



Introduction to DORI



WHO WE ARE



One of the largest snack companies¹ in Brazil




+ 55 years
of experience in the
Brazilian market,
public since 2021



Proven
capability in
R&D and
Innovation



Exports to more than
40 countries

 External market
since 1992



4 Industrial
parks
&

8 Distribution
centers

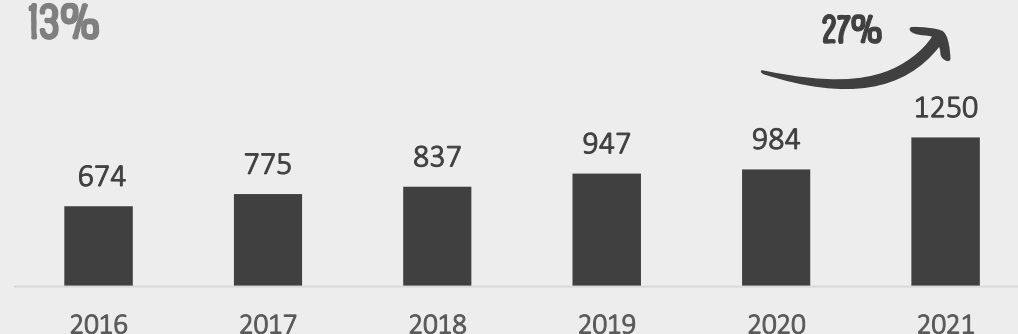


+215 K
points of sale
throughout Brazil
(+33% YoY)



**Diversified
Snacks
Portfolio**

GROSS REVENUE (R\$ MM)
CAGR 13%



ESG HIGHLIGHTS

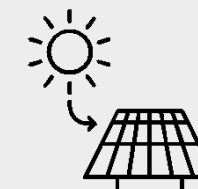
Adherence to the UN Global Compact



87% of the energy matrix in renewable sources.

Category A Issuer Registration with The Securities and Exchange Commission of Brazil (CVM).

FIA Ranking (2021) – **“Amazing Places to Work”** (Category: Large Companies)



¹ According to Nielsen, Retail Index and Cash&Carry, base year 2020

WHO WE ARE



OUR BRANDS



Healthy peanut snacks



Sweet snacks



Chocolate snacks



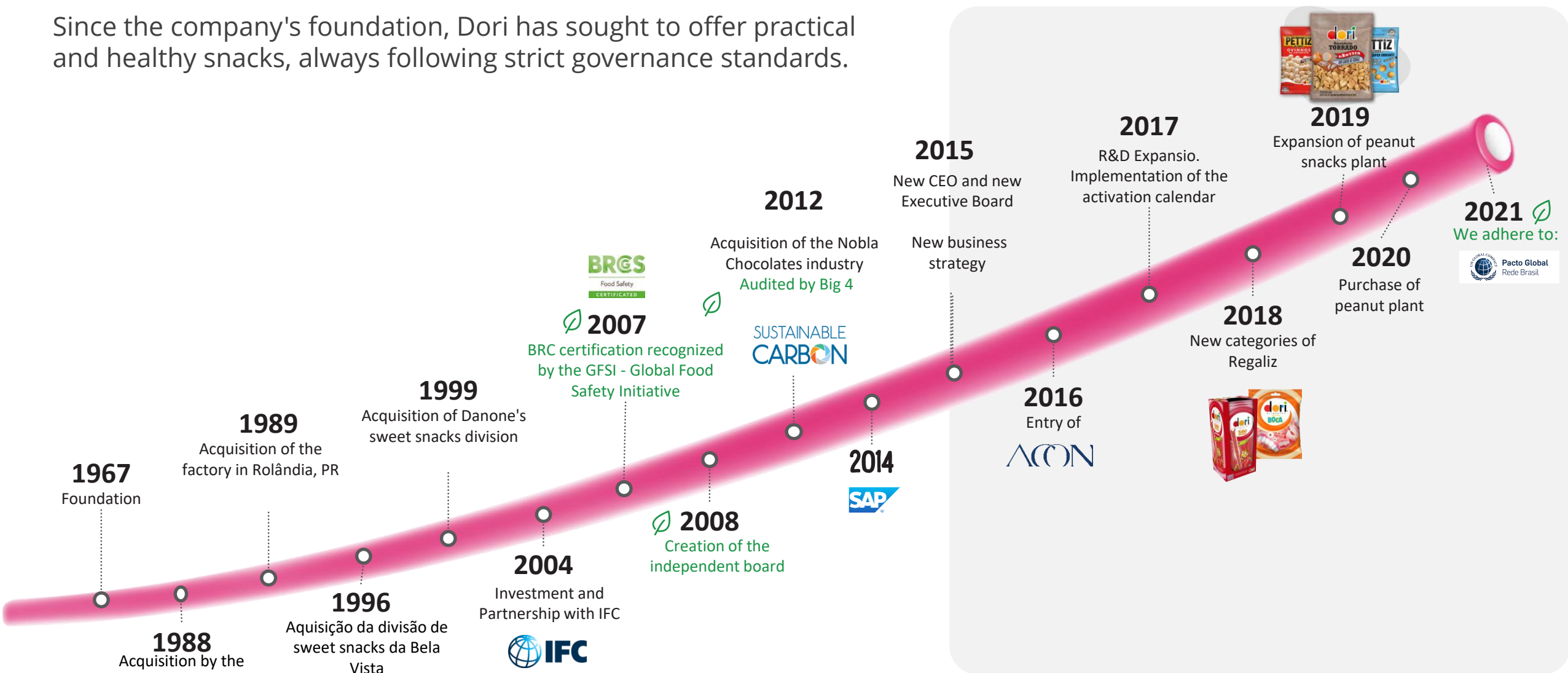
Dori has a **diversified snacks platform**, composed of more than 320 SKUs grouped into three broad categories:

