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ABOUT THE REPORT GRI 2-2, 2-3



We present to our stakeholders the new M. Dias Branco Integrated Annual Report. This report gathers market, economic and financial, operational and social and environmental information for the period from January 1 to December 31, 2023, and published on March 26, 2024. The Company's Financial Statements, which correspond to the same reporting period mentioned, were published on February 23, 2024. GRI 2-3

The document was developed in accordance with the guidelines of the Global Reporting Initiative (GRI), version 2021. The mapping of GRI indicators is distributed throughout the text and, starting on page 182, a summary is provided, including the description of each indicator and an index to simplify the data search.

The Report covers the Company's business units mentioned on page 40. Newly-acquired companies are also included, except for the Montevideo/Uruguay unit, which is included only in the indicators of the Economic Performance chapter. GRI 2-2

The assessment of the financial indicators complies with the international accounting standards approved by the Brazilian Securities and Exchange Commission (CVM). Sustainable Development Goals (SDGs) and the UN Global Compact Principles, to which M. Dias Branco is a signatory, were

also important references for the preparation of this content.

In line with the recommendation of the International Financial Reporting Standards (IFRS), we improved the integration of information in this report, aiming to increase transparency in disclosure. This document was developed with the support of the Communication, Culture and Sustainability, Investor Relations and Accounting teams, as well as contributions from other areas. Its content was validated by the Executive Committee, Statutory Executive Board and Board of Directors.

The auditing company KPMG assures the integrity of this report, which covers all of the Company's business units. Exceptions will be indicated throughout the publication. GRI 2-5

Published in Portuguese and English, the report can be found on the website www.mdiasbranco.com.br, in the Sustainability and Investor Relations area. Questions, suggestions and feedbacks can be forwarded to the email sustentabilidade@mdiasbranco.com.br and ri@mdiasbranco.com.br.

Have a good reading!

Ivens Dias Branco Júnior
President



MESSAGE FROM THE CEO GRI 2-22

Dear readers,

2023 was marked by major challenges that required actions and adjustments. The changes in the price of commodities, caused by conflicts abroad, combined with constant changes in consumer behavior and new demands for purchasing channels, required agility and adaptation from us.

However, thanks to the dedication and effort of the entire team, even in a scenario of adverse macroeconomic conditions, we were able to close the year with an Ebitda margin of 13.2% and a nominal Ebitda of R\$ 1.4 billion, in addition to marking some records, such as the annual net income of R\$ 889 million, 84.5% higher than in 2022; net revenue around R\$ 10.8 billion, 7% above last year; operating cash generation of R\$ 2.1 billion; in addition to liquidity with daily trading on B3 averaging R\$ 47.5 million. We are convinced that we are making consistent progress. And not only because of the financial achievements, but because of what has been built for the Company's future growth.

Thinking about a long-term horizon, we updated our strategy for the next five years, with broad participation from the

Executive Board, the Board of Directors and the Advisory Committees. The new strategy was approved in August 2023, with goals defined until 2028. This is not a change of direction. We continue with the same goals of profitable growth, but with new paths and defined ways of achieving the expected results.

We will continue steadfastly on our internationalization journey and, at the same time, we understand that our country offers many opportunities. To seize this potential, we are seeking to further strengthen our distribution and sales channels through our existing logistics network, with a focus on agile processes. We aim to expand the business with organic growth and through acquisitions.

To drive the accomplishment of this strategy, we set up a "Transformation Office" and engaged an external consultancy to support us in implementing the strategic planning.

In addition to focusing on the business success and sustainability, we also work continuously on the execution of our ESG Strategic Agenda, revisited in 2022 for the cycle by 2030. We will continue to focus our efforts to improve our

practices on three pillars: Caring for the Planet (Environmental), Believing in People (Social) and Strengthening Alliances, protecting the interests of shareholders and maximizing the Company's value (Governance).

In the environmental area, we endeavor to do our part to protect and respect the environment. Therefore, in 2023, we created some important benchmarks for measuring carbon emissions, energy use, among others, as will be seen in this report.

One of the major highlights in the area was our inclusion in rankings and carbon emissions certifications, with emphasis on joining the list of companies with an A rating in CDP (Carbon Disclosure Project), a global benchmark in emissions reporting. As a result, in addition to being leading players in our area of activity, we improve the standards of environmental sustainability indicators and act as change agents throughout our production chain, influencing suppliers, for example, to also follow good sustainability practices. In this regard, it is worth highlighting the progress in the diversification of our energy matrix, based on renewable sources, with



the use of clean, sustainable and competitive energy, whether through acquisition on the free market or through the self-production regime through equalization of wind energy, reaching 65% of total consumption for the year.

In the social pillar, our focus is even more on people, since we have around 17,000 direct employees. Accordingly, we invest in mentoring for professionals holding key positions in the company and promote coaching initiatives for leadership training.

Our goals also include increasing the diversity of women on the Board of Directors and achieving 40% female representation in management positions. Due to our efforts to open room to underrepresented groups, we are among the 20 companies that most value diversity, according to IDIVERSA B3.

As one of the hallmarks of our company is listening to people, we conducted an organizational climate survey in March, which included the participation of all employees. The Company's score was 77, representing an important achievement – companies with a rating above 70 are considered excellent places to work. As a result, we were also certified by GPTW (Great Place To Work).

Also as part of our social actions, we continued our alliances with Civil Society Organizations (CSOs), offering products from our portfolio to their beneficiaries, reaching the milestone of three thousand tons of donated food. We also began to play a more prominent role in training and professionalizing people from the surrounding community. In this way, we help them to be qualified to work as small entrepreneurs, as employees of M. Dias Branco or as professionals in other companies.

In the governance pillar, we highlight that the Company's decision-making process, structured and implemented in accordance with our Strategic Resolutions Matrix, has proven to be increasingly qualified, diverse and democratic. The topics are moving through the management bodies efficiently, ensuring a quick and proper flow of information, providing technical, in-depth discussions in line with our strategy.

We advocate that trust, transparency and value creation must be at the heart of our decision-making process. In fact, this was the theme of our 2023 Ethics and Governance Week, a period in which we intensified the training and development activities of our Compliance Program, which also included actions on governance, risks

and legal action, with record engagement.

We expanded our commitment to the governance pillar of our ESG Strategic Agenda, with the establishment of eight new public goals and seven internal goals, involving diverse topics that go beyond the required legal and regulatory obligations. These new goals include content such as adherence to the 100% Transparency Movement, of the UN Global Compact; annual disclosure of the Corporate Governance Charter; diversity of gender and under-represented groups in the Board; maintenance of independent members on the Board and Audit Committee above that required by regulation, among others.

We have been saying that the ethical decision is sustained over time and creates true value for the company. We remain signatories to the UN Global Compact, the Business Pact for Integrity and Against Corruption, linked to Ethos Institute, and certified by the renowned International Institute of Auditors, attesting that the Company complies with high international standards in internal auditing.

All actions on the ESG fronts enabled the Company to remain in the B3's Corporate Sustainability Index (ISE) portfolio for the fourth

consecutive year, a relevant achievement for all of us.

Finally, we must highlight the company's progress in cultural and digital transformation, which will underpin all business expansion processes.

We continue with the Germinar Program, an initiative to accelerate M. Dias Branco's startups, which involves all areas, and we created, in 2023, the Simplifique (Simplify) Program, an important project that has enabled the replacement of our integrated management system, which became effective in 2024. This change has allowed us to streamline and integrate our processes even more, ensuring that the company is better prepared for the new growth cycle.

We have maintained and intensified our agenda with investors, holding meetings and conferences in Brazil and abroad to nurture and build a close, solid and lasting relationship with market agents. With high penetration in international markets, we ended the year with a 47.3% share of foreign investors in outstanding shares. We have also remained close to our customers, distributors and suppliers, optimizing our relationship with each of these stakeholders in a constant search for synergies and a balance of interests

We know that, in addition to our responsibilities towards our thousands of employees and our business, we have an important role in society, as agents of change in our communities, other audiences that interact with us and our country. In this report, we show the main highlights of the path we have taken to achieve this goal and how we are preparing the Company for the future: the consolidation of M. Dias Branco as a reference company in the food sector, attentive to the interests and needs of the consumer, with diversified operations and a solid footprint in Brazil and other countries, steady in its purpose of feeding and inspiring people, transforming dreams into reality.

Ivens Dias Branco Júnior
President

“ We are convinced that we are making consistent progress. And not only because of the financial achievements, but because of what has been built for the Company's future growth. ”



Learn more on
M. Dias Branco



CORPORATE STRUCTURE GRI 2-1

We, who make up M. Dias Branco S.A. Indústria e Comércio de Alimentos, are a publicly held Company with shares traded on B3, the Brazilian stock exchange, in the Novo Mercado segment, under the ticker “MDIA3”. Novo Mercado rules require, in addition to the obligations

imposed by the Brazilian legislation, the fulfillment of several requirements that provide the Company with the best management and transparency practices, fully respecting our stakeholders. As of December 31, 2023, M. Dias Branco’s share capital

amounted to R\$ 2.5 billion, fully subscribed, paid in and divided into 339,000,000 registered common shares, with no par value. The Company’s shares are distributed as follows:

SHAREHOLDING STRUCTURE



CATEGORIES OF PRODUCTS

Our portfolio offers products for consumers with different profiles and also different situations throughout the day. We are present at breakfast, lunch, dinner and snacks for millions of Brazilians, with healthy and functional options, as well as indulgent products for special occasions.

On the right, we list the main categories in which we operate:

- ✦ Crackers and cookies
- ✦ Pasta
- ✦ Flours and brans
- ✦ Margarine, vegetable shortening and oils
- ✦ Cake mix
- ✦ Cakes
- ✦ Snacks and nuts
- ✦ Toast
- ✦ Peanut butter
- ✦ Seasoning
- ✦ Chocolates
- ✦ Granolas and grains
- ✦ Breads and wraps
- ✦ Sugar and sweeteners



CORPORATE IDENTITY

2023 was very special year for everyone who is part of M. Dias Branco. On May 13th, we completed 70 years of history. It was a milestone of great celebration and also a renewal of our commitment to continue putting into practice, every day, our purpose, mission, vision and values. In all regions of Brazil, and now also in Uruguay, we will make our motto valid: Dream, do, grow.



Purpose
Feed and inspire people turning dreams into reality.



Mission
To offer quality, innovative, healthy and tasty food with competitive prices, providing wellbeing and happiness to people.



Vision
To be a large food company in Brazil, with a global presence, diversified operations, sustainable growth and respect for our origins.



Values

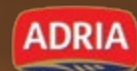
- ✦ **Simplicity** in relationships and in the search for practical solutions.
- ✦ **Attitude** to innovate and make it happen.
- ✦ **Collaboration** for business growth.
- ✦ **Respect** for people and the common good.
- ✦ **Excellence** in everything we do.

HIGHLIGHTS OF BRANDS

M. Dias Branco brands have a relationship of trust and closeness with our consumers. These are national and regional brands awarded in their main areas of activity, which fulfill complementary functions in the market to serve consumers of various profiles. The result of this strategy puts M. Dias Branco in leadership position in the market of pasta and crackers and cookies in Brazil.



No. 1 brand in Rio de Janeiro, with wide expansion throughout the country.



Top Of Mind pasta brand for two consecutive years by Datafolha and leader in pasta in Metropolitan Region of São Paulo.



Leader in cookies and crackers sales in Brazil and 1st place in pasta in the Northeast region.



Leader in pasta and cookies and crackers market in Ceará, and the 2nd best-selling pasta brand in the Northeast region.



A reference in products with a healthy appeal, leader in the healthy granola and cookie segments.



2nd best-selling filled crackers and cookies brand in Brazil and in Northeast region. It is the leading cracker brand in Metropolitan Region of Rio de Janeiro.



Leader brand in crackers and cookies and pasta in the South region.



Best-selling filled crackers and cookies brand in Brazil, with strong presence in the Northeast region. The portfolio also offers cakes and sweet cookies.



National brand of domestic wheat flour up to 1kg. Leader in Northeast region.



FIT FOOD

Brand with a broad portfolio of products with a healthy appeal, a reference in segments such as rice crackers, snacks, peanut butter, among others.



It is among Uruguay's top three brands in the pasta market. The portfolio also includes sauces, cake mix, among other items.



Brand of salts and seasonings, pioneer in premium salts.



Brand with strong footprint in North and Northeast regions. It is the best-selling pasta brand in countryside of Ceará.



Best selling margarine in Ceará, ranked 3rd in the Northeast.



Snack brand that represents flavors from different countries and regions.



Margarine and wheat flour brand with strong footprint in food service market in Northeast.



Snack brand with strong footprint in Ceará, Piauí and Maranhão.



With over 140 years, it is the 2nd best-selling brand of cracker and Maria and Maizena in Pernambuco.



Snack brand with strong footprint in Ceará, Piauí and Maranhão.



Pasta brand with strong footprint in Ceará, Piauí and Maranhão.

ACHIEVEMENTS IN THE YEAR

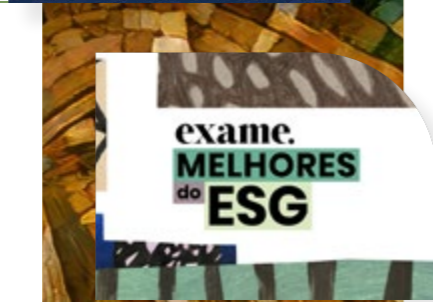
70th anniversary

With a history that began on May 13, 1953, we celebrated this unforgettable date with a major event with live broadcast from our headquarters to employees all over Brazil.



Female Leadership

We are part of Teva index, listed on B3 and managed by Safra bank, which aims to select companies with the highest share of women on the Board of Directors. In addition, we were recognized by 30% Mais Club, a global initiative aimed at the G20 countries (the 20 largest economies in the world) and aims to promote at least 30% of women to the Boards of Directors of the 100 largest companies listed on B3.



International advertising awards

The "Piraquê cookies accepted" campaign was awarded two Bronze Lions in the world's main advertising awards. In addition, it was also recognized at the Effie Awards, El Ojo de Ibero America and Festival do Clube de Criação.



B3 IGPTW

We are part of B3's Great Place to Work Index (IGPTW), which considers certified companies as an excellent place to work.



Best of ESG 2023 by Guia Exame

We were recognized in the award among the three best in the Agribusiness, Food and Beverages category. This is the largest and most comprehensive sustainability guide in the Brazilian press, and aims to bring together organizations that are references in ESG.

IDiversa B3

We are among the 20 companies that most value diversity, according to IDiversa, a pioneering index in Latin America, created by B3. The purpose is to recognize companies that stand out in this area, boost their representation and measure the performance of their actions.

AA rating on MSCI ESG ratings

Conducted by Morgan Stanley Capital International, it aims to measure a company's resilience to long-term ESG risks. MSCI ESG is one of the most important global management and performance assessment organizations in ESG, serving as a guide for investments focused on sustainability. M. Dias Branco obtained an AA rating in 2023.

Top of Mind M. Dias Branco For the third consecutive year, we were elected as the "Brand that represents Ceará", according to Datafolha Top of Mind 2023 Yearbook. Since 1991, the annual survey has featured the brands most remembered by Brazilians in various categories.

Top of Mind Adria

Brand of pasta, crackers and cookies and toasts belonging to M. Dias Branco, is recognized by Brazilians as Top of Mind in the Noodles category, according to Datafolha Institute's survey. This is the fourth consecutive year that Adria is one of the most remembered brands in the category.

Record results

We closed the year with annual net income of R\$ 889 million, 84.5% higher than in 2022; net revenue of around R\$ 10.8 billion, 7% above last year; and operating cash generation of R\$ 2.1 billion. These are the best results in M. Dias Branco's history.

Food donation

In 2023, 3,363 tons of food were donated to 120 institutions on a regular and direct basis. With the support of the food banks, we reached over 5,400 institutions indirectly, impacting a higher number of people from all age groups in situations of extreme social vulnerability.



Simplifique

Aiming to provide more agility, convenience and improvement to our processes, we celebrate the successful completion of the implementation of our business management system, SAP. The project began in May 2022 and, in January 2024, held the Go Live. More than 700 employees were directly involved in the project, which makes the Company even more equipped for its growth objectives.

TOP 100

We are one of the companies awarded in the 100 Open Startups 2023 Ranking, the largest corporate ranking in Latin America. We stand out as one of the ten corporations that most establish and generate value with Open Innovation through startups in the Consumer Goods and Food category.

Corporate Sustainability Index (ISE) B3

For the fourth consecutive year, we are among the select group of companies that make up B3's ISE, a portfolio of companies that have proven environmental, social and governance practices implemented in their businesses.


A List of CDP Clima

As a result of transparent reporting and advances in mitigating greenhouse gas emissions, we joined the CDP Clima's A List (Disclosure Insight Action).


TIMELINE

Learn more on the evolution of M. Dias Branco in its 70 years of history.

1951 Portuguese Manuel Dias Branco uses craft techniques for baking and making cookies and crackers at Padaria Imperial, in Ceará.




1953 Production on large scale Ivens de Sá Dias Branco, Manuel's son, joins the company and starts the production of cookies and crackers and pasta, in Fortaleza/CE.




60's Widespread distribution model Focus on service to micro, small and medium retailers, with a prompt-delivery sales system.

1980 Inauguration of the new headquarters of Fortaleza Plant, in the municipality of Eusébio/CE.



1992 Start of vertical integration in production process Inauguration of the first wheat mill in Fortaleza/CE, partially targeted to supply the company itself and partially to sales.

2000 Expansion in Northeast region Start of activities of a wheat mill and pasta plant in Natal/RN.




2002 Expansion of the vertical integration of the production process Inauguration of an industrial plant for the production of Shortening and Special Margarines in Fortaleza/CE, partially targeted to supply the company itself and partially to sales, marking our entry in this new market.


2003 New unit and acquisitions in South and Southeast regions Inauguration of a wheat meal in Salvador/BA. Acquisition of the company owner of Adria, Basilar, Isabela and Zabet brands, with plants in São Paulo and Rio Grande do Sul. Since then, we have become the national leader in terms of volume in the crackers and cookies and pasta market.

2005 Beginning of the integrated production model Expansion of Salvador/BA industrial unit, with the implementation of a pasta and cookies and crackers plant, integrated into the wheat mill. Inauguration of a new wheat mill and pasta plant in Cabedelo/PB.

2006 Listing Initial public offering of the Company's shares in Novo Mercado segment of B3, under the ticker "MDIA3".



2008 Acquisition of Vitarella Acquisition of the company owner of Vitarella brand, headquartered in Jaboatão dos Guararapes/PE.




2011/2012 Three new acquisitions Acquisition of brands: Pilar, headquartered in Recife/PE; Estrela, Pelaggio, Delicitos and Salsitos brands, headquartered in Maracanaú/CE, marking the Company's entry into the categories of cakes and snacks; Prediliteo and Bonsabor, headquartered in Aquiraz/CE.

2014 Entry into new market and acquisition Entry into the cake mix segment, produced in Salvador/BA. Acquisition of a mill in Rolândia/PR, increasing the vertical integration of wheat flour.

2015 New production units and entry into a new market The Company enters a new market segment with the start of operations at the packaged toasts plant, in addition to opening a mill, both located at the Eusébio/CE unit.

2016 Restructuring of the commercial operation model The sales forces were unified so as to operate on an integrated basis with all the Company's brands, maximizing the commercial expansion.

2018 Strengthening in the Southeast region Acquisition of the company owner of Piraquê brand, headquartered in Rio de Janeiro/RJ, with the aim of accelerating growth in the Southeast region.



2019 Expansion of vertical integration and footprint in the South and Southeast flour market Start-up of one more wheat mill, in Bento Gonçalves/RS unit.

2021 Acquisition in healthy food market Acquisition of Fit Food (healthy appeal with multicategory and gluten-free assortment), Frontera (Tex Mex), and Smart (salts and seasonings) brands, strengthening its performance in the healthy products segment.

2022 Consolidation in the healthy food market, internationalization and recognition of sustainable practices - Acquisition of the company owner of Jasmine brand, in Campina Grande do Sul/PR, market leader in granolas and whole grain cookies. Acquisition of Las Acacias, a Uruguayan company, marking the beginning of the company's internationalization process.

2023 Celebration of 70th anniversary M. Dias Branco completes seven decades of growth, becoming one of the largest food companies in Brazil, dreaming, doing and growing with Brazilians.

KEY PERFORMANCE INDICATORS PER CAPITAL

INDICATOR	2021	2022	2023
Human Capital			
Investments in Human Capital (R\$ million)	304.6	378.502	421.931
Accident frequency rate (TF)	0.68	0.61	0.59*
Accident severity rate (TG)	13.53	47.97	10.76*
Average number of training hours per employee	29.91	20.38	25.02
Natural Capital			
Energy intensity - GJ/ton produced	1.30	1.45	1.41
Recycling rate (%)	90.9	94.03	94.87
Water reuse index %	9.6	17.31	15.94
Intensity of GHG emissions - tCO ₂ e/ton produced (scope 1 and 2)	0.02	0.02	0.01
Social and Relationship Capital			
Social investment (R\$ million)	26.5	19.6	36.5
Number of occurrences recorded in the Ethical Channel**	26	21	38
Number of service complaints in Customer Service (SAC)	1266	1521	2129
Number of entities supported with monthly donations	152	107	126
Financial Capital			
Net Revenues (R\$ million)	7,814.00	10,129.21	10,840.28
Crackers and cookies	3,960.40	5,137.80	5,565.90
Pasta	1,713.50	2,110.60	2,264.30
Flours and brans	1,425.60	1,861.50	1,929.60
Margarine and shortening	545.70	681.20	637.80
Other product lines	168.80	338.10	442.70
Net Income	505.00	481.84	888.65
Ebitda	683.90	900.40	1,433.60
Operating Expenses	1,793.70	2,304.20	2,526.45
Indebtedness	1,767.50	2,226.50	2,171.10
Investments (capex)	208.10	280.20	366.70
Intellectual Capital			
R&D Investment (R\$ million)	14.2	15.9	17.4
Total of 5 certifications and 2 licensing Total of 83 Policies and over 12 thousand normative documents framing and regulating processes. Initiatives addressing the 17 Sustainable Development Goals.			
Manufactured Capital			
15 food plants, 7 wheat mills, 27 distribution centers and 470 fleet vehicles, both owned and leased.			

*Excludes Campina Grande do Sul/PR unit. *** Human rights occurrences considered valid.



Market Context



OVERVIEW OF MARKETS OF OPERATION GRI 2-6

Wheat Market

This market characteristics have a direct influence in our results since wheat is the main raw material used in Mills and in the production of our products.

According to the United States Department of Agriculture (USDA), the global crop for the 2023/2024 cycle is estimated to have a production of 783 million metric tons (MTM), with 0.84% drop as compared to the previous crop of 2022/23, while consumption is expected to be 794 MTM, resulting in a deficit cycle of 9 MTM. According to this institution, 22/23 crop recorded a 6.5 MTM surplus, which meant that the beginning of the cycle still had carryover inventories, which kept prices at a lower level than last year. Furthermore, the macroeconomic scenario featured high interest rates in the main economies, keeping the cost of capital high and

mitigating the growth in demand for the grain.

The current cycle is marked by the occurrence of the El Niño climate phenomenon, which through a rise in the temperature of the Pacific Ocean causes increased rainfall in some locations, but severe drought in several producing regions; thus, players such as Australia and Canada experienced sharp crop failures (the former by almost 50% compared to 22/23), which, although partially offset by increased productivity in the US and one more good crop in Russia, is still expected to impact global carryover inventories, which are expected to fall -4.3% according to USDA expectations.

Wheat production in Brazil in the current cycle (23/24) was heavily reduced, both in volume and quality, by excessive rainfall that occurred late in the main producing state, Rio Grande

do Sul, which had the wettest September in 70 years. The crop was reduced by more than 20% according to USDA, with only 8.4 MMT in 23/24 after recording the largest crop in history in 22/23; of this figure, even less is left for human consumption. Almost proportionally, over the course of the cycle the country will see a 19.7% increase in the need to import the grain.

This volume of imports is expected to be mostly supplied by Argentina, historically Brazil's largest supplier. After the worst crop in the last seven years in 2022/23 (with production of 12.5 MMT), USDA expects a recovery to around 15 MMT in 23/24, although still far from the 22.15 MMT produced in 21/ 22; In any case, prices in the region have returned to historic levels from before the Ukrainian war, and although the country will probably recover its share of Brazil's imports, uncertainties

regarding the country's exchange rate and export policy have caused local buyers to seek other origins for the grain, both in Mercosur and beyond, such as North America and the Black Sea, which exceeded Argentina's purchases in 22/23.

Market of vegetable oils

Vegetable oils are also important inputs to our business. Palm oil is the most relevant, being our second largest input. In 2023, of the total amount of oil consumed in the company, palm accounted for 82%. This input is used in the refinery to produce vegetable shortening and margarines.

According to USDA estimates, the largest producers of palm oil are Indonesia and Malaysia, and the volume of these countries corresponds to 83% of global production. Brazil is ranked 10th

in the list of producing countries of palm oil, amounting to 585 thousand tons in 23/24 crop.

Today, Brazil is not self-sufficient in the production of palm oil, thus requiring to import this commodity in the foreign market. According to USDA, the 202-2023 crop will be marked by a surplus in global production, reaching 79.46 MMT, a 2.5% increase versus the previous crop (2022-2023).

It is worth mentioning that, despite the estimated higher production 23/24, the commodity still carries the influences of El Niño, resulting in significant impacts on production in Malaysia and Indonesia. Furthermore, a strong recovery in demand supported mainly by India and China may support vegetable oil prices for the next crop.



