

minerva  
foods



# EARNINGS RELEASE 4Q23 & 2023

## Earnings Release

**Barretos, March 25, 2024** – Minerva S.A. (BM&FBOVESPA: BEEF3 | OTC - Nasdaq International: MRVSY), the South American leader in the export of fresh beef and cattle byproducts, which also operates in the processed foods segment, announces today its results for 4Q23. The financial and operational information herein is presented in BRGAAP and Brazilian reais (R\$), under International Financial Reporting Standards.

### 4Q23 & 2023 Highlights

- Free cash flow in 4Q23, after financial expenses, Capex, working capital and adjusted for the disbursement related to the acquisition of ALC in the period, totaled R\$149.2 million. In 2023, recurring free cash flow, adjusted by the acquisitions of ALC and BPU, totaled R\$535.7 million. Since 2018, the Company's free cash generation has totaled R\$ 6.5 billion.
- Consolidated gross revenue reached R\$6.5 billion in 4Q23, with exports accounting for 67.2% of this amount. In 2023, gross revenue totaled R\$ 28.6 billion, with exports reaching 65.0% of revenues, reinforcing our position as the leading beef exporter in South America, with a market share of approximately 20%. It is worth mentioning that 4Q23 and 2023 reflect the accounting and non-cash effect of CPC 02 and CPC 42 (exchange rate and inflation) on the subsidiaries located in Argentina, with an impact of R\$ 1.5 billion on net revenue and the consequent impact on nominal EBITDA and net income.
- EBITDA came to R\$ 605.9 million in 4Q23, with an EBITDA Margin of 9.8%, 0.9 p.p. higher than in 4Q22. In 2023, EBITDA totaled R\$ 2.6 billion, with an EBITDA margin of 9.5%.
- Net income was R\$ 19.8 million in 4Q23, totaling R\$ 395.5 million in 2023.
- Net financial leverage – measured by the Net Debt/LTM EBITDA ratio – ended 2023 at 2.8x, adjusted by BPU's pro-forma EBITDA, and the amount of R\$ 1.5 billion relating to the initial payment for the acquisition of Marfrig's assets in South America.
- Fighting illegal deforestation:** progress in geomonitoring of direct suppliers in accordance with the Commitment to Sustainability. At present, all of our direct suppliers in Brazil, Paraguay, and Colombia are being monitored against social and environmental criteria. In Argentina, monitoring is in place for around 90% of direct suppliers, and more than 60% in Uruguay.
- MyCarbon:** sole Brazilian company approved for the DFM/Nasdaq carbon trading pilot project, a landmark achievement announced at COP28 in Dubai, United Arab Emirates.
- Remove Program:** presentation of the project to generate carbon credits in the Minerva Foods value chain to Verra.
- Institutional:** the Company has been included in the 2023/2024 portfolios of the Corporate Sustainability Index (ISEB3) and the Carbon Efficient Index (ICO2B3) for the fourth consecutive year. Furthermore, the Company has made notable progress in external evaluations conducted by the Carbon Disclosure Project (CDP) and the Collier Fairr Producer Index.

Minerva (BEEF3)

Price on March 22, 2024:  
R\$ 7.10

Market Cap: R\$4.3 billion  
Shares: 607,283,407  
Free Float: 43.7%

#### Conference Call

March 26, 2024

#### Portuguese and English:

9:00 a.m. (Brasília)

8:00 a.m. (US EDT)

[Webcast](#)

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## Message from Management

Minerva Foods' performance in 2023 reinforces our leading position in South America and strengthens our corporate strategy as one of the main players in the global animal protein market. We ended the year with a net revenue of R\$ 26.9 billion, an EBITDA Adjusted by the pro-forma effects of ALC and BPU of R\$ 2.6 billion, and a net income of R\$ 395.5 million. Free cash generation totaled R\$ 149.2 million in the quarter and R\$ 535.7 million in the year, contributing to the maintenance of a solid capital structure, ending 2023 with a Net Debt/Adjusted EBITDA ratio of 2.8x. Since 2018, the Company's free cash generation has amounted to approximately R\$ 6.5 billion.

**Adjusted EBITDA**  
R\$ 2.6 billion

**EBITDA Margin**  
9.5%

**Net Income**  
R\$ 395.5 million

Minerva Foods ended 2023 with a consolidated gross revenue consisting of 65% from exports, showing that the international beef market is solid and buoyant, creating opportunities for South-American exporters. The imbalance between supply and demand in the global beef protein market continues providing new access to important markets, such as Paraguay's authorization to export to the USA, the recent opening of China to Colombian exports, and the new Brazilian plants authorized to access the Chinese market in early 2024. The global beef supply is increasingly restricted, especially in the USA, which continue to see a negative livestock scenario that worsened throughout 2023 and is expected to further deteriorate in the 2024-2025 period. In contrast, the South-American livestock cycle stands out with the strong availability of animals ready for slaughter, especially in Brazil, but also with herds favorably growing in other countries of the continent, such as Uruguay and Paraguay. In this context, in addition to better competitiveness, Minerva Foods ends up benefiting from its geographical diversification and arbitration strategy in the global beef market, which are essential pillars for the stability and consistency of the Company's results. Besides our international performance, I would like to highlight our performance in the domestic market – gross revenue reached R\$ 10.0 billion in the year. The domestic market is rebounding, particularly in Brazil, benefiting from a positive livestock cycle, coupled with a favorable macroeconomic scenario, factors which naturally encourage local consumption. It is worth noting that such positive performance is reflected in the strengthening of our brands and the maximization of our commercial capillarity, bringing Minerva Foods and its products even closer to end consumers, thereby expanding the Company's opportunities in the domestic market.

**4Q23 Cash Generation**  
R\$ 149.2 million

**2023 Cash Generation**  
R\$ 535.7 million

**Leverage**  
2.8x

Still in 2023, in line with our strategic positioning, in August the Company announced the acquisition of Marfrig's selected assets in South America, which when integrated and after the approval of regulatory procedures, will singularly contribute to our business model, increasing our commercial capillarity, particularly in the international markets and further improving Minerva Foods's arbitration capacity. Another highlight for the year was the newly acquired BPU, in Uruguay, maximizing our access to premium markets like Europe, the USA, Japan, South Korea and China, and increasing operational and commercial synergies in Uruguay. Finally, we must mention the operational consolidation of ALC, our sheep platform in Australia, which achieved excellent results last year. Said initiatives help ratify our geographical diversification strategy, further expanding our arbitration capacity in the global animal protein market.

In the past year, we continued to improve in the sustainability agenda, one of our corporate values and an indispensable component of our business model. Minerva Foods recognizes the crucial role of sustainability in the development of agribusiness and its impact on the importance of global food security. In 2023, advancements in supplier chain monitoring, focusing on combating illegal deforestation, were essential for positioning our products in strategic markets. We invested in engaging partner cattle breeders through the Renove program, implementing regenerative practices that increase the productivity of our partner producers, as well as the positive environmental impact through low carbon emissions and sustainable intensification of livestock activities. Through these initiatives, in partnership with MyCarbon, we add value to beef by neutralizing emissions associated with its production and distribution in the new 'Zero Carbon Impact' product line.

On an institutional level, for the fourth consecutive year, Minerva Foods was listed in the 2023/2024 portfolios of the Corporate Sustainability Index (ISE) and the Efficient Carbon Index (ICO2). Our efforts and investments for the Company's sustainable development, and support for the communities where we operate, ultimately reflect consistent improvements in external sustainability assessments, validating our strategy and contributions to this global challenge. We are confident that we are building a business model with resilient operations adapted to the demands of a responsible and low-carbon economy.

Still in 2023, our corporate integrity program advanced, as we disclosed our 1st Annual Compliance Report, enhancing our risk management processes. Moreover, we successfully concluded another annual integrity training in ethics, the fight against corruption, conflict of interests and money laundering provided for over 3,900 employees. We highlight that we were active in the Agribusiness Collective Anti-corruption Action promoted by the Global Compact Network Brazil, joined the Ethos Institute, and became a signatory to the Business Pact for Integrity and against Corruption (Clean Company).

We end 2023 with a special thanks for all the effort and dedication showed by Minerva Foods' staff, consisting of over 22,000 employees, for the results achieved and challenges faced. Also, we will remain together with consistency, ethics and discipline in 2024. Our management remains committed to ethically running our business, confident of the good prospects of the global beef protein market in 2024, respecting our 5 corporate values, i.e. innovation, commitment, results orientation, sustainability, and recognition, as we believe this is the best way to create consistent value for our shareholders.

