

HYPERA S.A.

A Publicly-Held Corporation

CNPJ/ME No. 02.932.074/0001-91

NIRE 35.300.353.251

CVM Code No. 21431

**MANAGEMENT’S PROPOSAL FOR THE
SHAREHOLDERS’ ORDINARY AND EXTRAORDINARY MEETING OF HYPERA S.A.
TO BE HELD ON APRIL 26, 2021**

Dear Sirs,

We present below the Management’s proposal for the matters comprised in the agenda of the Shareholders’ Ordinary and Extraordinary Meeting, as per the Call Notice disclosed on the date hereof, to be held on April 26, 2021, at 10:00 a.m. (“Shareholders’ Meeting”), at the administrative office of Hypera S.A. (“Company” or “Hypera Pharma”), located at Avenida Magalhães de Castro, 4800, 24th floor, suite 241, Edifício Continental Tower, Cidade Jardim, in the City of São Paulo, State of São Paulo, Zip Code 05676-120, as follows (“Proposal”).

The purpose of this Proposal is to clarify the recommendation of the Company’s Management in respect of each item on the agenda to be voted.

Sincerely,

ALVARO STAINFELD LINK

Chairman of the Board of Directors

BRENO TOLEDO PIRES DE OLIVEIRA

Chief Executive Officer (CEO)

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1. IN THE SHAREHOLDERS' ORDINARY MEETING

1.1. The management's accounts, the managerial report and the financial statements of the Company, together with the report of the independent auditors, relating to the fiscal year ended on December 31, 2020

This item refers to the approval of the Company's financial statements and annual managerial report related to the fiscal year ended on December 31, 2020 prepared by the Company's Board of Officers, audited by the independent auditors PricewaterhouseCoopers Auditores Independentes ("PwC"), and approved without qualification by the Company's Board of Directors at the meeting held on February 26, 2021. Such documents were published in the Official Gazette of the State of São Paulo, in March 2, 2021 edition on pages 21 to 34, and in the "Valor Econômico" newspaper, São Paulo and Rio de Janeiro editions, on March 2nd, 2021, on pages E9 to E15 and E3 to E9, respectively.

The Company's Fiscal Council and Statutory Audit Committee have issued favorable opinions on the submission of these documents to the Shareholders' Meeting for approval, pursuant to their opinion and report dated as of February 26, 2021 and February 24, 2021, respectively (Exhibits A and B, respectively).

PwC, in its capacity as the Company's independent auditor, in compliance with the provisions of Article 177, paragraph 3, of the Brazilian Corporations Law, and after examining the Company's books, issued an unqualified opinion approving the Company's Financial Statements published on the websites of the Company and of the Brazilian Securities Commission ("CVM") on February 26, 2021.

Additionally, Exhibit C to this Proposal contains the management's comments on the Company's financial condition.

Accordingly, the Management recommends to the Shareholders' Meeting the approval in full of the management's accounts, the annual managerial report and the Financial Statements of the Company, together with the report of the independent auditors, relating to the fiscal year ended on December 31, 2020.

1.2. The allocation of the Company's net profit related to the fiscal year ended on December 31, 2020

The Company's Management submits for your consideration its proposal for the allocation of income, considering that, in the fiscal year ended December 31, 2020, the Company verified a net profit in the amount of one billion, two hundred and ninety-five million, one hundred and fifteen thousand, seven hundred and fifty reais and eighty-four

cents (R\$ 1,295,115,750.84).

As of December 31, 2020, the sum of the balance of the Company's Legal Reserve and Capital Reserves exceeds 30% of the Company's capital stock, as shown in the following table:

Legal reserve	180,591,834.44
Capital reserve	1,266,380,854.93
Sum of Legal Reserve and Capital Reserve (A)	1,446,972,689.37
Balance of capital stock (B)	4,478,126,287.55
Reserves as a percentage of capital (A) : (B)	32.3%

Therefore, pursuant to Article 193, paragraph 1, of Law No. 6.404/76, as amended and in force (the "Brazilian Corporations Law"), the Company may, during the present fiscal year, not allocate part of the net profit to the Legal Reserve. The Management proposes that the Company do not allocate any amount to the Legal Reserve, leaving the existing balance unchanged.

The Company is also entitled to apply part of net profit to offset in future fiscal years any future losses deemed likely to reduce its profit, as provided for in Article 195 of the Brazilian Corporations Law. After analyzing the Company's prospects and investment possibilities, the Management proposes not to retain part of net profit to set up a Reserve for Contingencies.

On the other hand, the Management proposes to allocate the sum of five hundred and eighty-seven million, six hundred and nineteen thousand, twenty-nine reais and eleven cents (R\$ 587,619,029.11) to set up the Tax Incentives Reserve, pursuant to Article 195-A of the Brazilian Corporations Law.

Notwithstanding the above, the proposal for the allocation of the Company's net income for the year of 2020 contained in the Financial Statements, in order to meet its investment plan for 2021, provides that, after the legal adjustments established in the Brazilian Corporations Law, the amount of thirty-four million, four hundred and eighty-eight thousand, ninety-eight reais and ninety-five cents (R\$ 34,488,098.95) of the Reserve for Capital Budget shall be reverted, in such manner that the balance of such reserve shall be of two hundred and twenty-six million, three hundred and forty-six thousand, ninety-eight reais and sixty-eight cents (R\$ 226,346,098.68).

Accordingly, the adjusted net profit, pursuant to Article 202 of the Brazilian Corporations

Law, amounts to seven hundred and forty-one million, nine hundred and eighty-four thousand, eight hundred and twenty reais and sixty-eight cents (R\$ 741.984.820,68) as shown in the following table:

Net profit	1,295,115,750.84
Legal reserve (Article 193)	0.00
Reserve for Contingencies (Article 195)	0.00
Reversal of the Reserve for Contingencies from previous years (Article 195)	0,00
Reserve for Tax Incentives (Article 195-A)	(587,619,029.11)
Reversion of the Reserve for Capital Budget	34,488,098.95
Adjusted net profit (Article 202)	741,984,820.68

According to Article 36 of the Bylaws, the Company must distribute to its shareholders mandatory dividends amounting to twenty-five percent (25%) of the adjusted net profit. In relation to the net profit regarding the fiscal year ended on December 31, 2020, the amount of mandatory dividend is of (one hundred and eighty-five million, four hundred and ninety-six thousand, two hundred and five reais and seventeen cents (R\$ 185,496,205.17), corresponding to, approximately, R\$ 0,293 per share, being the treasury shares disregarded.

However, during the fiscal year ended on December 31, 2020, the Company paid to its shareholders interest on equity, credited to the mandatory dividend, in a gross amount of seven hundred and forty-one million, nine hundred and eighty-four thousand eight hundred and twenty reais and sixty-eight cents (R\$ 741,984,820.68), as resolved by the Board of Directors at meetings held on March 24, June 23, September 30 and December 18, 2020.

The gross amount of interest on equity declared was subject to withholding income tax at a rate of fifteen percent (15%), pursuant to the applicable law, except for shareholders proven to be exempt or immune, for whom no retention is required, and shareholders domiciled in countries or jurisdictions for which the law provides a different rate. Thus, the Company paid interest on equity to its shareholders in a net total amount of six hundred and forty-eight million, eight hundred and sixty-nine thousand, fifty reais and forty-nine cents (R\$ 648,869,050.49).

Since the net amount of interest on equity paid exceeds the sum payable in mandatory dividends, the Company has met its obligation to distribute a minimum amount of earnings to its shareholders.

In view of the above, the Management proposes to allocate the net profit relating to the fiscal year ended on December 31, 2020, as follows:

- (i) not to allocate to the Company's legal reserve the amount corresponding to five percent (5%) of the net profit, pursuant to Article 193, paragraph 1, of the Brazilian Corporations Law, since the sum of the balances of the Legal Reserve and of the Capital Reserve exceeds thirty percent (30%) of the Company's capital stock;
- (ii) to allocate the amount of five hundred and eighty-seven million, six hundred and nineteen thousand, twenty-nine reais and eleven cents (R\$ 587,619,029.11), corresponding to forty-five point thirty-seven percent (45.37%) of the net profit, to the Reserve for Tax Incentives, pursuant to Article 195-A of the Brazilian Corporations Law; and
- (iii) not to distribute additional profit, given that interest on equity, credited to the minimum mandatory dividend for the fiscal year of 2020 has already been paid, in the sum of seven hundred and forty-one million, nine hundred and eighty-four thousand, eight hundred and twenty reais and sixty-eight cents (R\$ 741,984,820.68), which equals to the amount net of taxes of six hundred and forty-eight million, eight hundred and sixty-nine thousand, fifty reais and forty-nine cents (R\$ 648,869,050.49), as declared to shareholders at the Meetings of the Company's Board of Directors held on March 24, 2020 , 23 June 2020, 30 September 2020 and 18 December 2020 and paid on 7 January 2021.

For a better comprehension of the Management's proposal for the allocation of the Company's net profit relating to the fiscal year ended on December 31, 2020, Exhibit D contains more detailed information, pursuant to CVM Rule No. 481, dated as of December 17, 2009 ("ICVM 481/09") and Exhibit 9-1-II to ICVM 481/09.

The Management of the Company recommends the approval of the matters mentioned in this item.

1.3. The definition of the number of members in the Company's Board of Directors

Article 19 of the Company's Bylaws provides that the Board of Directors shall be composed by at least nine (9) and at most eleven (11) members, who are elected and can be dismissed by the Shareholders' Meeting, for a joint term of office of two (2) years.

Accordingly, the management proposes that nine (9) members be elected to the Board of Directors for a term of office terminating on the Shareholders' date of the Ordinary Meeting which resolves on the financial statements of the Company relating to the fiscal year to be ended on December 31, 2022.

1.4. The election of the members of the Board of Directors

In accordance with the Company's Management recommendation of election of nine (9) members to the Board of Directors, we present the following slate of candidates appointed by the Company's Management:

Member	Position
Álvaro Stainfeld Link	Chairman of the Board of Directors
Bernardo Malpica Hernández	Member of the Board of Directors
Breno Toledo Pires de Oliveira	Member of the Board of Directors
David Coury Neto	Independent Member of the Board of Directors
Esteban Malpica Fomperosa	Member of the Board of Directors
Flair José Carrilho	Independent Member of the Board of Directors
Hugo Barreto Sodré Leal	Member of the Board of Directors
Luciana Cavalheiro Fleischner Alves de Queiroz	Member of the Board of Directors
Maria Carolina Ferreira Lacerda	Independent Member of the Board of Directors

For the purposes of being characterized as Independent Directors, the independent members of the board mentioned above have declared that they meet the criteria for independence contained in the *Regulamento do Novo Mercado* of B3 S.A. – Brasil, Bolsa, Balcão, of which the members of the Board of Directors have raised no objection, being observed that the Shareholders' Meeting will decide on the characterization of these candidates as Independent Directors.

Notwithstanding the proposal of the Company's Management for the definition of nine (9) members to the Company's Board of Directors, pursuant to the Bylaws at least eight (8) members shall be elected by majority or multiple vote (if requested) and one (1) additional member of the Board of Directors may be elected if holders of voting shares exercise their right to a separate vote as provided for in Article 141, paragraph 4, of the Brazilian Corporations Law.

If there is a request for multiple vote, to each share shall be assigned the same number of votes as there are members of the Board of Directors to be elected, and shareholders shall be permitted to allocate all their votes to one candidate or to distribute them among several, as provided for in Article 141 of the Brazilian Corporate Law.

In the event that multiple vote is adopted, the votes casted by shareholders that via remote voting ballot have chosen to "ABSTAIN" on the item of previous allocation of votes to the candidates mentioned in the remote voting ballot, will be deemed as an abstention at the Shareholders' Meeting, so that the votes of such shareholders will not be considered

for the resolution quorum and, therefore, such shareholders will not participate in the election of the members of the board of directors.

It should be noted that five percent (5%) is the minimum percentage interest in the voting capital necessary to request the adoption of multiple vote, as provided for in Article 141 of the Brazilian Corporations Law and CVM Instruction No. 165/91, amended by CVM Instruction No. 282/98, and ICVM 481/09, being observed the term of until forty-eight (48) hours before the Shareholders' Ordinary Meeting being held for such requisition.

Exhibit E contains full details of the candidates that compose the slate recommended by the Company's Management, pursuant to Article 10 of ICVM 481/09. The Management recommends approval of all the proposals mentioned in this item 1.4.

1.5. The annual global remuneration of the Company's management for the fiscal year to be ended on December 31, 2021 and of the members of the fiscal council, if established

The Management proposes the approval of global annual remuneration for the members of the Company's Board of Officers and Board of Directors for the 2021 fiscal year in up to thirty-seven million Reais (R\$ 37,000,000.00).

This amount includes the salary/fee, benefits and variable compensation (including the share-based portion), and the Board of Directors shall be responsible for allocating such amount among the Company's Directors and Officers, at a meeting of the Board of Directors to be timely convened for this purpose.

If the shareholders resolve to install the Fiscal Council for the 2021 fiscal year, the remuneration of each of its members shall not be less than ten percent (10%) of the average remuneration paid to each statutory officer of the Company, excluding benefits, representation expenses and profit sharing. Accordingly, the Company's Management proposes a total amount of up to three hundred and fifty-one thousand, seven hundred and ninety-two Reais (R\$ 351,792.00) for the global annual remuneration of the members of the Fiscal Council, if installed, to be approved at the Shareholders' Meeting in which they are elected, pursuant to Article 162, paragraph 3, of the Brazilian Corporations Law.

As required by Article 12 of ICVM 481/09, details of the Management's remuneration are contained in Exhibit F.

The Company's Management recommends the approval of all the matters contained in this item 1.5, since they are in line with the Company's strategy and with the interests of the Company and its Shareholders.

2. IN THE EXTRAORDINARY SHAREHOLDERS' MEETING

2.1. The amendment to Article 5 of the Company's Bylaws to update the Company's fully subscribed and paid-in capital stock, due to the capital increases approved by the Company's Board of Directors, within the limit of the authorized capital.

The Management proposes to amend the main section (*caput*) of Article 5 of the Company's Bylaws in order to update the Company's fully subscribed and paid-in capital stock, due to the capital increases approved by the Company's Board of Directors, within the limit of the authorized capital, at meetings held on September 23, 2020, November 13, 2020 and November 24, 2020. Thus, Article 5 of the Company's Bylaws shall be amended in order to state that the Company's capital stock is of four billion, four hundred and seventy-eight million, one hundred and twenty-six thousand, two hundred and eighty-seven Reais and fifty-five cents (R\$ 4,478,126,287.55), divided into six hundred and thirty-three million, four hundred and twenty thousand, eight hundred and twenty-three (633,420,823) common, registered, book-entry shares with no par value.

Exhibit G to this Proposal contains details about the origin and justification of the amendments to the Bylaws and the analysis of their legal and economic effects, when applicable, pursuant to Article 11 of ICVM 481/09.

The Company's Management recommends the approval of the matters contained in this item 2.1 so that the Bylaws shall enter in force with the new wording provided in Exhibit H to this Proposal.

2.2. The amendment to Article 23 of the Company's Bylaws to include the possibility of issuance of Promissory Notes by the Company in the list of authorities of the Board of Directors

The Management proposes to amend Article 23 of the Company's Bylaws in order to include the possibility of issuance of Promissory Notes by the Company in the list of authorities of the Board of Directors.

Exhibit G to this Proposal contains information on the origin and justification of the changes in the Bylaws and the analysis of their legal and economic effects, when applicable, pursuant to Article 11 of ICVM 481/09.

The Company's Management recommends the approval of the matters contained in this item 2.2 to improve the Company's corporate governance and for the Bylaws to enter in force with the new wording provided in Exhibit H to this Proposal.

2.3. The restatement of the Company's Bylaws, in case the proposals for amendments to Article 5 and Article 23 of the Company's Bylaws, as described in items 2,1 and 2.2 above of the Shareholders' Extraordinary Meeting are approved

This is a proposal of the Administration in order to, in the event that the proposals for amendment to the Bylaws indicated in items 2.1, and 2.2 above are approved, the Company's Bylaws be restated, in the form set out in Exhibit H to this Proposal, according to the information on the origin and justification of the changes in the Bylaws and analysis of its legal and economic effects, when relevant, listed in Exhibit G to this Proposal, pursuant to Article 11 of the ICVM 481/09.

The Company's Management recommends the approval of the proposal contained in this item 2.3 as a measure of good governance.

We remain available for any clarifications which may be required.

Sincerely,

ALVARO STAINFELD LINK
Chairman of the Board of Directors

BRENO TOLEDO PIRES DE OLIVEIRA
Chief Executive Officer (CEO)

EXHIBIT A
TO THE MANAGEMENT'S PROPOSAL

OPINION OF THE FISCAL COUNCIL

The Fiscal Council of Hypera S.A. (“Hypera Pharma” or “Company”), in the use of the attributions conferred to it under Article 163 of Law No. 6,404/76, examined, in meeting held on February 23, 2021 the Financial Statements: Individual (controlling company) and Consolidated (Hypera Pharma and its controlled entities) and their respective explanatory notes, the Management Annual Report and other financial statements prepared by the Company for the fiscal year ended December 31, 2020. Based on the analysis carried out and also considering the opinion of the independent auditors PricewaterhouseCoopers Auditores Independentes (“PwC”) on this date, presented without qualifications, as well as the information and clarifications provided by representatives of the Company during the fiscal year, the undersigned members of the Fiscal Council unanimously concluded, in accordance with the provisions of Article 163 of Law No. 6,404/76, to issue a favorable opinion on the submission of such documents and proposals for approval of the Ordinary Shareholders’ Meeting of the Company to be held on April 26th, 2021.

São Paulo, February 26, 2021

Marcelo Curti

Mauro Stacchini Junior

Roberto Daniel Flesch

EXHIBIT B TO THE MANAGEMENT'S PROPOSAL

SUMMARY ANNUAL REPORT OF THE STATUTORY AUDIT COMMITTEE

INTRODUCTION

The Statutory Audit Committee ("CAE") of Hypera S.A. ("Hypera Pharma" or "Company"), set up on July 22, 2016, has as its primary responsibilities (i) to supervise the procedures of internal controls and management of risks inherent to the Company's activities; (ii) to assess the work done by the internal and external auditors; and (iii) to evaluate the quality and integrity of the financial statements.

RESPONSIBILITIES

The Management is responsible for the accurate preparation of Hypera Pharma' financial statements, as well as for implementing and maintaining internal control and risk management systems appropriate to the size and structure of the Company. The Management is also responsible for establishing procedures that guarantee the quality of the preparation of the financial statements.

The Internal Audit department of the Company has the duty of assessing the key risks to which the Company is exposed and the controls used to mitigate them, as well as to verify the compliance with policies and procedures defined by the Management, including those relating to the preparation of the financial statements.

PricewaterhouseCoopers Auditores Independentes ("PwC") is the responsible for the external audit of the individual and consolidated financial statements and must confirm that they fairly represent, in all material aspects, the equity and financial position of Hypera Pharma as of December 31, 2020, its operating performance and its cash flows for the year then ended, in accordance with the accounting practices generally accepted in Brazil and the international financial reporting standards (IFRS) issued by the International Accounting Standards Board (IASB) and the accounting practices adopted in Brazil.

In the fulfillment of its duties, the CAE bases its analyses and assessments on information supplied by the Management, Internal Audit, the external auditors and the executives responsible for the management of risks and internal controls in the different segments of the Company, also respecting the exchange of opinions and ideas between the CAE and PwC members.

CAE'S ACTIVITIES

Throughout the year of 2020 and until this date, the CAE, together with PwC, prepared a work plan related to the Company and held 9 meetings for the following purposes:

- i. To discuss and analyze the significant accounting practices used in preparing the quarterly financial statements and the annual balance sheet;
- ii. To discuss points of attention or points of improvement included in the External Auditors' report relating to internal controls and accounting issues;
- iii. To analyze the results of the engagements of Compliance and Risk Management areas;
- iv. To analyze the results of the engagements of the Internal Audit and Internal Controls;
- v. To acknowledge the corporate governance system implemented by the Company;
- vi. To monitor the work of drafting of the quarterly information and financial statements relating to the fiscal year ended on December 31, 2020; and
- vii. To monitor the work done by the Company's Independent Committee during the year of 2020 and the implementation of their recommendations.

CONCLUSION

Based on the information received and activities carried out during the year, taking due account of its responsibilities and the limitations arising from the scope of its work, the CAE considers that the individual and consolidated accounting statements as of December 31, 2020, have been prepared in accordance with the accounting practices accepted in Brazil and the international financial reporting standards (IFRS) issued by the International Accounting Standards Board (IASB), and, therefore, recommends its approval by the Board of Directors.

São Paulo, February 24, 2021

Ademir José Scarpin

Hugo Barreto Sodré Leal
Coordinator of the CAE

Maria Carolina Ferreira Lacerda

João Martinez Fortes Junior

EXHIBIT C
TO THE MANAGEMENT'S PROPOSAL

OFFICERS' COMMENTS
(Item 10 of CVM Instruction No. 480/2009)

10.1. MANAGEMENT'S COMMENTS

a. General financial and equity conditions

The Board of Executive Officers understands that the Company has sufficient financial and property conditions to carry out its business plan, in accordance with its short, medium and long-term obligations.

At the end of the fiscal year of 2020, the Company had increased its gross debt by R\$4,126.6 million, from R\$1,410.4 million on December 31, 2019 to R\$5,537.0 million at December 31, 2020, thus corresponding to an increase of 292.6%, which was mainly the result of the issuance of debentures in the amount of R\$3.2 billion in 2020 for payment for the acquisition of the portfolio of certain products held by Takeda. In the comparison between the 2019 and 2018 fiscal years, the Company's gross debt was increased by 142.2%.

The Company ended 2020 with R\$ R\$4.743,3 million in cash and equivalents, against R\$ 2,246.4 million recorded at the end of fiscal year 2019 and R\$ 1,646.9 million reported for the end of the 2018 fiscal year. The variation in cash balance and cash equivalents from 2019 to 2020 was mainly a consequence: (i) of record operating cash generation in 2020, in the amount of R\$1,183.1 million; (ii) the issuance of debentures in the amount of R\$3.2 billion in 2020; and (iii) investments in fixed and intangible assets in the amount of R\$1,977.8 million, which includes payments for the acquisition of certain assets of the Buscopan and Buscofem family and Glenmark's dermatology portfolio in Brazil. The increase in the cash balance and cash equivalents from 2018 to 2019 was mainly a consequence of cash generation after investments in fixed and intangible assets (free cash flow) in the amount of R\$466.2 million, as well as the issuance of debentures of R\$800.0 million.

Therefore, the Company ended the year of 2020 with a net debt of R\$764.1 million, against a net cash of R\$828,5 million in 2019 and R\$1.060.1 million in 2018.

Finally, it is worth to point that in the fiscal year ended in December 31, 2020, the financial leverage index, correspondent to the ratio between net debt and the total capital (sum of the shareholders' equity with the net debt) was 7,6% against -10.5%, in 2019 and 14,7% in 2018. The performance in this indicator shows low leverage of the Company over the last three fiscal years.

In 2020, the Company's general liquidity index, corresponding to the division between the sum of current assets and long-term receivables, by the sum of current liabilities and non-current liabilities, was of 1,14, , compared to 1.76 in 2019 and 1.99 in 2018 highlighting the

Company's ability to honor its short, medium and long term commitments.

The reduction in the liquidity index in 2020 resulted mainly from the payment of R\$1.3 billion for the acquisition of certain assets of the Buscopan and Buscofem family, which contributed only 4 months to the Company's operating results in the period. Therefore, the Management believes that the Company has comfortable liquidity indices, which evidence the Company's strategy of maintaining a low-leveraged capital structure, without exposing it to significant liquidity risks.

b. Capital Structure

The Company finances its operations through its own capital and third parties' funds. The Company's capital structure for the fiscal years ended December 31, 2018, 2019 and 2020 is described in the following table:

(Thousand of R\$)	31/12/2018	AV%	31/12/2019	AV%	31/12/2020	AV%
Third Parties' Capital ⁽¹⁾	2.289.310	21,7	3.209.375	26,9	8.009.095	46,4
Own Capital ⁽²⁾	8.267.673	78,3	8.710.100	73,1	9.240.715	53,6
Total	10.556.983	100	11.919.475	100	17.249.810	100

(1) Third Parties' Capital corresponds to the sum of Current Liabilities and Non-Current Liabilities at the end of each fiscal year;

(2) Own Capital corresponds to Shareholders' Equity at the end of each fiscal year.

The growth of 150.0% of Third Party Capital in 2020, when compared to 2019, was mainly due to the increase in gross indebtedness in 2020, which was impacted by the issuance of debentures in the amount of R\$3.2 billion, which contributed to the increase in the representativeness of Third Party Capital by 19.5 percentage points in the 2020 fiscal year.

On the other hand, the growth of 40.2% of Third Party Capital in 2019, when compared to 2018, was mainly due to the increase in gross indebtedness at the end of 2019, which was impacted by the issuance of debentures in the amount of R\$800.0 million, contributing to the increase in the representativeness of Third Party Capital by 5.2 percentage points in 2019.

c. Ability of payment in respect of financial commitments as undertaken

The Management understands that the Company's largest resource needs are linked to (i) payment of the cost of sold products (ii) payment of bank loans and financings, including financial expenses related to them; and (iii) indirect taxes related to operational activities, such as ICMS, PIS/Cofins and IPI.

The Management understands that the Company's main source of resources is the cash generated through its operating activities. The Company had record cash operating generation of R\$1,183.1 million in 2020, and operating cash generation of R\$823.9 million

in 2019 and R\$1,066.5 million in 2018. Thus, the Management believes that existing cash and equivalent resources, in the amount of R\$ 4,743.3 million, combined with the expected operating cash generation for the next few periods, which will be driven by the acquisitions of the Buscopan family and Takeda's brand portfolio, will be sufficient for its liquidity needs and to honor its financial commitments in the short term.

It should be noted that if there is this need to seek sources of financing to honor new financial commitments, the Company may seek lines of loans and financing with banks or issue debt securities, as well as carry out operations in the Brazilian or foreign capital markets.

d. Sources of financing used for working capital and for investments in non-current assets

Over the last 3 fiscal years, the working capital and investments in non-current assets were financed mainly by its own capital arising from operational cash flow generation, as well as working capital lines and credit from banks and transactions in the Brazilian and foreign capital markets.

The main working capital lines and credit from banks and transactions in the Brazilian and foreign capital markets used by the Company in the last 3 fiscal years are described in item 10.1.f.

e. Sources of financing used for working capital and for investments in non-current assets intended to cover liquidity deficiencies

At the moment, the Management understands that the Company does not have liquidity deficiencies and believes that its operational cash generation and the current cash position are sufficient to comply with the obligations of working capital and current liabilities.

Nevertheless, if there is a need to seek financing sources for working capital or non-current assets, the Company may seek loans and financing from banks or issue instruments of indebtedness, as well as carry out transactions in the Brazilian and foreign capital markets.

f. Levels of indebtedness and characteristics of such debts

(i) Relevant indebtedness and financing agreements

As of December 31, 2020, the loans and financings entered into by the Company accounted to R\$5.513,049 million, of which R\$5.051,233 expire as from 2022.

The table below shows our indebtedness as of December 31, 2018, 2019 and 2020, (excluding notes payable related to the payment of acquisitions as described in item "Contractual Obligations" below): in millions of R\$.

Annual Interest Rate		Balance as of 31/12/2018 (1)	Balance as of 31/12/2019 (1)	Balance as of 31/12/2020 (1)
		(R\$ thousand)	(R\$ thousand)	(R\$ thousand)
Foreign Currency				
Loans ⁽²⁾	US\$+2,77% per year.	-	-	-
Loans ⁽²⁾	EUR + 1,61% per year	90.761	94.487	135.412
National Currency				
Loans	CDI+ 2,00% a 3,60% a.a.	-	-	916.050
FCO ⁽²⁾	Pre-fixed from 2,50% to 8,50% per year.	57.120	45.949	34.783
Financings	Pre-fixed from 2,50% to 8,70% per year.	9.780	7.389	5.095
BNDES ⁽²⁾	Pre-fixed 3,50% to 4,50% per year	2.237	-	-
Debentures ⁽²⁾	CDI + 1,25% per year	-	797.336	4.015.883
Debentures ⁽²⁾	Pre-fixed 11,30% per year.	-	-	-
Finep	TJLP - 1,00% per year	262.242	215.919	167.982
Finep	TJLP + 1,00%	-	111.013	110.665
Real Estate Financings	TR + 9,60% per year	142.170	130.512	127.179
Total		564.309	1.402.605	5.513.049
Current		106.548	108.622	461.816
Non-Current		457.761	1.293.983	5.051.233

(1) The table shows the balance, as of December 31, 2018, 2019 and 2020, of loans, financings and debentures whose maturity dates vary.

(2) Agreements with covenants regarding level of indebtedness and interest coverage in relation to certain financial information (EBITDA and net interest expenses), disposal, spin-off, consolidation, merger or any corporate restructuring, which, in case of occurrence, should be previously authorized by financial agents. In the occurrence of any of these events without the consent of the creditors, the outstanding balances will have their maturity accelerated. As of December 31, 2020, all covenants were complied with. The next measurement will be held on June 30, 2021.

The table below presents the schedule for repayment of loans and financings as of December 31, 2020 (excluding debentures and notes payable, being the latter related to the acquisitions as described in item “Contractual Obligations” herein below):

Amortization schedule in December 31 st , 2020	
(thousands of R\$)	
Current	
2021	461.816
Total current	461.816

Amortization schedule in December 31 st , 2020	
Non-current	
2022	399.759
2023	785.067
2024	1.960.287
2025	1.434.201
2026	433.307
2027	13.239
2028	13.239
2029	12.135
2030	399.759
Total Non-Current	5.051.233
Total Current and Non-Current	5.513.049

As of December 31, 2020, all loans and financings, are secured by the Company and/or its subsidiaries. These loans and financings are primarily secured by four types of collateral: (i) accounts receivable; (ii) bank surety letter; (iii) mortgage on our real estate; and (iv) pledge on our personal properties.

The main financial agreements in force as of December 31, 2020 are described below, and the Company complied and is in compliance with all restrictions existing and imposed by such contractual and financial instruments:

8th Issuance of Simple Debentures, single series

Total Amount of the Issuance: R\$800.00 million

Date of Issuance: November 28, 2019

Full Term: 6 years

Coupon: CDI+1.25% per year

Payment of Interest: semi-annual

Maturity: November 28, 2025

Debtor Balance on 12/31/20: R\$797,455 million

9th Issuance of Simple Debentures, 1st serie

Total Amount of the Issuance: R\$ 2.485,00 million

Date of Issuance: March 30, 2020

Full Term: 6 years

Coupon: CDI+1.50% per year

Payment of Interest: semi-annual

Maturity: April 06, 2026

Debtor Balance on 12/31/2020: R\$ 2.483,538 million

10th Issuance of Simple Debentures, 1st and 2nd series

Total Amount of the Issuance: R\$ 735,00 million

Date of Issuance: August 26, 2020

Full Term: 5 years

Coupon: CDI+1.75% per year

Payment of Interest: semi-annual

Maturity: September 01, 2025

Debtor Balance on 12/31/2020: R\$ 734,890 million

Banco Bradesco S.A.

On December 26, 2014, the Company issued a banking credit note in favor to Banco Bradesco S.A., in the amount of R\$53.0 million, subject to the Reference Rate (TR) published by the Central Bank of Brazil and interest at the effective rate of 9.60% per year. The payment of the principal of this note shall be made in 12 annual installments, the first being paid on January 26, 2015, and the latest being due on December 26, 2026. As of December 31, 2018, the debtor balance of this note was R\$39,6 million.

The occurrence of the following events shall cause the creditor to consider the note due in advance and immediately payable: **(a)** request by the Company and/or the guarantors of any judicial or extrajudicial recovery plan to any creditor or class of creditors, whether the court approval has been requested or obtained for such plan; or if the Company and the guarantors file for a judicial recovery request, regardless of the approval of the recovery processing or its concession by the competent judge; **(b)** extinction, liquidation, dissolution, insolvency or voluntary bankruptcy, petition for bankruptcy of the Company and/or the guarantors and/or any of its parents with participation, individually or jointly, of at least 10% (ten percent) in the capital stock of the Company and/or the guarantors and their respective subsidiaries, not suppressed within the legal term; **(c)** default in payment, by the Company and/or by any of the guarantors, within 2 (two) business days after the date on which such payment becomes due, of any monetary obligation related to this Note and/or to other Bank Credit Notes; **(d)** non-compliance by the Company and/or by any of the guarantors of any non-pecuniary obligation, pursuant to the transaction documents, not cured within a maximum of fifteen (15) calendar days as from the date of receipt of a written notice, and this term shall not apply to those obligations to which an specific period of cure has been stipulated; **(e)** reduction of the Company's capital stock equal to or above 15% (fifteen percent) except if: (i) in cases of capital stock reduction carried out in order to absorb losses, in accordance with Article 173 of the Brazilian Corporations Law; or (ii) if previously authorized by the creditor; **(f)** protest of bills against the Company and/or against any of the guarantors which unit or aggregate amount exceeds R\$50,000,000.00 (fifty million Reais), updated annually by the IPCA (Consumer Price Index), unless within ten (10) business days as of the order date for the payment of the protest(s) in question of the time established for payment; if less than ten (10) working days, it has been proved: (i) the protest was made in error or acting in bad faith; (ii) the protest was canceled; or (iii) the amount was deposited in court; **(g)** failure to comply with any financial obligations and debts of the Company and/or of any of the guarantors and/or parent company with participation, individually or jointly, of at least

10.00% (ten percent) in the Company's or in the guarantors' capital stock, in single or aggregate amount equal to or greater than BRL 50,000,000.00 (fifty million Reais), updated annually by the IPCA in the local or international market, unless the Company and/or the guarantors prove, up to the third (3rd) business day following the date of its occurrence, that such default has not occurred or has been properly cured; **(h)** payment by the Company and/or the guarantors of dividends and/or interest on equity, excluding mandatory dividends by law and interest on equity imputed to mandatory dividends if they are in default with any of its financial obligations provided by this note, in other Bank Credit Note and/or in the transaction documents; **(i)** failure to comply with any legal final decision, administrative (in this case, since the Company and/or the guarantors have not taken any judiciary action within the statutory period) and/or final arbitration award against the Company and/or guarantors in value individual or aggregate not less than R\$50,000,000.00 (fifty million Reais), updated annually by the IPCA, or equivalent amount in other currencies within the stipulated time limit for payment including violation of zoning laws, the failure to comply with urban planning guidelines or similar decisions affecting the property given as guarantee; **(j)** transformation of the Company's and/or the guarantors corporate type; **(k)** if any incorporation, share incorporation, merger, spin-off, corporate reorganization or sale of shares occurs and causes Igarapava Participações S.A. no longer being the main shareholder of the Company's current block of control; or in the event of incorporation, share incorporation, merger, spin-off, corporate reorganization or sale of shares that results in loss of the current corporate control, direct or indirect, by Igarapava Participações S.A.; **(l)** relevant change in the Company's and/or the guarantors' operating conditions, in the financial and/or operating conditions, which is proven (by a material announcement or press release by the Company pursuant CVM Instruction 358, of January 2002 as amended ("Instruction CVM 358") as applicable, as well as the applicable regulations), to adversely affect the Company's and/or the guarantors' capacity to comply with its financial obligations; **(m)** non-renewal, cancellation, intervention, revocation or suspension of licenses, permits and authorizations, including environmental, which are necessary to the regular development of the Company's and the guarantors' activities, except if, within fifteen (15) days as from the date of such non-renewal, cancellation, intervention, revocation or suspension, the Company and/or the guarantors show the existence of jurisdictional provision authorizing the regular continuity of the Company's and/or guarantors' activities until the renewal or obtaining of such license or permit; **(n)** change or amendment to the Company's and/or the guarantors' corporate purpose that changes the activities they currently practice in a relevant way, or that adds to these activities new business that prevail or may represent deviations from the currently developed activities; **(o)** failure to comply with environmental legislation, so that the noncompliance materially affects the Company and/or guarantors, especially but not limited to laws and regulations related to occupational health and safety and the environment, as well the incentive of the Company and/or guarantors or controller, to prostitution, child laboring activities and/or labor activities in conditions analogous to slavery as: (i) verified by the administrative or judicial decision against the Company and/or the guarantors or controller, indicating such failure or encouragement; or (ii) the inclusion of the Company and/or the guarantors or controller in any kind of official list of companies that violate social-environmental rules, provided that, in any case, not reversed within ten (10) business days from the date of such decision or inclusion; **(p)** any statement or any of

the guarantees provided by the Company and/or by the guarantors are proven to be false or misleading during the effectiveness of the transaction documents; **(q)** amendments to the Company's Bylaws, resulting in the granting of withdrawal rights to shareholders during the term of the transaction, provided that there is an effective withdrawal of shareholders representing, individually or jointly, 15% (fifteen percent) or more of the capital stock; **(r)** in the event of the chattel mortgage is to be expired, or terminated, or limited before the full payment of financial obligations, either for nullity, cancellation, termination, waiver, dispute, dissolution or for any other reason, or if the chattel mortgage becomes tactless, inappropriate and/or insufficient to ensure full payment of the financial obligations and provided that the chattel mortgage is not replaced; **(s)** in the event of total or partial expropriation of the real estate given in guarantee; **(t)** if in any way and during the operation, the real estate given as guarantee becomes an object of promise or part of a constitution of new liens or encumbrance, permanent disposal and not resolvable or in the event of becoming an object of foreclosure or guarantees' execution, provided that the guarantee is not reinforced and/or replaced so that the outstanding balance is 100.00% (one hundred percent) guaranteed; **(u)** permanent disposal of the real estate given as guarantee and that not being solved or in case it is an object of a foreclosure or execution of guarantees in the period before the end of the second (2nd) year as from the date of disbursement under item II, paragraph 1B, Article 1 of Law No. 12,431/11; **(v)** statement of the acceleration of any of the other Bank Credit Note; **(w)** If the real estate given as guarantee has not been kept in perfect condition and safety, or in case demolition works are performed, which reduces the value of property given as collateral, provided that the guarantee is not enhanced and/or replaced so that the outstanding balance is 100,00% (one hundred percent) guaranteed; **(x)** in the event any claim, lawsuit, execution or any other measure, even if an administrative measure, is filed against the Company and/or the guarantors, affecting the chattel mortgage of the real estate given in guarantee or any other guarantee as may be provided in the scope of the offer to replace the chattel mortgage of the real estate given in guarantee; **(y)** in case the Company and/or the guarantors fail to pay in their respective due dates, taxes of any nature, over the real estate given in guarantee and since not cured within five (5) business days; **(z)** if the chattel mortgage is not be registered with the Real Estate Registry Office within thirty (30) days from the date of formal Real Estate Chattel Mortgage Agreement, given that this term will be extended for 60 (sixty) days, if necessary, provided that the Company proves to be complying with any requirements required by the Real Estate Registry Office, within the legal deadlines; and **(aa)** if the Compulsory Extraordinary Amortization is not made pursuant to the credit note.

On December 26, 2014, by means of the subsidiary Cosmed Indústria de Cosméticos e Medicamentos S.A., the Company issued a banking credit note in favor to Banco Bradesco S.A., in the amount of R\$54.0 million, subject to the Reference Rate (TR) published by the Central Bank of Brazil and interest at the effective rate of 9.60% per year. The payment of the principal of this note shall be held in 12 annual installments, the first being paid on January 26, 2015, and the latter being due on December 26, 2026. As of December 31, 2019, the debtor balance of this note was R\$40,4 million.

The occurrence of the following events shall cause the creditor to consider the note due in

advance and immediately payable: **(a)** request by the Company, the guarantor and/or Brainfarma of any judicial or extrajudicial recovery plan to any creditor or class of creditors, whether the court approval has been requested or obtained for such plan; or if the Company, the guarantor and/or Brainfarma file for a judicial recovery request, regardless of the approval of the recovery processing or its concession by the competent judge; **(b)** extinction, liquidation, dissolution, insolvency or voluntary bankruptcy, petition for bankruptcy of the Company, the guarantors and/or Brainfarma and/or any of its parents with participation, individually or jointly, of at least 10% (ten percent) in the capital stock of the Company, the guarantor and/or Brainfarma and their respective subsidiaries, not suppressed within the legal term; **(c)** default in payment, by the Company, the guarantor and/or Brainfarma, within 2 (two) business days after the date on which such payment becomes due, of any monetary obligation related to this Note and/or to other Bank Credit Notes; **(d)** non-compliance by the Company and/or by the guarantor and/or by Brainfarma of any non-pecuniary obligation, pursuant to the transaction documents, not cured within a maximum of fifteen (15) calendar days as from the date of receipt of a written notice, and this term shall not apply to those obligations to which an specific period of cure has been stipulated; **(e)** reduction of the guarantor's capital stock equal to or above 15% (fifteen percent) except if: (i) in cases of capital stock reduction carried out in order to absorb losses, in accordance with Article 173 of the Brazilian Corporations Law; or (ii) if previously authorized by the creditor; **(f)** protest of bills against the Company and/or against the guarantor or Brainfarma which unit or aggregate amount exceeds R\$50,000,000.00 (fifty million Reais), updated annually by the IPCA (Consumer Price Index), unless within ten (10) business days as of the order date for the payment of the protest(s) in question of the time established for payment; if less than ten (10) working days, it has been proved: (i) the protest was made in error or acting in bad faith; (ii) the protest was canceled; or (iii) the amount was deposited in court; **(g)** failure to comply with any financial obligations and debts of the Company, the guarantors and/or Brainfarma and/or parent company with participation, individually or jointly, of at least 10.00% (ten percent) in the Company's, the guarantor's and/or Brainfarma's capital stock, in single or aggregate amount equal to or greater than BRL 50,000,000.00 (fifty million Reais), updated annually by the IPCA in the local or international market, unless the Company, the guarantor and/or Brainfarma prove, up to the third (3rd) business day following the date of its occurrence, that such default has not occurred or has been properly cured; **(h)** payment by the Company, the guarantors and/or Brainfarma of dividends and/or interest on equity, excluding mandatory dividends by law and interest on equity imputed to mandatory dividends if they are in default with any of its financial obligations provided by this note, in other Bank Credit Note and/or in the transaction documents; **(i)** failure to comply with any legal final decision, administrative (in this case, since the Company, the guarantor and/or Brainfarma have not taken any judiciary action within the statutory period) and/or final arbitration award against the Company, the guarantor and/or Brainfarma in value individual or aggregate not less than R\$ 50,000,000.00 (fifty million Reais), updated annually by the IPCA, or equivalent amount in other currencies within the stipulated time limit for payment including violation of zoning laws, the failure to comply with urban planning guidelines or similar decisions affecting the property given as guarantee; **(j)** transformation of the corporate type of the Company, the guarantor and/or of Brainfarma; **(k)** if any incorporation, share incorporation, merger, spin-off, corporate reorganization or sale of shares occurs and

causes Igarapava Participações S.A. no longer being the main shareholder of the Company's current block of control; or in the event of incorporation, share incorporation, merger, spin-off, corporate reorganization or sale of shares that results in loss of the current corporate control, direct or indirect, by Igarapava Participações S.A.; **(l)** relevant change in the Company's, the guarantor's and/or Brainfarma's operating conditions, in the financial and/or operating conditions, which is proven (by a material announcement or press release by the Company pursuant CVM Instruction 358, as applicable, as well as the applicable regulations), to adversely affect the Company's, the guarantor's and/or Brainfarma's capacity to comply with its financial obligations; **(m)** non-renewal, cancellation, intervention, revocation or suspension of licenses, permits and authorizations, including environmental, which are necessary to the regular development of the Company's, the guarantor's and/or Brainfarma's activities, except if, within fifteen (15) days as from the date of such non-renewal, cancellation, intervention, revocation or suspension, the Company, the guarantor and/or Brainfarma show the existence of jurisdictional provision authorizing the regular continuity of the Company's, the guarantors' and/or Brainfarma's activities until the renewal or obtaining of such license or permit; **(n)** change or amendment to the Company's, the guarantors' and/or Brainfarma's corporate purpose that changes the activities they currently practice in a relevant way, or that adds to these activities new business that prevail or may represent deviations from the currently developed activities; **(o)** failure to comply with environmental legislation, so that the noncompliance materially affects the Company, the guarantor's and/or Brainfarma's, especially but not limited to laws and regulations related to occupational health and safety and the environment, as well the incentive of the Company, the guarantor and/or Brainfarma or controller, to prostitution, child laboring activities and/or labor activities in conditions analogous to slavery as: (i) verified by the administrative or judicial decision against the Company, the guarantor and/or Brainfarma or controller, indicating such failure or encouragement; or (ii) the inclusion of the Company, the guarantor and/or Brainfarma or controller in any kind of official list of companies that violate social-environmental rules, provided that, in any case, not reversed within ten (10) business days from the date of such decision or inclusion; **(p)** any statement or any of the guarantees provided by the Company, the guarantor and/or Brainfarma are proven to be false or misleading during the effectiveness of the transaction documents; **(q)** in the event of the chattel mortgage is to be expired, or terminated, or limited before the full payment of financial obligations, either for nullity, cancellation, termination, waiver, dispute, dissolution or for any other reason, or if the chattel mortgage becomes tactless, inappropriate and/or insufficient to ensure full payment of the financial obligations and provided that the chattel mortgage is not replaced; **(r)** in the event of total or partial expropriation of the real estate given in guarantee; **(s)** if in any way and during the operation, the real estate given as guarantee becomes an object of promise or part of a constitution of new liens or encumbrance, permanent disposal and not resolvable or in the event of becoming an object of foreclosure or guarantees' execution, provided that the guarantee is not reinforced and/or replaced so that the outstanding balance is 100.00% (one hundred percent) guaranteed; **(t)** permanent disposal of the real estate given as guarantee and that not being solved or in case it is an object of a foreclosure or execution of guarantees in the period before the end of the second (2nd) year as from the date of disbursement under item II, paragraph 1B, Article 1 of Law No. 12,431/11; **(u)** statement of the acceleration of any of the other Bank Credit

Note; **(v)** If the real estate given as guarantee has not been kept in perfect condition and safety, or in case demolition works are performed, which reduces the value of property given as collateral, provided that the guarantee is not enhanced and/or replaced so that the outstanding balance is 100,00% (one hundred percent) guaranteed; **(w)** in the event any claim, lawsuit, execution or any other measure, even if an administrative measure, is filed against the Company, the guarantor and/or Brainfarma, affecting the chattel mortgage of the real estate given in guarantee or any other guarantee as may be provided in the scope of the offer to replace the chattel mortgage of the real estate given in guarantee; **(x)** in case the Company, the guarantor and/or Brainfarma fail to pay in their respective due dates, taxes of any nature, over the real estate given in guarantee and since not cured within five (5) business days; **(y)** if the chattel mortgage is not be registered with the Real Estate Registry Office within thirty (30) days from the date of formal Real Estate Chattel Mortgage Agreement, given that this term will be extended for 60 (sixty) days, if necessary, provided that the Company proves to be complying with any requirements required by the Real Estate Registry Office, within the legal deadlines; and **(z)** if the Compulsory Extraordinary Amortization is not made pursuant to the credit note.

On December 26, 2014, by means of our subsidiary Brainfarma Indústria Química e Farmacêutica S.A., the Company issued a banking credit note in favor to Banco Bradesco S.A., in the amount of R\$63.0 million, subject to the Reference Rate (TR) published by the Central Bank of Brazil and interest at the effective rate of 9.60% per year. The payment of the principal of this note shall be held in 12 annual installments, the first being paid on January 26, 2015, and the latter being due on December 26, 2026. As of December 31, 2020, the debtor balance of this note was R\$47,1 million.

