster concrete opportunities through actions focused on career development, mentoring, and talent advancement. A highlight of the year in this area was the **anti-discrimination compliance training** offered by the Aegee Institute in partnership with the [Instituto Identidades do Brasil – ID_BR](#), a pioneering national non-profit organization and a benchmark in accelerating racial equality. The initiative was directed to the company's compliance team, who engaged fully (**100% participation**), thus reinforcing the corporate commitment to building increasingly inclusive and respectful environments.

Extending beyond the corporate environment, **Respeito Dá o Tom** also reaches Aegee's areas of operation through an integrated approach with the Aegee Institute, expanding access to opportunities and driving inclusion both inside and outside the company. In 2025, these efforts were recognized through significant certifications and awards, such as the Índice ESG de Equidade Racial (**Racial Equity ESG Index**) by Pacto de Promoção da Equidade Racial.

These stories reveal how the promotion of racial and gender equality, when pursued with intentionality, can generate meaningful transformations, both individual and collective, for several families and communities. More than just organizational progress, we view the reduction of inequalities as a driving force to strengthening the regions where we operate.

Anti-Discrimination Guide

Together with Aegee's Compliance department, the Respeito Dá o Tom program launched the **Aegee Anti-Discrimination Guide** in 2025, a practical, accessible, and essential resource designed to guide behavior and foster more respectful relationships across the company.



“From our perspective, the partnership with Aegea in 2025 was marked by consistent progress in moving from intention to practice. The company not only made commitments regarding racial equality but also began integrating them into its processes, utilizing more precise diagnostics, clear targets, and monitoring mechanisms. This shift reflects significant maturity, with an openness to internal reviews and a willingness to tackle structural inequalities in a concrete way. Looking ahead, the partnership stands as a solid foundation to expand impact and serves as a benchmark for responsible private-sector engagement with the racial equality agenda.”

— Guibson Trindade Torres, Executive Manager
at Pacto de Promoção da Equidade Racial



Environment

Taking care of the water sources of the future

Ecosystem degradation and the resulting water scarcity affect people's daily lives and highlight the link between the environment, sanitation, and quality of life.

Faced with this scenario, the Aegea Institute has repositioned its environmental work as a cross-cutting pillar. The agenda now integrates various initiatives to generate solutions that expand local impact and contribute to strengthening public policies.

Its work combines environmental conservation, local development, and social engagement. This includes restoring strategic areas, conserving water sources, and promoting Nature-Based Solutions (NBS). In parallel, it promotes educational and engagement activities at its business units on the responsible use of natural resources.

Throughout 2025, the Aegea Institute advanced foundational projects and partnerships that expanded its involvement in climate, biodiversity, and water resource protection agendas. These initiatives generate regional improvement and boost community engagement, thus delivering significant results.

UNESCO Chair in Ocean Sustainability: contribution to the global ocean protection agenda

Blue Keepers (UN Global Compact Brazil): actions aimed at reducing marine pollution and fostering community engagement

Bandeira Científica – University of São Paulo (USP): apoio a support for expeditions to vulnerable regions, promoting access to knowledge and basic services

WWF–Brasil: work on the Cabeceiras do Pantanal Project, including restoration efforts in the Jauru (Mato Grosso) and Campo Grande (Mato Grosso do Sul) river basins, as well as initiatives to strengthen local value chains.

BNDES – Floresta Viva: support for ecological restoration initiatives, contributing to water recovery in regions affected by scarcity

Hectares

Jauru (MT) **33.5** ha

Campo Grande (MS) **37** ha

Seeds

Jauru (MT) **330** kg

Campo Grande (MS) **1,750** kg

Environmental impact by numbers

During the 2025 planting season, the Aegea Institute restored **33.5 hectares in Jauru** (Mato Grosso) – the equivalent to roughly **33 soccer fields** – by sowing over **330kg of seeds**. In practice, this means restoring natural areas while simultaneously protecting 19 springs that feed local water bodies and secure the supply for the city's primary water source

Meanwhile, in **Campo Grande** (Mato Grosso do Sul), work progressed on maintaining and restoring areas with varying degrees of degradation. A total of **37 hectares** were enriched through the planting of **over 29,000 seedlings**, complemented by the **direct planting of 11,662 seedlings** and the application of more than **1,750 kg of seeds**, thereby bolstering vegetation regeneration and the recovery of local ecosystems.

Stories that inspire

When circularity creates new opportunities

In Ceará, a textile waste repurposing initiative transformed an environmental challenge into an opportunity for income generation. Personal Protective Equipment (PPE) items that were set for disposal are now channeled to an association of Black women in the Cariri region, who use the material as a resource to produce apparel and other items. This initiative helps reduce waste while fostering women's economic autonomy, demonstrating how solutions can generate integrated environmental and social impact.

When restoration strengthens the territory

The work performed by the **Água Limpa para Todos** project – which was developed in the Cabeceiras do Pantanal region together with WWF-Brazil – goes beyond environmental restoration. In the Jauru region (Mato Grosso), work with local nurseries and seedling production helped transform local perceptions of restoration. A nurseryman became a strategic partner in the project, demonstrating that environmental recovery can go hand in hand with production and income generation. The initiative gained even greater significance following a period of water crisis, highlighting the role of restoration in protecting water sources and ensuring the sustainability of local activities.