**Minerva Foods** – making connections between people, food and nature.

**Fernando Galletti de Queiroz**

**Chief Executive Officer**



In late 2023, the performance of the subsidiaries located in Argentina was impacted by the macroeconomics of the country, especially inflation and exchange rate. Thus, accounting standards (IAS 29 - CPC 42 – hyperinflationary economy and IAS 21 – CPC 02 (R2) – changes in foreign exchange rates and translation of financial statements), which require financial information of subsidiaries located in Argentina to be restated by the closing exchange rate, correcting it based on the inflation index of said country and then translating all financial statements into Brazilian Real, using the closing exchange rate for the year, with the impact on the result concentrated in 4Q23.

As a result of this effect, net revenue from the Argentinian operation had a negative impact of R\$ 1.5 million in the period, with a direct consequence on nominal EBITDA and net income. It is worth noting that it is an accounting adjustment, with no cash effect.

## Results Analysis

### Key Consolidated Indicators

R\$ million	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Total Slaughter ('000 head)	1,078.3	855.3	26.1%	938.1	14.9%	3,873.8	3,749.3	3.3%
Total Sales Volume ('000 metric tons)	354.2	303.2	16.8%	333.8	6.1%	1,290.3	1,223.7	5.4%
Gross Revenue	6,510.7	7,328.3	-11.2%	7,562.5	-13.9%	28,642.5	32,898.0	-12.9%
Export Market	4,376.8	4,573.1	-4.3%	4,871.0	-10.1%	18,617.1	22,553.6	-17.5%
Domestic Market	2,133.9	2,755.3	-22.6%	2,691.4	-20.7%	10,025.4	10,344.3	-3.1%
Net Revenue	6,166.0	6,839.2	-9.8%	7,067.6	-12.8%	26,891.6	30,977.8	-13.2%
EBITDA	605.9	607.5	-0.3%	713.7	-15.1%	2,562.6	2,837.8	-9.7%
EBITDA Margin	9.8%	8.9%	0.9 p.p.	10.1%	-0.3 p.p.	9.5%	9.2%	0.4 p.p.
Net Debt / LTM Adj. EBITDA (x)	2,8 <sup>(1)</sup>	2.2	0.6	2,8 <sup>(2)</sup>	0.0	2.8	2.2	0.6
Net income	19.8	-25.7	N/A	141.0	-86.0%	395.5	655.1	-39.6%

<sup>1</sup> Adjusted EBITDA per BPU proforma (R\$46.4 million - 8 months) and net debt for the early payment of investments (R\$1.5 billion)

<sup>2</sup> Adjusted EBITDA per ALC and BPU proforma (R\$97.9 million, being R\$34.2 million referring to the last month of ALC's consolidation and R\$63.7 million referring to the last 11 months of BPU) and net debt for the early payment of investments (R\$1.5 billion)

## Operational and financial performance

### Slaughter

Consolidated slaughter volume totaled 1,078 thousand head of cattle, up by 26% year on year and by 15% quarter on quarter in 4Q23. In 2023, 3,874 thousand head of cattle were slaughtered, up by 3% over 2022.

The consolidated sheep slaughter volume, from the Company's operations in Australia, reached 1.1 million head in 4Q23, up by 5% quarter on quarter, totaling over 3.9 million head of sheep slaughtered in the full year of 2023.

Figures 1 and 2 – Consolidated Cattle Slaughter (thousand)

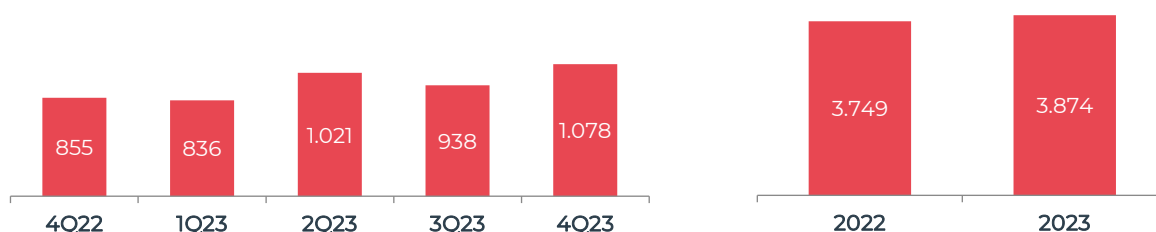


Figure 3 – Sheep Slaughter (thousand)

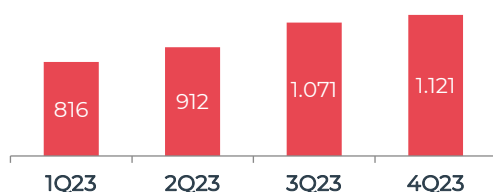
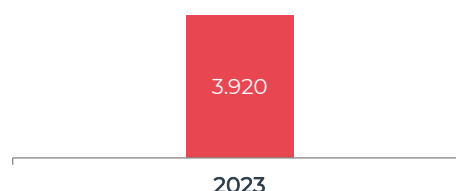


Figure 4 – Sheep Slaughter (thousand)



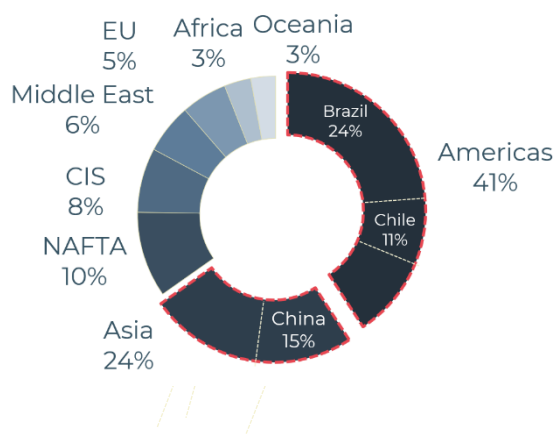
## Gross Revenue

In 4Q23, the Company's consolidated gross revenue reached R\$ 6.5 billion. In 2023, gross revenue totaled R\$ 28.6 billion. In Figure 5 below, we have a more detailed breakdown of gross revenue composition, with the Americas region representing 41%, Asia corresponding to 24%, NAFTA reaching 10% of quarterly gross revenue, followed by the CIS at 8%, the Middle East representing 6%, Europe at 5% of revenue, and finally, Africa and Oceania totaling 3% each.

Gross Revenue (R\$ million)	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Brazil	3,227.7	3,460.4	-6.7%	3,765.3	-14.3%	13,519.0	16,229.7	-16.7%
Argentina	-328.8	734.3	N/A	927.0	N/A	2,492.5	4,388.1	-43.2%
Colombia	275.6	329.0	-16.2%	245.3	12.4%	1,114.1	1,475.5	-24.5%
Paraguay	1,234.6	1,112.3	11.0%	947.7	30.3%	4,270.8	4,910.6	-13.0%
Uruguay	1,286.3	768.8	67.3%	807.0	59.4%	3,711.8	3,516.9	5.5%
Australia	441.1	0.0	N/A	497.6	-11.4%	1,968.7	0.0	N/A
Others <sup>(1)</sup>	374.3	923.5	-59.5%	372.6	0.5%	1,565.6	2,377.1	-34.1%
<b>Total</b>	<b>6,510.7</b>	<b>7,328.4</b>	<b>-11.2%</b>	<b>7,562.5</b>	<b>-13.9%</b>	<b>28,642.5</b>	<b>32,898.0</b>	<b>-12.9%</b>

<sup>(1)</sup> consists of the result from live cattle exports, protein trading, energy trading, and resale of third-party products.

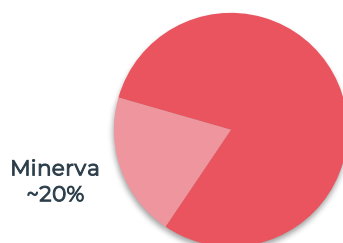
Figure 5 – Breakdown by Gross Revenue by Destination - 4Q23



## Exports - Market Share

Minerva Foods remained the leading beef exporter on the continent. The Company accounted for approximately 20% of South American beef exports in the period.

