

ESG REPORT 2021



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PRESENTATION

Dear reader,

We present our first report on our actions and initiatives related to environmental, social, and governance (ESG) aspects, showing how we approach our economic and financial results, the quality of our products, our care for our employees, and what was featured in 2021.

This report follows disclosure in accordance with the Sustainability Accounting Standards Board (SASB), an investment community-led framework to facilitate reporting, enabling investors to make decisions based on sustainability metrics and topics, which may impact long term performance and promote more sustainable business models.

Thus, we aim to provide pleasure, joy and satisfaction for every family with snacks of high quality, the lens through which we view ESG and define our sustainability priorities.

Have a nice read!

OUR BASES



MISSION

To provide pleasure, joy and satisfaction for every family with candies and snacks of high quality in the most different moments of consumption.



VISION

To maintain ourselves as the largest national domestic capital company in the snack industry, as well as to be reference in the categories we participate of and also recognized by the quality of our operations.



VALUES

Respect and transparency in our relations; quality in everything we do; social responsibility and commitment to sustainability.

MESSAGE FROM THE ADMINISTRATION

Our 54 years trajectory is marked by a commitment to people, the community, the environment, and ethics

2021 was a period of excellent results for Dori despite the adverse effects of the COVID-19 pandemic on small retail and the global supply chain. We believe that our performance proved, once again, the resilience of our business model, the execution capacity of our employees, and the solidity of our strategy based on **diversification**, **growth**, and **sustainable returns** to shareholders based on innovation.

Our channel and product **diversification** favor the execution of our business strategy. Dori has a wide snack platform of more than 320 SKUs that can be grouped into three major categories: peanut snacks (vegetable protein), sweet snacks, and chocolates snacks. Our products are sold through several channels aimed at retail and cash-and-carry in Brazil, reaching more than 154 thousand points of sale, the foreign market in more than 40 countries, and strategic B2B partnerships with major national and international players. We high-

light the retail channel growing share, with revenue increasing from 46.3% to 58.9%, between 2016 and 2021, in line with the Company's strategy. In addition, exports already represent 12% of our revenue. share of the retail channel, which rose from 46.3% to 58.9% of our revenue between 2016 and 2021, in line with the Company's strategy. In addition, exports already represent 12% of our revenue.

In 2021, we delivered double-digit **growth** in the volume of products sold, reaching almost 100 thousand tons and a record of BRL 1.3 billion in gross revenue, representing a 27% growth compared to the previous year. During this period, we were able to see a double-digit growth rate in each of the Company's channels and product categories. We aim to continue launching new products and expanding our presence, to develop further our representation in the Brazilian snacks market, whose size is estimated at more than BRL 70 billion¹.

We believe it is possible to generate **sustainable returns** for our shareholders through scale, efficient management, and, above all, innovation in healthy peanuts and gelatin snacks. Thus, we have a continuous research and development process, through which we develop products in line with new market trends without sacrificing superior quality, with an attractive cost-benefit ratio. This positioning allowed us to reach a record EBITDA of R\$ 131.9 million in 2021, 24% higher than that recorded in the previous year, despite the scenario of

¹ Mordor Intelligence estimates for the year 2020.

strong cost increases. In the same period, we had a 17% growth in net income to R\$71.4 million; expanded our return on invested capital (ROIC) from 17.6% to 19.0%; and reduced our leverage (net debt/EBITDA) from 2.0x to 1.5x. In the last two years, we invested R\$ 150 million, most of which was directed towards increasing production capacity, especially healthy vegetable protein snacks, premium coated chocolates, and products based on pectin, gelatin, and low sugar, among others. We expect to reap most of the results of these investments in 2022.

To perpetuate our company, we have been working to institutionalize ourselves, accelerate talent development and retention, prioritize workforce engagement, further increase our efficiency and productivity, and adopt the best corporate governance practices. Among the main recent achievements, we could highlight:

- Based on the FIA Employee Experience Survey (FEEx), the award recognized Dori as the **“Most Incredible in Well-Being”** company, ranking second among large companies.
- We obtained **Category A Issuer Registration**, with the Securities and Exchange Commission (CVM); and created an Investor Relations department, increasing

the level of compliance and transparency to facilitate access to the capital market.

- We joined the **Global Compact**, a United Nations initiative, seeking greater alignment with the global sustainability plan, facilitating benchmarking with world references, and promoting the consolidation of our strategic sustainability planning, the 2022-2030 Roadmap

The pandemic caused by COVID-19 has not only affected our processes and cost structure but, even more importantly, has affected the lives of our employees and their families. Thus, we seek to manage this issue in the best way possible by creating a Health Continuity and Preservation Committee. It structures actions aimed at employees, such as the institution of the home office, distribution of masks, sponsorship of PCR exams, emotional support, and activities aimed at the community, such as partnerships with hospitals, PPE donations, mechanical ventilators, and physical therapy equipment.

This exceptional year would not have been possible without our people. We are proud of how our teams continue to serve our customers and consumers as the

pandemic continues to impact our lives. We also thank all commercial and financial partners for contributing in some way to our success. We are entering the year 2022 confident and more prepared to serve the snacks market better, offering high-quality products in line with the taste of modern consumers, providing pleasure, joy and satisfaction for all families, and generating more value for our shareholders, employees, partners, and society.

Pedro Lobo da Silva
CEO

Vitor Bodini Barion
Chairman of the Board of Directors

WHO WE ARE



Sustainability is embedded in our business

Dori Alimentos stands out as one of the largest and most important national producers of snacks, a position achieved due to intense work based on quality, innovation, and a strong culture of care for the environment, people, and the community, developed throughout 54 years.

Our operation goes beyond the limits of the Brazilian market; we export our products to more than 40 countries.

Most of our products are based on vegetable protein, such as peanuts, and others use cocoa, sugar, and glucose, originating from corn, as components.

We have strong nationally known brands present throughout the Brazilian territory, such as Dori Amendoim, Pettiz Amendoim, Gometes, Deliket, and Dori granulate, which rank first in the categories of snacks, according to Nielsen, Retail Index, and Cash&Carry.

Our leadership position is reinforced by our *trade marketing* actions, with the display of strategic

products in our customers' points of sale according to the time of year, in line with our festive calendar that features key sales-boosting events such as Easter, Festa Junina, Children's Day, and *Halloween*, as well as Christmas and summer holidays.

The combination of our sales volume, the reach of our products through different distribution channels, our product assortment, and the wide recognition of our brands favors the execution of our business strategy. It puts us in a privileged position to take advantage of the opportunities provided by the snacks and to meet the high national demand for our products.

We are committed to our values, stressing respect and transparency in our relationships, quality in everything we do, social responsibility, and our commitment to continue developing our business with sustainability, a practice embedded in our culture and strategy.

OUR BRANDS



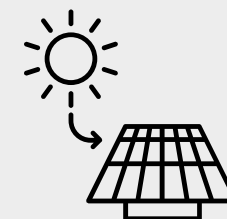
Dori has a broad platform for snacks, consisting of over 320 SKUs grouped into three broad categories: healthy peanuts snacks (vegetable protein/plant-based), sweet and chocolate snacks.

HIGHLIGHTS 2021



Pacto Global
Rede Brasil

- Adherence to the UN Global Compact
- Achieving **87%** of our energy matrix from **renewable sources**
- Issuer registration, category A, with the Securities and Exchange Commission (CVM)
- FIA (2021) Ranking - **Awesome Places to Work (Big Business)**



OUR STRENGTHS

Dori in numbers – 2021



2,681 employees (+11% vs. 2020*)



BRL 1.3 billion of gross revenue, a 27% growth



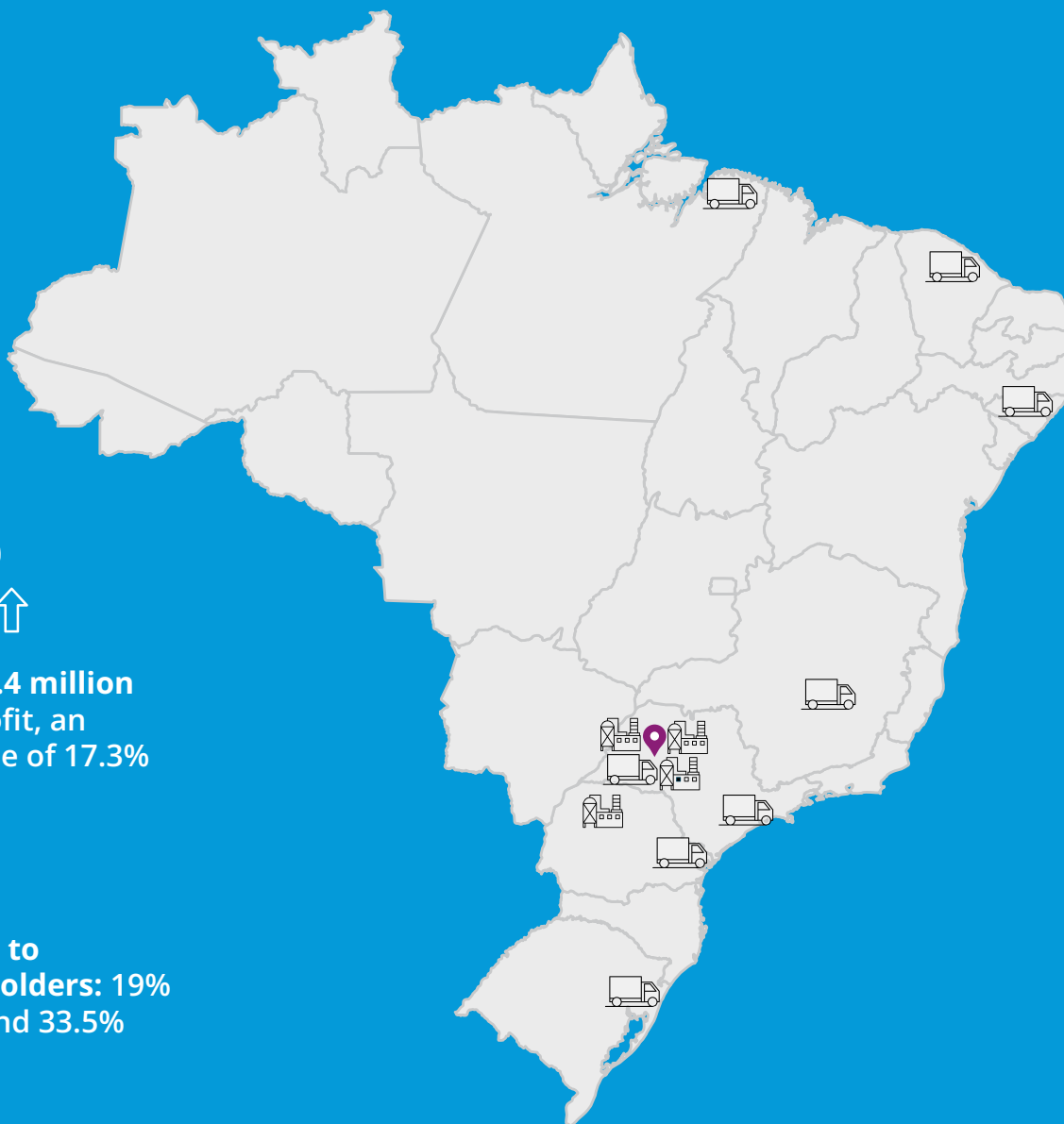
BRL 131.9 million of EBITDA, an increase of 24.2%