By integrating the environmental agenda across its operations, the Aegea Institute reinforces the role of sanitation as a **driver of climate justice, inclusion, and sustainable development**. Beyond mitigating environmental impact, its initiatives help reduce vulnerabilities, protect natural resources, and enhance territorial resilience, creating safer, healthier, and more sustainable conditions for communities.

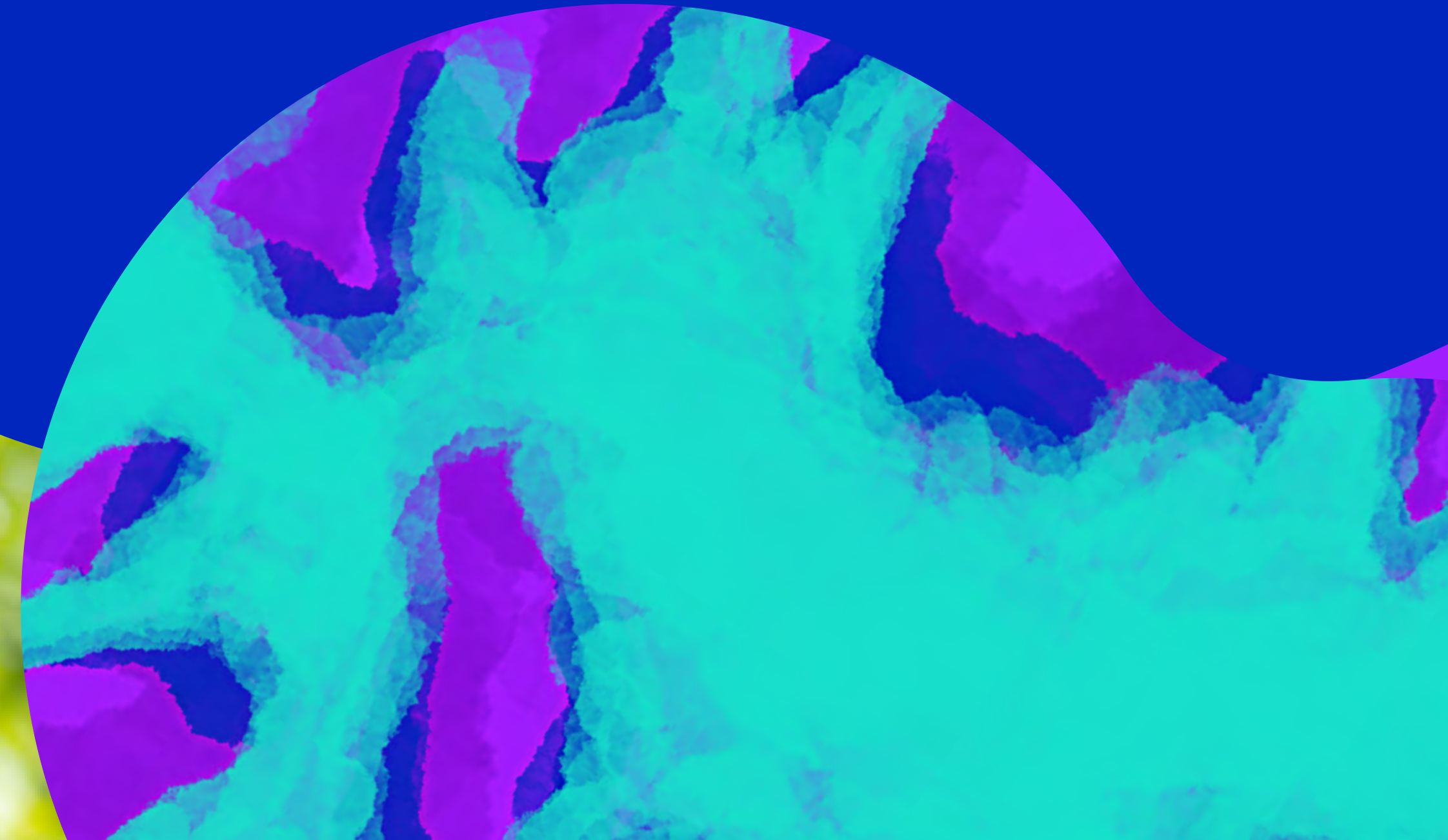
This commitment is also reflected in the active participation in collaborative and advocacy spaces focused on water and sustainability. Some highlights include the involvement of Édison Carlos, President at the Aegea Institute, in the Movimento +Água council – a **UN Global Compact** initiative in Brazil for which Aegea serves as an ambassador company – and the role of Marina Rodrigues, Manager at the Aegea Institute, as Coordinator at UN's Global Compact Brazil **Plataforma de Ação pela Água, Oceano e Resíduos** (Action Platform for Water, Ocean, and Waste).

These efforts strengthen multi-sector dialogue and expand Aegea's contribution to developing collective solutions for water security, environmental preservation, and sustainable development.