Figure 6 – 2023 Market Share



Sources: Minerva, Secex, Penta-transaction, OCIT, INDEC/ICA, and Legiscomex

### Export Market – 67.2% of Gross Revenue in 4Q23 | 65.0% in 2023

In 4Q23, export gross revenue was R\$ 4.4 billion, totaling R\$ 18.6 billion in 2023.

The export market accounted for 62.3% of gross revenue of the Brazil division in 4Q23, and 59.4% of its total volume. As for the operations in South America ex-Brazil (Argentina, Colombia, Paraguay and Uruguay), exports reached 74.0% of gross revenue and 66.6% of volume. As for sheep operations in Australia, exports accounted for 63.8% of gross revenue and 50.6% of volume in the period.

In 2023, exports from the Brazil division reached 65.4% of gross revenue and 60.8% of volume, while exports of the operation in South America ex-Brazil totaled 68.1% of gross revenue and 63.9% of volume. As for the sheep operations in Australia, exports accounted for 68.1% of gross revenue and 64.0% of volume in the period.

Below is a more detailed description of exports share in gross revenue and volume by origin:

Exports (% of Gross Revenue)*	4Q23	4Q22	3Q23	2023
<i>Brazil</i>	62.3%	62.1%	67.6%	65.4%
<i>South America ex-Brazil</i>	74.0%	68.0%	62.2%	68.1%
<i>Sheep</i>	63.8%	-	67.7%	68.1%
<b>Total</b>	<b>67.1%</b>	<b>62.4%</b>	<b>65.4%</b>	<b>66.8%</b>

\*Excluding "Others"

Exports (% of Volume)*	4Q23	4Q22	3Q23	2023
<i>Brazil</i>	59.4%	62.7%	62.4%	60.8%
<i>South America ex-Brazil</i>	66.6%	63.1%	61.6%	63.9%
<i>Sheep</i>	50.6%	-	74.4%	64.0%
<b>Total</b>	<b>62.5%</b>	<b>62.9%</b>	<b>62.7%</b>	<b>62.5%</b>

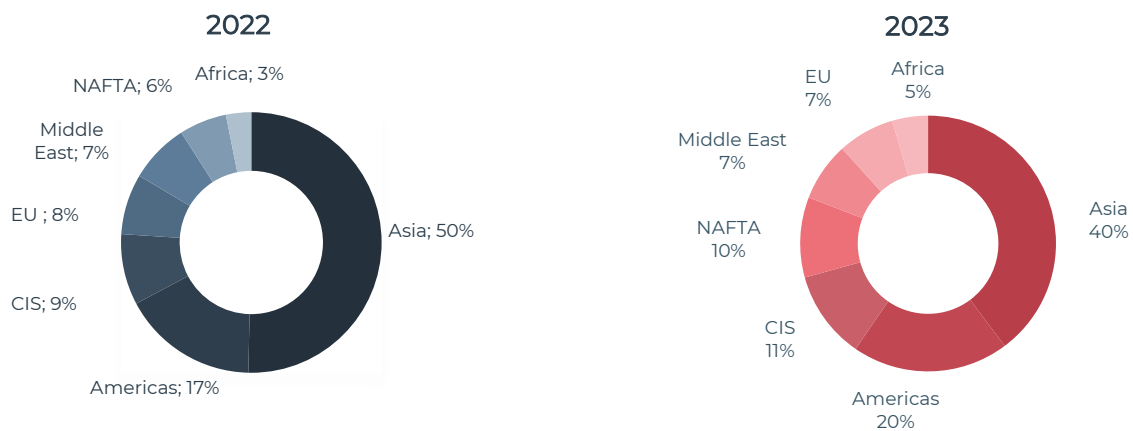
\*Excluding "Others"

### Below is the export revenue evolution by region between 2022 and 2023:

- **Africa:** The region accounted for 5% of exports in 2023, up by 2 p.p. over 2022.
- **Americas:** In 2023, the Americas accounted for 20% of total exports, up by 3 p.p. over 2022, being the second main destination of Minerva Foods' exports.
- **Asia:** Asia accounted for 40% of total exports in the year, down by 10 p.p. over 2022, but remained as the main destination for our exports, particularly China, which represented 32% of the Company's exports in the period.

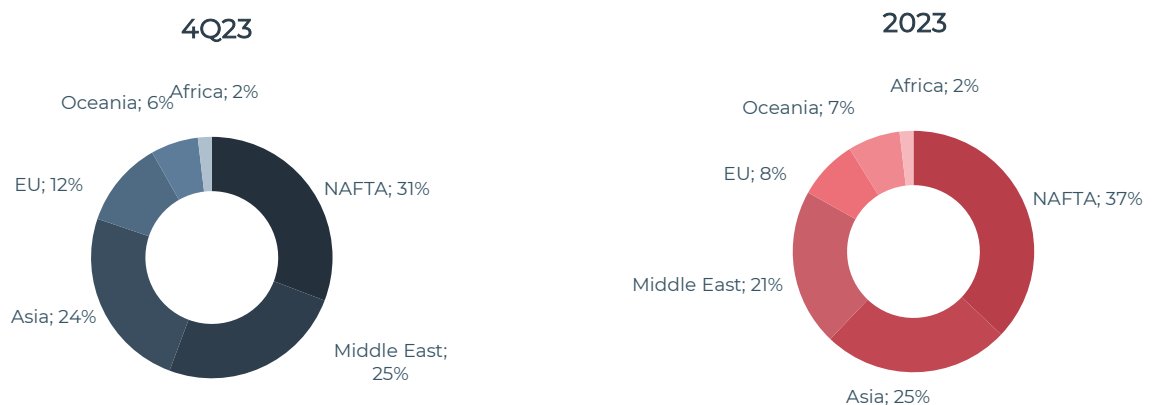
- **CIS (Commonwealth of Independent States):** The share of the Commonwealth of Independent States, essentially represented by Russia, remained flat, at 11% of exports in 2023.
- **European Union:** In 2023, the European Union accounted for 7% of the Company's exports, flat over the previous year.
- **NAFTA:** The region accounted for 10% of exports in 2023, a substantial increase from just 6% last year. It is worth noting that the USA continues to be the largest driver of demand in the region.
- **Middle East:** The Middle East accounted for 7% of total exports, flat year on year in 2023.
- The export revenue from sheep operations in **Australia** was broken down as follows: NAFTA accounting for 37%, followed by Asia with 25%, the Middle East with 21%, the European Union with 8%, Oceania with 7%, and Africa with a 2% share of exports.

Figures 7 and 8 – Breakdown of Export Revenue by Region ex-Australia



Source: Minerva

Figure 9 and 10 – Breakdown of Export Revenue in Australia



Source: Minerva



## Domestic Market – 32.8% of Gross Revenue in 4Q23 | 35.0% in 2023

Gross revenue from the domestic market reached R\$ 2.1 billion in 4Q23 and R\$ 10.0 billion in 2023. Export volumes totaled 132.7 thousand metric tons (up by 18%) in the quarter and 484.5 thousand metric tons (up by 13%) in the year, ratifying the recovery of the domestic market, especially Brazil.

The breakdown of gross revenue, sales volume, and average price is as follows:

Gross Revenue (R\$ million)	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Export Market	4,376.8	4,573.1	-4.3%	4,871.0	-10.1%	18,617.0	22,553.6	-17.5%
Domestic Market	2,133.9	2,755.3	-22.6%	2,691.4	-20.7%	10,025.4	10,344.4	-3.1%
<b>Total</b>	<b>6,510.7</b>	<b>7,328.4</b>	<b>-11.2%</b>	<b>7,562.5</b>	<b>-13.9%</b>	<b>28,642.4</b>	<b>32,898.0</b>	<b>-12.9%</b>







Sales Volume ('000 metric tons)	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Export Market	221.5	190.6	16.2%	209.2	5.9%	805.8	794.2	1.5%
Domestic Market	132.7	112.6	17.9%	124.6	6.5%	484.5	429.5	12.8%
<b>Total</b>	<b>354.2</b>	<b>303.2</b>	<b>16.8%</b>	<b>333.8</b>	<b>6.1%</b>	<b>1,290.3</b>	<b>1,223.7</b>	<b>5.4%</b>

Average Price	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Export Market (US\$/Kg)	4.0	4.6	-12.6%	4.8	-16.4%	4.6	5.5	-15.9%
Domestic Market (R\$/Kg)	16.1	24.5	-34.3%	21.6	-25.6%	20.7	24.1	-14.1%
Average Dollar (source: BACEN)	4.96	5.26	-5.7%	4.88	1.5%	5.00	5.16	-3.2%