BRL 71.4 million net profit, an increase of 17.3%



Return to shareholders: 19% ROIC and 33.5% ROE



4 factories
3 in Marília (SP) 1 in Rolândia (PR)



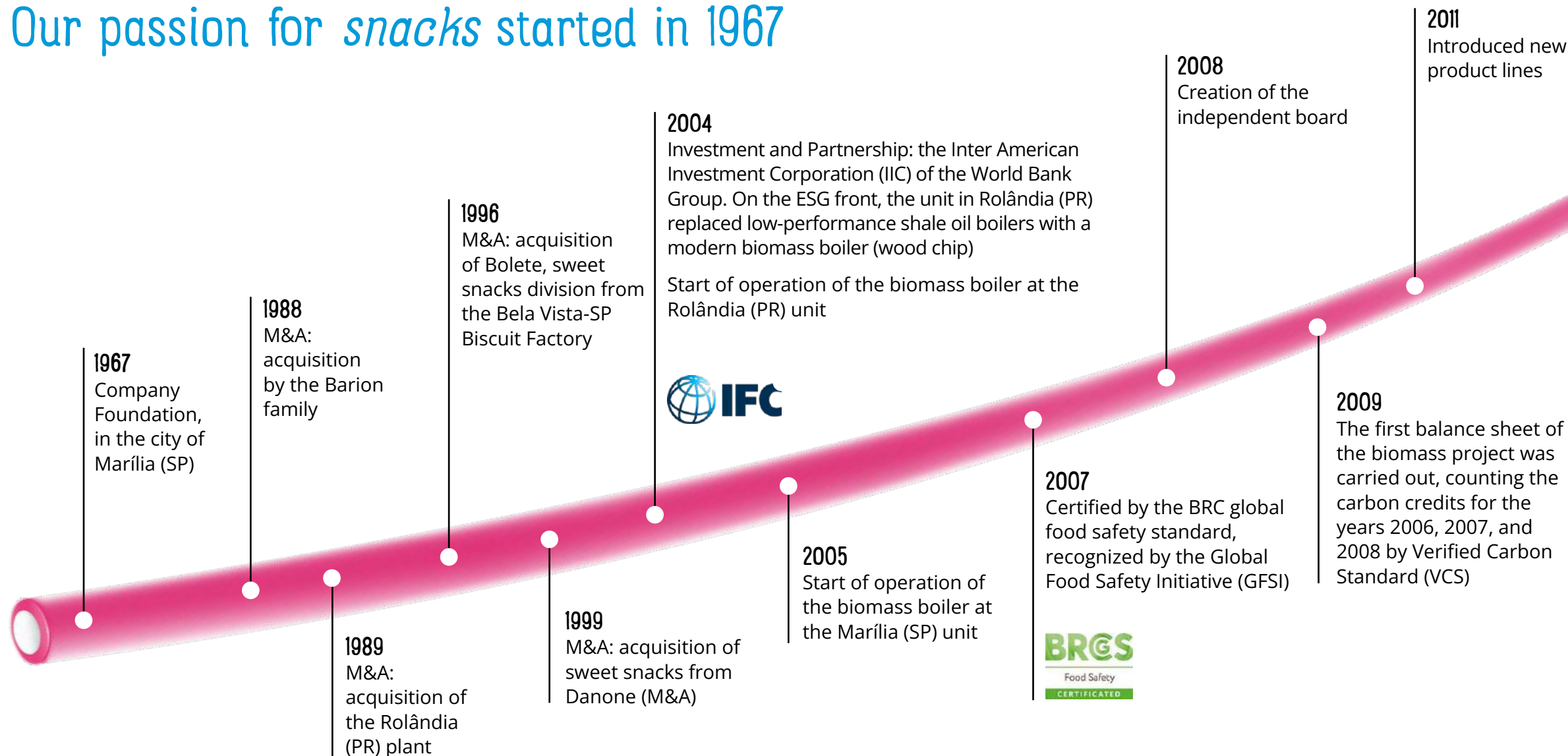
Headquarters
Marília (SP)



8 distribution centers
Marília (SP), Fortaleza (CE), São José dos Pinhais (PR), Maceió (AL), São Bernardo do Campo (SP), Contagem (MG), Marituba (PA), Nova Santa Rita (RS)

+ 154 thousand
points of sale

Our passion for *snacks* started in 1967



2012

Sustainable Carbon – Since 2006, the Company has certified the balance, generating viable carbon credits for commercialization

M&A and improvement of corporate governance – the Company, acquired the Indústria Noblan Chocolates e Compound, from Bauru (SP)

Dori is now audited by an external audit (Big Four)

On the ESG front, the company carried out its first inventory of greenhouse gases Green House Gases (GHG) in two factories: unit 10, in Marília (SP), and unit 20, in Rolândia (PR)

SUSTAINABLE
CARBON

2014

SAP implementation



2015

New CEO and new Executive Board

Establishment of a new commercial strategy

2016

Private Equity ACON entry: start of the new Go-To Market strategy (trade marketing)

2017

R&D expansion: implementation of the activation calendar

Migration of unit 40 from a cereal producer and peanut processor to an industrial unit, with a focus on peanut snacks, a fundamental change that determined the growth of the category, with new investments to expand capacity starting in 2017

2018

Launched new categories of licorice and gelatin

2019

Expansion of the peanut snacks plant



2020

Amazing Places to Work Award 2020

Adherence to the Global Compact

M&A: acquisition of an industrial unit in the city of Marília (SP)

2021

First place in the Wellness category at the Incredible Places to Work Award 2021



Pacto Global
Rede Brasil

Operational Excellence

We manufacture our products in four units, three located in Marília (SP) and one in Rolândia (PR), with international certifications, including:

- **British Retail Consortium (BRC)**, from the United Kingdom, which answers to the most competent body in the world regarding food safety, the Global Food Safety Initiative (GFSI);
- **Supplier Quality Management System (SQMS)**, a management system for the quality of suppliers;
- **Supplier Workplace Accountability (SWA)**, on the supplier responsibility in the workplace;
- **Kosher**, for foods manufactured in accordance with Jewish food laws;

- **ABICAB Pro-Peanut Certified Quality Seal**, from the Associação Brasileira da Indústria de Chocolates, Amendoim e Balas, which guarantees the quality of products derived from oilseed.

It is essential to point out that **we have certifications for the entire plant**, not just for a part of the production process (*read more about Quality certifications*).

We have managed to reach state of the art in our products based on the significant investments made in recent years in the modernization of our factories. Our production units use modern technologies that provide significant flexibility in the types of products to be manufactured, which allows us to provide the market with a broad portfolio.

Our distribution has a capillarity to serve the entire national territory. There are eight distribu-

tion centers located in the South, Southeast, North, and Northeast regions and 50 partner distributors, reaching more than 154 thousand points of sale. This structure allows us to offer fast and quality service to our customers while optimizing our costs, and is aligned with the multi-channel distribution strategy, serving the traditional wholesale confectionery market, cash and carry self-service retailers, and distributors focused on small retail.



We believe that our product management platform focused **100% on snacks**, can sustain consistent growth, representing a competitive advantage over other *players* in the market.

NEW ACQUISITION

In 2020, we acquired our fourth manufacturing unit, in Marília. This acquisition seeks to ensure the Company's growth in the coming years, focused on healthy peanuts snacks segment, as well as the application of advanced technologies within this category.

The new unit, with a total area of 159.6 thousand m², of which 29.8 thousand m² are built-up areas, is an essential support for our supply chain, helping Dori Alimentos to increase further its participation in the peanut production chain, which has the state of São Paulo as the largest national producer. According to recent data from AC Nielsen Brasil, the company leads this segment in Brazil.





Our suppliers

Our main inputs are peanuts, corn derivatives (glucose and starches), sugar, cocoa (liquor, powder, and butter), wheat flour, fats (soy derivatives, *shea*, and palm), and powdered milk. For each category, we maintain a specific relationship strategy with suppliers, which involves formalizing short to long-term contracts, *spot* purchases (depending on market conditions), and some commercial agreements.