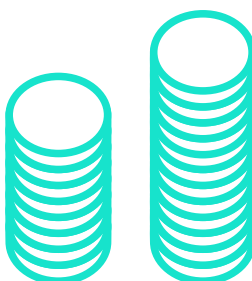


Transparency



Transparency

Sponsoring companies
Aegea Group's concessionaires

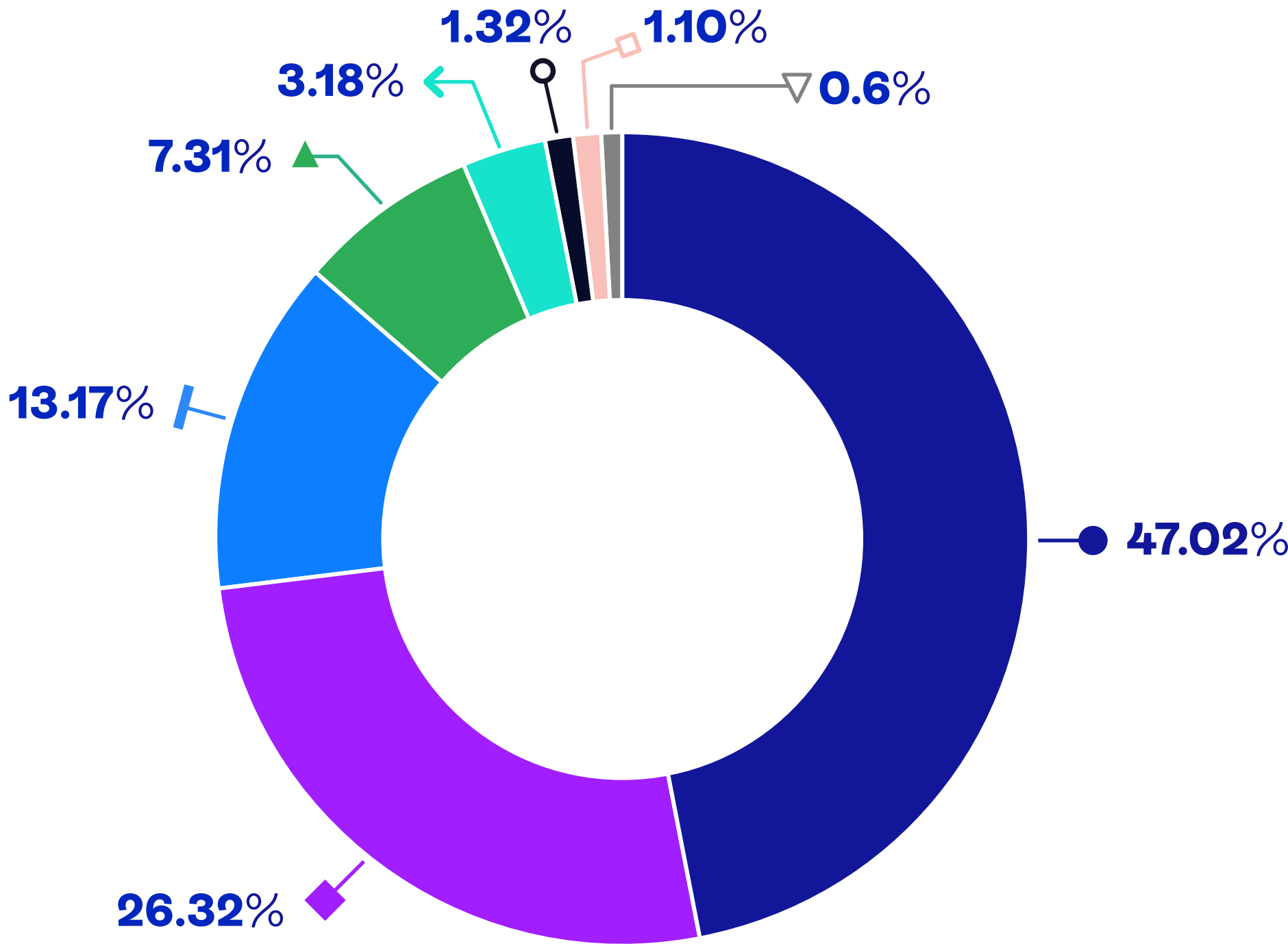


Total Aegea Institute resources

BRL 11,727,817

Distributed across

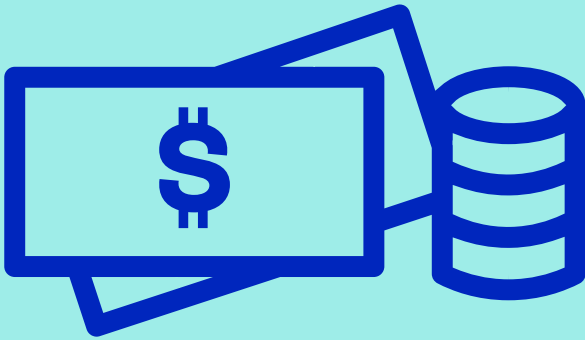
Institutional support	BRL 5,939,436.00
Investments in portfolio projects	BRL 900,632.00
General and Administrative Expenses	BRL 4,887,749.00



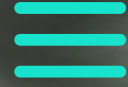
- Resource distribution across initiatives
- Água Limpa para Todos
 - Programa de Água, Saneamento e Higiene (WASH)
 - Portfolio Projects
 - ▲ Todos Pela Educação
 - ◀ Empreender 360
 - Oceanos
 - ◻ Ambassadors of the Pacto de Promoção da Equidade Racial
 - ▽ Bandeira Científica – Pará Expedition



Total contribution
BRL 26,577,463
through tax incentive laws applicable to Aegea Group concessionaires



Investment
BRL 35,281,116
in direct funding from Aegea Group concessionaires for community relations initiatives



**The *future*
we want
to create**

The future we want to create

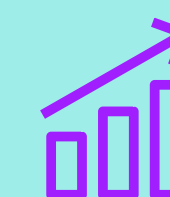
Throughout this report, we presented the evolution of the Aegea Institute, the paths taken in 2025, and the results achieved through increasingly structured operations. The period was marked by the strengthening of programs, the evolution of methodologies, and the establishment of a governance structure that enables the scaling of initiatives developed in the regions where Aegea operates.