## Breakdown by Origin

To increase the disclosure and transparency of the Company's information, a more detailed breakdown of performance by country is provided below:

 <b>Brazil</b>	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Gross Revenue	3,227.7	3,460.4	-6.7%	3,765.3	-14.3%	13,519.0	16,229.7	-16.7%
Sales Volume	156.8	154.1	1.7%	178.3	-12.1%	600.5	613.8	-2.2%
 <b>Argentina</b>	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Gross Revenue	-328.8	734.3	N/A	927.0	-135.5%	2,492.5	4,388.1	-43.2%
Sales Volume	37.3	42.5	-12.2%	41.1	-9.2%	166.2	172.3	-3.5%
 <b>Colombia</b>	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Gross Revenue	275.6	329.0	-16.2%	245.3	12.4%	1,114.1	1,475.5	-24.5%
Sales Volume	14.2	19.6	-27.3%	9.3	52.8%	53.9	72.3	-25.5%
 <b>Paraguay</b>	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Gross Revenue	1,234.6	1,112.3	11.0%	947.7	30.3%	4,270.8	4,910.6	-13.0%
Sales Volume	63.6	56.3	12.9%	51.4	23.8%	223.4	232.8	-4.0%
 <b>Uruguay</b>	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Gross Revenue	1,286.3	768.8	67.3%	807.0	59.4%	3,711.8	3,516.9	5.5%
Sales Volume	62.7	30.8	103.5%	36.5	71.8%	168.7	132.5	27.3%
 <b>Australia</b>	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Gross Revenue	441.1	0.0	N/A	497.6	-11.4%	1,968.7	0.0	N/A
Sales Volume	19.6	0.0	N/A	17.3	13.7%	77.5	0.0	N/A
<b>Others</b>	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Gross Revenue	374.3	923.5	-59.5%	372.6	0.5%	1,565.6	2,377.1	-34.1%

## Net Revenue

Minerva Foods' net revenue was R\$ 6.2 billion in 4Q23, totaling R\$ 26.9 billion in 2023.

It is worth noting that, at the end of the year, Argentina's accounting results were impacted by the maxi-devaluation occurred in 4Q23, with impacts on the balance sheet for the year, arising from regulatory requirements imposed by CPC 42 (IAS 29) - Accounting in Hyperinflationary Economies, directly affecting the level of revenue, and consequently, EBITDA and profitability, as previously explained. Finally, we highlight that it is merely an accounting impact, with no cash effect.

The Company's net revenue had a negative impact of R\$ 1.5 billion, which if normalized, reached R\$ 7.666 million in the quarter and R\$ 28.4 billion in the year.

R\$ million	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Gross Revenue	6,510.7	7,328.3	-11.2%	7,562.5	-13.9%	28,642.5	32,898.0	-12.9%
Deductions and Discounts	-344.7	-489.2	-29.5%	-494.8	-30.3%	-1,750.9	-1,920.2	-8.8%
<b>Net Revenue</b>	<b>6,166.0</b>	<b>6,839.2</b>	<b>-9.8%</b>	<b>7,067.6</b>	<b>-12.8%</b>	<b>26,891.6</b>	<b>30,977.8</b>	<b>-13.2%</b>
% of Gross Revenue	94.7%	93.3%	1.4 p.p.	93.5%	1.2 p.p.	93.9%	94.2%	-0.3 p.p.

## Cost of Goods Sold (COGS) and Gross Margin

COGS corresponded to 78% of net revenue in 4Q23, entailing a gross margin of 22%, up by 3 p.p. year on year. In 2023, COGS corresponded to 79% of net revenue, with a gross margin of 21%, up by 2 p.p. year on year.

R\$ million	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Net Revenue	6,166.0	6,839.2	-9.8%	7,067.6	-12.8%	26,891.6	30,977.8	-13.2%
<b>COGS</b>	<b>-4,796.3</b>	<b>-5,504.3</b>	<b>-12.9%</b>	<b>-5,590.1</b>	<b>-14.2%</b>	<b>-21,378.1</b>	<b>-25,240.4</b>	<b>-15.3%</b>
% of Net Revenue	77.8%	80.5%	-2.7 p.p.	79.1%	-1.3 p.p.	79.5%	81.5%	-2.0 p.p.
<b>Gross Profit</b>	<b>1,369.7</b>	<b>1,334.9</b>	<b>2.6%</b>	<b>1,477.5</b>	<b>-7.3%</b>	<b>5,513.5</b>	<b>5,737.4</b>	<b>-3.9%</b>
Gross Margin	22.2%	19.5%	2.7 p.p.	20.9%	1.3 p.p.	20.5%	18.5%	2.0 p.p.

## Selling, General and Administrative Expenses

In 4Q23, selling expenses accounted for 9% of net revenue, while general and administrative expenses accounted for roughly 5%. In 2023, selling expenses accounted for 8% of net revenue, while general and administrative expenses accounted, once again, for 5%.

R\$ million	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
<b>Selling Expenses</b>	<b>-537.3</b>	<b>-552.3</b>	<b>-2.7%</b>	<b>-585.6</b>	<b>-8.3%</b>	<b>-2,157.1</b>	<b>-2,333.7</b>	<b>-7.6%</b>
% of Net Revenue	8.7%	8.1%	0.6 p.p.	8.3%	0.4 p.p.	8.0%	7.5%	0.5 p.p.
<b>G&amp;A Expenses</b>	<b>-319.4</b>	<b>-295.3</b>	<b>8.1%</b>	<b>-338.9</b>	<b>-5.7%</b>	<b>-1,326.6</b>	<b>-1,026.1</b>	<b>29.3%</b>
% of Net Revenue	5.2%	4.3%	0.9 p.p.	4.8%	0.4 p.p.	4.9%	3.3%	1.6 p.p.

## EBITDA

In 4Q23, Minerva Foods' consolidated EBITDA reached R\$ 605.9 million, with an EBITDA margin of 9.8%.

In 2023, EBITDA totaled R\$ 2.6 billion, with an EBITDA margin of 9.5%. Adjusted EBITDA, including BPU's pro-forma performance, totaled R\$ 2.6 billion.

It is worth noting that, at the end of the year, Argentina's accounting results were impacted by the maxi-devaluation occurred in 4Q23, with impacts on the balance sheet for the year, arising from regulatory requirements imposed by

CPC 42 and CPC 02 (R2), directly affecting the level of revenue, and consequently, EBITDA and profitability, as previously explained. Finally, we highlight that it is merely an accounting impact, with no cash effect.

R\$ Million	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Net Income (Loss)	19.8	-25.7	-177.1%	141.0	-86.0%	395.5	655.1	-39.6%
(+/-) Deferred Income Tax and Social Contribution	21.3	-39.1	-154.6%	-102.2	-120.9%	-54.4	-267.0	-79.6%
(+/-) Financial Result	462.1	562.4	-17.8%	535.9	-13.8%	1,709.0	2,035.1	-16.0%
(+/-) Depreciation and Amortization	102.7	109.9	-6.6%	139.0	-26.1%	512.4	414.5	23.6%
<b>EBITDA</b>	<b>605.9</b>	<b>607.5</b>	<b>-0.3%</b>	<b>713.7</b>	<b>-15.1%</b>	<b>2,562.6</b>	<b>2,837.8</b>	<b>-9.7%</b>
<b>EBITDA Margin</b>	<b>9.8%</b>	<b>8.9%</b>	<b>0.9 p.p.</b>	<b>10.1%</b>	<b>-0.3 p.p.</b>	<b>9.5%</b>	<b>9.2%</b>	<b>0.4 p.p.</b>

## Financial Result

The net financial result in 4Q23 was negative by R\$ 462.1 million, reflected in the “Financial Expenses” line, as result of our higher debt position, with the acquisition of Marfrig’s selected assets in Latin America.

It is worth noting that, in line with its risk management policy, the Company has been hedging at least 40% of its long-term debt in foreign currency.