Thus, Dori is part of the agribusiness, which allows having a very close and long-term relationship with its suppliers, ensuring supply over time. In addition to prioritizing the chain of local suppliers for their selection and approval, we determine a series of criteria that involve the attributes of raw material quality, food safety, and aspects

related to socio-environmental issues and carrying out due diligence with strategic suppliers.

We play an essential role in formalizing and training these partners. Therefore, in 2021, we started evaluating the production ecosystem. This means that we are mapping all these partners to identify possible mismatches and seek joint solutions to maintain this supplier. The objective is to promote the local chain and formalize and develop these suppliers, bringing even more security and best practices in ESG aspects.

We formalize our management through the Supplier Evaluation and Selection of Raw Materials, Ingredients and Packaging Policy, which establishes guidelines for the evaluation, approval, and

continuous monitoring of the supply chain of raw materials, packaging, and other supplies, to ensure that potential risks to the safety, authenticity, legality, and quality of the final product are understood and managed, and that traceability processes operate effectively. We have developed our expertise in purchasing agriculture commodities, through the use of e-procurement (a system for marketing products and services in a virtual environment), as the basis of supply processes.

To mitigate our exposure to changes in the price of raw materials and, consequently, in the costs of our products, we pursue hedge physical and financial contracts with these suppliers. We also follow the trends in the supply market and the indices and prices of stock exchanges and commodities, such as NYBOT, CBOT, and B3, always looking to protect us from sudden price changes.



Environmental and social impacts of the ingredient supply chain SASB FB-PF-430a.1

In 2021, the Company revised its process of approval of raw material suppliers, considering the validation stage of socio-environmental practices. The sequence of this work includes the review of the current base, classification of new suppliers, and numerical classification (score) based on the results of due diligence to foster the Dori supply chain.



Sourcing ingredients SASB FB-PF-440a.1, FB-PF-440a.2

We have established an effective Incident Management program, defining procedures and responsibilities for potential incidents and emergencies, promoting effective product removal and recall, if necessary, meeting the requirements of safety, legality, quality, authenticity, and preserving the company's image. The document used as a reference for established Dori procedures is the standard – British Retail Consortium (BRC), of

the Global Food Safety Standard. The procedure applies to our four factory units.

Senior management is responsible for handling decision-making issues if the Incident Management program is activated. The frequency of meetings is determined according to the degree of criticality.

We currently do not monitor the percentage of water stress in the supplier ingredient operations. Evaluating the materiality of this matter in accordance with the SASB standard, we identified an opportunity for improvement in our ESG Audit checklist, which is being developed and should be implemented by 2022.



ESG INTRINSICALLY LINKED TO OUR STRATEGY

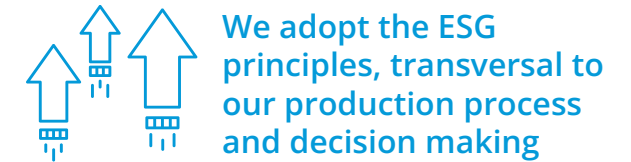


Dori has a unique strategy to lead the future of Brazilian snacks



Our performance is historically guided by ESG principles, which are transversal to our production process and decision-making. Thus, we adopt robust environmental, social, and corporate governance practices.

In the environmental pillar, in 2021, we joined the Global Compact, a UN initiative, seeking greater alignment with the global sustainability plan, facilitating benchmarking with worldwide references, and consolidating an integrated and structured medium and long-term strategy, conducted since 2020 by the Sustainability Committee, which is multidisciplinary, involving the areas of Human



Resources, Legal, Compliance, Operations, Environment and Occupational Safety. With this, we want to understand priorities, develop solutions and, above all, generate actions that ensure the plan to be a reference company in ESG.

We have systemically received third-party socio-environmental audits promoted by B2B partnerships or contracted by the Company in recent years. We have made significant contributions to our practices and internal guidelines through their audit protocols, action plans, and internal guidelines.

In the social aspect, we actively seek diversity in our workforce. Currently, 44% of our employees are women, and 80 employees are apprentices. We act to promote community development. In addition to collecting taxes from our activity, which

become resources for the municipality, we create and implement various social programs, such as the Vocational Education Program, in partnership with Senai, Senac, and Etec; we make financial contributions to institutions and organizations that serve children and teenagers in situations of vulnerability, and we articulate volunteer actions with social programs for the community.

In corporate governance, we have adopted the best practices, with a Board of Directors composed of independent members (two of the seven members), committees for their assistance, in addition to other good practices such as the adoption of variable compensation (including bonuses and profit-sharing) in accordance with the performance of our units, encouraging the feeling of ownership, sustainable supply, and production safety.



STRATEGIC PILLARS

We believe that implementing our main commercial and financial strategies will improve our activities' development, maximize the profitability of our shareholders, and provide advantages over our competitors.

Our strategic pillars make Dori a unique company in the snacks segment (see more on page 19).



AVENUES FOR GROWTH

- Expansion of the healthy plant-based category over the next five years already started with the purchase of the new plant
- Expansion of the premium dragged chocolates category (nuts and fruits)
- New channels and new categories



OUR STRATEGIC PILLARS



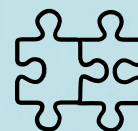
Peanut products: plant-based

The only company in Brazil with 100% peanut snacks without the addition of oil (a worldwide trend in Better for You)



R&D

Own pilot plant



B2B Partnerships

Large multinationals developing their products with Dori

Greater added value, shared know-how, and industrial expertise, leveraging the technological leading edge



Culture

We're an awesome place to work, and that's not us saying it: it's the FIA Ranking, awarding the Awesome Places to Work 2021 award.



Financial

High margins and differentiated growth



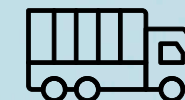
Supply management

Tools for e-procurement
Focus on long-term relationship



Foreign market since 1996

Accounts for 12% of net revenue



Distribution

+ 154 thousand points of sale
Distribution network broad and scalable

Quality

Our credibility is directly associated with the quality of our products. Therefore, we maintain a robust structure to maintain our processes at a high level with policies that establish guidelines for good manufacturing practices. Our industrial processes implemented fifty-four quality programs based on the Hazard Analysis and Critical Control Points system (APPCC), a globally recognized program, supplier approval policies, recall, and traceability, giving this quality management system robustness.

Thus, we constantly invest in quality to always offer our consumers the best product.



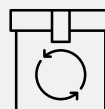
We systematize our actions on three fronts to support our Quality:



Quality control - contemplates quality engineering, with laboratory and professionals who seek control of quality parameters;



Quality warranty - based on programs and quality policies;



Packaging development and laboratories - qualified and dedicated professionals to study the use of renewable/recyclable/returnable materials with high performance in the production environment.



Certifications

Over the years, we have invested in the modernization of our manufacturing plants, enabling us to receive several internationally recognized quality certificates, such as the **British Retail Consortium (BRC)**, which answers to the most competent body worldwide regarding food safety, the **Global Food Safety Initiative (GFSI)**. This allows Dori to manufacture products of excellence in the national market and be accepted in the most demanding international markets.

Additionally, we are certified as **Supplier Quality Management System (SQMS)**, a supplier quality management system; **Supplier Workplace Accountability (SWA)**, the responsibility of the supplier in the workplace; and **Kosher**, for foods manufactured in accordance with Jewish food laws. In Brazil, we are certified by the **ABICAB Pro-Peanut Certified Quality Seal** from the Brazilian Association of the Chocolate, Peanut and Candy Industry, guaranteeing the quality of products derived from the oilseed.



Food safety

SASB FB-PF-250a.1, FB-PF-250a.3, FB-PF-250a.4

The topic of food safety is a crucial company goal and is, therefore, one of the strategic KPIs of Dori's long-term sustainability planning (Roadmap 2021-2030).

Dori has several quality certificates, such as the internationally recognized British Retail Consortium (BRC), which answers the most competent body worldwide regarding food safety, the Global Food Safety Initiative (GFSI).

At the end of 2021, raw materials and packaging represented 74% of the Company's Cost of Goods Sold (COGS). The main raw materials for Dori products are (% of COGS): i) peanuts 18%; ii) 14% sugar; iii), 8% glycosyrups; iv) cocoa and derivatives 5%; v) zero trans fats 4%; and vi) 2% wheat flour.

Fifteen of our top raw material suppliers hold Food Safety System Certification 22000 (FSSC 22000), a GFSI-recognized food safety certification for food manufacturers. Three suppliers have accreditation by the BRC's global food safety standard.



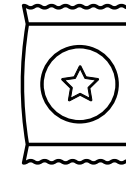
Health and nutrition SASB FB-PF-260a.2



There are Problem-Oriented Research Centers from the Integrated Biotechnological Platform for Healthy Ingredients (**NPOP-PBIS**), projects referring to the Science for Development Program, approved by the Fundação de Amparo à Pesquisa do Estado de São Paulo (Fapesp) – see more on p. 23.

Dori also signed a partnership with Embrapa Amendoim for research and development of improvements in the culture of peanuts.

In 2021, the R&D and Innovation Committee was created, responsible for reflecting on guidelines such as healthiness, nutrition, and consumer health, exploring the following product lines: low sugar, zero sugar, plant-based, gluten-free, vegan, organic, non-GMO, and no artificial flavors and colors. The health agenda is one of the Committee's internal policy pillars the Committee's internal policy.



Product, labeling and marketing SASB FB-PF-270a.1, FB-PF-270a.3, FB-PF-270a.4

We have a regulatory affairs department that carries out all the research and indicates what can be inserted on packaging labels to the marketing division. In addition, on all receipts of packaging materials, we analyze and check the labeling statements according to the Methods of Analysis of Packaging (MAE), evaluating each item's technical arts/plans, which are recorded in specific spreadsheets before release. Due to this work, we have no labeling incidents with our products or financial loss.