Palm oil is an input for the production of margarine in Fortaleza/CE

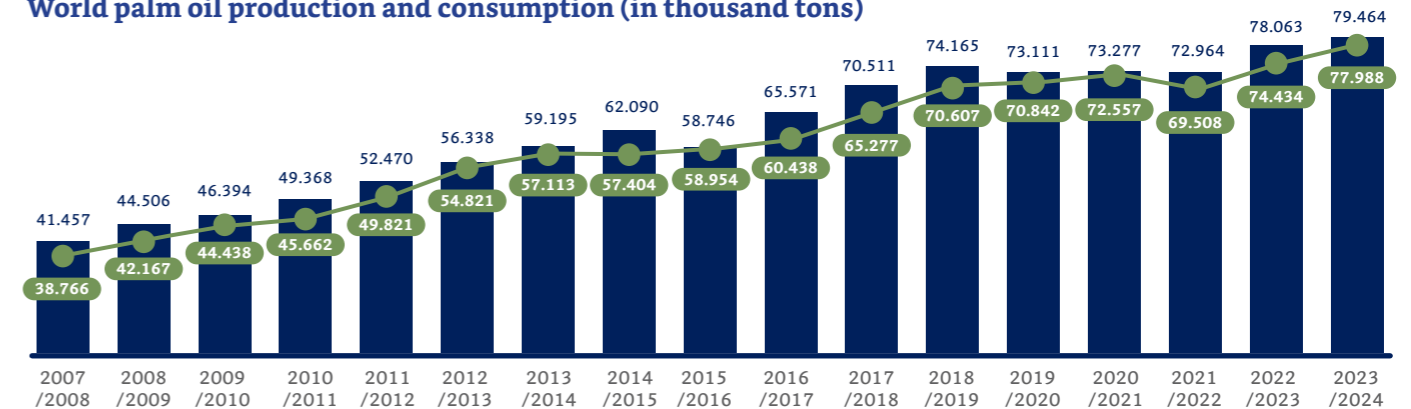
“ We have a verticalized process, with the main inputs - wheat flour and vegetable shortening - produced by the Company ”

Wheat supply and demand balance in Brazil (in thousand tons)

Crop	Initial Stock (AUG 01)	Outsourced	Grain Import	Supply	Grain Export	Domestic Consumption	Final Stock (JUL 31)
2012/2013	2,009.70	4,379.50	7,010.20	13,399.40	1,683.90	10,134.80	1,580.70
2013/2014	1,623.50	5,527.80	6,642.40	13,793.70	47.40	11,381.50	2,364.80
2014/2015	2,414.10	5,971.10	5,328.90	13,714.10	1,680.50	10,713.70	1,319.90
2015/2016	1,381.40	5,534.90	5,517.60	12,433.90	1,050.50	10,367.30	1,016.10
2016/2017	1,070.70	6,726.80	7,088.50	14,886.00	576.80	11,517.70	2,791.50
2017/2018	2,838.70	4,262.10	6,387.00	13,487.80	206.20	10,987.40	2,294.20
2018/2019	2,387.40	5,427.60	6,738.60	14,553.60	582.90	11,360.80	2,609.90
2019/2020	2,609.90	5,154.70	6,676.70	14,441.30	342.3	11,860.60	2,238.40
2020/2021	2,238.40	6,234.60	6,007.80	14,480.80	823.10	11,599.00	2,058.70
2021/2022	2,058.70	7,679.40	6,080.10	15,818.20	3,045.90	12,049.80	722.50
2022/2023	722.50	10,554.40	4,514.20	15,791.10	2,656.60	12,394.10	740.40
2023/2024	740.40	8,096.80	6,200.00	15,037.20	2,000.00	12,643.60	393.60

Source: CONAB - Companhia Nacional de Abastecimento - January/24

World palm oil production and consumption (in thousand tons)



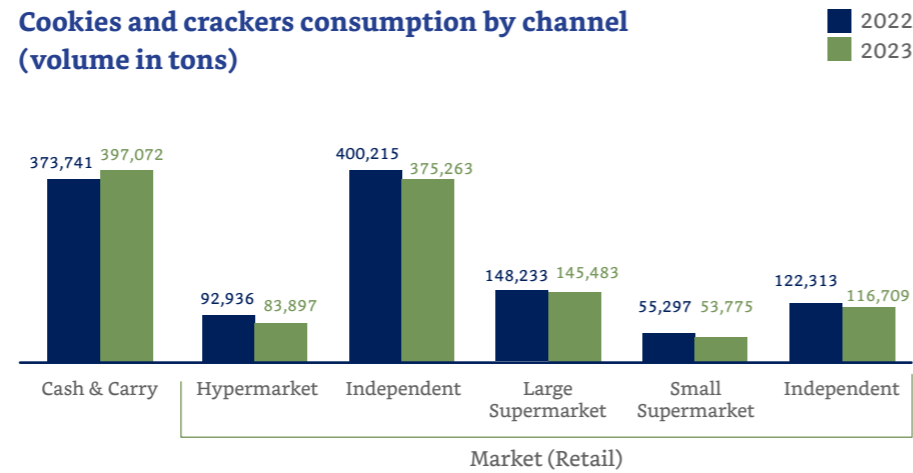
Source: USDA - PSDA. PSD On-line (usda.gov). ■ Outsourced ● Domestic consumption

Market for crackers and cookies

Compared to the previous year, the Brazilian crackers and cookies market declined 1.7% in sales volume in 2023, dropping from 1,194 to 1,174 tons. In terms of the financial amounts traded, it increased 11.3%, from R\$ 22.45 billion to R\$ 24.98 billion. Retail sales for this type of product dropped 5.3%, with a significant reduction in the independent channel (not belonging to large chains). The Cash & Carry channel, where there is no intermediary sales force, recorded significant growth of 6.2%.



Cookies and crackers consumption by channel (volume in tons)



Sales volume by Category (in tons)

Category	2022	2023	Change %
Total - cookies and crackers	1,194,780	1,174,231	-1.7%
Sweet filled	300,538	291,287	-3.1%
Water and salt/cream cracker.	247,333	239,245	-3.3%
Maria/Maizena	152,419	154,269	1.2%
Buttery sweets	150,871	147,180	-2.4%
Donuts	109,810	110,180	0.3%
Wafers	98,543	101,317	2.8%
Snacks	92,962	87,305	-6.1%
Cookies	23,708	22,504	-5.1%
Iced	8,469	10,413	23.0%
Mixed/others	2,375	3,168	33.4%

Total Brazil: INA Retail + Cash.

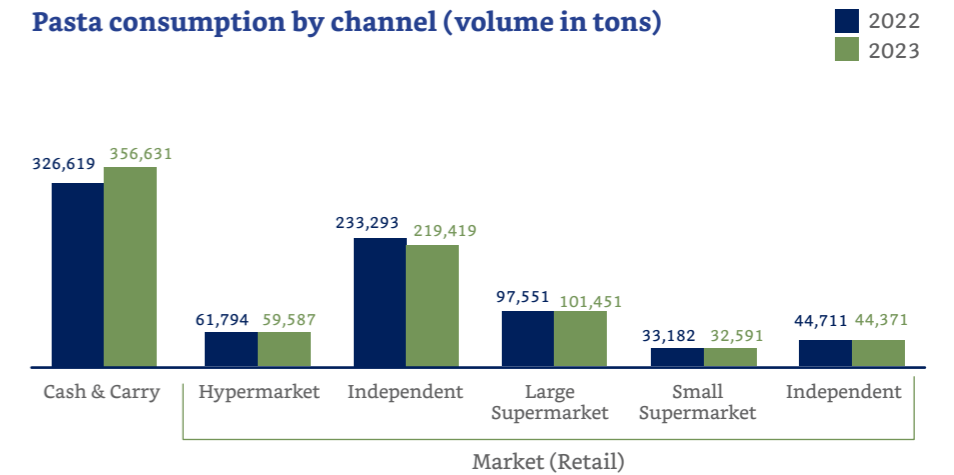
Source: Nielsen Retail Index – FY2022 (January to December 2022) and FY2023 (January to December 2023).

Pasta market

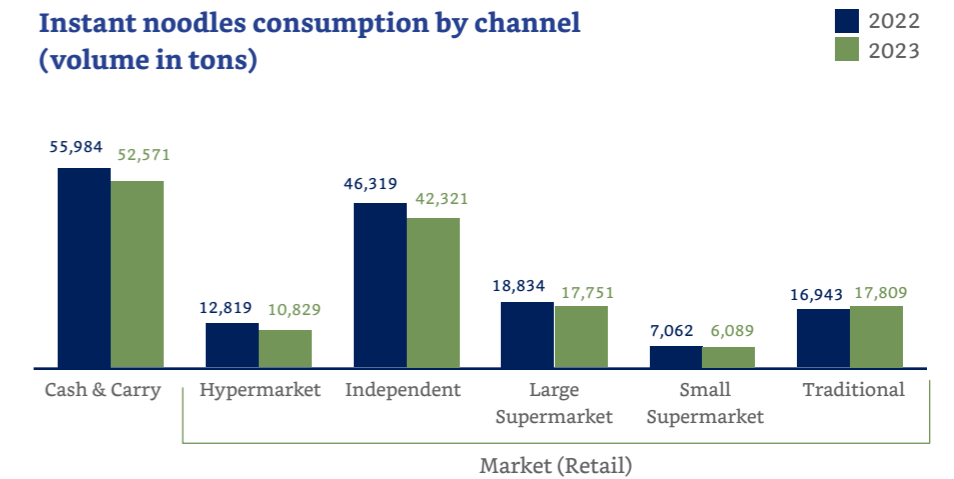
Pasta market in Brazil experienced a 2.1% growth in volume, from 797,201 to 814,141 tons, while value grew 12.9%, from R\$ 5.9 billion in 2022 to R\$ 6.7 billion in 2023. The significant increases in commodities price, such as wheat, impacted the prices of products offered in this category and, consequently, the accumulated result in terms of value. When looking at consumption-related data by sales channels, Cash&Carry showed outstanding growth (+9.2%), offsetting the decline in retail (-2.8%).

The instant noodles segment also experienced a decline in consumption: dropping from 158,188 tons to 147,586 tons (-6.7% compared to the previous year). Considering value, growth was 4.8%, from R\$ 3.7 billion to R\$ 3.9 billion. Consumption in volume of instant noodles declined mainly in the Retail channel (-7.0%), showing growth only in the traditional channel (5.1%).

Pasta consumption by channel (volume in tons)



Instant noodles consumption by channel (volume in tons)



Sales volume by pasta category (in tons)

Category	2022	2023	Change %
Pasta	797,201	814,141	2.1%
Semolina	289,910	295,871	2.1%
Eggs/semolina with eggs	268,060	276,808	3.3%
Regular	197,961	199,028	0.5%
Grano Duro	18,635	19,976	7.2%

Total Brazil: Retail + Cash.

Source: Nielsen Retail Index – FY2022 (January to December 2022) and FY2023 (January to December 2023).

Nutrition and healthiness market

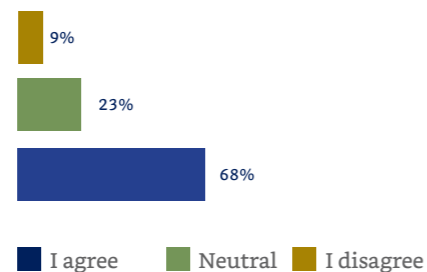
The study "Trends in Healthy Eating", conducted in 2023 by Mintel, a market research company, showed that 58% of consumers are adjusting their eating habits towards healthier choices, with a special emphasis on the increase in consumption of breakfast cereals, oatmeal and granola. Furthermore, the survey shows that consumers are increasingly paying attention to the nutritional composition of products, valuing natural ingredients and the presence of fiber.

The same trend is also seen in the study "Trends for the Food and Beverage Sector" by consultancy firm Deloitte, in which the increase in conscious consumption and plant-based food – vegetables, fruit, whole grains and legumes - reflects people's growing concern with healthy eating, sustainable and ethical practices in food production.

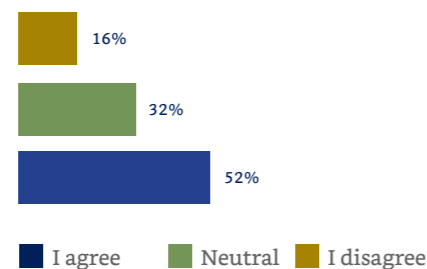
According to the MindMiners research platform, currently, a large proportion of Brazilian population (70%) considers their diet to be healthy or extremely healthy. Adherence to nutritional re-education diets and the increased frequency of meals prepared at home also indicate this movement.

These trends indicate a changing Brazilian healthy food market, with consumers increasingly informed and committed to food choices that benefit both personal health and the environment, and full of opportunities for our brands and products.

I care about the nutritional quality of the food I eat



I prioritize buying healthy foods whenever I can



Source: MindMiners Survey (2023)



Company's stand at the NaturalTech fair, focused on the health market

Packaging market

Packaging corresponds to 8% of the average cost breakdown of the crackers and cookies category. For the pasta market, it accounts for 10%.

In this context, 64% of packaging derives from the petrochemical chain, which is made up of important resin producers used in our packaging.

With the recent increase in global resin supply, the balance between supply and demand has become more balanced, overcoming the effects of cost pressure caused by the pandemic on a global scale. As a result, the domestic scenario was positively impacted, with increased competitiveness for the links in the petrochemical chain.

MARKET CONTEXT

As part of our commercial strategy, we continue to strengthen our presence in Brazilian market, both by consolidating regional brands and expanding the reach of national brands. One of M. Dias Branco's competitive advantages is still the trading of products serving all regions of the country and all social classes, with different price levels.

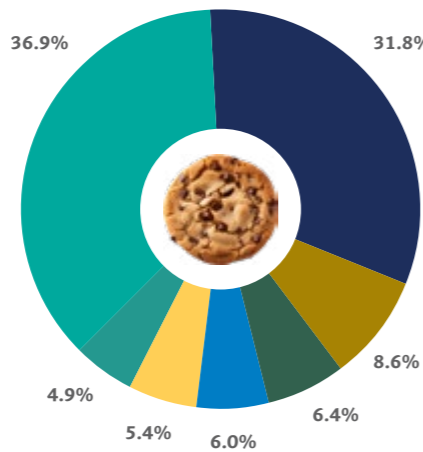
In our planning, we developed different initiatives for the Brazilian regions, aiming to seize expansion opportunities according to the characteristics of each segment. This strategy has repercussions on the distribution of our teams, organizational structure and investments.

After moving forward with expansion into new product categories through the acquisition of Jasmine, Frontera and Fit Food brands, we are searching innovations in the snacks and healthy sector that will allow us to grow in these markets as well.

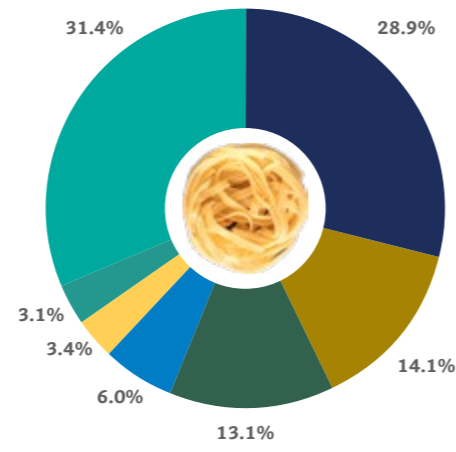
We are in the leading position in the crackers and cookies and pasta markets in Brazil, with a market share in terms of sales volume in 2023 of 31.8% in crackers and cookies (32.0% in 2022) and 28.9% in pasta (31.0% in 2022). In the Northeast region, we lead in flours and

Market share in Brazil (in % of volume sold)¹

Crackers and cookies

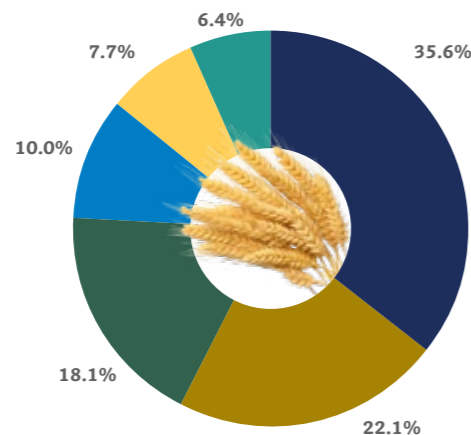


Pasta

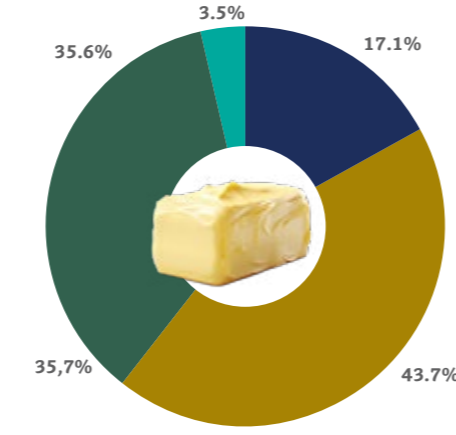


Market share in Northeast (in % of volume sold)

Flour



Margarine



■ M. Dias Branco ■ Company A
■ Company B ■ Company C
■ Company D ■ Company E
■ Other

Nielsen Retail Index – FY2023 (January to December 2023)

grew in the margarine market. The graph shows M. Dias Branco's market share and the main competitors accumulated period from January to December 2023.

EVOLUTION OF INTERNATIONAL BUSINESS

In 2023, we were impacted by external factors, especially the rise of protectionist policies in two of our largest export markets and, in Uruguay's case, the economic slowdown, interference from the Argentine economy and structural changes in retail. Even so, we have managed to make consistent progress, especially in our export focus countries and categories, and in the management of Las Acacias in the first year after its acquisition.

In exports, we highlight the 40% growth in net revenue in sales to Central America, where we gained new customers and expanded existing partnerships. In North America, we recorded 50% increase in sales due to the development of new projects, acquisition of new customers and expansion of the distribution network and portfolio. We also recorded an increase in sales of crackers and cookies and pasta to Brazilian ethnic markets, especially in the USA, Japan and Portugal.

We upheld our strategy of prioritizing the sale of products with higher margins and added value, with 31% growth in net revenue from wafers, 51% from egg pasta and 33% from toasts, and including Jasmine into the portfolio of exported products, culminating in an increase in average price of 33% and ten percentage points of contribution margin.

Regarding Las Acacias, in a year of integration and

despite numerous challenges, we managed to grow 22% in volume over the previous year, advancing in market share and market footprint. Furthermore, we implemented important synergies, purchasing products manufactured at the headquarters and exporting Las Acacias products to Brazil.

We implemented several structuring initiatives that will pave our path for the coming years, such as:

- ✦ Establishment of processes, policies and management tools at Las Acacias, providing transparency, agility and commercial and operational efficiency;
- ✦ Integration of several M. Dias Branco support areas, establishing synergies in supplies, finance,

manufacturing, information technology, people management and marketing;

- ✦ Launch of new products with our brands, adjusting to the needs of the respective markets;
- ✦ Development of customized products for strategic partners in focus countries;
- ✦ Distribution growth in the main export markets, strengthening our ties with partners and the presence of our brands.

In 2023, exports showed net revenue growth of 13.7%.



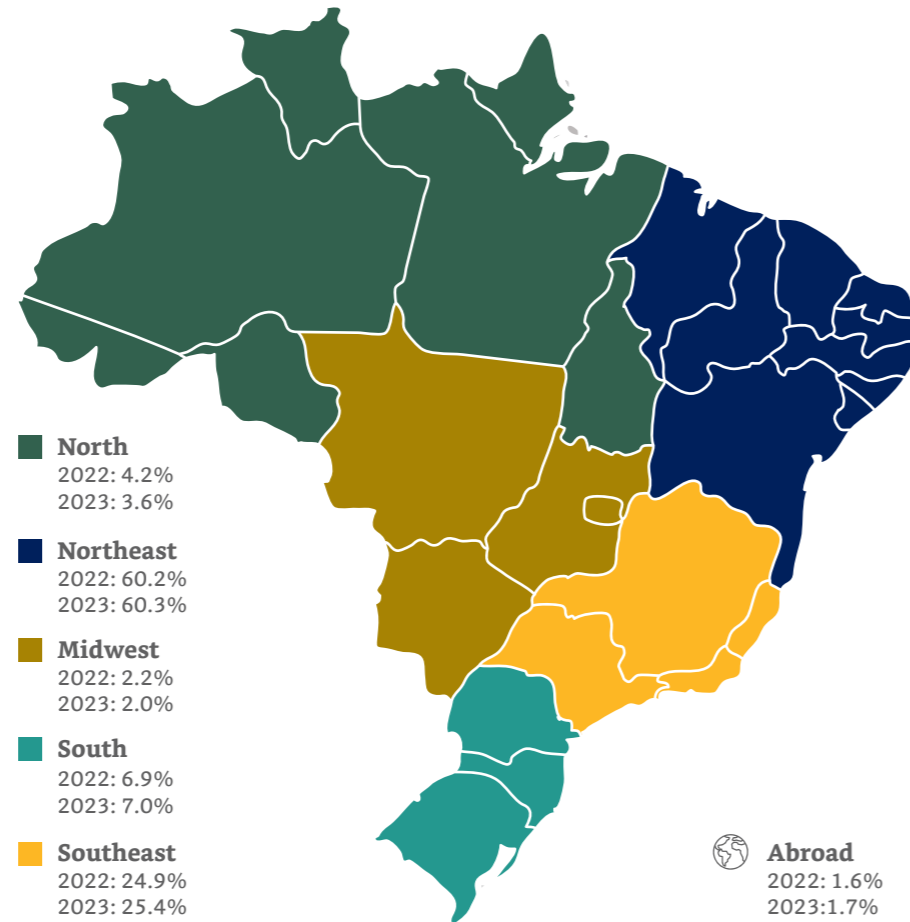
Products from Uruguayan brand Las Acacias

SALES BY REGION AND CHANNEL GRI 2-1, 2-6

The Company maintains the strategy of geographic sales diversification. In 2023, the Defense (North and Northeast) regions, with a share of 63.9% of sales (64.4% in 2022) and Attack (South, Southeast and Central-West), with a share of 34.4% (34.0% in 2022), showed net revenue growth of 6.2% and 8.3%, respectively, through increased volumes and average price. In the attack region, the expansion was mainly due to higher volumes in the flour/bran categories and items with higher value added (Jasmine).

Regarding sales channels, emphasis on the gain in share of Cash & Carry and Distributors in 2023.

Sales by region (% of gross revenue net of discounts and returns)



Customer mix*	2023	2022	Change
Retail	18.0%	19.1%	-1.1 p.p
Wholesale	16.8%	18.2%	-1.4 p.p
Key Account/Regional Network	21.9%	22.5%	-0.6 p.p
Cash & Carry	24.5%	22.9%	1.6 p.p.
Distributors	12.5%	11.3%	1.2 p.p.
Industry	3.0%	3.0%	0 p.p
Other	3.3%	3.0%	0.3 p.p
TOTAL	100.0%	100.0%	

Note: Considering gross revenue net of discounts and returns.

Major customers	Sequence	Cummulative	Sales 2023 (R\$ million)*	Share of gross revenue (%)	
				In Range	Cummulative
Largest Customer	1		1,067.3	8.3%	8.3%
49 Subsequent	50		4,093.8	32.0%	40.3%
50 Subsequent	100		1,084.7	8.5%	48.8%
900 Subsequent	1,000		3,971.8	31.1%	79.9%
Other Customers	All		2,568.1	20.1%	100.0%
Total			12,785.7		

*Gross revenue net of discounts and returns.

“ We have a diversified customer base and a widespread distribution model, ensuring consumers have broad access to our products. ”



Tasting action of Frontera snacks

Strategy, business and Outlook



STRATEGIC DIRECTION

In recent years, we have made significant progress in implementing the Strategic Direction and consolidating projects to drive the achievement of the Company's long-term goals. In 2023, our strategy underwent a review and was updated for the next five years, from the beginning of 2024 until the end of 2028.

The review was completed in August, and in the last months of the year we approved the budget proposal and the definition of goals for 2024.

The review was developed jointly between the areas involved, with the broad participation of the entire Executive and Statutory Board, the Board of Directors and the Board's advisory committees. In September 2023, the Transformation Office was structured, responsible for accelerating performance in the execution of M. Dias Branco's Strategic Direction.

Growth and profitability remain our main ambitions and, in order to achieve them, we have structured our operations around three vectors:

❖ **Current market** - our focus is on growth in certain regions, increasing product categories and sales channels. We also want to boost our market share with the products already in our portfolio;

❖ **Surroundings** - we seek to expand our operations in new market segments, working

Summary of Strategic Direction Goals for the next growth cycle



to diversify food product categories;

❖ **Internationalization** - we are dedicated to taking M. Dias Branco to the global market, both by increasing exports and by launching and maintaining operations in other countries.

In terms of current business, the company has continued to make progress on initiatives such as launching higher value-added products, new packaging formats, consolidating national brands, diversifying channels of operation and improving commercial execution at the point of sale, ensuring the priority assortment of strategic

items to enable efficiency in sustaining margins.

Regarding expansion into other product categories, no new companies were acquired in the last fiscal year; however, the company is constantly monitoring opportunities. In 2023, efforts were focused on the process of integrating the management of acquired companies into the corporate model, capturing possible synergies and creating the conditions for brands such as Jasmine, Fit Food, Smart and Frontera to expand. Regarding internationalization, efforts were also required to integrate Las Acacias, a

Uruguayan company acquired in 2022, which is among the three main pasta brands in the country. The portfolio also includes sauces, cake mix, among other items. This is the Company's first inorganic transaction abroad, with great



Statutory and Executive Boards, consultants and managers during review of the Strategic Direction 2024/2028



Lucrésio: strategy mascot

possibilities for synergies in the pasta segment.

Below, we share some significant results on several fronts:

- ❖ We strengthened our brands by seeking improvements in Brand Equity and consolidation as Top of Mind;
- ❖ We made progress in the nationalization of Piraquê;
- ❖ We recorded volume growth in strategic regions and channels;
- ❖ We made progress in the integration of new acquired brands, capturing synergies in production processes and providing higher profitability;
- ❖ We adjusted our portfolio to simplify the chain and improve the price/pack;
- ❖ We recorded improvements in Service Level, with +14 p.p. compared to 2022;

❖ OTIF (On-Time In-Full) indicator reached the mark of 88% and CFR (Case Fill Rate) of 93%.

Throughout 2023, we continued to invest in disseminating the strategy among the Company's entire team of professionals to increase engagement with the goals set. We launched the "Mão na Massa" (Hands on) project, held workshops and the podcast "Ligados na Estratégia" (Connected to Strategy) and promoted the "Nós Fazemos Acontecer" (We Make It Happen) campaign, linked to the initiatives proposed by the strategic plan.