R\$ Million	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Financial Expenses	-689.2	-337.4	104.3%	-355.4	93.9%	-1,631.2	-1,221.4	33.6%
Financial Revenue	228.2	60.2	278.8%	75.9	200.6%	387.0	185.2	109.0%
Monetary Correction	2.1	-0.3	N/A	-27.0	N/A	-53.1	-155.4	-65.9%
FX Variation	296.3	49.4	500.0%	-289.9	N/A	-79.4	2.1	N/A
Other Expenses	-299.5	-334.3	-10.4%	60.5	N/A	-332.3	-845.5	-60.7%
<b>Financial Result</b>	<b>-462.1</b>	<b>-562.4</b>	<b>-17.8%</b>	<b>-535.8</b>	<b>-13.8%</b>	<b>-1,709.0</b>	<b>-2,035.1</b>	<b>-16.0%</b>
Average Dollar (R\$/US\$)	4.96	5.26	-5.7%	4.88	1.5%	5.00	5.16	-3.2%
Closing Dollar (R\$/US\$)	4.84	5.22	-7.2%	5.01	-3.3%	4.84	5.22	-7.2%

R\$ Million	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
FX Hedge	-212.6	-198.4	7.2%	121.7	N/A	-75.8	-464.9	-83.7%
Commodities Hedge	2.4	-44.8	N/A	15.1	-84.1%	49.3	-75.7	N/A
Fees, Commissions, and Other	-89.3	-91.1	-2.0%	-76.3	17.0%	-305.8	-304.9	0.3%
<b>Financial Expenses</b>	<b>-299.5</b>	<b>-334.3</b>	<b>-10.4%</b>	<b>60.5</b>	<b>N/A</b>	<b>-332.3</b>	<b>-845.5</b>	<b>-60.7%</b>

## Net Income

Net income was R\$ 19.8 million in 4Q23, reaching an accumulated net income of R\$ 395.5 million in 2023.

R\$ Million	4Q23	4Q22	Var. %	3Q23	Var. %	2023	2022	Var. %
Net income (loss) before Income Tax and Social Contribution	41.1	-64.8	N/A	38.8	6.0%	341.2	388.1	-12.1%
Income Tax and Social Contribution	-21.3	39.1	N/A	102.2	N/A	54.4	267.0	-79.6%
<b>Net Income</b>	<b>19.8</b>	<b>-25.7</b>	<b>N/A</b>	<b>141.0</b>	<b>-86.0%</b>	<b>395.5</b>	<b>655.1</b>	<b>-39.6%</b>
% Net margin	0.3%	-0.4%	0.7 p.p.	2.0%	-1.7 p.p.	1.5%	2.1%	-0.6 p.p.

## Cash Flow

## Operating Cash Flow

The Company's operating cash flow was positive by R\$ 937.8 million in 4Q23. The variation in working capital requirements was positive by R\$ 318.0 million. Working capital was positively impacted by the Trade Payables line, which positively contributed R\$ 900.4 million; in contrast, the Inventories line was negatively reflected in R\$ 599.1 million, mainly impacted by a less heated demand at the end of the year.

In 2023, operating cash flow totaled R\$ 2.7 billion.

R\$ Million	4Q23	4Q22	3Q23	2023
Net Income	19.8	-25.7	141.0	395.5
(+) Net Income Adjustments	600.0	231.7	467.5	2,182.1
(+) Variation in working capital requirements	318.0	872.0	581.2	119.9
<b>Operating cash flow</b>	<b>937.8</b>	<b>1,078.0</b>	<b>1,189.7</b>	<b>2,697.5</b>

## Free Cash Flow

In 4Q23, the Company's free cash flow, after investments, payment of interest, and working capital was positive by R\$ 117.3 million. In 2023, excluding impacts of the acquisition of ALC and BPU and the downpayment for the acquisition of Marfrig South America, free cash flow was positive by R\$ 535.7 million.

The Company's free cash generation has totaled R\$ 6.5 billion since 2018.

It is worth noting the impact of the acquisition of ALC, with the initial disbursement in 4Q22, the second installment of R\$ 245.2 million in 1Q23, and the annual installment of R\$ 31.9 million (AUD 10 million) in 4Q23.

R\$ Million	4Q23	3Q23	2Q23	1Q23	2023
EBITDA	605.9	713.7	711.2	531.9	2,562.6
CAPEX	-223.5	-396.7	-187.1	-371.5	-1,178.9
Financial Result (on a Cash Basis)	-583.0	-290.0	-395.0	-172.0	-1,440.0
Variation in working capital requirements	318.0	581.2	62.2	-841.5	119.9
<b>Free cash flow</b>	<b>117.3</b>	<b>608.1</b>	<b>191.3</b>	<b>-853.1</b>	<b>63.6</b>

## Capital Structure

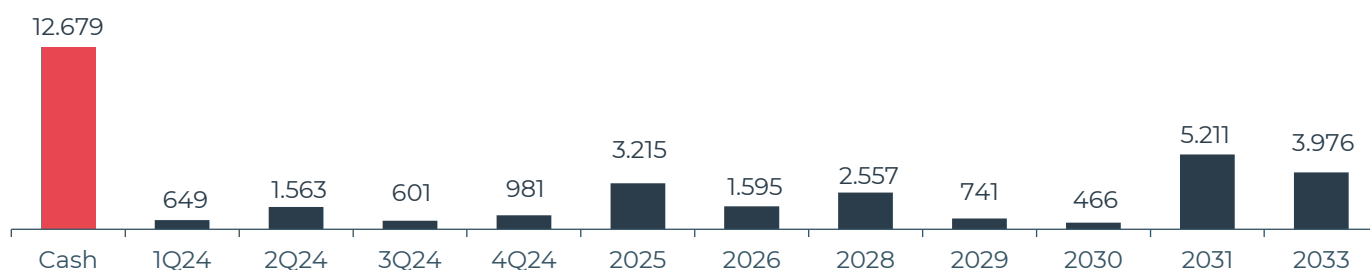
In 4Q23, the Company's cash position was R\$ 12.7 billion, sufficient to amortize its debt maturity schedule until 2030, and in line with Minerva Foods' conservative cash management and capital discipline.

On December 31, 2023, around 65% of gross debt was pegged to the U.S. dollar and, according to our hedge policy, the Company hedges at least 40% of the long-term FX exposure, protecting its balance sheet at times of high exchange rate volatility. At the end of 4Q23, the debt duration was approximately 4.8 years.

Still this quarter, the Company moved forward with its 13th issue of simple debentures, totaling R\$ 2.0 billion, divided into 4 series, due in 2028 and 2030, with cost ranging from 114% to 118% of the CDI rate after swap, with the issue concluded in early October. Additionally, in March 2024, the Company concluded the issue of its 14th simple debentures, totaling R\$ 2.0 billion, divided into 3 series, and opted to swap the 2nd and 3rd series, pegging them to CDI.

Net leverage, measured by the Net Debt/LTM EBITDA ratio, was flat, ending 4Q23 at 2.8x, adjusted by BPU's pro-forma EBITDA of R\$ 46.4 million, and the prepayment of R\$ 1.5 billion for the acquisition of Marfrig's selected assets in South America.

Figure 11 – Debt Amortization Schedule on 12/31/2023 (R\$ million)