R&D and Innovation

We believe that our innovation bias is supported by the work of our R&D team, with deep technical knowledge and extensive market experience and, therefore, capable of identifying and meeting new consumer trends.

To promote growth through new products, increase consumer satisfaction, and reduce production costs, we have a continuous research and development process of new products and the renewal of our lines, and we have partnerships with relevant international players. Thus, we conquer more and more space on our customers' shelves and in the final consumer's shopping basket, prioritizing products with good revenue potential, quality, and an attractive cost-benefit ratio.

We have a highly qualified R&D team with post-graduate degrees in different areas of activity and courses in other countries. This team drives our growth with creativity, effectiveness, efficiency, and speed in delivering their projects.

In the last four years, R&D has been responsible for launching several innovative products on the market, such as the entire line of licorice and gelatin, peanuts for pub, Pettiz sesame and linseed peanuts, peanut eggs, and chocolate eggs, among others. In 2021 alone, 34 products were launched, including new flavors of peanut products, chocolate chips, and several products



BRL 2.7 MILLION
invested in R&D,
just in 2021



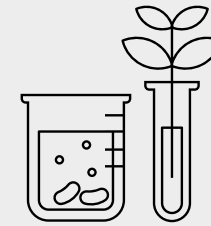
leadership of the Food Technology Institute (Ital) of the Secretary of Agriculture and Supply of the State of São Paulo, involving research institutes, public universities, foundation, cooperative, and companies from São Paulo (*read more in the box*).

We produce healthy food, with less salt, sodium, and sugar, without chemical preservatives. We eliminated any frying process in the peanut category – they are baked. Currently, 29% of our revenue in 2021 comes from products that promote health and nutrition attributes (in total, there are 75 SKUs, all peanut snacks). It's worth mentioning that around 72% of our revenue in 2021 came from plant-based/vegan products, 86% from lactose-free products, 69% from gluten-free products, and 2% from products with nutritional attributes. [SASB FB-PF-260a.1](#)

Our R&D efforts materialize in offering products in different categories with health and nutrition attributes.

developed for our strategic partners (B2B). Our investment in R&D in the year totaled BRL 2.7 million. In addition, to speed up the experimentation and innovation process, we have a pilot plant, with 58 state-of-the-art equipment.

We also participate in relevant research programs, such as the Integrated Biotechnology Platform for Healthy Ingredients (PBIS), under the



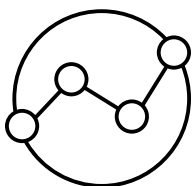
BIOTECHNOLOGY PLATFORM

With the mission of integrating production systems and applying sustainable biotechnological processes for food production, **using national** raw materials, and taking advantage of agro-industry by-products, the **Healthy Ingredients Integrated Biotechnology Platform (PBIS) was created in 2021**.

This platform is formed by public-private partnerships in agile and collaborative environments, integrating R&D institutions, aiming **to drive innovation ecosystems**.

In a pioneering and avant-garde initiative, Dori Alimentos joined the platform, which seeks to **develop healthy ingredients and foods**. In this context, our main lines of research include fibers and sweet proteins; special lipids; vegetable proteins; and phenolic extracts, the healthiest functional foods for human nutrition.

Economic-financial performance



Net Revenue

2021 was a year of excellent results for Dori, despite the adverse effects of the COVID-19 pandemic on small retailers and the global supply chain. We believe that our performance proved, once again, the resilience of our business model, the execution capacity of our employees, and the solidity of our strategy, based on diversification, growth, and sustainable return to share-holders based on innovation.

In 2021, we delivered double-digit growth in the volume of products sold, reaching almost 100 thousand tons and a record BRL 1.3 billion in gross revenue, which represented a growth of 27% over the previous year. During this period, we were able to verify a double-digit growth rate in each of the Company's snacks channels and categories.

We believe it is possible to generate sustainable returns for our shareholders through scale, efficient management, and, above all, innovation in healthy peanut and gelatin snacks. Thus, we have a continuous research and development process, through which we develop products in line with new market trends without sacrificing superior quality, and an attractive cost-benefit ratio. This

positioning allowed us to reach a record EBITDA of R\$ 131.9 million in 2021, 24% higher than that recorded in the previous year, despite the scenario of solid cost increases. We had a 17% growth in net income to R\$71.4 million in the same period, expanded our return on invested capital (ROIC) from 17.6% to 19.0%, and reduced our leverage (net debt/EBITDA) from 2.0x to 1.5x.



Investments

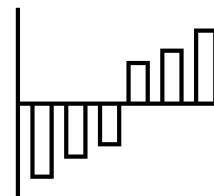
Investments in 2021 totaled BRL 65 million, with R\$ 48 million allocated for expansion, a reduction of 36% YoY (year on year), and R\$ 17 million for maintenance. The investments were mainly related to the expansion and modernization of our industrial park, and environmentally sustainable facilities (ESG), among others.

In terms of ESG, in 2021, Dori allocated resources to migrate to sustainable technologies and solutions within its production processes, such as modern effluent treatment plants, its own photovoltaic power plant, and cisterns for capturing and reusing rainwater, among others. We plan additional disbursements for these projects in 2022 as well.

In 2021, a new production line for snacks will allow us to innovate in creating products with new ingredients such as gelatin, pectin, and their combinations, as well as zero sugar. With this, we intend to serve new markets with new product categories (vertical healthiness) and enter more sales channels.

It is worth mentioning that, in 2021, the amount invested is higher than in other years due to investments in new production lines, as well as the acquisition of a new factory in the city of Marília, through which the Company hopes to expand its operations in the snack market of healthy vegeta-

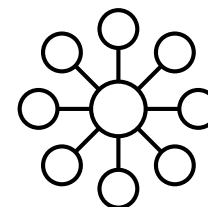
ble protein (plant-based) and peanuts. We expect to partially start operations at this unit in February 2022, receiving fresh peanuts. In April, we plan to activate peanut processing.



Indebtedness

The Company's net debt totaled BRL 203.9 million, BRL 10.6 million below the amount presented in 2020, which resulted in a drop in the leverage ratio to 1.5x (net debt/EBITDA).

The company's indebtedness ended the period at the cost of CDI+3.22% (or 135% of the CDI) and an average maturity term of 2.63 years (or 31.51 months).



Added value

In the accumulated of 2021, the value-added totaled R\$ 438 million. Of this total, BRL 185 million (42%) went to the government through taxes and contributions.

ADDED VALUE DISTRIBUTION (DVA) (R\$ MILLION)

	2021	2020	2019
Amount to distribute	438,186	403,156	500,583
Employees (remuneration, benefits and charges)	155,368	132,172	129,384
Government (taxes, fees and contributions)	185,459	168,888	195,770
Financing (interest and rent)	26,002	41,259	36,482
Shareholders (equity compensation)	71,357	60,837	138,947

OUR CARE FOR THE ENVIRONMENT





Sustainability becomes action through operational routines

Our entire strategy is based on principles that also involve our responsibility to the environment. Our guidelines are based on processes that make better use of natural resources and seek the safety of our employees.

We instituted the Integrated Management System (SGI) in 2018, which centralizes our actions aimed at quality, product and people safety, and the environment, integrating the processes of Environmental Management, Quality, Health, and Safety.

In 2022 the Sustainability Policy will be launched to consolidate Dori's path toward sustainability, a fundamental piece to achieving the Company's long-term goals.

Sustainability becomes action through operational routines, supported by standardized procedures that include SGI premises, in addition to indicators (KPIs) to measure the effectiveness of actions and results. We have three well-structured routine management rituals: Daily Operational Meeting; Weekly Operational Meeting, and Monthly Operational Meeting. At these meetings, KPIs are evaluated to identify opportunities for improvement and develop action plans to leverage results. The CEO attends the monthly meeting, which reinforces Dori's commitment to operational excellence.

In 2021, in line with our strategic planning, we joined the UN Global Compact, a voluntary

initiative of the United Nations that aims to mobilize practices of the business community in the areas of human rights, labor, environment, and combat corruption. Thus, we want to seek greater alignment with the global sustainability plan, facilitating benchmarking with international references and consolidating an integrated and structured medium and long-term strategy. This initiative fostered the consolidation of our strategic sustainability planning (Roadmap 2022-2030), expanding our vision and commitment. The Roadmap covers nine strategic axes: 1) Reducing the Water Footprint; 2) Sustainable Suppliers and Ingredients; 3) Reduction of the Carbon Footprint; 4) Work Safety; 5) Gender Equity; 6) Governance; 7) Social; 8) Product Health and Innovation; and 9) Food Safety, Food Labeling, and Marketing (claims), guidelines that will support our performance in each theme.

As part of the Global Compact signatory initiative, we participate in the Sustainable Development Goals (SDGs) action platform to integrate them into our strategy. The alignment of actions and

their impacts are in sync with the SDGs and can be seen in this report, on p. 47.



Control of atmospheric emissions parameters

The Company manages greenhouse gas (GHG) emissions generated by its activities.

Among the various initiatives are investments in environmentally sustainable installations, such as replacing boilers powered by shale fuel (non-renewable) with biomass (renewable).

In the units of Marília (gum, gelatin, and chocolate snacks factory) and Rolândia (sweets – candies, lollipops, and licorice snacks factory), we monitor gas emissions from stationary and mobile sources, use biomass boiler fuel,

generating carbon credits, and control boiler smoke through a gas scrubber. At the other unit in Marília, which produces healthy peanuts snacks, we use natural gas to supply the boiler and production ovens, allowing a significant reduction in pollutants due to cutting-edge technology and high energy efficiency.