BUSINESS MODEL AND VALUE CHAIN GRI 3-3, 2-6

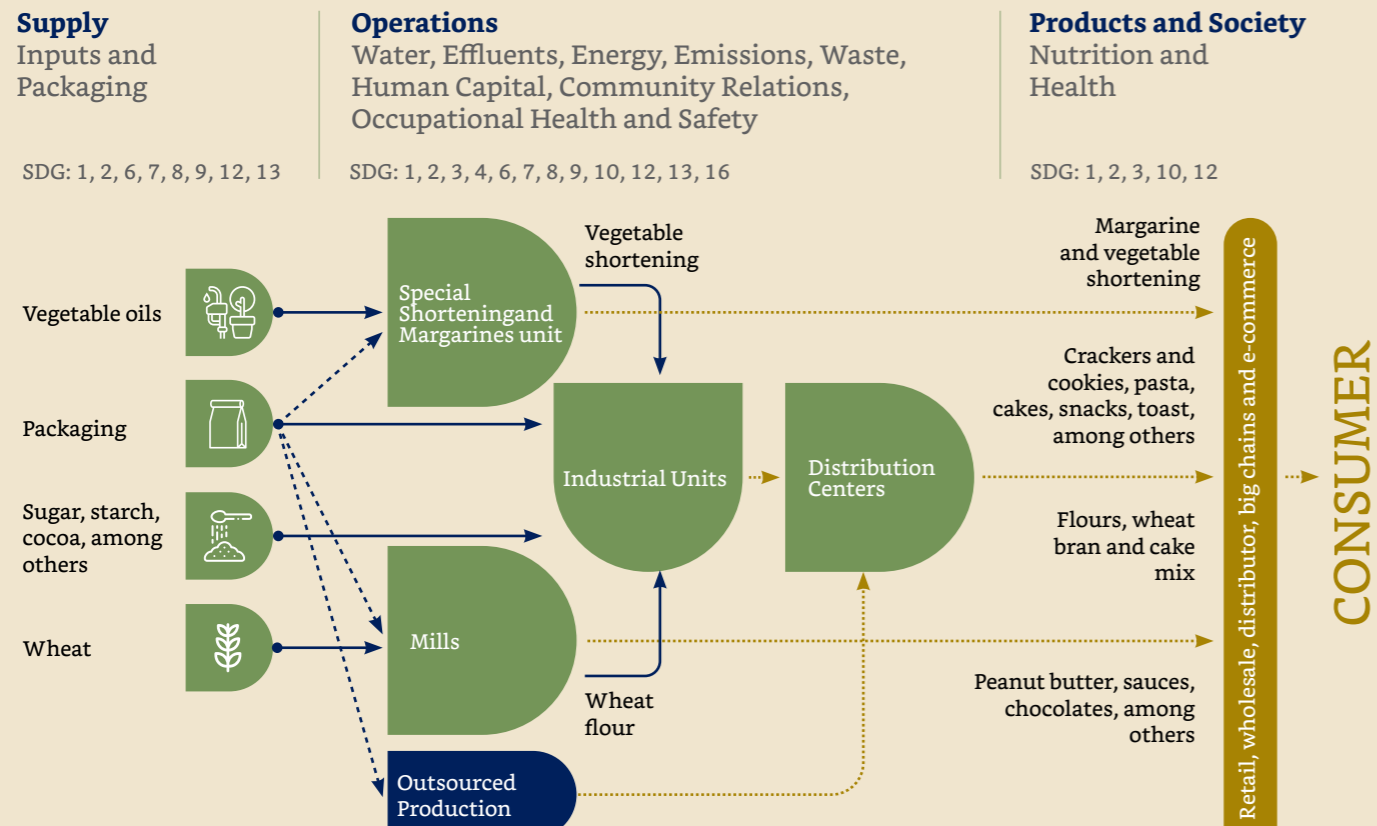
Below, we highlight some competitive advantages of our business model:

- ❖ **Leadership** in the crackers and cookies, pasta, granolas and whole grain cookies markets in Brazil and a relevant position in the domestic wheat flour market;
- ❖ **Portfolio of strong brands** with regional and nationwide coverage;
- ❖ **Financial strength** and strong cash generation to sustain growth strategy;

- ❖ **High level of integration** of the production process;
- ❖ **Broad food portfolio** for different consumer profiles;
- ❖ **Widespread distribution** model;
- ❖ **Modern production park** with strategically-located plants;
- ❖ **Production lines** predominantly located in regions with tax incentives;

- ❖ **High levels of vertical Integration** in wheat flour and vegetable shortening used in the manufacture of our products;
- ❖ **Opportunities for operational and commercial synergies** of the new businesses with the current business;
- ❖ **Experienced team** of managers and qualified workforce.

M. Dias Branco Value Chain*



*Other relevant business relations: sector associations of food sector and civil society organizations (page 123) and institutions supported through the relationship with communities (page 128).

TRADE SHOWS AND EVENTS



Executives and professionals from the Commercial area at the Company's stand at the APAS Show 2023 event in São Paulo/SP

In 2023, we were present at different events. We once again participated in the APAS Show, the largest supermarket event in the country. The stand, which had the neutral event seal provided by Eccaplan, the official sustainability consultant of Associação Paulista de Supermercados, was recognized as one of the best at the fair in the "Best Sustainable Stand" category.

Jasmine and Fit Food brands were present at Naturaltech, the largest natural products trade show in Latin America. On this event, we received the Viva Verde trophy, as well as the Greener seal, in recognition of our actions in defense of the environment.

Regionally, we were present at SuperBahia Fair, in Bahia; Expoagas, in Rio Grande do Sul; at Super Mix, in Pernambuco; and at Fipan 2023, in São Paulo.

We were also present at Anuga 2023, taking the brands Vitarella, Piraquê, Jasmine and Las Acacias to the city of Cologne, Germany.

In 2023, we became one of the members of SampaPão, an acronym that brings together bakery and confectionery entities in São Paulo. We also participate in important events, such as: São João de Caruaru, Mara Cakes Fair, in São Paulo, and Natal de Luz and New Year's Eve, both in Fortaleza.

“ We were awarded as the Best Sustainable Stand at the Apas 2023 event ”



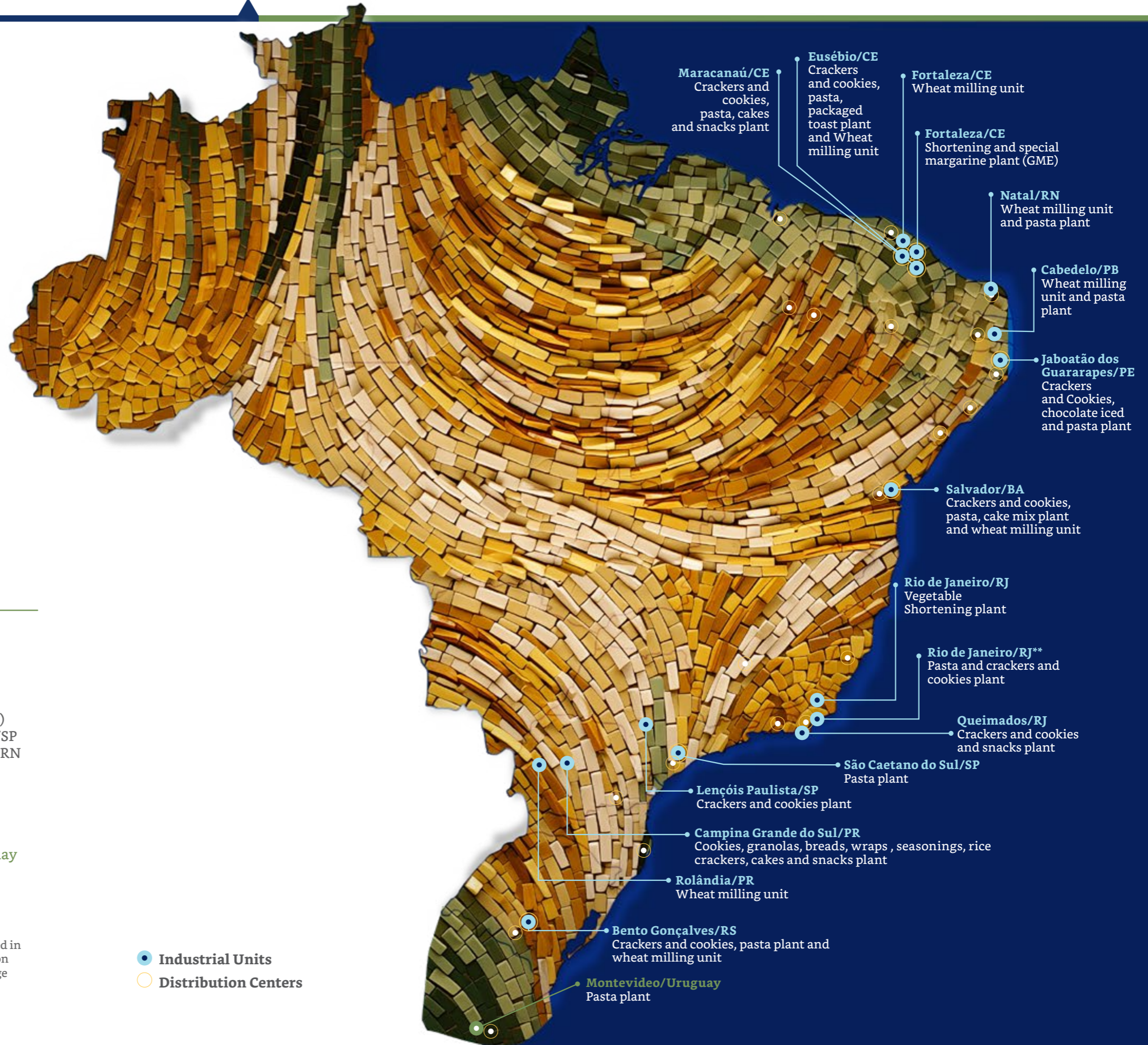
INDUSTRIAL UNITS AND DISTRIBUTION CENTERS

We have 17 plants or industrial complexes, one of which is in Montevideo, capital of Uruguay. Of these, seven feature wheat mill structures. In addition, our 27 distribution centers strategically located in different states, allow our brands to be present throughout the country, as well as enabling exports to 37 countries.

Distribution Centers

- ✦ Aracaju/SE
- ✦ Bayeux/PB
- ✦ Bento Gonçalves/RS
- ✦ Crato/CE
- ✦ Contagem/MG
- ✦ Eusébio/CE
- ✦ Fortaleza/CE (Cais do Porto)
- ✦ Fortaleza/CE (Shortening and Special Margarines)
- ✦ Guarulhos/SP
- ✦ Jaboatão dos Guararapes/PE
- ✦ Maceió/AL
- ✦ Maracanaú/CE
- ✦ Nova Santa Rita/RS
- ✦ Paulista/PE
- ✦ Pinhais/PR
- ✦ Belford Roxo/RJ
- ✦ Rio de Janeiro/RJ
- ✦ Salvador/BA
- ✦ Salvador/BA (Aratu)
- ✦ São Caetano do Sul/SP
- ✦ São José do Mipibu/RN
- ✦ São José/SC
- ✦ São Luís/MA
- ✦ Teresina/PI
- ✦ Timon/MA
- ✦ Viana/ES
- ✦ Montevideo/Uruguay

Note: The recently acquired unit in Montevideo/Uruguay is only included in the Economic Performance chapter. *Considering the current structure on 03/26/2024. At Rio de Janeiro unit, we have a printing facility for package printing.



● Industrial Units
○ Distribution Centers

ACTIONS AND LAUNCHES OF THE MAIN BRANDS

Throughout 2023, we invested in strengthening brands such as Piraquê, Vitarella and Adria, which were born regional and gained national notoriety. Essentially regional brands, such as Fortaleza, Treloso and Isabela, gained strength in their respective markets, with campaigns and actions.

Below, we highlight the main initiatives by brands:

Piraquê

A campaign with singer Ludmilla, a Rio icon chosen as the brand's representative, inviting the public to show their "Quê de Piraquê" through dancing. The singer also presented the new additions to the malted line, highlighting the classic malted milk cracker iced with chocolate and the filled versions.

For the third consecutive year, we were present at the biggest reality show in Brazil, BBB. The brand was responsible for giving the finalists a sensory experience, strengthening the unique appeal of the brand's iconic products.

Winner of the Media and Creative Commerce categories, at the Cannes Lions 2023 Festival, for the "Cookies accepted" campaign, launched at the end of 2022. The brand won two bronze lions, in addition to other national and international advertising awards.

Ranked third in the "Sweet Snacks" category, in the ranking of the most consumed products out of home, according to the 11th edition of Brand Footprint Brazil, produced by Kantar, which listed the mass consumption brands most chosen by Brazilians in 2022. The brand rose four positions compared to the last survey.

Launch of Comida di Buteco snacks in the Fillet Appetizer, Pepperoni and Onion Rings flavors. In 2021, the same partnership brought cracker-based snacks to the shelves.

Launch of the classic "biscoito da vaquinha" in three versions: Black Malted Milk, in the dry and sweet crackers and cookies category, weighing 132g, filled Black Malted Milk, vanilla flavor, weighing 85g, as well as the version iced with chocolate, weighing 80g.

"Pira na grana" promotion in which consumers from all over Brazil could compete for half a million Brazilian reais, in addition to thousands of daily instant prizes of up to R\$ 500.00.



Promotional piece for Piraquê brand with the artist Ludmilla



Vitarella

Launch of the "Parece igual, mas tem diferença" (It looks the same, but there's a difference) campaign to support the "There's a Difference. It has Flavor", with films for TV, outdoor media, digital pieces, in addition to content actions with influencers.

Launch of a new recipe for its ramen line, with consumer validation.

Launch of the cream cracker version with natural fermentation and sourdough.

Launch of the margarine line with new net weight: 1 kg. The product also underwent reformulation, packaging updates, addition of a protective seal and a new recipe that offers a dairy aroma and a creamier texture.

Participation in the Passion of Christ of New Jerusalem event, one of the largest and most traditional shows in

the country, with presence in all of the event's visual communication, including digital pieces, advertisements and TV insertions.

Participation in São João, a traditional event in the Northeast region, in the states of Bahia, Pernambuco and Paraíba, with several activations that involved consumers and visitors.

We won the Marcas que Eu Gosto 2023, JC Recall de Marcas and Marcas Preferidas awards, as well as having the highest number of mentions in the Cracker category, winning the Top of Mind Salvador award for the third time, in its 28th edition.

Adria

For the 4th consecutive year, recognized by Brazilians as Top of Mind in Noodles category, according to a survey by Instituto Datafolha. Adria was also recognized by São Paulo residents as the best spaghetti according to São

Chef Claude Troisgros in Adria brand campaign

Paulo residents in a survey carried out by Folha de São Paulo.

Launch of the campaign "It's not just any pasta. It's not just any compliment", featuring chef Claude Troisgros, considered one of the top names in Brazilian gastronomy, who invented new adjectives such as Singulérico, Catapúltico, Estrelástico and Paraboníssimo to describe the experience of tasting Adria pasta.

Launch of the campaign in honor of Pasta Day, with outdoor and digital media, point-of-sale material, action with influencers and content on social networks, reverberating the campaign



Promotional piece for Fortaleza brand in celebration of 70 years



Frontera brand promotional piece at the Comida di Buteco event



that encouraged the adoption of a holiday in São Paulo on October 25, the state that most consumes pasta in Brazil. Our ramen line now features the Minions characters, in partnership with the biggest animation franchise in Brazil. The packages are interactive and, through a QR code, children can access a game created exclusively for the line. We also announced the launch of one more product line to enrich the portfolio: Adria Premium Type 1 flour, in 1 kg packaging, available in the states of São Paulo, Rio de Janeiro, Minas Gerais and Espírito Santo.

- In the crackers and cookies line, we launched Crostata Mini-tarts, with a new format and creamy fillings. The novelty has the flavors chocolate with hazelnut cream, apple with cinnamon, cheesecake with red fruit jelly and white chocolate with Sicilian lemon jelly.

Jasmine

- Partnership signed with the Women's Consulate



for the #EmpreendeNoZap program, which aims to train women in issues related to entrepreneurial education, business management and personal growth.

- Launch of new packaging for its product mix, adopting a specific color to represent a product line: gluten-free options indicated by a lilac stroke, whole grains indicated in red, organic options with a green stroke and zero sugar in blue.

- Launch of corn crackers and cookies to increase the assortment of the line of gluten-free crackers and cookies, which already includes rice crackers and cookies. The new product comes in 130g packaging, is vegan and sodium-free.

- Launch of the zero-sugar version for the granola line, in a 250g package, a nutritious alternative for those who want to follow a sugar-free diet or have restrictions on its consumption.

- Participation in the XVII International Congress of Functional Nutrition, one of the biggest events in the area, in São Paulo. In addition to the stand's attractions, two new flavors of bites (savory cassava cookies) were launched: Oil & Herbs and Tomato & Basil, in 25g packages.

Fortaleza

- Launch of the campaign celebrating the brand's 70th anniversary, which revisited each of the phases that have been part of the history of the tables of thousands of Ceará families, reinforcing

love, affection and welcome, in line with the positioning "O Amor Fortalece" (Love Strengthens). The campaign featured outdoor media, TV, radio, and commemorative packaging that brought back historical elements of the brand. We highlight a historic and celebratory edition of an important city newspaper, dated May 13, 1953, including the "nostalgic" and "contemporary" sections.

- Participation in traditional events such as Ceará Natal de Luz and Santa Claus's Enchanted House. It also sponsored the New Year's Eve of the city of Fortaleza, with an unforgettable concert by Roberto Carlos.

- Launch of Cream Cracker Natural Fermentation, produced with sourdough, a natural yeast, which makes

Cream Cracker more crunchy and artisanal, bringing the taste of the best memories.

- Elected for another year as the brand that represents the state of Ceará, by Datafolha Top of Mind Yearbook.

Isabela

- For the 33rd consecutive year, recognized with the Top of Mind RS Award in the pasta and crackers and cookies categories. With 35.5% score - an increase of 15.3 percentage points compared to last year - it became the only one to achieve this score in the crackers and cookies category in the history of the award. In Pasta, the recall rate was 32.4%, virtually double that of second place.

- Launch of campaign to celebrate the stories of

Southern families. With the motto "Tem Isabela, tem história pra contar" (There's Isabela, there's a story to tell), it was present at Parque Harmonia during Farroupilha Week 2023, to celebrate the Gaucho tradition.

Las Acacias

- Distribution of Uruguayan pasta in retail chains in the states of São Paulo and Ceará. The portfolio has special pastas, with emphasis on the traditional grano duro and whole grain line, as well as special lines with basil, vegetables and squid dye. Some cuts have no similar competitors available in Brazil.

Frontera

- Sponsorship of the traditional gastronomic competition Comida di Buteco in which bars create original snacks using tortillas in 85g versions in flavors: salt, cheese and spicy.
- In partnership with the airline Gol, a tasting of Tortilla de Sal Frontera 125g was held on several flights from Fortaleza to São Paulo.

Fit Food

- Sponsorship of the largest and most traditional Triathlon circuit, IRONMAN® Brasil. Between July and November 2023, it toured the cities of Rio de Janeiro, São Paulo and Fortaleza, offering its products to competition participants.

INNOVATION-FOCUSED CULTURE

Fostering an innovative organizational culture has been a constant in M. Dias Branco's practices. In 2023, we focused on creating a Strategic Innovation Committee to better manage the various initiatives implemented in the company, aligning them with the strategic goals for the next growth cycle. The Strategic Innovation Committee is made up of seven executive officers and managers, who meet periodically to address progress on this front.

For us at M. Dias Branco, innovating is turning our dreams into reality, leading the way in creating and improving products, processes and services that generate value for the consumer, business and its ecosystem.

Our vision of the future, in terms of innovation, includes the following milestones:

- ✦ Development and implementation of innovations that add value to the consumer, business and its ecosystem;
- ✦ Examples of innovative products with excellent returns;
- ✦ Building of a leading and humanized culture of innovation, which contributes to attracting, developing and retaining talent;
- ✦ Having several examples of creation and improvements in processes and services;

- ✦ Relevant innovation index (revenue from new products / company revenue);

- ✦ Being recognized as an innovative company.

Members of the Strategic Innovation Committee lead subcommittees to develop innovation initiatives that will support the execution of prioritized strategic projects.

In our pursuit to consolidate innovation as a Company's cultural trait, we have developed various programs and initiatives. Below, we highlight some of them:



Germinar – Program aimed at connection with the Innovation ecosystem

Launched in late 2017, Germinar Program was born after a trip by M. Dias Branco executives to global innovation hubs, including Silicon Valley in California (USA), which is home to many of the world's largest technology companies.

Based on this experience, M. Dias Branco has taken on the responsibility of encouraging the development of foodtechs in Brazil by connecting with startups.



Advertising posters for the 2023 edition of the Germinar program

Throughout its history, Germinar Program has worked with more than 500 startups and has signed agreements or made investments with more than 17 of them. The purpose is to improve our activities or even create businesses. In 2023, Germinar Project was divided into two fronts: Conecta and Pesquisa (Connect and Research).

Academic Innovations, on the 3rd Agro Day: The Future of Food and the Siará Tech Summit. Furthermore, the team has participated in related events in the open innovation ecosystem, in Brazil and abroad, such as South summit Brazil, Deep tech Summit.

Germinar Conecta

Collaborative Open Innovation Program with the aim of enabling businesses based on POCs over a three-month period. Germinar Conecta is based on the method developed by Innoscience and published in MIT Sloan Review Brasil. The program is organized into sets of Challenge cycles according to M. Dias Branco's needs. Each cycle goes through the phases of capturing challenges, up to the demoday, when the results achieved in the pilot are analyzed and the decision to close, extend or scale the project is made.

In 2023, the following projects participated:

- ✦ Intelligence in demand/sales planning;

- ✦ Solution for diversifying the energy matrix;

- ✦ Optimization of the product and packaging prototyping process;

- ✦ Jurimetrics applied in Corporate Law (application of quantitative methods, especially statistics in law);

- ✦ Waste processing;

- ✦ Alternatives for disposing of fatty waste.

Projects for water management, fleet tracking and training the sales team with digital tools are still in the validation phase.

Germinar Pesquisa

Program focused on universities, researchers and technology centers focused on joint development or acceleration of studies. In 2023, Germinar Pesquisa Program involved scientists from different areas of knowledge in the Strategy, Roadshow, Pitch Day and Immersion stages. The pilot projects approved by the Company will be executed after the signing of the memorandum of understanding in the year.

The Program addressed challenges linked to productivity, sustainability and process optimization agendas. An applied survey with laboratory tests defined the minimum level of technological maturity required of possible innovative solutions.



Coexistence spaces favor the integration of people

History of Germinar Program since its inception

- ✦ 312 startups registered
- ✦ 190 articles/mentos
- ✦ 64 Relationships with entrepreneurs
- ✦ 17 startups selected for hiring, partnership or investment
- ✦ +20MM - Estimated audience impact
- ✦ Case of success presented during the 7th edition of the Manufacturing Forum in São Paulo

During the cycle of Roadshow, in which the Company presented challenges to research groups, M. Dias Branco team was received by deans and researchers from important universities in Brazil. Partnerships with renowned universities and educational institutes are essential for strengthening the Company's open innovation programs. The program aims to apply science and transform the industry through co-creation with scientists from different areas of knowledge.

Innovation Workshop

In 2023, our Research and Development area held the 9th Workshop with the theme focused on Innovation, #agenteinova. Over the course of 4 days, topics such as: Digital transformation, Industry 4.0,

Bioactives and Healthiness and Innovation Process in Products and Packaging were addressed.

The lectures included the participation of experts from the Company and other food companies, as well as a researcher from Unicamp. In addition, there were round table discussions, a trade fair with a presentation of 50 product and packaging concepts in different categories and dynamics aimed at delving deeper into topics that will contribute to future developments, covering the research and innovation scenario in the food sector.

Hacka-tá-on: Expanding Horizons

Hacka-tá-on, our innovation marathon, is a fundamental

pillar in promoting a culture of innovation at M. Dias Branco. In this marathon that encourages intrapreneurship, we select challenges, train employees in technical and behavioral disciplines, support their development through mentors, and assess and reward the best solutions.

In its third edition in 2023, the event transcended expectations, expanding its areas of activity to include data analysis and open innovation with universities, such as the University of Fortaleza. This time, we had two learning trails, where we had 148 participants. 50 employees were selected for the Data Science trail and 80 for the Power Platform trail, from 25 areas and 19 units.

This expansion showcases our commitment to constant evolution and the search for solutions that not only meet internal needs, but also contribute to the broader innovation ecosystem.

Another new feature this year was the creation of the role of Hacka-tá-on ambassadors. These ambassadors, selected from among the participants in previous editions, play a crucial role raising awareness of the program, offering mentoring and support to new participants, and consolidating Hacka-tá-on as one of the initiatives in our innovation strategy. This ambassador model strengthens our innovation ecosystem, promoting a culture of shared learning and collaboration

that transcends the company's boundaries.

Within our culture focused on innovation, the third edition of Hacka-tá-on stood out as an initiative that brings employees, technology and creativity together, challenging them to develop technological solutions that meet internal needs. This event reflects our commitment to fostering an environment where innovation flourishes, supported by an open and adaptive mindset.

Digitalks Industry Innovation and Technology

This project aims to showcase the latest developments in our industry, as well as presenting trends in artificial intelligence, data collection, automation, digital systems, process control and analysis. M. Dias Branco's results and cases serve as a reference for events presented in podcast style for employees. The content released in 2023 was viewed by more than 8 thousand employees, with 192 employee interactions.

In 2023, the Digitalization and Industrial Maintenance area made investments of R\$ 1.45 MM in an innovative Online Predictive Maintenance project, generating savings of R\$ 3.59 MM. ROI (return on this investment) is estimated at 147.4%.

Ivens Dias Branco Award of Industrial Excellence

Every year, we celebrate the outstanding work performed by our industrial teams in implementing improvements and sustainable practices that generate more productivity. The implemented innovations are assessed according to 11 criteria in several categories such as Occupational Health and Safety, Total Manufacturing Performance, Evolution and Highlight in Results, among others. In 2023, we had 72 projects registered.