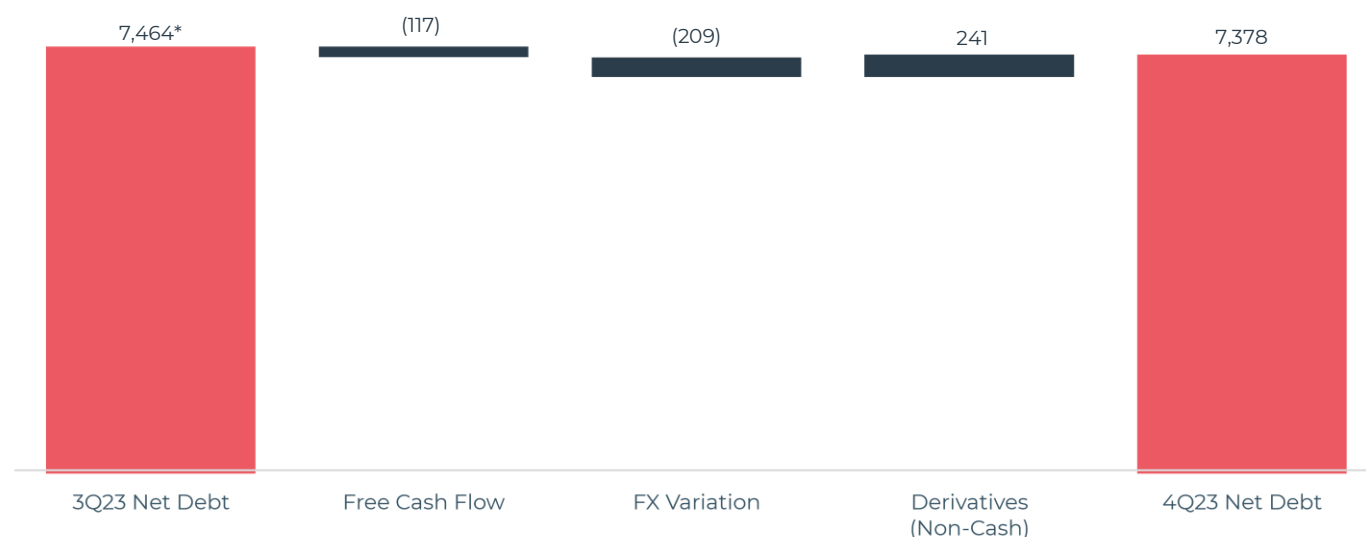
R\$ Million	4Q23	4Q22	Var. (%)	3Q23	Var. (%)
<b>Short-term Debt</b>	<b>3,794.6</b>	<b>2,077.9</b>	<b>82.6%</b>	<b>3,324.4</b>	<b>14.1%</b>
% of Short-term Debt	17.6%	15.1%	2.5 p.p.	17.1%	0.5 p.p.
Local Currency	2,889.4	285.0	913.9%	2,303.4	25.4%
Foreign Currency	905.1	1,793.0	-49.5%	1,021.0	-11.3%
<b>Long-term Debt</b>	<b>17,762.3</b>	<b>11,688.5</b>	<b>52.0%</b>	<b>16,097.3</b>	<b>10.3%</b>
% of Long-term Debt	82.4%	84.9%	-2.5 p.p.	82.9%	-0.5 p.p.
Local Currency	4,557.9	5,716.6	-20.3%	3,582.9	27.2%
Foreign Currency	13,204.4	5,971.9	121.1%	12,514.5	5.5%
<b>Total Debt</b>	<b>21,556.9</b>	<b>13,766.5</b>	<b>56.6%</b>	<b>19,421.7</b>	<b>11.0%</b>
Local Currency	7,447.4	6,001.6	24.1%	5,886.3	26.5%
Foreign Currency	14,109.5	7,764.9	81.7%	13,535.5	4.2%
<b>Cash and Cash Equivalents</b>	<b>-12,678.6</b>	<b>-7,071.5</b>	<b>79.3%</b>	<b>-10,457.3</b>	<b>21.2%</b>
<b>Net Debt</b>	<b>8,878.3</b>	<b>6,695.0</b>	<b>32.6%</b>	<b>8,964.4</b>	<b>-1.0%</b>
<b>Net Debt/Adj. EBITDA (x)</b>	<b>2,8*</b>	<b>2.2</b>	<b>0.6</b>	<b>2,8**</b>	<b>0.0</b>

\* BPU's Pro-forma Adjusted EBITDA (R\$46.4 million) and net debt for the downpayment of investments (R\$1.5 billion)

\*\* Pro-forma Adjusted EBITDA of ALC and BPU (R\$97.9 million) and net debt for the early payment of investments (R\$1.5 billion)

More details on the net debt variations in the quarter are provided below.

Figure 12 – Net Debt Bridge (R\$ million)



\*Net Debt adjusted by the downpayment of investments (R\$1.5 billion)

## Capex

Investments totaled R\$ 223.5 million in 4Q23. Of this amount, roughly R\$ 141.8 million went to maintenance. It is worth noting the annual installment from the acquisition of ALC (Australian Lamb Company), totaling R\$ 31.9 million, in the Expansion line. Additionally, investments in other operations in Brazil and Colombia are also recorded under this line.

See below a breakdown of investments (cash effect) by quarter and in 2023:

R\$ Million	4Q23	3Q23	2Q23	1Q23	2023
Maintenance	141.8	141.4	125.4	75.8	484.3
Expansion	81.7	68.5	61.7	295.7	507.7
Investments in Marfrig's Target Assets	-	1,500.0	-	-	1,500.0
<b>Total</b>	<b>223.5</b>	<b>1,709.9</b>	<b>187.1</b>	<b>371.5</b>	<b>2,492.0</b>



## ESG

Minerva Foods made significant advances in its ESG (environmental, social, and governance) agenda in 2023, solidifying its position as a leader in the animal protein sector. The Company's initiatives were guided by the targets set out in its Commitment to Sustainability.

### Fight against illegal deforestation in the value chain

Minerva Foods successfully achieved its goal of monitoring 100% of its direct suppliers against social and environmental criteria in Brazil and Paraguay in 2020 and 2021, respectively. The Company also surpassed its target in Colombia, achieving 100% monitoring six months ahead of schedule. These impressive results demonstrate the company's commitment to sustainability and responsible sourcing practices. By 2023, Minerva Foods had monitored around 90% of its direct suppliers in Argentina and over 60% in Uruguay. This is a testament to its pioneering spirit.

Minerva Foods' geomonitoring system has once again proven its effectiveness in third-party audits conducted in 2023. The audits, supervised by the Federal Public Prosecutor's Office in the states of Pará, Mato Grosso, and Rondônia, confirmed the Company's 100% compliance with the Monitoring Protocol for Cattle Suppliers in the Amazon, as verified by Grant Thornton Brasil. The Company achieved 100% compliance in its Public Livestock Commitment audit, signed in 2009, with results confirmed by BDO RCS Auditores Independentes. Additionally, for the fourth consecutive year, Minerva Foods achieved 100% socio-environmental compliance in the third-party audit of cattle purchases in Paraguay. All audit reports are publicly available on the company's website.

One of the highlights of the year was the first fully traceable leather export, which resulted from a pilot program that carefully selected partner ranchers capable of tracing the origin of the animals from birth. The product was certified by SBCert, ensuring compliance with the socio-environmental criteria established by the Company. The operation was carried out by Minerva Leather, a business unit specializing in leather, which has become a benchmark in the segment by selling the first 100% traceable product.

The European organization Ecovia Intelligence highlighted advances achieved in the monitoring of the value chain based on socio-environmental criteria. Minerva Foods was the first and only Brazilian company to be recognized in the "Sustainable Food Awards 2023", winning second place in the "Pioneering in Sustainability" category for its important role in building a sustainable food industry.

### MyCarbon and Renove Program

MyCarbon, a subsidiary of Minerva Foods, was established in 2021 with the goal of generating and trading carbon credits to address climate change by transforming production chains.

The company has successfully traded over 1.2 million carbon credits and was the sole Brazilian company approved in the pilot project for trading these certificates at DFM/Nasdaq, a noteworthy accomplishment announced at COP28 in Dubai, United Arab Emirates. This outcome positions MyCarbon as a significant player in South America, offering sustainable products of exceptional quality and credibility on the global stage.

The Renove Program, which was established in 2021, seeks to encourage rural producers to adopt regenerative agricultural practices. In 2023, the program was integrated into MyCarbon's operations and entered into technical cooperation agreements with partner ranchers in six Brazilian states to produce carbon credits and certify ranch operations for the production of carbon-neutral goods. In December, the carbon credit development project was submitted to Verra. This represents a notable step in generating carbon credits from good agricultural practices in the Minerva Foods value chain.

Throughout the year, Minerva Foods has continued to export carbon-neutral products, which are now part of the 'Zero Carbon Impact' line. These products are sourced from audited ranches. The greenhouse gas (GHG) emissions of these ranches are measured throughout the production and distribution process. The project includes emission reduction plans for both ranches and industries. MyCarbon offsets residual emissions by purchasing carbon credits from tree planting and forest preservation projects, which adds value to the product.

## **Minerva Biodiesel**

In 2023, Minerva Biodiesel, a business unit focused on the production of biofuel from vegetable and animal fat, received the International Sustainability and Carbon Certification (ISCC). This certification grants the Company access to the international market, helping to decarbonize the world's energy matrix.

## **Institutional**

In 2023, Minerva Foods received recognition for its ESG agenda and transparency in disclosures.