Climate change

Considering climate change and its impacts on the availability of raw materials (sugar, peanuts, cocoa, glucose syrups, wheat flour, among others) for its activity, Dori has been investing in recent years in replacing the use of fossil fuels with renewable sources, in the case of boilers fueled with shale fuel, now using biomass.



We updated our GHG inventory (Greenhouse Gas) in 2021, a process started in 2012, and our initiatives had a positive impact on reducing the carbon footprint in the last decade. As a result of these actions, we achieved a 60% reduction in greenhouse gas emissions from scopes 1 and 2 of the GHG Protocol, totaling around 11 thousand tons/CO₂ eq every year of operation versus a base line of about 18 thousand tons/CO₂ eq.

In 11 years, we sold 219,965 carbon credits, resulting from the certification of the Company's carbon credit project, in which each credit is equivalent to one ton of carbon dioxide that is no longer emitted. **In early 2022, we joined the GHG Protocol**, a Brazilian program that provides a tool for calculating the amount of tCO₂eq emissions.



Dori's primary energy source comes from steam, which is 100% renewable, with electricity coming in second place, which in turn is 90% renewable. Thus, the Company uses 87% of the energy consumed in its industrial plants from renewable sources – biomass and electricity. To measure our strong energy consumption positioning, we can compare our matrix with Ireland, which has

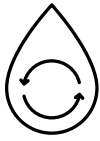
set an ambitious target of achieving a 70% share of renewable energy in its mix of electricity by 2030 (source: <https://www.gov.ie/en/publication/6223e-climate-action-plan-2021>)

Ratifying our environmental positioning, Dori invested in a photovoltaic solar power plant installed at the Marília plant for peanuts snacks (5 MWh/month) and intends to expand the same technology to generate clean energy for its unit in the Marília gums and chocolate plant (11 MWh/month).

ENERGY CONSUMPTION COMPARED TO ENERGY INTENSITY

	2021	2020
Energy consumption (GJ)	379,147	291,304
Energy intensity (GJ/ton produced)	3.53	3.17

Note: Relative consumption (GJ/ton) and total consumption (GJ) have increased in the last year mainly due to the increase in production in general, the start of a new product line, forced cooling in peanut production processes, increase in air-conditioned areas for semi-manufactured products, among others.



Water management

SASB FB-PF-140a.1, FB-PF-140a.2, FB-PF-140a.3

In our units, we use water from the public water collection system and artesian wells, with grants valid for the units carrying out water collection activities.

In line with our 2022-2030 Roadmap to reduce water footprint, we have set a challenging goal of lowering our specific water consumption by 15%. We have intermediate targets to reduce relative water consumption, from 2.15 m³/ton PBI in 2021 to 2.04 m³/ton PB in 2023 and 1.98 m³/ton PBI in 2025, according to Roadmap 2022-2030. We are investing in two Effluent Treatment Stations with high technology, which enable the reuse of 100% of the treated water and the implementation of cisterns to capture rainwater.

In 2021, we conducted a water stress analysis for Dori's operations using the Aqueduct platform, managed by the World Resources Institute, a

globally recognized environmental research organization. Our operations are located in regions with low water stress, even when making a future projection in a pessimistic scenario until 2040.

Our actions

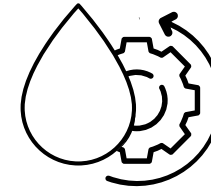
We have artesian wells in the three industrial units to supply the production process, with strict control and monitoring of the collected water quality parameters. On a daily basis, we control pH and chlorination, and every month, we monitor microbiological parameters.

Dori has not recorded non-compliance incidents with water quality and quality licenses, standards, and regulations in its units in the last three years.

Certifications

- The headquarters unit - has had GFSI-BRC certification and auditing since 2007. In 2020 and 2021, we achieved Grade AA.
- Unit 20 (Rolândia) - has GFSI-BRC certification and has been audited since 2011. In 2020 and 2021, we achieved Grade AA.

- Unit 40 (Marília) - has ABICAB certification, from the Associação Brasileira da Indústria de Chocolates, Amendoim e Balas.
- Unit 50 (Marília) - this plant received certification as a storage extension of the Headquarters unit.



Wastewater treatment

Our operations have environmental licensing in force. All of Dori's effluent meets technical criteria according to the standard established by article 19-A of state law nº 997/76, which are monitored according to Cetesb DD 069/2016, SMA resolution 100/2013, and IAP212/2019. The effluents from units 10 and 40, after treatment, are released into the public network. In unit 20, treatment has an additional module (physical/chemical) enabling the use for fertigation in biomass production (eucalyptus plantation), thus closing the cycle of sustainable renewal.

Water is a material topic for the Company. In 2021, aiming at a disruptive improvement, Dori invested in two new stations for units 10 and 40 to enable the reuse of water in cooling towers,

toilets, and patio cleaning. These stations were designed with the technical premise of removing 98% of the contaminant load in unit 10 and 95% in unit 40, well above the current legislation.



Solid waste recycling – “Zero-Landfill” ambition

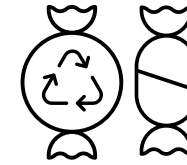
Even though the issue of waste has not been highlighted in the Sustainability Accounting Standards Board (SASB) materiality matrix for the “Processed Foods” sector, Dori considers it relevant and has been investing in several initiatives for some years. Furthermore, this topic is one of the Company's long-term goals of strategic sustainability planning.

According to the National Solid Waste Policy (PNRS) provisions, we implement reverse logistics programs regarding post-consumer packaging. We are also signatories of agreements at the federal and state levels to promote reverse logistics packaging.

We manage this issue through the **Solid Waste Management Plan (PGRS)**, based on the principles of minimization and non-generation of waste, which points out and describes the actions related to its management, covering aspects related to generation, segregation, packaging, collection, storage, transport, recycling, treatment, and final disposal.

In line with the National Solid Waste Policy (PNRS), the Company meets the goal of recovering 22% in reverse logistics from packaging that goes to the market. This process was made possible through partnerships with recycling associations and institutes, such as the **Instituto Paranaense de Reciclagem (InPar)**.

Analyzing waste generation from operations in 2021, **we recycle about 93%**. According to the 2022-2030 Roadmap and the “Zero-Landfill” project, our goal is a 56% reduction in waste in 2026 compared to 6.59% of waste destined in 2021, and we aim to have zero-landfill by 2030. This means that 100% of our waste will be recycled or transformed into other products.



Packaging SASB FB-PF-410a.1

We chose to use recyclable materials in our products. We carry out reverse logistics of cardboard boxes in partnership with two companies. We also develop research aimed at reducing the use of non-recyclable packaging. We have reverse logistics for all packaging losses carried out within the company. For final product packaging, we have agreements with entities.

We use three types of paper/cardboard in our packaging: pure kraft, linear, a mixture of kraft with 50% recycled material, and 100% recyclable cardboard. 70% of our plastic packaging is recyclable. In 2021, plastic film usage totaled 194,323.33 tons and 24,619.24 tons.

OUR CARE FOR SOCIETY

Dori's purpose is to believe in people and work so that together we can build our history.



Our collaborators

People management at Dori is well-structured, based on our mission and values, and is directed to materialize our growth strategy with sustainability.

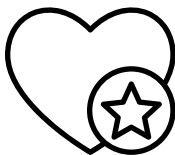
To the point that a culture of care for the environment and the community is incorporated among us. We form an integrated and highly qualified team.

To retain and attract talent, we have a Salary and Variable Remuneration Policy, whose objective is to ensure remuneration in line with the market, define a structure of positions and salaries appropriate to organizational processes, and provide a basis for conduct the employee to know their duties and responsibilities.

We offer profit sharing to all employees through the Profit Sharing Program (PPR), which establishes criteria such as achieving EBITDA and productivity goals. The result of each employee considers the individual commitment and the team result score, determining the participation value of each one, which can reach up to 120% of a nominal salary.

Our Benefits Policy is unified, defined, and eligible by the workplace, always within the current and applicable legislation. Additionally, we offer spontaneous and social benefits that are evaluated according to the local culture, always aiming to deliver well-being to employees and their families. Among the benefits, the following stand out: medical and dental insurance; food basket; cafeteria – for internal employees; food and meal card for external employees; and life insurance.





Recognition

Since our founding, we have been working to institutionalize ourselves, accelerate the development and retention of talent, prioritize workforce engagement, and implement actions to increase our efficiency and productivity.

The present management made Dori win, in 2019, the "Best companies to work" award, a project by the Fundação Instituto de Administração (FIA), with Você SA In 2020, we were in second place in the FIA Ranking 2020 – "Incredible places to work" (large companies category), also carried out by the FIA, this time in partnership with UOL, which recognizes the best work environments in Brazil, measures the levels of satisfaction among employees, covering the work environment, organizational culture, leadership performance, and satisfaction with HR services.

In 2021, the company was named "Most Incredible in Wellness" and ranked second among large companies. The award is based on the FIA Employee Experience Survey (FEEx), carried out between February and June 2021, with more than 180,000 employees from 380 Brazilian companies, in partnership with UOL.

It is worth mentioning that these recognitions took place in years of a pandemic, which gives us the certainty that we provide a safe environment for our employees, who feel accompanied and well attended to.

In addition to being an important recognition, the award works as a check of the navigation route; our north is and always will be the employee's well-being.



ACHIEVEMENTS

FIA Ranking (2021) – Amazing Places to Work (Large Companies): 1st place in the Wellness category; 2nd place for two consecutive years in the ranking of large companies



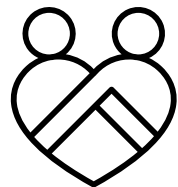
Cozy environment

The units' social centers are equipped with natural gardens and benches, where employees have access to TV, game areas with pool, foosball, table tennis tables, free Wifi, books, and magazines.