- **healthy peanut snacks** (vegetable/plant-based protein),
- **sweet snacks,**
- **chocolate snacks.**

OUR PASSION FOR SNACKS STARTED IN 1967




Since the company's foundation, Dori has sought to offer practical and healthy snacks, always following strict governance standards.



COMPANY OF OWNERS, WITH HIGH GOVERNANCE STANDARDS



 Years at Dori and years of experience

QUALIFIED EXECUTIVE TEAM

PEDRO LOBO

CEO



RONALD DOMINGUES

CFO & IRD



EDGARD RANGEL FILHO

Director of Integrated Logistics



PAULO CÉSAR VENTURINI

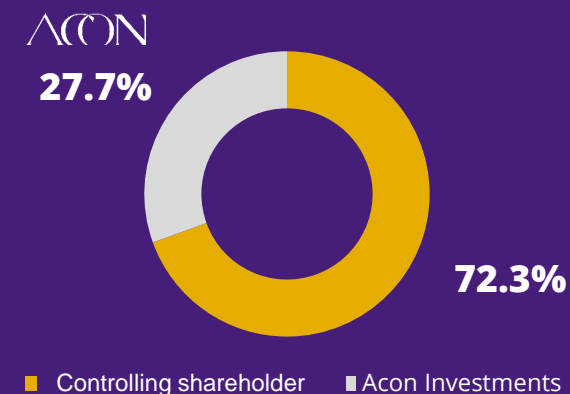
Commercial Director



TEAM FORMED BY **19 PEOPLE** WITH AVERAGE **15 YEARS IN THE COMPANY**

EXPERIENCED BOARD OF DIRECTORS (existing for more than 10 years)

- Total of 7 members
- 2 independent members
- Board of Directors Committees: Audit Committees*, Operations Committee, Innovation Committee, Sustainability Committee



STATE-OF-ART FACILITIES

Broad Spectrum of Certifications



High levels of **automation** and **productivity**

Automated packaging process, with packaging detailing and fractionation



Aligned team with **clear processes**

Production lines with **unrivalled quality machinery**



Our factories



Marília (SP)



Rolândia (PR)



Marília (SP)²



Marília (SP)³

MANUFACTURED PRODUCTS

Gummies, gelatin, and chocolate snacks

Sweet Snacks: Regaliz and Candies

Healthy peanut snacks

New unit focused on the growth of peanut snacks, that started operations in 2022.