Corporate Education

Our team responsible for development actions has included the theme of innovation into its training and qualifications. Our School of Innovation aims to develop skills with training trails that favor agile mindset and support M. Dias Branco's digital acceleration. In this sense, we had several initiatives such as innovation training for members of the Strategic Innovation Committee; holding Unitalks with the theme Inspiring Ideas, broadcast throughout Brazil from the Auditorium of Eusébio/Ce unit; sending several employees to fairs, hubs and technology and innovation events, among other initiatives that encourage innovation in the organization.



Awards

As a result of our initiatives, in 2023 M. Dias Branco was considered one of the 10 corporations that most establish and generate value with Open Innovation by connecting with startups in the Consumer Goods and Food category, in the annual Top 100 Open Startups ranking. This is the second time in a row that the Company is in the top 10 in this category.



Digitalks: online event on industry innovation broadcast on the corporate social network

RESEARCH AND DEVELOPMENT OF NEW PRODUCTS

Poster advertising the launch of Piraquê's Malted Black cookie



The Research & Development (R&D) area has always been an important pillar within our business strategy. In 2023, R\$ 17.4 million was invested in R&D and we launched 55 new products, which, added to the launches of the last 24 months, totaled R\$ 443.7 million in gross revenue, 3.5% of the Company's total revenue.

The process of launching new products is based on the methodology of stage gates, seeking to ensure a better alignment with the business strategy. It involves several

areas of the Company, from prospecting the idea to making it available on the shelf. As this is an ongoing process, it is constantly undergoing improvements, such as the implementation of forums, the inclusion of digital tools to provide more visibility and online monitoring of the projects.

The structure designed to support the projects is matrix-based, with an area dedicated to management, leaders focused on products and packaging, with interdisciplinary teams, as

well as a committee responsible for project decisions. The platform adopted ensures project management, communication between areas, visibility of schedules and creation of reports on a consolidated basis.

In 2023, we completed 47 innovation projects, 27 for the domestic market, 17 for export and 3 for the healthy market. For 2024, in addition to the launches of new products, a flow was also structured for projects focused on increasing the Company's productivity.

Strategic Direction

Under the new Strategic Direction in R&D, our goal is to ensure the business sustainability, prospecting and enabling innovations, concepts and technologies in products and packaging, rationalizing resources and reducing costs.

To this end, we work on integrated project management, seeking to ensure results through best practices, processes and advances in management that ensure proper planning, efficient execution and monitoring of relevant metrics for strategic goals.

The R&D area also actively cooperates in the regulatory scenario supporting projects, assessing risks and ensuring health compliance. In addition, it offers technical support for the demands of internal and external customers, through training, technical assistance and work on projects aimed to increase competitiveness.

Roadmap of Technologies

In 2023, with the support of an external consultancy and the involvement of different areas of the company, we completed the assessment of maturity of R&D processes and we built a roadmap of new technologies, going forward with the digital transformation aligned with the innovation process in products

and packaging. Among the topics covered in the roadmap, the complete analysis of the life cycle of products and packaging stands out, with implementation expected by the Company in the coming years.

Mapping of strategic Scientific Research territories

During 2023, we started mapping strategic territories, with the aim of identifying, through scientific data, the visualization of new opportunities to foster research at M. Dias Branco.



We maintained the launch schedule of higher value-added products. In 2023, we had a total of 55 new products launched



Poster for the launch of Piraquê's Comida di Buteco snack line

DIGITAL TRANSFORMATION

M. Dias Branco's digital transformation journey in 2023 further solidified our position as leaders in the food sector, showcasing the commitment to technological evolution and the culture of innovation. Our comprehensive strategy not only embraced new technologies, but also drove a cultural transformation, engaging employees at all levels of the organization.

Our digital agenda is guided by three strategic pillars: Digital Business, Digital Company and Digital Enablers. These pillars shape our approach to simplifying our processes through the use of agile methodology and the use of new technologies. In 2023, several initiatives stood out for their significant contribution to our long-term strategic goals, evidencing how digital transformation permeates all areas of the company, from the plant floor to the customer experience.

A significant milestone of our year was the Simplifique (Simplify) Project, under which we implemented a new state-of-the-art ERP (Business Management System), using the best global process practices, with increased control and traceability and with a cloud architecture that will allow us to accelerate our organic and inorganic growth.



CEO and employees celebrate the first invoice for vegetable shortening invoiced through the new SAP system

Simplifique Project: Far beyond ERP

Simplifique (Simplify) Project represents a milestone in the path of M. Dias Branco, symbolizing a structural change in our technological infrastructure and business processes. This project not only reflects our commitment to innovation, but also our vision of the future, in which efficiency, agility and data-driven decision-making are fundamental.

We decided to use SAP S4HANA in the cloud with a microservices architecture, benefiting from scalability, high availability, security, operational efficiency

and connectivity to legacy systems and the innovation ecosystem.

Implementation and Challenges

The implementation of Simplifique Project was a huge effort, involving more than 700 professionals in various phases, from planning, development and change management. Preparation for the Go Live at the beginning of 2024 was meticulous, mapping out all of the more than 190 organizational impacts and mitigating the main risks raised by the project team. In the qualification and training pillar, we had 1,410 classes that

resulted in 16,643 participants in all our units. This intensive educational process ensured that our team was well-prepared for the transition, minimizing disruptions and maximizing adoption of the new system.

A milestone of the Simplify Project was keeping system customization to just 7%, highlighting our adherence to best practices and our efficiency in implementation. All this ensured a smooth transition to the new ERP, which was confirmed when, just 15 days after Go Live, all manufacturing, distribution and commercial units were operating without disruption, demonstrating the

success of our planning and execution.

The Strategy Behind Simplifique

The heart of Simplifique Project is the simplification and integration of our business processes. By replacing and unifying several legacy systems with a single ERP solution, we eliminated redundancies and adopted the same business model in all the group's companies and units, increasing efficiency and developing a holistic vision in the team. This approach not only facilitates more strategic and informed management, but also positions us to respond more quickly and

accurately to market changes and customer needs.

Increasing Operational Efficiency

M. Dias Branco has been evolving in its Industry 4.0 journey, further integrating the plant floor with ERP, collecting data from sensors and building digital and analytical products to increase its operational efficiency. In 2023, we pioneered the use of 5G technology at Jaboatão dos Guararapes/PE unit, using advanced video analysis technology for a significant improvement in operational safety and process efficiency. The speed and capacity of 5G have opened up new possibilities for automation, real-time monitoring and IoT (Internet of Things), paving the way for future operational innovations.

Conducting Data Management and Analytics

Advances in data management and analytics skills have been significant, establishing a solid foundation for strategic decision-making based on accurate and timely insights. This section highlights the company's commitment to using data as a strategic asset, driving innovation, optimizing operations and reinforcing our competitive position in the market.

The implementation of a Data Lake architecture represented a progress in our digital transformation journey, as it



Employees taste the first package of Cream Cracker produced after implementing the new SAP

“

More than 700 employees directly involved with Simplifique Project

”

will enable the consolidation of data from different sources into a centralized repository. This robust data infrastructure facilitates advanced analytics and information sharing across departments, fostering a unified data culture. In addition, the start of structuring a Data Catalog provides a mechanism for organizing, accessing and governing this data, ensuring that the information is easily accessible, reliable and secure for analysis.

The adoption of Business Intelligence (BI) and Predictive Analytics tools has transformed our ability to interpret complex data, transforming it into valuable insights. Applying

predictive analytics in critical areas such as production asset maintenance illustrates our practical, results-oriented approach. With the beginning of this prediction process, we were able to anticipate intervention needs before failures occurred, ensuring more constant and efficient operations. Furthermore, the launch of the Peso Certo Program, using Artificial Intelligence techniques to predict the overweight of crackers and cookies, highlights our commitment to product quality and production efficiency.

Our Industrial Data Journey, focused on advanced analytics initially in areas such as Mills,

Quality and Maintenance, revealed the transformative potential of data in continuous improvement and operational innovation. This initiative exemplifies how the integration of descriptive and diagnostic analyses into daily activities can promote significant improvements and sustain market leadership.

In addition, the democratization of access to data and the training of employees in advanced analytics were fundamental. By equipping our team with the tools and knowledge needed to explore data insights, we reinforce a data-driven mindset across the organization, essential for continued success.

As we move forward, the power of data will continue to be a central pillar in our strategy, driving sustainable growth and reinforcing our leadership position in the food sector.

Team involved in implementing the new SAP



Strategic ESG Agenda



DEFINITION OF PRIORITY TOPICS

GRI 2-14, 3-1

Our ESG Strategic Agenda was relaunched in 2022, updating material topics and making public commitments, with indicators and goals, to be achieved by 2030.

At the time, we had specialized methodological and advisory support, which ensured that the process of defining material topics applied to our business was thorough, completing the stages of planning, development, validation, refinement and approval of the ESG Strategic Agenda.

To identify positive and negative, real and potential impacts, interviews were held with 25 external and over 50 internal stakeholders, as well as research of market trends, benchmarking, analysis of risks and of our business strategy. Requirements from international initiatives or standards were also considered, such as the Corporate Sustainability Index (ISE), Dow Jones Sustainability Index (DJSI) and the Global Compact.

As a result, we structured our materiality matrix with 15 priority topics grouped into three pillars that represent ESG (environmental, social and governance). The topics were organized into three pillars: Caring for the Planet, Believing in People and Strengthening Alliances.

In 2023, we seek to strengthen the Governance pillar so as to



Company stand at UN event to promote the ESG 2030 Strategic Agenda

provide more visibility to our commitment to transparency, ethics and best management practices. For this update, work was carried out with the areas that make up the Vice-Presidency of Legal, Governance, Risks and Compliance, seeking consolidated references within the market. We ended 2023 with new (public and internal) goals included in our ESG Strategic Agenda and validated by the Board of Directors. ^{GRI 2-12}

We have a Sustainability Policy, approved by the Board of Directors, evidencing the Company's commitment to establishing environmental, social and governance practices as a guide for all decisions made, with sustainability as part of its culture. The policy also provides for the delegation of management responsibilities, the mitigation of impacts and the engagement of stakeholders, taking into account their concerns, which are discussed in quarterly reports to the Board. The document is aligned with the Company's purpose, mission, vision and values and reinforces

commitments to protecting and respecting our stakeholders, in full compliance with reference documents on sustainability. ^{GRI 2-13}

As a result of adopting sustainability as part of the business, in 2023, we remained in the Corporate Sustainability Index (ISE) and in the Teva Women in Leadership Index, we joined iDiversa, iCO2 and iGPTW portfolios, all from B3, which recognize companies with diversity in the workforce, transparency in greenhouse gas emissions and a good organizational climate, respectively. We also achieved a double AA rating from Morgan Stanley Capital International (MSCI) and entered the list of companies with an A rating of the Disclosure Insight Action (CDP). Furthermore, we are among the three best ranked companies in Guia EXAME Melhores do ESG 2022, in the Agribusiness, Food and Beverage category and were granted the 30% Club Brazil Award.

Priority Sustainability Topics for the 2022 to 2030 cycle ^{GRI 3-2}



Caring for the Planet
Manage environmental impacts and promote efficient use of natural resources.

- Water
- Energy
- Climate Change
- Waste
- Sustainable plastic packaging and materials
- Combating food loss and waste



Believing in People
Promote social development and people's well-being.

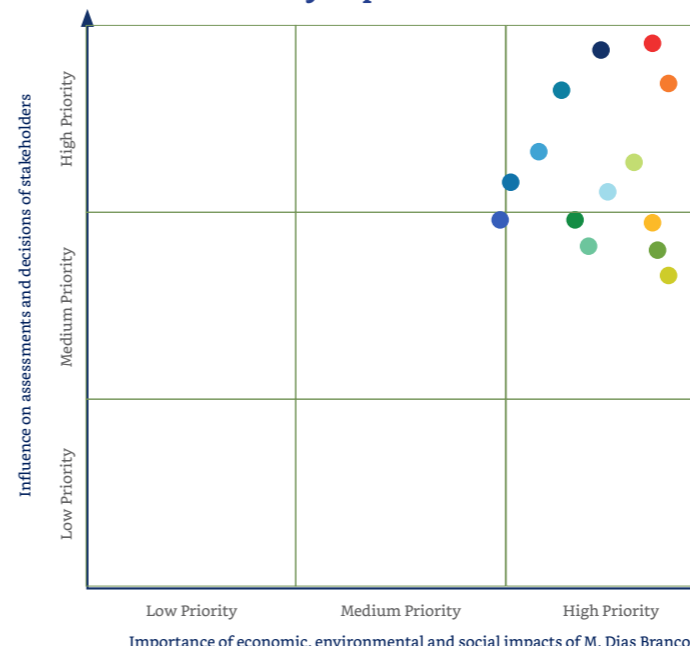
- Community Relations
- Human Capital
- Diversity and Inclusion
- Health and Safety
- Healthy and nutritious food
- Food safety



Strengthening Alliances
Improve governance for sustainable development across our value chain.

- Sustainability risks and opportunities
- Governance, ethics and integrity
- Sustainable value chain

Matrix of Priority Topics



We believe that sustainability is not part of the business. It is the business



JUSTIFICATIONS FOR MATERIAL TOPICS

Water

The company has industrial units in water-stressed areas, increasing the need to manage the resource in a way that is appropriate and compatible with the other multiple uses of the basins in which they are located.

Energy

It is strategic and necessary to diversify the Company's energy matrix, expanding the use of renewable sources to the detriment of non-renewable sources with higher environmental impact, as well as using energy resources more effectively.

Climate Change

Climate risks demand the creation of instruments, tools and ongoing actions for the future low-carbon transition, including targets for science-based emissions reduction. The topic integrates efforts to mitigate risks and boost the business model that contributes to global problems.

Waste

In view of the finite nature of natural resources, waste management that goes beyond the regulatory framework contributes to the more valuable use of materials, so as to extend their useful life and reduce the demand on landfills, which also have a fixed period of operation. The appropriate use of materials favors the well-being of ecosystems, people and animals.

Sustainable plastic packaging and materials

Plastic packaging ensures the protection of products, but is often associated with negative impacts. The Company is responsible for addressing the need to reduce the environmental impact of packaging throughout its life cycle and to include recycled components, when applicable, to reduce the demand for virgin plastic and pulp components.

Combating food loss and waste

The growing demand for food, associated with social inequalities, hunger and low income, makes the management of inputs and finished products

mandatory to reduce food waste. Acting proactively on this topic reduces the impact of food production and increases the positive social impacts around the company's operations.

Community Relations

It addresses the desire of acting with a purpose that is not only financial, but also involves respect for local communities and the ability of the private sector to encourage people to access opportunities supportive of their well-being.

Human Capital

Ensures the appreciation of employees and investment in their development.



Executives during recording of podcast to raise awareness among employees about the Company's decarbonization program

their respective controls the company can gain a competitive edge.

Governance, ethics and integrity

The topic reaffirms the company's commitment to acting on an ethical and upright basis, in accordance with the best compliance and governance practices, going beyond the regulatory frameworks.

Sustainable value chain

Sustainable production involves not only implementing practices in the units under control, but also encouraging and supporting partners in the value chain to understand and adopt good production practices, making them more resilient and sustainable.



Executives receive 30% Club Brazil award for female representation on the Board of Directors

Diversity and Inclusion

Its purpose is to reduce gender and racial inequalities and contribute to the development of the organizational climate in the Company. Diversity is key to business creativity and innovation.

Health and safety

Work safety mechanisms are essential to ensure the well-being of employees. In addition to favoring the workforce, the action on this topic cherishes the most precious of goods: life.

Healthy and nutritious food

The search for balanced eating habits requires businesses in the food sector to take action on the nutritional value of their products, involving the offer of healthier and more nutritious

foods and changes in the content of ingredients that have the potential to harm consumers' health.

Food safety

Quality management in food production is key to ensure the well-being of employees and consumers. Certifications are tools that validate that food is produced in compliance with international standards and best manufacturing practices. ^{GRI 3-3}

Sustainability risks and opportunities

Risk management seeks to identify potential threat situations with the potential for directly impacting the achievement of the Company's strategy. In addition to identifying risks, by establishing

The public goals of the ESG Strategic Agenda constitute an indicator that makes up the variable compensation of senior management and leaders directly involved in priority topics. The areas are: Supply and Management, Development and Sustainability VP, People, Management and Sustainability Officer, Technical Operations Officer, R&D Officer and Supply Officer.

PUBLIC SUSTAINABILITY GOALS FOR 2030 AND 2023 RESULTS

2030 Public Commitments GRI 2-25, 3-3

Topic	Indicator	Baseline	2023	2030 Goal
Water	Water Consumption Index (m ³ /ton)	0.42 m ³ /t products (2021)	0.46	0.40
	% Water Reuse	16.7 (2021)	15.94	30
Waste	% Waste sent to landfills in all operations	9.1 (2021)	5.13	0
	% Recoverable packaging	22 (2021)	34.70*	38
Energy	% use of renewable energy of scope 2;	12% (2020)	65	90
Climate Change	% GHG absolute emissions reduction - Scope 1 and 2	2020 measurement	13.8	20
	Adoption of product brand with carbon neutral seal **	0**	0	2
Sustainable Plastic Packaging and Materials	% use of recyclable and/or postable and/or biodegradable finished product plastic packaging;	94 (2021)	96.73	100
Combating Food Loss and Waste	Input loss index in production process	1.25 (2021)	0.74	0.94
	% waste reduction of finished products	373.7 tons (2021)	66.93	50
Relationship with Communities	Number of people impacted by the program for fostering entrepreneurship and professionalization in the food sector	0 (2021)	15,835	150,000
Occupational Health and Safety	Frequency rate (own employees)	0.68 (2021)	0.60	0.5
	Severity rate (own employees)	13.53 (2021)	10.76	8
Human Capital	Employee satisfaction index	71.3 (2018)	77.00	80
Diversity and Inclusion	% women in leadership;	26 (2021)	24.58	40
Healthy and Nutritious Food	Market share leadership in categories with health and nutrition appeal	0 (2021)	2	4
	Number of people impacted by the nutrition education program	0 (2021)	100,000	10 million
Sustainable Value Chain	% purchases from local suppliers <small>GRI 204-1</small>	60 (2021)	80.69	80

*Referring to October 2023. **Throughout 2023, we carry out training and planning actions to define the carbon neutral product.

MODEL FOR SUSTAINABILITY MANAGEMENT

M. Dias Branco's sustainability management is mainly performed through the work of the Working Groups (WGs), responsible for developing each of the material topics present in our ESG Strategic Agenda. These are multidisciplinary groups, with technical professionals who meet periodically to monitor the action plans that will lead us to achieving public goals by 2030.

The Sustainability area has professionals dedicated to supporting the WGs, as well as the different areas in the implementation of sustainable practices. In addition, it

monitors the Company's performance in important ESG indexes.

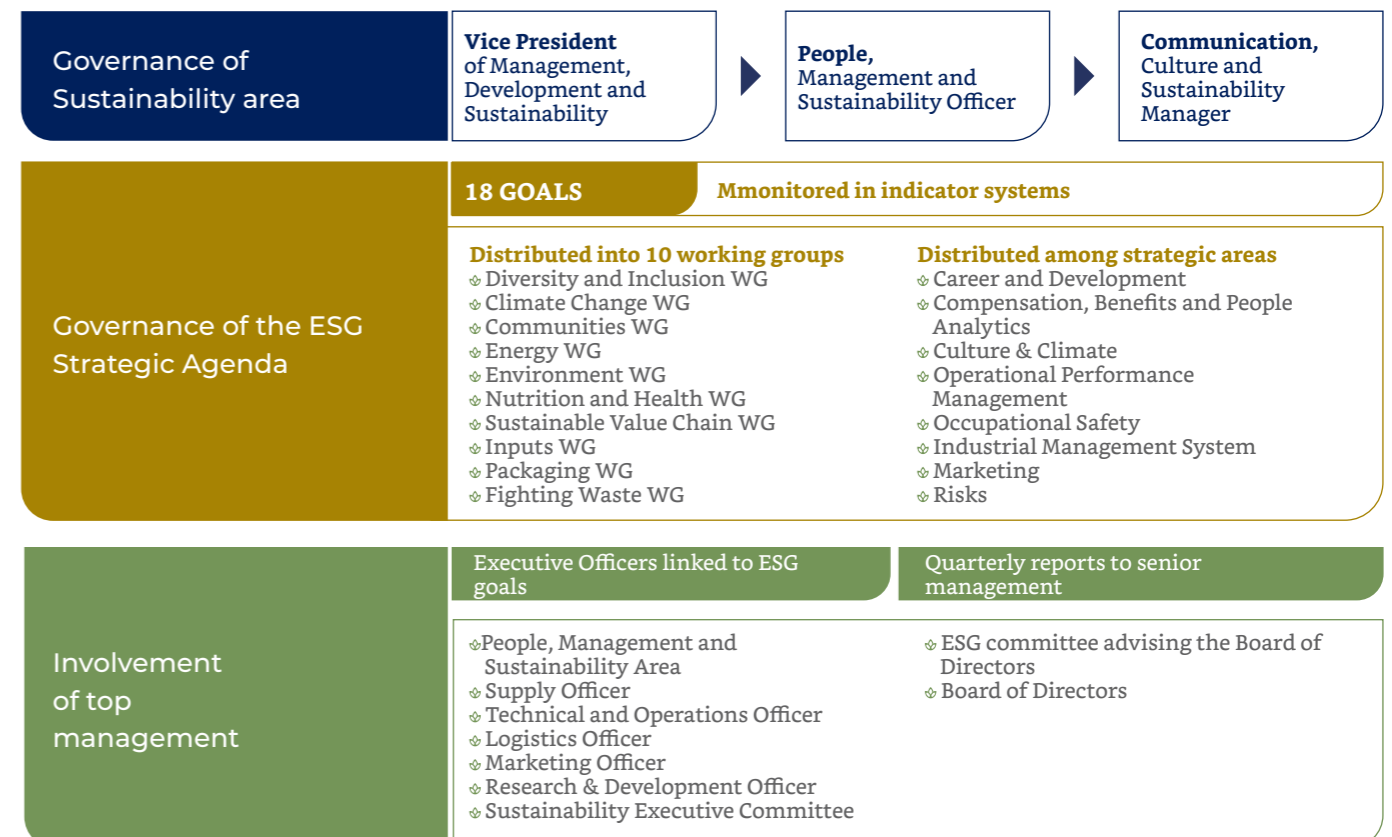
Thus, all business areas of M. Dias Branco support governance through practices, programs and projects. The results of the actions are reported on a regular basis to the Sustainability Executive Committee and the Executive Board in the monthly Management by Guidelines (GPD) meetings.

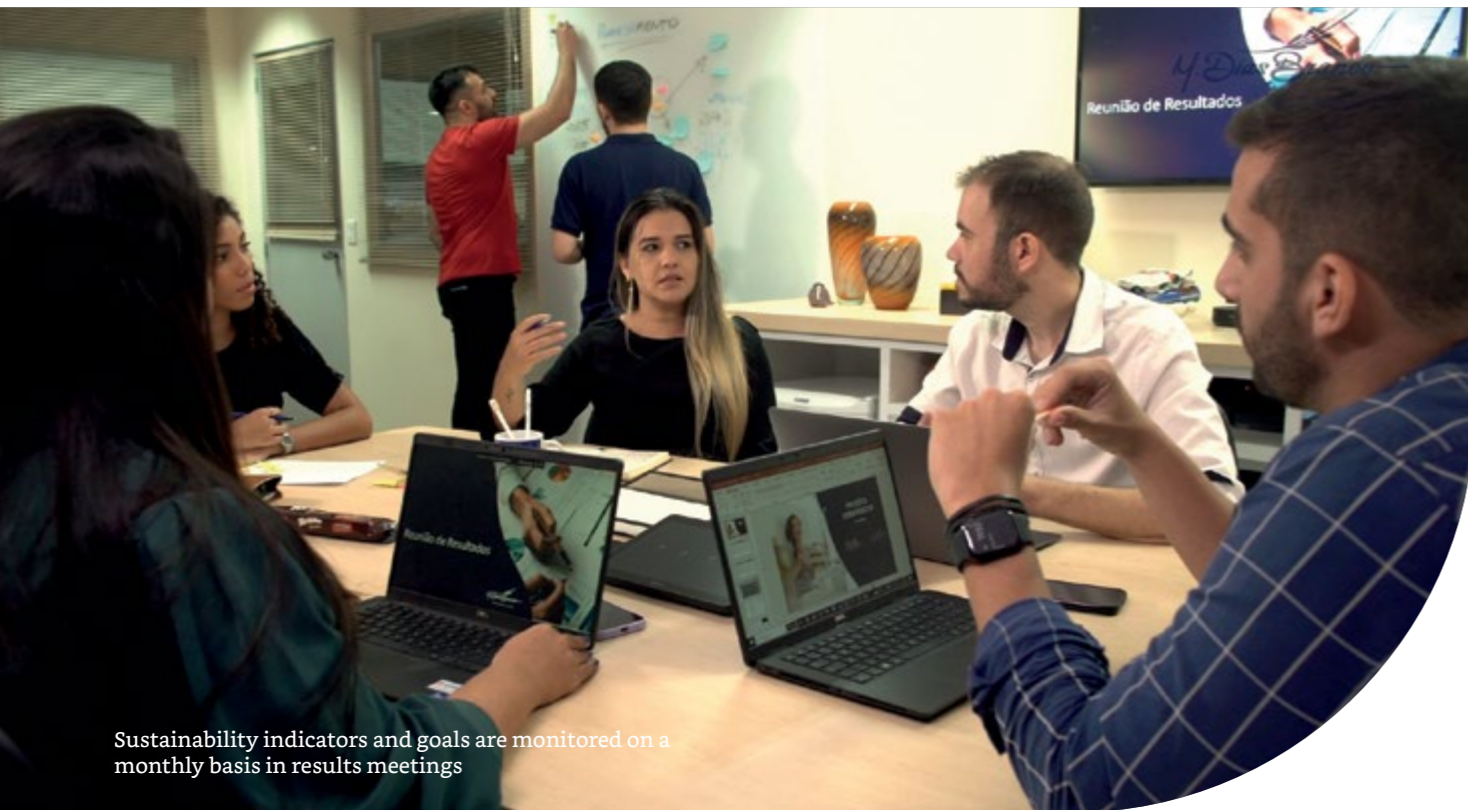
The Board of Directors is the Company's highest governance body. It oversees the challenges related to priority sustainability

topics and stakeholders demands, with support from the ESG Committee. In addition, the Board is also responsible for approving the final version of the Integrated Annual Report and corporate policies related to the topics of the ESG Strategic Agenda, such as the Human Rights Policy and the Diversity and Inclusion Policy, available for consultation on the Company's website. GRI 2-12, 2-14

In general, the Sustainability area supports the Working Groups that develop material topics. Progress is reported

Sustainability Management Model GRI 2-12





Sustainability indicators and goals are monitored on a monthly basis in results meetings

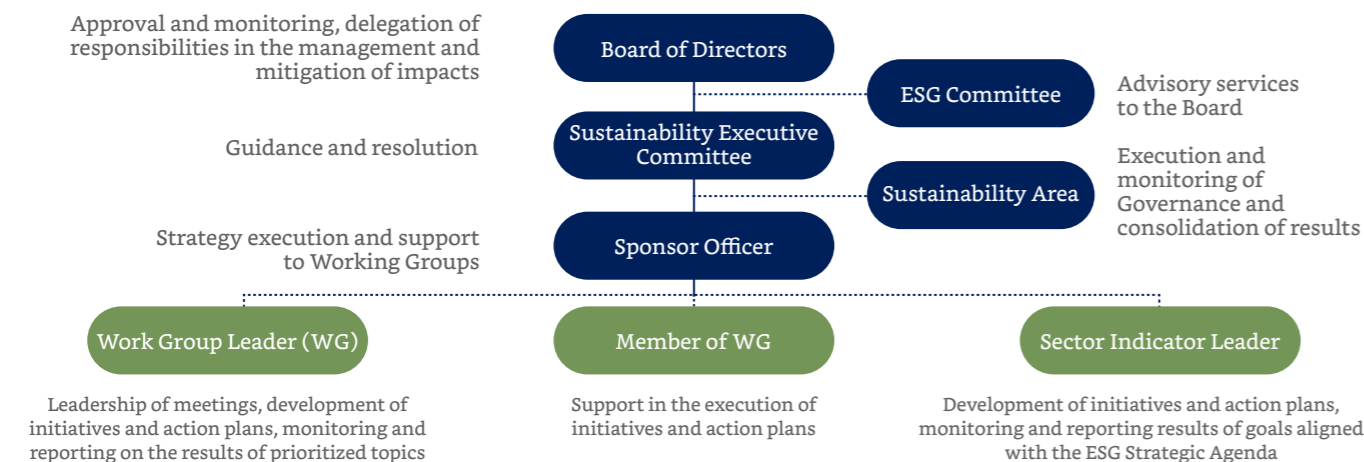
on a regular basis to the Sustainability Executive Committee (comprised of five executive officers), ESG Committee (comprised of four members from strategic positions in the Company, one of whom is an independent Member of the Board of

Directors) and the Board of Directors (comprised of seven members, three of whom are independent).^{GRI 2-12}

Our initiatives on priority issues are driven by the guidelines of the company's Sustainability Policy. Our governance bodies

are responsible for promoting the engagement of all employees in meeting the targets and putting the Sustainability Policy into practice.