We also offer childcare assistance, school kits, and toys for employees' children and children's visits to their parents' workplace. We maintain a calendar of celebrations, such as Mother's Day, and the Company's anniversary, encouraging social gatherings between employees and their families.

We also take care of employees' health, carrying out periodic examinations, and providing support for needs related to mental health. We have psychologists to assist our employees and agreements with a clinic specializing in mental health care treatment.

Dori also has an hourly compensation agreement with local unions, facilitating flexible working hours for employees. Hours can be managed during the year they are in effect as long as they do not exceed 45 hours per month. We offer daily entry and exit flexibility for the administrative team, already available in the system. In this way, our employees can organize themselves between personal and professional tasks.



Diversity

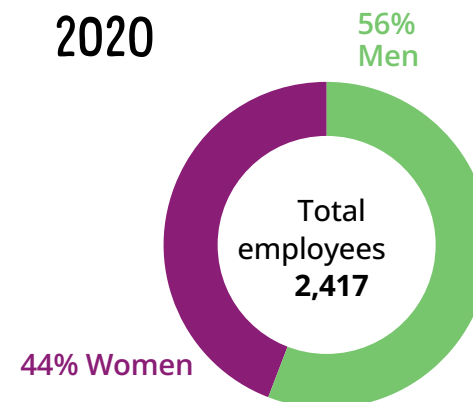
For Dori, the inclusion of diversity in its daily life is an integral part of its story. We actively seek diversity in our workforce. Currently, it is made up of 44% female and 80% of employees are apprentices. We also value the plurality of skills, which contributes to the company's growth.

The PwD and Young Apprentice Programs guide our actions to enhance the initiatives.

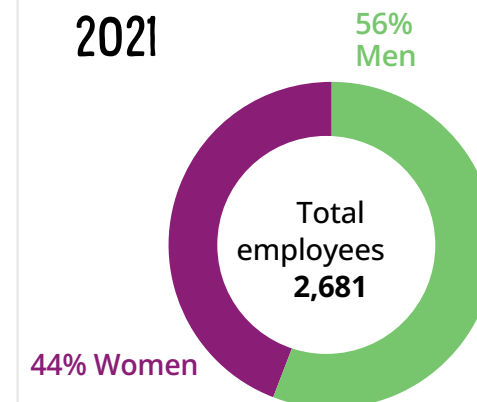
DIVERSITY & INCLUSION

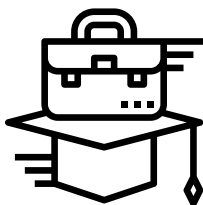
TOTAL NUMBER	GENRE	2020	2021	VAR. %
Employees	Women	1,054	1,176	11.6%
	Men	1,363	1,505	10.4%
Members of the Board	Women	01	01	–
	Men	06	06	–

2020



2021





Young Apprentice Program

Our program invests in continuing education and has already hired more than 200 young people since its implementation in 2016. This means that 30 young people are hired to be part of the Company's workforce every year after their apprenticeship period.

Thus, we invest in training and internal recruitment since more than 50% of these seek higher education after joining the company, qualifying for more complex functions.

HR INDICATORS



GENERATION OF NEW JOBS

2021

829 open vacancies

800 new hires – from the region where Dori is located

2020

871 open vacancies

841 new hires – from the region where the Dori is located



TRAINING 2021

BRL 188 thousand invested

14,643 hours of training

25 campaigns of awareness, like those of Cipa¹

Main themes of training - safety habits in the workplace, ergonomics at work, shocks/energized equipment, fire start, among others.

52 trainings of new employees, considering integration with HR and occupational safety (Sesmt, BPF, and Siga)²

1. Cipa = Internal Accident Prevention Commission.

2. Sesmt = Specialized Services in Safety Engineering and Occupational Medicine; GMP = Good Manufacturing Practices; and Siga = Integrated Environmental Management System.

Security of our collaborators

Dori establishes strict guidelines to maintain the health and safety of its employees. It structures its actions in operational procedures, which include a series of routine documents, monitoring through daily, weekly, and monthly meetings, and measuring the results of its efforts using indicators (*read more in Our care with the environment*).

On occupational safety, we monitor three indicators: severity rate, frequency rate, and, less conventionally, the cost rate of accidents that impact the FAP. This rate generates direct costs for the Company.

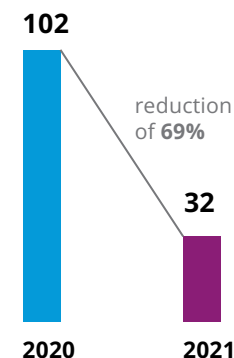
Seeking improvement, in 2020, Dori restructured the Occupational Safety area, directing the focus to the operations sector, which prepared

a mediumterm project, working primarily on two fronts: development of safety culture (safe behavior); and adaptation and improvement of the entire infrastructure of the factories.

We understand that the improvement in the results presented in the following years was relevant, demonstrating the precision and assertiveness of the actions developed. The result is that we ended 2021 with rates well below previous years.

Concerning health and safety, the Company monitors indicators as shown in the chart below:

ACCIDENT SEVERITY RATE - LOST TIME COMPUTED PER MILLION HOURS WORKED (NBR 14280)





Healthy employees

Taking care of the employee's health goes beyond the occupational issue at Dori. Through the Primary Health Care (PHC) program, we provide integrated health care for employees, defined together to maintain healthier habits and control chronic diseases, a continuous monitoring of the preventive care line.

Thus, we make family doctors available to our employees, offering an outpatient structure of primary care, psychosocial support, physiotherapists, speech therapists, nurses, and social workers so that the most diverse care is provided to their people, in addition to medical and dental insurance. Additionally, we maintain an emotional support program with psychologists and psychiatrists from partner clinics.



CAMPAIGNS

Throughout 2021, we developed several internal and external campaigns, such as:

- Vaccination against poliomyelitis;
- Dengue care and prevention, Zika and Chikungunya;
- Immunization in the prevention of influenza strains such as H1N1 and H3N2;
- Yellow September Campaign, for suicide prevention;
- Pink October Campaign, for the prevention of breast cancer;
- Blue November campaign, for prevention of prostate cancer;
- Projects and actions in the fight against COVID-19.



Facing the pandemic

Undoubtedly, one of the most devastating periods in recent human history, the pandemic caused by COVID-19, has affected everyone in many ways.

At Dori, we sought to manage this issue in the best and least impactful way. We created the Health Contingency and Preservation Committee to structure our actions with the effective participation of senior management. In this sense, our first attitude was to guarantee employees their jobs, without exception, which brought serenity to everyone in the face of the crisis.

We also did not reduce wages for those who had a reduction in working hours: we covered the difference over what the government was paying for groups of up to R\$ 5,000, and for higher groups, the reduction was 5%.



MAIN INITIATIVES

At Dori

- Institution of home office
- Development of a guidebook for remote work
- Sharing best practices between teams
- Mask distribution
- Availability of gel alcohol at strategic points in the industrial and administrative units
- Emotional support, with access to psychologists and psychiatrists
- Sponsorship of PCR exams

In the community

- Partnerships with hospitals
- PPE donation
- Donation of mechanical ventilators
- Physiotherapy equipment donation
- Donation of products to Marília, Paraná, and Rio de Janeiro



BRL 1 MILLION
invested in several
internal actions and
for the community
in these two years of
pandemic

Community

With a strong presence in the community, Dori works to promote its economic and social development. In addition to collecting taxes from our activity, which become resources for the municipality, we have several social programs, including contributions to institutions and organizations that serve children and teenagers at risk and volunteer actions with social programs aimed at the community.

Thus, every month, we contribute financially to institutions for the professional and social training of young people who live in situations of vulnerability. When these young people reach the minimum age for the apprenticeship program, they are offered the opportunity to carry out professional activities at the Company.

Internally, we encourage volunteering among our employees, supporting and developing social programs in the community with donations,

whether financial or food and diapers, and occasional campaigns such as the donation of blankets and hospital equipment. In addition to dealing with solidarity issues, this project integrates relationship actions with our internal public. The result reflects on the organizational climate and teamwork and directly impacts the employee's internal issues.

We also invest in social projects using tax incentives in the Marília region and other states. In



+ **than BRL 3.3 MILLION**
invested in encouraged
social projects



the last three years, we have invested more than R\$3.3 million in projects related to the Culture Incentive Law, the Municipal Fund for Children and Adolescents, the Municipal Fund for the Elderly, the Sports Law, the National Support Program for Oncology (Pronon), and the National Support Program for Health Care for Persons with Disabilities (Pronas/PcD), the latter two are contributions that support projects for Cancer Institutions and Hospitals and of hippotherapy of the Association of Parents and Friends of the Exceptional (Oops).



OUR ACTIONS FOR THE BENEFIT OF SOCIETY

- Choir sweet voices
- Actions aimed at generating income and transformation
- Contribution to institutions and organizations that serve children and teenagers at risk
- Volunteering actions, with social programs in the community
- Dori in the Neighborhood
- Donations

OUR GOVERNANCE



Owner's company, with rigorous governance standards

Dori has a track record of adopting the best corporate governance practices. Thirteen years ago it established the Board of Directors, which helps to improve and strengthen business management.

The board comprises seven members, two independent and one woman, supported by the non-statutory Operations, Innovation, and Sustainability Committees, which advise on decision-making. Among the Board's attributions is to establish the ESG and business strategies and support the Board in the execution of the strategic planning.