The occurrence of the following events shall cause the creditor to consider the note due in advance and immediately payable: **(a)** request by the Company, the guarantor and/or Cosmed of any judicial or extrajudicial recovery plan to any creditor or class of creditors, whether the court approval has been requested or obtained for such plan; or if the Company, the guarantor and/or Cosmed file for a judicial recovery request, regardless of the approval of the recovery processing or its concession by the competent judge; **(b)** extinction, liquidation, dissolution, insolvency or voluntary bankruptcy, petition for bankruptcy of the Company, the guarantors and/or Cosmed and/or any of its parents with participation, individually or jointly, of at least 10% (ten percent) in the capital stock of the Company, the guarantor and/or Cosmed and their respective subsidiaries, not suppressed within the legal term; **(c)** default in payment, by the Company, the guarantor and/or Cosmed, within 2 (two) business days after the date on which such payment becomes due, of any monetary obligation related to this Note and/or to other Bank Credit Notes; **(d)** non-compliance by the Company and/or by the guarantor and/or by Cosmed of any non-pecuniary obligation, pursuant to the transaction documents, not cured within a maximum of fifteen (15) calendar days as from the date of receipt of a written notice, and this term shall not apply to those obligations to which an specific period of cure has been stipulated; **(e)** reduction of the guarantor's capital stock equal to or above 15% (fifteen percent) except if: (i) in cases of capital stock reduction carried out in order to absorb losses, in accordance with Article 173 of the Brazilian Corporations Law; or (ii) if previously authorized by the creditor; **(f)** protest of bills against the Company and/or against the guarantor or Cosmed which unit or aggregate amount

exceeds R\$50,000,000.00 (fifty million Reais), updated annually by the IPCA (Consumer Price Index), unless within ten (10) business days as of the order date for the payment of the protest(s) in question of the time established for payment; if less than ten (10) working days, it has been proved: (i) the protest was made in error or acting in bad faith; (ii) the protest was canceled; or (iii) the amount was deposited in court; **(g)** failure to comply with any financial obligations and debts of the Company, the guarantors and/or Cosmed and/or parent company with participation, individually or jointly, of at least 10.00% (ten percent) in the Company's, the guarantor's and/or Cosmed's capital stock, in single or aggregate amount equal to or greater than BRL 50,000,000.00 (fifty million Reais), updated annually by the IPCA in the local or international market, unless the Company, the guarantor and/or Cosmed prove, up to the third (3rd) business day following the date of its occurrence, that such default has not occurred or has been properly cured; **(h)** payment by the Company, the guarantors and/or Cosmed of dividends and/or interest on equity, excluding mandatory dividends by law and interest on equity imputed to mandatory dividends if they are in default with any of its financial obligations provided by this note, in other Bank Credit Note and/or in the transaction documents; **(i)** failure to comply with any legal final decision, administrative (in this case, since the Company, the guarantor and/or Cosmed have not taken any judiciary action within the statutory period) and/or final arbitration award against the Company, the guarantor and/or Cosmed in value individual or aggregate not less than R\$ 50,000,000.00 (fifty million Reais), updated annually by the IPCA, or equivalent amount in other currencies within the stipulated time limit for payment including violation of zoning laws, the failure to comply with urban planning guidelines or similar decisions affecting the property given as guarantee; **(j)** transformation of the corporate type of the Company, the guarantor and/or of Cosmed; **(k)** if any incorporation, share incorporation, merger, spin-off, corporate reorganization or sale of shares occurs and causes Igarapava Participações S.A. no longer being the main shareholder of the Company's current block of control; or in the event of incorporation, share incorporation, merger, spin-off, corporate reorganization or sale of shares that results in loss of the current corporate control, direct or indirect, by Igarapava Participações S.A.; **(l)** relevant change in the Company's, the guarantor's and/or Cosmed's operating conditions, in the financial and/or operating conditions, which is proven (by a material announcement or press release by the Company pursuant CVM Instruction 358, as applicable, as well as the applicable regulations), to adversely affect the Company's, the guarantor's and/or Cosmed's capacity to comply with its financial obligations; **(m)** non-renewal, cancellation, intervention, revocation or suspension of licenses, permits and authorizations, including environmental, which are necessary to the regular development of the Company's, the guarantor's and/or Cosmed's activities, except if, within fifteen (15) days as from the date of such non-renewal, cancellation, intervention, revocation or suspension, the Company, the guarantor and/or Cosmed show the existence of jurisdictional provision authorizing the regular continuity of the Company's, the guarantors' and/or Cosmed's activities until the renewal or obtaining of such license or permit; **(n)** change or amendment to the Company's, the guarantors' and/or Cosmed's corporate purpose that changes the activities they currently practice in a relevant way, or that adds to these activities new business that prevail or may represent deviations from the currently developed activities; **(o)** failure to comply with environmental legislation, so that the noncompliance materially affects the Company, the guarantor's and/or Cosmed's, especially but not limited

to laws and regulations related to occupational health and safety and the environment, as well the incentive of the Company, the guarantor and/or Cosmed or controller, to prostitution, child laboring activities and/or labor activities in conditions analogous to slavery as: (i) verified by the administrative or judicial decision against the Company, the guarantor and/or Cosmed or controller, indicating such failure or encouragement; or (ii) the inclusion of the Company, the guarantor and/or Cosmed or controller in any kind of official list of companies that violate social-environmental rules, provided that, in any case, not reversed within ten (10) business days from the date of such decision or inclusion; **(p)** any statement or any of the guarantees provided by the Company, the guarantor and/or Cosmed are proven to be false or misleading during the effectiveness of the transaction documents; **(q)** in the event of the chattel mortgage is to be expired, or terminated, or limited before the full payment of financial obligations, either for nullity, cancellation, termination, waiver, dispute, dissolution or for any other reason, or if the chattel mortgage becomes tactless, inappropriate and/or insufficient to ensure full payment of the financial obligations and provided that the chattel mortgage is not replaced; **(r)** in the event of total or partial expropriation of the real estate given in guarantee; **(s)** if in any way and during the operation, the real estate given as guarantee becomes an object of promise or part of a constitution of new liens or encumbrance, permanent disposal and not resolvable or in the event of becoming an object of foreclosure or guarantees' execution, provided that the guarantee is not reinforced and/or replaced so that the outstanding balance is 100.00% (one hundred percent) guaranteed; **(t)** permanent disposal of the real estate given as guarantee and that not being solved or in case it is an object of a foreclosure or execution of guarantees in the period before the end of the second (2nd) year as from the date of disbursement under item II, paragraph 1B, Article 1 of Law No. 12,431/11; **(u)** statement of the acceleration of any of the other Bank Credit Note; **(v)** If the real estate given as guarantee has not been kept in perfect condition and safety, or in case demolition works are performed, which reduces the value of property given as collateral, provided that the guarantee is not enhanced and/or replaced so that the outstanding balance is 100,00% (one hundred percent) guaranteed; **(w)** in the event any claim, lawsuit, execution or any other measure, even if an administrative measure, is filed against the Company, the guarantor and/or Cosmed, affecting the chattel mortgage of the real estate given in guarantee or any other guarantee as may be provided in the scope of the offer to replace the chattel mortgage of the real estate given in guarantee; **(x)** in case the Company, the guarantor and/or Cosmed fail to pay in their respective due dates, taxes of any nature, over the real estate given in guarantee and since not cured within five (5) business days; (y) if the chattel mortgage is not be registered with the Real Estate Registry Office within thirty (30) days from the date of formal Real Estate Chattel Mortgage Agreement, given that this term will be extended for 60 (sixty) days, if necessary, provided that the Company proves to be complying with any requirements required by the Real Estate Registry Office, within the legal deadlines; and **(z)** if the Compulsory Extraordinary Amortization is not made pursuant to the credit note.

4. As mentioned, on November 28, 2019, the Company issued debentures placed by Banco Bradesco S.A., in the amount of R\$800.0 million, subject to the CDI+1.25% per year. The payment of the principal such debentures shall be held in 5 semi-annual installments, being the first paid on November 28, 2023, and the latter being due on November 28, 2025. As of

December 31, 2020, the debtor balance of this note was R\$797.455 million.

The occurrence of the following events shall cause the fiduciary agent to consider the debentures due in advance and immediately payable: **(a)** request by the Company and/or by any of its affiliates, of any judicial or extrajudicial recovery plan to any creditor or class of creditors, whether the court approval has been requested or obtained for such plan; or if the Company file for a judicial recovery request, regardless of the approval of the recovery processing or its concession by the competent judge; **(b)** extinction, liquidation, dissolution, insolvency or voluntary bankruptcy, petition for bankruptcy of the Company, the guarantors and/or any of its parents with participation, individually or jointly, of at least 10% (ten percent) in the capital stock of the Company, the guarantor and their respective subsidiaries, not suppressed within the legal term; **(c)** default in payment, by the Company, within 2 (two) business days after the date on which such payment becomes due, of any monetary obligation related to this Debenture, specially to those related of the principal payment, the remuneration and any other obligation contained in the Debenture; **(d)** non-compliance by the Company of any non-pecuniary obligation, pursuant to the transaction documents, not cured within a maximum of fifteen (15) calendar days as from the date of receipt of a written notice sent by the Fiduciary Agent to the Issuer, and this term shall not apply to those obligations to which an specific period of cure has been stipulated; **(e)** reduction of the guarantor's capital stock equal to or above 15% (fifteen percent) except: (i) in cases of capital stock reduction carried out in order to absorb losses, in accordance with Article 173 of the Brazilian Corporations Law; or (ii) if previously authorized by the Debenture holders representing 75% (seventy five percent) of the outstanding debentures, gathered in DGM; **(f)** protest of bills against the Company and/or against any of its parents which unit or aggregate amount exceeds R\$67,000,000.00 (sixty seven million Reais), unless within ten (10) business days as of the order date for the payment of the protest(s) in question of the time established for payment; if less than ten (10) working days, it has been proved: (i) the protest was made in error or acting in bad faith; (ii) the protest was canceled; or (iii) presented its defense or the amount was deposited in court; **(g)** failure to comply with any financial obligations and debts of the Company and/or parent company, in single or aggregate amount equal to or greater than R\$67,000,000.00 (sixty seven million Reais) local or international market, unless the Company prove, up to the third (3rd) business day following the date of its occurrence, that such default has not occurred or has been properly cured; **(h)** payment by the Company of dividends and/or interest on equity, excluding mandatory dividends by law and interest on equity imputed to mandatory dividends if they are in default with any of its financial obligations provided by this note; **(i)** failure to comply with any legal final decision, administrative against the Company, in value individual or aggregate not less than R\$67,000,000.00 (sixty seven million Reais), or equivalent amount in other currencies within the stipulated time limit for payment; **(j)** assignment, by the Issuer, of any obligation related to the Debentures, unless previously approved by the simple majority of the Debenture Holders, meeting in AGD specially called for this purpose; **(k)** transformation of the Issuer's corporate type so that the Issuer ceases to be a corporation, pursuant to Articles 220 to 222 of the Brazilian Corporation Law; **(l)** if there is an incorporation, spin-off, merger, corporate reorganization or sale of equity interest that results in the non-prevalence of Mr. João Alves de Queiroz or his successors directly or indirectly with the main shareholder of

the Issuer's current control block and that causes loss of the current direct or indirect corporate control; **(m)** material change in the Issuer's economic conditions, financial and / or operating conditions, which have been proven (upon publication of a material fact or a notice to the market by the Issuer, pursuant to CVM Instruction No. 358, of January 3, 2002, as amended ("CVM Instruction 358"), as well as in the applicable regulations), negatively affect the Issuer's ability to meet its financial obligations; **(n)** non-renewal, cancellation, intervention, revocation or suspension of authorizations, permits and licenses, essential for the regular exercise of the activities developed by the Issuer and / or by any of its subsidiaries, whose referred activities represent investment of the Issuer in an amount equal to or greater than 10% (ten percent) of the Issuer's consolidated billing, except if, within the period of 15 (fifteen) days from the date of such non-renewal, cancellation, intervention, revocation or suspension, the Issuer proves the existence jurisdictional provision authorizing the regular continuity of the Issuer's and / or its subsidiaries' activities, as the case may be, until the renewal or obtaining of the aforementioned license or authorization; **(o)** change or alteration in the Issuer's corporate purpose that significantly modifies the activities currently practiced by it, or that adds to these activities new businesses that have a prevalence or may represent deviations from the activities currently developed; **(p)** non-compliance by the Issuer with the following financial index, for two consecutive semesters, to be calculated always based on the Issuer's consolidated financial statements of December and June, starting with the accounting information as of December 31, 2019:

“Leverage Ratio”: Net Financial Debt / EBITDA: the leverage ratio must be equal to or less than 3.75x, being considered the highest EBITDA between: (a) the accumulated EBITDA of the last 12 (twelve) months; and (b) EBITDA for the last quarter multiplied by 4.0; Where:

“Total Financial Debt”: means the debit balance of principal and interest on short and long-term loans and financing with financial institutions, including capital markets operations and third party debts (excluding the Issuer's subsidiaries) guaranteed by the Issuer and / or its subsidiaries, plus debts resulting from the acquisitions made by the Issuer and/or its subsidiaries, based on the Issuer's last Consolidated Financial Statements presented to CVM.

“Net Financial Debt”: means the Total Financial Debt, less the cash balance and short-term investments of the Issuer and its subsidiaries, based on the last Consolidated Financial Statements of the Issuer submitted to CVM.

“EBITDA”: It means the sum of: (a) the operating result as presented in the Issuer's Consolidated Financial Statements (excluding financial income and expenses); and (b) all depreciation and amortization amounts.

(q) non-compliance, by the Issuer and/or any of its subsidiaries, of the obligations set forth in items (n) and/or **(o)** of Clause 5.1 of the Distribution Contract in relation to acts practiced as of the Issue Date, related to the Anticorruption laws (as defined below) and/or the Social and Environmental Laws (as defined below); **(r)** any of the declarations or guarantees

provided by the Issuer during the term of the Debentures and/or the Distribution Agreement prove to be false or misleading; and **(s)** amendment to the Issuer's Bylaws, which implies granting the right of withdrawal to the Issuer's shareholders during the term of the Debentures of this Issue, provided that there is an effective withdrawal of shareholders that represent, individually or jointly, 15% (fifteen) percent) or more of the Issuer's share capital.

5. As mentioned, on March 30, 2020, the Company issued debentures placed by Banco Bradesco S.A., in the amount of R\$ 2,485.0 million, subject to CDI+1.50% per year. The payment of the principal of these debentures must be made in 6 semi-annual installments, with the first installment to be paid on 3 October 2023, and the last one due on April 6, 2026. On December 31, 2020, the debt balance of these debentures was R\$ 2,483.538 million.

The occurrence of the events indicated below allows the fiduciary agent to consider the debentures in acceleration of maturity and immediately become due: **(a)** request by the issuer and/or by any of its subsidiaries, for any judicial or extrajudicial recovery plan to any creditor or class of creditors, regardless of whether judicial approval of such plan has been requested or obtained; or if the Issuer enters into court with a request for judicial reorganization, regardless of the approval of the processing of the reorganization or the granting of the reorganization by the competent judge; **(b)** extinction, liquidation, dissolution, insolvency or bankruptcy filing, bankruptcy filing of the issuer and/or of any of its parent companies with participation, individually or jointly, of at least ten percent (10%) in the share capital of the Issuer and controlled companies, not resolved within the legal term; **(c)** non-payment, by the Issuer, within two (2) Business Days (as defined below) as of the date on which such payment becomes due, of any pecuniary obligation related to the Debentures, and especially those related to the payment of the principal, of the Remuneration and other charges agreed in the Debentures; **(d)** non-compliance by the Issuer with any non-pecuniary obligation, under the terms of the Deed of Issuance, not remedied within a maximum period of fifteen (15) calendar days from the date of receipt of written notice sent by the Fiduciary Agent to the Issuer, and this term does not apply to those obligations for which a specific cure period has been stipulated; **(e)** reduction of the Issuer's share capital equal to or greater than fifteen percent (15%), except for: (i) in cases of capital reduction carried out with the objective of absorbing losses, pursuant to article 173 of the Brazilian Corporation Law; or (ii) if previously authorized by Debenture Holders representing seventy-five percent (75%) of outstanding Debentures, gathered in a general debenture holders' meetings; **(f)** securities protests against the Issuer and/or any of its subsidiaries, whose unit or aggregate value exceeds sixty-seven million reais (R\$ 67,000,000.00), unless within ten (10) Business Days (as defined below) counted as of the date of summons for payment of the respective protest(s) or within the period established for payment, if less than ten (10) Business Days (as defined below), it has been proven that: (i) the protest was made due to the error or bad faith of a third party; (ii) the protest was canceled; or (iii) the defense was presented or it was made a judicial escrow of the amount; **(g)** default of any financial obligations and debts of the Issuer and/or its subsidiaries, in a unitary or aggregate amount equal to or greater than sixty-seven million reais (R\$ 67,000,000.00), in the local or international market, unless the Issuer prove, up to

the 3rd (third) Business Day (as defined below) immediately after the date of its occurrence, that such default did not occur or was duly remedied by the Issuer; **(h)** payment by the Issuer of dividends and/or interest on equity, except for mandatory dividends by law and interest on equity attributed to mandatory dividends, if it is in default in relation to the fulfillment of any of its pecuniary obligations provided for in this Issue; **(i)** non-compliance with any final decision or court decision against the Issuer, in an individual or aggregate value equal to or greater than sixty-seven million reais (R\$ 67,000,000.00), or its equivalent value in other currencies within the term stipulated for the payment; **(j)** assignment, by the Issuer, of any obligation related to the Debentures, except if previously approved by the simple majority of the Debenture Holders, meeting in a general debenture holders' meeting specially called for this purpose; **(k)** transformation of the Issuer's corporate type so that the Issuer ceases to be a corporation, pursuant to Articles 220 to 222 of the Brazilian Corporation Law; **(l)** if there is a merger, spin-off, amalgamation, corporate reorganization or sale of equity interest that results in the non-prevalence of Mr. João Alves de Queiroz or his successors directly or indirectly with the main shareholder of the current control block of the Issuer and which results in loss the current direct or indirect corporate control; **(m)** material change in the economic conditions, financial and/or operational status of the Issuer, which demonstrably (through the publication of a relevant fact or a notice to the market by the Issuer, under the terms of Securities Commission - CVM Instruction 358, as well as in the applicable regulation), adversely affects the Issuer's ability to meet its financial obligations; **(n)** non-renewal, cancellation, intervention, revocation or suspension of authorizations, permits and licenses, essential for the regular exercise of the activities developed by the Issuer and/or by any of its subsidiaries, whose referred activities represent investment of the Issuer in an amount equal to or greater than ten percent (10%) of the Issuer's consolidated billing, unless, within the period of fifteen (15) days from the date of such non-renewal, cancellation, intervention, revocation or suspension, the Issuer proves the existence of a judicial provision authorizing the regular continuity of the Issuer's and/or its subsidiaries' activities, as the case may be, until the renewal or obtaining of the aforementioned license or authorization; **(o)** change or alteration in the Issuer's corporate purpose that significantly modifies the activities currently practiced by it, or that adds to these activities new businesses that have a prevalence or may represent deviations from the activities currently developed; **(p)** non-compliance by the Issuer with the following financial index, for two consecutive semesters, to be calculated always based on the Issuer's consolidated financial statements of December and June, starting with the accounting information of December 31, 2020:

Leverage Ratio: Net Financial Debt / EBITDA: the leverage ratio of 3.75x or less, with the highest EBITDA between: (a) the accumulated EBITDA of the last 12 (twelve) months; and (b) EBITDA for the last quarter multiplied by 4.0; In which:

“Total Financial Debt”: means the debit balance of principal and interest on short and long-term loans and financing with financial institutions, including capital markets operations and third party debts (excluding the Issuer's subsidiaries) guaranteed by the Issuer and/or its subsidiaries, plus debts arising from the acquisitions made by the Issuer and/or its subsidiaries, based on the Issuer's last Consolidated Financial Statements

presented to the Securities Commission - CVM.

“Net Financial Debt”: means the Total Financial Debt, minus the balance of cash and short-term investments of the Issuer and its subsidiaries, based on the last Consolidated Financial Statements of the Issuer submitted to the Securities Commission - CVM.

“EBITDA”: means the sum of: (a) the operating result as presented in the Issuer's Consolidated Financial Statements (excluding financial income and expenses); and (b) all depreciation and amortization amounts.

(q) non-compliance, by the Issuer and/or any of its controlled companies, of the obligations set forth in items (n) and/or (o) of Clause 5.1 of the Distribution Agreement in relation to acts practiced as of the Issue Date, related to the Anticorruption Laws (as defined below) and/or the Social and Environmental Laws (as defined below); **(r)** any of the statements or guarantees provided by the Issuer during the term of the Debentures and/or the Distribution Agreement are proven to be false or misleading; and **(s)** amendment to the Issuer's Bylaws, which implies granting the right of withdrawal to the Issuer's shareholders during the term of the Debentures of this Issue, provided that there is an effective withdrawal of shareholders that represent, individually or jointly, fifteen percent (15%) or more of the Issuer's share capital.

Banco do Brasil S.A.

1 On January 20, 2011, we issued industrial credit note in favor of Banco do Brasil S.A., in the amount of R\$30.2 million, subject to actual interest of 8.5% per year. Principal shall be repaid in 132 installments, the first one having been paid on March 31, 2013, and the last one being due February 1, 2023. This note is guaranteed by fiduciary disposal of assets in the total amount of R\$7.9 million, and the remaining debtor balance is secured by means of pledge on receivables. As of December 31, 2020, the debtor balance of this note was R\$4,4 million.

2 On August 03, 2011, by means of our subsidiary Brainfarma Indústria Química e Farmacêutica S.A., we issued an industrial credit note in favor of Banco do Brasil S.A., subsequently amended on September 23, 2010, in the amount of R\$55.9 million, subject to an actual interest rate of 8.5% per year. Principal shall be repaid in 132 installments, the first one having been paid on October 1st, 2012 and the last one being due and payable on September 1st, 2023. This note is guaranteed by a collateral conditional sale of assets in the aggregate amount of R\$60.6 million and 17.3% of the principal amount is secured by means of pledge on receivables. As of December 31, 2020, the debtor balance of this note was of R\$13,6 million

3 On December 20, 2012, we issued a fixed facility agreement in favor of Banco do Brasil S.A., further amended on September 24, 2014, in the amount of R\$41.8 million, subject to an actual interest rate of 2.5% per year. Principal shall be repaid in 120 installments, the first one due and payable on January 1st, 2015, and the last one being due

and payable on December 1st, 2024. This note is guaranteed by a collateral conditional sale of assets in the aggregate amount of R\$6.9 million, and R\$34.9 million is secured by means of pledge on receivables. As of December 31, 2020, the debtor balance of this note was of R\$16,7 million.

In connection with the foregoing agreements, Banco do Brasil may declare the acceleration of the debt, among other events, in case the Company is adjudged bankrupted or is in default of its obligations with the bank.

Financiadora de Estudos e Projetos FINEP

1 On July 28, 2014, we entered into a Financing Agreement with Financiadora de Estudos e Projetos - FINEP, with Cosmed Indústria de Cosméticos e Medicamentos S.A. and Brainfarma Indústria Química e Farmacêutica S.A. as Intervening and Co-Signing Parties, under which FINEP granted to the Company a loan in the amount of R\$290.7 million + interests of TJLP plus 1% per annum. On August 29, 2014, the first installment of R\$72.6 million. In October 2017, the second installment of the transaction in the amount of R\$93.0 million was disbursed. On December 06, 2018, the third and last installment was disbursed in the amount of R\$125.0 million. The disbursed amount shall be settled in 85 monthly installments after a grace period of 36 months. The first payment occurred on August 15, 2017, and the last payment is expected to occur on August 15, 2024. As of December 31, 2020, the debtor balance of this financing was R\$168,0 million

2 On November 14, 2019, a Financing Agreement was entered between the Company, as financed, and Financiadora de Estudos e Projetos - FINEP, Brainfarma Indústria Química e Farmacêutica S.A. as Intervening and Co-Signing Parties, under which FINEP granted to the Company a loan in the amount of R\$338.860 million + interests of TJLP plus 1% per annum. On December 13, 2019, the first installment of R\$111.2 million was granted to the Company. There will be two more disbursements with undefined date. The disbursed amount shall be settled in 84 monthly installments after a grace period of 36 months. The first payment is scheduled for November 16th, 2022, being the last payment scheduled for November, 16th 2029. As of December 31, 2020, the debtor balance of this financing was R\$110,7 million.

Itaú BBA International PLC.

1 On August 22, 2018, the Company agreed with Itaú BBA International PLC. a loan of EUR\$20.0 million with maturity date on March 24, 2021, subject to pre-fixed interests of 1.61% p.a. To eliminate the risk associated with foreign exchange variation to which this loan is exposed, the Company entered into swap transactions with Banco Itaú BBA, by means of which we are active in exchange variation plus the mentioned rates previously fixed and passive at 106.9% of CDI. The creditor may declare the acceleration of the debt, among other events, in case the Company has its bankruptcy requested or declared, or if it is adjudged bankrupted; in the event of any corporate restructuring as a result of which Mr. João Alves de Queiroz Filho no longer participates, directly or indirectly, of the control

block; or if the following financial ratios are not complied with: a) Net Financial Debt/EBTIDA < 3.75x (it being understood that the EBITDA to be taken into account is the higher between: (i) the accumulated EBITDA for the preceding 12 months and (ii) the EBITDA for the precedent quarter, multiplied by 4.0); and (b) EBITDA to net interest expense equal to or higher than 2.0x. As of December 31, 2018, the debtor balance of this loan was R\$135,4 million.

Banco Itaú BBA S.A.

1. As mentioned, on August 26, 2020, the Company issued debentures distributed by Banco Itaú BBA S.A., in the amount of R\$ 735.0 million, subject to CDI+1.75% per year. The payment of the principal of these debentures must be made in 3 annual installments, with the first installment to be paid on September 1, 2023, and the last one due on September 1, 2025. On December 31, 2020, the debit balance of these debentures was of R\$ 734.890 million.

The occurrence of the events indicated below allows the fiduciary agent to consider the debentures in acceleration of maturity and immediately become due: **(a)** request by the issuer and/or by any of its subsidiaries, for any judicial or extrajudicial recovery plan to any creditor or class of creditors, regardless of whether judicial approval of such plan has been requested or obtained; or if the Issuer enters into court with a request for judicial reorganization, regardless of the approval of the processing of the reorganization or the granting of the reorganization by the competent judge; **(b)** extinction, liquidation, dissolution, insolvency or bankruptcy filing, bankruptcy filing of the issuer and/or of any of its parent companies with participation, individually or jointly, of at least ten percent (10%) in the share capital of the Issuer and controlled companies, not resolved within the legal term; **(c)** non-payment, by the Issuer, within two (2) Business Days (as defined below) as of the date on which such payment becomes due, of any pecuniary obligation related to the Debentures, and especially those related to the payment of the principal, of the Remuneration and other charges agreed in the Debentures; **(d)** non-compliance by the Issuer with any non-pecuniary obligation, under the terms of the Deed of Issuance, not remedied within a maximum period of fifteen (15) calendar days from the date of receipt of written notice sent by the Fiduciary Agent to the Issuer, and this term does not apply to those obligations for which a specific cure period has been stipulated; **(e)** reduction of the Issuer's share capital equal to or greater than fifteen percent (15%), except for: (i) in cases of capital reduction carried out with the objective of absorbing losses, pursuant to article 173 of the Brazilian Corporation Law; or (ii) if previously authorized by Debenture Holders representing seventy-five percent (75%) of outstanding Debentures, gathered in a general debenture holders' meetings; **(f)** securities protests against the Issuer and/or any of its subsidiaries, whose unit or aggregate value exceeds sixty-seven million reais (R\$ 67,000,000.00), unless within ten (10) Business Days (as defined below) counted as of the date of summons for payment of the respective protest(s) or within the period established for payment, if less than ten (10) Business Days (as defined below), it has been proven that: (i) the protest was made due to the error or bad faith of a third party; (ii) the protest was canceled; or (iii) the defense was presented or it was made a judicial escrow of the amount; **(g)** default of any financial obligations and debts of the Issuer and/or its

subsidiaries, in a unitary or aggregate amount equal to or greater than sixty-seven million reais (R\$ 67,000,000.00), in the local or international market, unless the Issuer prove, up to the 3rd (third) Business Day (as defined below) immediately after the date of its occurrence, that such default did not occur or was duly remedied by the Issuer; **(h)** payment by the Issuer of dividends and/or interest on equity, except for mandatory dividends by law and interest on equity attributed to mandatory dividends, if it is in default in relation to the fulfillment of any of its pecuniary obligations provided for in this Issue; **(i)** non-compliance with any final decision or court decision against the Issuer, in an individual or aggregate value equal to or greater than sixty-seven million reais (R\$ 67,000,000.00), or its equivalent value in other currencies within the term stipulated for the payment; **(j)** assignment, by the Issuer, of any obligation related to the Debentures, except if previously approved by the simple majority of the Debenture Holders, meeting in a general debenture holders' meeting specially called for this purpose; **(k)** transformation of the Issuer's corporate type so that the Issuer ceases to be a corporation, pursuant to Articles 220 to 222 of the Brazilian Corporation Law; **(l)** if there is a merger, spin-off, amalgamation, corporate reorganization or sale of equity interest that results in the non-prevalence of Mr. João Alves de Queiroz or his successors directly or indirectly with the main shareholder of the current control block of the Issuer and which results in loss the current direct or indirect corporate control; **(m)** material change in the economic conditions, financial and/or operational status of the Issuer, which demonstrably (through the publication of a relevant fact or a notice to the market by the Issuer, under the terms of Securities Commission - CVM Instruction 358, as well as in the applicable regulation), adversely affects the Issuer's ability to meet its financial obligations; **(n)** non-renewal, cancellation, intervention, revocation or suspension of authorizations, permits and licenses, essential for the regular exercise of the activities developed by the Issuer and/or by any of its subsidiaries, whose referred activities represent investment of the Issuer in an amount equal to or greater than ten percent (10%) of the Issuer's consolidated billing, unless, within the period of fifteen (15) days from the date of such non-renewal, cancellation, intervention, revocation or suspension, the Issuer proves the existence of a judicial provision authorizing the regular continuity of the Issuer's and/or its subsidiaries' activities, as the case may be, until the renewal or obtaining of the aforementioned license or authorization; **(o)** change or alteration in the Issuer's corporate purpose that significantly modifies the activities currently practiced by it, or that adds to these activities new businesses that have a prevalence or may represent deviations from the activities currently developed; **(p)** non-compliance by the Issuer with the following financial index, for two consecutive semesters, to be calculated always based on the Issuer's consolidated financial statements of December and June, starting with the accounting information of June 30, 2020:

Leverage Ratio: Net Financial Debt / EBITDA: the leverage ratio of 3.75x or less, with the highest EBITDA between: (a) the accumulated EBITDA of the last 12 (twelve) months; and (b) EBITDA for the last quarter multiplied by 4.0; In which:

“Total Financial Debt”: means the debit balance of principal and interest on short and long-term loans and financing with financial institutions, including capital markets operations and third party debts (excluding the Issuer's subsidiaries) guaranteed by the

Issuer and/or its subsidiaries, plus debts arising from the acquisitions made by the Issuer and/or its subsidiaries, based on the Issuer's last Consolidated Financial Statements presented to the Securities Commission - CVM.

“Net Financial Debt”: means the Total Financial Debt, minus the balance of cash and short-term investments of the Issuer and its subsidiaries, based on the last Consolidated Financial Statements of the Issuer submitted to the Securities Commission - CVM.

“EBITDA”: means the sum of: (a) the operating result as presented in the Issuer's Consolidated Financial Statements (excluding financial income and expenses); and (b) all depreciation and amortization amounts.

(q) non-compliance, by the Issuer and/or any of its controlled companies, of the obligations set forth in items (n) and/or (o) of Clause 5.1 of the Distribution Agreement in relation to acts practiced as of the Issue Date, related to the Anticorruption Laws (as defined below) and/or the Social and Environmental Laws (as defined below); **(r)** any of the statements or guarantees provided by the Issuer during the term of the Debentures and/or the Distribution Agreement are proven to be false or misleading; and **(s)** amendment to the Issuer's Bylaws, which implies granting the right of withdrawal to the Issuer's shareholders during the term of the Debentures of this Issue, provided that there is an effective withdrawal of shareholders that represent, individually or jointly, fifteen percent (15%) or more of the Issuer's share capital.

Banco Santander (Brasil) S.A.

1. On March 27, 2020, the Company contracted a loan of R\$ 95 million with Banco Santander S.A., due on September 22, 2021, subject to CDI+3.5% per year. The creditor financial institution may request early maturity of the debt, among other cases, in the following cases: **(a)** if the Company, the guarantors and/or any guarantor third parties violate or fail to comply, in whole or in part, with any clause or condition of the debt and/or any of the credit documents, as applicable; **(b)** if the Company, the guarantors, any guarantor third parties and/or any companies directly or indirectly linked, affiliated or controlled by the Company, by the guarantors and/or by any guarantor third parties, including abroad, default on their obligations and/or do not settle, in the respective due date, debit of your responsibility arising from other contracts, loans and/or discounts entered into with the bank itself and/or any companies, directly or indirectly, linked, affiliated, controlling or controlled by the bank, including abroad, and/or if termination of the respective documents, due to the fault of the Company, of the guarantors, of any guarantor third parties and/or any companies directly or indirectly linked, affiliated or controlled by the Company, by the guarantors and/or by any guarantor third parties, including abroad; **(c)** if the Company, the guarantors, any guarantor third parties and/or any companies directly or indirectly linked, affiliated or controlled by the Company, by the guarantors and/or by any guarantor third parties, including abroad, default on their obligations and/or do not settle, in the respective due date, debit of your responsibility in an unitary or aggregate amount equal to or greater than sixty-seven million reais (R\$ 67,000,000.00) resulting from other contracts, loans or discounts

entered into with third parties, including abroad, and/or termination of the respective documents, due to the fault of the Company, of the guarantors, of any guarantor third parties and/or any companies directly or indirectly linked, affiliated, controlling or controlled by the Company, by the guarantors and/or by any guarantor third parties, including abroad; **(d)** if the Company, the guarantors and/or any guarantor third parties have protests of their responsibility or co-obligation protested, in an unitary or aggregate amount equal to or higher than sixty-seven million reais (R\$ 67,000,000.00), or are subject to foreclosure or foreclosure of assets that, at the bank's discretion, could compromise the ability to pay its obligations; **(e)** if the Company, the guarantors and/or any guarantor third parties undergo any judicial or extrajudicial measure that, at the bank's discretion, may affect their ability to honor the obligations assumed in this debt or in the guarantee instruments, if any; **(f)** if the Company, the guarantors and/or any guarantor third parties and/or any companies, directly or indirectly, linked, affiliated or controlled by the Company, by the guarantors and/or by any guarantor third parties, including abroad, become insolvent, have their bankruptcy requested and not resolved within the legal term, if they accept the RAET - Special Temporary Administration Regime, propose an extrajudicial recovery plan to any of their creditors or go into court with a request for judicial recovery, regardless of approval or consent, or in any other processes or procedures of a similar nature; **(g)** if the rights and obligations of the Company, the guarantors and/or any guarantor third parties, provided for in this debt and in the other documents resulting from it, are transferred to third parties, without the bank's written agreement; **(h)** if the Company, the guarantors and/or any guarantor third parties have their direct or indirect corporate control altered in a way that results in the non-prevalence of Mr. João Alves de Queiroz or his successors (defined as their ancestors, descendants or spouse), in case of legal incapacity, absence or death, as the main shareholder in the current block of control of the Company and which results in the loss of the current direct or indirect corporate control of the Company, without the bank having formally manifested the decision to keep it in force this debt, before such a transfer; **(i)** change or amendment of the corporate purpose of the Company, of the guarantors and/or of any guarantor third parties, in order to alter the current main activities of the Company, of the guarantors and/or of any guarantor third parties, respectively, or to add new business to these activities that have a prevalence or may represent deviations from the activities currently developed; or **(j)** if the Company, guarantors or any guarantor third parties, at any time, have directors, officers, agents or employees or do business with or are "Restricted Counterparty", as follows: (a) that which appears in a list issued by Regulatory Authorities (as defined below) ("List"), is controlled or owned by a person who appears in a List or is acting on behalf of an individual who appears in a List; (b) government or member of a country or territory that is under sanction (so considered, without limitation, sanction or restriction of an economic or financial nature, commercial embargo or restrictive measures) from a Regulatory Authority ("Sanctioned Country", including without limitation), in this date, Cuba, Iran, North Korea, Sudan, South Sudan, Syria, Ukraine's Crimean territory); (c) that which is located in a sanctioned country; or (d) person that the bank understands to be a Restricted Counterparty. "Regulatory Authority" means the government or agency controlled by the "Security Council of the United Nations", "European Union" (including European Union Sanctions, administered by the European External Action Service), "United States of America" (including OFAC - Office of Foreign Assets Control) and "Federative

Republic of Brazil. On of December 31, 2020, the outstanding balance of this loan was of R\$ 99.2 million.

2. On March 19, 2020, the Company contracted a loan of R\$ 500 million with Banco Santander S.A., due on March 18, 2021, subject to CDI+2.90% per year. On September 29, 2020, the Company renegotiated the debt with the bank, with a new due date on October 2, 2024, with semiannual interest payments subject to CDI+2.00% per year. The creditor financial institution may request the early maturity of the debt, among other cases, in the following cases: **(a)** if the Company, the guarantors and/or any guarantor third parties violate or fail to comply, in whole or in part, with any clause or condition of the debt and/or any of the credit documents, as applicable; **(b)** if the Company, the guarantors, any guarantor third parties and/or any companies directly or indirectly linked, affiliated or controlled by the Company, by the guarantors and/or by any guarantor third parties, including abroad, default on their obligations and/or do not settle, in the respective due date, debit of your responsibility arising from other contracts, loans and/or discounts entered into with the bank itself and/or any companies, directly or indirectly, linked, affiliated, controlling or controlled by the bank, including abroad, and/or if termination of the respective documents, due to the fault of the Company, of the guarantors, of any guarantor third parties and/or any companies directly or indirectly linked, affiliated or controlled by the Company, by the guarantors and/or by any guarantor third parties, including abroad; **(c)** if the Company, the guarantors, any guarantor third parties and/or any companies directly or indirectly linked, affiliated or controlled by the Company, by the guarantors and/or by any guarantor third parties, including abroad, default on their obligations and/or do not settle, in the respective due date, debit of your responsibility in an unitary or aggregate amount equal to or greater than sixty-seven million reais (R\$ 67,000,000.00) resulting from other contracts, loans or discounts entered into with third parties, including abroad, and/or termination of the respective documents, due to the fault of the Company, of the guarantors, of any guarantor third parties and/or any companies directly or indirectly linked, affiliated, controlling or controlled by the Company, by the guarantors and/or by any guarantor third parties, including abroad; **(d)** if the Company, the guarantors and/or any guarantor third parties have protests of their responsibility or co-obligation protested, in an unitary or aggregate amount equal to or higher than sixty-seven million reais (R\$ 67,000,000.00), or are subject to foreclosure or foreclosure of assets that, at the bank's discretion, could compromise the ability to pay its obligations; **(e)** if the Company, the guarantors and/or any guarantor third parties undergo any judicial or extrajudicial measure that, at the bank's discretion, may affect their ability to honor the obligations assumed in this debt or in the guarantee instruments, if any; **(f)** if the Company, the guarantors and/or any guarantor third parties and/or any companies, directly or indirectly, linked, affiliated or controlled by the Company, by the guarantors and/or by any guarantor third parties, including abroad, become insolvent, have their bankruptcy requested and not resolved within the legal term, if they accept the RAET - Special Temporary Administration Regime, propose an extrajudicial recovery plan to any of their creditors or go into court with a request for judicial recovery, regardless of approval or consent, or in any other processes or procedures of a similar nature; **(g)** if the rights and obligations of the Company, the guarantors and/or any guarantor third parties, provided for in this debt and in the other documents resulting from it, are transferred to third parties,

without the bank's written agreement; **(h)** if the Company, the guarantors and/or any guarantor third parties have their direct or indirect corporate control altered in a way that results in the non-prevalence of Mr. João Alves de Queiroz or his successors (defined as their ancestors, descendants or spouse), in case of legal incapacity, absence or death, as the main shareholder in the current block of control of the Company and which results in the loss of the current direct or indirect corporate control of the Company, without the bank having formally manifested the decision to keep it in force this debt, before such a transfer; **(i)** change or amendment of the corporate purpose of the Company, of the guarantors and/or of any guarantor third parties, in order to alter the current main activities of the Company, of the guarantors and/or of any guarantor third parties, respectively, or to add new business to these activities that have a prevalence or may represent deviations from the activities currently developed; or **(j)** if the Company, guarantors or any guarantor third parties, at any time, have directors, officers, agents or employees or do business with or are “Restricted Counterparty”, as follows: (a) that which appears in a list issued by Regulatory Authorities (as defined below) (“List”), is controlled or owned by a person who appears in a List or is acting on behalf of an individual who appears in a List; (b) government or member of a country or territory that is under sanction (so considered, without limitation, sanction or restriction of an economic or financial nature, commercial embargo or restrictive measures) from a Regulatory Authority (“Sanctioned Country”, including without limitation), in this date, Cuba, Iran, North Korea, Sudan, South Sudan, Syria, Ukraine's Crimean territory); (c) that which is located in a sanctioned country; or (d) person that the bank understands to be a Restricted Counterparty. “Regulatory Authority” means the government or agency controlled by the “Security Council of the United Nations”, “European Union” (including European Union Sanctions, administered by the European External Action Service), “United States of America” (including OFAC - Office of Foreign Assets Control) and “Federative Republic of Brazil. On of December 31, 2020, the outstanding balance of this loan was of R\$ 504.8 million.

Banco Safra S.A.

1. On April 13, 2020, the Company contracted a loan of R\$ 300 million with Banco Safra S.A., due on April 4, 2022, subject to CDI+3.6% per year. The creditor financial institution may request the early maturity of the debt, among other cases, in the following cases: **a)** if any of the causes contemplated in articles 333 and 1425 of the Brazilian Civil Code occurs; **b)** if they do not make, on the respective due date, any payment of their responsibility, resulting from this debt; **c)** if they do not comply, in whole or in part, with any clause or condition of this debt; **d)** if is found a misstatement, insufficiency or imprecision, of any declaration, information or document that has been signed, rendered or delivered, respectively; **e)** if any credit or other security in value, individual or aggregate, equal to or greater than sixty-seven million reais (R\$ 67,000,000.00) is protested; **f)** if it files for its own bankruptcy or judicial or extrajudicial recovery or have your bankruptcy, civil insolvency (creditors' contest) deferred or decreed; **g)** if any government authorization necessary to fulfill any obligation arising from this debt is suspended or revoked; **h)** if, without the express consent of Safra, occurs the wholly or partially transfer of the share control, transferred or otherwise alienated or modified directly or indirectly and, in all cases,

provided that it results in the absence of the natural person of the Mr. Joao Alves de Queiroz, directly or indirectly, as the main shareholder in the current block of control of the Company, thus causing the loss of the current direct or indirect corporate control; **i)** if, without the express consent of Safra, it undergoes, during the term of this debt, any transformation, incorporation, merger or spin-off operation, or any other type of corporate reorganization or transformation, which is proven (through the publication of a fact material or notice to the market by the Company, pursuant to Securities Commission - CVM Instruction 358, of January 3, 2002, as amended (“CVM Instruction 358”), as well as applicable regulations) impact the Company's financial capacity to honor its obligations this debt; **j)** if it defaults any obligations and/or does not settle, within three (3) business days from the due date, it shall be liable to Safra itself and/or any of the companies belonging to the “Safra Organizations”, including arising from other contracts, loans or discounts with any of them entered into; **k)** if it is declared, for any reason, by any third creditor, the early maturity of debts, loans, credit instruments, guarantees, or any other obligations of its responsibility in value, individual or aggregate, equal to or greater than sixty-seven million reais (R\$ 67,000,000.00), not remedied within 3 (three) business days; **l)** if any pecuniary obligations assumed with Safra or any companies belonging to Safra Organizations no longer constitute direct, unconditional and non-subordinate obligations and/or has priority, at least *pari passu*, with all other pecuniary obligations of the same kind, present or future, before third parties; **m)** if the Central Bank's Credit Information System referred to in the regulations issued by the National Monetary Council and/or the Central Bank of Brazil, and/or another system that, by virtue of a legal standard, complements or replaces it, and/or any other system or service, private or state-owned, of credit information points to default of obligations; **q)** if it undergoes a material adverse change in its equity situation, economic and financial conditions and/or the operating results that have been proven (through the publication of a material fact or a notice to the market by the Company, pursuant to Securities Commission - CVM Instruction 358, of January 3, 2002, as well as in the applicable regulation) adversely affects the Company's ability to comply with its financial obligations set forth herein; **r)** if it goes to court against Safra or any of the companies belonging to the “Safra Organizations” with any judicial measure; **t)** if the authorizations, concessions, permits and licenses necessary for the regular exercise of their respective activities are not renewed or canceled, revoked or suspended; **v)** if it is liable, judicially or administratively, for damage caused to the environment, by means of a final and unappealable decision; **w)** if events occur that can be proven (through the publication of a material fact or communicated to the Company's market) to negatively affect its operational, legal or financial capacity; or **x)** if a violation is found, by means of a final and unappealable judicial sentence, due to the violation, by itself and/or its respective administrators, of a legal or regulatory provision related to the practice of corruption or acts harmful to the public administration, under any jurisdiction, including, without limitation, Law 12,846/13. As of December 31, 2020, the outstanding balance of this loan was of R\$ 312.1 million.

Contractual Obligation

Notes payable

The contractual obligations as of December 31, 2020 consisted primarily of notes payable related to the acquisitions performed between 2007 and 2017, in the amount of R\$23.980 million, whose payment is expected to occur in the fiscal year of 2021.

(ii) Other long-term relationship with financial institutions Despite the contractual obligations reported in the item (i) above, there are no other relevant long-term relationship with financial institutions.

(iii) Degree of subordination between debts (in R\$ thousand)

Fiscal Year ended on 12/31/2020					
Type of Debt	Less than one year	One to three years	Three to Five years	More than five years	Total
Secured Guarantee	54.441.875,46	77.636.527,87	34.977.598,25		167.056.001,58
Floating Charge	-	436.725.534,32	298.164.482,81	-	734.890.017,13
Type of Debt	400.359.730,65	2.630.750.203,21	1.541.380.163,94	38.612.450,73	4.611.102.548,53
Secured Guarantee	-	-	-	-	0,00
Floating Charge	454.801.606,11	3.145.112.265,40	1.874.522.245,00	38.612.450,73	5.513.048.567,24
Notes: This table only reflects financial indebtedness (comprised of loans, financings and notes payable), in addition to the total amount of the liabilities position of derivative financial liabilities (hedge), contained in current and non-current liabilities, as reported in the Consolidated Financial Statements of the Company for the fiscal year ended December 31, 2020.					

Fiscal Year ended on 12/31/2019					
Type of Debt	Less than one year	One to three years	Three to Five years	More than five years	Total
Secured Guarantee	27.739.862,89	86.315.860,30	69.793.188,60		183.848.911,79
Floating Charge	-	160.000.000,00	637.336.354,27	-	797.336.354,27
Type of Debt	47.520.646,44	250.477.155,84	77.443.622,82	45.977.145,33	421,428,570.43
Secured	-	-	-	-	-

Guarantee					
Floating Charge	75,260,509.33	496.793.016,14	784.573.165,69	45.977.145,33	1,402,603.49

Notes:

This table only reflects financial indebtedness (comprised of loans, financings and notes payable), in addition to the total amount of the liabilities position of derivative financial liabilities (hedge), contained in current and non-current liabilities, as reported in the Consolidated Financial Statements of the Company for the fiscal year ended December 31, 2019.

Fiscal Year ended on 12/31/2018					
Type of Debt	Less than one year	One to three years	Three to Five years	More than five years	Total
Secured Guarantee	33,116,125.05	54,849,819.97	55,833,171.96	65,270,901.91	209,070,018.89
Floating Charge	-	-	-	-	-
Unsecured Guarantee	70,715,814.34	182,614,430.39	91,853,595.12	32,606,066.97	37,789,906.82
Other types of Guarantee or Privilege	-	-	-	-	-
Total	103,831,939.39	237,464,250.36	147,686,767.08	97,876,968.88	586,859,925.71

Notes:

This table only reflects financial indebtedness, in addition to the total amount of the liabilities position of derivative financial liabilities (hedge), contained in current and non-current liabilities, as reported in the Consolidated Financial Statements of the Company for the fiscal year ended December 31, 2018.

In the fiscal years ended on December 31, 2018, 2019 and 2020 Company had secured guaranteed debts, floating charge and unsecured and there was no subordination degree between unsecured guaranteed debt. Thus, the secured indebtedness counts on the rights and preferences of the Law.

Please note that, the treatment of the creditors, after the realization of the assets of the Company, will be satisfied, according the law labor rights, social and tax debts, followed by secured guaranteed debt, floating charge and unsecured and (i) secured guaranteed debts have preference against the other Company's debts, up to the limit of the guaranteed asset;

and (ii) floating charge debts have preference against unsecured debts.

(iv) covenants imposed to the issuer, particularly, with respect to the indebtedness limits and contracting new debt, limits for dividends distributions, asset assignment, issuance of new securities and sale of corporate control, as well as if the Company is complying with such covenants

The Company has agreements with restrictive clauses that determine maximum levels of indebtedness, leverage, interest coverage related to certain financial information (EBITDA and net interest expenses) and corporate restructuring (disposal, spin-off, consolidation or any change of corporate control), which, in case of occurrence, should be previously authorized by financial agents.