Responsibilities of the areas involved in sustainability ^{GRI 2-12, 2-13, 2-14}



VOLUNTEER COMMITMENTS

^{GRI 2-23, 2-24}

The public commitments assumed by M. Dias Branco are included in the activities performed by our employees on a daily basis. They aim to constantly improve our business conduct, so that we remain a reference for good practices in our sector and do our part for the development of society and preservation of the planet. Namely:



UN Global Compact

Our membership strengthens the Company's commitment to human rights principles and the fight against corruption, promoting practices linked to citizenship and sustainable growth.



Sustainable Development Goals (SDG)

We adopted the SDGs to strengthen the definition of the 2030 goals that make up our ESG Strategic Agenda and intensify our commitment to the principles of human rights, combating corruption and promoting decent work.



Clean Company: Business Pact for Integrity and Against Corruption

We are committed to intensifying our actions against bribery, encouraging the transparent sharing of information and boosting literacy in anti-corruption laws among our stakeholders and employees.



Brazilian Business Council for Sustainable Development (CEBDS)

We are members of CEBDS to contribute to the efforts to promote the best sustainable practices for public authorities, companies and society.



Todos à Mesa

Since 2022, we have participated in a Brazilian coalition of companies and organizations that seek to combat hunger and food waste.



Commitment to Animal Welfare

In line with global trends working in defense of animal rights, M. Dias Branco has set a target of using only cage-free eggs in its production processes by 2025.



Commitment to Inclusion

We are dedicated to developing and promoting more and more initiatives to promote the inclusion of people with disabilities. The Company's site, for example, is 100% accessible and has a virtual Libras (Brazilian Sign Language) interpreter to translate all the content on the page.



Associação Brasileira de Indústria de Alimentos (Abia)

We have joined the sector agreement of Abia and the Ministry of Health to reduce the intake of sodium and sugars by Brazilians as part of public health strategies.

ENGAGEMENT AND SUSTAINABILITY CULTURE

Throughout 2023, M. Dias Branco promoted several actions to boost the performance of the ESG Strategic Agenda. With the aim of engaging, training and raising awareness among employees, the events covered topics such as social responsibility strategies, the impact of ESG on day-to-day life, structural risks that define the ESG Strategic Agenda, among others, designed to strengthen integration between the company's areas and understanding ESG in practice.

Also in 2023, the Company announced the launch of the podcast “Nossos Compromissos 2030” (Our 2030 Commitments), which features a series of dynamic videos to engage the internal

audience and stakeholders on the main topics. The episodes, lasting around 20 minutes each, address topics related to the public goals present in the ESG Strategic Agenda.

Held in November, the Sustainability Meeting – Actions for Sustainable Development, celebrated 10 years of M. Dias Branco's ESG Strategic Agenda and provided more than 140 hours of training for employees. Throughout the week, topics such as social responsibility, decarbonization, supplier management and others that make up the ESG pillars were discussed. The meeting featured Libras (Brazilian Sign Language) interpreters to ensure the inclusion and understanding

of all employees. On the last day of the event, we opened the lecture to the external audience, inviting companies, civil society organizations, partners and society in general.

Members of the Working Groups participated in training on how ESG practices create shared value for companies and society.

Aiming to engage its supply chain and share commitments, guidelines and actions with our partners, we held the second Workshop for Suppliers, under the theme Synergies and Sustainability.

OUR ACTION IN HUMAN RIGHTS

“Social Massa” event, promoted by the Company, offers health and citizenship services to residents of needy communities



Our Sustainability policy, Human Rights, Diversity and Inclusion Policy and Code of Ethics, for example, are some of the documents that make official M. Dias Branco's willingness to act to strengthen the individual rights of each person and their community, as stated in the Universal Declaration of Human Rights.

As a member of the Global Compact, M. Dias Branco is committed to respecting the universal principles related to the protection of Human Rights, Labor, the Environment and Anti-Corruption.

Its guidelines were defined based on the Assessment of Business Impacts on Human Rights, which considered the point of view of stakeholders and the company's value chain.

M. Dias Branco aims to ensure the protection of the inherent rights of all people, irrespective of race, ethnicity, gender, religion, nationality or any other condition. We encourage respect for these rights throughout our operations, including our value chain.

Our positioning is guided by the Human Rights, Diversity and Inclusion Policy, whose duties apply to all employees and service providers, stakeholders and the company's affiliates and subsidiaries.

Through the Supplier's Code of Conduct, M. Dias Branco guides partners to conduct their activities in compliance with the highest ethical standards, establishing transparent links and maintaining good coexistence between employees.

The code includes aspects such as good social and environmental management, sustainable purchasing and anti-corruption practices.

The scope of action of the Board of Directors includes ensuring compliance with the Code of Ethics and the Company's perpetuity, considering long-term and sustainable perspectives that include economic, social, environmental and good corporate governance aspects.

The ESG Committee, which advises the Board of Directors, is responsible for guiding the Company on topics such as corporate governance, environmental preservation, sustainability and business ethics. These include:



Poster for the 2023 Sustainability Meeting

Employees receive the Company's Code of Ethics



- ❖ Information transparency;
- ❖ Equity;
- ❖ Accountability;
- ❖ Corporate responsibility;
- ❖ Eradication of child, forced or compulsory labor;
- ❖ Combating discrimination practices, in any form;
- ❖ Prevention of moral or sexual harassment;
- ❖ Valuing diversity of gender, race and creed;
- ❖ Combat all forms of corruption;
- ❖ Environmental preservation and impact management;
- ❖ Corporate risk management;
- ❖ Promote, monitor and ensure the adoption of environmental preservation programs, such as waste management, control of gas emissions, encouragement of small producers and food safety.

In addition, the Sustainability area is responsible for the governance of the Human Rights topic, managed on a multisectoral basis, jointly with other business areas, creating an effective organizational culture and promoting the adoption of good practices in the value chain.

People and Management Committee, among other duties, assesses and monitors improvements in general people and management guidelines, including salary and benefits policy.

Human Rights are therefore addressed on a cross-cutting basis in the Sustainability Agenda and touch on other topics such as water, waste, combating food loss and

waste, diversity and inclusion, human capital, health and safety, communities, healthy and nutritious food, ethics and integrity and the sustainable value chain.

People who make up our workforce, the surrounding communities, customers, consumers, business partners and society as a whole are considered in their universal rights to dignity, equality, freedom and justice. Compliance with labor laws, ongoing implementation of better working conditions, appreciation of people, development of social projects, encouragement of ESG practices in the supply chain, are some examples of our alignment with the 30 articles of the

Universal Declaration of Human rights.

Environmental initiatives, in addition to caring for the environment, have at their core the understanding that people's quality of life will only be possible with the responsible use of natural resources. Otherwise, the negative impacts of unrestricted exploitation would have bad consequences for human life.

Additionally, to improve governance on the topic of Human Rights, we participate in discussions with other institutions, such as the Brazilian Business Council for Sustainable Development (CEBDS), and we use instruments such as the Business Pact for Integrity and Against Corruption, linked to Ethos Institute.

In 2023, planning actions to promote Human Rights involved risk assessment, training, program execution and engagement with the guidelines of our policies. The results can be identified throughout this report.



Professionalization and entrepreneurship program helps community populations to generate income

“ According to a GPTW survey in 2023, our employees feel good about the way in which we contribute to the community. This question reached 86 score. ”

CONNECTION WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDG)

<p>1 NO POVERTY</p> <p>No Poverty Directly and indirectly, it provides men and women with access to economic resources and social protection.</p>		<p>4 QUALITY EDUCATION</p> <p>Quality education Ensuring access to education and development for employees, their families and the surrounding communities.</p>		<p>10 REDUCED INEQUALITIES</p> <p>Reduced inequalities Encouraging empowerment and promoting social and economic inclusion.</p>	
<p>2 ZERO HUNGER</p> <p>Zero hunger and sustainable agriculture Contributes to food access and hunger reduction. Ensures supply of nutritious and safe products.</p>	<p>To ensure the maturity and efficiency of its ESG Strategic Agenda, M. Dias Branco develops actions that contribute to the 17 Sustainable Development Goals, which are used as the basis for defining our goals by 2030. Some of the practices advocated by the company are in line with the goals of Brazil SDGs.</p>		<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> <p>Responsible consumption and production Sustainable management and efficient use of natural resources in production. Reduction of food waste. Prioritizing sustainable purchasing.</p>	<p>14 LIFE BELOW WATER</p> <p>Life below water Conducting campaigns for the conservation of the coastal zone.</p>	
<p>3 GOOD HEALTH AND WELL-BEING</p> <p>Good health and wellbeing Access to essential services for the quality of life of employees. Demand in the supply chain for working conditions in a healthy and safe environment.</p>		<p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>Decent work and economic growth Generating decent jobs and income. Encouraging decent work in the value chain. Encouraging entrepreneurship in the communities.</p>			
<p>7 AFFORDABLE AND CLEAN ENERGY</p> <p>Affordable and clean energy Ensures the adoption of renewable sources and incorporation of technologies to increase energy efficiency of its production process.</p>				<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p> <p>Peace, justice and effective institutions Acting against corruption and bribery in all its forms.</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p> <p>Partnerships for the goals Encouraging and promoting partnerships for sustainable development.</p>
<p>5 GENDER EQUALITY</p> <p>Gender equality Encourages the full and effective participation of women and equal opportunities. Fosters the presence of women in leadership positions.</p>		<p>6 CLEAN WATER AND SANITATION</p> <p>Clean water and sanitation Contributes to water quality and encourages the efficient use of water resources.</p>		<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> <p>Sustainable cities and communities Fostering the protection and defense of the planet's cultural and natural heritage.</p>	
<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> <p>Industry, innovation and infrastructure Promoting inclusive and sustainable industrialization. Infrastructure modernization. Promoting technology, research and innovation.</p>					<p>13 CLIMATE ACTION</p> <p>Action against global climate change Optimizing the process to reduce GHG emissions.</p>
<p>15 LIFE ON LAND</p> <p>Life on Land Preserving forest fragments, including in mountain areas and arid lands.</p>					

Environment Pillar



ENVIRONMENTAL MANAGEMENT

M. Dias Branco invests in improving the efficiency of the use of natural resources and in managing environmental impacts caused by its operations. Our commitment to protecting the environment is documented in the Integrated Management System Policy (IMS), which covers all aspects of our activities, environmental impacts considered significant and the drivers in the setting of environmental goals. In addition, IMS has the priority of preventing pollution, reducing the generation of solid waste, water consumption and electricity consumption in the operating units.

Based on strict principles of ethics, eco-efficiency and continuous improvement, our SGI is connected to our purpose, seeking the satisfaction of our numerous stakeholders, through constant improvement of our quality standards, food safety, respect for the environment and safety and health conditions at work.

Management by Guidelines (GPD) ensures the monthly monitoring of the indicators versus the targets for reducing consumption of water, energy, waste generation, waste sent to landfills and water reuse. They are broken down for all the manufacturing units and have as a premise the maintenance of good results.

Working Groups also address the topics involved in this pillar, always seeking the best practices

in the management of natural resources, and the achievement of the public goals of the Strategic Sustainability Agenda.

In 2023, we focused efforts on implementing several initiatives linked to best environmental management practices in our production facilities. These include:

🌿 **Rio de Janeiro/RJ and Queimados/RJ Units:**

Completion of the Environmental Aspects and Impacts Assessment (LAIA), which aims to identify interactions with the environment in the activities performed and define the significant impacts of the operation.

🌿 **Jaboatão dos Guararapes/PE Unit:**

Start of the unit's decarbonization process, implementation of the Monthly Environmental Dialogue video, in Libras (Brazilian Sign Language), launch of the Environment pillar, and maintenance of ISO 14001 certification with 100% compliance;

🌿 **Lençóis Paulista/SP Unit:**

Implementation of the Monthly Environmental Dialogue, including the unit's permanent outsourced employees;

🌿 **Bento Gonçalves/RS Unit:**

Launch of the Monthly Dialogue and implementation of the Environment pillar;

🌿 **Natal/RN and Cabedelo/PB Units:** Holding of CONAMA 306 audit and ISO 14001 adherence audits;

🌿 **Fortaleza (Shortening and Margarines) and Salvador/BA Units:** Holding of ISO 14001 adherence audits;

🌿 **Eusébio/CE Unit:** Maintenance of ISO 14001 certification with 100% compliance.

We also held legal compliance audits during 2023. The process involved the participation of a third-party company and was conducted at our manufacturing units, except São Caetano do Sul and Lençóis Paulista.

In addition, we carried out pilot projects for the use of systems for managing waste and chemical products, which were successful and made them feasible for use in manufacturing units.

In the following pages, we share the results and practices in each material topic linked to the environmental pillar.

WATER GRI 3-3, 303-1

We act to ensure that activities are performed in such a way as to minimize the level of vulnerability of the water sources used, such as reducing consumption and reuse of water and treatment of effluents. Two public targets were announced on water consumption by 2030: Reduction of water consumption to 0.40 m³/ton of products and reaching 30% of water reuse. Water consumption rose from 0.45m³ in 2022 to 0.46m³ in 2023, influenced by non-routine maintenance stoppages, such as reservoir overhauls. As for water reuse in the year, we achieved 15.9% (17.1% in 2022), a result impacted by the rainy season, which made reuse for landscaping unfeasible.

For water and effluent management, we adopt practices

and procedures in compliance with quality standards and applicable environmental legislation. These actions aim to minimize the level of vulnerability of the water sources used, reducing relative water consumption, promoting water reuse and effluent treatment, seeking to regenerate ecosystems.

Water is used as a raw material for the manufacture of our products, as well as in the production process during cooling, heating and cleaning of machines and devices. In-house, in the company's day-to-day operations, it is consumed as drinking water, as well as in restrooms, for irrigating landscapes and gardens, for cleaning and maintaining facilities and equipment, in

fire-fighting systems and in cafeterias and kitchens.

Our main sources of water collection are: public supply (raw and treated water utilities), deep wells, rainwater recovery, treated wastewater (reuse) and third-party water (supplied by tanker trucks).

We participate in River Basin Committees, in which water utility companies are often present, along with other stakeholders. This participation contributes to the formulation of public policies and the tracking of monitoring performed by the relevant bodies.



Rainwater collection reservoir at the Eusébio/CE Unit

Water use	2021			2022			2023		
	In water-stressed areas	Outside water-stressed areas	Total	In water-stressed areas	Outside water-stressed areas	Total	In water-stressed areas	Outside water-stressed areas	Total
Volume of collected water (ML) ^{GRI 303-3}									
Groundwater	508.86	26.11	534.97	564.81	25.86	590.67	554.92	41.66	596.58
Rainwater	177.38	9.11	186.49	208.30	10.09	218.39	242.70	-	242.70
Third-party water	303.15	195.02	498.17	43.32	-	43.32	46.60	-	46.60
Surface water	62.15	-	62.15	385.28	201.28	586.56	397.64	196.20	593.84
Total	1,051.54	230.24	1,281.78	1,201.71	237.23	1,438.94	1,241.86	237,85	1,479.72
Water consumption (ML) ^{GRI 303-5}									
Total	980.58	218.49	1,199.07	1,050.68	227.14	1,277.83	1,088.70	237.73	1,326.43

Notes: There is no withdrawal of sea water and water production. ^{GRI 303} Water consumption refers to the volume actually consumed in production and support activities of the manufacturing units. There were no changes in water storage in 2023. The assumptions adopted by the company to calculate the water abstraction indicator per source are based on the volume that is abstracted directly from these sources to supply the manufacturing units. Measurements are made through hydrometers installed close to the points of withdrawal or entrance to the plants. Readings are made directly on the equipment display and recorded in operational monitoring reports prepared in all units according to the established operational frequency. Data containing all units are consolidated on a monthly basis. As for water consumption, measurement is made in two ways, depending on the manufacturing unit, and can be based on the volume actually consumed in the production process and in the support areas of the manufacturing units, or based on the assumption mentioned above for water withdrawal. Measurements are made using hydrometers installed at strategic points in the plants and are monitored similarly to the indicator for water withdrawal by source.

After use in the activities, and having received the appropriate treatment, the water not incorporated into the product can be discharged into rivers and lakes, reused or absorbed by infiltration wells (waste water that seeps through the ground). Effluents not treated in-house are directed to public sewage treatment plants. In 2023, there were no cases of non-compliance with water discharge quality limits. To water disposal, the Company follows standards such as:

🌿 **Temperature** – the temperature of the effluent

must not be significantly higher than that of the receiving water body;

🌿 **Turbidity** – the effluent must not be excessively turbid;

🌿 **PH** – the effluent PH must be within specific limits to avoid acidification or alkalization of the receiving water body;

🌿 **Biochemical Oxygen Demand (BOD)** – BOD is measured to assess the load of non-biodegradable organic matter present in the effluent;

🌿 **Total Suspended Solids (TSS)** – limits for the concentration of suspended solids in the effluent;

🌿 **Fecal coliforms** – the presence of fecal coliforms is often used as an indicator of bacterial contamination;

🌿 **Nitrogen concentrations** – ammonia, nitrite, nitrate and phosphorus can contribute to the eutrophication of water bodies;



Unit in Salvador/BA, located in an Environmental Preservation Area.

🌿 **Heavy metals** – concentrations of heavy metals such as lead, cadmium, mercury, among others;

🌿 **Toxic organic substances** – concentrations of toxic organic chemicals that can affect the health of aquatic ecosystems.

M. Dias Branco did not detect, in the disposal, any substance that would cause irreversible damage to the water body, the ecosystem or human health. The basis used to define priority substances that raise concerns when disposing of water is current environmental legislation. The organization's approach to setting the disposal limits of these substances is environmental regulations, such as CONAMA Resolution 430/2011 (federal) and other applicable state and municipal regulations. ^{GRI 303-2}

Currently, the Company monitors water consumption in areas considered to be water-stressed, located in the states: Ceará, Rio Grande do Norte, Paraíba, Pernambuco, Rio de Janeiro and São Paulo. We focus our efforts on supporting public policies and the local context of each water-stressed area, in order to monitor results and set targets and strategies. Furthermore, we consider water consumption to be one of the performance indicators, including bonuses for the Environmental team and management.

In 2023, we adopted measures designed to improve the efficiency of water and effluent management at our units. These include:

🌿 **Queimados/RJ Unit:** A 13% reduction in the water consumption indicator was achieved through the actions of the improvement team;

🌿 **São Caetano do Sul/SP Unit:** Addition of two water meters to the Water Balance, increasing the unit's sectoral water consumption monitoring by 11.3%;

🌿 **Lençóis Paulista/SP Unit:** Through the Ha-Cka-Ta-On program, an in-house software was developed to monitor water consumption;

🌿 **Jaboatão dos Guararapes/PE Unit:** Implementation of check list of water and leaks, used by the Environment team to identify leakage and waste points. The initiative also includes the creation of

WASTE GRI 3-3, 306-1

an instant communication channel for agile and preventive action regarding leaks. In addition, the unit has installed water meters at the water outlets to the river, closing the monitoring circuit for reused water;

Eusébio/CE Unit: Installation of a new reuse water meter. With this, now the unit can measure 100% of the reuse used in the unit. A working group was also set up to monitor reuse consumption on a weekly basis and implement improvements. Start of the

project for using reuse in the toilets at the toast plant's changing room;

Rio de Janeiro/RJ Unit:

Start of installation of the Telemetry pilot project;

Fortaleza/CE Unit (Margarines and Shortening):

Installation of the closed circuit system in the Bleaching 3 pump, with a reduction of 4m³/hour. Preparation of the unit's decarbonization plan, covering water and effluents.

Rainwater reservoir at the Eusébio/CE Unit



The generation of solid waste is linked to any human activity. Therefore, we seek to implement sustainable processes for the waste generated by our operations, avoiding environmental pollution, promoting the circularity of materials and reducing the consumption of virgin raw materials.

We have the Solid Waste Management Plan (PGRS) and the Environmental Management System as the main means of waste management. Governed by practices and procedures, both comply with applicable legislation and act in accordance with the concepts of environmental sustainability.

The impacts mapped by the Company as potential are

associated with the sustainable disposal of waste, in addition to the amount generated in manufacturing processes or post-consumption.

For raw materials and packaging, the challenge lies in the generation and disposal of discontinued products. In processing, production, use and consumption activities, it is related to generation and disposal. In these cases, waste includes, in addition to packaging of raw materials, technological losses in the process.

There is also an impact on the generation and disposal of waste from finished products, defective products, production waste, chemical products or

old equipment. In research and development, waste is produced in the generation and disposal of raw materials, packaging, and other ingredients for new products.

Finally, the Company has a potential impact on the distribution process, mainly with post-consumer packaging, which is minimized with the Post-Consumer Packaging Collection Program.

“
5 units have eliminated sending waste to landfills
”

Waste generated (Ton) GRI 306-3

	2021	2022	2023
Rubber	8.35	2.94	1.21
Electronics	0.61	4.44	4.53
Rubble	475.14	449.32	687.57
Fats and oils	32.72	190.25	104.64
Effluent treatment sludge	3,979.77	8,299.79	3,722.08
Cells, batteries and light bulbs	7.48	6.48	23.28
Miscellaneous Hazardous Waste (chemical, contaminated and others)	131.93	87.58	147.27
Recyclables (paper, plastic, glass and metal and wood)	8,742.57	10,865.66	11,181.51
Health care-related waste	0.45	0.81	0.89
Organic waste	15,790.51	9,472.15	11,421.72
Refinery Ground.	2,211.41	2,894.91	2,786.46
Used lubricating oil	18.95	18.97	17.13
Restaurant waste	710.02	898.1	1,012.49
Out of specification or expired products	1,617.88	6,338.97	1,839.11
Non-recyclable Waste	2,479.25	2,275.82	1,695.12
Other	138.54	2,964.60	151.1
Total	36,345.58	44,770.79	34,796.11

Note: The Solid Waste Management Plan (PGRS) and the Environmental Management System are the main means of waste management. The information was calculated according to the data management implemented in each of the manufacturing units and consolidated in the environmental corporate management. All waste is generated within the organization.

Waste generated GRI 306-3

	2021	2022	2023
	Quantity generated (ton)	Quantity generated (ton)	Quantity generated (ton)
Hazardous Waste	201.31	256.91	219.14
Non-Hazardous Waste	36,144.23	44,513.86	34,576.97
Total	36,345.54	44,770.77	34,796.11

Note: The company showed progress in terms of reducing waste generation in 2023, compared to 2022. This reduction is the result of improvements in the company's processes, which culminated in the reduction of ETP sludge, waste from market returns, among others.

The measures adopted to avoid the production of waste in our activities and in our value chain are:

- ❖ **Recycling and reuse** – transform the loss of finished products into co-products or compounds such as fertilizers;
- ❖ **Source reduction** – process optimization through the work of the organization's improvement teams, focusing on reducing losses;

- ❖ **Efficient waste management** – efficient waste segregation, implemented through training and awareness, allowing for adequate disposal;
- ❖ **Partnerships with suppliers** – return of cardboard boxes to suppliers;
- ❖ **Education and training** – training and awareness actions, such as the Environmental June project, a month dedicated to environmental awareness and

- sustainability, with training targeted to specific audiences;
- ❖ **Environmental audits** – specific points are audited on a monthly basis for selective collection, storage conditions and waste disposal;
- ❖ **Monitoring and reporting** – monthly application of environmental and waste management rating via specific indicators;
- ❖ **Legislation and compliance** – the company has a system for control and assessment of environmental legislation, as well as teams trained to monitor legal demands.