Quality certificates for our plants and processes:



BRC certification



ABICAB certification



Certification SQMS McDonald's



Kosher Certification

R&D AND INNOVATION

Unique Innovation Capability

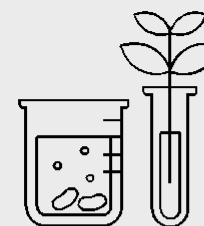


OUR DIFFERENCES



- **Own Pilot Plant**, has 58 equipment with state-of-the-art technology
- **Flexible manufacturing system:** **Efficiency** and **agility** in the delivery of new projects
- **Innovation Projects** with **Research and Development** in more than 40 process and product technologies
- **Experienced Team**, with deep technical knowledge

Multidisciplinary R&D and Innovation Committee in place since 2021 with the “health and nutrition” agenda as one of the pillars of internal policy.



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 **Integrated Biotechnological Platform for Healthy Ingredients (PBIS)** was born in 2021.

In a **pioneering** initiative, Dori Alimentos joined the platform, which seeks to develop healthy ingredients and foods.

WE ADOPT THE ESG PRINCIPLES TRANSVERSAL TO OUR PRODUCTION PROCESS AND DECISION MAKING



Some highlights:

ENVIRONMENTAL IMPACT (E)

- **87%** of its matrix in **renewable sources**
- Generation of **more than 200 thousand tons of carbon credits** in 11 years

SOCIAL IMPACT (S)

- **R\$ 3,3 million** million invested in social projects in the last 3 years.
- FIA Ranking (2021) – **Amazing Places to Work (Large Companies)**: 1st place in the well-being category, 2nd place for two consecutive years in the Large Companies category

(G)OVERNANCE



Pacto Global
Rede Brasil

- **Adherence to the Global Compact**
- **Category A Issuer Registration** with the Brazilian Securities and Exchange Commission (CVM)

OUR LONG TERM COMMITMENT:

REDUCTION OF THE CARBON FOOTPRINT

(kg/year) - Zero Landfill Project



-54%

in 2021 x 2026

REDUCTION OF THE WATER FOOTPRINT

(m³/ton PBI)



-9%

in 2021 x 2026

RESULTS



RESULTS

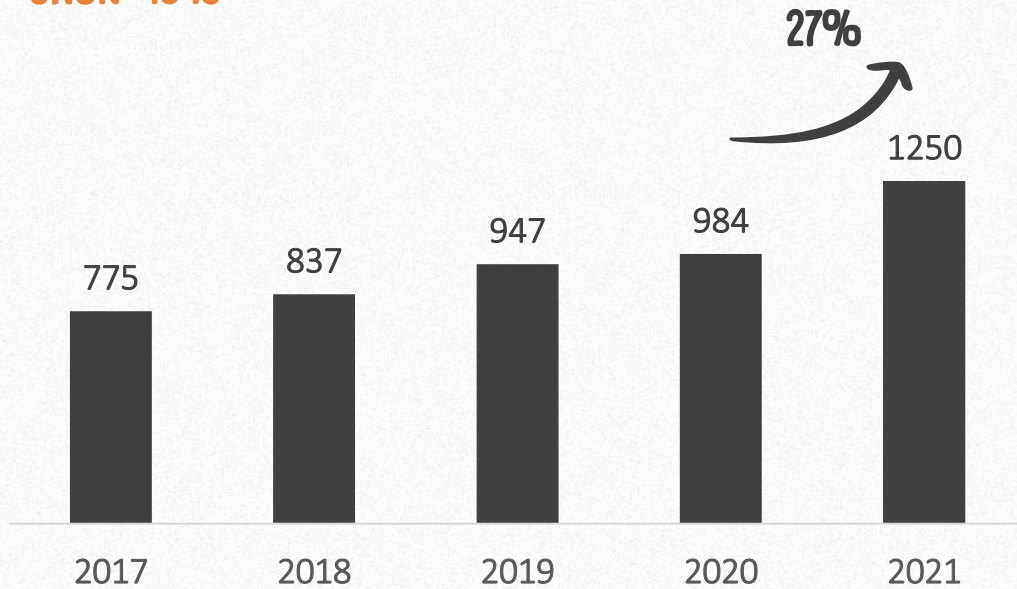


TWO-DIGIT GROWTH ACROSS ALL CATEGORIES AND ALL CHANNELS

GROSS REVENUE

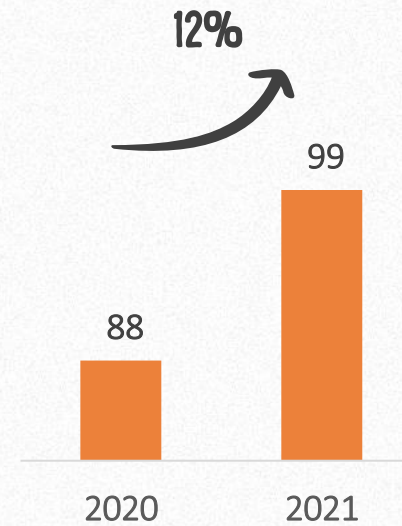
(R\$ MM)