- Indebtedness limits: Net financial debt/EBITDA equal to or less than 3.75x, it being understood that the EBITDA to be taken into account is the higher between (i) the accumulated EBITDA for the preceding 12 months and (ii) the EBITDA for the precedent quarter, multiplied by 4.0, and/or coverage of interest (EBITDA/net interest expenses) equal to or higher than 2.0x considering the last 12 months.

- Disposal of corporate control: If there is a change or modification of the composition of the controlling shareholders group.

- Spin-off, merger or any corporate restructuring: If there is a merger, a spin-off or any corporate reorganization or sale of the Company's shareholding resulting in modification of the composition of the controlling shareholders group.

The Company has been complying with all restrictive clauses and, in the last 3 fiscal years, there was no event that generated the early maturity of its debts.

For more information on the relevant loan and financing agreements, see item 10.1.f.(i) above.

g. Limits of use of the financings already contracted

We describe below the limits of the financing in force contracted by the Company in the last three fiscal years and which are in effect, as well as the percentages used in the fiscal year ended in December 31, 2020:

On July 28, 2014, the Company and its subsidiaries obtained from Financiadora de Estudos e Projetos – FINEP, a credit line in the amount of R\$290.7 million. In August 2014, R\$72.6 million, equivalent to 25.0% of the total amount, was disbursed. In October 2017, R\$93.0 million was withdrawn in the scope of this financing, or 32.0%, of the total estimated. In December 2018, the remaining R\$125.0 million, equivalent to 43% of the total amount, was disbursed.

On August 22, 2018, the Company obtained from Itaú BBA International PLC, a loan of EUR\$20.0 million with maturity date on March 24, 2021 subject to pre-fixed interests of 1.61% p.a. To eliminate the risk associated with foreign exchange variation to which this loan is exposed, the Company entered into swap transactions with Itaú BBA, by means of which we are active in exchange variation plus the mentioned rates previously fixed and passive at 106.9% of CDI.

On November 14, 2019, the Company and its subsidiaries obtained from the Studies and Projects Financier – FINEP a credit totaling R\$338.9 million. In December 2019, R\$111.2 million were withdrawn under this financing, or 32.8% of the total

Except for the loans described above, there is no other contracted loan agreement with open limit in the last 3 fiscal years.

h. Significant adjustments to each item of the financial statements

(R\$ million)	2020	2019	AV 20	AV 19	AH 20/19
Net Revenue	4088,9	3.294,7	100,00%	100,0%	24,10%
Gross Profit	2629,3	2.085,7	64,30%	63,3%	26,06%
Marketing Expenses	-787,0	(843,3)	-19,25%	-25,6%	-6,67%
Advertisement and Consumer Promotion	-240,7	(301,0)	-5,89%	-9,1%	-20,03%
Trade Deals	-112,6	(82,8)	-2,75%	-2,5%	36,01%
Medical Visits, Promotions and Others	-433,7	(459,6)	-10,61%	-14,0%	-5,64%
Selling Expenses	-568,6	(558,3)	-13,91%	-16,9%	1,84%
Commercial Expenses	-311,7	(337,4)	-7,62%	-10,2%	-7,62%
Freight and Logistics Expenses	-105,2	(92,2)	-2,57%	-2,8%	14,11%
Research & Development	-151,7	(128,7)	-3,71%	-3,9%	17,83%
General and Administrative Expenses	-208,4	(209,3)	-5,10%	-6,4%	-0,43%
Other Operational Net Expenses	236,8	601,2	5,79%	18,2%	-60,62%
Equity in Subsidiaries	16,8	9,6	0,41%	0,3%	75,34%
EBIT from Continuing Operations	1318,9	1.085,7	32,26%	33,0%	21,48%
Net Financial Results	-75,4	14,4	-1,84%	0,4%	- 623,81%
Financial Expenses	-221,9	(81,8)	-5,43%	-2,5%	171,32%
Financial Income	146,5	96,2	3,58%	2,9%	52,30%
Income Tax and CSLL	78,2	88,9	1,91%	2,7%	-12,07%
Net Income (Loss) from Continuing Operations	1321,6	1.189,0	32,32%%	36,1%	11,15%

Net Income from Discontinued Operations	-26,5	(24,9)	-0,65%	-0,8%	6,48%
Net Income (Loss)	1295,1	1.164,0	31,67%	35,3%	11,26%

The table above and the following analyses refer only to Continued Operations, except for Net Income or items that explicitly mention Discontinued Operations.

Net Revenue

Net Revenue grew 24.1% and totaled R\$4,088.9 million in 2020, compared to the previous year in 2019. This growth of 24.1% was mainly due to the growth of sell-out in the period, which was mainly driven by the growth in Generics and Similar, chronic drugs in Prescription Products and vitamins, supplements and nutritionals in Consumer Health.

Gross profit

In 2020, Gross Profit was R\$2,629.3 million, with gross margin of 64.3%, or 1.0 percentage point higher than the Gross Profit Margin of 2019. The growth of the Gross Margin, even with the negative impact of 1.8 percentage point resulting from the devaluation of the Real against the Dollar, was mainly due to the positive impact of the mix of products sold in 2020, since in 1Q19 there was a reduction in sales in Consumer Health and Prescription Products to adjust the commercial policy.

Sales and marketing expenses

Marketing Expenses reduced its share of Net Revenue by 6.4 percentage points in 2020, totaling R\$787 million. This reduction is a consequence of the decrease in expenses with Advertising and Consumer Promotion and expenses with Medical Visits, Promotions and Others, which were impacted by the Covid-19 pandemic.

The reduction of these expenses is the result: (i) the reduction in expenses with the delivery of advertising campaigns in comparison with 2019, mainly due to the best contractual conditions established for the year 2020; (ii) by the increase in medical visits and medical events carried out remotely, which contributed to the reduction of travel expenses; and (iii) by the smallest number of free samples.

Sales Expenses accounted for 13.9% of Net Revenue in 2020, a reduction of 3.0 percentage points when compared to 2019. The variation in Sales Expenses was mainly due to the reduction of commercial expenses, which were impacted by lower variable remuneration and the lower level of travel expenses and displacement of sales teams due to the Covid-19 pandemic throughout the year.

General and Administrative Expenses

General and Administrative Expenses totaled R\$ 208.4 million in 2020, a reduction of 0.4%, compared to R\$209.3 million in 2019, as a result of the Company's initiatives to preserve the profitability of its operations during the Covid-19 pandemic throughout the year, such as

the reduction in the number of trips and the implementation of home-office for administrative teams

Other Operational Net Expenses and Equity in Subsidiaries

The other operating income item totaled R\$236.8 million in 2020, compared to R\$601.2 million in 2019. This item was reduced mainly due to the lower tax credits recorded in 2020.

The growth of 75.3% of the Equity item is related to the result of the onslaught of Companhia Bionovis S.A., a pharmaceutical biotechnology joint venture for the research, development, production and commercialization of biopharmaceuticals in Brazil. In 2020, Bionovis S.A. reported net revenue growth of 86%, with emphasis on the performance of products for the treatment of Crohn's disease, breast cancer and autoimmune diseases, which promoted the growth of its Net Income in the period

Net Financial Results

Financial Results had a negative balance of R\$75.4 million in 2020, compared to a positive balance of R\$14.4 million in 2019.

This variation is mainly the result of increased interest expenses due to the company's higher gross indebtedness, mainly due to the issues of debentures for the payment for the acquisition of the Buscopan family and the portfolio of medicines acquired from Takeda.

Net Profit

Net Income from Continuing Operations reached R\$1,321.6.6 million in 2020, an increase of 11.2% over 2019. This evolution of Net Income from Continuing Operations is mainly a consequence of the growth of 21.5% of the EBIT of Continuing Operations. Net Income grew 11.3% in the period, and was impacted by the negative result of discontinued operations

COMPARISON BETWEEN OPERATING RESULTS FOR THE FISCAL YEAR ENDED DECEMBER 31, 2019, AND THOSE FOR THE FISCAL YEAR ENDED DECEMBER 31, 2018

(R\$ millions)	2019	2018	AV 19	AV 18	AH 19/18
Net Revenue	3.294,7	3.724,3	100,0 %	100,0 %	-11,5%
Gross Profit	2.085,7	2.665,3	63,3%	71,6%	-21,7%
Marketing Expenses	(843,3)	(820,2)	-25,6%	-22,0%	2,8%
Advertisement and Consumer Promotion	(301,0)	(356,0)	-9,1%	-9,6%	-15,5%
Trade Deals	(82,8)	(69,3)	-2,5%	-1,9%	19,4%
Medical Visits, Promotions and Others	(459,6)	(394,9)	-14,0%	-10,6%	16,4%
Selling Expenses	(558,3)	(479,3)	-16,9%	-12,9%	16,5%
Commercial Expenses	(337,4)	(318,8)	-10,2%	-8,6%	5,8%
Freight and Logistics Expenses	(92,2)	(86,5)	-2,8%	-2,3%	6,5%

Research & Development	(128,7)	(73,9)	-3,9%	-2,0%	74,1%
General and Administrative Expenses	(209,3)	(181,8)	-6,4%	-4,9%	15,1%
Other Operational Net Expenses	601,2	40,3	18,2%	1,1%	1390,2%
Equity in Subsidiaries	9,6	5,4	0,3%	0,1%	79,3%
EBIT from Continuing Operations	1.085,7	1.229,8	33,0%	33,0%	-11,7%
Net Financial Results	14,4	0,1	0,4%	0,0%	16861,2%
Financial Expenses	(81,8)	(85,8)	-2,5%	-2,3%	-4,7%
Financial Income	96,2	85,8	2,9%	2,3%	12,0%
Income Tax and CSLL	88,9	(94,5)	2,7%	-2,5%	-
Net Income (Loss) from Continuing Operations	1.189,0	1.135,4	36,1%	30,5%	4,7%
Net Income from Discontinued Operations	(24,9)	(5,8)	-0,8%	-0,2%	330,2%
Net Income (Loss)	1.164,0	1.129,6	35,3%	30,3%	3,0%

The table above and the following analyses refer only to Continued Operations, except for Net Income or items that expressly mention Discontinued Operations.

Net revenue

Net Revenue reached R\$3,294.7 million in 2019 and decreased 11.5% compared to 2018, which reached R\$3,724.3 million, mainly due to the reduction in sales in Prescription products and Consumer Health in the first quarter with the aim of reducing the level of inventory of these products in customers. It is worth noting that sales of the Company's products in its customers (sell-out in PPP), measured by IQVIA, showed growth of 10.1% in the year.

Gross profit

In 2019, Gross Profit totaled R\$2,085.7 million, with a margin of 63.3%, representing a reduction of 21.7% when compared to 2018, in which it totaled R\$2,665.3 million. The reduction in gross margin in the year was mainly due to the reduction of sales of Consumer Health and Prescription Products in the first quarter, which have higher gross margin, to adjust the commercial policy and reduce the level of inventory of these products in Hypera Pharma customers. In addition, Gross Profit was negatively impacted by the devaluation of the Real against the Dollar and the increase in provisions for losses in inventories.

Sales and marketing expenses

Marketing Expenses grew 2.8% in 2019, totaling R\$843.3 million, compared to 2018, in which they totaled R\$820.2 million, and were driven by the growth in expenses with Medical Visits, Promotions, Gifts and Samples, mainly due to the increase in the medical visitation team carried out in the third quarter of 2018 and the third quarter of 2019, as well as by the increase in the number of marketing actions carried out at the points of sale.

Sales Expenses totaled R\$558.3 million in 2019, an increase of 16.5%, compared to R\$479.3 million in 2018. This growth mainly reflects the growth of Rand and Development expenses resulting from increased investments in innovation to accelerate the pace of new product launches.

General and administrative expenses

General and Administrative Expenses totaled R\$209.3 million in 2019, an increase of 15.1%, compared to R\$181.8 million in 2018. The growth of this item compared to the previous year is mainly a consequence of the reinstatement of payroll, in force since the beginning of 2019.

Other Operational Net Expenses and Equity in Subsidiaries

The other operating income item totaled R\$601.2 million in 2019, an increase, compared to R\$40.3 million in 2018. This item was positively affected in 2019 by the tax credit related to the favorable decision on the exclusion of ICMS in the pis/cofins calculation basis, in the amount of R\$546.4 million, which was recorded in the first quarter of 2019, as well as by the amount received by the rent of the consumption distribution center throughout the year. The growth of the Equity item is related to the result of the onslaught of Companhia Bionovis S.A.

Financial results

The 2019 Financial Result was positive at R\$14.4 million, an increase of R\$14.3 million compared to 2018, totaling R\$0.1 million. This variation is mainly the result of the increase in the monetary update of tax credits due to the accounting of credit related to the exclusion of ICMS in the pis/cofins calculation basis in the first quarter of 2019.

Net Income

Net Income from Continuing Operations reached R\$1,189.0 million in 2019, up 4.7% from 2018, when it reached R\$1,135.4 million. This growth in Net Income, higher than the Growth of the EBIT of Continuing Operations, is mainly related to the reduction of the effective rate of income tax due to the increase in Interest on Equity declared in 2019, which totaled R\$675.3 million, and the reversal of part of the tax liability related to tax credits in the second quarter of 2019, in the amount of R\$91.8 million.

Net Income grew 3.0% in the period, and was impacted by the negative result of discontinued operations, mainly due to the higher level of expenses with such operations recorded in the period.

MAIN CHANGES IN CONSOLIDATED EQUITY ACCOUNTS

Fiscal year ended December 31, 2020, when compared to fiscal year ended December 31, 2019

Assets	2019 (R\$ thousand)	2020 (R\$ thousand)	AV 2019 (% Total Assets)	AV 2020 (% Total Assets)	AH Variation 2020/2019
Current Assets	4.737.327	7.899.161	39,70%	45,79%	66,74%
Cash and cash equivalents	2.246.436	4.743.298	18,80%	27,50%	111,1%
Accounts receivable	1.313.671	1.564.341	11,00%	9,07%	19,1%
Inventories	664.643	920.796	5,60%	5,34%	38,5%
Taxes recoverable	300.826	274.017	2,50%	1,59%	-8,9%
Derivative financial instruments	1.409	85.674	0,00%	0,50%	-
Dividends receivable	206.966	306.822	1,70%	1,78%	48,2%
Other assets	2.261	4.098	0,00%	0,02%	81,3%
Assets held for sale	1.115	115	0,00%	0,00%	-89,6%
Non-Current Assets	7.182.148	9.350.649	60,30%	54,21%	30,19%
Long Term Assets	909.728	1.217.543	7,60%	7,06%	33,84%
Deferred Income Tax and Social Contribution	26.551	194.716	0,20%	1,13%	-
Taxes recoverable	662.183	680.495	5,60%	3,94%	2,77%
Other assets	220.994	342.331	1,90%	1,98%	54,91%
Investments	6.272.420	8.133.107	52,60%	47,15%	29,66%
Investments	19.123	34.118	0,20%	0,20%	78,42%
Investment Properties	150.240	154.318	1,30%	0,89%	2,71%
Property, Plants and Equipments	1.167.946	1.546.409	9,80%	8,96%	32,40%
Intangible Assets	4.935.111	6.398.261	41,40%	37,09%	29,65%
Total Assets	11.919.475	17.249.810	100,00%	100,00%	44,72%
Liabilities and Shareholders' Equity	2019 (R\$ thousand)	2020 (R\$ thousand)	AV 2019 (% Total Assets)	AV 2020 (% Total Assets)	AH Variation 2020/2019
Current Liabilities	1.585.308	2.628.626	13,30%	15,24%	65,81%
Suppliers	333.829	275.539	2,80%	1,60%	-17,46%
Suppliers' Assignment of Receivables	124.019	440.256	1,00%	2,55%	254,99%
Loans and Financing	108.622	461.816	0,90%	2,68%	-
Salaries Payable	205.996	224.480	1,70%	1,30%	8,97%

Income Tax and Social Contribution	337	10.570	0,00%	0,06%	-
Taxes Payable	47.857	63.659	0,40%	0,37%	33,02%
Accounts Payable	135.710	273.353	1,10%	1,58%	101,42%
Dividends and IOC Payable	612.143	671.654	5,10%	3,89%	9,72%
Notes Payable	7.802	23.980	0,10%	0,14%	207,36%
Financial Derivatives	3.820	177.943	0,00%	1,03%	-
Liabilities Held for Sale	5.173	5.377	0,00%	0,03%	3,95%
Non-Current Liabilities	1.624.067	5.380.469	13,60%	31,19%	231,30%
Loans and Financing	1.293.983	5.051.233	10,90%	29,28%	290,36%
Deferred Income Tax and Social Contribution	92.543	46.017	0,80%	0,27%	-50,28%
Taxes Payable	8.360	7.651	0,10%	0,04%	-8,48%
Accounts Payable	29.841	69.180	0,30%	0,40%	131,83%
Provisions for Contingencies	191.763	206.388	1,60%	1,20%	7,63%
Financial Derivatives	7.577	0	0,10%	0,00%	-100,00%
Shareholders' Equity	8.710.100	9.240.715	73,10%	53,57%	6,09%
Capital	4.448.817	4.478.126	37,30%	25,96%	0,66%
Capital Reserve	1.270.401	1.266.381	10,70%	7,34%	-0,32%
Equity Valuation Adjustments	-254.994	-336.724	-2,10%	-1,95%	32,05%
Profit Reserves	3.280.079	3.833.210	27,50%	22,22%	16,86%
Treasury Stock	-34.203	-278	-0,30%	0,00%	-99,19%
Total Liabilities and Shareholders' Equity	11.919.475	17.249.810	100,00%	100,00%	44,72%

⁽¹⁾ Prepared pursuant to the IFRS.

Current Assets

The increase in Current Assets in 2020 was mainly due to the increase of 111.1% of the cash and cash equivalents item due to the issuance of R\$3.2 billion in debentures, which were used to pay for the acquisition of Takeda's brands in 1Q21, and by the 19.1% increase in Accounts Receivable. It is worth noting that the increase in Accounts Receivable was lower than the increase in Net Revenue in the period, and is mainly a consequence of the Company's strategy to increase its operating cash generation.

Non-current Assets

Non-current assets totaled R\$9,350.6 million as of December 31, 2020 and R\$7,182.1 million as of December 31, 2018, resulting in a 30.2% increase. At the end of the fiscal year 2020, non-current assets represented 54.2% of the total Asset, a decrease of 6.1 percentage points compared to the fiscal year ended December 31, 2019.

The increase in Non-Current Assets is mainly due to the increase of 29.7% in intangible assets and 32.4% in fixed assets, mainly due to the investment of R\$1.3 billion for the acquisition of the Buscopan family made in 3Q20 and the additional investments to expand manufacturing capacity in Anápolis made throughout the year.

Current Liabilities

Current Liabilities totaled R\$2,628.6 million in 2020, an increase of 65.9% when compared to 2019, mainly due to the 325% increase in loans and financing and an increase of R\$174.2 million in derivative financial instruments. The increase in these items is mainly related to the hiring of new debts to strengthen the Company's cash during the Covid-19 pandemic and to hedge operations related to the acquisition of Takeda's brands. In 2020, current liabilities represented 15.24% of total Liabilities and Shareholders' Equity, compared to a percentage of 13.3% at the end of the previous fiscal year.

Non-current Liabilities

Non-current liabilities were R\$5,380.5 million at December 31, 2020, compared to a balance of R\$1,624.1 million as of December 31, 2019, representing an increase of 231.3%. This growth is mainly related to the increase of R\$3,757.3 million in loans, financing and debentures, mainly due to the issuance of debentures in the amount of R\$3.2 billion in 2020 for payment for the acquisition of Takeda's trademarks. As a percentage of total Liabilities and Shareholders' Equity, non-current Liabilities increased from 13.6% at December 31, 2019 to 31.2% at December 31, 2020.

Net Worth

The net worth was R\$9,240.7 million as of December 31, 2020, compared to a balance of R\$8,710.1 million as of December 31, 2019, which is an increase of 6.1%. This increase mainly reflects the increase in Profit Reserves by 16.9%, resulting from the combination of the results of the period and the statements of Interest On Equity made throughout the year.

As of December 31, 2020, Shareholders' Equity represented 53.6% of the Company's total Liabilities and Shareholders' Equity, compared to 73.1% at December 31, 2019. This fall in representativeness was caused by the increase in non-current liabilities in the period.

Fiscal year ended December 31, 2019, compared to fiscal year ended December 31, 2018

Assets	2018 (R\$ thousand)	2019 (R\$ thousand)	AV 2018 (% Total Assets)	AV 2019 (% Total Assets)	AH Variation 2019/2018
Current Assets	4.262.416	4.737.327	40,4%	39,7%	11,1%
Cash and Cash Equivalents	1.646.869	2.246.436	15,6%	18,8%	36,4%
Accounts Receivables	1.457.265	1.313.671	13,8%	11,0%	-9,9%
Inventories	596.683	664.643	5,7%	5,6%	11,4%
Recoverable Taxes	338.166	300.826	3,2%	2,5%	-11,0%

Financial Derivatives	7.292	1.409	0,1%	0,0%	-80,7%
Other Assets	214.811	206.966	2,0%	1,7%	-3,7%
Assets Held for Sale	0	2.261	0,0%	0,0%	-
Cash and Cash Equivalents	1.330	1.115	0,0%	0,0%	-16,2%
Non-Current Assets	6.294.567	7.182.148	59,6%	60,3%	14,1%
Long Term Assets	301.936	909.728	2,9%	7,6%	201,3%
Deferred Income Tax and Social Contribution	27.745	26.551	0,3%	0,2%	-4,3%
Recoverable Taxes	58.558	662.183	0,6%	5,6%	1030,8%
Other Assets	215.633	220.994	2,0%	1,9%	2,5%
Investments	5.992.631	6.272.420	56,8%	52,6%	4,7%
Investments	11.931	19.123	0,1%	0,2%	60,3%
Investment Properties	154.263	150.240	1,5%	1,3%	-2,6%
Other Investments	963.906	1.167.946	9,1%	9,8%	21,2%
Property, Plants and Equipments	4.862.531	4.935.111	46,1%	41,4%	1,5%
Total Assets	10.556.983	11.919.475	100,0%	100,0%	12,9%
Liabilities and Shareholders' Equity	2018 (R\$ thousand)	2019 (R\$ thousand)	AV 2018 (% Total Assets)	AV 2019 (% ativo total)	AH Variation 2019/2018
Current Liabilities	1.414.177	1.585.308	13,4%	13,3%	12,1%
Suppliers	198.119	333.829	1,9%	2,8%	68,5%
Suppliers' Assignment of Receivables	161.200	124.019	1,5%	1,0%	-23,1%
Loans and Financing	106.548	108.622	1,0%	0,9%	1,9%
Salaries Payable	150.352	205.996	1,4%	1,7%	37,0%
Income Tax and Social Contribution	17	337	0,0%	0,0%	1882,4%
Taxes Payable	54.250	47.857	0,5%	0,4%	-11,8%
Accounts Payable	155.388	135.710	1,5%	1,1%	-12,7%
Dividends and IOC Payable	560.295	612.143	5,3%	5,1%	9,3%
Notes Payable	18.070	7.802	0,2%	0,1%	-56,8%
Financial Derivatives	2.327	3.820	0,0%	0,0%	64,2%
Liabilities Held for Sale	7.611	5.173	0,1%	0,0%	-32,0%
Non-Current Liabilities	875.133	1.624.067	8,3%	13,6%	85,6%
Loans and Financing	457.761	1.293.983	4,3%	10,9%	182,7%
Suppliers	231.185	92.543	2,2%	0,8%	-60,0%

Deferred Income Tax and Social Contribution	8.941	8.360	0,1%	0,1%	-6,5%
Taxes Payable	6.660	29.841	0,1%	0,3%	348,1%
Accounts Payable	166.106	191.763	1,6%	1,6%	15,4%
Provisions for Contingencies	4.480	7.577	0,0%	0,1%	69,1%
Shareholders' Equity	8.267.673	8.710.100	78,3%	73,1%	5,4%
Capital	4.448.817	4.448.817	42,1%	37,3%	0,0%
Capital Reserve	1.285.171	1.270.401	12,2%	10,7%	-1,1%
Equity Valuation Adjustments	(254.680)	(254.994)	-2,4%	-2,1%	0,1%
Profit Reserves	2.794.824	3.280.079	26,5%	27,5%	17,4%
Treasury Stock	(6.459)	(34.203)	-0,1%	-0,3%	429,5%
Total Liabilities and Shareholders' Equity	10.556.983	11.919.475	100,0%	100,0%	12,9%

⁽¹⁾ Prepared pursuant to the IFRS.

Current Assets

Current Assets were R\$4,737.3 million as of December 31, 2019, compared to a balance of R\$4,262.4 million as of December 31, 2018. The increase in Current Assets, despite the reduction in Accounts Receivable due to the decrease in Net Revenue in the period, was mainly due to the issuance of R\$800.0 million in debentures in the fourth quarter of 2019 with the aim of further strengthening the Company's future investment capacity. With this issue, the cash and cash equivalents item showed growth of 36.4%.

Non-current Assets

Non-current assets totaled R\$7,182.1 million as of December 31, 2019 and R\$6,294.6 million as of December 31, 2018, resulting in an increase of 14.1%. At the end of the 2019 fiscal year, non-current assets represented 60.3% of the total Asset, an increase of 0.7 percentage points compared to the fiscal year ended December 31, 2018.

This variation was mainly due to the increase of R\$603.6 million in Taxes to Be Recovered, reflecting the accounting in 2019 of the credit related to the exclusion of ICMS in the pis/cofins calculation basis, and by the 21.2% increase in Fixed Assets resulting from additional investments to expand production capacity in Anápolis.

Current Liabilities

Current Liabilities totaled R\$1,585,308 million in 2019, an increase of 12.1% at the end of 2019, when compared to 2018, when it totaled R\$1,414,177 million, mainly due to the increase of 27.4% in the items of Suppliers and Assignment of Credits by Suppliers and 9.3% in the Amount of Dividends Payable, reflecting the increase in interest on equity declared in

2019. In percentage terms, at the end of fiscal year 2019, Current Liabilities represented 13.3% of total Liabilities and Shareholders' Equity, compared to a percentage of 13.4% at the end of the previous fiscal year.

Non-current Liabilities

Non-current Liabilities were R\$1,624.1 million as of December 31, 2019, compared to a balance of R\$875.1 million as of December 31, 2018, representing an increase of 85.6%. This growth is mainly related to the increase of R\$836.2 million in loans, financing and debentures, mainly due to the issuance of debentures in the amount of R\$800.0 million in the fourth quarter of 2019.

As a percentage of total Liabilities and Shareholders' Equity, non-current Liabilities increased to 13.6% as of December 31, 2019, compared to a percentage of 8.3% observed as of December 31, 2018.

Shareholders' Equity

Shareholders' Equity was R\$8,710.1 million as of December 31, 2019, compared to a balance of R\$8,267.7 million as of December 31, 2018, which is an increase of 5.4%. This increase mainly reflects the increase in Profit Reserves of 17.4%, resulting from the combination of the results of the period and the statements of Interest On Equity made throughout the year. As of December 31, 2019, Shareholders' Equity represented 73.1% of the Company's total Liabilities and Shareholders' Equity, compared to 78.3% as of December 31, 2018.

10.2. MANAGEMENT'S COMMENTS

a. Results of our operations

(i) Description of any important revenue components

The gross sales of the Company are essentially denominated in *Reais* and is generated from sales of its products in Brazil. These products are sold to retailers, who in turn supply end consumers, as well as to distributors, who resell these products to points of sale of retailers that the Company does not supply directly.

Revenues include the fair value of consideration received or receivable from the trading of products and goods in the usual course of our business. Revenues are shown net of taxes, returns, rebates and discounts in the consolidated figures, net of sales between controlled companies.

The Company recognizes revenues when their value can be accurately measured, when future economic benefits are likely to flow to the entity, and when specific criteria have been fulfilled for each activity of the Company. The Company bases its estimates on historical results, taking into account the type of customer, the type of transaction and the particularities of each sale.

Revenues from sales of products and goods

Sales of products and goods are recognized when the risks and benefits inherent to the products are substantially transferred to the buyer; the acceptance terms have been agreed; and the buyer has accepted the products in accordance with the sales agreement, and there is no continuous involvement with the sold goods.

(ii) Factors that materially affected the operational income

The pharmaceutical sector is also affected by changes in consumer confidence and demand, competition, seasonality and price levels.

Political and economic uncertainties could have adverse effects on consumer purchasing power, the cost of products, availability of labor and merchandise, and other factors that affect us and the pharmaceutical industry in general. In periods of economic downturn, unemployment rates increase, consumers tend to purchase less merchandise, prices decrease and financing becomes more expensive.

The activities and financial and operating results may be substantially affected by acquisitions and divestitures made by the Company, aiming at adjust our portfolio to new levels of growth and profitability. In addition to the factors above, our activities and financial results are also affected by the level of interest rates in Brazil, mainly CDI, TJLP and TR, which are the main indexes of our debt in Reais, also reflecting on our costs to contract foreign exchange hedge.

Brazilian Macroeconomic Scenario

The sales' gross revenue is affected by the inflation, once, in general, part of the costs are transferred to our clients by means of price increases.

The exchange variation affects the financial results, the cost of our imported supplies, the depreciation or appreciation of the Brazilian currency before the American dollar, and, therefore, the gross profit, with reflexes over the operational performance of the Company. The gross margin volatility recorded in 2020, 2019 and 2018 was partially affected by foreign exchange volatility.

The global economic scenario was marked by concerns about the effects of the Covid-19 pandemic, as part of the measures to combat the spread of the new coronavirus included restrictions, to a greater or lesser extent, in circulation of people and the functioning of commercial establishments, which negatively affected global economic activity in 2020, leading to a shrinking world economy of 3.5%, in accordance with an estimate by the International Monetary Fund (IMF).

In Brazil, uncertainties regarding the performance of the economy, mainly driven by the instability caused by the misalignment between the measures to cope with the Covid-19 pandemic by the Executive and Legislative branches and the delay in the reform agenda, contributed to the devaluation of the Brazilian currency against the dollar, which advanced

29% against the Brazilian currency when compared to the previous year. Considering this performance, the Brazilian currency (real) was among the currencies that lost the most value against the dollar in a year, ranking sixth in the Austin Rating that considered 121 countries.

The combination of the effects of the Covid-19 pandemic with the reduction of economic activity resulted in the shrinking of Brazilian GDP in 2020, even with the implementation of social programs to support the population during the pandemic crisis in the country. Additionally, the Broad Consumer Price Index reached 4.52%, the highest level recorded in the country since 2016, even with the reduction in basic interest rates by the Brazilian monetary authority. Selic reached the end of December 2020 at the level of 2.00% per year, the lowest value since 1996.

In 2020, the rules for restricting the movement of people due to the Covid-19 pandemic in several regions of the country, especially in 2Q20 and 3Q20, resulted in a reduction in the number of medical consultations and the lower flow of people at points of sale, which negatively affected demand in some categories of the Brazilian pharmaceutical market.

However, the pharmaceutical market once again confirmed its resilience, reporting growth of 10.9% compared to 2019, according to IQVIA data. This result was not uniform among product categories, due to pandemic impacts, especially in categories related to acute treatments, such as anti-flu and anti-inflammatory drugs. On the other hand, products for chronic treatments, vitamins, nutritional, generic and similar, recorded better performance. In units, the market recorded an increase of 8.5% compared to 2019.

The table below sets forth GDP growth, inflation, interest rates and U.S. dollar exchange rate for the periods indicated:

	Fiscal year ended as of December 31,		
	2018	2019	2020
GDP growth ⁽¹⁾	1,3%	1,1%	-4,10%
Inflation (IPCA) ⁽²⁾	3,8%	4,3%	4,52%
CDI ⁽³⁾	6,4%	5,9%	2,75%
TJLP ⁽⁴⁾	6,7%	6,2%	4,87%
Appreciation (depreciation) of the <i>Real</i> against the U.S. dollar	18,5%	18,5%	29,0%
Exchange rate ⁽⁵⁾ at the end of as period — US\$1.00	R\$ 3,87	R\$ 3,87	R\$5,20

Sources: FGV, Central Bank, IBGE and CETIP.

⁽¹⁾ Calculated in accordance with new methodology adopted by the IBGE.

⁽²⁾ Broad Consumer Price Index - IPCA, disclosed monthly by IBGE.

⁽³⁾ The CDI rate is the average of interbank overnight rates in Brazil registered and settled in the Clearinghouse for Custody and Settlement (Câmara de Custódia e Liquidação), or CETIP, system.

⁽⁴⁾ The TJLP is the long-term interest rate published quarterly by the Central Bank. The amounts shown are the average for the period indicated.

⁽⁵⁾ PTAX rate, disclosed daily by the Central Bank of Brazil, at the closing of the year, for purchase.

Competition

The segment in which we concentrate our operations as from 2017 – medicines - is highly competitive. Thus, we face competition from companies that are present in the national and international markets. These companies offer a variety of products in the segment in which we operate that competes with a majority of our products. Accordingly, competition affects our business, and we may need to increase our marketing and advertising expenses and/or reduce the prices of our products, adapt existing products and launch new products to remain competitive in the market.

Seasonality

Certain products are affected by seasonality. However, in general, these products tend to offset each other's sales insofar as the slow season for one product will be offset by the peak season of another one. In general, this offsetting results in relative stability in our gross sales. The Company's management believes that this may be exemplified by, on the one hand, our cold medications, such as Benegrip, Coristina d, Fluviral and Apracur, for which, historically, we record higher sales during the winter, and, on the other hand, Episol sunscreen, of Mantecorp Skincare product line, which usually has a higher demand during the summer.

Prices

Prices in the industry are characterized by gradual increases overtime, mainly due to the following two factors: (i) increases in production costs and (ii) increased demand for higher value added products as a result of increases in consumer purchasing power. Productivity gains in the industry over time have allowed manufacturers to avoid passing on all cost increases to consumers. Productivity gains in the industry over time have allowed manufacturers to avoid passing on all cost increases to consumers.

In addition, pursuant to legislation applicable to the pharmaceutical industry, the government controls prices in Brazil for the vast majority of medications available in the market. For a few medications considered to be "less critical" by the ANVISA, such as phytotherapics and the like, the Brazilian government merely monitors market prices but does not carry out rigid controls.

The Company's management believes that consumer prices will continue to gradually increase and companies will continue to make productivity gains, which will allow them to avoid passing on to end consumers the full amount of cost increases

Demand

The Company has a broad portfolio of diversified brands and products with an established demand in different levels, with attractive profitability and growth potential. The demand is influenced by various factors, including: (i) the aging of the population, which increases demand for our pharmaceutical products; (ii) higher average income, which increases demand for our products marketed to the upper middle income and middle income classes;

and (iii) the introduction of new products.

b. Variations in revenues attributable to changes in prices, exchange rates, inflation, changes in volume and introduction of new products and services

In the last three fiscal years, the Company's revenues were directly affected by changes in volume of sales, changes in prices as well as by the introduction of new products in its portfolio in its major market – medications.

Annually, the revenues deriving from the medicine sector are affected by price readjustments controlled by the federal government, which affect the top prices capable of being practiced in the market. Such increases are allowed counting from March 31 of each year and are based on the IPCA, adjusted by a productivity factor, by a portion of intra sector relative price adjustment factor and a portion of inter sector relative price factor, as annually defined by the Drug Market Regulation Chamber (Câmara de Regulação do Mercado de Medicamentos – CMED).

Therewith, the price readjustments of medicines are staggered in three levels, in accordance with the market concentration in each therapeutic class, which is calculated based on the Herfindahl-Hirschmann Index (IHH). Since 2015, the level 1 reunites classes with no evidences of market concentration (with $IHH < 1,500$); level 2, classes in which there is moderated market concentration ($1500 < IHH < 2,500$); finally, level 3, classes in which there is strong market concentration ($IHH > 2,500$). Until 2014, the levels were defined accordingly with penetration of generic drugs in therapeutic classes in such levels: higher than or equal to 20% to level 1; equal to or higher than 15%, but lower than 20% to level 2; lower than 15% to level 3.

The table below appoints the maximum level adjustments of prices allowed in the last three years by CMED in each level of readjustment:

	2018	2019	2020
Level 1	2,84%	4,33%	5,21%
Level 2	2,47%	4,33%	4,22%
Level 3	2,09%	4,33%	3,23%

The Company's revenues in the last three fiscal years were also affected by the increase in the sales volume of its medicines, as well as launch of new products. In particular, the medicines, the percentage of Net Revenue deriving from launched products in the last five years – corresponding to the innovation index of this industry – is rising in the last 3 years, as shown in the table below

Medicines	2018	2019	2020
Annual net revenue deriving from products launched in the last five years	30%	30%	33%

The foreign exchange rates have no direct impact in the Company's revenue increase since there is no relevant revenue in foreign currency, but there is an indirect reflex over costs and inflation, which incorporates the increase of input costs in dollar and it is afterwards passed through to the prices.

c. The impact of inflation, of the variation of prices of the main inputs and products, of the foreign exchange and of the interest rates in our operational and financial income, if relevant

The financial performance may be affected by inflation, because a significant portion of our operational costs and expenses are based in *Reais* and adjusted for inflation. The sales revenue is also affected by inflation because we generally pass on part of the increases in costs to our customers through price increases. However, we cannot predict if we will be able to pass on the cost increases to our customers in the future.

Part of the costs derive from imported inputs, whose prices in *Reais* float according to changes in the foreign exchange rates. During the last three fiscal years, the Company's operating income was negatively affected due to rise in such costs. Such effect, however, was partially compensated in the net profit because of more efficiency regarding selling, marketing, general and administrative expenses.

In 2020, the gross margin was 64.3%, or 1.0 percentage point higher than the 2019 Gross Margin. The growth of the Gross Margin, even with the negative impact of 1.8 percentage point resulting from the devaluation of the Real against the Dollar, was mainly due to the positive impact of the mix of products sold in 2020, since in 1Q19 there was a reduction in sales related to Consumer Health and Prescription Products to adjust the commercial policy and the recovery of idleness and factory disposals levels.

In 2019, the gross margin was negatively affected in 8.3 percentage points. This reduction is due mainly to the mix of products effect (2.9 percentage points) and by the increase in the prices in a lower level than the increase of the costs, which were affected mainly by the increase in the provision for inventory losses (1.3 percentage points), depreciation of the Brazilian Real in face of the US Dollar (1.1 percentage point) and the increase of the payroll in effect since the beginning of 2019 (0.8 percentage point).

In 2018, the gross margin was negatively affected in 1.9%. This reduction is due mainly to the mix of products effect and by the increase in the prices in level inferior to the increase of the costs, which were affected in a more relevant manner in the second half of the year by the depreciation of the *Real* against the US dollar and by the increase in the price in dollar of some APIs (Active Pharmaceutical Ingredient) used in the manufacture process of the products.

In turn, our financial performance is affected by the foreign exchange, interest rates and inflation in Brazil. Such indices have effects over our financial expenditures and, by

extension, over our net income.

In April 2020, 248,500 debentures of the 9th public issue were issued, totaling R\$2,485 million with 100% (one hundred percent) of the DI, added to a spread of 1.50% per year. Additionally, in September, 73,500 debentures of the 10th public issue were issued, in the total amount of R\$735 million, with interest of 100% of the DI added to a spread of 1.75% per year.

The resources obtained through these emissions were allocated to the payment of Takeda's asset acquisition carried out in 1Q21. It is worth mentioning that, although these issues were carried out in national currency, the Company contracted derivative financial instruments to protect itself from exchange variation up to the date of payment, since the amount paid was in Dollar.

The Company also has carried out, from 2016 to 2018, a process of deleveraging, by reducing its gross debt, including the component of its financial liabilities denominated in US dollar. In 2017, the Company reduced its exposure to loans denominated in foreign currency from R\$331.3 million to R\$166.6 million. On August 22, 2018, the Company contracted a loan of EUR20.0 million due in March 24, 2021, subject to pre fixed interest of 1.61% per year. To eliminate the risk associated with the exchange variation related to this loan agreement, the Company contracted swaps with Banco Itaú BBA, in which we remain active in exchange variation plus pre fixed rates and passives of 106.9% of the CDI.

In addition, the Company's financial performance in the last three fiscal years was affected by interest rates in Brazil, since: 1) a relevant part of the debentures, loans and financing contracts is adjusted by indices such as CDI, TJLP and TR; and 2) the financial resources that comprises of our cash and equivalents are mostly invested at rates indexed with CDI. The interest rate variance, therefore, affects the interest expenses and the financial revenue, generating effects over the net financial expenses and, consequently, over the net income.

The table below classifies our indebtedness in accordance with variable indices applied over the principal amount at the end of the last three fiscal years. The amount in foreign currency is hedged by financial derivatives, whose costs are indexed with CDI, which is also used to restate our cash investments, shown in the table below, as well as the Company's net exposure to the group of indicators presented in the table below:

	Fiscal year ended December 31,					
	2018		2019		2020	
	Value	VA%	Value	VA%	Value	VA%
Loans, financing contracts and swaps CDI	97.150	18,77%	900.708	65,9%	5.038.379	92,5%
Loans TJLP	260.252	50,28%	326.932	23,9%	278.647	5,1%
Loans TR	142.169	27,46%	130.512	9,6%	127.179	2,3%

Notes payable CDI	18.070	3,49%	7.802	0,6%	4.480	0,1%
Total Indebtedness	517.641	100,00%	1.365.954	100,00%	5.448.685	100,0%
Cash investments	- 1.632.296	-315,33%	-2.233.113	-163,5%	- 4.715.097	-86,5%
Net exposure	- 1.114.655	-215,33%	-867.159	-63,5%	733.588	13,5%

10.3. EVENTS WITH RELEVANT EFFECTS ON THE RESULTING FINANCIAL STATEMENTS, BOTH OCCURRED AND EXPECTED TO OCCUR

a. Introduction or disinvestment of operational segments

In 2018, 2019 and 2020 there was no introduction or disposal of operating segment.

Relating to the fiscal years of 2016 and 2017, in accordance with Technical Pronouncement CPC 31 – which governs the recording of non-current assets kept (or offered) for sale and the presentation and disclosure of the effects of the discontinued operations – the accounting statements segregate going-concern operations from discontinued operations, and these latter are presented solely by their net effects in the income balance sheet. In addition, the assets and liabilities related to discontinued operations are presented as assets and current liabilities separately from other assets and balance sheet liabilities equity.

As from the fiscal year of 2015, the Company began to report as Discontinued Operations: (a) its Cosmetics business, sold to Coty for R\$3.8 billion in a transaction announced on November 2, 2015 and completed in February 1, 2016; (b) its Condoms business, whose sale to Reckitt Benckiser was announced on January 29, 2016 and concluded on October 4, 2016 for the total amount of R\$705.8 million; and (c) its business of Disposable Products, sold to Ontex for the total of R\$1.0 billion, in a deal announced on December 22, 2016, and concluded on March 6, 2017.

Below are described the effects of the resulting reclassifications of Discontinued Operations on the Company's Balance Sheet accounts, in thousands of *Reais* in 2018, 2019 and 2020:

	Consolidated December 31, 2018	Consolidated December 31, 2019	Consolidated December 31, 2020
Total assets held for sale	1.330	1.115	115
Total liabilities held for sale	7.611	5.173	5.377

See below the effects of the Discontinued Operations on the Company's income accounts, in thousands of *Reais*, in 2018, 2019 and 2020:

	Consolidated 31/12/2018	Consolidated 31/12/2019	Consolidated 31/12/2020
Net sales revenues	-	-	-

Costs of products sold	-	-	-
Gross profit	-	-	-
Income before financial income and expenses	-4.945	-37.480	-37.489
Financial expenses	-62	-	-
Income before income tax and social contribution	-5.007	-37.480	-37.489
Income tax and social contribution	-791	12.535	10.975
Net income for the year	-5.798	-24.945	-26.513

Finally, as of 2017, with the sale of Cosmetics, Condoms and Disposable Products business, the Company became a pure pharmaceutical company, present in the main market segments, with attractive mid and long-term growth potential.

b. Constitution, acquisition or sale of equity interests

In the opinion of the Management, the acquisition of companies might be an alternative strategy which creates value for the shareholders. In this context, since the Company's incorporation, we have made different acquisitions that have added to our portfolio brands and products with attractive development potential, as well as production capacity, people with expertise in our business segments and a wide network of relationships with the distribution channel.

In 2018 and 2019, there was no constitution, acquisition or disposal of equity interest.

As early as February 2020, Hypera Pharma announced an agreement with Glenmark Pharmaceuticals Ltd. to acquire the portfolio of dermatological products of the Indian company in Brazil. This transaction was completed in April 2020, and Hypera Pharma became responsible for the distribution and marketing in Brazil of Glenmark's dermatological portfolio, which includes brands such as Adacne, Adacne Clin, Celamina, Demelan, Deriva Micro, Deriva-C Micro, Dermotil Fusid, Halobex and Tacroz.

In August 2020, the Company completed the acquisition of assets related to the Buscopan, Buscofem and Buscoduo brands in Brazil, formerly owned by Boehringer Ingelheim, according to an agreement announced by the Company in December 2019, for R\$1.3 billion. As part of the initiatives for approval of this transaction by competent regulators bodies, the Company sold the Neocopan brand to the União Química Farmacêutica Nacional S.A..

c. Unusual events and transactions

In 2020, 2019 and 2018 there were no unusual events or transactions performed by the Company beside the ones already mentioned on item 10.3.b.

10.4 MANAGEMENT'S COMMENTS

a. Significant changes in accounting standards

The following rule changes were adopted for the first time for the year beginning January 1, 2020: Definition of material: changes to IAS 1/CPC 26 "Presentation of Financial Statements" and IAS 8/CPC 23 "Accounting Policies, Change of Estimation and Rectification of Error"; Business definition: changes to IFRS 3/CPC 15 "Business Combination"; IBOR reform: amendments to IFRS 9/CPC 48, IAS 39/CPC 38 and IFRS 7/CPC 40 -"Financial Instruments"; Revised Conceptual Structure for Financial Reports; Covid-19 Related Benefits Granted to Tenants in Lease Agreements: Changes to IFRS 16/CPC 06(R2) "Leases".

In the fiscal year of 2019, the Company adopted the CPC 06/IFRS 16 Leases (leasing), using the cumulative effect method, with the initial application of the rule on the initial date (i.e, January 1st, 2019).

In the fiscal year of 2018, the Company and controlled companies initially adopted the CPC 47/IFRS 15 Revenues from Customer Contracts using the retrospective method, pursuant to CPC 23 and the CPC 48/IFRS 9 Financing Instruments as from January 1st, 2018, using the method of cumulative effect, with the initial application of the rule on the initial date (i.e, January 1st, 2018).

b. Significant effects of the changes in accounting practices

The effect of the adoption in 2018 of the CPC 48/IFRS 9 mentioned in item 10.4.a above involved mainly the reclassification of the commercial agreements, of the heading sale expenses, to the heading of deduction of sales in the income statement of the fiscal year, increase of the losses by impairment recognized in financing assets; and increase of the provision for client's devolutions, without any material effects on the financial statements.

The effect of the adoption CPC 06/IFRS 16 Leases rules resulted in the booking of R\$50,583 million of right of use assets, and of R\$55,955 million leasing liabilities and an adjustment of the accumulated earnings balance of R\$3,546 million in January 1st, 2019.

The changes in standards were adopted for the first time for the year 2020 had no material impacts on the Company.

c. Qualifications and emphasis present in the auditor's report

In the last three fiscal years, no qualifications were made in the reports of our auditors.

10.5. CRITICAL ACCOUNTING POLICIES ADOPTED BY THE COMPANY

Judgement, estimates and assumptions

Accounting estimates and judgments are continuously evaluated and are based on historical experience and other factors, including expectations of future events, considered reasonable for circumstances. Based on assumptions, the Company estimates the future. By definition,

the resulting accounting estimates will rarely be equal to the respective actual results. Estimates and assumptions that present a significant risk, likely to cause a relevant adjustment in the book values of assets and liabilities for the next fiscal years are contemplated below:

Estimated Loss (impairment) of non-financial assets

The Company tests possible losses (impairment) related to goodwill and brands and patents, in accordance with the accounting policies presented as explanatory notes in its standard Financial Statements. The recoverable amounts in relation to the financial units of cash was determined in accordance with the calculation of the used amount, carried out based on estimates.

Useful life of trademarks and non-current assets

Given the business strategy and investments made, including advertising and advertising for brand strengthening and durability, Management assesses that a predictable cap estimate for brand life may not be appropriate. Thus, the marks are not amortized, but are evaluated by impairment, in order to ensure that their book values do not exceed the realization values. The review of the useful life of the property, plant and equipment is made annually from a report prepared internally by the Company's specialists.