These advances do not represent a final destination, but rather a new phase of the journey.

Strengthening destinations



Consolidating our thematic pillars so they guide decision-making, ensuring greater focus, coherence, and integration across programs, projects, and partnerships.



Evolving monitoring and evaluation mechanisms through increased use of data and indicators for better decision-making.



Strengthening network-based work by expanding partnerships with civil society organizations and leading public institutions, aiming to scale solutions and contribute to structural public policies.



Expanding regional impact through initiatives that are increasingly aligned with local realities and capable of generating lasting transformation.

We remain committed to acting as a driver of social impact, mixing strategic coordination with direct regional engagement.

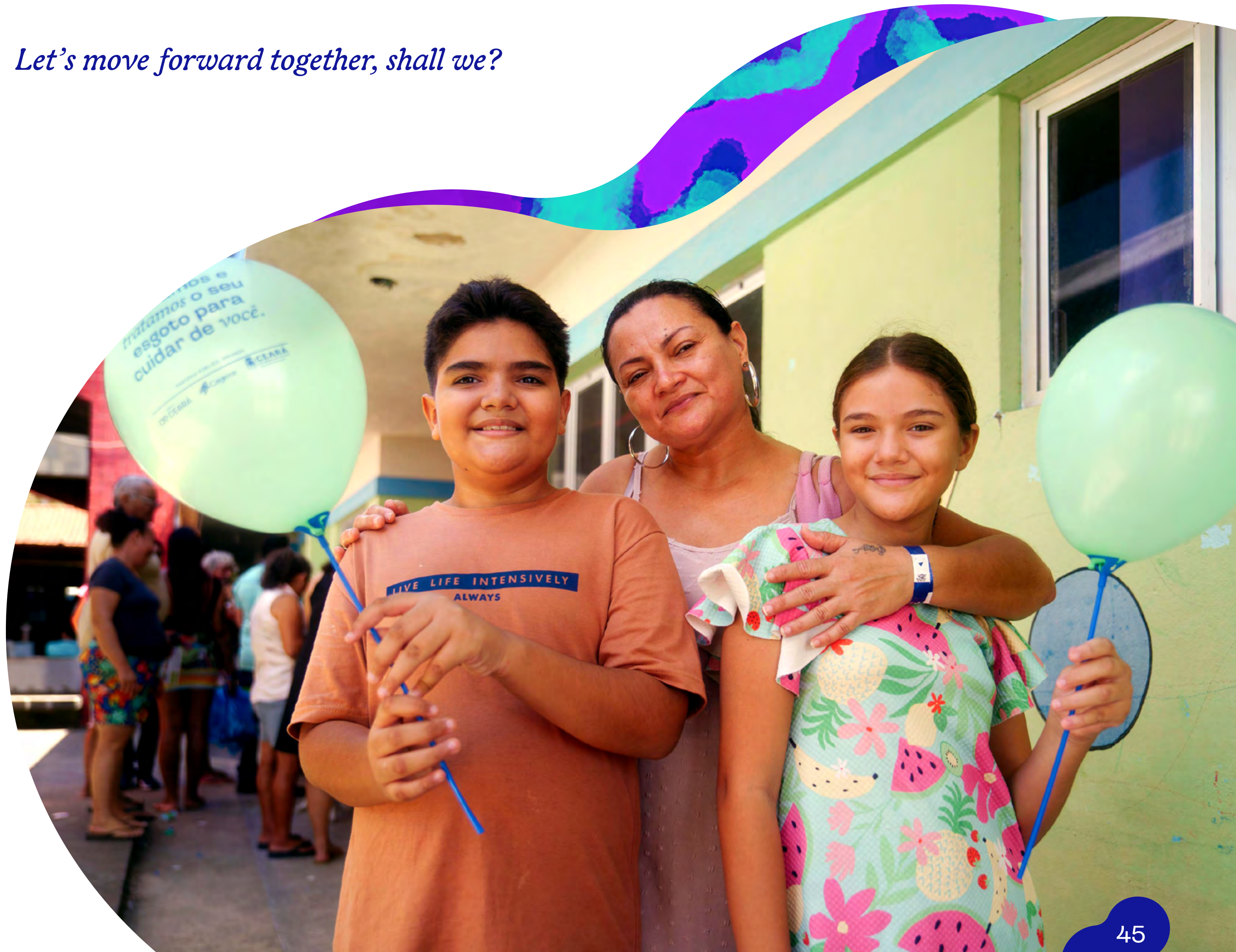
This model, which is being consolidated, encourages adaptation to local realities while gaining consistency and tracking results.

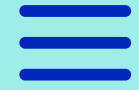
The challenge now is to expand the reach of our actions without losing our close connection to those at the core of this transformation, maintaining our focus on the most vulnerable populations and the tangible changes occurring in their daily lives – balancing Aegea’s national presence and capacity for impact with active listening and constant dialogue with communities.

The Aegea Institute will continue to **focus on human development and institutional partnerships**, aligning our initiatives with agendas that are fundamental to our country’s progress. Meanwhile, cross-cutting themes such as promoting racial and gender equality and integrating social development with environmental sustainability will be of even greater importance.