Our main initiatives are expressed in two public commitments by 2030: zeroing the amount of waste sent to landfills in all operations and collecting post-consumption packaging. The Zero Landfill program has advanced year after year and presents increasingly satisfactory results. By 2023, we have zeroed the disposal of waste in landfills in three new units, rising to five with Zero Landfill. And we reduced the percentage



Separation of plastic waste for recycling



Reverse logistics for pallets

of waste sent to landfills in another six units.

For tracking the collection and monitoring of waste-related data, we perform classification, collection and recording of information; weighing and measuring; monitoring of segregation flow; storage and disposal; environmental impact analysis; and compliance reports. All processes contribute to the continuous improvement of solid waste management in our manufacturing units.

Waste disposed of in landfills is one of the performance indicators and bonuses for the Environment team, including the area's Corporate Management. We have a process for qualifying waste destinations and transporters, which includes managing all the documentation necessary for legal compliance,

avoiding negative impacts on the process. In addition, we implemented actions to ensure that the activities are performed in a way that minimizes the impact of waste generation and disposal. GRI 306-2

Some selective collection, supplier qualification and food reuse measures were adopted in our manufacturing units in 2023. Learn more:

- ❖ **Eusébio/CE Unit:** Prospecting and qualifying new suppliers, allowing the implementation of the Zero Landfill program in September 2023. Creation of a Working Group aimed at monitoring the generation and disposal of waste, aiming to improve segregation and reducing the volume of waste disposed of as non-recyclable;

- ❖ **Rio de Janeiro/RJ Unit:** Implementation of selective collection in the unit. Participation in Germinar project to study the recovery and disposal of organic process waste. The unit also recorded a 26.9% reduction in the disposal of waste to landfill, compared to the previous year;

- ❖ **Fortaleza/CE Unit (Margarines and Shortening):** Implementation of Zero Landfill in March 2023. Start of the Project for Valuing Fatty Waste from the Waste Treatment Plant under Germinar project. Preparation of a decarbonization plan for the unit, including waste;

- ❖ **Salvador/BA Unit:** Creation of the Waste Team in May 2023, with a gradual reduction in

CLIMATE CHANGE

GRI 3-3, 305-1, 305-2, 305-3

the percentage sent to landfill, closing the annual indicator within the target and with a reduction of 15.7% compared to 2022. The unit also started a program to reuse fruit and vegetable peels used in the cafeteria, to reduce the generation of organic waste;

🌱 **Cabedelo/PB Unit:** 26% reduction in the disposal of non-recyclable waste through sorting at the Waste Center;

🌱 **Queimado/RJ Unit:** 13% reduction in waste disposal to landfill, compared to 2022;

🌱 **Maracanaú/CE Unit:** Implementation of Zero Landfill in September 2023. Start of the unit's decarbonization project. Construction and implementation of the Waste Center;

🌱 **Lençóis Paulista/SP Unit:** Effective actions in the unit's Selective Collection, changing suppliers and types of waste disposal. Leading to a 47.6% reduction in waste sent to landfill.

Waste disposal	Hazardous			Non-hazardous		
	2021	2022	2023	2021	2022	2023
Waste diverted from disposal <small>GRI 306-4</small>						
Recycling	38.94	15.53	49.42	28,014.03	28,717.03	23,718.07
Other recovery operations	4.92	7.8	16.16	-	6,649.96	278.53
Oil re-refining	18.02	60.85	17.13	0.93	0.92	-
Co-processing	111.11	77.92	114.57	1,058.45	291.99	1,289.45
Reverse logistic	0	1.75	-	-	-	-
Preparation for reuse	0	0	0	411	113.73	457.16
Composting	0	0	0	3,188.07	6,420.64	7,035.78
Total	172.99	163.85	197.29	32,672.49	42,194.27	32,778.99
Waste directed to disposal <small>GRI 306-5</small>						
Sanitary Landfill	25.4	84.08	14.67	3,471.75	2,319.59	1,797.98
Industrial landfill	0	5.54	-	0	0	-
Incineration without energy recovery	2.92	3.44	7.18	0	0	0
Total	28.32	93.06	21.85	3,471.75	2,319.59	1,797.98
Total	201.31	256.91	219.14	36,144.24	44,513.86	34,576.97

Note: The recovery of all waste takes place outside the Company through suitable partners, in compliance with current legislation. The company showed progress in terms of reducing waste generation in 2023, compared to 2022. This reduction is the result of improvements in the company's processes, which culminated in the reduction of ETP sludge, waste from market returns, among others. We have no hazardous or non-hazardous waste sent for incineration with energy recovery.

The topic of climate change is a priority in the Company's ESG Strategic Agenda, the guidelines for its management are part of the Sustainability Policy and are included in the Energy Efficiency Policy. All actions focused on energy efficiency must be aligned with the climate transition plan.

We have a specific corporate area for Climate and Environmental Strategy, which has as one of its purposes the management of the Climate Transition Plan, as well as the responsibility for monitoring global and national climate agendas and mapping risks and opportunities related to the company's business.

Furthermore, as part of the ESG Strategic Agenda, the topic of climate change is managed through a multidisciplinary Working Group comprising areas such as Engineering, Environment, Supply, Risks, Logistics, Corporate Sustainability, among others, which meet monthly to address the actions of the plan aimed to contribute to achieving the proposed emissions reduction targets.

Additionally, climate change related issues are part of the units' performance indices and are part of corporate indices, such as the Company's main governance index, the iMDB. These indicators are monitored and analyzed on a monthly basis. The definitions and main action plans to achieve the

Direct greenhouse gas emissions (tCO₂ equivalent) GRI 305-1

	2021	2022	2023
Stationary Combustion	121,078.00	127,338.85	124,251.06
Mobile Combustion	10,378.00	11,067.52	12,416.65
Fugitive Emissions	8,604.00	11,444.76	15,311.29
Agricultural Activities	2.11	0.99	1;61
Effluents	37.77	60.43	303.10
Total (tCO₂e)	140,099.88	149,912.55	152,283.71

Note: Figures include Jasmine's entry

Indirect emissions from energy acquisition (tCO₂ equivalent) GRI 305-2

	2021	2022	2023
Purchasing Approach	26,722.00	9,594.00	4,447.78
Location Approach	41,125.00	14,142.00	13,122.21

Other greenhouse gas emissions (tCO₂ equivalent) GRI 305-1

	2022	2023
Purchased goods and services	1,958,320.13	1,658,564.23
Capital goods	8,235.78	14,958.99
Activities related to energy and fuels not included in scopes 1 and 2	27,384.82	23,548.39
Transport and distribution – upstream	176,281.54	176,919.02
Waste produced in operations	9,322.13	12,031.86
Business trips	1,243.57	2,410.14
Employee commuting	4,159.30	4,620.25
Transport and distribution – downstream	13,179.69	14,944.16
Use of goods and services sold	57,040.64	55,416.37
Processing of products sold after the end of their useful life	3,722.51	4,681.58
Total	2,258,890.11	1,968,094.99

Other sources used: Department for Environment, Food & Rural Affairs (DEFRA), Ecoinvent, Sistema Interligado Nacional (SIN) e Intergovernmental Panel on Climate Change (IPCC). The approach for consolidating the information in the emissions inventory is based on operational control. We contemplate GRI requirements in the reported indicators.

goals set involve the Company's operational and strategic levels.

The defined strategies and actions linked to climate issues are approved by the following senior management bodies: Sustainability Committee, ESG Committee and Board of Directors. The results are reported and discussed at all meetings of the Sustainability Committee, ESG Committee and the Board of Directors, where the results of climate targets, main actions of the transition plan and the progress and challenges of carbon management are presented with vision for 2025 and 2030.

The inventory of greenhouse gases (GHG), which complies with the methodology of the Brazilian GHG Program Protocol, covers scopes 1, 2 and 3 since 2020, and is verified by a third-party company, reinforcing our commitment to transparency and reliability of the information provided to the market.

In 2023, we included in the GHG inventory the mapping of operations at Campina Grande do Sul/PR manufacturing unit, where Jasmine brand products are manufactured. GHG emissions are managed through monthly monitoring using an emissions management platform, where the results of the categories that make up the GHG inventory are fed. These results are broken down by business unit, by type of precursor and by company area, with the aim of monitoring results,

addressing deviations and monitoring trends and responses to emissions reductions in line with the implementation of the climate transition plan. In 2023, a dashboard of indicators was created, with all the developments of the inventory and made available to all M. Dias Branco leaders. The main purpose is to engage all leadership and employees to increase the commitment to reducing emissions at M. Dias Branco.

The results of our emissions became part of the agenda for the industrial area's monthly meetings, being discussed and addressed, increasing the level of ownership by each person in charge of the process. Also in 2023, the carbon intensity indicator was included in the Ivens Dias Branco Industrial Excellence Award, where units with the highest % reduction in intensity

in tonCO₂e/ton produced are awarded, encouraging actions aligned with the Company's decarbonization plan and consequently higher efficiency in the process. This is also an action related to increasing the engagement of the leadership of the manufacturing units on the topic of decarbonization.

It is important to highlight the progress made in the climate transition plan, by including in CAPEX management the analysis of priority projects indicated in the Marginal Abatement Cost Curves (MACC) and the carbon abatement of each project submitted in defending the company's investments. Therefore, in addition to analyzing the financial return, we also have another important variable for analyzing the project: the potential carbon reduction that M. Dias Branco will be able to capture and view

in its decarbonization curve, aligned with the 2030 target of the ESG Strategic Agenda.

Another project completed in 2023 was the Decarbonization Platform. All energy efficiency projects were assessed, from its inception, regarding their positive or negative impact on the Company's decarbonization curve. This action is in line with the need to transition the business model to a low-carbon model. Expanding the scope of analysis to other projects is part of the climate transition plan.

We also made significant progress in resource management to ensure the execution of projects on the decarbonization curve. We now have CAPEX dedicated to actions aligned with the public commitments of the ESG Strategic Agenda, covering projects that will enable our advances.

In 2023, we had a milestone in the decarbonization journey: the launch of the Descarbonize program, translating into ten pillars all the main actions provided for in the Company's transition plan. Thus, we aim to ensure not only the achievement of the target of 20% reduction in scopes 1 and 2, but also the change to a low-carbon business model considering our entire value chain. This program includes all the Company's areas, as we consider it a key issue for the necessary transformations in processes.

GRI 305-1, 305-2, 305-3 In order to make progress towards our commitment, the strategy for reducing emissions in 2023 focused on scope 1 (reducing natural gas consumption) and scope 2 (transitioning the energy matrix to a higher share of renewable energy). In 2023, for scope 1, the focus was on reducing emissions linked to natural gas, which accounts for 82% of the company's results. For action on this front, a specific decarbonization plan was drawn up for the shortening and margarine unit in Fortaleza/CE, since natural gas consumption accounts for 88% of the unit's scope 1. The first impactful action was the increased use of fatty acid, a by-product of the refinery process, replacing natural gas. This action represented a reduction 9.6% in emissions related to natural gas at the unit when compared to 2022.

We recorded a total 3.1% reduction in emissions related to natural gas, which was our focus and main precursor. In the same period, we had a 34% increase in fugitive emissions due to the execution of thermal comfort projects in manufacturing units, replacement of air conditioning equipment with R22 refrigerant gas and a 12% increase in mobile combustion, which is related to the largest volume of finished product shipped. The increase in these two categories affected the total result of scope 1, leading to an increase of 1.6% when compared to 2022.

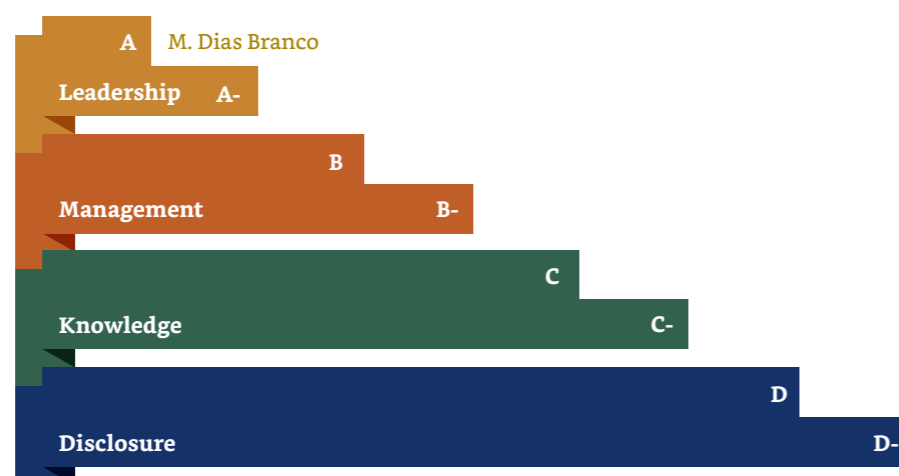
Carbon Disclosure Project (CDP)

For the first year, M. Dias Branco obtained an A rating in its CDP report, joining the "A List" in the environmental assessment related to climate change. Currently, the Carbon Disclosure Project (CDP) disclosure and scoring system is recognized as one of the main standards of corporate environmental transparency. It is among the companies in the world recognized by the institution, for maintaining sustainable actions across the entire value chain.

In 2023, for scope 2, we will continue to focus on the transition of the energy matrix to renewable energy and actions in the energy efficiency master plan aimed at higher process efficiency. We recorded a very positive result for the decarbonization journey. The percentage of renewable energy in the energy matrix increased from 32.6% in 2022 to 64.7% in 2023, considering the consumption of wind energy from Serena, certified with the necessary statements from the generator, and energy with the issue of I-Recs (renewable energy certificates).

The result of the actions related to renewable energy produced a

M. Dias Branco Score at CLIMATE CDP



Source: Carbon Disclosure Project (CDP)

Launch of Decarbonize Program, at GME unit to promote employee engagement in the company's decarbonization strategy



54% reduction in scope 2 results in the purchasing approach and a 7% reduction in the localization approach, both very positive in terms of achieving the ESG Strategic Agenda target, which is a combined reduction in scope 1 and 2 emissions (purchasing approach), showing a reduction of 1.7% compared to the previous year, and 13.8% compared to the base year.

^{GRI 302-1} In 2023, at the 2nd Workshop for Suppliers, the topic of climate change was central. We covered the following topics: reducing emissions, training on the impact of Scope 3 on the Company's results, synergies and partnerships. It is important to highlight that since 2021, M. Dias Branco has been advancing in the insourcing of information for Scope 3, using the suppliers' emission factors.

Still on engagement, we developed internal campaigns focused on employees to promote knowledge about climate change, impacts of the value chain activities on the result of the inventory, the

role of citizens in this journey towards reducing emissions and podcasts explaining the Company's decarbonization journey and its strategies translated into the Descarbonize Program.

Our Decarbonize program, as well as the transition plan, considers the entire value chain and the emissions generated throughout these operations. Therefore, the results of scope 3 are also monitored, for which we recorded a 12.9% reduction compared to 2022 and 36% compared to the base year. The main reductions were seen in the categories of purchased goods and services, and raw materials was the item with the most significant impact.

Since 2022, we started to link the variable compensation of executives to climate change targets.^{GRI 201-2} To identify climate risks and opportunities, we developed specific studies considering future climate scenarios for the regions where we operate, with the assistance of a specialized consultancy. In

addition, materiality studies, the company's history and records with climate events already experienced, such as rainfall and water scarcity, were used. Identified risks were assessed according to the criteria and metrics of our Risk Management area, which considers impact analysis (financial, image, environment, continuity, compliance, health and safety, quality) and probability analysis (frequency of occurrence and chance of occurring, which can vary from 10%, rated as low, up to 90%, which is considered an almost certain probability). Each business area is responsible for monitoring their respective

Seeking to improve the quality of its disclosures, in 2023, M. Dias Branco carried out the second diagnosis of its adherence to the TCFD - Task Force on Climate Related Financial Disclosures, for which it relied on a company specialized in the topic, considering the four central elements for disclosure: Governance, Strategy, Risk Management and Metrics and Goals with the aim of strengthening climate management. This project resulted in the development of recommendations that were included into the management plan.

risks (indicated by the matrix of vulnerabilities) and addressing them appropriately, following the controls and action plan for mitigation and/or adaptation. In 2023, a review of the short-, medium- and long-term time horizon was made, related to the actions and goals of the ESG Strategic Agenda, which require constant treatment and investment over the years, with results calculated between three and ten years.

The Risk Management area has a direct and active role in the preparation of the risk matrix for ESG topics, as well as in the governance of mitigating actions, such as action plans and monitoring and review controls. The area also holds recurring

review meetings to assess risks and controls together with the business areas.

In 2023 we recorded a reduction in emissions, adding the results of scopes 1 and 2, of around 13.8% when compared to the base year 2020. Therefore, we have already achieved the goal of the ESG Strategic Agenda, of 10% reduction by 2025. When comparing the result for 2023 versus 2022, the reduction was 1.7%.

Biogenic CO2 emissions (tCO₂ equivalent)^{GRI 305-3}

2021	2022	2023
54,419.89	15,121.05	18,438.33

Data referring to scope 03.

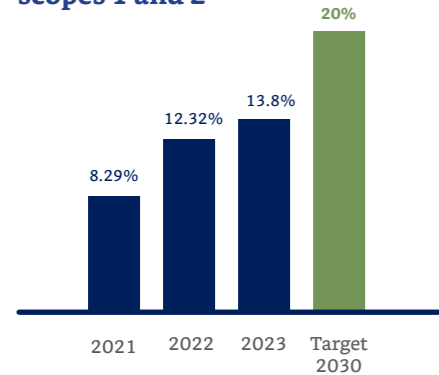
Intensity of greenhouse gas emissions^{GRI 305-4}

	2021	2022	2023
Total GHG emissions - scopes 1 and 2 (tCO ₂ equivalent)	166,821.88	159,506.55	156,731.49
Intensity of greenhouse gas emissions (scopes 1 and 2)	0.02	0.02	0.01
Total GHG emissions - scope 3 (tCO ₂ equivalent)	2,233,613.34	2,258,890.11	1,968,094.99
Intensity of greenhouse gas emissions (scope 3)	0.29	0.22	0.18

Scopes 1 and 2 emissions

All our Scope 1 and 2 emissions are being addressed in our climate transition plan detailed in the Decarbonize program, with actions aimed at reducing the absolute number and intensity of carbon.

Percentage reduction of GHG Emissions of scopes 1 and 2* GRI 305-5



*Baseline year for M. Dias Branco is 2020.

Climate Risks GRI 201-2

As for physical risks, some regions with industrial operations were identified through studies by the National Water Agency (ANA) with widespread problems of water availability: the Southeast region and Ceará, locations where we have manufacturing units. We consider climate as a strategic issue for our activity and business continuity, with special attention to the diversification of our water matrix. GRI 303-

¹ Considering the potential financial, image and continuity impacts, the risk of water scarcity was classified as high and probable, since water stress may result in increased supply costs and production disruption, as well as a trend to create new laws to regulate water use. We consider that the Company has industrial units in regions with water scarcity (Jaboatão dos Guararapes/PE, Natal/RN, Cabedelo/PB and São Caetano do Sul/SP) and that units in Ceará are located in regions of water stress. As a control and mitigation plan, M. Dias Branco has monthly monitoring of the units subject to water risk (control of water consumption in critical areas), discussed in the sustainability forums, and which guides the actions to be implemented in a proactive approach, such as targets for reducing consumption and water reuse.

In addition, relative consumption is also monitored, whereby water consumption

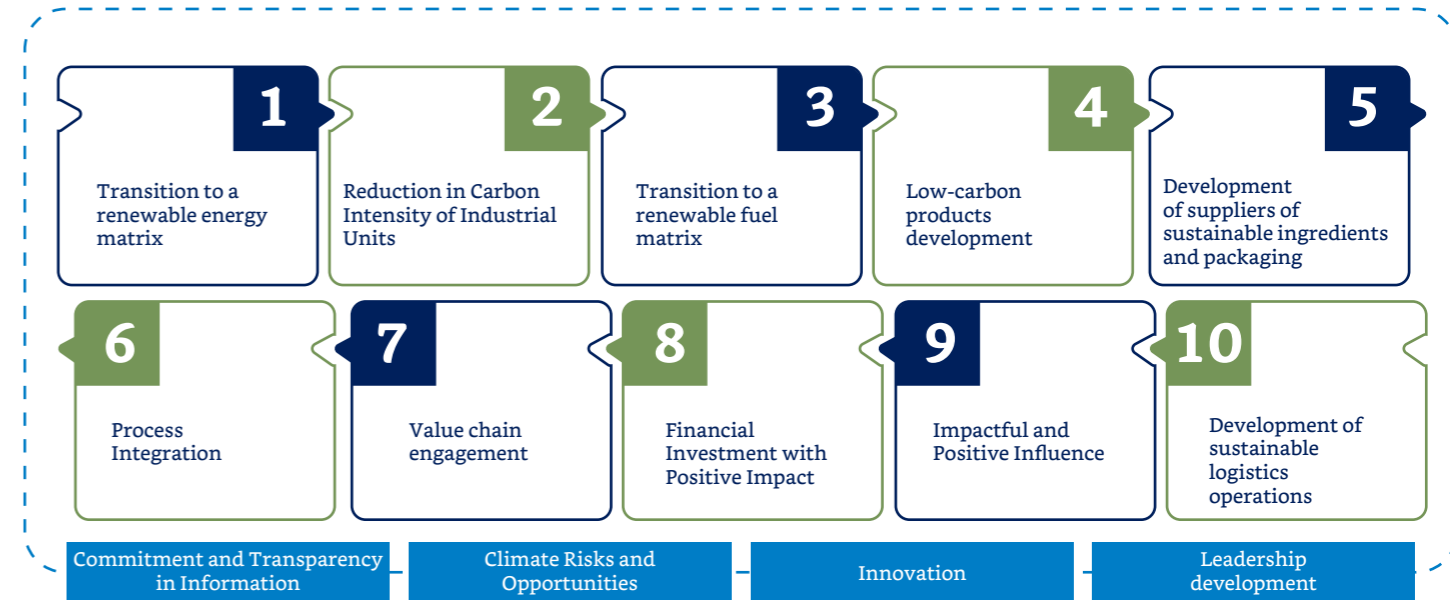
is compared with the volume produced in each of the units. The occurrence of intense rainfalls and/or floods may jeopardize the operations in the industry. Maracanaú/CE, Jaboatão dos Guararapes/PE, Lençóis Paulista/SP, São Caetano do Sul/SP and Queimados/RJ units are located in places with floodable watercourses. There are records of floods near the units. São Caetano do Sul unit has a history of halting operations due to flooding.

In 2019, M. Dias Branco conducted a materiality analysis regarding the mapped climate risks, which highlighted the increase in the frequency and intensity of floods as a climate threat. As a result, the units most exposed to risks are the units in Maracanaú, Jaboatão dos Guararapes, Salvador/BA (GMA), Natal/RN (GMP) and Cabedelo/PB (GMT). The municipalities where these units are located are monitored by the National Center for Monitoring and Alerts on Natural Disasters (Cemadem) and the Pernambuco Water and Climate Agency (Apac) due to the occurrence of extreme weather events, such as torrents and floods.

Based on the risk and materiality analyzes, we launched the business continuity project. In 2021, a business impact analysis was performed, which consists of mapping the risks that could have an impact on the perpetuity and continuity of M. Dias Branco. Based on this analysis, the preparation of continuity plans



Pillars



began in 2022, consisting of a response with actions for each mapped crisis.

The financial impacts can reach R\$ 21 million in the event of a shutdown of a large unit, such as Jaboatão dos Guararapes/PE, for a week. Given the characteristic of Brazil's energy matrix, which is predominantly water-based, water scarcity events can also cause an increase in energy costs. Over the past few years, the Company has migrated energy contracting from the regulated market to the free market. In addition, M. Dias Branco sees opportunities in the use of renewable energy, as evidenced by the partnership signed with Serena, which has sold 18MW to M. Dias Branco under the self-production regime and consumed by the company's production units.

Other assessed risk is fluctuation in the supply of commodities due to climate change. Agricultural commodities (wheat, sugar, cocoa, palm oil and soybean oil) are the most representative for the Company when it comes to raw materials. For this reason, an increase in the price of these categories may have a high impact on our production.

For monitoring climate change, the company makes monthly assessments using the National Meteorological Institute (INMET), Agritempo, the National Oceanic and Atmospheric Administration (NOAA), among other sources, considering the following factors: rainfall, temperature, soil moisture, and the drought in the main producing regions of commodities (Argentina, United States, Brazil, India, among

others). For risk monitoring, each specialist and manager present the main future trends and render accounts of previous months' operations, at the Hedge Committee meetings, thereby contributing to the decision-making process for future purchases of the most critical commodities.

ENERGY GRI 3-3, 302-4

We have made solid progress in energy management over the years, motivated by the public commitment to have 90% of the energy consumed in our plants coming from renewable sources by 2030. To achieve this, we work with strategies such as defining impacts, analyzing risks and context, setting targets, allocating resources, carrying out training, engaging stakeholders and continuous monitoring.

The energy efficiency topic was reinforced with the approval of a specific policy to optimize energy resources, reduce environmental impacts and increase market competitiveness. We also have Working Groups (WGs) and a Kaizen team to develop matrix energy efficiency actions in our plants, reducing natural gas consumption and, consequently, CO₂ emissions.

We allocate CAPEX investments to projects focused on energy efficiency in our plants. We also monitor the consumption target per ton of energy and natural gas produced on a monthly basis, and we have an Energy Efficiency Master Plan.

In 2023, our energy consumption from renewable sources was 65%, a percentage 100% higher than the previous year. The synergy between different areas, such as Engineering, Supply, Environment and Sustainability, was crucial for advancing the challenge of expanding our energy matrix and promoting the engagement of the entire chain in achieving our goals.

During the year, 3,666,721 GJ of energy was consumed, representing -2.9% reduction compared to 2022. GRI 302-2

The negative impacts identified in 2023 are: CO₂ emissions derived from operating activities, such as the burning of natural gas and LPG in furnaces and boilers, and the use of electrical energy in industrial equipment necessary for the production of our products.