Estimated loss (impairment) on goodwill and trademarks and patents

The Company tests possible losses (impairment) on goodwill and trademarks and patents, according to the accounting policy presented in the note of its Standardized Financial Statements. The recoverable values of Cash Generating Units (UGCs) have been determined based on calculations of value in use made using estimates.

Realization of deferred taxes

The realization of deferred income tax credits is evaluated based on technical studies approved by the Board of Directors based on the budget planning.

The value of tax credits, calculated according to the judgment that indicated that the credit is the value of invoices, takes into account several estimates involving the period covered by the lawsuit, aspects for adequate and reliable measurement and the alternatives available for its realization. In relation to the matter also, the Supreme Court will judge Opposing Declaration Embargoes by the Attorney General's Office of the National Treasury in the face of decisions favorable to taxpayers, and may indicate the way of investigating the value to be redistributed (whether by gross or liquid) and the possible modulation of the effects of the decision of unconstitutionality judged.

Contingent Liabilities

The determination of the possibility of success in ongoing processes, as well as the estimation of expected probable losses involves critical judgments by management, as it depends on future events that are not under the Company's control. The progress of these processes in the various applicable spheres may be different from what is expected by the administration and its internal and external legal advisors, and changes in the trends of the courts or new jurisprudence may cause estimates to undergo significant changes.

10.6 RELEVANT ITEMS NOT REFLECTED IN THE FINANCIAL STATEMENTS

a. Off-balance sheet assets and liabilities directly or indirectly owned by the company

There are no off-balance sheet assets and liabilities directly or indirectly owned by the Company.

b. Other off-balance sheet items

There are no other off-balance sheet items owned by the Company.

10.7. COMMENTS OF DIRECTORS ON OFF-BALANCE SHEET ITEMS

a. How do those items affect or how are they likely to affect the company's revenues, expenses, operational result, financial expenses and other items of its financial statements

Not applicable, given there are no off-balance sheet items directly or indirectly owned by the Company.

b. Nature and purpose of the transaction

Not applicable, given there are no off-balance sheet items directly or indirectly owned by the Company.

c. Nature and amount of the obligations undertaken and rights generated for the benefit of the company by such transactions

Not applicable, given there are no off-balance sheet items directly or indirectly owned by the Company.

10.8. MAIN ELEMENTS OF THE COMPANY'S BUSINESS PLAN

a. Investments

(i) Quantitative and qualitative description of investments in course and forecasted investments

In the fiscal year of 2018, the Company invested R\$127.8 million in fixed assets and R\$91.1 million in the purchase of intangible assets basically related to the development of new products.

In 2019, investments in fixed assets totaled R\$242.0 million, mainly reflecting the beginning

of the project to expand production capacity in the Anápolis manufacturing complex to support the volume growth expected by the Company for the next few periods. On the other hand, the purchase of intangible assets related to the development of new products reached R\$116.0 million, evidencing the Company's strategy of intensifying the process of launching new products.

In 2020, the Company intensified its investments in the expansion of its manufacturing capacity, which contributed to a record investment of R\$447.4 million in fixed assets. In addition, R\$1,525.3 million was invested in the purchase of intangible assets, mainly directed to rights related to the Buscopan, Buscofem and Buscoduo brands, in addition to the development of new products.

The Company understands that investments in innovation to support its new product development pipeline will continue to be part of its growth strategy in the pharmaceutical market.

(ii) Investment financing source

The financing source of capital investments that are usually made in the Company's industrial complexes and distribution centers or subsidiaries tends to be the Company's operational cash flow generation and, when applicable and possible, development credit facilities with attractive interest rates compared to market standards.

(iii) Relevant disinvestments in course and forecasted disinvestments

The company holds for sale a property for investment corresponding to the former Distribution Center of the Consumer business disposed of by the Company between 2015 and 2017. Such property is recorded in the Balance Sheet as of December 31, 2020 for a cost value of approximately R\$150,2 million .and fair value of R\$273,1 million .

The Company does not have other relevant disinvestments in course or forecasted for 2021 besides the Distribution Center mentioned above.

b. Acquisition of plants, equipment, patents and other assets which shall affect materially the productive capacity of the company

With the purpose of meeting the growing demand for its products in Brazil, the Company forecasts making investments in equipment with the goal of expanding its productive capacity, as well as continuous investments in research and development to support its strategy of launching new products.

c. New products and services: (i) description of already disclosed researches in course; (ii) aggregate amounts spent in research for the development of new products or services; (iii) already disclosed projects in course; and (iv) aggregate amounts spent in the development of new products or services

In 2019, the Company's total investments in research and development, including the amount capitalized as an intangible asset, reached 7.4% of its Net Revenue, compared to 4.9% in 2018. Throughout 2019, the Company launched 95 new products, focusing mainly on the brand product segments (Prescription Products and Consumer Health).

In 2020, total investments in Research and Development, including the amount capitalized as an intangible asset, reached R\$350.2 million (it does not consider the Compassionate Law effects) in 2020, a 44% increase over the previous year. This amount corresponded to 8.6% of Net Revenue, or 1.2 percentage points higher than in 2019. In the year, there were 88 new products launched, focusing mainly on the product segments of brands (Prescription Products and Consumer Health).

Currently, the Company also searches for partnerships in order to have access to technologies and products developed by third parties that may be included in its portfolio, accelerating the pace of rollouts in several segments in which it operates. To this end, it has a Business Development team that seeks technology transfer, co-development of products, licensing and other possible types of partnership, under an open innovation model. This team presents the Company as an ideal partner or partner of choice to third parties, given its scale, professional management and expertise in marketing, sales and low-cost operations.

10.9. OTHER FACTORS WITH MATERIAL INFLUENCE ON THE OPERATIONAL PERFORMANCE AND THAT HAVE NOT BEEN IDENTIFIED OR COMMENTED ON THE OTHER ITEMS

The Company presents below the information related to marketing expenses, sponsorships, partnerships and agreements in the fiscal years ended December 31, 2018, 2019 and 2020, as well as the criteria used by the Company to allocating resources for such expenses and the results obtained due to the costs undertaken with marketing.

(In thousands of BRL/RS)	31/12/2018	31/12/2019	31/12/2020
Costs with advertising and publicity	356	301	240,7
Agreement, Funds and Others	69,3	82,8	112,6
Medical Visits, Promotions, Gifts and Samples	394,9	459,6	433,7
Marketing's costs	820,2	843,3	787,0

Criteria for the Allocation of Resources

The allocation of marketing investments, including mass media, trade marketing and medical visits, is discretionary and determined annually in the process for the preparation of the budget for such year. The analysis of data regarding demand, qualitative surveys of market trends, as well as the schedule of new product launches and the renewal of well-established brands in the Company's portfolio.

The Company also takes into consideration the level of competitiveness of the competitors and the profitability expected for each product line.

Results

In the fiscal year 2020, investments of R\$240,7 million were made in advertising and publicity, among other, that is, 5,9% of Net Revenue in the year. This amount was 20,0% above the investment made in the previous year and mainly demonstrated the reduction of costs related to the circulation of publicity campaigns, as a result of the better contractual terms and conditions set forth for the year of 2020.

The Company controls an in-house advertising agency, MY Agência de Propaganda Ltda. ("MY Agência"). MY Agência centralizes the management and creation of advertising campaigns and social networks of the Company's brands and also negotiates the purchase of spaces in the media. The agency also owns a studio for film production and recordings.

The professionals of MY Agência are very familiar with the brands of the Company, which results in direct and efficient interaction with the Marketing teams, which ensures the alignment between communication and the strategic purposes of each line of business.

* * *

**EXHIBIT D
TO THE MANAGEMENT'S PROPOSAL**

**INFORMATION ON THE ALLOCATION OF INCOME AS REQUIRED BY
CVM INSTRUCTION No. 481/2009**

ALLOCATION OF NET PROFIT

1. Please inform the net profit of the fiscal year

	R\$
Net profit of the fiscal year*	1,295,115,750.84

2. Please inform the aggregate amount and the value per share of the dividends, including pre-paid dividends and interest on shareholders' equity already declared

	R\$
Interest on shareholders' equity (gross)	741,984,820.68
Interest on shareholders' equity (gross) per share	1.17

3. Please inform the percentage of the distributed net profit of the fiscal year

The percentage of net profit of the fiscal year distributed as interest on equity corresponds to fifty-seven percent (57%).

4. Please inform the aggregate amount and the value per share of dividends distributed based on net profits of previous fiscal years

Not applicable. There are no dividends distributed based upon net profits of prior fiscal years.

5. Please inform, after deducting the pre-paid dividends and interest on equity already declared:

a. The gross amount of dividends and interest on shareholders' equity, on a segregated basis, per share of each type and class

Not applicable, since there will not be any additional distribution to the interest on equity already declared and paid.

b. The form and term of payment of dividends and interest on shareholders' equity

Not applicable, since there will not be any additional distribution to the interest on equity already declared and paid.

c. Eventual incidence of monetary adjustment and interest on the dividends

and interest on shareholders' equity

Not applicable, since there will not be any additional distribution to the interest on equity already declared and paid.

d. Date of the declaration of the payment of dividends and interest on shareholders' equity considered for purposes of identification of the shareholders entitled to receive them

Not applicable, since there will not be any additional distribution to the interest on equity already declared and paid.

6. In case there has been any declaration of dividends or interest on equity based on profits determined in semiannual balance sheets or in shorter periods

a. Please inform the amount of the dividends or interest on shareholders' equity already declared

	R\$
Interest on shareholders' equity (gross)	741,984,820.68
Interest on shareholders' equity (gross) per share	1.17

b. Please inform the date of the respective payments

Description	Resolution Date	Payment Date	Gross Amount per share	Total gross amount (R\$)
Interest on shareholders' equity	03/24/2020	01/07/2021	0.29394	185,497,627.90
Interest on shareholders' equity	06/23/2020	01/07/2021	0.29349	185,495,903.43
Interest on shareholders' equity	09/30/2020	01/07/2021	0.29290	185,496,776.38
Interest on shareholders' equity	12/18/2020	01/07/2021	0.29285	185,494,512.97

7. Please provide a comparative table indicating the following values per share of each type and class:

a. Net profit for the year and the previous three (3) fiscal years

	2020	2019**	2018*
Net profit of the fiscal year - R\$ thousand	1,295,115	1,160,495	1,126,896
Profit per share R\$	2.05	1.84	1.79

**after adjustments of previous periods to be offset, as determined by IFRS 15, correlated to CPC 47, and by IFRS 9, correlated to CPC 48.*

*** after adjustment of previous periods to be compensated, as provided for in IFRS 16, correlated with CPC 06*

b. Dividends and interest on shareholders' equity distributed in the previous three (3) fiscal years

	2020	2019	2018
Dividends and interest on shareholders' equity distributed - R\$ thousand	741,985	675,271	611,992
Dividends and interest on shareholders' equity per share R\$	1.17	1.07	0.97

8. If there is a profit allocation to the legal reserve

a. Please identify the amount allocated to the legal reserve

Not applicable, considering that the balance of the legal reserve plus the amount of the Company's capital reserves exceeds thirty percent (30%) of its capital stock, the Company is not required to allocate profits to the legal reserve, pursuant to paragraph one of Article 193 of the Brazilian Corporations Law. Accordingly, the Management proposes that the Company do not allocate any amount to the Legal Reserve.

b. Please provide details on the method of calculation of the legal reserve

Not applicable, as the Management proposes that the Company should not allocate any amount to the Legal Reserve, pursuant to article 193, paragraph one, of the Brazilian Corporations Law.

9. In case the Company has preferred shares entitled to fixed or minimum dividends

a. Please describe the manner of calculation of fixed or minimum dividends

Not applicable, as the Company has no preferred shares.

b. Please inform whether the profit of the fiscal year is sufficient to satisfy the full payment of the fixed or minimum dividends

Not applicable, as the Company has no preferred shares.

c. Please identify if any eventually unpaid portion is cumulative

Not applicable, as the Company has no preferred shares.

d. Please identify the total amount of the fixed or minimum dividends to be paid to each class of preferred shares

Not applicable, as the Company has no preferred shares.

e. Please identify fixed or minimum dividends to be paid per preferred share of each class

Not applicable, as the Company has no preferred shares.

10. In respect of the mandatory dividend

a. Please describe the form of calculation provided in the Bylaws

In accordance with article 36 of the Company's Bylaws, the Company is required to pay to the shareholders dividends equivalent to twenty-five percent (25%) of its adjusted net profit of the fiscal year, as transcribed below:

“Article 36: The shareholders shall be entitled to receive as a mandatory dividend for each fiscal year, twenty-five percent (25%) of the net profit of the fiscal year, as reduced or increased by the following amounts: (a) amounts allocated to the legal reserve; (b) amounts allocated to the contingency reserve (Article 35, item “b”), and amounts reversed from allocations made in previous fiscal years; and (c) amounts resulting from allocations to the Unrealized Profit Reserve made in previous fiscal years, pursuant to Article 202, item II of the Brazilian Corporations Law.”

Accordingly, considering that the Company's capital stock is represented only by common shares, the mandatory dividend per share is computed by dividing the amount equivalent to twenty-five (25%) of the Company's net profit of the fiscal year, after the adjustments determined by law, by the number of common shares issued by the Company, disregarding the shares held in treasury.

b. Please inform whether it is being fully paid

The mandatory dividend is being fully paid, in the form of interest on equity, subject to the exclusion of its calculation of the net profit to be allocated to the tax incentive reserve, pursuant to Article 195-A of the Brazilian Corporate Law.

c. Please inform amount possibly retained

Not applicable, as no mandatory dividend will be retained.

11. If there is any retention of the mandatory dividend on account of the financial condition of the Company

a. Please inform the amount of the retention

Not applicable, as no mandatory dividend will be retained.

b. Please describe, in a detailed manner, the financial condition of the Company, including aspects related to the analysis of liquidity, working capital and positive cash flows

Not applicable, as no mandatory dividend will be retained.

c. Please justify any retention of dividends

Not applicable, as no mandatory dividend will be retained.

12. If there is allocation of income to contingency reserve

a. Please identify the amount allocated to the reserve

Not applicable, as there will be no allocation of income to the contingency reserve.

b. Please identify any loss deemed probable and its cause

Not applicable, as there will be no allocation of income to the contingency reserve.

c. Please explain why was the loss considered probable

Not applicable, as there will be no allocation of income to the contingency reserve.

d. Please justify the constitution of the reserve

Not applicable, as there will be no allocation of income to the contingency reserve.

13. If there is allocation of income to the unrealized profit reserve

a. Please inform the amount allocated to the unrealized profit reserve

Not applicable, as there will be no allocation to the unrealized profit reserve.

b. Please inform the nature of the unrealized profits giving rise to the reserve

Not applicable, as there will be no allocation to the unrealized profit reserve.

14. If there is allocation of income to bylaws' reserves

a. Please describe the bylaws clauses providing for the reserve

Not applicable, as there will be no allocation of income to bylaws reserves.

b. Please identify the amount allocated to the reserve

Not applicable, as there will be no allocation of income to bylaws reserves.

c. Please describe how such amount was calculated

Not applicable, as there will be no allocation of income to bylaws reserves.

15. If there is retained earnings provided for in capital budget

a. Please identify the amount of the retention

Not applicable, as there will be no retention of profits provided in a capital budget.

b. Please provide a copy of the capital budget

No capital budget was prepared, since there is no retention of profits, having only

occurred the reversal in the amount of thirty-four million, four hundred and eighty-eight thousand, ninety-eight reais and ninety-five cents (R\$ 34,488,098.95) of the Capital Budget Reserve account.

16. If there is allocation of income to the tax incentives reserve

a. Please inform the amount allocated to the reserve

Management proposes the allocation of five hundred and eighty-seven million, six hundred and nineteen thousand, twenty-nine reais and eleven cents (R\$ 587,619,029.11), corresponding to forty-five percent (45%) of net income for the year for the formation of the Company's tax incentive reserve, pursuant to Article 195-A of the Brazilian Corporations Law.

b. Please explain the nature of the allocation

It refers to credits granted under Law 17.442/11-GO.

EXHIBIT E TO MANAGEMENT'S PROPOSAL

QUALIFICATION OF CANDIDATES TO THE BOARD OF DIRECTORS (Items 12.5 to 12.10 of Exhibit 24 of CVM Instruction 480/2009)

12.5 - Composition and professional experience of the management

Name:	Álvaro Stainfeld Link	Individuals Taxpayers' Register (CPF)/Passport:	233.482.808-42
Date of birth:	07/29/1970	Occupation:	Accountant
Elective position intended:	Chairman of the Board of Directors	Elected by controlling shareholder:	Yes
Other positions and functions exercised in the issuer:	Member of the Statutory Audit Committee and the Strategy and Management Committee	Election date:	04/26/2021
Independent Member:	No	Date of investiture:	Until 05/26/21
Independence criteria:	N/A	Term of office:	Until the Shareholders' Ordinary Meeting of 2023
		Consecutive terms of office:	5
Professional experience:			
Mr. Alvaro Stainfeld Link is a member of the Board of Directors of the Company since 2014. Mr Alvaro was a member of the Board of Directors of Universo Online S.A and has been manager of MC Capital Group since 2002. He held various positions at Goldman Sachs & Co, including the position of Vice President of Investment Banking in New York, participating in various mergers and acquisitions, public debt and equity issues, and private investment transactions. Mr. Stainfeld holds a degree in accounting from Universidad de la Republica, Uruguay. He has MBA by the Graduate School of Business, at Stanford University. Except for the Company itself, none of the companies described above is part of the same economic group as the Company, nor is it controlled by a Company's shareholder that holds, directly or indirectly, a stake equal to or greater than 5% of the same class or type of security issued by the Company.			
Management positions in other companies or third sector organizations:			
Mr. Alvaro is manager of MC Capital Group Limited. Mr. Alvaro does not hold any management positions in third sector organizations.			
Statement of no conviction:			
He declares that he has not been subject, for the last five years, to any (i) criminal conviction, even if not final and unappealable; (ii) or conviction in a CVM administrative proceeding, even if not final and unappealable; or (iii) any final and unappealable judicial or administrative conviction which has suspended him or rendering him unfit for any professional or commercial activity.			

Name:	Bernardo Malpica Hernández	Individuals Taxpayers' Register (CPF)/Passport:	060.627.487-13
Date of birth:	01/27/1966	Occupation:	Accountant
Elective position intended:	Member of the Board of Directors	Elected by controlling shareholder:	Yes
Other positions and functions exercised in the issuer:	Member of the Remuneration Committee and the Strategy and Management Committee	Election date:	04/26/2021
		Date of investiture:	Until 05/26/2021
Independent Member:	No	Term of office:	Until the Shareholders' Ordinary Meeting of 2023
Independence criteria:	N/A	Consecutive terms of office:	10
Professional experience:			
Mr. Bernardo has been a member of the Company's Board of Directors since 2007. Since 2004, Mr. Bernardo has been a Partner in Praemia, SC, a Mexican investment bank. From 2001 to 2003, he was responsible for mergers and acquisitions at ING Bank, Mexico. Prior to joining the group, Mr. Bernardo served as financial advisor at Artikos, an ecommerce joint venture between Banamex and Commerce One, between 2000 and 2001. From 1996 to 2000, he served as an Investment Bank Officer at the Serfin Exchange Operator, where he was responsible for public share offerings. Mr. Bernardo holds a bachelor's degree in Business Administration from Universidad Iberoamericana in Mexico City in 1990 and completed his MBA at Kellogg Graduate School of Management at Northwestern University in 1993. Except for the Company itself, none of the companies described above is part of the same economic group as the Company, nor is it controlled by a Company's shareholder that holds, directly or indirectly, a stake equal to or greater than 5% of the same class or type of security issued by the Company.			
Management positions in other companies or third sector organizations:			
Mr. Bernardo does not hold management positions in other companies and/or third sector organizations.			
Statement of No Conviction:			
He declares that he has not been subject, for the last five years, to any (i) criminal conviction, even if not final and unappealable; (ii) or conviction in a CVM administrative proceeding, even if not final and unappealable; or (iii) any final and unappealable judicial or administrative conviction which has suspended him or rendering him unfit for any professional or commercial activity.			

Name:	Breno Toledo Pires de Oliveira	Individuals Taxpayers' Register (CPF)/Passport:	248.302.438-64
Date of birth:	10/03/1975	Occupation:	Business Administrator
Elective position intended:	Member of the Board of Directors	Elected by controlling shareholder:	Yes
Other positions and functions exercised in the issuer:	Chief Executive Officer (CEO), member of the Ethics, Remuneration, People and Management and Strategy and Management Committees.	Election date:	04/26/2021
		Date of investiture:	Until 05/26/2021
Independent Member:	No	Term of office:	Until the Shareholders' Ordinary Meeting of 2023
Independence criteria:	N/A	Consecutive terms of office:	2

Professional experience:
Mr. Breno currently holds the position of Chief Executive Officer (CEO), member of the Board of Directors, member of the Ethics Committee, member of the Remuneration Committee, member of the People and Management Committee and member of the Strategy and Management Committee of the Company. Mr. Breno holds a bachelor's degree from Fundação Getúlio Vargas and an MBA from the University of Chicago. He started his career at Banco Bozano, Simonsen in 1997 and since then has held various positions in the financial area, including asset management and investment analysis. Mr. Breno started his activities in the group in 2004 and started working at Hypera Pharma in 2008 as financial planning officer. Since then, Mr. Breno has actively participated in the areas of mergers and acquisitions, treasury and finance. Except for the Company itself, none of the companies described above is part of the same economic group as the Company, nor is it controlled by a Company's shareholder that holds, directly or indirectly, a stake equal to or greater than 5% of the same class or type of security issued by the Company.
Management positions in other companies or third sector organizations:
Mr. Breno does not hold management positions in companies and/or third sector organizations.
Statement of No Conviction:
He declares that he has not been subject, for the last five years, to any (i) criminal conviction, even if not final and unappealable; (ii) or conviction in a CVM administrative proceeding, even if not final and unappealable; or (iii) any final and unappealable judicial or administrative conviction which has suspended him or rendering him unfit for any professional or commercial activity.

Name:	David Coury Neto	Individuals Taxpayers' Register (CPF)/Passport:	007.930.428-10
Date of birth:	05/03/1955	Occupation:	Businessman
Elective position intended:	Member of the Board of Directors	Elected by controlling shareholder:	Yes
Other positions and functions exercised in the issuer:	N/A	Election date:	04/26/2021
		Date of investiture:	Until 05/26/2021
Independent Member:	Yes	Term of office:	Until the Shareholders' Ordinary Meeting of 2023
Independence criteria:	<i>Regulamento do Novo Mercado</i>	Consecutive terms of office:	7
Professional experience:			
Mr. Coury Neto has been an independent member of the Board of Directors since 2011. He has a degree in Economics and Administration from Faculdade de Administração Dom Pedro II and has been President of Indústria de Alimentos Almanara since 1972, whose activities encompass the participation and direction of the business. Such company does not belong to the same economic group as the Company, nor is controlled by a shareholder of the Company that holds, directly or indirectly, a stake equal to or greater than 5% of the same class or type of security issued by the Company.			
Management positions in other companies or third sector organizations:			
Mr. David is the chief executive officer of Indústria de Alimentos Almanara and does not hold any management position in third sector organizations.			
Statement of No Conviction:			
He declares that he has not been subject, for the last five years, to any (i) criminal conviction, even if not final and unappealable; (ii) or conviction in a CVM administrative proceeding, even if not final and unappealable; or (iii) any final and unappealable judicial or administrative conviction which has suspended him or rendering him unfit for any professional or commercial activity.			

commercial activity.

Name:	Esteban Malpica Fomperosa	Individuals Taxpayers' Register (CPF)/Passport:	060.627.497-95
Date of birth:	07/16/1949	Occupation:	Public accountant
Elective position intended:	Member of the Board of Directors	Elected by controlling shareholder:	Yes
Other positions and functions exercised in the issuer:	N/A	Election date:	04/26/2021
		Date of investiture:	Until 05/26/2021
Independent Member:	No	Term of office:	Until the Shareholders' Ordinary Meeting of 2023
Independence criteria:	N/A	Consecutive terms of office:	10
Professional experience:			
Mr. Esteban has been a member of the Company's Board of Directors since 2007. Since 2004, Mr. Esteban is Managing Partner of Praemia SC, a Mexican investment bank. Mr. Esteban is a director of important companies in Mexico, such as El Puerto de Liverpool, S.A.B. de CV; Kimberly Clark of Mexico, S.A.B. de CV; and Empresas ICA, S.A.B. de C.V. Between 1995 and 2001, he was Executive Vice - President of the Banamex - Accival S.A. de C.V. Financial Group. From 1992 to 1995 he was Vice - President of the Mexican Stock Exchange and Chairman of the Board of Directors of Mexico Equity & Income Fund. From 1978 to 1995 he worked at Acciones y Valores de México, a securities broker, as General Officer, Corporate Finance Officer, Stock Analysis Officer and Sales Officer. Mr. Esteban graduated in 1971 in accounting from Universidad Iberoamericana of Mexico City, and later completed an MBA at University of Notre Dame in 1974. Except for the Company itself, none of the companies described above is part of the same economic group as the Company, nor is it controlled by a Company's shareholder that holds, directly or indirectly, a stake equal to or greater than 5% of the same class or type of security issued by the Company. Mr. Malpica Hernández does not hold management positions in companies and/or third sector organizations.			
Management positions in other companies or third sector organizations:			
Mr. Esteban is director of important companies in Mexico, such as El Puerto de Liverpool, S.A.B. de CV; Kimberly Clark of Mexico, S.A.B. de CV; and Empresas ICA, S.A.B. de C.V. Mr. Esteban does not hold management positions in third sector organizations.			
Statement of No Conviction:			
He declares that he has not been subject, for the last five years, to any (i) criminal conviction, even if not final and unappealable; (ii) or conviction in a CVM administrative proceeding, even if not final and unappealable; or (iii) any final and unappealable judicial or administrative conviction which has suspended him or rendering him unfit for any professional or commercial activity.			

Name:	Flair José Carrilho	Individuals Taxpayers' Register (CPF)/Passport:	188.121.559-87
Date of birth:	12/19/1947	Occupation:	Physician
Elective position intended:	Independent Member of the Board of Directors	Elected by controlling shareholder:	Yes
Other positions and functions exercised in the issuer:	N/A	Election date:	04/26/2021
		Date of investiture:	Until 05/26/ 2021

Independent Member:	Yes	Term of office:	Until the Shareholders' Ordinary Meeting of 2023
Independence criteria:	N/A	Consecutive terms of office:	1
Professional experience:			
<p>Mr. Flair is Head of the Department of Gastroenterology at FMUSP, head professor at the University of São Paulo and head of the Subject of Clinical Gastroenterology at the Department of Gastroenterology at the Medical School of USP and head of the Division of Gastroenterology and Clinical Hepatology at Hospital das Clínicas of FMUSP. Mr. Flair graduated in Medicine from Universidade Estadual de Londrina (1973), completed his medical residency in Gastroenterology at Universidad Autonoma de Barcelona, was a <i>research fellow</i> in Hepatology at Universitat de Barcelona, holds a Master's degree in Clinical Gastroenterology from the Universidade de São Paulo (1987) and a PhD in Clinical Gastroenterology from the Universidade de São Paulo (1993). Post-Doctoral Recognition (<i>Livre-Docência</i>) in Gastroenterology from the Universidade de São Paulo (2000). He was President of the Steering Council of the Central Institute of Hospital das Clínicas in the period of 2006-2014. None of the companies described above is part of the same economic group as the Company, nor is it controlled by a shareholder of the Company that holds, directly or indirectly, a stake equal to or greater than 5% of the same class or type of security issued by the Company.</p>			
Management positions in other companies or third sector organizations:			
Mr. Flair does not hold management positions in other companies and/or third sector organizations.			
Statement of No Conviction:			
He declares that he has not been subject, for the last five years, to any (i) criminal conviction, even if not final and unappealable; (ii) or conviction in a CVM administrative proceeding, even if not final and unappealable; or (iii) any final and unappealable judicial or administrative conviction which has suspended him or rendering him unfit for any professional or commercial activity.			

Name:	Hugo Barreto Sodr� Leal	Individuals Taxpayers' Register (CPF)/Passport:	776.936.805-78
Date of birth:	03/15/1976	Occupation:	Lawyer
Elective position intended:	Member of the Board of Directors	Elected by controlling shareholder:	Yes
Other positions and functions exercised in the issuer:	Member (Coordinator) of the Statutory Audit Committee	Election date:	04/26/2021
		Date of investiture:	Until 05/26/2021
Independent Member:	No	Term of office:	Until the Shareholders' Ordinary Meeting of 2023
Independence criteria:	N/A	Consecutive terms of office:	1
Professional experience:			
<p>Mr. Hugo holds a bachelor's degree in law from the School of Law of Universidade Federal da Bahia (UFBA), is a specialist in Tax Law from the Instituto Brasileiro de Estudos Tribut�rios (IBET), Master of Tax Law from Pontif�cia Universidade Cat�lica de S�o Paulo (PUC/SP) and Master of International Tax Law from the New York University School of Law (NYU). Since 2011, Mr. Hugo is partner at Cescon, Barrieu, Flesch & Barreto Sociedade de Advogados. Except for the Company itself, none of the companies described above is part of the same economic group as the Company, nor is it controlled by a Company's shareholder that holds, directly or indirectly, a stake equal to or greater than 5% of the same class or type of security issued by the Company.</p>			
Management positions in other companies or third sector organizations:			
Mr. Hugo does not hold management positions in other companies and/or third sector organizations.			

Statement of No Conviction:

He declares that he has not been subject, for the last five years, to any (i) criminal conviction, even if not final and unappealable; (ii) or conviction in a CVM administrative proceeding, even if not final and unappealable; or (iii) any final and unappealable judicial or administrative conviction which has suspended him or rendering him unfit for any professional or commercial activity.

Name:	Luciana Cavaleiro Fleischner Alves de Queiroz	Individuals Taxpayers' Register (CPF)/Passport:	179.594.798-52
Date of birth:	06/05/1974	Occupation:	Food Engineer
Elective position intended:	Member of the Board of Directors	Elected by controlling shareholder:	Yes
Other positions and functions exercised in the issuer:	Member of the Strategy and Management Committee.	Election date:	04/26/2021
		Date of investiture:	Until 05/26/2021
Independent Member:	No	Term of office:	Until the Shareholders' Ordinary Meeting of 2023
Independence criteria:	N/A	Consecutive terms of office:	10

Professional experience:

Ms. Luciana is a member of the Company's Board of Directors since 2008. She graduated in Food Engineering from Escola de Engenharia Mauá, and began her career in 1996 as a food engineer in Arisco. In 1998, she joined Goldman Sachs as a Mergers & Acquisitions (M&A) intern. In 1998, she returned to Arisco, in the position of Planning Manager. In 2000, she participated in the process of selling Arisco to Bestfoods. After the sale, she worked as Product Manager at Bestfoods and later at Unilever. In 2002, she went to Monte Cristalina, in the position of Planning Manager, having engaged in the area of acquisitions of the company. Later, she took over the Finance and Treasury department of Monte Cristalina, where she is currently responsible for the management and control of financial assets. Except for the Company itself, none of the companies described above are part of the same economic group as the Company. Monte Cristalina is and Arisco was controlled by a shareholder of the Company that holds, directly or indirectly, a stake equal to or greater than 5% of the same class or type of security issued by the Company.

Management positions in other companies or third sector organizations:

Mr. Luciana does not hold management positions in other companies and/or third sector organizations.

Statement of No Conviction:

She declares that she has not been subject, for the last five years, to any (i) criminal conviction, even if not final and unappealable; (ii) or conviction in a CVM administrative proceeding, even if not final and unappealable; or (iii) any final and unappealable judicial or administrative conviction which has suspended her or rendering her unfit for any professional or commercial activity.

Name:	Maria Carolina Ferreira Lacerda	Individuals Taxpayers' Register (CPF)/Passport:	151.686.438-76
Date of birth:	08/21/1972	Occupation:	Economist
Elective position intended:	Member of the Board of Directors	Elected by controlling shareholder:	Yes
Other positions and functions exercised in the issuer:	N/A	Election date:	04/26/2021
Independent Member:	Yes	Date of investiture:	Until 05/26/2021
Independence criteria:	<i>Regulamento do Novo Mercado</i>	Term of office:	Until the Shareholders' Ordinary Meeting of 2023
		Consecutive terms of office:	3
Professional experience:			
<p>Mrs. Lacerda is an economist graduated from FEA-USP and with an MBA from Columbia University, and has completed a course for Directors by IBGC. She has worked for more than 25 years at financial institutions such as UBS, Merrill Lynch, Deutsche Bank, Bear Stearns and ING Barings in capital markets, credit and mergers and acquisitions. She was director of Anbima - Associação Brasileira das Entidades dos Mercados Financeiros e de Capitais, representative of CNF - Confederação Nacional das Instituições Financeiras and member of the Advisory Board of the BM&FBovespa Listing Chamber. Except for the Company itself, none of the companies described above is part of the same economic group as the Company, nor is it controlled by a Company's shareholder that holds, directly or indirectly, a stake equal to or greater than 5% of the same class or type of security issued by the Company. Since September of 2019, she is also a member of the Board of Directors and responsible for the Statutory Audit Committee of Petrobras Distribuidora S.A. (BRDT3). Carolina is currently mentor of IBGC's Diversity in Board of Directors Program and Member of the Investment Committee of SempreFEA, an independent endowment of the Economy and Administration Faculty of the University of São Paulo.</p>			
Management positions in other companies or third sector organizations:			
<p>Since September of 2019, Mrs. Carolina is a member of the Board of Directors and responsible for the Statutory Audit Committee of Petrobras Distribuidora S.A. (BRDT3). Mrs. Carolina does not hold management positions in other companies and/or third sector organizations.</p>			
Statement of No Conviction:			
<p>She declares that she has not been subject, for the last 5 years, to any (i) criminal conviction, even if not final and unappealable; (ii) or conviction in a CVM administrative proceeding, even if not final and unappealable; or (iii) any final and unappealable judicial or administrative conviction which has suspended her or rendering her unfit for any professional or commercial activity.</p>			

12.6. - Participation of the members of the board of directors or of the fiscal council in meetings held by the respective body

Board of Directors		
Director	Total meetings held since investiture	% participation of the member after investiture
Álvaro Stainfeld Link	46	100%
Bernardo Malpica Hernández	46	100%
Breno Toledo Pires de Oliveira	46	100%
David Coury Neto	46	100%
Esteban Malpica Fomperosa	46	100%
Flair José Carrilho	46	100%
Hugo Barreto Sodré Leal	46	100%
Maria Carolina Ferreira Lacerda	46	100%
Luciana Cavalheiro Fleischner Alves de Queiroz	46	100%

12.7 - Composition of statutory committees and of the audit, financial and remuneration committees

The occupied positions by the Directors in committees were informed in item 12.5 above.

12.8 - Percentage of participation of each of the persons that acted as member of the statutory committees, audit committees, risk committees, financial committees and remuneration committee in the meetings held by the respective committee in the same period and which occurred after their investiture

Statutory Audit Committee	Total meetings held by the respective body since investiture	Percentage of member's participation in meetings held after investiture
Ademir José Scarpin	16	100%
Hugo Barreto Sodré Leal	16	100%
João Martinez Fortes Junior	16	100%
Maria Carolina Ferreira Lacerda	16	100%

Strategy and Management Committee	Total meetings held by the respective body since investiture	Percentage of member's participation in meetings held after investiture
Adalmario Ghovatto Satheler do Couto	8	100%

Álvaro Stainfeld Link	8	100%
Bernardo Malpica Hernández	8	100%
Breno Toledo Pires de Oliveira	8	100%
Luiz Eduardo Sales Clavis	8	100%
Luciana Cavalheiro Fleischner Alves de Queiroz	8	100%
Marcos Licinio Abdel Nour	8	100%

Ethics Committee	Total meetings held by the respective body since investiture	Percentage of member's participation in meetings held after investiture
Adalmario Ghovatto Satheler do Couto	2	100%
Breno Toledo Pires de Oliveira	2	100%
Fabio André Gonçalves Ferreira	2	100%
João Felipe Khamis Aguilar	2	100%
Juliana Aguinaga Damião Salem	2	100%
Luiz Eduardo Sales Clavis	2	100%
Maurício Christovam	2	100%
Vivian Karina Trujillo Angiolucci	2	100%

12.9 - Existence of marital relationship, civil partnership or family relationship up to the 2nd degree between:

a. Company's managers.

Not applicable to the Company due to the non-existence of marital relationship, civil partnership or family relationships.

b. (i) Company's managers and (ii) managers of direct or indirect controlled companies of the Company

Not applicable to the Company due to the non-existence of marital relationship, civil partnership or family relationships.

c. (i) managers of the Company or its direct or indirect subsidiaries and (ii) direct or indirect controlling shareholders of the Company

Mrs. Luciana Cavalheiro Fleischner Alves de Queiroz is daughter and Mr. Hugo Barreto Sodré Leal is son-in-law of Mr. João Alves de Queiroz Filho, controlling shareholder of the

Company.

d. (i) Company's managers and (ii) managers of direct and indirect subsidiaries of the Company

Not applicable to the Company due to the non-existence of marital relationship, civil partnership or family relationships.

12.10 - Relationship of subordination, rendering of services or control in the last 3 fiscal years between issuer's managers and:

- a. company controlled, directly or indirectly, by the issuer, except for those in which the issuer holds, directly or indirectly, the entire capital stock
- b. direct or indirect controlling shareholder
- c. if relevant, supplier, customer, debtor or creditor of the issuer, its subsidiary controlling shareholders or subsidiaries of any of these parties

2020

Manager:	Esteban Malpica Fomperosa	Related Person:	Maiolem S.A. de C.V.
Individual Taxpayers' Register (CPF):	060.627.497-95	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	08.841.475/0001-12
Title/Position at the Issuer:	Member of the Board of Directors	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlling Shareholder
Note:			

Manager:	Bernardo Malpica Hernández	Related Person:	Maiolem S.A. de C.V.
Individual Taxpayers' Register (CPF):	060.627.487-13	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	08.841.475/0001-12
Title/Position at the Issuer:	Member of the Board of Directors	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship	Subordination	Type of related person:	Direct Controlling Shareholder

with the related person:			
Note:			

Manager:	Vivian Karina Trujillo Angiolucci	Related Person:	Bionovis S.A. – Companhia Brasileira de Biotecnologia Farmacêutica
Individual Taxpayers' Register (CPF):	290.160.738-17	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	12.320.079/0001-17
Title/Position at the Issuer:	Chief Financial Officer (CFO)	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlled Company
Note:	Jointly Controlled Company		

Manager:	Breno Toledo Pires de Oliveira	Related Person:	Bionovis S.A. – Companhia Brasileira de Biotecnologia Farmacêutica
Individual Taxpayers' Register (CPF):	248.302.438-64	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	12.320.079/0001-17
Title/Position at the Issuer:	Member of the Board of Directors	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlled Company
Note:	Jointly Controlled Company		

2019

Manager:	Esteban Malpica Fomperosa	Related Person:	Maiorem S.A. de C.V.
Individual Taxpayers' Register (CPF):	060.627.497-95	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	08.841.475/0001-12
Title/Position at the Issuer:	Member of the Board of Directors	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlling Shareholder
Note:			

Manager:	Bernardo Malpica Hernández	Related Person:	Maiorem S.A. de C.V.
Individual Taxpayers' Register (CPF):	060.627.487-13	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	08.841.475/0001-12
Title/Position at the Issuer:	Member of the Board of Directors	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlling Shareholder
Note:			

Manager:	Vivian Karina Trujillo Angiolucci	Related Person:	Bionovis S.A. – Companhia Brasileira de Biotecnologia Farmacêutica
Individual Taxpayers' Register (CPF):	290.160.738-17	Corporate Taxpayer/Individual Taxpayer Register No.	12.320.079/0001-17

		(CNPJ/CPF):	
Title/Position at the Issuer:	Chief Financial Officer (CFO)	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlled Company
Note:	Jointly Controlled Company		

Manager:	Breno Toledo Pires de Oliveira	Related Person:	Bionovis S.A. – Companhia Brasileira de Biotecnologia Farmacêutica
Individual Taxpayers' Register (CPF):	248.302.438-64	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	12.320.079/0001-17
Title/Position at the Issuer:	Member of the Board of Directors	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlled Company
Note:	Jointly Controlled Company		

2018

Manager:	Álvaro Stainfeld Link	Related Person:	João Alves de Queiroz Filho
Individual Taxpayers' Register (CPF):	233.482.808-42	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	575.794.908-20
Title/Position at the Issuer:	Member of the Board of Directors	Title/Position on the Related Person:	Consulting and financial management services on behalf of the equity of one of the controlling

			shareholders of the Company.
Type of manager's relationship with the related person:	Service Provider	Type of related person:	Direct Controlling Shareholder
Note:	Mr. Álvaro Stainfeld provided consulting and financial management services on behalf of the equity of one of the controlling shareholders of the Company, Mr. João Alves de Queiroz Filho		

Manager:	Esteban Malpica Fomperosa	Related Person:	Maiorem S.A. de C.V.
Individual Taxpayers' Register (CPF):	060.627.497-95	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	08.841.475/0001-12
Title/Position at the Issuer:	Member of the Board of Directors	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlling Shareholder
Note:			

Manager:	Bernardo Malpica Hernández	Related Person:	Maiorem S.A. de C.V.
Individual Taxpayers' Register (CPF):	060.627.487-13	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	08.841.475/0001-12
Title/Position at the Issuer:	Member of the Board of Directors	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlling Shareholder
Note:			

Manager:	Vivian Karina Trujillo Angiolucci	Related Person:	Bionovis S.A. – Companhia Brasileira de Biotecnologia Farmacêutica
Individual Taxpayers' Register (CPF):	290.160.738-17	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	12.320.079/0001-17
Title/Position at the Issuer:	Chief Financial Officer (CFO)	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlled Company
Note:	Jointly Controlled Company		

Manager:	Breno Toledo Pires de Oliveira	Related Person:	Bionovis S.A. – Companhia Brasileira de Biotecnologia Farmacêutica
Individual Taxpayers' Register (CPF):	248.302.438-64	Corporate Taxpayer/Individual Taxpayer Register No. (CNPJ/CPF):	12.320.079/0001-17
Title/Position at the Issuer:	Member of the Board of Directors	Title/Position on the Related Person:	Member of the Board of Directors
Type of manager's relationship with the related person:	Subordination	Type of related person:	Direct Controlled Company
Note:	Jointly Controlled Company		

EXHIBIT F
TO MANAGEMENT'S PROPOSAL

MANAGEMENT'S COMPENSATION
(Item 13 of CVM Instruction 480/2009)

13.1. DESCRIBE THE COMPENSATION POLICY OR PRACTICE OF THE BOARD OF DIRECTORS, OF THE STATUTORY BOARD OF OFFICERS AND OF THE NON-STATUTORY BOARD OF OFFICERS, OF THE FISCAL COUNCIL, OF THE STATUTORY COMMITTEES AND OF THE AUDIT, RISK, FINANCE AND COMPENSATION COMMITTEES

(a) objectives of the compensation policy or practice informing whether the compensation policy was formally approved, the body responsible for its approval, date of approval and, in case the issuer discloses the policy, internet address where the document may be viewed

The Company seeks to adequately reward its Management's skills and responsibilities, by means of the adoption of a suitable compensation practice in line with market standards for statutory executive officers, members of the Board of Directors and its advisory committees, and members of the Fiscal Council, focused on the growth of the individual and collective values. The Management's compensation is made up of a base salary and, depending on their position, bonuses (which may be by means of profit sharing and/or compensation based on the Company's shares).

The Company has no compensation policy formally approved, however, until the Shareholders' Meeting of the Company of 2022, such policy will be implemented according to the criteria of the *Regulamento do Novo Mercado* of B3, particularly its article 32, item I.

(b) composition of the compensation, indicating:

(i) description of the compensation elements and each one's objectives

Board of Directors

The members of the Board of Directors are entitled to a fixed monthly compensation, with no distinctions among the members. The purpose of such compensation is to properly compensate the members of the Board of Directors for services provided and for the participation in meetings of the Company's Board of Directors.

This base compensation consists of 12 annual installments, equal for all members. The compensation of the Board of Directors reflects market practices, particularly those verified

in companies of the same type (pharmaceutical), while also taking into account the duties and responsibilities of such managers.

Statutory Board of Officers and Non-Statutory Board of Officers

The compensation of the members of the Statutory and Non-Statutory Board of Officers is composed of the following elements:

- a) Fixed monthly compensation: includes a fixed monthly salary comprised of 13 monthly payments as direct compensation for services provided, in line with market practices, as well as for the executive's individual performance, experience, education and knowledge (for more information, see item 13.1.b.III, Fixed Compensation).
- b) Benefits: intended to supplement the benefits of the official social security and offer greater security to Statutory and Non-Statutory Officers, allowing them to focus on the performance of their respective functions. The benefits granted are: medical plan and life insurance. The benefits aim to guarantee competitiveness of the compensation practices with the purpose of offering an attractive compensation package to retain key executives as well as consistency with market's standards for the performance of similar functions (for more information, see item 13.1.b.III, Benefits).
- c) Variable compensation: comprises profit sharing in the Company's earnings, long-term incentive plans and/or annual bonus and eventual extraordinary rewards, with the purpose of encouraging the improvement in management and retaining the executive officers aiming at achieving gains through commitment to long-term results and short-term performance. In addition, the share-based compensation plans are intended to allow the Company to obtain and retain the services of top executive officers, by offering them, as additional advantage, the possibility to become shareholders of the Company, under the terms and conditions provided for in the share-based compensation plans, so as to establish a long-term strategy for valuation of the Company and its securities.

Fiscal Council

The maximum aggregate compensation of the Fiscal Council members is annually set by the Shareholders' Meeting that elects them, provided that there is no provision of variable compensation of any kind, postemployment benefits or benefits for cessation of office, or share-based compensation for such members. The compensation of members of the Fiscal Council members is ten percent (10%) of the average compensation attributed to each executive officer in the respective fiscal year, not including the benefits and other amounts as provided in Article 162, paragraph 3 of the Brazilian Corporation Law. The

aforementioned compensation is aimed at maintaining the balance in relation to the market's general practice, while considering the expected time dedicated by each professional, the complexity of the business, and the experience and qualifications required for performing their position.

Committees

- *Statutory Audit Committee (“CAE”)*

The members of the CAE are entitled to a fixed monthly compensation, with no direct or indirect benefits, as determined by the Board of Directors, taking into consideration, under the terms of the Company's Bylaws, their responsibilities, the time spent on their duties, their skills and professional reputation and the value of their services in the market. The purpose of compensation of the members of CAE is to maintain a balance in relation to the overall market practice.

- *Ethics Committee*

Given that the members of the Ethics Committee are managers or employees of the Company, they are not entitled to any additional compensation for their participation in this committee.

- *Strategy and Management Committee*

Given that members of the Strategy and Management Committee are managers or employees of the Company, they are not entitled to any additional compensation for their participation in this committee.

(ii) in relation to the last 3 years, what is each element's percentage share of the total compensation

Year 2020				
Component of Compensation	Board of Directors	Fiscal Council	Statutory Executive Board	CAE
Fixed compensation	100%	100%	34%	100%
Benefits	0%	0%	1%	0%
Variable compensation	0%	0%	34%	0%
Long-Term Incentive Plan	0%	0%	31%	0%
TOTAL	100%	100%	100%	100%

Year 2019				
Component of Compensation	Board of Directors	Fiscal Council	Statutory Executive Board	CAE
Fixed compensation	100%	100%	32%	100%

Benefits	0%	0%	1%	0%
Variable compensation	0%	0%	29%	0%
Long-Term Incentive Plan	0%	0%	38%	0%
TOTAL	100%	100%	100%	100%

Year 2018				
Component of Compensation	Board of Directors	Fiscal Council	Statutory Executive Board	CAE
Fixed compensation	100%	100%	30%	100%
Benefits	0%	0%	1%	0%
Variable compensation	0%	0%	47%	0%
Long-Term Incentive Plan	0%	0%	22%	0%
TOTAL	100%	100%	100%	100%

(iii) methodology for calculation and adjustment of each component of compensation

Fixed monthly compensation

The components of management's compensation are determined based on market standards for professionals having similar experience in companies of the same industry as the Company (pharmaceuticals), according to their size and relevance in the market, provided that such compensation is readjusted based on the compensation standards of such industry. The Company periodically orders market surveys to ensure it is in line with the best practices in the market, by means of renowned specialist consulting firms that assess of all the components of the compensation, guaranteeing the ascertainment of the degree of competitiveness of the compensation and providing support for the Company in its analysis and evaluation of adjustments deemed necessary.