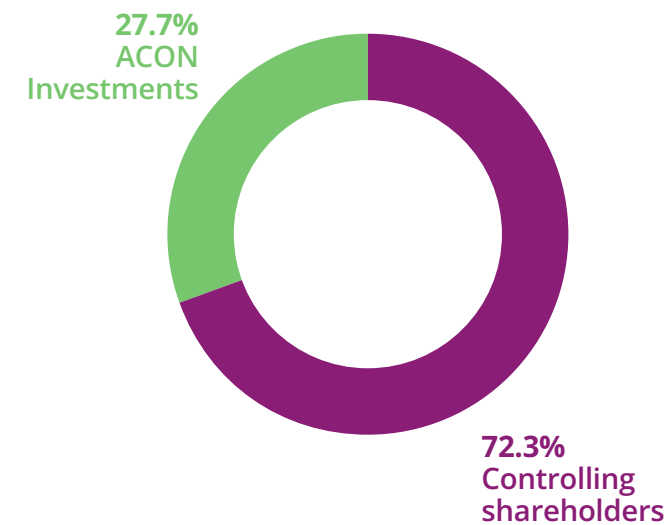
Our Board of Executive Officers comprises qualified professionals with over 20 years of experience in the industry. Most of them have worked at Dori for at least 20 years, demonstrating a solid corporate culture marked by the company's feeling of belonging and ownership. We have a horizontal structure with four main Boards.

We also adopt variable compensation (including bonuses and profit-sharing) according to the performance of our units, encouraging the feeling of ownership, sustainable supply, and production safety, among others.

The adoption of these standards, combined with meeting a series of legal and regulatory requirements, qualified us for registration as a publicly traded company with the Securities and Exchange Commission (CVM) in 2021.

Shareholding composition

We count on the support of our controlling shareholders, who are strongly linked to the conduct of the Company's business, and of ACON Investments, an investor with a long history of investing in private equity in Latin America and the United States.



Ethics and integrity

We value integrity and transparency in the management of our business and our relationships with our audiences.

To structure and systematize our actions, we have developed a robust Integrity Program, which establishes internal integrity mechanisms and procedures to prevent, detect and remedy deviations, fraud, irregularities, and illegal acts.

We revised our Code of Conduct in 2021, which was approved by the Board of Directors, which reinforces our commitment to disseminating a culture of integrity and the constant promotion of a transparent and ethical corporate environment.

The document also includes the importance of complying with legislation and regulations applicable to its activities, especially with laws that prohibit corrupt practices; defines the Compa-

ny's mission, vision and values, respect for people and the environment; donations, contributions, and sponsorships; disciplinary measures applicable to cases of violations; and available communication channels.

We have integrity policies, mechanisms, and procedures that guide our actions and are reassessed whenever necessary, especially in the event of significant changes in the Company's structure, processes, systems, or business model, or in legislation.

Additionally, we have adopted the following integrity mechanisms and procedures: disciplinary measures procedure, which aims to guide our employees regarding the application of disciplinary penalties; Ethics Channel procedure, which establishes guidelines for the Company's whistleblower channel; and investigation procedure,

the objective of which is to establish general requirements for carrying out investigations and investigating complaints, allegations or suspected violations of the Code of Conduct or legislation. Our organizational structures are involved in monitoring the functioning and efficiency of these mechanisms and procedures:



- **Administrative Council** - responsible for approving policies, guidelines and procedures of integrity;
- **Board of Directors** - responsible for promoting high ethical and integrity standards and an organizational culture that demonstrates and emphasizes, to all employees, the importance of integrity procedures and the role of each one in the process;
- **Compliance Department** - responsible for taking the necessary measures to ensure the application and dissemination of the Code of Conduct and monitoring its compliance; proposing new rules or policies related to the Company's integrity program or the revision of existing ones; conducting periodic training on integrity topics; and assisting the Ethics Committee in the investigation of communications received through the whistleblower channel; among other. The Compliance Department is assured of autonomy, impartiality, and authority to perform its duties. To this end, the instance has sufficient material, human and financial resources, and the possibility of reporting to the Chief Executive Officer, when necessary;

- **Ethics Committee** - responsible for investigating the communications received by the whistleblower channel; authorizing the engagement of independent investigation, when necessary; and determining the disciplinary measures applicable to specific cases, among other.
- **Investigation Committee** - responsible for investigating complaints received by the whistleblower channel in accordance with the established procedures; and forwarding the report of conclusions to the Ethics Committee.

Ethics Channel

Through this channel, all employees and third parties can report doubts and reports of non-compliance or suspected non-compliance with the Code of Conduct, policies, internal standards, and current legislation.

The Ethics Channel is outsourced, ensuring the confidentiality of information received and the anonymity of whistleblowers. The Company does not tolerate any form of retaliation against the whistleblower who has made a report in

good faith, even if it is ultimately considered unfounded. Any retaliation is considered a violation of the Code of Conduct, subjecting violators to appropriate disciplinary measures.

To avoid conflicts of interest in the investigation of complaints, the Ethics Channel redirects any complaint involving members of the Investigation Committee, the Audit Committee, or the Ethics Committee to the Board of Directors. In addition, any cases involving the Board of Directors or its members will be investigated by the Audit Committee, with the support of the Compliance Department. Thus, impartiality and autonomy in the investigation of complaints are guaranteed.



ETHICS CHANNEL

Web site - contatoseguro.com.br/dori



Telephone - 0800 512 7711

ATTACHMENTS

Sustainable Development Goals (SDGs)

We carried out a mapping of our operation to relate to the SDGs. We focus on areas where we believe we can have an impact, using our national scale to drive meaningful change for consumers and society.

We seek to positively impact the following SDGs:

SDGS	CONNECTION WITH THE BUSINESS	DESCRIPTION OF IMPACTS ARISING FROM THE COMPANY'S ACTIONS
	<p>Hiring of local labor.</p> <p>Offering education opportunities and professional internships.</p> <p>Battling the causes of poverty and factors of marginalization.</p>	<p>(1) Hiring local labor</p> <p>(2) Agreement with universities</p> <p>(3) Young Apprentice Program</p> <p>(4) Career plan policy</p> <p>(5) Partnership with companies that use inmate labor</p> <p>(6) Training of employees in partnership with (Senai)</p>
	<p>Supplies – hiring small local farmers.</p> <p>Operations – donation of products to institutions that serve children, teenagers, and young people in the vicinity of the manufacturing units.</p>	<p>(1) Purchase from suppliers, such as from small peanut farmers</p> <p>(2) Donation of products to institutions</p>

SDGS

CONNECTION WITH THE BUSINESS

DESCRIPTION OF IMPACTS ARISING FROM THE COMPANY'S ACTIONS



Production of nutritious and healthy food.

Health and wellness initiatives for employees.

- (1) Improvement of the nutrient profile in the product, reduction of fats, sugars, and sodium in the products; development of new recipes to reduce the energy value (calories), lines of snacks and peanuts are roasted instead of fried
- (2) Awards: first place in the Wellness category at the 2020 Incredible Places to Work Award
- (3) Health plan
- (4) Annual flu vaccination
- (5) Project: Conversation circles on mental health
- (6) Donation of diapers
- (7) Program: Mother and child
- (8) Dori unites its employees in actions in favor of children, teenagers, the elderly, and brain patients



Operations – employee literacy and training offer.

Supplies – child labor risks in the value chain.

- (1) Agreement with universities
- (2) Young Apprentice Program
- (3) Training of employees at all levels
- (4) Training of employees in partnership with Senai
- (5) Contract provision for the commitment of suppliers and partners not to use child labor



Operations – gender equity in the hiring and promotion of the internal public.

- (1) Female leadership in the manufacturing environment
- (2) Graph with the percentage of women by the total number of employees
- (3) Equal pay

SDGS

CONNECTION WITH THE BUSINESS

DESCRIPTION OF IMPACTS ARISING FROM THE COMPANY'S ACTIONS



Production process that consumes water.

Inputs that require water for manufacturing.

- (1) Implementation of ETE's
- (2) Reuse of water from the gas scrubber
- (3) Reduction of water consumption per kg of product manufactured
- (4) Water consumption KPI
- (5) Equipment with flow control
- (6) Installation of cisterns to capture rainwater for non-potable use
- (7) Implementation of the so-called dry cleaning
- (8) Use of treated effluent for irrigation in the cultivation of eucalyptus in part of the Ouro Verde site, in Rolândia (PR)



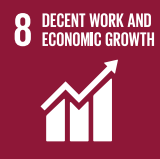


Energy consumption for production

- (1) Installation of photovoltaic panels
- (2) Indicators to reduce consumption and generation
- (3) Use of LED lamps
- (4) Use of equipment with reduced energy consumption

SDGS

CONNECTION WITH THE BUSINESS

DESCRIPTION OF IMPACTS ARISING FROM THE COMPANY'S ACTIONS

	Hiring and labor	<p>(1) Providing full and decent employment (2) Supplier code: hiring legalized suppliers regarding employment and labor laws (3) Quality and work safety policies: NR Committee, Safety Culture</p> <p>Dori developed, in July 2020, a Committee of NRs (composed of a machine operator, electrician, mechanic, and occupational safety technician) aimed at acting in compliance with the Regulatory Norms, which aim at safety at work, seeking to eliminate the existing risk conditions in machines and equipment through activity schedules and risk analysis; the opening of a descriptive memorandum; and monitoring of machinery and equipment adaptation projects to be carried out by specialized companies.</p>
	Innovation processes for a more sustainable business.	<p>(1) R\$ 5.7 million invested annually in R&D (2) Use of biomass in the boiler burning process (3) Implementation of the treatment plant, with the reuse of treated effluent in the cooling towers (4) Use of natural raw materials such as dyes</p>
	<p>Social investment in communities.</p> <p>Public-private partnerships to minimize social inequalities.</p>	<p>(1) Project: "Love in motion" (2) School partnerships: environmental awareness (3) Hiring PwD labor (4) Generation of new job vacancies</p>

SDGS

CONNECTION WITH THE BUSINESS

DESCRIPTION OF IMPACTS ARISING FROM THE COMPANY'S ACTIONS



Reduce negative environmental impact per capita in cities, including paying particular attention to air quality, municipal waste management, etc.