Serena wind farm, partner of M. Dias Branco in the supply of renewable energy

Energy consumption within the organization (GJ)* GRI 302-1

	2021	2022	2023
Non-renewable fuels	2,310,538	2,431,463	2,321,020
Diesel/Brazil	107,429	118,151	139,136
Liquefied Petroleum Gas (LPG)	33,713	40,005	51,972
Natural Gas	2,114,185	2,218,764	2,072,838
Gasoline/Brazil	55,212	54,542	57,075
Renewable fuels	5,817	56,352	43,517
Fatty acid	1,979	11	35,710
Wood chips	1,374	51,286	1,914
Hydrous ethanol	2,463	5,055	5,893
Electricity	1,171,276	1,208,342	1,218,670
Network Factor	761,071	814,533	430,120
Concessionaire Factor	410,206	393,808	788,549
Steam	86,247	81,984	83,514
Renewable Steam	86,247	81,984	83,514
Total	3,573,878	3,778,140	3,666,721

Note: The conversion factor used was that of the last national energy balance. GRI 2-4In 2023, fuel inputs from the entire value chain, directly managed by the Company, such as processes at manufacturing units, distribution centers and fleet consumption, were considered in the report. M. Dias Branco does not consume energy for cooling and heating. We had some on-off sales of non-consumed energy purchased on the free market, which were not reported at this time.

Energy consumption outside of the organization (GJ)* GRI 302-2

	2021	2022	2023
Non-renewable fuels	954,442	77,638	100,706
Diesel/Brazil	45,629	61,510	69,478
Liquefied petroleum gas (LPG)	901,517	-	-
Aviation kerosene	7,296	16,128	-
Total	954,442	77,638	31,228

Energy intensity within the organization (GJ/ton produced)* GRI 302-3

	2021	2022	2023
Energy intensity (GJ/ton produced)	1.38	1.45	1.41
Energy intensity (GJ/net revenue)	0.46	0.38	0.34

*The conversion factor used was that of the last national energy balance.

PACKAGING AND SUSTAINABLE PLASTIC MATERIALS

GRI 3-3, 301-1, 301-2

Growing environmental awareness has driven the adoption of sustainable packaging in the food industry, made from recycled, biodegradable or compostable materials. In addition, strategies to reduce the waste of raw materials and the creation of more efficient designs are alternatives implemented to promote more responsible practices.

The search for innovation encourages the market to find solutions capable of balancing the functionality of packaging, reducing its high decomposition

time and finding suitable disposal without undermining the function of ensuring food safety and shelf life.

The Packaging topic is addressed by a multidisciplinary WG led by the R&D area, which provides support to the Environment and Sustainability departments. We also rely on the Germinar Project, responsible for searching for Brazilian startups capable of offering innovative solutions, including the development of more sustainable packaging.

In this sense, M. Dias Branco defined as a public commitment

using 100% of plastic packaging with recyclable and/or compostable and/or biodegradable materials by 2030. In 2023, 96.7% of the Company's packaging is recyclable (96.8% in 2022).

M. Dias Branco produces and packages its products and services using flexible films and rigid packaging.

Materials used in production and packaging GRI 301-1

Material Name	Material	Source type	Unit	2021	2022	2023
Flexible film (laminated, metallized laminate and monolayer)	Packaging	Non-renewable source	Tons	12,391.865	16,415.689	13,087.939
Rigid packaging	Packaging	Non-renewable source	Unit	110,509,826	175,653,914*	162,085,124
Paper Packaging (recycled, kraft and semikraft)	Packaging	Non-renewable source	Unit	113,087,016	122,069,553	114,263,479

Note: *In 2022, we included the plastic crib in the rigid packaging category.

Percentage of raw materials or recycled materials used in the manufacturing of products and services GRI 301-2

Material Name	2021	2022	2023
Flexible films (laminated, metallized laminate and monolayer)	0	0	0
Rigid packaging	0	0	0
Paper Packaging (recycled, kraft and semikraft)	87.78	90.6	93.01
Baling film	52.76	42.52	55.28

Notes: *Anvisa only allows the use of PET-PCR in recycled packaging for food contact, according to its regulations. Therefore, flexible films and rigid packaging used by us do not contain recycled material. To determine quantities, the metric unit used was tons.

COMBATING LOSS AND FOOD WASTE

Data released by the UN and the Food and Agriculture Organization of the United Nations (FAO) reveal that more than 30% of global food production is wasted or lost annually, equivalent to around 1.3 billion tons.

This scenario is even more worrying when we consider the number of people who live in conditions of hunger or food insecurity. Brazil is among the ten countries that most waste food in the world and it is estimated that 33 million people suffer from hunger in the country.

Food waste also has serious consequences for environmental preservation, impacting biodiversity, with excessive

use of water resources, land pollution and greenhouse gas emissions.

We have taken on public targets to reduce losses of food inputs and combat waste of finished products. In 2023, we achieved our goal of reducing waste of finished products by 50% by 2030, with 66.79%, and we recorded 0.74% in the rate of loss of inputs in the production process, achieving the goal of 0.94% by 2030.

We work with a systemic view on combating food loss and waste. Therefore, our focus is on the production process and supply chain for finished products.

“Products with an expiration date close to 30 days are donated and consumed before they expire, avoiding possible waste and supporting the fight against hunger.”



Investments in technology improve inventory management and avoid product waste

Social Pillar



MANAGEMENT PRACTICES AND PEOPLE DEVELOPMENT ^{GRI 3-3}



Industrial area employee

At M. Dias Branco, we are dedicated to promoting a safe, inclusive and healthy working environment. We understand that good results are only possible and sustainable when professionals are satisfied, proud and aligned with M. Dias Branco's values. Accordingly, we made a public commitment to achieve an 80% satisfaction rate among our professionals, calculated by external survey, by 2030.

To achieve this goal, several initiatives have been developed by the People area, including in its activities the best market practices relating to recruitment

and selection, corporate education, career, compensation and benefits, culture and organizational climate, internal communication, health and work safety.

In this chapter, we highlight some of the main initiatives developed in 2023. All actions have their effectiveness monitored through Management by Guidelines (GPD), a methodology for monitoring and analyzing M. Dias Branco's results in all areas.

EMPLOYEE PROFILE

At the end of 2023, we had 16,680 employees, 520 more than in 2022. In recent years, we have kept a balance in terms of the profile of our employees. ^{GRI 2-7}

We have 4,889 outsourced workers who work mainly on fronts such as administrative services, production, trade marketing and logistical activities. The most common types of employment agreement are made under Brazilian Labor Law (CLT), with an indefinite term, or temporary agreements. We work to include management of outsourced professionals in newly acquired companies, such as Jasmine. ^{GRI 2-8}

Employee profile on 12/31/2023 ^{GRI 2-7}

	2021		2022		2023	
	Full time	Part time	Full time	Part time	Full time	Partial time
Total	15,568*	28	16,071	89	16,588	92
Gender						
Male	11,217	13	11,524	54	11,835	52
Female	4,351	15	4,547	35	4,753	40
Region						
Midwest	53	0	54	0	57	0
Northeast	10,301	18	10,707	79	10,913	83
North	62	0	66	0	65	0
Southeast	4,092	8	4,132	8	4,186	7
South	1,060	2	1,112	2	1,367	2

Notes: We have no temporary workers or with no workload guarantee. All employees considered in the table are permanent and may be divided into full-time and part-time workers. Roles such as speech therapists and occupational physicians fall into the category of part-time workers. Data is in accordance with information from Caged, excluding interns and apprentices. ^{GRI 2-4} *Correction of the sum of the category of full-time employees.

RECRUITMENT AND SELECTION

Hiring guidelines are recorded in our Recruitment and Selection Policy, which has as its main commitments:

- ❖ **Favor an assertive** and safe selection process, in line with our values;
- ❖ Promote transparency, equity and diversity, striving for respect for human rights in all our selection processes;
- ❖ **Foster growth** of employees, valuing the professionals who are already with us, through the offer of internal selections;
- ❖ **Encourage diversity** in the selection and hiring of minority groups (women, people over 60, black people, LGBTQIAPN+ people, indigenous people and refugees) in the selection processes, in compliance with the commitment made by the Company with society.

In 2023, we focused our efforts on improving the Employee Experience (employee experience with the recruitment and selection processes) and the Employer Branding (the company's image as an employer brand). In this context, we implemented the Admission ChatBot, to establish more efficient communication with candidates during the Admission and Onboarding (process of socialization of new professionals). The system provided more agility to the admission process.

Seeking to make our brand better known in strategic professional contexts and attract talent to our selection processes, we participate in on-site and on-line career and employability fairs, events and lectures. We also hold our own fair, open to internal and external audiences, with the aim of connecting, attracting and enchanting talents who dream of being part of M. Dias Branco team. This initiative not only established valuable connections, but also promoted the integration of participants and employees with the practices and strategies of different areas of the company. The event reached more than 3,323 views on YouTube.

At M. Dias Branco, we assess candidate satisfaction in our selection processes. At the end of each process, a form is sent

to collect feedback, assigning a score that aims to assess the level of service provided. In 2023, we achieved a satisfaction rate of over 92%. Furthermore, we also monitor the satisfaction of our managers, which reached a mark of over 84% during the year, keeping us in the zone of excellence under NPS (Net Promoter Score) methodology.

We also highlight the preservation of our intellectual capital. Our turnover rate in 2023 remained at 12.60%, representing stability and balance over recent years. Furthermore, in 603 opportunities, we were able to fill job positions with professionals who were already with us, valuing our internal talents and providing growth in their careers.



Students visit the Company's stand at a university fair

Total number of employees hired, terminated and turnover rate, by age group ^{GRI 401-1}

Age range	2021				2022				2023			
	Total employees	Hiring	Termination	Rate of turnover	Total employees	Hiring	Termination	Rate of turnover	Total employees	Hiring	Termination	Turnover rate
Up to 25 years old	1,197	364	338	29%	1,458	561	214	27%	1,923	628	259	23%
From 26 to 35 years old	5,226	711	950	16%	5,115	806	815	16%	5,343	958	761	16%
From 36 to 45 years old	5,722	378	833	11%	5,921	459	668	10%	5,895	616	693	11%
From 46 to 55 years old	2,664	85	395	9%	2,824	113	248	6%	2,770	186	268	8%
Over 56 years old	787	5	115	8%	842	9	79	5%	749	11	105	8%
Total	15,596	1,543	2,631	13%	16,160	1,948	2,024	12%	16,680	2,399	2,086	13%

Total number of employees hired, terminated and turnover rate, by region ^{GRI 401-1}

Region	2021				2022				2023			
	Total employees	Hiring	Termination	Rate of turnover	Total employees	Hiring	Termination	Rate of turnover	Total employees	Hiring	Termination	Turnover rate
North	62	10	19	23%	66	20	19	18%	65	16	19	26%
Northeast	10,319	737	1,495	11%	10,707	1,863	1,128	11%	10,996	1,270	989	10%
Midwest	53	5	12	16%	54	10	10	19%	57	14	14	24%
Southeast	4,100	545	807	16%	4,132	733	664	13%	4,193	781	763	18%
South	1,062	246	298	26%	1,112	260	203	18%	1,369	318	301	22%
Total	15,596	1,543	2,631	13%	16,071	2,886	2,024	12%	16,680	2,399	2,086	13%

Total number of employees hired, terminated and turnover rate, by gender ^{GRI 401-1}

Gender	2021				2022				2023			
	Total employees	Hiring	Termination	Rate of turnover	Total employees	Hiring	Termination	Rate of turnover	Total employees	Hiring	Termination	Turnover rate
Men	11,230	1,036	702	8%	11,524	1,387	1,430	12%	11,887	1,648	1,455	13%
Women	4,366	507	1,929	28%	4,547	561	590	13%	4,793	751	641	14%
Total	15,596	1,543	2,631	13%	16,071	1,948	2,020	12%	16,680	2,399	2,096	13%

BENEFITS GRANTED TO EMPLOYEES

^{GRI 401-2}

Most of the benefits offered are applicable to all of our professionals. With a single monthly fee (part subsidized by the company), they have access to gyms, studios, live classes with personal trainer and apps aimed at physical exercise, meditation and improving quality of life.

We have the Colaborador+ (Employee+) program, through which we establish partnerships with companies that offer discounts to our employees and

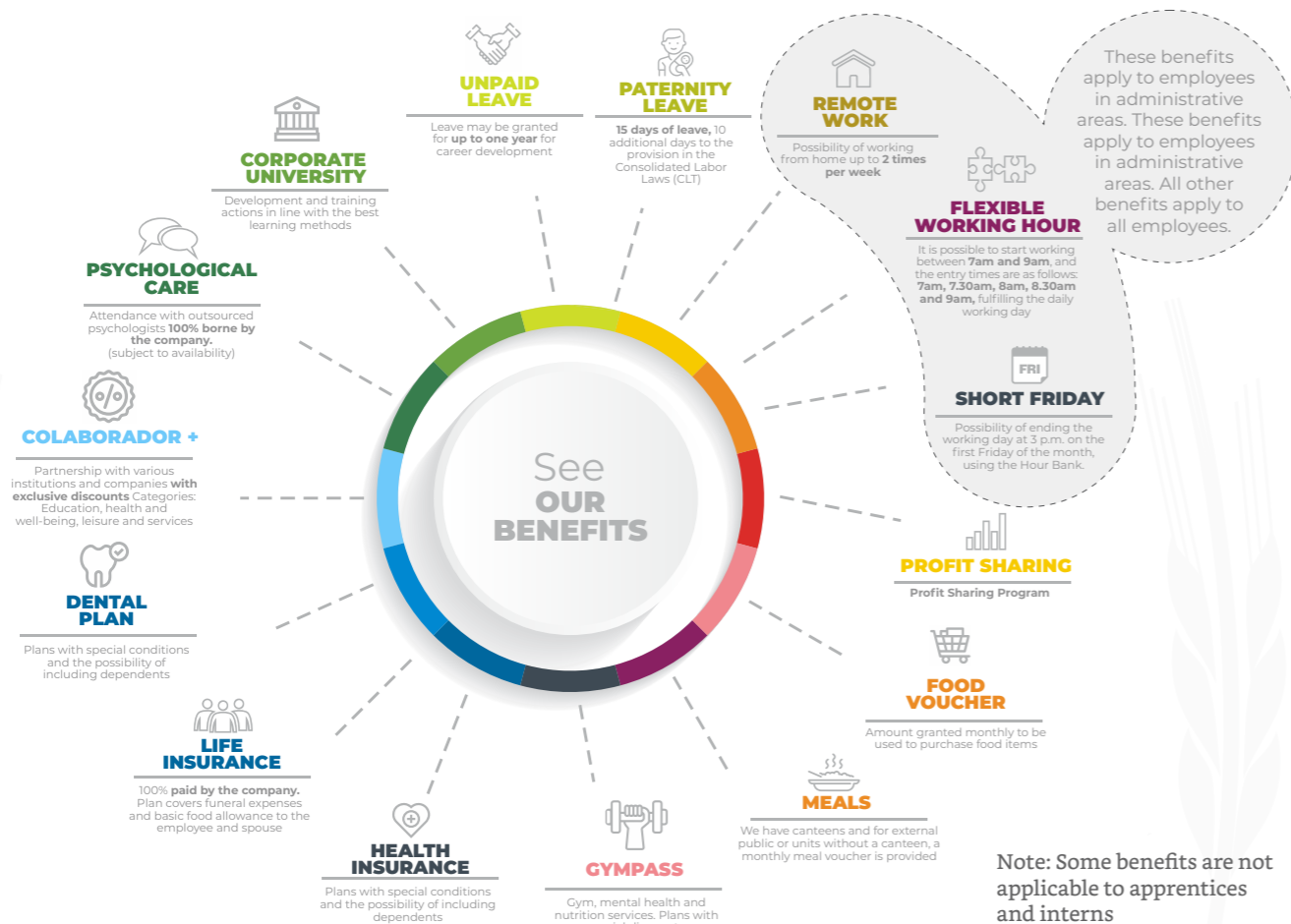
dependents. Our partnerships focus on the areas of Education, Leisure, Services and Health in different regions of Brazil.

For eligible employees with compatible activities, we offer a hybrid work model, with three days of on-site work and two days of remote work (home office) per week. In addition, some specific areas perform their activities fully remotely.

We move forward in 2023 with the implementation of the

“ Profit Sharing mobilizes the entire team to achieve results ”





check-up program targeted at the Company's Executive Board level, representing a significant advance in promoting the health of our Executives. This initiative offers comprehensive medical examinations, reflecting our commitment to investing in the health of our employees.

At Workplace, we seek to guide employees about the Company's existing benefits. We publish monthly content that allows employees to stay up to date and reinforces the importance of using benefits, such as reminders about health plan update dates and its conscious use. We also release communications about new benefits, such as extended

paternity leave, in addition to offering explanatory videos on ergonomics, flexible working hours and remote work.

Benefits offered^{GRI 401-2}

Benefit	Audience
Life insurance	
Health and dental plan.	The benefit is granted to full-time, temporary and part-time employees
Maternity/paternity leave	
Disability and impairment allowance	The benefit is granted to the team at the Salvador/BA unit, in compliance with the current collective bargaining agreement.
Stock acquisition plan	The Long-Term Incentive benefit (ILP) is granted at Executive Board level and for prioritized management

Note: These benefits may vary across operating units.

Maternity and paternity leave^{GRI 401-3}

	2023
Total employees	
Men	11,887
Women	4,793
Total number of employees who enjoyed maternity/paternity leave in the current year	
Men	339
Women	145
Total number of employees who returned to work after the end of maternity/paternity leave in the previous year	
Men	298
Women	118
Total number of employees who returned to work after maternity/paternity leave and who remained employed 12 months after returning to work	
Men	258
Women	74
Return rate	
Men	100
Women	100
Retention rate	
Men	86.58
Women	62.71

Cultural Center

At the industrial units in Eusébio/CE, Jaboatão dos Guararapes/PE and Rio de Janeiro/RJ, we have cultural centers that offer art workshops, libraries, games rooms and multimedia rooms. In other units, there are leisure and rest spaces available.

Our Historic Center, located in Eusébio/CE, rescues and preserves our history through a vast physical and digital historical collection, open to all audiences. Alongside the Historic Center is the Ivens Dias Branco Memorial, a place of homage and gratitude to the legacy of the Company's founder.



June festivities at Eusébio/CE unit.

CORPORATE EDUCATION GRI 404-2

We constantly invest in training and development (T&D) for our team of professionals, in order to enable them to achieve their goals inside and outside the company. The courses are mainly aimed at technical behavioral development, compliance and ethics, diversity and inclusion, workplace safety and communication skills.

Based on business demands and the Company's Strategic Direction, managers assess T&D needs of its teams together with the Human Resources and Corporate Education areas. The company offers financial support for language courses, postgraduate courses, among other free external courses, depending on the employee's choice.

Corporate Education area's goals are consistent with good market practices. The training offered uses an attendance list for registration and assessments of reaction, effectiveness and learning are applied. The type of assessment depends on the training hours and the type of the training.

For monitoring and tracking the training hours indicator, data is computed weekly and entered into Power BI (Microsoft data analytics service). In 2023, we held a total of 25.02 hours of training on average per employee, reaching more than 16,275 professionals, including officers, managers, coordinators and supervisors, as well as interns, apprentices and other employees.

The main Corporate Education programs implemented in 2023 were:

- ❖ **Leadership Development Program (PDL)** – Aimed at training strategic leadership, through development actions aligned with the company's goals, so as to prepare them for future challenges;
- ❖ **Senior Management Development Program (PDD)** – Focused on developing cross-cutting themes for the executive and statutory board, as well as members of the Board of Directors and its advisory committees;
- ❖ **Accelerated Development Program (PDA)** – It uses coaching and mentoring tools

and is offered to employees who are part of the company's succession map;

- ❖ **Woman Connection** – Workplace community exclusively for the company's women, which aims to share a variety of content produced by columnists whose central theme is women's lives, fostering safe spaces for discussion;
- ❖ **Game of Talents (GoT)** – Development trail for the Company's essential skills for employees who hold positions as administrative assistants and clerks, analysts and specialists;

Average hours of training for employees, por gender GRI 404-1

	2021	2022	2023
Men	24.15	18.78	23.03
Women	45.05	24.47	29.94

Average hours of training of employees, by career level GRI 404-1

	2021	2022	2023
Experts	54.19	52.77	60.59
Management	66.39	57.99	76.19
Operational	29.58	15.11	18.79
Sales and promotion	6.55	10.49	9.49
Total	29.91	20.38	25.02

Note: Excluding Jasmine unit. Data exclude training hours for apprentices and interns.



Unitalks: event broadcast from the Eusébio/CE unit to all Brazilian regions.

❖ **Unitalks** – Event open to all employees of the Company, which aims to promote the strengthening of the learning culture, disseminating inspiring and relevant ideas for the business;

❖ **School of Innovation** – Program focused on developing skills related to innovation, through training trails favoring an agile mindset and supporting the Company's digital acceleration;

❖ **Compliance Program** – Aimed at training in the main topics of compliance, in various formats, including mandatory trails, for all employees of the organization;

❖ **Internship Program** – Responsible for the intern's journey, this program offers development opportunities and encourages interns to give their own contributions to the business;

❖ **Apprentice Program** – Aimed at developing apprentices' behavioral and technical skills;

❖ **Industrial School** – Training program for employees in the industry, which has a robust content of technical training for industrial operations and support for the Company's growth projects;

❖ **Quality Workshops** – Project aimed at consolidating the

“ For 42% of employees, the opportunity for growth and development is the most relevant retention factor at M. Dias Branco according to GPTW research ”



Industrial School graduation, mass technical training

CAREERS AND SUCCESSION

All our professionals are encouraged to build development plans, record the planned actions in the system and monitor their execution throughout the year.

In 2023, we leveraged the Career Dialogues program, online holding events, where executive officers share their professional path. The action aims to encourage employees to be proactive in developing their own careers, either in their area of expertise or by making a transition within the company.

The Job Experience Day event was attended by more than 100 employees, who left their work routine for a day to experience how the point of sale works in

real life. The idea is to encourage a systemic vision, bringing the areas closer together, promoting a leading role and development within the company.

M. Dias Branco's Succession Program aims to map professionals and get them ready to move into more complex positions. In 2023, committees were held to identify potential successors, as well as their respective levels of readiness, career and mobility interests, in addition to defining which development actions would be connected with the acceleration of these people. Our Performance Assessment is also a key factor in defining career development. It is performed on a participatory

basis, where the employee performs a self-assessment and invites peers, customers and internal suppliers to contribute to their assessment.

Then, managers assesses their employee based on the skills and achievement of goals, considering all the contributions of the person being assessed and their guests. Before the leader provides feedback to the employee, a meeting is held between managers to adjust the assessments, seeking a balance in the criteria used. Thus, employees receive important subsidies for their development, in addition to recognition actions for those with higher-than-expected performance.

Throughout the year, analyzes were made on the filling of strategic positions, so as to encourage internal moves and recognize the potential of the Company's professionals.

In 2023, we had 722 employees promoted (change in position and salary) and 326 who received merit (salary increase).

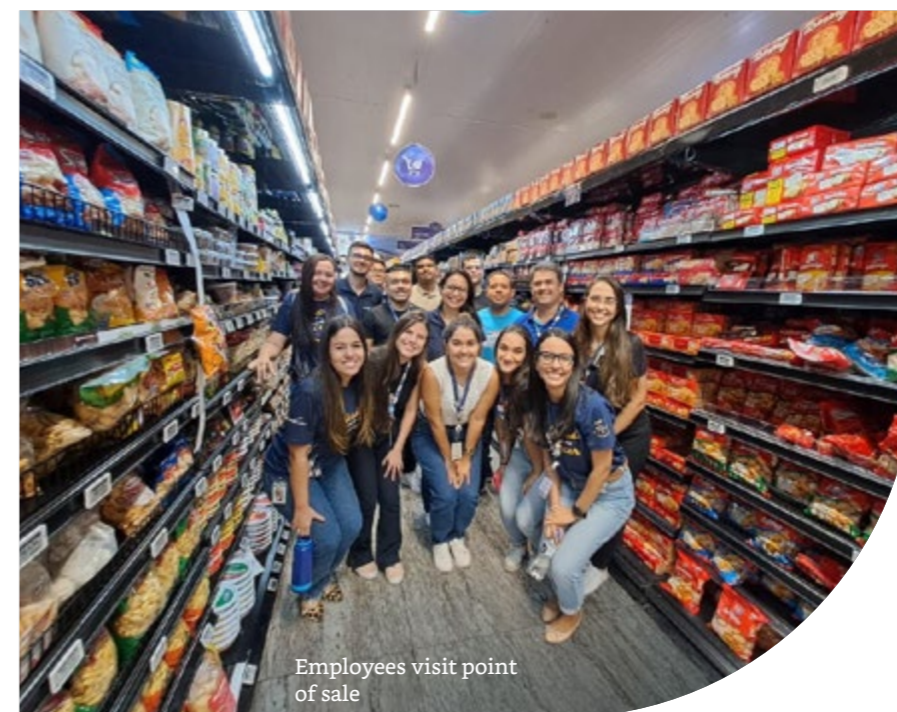
Culture of Quality and Food Safety as a Company value. We share with the public the strategic themes of a leading food company and promote practices and standards that affect behavior towards food quality and safety;

Education Incentive – Program that offers scholarships in various educational modalities for employees who meet the required selection criteria;

Language Program – In company class program, in Spanish and Portuguese, offered to people in strategic positions, in line with the Company's internationalization process.

There is also training mapped out through the Training Needs Assessment (TNA), with direct financial investment in the following areas: Logistics, Supply, Commercial (Sales Academy), Marketing, Sales Strategy, International Business, Accounting, Financial, Administrative, Research and Development and Industry.

80% of employees say they have received feedback from their leaders in 2023, according to GPTW research



Employees visit point of sale

CULTURE AND ORGANIZATIONAL CLIMATE

Employees receiving performance assessments by career level GRI 404-3

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Specialists (professionals and analysts)									
Total number of employees	358	449	807	398	510	908	449	578	1,027
Number of employees assessed	332	407	739	386	498	884	421	546	967
Percentage	92.7*	90.6	91.6	97.0	97.6	97.4	93.8	94.5	94.2
Management									
Total number of employees	1,014	333	1,347	1,062	344	1,406	1,130	382	1,512
Number of employees assessed	639	247	886	729	268	997	806	306	1,112
Percentage	63.0	74.2	65.8	68.6	77.9	70.9	71.3	80.1	73.5
Total									
Total number of employees	11,230	4,366	15,596	11,578	4,582	16,160	11,887	4,793	16,680
Number of employees assessed	971	654	1,625	1,115	766	1,881	1,227	852	2,079
Percentage	8.6	15.0	10.4	9.6	16.7	11.6	10.3	17.8	12.5

*Data updated after checking the calculation.