The fixed monthly compensation of the members of the Statutory and Non-Statutory Board of Directors is adjusted on an annual basis under the collective bargaining agreement, in addition to any periodical increases due to individual merit.

For the readjustments of the management's fixed compensation, the following factors are also considered:

- a) market data for positions with similar responsibilities, obtained from salary surveys, so as to determine its competitiveness and evaluate any need to adjust any of the compensation components.
- b) performance of the executive officers in their respective areas of responsibility;

- c) the executive officer's experience and seniority in the position held; and
- d) other factors, such as potential for succession, retention risks and skills.

Benefits

The benefits are established and readjusted based on the market practice, in accordance with the market data obtained from the aforementioned market surveys.

Variable Compensation

The amount relating to the profit sharing to be annually distributed to the Statutory and Non-Statutory Executive Officers is subject to the achievement of Net Income, EBITDA, sales revenues, sell-out and individual goals assigned to the executive officers, as defined by the Chief Executive Officer and by the Board of Directors for the year, subject to the amounts approved by the Shareholders' Meeting.

In relation to the long-term incentive plans, the Board of Directors sets the number of shares to be granted to each executive officer according to the variable compensation plans set forth in item 13.4 below.

(iv) reasons that explain the composition of the compensation

The reasons for the composition of the compensation are to stimulate the improvement and permanence of our management, aiming to obtain gains for their commitment to the long-term results and the short-term performance.

(v) the existence of unpaid members and the reason for this fact

On the date hereof, there are no members of the Statutory and Non-Statutory Executive Board and of the Board of Directors, the Fiscal Council and committees of the Company who are not paid by the Company.

(c) main performance indicators which are taken into account in the determination of each component of the compensation

We take into consideration the scope of the following operational and financial indicators and metrics of the Company to compose the compensation of the Company's executives, including among others: (i) Net Income, EBITDA, sales revenue, sell-out and individual goals assigned to the executive officer, which take into account factors inherent to each position, such as, for example, level of the position held, tasks performed, among others.

(d) how the compensation is structured so as to reflect the evolution of the performance indicators

The variable portion of Statutory and Non-Statutory Boards of Officers' compensation is linked to the Company's performance during the period in question, and is affected by the achievement of the performance goals detailed in item 13.1(c). Therefore, the amounts to be paid to our managers by way of bonuses, profit sharing, or compensation based on shares, depend on the Company's progress and on the achievement of managers' individual goals.

Each year, such targets and goals are reviewed in order to support the results expected by the Company in its business plan for that relevant period.

The members of the Board of Directors and Fiscal Council are paid only fixed compensation, which is therefore not subject to any direct effects of performance indicators.

(e) how the compensation policy or practice is aligned with the company's short-term, medium-term and long-term interests

The compensation format described in this item is designed to incentive employees to seek the best profitability for the investments and projects developed by the Company, in such a way as to align their interests with those of the Company.

From a short-term perspective, the Company seeks to achieve this alignment by means of salaries and a benefit-package that are compatible with the market.

Over the medium-term, the Company aims to achieve this alignment by means of the payment of bonuses and profit sharing to certain employees.

Over the long-term, the Company seeks to retain qualified professionals by means of the granting of compensation based on shares to members of Management.

(f) existence of compensation supported by subsidiaries, controlled companies or direct or indirect controlling companies

There is no compensation supported by the Company's subsidiaries, controlled companies or direct or indirect controlling companies.

(g) existence of any compensation or benefit linked to the occurrence of certain corporate events, such as the divestiture of our corporate control

Under the terms of Plan II and Plan III, as defined in item 13.4 below, in the case of any transactions that result in the transfer of share control of the Company or in its exit from

B3's Novo Mercado, the Board of Directors may decide that the options granted: (i) have their grace periods brought forward, so that they can be exercised immediately; or (ii) are reimbursed by the Company, in such a way that the Beneficiary receives payment in cash or the equivalent in shares of the amount to which he/she would be entitled under the terms of the respective Program.

Similarly, under the terms of the Restricted Shares Plan, as defined in item 13.4 below, in the case of dissolution, transformation, merger, amalgamation, spin-off, sale or any transaction which qualifies as transfer of the share control of the Company, or in the case the Company ceases to have its shares accepted for trading on B3's Novo Mercado, at the sole discretion of the Board of Directors, (i) the Restricted Shares of the Programs in effect, at the discretion of the Board of Directors, may have their grace periods brought forward for a certain period, so that they can immediately be received by the Beneficiary, provided that after the aforementioned period, this Restricted Shares Plan will be terminated and all the rights to acquire the Restricted Shares will expire without the right to indemnification; (ii) this Restricted Share Plan may be adopted by the successor company, subject to approval at the latter's shareholders' meeting of the successor company; (iii) the Company may reimburse the Beneficiary by means of the payment in cash of the amount of the Restricted Shares to which the Beneficiary would be entitled; or (iv) the Board of Directors may, at its discretion, promote a combination of the scenarios set out in the sub-items (i), (ii) and (iii) described above.

Lastly, under the Matching Plan, as defined in item 13.4 below, if the Company engages in corporate reorganization transactions, such as transformation, merger, amalgamation, spin-off and merger of shares, the Board of Directors or the Committee, as the case may be, may, at its discretion and taking into consideration the characteristics of the intended transaction, decide, without prejudice to other measures: (a) to maintain the Matching Shares not yet acquired during their term of validity; (b) to substitute the Company's Matching Shares for shares, quotas or other securities issued by the Company's successor company; or (c) to anticipate the grace period, in order to ensure the inclusion of the corresponding shares in the transaction in question.

(h) practices and procedures adopted by the board of directors to define the individual compensation of the board of directors and the executive board, indicating:

i. bodies and committees of the issuer that take part in the decision process, identifying how they participate

The Board of Directors is responsible for establishing the assumptions for the annual readjustment of the Management's compensation and for approving such readjustments, with due regard for the annual compensation limit established by the shareholders at the Ordinary Shareholders' Meeting.

In addition to the benefits described in item 13.1.a above, the Company's Board of Directors may approve the concession of other benefits to the managers. Regarding the Officers' variable compensation, it is established in accordance with the annual budget proposed by the Board of Directors of the Company.

Pursuant to the Company's Bylaws, the determination of the compensation of the managers is responsibility of the Shareholders' Meeting, individually or globally. In the latter case, it is the responsibility of the Board of Directors to allocate the compensation among the members of the Board of Directors and officers. Additionally, the Shareholders' Meeting may assign to Managers a share of the profits, with due regard for the applicable legal limits and the provisions of the Bylaws.

ii. criteria and methodology used in the establishment of the individual compensation, indicating whether studies are carried out to verify market practices, and if so, the criteria for comparison and the scope of such studies

The individual compensation amounts paid by the Company to its Managers are annually compared with the market through salary surveys, as to assess its competitiveness and verify if any adjustments in any of the compensation components are necessary, other than the performance of these executives in their respective areas of responsibilities.

The salary survey is conducted annually by renowned specialized consulting firms, which assess all compensation components (Fixed Salary, Long-term and Short-term Variable Salary, Benefits), thus ensuring the assessment of the competitiveness level of the total compensation and supporting the Company in its analysis and assessments of any adjustments required.

To this end, the Company seeks to establish the individual compensation of its managers based on the compensation paid by companies of the same size and level, and mainly in the same sector of activity of the Company (Pharmaceuticals) and also by its main competitors, so as to account for the particularities of the market in face of the Company's business units.

iii. how frequently and on what basis the board of directors assesses the adequacy of the issuer's compensation policy

The assessment of the compensation of the members of the Management is conducted annually by the Board of Directors and in the Shareholders' Meeting of the Company, based on the Company's goals, objectives and performance.

13.2. TOTAL COMPENSATION OF THE BOARD OF DIRECTORS, STATUTORY EXECUTIVE BOARD AND FISCAL COUNCIL

Compensation envisaged for the fiscal year to be ended 12/31/2021 - Annual Amounts				
	Board of Directors	Board of Officers	Fiscal Council	Total
Total number of members*	9.00	5.00	3.00	17.00
Number of compensated members **	9.00	5.00	3.00	17.00
Annual fixed compensation				
Salary or wage compensation	R\$ 3,240,000.00	R\$ 7,468,234.47	R\$ 351,792.00	R\$ 11,060,026.47
Direct and indirect benefits	R\$ 0.00	R\$ 176,686.56	R\$ 0.00	R\$ 176,686.56
Participations on committees	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Others	R\$ 648,000.0	R\$ 2,656,873.37	R\$ 70,358.40	R\$ 3,375,231.77
Description other fixed compensation	0,00	0,00	0,00	0,00
Variable compensation				
Bonus	-	R\$ 9,738,177.79	-	R\$ 9,738,177.79
Profit sharing	-	R\$ 0.00	-	R\$ 0.00
Participation in meetings	-	-	-	R\$ 0.00
Commissions	-	-	-	R\$ 0.00
Others	-	-	-	R\$ 0.00
Description other variable compensation	-	-	-	R\$ 0.00
Post-employment	-	-	-	R\$ 0.00
Termination of job position	-	-	-	R\$ 0.00
Share-based, including options	-	R\$ 16,025,109.18	-	R\$ 16,025,109.18
Total compensation	R\$ 3,240,000.00	R\$ 33,408,208.00	R\$ 351,792.00	R\$ 37,000,000.00

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of members corresponds to each body's annual average number of members for whom compensation was recognized in the income statement, calculated on a monthly basis.

Total Compensation for the fiscal year ended 12/31/2020 - Annual Amounts				
	Board of Directors	Board of Officers	Fiscal Council	Total
Total number of members*	9.00	5.00	3.00	17.00
Number of compensated members **	9.00	5.00	3.00	17.00
Annual fixed compensation				
Salary or wage compensation	R\$ 3,240,000.00	R\$ 6,878,181.91	R\$ 351,792.00	R\$ 10,469,973.91
Direct and indirect benefits	R\$ 0.00	R\$ 168,513.24	R\$ 0.00	R\$ 168,513.24
Participations on committees	R\$ 30,000.00	R\$ 0.00	R\$ 30,000.00	R\$ 60,000.00

Others	R\$ 654,000.00	R\$ 2,275,671.84	R\$ 70,358.40	R\$ 3,006,030.24
Description other fixed compensation	Payroll charges	Payroll charges	Payroll charges	-
Variable compensation	-	R\$ 0,00	--	R\$ 0.00
Bonus	-	R\$ 0,00	--	R\$ 0,00
Profit sharing	-	R\$ 9,077,011.00	--	R\$ 9,077,011.00
Participation in meetings	-	-	--	R\$ 0.00
Commissions	-	-	--	R\$ 0.00
Others	-	R\$ 0,00	--	R\$ 0.00
Description other variable compensation	-	-	--	R\$ 0.00
Post-employment	-	-	--	R\$ 0.00
Termination of job position	-	-	--	R\$ 0.00
Share-based, including options	-	R\$ 8,396,389.83	--	R\$ 8,396,389.83
Total compensation	R\$ 3,924,000.00	R\$ 26,795,767.82	R\$ 458,150.40	R\$ 31,177,918.22

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of members corresponds to each body's annual average number of members for whom compensation was recognized in the income statement, calculated on a monthly basis.

Total compensation for the fiscal year ended 12/31/2019 - Annual Amounts				
	Board of Directors	Board of Officers	Fiscal Council	Total
Total number of members*	9.00	5.50	3.00	17.50
Number of compensated members**	9.00	5.50	3.00	17.50
Annual fixed compensation				
Salary or wage compensation	R\$ 2,790,000.00	R\$ 6,763,834.41	R\$ 368,936.42	R\$ 9,922,770.83
Direct and indirect benefits	R\$ 0.00	R\$ 403,108.39	R\$ 0.00	R\$ 403,108.39
Participations on committees	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Others	R\$ 558,000.00	R\$ 2,703,494.37	R\$ 73,787.28	R\$ 3,335,281.65
Description other fixed compensation	Payroll charges	Payroll charges	Payroll charges	
Variable compensation				
Bonus	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Profit sharing	R\$ 0.00	R\$ 8,705,561.35	R\$ 0.00	R\$ 8,705,561.35
Participation in meetings	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Commissions	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Others	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Description other variable compensation				

Post- employment	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Termination of job position	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Share-based, including options	R\$ 0.00	R\$ 11.286.939,56	R\$ 0.00	R\$ 11,286,939.56
Total compensation	R\$ 3.348.000,00	R\$ 29.862.938,07	R\$ 442.723,71	R\$ 33,653,661.78

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of members corresponds to each body's annual average number of members for whom compensation was recognized in the income statement, calculated on a monthly basis.

Total compensation for the fiscal year ended 12/31/2018 - Annual Amounts				
	Board of Directors	Board of Officers	Fiscal Council	Total
Total number of members*	9.33	4.67	3.00	17.00
Number of compensated members**	9.33	4.67	3.00	17.00
Annual fixed compensation				
Salary or wage compensation	R\$560,000.00	R\$5,586,759.73	R\$351,792.00	R\$6,498,551.73
Direct and indirect benefits	R\$0.00	R\$375,742.44	R\$0.00	R\$375,742.44
Participations on committees	R\$0.00	R\$0.00	R\$0.00	R\$0.00
Others	R\$112,000.00	R\$1,887,344.93	R\$70,358.40	R\$2,069,703.33
Description other fixed compensation	Payroll charges	Payroll charges	Payroll charges	
Variable compensation				
Bonus	R\$0.00	R\$3,448,275.86	R\$0.00	R\$3,448,275.86
Profit sharing	R\$0.00	R\$5,765,216.81	R\$0.00	R\$5,765,216.81
Participation in meetings	R\$0.00	R\$0.00	R\$0.00	R\$0.00
Commissions	R\$0.00	R\$0.00	R\$0.00	R\$0.00
Others	R\$0.00	R\$2,741,379.31	R\$0.00	R\$2,741,379.31
Description other variable compensation		The amount "Others" refers to a performance award (R\$1.5M) and to the social charges related to the bonus		
Post- employment	R\$0.00	R\$0.00	R\$0.00	R\$0.00
Termination of job position	R\$0.00	R\$0.00	R\$0.00	R\$0.00
Share-based, including options	R\$0.00	R\$5,445,411.77	R\$0.00	R\$5,445,411.77
Total compensation	R\$672,000.00	R\$25,250,130.85	R\$422,150.40	R\$26,344,281.25

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of members corresponds to each body's annual average number of members for whom compensation was recognized in the income statement, calculated on a monthly basis.

13.3. VARIABLE COMPENSATION OF THE BOARD OF DIRECTORS, STATUTORY

EXECUTIVE BOARD AND FISCAL COUNCIL

	Variable compensation for the fiscal year to be ended 12/31/2021			
	Board of Directors	Statutory Board of Officers	Fiscal Council	Total
Total number of members*	9.00	5.00	3.00	17.00
Number of compensated members**	0.00	5.00	0.00	5.00
Bonus				
Minimum amount envisaged in the compensation plan	N.A.	-	N.A.	R\$ 0.00
Maximum amount envisaged in the compensation plan	N.A.	-	N.A.	R\$ 0.00
Amount envisaged in the compensation plan, if the targets are met	N.A.	-	N.A.	R\$ 0.00
Profit sharing				
Minimum amount envisaged in the compensation plan	N.A.	R\$ 0.00	N.A.	R\$ 0.00
Maximum amount envisaged in the compensation plan	N.A.	R\$9.738.177,79	N.A.	R\$9.738.177,79
Amount envisaged in the compensation plan, if the targets are met	N.A.	R\$9.738.177,79	N.A.	R\$9.738.177,79

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of members corresponds to each body's annual average number of members for whom compensation was recognized in the income statement, calculated on a monthly basis.

*****Note:** The amounts shown in the above table are free of charges.

	Variable compensation for the fiscal year to be ended 12/31/2020			
	Board of Directors	Statutory Executive Board	Fiscal Council	Total
Total number of members*	9.00	5.00	3.00	17.00
Number of compensated members**	0.00	5.00	0.00	5.00
Bonus				
Minimum amount envisaged in the compensation plan	N.A.	-	N.A.	R\$0.00
Maximum amount envisaged in the compensation plan	N.A.	-	N.A.	R\$0.00
Amount envisaged in the compensation plan, if the targets are met	N.A.	-	N.A.	R\$0.00

Amount effectively recognized in the fiscal year's result	N.A.	R\$7,513,624.11		R\$7,513,624.11
Profit sharing				
Minimum amount envisaged in the compensation plan	N.A.	R\$0.00	N.A.	R\$0.00
Maximum amount envisaged in the compensation plan	N.A.	R\$9,130,276.82	N.A.	R\$9,130,276.82
Amount envisaged in the compensation plan, if the targets are met	N.A.	R\$9,130,276.82	N.A.	R\$9,130,276.82
Amount effectively recognized in the fiscal year's result	N.A.	R\$ 0.00	N.A.	R\$ 0.00

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of members corresponds to each body's annual average number of members for whom compensation was recognized in the income statement, calculated on a monthly basis.

*****Note:** The amounts shown in the above table are free of charges.

Variable compensation for the Fiscal Year ended 12/31/2019				
	Board of Directors	Statutory Executive Board	Fiscal Council	Total
Total number of members*	9.00	5.50	3.00	17.50
Number of compensated members**	0.00	5.50	0.00	5.50
Bonus				
Minimum amount envisaged in the compensation plan	N.A.	R\$0.00	N.A.	R\$0.00
Maximum amount envisaged in the compensation plan	N.A.	R\$7,080,000.00	N.A.	R\$7,080,000.00
Amount envisaged in the compensation plan, if the targets were met	N.A.	R\$7,080,000.00	N.A.	R\$7,080,000.00
Amount effectively recognized in the year's result	N.A.	R\$0.00	N.A.	R\$0.00
Profit sharing				
Minimum amount envisaged in the compensation plan	N.A.	R\$0.00	N.A.	R\$0.00
Maximum amount envisaged in the compensation plan	N.A.	R\$9,206,736.00	N.A.	R\$9,206,736.00
Amount envisaged in the compensation plan, if the targets are met	N.A.	R\$9,206,736.00	N.A.	R\$9,206,736.00
Amount effectively recognized in the year's result	N.A.	R\$8,705,561.35	N.A.	R\$8,705,561.35

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of members corresponds to each body's annual average number of members for whom compensation was recognized in the income statement, calculated on a monthly basis.

*****Note:** The amounts shown in the above table are free of charges.

	Variable compensation for the Fiscal Year ended 12/31/2018			
	Board of Directors	Statutory Executive Board	Fiscal Council	Total
Total number of members*	9.33	4.67	3.00	17.00
Number of compensated members**	0.00	4.67	0.00	4.67
Bonus				
Minimum amount envisaged in the compensation plan	N.A.	R\$0.00	N.A.	R\$0.00
Maximum amount envisaged in the compensation plan	N.A.	R\$6,281,627.20	N.A.	R\$6,281,627.20
Amount envisaged in the compensation plan, if the targets were met	N.A.	R\$6,281,627.20	N.A.	R\$6,281,627.20
Amount effectively recognized in the year's result	N.A.	R\$4,948,275.86	N.A.	R\$4,948,275.86
Profit sharing				
Minimum amount envisaged in the compensation plan	N.A.	R\$3,096,427.43	N.A.	R\$3,096,427.43
Maximum amount envisaged in the compensation plan	N.A.	R\$11,955,176.44	N.A.	R\$11,955,176.44
Amount envisaged in the compensation plan, if the targets were met	N.A.	R\$11,955,176.44	N.A.	R\$11,955,176.44
Amount effectively recognized in the year's result	N.A.	R\$5,765,216.81	N.A.	R\$5,765,216.81

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of members corresponds to each body's annual average number of members for whom compensation was recognized in the income statement, calculated on a monthly basis.

*****Note:** The amounts shown in the above table are free of charges.

The Company clarifies that in the past three fiscal years there was not and that currently there is no forecast for the payment of profit sharing or bonuses for the members of the Board of Directors or Fiscal Council.

13.4. SHARE BASED COMPENSATION PLAN OF THE BOARD OF DIRECTORS AND THE EXECUTIVE STATUTORY BOARD, IN PLACE DURING THE LAST FISCAL YEAR AND SET FORTH FOR THE CURRENT FISCAL YEAR

a. General Terms and Conditions

Stock Option Plan

On December 29, 2008, the Company's Extraordinary Shareholders' Meeting approved the creation of a stock option plan for the Company ("Plan II"). On October 10, 2011, the Extraordinary Shareholders' Meeting approved the creation of another stock option plan for the Company ("Plan III", and jointly with Plan II, the "Plans").

In the event that the Company's stock option is exercised, the Board of Directors shall approve the issuance of new shares, within the authorized capital limit or, if previously authorized by CVM, authorize the sale of shares held in treasury. If the exercise of the stock option occurs by means of the issuance of new shares, there will be an increase in the Company's capital stock and the shareholders will not have preemptive rights in the subscription of such shares, as provided for in the Brazilian Corporations Law and in our Bylaws, and, therefore, their respective stakes in our capital stock will be diluted.

The Shareholders will not have preemptive rights in the granting or exercise of stock options under the terms of the Plans, as provided in article 171, paragraph 3, of the Brazilian Corporations Law.

The shares acquired as a result of the exercise of the stock option under the terms of the Plans will maintain all rights correspondent to their type, except if any provision to the contrary is established by the Company's Board of Directors. However, no beneficiary will have any of the rights and privileges of our shareholders until their option is duly exercised, under the terms of the Plans and the respective option agreement.

The Plans provide that the options for acquisition of shares may be terminated or have their terms and conditions of exercise modified in case of termination, due to dismissal or termination of the services agreement, resignation or removal from office, retirement, disability or death, of their respective holder.

Within the scope of the Plans, the Board of Directors may, from time to time, create Stock Option Programs ("Programs"), in which the following will be defined: (i) the Beneficiaries of the Plans; (ii) the total number of the Company's shares being granted and, perhaps, the division into lots; (iii) the exercise price; (iv) any goals related to the performance of the employees, the managers or the Company, in order to establish objective criteria for the election of Plan Beneficiaries and determine the number of options; and (v) any other rules

that deemed necessary.

Plan II

Plan II is aimed at managers, employees and service providers of the Company or of companies under its control indicated by the Company's Board of Directors or Committee, if any ("Plan II Beneficiaries").

Under the terms of Plan II, the Beneficiaries of Plan II may be granted stock options up to the limit of 3% of the total shares of our capital stock at the time of the granting, taking into account, for this purpose, the options granted under the scope of Plan I. It is worth clarifying that there were no other programs or options in force under the Plan I in December 31, 2018.

The issuance price or purchase price, if the Company opts to use treasury shares, of the shares to be acquired by the Beneficiaries of Plan II as a result of the exercise of the options will be equivalent to the arithmetic average of the 20 trading sessions immediately prior to the date of the granting of the option. The exercise price may be monetarily adjusted based on the variation of a price index to be determined by the Board of Directors or by the Committee, as the case may be, plus interest, based on a rate determined by the Board of Directors or by the Committee. In addition, the Committee or the Board of Directors, as the case may be, may provide, when determining the exercise price for each program, an adjustment of up to 10%, for more or for less. In exceptional and duly reasoned cases, the Committee or the Board of Directors, as the case may be, may define adjustments in higher percentages.

On August 6, 2010, the Company's Board of Directors approved the 2010 Stock Option Program, which was amended on March 28, 2013 ("2010 Program"). The beneficiaries of the 2010 Program are certain officers and employees of the Company, who may acquire up to 2,150,000 shares or 0.40% of our capital stock at the time of the grant, in the individual proportions established by the Option Agreement. The option's exercise price is R\$20.21 per share, equivalent to the arithmetic average of the 20 trading sessions immediately prior to August 6, 2010. The exercise price will be paid in cash at the time of the subscription or purchase of shares resulting from the exercise of the option.

On February 2, 2011, the Company's Board of Directors approved the 2011 Stock Option Program, which was amended on March 28, 2013 ("2011 Program"). The beneficiaries of the 2011 Program are certain officers and employees of the Company, who may acquire up to 3,700,000 shares or 0.59% of our capital stock at the time of the grant, in the individual proportions established by the Option Agreement. The option's exercise price is R\$19.26 per share, equivalent to the arithmetic average of the 20 trading sessions immediately prior to January 31, 2011 less 10%. The exercise price will be paid

in cash at the time of the subscription or purchase of the shares resulting from the exercise of the option.

Under all the Programs, the option may be exercised by the beneficiaries in the following way: (i) up to 20% one year after being granted; (ii) up to 40% two years after being granted; (iii) up to 60% three years after being granted; (iv) up to 80% four years after being granted; and (v) up to 100% five years after being granted. The annual lots may always be exercised: (i) within 30 (thirty) days counted from the disclosure of the results of the Company's operations for the first quarter of the current fiscal year; or (ii) within 30 (thirty) days counted from the disclosure of the results of the Company's operations for the third quarter of the current fiscal year.

The Beneficiaries of Plan II shall allocate at least 50% of the Bonus to subscribe for or acquire shares resulting from stock options which can be acquired, under penalty of extinction of all the options which can be exercised from the annual lot of the corresponding fiscal year. If the Beneficiaries of Plan II have exercised options with their own resources, the number of shares acquired may be deducted from the number of shares required to reach the minimum Bonus allocation percentage. In the event that the Beneficiary of Plan II has acquired the Company's shares in the market, with his/her own resources, the number of shares acquired may be deducted from the number of shares required to comply with the Bonus allocation obligation.

All of the shares subscribed for and/or acquired by the Beneficiaries of Plan II will be unavailable for sale for a period of one year after the end of the exercise period. The Company will have preemptive rights in the acquisition of the shares that the Beneficiary of Plan II intends to sell, assign, transfer or otherwise dispose of, including in any event of termination of the employment agreement between the Beneficiary of Plan II and the Company.

In the event of any transactions that result in the transfer of share control of the Company, or in the case of the Company's shares cease to be accepted for trading on the B3's Novo Mercado, the options issued under Plan II, at the discretion of the Board of Directors: may (i) have their grace periods brought forward, for a certain period, so that they can be exercised immediately by the Beneficiary of Plan II; (ii) may be transferred to the successor company, (iii) may be reimbursed by the Company so that the beneficiary receives the payment in cash or the equivalent in shares of the amount that he/she would be entitled under Plan II, provided that, the any dismissal, without just cause (*justa causa*), of a beneficiary holding Plan II stock options, within the period of up to two years from the date of the transaction which represented a change in the control of the Company will result in the anticipation of the right to exercise the options that he/she holds.

In Plan II, on this date, (i) under the scope of the 2010 Program, taking into account the options already exercised, 415,000 (including non-statutory executive officers) options for the purchase or subscription of common shares issued by the Company at an exercise price of R\$20.21 plus adjustment by the IPCA, all of which could be exercised; and (iii) under the 2011 Program, taking into account the options already exercised, 2,107,768 (including non-statutory executive officers) stock options for the purchase or subscription of common shares issued by the Company at an exercise price of R\$19.26 plus adjustment by the IPCA, all of which could be exercised.

Plan III

Plan III is directed to managers, employees and service providers of the Company indicated by the Company's Board of Directors, as recommended by the Company's Board of Officers ("Plan III Beneficiaries").

Under the terms of Plan III, the Beneficiaries of Plan III may be granted subscription and/or acquisition rights over a number of shares that do not exceed, jointly with the grants made in the context of Plan II, the dilution percentage of 6.0% of the total shares of the Company's capital stock, without considering, in this total, the effect of any possible dilution resulting from the exercise of all the options granted and not exercised, and discounting the options extinguished and not exercised under Plan III or under any another stock option plan approved by the Company's shareholders.

The issuance price or purchase price, if the Company chooses to use treasury shares to deal with the exercise of the options, of the shares to be acquired by the Beneficiaries of Plan III Beneficiaries as a result of exercise of the options, will be equivalent to the arithmetic average of the 20 trading sessions immediately prior to the date of the granting of the option.

In the event of dissolution, transformation, merger, amalgamation, spin-off, sale or any transaction which qualifies as transfer of control of the Company, or in case the Company ceases to have its shares accepted for trading on B3's Novo Mercado, the options issued within the scope of Plan III, at the discretion of the Board of Directors: (i) may have their grace periods brought forward for a certain period, so that they can be immediately exercised by the Beneficiary of Plan III, provided that after the aforementioned period, Plan III will be terminated and all options not exercised shall expire without any right to indemnification; (ii) may be transferred to the successor company, if so provided for in a plan approved by the successor company's shareholders in a shareholders' meeting; (iii) may be reimbursed by the Company so that the Beneficiary receives the payment in cash or the equivalent in shares of the amount to which he/she would be entitled under the respective Program; or (iv) the Board of Directors may, at its discretion, promote a combination of the scenarios set out in items

(i), (ii) and (iii).

There are no options open for exercise in the 2013 Program.

On April 11, 2017, the Board of Directors approved the 2017 Stock Option Program (“2017 Program”). In Plan III, on this date, under the scope of the 2017 Program, taking into account the options already exercised, there were 35,000 stock options for the purchase or subscription of common shares issued by the Company at an exercise price of R\$28.93. The 2014 and 2014-A Programs did not have statutory executive officers during the last three fiscal years.

In all Programs, the options may always be exercised: (i) within thirty (30) days counted from the disclosure of the results of the Company’s operations for the first quarter of the current fiscal year; or (ii) within thirty (30) days counted of the disclosure of the results of the Company’s operations for the third quarter of the current fiscal year.

The options may be exercised by the Beneficiaries of Plan III in the following way for all the Programs: (i) up to 20% of the options in the first year after the granting of the options; (ii) up to 40% of the options in the 2nd year after the granting of the options; (iii) up to 60% of the options in the 3rd year after the granting of the options; (iv) up to 80% of the options in the 4th year after the granting of the options; and (v) up to 100% of the options in the 5th year after the granting of the options.

A portion corresponding to 50% of the shares subscribed for and/or acquired by the Beneficiary, including those acquired with his/her own resources, after deducting the shares sold by the Beneficiary as a form of payment for the options exercised by him/her, will be unavailable for sale for a period of 1 (one) year after the date of their exercise. The Company will have preemptive rights for the acquisition of shares that the Beneficiary intends to sell, assign, transfer or otherwise dispose of, including in any event of termination of the employment contract between the Beneficiary and the Company. The amount per share to be paid by the Company to the Beneficiary will be equivalent to the closing value of the share on the date on which the beneficiary communicates his/her interest in selling.

Restricted Share Granting Plan

Are considered as potential beneficiaries of the Restricted Shares Plan, approved on April 14, 2016 and amended on April 19, 2018 and April 24, 2019 (“Restricted Shares Plan”) all managers, employees and service providers of the Company, as well as other companies that are or may come under the direct or indirect control of the Company, whether domestic or foreign (“Eligible Employees”), on whose behalf the Company may grant rights to receive one or more nominative, book-entry common shares with no

par value issued by the Company (“Restricted Shares”), under the terms of the Restricted Shares Plan, the respective Restricted Shares Programs (as defined below) and the Grant Agreements (as defined in the Restricted Share Plan) (“Beneficiaries of the Restricted Shares Plan”).

Under the scope of the Restricted Shares Plan, the Board of Directors may create, on an annual basis, a program for the granting of restricted shares, in which the following will be defined: (i) the Beneficiaries of the Restricted Shares Plan; (ii) the total number of Restricted Shares to be granted and, potentially, the division into lots; (iii) any conditions to be complied with in connection with the acquisition of rights related to the Restricted Shares, as well as the imposition of restrictions upon their transfer; and (iv) any other rules deemed necessary.

On December 29, 2017, the Board of Directors approved the Restricted Shares Program under the scope of the Restricted Shares Plan (as amended on May 25, 2018). On February 21, 2019, the Board of Directors approved the Restricted Shares Program for the fiscal year of 2019 (“2019-A Program”) and, on April 26, 2019, the Restricted Shares Program was approved (“2019-B Program”). On July 24, 2020, the Company’s Board of Directors approved the Restricted Shares Program for the year of 2020 (“2020 Program”) and, jointly with the other aforementioned programs, the “Restricted Shares Programs”) The beneficiaries of the Restricted Shares Programs are the Eligible Employees from among the Company’s managers, employees and service providers of the Company and/or of other companies that are or may come under the direct or indirect control of the Company, provided that they have (i) exhibited an exceptional performance over and above what is ordinarily expected; (ii) demonstrated extraordinary motivation and potential for the development of increasingly complex and long-term activities in the Company and who are highly qualified; or (iii) were recently hired by the Company.

Subject to the adjustments provided for in the Restricted Shares Plan, rights may be granted for the receipt of a maximum number of Restricted Shares that does not exceed, together with the grants made under the context of Plans II and III, the dilution percentage of 6.0% of the total shares of the Company’s capital stock.

Without prejudice to the other terms and conditions established in the respective Grant Agreements, except for the Restricted Shares Program approved on April 26, 2019, which provides that a hundred percent (100%) of the Restricted Shares will be transferred to the Beneficiary after the 4th or 5th after the Grant Date and to the extent that the Beneficiary remains in the Company throughout that period, the rights of the Beneficiaries of the Restricted Shares Plan to receive the Restricted Shares will only be fully acquired, to the extent that the beneficiary remains continuously bound to the Company as a manager or employee for the entire period between the grant date and the

fourth anniversary of the aforesaid date. In addition to the supplementary provisions contained in the grant agreements, the following grace periods will be observed under the scope of the Restricted Shares Programs (except for the 2019-B Program, as aforesaid):

End of the Grace Period	Percentage of Restricted Shares to be transferred
After the 1 st anniversary following the Grant Date	25%
After the 2 nd anniversary following the Grant Date	25%
After the 3 rd anniversary following the Grant Date	25%
After the 4 th anniversary following the Grant Date	25%

For the purpose of complying with the receipt of the Restricted Shares under the terms of the Restricted Shares Plan, the Company, subject to the applicable law and the regulations, will transfer shares held in treasury, by means of a private operation, under the terms of CVM Instruction 567.

Alternatively, if at any date of acquisition of the rights related to the Restricted Shares, the Company does not have sufficient treasury shares to comply with the Restricted Shares' receipt by the respective Beneficiaries of the Restricted Shares Plan, it may elect to make the payment related to the Restricted Shares in cash, taking into account that the reference price of the Restricted Shares, for cash payment purposes, will correspond to the average closing price of the Company's shares in B3 during the 30 trading sessions prior to each date of acquisition of the rights related to the Restricted Shares.

Shares Concession Plan in a Matching System for the Year 2017

The potential beneficiaries of the 2017 Shares Concession Plan in a Matching System for the Fiscal Year of 2017, approved on April 19, 2017, and re-ratified in April 19, 2018 ("2017 Matching Plan") are all Company employees or the equivalent, for legal or tax purposes, who hold presidency or executive officer positions, as specified in Exhibit I to the Company's Profit Sharing Program, which was signed on November 29, 2016 ("PPR 2017"), excluding employees eligible for other profit sharing programs and those who perform external activities ("Beneficiaries of the 2017 Matching Plan"). Similarly, all the employees or the equivalent of the subsidiaries that are directly or indirectly controlled by the Company may also be elected as Beneficiaries of the 2017 Matching Plan, in which case the same rules regarding the use of PPR 2017 or of bonus by result conferred by the subsidiaries that are directly or indirectly controlled by the Company, are applicable ("Performance Bonus").

Notwithstanding the description given above, under the scope of the 2017 Matching Plan, shares issued by the Company may be granted, provided that, together with the grants made under the scope of the Plans and of the Restricted Shares Plan, they do not exceed the dilution percentage of 6.0% of the total shares of the Company's capital stock on the date of creation of the 2017 Matching Plan.

In order to be eligible for the receipt of the Matching Shares, each Beneficiary of the 2017 Matching Plan shall opt to receive at least fifty percent (50%) of his/her variable

compensation, obtained under the scope of the 2017 PPR and the Performance Bonus, in shares issued by the Company, taking into account the amount quantity net of tax (“Acquired Shares”), being entitled to receive the Matching Shares in a defined amount based on the perceived portion of the variable compensation in Acquired Shares, subject to the terms and conditions set forth in each program and in accordance with the rules established in the 2017 Matching Plan.

The 2017 Matching Plan provides that each Beneficiary of the 2017 Matching Plan receives Matching Shares in accordance with the following criteria:

- (a) In the event that the Beneficiary of the 2017 Matching Plan chooses to receive between fifty percent (50%) and ninety-nine point ninety-nine percent (99.99%) of his/her 2017 PPR or Performance Bonus, as the case may be, in the form of Acquired Shares, the respective Beneficiary of the 2017 Matching Plan will be granted one-half (0.5) of a share for each one (1) Acquired Share (excluding any possible fractions that may result from the calculation); or
- (b) In the event that the Beneficiary of the 2017 Matching Plan elects to receive one hundred percent (100%) of his/her 2017 PPR or Performance Bonus, as the case may be, in the form of Acquired Shares, the respective Beneficiary of the 2017 Matching Plan will be granted one (1) share for every one (1) Acquired Share.

On February 23, 2018, the Company’s Board of Directors approved the Share Concession Program under the Company’s Matching System Program for the fiscal year of 2017 (“2017 Matching Program”). Without prejudice to the other terms of the 2017 Matching Program, the 2017 Matching Plan and the participation agreements entered into between the Company and each of the Beneficiaries of the 2017 Matching Plan, under the scope of the 2017 Matching Program the following procedures and deadlines will be observed:

Conditions			
Acquisitions of the Matching Shares ¹	Permanence with the Company ²	Minimum Portfolio Percentage ¹	Minimum Portfolio Term ²
25%	0 months	100%	12 months
25%	12 months	75%	24 months
25%	24 months	50%	36 months
25%	36 months	25%	48 months

¹ In relation to the total of Acquired Shares.

² Counted from the date of payment of PPR 2017.

The conditions shown in the table above, namely: (i) permanence with the Company for the minimum periods established in the table above; and (ii) the minimum percentage maintained in the portfolio during the periods established in the table above, are cumulative and the Beneficiary of the 2017 Matching Plan will only acquire the Matching Shares when he/she meets all of the conditions, in which case the Company will be obliged to make the transfer of the percentage of Matching Shares indicated in the table above, under the terms of the respective participation agreement.

Shares Concession Plan in a Matching System for the fiscal years of 2018 and 2019

The Shares Concession Plan in a Matching System for the fiscal years of 2018 and 2019 was approved on April 19, 2018 and amended on April 24, 2019 at the respective Ordinary and Extraordinary Shareholders' Meetings of the Company ("2018/2019 Matching Plan"). The potential beneficiaries of the 2018/2019 Matching Plan are all Company employees or the equivalent, for legal or tax purposes, who hold chairman or executive officer positions, as specified in Exhibit I of the Company's Profit Sharing Program, which was signed on November 27, 2017 ("PPR 2018"), and the Company's Profit Sharing Program, which was signed on December 6, 2018 ("PPR 2019" and, together with PPR 2018, "PPR"), excluding employees eligible for other profit sharing programs and those who perform external activities ("Beneficiaries of the 2018/2019 Matching Plan"). Similarly, all the employees or the equivalent of the subsidiaries that are directly or indirectly controlled by the Company may also be elected as Beneficiaries of the 2018/2019 Matching Plan, in which case the same rules regarding the use of PPR or of bonus by result conferred by the subsidiaries that are directly or indirectly controlled by the Company are applicable ("Performance Bonus").

Notwithstanding the description given above, under the scope of the 2018/2019 Matching Plan, shares issued by the Company may be granted, provided that, together with the grants made under the scope of the Plans, the Restricted Shares Program and the 2017 Matching Plan, they do not exceed the dilution percentage of 6.0% of the total shares of the Company's capital stock on the date of creation of the 2018/2019 Matching Plan.

In order to be eligible to the receipt of the Matching Shares, each Beneficiary of the 2018/2019 Matching Plan shall opt to receive at least fifty percent (50%) of his/her variable compensation, obtained under the scope of the PPR or the Performance Bonus, as applicable, in shares issued by the Company, taking into account the respective amount net of tax ("Acquired Shares"), being entitled to receive the Matching Shares in a defined amount based on the perceived portion of the variable compensation in Acquired Shares, subject to the terms and conditions set forth in each program and in accordance with the rules established in the 2018/2019 Matching Plan.

The 2018/2019 Matching Plan provides that each Beneficiary of the 2018/2019 Matching Plan receives the Matching Shares in accordance with the following criteria:

- (a) In the event that the Beneficiary of the 2018/2019 Matching Plan chooses to receive between fifty percent (50%) and ninety-nine point ninety-nine percent (99.99%) of his/her PPR or Performance Bonus, as the case may be, in the form of Acquired Shares, the respective Beneficiary of the 2018/2019 Matching Plan will be granted one half (0.5) of a share for each one (1) Acquired Share (excluding any possible fractions that may result from the calculation); or
- (b) In the event that the Beneficiary of the 2018/2019 Matching Plan chooses to receive one hundred percent (100%) of his/her PPR or Performance Bonus, as the case may be, in the form of Acquired Shares, the respective Beneficiary of the

2018/2019 Matching Plan will be granted one (1) share for every one (1) Acquired Share.

On February 21, 2019, the Board of Directors approved the Company's Shares Concession Program in a Matching System for the Fiscal Years of 2018 and 2019 ("2018/2019 Matching Program"). Without prejudice to the other terms of the 2018/2019 Matching Program, the 2018/2019 Matching Plan and the participation agreements to be signed between the Company and each of the Beneficiaries of the 2018/2019 Matching Plan, under the scope of the 2018/2019 Matching Program the following procedures and deadlines will be observed:

Conditions			
Acquisitions of the Matching Shares ¹	Permanence with the Company ²	Minimum Portfolio Percentage ¹	Minimum Portfolio Term ²
25%	0 months	100%	12 months
25%	12 months	75%	24 months
25%	24 months	50%	36 months
25%	36 months	25%	48 months

¹ In relation to the total of Acquired Shares.

² Counted from the date of payment of PPR.

The conditions shown in the table above, namely: (i) permanence with the Company for the minimum periods established in the table above; and (ii) the minimum percentage maintained in the portfolio during the periods established in the table above, are cumulative and the Beneficiary of the 2018/2019 Matching Plan will only acquire the Matching Shares when he/she meets all of the conditions, in which case the Company will be obliged to make the transfer of the percentage of Matching Shares indicated in the table above, under the terms of the respective participation agreement.

Shares Concession Plan in a Matching System for the fiscal years of 2020 to 2025

The creation of the Shares Concession Plan in a Matching System for the fiscal years of 2020 to 2025 will be resolved at the Shareholders' Extraordinary and Ordinary Meeting of the Company to be held on April 22, 2020 ("2020/2025 Matching Plan"). The potential beneficiaries of the 2020/2025 Matching Plan are all the Company's employees or the equivalent, for legal or tax purposes, who hold chairman or executive officer positions, managers or others as elected by the Company's Board of Directors specified in Exhibit I of the Company's Profit Sharing Program ("PPR"), excluding employees eligible for other profit sharing programs and those who perform external activities ("Beneficiaries of the 2020/2025 Matching Plan"). Similarly, all the employees or the equivalent, as elected by the Company's Board of Directors, who hold chairman or executive officer positions, managers or others, of the subsidiaries directly or indirectly controlled by the Company may also be elected as Beneficiaries of the 2020/2025 Matching Plan, in which case the same rules regarding the use of PPR or of bonus by result conferred by the subsidiaries directly or indirectly controlled by the Company are applicable ("Performance Bonus").

Notwithstanding the above, under the scope of the 2020/2025 Matching Plan, shares issued by the Company may be granted, provided that, together with the grants made under the scope of the Plans, the Restricted Shares Program, the 2017 Matching Plan, and the 2018/2019 Matching Plan, they do not exceed the dilution percentage of 6.0% of the total shares of the Company's capital stock on the date of creation of the 2020/2025 Matching Plan.

In order to be eligible to receive the Matching Shares, each Beneficiary of the 2020/2025 Matching Plan shall opt to receive at least fifty percent (50%) of his/her variable compensation, obtained under the scope of the PPR or the Performance Bonus, as applicable, in shares issued by the Company. Taking into account the respective amount net of tax ("Acquired Shares"), being entitled to receive the Matching Shares in a defined amount based on the perceived portion of the variable compensation in Acquired Shares, subject to the terms and conditions set forth in each program and in accordance with the rules established in the 2020/2025 Matching Plan.

The 2020/2025 Matching Plan provides that each Beneficiary of the 2020/2025 Matching Plan receives the Matching Shares in accordance with the following criteria:

- (a) In the event that the Beneficiary of the 2020/2025 Matching Plan chooses to receive between fifty percent (50%) and ninety-nine point ninety-nine percent (99.99%) of his/her PPR or Performance Bonus, as the case may be, in the form of Acquired Shares, the respective Beneficiary of 2020/2025 Matching Plan will be granted one half (0.5) of a share for each one (1) Acquired Share (excluding any possible fractions that may result from the calculation); or
- (b) In the event that the Beneficiary of the 2020/2025 Matching Plan chooses to receive one hundred percent (100%) of his/her PPR or Performance Bonus, as the case may be, in the form of Acquired Shares, the respective Beneficiary of the 2020/2025 Matching Plan will be granted one (1) share for every one (1) Acquired Share.

On March 23, 2021, the Board of Directors approved the Company's Shares Concession Program in a Matching System for the Fiscal Years of 2020 to 2025 ("2020/2025 Matching Program"). Without prejudice to the other terms of the 2020/2025 Matching Program, the 2020/2025 Matching Plan and the participation agreements to be signed between the Company and each of the Beneficiaries of the 2020/2025 Matching Plan, under the scope of the 2020/2025 Matching Program the following procedures and deadlines will be observed:

Conditions			
Acquisitions of the Matching Shares ¹	Permanence with the Company ²	Minimum Portfolio Percentage ¹	Minimum Portfolio Term ²
25%	0 months	100%	12 months
25%	12 months	75%	24 months
25%	24 months	50%	36 months
25%	36 months	25%	48 months

¹ In relation to the total of Acquired Shares.

² Counted from the date of payment of PPR.

The conditions shown in the table above, namely: (i) permanence with the Company for the minimum periods established in the table above; and (ii) the minimum percentage maintained in the portfolio during the periods established in the table above, are cumulative and the Beneficiary of the 2020/2025 Matching Plan will only acquire the Matching Shares when he/she meets all of the conditions, in which case the Company will be obliged to make the transfer of the percentage of Matching Shares indicated in the table above, under the terms of the respective participation agreement.

b. Main Objectives of the Plans

The purpose of Plan II and Plan III is to attract and retain the executives of the Company and of its direct or indirect controlled companies, giving the Company's managers, employees and service providers the opportunity to become shareholders in the Company, achieving, as a result, a greater alignment of the interests of these managers, employees and service providers with the shareholders' interests and the sharing of the capital market risks.

The Restricted Shares Plan aims to attract and retain the executives of the Company and of its direct and indirect subsidiaries, whether domestic or foreign, giving the Company's managers, employees and service providers the opportunity to become shareholders in the Company, achieving, as a result of this, a greater alignment of the interests of these managers, employees and service providers with the shareholders' interests. In this way, by means of the creation of the Restricted Shares Plan, the Company aims to achieve the development of its social objectives and meet its shareholders' interests with the creation of the Restricted Shares Plan.

The 2017 Matching Plan aims to allow, under the scope of and as an alternative form of effecting payment of the PPR 2017 or Performance Bonus, the Beneficiaries of the 2017 Matching Plan, provided that certain terms and conditions are observed, have the opportunity to become shareholders in the Company, thereby promoting a greater alignment and integration of their interests with those of the Company, together with the sharing of capital market risks. By enabling the Beneficiaries of the 2017 Matching Plan to become shareholders in the Company, the hope is to retain their talents and align their objectives with those of the Company. This model also makes it possible to share the Company's risks and gains, by means of the appreciation of the shares acquired under the scope of the 2017 Matching Plan.

The 2018/2019 Matching Plan aims to allow, under the scope and as alternative way of implementing the PPR or Performance Bonus payment, the 2018/2019 Matching Plan Beneficiaries, subject to certain terms and conditions, to have the opportunity to receive Company's shares, consequently promoting increased alignment and integration of their interests with the Company's interests and the sharing of the capital market risks. By enabling the 2018/2019 Matching Plan Beneficiaries to become shareholders in the Company, it is expected that talents may be retained and to that their objectives are aligned with those of the Company. Also, by means of this model, the sharing of the Company's

risks and gains is achieved, by means of valorizing of the shares acquired under the 2018/2019 *Matching Plan*.