Institutional Investor recognized the company's ESG program, ranking it first in the 'Most Honored Company' category for the Food & Beverages sector, Small Cap segment. Institutional Investor's assessment of Latin America gathered evaluations from buy-side analysts, asset managers, and sell-side analysts at brokerage firms and financial institutions covering the region. The survey reflects the opinions of investment professionals at 361 financial services companies regarding the categories evaluated in their respective fields.

Minerva Foods has been included in the 2023/2024 portfolios of the Corporate Sustainability Index (ISE B3) and the Carbon Efficient Index (ICO2 B3) on the Brazilian stock exchange B3 for the fourth consecutive year.

Minerva Foods' environmental performance was evaluated by the Carbon Disclosure Project (CDP) and achieved consistent results in 2023, maintaining the score obtained in 2022 for the climate change and forests questionnaires (B) and improving the water security questionnaire score from B- to B. The company has been recognized for its Animal Welfare practices in the 'Beef' category of the Collier Fairr Producer Index, with a 48% increase in its score, positioning itself at the 'Low Risk' level. Furthermore, Minerva Foods has demonstrated outstanding performance in the 'Food safety' and 'Working conditions' indicators.

Furthermore, the company was recognized for its outstanding performance in occupational health and safety in the food industry at the "Commendation of Honour for Merit 2023" awards organized by the Commission of Commendators of Occupational Health and Safety in Brazil.

The Company's Brazilian operations were awarded the "Renewable Energy" seal for the third consecutive year. Since 2020, the Company has been acquiring Renewable Energy Certificates (I-REC), which guarantee that the energy consumed is of clean origin and that the energy generating companies have also adopted distinct practices with respect to social aspects and community relations. The seal is issued by the Totum Institute in partnership with the Brazilian Wind Energy Association (ABEEólica) and the Brazilian Clean Energy Association (Abragel). The Totum Institute conducts an audit for certification based on the seal's regulations. Furthermore, the company's Corporate Greenhouse Gas Emissions Inventory has been awarded the 'Gold' seal by the Brazilian GHG Protocol Program for the third consecutive year.

## Integrity

In 2023, Minerva Foods joined the Ethos Institute and became a member of the 'Clean Company' (Business Pact for Integrity and Against Corruption). By joining the Ethos Institute, Minerva Foods demonstrates its commitment to ethical business practices and social responsibility. The Ethos Institute for Business and Social Responsibility is a public interest civil society organization that aims to promote social responsibility in companies and contribute to the construction of a sustainable and fair society. The Business Pact for Integrity and Against Corruption is a voluntary commitment aimed at promoting honesty and ethics in the market. These initiatives serve to reinforce the Company's corporate governance practices.

## Subsequent Events

### 14th Debenture Issue

On March 21, 2024, the Company concluded its 14th issue of simple debentures, divided into 3 series, totaling R\$ 2 billion, remunerated as follows:

Series	Amount (million)	Remuneration	Maturity	Swap
1 <sup>st</sup> Series	R\$ 360	CDI + 1.10% p.a.	03/15/2029	-
2 <sup>nd</sup> Series	R\$ 612	11.81% p.a.	03/15/2029	CDI + 1.10% p.a
3 <sup>rd</sup> Series	R\$ 1,028	12.16% p.a.	03/17/2031	CDI + 1.20% p.a

### New authorizations - China

On March 12, 2024, the Company announced two new authorizations to export beef to China. The General Administration of Customs of the People's Republic of China (GACC) announced that the plants located in Araguaína (TO) and Janaúba (MG) are authorized to export to China.

As a result, and considering our recent authorizations, our exposure to the Chinese market totaled 10 (ten) production units, with a slaughter capacity of over 13 thousand head of cattle/day, being 5 plants in Brazil, 4 in Uruguay, and 1 in Argentina.

### Authorizations from Colombia to China

On March 19, 2024, the Company announced that, following up on the Notice to the Market from September 25, 2023, the Company was notified of the authorization of its 2 (two) productive plants in Colombia, Bucaramanga and Ciénega de Oro, to export Colombian beef to China.

Therefore, considering the recent authorizations, our exposure to the Chinese market totals 12 (twelve) production units, with a slaughter capacity of approximately 14.7 thousand head of cattle per day, comprising 5 plants in Brazil, 4 plants in Uruguay, 1 plant in Argentina, and 2 in Colombia.

## About Minerva S.A.

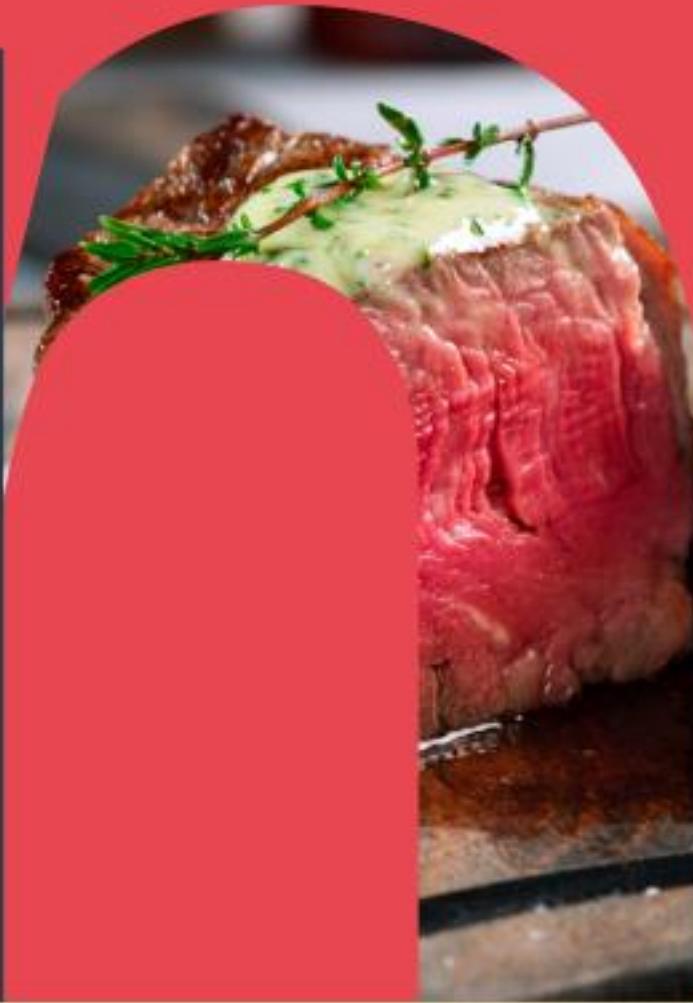
Minerva Foods is the South American leader in beef exports and also operates in the processed foods segment, selling its products to over 100 countries. Present in Brazil, Paraguay, Argentina, Uruguay, Colombia and Australia, Minerva operates 30 slaughter and deboning plants and 3 processing plants. In 2023, the Company recorded gross sales revenue of **R\$ 28.6 billion**, 13% lower than in 2022.

### Relationship with Auditors

Under CVM Resolution 162/22, we announce that our auditors were not engaged in services other than those related to the external audit in 2022, and in the year ended December 31, 2023.

### Statement from Management

Under CVM Instructions, Management declares that it has discussed, reviewed and agreed with the individual and consolidated accounting information for the fiscal year ended December 31, 2023, and the opinions expressed in the independent auditors' review report, hereby authorizing their disclosure.