- (1) Energy matrix for steam generation uses biomass in the boiler burning process instead of fossil fuels, reducing the emission of greenhouse gases and generating carbon credits
- (2) Use of equipment such as multicyclone and gas scrubber to remove particulate material during the biomass burning process
- (3) Use of natural gas as an energy source for the boiler
- (4) Adequate waste management (controlled by the PGRS program and the environmental agency Cetesb)
- (5) Practice of selective collection and destination by duly licensed partners
- (6) Adherence to the Post-Consumer Reverse Logistics Program, which allocates resources to help waste pickers and equip regularly constituted recycling associations and cooperatives



Sustainable production process with lesser environmental impact.

- (1) Reduction of water consumption per kg of product manufactured
- (2) Performance Indicators
- (3) Reuse of boiler ash for organic composting
- (4) Reuse of gas scrubber water
- (5) Use of treated effluent sludge for organic composting
- (6) Waste generation KPIs
- (7) Reduction of waste in production lines
- (8) Lectures and awareness campaigns, such as Sipat*
- (9) Training new employees







Sustainable production process with less environmental impact.

Measures to reduce greenhouse effect gas emissions.

- (1) Use of biomass to burn in the boiler
- (2) Carbon credit
- (3) Monitoring of atmospheric emissions, as a fixed source of boilers
- (4) Implementation of black smoke verification using the Ringelman Scale on diesel-powered vehicles entering plants
- (5) Strategy of preparing GHG inventories annually

*Sipat – Internal Workplace Accident Prevention Week.

SDGS	CONNECTION WITH THE BUSINESS	DESCRIPTION OF IMPACTS ARISING FROM THE COMPANY'S ACTIONS
	<p>Waste Management.</p> <p>Treatment of industrial effluents.</p>	<p>(1) Proper waste management through selective collection and partnerships with licensed companies</p> <p>(2) Reverse logistics for 22% of used packaging, in partnership with Eureciclo and InPar</p> <p>(3) Internal awareness campaigns</p> <p>(4) Implementation of the high-tech treatment plant</p>
	<p>Waste Management.</p> <p>Treatment of industrial effluents.</p>	<p>(1) Selective collection</p> <p>(2) Reverse logistics</p> <p>(3) Appropriate disposal of waste through approved and licensed partners</p> <p>(4) Work Instruction (IT) for the disposal of each type of waste</p> <p>(5) Implementation of the high-tech treatment plant</p> <p>(6) Use of biomass to burn in the boiler</p> <p>(7) Maintenance of native species in parts of the Ouro Verde site</p>
	<p>Code of ethics.</p> <p>Compliance.</p>	<p>(1) Audits</p> <p>(2) Code of ethics</p> <p>(3) External ethics channel</p> <p>(4) Review of the Board of Directors</p> <p>(5) Supplier code</p> <p>(6) Audit Committee</p> <p>(7) Investigation Committee</p>
	<p>Policy coherence for sustainable development.</p>	<p>(1) Preparation of the sustainability report</p> <p>(2) Multidisciplinary Sustainability Committee</p> <p>(3) Participation in the third edition of Inova 2030, by Rede Brasil do Pacto Global</p>

Materiality

We are committed to transparently reporting our ESG progress.

Therefore, we undertake to reflect the feedback to shareholders as we continue to align our sustainability reporting with evolving standards.

See below a map of the existing disclosures made by Dori Alimentos for the SASB disclosure framework.

SUSTAINABILITY DISCLOSURE TOPICS AND ACCOUNTING METRICS

UNIVERSE OF SASB SUSTAINABILITY ISSUES	THEME	CODE	ACCOUNTING METRIC	UNIT OF MEASUREMENT	DORI FOOD
Environment	Power management	FB-PF-130a.1	(1) Total energy consumed (2) Percentage of grid electricity (3) Percentage of renewables	Percentage (%)	See page 29 of this document
	Water management	FB-PF-140a.1	(1) Total water withdrawn (2) Total water consumed Percentage of each in regions with high or extremely high baseline water stress	Percentage (%), meters ³	See page 30 of this document
		FB-PF-140a.2	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Number	See page 30 of this document
		FB-PF-140a.3**	Description of water management risks and discussion of strategies and practices to mitigate these risks	N/A	See page 30 of this document

UNIVERSE OF SASB SUSTAINABILITY ISSUES	THEME	CODE	ACCOUNTING METRIC	UNIT OF MEASUREMENT	DORI FOOD
Share capital	Food safety		Global Food Safety Initiative (GFSI) Audit		
		FB-PF-250a.1	(1) Non-compliance rate (2) Associated corrective action fee for: (a) major nonconformities (b) minor nonconformities	Rate	See page 21 of this document
		FB-PF-250a.2	Percentage of ingredients sourced from Tier 1 supplier facilities certified by a food safety certification program recognized by the Global Food Safety Initiative (GFSI)	Percentage (%), by cost	Currently, the company does not monitor this indicator. But this theme will be present in our Roadmap 2022-2030.
		FB-PF-250a.3	(1) Total number of food safety breach notifications received (2) Corrected percentage	Percentage (%), number	See page 21 of this document
		FB-PF-250a.4	(1) Number of recalls issued (2) Total amount of food products collected	Number, metric - tons (t)	See page 21 of this document
Share capital	Health and nutrition	FB-PF-260a.1	Recipe for products labeled and/or marketed to promote health and nutrition attributes	Local currency	See page 23 of this document
		FB-PF-260a.2*	Discussion of the process to identify and managing products and ingredients related to nutritional and health issues among consumers	N/A	See page 21 of this document

UNIVERSE OF SASB SUSTAINABILITY ISSUES	THEME	CODE	ACCOUNTING METRIC	UNIT OF MEASUREMENT	DORI FOOD
Share capital	Product, labeling and marketing	FB-PF-270a.1	Percentage of advertising impressions (1) Made with children (2) Made with children, promoting products that meet dietary guidelines 3	Percentage (%)	The company is currently working on some initiatives that have not yet been implemented in the market.
		FB-PF-270a.2	Revenue from products labeled as: (1) Containing genetically modified organisms (GMO) (2) Non-GMO	Announcement, currency	We do not own products that are labeled GMO or non-GMO.
		FB-PF-270a.3	Number of incidents of non-compliance with industry or regulatory labeling and/or safety codes marketing	Number	See page 21 of this document
		FB-PF-270a.4	Total amount of monetary losses as a result of legal proceedings associated with labeling and/or marketing	Announcement, currency	See page 21 of this document
Business model and innovation	Packaging lifecycle management	FB-PF-410a.1	(1) Total package weight (2) Percentage made from recycled and/or renewable materials (3) Percentage that is recyclable, reusable and/or compostable	Percentage (%), metric - tons (t)	See page 31 of this document
		FB-PF-410a.2*	Discussion of strategies to reduce the environmental impact of packaging throughout its life cycle	N/A	This theme will be present in our Roadmap 2022-2030.

UNIVERSE OF SASB SUSTAINABILITY ISSUES	THEME	CODE	ACCOUNTING METRIC	UNIT OF MEASUREMENT	DORI FOOD
Business model and innovation	Environmental and social impacts of the ingredient supply chain	FB-PF-430a.1	Percentage of food ingredients supplied that are certified to third-party environmental and social standards, and percentages by default	Percentage (%), by cost	See page 15 of this document
		FB-PF-430a.2	<p>Audit of suppliers' social and environmental responsibility</p> <p>(1) Non-compliance rate (2) Associated corrective action fee for:</p> <p>(a) major nonconformities (b) minor nonconformities</p>	Rate	Currently, a screening based on labor aspects is applied, such as the mandatory concerning FGTS and INSS, verification of legal documents such as ASO, work card, and PPRA, and proof of the supply PPE and uniforms. Currently, Dori is in the process of implementing its socio-environmental supplier approval process, with plans by 2026 to have 90% of suppliers in tier 1 in its chain re-registered in the supplier portal (direct from Dori), which will undergo a reformulation, including socio-environmental documentation and licenses, in addition to the application of a checklist for verification.

UNIVERSE OF SASB SUSTAINABILITY ISSUES	THEME	CODE	ACCOUNTING METRIC	UNIT OF MEASUREMENT	DORI FOOD
Business model and innovation	Sourcing of ingredients	FB-PF-440a.1	Percentage of food ingredients from regions with high or extremely high baseline water stress	Percentage (%), by cost	See page 15 of this document
		FB-PF-440a.2*	List of priority food ingredients and discussion of supply risks due to environmental and social considerations	N/A	This topic will be based on our 2022-2030 Roadmap, together with an initiative for the socio-environmental approval of suppliers.
ACTIVITY METRIC			Number of production facilities (#)	4 manufacturing units: i) Marília, SP – unit 10 (starch gums, gelatin, compound lozenges, chocolate chips, and granulated chocolate snacks), with a built area of 30,600 m ² ; ii) Marília, SP – unit 40 (healthy peanuts snacks), with a built area of 20,700 m ² ; iii) Marília, SP – unit 50, with a built area of 30,000 m ² (new division aimed at increasing peanuts snacks, starting operations in 2022); iv) Rolândia, PR - unit 20 (licorice and sweet snacks), with a built area of 26,600 m ² .	

Note: The category of all is quantitative.

*Category: Discussion and Analysis.

CORPORATE INFORMATION

Dori Alimentos SA

<https://dori.com.br/>

Collaborating areas:

CAPEX/Operational Excellence

Compliance

Legal

R&D and Quality

Human Resources

Relationship with investors

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