The 2020/2025 Matching Plan aims to allow, under the scope and as alternative way of implementing the PPR or Performance Bonus payment, the 2020/2025 Matching Plan Beneficiaries, subject to certain terms and conditions, to have the opportunity to receive Company' shares, consequently promoting increased alignment and integration of their interests with the Company's interests and the sharing of the capital market risks. By enabling the 2020/2025 Matching Plan Beneficiaries to become shareholders of the Company, it is expected that talents may be retained and to align their objectives with those of the Company. Also, through this model, the sharing of the Company's risks and gains is achieved, by means of valorizing the shares acquired under the 2020/2025 *Matching Plan*.

c. How the Plans Contribute to Those Objectives s

See item B above. By means of the Plans, the Restricted Shares Plan, the 2017 Matching Plan, the 2018/2019 Matching Plan and the 2020/2025 Matching Plan, the Company seeks to achieve its shareholders' interests.

d. How the Plans Fit into the Company's Compensation Policy

The Company has a practice of valuing employees' individual merit, based on the achievement of operational and financial goals and on individual performance. The Plans, the Restricted Shares Plan, the 2017 Matching Plan, the 2018/2019 Matching Plan and the 2020/2025 Matching Plan fit in the practice of using compensation as a long-term incentive and are instruments that encourage good individual performance and a commitment to the business goals.

e. How the Plans Align the Interests of the Managers and the Company Over the Short, Medium and Long Term

The Plans, the Restricted Shares Plan, the 2017 Matching Plan, the 2018/2019 Matching Plan and the 2020/2025 Matching Plan align the interests of managers, the Company and shareholders by means of benefits in accordance with the performance of the Company's shares. Our objective by means of the Plans, the Restricted Shares Plan, the 2017 Matching Plan, the 2018/2019 Matching Plan, and the 2020/2025 Matching Plan is to stimulate the improvement in our management and encourage our executives and employees to remain with the company, with a view to obtaining gains from the commitment to the long-term results and the short-term performance. Moreover, the Plans, the Restricted Shares Plan, the 2017 Matching Plan, the 2018/2019 Matching Plan, and the 2020/2025 Matching Plan are designed to enable the Company to obtain and retain the services of senior executives, offering these executives, as an additional advantage, the opportunity to become shareholders in the company, under the terms and conditions set forth in the Plans, the

Restricted Shares Plan, the 2017 Matching Plan, the 2018/2019 Matching Plan, and the 2020/2025 Matching Plan.

f. Maximum Number of Shares Encompassed

Up to 6% of the total shares of the Company's capital stock for Plan II and Plan III, without taking into account, in this total, the effect of any potential dilution resulting from the exercise of all the options granted and not exercised, and disregarding the options extinguished and not exercised under the scope of Plan III or of any other stock option plan approved by the Company's shareholders.

With respect to the Restricted Shares Plan, rights may be granted to receive a maximum number of Restricted Shares, provided that together with the grants made in the context of the Plans, this does not exceed the dilution percentage of 6.0% of the total shares of the Company's capital stock.

Under the scope of the 2017 Matching Plan, shares issued by the Company may be granted, provided that, together with the grants made in the context of the Plans and the Restricted Shares Plan, this does not exceed the 6.0% dilution percentage of the total shares of the Company's capital stock on the date of creation of the 2017 Matching Plan. For the purpose of calculating the aforementioned six percent (6.0%) dilution percentage, those options which have been extinguished and were not exercised under the scope of any of the Company's stock option plans or restricted shares granting plan, along with those shares not granted under the 2017 Matching Plan, will be discounted.

Under the scope of the 2018/2019 Matching Plan, the Company may grant shares issued by it, which shall not exceed, together with the granting within the context of the Plans, the Restricted Shares Plan and the 2017 Matching Plan, the dilution rate of 6.0% of the total shares of the Company's capital stock as of the date of creation of the 2018/2019 Matching Program. For purposes of calculation of the aforementioned dilution rate of six percent (6.0%), options expired and not exercised under any stock options plan or restricted shares grant plan, and shares not granted under the matching plans, including the 2018/2019 Matching Plan, shall be deducted.

Lastly, under the scope of the 2020/2025 Matching Plan, the Company may grant shares issued by it, which shall not exceed, together with the granting within the context of the Plans, the Restricted Shares Plan, the 2017 Matching Plan and the 2018/2019 Matching Plan, the dilution rate of 6.0% of the total shares of the Company's capital stock as of the date of creation of the 2020/2025 Matching Program. For purposes of calculation of the aforementioned dilution rate of six percent (6.0%), options expired and not exercised under any stock options plan or restricted shares grant plan shall be deducted.

g. Maximum Number of Options to be Granted

Since each option under the Plans assures the Beneficiary the right to purchase one (1) share issued by the Company, the amount of options granted will be subject to the limit set forth in section "f" above.

Not applicable to the Restricted Shares Plan, the 2017 Matching Plan, the 2018/2019 Matching Program, and the 2020/2025 Matching Plan because, in these cases, the long-term incentive tool comprises the granting of shares, and therefore, there are no options to be granted.

h. Condições de Aquisição de Ações

Plan II

The options granted under the 2010 Program may be exercised in the following way:

Grace Period (from the granting of the options)	Percentage of shares that may be acquired upon the exercise of the options
August 6, 2010	0%
1 st year	Up to 20%
2 nd year	Up to 40%
3 rd year	Up to 60%
4 th year	Up to 80%
5 th year	Up to 100%

The options granted under the 2011 Program may be exercised in the following way:

Grace Period (from the granting of the options)	Percentage of shares that may be acquired upon the exercise of the options
February 1, 2011	0%
1 st year	Up to 20%
2 nd year	Up to 40%
3 rd year	Up to 60%
4 th year	Up to 80%
5 th year	Up to 100%

The annual lots may always be exercised: (i) within 30 days counted from the disclosure of the results of the Company's operations for the first quarter of the current fiscal year; or (ii) within 30 days counted from the disclosure of the results of the Company's operations for the third quarter of the current fiscal year ("Annual Lots").

Except in relation to the 1st Annual Lot to be exercised by the Beneficiaries of Plan II under the scope of the 2008 Program (referring to the grace period of November 1, 2008), the Beneficiaries of Plan II, of all the programs approved under the scope of Plan II, are required to allocate at least 50% of their Bonus, net of income tax and other charges levied, for the subscription or acquisition of shares resulting from the options that are capable of being acquired, under penalty of extinction of all the options that are capable of being exercised in the annual lot of the corresponding year.

If the Beneficiaries of Plan II have exercised options with their own resources up to one year prior to payment of the Bonus, the number of shares acquired by means of such

resources will be deducted from the number of shares required to reach the minimum Bonus allocation percentage. This number of shares will be deducted from the total number of options that are capable of being exercised from the annual lot of the corresponding year.

In the event that the Beneficiary of Plan II has acquired the Company's shares in the market, with his/her own resources, the number of shares acquired may be deducted from the number of shares required to reach the mandatory bonus allocation percentage, at the discretion of the Board of Directors or the Committee, as the case may be. This number of shares will be deducted from the total number of options that are capable of being exercised in the period in question.

The Annual Lots can be exercised up until the final and extinguishing deadline of 10 years from the date of each Program.

Plan III

The options granted under the 2013 Program and the 2017 Program may be exercised in the following way:

Grace Period (from the granting of the options)	Percentage of Shares that may be acquired upon the exercise of options
1 st year	Up to 20%
2 nd year	Up to 40%
3 rd year	Up to 60%
4 th year	Up to 80%
5 th year	Up to 100%

The options may always be exercised: (i) within 30 days counted from the disclosure of the results of the Company's operations for the first quarter of the current fiscal year; or (ii) within 30 days counted from the disclosure of the results of the Company's operations for the third quarter of the current fiscal year ("Annual Lots").

The Annual Lots can be exercised up until the final and extinguishing deadline of 8 years from the date of each Program.

Restricted Shares Plan

For the Restricted Shares Programs within the scope of the Restricted Shares Plan approved by the Board of Directors on December 29, 2017 (as amended on May 25, 2018), on February 21, 2019 ("2019-A Program"), without prejudice to the other terms and conditions established in the respective Granting Agreements, the rights of the Beneficiaries of the Restricted Shares Plan to receive the Restricted Shares will only be fully acquired, to the extent that the Beneficiary of the Restricted Shares Plan remains continuously bound to the Company as a manager, employee or service provider, for the entire period between the date of the granting and the following dates, in the proportions mentioned below:

- (i) twenty five percent (25%) of the restricted shares after the 1st anniversary of

the granting date;

(ii) twenty five percent (25%) of the restricted shares after the 2nd anniversary of the granting date;

(iii) twenty five percent (25%) of the restricted shares after the 3rd anniversary of the granting date; and

(iv) the remaining twenty five percent (25%) of the restricted shares after the 4th anniversary of the granting date.

With respect to the Restricted Shares Program within the scope of the Restricted Shares Plan, as approved by the Board of Directors on April 26, 2019, after the 4th or 5th anniversary of the Granting Date and to the extent that the Beneficiary maintains a relationship with the Company throughout that period, as well as with other companies that are or may come under the direct or indirect control of the Company, whether domestic or foreign, as an employee, manager or service provider, without prejudice to the supplementary provisions set forth in the Plan and the Grant Agreements to be signed by and between the Company and each of the Beneficiaries, a hundred percent (100%) of the Restricted Shares will be transferred to the Beneficiary.

2017 Matching Plan

On February 23, 2018, the Board of Directors approved the 2017 Matching Program. Without prejudice to the other terms of the 2017 Matching Program, of the 2017 Matching Plan and of the participation agreements signed between the Company and each of the Beneficiaries of the 2017 Matching Plan, under the scope of the 2017 Matching Program the following procedures and deadlines will be observed:

Conditions			
Acquisitions of the Matching Shares ¹	Permanence with the Company ²	Minimum Portfolio Percentage ¹	Minimum Portfolio Term ²
25%	0 months	100%	12 months
25%	12 months	75%	24 months
25%	24 months	50%	36 months
25%	36 months	25%	48 months

¹ In relation to the total of Acquired Shares.

² Counted from the date of payment of PPR 2017.

The conditions shown in the table above, namely: (i) permanence in the Company for the minimum periods established in the table above; and (ii) the minimum percentage maintained in the portfolio during the periods established in the table above, are cumulative and the Beneficiary of the 2017 Matching Plan will only acquire the Matching Shares when he/she meets all of the conditions, in which case the Company will be obliged to make the transfer of the percentage of Matching Shares indicated in the table above, under the terms of the respective participation agreement.

2018/2019 Matching Program

On February 21, 2019, the Company's Board of Directors approved the 2018/2019 Matching Program. Without prejudice to the other terms of the 2018/2019 Matching Program, the 2018/2019 Matching Plan and the participation agreements to be signed between the Company and each of the Beneficiaries of the 2018/2019 Matching Plan, under the scope of the 2018/2019 Matching Program the following procedures and deadlines will be observed:

Conditions			
Acquisitions of the Matching Shares ¹	Permanence with the Company ²	Minimum Portfolio Percentage ¹	Minimum Portfolio Term ²
25%	0 months	100%	12 months
25%	12 months	75%	24 months
25%	24 months	50%	36 months
25%	36 months	25%	48 months

¹ In relation to the total of Acquired Shares.

² Counted from the date of payment of PPR.

The conditions shown in the table above, namely: (i) permanence in the Company for the minimum periods established in the table above; and (ii) the minimum percentage maintained in the portfolio during the periods established in the table above, are cumulative and the Beneficiary of the 2018/2019 Matching Plan will only acquire the Matching Shares when he/she meets all of the conditions, in which case the Company will be obliged to make the transfer of the percentage of Matching Shares indicated in the table above, under the terms of the respective participation agreement.

2020/2025 Matching Program

On March 23, 2021, the Board of Directors approved the 2020/2025 Matching Program. Without prejudice to the other terms of the 2020/2025 Matching Program, the 2020/2025 Matching Plan and the participation agreements to be signed between the Company and each of the Beneficiaries of the 2020/2025 Matching Plan, under the scope of the 2020/2025 Matching Program the following procedures and deadlines will be observed:

Conditions			
Acquisitions of the Matching Shares ¹	Permanence with the Company ²	Minimum Portfolio Percentage ¹	Minimum Portfolio Term ²
25%	0 months	100%	12 months
25%	12 months	75%	24 months
25%	24 months	50%	36 months
25%	36 months	25%	48 months

¹ In relation to the total of Acquired Shares.

² Counted from the date of payment of PPR.

The conditions shown in the table above, namely: (i) permanence with the Company for the minimum periods established in the table above; and (ii) the minimum percentage maintained in the portfolio during the periods established in the table above, are cumulative and the Beneficiary of the 2020/2025 Matching Plan will only acquire the Matching Shares when he/she meets all of the conditions, in which case the Company will be obliged to make the transfer of the percentage of Matching Shares indicated in the table above, under the terms of the respective participation agreement.

i. Criteria for Setting the Acquisition or Strike Price

Plan II: If the Company chooses to use treasury shares to deal with the exercise of the options, the issuance price or purchase price of the shares to be acquired by the Beneficiaries of Plan II as a result of the exercise of the options will be equivalent to (i) to the arithmetic average of the 20 trading sessions immediately prior to the date for the 2010 Programs; and (ii) the arithmetic average of the 20 trading sessions immediately prior to the date of granting of the option and adjusted by a 10% reduction, for the 2011 Program. The exercise price may be monetarily adjusted based on the variation of a price index to be determined by the Board of Directors or by the Committee, as the case may be, plus interest, based on a rate determined by the Board of Directors or by the Committee.

Plan III: If the Company chooses to use treasury shares to deal with the exercise of the options, the issuance price or purchase price of the shares to be acquired by the Beneficiaries of Plan III as a result of exercise of the options, will be equivalent to the arithmetic average of the 20 trading sessions immediately prior to the date of granting the option.

Restricted Shares Plan: There is no issuance price or purchase price for the exercise of the right to receive the Restricted Shares, as the Beneficiary of the Restricted Shares Plan does not provide any monetary consideration to receive the Restricted Shares granted to him/her under the scope of this plan.

2017 Matching Plan: There is no issuance price or purchase price related to the exercise of the right to receive the Matching Shares. However, in order to enter the 2017 Matching Program, each Beneficiary of the 2017 Matching Plan shall opt to receive at least fifty percent (50%) of his/her variable compensation obtained under the scope of PPR 2017, or, in the absence thereof, of the Performance Bonus, in the form of Acquired Shares, being therefore entitled to receive the Matching Shares. The 2017 Matching Plan provides that each Beneficiary of the 2017 Matching Plan receives Matching Shares in accordance with the following criteria:

- (a) In the event that the Beneficiary of the 2017 Matching Plan chooses to receive between fifty percent (50%) and ninety-nine point ninety-nine percent (99.99%) of his/her 2017 PPR or Performance Bonus, as the case may be, in the form of Acquired Shares, the respective Beneficiary of the 2017 Matching Plan will be granted one-half (0.5) of a share for each one (1) Acquired Share (excluding any possible fractions that may result from the calculation); or
- (b) In the event that the Beneficiary of the 2017 Matching Plan elects to receive 100% (one hundred percent) of his/her 2017 PPR or Performance Bonus, as the case may be, in

the form of Acquired Shares, the respective Beneficiary of the 2017 Matching Plan will be granted 1 (one) share for every 1 (one) Acquired Share.

2018/2019 Matching Plan: There is no issuance price or purchase price related to the exercise of the right to receive the Matching Shares. However, in order to enter the 2018/2019 Matching Program, each Beneficiary of the 2018/2019 Matching Plan shall opt to receive at least fifty percent (50%) of their variable compensation payable under the PPR or, in the absence thereof, of the Performance Bonus in Acquired Shares, being entitled to receive the Matching Shares. The 2018/2019 Matching Plan provides that each 2018/2019 Matching Plan Beneficiary shall receive Matching Shares according to the following criteria:

- (a) In the event that a Beneficiary of the 2018/2019 Matching Plan opts to receive between fifty percent (50%) and ninety-nine point ninety-nine percent (99.99%) of their PPR or Performance Bonus, as the case may be, in Acquired Shares, then such 2018/2019 Matching Plan Beneficiary will be granted half (0.5) a share for every one (1) Acquired Share (disregarding any fractions arising from the calculation); or
- (b) In the event that the Beneficiary of the 2018/2019 Matching Plan opts to receive a hundred percent (100%) of their 2018/2019 PPR or Performance Bonus, as the case may be, in Acquired Shares, such 2018/2019 Matching Plan Beneficiary will be granted one (1) share for every one (1) Acquired Share.

2020/2025 Matching Plan: There is no issuance price or purchase price related to the exercise of the right to receive the Matching Shares. However, in order to enter the 2020/2025 Matching Program, each Beneficiary of the 2020/2025 Matching Plan shall opt to receive at least fifty percent (50%) of their variable compensation payable under the PPR or, in the absence thereof, of the Performance Bonus in Acquired Shares, being entitled to receive the Matching Shares. The 2020/2025 Matching Plan provides that each 2020/2025 Matching Plan Beneficiary shall receive Matching Shares according to the following criteria:

- (a) In the event that a Beneficiary of the 2020/2025 Matching Plan opts to receive between fifty percent (50%) and ninety-nine point ninety-nine percent (99.99%) of their PPR or Performance Bonus, as the case may be, in Acquired Shares, then such 2020/2025 Matching Plan Beneficiary will be granted half (0.5) a share for every one (1) Acquired Share (disregarding any fractions arising from the calculation); or
- (b) In the event that the Beneficiary of the 2020/2025 Matching Plan opts to receive a hundred percent (100%) of their PPR or Performance Bonus, as the case may be, in Acquired Shares, such 2020/2025 Matching Plan Beneficiary will be granted one (1) share for every one (1) Acquired Share.

j. Criteria for Setting the Exercise Period

Plan II:

2010 Program: the option may be exercised in the following way: (i) 0% after August 06, 2010; (ii) up to 20% one year after being granted; (iii) up to 40% two years after

being granted; (iv) up to 60% three years after being granted; (v) up to 80% four years after being granted; and (vi) up to 100% five years after being granted. The annual lots may always be exercised: (i) within 30 days counted from disclosure of the results of the Company's operations for the first quarter of the current fiscal year; or (ii) within 30 days counted from the disclosure of the Company's results of operations for the third quarter of the current fiscal year.

2011 Program: the option may be exercised in the following way: (i) 0% after February 01, 2011; (ii) up to 20% one year after being granted; (iii) up to 40% two years after being granted; (iv) up to 60% three years after being granted; (v) up to 80% four years after being granted; and (vi) up to 100% five years after being granted. The annual lots may always be exercised: (i) within 30 days counted from the disclosure of the results of the Company's operations for the first quarter of the current fiscal year; or (ii) within 30 days counted from the disclosure of the Company's results of operations for the third quarter of the current fiscal year.

Plan III:

2017 Program: the option may be exercised in the following way: (i) up to 20% one year after being granted; (ii) up to 40% two years after being granted; (iii) up to 60% three years after being granted; (iv) up to 80% four years after being granted; and (v) up to 100% five years after being granted. The annual lots may always be exercised: (i) within 30 days counted from the disclosure of the results of the Company's operations for the first quarter of the current fiscal year; or (ii) within 30 days counted from the disclosure of the Company's results of operations for the third quarter of the current fiscal year.

Restricted Shares Plan: The rights of the Beneficiaries to receive the Restricted Shares will only be fully acquired, to the extent that the Beneficiary remains continuously bound to the Company as a manager, employee or service provider, for the entire period between the date of granting and such dates and in the proportions as may be determined by the Board of Directors within the scope of each program.

2017 Matching Plan: Under the scope of the 2017 Matching Program the following procedures and deadlines will be observed:

Conditions			
Acquisitions of the Matching Shares ¹	Permanence with the Company ²	Minimum Portfolio Percentage ¹	Minimum Portfolio Term ²
25%	0 months	100%	12 months
25%	12 months	75%	24 months
25%	24 months	50%	36 months
25%	36 months	25%	48 months

¹ In relation to the total of Acquired Shares.

² Counted from the date of payment of PPR 2017.

The conditions shown in the table above, namely: (i) permanence in the Company for the minimum periods established in the table above; and (ii) the minimum percentage maintained in the portfolio during the periods established in the table above, are cumulative

and the Beneficiary of the 2017 Matching Plan will only acquire the Matching Shares when he/she meets all of the conditions, in which case the Company will be obliged to make the transfer of the percentage of Matching Shares indicated in the table above, under the terms of the respective participation agreement.

2018/2019 Matching Plan: Under the scope of the 2018/2019 Matching Program the following procedures and deadlines will be observed:

Conditions			
Acquisitions of the Matching Shares ¹	Permanence with the Company ²	Minimum Portfolio Percentage ¹	Minimum Portfolio Term ²
25%	0 months	100%	12 months
25%	12 months	75%	24 months
25%	24 months	50%	36 months
25%	36 months	25%	48 months

¹ In relation to the total of Acquired Shares.

² Counted from the PPR payment date.

The conditions shown in the table above, namely: (i) permanence in the Company for the minimum periods established in the table above; and (ii) the minimum percentage maintained in the portfolio during the periods established in the table above, are cumulative and the Beneficiary of the 2018/2019 Matching Plan will only acquire the Matching Shares when he/she meets all of the conditions, in which case the Company will be obliged to make the transfer of the percentage of Matching Shares indicated in the table above, under the terms of the respective participation agreement.

2020/2025 Matching Plan: Under the scope of the 2020/2025 Matching Program the following procedures and deadlines will be observed:

Conditions			
Acquisitions of the Matching Shares ¹	Permanence with the Company ²	Minimum Portfolio Percentage ¹	Minimum Portfolio Term ²
25%	0 months	100%	12 months
25%	12 months	75%	24 months
25%	24 months	50%	36 months
25%	36 months	25%	48 months

¹ In relation to the total of Acquired Shares.

² Counted from the PPR payment date.

The conditions shown in the table above, namely: (i) permanence in the Company for the minimum periods established in the table above; and (ii) the minimum percentage maintained in the portfolio during the periods established in the table above, are cumulative and the Beneficiary of the 2020/2025 Matching Plan will only acquire the Matching Shares when he/she meets all of the conditions, in which case the Company will be obliged to make the transfer of the percentage of Matching Shares indicated in the table above, under the terms of the respective participation agreement.

k. Form of Settlement

Plan II: The settlement of the exercise of Plan II's stock options, for any Program, shall be made by means of cash payment, at the time of the subscription or purchase of the shares resulting from the exercise of the option.

Plan III: The settlement of the exercise of Plan III's stock options, shall be made by means of cash payment, at the time of the subscription or purchase of the shares resulting from the exercise of the option.

Restricted Shares Plan: No stock options will be granted by the Company under the Restricted Shares Plan.

2017 Matching Plan: The Company will not grant stock options under the scope of the 2017 Matching Plan, given it is a matching plan that comprises the granting of shares to the beneficiaries by the Company, subject to certain terms and conditions provided for in the 2017 Matching Plan and in each program, including the 2017 Matching Program. The granting of Matching Shares to the Beneficiaries of the 2017 Matching Plan will take place by means of the use of shares issued by the Company which are held in treasury.

2018/2019 Matching Plan: The Company will not grant stock options under the 2018/2019 Matching Plan, given it is a matching plan that comprises the granting of shares to beneficiaries by the Company, subject to certain terms and conditions provided for in the 2018/2019 Matching Plan and in each program, including the 2018/2019 Matching Program. The granting of Matching Shares to the Beneficiaries of the 2018/2019 Matching Plan will take place by means of the use of shares issued by the Company which are held in treasury.

2020/2025 Matching Plan: The Company will not grant stock options under the 2020/2025 Matching Plan, since it is a matching plan that comprises the granting of shares to beneficiaries by the Company, subject to certain terms and conditions provided for in the 2020/2025 Matching Plan and in each program, including the 2020/2025 Matching Program. The granting of Matching Shares to the Beneficiaries of the 2020/2025 Matching Plan will take place by means of the use of shares issued by the Company which are held in treasury.

l. Restrictions on the Transfer of Shares

Plans

The Board of Directors or the Committee (as the case may be) may impose terms and/or conditions precedent for the exercise of the options, as well as impose restrictions on the transfer and sale of shares issued by the Company subscribed for and/or acquired by the Beneficiaries under the scope of the Plans, and may also reserve the right for the Company to buyback options or preemptive rights in the case of sale by the Beneficiary of the shares, up until the end of the term and/or compliance with the conditions established. The minimum period during which the shares will be unavailable that may be established in each Program shall never exceed five years from the date of acquisition or subscription of the shares. The

Beneficiary shall undertake not to encumber the shares nor to impose any liens over the shares that may prevent the performance of the provisions of the Plans.

Restricted Shares Plan

The Board of Directors may impose terms and/or conditions precedent for the receipt of the Restricted Shares, as well as impose restrictions upon the transfer and sale of shares issued by the Company under the scope of the Restricted Shares Plan.

2017 Matching Program

Under the scope of the 2017 Matching Program, no lock-up period is applicable to the Acquired Shares and to the Matching Shares.

2018/2019 Matching Program

Under the scope of the 2018/2019 Matching Program, no lock-up period is applicable to the Acquired Shares and to the Matching Shares.

2020/2025 Matching Program

Under the scope of the 2020/2025 Matching Program, no lock-up period is applicable to the Acquired Shares and to the Matching Shares.

m. Criteria and Events Which, When Verified, Shall Result in the Plans' Suspension, Alteration or Extinction

Plan II:

If the Company's shares are increased or decreased in number, as a result of share bonuses, reverse stock splits or stock splits, appropriate adjustments will be made in the number of shares subject to the granting of options not exercised. Any adjustments to the options will be made without changing the total amount of the options not exercised, but with an adjustment corresponding to the Exercise Price. No fraction of shares will be sold or issued under the scope of Plan II or any of these adjustments.

In the case of dissolution, transformation, merger, amalgamation, spin-off, sale or any transaction which qualifies as transfer of control of the Company, or in case the Company ceases to have its shares accepted for trading on B3's Novo Mercado, the options of the Programs which are in effect, at the discretion of the Board of Directors or the Committee, as the case may be: (i) may have their grace periods brought forward for a certain period, so that they can immediately be exercised by the Beneficiary of Plan II, and that after the aforementioned period Plan II will terminate and all options not exercised will be extinguished without any right to indemnification; (ii) may be transferred to the successor company, if so provided for in a plan approved by the successor company's shareholders' meeting; (iii) may be reimbursed by the Company and the Beneficiary of Plan II will receive payment in cash or the equivalent in shares of the amount to which he/she would be entitled under the terms of the respective Program; or (iv) the Board of Directors or Committee may, at its discretion, promote a combination of the scenarios set out in the sub-items (i), (ii) and (iii) described above.

Plan III:

If the Company's shares are increased or decreased in number, as a result of share bonuses, reverse stock splits or stock splits, appropriate adjustments will be made in the number of shares subject to the granting of options not exercised and in the Exercise Price. No fraction of shares will be sold or issued under the scope of Plan III or any of these adjustments.

In the case of dissolution, transformation, merger, amalgamation, spin-off, sale or any transaction which qualifies as transfer of control of the Company, or in case the Company ceases to have its shares accepted for trading on B3's Novo Mercado, the options of the Programs which are in effect, at the discretion of the Board of Directors or the Committee, as the case may be: (i) may have their grace periods brought forward for a certain period, so that they can immediately be exercised by the Beneficiary of Plan III, and that after the aforementioned period Plan III will terminate and all options not exercised will be extinguished without any right to indemnification; (ii) may be transferred to the successor company, if so provided for in a plan approved by the successor company's shareholders' meeting; (iii) may be reimbursed by the Company and the Beneficiary of Plan III will receive payment in cash or the equivalent in shares of the amount to which he/she would be entitled under the terms of the respective Program; or (iv) the Board of Directors or Committee may, at its discretion, promote a combination of the scenarios set out in the sub-items (i), (ii) and (iii) described above.

Restricted Shares Plan:

The Shareholders' Meeting shall be responsible for approving and therefore amending, suspending or extinguishing the Restricted Shares Plan. In addition, among the factors that may cause the amendment or termination of the Restricted Shares Plan, is the occurrence of factors that cause a significant change in the economic scenario and which may compromise the Company's financial situation.

Additionally, in the event of dissolution, transformation, merger, amalgamation, spin-off, sale or any transaction which qualifies as transfer of control of the Company, or in case the Company ceases to have its shares accepted for trading on B3's Novo Mercado, at the sole discretion of the Board of Directors or the Committee, as the case may be: (i) the Restricted Shares of the Programs in effect, at the discretion of the Board of Directors, may have their grace periods brought forward for a certain period, so that they can immediately be received by the Beneficiary, and that after the aforementioned period the Restricted Share Plan will terminate and all rights to acquire the Restricted Shares will expire without any right to indemnification; (ii) the Restricted Shares Plan may be adopted by the successor company, if so approved in a plan by the successor company's shareholders' meeting; (iii) the Company may reimburse the Beneficiary by means of payment in cash of the value of the Restricted Shares to which the Beneficiary would be entitled; or (iv) the Board of Directors may, at its discretion, promote a combination of the scenarios set out in sub-items (i), (ii) and (iii) described in this paragraph.

2017 Matching Plan:

The Shareholders' Meeting shall be responsible for approving and therefore amending, suspending or extinguishing the 2017 Matching Plan. All and any amendments to the

2017 Matching Plan, proposed by the Board of Directors, shall be submitted to the Shareholders' Meeting for approval, and once approved, may only affect the shares whose right to receive is being granted.

Among the factors that may cause the amendment or termination of the Restricted Shares Plan, is the occurrence of factors that cause a significant change in the economic scenario and which may compromise the Company's financial situation.

However, in the event of any alteration in the number, type and class of the Company's shares, as a result of a reverse stock split, a stock split, stock bonuses, as well as in cases of conversion of shares from one type or class into another, or of conversion into shares of other securities issued by the Company, the necessary adjustments shall be made in the plans and programs that have already been established, particularly in relation to the number of shares and their type or class, for the purpose of avoiding distortions and losses to the Company or to the Beneficiaries of the 2017 Matching Plan.

2018/2019 Matching Plan:

The Shareholders' Meeting shall be responsible for approving and therefore amending, suspending or extinguishing the 2018/2019 Matching Plan. All and any amendments to the 2018/2019 Matching Plan proposed by the Board of Directors shall be submitted to the Shareholders' Meeting for approval, and once approved, may only affect the shares whose right to receive is being granted.

Among the factors that may cause the amendment or termination of the Restricted Shares Plan, is the occurrence of factors that cause a significant change in the economic scenario and which may compromise the Company's financial situation.

However, in the event of any alteration in the number, type and class of the Company's shares, as a result of a reverse stock split, a stock split, stock bonuses, as well as in cases of conversion of shares from one type or class into another, or of conversion into shares of other securities issued by the Company, the necessary adjustments shall be made in the plans and programs that have already been established, particularly in relation to the number of shares and their type or class, for the purpose of avoiding distortions and losses to the Company or to the Beneficiaries of the 2018/2019 Matching Plan.

2020/2025 Matching Plan:

The Shareholders' Meeting shall be responsible for approving and therefore amending, suspending or extinguishing the 2020/2025 Matching Plan. Any and all amendments to the 2020/2025 Matching Plan proposed by the Board of Directors shall be submitted to the Shareholders' Meeting for approval, and once approved, may only affect the shares whose right to receive is being granted.

n. Effects of the Manager's Departure from the Company's Bodies on His/Her Rights Set Forth in the Share-Based Compensation Plan

Plan II:

In the event of termination of the Plan II Beneficiary's employment contract for just cause (*justa causa*), all options that have not been exercised will expire without indemnification, regardless on whether or not the grace periods have ended. Moreover, the restriction on the sale of shares will remain in effect, provided that the Company may exercise an option to repurchase these shares.

When the employment contract of the Beneficiary of Plan II is terminated without just cause (*justa causa*), resignation request or voluntary resignation or retirement, except in the case of the Plan II Beneficiary remaining as a Member of the Company's Board of Directors, the following provisions will be observed: (i) those options whose initial grace periods have not yet expired will expire without indemnification; (ii) those options whose initial grace periods have expired may be exercised within the term of 90 days counted from the event that caused the termination of the Beneficiary of Plan II's employment contract or term of office, or until the end of the term for the exercise of the options, if the remaining term is less than 90 days; and (iii) the restriction period for the sale of the shares will remain in effect, provided that the Company may exercise an option to repurchase these shares.

In the event of termination of the Plan II Beneficiary's employment contract or term of office, without just cause (*justa causa*), within two years of the event of the dissolution, transformation, merger, amalgamation, spin-off, sale or any transaction which qualifies as transfer of the Company's share control, the Beneficiary of Plan II will be entitled, without any need for the prior consent of the Company's Board of Directors or Committee, to have the grace periods for the options of the programs in effect, brought forward for a period of 30 days, counting from the termination of the employment contract or term of office, so that they can immediately be exercised by the Beneficiary of Plan II, and after this period all options not exercised will expire without any right to indemnification.

If the Beneficiary of Plan II becomes permanently disabled for the performance of his/her position in the Company, the rights resulting from all the options will be brought forward and may be exercised for a period of one year counted from the date of the event that caused the permanent disability.

In the event of the death of the Beneficiary of Plan II, the rights resulting from all the options will be brought forward and will be extended to the Beneficiary's heirs and successors who will be able to exercise the options for whichever is longer between the period of one year counted from the date of the death and 90 days counted from the date of completion of the probate.

The shares subscribed under the terms above will be free and cleared for sale at any time, provided that the Company's shall have preemptive rights and possible repurchase option.

Plan III:

In the event of termination of the Plan III Beneficiary's employment contract for just cause (*justa causa*), all options that have not been exercised will expire without

indemnification, regardless of whether or not the grace periods have ended. Moreover, the restriction on the sale of shares will remain in force, and the Company may exercise an option to repurchase these shares.

When the employment contract of the Beneficiary of Plan III is terminated without just cause (*justa causa*), resignation request or voluntary resignation or retirement, except in case the Plan III Beneficiary remains as a Member of the Company's Board of Directors, the following provisions will be observed: (i) those options whose initial grace periods have not yet expired will expire without indemnification; (ii) those options whose initial grace periods have expired may be exercised within 30 days counted from the event that caused the termination of the Beneficiary of Plan III's employment contract or term of office, or until the end of the term for the options to be exercised, if the remaining term is less than 30 days; and (iii) the restriction period for the sale of the shares will remain in effect, and the Company may exercise an option to repurchase these shares.

In the event of termination of the Plan III Beneficiary's employment contract or term of office, without just cause (*justa causa*), within 12 months counted from the dissolution, transformation, incorporation, merger, spin-off, sale or any transaction which qualifies as transfer of the Company's share control, the Beneficiary of Plan III will be entitled, without any need for prior consent from the Company's Board of Directors or Committee, to have the grace periods for the options of the programs in effect, brought forward, so that they can immediately be exercised by the Beneficiary of Plan III, and after this period all options not exercised will expire without any right to indemnification.

If the Beneficiary of Plan III becomes permanently disabled for the performance of his/her position in the Company, the rights resulting from all the options will be brought forward and may be exercised for a period of one year counted from the date of the event that caused the permanent disability.

In the event of the death of the Beneficiary of Plan III, the rights resulting from all the options will be brought forward and will be extended to the Beneficiary's heirs and successors who will be able to exercise the options for a period of 12 months counted from the date of the death.

The shares subscribed under the terms above will be free and cleared for sale at any time, provided that the Company's shall have preemptive rights and possible repurchase option.

Restricted Shares Plan:

Unless decided to the contrary by the Board of Directors at the time of approval of the Restricted Shares Plan Program, in the event of termination of the Beneficiary's employment contract without just cause (*justa causa*), except in case the Beneficiary remains as a Member of the Company's Board of Directors, the following provisions will be observed:

- (i) the Beneficiary's right to receive the Restricted Shares Not Fully Acquired will expire without indemnification; and
- (ii) in the event that the grace period provided for in the Restricted Shares Plan has

already elapsed, but the Restricted Shares have not yet been received by the Beneficiary, they will be transferred to the Beneficiary without any restriction.

Unless decided to the contrary by the Board of Directors at the time of approval of the Restricted Shares Plan Program, in the event of termination of the Beneficiary's employment contract as a result of a request for resignation or voluntary resignation or retirement, except in case the Beneficiary remains as a Member of the Company's Board of Directors, the following provisions will be observed:

- (i) the Beneficiary's right to receive the Restricted Shares Not Fully Acquired (as defined in the Restricted Shares Plan) will expire without indemnification; and
- (ii) in the event that the grace period provided for in the Restricted Shares Plan has already elapsed, but the Restricted Shares have not yet been received by the Beneficiary, they will be transferred to the Beneficiary without any restriction.

In the event of termination due to the Beneficiary's permanent disability, the Restricted Shares Not Fully Acquired may be fully acquired within 12 months counted from the date of the event that caused the permanent disability, regardless of the grace period provided for in the Restricted Shares Plan, by the Beneficiary or his/her legal representative (trustee), upon presentation to the Company of the respective proof of the concession of retirement benefit due to permanent disability issued by the INSS (National Social Security Institute) and proof of termination of the employment contract. The Board of Directors may, at its sole discretion, extend the aforementioned term.

In the event of termination due to the Beneficiary's death, the Restricted Shares Not Fully Acquired may be fully received by the Beneficiary's heirs and successors, after the Beneficiary's death, upon submission to the Company of the proper documentation of the Beneficiary's probate within 12 months counted from the date of the death, regardless of the grace period provided for in the Restricted Shares Plan. The Board of Directors may, at its sole discretion, extend the aforementioned term.

2017 Matching Plan:

Under the terms of the 2017 Matching Program, if the Beneficiary of the 2017 Matching Plan, at any time during the respective agreement's period of effectiveness, leaves the Company due to:

- (a) resignation request or resignation from office, except if the Beneficiary of the 2017 Matching Plan continues to have an employment relationship with the Company and/or its subsidiaries: (i) those rights not yet exercisable or subject to a term on the date of his/her dismissal or termination of the contract will automatically be legally terminated, regardless of prior notice or indemnification, unless the Board of Directors decides to anticipate the grace period in relation to the totality or part of such rights; and (ii) those rights which are already exercisable on the date of his/her dismissal or termination of the respective agreement, may be exercised provided the minimum portfolio maintenance percentage is observed under the terms of the 2017 Matching Program, after which such rights will automatically be legally terminated in full, regardless of prior notice or notification, and without the right to any indemnification;

(b) dismissal for just cause (*justa causa*), or removal from his/her position for breach of a manager's obligations and duties or for breach of the respective contract, all rights which are already exercisable or not, on the date of his/her dismissal or termination of the contract, will automatically be legally terminated, in full, regardless of prior notice or notification, and without the right to any indemnification;

(c) dismissal without just cause (*justa causa*), or removal from his/her position without breach of a manager's obligations and duties: (i) those rights which are not yet exercisable or subject to a term on the date of his/her dismissal or termination of the contract, will automatically be legally terminated, in full, regardless of prior notice or indemnification, unless the Board of Directors decides to anticipate the grace period in relation to the totality or part of such rights; and (ii) those rights which are already exercisable on the date of his/her dismissal or termination of the respective agreement, may be exercised provided the minimum portfolio maintenance percentage is observed under the terms of the 2017 Matching Program, after which the aforesaid rights will automatically be legally terminated in full, regardless of prior notice or notification, and without the right to any indemnification;

(d) retirement: (i) any right not yet exercisable or subject to terms under the relevant Participation Agreement as of the date of their termination shall be automatically, regardless of prior notice or communication, and with no right to indemnification, unless the Board of Directors decides to anticipate the grace period on all or any part of such rights; and (ii) any rights already exercisable under the Participation Agreement as of the date of their termination will have their grace period brought forward, and the Beneficiary may exercise the relevant rights, provided that they shall do so within a period of twelve (12) months of the date of retirement, following which such rights shall will automatically be legally terminated in full, irrespective of prior notice or communication, and with no right to any indemnification; and

(e) death or permanent disability, or otherwise in the event of change in the share control of the Company, the rights not yet exercisable on the date of their death, the date of the event giving cause to the permanent disability or the date of a change in the Company's share control, shall have the respective grace periods brought forward and be exercised on the date of termination, of the event giving cause to the permanent disability or the date of a change in the Company's shareholding control, provided that the relevant minimum portfolio condition set forth in the 2017 Matching Program shall have been met by the 2017 Matching Program Beneficiary by the time of the event.

2018/2019 Matching Plan:

Under the terms of the 2018/2019 Matching Program, if the Beneficiary of the 2018/2019 Matching Plan, at any time during the period of effectiveness of the respective participation agreement, leaves the Company due to:

(a) resignation request or resignation from office, except if the 2018/2019 Matching Plan Beneficiary continues to have an employment relationship with the Company and/or its subsidiaries: (i) any rights not yet exercisable or subject to a term on the date of their resignation or termination will be automatically legally terminated, regardless of prior

notice or indemnification, except if the Board of Directors or the committee, as applicable, decides to anticipate the grace period on the totality or part of such rights; and (ii) the rights already exercisable on the date of their resignation or termination may be exercised if the minimum portfolio retention percentage under the 2018/2019 Matching Program is met, after which such rights shall be automatically legally terminated, regardless of prior notice or communication, and without any indemnification;

(b) termination with just cause (*justa causa*) or removal from office for breaching the duties and responsibilities of a manager or for breaching the respective agreement, all rights already exercisable or not yet exercisable on the date of their removal or contract termination shall be automatically legally terminated, regardless of prior notice or communication, and without any right to indemnification;

(c) termination without just cause (*justa causa*) or removal from office without breach of the duties and responsibilities of a manager: (i) the rights not yet exercisable or subject to a term on the date of their withdrawal or contract termination will be automatically legally terminated, regardless of prior notice or indemnification, except if the Board of Directors or the committee, as the case may be, decides to anticipate the grace period on the totality or part of such rights; and (ii) any rights already exercisable on the date of their termination or contract termination may be exercised if the minimum portfolio retention percentage under the 2018/2019 Matching Program is met, after which such rights will be automatically legally terminated, irrespective of prior notice or communication, and no right to any indemnification;

(d) retirement: (i) any rights not yet exercisable or subject to terms under the respective Participation Agreement as of the date of their withdrawal shall be automatically legally terminated, regardless of prior notice or communication, and with no right to any indemnification, except if the Board of Directors decides to anticipate the grace period on the totality or part of such rights; and (ii) any rights already exercisable under the Participation Agreement as of the date of their withdrawal will have their grace period brought forward, and the Beneficiary may exercise the relevant rights, provided that they shall do so within a period of twelve (12) months of the date of retirement, following which such rights shall be automatically legally terminated, regardless of prior notice or communication, and with no right to any indemnification; and

(e) death or permanent disability, or even in the case of a change in the Company's share control, those rights not exercisable on the date of death or of the event that causes the permanent disability or the change in the Company's share control, will have their grace periods anticipated, and will be exercised on the date of dismissal, or of the event that causes permanent disability or the change in the Company's share control, provided that the respective minimum portfolio percentage indicated in the 2018/2019 Matching Program has been observed by the Beneficiary of the 2018/2019 Matching Program up until the occurrence of the event.

2020/2025 Matching Plan:

In the events of termination of a Beneficiary with or without cause, resignation or dismissal, retirement, permanent disability or death, or in case of the Company's change of control, the

rights granted to such Beneficiary in accordance with the Plan may be terminated or modified, provided that if, at any time during the 2020/2025 Matching Plan, the Beneficiary:

(a) is dismissed or has his/her services agreement with the Company terminated according to his/her free will, resigning from his/her employment, resigning from his/her office as a manager or having his/her services agreement terminated, except if the Beneficiary continues with the employment relationship with the Company and/or its Controlled Companies: (i) the rights that are not yet exercisable or that are subject to a term on the date of his/her dismissal or termination of agreement shall be automatically terminated, pursuant to law, regardless of a prior notice or indemnity, unless the Board of Directors or the Committee, as the case may be, resolves on the acceleration of the grace period of a portion or the totality of such rights; and (ii) the rights that are already exercisable in accordance with the respective Participation Agreement on the date of his/her dismissal or termination of agreement may be exercised, in accordance with the minimum percentage of maintenance in the portfolio defined in each Program, after such rights have been automatically terminated, pursuant to law, regardless of a prior notice or notification, without any right to indemnity.

(b) is dismissed or has his/her services agreement with the Company terminated according to the Company's will, by a dismissal for cause or removal from office for breaching the duties and attributions of a manager or for breaching the respective agreement, all rights that are already exercisable or that are not yet exercisable, on the date of his/her dismissal or termination of agreement, shall be automatically terminated, pursuant to law, regardless of a prior notice or notification, without any right to indemnity;

(c) is dismissed or has his/her services agreement with the Company terminated by will of the Company, without breach of contractual obligations, by means of dismissal without cause or removal from office without breach of the duties and attributions of a manager: (i) the rights that are not yet exercisable or that are subject to a term on the date of his/her dismissal or termination of agreement shall be automatically terminated, pursuant to law, regardless of a prior notice or indemnity, unless the Board of Directors or the Committee, as the case may be, resolves on the acceleration of the grace period for a portion or the totality of such rights; and (ii) the rights that are already exercisable in accordance with the respective Participation Agreement on the date of his/her dismissal or termination of agreement may be exercised, in accordance with the minimum percentage of maintenance in the portfolio defined in each Program, after such rights have been automatically terminated, pursuant to law, regardless of a prior notice or notification, without any right to indemnity;

(d) is dismissed from the Company for retirement: (i) the rights that are not yet exercisable or that are subject to a term on the date of his/her dismissal shall be automatically terminated, pursuant to law, regardless of a prior notice or notification, and without any right to indemnity, unless the Board of Directors or the Committee, as the case may be, resolves on the acceleration of the grace period for a portion or the totality of such rights; and (ii) the rights that are already exercisable on the date of his/her dismissal shall have their grace period accelerated, the Beneficiary being allowed to exercise the respective right, provided that the respective minimum portfolio condition

indicated in the Program is complied with by the Beneficiary until the occurrence of the event;

(e) is dismissed or has his/her services agreement with the Company terminated by death or permanent disability, or even in case of a change in the Company's controlling interest, the rights that are not yet exercisable in accordance with the respective Participation Agreement, on the date of his/her death, the date of the event giving cause to the permanent disability or the date of a change in the Company's controlling interest, shall have the respective grace periods accelerated and be exercised on the date of dismissal, date of the event giving cause to the permanent disability or the date of a change in the Company's controlling interest, provided that the respective minimum portfolio condition indicated in the Program is complied with by the Beneficiary until the occurrence of the event.

13.5. SHARES BASED COMPENSATION OF THE BOARD OF DIRECTORS AND OF THE STATUTORY EXECUTIVE BOARD - UPDATE

	Expected shares-based compensation for the current fiscal year (2021)	
	Statutory Board of Officers	Board of Directors
Total number of members*	5.0	9.00
Number of remunerated members**	5.0	0.00
Average weighted strike price		
Of the outstanding options at the start of the year	28.18	N.A.
Of the options forfeited during the year	0	N.A.
Of the options exercised during the year	0	N.A.
Of the options that expired during the year	0	N.A.
Potential dilution in the event of the exercise of all options granted	0.13%	N.A.

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of remunerated members corresponds to each body's annual average number of members for whom shares based compensation was recognized in the fiscal year results, calculated on a monthly basis.

	Shares-based compensation for the fiscal year of 2020	
	Statutory Board of Officers	Board of Directors
Total number of members*	5.0	9.00
Number of remunerated members**	5.0	0.00
Average weighted strike price		
Of the outstanding options at the start of the year	28.32	N.A.
Of the options forfeited during the year	0	N.A.
Of the options exercised during the year	0	N.A.

Of the options that expired during the year	0	N.A.
Potential dilution in the event of the exercise of all options granted	0.20%	N.A.

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of remunerated members corresponds to each body's annual average number of members for whom shares based compensation was recognized in the fiscal year results, calculated on a monthly basis.

	Shares-based compensation for the fiscal year of 2019	
	Statutory Board of Officers	Board of Directors
Total number of members*	5.50	9.00
Number of remunerated members**	5.50	0.00
Average weighted strike price		
Of the outstanding options at the start of the year	27.97	N.A.
Of the options forfeited during the year	0.00	N.A.
Of the options exercised during the year	15.62	N.A.
Of the options that expired during the year	0.00	N.A.
Potential dilution in the event of the exercise of all options granted	0.20%	N.A.

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of remunerated members corresponds to each body's annual average number of members for whom shares based compensation was recognized in the fiscal year results, calculated on a monthly basis.

	Shares-based compensation for the fiscal year of 2018	
	Statutory Board of Officers	Board of Directors
Total number of members*	4.67	9.33
Number of remunerated members**	4.67	0.00
Average weighted strike price		
Of the outstanding options at the start of the year	26.32	N.A.
Of the options forfeited during the year	0.00	N.A.
Of the options exercised during the year	0.00	N.A.
Of the options that expired during the year	0.00	N.A.
Potential dilution in the event of the exercise of all options granted	0.45%	N.A.