Looking towards the future, the Aegea Institute reaffirms its ambition to increasingly help transform access to sanitation into opportunities, development, and a better quality of life for millions of Brazilians. Every community we strengthen helps build the possibility of a more dignified and equitable tomorrow.

Let’s move forward together, shall we?





Appendices

Financial statements

31st December 2025 and 2024



DocuSign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35

Índice

Demonstrações financeiras

Balço patrimonial.....

Demonstraço do resultado

Demonstraço das mutaço es do patrimnio lquido

Demonstraço dos fluxos de caixa

Notas explicativas às demonstraço es financeiras

3

4

5

6

7

2

DocuSign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35

INSTITUTO aegea

INSTITUTO AEGEA

CNPJ 17.985.115.0001-85

Balço patrimonial em 31 de dezembro de 2025 e 2024

(Valores expressos em reais)

Ativo	Nota	2025	2024
Caixa e equivalentes de caixa	3	14.604.398	8.078
Bancos conta movimento		73.007	8.078
Aplicaço es financeiras		14.531.391	-
Tributos a recuperar	4	87.438	4.695
Outros crditos	5	846.823	-
Total do ativo circulante		15.538.659	12.773
Bens em comodato	14	82.382	-
Total do ativo no circulan te		82.382	-
Total do Ativo		15.621.041	12.773
Passivo		2025	2024
Fornecedores		349.551	-
Obrigaço es trabalhistas e sociais	6	349.529	-
Obrigaço es fiscais		6.823	-
Outras contas a pagar	7	3.778.562	-
Total do passivo circulante		4.484.465	-
Bens em comodato	14	82.382	-
Total do passivo no circulan te		82.382	-
Total do passivo		4.566.847	-
Patrimnio Lquido			
Patrimnio Social	8	12.773	39.846
Superavit/Dficit Acumulados		-	(27.073)
Superavit do Exercio		11.041.421	-
Total do Patrimnio Lquido		11.054.194	12.773
Total do passivo e Patrimnio Lquido		15.621.041	12.773

As notas explicativas sã o parte integrante das demonstraço es financeiras

3

Docusign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35



INSTITUTO AEGEA
CNPJ 17.985.115.0001-85

Demonstração do Resultado
Exercícios findos em 31 de dezembro de 2025 e 2024
(Valores expressos em reais)

	Nota	2025	2024
Receita de doações	9	22.383.953	-
Receita com trabalhos voluntários	10	373.080	-
Superavit bruto		22.757.033	-
Despesas com trabalhos voluntários	10	(373.080)	
Despesas gerais e administrativas	11	(4.887.749)	(26.377)
Despesas com doações para projetos	12	(6.840.068)	-
Resultado antes do resultado financeiro e tributos		10.656.136	(26.377)
Receitas financeiras	13	401.369	-
Despesas financeiras	13	(16.084)	(696)
Resultado financeiro		385.285	(696)
Superavit (Déficit) do exercício		11.041.421	(27.073)

As notas explicativas são parte integrante das demonstrações financeiras

Docusign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35



INSTITUTO AEGEA
CNPJ 17.985.115.0001-85

Demonstração das Mutações do Patrimônio Líquido
Exercícios findos em 31 de dezembro de 2025 e 2024
(Valores expressos em reais)

	Patrimônio Social	Superávit/Déficit Acumulados	Total do Patrimônio líquido
Saldo em 1 de janeiro de 2024	39.846	-	39.846
Déficit do exercício	-	(27.073)	(27.073)
Saldo em 31 de dezembro de 2024	39.846	(27.073)	12.773
Transferência do Déficit de 2024	(27.073)	27.073	-
Superávit do exercício	-	11.041.421	11.041.421
Saldo em 31 de dezembro de 2025	12.773	11.041.421	11.054.194

As notas explicativas são parte integrante das demonstrações financeiras

Docusign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35



INSTITUTO AEGEA
CNPJ 17.985.115.0001-85

Demonstração dos Fluxos de Caixa – Método Indireto
Exercícios findos em 31 de dezembro de 2025 e 2024
(Valores expressos em reais)

	2025	2024
Fluxos de caixa das atividades operacionais		
(Déficit) Superavit	11.041.421	(27.073)
Variações nos ativos e passivos		
(Aumento) Diminuição dos ativos		
Tributos a recuperar	(82.743)	-
Outros créditos	(846.823)	-
Aumento (Diminuição) dos passivos		
Fornecedores	349.551	-
Obrigações trabalhistas e sociais	349.529	-
Obrigações fiscais	6.823	-
Outras contas a pagar	3.778.562	-
Fluxo de caixa líquido proveniente das (usado nas) atividades operacionais	14.596.320	(27.073)
Aumento (Redução) líquida em caixa e equivalentes de caixa	14.596.320	(27.073)
Caixa e equivalentes de caixa em 1º de janeiro	8.078	35.151
Caixa e equivalentes de caixa em 31 de dezembro	14.604.398	8.078
Aumento (Redução) líquida em caixa e equivalentes de caixa	14.596.320	(27.073)

Docusign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35



Instituto Aegea
Notas explicativas às Demonstrações Financeiras
31 de dezembro de 2025 e 2024
(Valores expressos em reais)

1. Contexto operacional

O Instituto Aegea (“Instituto”) é uma associação civil de direito privado, sem fins lucrativos ou econômicos, regida pelos seus Estatutos Sociais e pelas disposições do Código Civil Brasileiro, foi fundado em 2013 sob o nome Instituto Equipav, com o propósito de fomentar iniciativas sociais, culturais, educacionais e ambientais nos territórios atendidos pelo Grupo Aegea. Em janeiro de 2018, a instituição foi reformulada e passou a adotar a denominação Instituto Aegea, refletindo sua integração estratégica com a Aegea Saneamento. A partir de 2022, o Instituto foi novamente reestruturado, ampliando sua atuação e seu modelo de governança para capitanear parcerias, projetos e ações alinhadas às melhores práticas socioambientais, fortalecendo a agenda ESG do Grupo Aegea.