## APPENDIX 1 - INCOME STATEMENT (CONSOLIDATED)

(R\$ thousand)	4Q23	4Q22	3Q23	2023	2022
<b>Net operating revenue</b>	<b>6,166,017</b>	<b>6,839,176</b>	<b>7,067,636</b>	<b>26,891,609</b>	<b>30,977,769</b>
Cost of goods sold	-4,796,272	-5,504,312	-5,590,113	-21,378,060	-25,240,352
<b>Gross profit</b>	<b>1,369,745</b>	<b>1,334,864</b>	<b>1,477,523</b>	<b>5,513,549</b>	<b>5,737,417</b>
Selling expenses	-537,270	-552,265	-585,632	-2,157,115	-2,333,667
General and administrative expenses	-319,401	-295,341	-338,884	-1,326,647	-1,026,128
Other operating revenues (expenses)	-9,831	10,368	21,682	20,411	45,613
<b>Result before financial revenues (expenses)</b>	<b>503,243</b>	<b>497,626</b>	<b>574,689</b>	<b>2,050,198</b>	<b>2,423,235</b>
Financial expenses	-689,159	-337,409	-355,379	-1,631,211	-1,222,368
Financial revenue	228,184	60,242	75,911	386,961	185,169
Monetary correction	2,118	-293	-26,992	-53,081	-155,446
FX variation	296,258	49,378	-289,888	-79,354	2,090
Other financial expenses	-299,507	-334,308	60,482	-332,360	-844,571
<b>Financial result</b>	<b>-462,106</b>	<b>-562,390</b>	<b>-535,866</b>	<b>-1,709,045</b>	<b>-2,035,126</b>
<b>Income (loss) before taxes</b>	<b>41,137</b>	<b>-64,764</b>	<b>38,823</b>	<b>341,153</b>	<b>388,109</b>
Income and social contribution taxes - current	-10,121	-26,613	-5,515	-26,243	-64,808
Income and social contribution taxes - deferred	-11,206	65,693	107,719	80,623	331,763
<b>Income (loss) for the period before non-controlling interest</b>	<b>19,810</b>	<b>-25,684</b>	<b>141,027</b>	<b>395,533</b>	<b>655,064</b>
Controlling shareholders	27,765	-28,215	155,496	421,054	652,533
Non-controlling shareholders	-7,955	2,531	-14,469	-25,521	2,531
<b>Profit (loss) for the period</b>	<b>19,810</b>	<b>-25,684</b>	<b>141,027</b>	<b>395,533</b>	<b>655,064</b>



**APPENDIX 2 - BALANCE SHEET (CONSOLIDATED)**

(R\$ thousand)	4Q23	4Q22
<b>ASSETS</b>		
Cash and cash equivalents	12,678,589	7,071,463
Trade receivables	2,402,072	2,487,540
Inventories	2,017,905	1,658,467
Biological assets	55,210	434,897
Taxes recoverable	545,882	750,670
Other receivables	436,042	583,682
<b>Total current assets</b>	<b>18,135,700</b>	<b>12,986,719</b>
Taxes recoverable	100,326	115,481
Deferred tax assets	910,184	792,811
Other receivables	318,077	146,840
Judicial deposits	13,654	22,013
Advance payment for the acquisition of investments	1,500,000	0
Investments	197,455	242,104
Fixed assets	5,693,291	5,234,666
Intangible assets	1,725,467	1,859,494
<b>Total non-current assets</b>	<b>10,458,454</b>	<b>8,413,409</b>
<b>Total assets</b>	<b>28,594,154</b>	<b>21,400,128</b>
<b>LIABILITIES</b>		
Loans and financing	3,794,555	2,077,939
Leases	10,477	9,677
Trade payables	3,727,546	3,519,543
Labor and tax liabilities	402,835	373,011
Other payables	1,811,090	2,149,571
<b>Total current liabilities</b>	<b>9,746,503</b>	<b>8,129,741</b>
Loans and financing	17,762,327	11,688,535
Leases	17,495	28,688
Labor and tax liabilities	35,219	40,147
Provision for contingencies	36,178	58,886
Other payables	102,378	11,395
Deferred tax liabilities	234,504	380,241
<b>Total non-current liabilities</b>	<b>18,188,101</b>	<b>12,207,892</b>
<b>Shareholders' equity</b>		
Share capital	1,619,074	1,619,074
Capital reserves	156,771	138,711
Revaluation reserves	44,422	45,970
Profit reserves	979,869	671,267
Additional dividend proposed	0	181,314
Treasury shares	-215,699	-235,396
Other comprehensive income (loss)	-2,410,058	-1,914,112
<b>Total shareholders' equity attributed to controlling shareholders</b>	<b>174,379</b>	<b>506,828</b>
Non-controlling interest	485,171	555,667
<b>Total shareholders' equity</b>	<b>659,550</b>	<b>1,062,495</b>
<b>Total liabilities and shareholders' equity</b>	<b>28,594,154</b>	<b>21,400,128</b>

## APPENDIX 3 – CASH FLOW (CONSOLIDATED)

(R\$ thousand)	4Q23	4Q22	3Q23	2023	2022
<b>Cash flow from operating activities</b>					
Result for the period	19,810	-25,684	141,027	395,533	655,064
<b>Adjustments to reconcile net income provided by operating activities:</b>					
Depreciation and amortization	102,657	109,881	138,990	512,426	414,525
Estimated loss with doubtful accounts	1,623	2,187	2,623	11,121	3,435
Proceeds from the sale of fixed assets	14,928	2,722	94	15,560	71,241
Fair value of biological assets	0	-7,386	-14,406	38,005	44,438
Net effect from business combination/non-cash transactions	0	0	-264,307	-264,307	0
Deferred income tax and social contribution	11,206	-65,693	-107,719	-80,623	-331,763
Financial charges	691,662	337,773	358,189	1,638,983	1,222,732
FX variation – not realized	-233,544	-191,217	320,310	249,201	-12,654
Monetary correction	-2,118	293	26,992	53,081	155,446
Provision for contingencies	-617	24,831	865	-22,708	15,509
Equity instruments granted	14,244	18,291	5,877	31,366	18,291
Trade receivables and other receivables	-557,942	442,962	278,939	120,188	208,475
Inventories	-599,065	226,156	352,432	-273,492	524,226
Biological assets	156,804	65,600	-61,682	61,380	-11,375
Taxes recoverable	127,701	132,835	60,107	225,854	45,867
Judicial deposits	7,512	-456	662	8,359	189
Trade payables	900,426	-314,186	-251,857	99,057	-283,778
Labor and tax liabilities	-27,904	-66,706	-16,730	213	-70,995
Other payables	310,419	385,752	219,281	-121,709	465,819
<b>Cash flow from operating activities</b>	<b>937,802</b>	<b>1,077,955</b>	<b>1,189,687</b>	<b>2,697,488</b>	<b>3,134,692</b>
<b>Cash flow from investing activities</b>					
Advance payment for the acquisition of investments	0	0	-1,500,000	-1,500,000	0
Acquisition of subsidiary minus availability in the acquisition	0	-802,618	0	0	-802,618
Investment acquisition	-31,917	-42,263	8,175	-268,967	-42,263
Acquisition of intangible assets	-4,032	-15,286	-2,782	-21,581	-49,672
Acquisition of fixed assets	-187,597	-231,651	-207,134	-693,321	-763,591
<b>Cash flow from investing activities</b>	<b>-223,546</b>	<b>-1,091,818</b>	<b>-1,701,741</b>	<b>-2,483,869</b>	<b>-1,658,144</b>
<b>Cash flow from financing activities</b>					
Loans and financing raised	2,705,688	1,514,060	5,789,783	9,532,581	5,745,669
Loans and financing settled	-1,171,416	-2,087,991	-1,139,139	-3,808,357	-6,923,978
Commercial leasing	-3,313	-6,115	-2,316	-10,523	-13,349
Capital payment in cash	0	0	0	0	2,936
Additional dividend proposed	0	0	0	-181,314	-200,000
Interim Dividends	0	0	-114,000	-114,000	-128,078
Sale of treasury shares	0	9,521	-736	6,141	9,521
Non-controlling interest	874	0	-11,787	-70,496	55,357
<b>Cash flow from financing activities</b>	<b>1,531,833</b>	<b>-570,525</b>	<b>4,521,805</b>	<b>5,354,032</b>	<b>-1,451,922</b>
FX variation on cash and cash equivalents	-24,794	-310,298	250,272	39,475	-255,172
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>2,221,295</b>	<b>-894,686</b>	<b>4,260,023</b>	<b>5,607,126</b>	<b>-230,546</b>
Cash and cash equivalents					
Beginning of the period	10,457,294	7,966,149	6,197,271	7,071,463	7,302,009
End of the period	12,678,589	7,071,463	10,457,294	12,678,589	7,071,463
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>2,221,295</b>	<b>-894,686</b>	<b>4,260,023</b>	<b>5,607,126</b>	<b>-230,546</b>

## APPENDIX 4 – FOREIGN EXCHANGE

(R\$ thousand)	4Q23	3Q23	4Q22
(US\$ - Closing)			
Brazil (R\$/US\$)	4.85	5.03	5.28
Paraguay (PYG/US\$)	7,275.00	7,287.50	7,339.50
Uruguay (UYU/US\$)	38.87	38.47	39.91
Argentina (ARS/US\$)	808.48	350.00	177.13
Colombia (COP/US\$)	3,875.34	4,077.67	4,852.50
Australia (AUD/US\$)	1.47	1.55	1.48