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of remunerated members corresponds to each body's annual average number of members for whom shares based compensation was recognized in the fiscal year results, calculated on a monthly basis.

In relation to the programs below, during the last three fiscal years, as well as in the current fiscal year, there were not, nor will there be any stock options of the Company granted to the

members of its Statutory Board of Officers, since all the options of the aforesaid programs were granted on the granting date indicated in the tables below. However, considering that those programs are still in effect and for the purpose of providing the most complete information possible, we present below the information in relation to regarding such programs below, as applicable.

2017 Program – Plan III		
Granting of stock options	Statutory Board of Officers	Board of Directors
Date of granting	04/11/2017	N/A
Number of options granted	400,000	N/A
Period for the options to become exercisable	(i) 0% after 04/11/2017; (ii) up to 20% one year after the granting date; (iii) up to 40% two years after the granting date; (iv) up to 60% three years after the granting date; (v) up to 80% four years after the granting date; and (vi) up to 100% five years after the granting date.	N/A
Deadline for the exercise of the options	04/11/2025	N/A
Period of restriction on transfer of shares	12 months after each exercise period	N/A
Fair value of the options of the date of each granting	R\$ 7.40	N/A

2011 Program – Plan II		
Granting of stock options	Statutory Executive Board	Board of Directors
Date of granting	02/01/2011	N/A
Number of options granted	151,529	N/A
Period for the options to become exercisable	(i) 0% after 02/01/2011; (ii) up to 20% one year after the granting date; (iii) up to 40% two years after the granting date; (iv) up to 60% three years after the granting date; (v) up to 80% four years after the granting date; and (vi) up to 100% five years after the granting date.	N/A
Deadline for the exercise of the options	02/01/2022	N/A
Period of restriction on transfer of shares	12 months after each exercise period	N/A
Fair value of the options of the date of each granting	R\$ 2.64	N/A

2010 Program – Plan II		
Granting of stock options	Statutory Executive Board	Board of Directors
Date of granting	08/06/2010	N/A
Number of options granted	300,000	N/A
Period for the options to become exercisable	(i) 0% on 08/06/2010; (ii) up to 20% one year after the granting date; (iii) up to 40% two years after the granting date; (iv) up to 60% three years after the granting date; (v) up to 80% four years after the granting date; and (vi) up to 100% five years after the granting date.	N/A
Deadline for the exercise of the options	08/06/2020	N/A

Period of restriction on transfer of shares	12 months after each exercise period	N/A
Fair value of the options of the date of each granting	R\$ 5.46	N/A

13.6. INFORMATION ABOUT OUTSTANDING OPTIONS HELD BY THE BOARD OF DIRECTORS AND BY THE STATUTORY EXECUTIVE BOARD

It is important to highlight that there are no statutory executive officers or members of the board of directors who are associated with the 2009 Program, Plan II, the 2014 Program and the 2014-A Program of Plan III, which is why the Company does not present the information required under this item for such programs.

Outstanding Options at the end of the fiscal year ended on December 31, 2020:

2017 PROGRAM – PLAN III	2020	
	Statutory Board of Officers	Board of Directors
Total Number of members*	5.00	9.00
Number of remunerated members**	2.00	0.00
Options not yet exercisable		
Quantity	240,000	
Date on which they will become exercisable	Apr-21, Apr-22	-
Deadline for the exercise of the options	04/11/2025	-
Period of restriction on the transfer of shares	12 months after each exercise period	-
Weighted average strike price	R\$ 28.93	-
Fair value of the options on the last day of the fiscal year	R\$ 7.40	-
Exercisable Options		
Quantity	160,000	-
Deadline for the exercise of the options	04/11/2025	-
Period of restriction on the transfer of shares	12 months after each exercise period	-
Weighted average strike price	R\$ 28.93	-
Fair value of the options on the last day of the fiscal year	R\$ 7.40	-
Fair value of the total options on the last day of the fiscal year	R\$ 2,958,801	-

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of remunerated members corresponds to each body's annual average number of members bound by the options plan, calculated on a monthly basis.

PROGRAM 2011 - PLAN II	2020	
	Statutory Board of Officers	Board of Directors
Total Number of members*	5.00	9.00
Number of remunerated members**	1.00	0.00

Options not yet exercisable		
Quantity	0	-
Date on which they will become exercisable	N.A.	-
Deadline for the exercise of the options	02/01/2022	-
Period of restriction on the transfer of shares	12 months after each exercise period	-
Weighted average strike price	R\$ 25.54	-
Fair value of the options on the last day of the fiscal year	R\$ 8.29	-
Exercisable Options		
Quantity	151,529	-
Deadline for the exercise of the options	44,593	-
Period of restriction on the transfer of shares	12 months after each exercise period	-
Weighted average strike price	R\$ 25.54	-
Fair value of the options on the last day of the fiscal year	R\$ 8.29	-
Fair value of the total options on the last day of the fiscal year	R\$ 1,256,638	-

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of remunerated members corresponds to each body's annual average number of members bound by the options plan, calculated on a monthly basis.

PROGRAM 2010 - PLAN II	2020	
	Diretoria Estatutária	Conselho de Administração
Total Number of members*	5.00	9.00
Number of remunerated members**	1.00	0.00
Options not yet exercisable		
Quantity	0	0
Date on which they will become exercisable	N.A.	-.
Deadline for the exercise of the options	08/06/2021	-
Period of restriction on the transfer of shares	12 months after each exercise period	-
Weighted average strike price	R\$ 28.41	-
Fair value of the options on the last day of the fiscal year	R\$ 5.77	-
Exercisable Options		
Quantity	300,000	-
Deadline for the exercise of the options	08/06/2021	-

Period of restriction on the transfer of shares	12 months after each exercise period	-
Weighted average strike price	R\$ 28.41	-
Fair value of the options on the last day of the fiscal year	R\$ 5.77	-
Fair value of the total options on the last day of the fiscal year	R\$ 1,729,879	-

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of remunerated members corresponds to each body's annual average number of members bound by the options plan, calculated on a monthly basis.

13.7. OPTIONS EXERCISED AND SHARES DELIVERED IN RELATION TO THE BOARD OF DIRECTORS' AND THE STATUTORY BOARD OF OFFICERS' SHARE BASED COMPENSATION

Options exercised – Fiscal year ended on December31, 2020		
	Board of Directors	Statutory Board of Officers
Number of members*	9	5,00
Number of remunerated members**	0	5,00
Options exercised		
Number of shares	N.A.	0,00
Weighted average strike price	N.A.	0,00
Difference between the strike price and the market value of shares related to the options exercised.	N.A.	0,00
Shares delivered		
Number of shares delivered	N.A.	259,501
Weighted average acquisition price	N.A.	26.71
Difference between the acquisition value and the market value of the shares acquired	N.A.	R\$ 6.21 (june/2020) R\$ 6.44 (july/2020) R\$ 9,38 (aug/2020)

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of remunerated members corresponds to the annual average number of members bound by the plan, calculated on a monthly basis.

Options exercised – Fiscal year ended on December31, 2019		
	Board of Directors	Statutory Board of Officers
Number of members*	9	5.50
Number of remunerated members**	0	5.50

Options exercised		
Number of shares	N.A.	30,000.00
Weighted average strike price	N.A.	15.62
Difference between the strike price and the market value of shares related to the options exercised.	N.A.	12.46
Shares delivered		
Number of shares delivered	N.A.	172,837.00
Weighted average acquisition price	N.A.	26.87
Difference between the acquisition value and the market value of the shares acquired	N.A.	R\$1.89 (may2019) R\$ 3.23 (june/2019)

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of remunerated members corresponds to the annual average number of members bound by the plan, calculated on a monthly basis.

Options exercised – Fiscal year ended on December31, 2018		
	Board of Directors	Statutory Board of Officers
Number of members*	9.33	4.67
Number of remunerated members**	0.00	4.67
Options exercised		
Number of shares	N.A.	0.00
Weighted average strike price	N.A.	0.00
Difference between the strike price and the market value of shares related to the options exercised.	N.A.	0.00
Shares delivered		
Number of shares delivered	N.A.	0.00
Weighted average acquisition price	N.A.	0.00
Difference between the acquisition value and the market value of the shares acquired	N.A.	0.00

***Note:** Each body's number of members corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** Each body's number of remunerated members corresponds to the annual average number of members bound by the plan, calculated on a monthly basis.

13.8. INFORMATION REQUIRED FOR UNDERSTANDING THE INFORMATION DISCLOSED IN ITEMS 13.5 TO 13.7 - PRICING METHOD OF THE VALUE OF THE SHARES AND OPTIONS

(a) Pricing model

In order to calculate the fair value of the options granted, the Company took into account the following assumptions:

- the options are exercised on the vesting dates, particularly given the compulsory

allocation of the executives' bonuses in the purchase of shares issued by the Company;

- b) indifference as to the distribution of dividends (since the strike price is adjusted by possible distributions, the payment or non-payment of dividends by the Company does not influence the calculation of the fair value of the options granted);
- c) valuation of the options according to market parameters on the date of each agreement with the plan's beneficiaries; and
- d) reduction of 1.5% a year of options to be exercised considering possible dismissal of beneficiaries.

Therefore, the valuation used was based on the Black & Scholes model.

(b) Data and assumptions used in the pricing model, including the weighted average share price, the exercise price, the expected volatility, the option's life term, the expected dividends and the risk-free interest rate

Plano II 2010	
Grant Date	08/06/2010
Share price	20.21
Strike Price	28.41
Expected volatility	11.64%
Option's life term	10 years
Expected dividends	3.43%
Risk-free interest rate	2.22%

Plano II 2011	
Grant Date	02/01/2011
Share price	19.26
Strike Price	25.54
Expected volatility	11.64%
Option's life term	10 years
Expected dividends	3.43%
Risk-free interest rate	3.02%

Plano III 2013	
Grant Date	05/03/2013
Share price	15.62
Strike Price	15.62
Expected volatility	11.64%
Option's life term	8 years
Expected dividends	3.43%

Risk-free interest rate	1.99%
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Plano III 2017	
Grant Date	04/11/2017
Share price	28.93
Strike Price	28.93
Expected volatility	11.64%
Option's life term	8 years
Expected dividends	3.43%
Risk-free interest rate	6.48%

(c) method used and the assumptions made to incorporate the expected effects of early exercise

Not applicable, since there is no early exercise in any of the share-based compensation plans named in section 13.4.

(d) method of determining the expected volatility

The expected volatility is calculated based on the use of the annualized standard deviation of the natural logarithms of the monthly variations of the last twelve months of the Company's share price.

(e) if any other of the option's characteristics was incorporated in the measurement of its fair value

Not applicable, since none of the option's other characteristics are incorporated in the measurement.

13.9. QUANTITY OF SHARES OR QUOTAS DIRECTLY OR INDIRECTLY HELD, IN BRAZIL OR ABROAD, AND OTHER SECURITIES CONVERTIBLE INTO SHARES OR QUOTAS, ISSUED BY THE COMPANY, ITS DIRECT OR INDIRECT CONTROLLING SHAREHOLDERS, SUBSIDIARIES OR COMPANIES UNDER COMMON CONTROL, BY MEMBERS OF THE BOARD OF DIRECTORS, OF THE STATUTORY EXECUTIVE BOARD OR OF THE FISCAL COUNCIL, GROUPED BY BODY

Body	Common shares in Hypera S.A.	Common shares in Maiorem
Board of Directors	1,245,917	270,609
Board of Officers	443,395	0
Fiscal Council	200	0

⁽¹⁾ Considers the shares of the managers who are also the Company's controlling shareholders.

13.10. INFORMATION REGARDING PENSION PLANS IN EFFECT GRANTED TO THE MEMBERS OF THE BOARD OF DIRECTORS AND THE STATUTORY EXECUTIVE OFFICERS

There are no pension plans in effect granted to the members of the Company's Board of Directors or Statutory Executive Officers.

13.11. MAXIMUM, MINIMUM AND AVERAGE INDIVIDUAL COMPENSATION OF THE BOARD OF DIRECTORS, THE STATUTORY EXECUTIVE BOARD AND THE FISCAL COUNCIL

12/31/2020	Statutory Board of Officers	Board of Directors	Fiscal Council
Number of members*	5.00	9.00	3,00
Number of remunerated members**	5.00	9.00	3,00
Value of the highest individual compensation (Reais)***	11,420,379.03	468,000.00	176,716.80
Value of the lowest individual compensation (Reais)****	2,415,237.27	432,000.00	140,716.80
Average value of individual compensation (Reais) (total compensation divided by the number of remunerated members)	5,359,153.56	436,000.00	152,716.80

***Note:** The number of members of each body corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** The number of members of each body corresponds to each body's annual average number of members for whom compensation was recognized in the fiscal year results, calculated on a monthly basis.

*****Note:** The amounts described in the indicated line in the table above were calculated without excluding members, considering all compensations recognized in the Company's fiscal year result. The values described refer to member who exercised their respective positions during the 12 months of the fiscal year.

******Note:** The calculation of the amounts described in the line indicated in the table above only takes into account Management members who exercised their positions during the 12 months of the fiscal year (from January to December). In the calculation of the lowest individual compensation, 9 members of the Board of Directors and 5 members of the Statutory Executive Board were considered.

*******Note:** The values in the table above take into account social charges.

12/31/2019	Statutory Board of Officers	Board of Directors	Fiscal Council
Number of members*	5.50	9.00	3.00
Number of remunerated members**	5.50	9.00	3.00
Value of the highest individual compensation (Reais)***	11,384,766.85	372,000.00	147,574.57
Value of the lowest individual compensation (Reais)****	3,912,674.09	372,000.00	147,574.57
Average value of individual compensation (Reais) (total compensation divided by the number of remunerated members)	5,429,625.10	372,000.00	147,574.57

***Note:** The number of members of each body corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** The number of members of each body corresponds to each body's annual average number of members for whom compensation was recognized in the fiscal year results, calculated on a monthly basis.

*****Note:** The amounts described in the indicated line in the table above were calculated without excluding members, considering all compensations recognized in the Company's fiscal year result.

******Note:** The calculation of the amounts described in the line indicated in the table above only takes into account Management members who exercised their positions during the 12 months of the fiscal year (from January to December). In the calculation of the lowest individual compensation, 7 members of the Board of Directors and 4 members of the Statutory Executive Board were considered.

*******Note:** The values in the table above take into account social charges.

12/31/2018	Statutory Board of Officers	Board of Directors	Fiscal Council
Number of members*	4.67	9.33	3.00
Number of remunerated members**	4.67	9.33	3.00
Value of the highest individual compensation (Reais)***	8,060,225.25	72,000.00	140,716.80
Value of the lowest individual compensation (Reais)****	2,347,588.09	72,000.00	140,716.80
Average value of individual compensation (Reais) (total compensation divided by the number of compensated members)	5,410,742.33	72,000.00	140,716.80

***Note:** The number of members of each body corresponds to each body's annual average number of members, calculated on a monthly basis.

****Note:** The number of members of each body corresponds to each body's annual average number of members for whom compensation was recognized in the fiscal year results, calculated on a monthly basis.

*****Note:** The amounts described in the indicated line in the table above were calculated without excluding members, considering all compensations recognized in the Company's fiscal year result.

******Note:** The calculation of the amounts described in the line indicated in the table above only takes into account Management members who exercised their positions during the 12 months of the fiscal year (from January to December). In the calculation of the smallest individual compensation, 8 members of the Board of Directors and 3 members of the Statutory Executive Board were considered.

*******Note:** The values in the table above take into account social charges.

13.12. CONTRACTUAL ARRANGEMENTS, INSURANCE POLICIES OR OTHER INSTRUMENTS STRUCTURING COMPENSATION OR INDEMNIFICATION MECHANISMS FOR MANAGERS IN CASE OF REMOVAL FROM OFFICE OR RETIREMENT

Pursuant to Plan II, when the Beneficiary of Plan II's employment contract is terminated without just cause (*justa causa*), on account of resignation request or voluntary resignation or retirement, except in the case where the Plan II Beneficiary remains as a Member of the Company's Board of Directors, the following provisions shall be observed: (i) those options with the initial grace periods not yet expired will expire without indemnification; (ii) those options with the initial grace periods expired may be exercised within the term of 90 days from the event that caused the termination of the Beneficiary of Plan II's employment contract or term of office, or until the end of the term for the options to be exercised, if the remaining term is inferior to 90 days; and (iii) the restriction period for the sale of the shares will remain in force, and the Company will be able to exercise an option to repurchase these shares.

Additionally, under the terms of Plan III, when the Beneficiary of Plan III's employment contract is terminated without just cause (*justa causa*), on account of resignation request or voluntary resignation or retirement, except in the case where the Plan III Beneficiary remains as a Member of the Company's Board of Directors, the following provisions shall be observed: (i) those options with initial grace periods not yet expired will expire without indemnification; (ii) those options with initial grace periods expired may be exercised within the term of 30 days from the event that caused the termination of the Beneficiary of Plan III's employment contract or term of office, or until the end of the term for the options to be exercised, if the remaining term is inferior to 30 days; and (iii) the restriction period for the sale of the shares will remain in force, and the Company will be able to exercise an option to repurchase these shares.

Pursuant to the Restricted Shares Plan, unless otherwise decided by the Board of Directors at the time of approval of the Restricted Shares Plan Program, when the Beneficiary's employment contract is terminated without just cause (*justa causa*), on account of resignation request or voluntary resignation or retirement, except in the case of the Beneficiary remaining as a Member of the Company's Board of Directors, the following provisions shall be observed: (i) the Beneficiary's right to receive the Restricted Shares Not Fully Acquired will expire without indemnification; and (ii) in the event that the grace period provided for in the Restricted Shares Plan has already elapsed, but the Restricted Shares have not yet been received by the Beneficiary, the aforesaid shares shall be transferred to the Beneficiary without any restriction.

The effects of the withdrawal of the managers of the Company's bodies, under the scope of the 2017 Matching Plan, the 2018/2019 Matching Plan and the 2020/2025 Matching Plan, are described in item 13.4 (n).

The Company's managers are covered by a Directors' and Officers' Liability Insurance policy (D&O), according to the information provided in section 12.11 of the Reference Form.

Lastly, the Company does not have any contractual arrangements with its managers, such as, for example, agreements with non-competition clauses and non-solicitation clauses that provide for the payment of compensation by the Company to the manager when he/she leaves the position that they held at the Company, nor any indemnity commitment contemplating payment or reimbursement of expenses incurred by the Company's managers.

13.13. PERCENTAGE OF THE TOTAL COMPENSATION HELD BY MANAGERS AND MEMBERS OF THE FISCAL COUNCIL WHO ARE RELATED PARTIES OF THE CONTROLLING SHAREHOLDERS

BODY	2020	2019	2018
Board of Directors	44.04%	22.22%	0.91%
Statutory Board of Officers	0.00%	0.00%	0.00%
Fiscal Council	0.00%	0.00%	0.00%

13.14. COMPENSATION OF MANAGERS AND MEMBERS OF THE FISCAL COUNCIL, GROUPED BY BODY, RECEIVED FOR ANY REASON OTHER THAN THE POSITION THEY HOLD

In relation to the last three fiscal years, there are no amounts recognized in the Company's results as compensation for members of the Company's Board of Directors, Statutory Board of Officers, committees or Fiscal Council for any reason other than the position they hold in the Company.

13.15. COMPENSATION OF MANAGERS AND MEMBERS OF THE FISCAL COUNCIL RECOGNIZED IN THE RESULT OF, DIRECT OR INDIRECT, CONTROLLING SHAREHOLDERS, OF COMPANIES UNDER THE COMMON CONTROL AND OF SUBSIDIARIES OF THE ISSUER

FISCAL YEAR OF 2020				
Compensation received due to the exercise of its position at issuer				
	Board of Directors	Statutory Executive Board	Fiscal Council	Total
Direct and indirect controlling shareholders	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Subsidiaries	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Companies under common control	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00

FISCAL YEAR OF 2019				
Compensation received due to the exercise of its position at issuer				
	Board of Directors	Statutory Executive Board	Fiscal Council	Total
Direct and indirect controlling shareholders	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Subsidiaries	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Companies under common control	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00

FISCAL YEAR OF 2018				
Compensation received due to the exercise of its position at issuer				
	Board of Directors	Statutory Executive Board	Fiscal Council	Total
Direct and indirect controlling shareholders	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Subsidiaries	R\$ 0.00	R\$ 432,000.00	R\$ 0.00	R\$ 432,000.00
Companies under common control	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00

13.16. PROVIDE ANY OTHER INFORMATION THAT THE ISSUER DEEMS RELEVANT

All the relevant and pertinent information to this topic has been disclosed in the items above.

EXHIBIT G TO THE MANAGEMENT'S PROPOSAL

ORIGIN AND JUSTIFICATION REPORT (information provided in art. 11 of ICVM 481/09)

CURRENT WORDING	PROPOSED WORDING	COMPARED WORDING	COMENTARIES/JUSTIFICATION
<p>Article 5: The fully subscribed and paid-in capital stock is four billion, four hundred and forty-eight million, eight hundred and sixteen thousand, six hundred and ninety <i>Reais</i> and eighty-four cents (R\$4,448,816,690.84), divided into six hundred and thirty-two million, two hundred and thirty-eight thousand and sixty (632,238,060) common, registered, book-entry shares, without par value.</p> <p>Paragraph First: The Company is authorized to increase the capital stock up to the limit of five billion and five hundred million <i>Reais</i> (R\$5,500,000,000.00) regardless of amendment to these Bylaws, by resolution of its Board of Directors.</p> <p>Paragraph Second: The Board of Directors shall establish the conditions of issuance,</p>	<p>Article 5: The fully subscribed and paid-in capital stock is four billion, four hundred and seventy-eight million, one hundred and twenty-six thousand, two hundred and eighty-seven <i>Reais</i> and fifty-five cents (R\$ 4,478,126,287.55), divided into six hundred and thirty-three million, four hundred and twenty thousand, eight hundred and twenty-three (633,420,823) common, registered, book-entry shares, without par value.</p> <p>Paragraph First: The Company is authorized to increase the capital stock up to the limit of five billion and five hundred million <i>Reais</i> (R\$5,500,000,000.00) regardless of amendment to these Bylaws, by resolution of its Board of Directors.</p> <p>Paragraph Second: The Board of Directors shall establish the conditions of issuance,</p>	<p>Article 5: The fully subscribed and paid-in capital stock is four billion, four hundred and forty-eight million, eight hundred and sixteen thousand, six hundred and ninety <i>Reais</i> and eighty-four cents <u>four billion, four hundred and seventy-eight million, one hundred and twenty-six thousand, two hundred and eighty-seven <i>Reais</i> and fifty-five cents</u> (R\$4,448,816,690.84) (<u>R\$ 4,478,126,287.55</u>), divided into six hundred and thirty-two million, two hundred and thirty-eight thousand and sixty <u>six hundred and thirty-three million, four hundred and twenty thousand, eight hundred and twenty-three</u> (632,238,060) (<u>633,420,823</u>) common, registered, book-entry shares, without par value.</p> <p>Paragraph First: The Company is authorized to increase the capital stock up to the limit of five billion and five hundred million <i>Reais</i> (R\$5,500,000,000.00) regardless of</p>	<p>This is the Management's proposal for the amendment to the main section (<i>caput</i>) of Article 5 of the Company's Bylaws.</p> <p>This proposal is justified due to the need of updating the company's fully subscribed and paid-in capital stock due to capital increases approved by the Company's Board of Directors, within the limit of the authorized capital, at meetings held on September 23, 2020, November 13, 2020 and November 24, 2020.</p>

<p>subscription, form and terms of payment, price per share, form of placement (public or private) and distribution of shares in Brazil and/or abroad.</p> <p><u>Paragraph Third:</u> Within the limit of the authorized capital stock and pursuant to a plan approved by the shareholders' meeting, the Company may grant stock options to directors and officers, employees or natural persons providing services to the Company or its subsidiaries, as well as to its directors, officers and employees of subsidiaries, without granting preemptive rights to shareholders.</p>	<p>subscription, form and terms of payment, price per share, form of placement (public or private) and distribution of shares in Brazil and/or abroad.</p> <p><u>Paragraph Third:</u> Within the limit of the authorized capital stock and pursuant to a plan approved by the shareholders' meeting, the Company may grant stock options to directors and officers, employees or natural persons providing services to the Company or its subsidiaries, as well as to its directors, officers and employees of subsidiaries, without granting preemptive rights to shareholders.</p>	<p>amendment to these Bylaws, by resolution of its Board of Directors.</p> <p><u>Paragraph Second:</u> The Board of Directors shall establish the conditions of issuance, subscription, form and terms of payment, price per share, form of placement (public or private) and distribution of shares in Brazil and/or abroad.</p> <p><u>Paragraph Third:</u> Within the limit of the authorized capital stock and pursuant to a plan approved by the shareholders' meeting, the Company may grant stock options to directors and officers, employees or natural persons providing services to the Company or its subsidiaries, as well as to its directors, officers and employees of subsidiaries, without granting preemptive rights to shareholders.</p>	
<p><u>Article 23:</u> In addition to other responsibilities prescribed in these Bylaws, it shall be incumbent on the board of directors to:</p> <p>a. set the general business guidelines of the Company;</p> <p>b. approve the annual plan for the Company, establishing objectives, goals</p>	<p><u>Article 23:</u> In addition to other responsibilities prescribed in these Bylaws, it shall be incumbent on the board of directors to:</p> <p>a. set the general business guidelines of the Company;</p> <p>b. approve the annual plan for the Company, establishing objectives, goals</p>	<p><u>Article 23:</u> In addition to other responsibilities prescribed in these Bylaws, it shall be incumbent on the board of directors to:</p> <p>a. set the general business guidelines of the Company;</p> <p>b. approve the annual plan for the Company, establishing objectives, goals</p>	<p>The resolution contained in item ii) of the Company's Shareholders' Extraordinary Meeting is the Management's proposal for the amendment to Article 23 of the Company's Bylaws.</p> <p>The inclusion of one more item in the caput of this article, referring to the second item on the agenda of the Extraordinary General</p>

<p>and business plans for each of the Company's business area;</p> <p>c. elect and remove the executive officers of the Company, establishing their responsibilities, as well as oversee management activities, examining at any time the books and documents of the Company and request information on agreements executed or to be executed and on any other acts;</p> <p>d. approve the Internal Regulations of the board of directors and of the Board of Officers, which shall provide for the administrative and functional structures, subject to the provisions of the <i>Novo Mercado</i> Rules;</p> <p>e. resolve on the issuance of shares, as well as a reduction or elimination of preemptive rights, pursuant to Article 6 of these Bylaws;</p> <p>f. call the annual shareholders' meeting and, whenever necessary, extraordinary shareholders' meetings, in addition to deciding on instances in which to extend the call notice period, pursuant to the</p>	<p>and business plans for each of the Company's business area;</p> <p>c. elect and remove the executive officers of the Company, establishing their responsibilities, as well as oversee management activities, examining at any time the books and documents of the Company and request information on agreements executed or to be executed and on any other acts;</p> <p>d. approve the Internal Regulations of the board of directors and of the Board of Officers, which shall provide for the administrative and functional structures, subject to the provisions of the <i>Novo Mercado</i> Rules;</p> <p>e. resolve on the issuance of shares, as well as a reduction or elimination of preemptive rights, pursuant to Article 6 of these Bylaws;</p> <p>f. call the annual shareholders' meeting and, whenever necessary, extraordinary shareholders' meetings, in addition to deciding on instances in which to extend the call notice period, pursuant to the</p>	<p>and business plans for each of the Company's business area;</p> <p>c. elect and remove the executive officers of the Company, establishing their responsibilities, as well as oversee management activities, examining at any time the books and documents of the Company and request information on agreements executed or to be executed and on any other acts;</p> <p>d. approve the Internal Regulations of the board of directors and of the Board of Officers, which shall provide for the administrative and functional structures, subject to the provisions of the <i>Novo Mercado</i> Rules;</p> <p>e. resolve on the issuance of shares, as well as a reduction or elimination of preemptive rights, pursuant to Article 6 of these Bylaws;</p> <p>f. call the annual shareholders' meeting and, whenever necessary, extraordinary shareholders' meetings, in addition to deciding on instances in which to extend the call notice period, pursuant to the</p>	<p>Meeting, is justified to improve the Company's corporate governance.</p>
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<p>provisions of Article 13, Paragraph One, of these Bylaws;</p> <p>g. manifest in advance about the management report and accounts, as well as the financial statements of the fiscal year, in addition to reviewing monthly trial balances;</p> <p>h. review the quarterly reports on results of operations, as well as resolve on distributions of interim or periodical dividends, as provided in the law and these Bylaws;</p> <p>i. order inspections, audits and take accounts of subsidiaries, controlled companies and affiliates;</p> <p>j. elect, supervise and replace the independent auditors and other consultants of the Company;</p> <p>k. without prejudice to applicable legal and regulatory provisions, resolve on the issuance of simple, nonconvertible and unsecured debentures or on the issuance of debentures convertible into shares, as long as within the limits of the authorized</p>	<p>provisions of Article 13, Paragraph One, of these Bylaws;</p> <p>g. manifest in advance about the management report and accounts, as well as the financial statements of the fiscal year, in addition to reviewing monthly trial balances;</p> <p>h. review the quarterly reports on results of operations, as well as resolve on distributions of interim or periodical dividends, as provided in the law and these Bylaws;</p> <p>i. order inspections, audits and take accounts of subsidiaries, controlled companies and affiliates;</p> <p>j. elect, supervise and replace the independent auditors and other consultants of the Company;</p> <p>k. without prejudice to applicable legal and regulatory provisions, resolve on the issuance of simple, nonconvertible and unsecured debentures or on the issuance of debentures convertible into shares, as long as within the limits of the authorized</p>	<p>provisions of Article 13, Paragraph One, of these Bylaws;</p> <p>g. manifest in advance about the management report and accounts, as well as the financial statements of the fiscal year, in addition to reviewing monthly trial balances;</p> <p>h. review the quarterly reports on results of operations, as well as resolve on distributions of interim or periodical dividends, as provided in the law and these Bylaws;</p> <p>i. order inspections, audits and take accounts of subsidiaries, controlled companies and affiliates;</p> <p>j. elect, supervise and replace the independent auditors and other consultants of the Company;</p> <p>k. without prejudice to applicable legal and regulatory provisions, resolve on the issuance of simple, nonconvertible and unsecured debentures or on the issuance of debentures convertible into shares, as long as within the limits of the authorized</p>	
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<p>capital stock provided for in Article 5 of these Bylaws;</p> <p>l. perform other statutory duties, as assigned by the shareholders' meeting;</p> <p>m. resolve on purchases of the Company's own shares, either for cancellation, maintenance as treasury stock, including in the latter case resolutions to sell treasury stock;</p> <p>n. approve any acquisition, disposition or act establishing a lien or encumbering assets or rights of the Company, pursuant to transactions which individually or in the aggregate equal or exceed forty million Brazilian <i>Reais</i> (R\$40,000,000);</p> <p>o. approve the granting of collateral to secure obligations other than undertaken by a subsidiary of the Company, for amounts equaling or in excess of fifty million Brazilian <i>Reais</i> (R\$50,000,000);</p> <p>p. grant stock purchase options or stock subscription options to officers or employees of the Company, without granting preemptive rights to shareholders, due regard being given to</p>	<p>capital stock provided for in Article 5 of these Bylaws;</p> <p>l. perform other statutory duties, as assigned by the shareholders' meeting;</p> <p>m. resolve on purchases of the Company's own shares, either for cancellation, maintenance as treasury stock, including in the latter case resolutions to sell treasury stock;</p> <p>n. approve any acquisition, disposition or act establishing a lien or encumbering assets or rights of the Company, pursuant to transactions which individually or in the aggregate equal or exceed forty million Brazilian <i>Reais</i> (R\$40,000,000);</p> <p>o. approve the granting of collateral to secure obligations other than undertaken by a subsidiary of the Company, for amounts equaling or in excess of fifty million Brazilian <i>Reais</i> (R\$50,000,000);</p> <p>p. grant stock purchase options or stock subscription options to officers or employees of the Company, without granting preemptive rights to shareholders,</p>	<p>capital stock provided for in Article 5 of these Bylaws;</p> <p>l. perform other statutory duties, as assigned by the shareholders' meeting;</p> <p>m. resolve on purchases of the Company's own shares, either for cancellation, maintenance as treasury stock, including in the latter case resolutions to sell treasury stock;</p> <p>n. approve any acquisition, disposition or act establishing a lien or encumbering assets or rights of the Company, pursuant to transactions which individually or in the aggregate equal or exceed forty million Brazilian <i>Reais</i> (R\$40,000,000);</p> <p>o. approve the granting of collateral to secure obligations other than undertaken by a subsidiary of the Company, for amounts equaling or in excess of fifty million Brazilian <i>Reais</i> (R\$50,000,000);</p> <p>p. grant stock purchase options or stock subscription options to officers or employees of the Company, without granting preemptive rights to shareholders, due regard being given to</p>	
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<p>the plan approved by the shareholders' meeting;</p> <p>q. resolve on any transaction or series of successive transactions for completion within one (1) year, whose amount equals or exceeds five million Brazilian <i>Reais</i> (R\$5,000,000.00), where the Company has any of the following as counterparty (i) any of the Controlling Shareholders, (ii) any individual, including a spouse or relative to the third degree, or any legal person directly or indirectly holding control of the corporate controlling shareholders of the Company, or (iii) any legal person in which any of the controlling shareholders holds direct or indirect ownership interest, including through a spouse or relative to the third degree. Irrespective of the amount involved, any transaction between the Company and any of the above persons must be entered into under conditions at normal market prices. Any member of the board of directors is assured the prerogative of requesting independent evaluation of any transaction contemplated by this item;</p>	<p>due regard being given to the plan approved by the shareholders' meeting;</p> <p>q. resolve on any transaction or series of successive transactions for completion within one (1) year, whose amount equals or exceeds five million Brazilian <i>Reais</i> (R\$5,000,000.00), where the Company has any of the following as counterparty (i) any of the Controlling Shareholders, (ii) any individual, including a spouse or relative to the third degree, or any legal person directly or indirectly holding control of the corporate controlling shareholders of the Company, or (iii) any legal person in which any of the controlling shareholders holds direct or indirect ownership interest, including through a spouse or relative to the third degree. Irrespective of the amount involved, any transaction between the Company and any of the above persons must be entered into under conditions at normal market prices. Any member of the board of directors is assured the prerogative of requesting independent evaluation of any transaction contemplated by this item;</p>	<p>the plan approved by the shareholders' meeting;</p> <p>q. resolve on any transaction or series of successive transactions for completion within one (1) year, whose amount equals or exceeds five million Brazilian <i>Reais</i> (R\$5,000,000.00), where the Company has any of the following as counterparty (i) any of the Controlling Shareholders, (ii) any individual, including a spouse or relative to the third degree, or any legal person directly or indirectly holding control of the corporate controlling shareholders of the Company, or (iii) any legal person in which any of the controlling shareholders holds direct or indirect ownership interest, including through a spouse or relative to the third degree. Irrespective of the amount involved, any transaction between the Company and any of the above persons must be entered into under conditions at normal market prices. Any member of the board of directors is assured the prerogative of requesting independent evaluation of any transaction contemplated by this item;</p>	
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<p>r. allocate, individually, to Directors and Officers the aggregate remuneration set by the shareholders' meeting;</p> <p>s. decide on any proposed profit sharing program contemplating officers of the Company, subject to ratification by the shareholders' meeting;</p> <p>t. approve any financial transaction with banks and lending institutions under which the Company is to undertake indebtedness equaling or in excess of one hundred million Brazilian <i>Reais</i> (R\$100,000,000);</p> <p>u. approve any decisions related to the acquisition, disposal, encumbering and waiver of any of the Company's relevant intellectual property items, including domain names, trademarks and patents, except for decisions merely regarding their use or exploitation, which shall be incumbent upon the Board of Officers;</p> <p>v. state a favorable or a contrary opinion on the acceptance of any tender offer for acquisition of shares the subject matter of which are shares of the Company by means of an informed opinion, to be</p>	<p>r. allocate, individually, to Directors and Officers the aggregate remuneration set by the shareholders' meeting;</p> <p>s. decide on any proposed profit sharing program contemplating officers of the Company, subject to ratification by the shareholders' meeting;</p> <p>t. approve any financial transaction with banks and lending institutions under which the Company is to undertake indebtedness equaling or in excess of one hundred million Brazilian <i>Reais</i> (R\$100,000,000);</p> <p>u. approve any decisions related to the acquisition, disposal, encumbering and waiver of any of the Company's relevant intellectual property items, including domain names, trademarks and patents, except for decisions merely regarding their use or exploitation, which shall be incumbent upon the Board of Officers;</p> <p>v. state a favorable or a contrary opinion on the acceptance of any tender offer for acquisition of shares the subject matter of which are shares of the Company by means of an informed opinion, to be</p>	<p>r. allocate, individually, to Directors and Officers the aggregate remuneration set by the shareholders' meeting;</p> <p>s. decide on any proposed profit sharing program contemplating officers of the Company, subject to ratification by the shareholders' meeting;</p> <p>t. approve any financial transaction with banks and lending institutions under which the Company is to undertake indebtedness equaling or in excess of one hundred million Brazilian <i>Reais</i> (R\$100,000,000);</p> <p>u. approve any decisions related to the acquisition, disposal, encumbering and waiver of any of the Company's relevant intellectual property items, including domain names, trademarks and patents, except for decisions merely regarding their use or exploitation, which shall be incumbent upon the Board of Officers;</p> <p>v. state a favorable or a contrary opinion on the acceptance of any tender offer for acquisition of shares the subject matter of which are shares of the Company by means of an informed opinion, to be</p>	
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<p>disclosed within up to fifteen (15) days from the publication of the announcement of the tender offer for acquisition of shares, which shall address, at least: (i) the advisability and appropriateness of the tender offer for acquisition of shares vis-à-vis the aggregate interests of the Company and of the shareholders, including in relation to the price and possible impacts for liquidity of the shares; (ii) the strategic plans disclosed by the offeror in respect of the Company; (iii) the alternatives to the acceptance of the tender offer for acquisition of shares available in the market; (iv) the provision that each shareholder is liable for the final decision on acceptance of the tender offer for acquisition of shares; and (v) other issues that the Board of Directors may deem relevant, as well as any information required by the applicable CVM's rules;</p> <p>w. elaborate the Company's internal policy regarding the disclosure of information to the market;</p> <p>x. resolve on the payment or credit of interest on equity to the shareholders, according to the applicable law;</p>	<p>disclosed within up to fifteen (15) days from the publication of the announcement of the tender offer for acquisition of shares, which shall address, at least: (i) the advisability and appropriateness of the tender offer for acquisition of shares vis-à-vis the aggregate interests of the Company and of the shareholders, including in relation to the price and possible impacts for liquidity of the shares; (ii) the strategic plans disclosed by the offeror in respect of the Company; (iii) the alternatives to the acceptance of the tender offer for acquisition of shares available in the market; (iv) the provision that each shareholder is liable for the final decision on acceptance of the tender offer for acquisition of shares; and (v) other issues that the Board of Directors may deem relevant, as well as any information required by the applicable CVM's rules;</p> <p>w. elaborate the Company's internal policy regarding the disclosure of information to the market;</p> <p>x. resolve on the payment or credit of interest on equity to the shareholders, according to the applicable law;</p>	<p>disclosed within up to fifteen (15) days from the publication of the announcement of the tender offer for acquisition of shares, which shall address, at least: (i) the advisability and appropriateness of the tender offer for acquisition of shares vis-à-vis the aggregate interests of the Company and of the shareholders, including in relation to the price and possible impacts for liquidity of the shares; (ii) the strategic plans disclosed by the offeror in respect of the Company; (iii) the alternatives to the acceptance of the tender offer for acquisition of shares available in the market; (iv) the provision that each shareholder is liable for the final decision on acceptance of the tender offer for acquisition of shares; and (v) other issues that the Board of Directors may deem relevant, as well as any information required by the applicable CVM's rules;</p> <p>w. elaborate the Company's internal policy regarding the disclosure of information to the market;</p> <p>x. resolve on the payment or credit of interest on equity to the shareholders, according to the applicable law;</p>	
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<p>y. request for review, at any time, any issue relating to the business of the Company and its controlled companies which are not within the exclusive power of the Shareholders' Meeting, even if not included in the list above, and resolve on the issues required to be enforced by the Executive Board;</p> <p>z. issue opinion and report on the structure, functions and powers of the Company's Board of Officers;</p> <p>aa. issue opinion on any proposal of the Board of Officers to the Shareholders' Meeting;</p> <p>bb. approve the proposal to be submitted to and discussed at the Shareholders' Meeting relating the amendment to the Bylaws of the Company;</p> <p>cc. approve proposals to be submitted to and discussed at Shareholders Meeting relating the merger (including merger of shares), spin-off, transformation or any other reorganization of the Company; and</p> <p>dd. resolve on cases omitted in these Bylaws and perform other duties which</p>	<p>y. request for review, at any time, any issue relating to the business of the Company and its controlled companies which are not within the exclusive power of the Shareholders' Meeting, even if not included in the list above, and resolve on the issues required to be enforced by the Executive Board;</p> <p>z. issue opinion and report on the structure, functions and powers of the Company's Board of Officers;</p> <p>aa. issue opinion on any proposal of the Board of Officers to the Shareholders' Meeting;</p> <p>bb. approve the proposal to be submitted to and discussed at the Shareholders' Meeting relating the amendment to the Bylaws of the Company;</p> <p>cc. approve proposals to be submitted to and discussed at Shareholders Meeting relating the merger (including merger of shares), spin-off, transformation or any other reorganization of the Company;</p> <p>dd. resolve on cases omitted in these Bylaws and perform other duties which are</p>	<p>y. request for review, at any time, any issue relating to the business of the Company and its controlled companies which are not within the exclusive power of the Shareholders' Meeting, even if not included in the list above, and resolve on the issues required to be enforced by the Executive Board;</p> <p>z. issue opinion and report on the structure, functions and powers of the Company's Board of Officers;</p> <p>aa. issue opinion on any proposal of the Board of Officers to the Shareholders' Meeting;</p> <p>bb. approve the proposal to be submitted to and discussed at the Shareholders' Meeting relating the amendment to the Bylaws of the Company;</p> <p>cc. approve proposals to be submitted to and discussed at Shareholders Meeting relating the merger (including merger of shares), spin-off, transformation or any other reorganization of the Company; and</p> <p>dd. resolve on cases omitted in these Bylaws and perform other duties which</p>	
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<p>are not assigned to other bodies of the Company by law, by the Bylaws or by the <i>Novo Mercado</i> Rules.</p> <p><u>Paragraph First:</u> The Company and its directors and officers shall, within up to five (5) business days after the disclosure of quarterly results or of the Company's financial statements, conduct a public presentation, in person or by conference call, videoconference or any other means permitting remote participation, with analysts and any other interested parties on the disclosed information.</p> <p><u>Paragraph Second:</u> To better perform its duties, the board of directors may create advisory committees or work groups with defined purposes, composed of persons it shall appoint from among the members of management and/or other persons with direct or indirect ties to the Company, subject to the Company's appointment policy. It shall be incumbent on the Board of Directors to approve the internal regulations of the advisory committees or work groups possibly created.</p> <p><u>Paragraph Third:</u> If a shareholder wishes to nominate to the Board of Directors one or</p>	<p>not assigned to other bodies of the Company by law, by the Bylaws or by the <i>Novo Mercado</i> Rules. and</p> <p>ee. approve the issuance of promissory notes.</p> <p><u>Paragraph First:</u> The Company and its directors and officers shall, within up to five (5) business days after the disclosure of quarterly results or of the Company's financial statements, conduct a public presentation, in person or by conference call, videoconference or any other means permitting remote participation, with analysts and any other interested parties on the disclosed information.</p> <p><u>Paragraph Second:</u> To better perform its duties, the board of directors may create advisory committees or work groups with defined purposes, composed of persons it shall appoint from among the members of management and/or other persons with direct or indirect ties to the Company, subject to the Company's appointment policy. It shall be incumbent on the Board of Directors to approve the internal regulations of the advisory committees or work groups possibly created.</p>	<p>are not assigned to other bodies of the Company by law, by the Bylaws or by the <i>Novo Mercado</i> Rules; and</p> <p>ee. approve the issuance of promissory notes.</p> <p><u>Paragraph First:</u> The Company and its directors and officers shall, within up to five (5) business days after the disclosure of quarterly results or of the Company's financial statements, conduct a public presentation, in person or by conference call, videoconference or any other means permitting remote participation, with analysts and any other interested parties on the disclosed information.</p> <p><u>Paragraph Second:</u> To better perform its duties, the board of directors may create advisory committees or work groups with defined purposes, composed of persons it shall appoint from among the members of management and/or other persons with direct or indirect ties to the Company, subject to the Company's appointment policy. It shall be incumbent on the Board of Directors to approve the internal regulations of the advisory committees or work groups possibly created.</p>	
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more representatives at the time, not being members of its most recent composition, it shall give written notice of the nomination to the Company five (5) days before the date of the shareholders' meeting called to elect the board, informing the name, identification and complete professional resume of the candidates.	<u>Paragraph Third:</u> If a shareholder wishes to nominate to the Board of Directors one or more representatives at the time, not being members of its most recent composition, it shall give written notice of the nomination to the Company five (5) days before the date of the shareholders' meeting called to elect the board, informing the name, identification and complete professional resume of the candidates.	<u>Paragraph Third:</u> If a shareholder wishes to nominate to the Board of Directors one or more representatives at the time, not being members of its most recent composition, it shall give written notice of the nomination to the Company five (5) days before the date of the shareholders' meeting called to elect the board, informing the name, identification and complete professional resume of the candidates.	
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**EXHIBIT H
TO THE MANAGEMENT'S PROPOSAL**

RESTATED BYLAWS

**HYPERA S.A.'S
BYLAWS**

**CHAPTER I
CORPORATE NAME, REGISTERED OFFICE, CORPORATE PURPOSE AND TERM OF
DURATION**

Article 1: Hypera S.A. is a corporation governed by these Bylaws (“Bylaws”) and by the applicable legal provisions, using the expression “Hypera Pharma” as the corporate name (“Company”).

Article 2: The Company’s registered office and jurisdiction shall be in the City of São Paulo, State of São Paulo, at Rua Nova Cidade, 404, Vila Olímpia, Postal Code 04547-070. The Company may, upon resolution of the Board of Officers, establish and/or close offices, sales offices, branches, warehouses, establishments or other premises anywhere in Brazil or abroad.

Article 3: The corporate purpose of the Company includes the following:

- a. sale, production, import and export of hygiene and cleaning products (sanitary and household cleaners) and domestic hygiene, as well as commercial agency for its own account and for the account of third parties;
- b. provision of manufacturing services in the consumption goods industry;
- c. production and sale of beverages and food products in general, namely: (i) dairy products, cereals, fruit and other animal or vegetable products, including juice concentrates, fruit beverages and fruit-flavored juice drinks, pasta, cookies and candies; (ii) diet products and dietary food products, including production of synthetic sugar and sweeteners, dietetic sweeteners, dietetic supplements and stevia sweeteners; (iii) animal food; (iv) dextrose (corn syrup) sugar and beet sugar; (v) infant’s food products; (vi) special enriched and fortified food products, dietary supplements and other preserved food products; (vii) manufacturing, distilling, homogenizing and mixing of sugarcane and other liquors and distilled beverages, soft drinks, juice drinks, syrups and powder flavor; and (viii) nutritional supplements.