O Instituto é responsável por coordenar e destinar os investimentos sociais da Aegea, priorizando municípios onde o grupo atua e concentrando esforços em territórios vulneráveis, com foco na melhoria da saúde, educação, geração de renda e equidade social. Sua atuação se organiza em dois eixos estratégicos, inclusão social e proteção ambiental, por meio de programas voltados ao desenvolvimento humano, ao fortalecimento comunitário e à promoção de oportunidades, alinhados à Política de Investimento Social do Instituto.

A Instituição declara que atende aos requisitos de admissibilidade previstos no Art. 14 do Código Tributário Nacional (CTN), especialmente quanto à não distribuição de qualquer parcela de seu patrimônio ou de suas rendas e à aplicação integral de seus recursos no país para a manutenção de seus objetivos institucionais.

2. Base de preparação

a) Declaração de conformidade

As demonstrações financeiras do Instituto Aegea para os exercícios findos em 31 de dezembro de 2025 e 2024 foram preparadas de acordo com as práticas contábeis adotadas no Brasil, que compreendem os pronunciamentos, interpretações e orientações emitidas pelo Comitê de Pronunciamentos Contábeis (CPC) e orientações aplicáveis a pequenas e médias empresas (NBC TG 1000), bem como a interpretação técnica ITG 2002 (R1) – Entidade sem Finalidade de Lucros, aprovadas pelo Conselho Federal de Contabilidade (CFC), por meio da Resolução nº 1.409/12.

A emissão das demonstrações financeiras do Instituto foi autorizada pela Diretoria em 29 de junho de 2026.

7

Docusign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35



Instituto Aegea
Notas explicativas às Demonstrações Financeiras
31 de dezembro de 2025 e 2024
(Valores expressos em reais)

Todas as informações relevantes próprias das demonstrações financeiras, e somente elas, estão sendo evidenciadas, e correspondem àquelas utilizadas pelo Instituto na sua gestão.

b) Moeda funcional e moeda de apresentação

Estas demonstrações financeiras estão apresentadas em Reais, que é a moeda funcional do Instituto.

c) Uso de estimativas e julgamentos

Na preparação destas demonstrações financeiras, a Administração utilizou julgamentos, estimativas e premissas que afetam a aplicação das políticas contábeis do Instituto e os valores reportados dos ativos, passivos, receitas e despesas. Os resultados reais podem divergir dessas estimativas.

As estimativas e premissas são revisadas de forma contínua e são reconhecidas prospectivamente, quando aplicável.

Em 31 de dezembro de 2025 não há informações sobre julgamentos, estimativas e premissas realizados na aplicação das políticas contábeis que têm efeitos significativos sobre os valores reconhecidos nas demonstrações financeiras.

3. Caixa e equivalentes de caixa

Compreendem os saldos em depósitos bancários à vista, disponíveis para uso imediato. As contas bancárias estão reconhecidas pelo custo amortizado e as aplicações financeiras, acrescidas dos rendimentos, estão mensuradas a valor justo.

	2025	2024
Bancos conta movimento	73.007	8.078
Aplicações financeiras	14.531.391	-
Total	14.604.398	8.078

8

Docusign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35



Instituto Aegea
Notas explicativas às Demonstrações Financeiras
31 de dezembro de 2025 e 2024
(Valores expressos em reais)

4. Tributos a recuperar

	2025	2024
IRRF sobre aplicações financeiras	87.438	-
Saldo negativo IRPJ	-	4.695
Total	87.438	4.695

5. Outros créditos

	2025	2024
Adiantamento a fornecedores	1.900	-
Adiantamento de férias	17.409	-
Outros créditos a receber Aegea Saneamento (i)	827.514	-
Total	846.823	-

(i) Refere-se a pagamentos realizados pelo Instituto relacionados a despesas incorridas pela Aegea Saneamento, principalmente com serviços de terceiros, bem como gastos com viagens e estadias.

6. Obrigações trabalhistas e sociais

	2025	2024
Obrigações com Convenção Coletiva de Trabalho – Participação	86.736	-
Encargos e benefícios	121.682	-
Férias	139.752	-
Empréstimos consignados	1.359	-
Total	349.529	-

7. Outras contas a pagar

Os saldos de outras contas a pagar referem-se a valores pagos pela Aegea Saneamento relativos a despesas do Instituto, sendo compostos principalmente por gastos com serviços de terceiros, além de despesas com viagens e estadias e publicidade. Adicionalmente, incluem valores relacionados a despesas de pessoal, tais como salários, encargos sociais e provisões trabalhistas.

	2025
Outras contas a pagar partes relacionadas (Aegea Saneamento)	3.778.562
Total	3.778.562

9

Docusign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35



Instituto Aegea

Notas explicativas às Demonstrações Financeiras

31 de dezembro de 2025 e 2024

(Valores expressos em reais)

8. Patrimônio social

O Patrimônio Social é composto pela dotação inicial e pelos superávits ou déficits apurados nos exercícios. Conforme determinação estatutária e legal, eventuais resultados positivos são integralmente reinvestidos na manutenção e desenvolvimento dos objetivos sociais do Instituto, sendo vedada a remuneração de seus dirigentes estatutários ou a distribuição de lucros, bonificações ou parcelas do patrimônio sob qualquer forma ou pretexto.