CAGR 13%



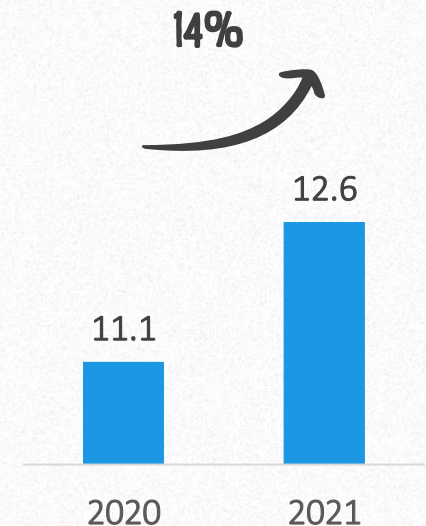
VOLUME

('000 ton)



AVERAGE PRICE

R\$/ kg



RESULTS

STRONG GROWTH IN ALL CATEGORIES OF SNACKS



Main Brands

Main products

% of Net Revenue (2021)

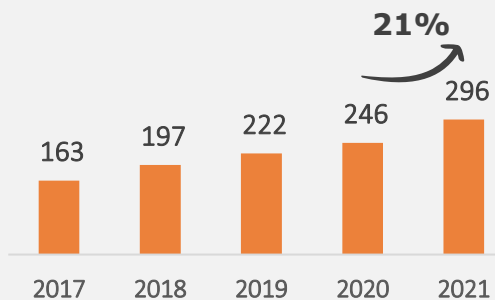
Net Revenue (R\$)