- d.** production, manufacturing and sale of equipment, packaging and inputs for the products mentioned in item “c” above, for their byproducts and related products, as well as for seeds, fertilizers, chemicals and agricultural products;
- e.** lease and import of machinery and equipment;
- f.** labor lease;
- g.** manufacturing, production, transportation, warehousing, distribution, import and sale of personal hygiene products and toiletries, cosmetics and perfumes;
- h.** manufacturing, production, transportation, warehousing, distribution, import and sale of medicinal drugs, health-related products, pharmaceuticals, including allopathic, herbal and homeopathic medicines for human consumption, import of inputs and raw materials for their production, related technological and scientific research and development, commercial agency and marketing of allopathic and herbal medicines;
- i.** manufacturing, production, wholesale, import and export of: (i) beverages and beverage processing raw materials, (ii) herbs for infusion, (iii) smoking Articles, (iv) lubricants, (v) paint and coatings, (vi) raw or processed metals, including precious metals, (vii) mechanical and electro-electronic machinery, tools, equipment and appliances, (viii) musical instruments, vehicles and vehicle parts, (ix) furniture and household utensils, (x) leather, (xi) plastics, (xii) building materials, office materials, (xiii) threads, fabrics, tapestry, sewing notions, (xiv) toys, (xv) clothing, (xvi) plants and (xvii) camping articles;
- j.** publications, advertising and marketing services, events, asset management, services, business, construction and commercial agency for the account of third parties;
- k.** sale, production, import and export of insect and rodent control disinfectants, chemical products, insecticides, pesticides, herbicides, household devices, instruments and traps;
- l.** provision of technical assistance services, cleaning services, furniture and building preservation and immunization services, general material treatment and processing services;
- m.** manufacturing, sale, import and export of waterproof diaper covers, cloth diapers, whether made of cotton or other natural fiber cloth, disposable diapers, menstrual pads and tampons, hospital diapers, diaper liners, pads and related products for hospital use, cotton swabs, makeup removers and cleansing pads;
- n.** production and sale of veterinary medications;

- o.** provision of electronic equipment calibration and testing services to third parties;
- p.** sale of medical surgical instruments and materials;
- q.** bottling, packaging and selling activities for the account of third parties, including repackaging of pharmaceutical salts and pharmaceutical substances, and the sale of those;
- r.** manufacturing, sale, import and export of latex articles;
- s.** warehousing, distribution, transportation import and export of any of the products listed in items (a) through (r) above;
- t.** distribution and sale of antibiotics, vitamins, pharmaceutical inputs, chemical, biological and technological products, natural products, energizing products and vaccines;
- u.** packaging, re-packing and handling of its inventories, subject to applicable legal and sanitary rules and standards;
- v.** manufacturing of brushes, paintbrushes and brooms;
- w.** representation of all fields of activities set forth in items (t) to (v) above through commissioning; and
- x.** holding ownership interest in other companies, as shareholder or quotaholder, and participation in ventures engaging in any of the activities listed in items (a) through (w) above

Article 4: The Company shall have an indefinite term of duration.

CHAPTER II

CAPITAL STOCK AND SHARES

Article 5: The fully subscribed and paid-in capital stock is four billion, four hundred and seventy-eight million, one hundred and twenty-six thousand, two hundred and eighty-seven *Reais* and fifty-five cents (R\$ 4,478,126,287.55), divided into six hundred and thirty-three million, four hundred and twenty thousand, eight hundred and twenty-three (633,420,823) common, registered, book-entry shares, without par value.

Paragraph First: The Company is authorized to increase the capital stock up to the limit of five billion and five hundred million *Reais* (R\$5,500,000,000.00) regardless of amendment to these Bylaws, by resolution of its Board of Directors.

Paragraph Second: The Board of Directors shall establish the conditions of issuance, subscription, form and terms of payment, price per share, form of placement (public or private) and distribution of shares in Brazil and/or abroad.

Paragraph Third: Within the limit of the authorized capital stock and pursuant to a plan approved by the shareholders' meeting, the Company may grant stock options to directors and officers, employees or natural persons providing services to the Company or its subsidiaries, as well as to its directors, officers and employees of subsidiaries, without granting preemptive rights to shareholders.

Article 6: Without granting preemptive rights or upon reducing the exercise period foreseen in Article 171, Paragraph 4, of Law No. 6.404, of December 15, 1976, as amended ("Brazilian Corporate Law"), at the discretion of the Board of Directors, the Company may issue shares, debentures or subscription warrants for placement through sale on a stock exchange or by public subscription, or through an exchange offer carried out in a tender offer, pursuant to applicable law, within the limit of the authorized capital stock.

Article 7: The Company's shares are book-entry shares, which will be kept in the name of their holders in deposit accounts under custody of a financial institution authorized by the Brazilian Securities Commission ("CVM").

Sole Paragraph: Pursuant to the bookkeeping services agreement, the depository institution may directly charge the shareholders for the share transfer and registration costs, as well as the bookkeeping services costs, within the maximum limits established by the CVM.

Article 8: The capital stock is solely represented by common shares. Each common share is entitled to one vote in decisions of the Shareholders' Meeting.

Article 9: Failure to pay the subscription price, such as established in the subscription list or in a capital call made by the management bodies, shall legally constitute default under Articles 106 and 107 of the Brazilian Corporate Law, such that the defaulting person shall be subject to pay the issue price as adjusted for inflation pursuant to the variation of the General Market Price Index ("IGP-M") compiled and released by Fundação Getúlio Vargas ("FGV"), or a substitute index, at as short intervals as legally acceptable, and accruing interest calculated pro rata temporis at the rate of twelve percent (12%) per year, in addition to default fine of ten percent (10%) of the amount due and unpaid, as adjusted for charges.

Article 10: The Company is forbidden from issuing preferred shares or founders' shares.

CHAPTER III **SHAREHOLDERS' MEETING**

Article 11: Provided it is called in accordance with the law, the shareholders' meeting has authority to decide on all matters of the Company's interest, except for matters which under the law or these Bylaws fall within the sphere of competence of the management bodies.

Sole Paragraph: The shareholders' meeting shall not delegate to management bodies the authority to decide on any matter not expressly incumbent upon them in accordance with the law or these Bylaws.

Article 12: The shareholders' meeting shall convene annually within the period of four months following the end of the fiscal year, and extraordinarily, whenever the Company's interests so require.

Article 13: The shareholders' meetings shall be called upon a fifteen (15) days prior notice on the first call and an eight (8) days prior notice on the second call, and convened as provided for in the law. The chairman of the board shall preside over the meetings and appoint the secretary.

Paragraph First: In the event the shareholders' meeting is to decide on matters that due to its complexity require longer period for analysis and consideration by shareholders, the call shall be made upon up to 30-day prior notice.

Paragraph Second: Any matter not expressly included in the agenda set forth in the call notice may only be voted if all shareholders attend the meeting.

Article 14: Unless as otherwise provided in the law and in these Bylaws, the shareholders' meetings shall convene upon attendance by shareholders representing at least twenty-five percent (25%) of the voting capital on the first call, and with any number of shareholders on the second call.

Article 15: Unless otherwise required by law and subject to the provisions of these Bylaws, all decisions of the shareholders' meeting shall be adopted by absolute majority of affirmative votes cast by attending shareholders, not computing blank votes.

Article 16: The annual shareholders' meeting, which shall be held annually within the first four months following the end of the fiscal year, shall have authority to:

- a. review the management's report, and review, deliberate and judge the financial statements;
- b. decide on the allocation of net income for the year and distribution of dividends;

- c. elect and remove the members of the Board of Directors; and
- d. elect and remove the Fiscal Council members.

Article 17: In addition to other matters contemplated by law, the following matters and acts shall be subject to approval by the shareholders' meeting:

- a. any increase of the capital stock of the Company (except through capitalization of reserves, or within the authorized limit of the capital stock, or as required by law), and any stock split or reverse split, or a redemption of shares to be either forfeited or held in treasury;
- b. The definition of the remuneration of all and any member of the Board of Directors and Officers, as well as the remuneration of the fiscal council members, if this is active;
- c. Amendment of these Bylaws;
- d. Issue of bonus shares;
- e. Establishment of stock option or stock subscription plans, as incentive to directors, officers, employees or natural persons providing services to the Company or its subsidiaries, as well as to officers and employees of Company subsidiaries;
- f. establishment of the number of members or limitation to the responsibilities of the board of directors;
- g. any merger, spin-off, incorporation or conversion of the Company into any other corporate nature;
- h. authorization of the directors to petition for voluntary bankruptcy or for judicial or extrajudicial reorganization in name of the Company;
- i. approval of liquidation or dissolution of the Company;
- j. any assignment to the benefit of creditors of the Company, in the event of insolvency;
- k. delisting from the Novo Mercado of B3 S.A. – Brasil, Bolsa, Balcão ("Novo Mercado");
- l. any amendment to the corporate purpose of the Company;
- m. any change in the dividend and distributions policy adopted by the Company;

- n. choice of specialized company responsible for the preparation of an evaluation of the Company's actions, in case of cancellation of the publicly-held registration before the ICVM or delisting from the Novo Mercado, as provided for in Chapter VIII of these Bylaws, among the companies indicated in a triple list by the Board of Directors;
- o. qualification of the person appointed for the Board of Directors as independent director, in accordance with Article 19 of these Bylaws; and
- p. resolution on any other matter submitted to it by the Board of Directors.

CHAPTER IV

MANAGEMENT

Section I

Board of Directors

Article 18: The Company shall be managed by a Board of Directors and by a Board of Officers, in accordance with the applicable legal provisions and with these Bylaws.

Paragraph First: The directors shall take office upon signing an instrument of investiture drawn up in the Record of Minutes of Meetings of the Company's Board of Directors, which shall contemplate that they are subjected to Article 52 of these Bylaws, as well as to the fulfillment of the applicable legal requirements.

Paragraph Second: The shareholders' meeting shall establish the individual or aggregate amount of the remuneration of directors and executive officers. If set as an aggregate amount, the Board of Directors shall allocate it amongst directors and officers. The shareholders' meeting may also authorize profit sharing payments to directors and officers, within the limit established by the pertinent applicable legal limits and the provisions of these Bylaws.

Article 19: The Board of Directors shall consist of at least nine (9) Directors and no more than eleven (11) Directors elected and removable by the Shareholders' Meeting, being one the Chairman and the others without a specific title, all shareholders or not, with a unified term of office of two (2) years, reelection permitted.

Paragraph First: A director must have unimpeachable reputation and, except upon waiver expressed by the shareholders' meeting, a director may not: (i) work as senior manager, director, consultant, lawyer, auditor, executive, employee or service provider for companies that may be deemed to compete with the Company; or (ii) represent interests that conflict with the interests of the Company. No director may exercise voting rights in the event of any supervening impediment.

Paragraph Second: A Director may neither be granted access to information, nor participate in the Board of Directors' meeting convened to resolve on matters in which the director would have or represent interests that are in conflict with the interests of the Company.

Paragraph Third: As defined in the *Novo Mercado* Rules, a minimum of two (2) or twenty percent (20%), whichever is higher, of the members of the Board of Directors shall qualify as Independent Directors. If this percentage results in a fractional number of directors, it shall be rounded up to the next whole number.

Paragraph Fourth: For purposes of these Bylaws, the qualification as "Independent Director" shall take into consideration the relationship between the director and (1) the Company, its direct or indirect controlling shareholder, and its managers, and (2) the controlled companies, affiliates or companies under common control, and it is also necessary to confirm if the following situations imply loss of independence of the directors in view of the characteristics, magnitude and extension of the relationship: (i) if the director is a relative by affinity up to the second degree of the controlling shareholder, of the Company's manager or of the controlling shareholder's manager; (ii) if the director was, for the past three (3) years, an employee or officer of affiliates, controlled companies or companies under common control; (iii) if the director has commercial relationships with the Company, its controlling shareholder or affiliates, companies controlled or under common control; (iv) if the director holds office in a company or entity that has commercial relationships with the Company or with its controlling shareholder that has decision-making power in the conduction of the activities of said company or entity; (v) if the director receives other remuneration from the Company, its controlling shareholder, affiliates, controlled companies or companies under common control, in addition to the remuneration related to the activities as member of the board of directors or of committees of the company, of its controlling shareholder, of its affiliates, controlled companies or companies under common control, except for remuneration in cash as a result of ownership interest in the Company and benefits originating from supplementary social-security plans. If there is a controlling shareholder, directors elected pursuant to Article 141, Paragraphs 4 and 5 of Brazilian Corporate Law also qualify as independent directors. The following cannot be deemed independent directors: (a) those who are the Company's direct or indirect controlling shareholder; (b) those whose voting exercise at the meetings of the board of directors is subject to a shareholders' agreement providing on matters relating to the Company; (c) those who are spouses, common-law partner or direct or collateral relative, up to the second degree, of a manager of the Company or of a manager of the controlling shareholder; and (d) those who were, for the last three (3) years, employees of officers of the Company or of its controlling shareholder.

Paragraph Fifth: Qualification of those appointed for the board of directors as Independent Directors shall be resolved by the Shareholders' Meeting, which may decide based upon: (i) the statement, sent by those appointed to hold office as Independent Director in the Board of

Directors, confirming their qualification in relation to the independence criteria established in the *Novo Mercado* Rules, contemplating the respective justification, upon verification of any of the situations set forth in paragraph four of Article 19 of these Bylaws; and on (ii) the pronouncement of the Company's Board of Directors, included in the management proposal relating to the shareholders' meeting for the election of managers, with respect to the candidates' qualification or non-qualification with respect to the independence criteria. The procedure set forth in this Paragraph shall not apply to the appointment of candidates for the Board of Directors: (a) who do not meet the term for inclusion of candidates in the voting bulletin, as provided in the regulation enacted by the CVM on remote voting; and (b) upon separate voting, as set forth in Article 141, Paragraphs 4 and 5 of the Corporation Law.

Paragraph Sixth: The board of directors shall have one (1) Chairman, who shall be appointed by the Shareholders' Meeting which elect him/her or by a majority vote of all shareholders present, at the first meeting of the board of directors immediately after these directors take office, or in the event of resignation from, or vacancy of, these positions.

Paragraph Seventh: The Directors shall remain in their offices and exercise their duties until their substitutes take office, unless differently decided by the Shareholders' Meeting.

Paragraph Eighth: The offices of Chairman of the Board of Directors and Chief Executive Officer of the Company may not be held by the same person, except in the event of vacancy, it being understood that, in this case, the Company shall: (i) disclose the accumulation of offices as a result of the vacancy until the business day following the date of the event: (ii) disclose, within sixty (60) days as from the vacancy, which steps shall be taken to cease the accumulation of the offices; and (iii) cease the accumulation within one (1) year.

Article 20: The Chairman of the Board of Directors shall exclusively:

- a. give a casting vote in the event of a tie;
- b. act as link between the Board of Directors and the Executive Board of the Company, including, but not limited to, for purposes of flow of information of the Company;
- c. act as a link between the Board of Directors and the committees of the Company, in the event of any existing and/or established committee, including, but not limited to, purposes of flow of information of the Company;
- d. coordinate the business of the committees of the Company, in the event of any existing and/or established committee;
- e. ensure the efficacy and good performance of the Board of Directors;

- f. ensure the efficacy of the system to follow up and assess the Executive Board and the Board of Directors itself;
- g. bring the activities of the Board of Directors in alignment with the interests of the Company, its shareholders and other interested parties;
- h. organize and coordinate, with the cooperation of the other members of the Board of Directors, the agenda of the meetings, after hearing, if applicable, the Chief Executive Officer (CEO) and the other Officers;
- i. ensure that the Directors receive complete and timely information on the items included in the agenda of the meetings of the Board of Directors;
- j. propose to the Board of Directors the annual budget of the Board of Directors, including for hiring external professionals, to be submitted to the Shareholders Meeting for resolution; and
- k. propose to the Board of Directors an annual schedule of the meetings of the Board of Directors (and of any committees, in the event of any existing and/or established committee).

Article 21: The Board of Directors shall meet regularly every three (3) months and extraordinarily, whenever required, by the Chairman's call, by means of registered mail, personal delivery, electronic mail or facsimile sent to the other directors at least three (3) business days ahead of the date of the meeting.

Paragraph First: Regardless of the formalities contemplated in this Article, any meeting attended by all acting directors shall be deemed to have been regularly called.

Paragraph Second: The decisions or resolutions shall be drawn up in the register of meetings of the board of directors.

Paragraph Third: The meetings of the board of directors may be held by conference call, videoconference or by any other means of communication, and they shall be deemed valid and effective if all directors in attendance subsequently sign the minutes of the meeting.

Paragraph Fourth: The meetings of the board of directors shall be convened upon attendance of at least six (6) members. The resolutions shall be adopted by a majority vote of the attending members.

Article 22: In the event of a vacancy in the office as director, it shall be incumbent on the chairman of the board to choose the replacement, which shall hold office until the next shareholders' meeting. For purposes of this provision, vacancy shall be deemed to have

occurred upon death, permanent disability or resignation of a director, removal from office or unjustified absence for more than three consecutive meetings.

Article 23: In addition to other responsibilities prescribed in these Bylaws, it shall be incumbent on the board of directors to:

- a. set the general business guidelines of the Company;
- b. approve the annual plan for the Company, establishing objectives, goals and business plans for each of the Company's business area;
- c. elect and remove the executive officers of the Company, establishing their responsibilities, as well as oversee management activities, examining at any time the books and documents of the Company and request information on agreements executed or to be executed and on any other acts;
- d. approve the Internal Regulations of the board of directors and of the Board of Officers, which shall provide for the administrative and functional structures, subject to the provisions of the *Novo Mercado* Rules;
- e. resolve on the issuance of shares, as well as a reduction or elimination of preemptive rights, pursuant to Article 6 of these Bylaws;
- f. call the annual shareholders' meeting and, whenever necessary, extraordinary shareholders' meetings, in addition to deciding on instances in which to extend the call notice period, pursuant to the provisions of Article 13, Paragraph One, of these Bylaws;
- g. manifest in advance about the management report and accounts, as well as the financial statements of the fiscal year, in addition to reviewing monthly trial balances;
- h. review the quarterly reports on results of operations, as well as resolve on distributions of interim or periodical dividends, as provided in the law and these Bylaws;
- i. order inspections, audits and take accounts of subsidiaries, controlled companies and affiliates;
- j. elect, supervise and replace the independent auditors and other consultants of the Company;
- k. without prejudice to applicable legal and regulatory provisions, resolve on the issuance of simple, nonconvertible and unsecured debentures or on the issuance of

debentures convertible into shares, as long as within the limits of the authorized capital stock provided for in Article 5 of these Bylaws;

- l.** perform other statutory duties, as assigned by the shareholders' meeting;
- m.** resolve on purchases of the Company's own shares, either for cancellation, maintenance as treasury stock, including in the latter case resolutions to sell treasury stock;
- n.** approve any acquisition, disposition or act establishing a lien or encumbering assets or rights of the Company, pursuant to transactions which individually or in the aggregate equal or exceed forty million Brazilian *Reais* (R\$40,000,000);
- o.** approve the granting of collateral to secure obligations other than undertaken by a subsidiary of the Company, for amounts equaling or in excess of fifty million Brazilian *Reais* (R\$50,000,000);
- p.** grant stock purchase options or stock subscription options to officers or employees of the Company, without granting preemptive rights to shareholders, due regard being given to the plan approved by the shareholders' meeting;
- q.** resolve on any transaction or series of successive transactions for completion within one (1) year, whose amount equals or exceeds five million Brazilian *Reais* (R\$5,000,000.00), where the Company has any of the following as counterparty (i) any of the Controlling Shareholders, (ii) any individual, including a spouse or relative to the third degree, or any legal person directly or indirectly holding control of the corporate controlling shareholders of the Company, or (iii) any legal person in which any of the controlling shareholders holds direct or indirect ownership interest, including through a spouse or relative to the third degree. Irrespective of the amount involved, any transaction between the Company and any of the above persons must be entered into under conditions at normal market prices. Any member of the board of directors is assured the prerogative of requesting independent evaluation of any transaction contemplated by this item;
- r.** allocate, individually, to Directors and Officers the aggregate remuneration set by the shareholders' meeting;
- s.** decide on any proposed profit sharing program contemplating officers of the Company, subject to ratification by the shareholders' meeting;
- t.** approve any financial transaction with banks and lending institutions under which the Company is to undertake indebtedness equaling or in excess of one hundred million Brazilian *Reais* (R\$100,000,000);

- u.** approve any decisions related to the acquisition, disposal, encumbering and waiver of any of the Company's relevant intellectual property items, including domain names, trademarks and patents, except for decisions merely regarding their use or exploitation, which shall be incumbent upon the Board of Officers;
- v.** state a favorable or a contrary opinion on the acceptance of any tender offer for acquisition of shares the subject matter of which are shares of the Company by means of an informed opinion, to be disclosed within up to fifteen (15) days from the publication of the announcement of the tender offer for acquisition of shares, which shall address, at least: (i) the advisability and appropriateness of the tender offer for acquisition of shares vis-à-vis the aggregate interests of the Company and of the shareholders, including in relation to the price and possible impacts for liquidity of the shares; (ii) the strategic plans disclosed by the offeror in respect of the Company; (iii) the alternatives to the acceptance of the tender offer for acquisition of shares available in the market; (iv) the provision that each shareholder is liable for the final decision on acceptance of the tender offer for acquisition of shares; and (v) other issues that the Board of Directors may deem relevant, as well as any information required by the applicable CVM's rules;
- w.** elaborate the Company's internal policy regarding the disclosure of information to the market;
- x.** resolve on the payment or credit of interest on equity to the shareholders, according to the applicable law;
- y.** request for review, at any time, any issue relating to the business of the Company and its controlled companies which are not within the exclusive power of the Shareholders' Meeting, even if not included in the list above, and resolve on the issues required to be enforced by the Executive Board;
- z.** issue opinion and report on the structure, functions and powers of the Company's Board of Officers;
- aa.** issue opinion on any proposal of the Board of Officers to the Shareholders' Meeting;
- bb.** approve the proposal to be submitted to and discussed at the Shareholders' Meeting relating the amendment to the Bylaws of the Company;
- cc.** approve proposals to be submitted to and discussed at Shareholders Meeting relating the merger (including merger of shares), spin-off, transformation or any other reorganization of the Company;

dd. resolve on cases omitted in these Bylaws and perform other duties which are not assigned to other bodies of the Company by law, by the Bylaws or by the *Novo Mercado* Rules; and

ee. approve the issuance of promissory notes.

Paragraph First: The Company and its directors and officers shall, within up to five (5) business days after the disclosure of quarterly results or of the Company's financial statements, conduct a public presentation, in person or by conference call, videoconference or any other means permitting remote participation, with analysts and any other interested parties on the disclosed information.

Paragraph Second: To better perform its duties, the board of directors may create advisory committees or work groups with defined purposes, composed of persons it shall appoint from among the members of management and/or other persons with direct or indirect ties to the Company, subject to the Company's appointment policy. It shall be incumbent on the Board of Directors to approve the internal regulations of the advisory committees or work groups possibly created.

Paragraph Third: If a shareholder wishes to nominate to the Board of Directors one or more representatives at the time, not being members of its most recent composition, it shall give written notice of the nomination to the Company five (5) days before the date of the shareholders' meeting called to elect the board, informing the name, identification and complete professional resume of the candidates.

Section II

Board of Officers

Article 24: The Board of Officers shall be composed by at least three (3) and at most six (6) members, all elected for a term of office of three (3) years, reelection permitted, being one (1) Chief Executive Officer (CEO), one (1) Investors Relations Officer and the remaining without a specific designation, who may or may not be shareholders, shall be residents of Brazil, and may be elected or at any time removed by the board of directors.

Paragraph First: The executive officers shall take office upon signing an instrument of investiture drawn up in the Record of Minutes of Meetings of the Company's Board of Officers, which shall contemplate that they are subjected to Article 52 of these Bylaws, as well as to the fulfillment of all applicable legal requirements.

Paragraph Second: The officers may accumulate more than one of the offices mentioned in the *caput* of this Article.

Paragraph Third: The officers shall remain in their offices and shall discharge their duties until their substitutes take office.

Article 25: In the event of definitive impediment of an officer or vacancy in an executive office, the following provisions shall apply: (a) in case of vacancy in the office of the chief executive officer (CEO), a meeting of the board of directors shall promptly be called to fill in the office; and (b) in other cases, the chief executive officer (CEO) shall designate the substitute. In the event of absence or temporary impediment of any officer, a substitute officer shall accumulate his duties and those of the substituted officer, provided a meeting of the board of directors shall be held within at most thirty days to fill in the office and elect a substitute to act for the remainder of the term of office.

Sole Paragraph: Unless authorized by the board of directors, the absence or impediment of any officer for a continuing period of more than thirty days shall put an end to the term of the relevant officer, in which event the main provision of this Article 25 shall apply.

Article 26: The Board of Officers shall have general administrative and management powers to operate the Company and practice any acts necessary to conduct day-to-day business and represent the Company before third parties, in or out of court, due regard given to matters which pertain to the exclusive sphere of competence of the shareholders' meeting. In addition, except as provided for in Article 28, any two executive officers acting jointly shall have sufficient powers to bind the Company.

Paragraph First: The executive officers shall meet whenever necessary. The meetings of the Board of Officers shall be convened upon attendance of a majority of the acting officers.

Paragraph Second: Minutes of meetings and decisions of the Board of Officers shall be drawn up in the proper register.

Paragraph Third: The decisions taken by the Board of Officers in validly convened meetings shall be adopted by a majority of affirmative votes cast by officers in attendance.

Article 27: The Board of Officers shall have the responsibilities and authority granted under applicable law and these Bylaws, with due regard to resolutions passed at the shareholders' meetings and board of directors' meetings, to ensure the regular operation of the Company. In particular, it shall be incumbent on the Board of Officers to:

- a. resolve on the conduction of the business operations in accordance with the guidelines set by the board of directors, and to organize general plans for development of the Company;

- b. settle doubts and controversies arising from the exercise of the respective duties of its members, and them grant authorizations;
- c. authorize the establishment and closing of branches, sales offices, premises, offices, warehouses and any other establishments of the Company anywhere in Brazil or abroad;
- d. present quarterly financial reports to the board of directors in connection with the financial condition and results of operations of the Company and subsidiaries;
- e. present to the board of directors the annual management report and accounts, in addition to the independent auditors' report, and a proposal for allocation of net income for the preceding year;
- f. observe and enforce these Bylaws, as well as the decisions of the shareholders' meetings and the board of directors;
- g. represent the Company before the federal, state and municipal government agencies, government agencies, public utility companies and any other government entities;
- h. approve any acquisition, purchase, disposition or act establishing a lien or encumbering assets or rights of the Company, subject to the provisions of item "n" of Article 23 of these Bylaws;
- i. approve the granting of collateral to secure obligations other than undertaken by a subsidiary of the Company, subject to the provisions of item "o" of Article 23 of these Bylaws; and
- j. approve any financial transaction with financial or similar institutions resulting in the Company incurring in indebtedness, subject to the provisions of item "t" of Article 23 of these Bylaws.

Article 28: The Company shall be legally represented and will only be bound by the signatures of any two (2) officers, except with regard to any of the matters listed under items (h), (i) and (j) of Article 27 of these Bylaws, in which events the Company shall be represented as follows:

- a. As regards line (h) of Article 27 above, the acquisition, purchase, disposition or encumbering of assets or rights of the Company, the individual or aggregate amount of which shall exceed five million *Reais* (R\$5,000,000.00) shall be effected upon the signature (a) of the Chief Executive Officer (CEO) or of the Officer without specific designation responsible for the Company's financial area jointly with any other officer; or (b) of any officer jointly with an attorney-in-fact, whose respective power of attorney granted by the Company shall

always be signed by the Chief Executive Officer (CEO) or by the Officer without specific designation responsible for the Company's financial area jointly with any other officer, subject to the provisions of Article 23 of these Bylaws;

b. As regards line (i) of Article 27 above: approval of the grant of collateral for obligations other than those of the Company's subsidiaries shall be effected upon the signature (a) of the Chief Executive Officer (CEO) or the Officer without specific designation responsible for the Company's financial area jointly with any other officer; or (b) of any officer jointly with an attorney-in-fact, whose respective power of attorney granted by the Company shall always be signed by the Chief Executive Officer (CEO) or by the Officer without specific designation responsible for the Company's financial area jointly with any other officer, subject to the provisions of Article 23 of these Bylaws; and

c. As regards line (j) of Article 27 above: approval of any transaction of a financial nature resulting in indebtedness of the Company towards a financial institution or the like shall be effected upon the signature (a) of the Chief Executive Officer (CEO) or of the Officer without specific designation responsible for the Company's financial area or of the Investor Relations Officer jointly with any other officer; or (b) of any officer jointly with an attorney-in-fact, whose respective power of attorney granted by the Company shall always be signed by the Chief Executive Officer (CEO) or by the Officer without specific designation responsible for the Company's financial area or by the Investor Relations Officer jointly with any other officer, subject to the provisions of Article 23 of these Bylaws.

Paragraph First: The Company may also be represented, including in acts related to any of the matters listed under Article 27, by one attorney-in-fact acting jointly with any executive officer, due regard given to the provisions of this article.

Paragraph Second: The Company may be represented by just one (1) officer or just one (1) attorney-in-fact in Company acts that do not result in obligations for the Company, as well as in acts related to routine administrative operations, including acts performed before government departments, mixed capital companies, the Federal Revenue Service, and before state treasury offices, municipal treasury offices, commercial registries, the labor courts, the Brazilian National Institute of Social Security (INSS), the Unemployment Remuneration Fund (FGTS) and their bank collection agents, and before other government or administrative authorities and departments of similar nature.

Paragraph Third: The powers of attorney shall be fixed term of validity for a maximum period of one (1) year, except for powers of attorney granted for representation before the courts, which may granted be for an indefinite period. The powers of attorney shall specify the powers granted therein, while giving due regard to limitations established in these Bylaws.

Article 29: The management report shall discuss the corporate governance practices adopted by the Company.

Article 30: The Officers are competent, besides further attributions provided in the Board of Officers' Regulation, to assist and support the Chief Executive Officer (CEO) in the administration of the Company's business and to exercise the activities related to the duties attributed to them by the Board of Directors and by these Bylaws.

Article 31: The members of the Board of Officers shall not be required to post bond.

CHAPTER V

FISCAL COUNCIL

Article 32: The Fiscal Council of the Company shall be composed of three (3) members and the same number of alternates, pursuant to the terms, conditions and responsibilities set forth under applicable law.

Paragraph First: The fiscal council shall not operate on a permanent basis. The fiscal council shall be established upon call notice from the shareholders, in accordance with the legal provisions. Investiture of the sitting and deputy fiscal council members shall be conditional upon signature of the respective instrument, drawn up in the Book of Minutes and Opinions of the Fiscal Council, which shall set forth that they are subject to Article 52 of these Bylaws, as well as upon the fulfillment of all applicable legal requirements.

Paragraph Second: Without prejudice to the sphere of competence provided by the law, the duties and responsibilities of the fiscal council include:

- a. monitor, through any of its members, the acts of the managers, and check the fulfillment of their legal and statutory duties;
- b. give opinion on the annual management report, including the additional information that it may deem necessary or useful for resolution of the Shareholders Meeting;
- c. give opinion on the proposals of the management to be submitted to the Shareholders Meeting relating to change in the capital stock, issuance of debentures or warrants, investment plans or capital budgets, distribution of dividends, transformation, merger, consolidation or spin-off;
- d. denounce, through any of its members, to the management bodies, and, if the latter takes no measure necessary to protect the interests of the Company, to the Shareholders Meeting, any errors, frauds or crimes that it may find, and suggest useful measures to the Company;

- e. convene the Annual Shareholders Meeting, of the management bodies delay such convening for more than one (1) month, and the Special Shareholders Meeting, whenever any serious or urgent event may occur, including in the agenda of the meeting the issued that it may deem necessary;
- f. examine at least quarterly the trial balance and the financial statements prepared from time to time by the Company;
- g. examine and report on the financial statements of the fiscal year; and
- h. perform these duties during the liquidation, taking into account the special provisions governing it.

CHAPTER VI

STATUTORY AUDIT COMMITTEE

Article 33: The Statutory Audit Committee of the Company shall be permanent and be composed of at least three (3) and at most five (5) members, whereas most of them shall be independent members and all of them shall be appointed by the Board of Directors for a unified term of office of two years, always coinciding with the term of office of the members of the Board of Directors, permitted successive tenures.

Paragraph First: No member of the Statutory Audit Committee may hold office for more than ten (10) successive years, provided, further, that the participation in the Statutory Audit Committee by officers of the Company, its directly or indirectly controlling, controlled, affiliated or sister companies is forbidden.

Paragraph Second: The Statutory Audit Committee is an advisory body directly bound to the Board of Directors, being responsible for, further to the duties ascribed by the Board of Directors, the duties set forth in the applicable regulation and in the Statutory Audit Committee Internal Regulation.

Paragraph Third: To the members of the Statutory Audit Committee shall be applicable the same responsibilities, obligations and restrictions imposed to the Company's managers by the law, the Company's Bylaws and the *Novo Mercado* Segment List Regulation.

Paragraph Fourth: The Board of Directors of the Company shall fix the remuneration of the members of the Statutory Audit Committee, in accordance with their responsibilities, the time spent by them in their duties, their capacity and professional reputation and their services' value to the market.

Paragraph Fifth: In the case of vacancy of positions as member of the Audit Committee, the Board of Directors shall be incumbent of appointing the person who shall conclude the tenure of the replaced member.

CHAPTER VII

FISCAL YEAR AND DISTRIBUTION OF PROFITS

Article 34: The fiscal year shall begin on January 1st and end on December 31st of each year. The Company shall prepare quarterly reports and at the end of each fiscal year shall draw up the annual financial statements, in accordance with the provisions of applicable law.

Article 35: Prior from making any distribution, the Company shall deduct accumulated losses, if any, and the income tax and social contribution provision from net income for the year. From the remaining income, profit sharing payments attributable to directors and officers shall be deducted pursuant to article 18, Paragraph Two, of these Bylaws, if such is decided by the shareholders' meeting. Net profit for the year thus determined shall be allocated as follows:

- a. before any other allocation, five percent (5%) shall be allocated to formation of the legal reserve, which shall not exceed twenty percent (20%) of the capital stock;
- b. pursuant to management's recommendation, a portion of the net income may be allocated to a contingency reserve, as permitted under Article 195 of the Brazilian Corporate Law;
- c. pursuant to management's recommendation and as permitted under Article 196 of the Brazilian Corporate Law, the Company may retain a portion of the net income based on a previously approved capital expenditure budget;
- d. the portion attributable to the mandatory dividend payable to shareholders shall be allocated pursuant to the provisions of Article 36 of these Bylaws;
- e. in fiscal years in which the amount of the mandatory dividend, as computed pursuant to the provisions of Article 36, exceeds the realized portion of the net income for the year, the shareholders' meeting may, on management's proposal, allocated any excess amount to the formation of an unrealized profit reserve, as permitted under Article 197 of the Brazilian Corporate Law; and
- f. pursuant to management's recommendation, a portion may be allocated to the formation of an expansion reserve, such as foreseen in Article 35, Sole Paragraph, of these Bylaws and as permitted under Article 194 of the Brazilian Corporate Law.

Sole Paragraph: The Expansion Reserve shall have the following characteristics:

- a. its purpose is to preserve the integrality of the Company's assets and ownership interests in subsidiaries and affiliates, preventing capital depletion derived from distribution of unrealized profits, as well as to ensure there are sufficient financial resources for additional capital expenditures and for expansion of the business activities;
- b. in each fiscal year, any unrealized net profits in excess of the amount allocated to the unrealized profit reserve contemplated in Article 197 of the Brazilian Corporate Law shall be allocated to the expansion reserve;
- c. to the extent that profits allocated to the Expansion Reserve are realized, previous allocations shall be reversed and made available to the shareholders' meeting, which, upon proposal of directors and officers, shall decide on whether to allocate them for purposes of: (i) capitalization; (ii) distribution of dividends; (iii) allocation to either of the profit reserves referred to in Article 35, items "b" or "c", as the case may be, due regard given to applicable legal and statutory provisions; and
- d. the maximum amount of the Expansion Reserve shall equal the aggregate amount of the unrealized profits, due regard given to limit balance of profit reserves provided in Article 199 of the Brazilian Corporate Law.

Article 36: The shareholders shall be entitled to receive, as mandatory dividend for each fiscal year, twenty-five percent (25%) of the net income for the year, as reduced or increased by the following amounts:

- a. amounts allocated to the constitution of the legal reserve;
- b. amounts allocated to the constitution of the contingency reserve (Article 35, item "b"), and amounts reversed from allocations made in previous years; and
- c. amounts reversed from allocations to the unrealized profit reserve made in previous years, pursuant to the provisions of Article 202, item III, of the Brazilian Corporate Law.

Paragraph First: The shareholders' meeting may authorize profit sharing payments to directors and executive officers, provided the aggregate amount of such payments must neither exceed the annual remuneration attributed to the directors and officers, nor ten percent (10%) of the net income for the year, whichever is lower, and provided further any such payment observe the instances, and the form and limits established by applicable law. With due regard for the limit set by the shareholders' meeting, it shall be incumbent on the board of directors to establish the criteria pursuant to which profit sharing payments shall be attributable to directors and officers.

Paragraph Second: The remaining balance of profits, if any, shall be allocated as decided by the shareholders' meeting, subject to the applicable legal provisions and to those contained in these Bylaws.

Article 37: The board of directors is authorized to declare interim dividends on account of the retained earnings or profit reserves, as determined based on annual or semi-annual financial statements, which shall be deemed to consist of advances on distribution of the mandatory dividend prescribed in Article 36 of these Bylaws.

Paragraph First: The board of directors may further determine that monthly or quarterly balance sheets be prepared, based on which it may declare interim dividends based on net income thus determined, due regard given to applicable legal limits, provided such distributions shall be deemed to consist of advances on payment of the mandatory dividend prescribed in Article 36 of these Bylaws.

Paragraph Second: The board of directors may pay or credit interest on own shareholders' equity, subject to confirmation by the shareholders' meeting that reviews and judges the financial statements related to the year in which such distribution is paid or credited to shareholders, provided any such payment shall be deemed to consist of advances on distribution of the mandatory dividend.

Article 38: The right to claim dividends lapses within three (3) years from the date on which they are made available to shareholders, after which period any unclaimed dividends shall legally revert to the Company.

CHAPTER VIII

TRANSFER OF CONTROL AND DELISTING FROM THE *NOVO MERCADO*

Article 39: Any transaction involving direct or indirect transfer of control, whether through a single or a series of successive transactions, must be contingent, either subject to the condition that the acquirer of control conducts a tender offer for the purchase of shares, the purpose of which shall be the shares issued by the Company held by the other shareholders, in accordance with terms and conditions set forth under the applicable legislation and regulations and the *Novo Mercado* Rules, such that all shareholders are extended equal treatment as the treatment afforded to the seller of control.

Paragraph First: Similarly, a tender offer shall be required in the following events:

- a. a sale for value of share subscription rights or other securities or rights convertible or exercisable for shares, such that it results in disposition of Control over the Company; and

- b. a transfer of control in a company holding Controlling Power over the Company, in which case the selling Controlling Shareholder shall be required to disclose to BM&FBOVESPA the value attributed to the company and attach to the statement documentation verifiably evidencing such value.

Paragraph Second: For purposes of this Chapter, the capitalized terms set forth below are defined as follows:

- a. “Acquiring Shareholder” means any person (including, but not limited to, any legal or natural person, investment fund, condominium, securities portfolio, universality of rights or other form or organization, who is resident, or domiciled or has registered office in Brazil or abroad), or Group of Shareholders;
- b. “Controlling Shareholder” has the meaning defined in the Novo Mercado Listing Rules;
- c. “Outstanding Shares” has the meaning defined in the Novo Mercado Listing Rules;
- d. “Control” means the unconditionally and actually exercised power to direct and guide the corporate policies and activities of the Company, whether directly or indirectly, either in fact or by operation of law, regardless of the equity interests held. Relative presumption of Control applies where a person or Group of Persons holds shares representing at least the absolute majority of votes cast at the three most recent shareholders’ meetings of the Company, even if not holding the absolute majority of the voting stock. Words deriving from control, such as “Controlling Power,” “Controlling Shareholder,” “under common control,” or “Controlled” (Subsidiary) are used with a similar meaning.
- e. “Group of Shareholders” means a group of persons (i) bound by written or oral voting agreements or arrangements of any kind, , either directly or through Subsidiaries, Controlling Shareholders or under common control; or (ii) having a controlling relationship with respect to one another, whether directly or indirectly; or (iii) who are under common Control with another person;
- f. “Economic Value” has the meaning defined in the Novo Mercado Listing Rules.

Article 40: Whoever acquires the Company's Control pursuant to a private share purchase agreement executed with the Controlling Shareholder is required to of the following, irrespective of the number of shares thus acquired:

- a. conduct a tender offer to purchase shares, as prescribed in the preceding Article;
- b. pay, as indicated herein below, an amount equal to the difference between the tender offering price and the value paid per share eventually acquired in the stock market during the 6-month period preceding the date of acquisition of the Control, duly updated. The aforesaid amount shall be allocated among all persons selling their shares of the Company in the trading sessions in which the Acquirer carried on the acquisitions, pro rata to the daily selling net balance of each one, it being incumbent upon the BM&FBOVESPA to carry out the allocation, pursuant to its rules; and
- c. within six (6) months after the acquisition of Control, take action as appropriate to ensure minimum free float of twenty-five percent (25%) of the total shares issued by the Company.

Article 41: The Company shall refrain from registering:

- a. any transfer of shares to the acquirer(s) or ultimate holder of Control unless and until the same shall have signed the Instrument of Adherence by Controlling Shareholders required by the *Novo Mercado* Listing Rules; and
- b. any shareholders agreement regulating the exercise of Control unless and until the signatories thereof shall have signed the Instrument of Adherence by Controlling Shareholders required under item (a) above.

Article 42: In the event of a tender offer carried out by the Controlling Shareholder or the Company by virtue of a going private process ultimately resulting in cancellation of the registration as a public company, the minimum offering price shall at least correspond to the Fair Value of the shares, as determined pursuant to the Appraisal Report contemplated by Article 44 of these Bylaws.

Article 43: The Company's delisting from the *Novo Mercado* shall be subject to approval by the shareholders' meeting.

Sole Paragraph: In the event of a resolution to delist from the *Novo Mercado*, whether for the shares to trade outside the *Novo Mercado* or due to a transaction implemented in the course of a corporate restructuring process whereby the securities of the surviving company are not admitted for trading purposes on the *Novo Mercado* within

a term of one hundred and twenty (120) days from the date of the general meeting approving the transaction in question, the controlling shareholder(s) of the Company shall be required to conduct a tender offer to purchase the shares of other shareholders at least for their Fair Value, as determined pursuant to the Appraisal Report contemplated by Article 44, in any event with due regard being given to the conditions established in the applicable legislation and the Novo Mercado Listing Rules.

Article 44: The Appraisal Report mentioned in Articles 42 and 43 of these Bylaws shall be prepared by a specialized Appraisal firm with proved experience and independent from the Company, its directors, officers and controlling shareholders. The Appraisal Report shall also fulfill the requirements of Article 8, Paragraph 1, of the Brazilian Corporate Law, and shall include a statement on the liabilities established in Article 8, Paragraph 6 of the Brazilian Corporate Law. Selecting a specialized Appraisal firm to determine the Fair Value of the Company is a prerogative of the shareholders' meeting, whose decision shall be based a triple list of nominations presented by the board of directors, and taken by a majority of votes cast by attending holders of Outstanding Shares, not including abstentions. Shareholders representing at least twenty percent (20%) of the total Outstanding Shares should attend in order for the meeting to convene on the first call. On second call, the meeting shall convene with any number of shareholders present. The costs related to the Appraisal Report shall be fully borne by the offering shareholder.

Article 45: In the event that there is no Controlling Shareholder:

- a. Whenever a resolution is passed by the shareholders' meeting, resulting in cancellation of the registration as a public company, the required tender offer shall be conducted by the Company, which will only be allowed to purchase shares from shareholders attending the meeting and voting in favor of the going private process resulting in cancellation of registration as a public company, after having acquired the shares of other shareholders adhering to the tender offer, which have not voted in favor of the motion; and
- b. Whenever a resolution is passed by the shareholders' meeting approving the Company's delisting from the Novo Mercado, whether for the shares to trade outside the Novo Mercado or due to a transaction implemented as described in Article 45 of these Bylaws, such delisting shall be conditioned upon the conduction of a tender offer for acquisition of shares on the same terms provided for in Article 45 above. In this case, it shall be incumbent upon the shareholders meeting to designate the individuals responsible for conducting the tender offer who, upon attending the shareholders meeting in question, shall expressly undertake the obligation to conduct the tender offer.

- c. In the absence of designation of the individuals in charge of conducting the tender offer, in the event of a corporate reorganization transaction, as provided for in Article 45 of these Bylaws, the tender offer to purchase shares shall be conducted by shareholders voting in favor of the resolution to delist.

Article 46: The Company's delisting from the Novo Mercado by virtue of non-compliance with the obligations set forth in the Novo Mercado Listing Rules is subject to the conduction of a tender offer for acquisition of the shares, by the Controlling Shareholder, at least for the Fair Value of the shares to be determined in the appraisal report provided for in Article 44 of these Bylaws, subject to the applicable legal and regulatory rules.

Paragraph First: In the event that there is no Controlling Shareholder and the default results from a resolution passed in a shareholders meeting, the tender offer for acquisition of the shares shall be carried on by the shareholders voting in favor of the resolution causing the default.

Paragraph Second: In the event that there is no Controlling Shareholder and the default results from an act of fact of the Company's Management, the Company's Managers shall call a General Meeting to resolve on how to cure the non-compliance of the obligations set forth in the Novo Mercado Listing Rules or, if applicable, to resolve on the Company's delisting from the Novo Mercado.

Paragraph Third: In the event that the shareholders meeting referred to in Paragraph 2nd above shall resolve on the Company's delisting from Novo Mercado, such meeting shall designate the individuals responsible for conducting the tender offer provided for in the caput who, upon attending the meeting in question, shall expressly undertake the obligation to conduct the tender offer.

Article 47: A tender offer may be conducted for more than one of purposes foreseen in this Chapter VII, in the *Novo Mercado* Listing Rules and in the regulation issued by the CVM, provided the procedures established for each of modality of tender offer can be reconciled without detriment to the addressees of the offer, and provided further the CVM shall grant approval for the offer, if so required by applicable legislation.

Article 48: The shareholders in charge of implementing a tender offer, as provided for in this Chapter VII, in the Novo Mercado Listing Rules and in the regulation issued by the CVM, shall not be released from the obligation to conduct a tender offer until such time as one has been carried out according to applicable legal and regulatory rules.

Article 49: Commencing from the date on which the Company is deemed to no longer have Controlling Shareholder, any Acquiring Shareholder that accumulates direct or indirect ownership interest in Outstanding Shares equaling or in excess of five percent (5%) of the

total capital stock of the Company, which wishes to acquire additional Outstanding Shares shall be required to (i) purchase any additional shares on the stock exchange (BM&FBOVESPA), provided no private purchases or purchases on the over-the-counter market may be closed; (ii) give the Company's investor relations officer a 3 (three) business days prior written notice of each intended additional purchase, including as to number of Outstanding Shares it aims to purchase. The Investors Relations Officer will give full disclosure of such information, through a notice to the market.

Sole Paragraph: Should the Acquiring Shareholder fail to comply with the obligations set forth in this Article, the board of directors of the Company shall call an extraordinary shareholders' meeting to decide on suspending the rights of the Acquiring Shareholder, such as prescribed in Article 120 of the Brazilian Corporate Law, without prejudice to such Acquiring Shareholder's liability for losses and damages incurred by other shareholders as a result of such noncompliance.

Article 50: Any omissions in these Bylaws shall be resolved by the shareholders' meeting and regulated in accordance with the provisions of the Brazilian Corporate Law, subject to the provisions of the Novo Mercado Listing Rules.

CHAPTER IX

LIQUIDATION OF THE COMPANY

Article 51: The Company shall be liquidated in the events contemplated by law. The shareholders' meeting shall have powers to resolve on the form of liquidation and elect the liquidator and the fiscal council that shall operate during the liquidation period.

CHAPTER X

ARBITRATION

Article 52: The Company, its shareholders, sitting and deputy (if any) directors, officers and fiscal council members undertake to submit to arbitration, in the Market Arbitration Chamber, in the form of its regulations, any and all disputes among them, which arises out of, or relates to its capacity as issuer, shareholders, managers and members of the Fiscal Council, in particular, those that result from the provisions of Law No. 6.385/76, Brazilian Corporate Law, these Bylaws, the rules issued by the Brazilian National Monetary Council, the Central Bank of Brazil and the Brazilian Securities Commission, as well as other legal and regulatory rules applicable to the Brazilian capital markets, in addition to the rules in the Novo Mercado Rules, the other regulations of B3 S.A. – Brasil, Bolsa, Balcão and the Agreement for Participation in the Novo Mercado.

CHAPTER XI

FINAL PROVISIONS

Article 53: The Company shall observe and enforce the terms and conditions of shareholders' agreements registered in accordance with the provisions of Article 118 of the Brazilian Corporate Law, and the chairman of the Company's shareholders' meetings and of the meetings of the board of directors shall refrain from computing the votes cast in violation of the provisions of these shareholders' agreements.

Article 54: The publications ordered by the Brazilian Corporate Law shall be made in the Official Gazette of the State of São Paulo and in another newspaper of general circulation.

Article 55: With the entry of the Company in the Novo Mercado segment, the Company, its shareholders, including controlling shareholders, managers and members of the fiscal council, when operating, are subject to the provisions of the Novo Mercado Listing Rules.

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