Conforme determina a ITG 2002 (R1) item 15, o resultado do exercício será transferido ao Patrimônio Social.

9. Receitas de doações

São registradas mediante documentação hábil, pelo regime de competência, e desde que não haja a incerteza significativa na sua realização. As receitas do Instituto são compostas por doações de concessionárias do Grupo Aegea, conforme seu resultado, pela Lei de OSCIP (Lei nº 9.790/1999).

As doações são feitas trimestralmente, considerando o resultado das concessionárias e orçamento aprovado para as operações do Instituto Aegea.

	2025
Águas de Guariroba S.A.	13.912.840
Prolagos S.A	6.623.954
Águas do Mirante S.A.	701.119
Ambiental Metrosul Concessionária de Saneamento SPE S.A.	1.146.040
Total receita de doações	22.383.953

10. Receitas e despesas com trabalhos voluntários

Conforme determina a ITG 2002 (R1) itens 19 e 24, as receitas decorrentes de serviços recebidos gratuitamente, quando aplicável, são mensuradas pelo valor justo, considerando os valores que o Instituto incorreria caso contratasse tais serviços em condições de mercado similares. Essas receitas são reconhecidas na demonstração do resultado na rubrica “receitas com trabalhos voluntários”, tendo como contrapartida o reconhecimento, em igual montante, na rubrica “despesas com trabalhos voluntários”.

10

Docusign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35



Instituto Aegea

Notas explicativas às Demonstrações Financeiras

31 de dezembro de 2025 e 2024

(Valores expressos em reais)

11. Despesas gerais e administrativas

	2025	2024
Pessoal (i)	(2.465.958)	-
Serviços de terceiros	(1.216.113)	-
Materiais, equipamentos e veículos	(22.627)	-
Publicidade e Propaganda	(1.888)	-
Viagens e estadias	(687.401)	-
Outros	(493.762)	(26.377)
Total	(4.887.749)	(26.377)

(i) Abaixo a classificação das despesas com pessoal por tema:

	%	2025
Projetos de impacto socioambiental	75%	(1.849.469)
Relacionamento institucional	15%	(369.894)
Atividades de operações e governança	10%	(246.596)
Total	100%	(2.465.958)

12. Despesas com doações para projetos

Projetos	Parceiro	Nota	2025
Água Limpa para Todos	WWF	(a)	3.216.306
Programa de Água, Saneamento e Higiene (WASH)	UNICEF	(b)	1.800.000
Projetos de Portifólio	Execução própria	(c)	900.632
Todos Pela Educação	Todos Pela Educação	(d)	500.000
Empreender 360	Aliança Empreendedora	(e)	217.391
Oceanos	Instituto Costa Brasilis – Cátedra UNESCO	(f)	90.000
Programa Embaixadores	Associação Pacto de Promoção da Equidade Racial	(g)	75.000
Bandeira Científica – Expedição Pará	Fundação Faculdade de Medicina	(h)	40.739
			6.840.068

11

Docusign Envelope ID: D0980F81-0F67-83D7-8273-AF263F0A8E35



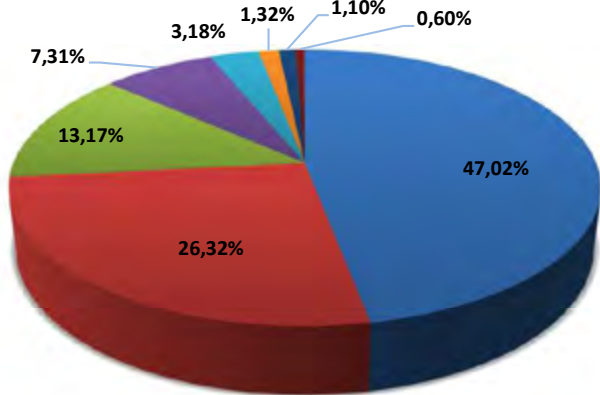
Instituto Aegea

Notas explicativas às Demonstrações Financeiras

31 de dezembro de 2025 e 2024

(Valores expressos em reais)

Despesas com doações para projetos



Água Limpa para Todos	47,02%
Projetos de Portifólio	13,17%
Empreender 360	7,31%
Todos Pela Educação	3,18%
Oceanos	1,32%
Programa Embaixadores	1,10%
Bandeira Científica - Expedição Pará	0,60%
Programa de Água, Saneamento e Higiene (WASH)	26,32%

Segue o sumário dos projetos realizados durante o exercício de 2025:

(a) Água Limpa para Todos

- uma parceria entre WWF–Brasil e Instituto Aegea, foi dedicado à elaboração de estudos espaciais e territoriais robustos, que formam um alicerce de subsídios técnicos importantes para direcionar ações de conservação da biodiversidade e de restauração da paisagem Cabeceiras do Pantanal, que se localiza em parte dos Estados do Mato Grosso e Mato Grosso do Sul.

(b) Programa de Água, Saneamento e Higiene (WASH)

- desenvolvimento de ações e estratégias para a melhoria dos serviços de WASH nas escolas e as capacidades e o engajamento de profissionais e usuários de serviços nos municípios, com especial atenção para as necessidades das mulheres e meninas e das pessoas em situação de vulnerabilidade.