HEALTHY PEANUT SNACKS

Vegetable Protein / Plant Based



32%

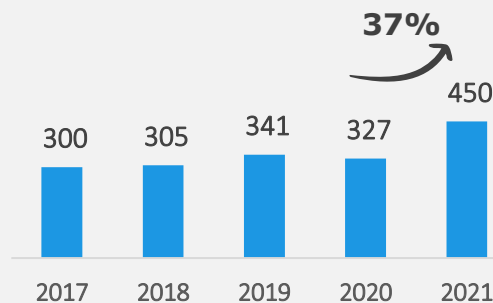


SWEET SNACKS

Starch Gummies (Vegan) and Gelatin



48%

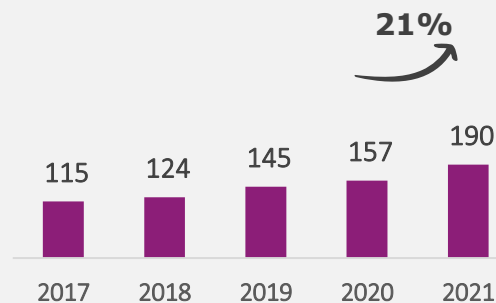


CHOCOLATE SNACKS

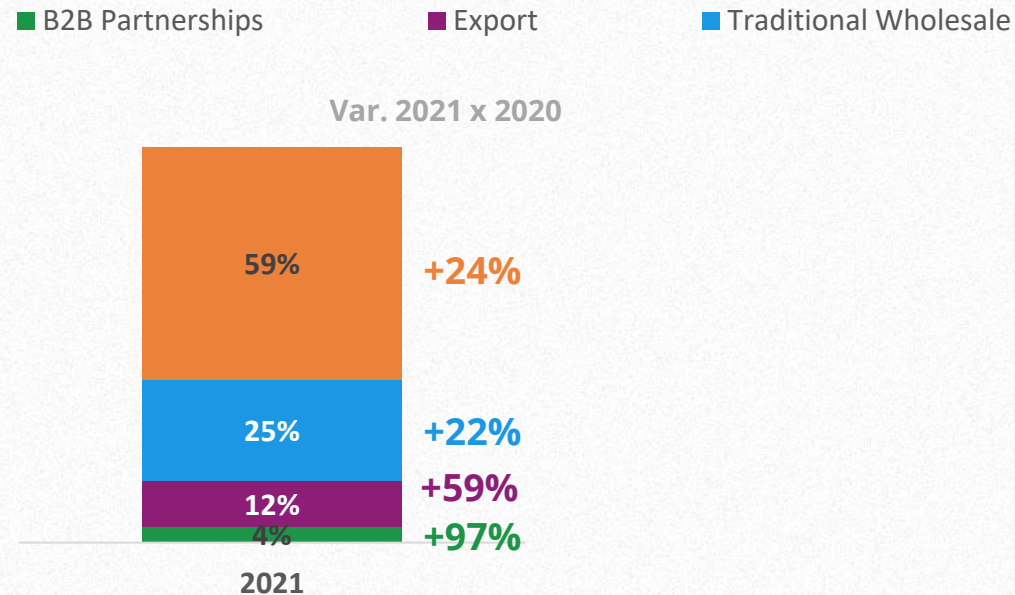
Compounded and Granulated



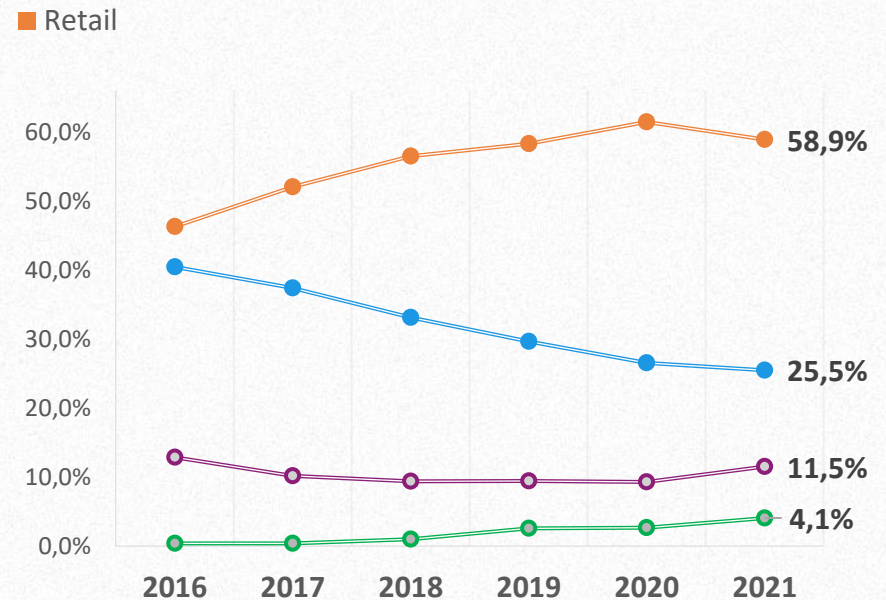
20%



NET REVENUE by sales channel



% NET REVENUE by distribution channel



“B2B Partnerships” was the sales channel that **grew the most in 2021: +97%**. The second biggest growth came from the **“export”** channel **+59%**, mainly due to a growth of almost 50% in the volume of products sold. **“Retail”** channel increased **+24%** and traditional wholesale, which includes wholesale candy stores, grocery stores, party stores, one-price stores and others, grew 22%.

RESULTS

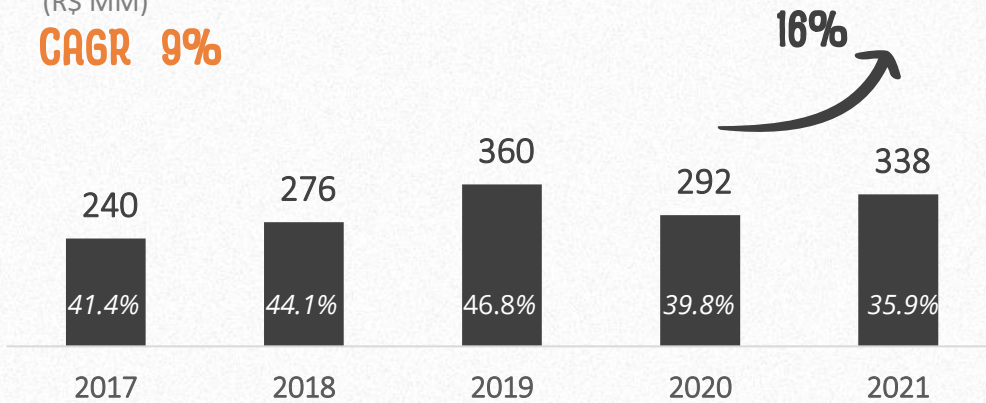


RECORD EBITDA AND NET INCOME DESPITE ADVERSE SCENARIO

GROSS PROFIT AND GROSS MARGIN (%)