12



Instituto Aegea

Notas explicativas às Demonstrações Financeiras
31 de dezembro de 2025 e 2024
(Valores expressos em reais)

- (c) **Projetos do portfólio** – projetos e metodologias próprias do Instituto Aegea, que promovem impacto positivo nos temas de educação, saúde, geração de renda e voluntariado, apoiando às Unidades de Negócio do Grupo Aegea em seu relacionamento com a comunidade. O orçamento dedicado a esses projetos no Instituto Aegea complementa o valor investido pelas Unidades de Negócio para a execução das atividades.
- (d) **Todos pela Educação** – manutenção institucional do Todos Pela Educação, organização independente que faz advocacy pela Educação Básica no Brasil, com a missão de promover Escola pública de qualidade para toda criança e jovem no Brasil.
- (e) **Empreender 360** – visa impulsionar o ecossistema empreendedor, por meio de ações de advocacy e influência em política pública em prol dos microempreendedores da base da pirâmide.
- (f) **Oceanos** – produção e distribuição de uma edição especial da revista em quadrinhos da Turma da Mônica sobre os oceanos. Em parceria com a Cátedra UNESCO para a Sustentabilidade do Oceano e o Instituto Costa Brasilis, o Instituto Aegea realizou a tiragem de 300 mil exemplares para apoiar as unidades na promoção de iniciativas de educação ambiental, sensibilizando crianças, jovens e adultos sobre a importância da preservação dos oceanos e dos recursos hídricos.
- (g) **Programa Embaixadores do Pacto de Promoção da Equidade Racial** – engaja empresas, instituições e filantropos em uma ação efetiva pela promoção da equidade racial no Brasil.
- (h) **Bandeira Científica – Expedição Pará** – projeto de extensão universitária que estimula alunos e professores da Medicina, Engenharia da Poli e outras disciplinas, a fazerem incursões pelo território brasileiro levando conhecimento, serviços e tentando encontrar soluções para os graves problemas nacionais, sobretudo na saúde pública.

13. Resultado financeiro

	2025	2024
Receitas		
Rendimentos de aplicações financeiras	397.649	-
Descontos obtidos	3.720	-
Receitas financeiras	401.369	-
Despesas		
Despesas e comissões bancárias	(179)	(696)
Impostos s/ Receita Financeira	(15.905)	-
Despesas financeiras	(16.084)	(696)
Resultado financeiro	385.285	(696)



Instituto Aegea

Notas explicativas às Demonstrações Financeiras
31 de dezembro de 2025 e 2024
(Valores expressos em reais)

14. Bens em comodato

Em 31 de dezembro de 2025, o Instituto possuía bens recebidos em comodato no montante de R\$ 82.382, compostos substancialmente por equipamentos de informática.

Esses bens foram cedidos pela Aegea Saneamento e Participações S.A., sendo utilizados nas atividades operacionais do Instituto, especialmente no suporte às atividades administrativas e execução de seus projetos, permanecendo sob responsabilidade do comodatário quanto à sua guarda e conservação.

	2025
Computadores	59.600
Aparelhos celulares	11.100
Monitores	11.682
Total	82.382

15. Imunidade e isenção de tributos

O Instituto Aegea, por cumprir os requisitos previstos na legislação vigente para entidades sem fins lucrativos, usufrui das seguintes prerrogativas:

- a) O ITCMD está sendo recolhido conforme legislação tributária, os demais na linha da imunidade, (Patrimônio e Renda): Fundamentada no Art. 150, inciso VI, alínea "c" da Constituição Federal.
- b) Isenção de Contribuições Sociais: O Instituto pleiteia o reconhecimento de sua natureza isenta para fins de contribuições para a seguridade social (Cota Patronal, PIS sobre folha e COFINS), conforme faculta o Art. 195, § 7º da Constituição Federal, observando as normas de escrituração contábil segregada.
- c) ISS: Isenção/Não incidência sobre as atividades próprias vinculadas às suas finalidades essenciais, conforme legislação municipal.



Instituto Aegea

Notas explicativas às Demonstrações Financeiras
31 de dezembro de 2025 e 2024
(Valores expressos em reais)

Composição da Diretoria

Edison Carlos

Édison Carlos
Diretor Presidente
CPF 030.296.738-98



Rogério de Paula Tavares
Diretor Vice-presidente
CPF 331.852.987-72

Marcelo Boga:

Marcelo Bogas
Contador
CRC SP 253488/O-2



PRESIDENT

Édison Carlos

PROJECT MANAGEMENT

Instituto Aegea

Millene de Souza Rosa da Silva

Marina de Castro Rodrigues

PARTICIPATING DEPARTMENT

Corporate Relations Department

Marina de Castro Rodrigues

COLLABORATION

Social Responsibility Department

Lisandre de Assis Dauber

Special Projects Department

Maira Cidade Caiuby Sugawara

IMAGES

Acervo Instituto Aegea

REPORT'S TECHNICAL DEVELOPMENT

Lamparina Comunicação e Sustentabilidade

Project Manager

Isabela Esteves

Indicators, copy, and editing management

Maria Eugênia Colombo

Design management

Júlia Parente

Layout

Júlia Parente

Laura Medeiros

Dávila Pontes

Translation

Juliana Alvim



INSTITUTO
ægea

Our nature
drives *society*.