(R\$ MM)

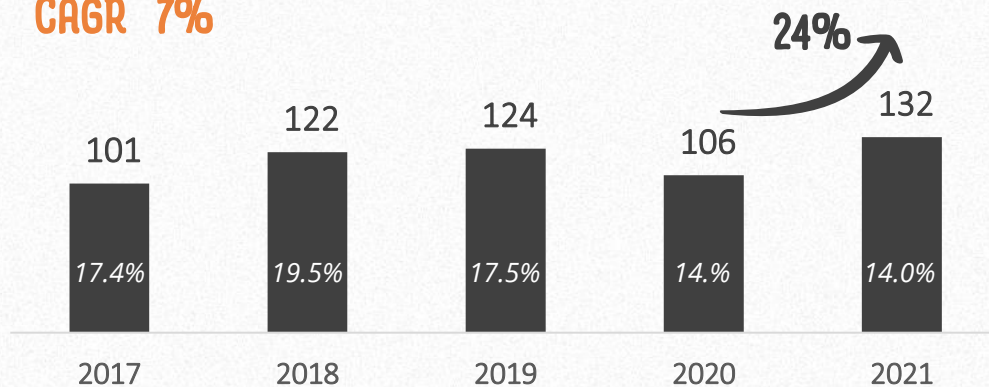
CAGR 9%



EBITDA^{1,2} & EBITDA MARGIN (%)

(R\$ MM)

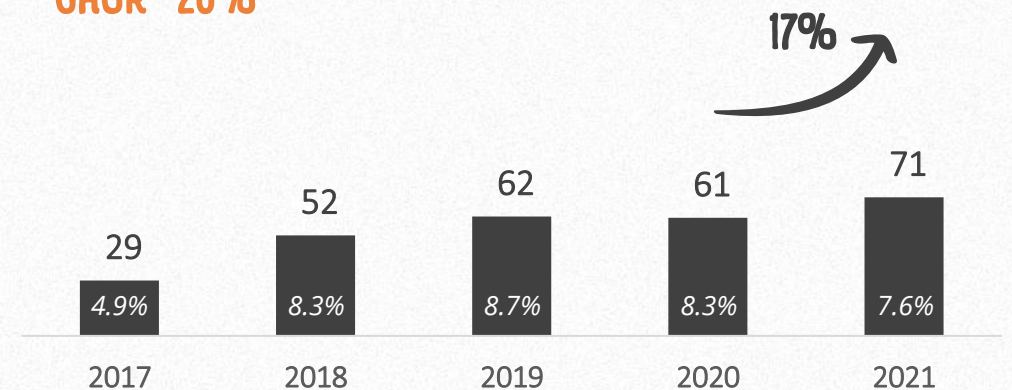
CAGR 7%



NET INCOME^{1,2} & NET INCOME MARGIN (%)

(R\$ MM)

CAGR 26%

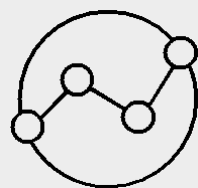


Note: (1) Considers the effect of PIS/COFINS tax credits of R\$61 mm in 2019 and other non-recurring expense items in 2020; (2) % of net revenue calculated based on recurring contribution margin, EBITDA and net income and total revenue for each year, except 2019, where recurring revenue is used, disregarding the effects of PIS/PIS tax credits COFINS

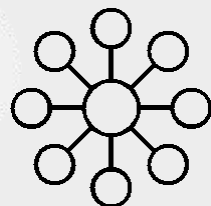
LONG TERM DRIVERS



Expansion of the **healthy plant-based category** over the next 5 years, already started with the purchase of the new plant



Expansion of **premium coated chocolate category**



New channels and other new categories



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