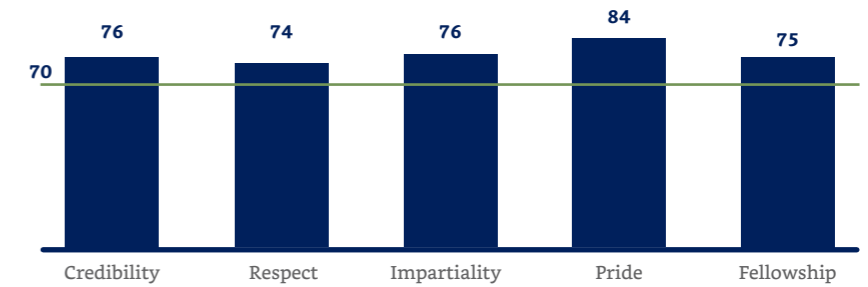
M. Dias Branco has a team engaged in creating initiatives to strengthen the company's culture and organizational climate.

In March 2023, in partnership with Great Place to Work (GPTW), we conducted an extensive organizational climate survey to assess the satisfaction of our employees.

The research was carried out using an online form between March 5th and 24th, 2023 and included all M. Dias Branco industrial and commercial units. Participation was voluntary and anonymous.

The Company's final score was 77, which is already ranked as an excellent place to work. However, we have set the goal of achieving an 80 score by 2030. In all dimensions, we obtained scores above 70, with

Scores achieved for dimensions assessed in GPTW survey



emphasis on employees' Pride in their roles, teamwork and work environment.

We achieved a response of 62% and 42% of the respondents consider the opportunity for growth and development within the company to be the main factor for staying at M. Dias Branco.

The climate survey will be carried out annually. Based

on its results, continuous improvement actions are developed for all areas.

In addition, we have a calendar of corporate events where cultural aspects and the organizational climate are addressed with our professionals.

In 2023, we highlight the Company's 70th anniversary, the recognition event for employees who have completed decades with the company (Receita de Sucesso) and the end-of-year party which, at each edition, is held in a different industrial unit with broadcast throughout Brazil.

On the cultural side, also based on the values diagnosis completed in 2022 using the Barrett Value Centre methodology, we have invested in disseminating and strengthening values, behaviors and practices that are considered important for building a more agile and innovative company.



Celebration of 70th anniversary of M. Dias Branco

OCCUPATIONAL SAFETY

GRI 3-3, 403-2, 403-3, 403-4, 403-8

Our Occupational Health and Safety (OHS) management system, called “Positivo”, aims to promote, on a systematic basis, the dissemination of a culture of accident prevention and promotion of quality of life in all M. Dias Branco’s industrial units.

Since the beginning of its implementation in 2014, until 2023, the Company has reduced by 48.8% the number of loss-time incidents. More than 30 specific OHS procedures were created, with standardization of risky activities and adequacy of facilities (machines, equipment and buildings).

Information is collected through reports and weekly control (form MDB. SSO.FO.039), which gathers data on all accidents at M. Dias Branco, their causes and consequences. Jasmine was excluded, due to the transition phase after acquisition by M. Dias Branco, in 2023. Other professionals are being added gradually. ^{GRI 403-8}

Performance and adherence is monitored through annual assessments, performed by an independent consultancy.

The system is based on domestic and international standards, such as ISO 45001, and regulatory standards (NRs) from the Labor Prosecution Office. It includes compliance with the following requirements:

- ✦ Labor laws;
- ✦ International Labor Organization (ILO) Conventions;

- ✦ Civil code and criminal code;
- ✦ Collective agreements and conventions;
- ✦ Other sector regulations;
- ✦ Licensing requirements and permits;
- ✦ Labor Prosecution Office;
- ✦ Surveillance and inspection requirements;
- ✦ Civil and criminal liability requirements;
- ✦ Deployment of good international prevention practices for accidents and incidents at work.

It covers professionals from all sectors of the industrial units, irrespective of their working hours and type of employment agreement, totaling 95.17% (16,410) of the professionals. This includes professionals from the following units:

- ✦ Headquarters;
- ✦ Factories and production plants;
- ✦ Research and development facilities;



Blocking and tagging hazardous energy sources



- ✦ Training and development facilities;
- ✦ Maintenance and service facilities;
- ✦ Operations centers;
- ✦ Recycling facilities;
- ✦ Health facilities;
- ✦ Entertainment facilities.

In addition to assessing OHS Rating, the company monitors on a regular basis the compliance with legal requirements through health and safety audits.

We also hold monthly Health and Safety Dialogue (DSS), the generation of Occupational Safety Alerts, the preparation of Hazard, Damage and Risk Surveys (LPDR), Preliminary Risk Assessments (APRs) and the issuance of Hazardous Work Permits (PTR). Among the responsibilities of safety management are:

- ✦ Preliminary risk assessments, Hazard, Damage and Risk Survey (LPDR);

- ✦ Controlled releases of hazardous work permits, which aim to identify risks and monitor safety measures planned and adopted by the areas;
- ✦ Training of those responsible for identifying risks, presented in a specific spreadsheet and through Preliminary Risk Assessments (APR).

The units encourage the reporting of deviations and incidents in the Safety Alert tool and carry out periodic disclosure campaigns involving all employees, including third parties. Alerts are analyzed monthly by multidisciplinary teams in each unit, with disclosure of the status of adjustment actions to employees on notice boards. Periodically, awards are granted to professionals who issued the highest number of OH&S Alerts.

During the onboarding of new professionals, everyone is made aware of the requirement to report accidents, incidents, and critical deviations that have occurred. They are also trained to report non-compliances to the manager or to the Internal Accident Prevention Commission (Cipa), as well as to propose improvements through the Behavioral Observation and Safety Alert systems.

Pursuant to labor legislation, all employees can stop their activities when they see serious and imminent risks to life and health, informing their superiors immediately. The analysis

of causes of incidents and accidents is carried out using the methodology described in a specific procedure. After surveying causes, actions must be proposed to eliminate the potential or root cause. For each identified cause, at least one corrective or preventive action must be proposed. The investigation commission prepares the proposals and submits them to the manager of the area of the incident for assessment and validation. It also indicates those responsible and the deadlines for their conclusions.

The structure for employee participation and communication is made through periodic meetings of the Management Committee and three subcommittees: Behavioral Management, Risk Management and Incident Management. The three subcommittees report to the Management Committee of each unit, which has monthly meetings and decision-making action. The Management Committee is comprised by the main leaders of the units.

Internal Commissions for Accident Prevention (CIPAs) are also created and maintained at the units, and all employees are involved in control processes and activities for the prevention of accidents, incidents and occupational diseases.

In 2023, 710 hours of training were held in the Internal Accident Prevention Week (Sipat) and 134,101.33 hours related to the Health and Safety

Work-related accidents GRI 403-9

Class	2021	2022	2023
	Employees	Employees	Employees
Number of hours worked	34,849,668.34	34,550,143.46	36,143,775.63
Base of number of hours worked	200,000	200,000	200,000
Number of fatalities resulting from work accidents	0	1	0
Index of fatalities resulting from work accidents	0	0.01	0
Number of work accidents with serious consequences (except fatalities)	16	14	6
Index of work accidents with serious consequences (except fatalities)	0.09	0.08	0.03
Number of work accidents with mandatory reporting (including fatalities)	183	177	166
Index of work accidents with mandatory reporting (including fatalities)	1.05	1.02	0.92

Notes: As part of Positivo Program, data and information are obtained through the Corrective and Preventive Action Reports (RAC), reports and weekly control of Accidents, which contain basic information on all accidents, with their causes and consequences. The number of work accidents with mandatory reporting includes 107 typical lost-time accidents and 59 typical non- lost-time accidents in 2023. There is no corporate control over the number of hours worked and accident records with service providers (third parties). The types of accidents at work occurred were associated with equipment, falls, fractures, excoriation, abrasion (superficial wound), sprain, twist, cut, laceration, blunt wound, puncture (open wound), dislocation, amputation or enucleation.



Blocking and tagging hazardous energy sources

Dialogue (DSS) agenda. Among the training for employees and third parties, the following stand out:

- ❖ NR10 - Safety in Facilities and Services with Energy;
- ❖ NR11 - Transportation and Material Handling;
- ❖ NR12 - Safety at Work in Machinery and Equipment;
- ❖ NR33 - Confined Space;
- ❖ NR35 - Work at Heights;
- ❖ Hazardous Work Permit (PTR) Training;
- ❖ Safe Behavior Observer Training;

- ❖ First Aid Training;
- ❖ NR23 - Emergency Brigade training;
- ❖ Cipa Members Training;
- ❖ Safety Onboarding (general safety procedures and preventive behavior for new members of the Company);
- ❖ Training on Prevention and Care with Chemicals;
- ❖ Training on Analysis, Investigation and Handling of Deviations, Incidents and Accidents at Work;
- ❖ Training on Issuance of Health and Safety Alerts;
- ❖ Training and guidance on Health and Safety Dialogues at least weekly;

- ❖ NR06 - Training on the use of personal protective equipment (PPE);
 - ❖ NR01 - Training on Functional Service Order;
 - ❖ Defensive Driving Training.
- Other training performed according to specific demands in each unit. GRI 403-5

The most serious accidents occurred due to situations related to hazards and risks with contact with moving parts of machines and equipment, inappropriate use of mobile and fixed ladders and pinch points. Reported hazards contributed to the cause of serious accidents.

We have also mapped the main risks of accidents associated with our work. In 2023, the following stand out: falls, vehicle accidents, muscle injuries, exposure to chemicals or biological agents, burns, accidents with equipment, among others. Find out more in the risk identification box. To mitigate such risks, tools such

as Personal Protective Equipment (PPE), Collective Protection Equipment (EPC), Training and qualification, workplace safety programs, risk analysis, preventive maintenance, compliance monitoring and communications are adopted. GRI 403-7

M. Dias Branco invests annually in its machinery and equipment, adapting them with fixed protections and safety systems in compliance with current standards and legislation, prioritizing adjustments in conditions that offer higher risks to employees.

The company's goal is to implement DSS in 88% of the sectors and achieve 55% adherence to the OHS rating by 2025 at all M. Dias Branco units. As a public target, by 2030 we aim for a frequency rate of 0.50 and a severity rate of 8. No fatalities occurred in 2023.

OCCUPATIONAL SAFETY

GRI 3-3, 403-1, 403-6

Risk Identification GRI 403-2

To identify risks associated with our activities, we adopt clear occupational health and safety guidelines, formalized in our OH&S Policy. We also assign responsibilities, prioritize actions, control measures, internal communication, continuous improvement, documentation and recording, as well as fast response to incidents and accidents.

The Company's Senior Management is involved in approving financial and human resources, participating in strategic risk reviews, promoting a safety culture, approving action plans, periodically reviewing safety performance, showing commitment with continuous improvement and strategic decision-making

Through the corporate policy of the Industrial Management System (IMS), we ensure the preservation of the physical integrity and health of our professionals, prioritizing the reduction of accidents and compliance with legislation, standards and other applicable requirements. The commitment is to strengthen the culture of prevention by changing behavior, leading to additional commitments to reduce the number of accidents at work, ensure healthy environments and improve quality of life.

The results of the hazard and risk identification and assessment processes are used

to improve the health and safety management system. The company has the Functional Service Order (OSF), which highlights the worker's right to refuse to participate in activities that they consider risky or that could result in accidents or occupational diseases. Among the actions:

- ✦ Adequacy of industrial machinery and equipment to NR-10 and NR-12 Standards, with application and adaptation of fixed protections and emergency stop systems;
- ✦ Adequacy of workplaces to meet the standards of thermal comfort, ventilation and exhaustion;
- ✦ Adequacy of workstations, complying with NR-17 Ergonomics;
- ✦ Adequacy of equipment with driving force (forklifts, pallet trucks and manual conveyors) as specified in NR-11.

Surveys and mapping of risks and hazards remain in progress, through Preliminary Risk Analysis (APR) and Hazard and Risk Survey (LPDR). No workers were excluded from the contents of this topic.

“ M. Dias Branco is a physically safe place to work. This statement received a score of 85 in a GPTW survey with our employees



Our occupational health management and preventive medicine actions are aimed at creating a positive impact on the quality of life of employees, preventing work-related illnesses and contributing to the well-being and safety of employees and their families.

We offer a health care plan so that professionals and their dependents can count on medical assistance not related to work, in the networks accredited to the health plan according to each region. We also offer medical care in the outpatient clinics at the industrial units in Eusébio/CE, Jaboatão dos Guararapes/PE, Salvador/BA and Bento Gonçalves/RS, in partnership with health plan operators, by prior appointment. We recognize that such investment is key to ensuring both individual and collective well-being and engagement.

In 2023, we had no records of work-related illnesses with the issuance of a Work Accident Report (CAT) by the company. GRI 403-10

In our occupational health management, we run the Occupational Health Medical Control Program (PCMSO), the Hearing Conservation Program (PCA) and the Preventive Medicine Program - Viver Bem. These programs are based on legal compliance with the Regulatory Standard NR7 and good practices evidenced in the market. All employees, whether own or third-party employees,

have access to medical outpatient clinics existing in the industrial units.

The Hearing Conservation Program (PCA) seeks to prevent the triggering and/or worsening of hearing loss, the main risk of work-related disease. M. Dias Branco monitors the hearing health of employees exposed to noise, provide professional hearing support, indicate and choose individual protection equipment, visit industrial areas for inspection, in addition to providing guidance, and development of educational and preventive actions.

We periodically disclose reports with Occupational Health and

Safety alerts and guidelines. To identify this type of noise exposure hazard, we rely on the assessment contained in the Risk Management Program (RMP) and monitoring controls by the PCA.

Viver Bem (Living Well) program aims to promote quality of life, offering actions that can be accessed by all employees, working on the fronts of prevention of chronic diseases; promotion of physical and mental well-being; healthy eating; monitoring of pregnant women; and prevention of noise-induced hearing loss (PAIR).

In partnership with a specialized consultancy, M. Dias Branco implemented two programs in



Awareness action about cancer prevention

INTERNAL COMMUNICATION



Employee with an Occupational Physician

“ Employees here are treated well regardless of their sexual orientation (score 92), color or ethnicity (score 92), gender (score 91) and age (score 85) Source: GPTW survey with our employees

”

We have a team of professionals focused on developing initiatives and campaigns to keep our employees well-informed. Our internal social network, Workplace, is M. Dias Branco's main communication vehicle. There, teams can access our publications, watch live or recorded lectures, access training content and many other tools that promote employee engagement and make available the initiatives organized by the Company.

Over the course of 2023, more than 16 thousand employees were invited to activate their Workplace accounts. Of this total, we achieved an 88% activation rate, with 86% active monthly and 52% engaged, figures that are attested to by the interactions made on the platform throughout the year. 25,308 publications were created; 46,373 comments left by employees; 533,269 reactions to publications; and

215,232 messages exchanged via WorkChat, the internal social network chat.

Another internal communication channel heavily used by the company is the "Jornal Mural" which, by 2023, was present in all industrial units and the largest distribution centers. Throughout the year, strategic issues for the business were disclosed through the channel every fortnight, with updates on the 15th and 30th of each month. A total of 157 posters were distributed, 135 in Portuguese, 21 in Spanish and 1 bilingual, including employees based in Uruguay.

It is important to note that, throughout the year, all communications made by the Internal Communications department were bilingual, with the aim of further integrating Uruguayan employees.

In Porta-Vozes (Spokespeople), a program that strengthens communication and the organizational climate in the Company, we implemented changes aimed at improving flows. Among the main new features, we would like to highlight how employees themselves apply for job positions in their respective units, giving them a leading role right from the start. In the selection, we had more than 300 employees registered and, after selection by HR professionals who lead the program in the units, we completed the process with 124 employees selected in 16 plants (15 in Brazil and 1 in Uruguay) and in 1 distribution center (Brazil).

2021, for monitoring the health of our employees via teleservice, namely:

❖ **First Steps/Welcome Baby Mother Program** focused on providing guidance to pregnant women about the importance of prenatal care, pregnancy care, and postpartum follow-up;

❖ **Sempre Bem (Always Well) Program** guides patients on prevention and care in cases of chronic diseases, creating a welcoming and supportive channel.

Our H1N1 vaccination campaign is held every year. Other vaccines included on the National

Immunization Program (PNI) schedule are provided, under partnerships with the Health Departments in each region.

We have a dental plan agreement to provide dental care to employees, upon subscription.

An important program developed by us is Levemente, focusing on the mental health of our employees. Through it, campaigns, conversation rounds, training, psychological care and monitoring surveys are promoted.

In 2023, we had 1,481 employees benefiting from psychological services offered on-site or remotely.

DIVERSITY, EQUITY AND INCLUSION GRI 3-3

As a diverse company, we have professionals in all Brazilian regions, embracing different cultures, origins and habits, sharing the same values and aligned in favor of the Company's goals.

We have a public goal of reaching 40% of women in

leadership positions by 2030. This goal considers leaders at the managerial level and above. In 2023, we reached 24.6%. Among the structural initiatives to strengthen the topic, we train leaders, hold open lectures for all employees, training of the recruitment and selection team to include practices that remove

unconscious biases from the selection process, mentoring to develop middle management employees who can be future managers, among other initiatives.

in terms of women representation, with its Board of Directors made up of more

ENGAGEMENT OF STAKEHOLDERS GRI 2-29

than 40% female directors, M. Dias Branco received the 30% Club Brazil Award, an initiative aimed at the G20 countries (the 20 largest economies in the world) and aims to promote at least 30% of women to the Boards of Directors of the 100 largest companies listed on B3. Furthermore, since 2022, the Company has been part of the Teva Women in Leadership Index portfolio, referenced by the ELAS11 fund, managed by Banco Safra and listed for trading on B3. This is the first quantitative study of the presence of women in the composition of boards of directors, executive boards and committees of all publicly traded Brazilian companies.

Our Human Rights, Diversity and Inclusion Policy, which provides guidelines to ensure compliance with these pillars, ensuring adherence to existing rules and laws in all of our operations and value chain. It applies to all employees, service providers and other stakeholders.

In 2023, we continued to hold meetings of the diversity committee and internal campaigns to raise awareness of issues related to minority groups. In data extracted from the organizational climate survey, professionals stated that at M. Dias Branco they are treated well regardless of their sexual orientation (score 92), color or ethnicity (score 92), gender (score 91) and age (score 85). Regarding the diversity of its professional staff, M. Dias Branco was among the 20 companies that most value diversity,

Diversity of the workforce GRI 405-1

	Functional categories				
	Specialist	Management*	Operational	Sales and Promotion	Total
Gender					
Male	431	1,130	8,173	2,153	11,887
Female	552	382	3,222	637	4,793
Age Group					
Up to 25 years old	131	29	1,634	129	1,923
From 26 to 35 years old	501	371	3,492	979	5,343
From 36 to 45 years old	277	704	3,765	1,149	5,895
From 46 to 55 years old	58	335	1,949	428	2,770
Over 56 years old	16	73	555	105	749
Underrepresented groups					
People with Disabilities	7	12	678	65	762
Blacks**	778	1,075	7,257	2,128	11,238
Region					
North	2	16	2	45	65
Northeast	748	947	7,950	1,351	10,996
Midwest	1	15		41	57
Southeast	185	407	2,588	1,013	4,193
South	47	127	855	340	1,369

Note: *Management category includes the job families of leader, foreman, supervisor, coordinator, manager, officer, executive officer and statutory officer. **According to IBGE, black and brown people are considered black.

according to IDIVERSA B3, a pioneering index in Latin America, created by B3, which calculates how close companies are to diversity of the Brazilian population.

Even with these advances, in 2023, we faced challenges related

to the topic. The Compliance area in HR monitors compliance with legal affirmative actions and we have actions addressed to seek achievement.

We seek to strengthen relationships with our stakeholders continuously, ensuring that the concerns raised by these audiences are reflected in our material topics and in our business strategy. Furthermore, they guide the entire development of this Integrated Annual Report.

The categories of stakeholders with which we engage were defined during the process of reviewing the Strategic Sustainability Agenda, through the methodologies AA1000 AccountAbility Principles (2018) and AA1000 AccountAbility Stakeholder Engagement Standard (2015).

The engagement of stakeholders provides the Company with relevant topics that are

considered in its strategic planning, as well as for defining the ESG Strategic Agenda.

The main stakeholders mapped are:

- ✦ Customers and consumers;
- ✦ Investors;
- ✦ Shareholders;
- ✦ Press;
- ✦ Employees and Unions;
- ✦ Suppliers;
- ✦ Communities and Civil Society Organizations (scos);
- ✦ Business partners;
- ✦ Government;
- ✦ Vulnerable groups;
- ✦ Competitors;
- ✦ Distributors;
- ✦ Civil society;
- ✦ Influencers;
- ✦ Universities;
- ✦ Research institutions.

M. Dias Branco is accountable and promotes engagement with these audiences through various tools, such as annual reports, meetings, events, communications, training, among others. It also maintains communication channels such as: Ethical Channel, website (brands and institutional), social media, corporate email and customer service (CS). These actions aim to build lasting relationships, understand needs and expectations, improve decision-making, manage risks and opportunities, promote innovation, comply with regulatory requirements, build reputation and brand image, promote sustainability, meet investor demands and resolve conflicts.



Bento Gonçalves/RS Unit: close relationship with the surrounding community

Customers and Consumers

We know that our customers and consumers are our reason for existing and, accordingly, we seek to have a transparent and respectful relationship with all of them.

Product packaging contains information necessary for consumers to make informed choices, such as nutritional data, list of ingredients and the presence of allergens, gluten or lactose. In addition to the expiry date and the customer service contact, it also includes details of the batch, storage method and liquid content. Because we operate in the food

sector, 100% of our product labels comply with food labeling regulations. ^{GRI 417-1}

All packaging contains the symbol for correct disposal and its recyclable characteristic, as well as information about the packaging material, so that it can be properly disposed of after use.

In 2023, 630 cases of non-compliance were reported regarding information and labeling of products and services, which resulted in penalties from Inmetro, and 02 cases directly involving labeling.

We had no events of non-compliance related to marketing communication nor regarding the health and safety impacts caused by our products and services. ^{GRI 2-27, 416-2, 417-2, 417-3}



Character from the Animados Zoo line welcomes children at the Eusébio/CE unit

School Project

School Project is a pioneering program created in the 1960s with the aim of tightening and strengthening the relationship with customers and consumers by bringing them to see the plants and production lines. In 2023, we received around 9,000 visitors, including children, teenagers and university students, from more than 120 educational institutions.

Investors

In 2023, we have intensified the relationship with the market. We participate in conferences and Non Deal Road Shows (NDRs), both in Brazil and abroad (United States, Mexico, Chile and Europe). In total there were 26 conferences including NDRs.

We keep holding quarterly results disclosure meetings through live broadcasts on the Company's Investor Relations channel on YouTube and participating of live sessions and interviews with the main media with national and international reach. During the year, over 20 live sessions and interviews were held.

The shares issued by the Company (MDIA3) rose by 9.6% in 2023, with an increase in liquidity, reaching an all-time record for the average daily financial volume of shares traded, of R\$ 47.5 million in 2023 (R\$ 45.4 million in 2022). We kept the free float at 19.6%, with 47.3% held by foreign investors.

We reviewed our Shareholder Remuneration Policy, with an increase in payout from 60% to 80%, and quarterly fixed payment amount from R\$ 0.05 to R\$ 0.06, maintaining the frequency of five payments of interest on equity (IoE) per year (four fixed and one variable). We continue to be recognized by the market for our ESG practices. For the fourth consecutive



Presentation for investors in London, England

year, we were included in B3's Corporate Sustainability Index (ISE). We also kept our ESG rating as AA for the second consecutive year, in MSCI (Morgan Stanley Capital International) rating, which is internationally recognized for disclosing performance indices of the world's leading shares and stock exchanges.

In 2023, together with the credit risk rating agency Fitch Ratings we conducted the Company's assessment process and, for the sixth consecutive year, we achieved the Long Term National Rating classification AAA (BRA) with a stable outlook.

Press

The dissemination of good management practices adopted by M. Dias Branco is carried out through our Corporate Communications team, responsible for bringing the Company closer to communication vehicles.

With the support of a specialized company, we keep in touch with several journalists sending releases, providing interviews and clarifications.

In 2023, 1,209 articles or spontaneous mentions were made in the press, generating an estimated audience of 134 million people and a media return of over R\$ 15 million. M. Dias Branco has an Image

Management Committee responsible for managing the relationship with the press.

According to data released by B3, based on the Corporate Sustainability Index, M. Dias Branco's reputational ESG risk is 6, on a scale of 0 to 100. This data is provided by RepRisk, a global company focused on data, which identifies and monitors risks in businesses linked to social, environmental and governance issues. In this index, results below 25 represent a low risk, while 100 is classified as extremely high.



Marketing Executive during interview on TV

Employees and Unions

The forms of relationship between M. Dias Branco and its employees were mentioned under the topic People Management and Development Practice. We have negotiations with 42 unions representing the employees from the categories in which we operate, by means of collective bargaining agreements, always considering the external environment (inflation, Gross Domestic Product, country growth, unemployment level and minimum wage adjustment)

as well as the specific business scenario (sales performance and budget compliance) to subsidize salary and benefit reviews.

All employees, whether own employees or third parties, are covered by collective bargaining agreements. ^{GRI 2-30}

“

According to GPTW survey, our employees are proud to tell other people that they work here. This question reached 90 score.

”

Suppliers

M. Dias Branco's supply chain is quite diverse and complex, with suppliers from different regions of Brazil and different parts of the world.

Good relations with all of them is a primary goal of our Supply team, which in its activities ensures isonomy with each of them, defending the interests of M. Dias Branco with total respect

for good market practices and fair negotiation.

In the section dedicated to the material topic Sustainable Value Chain, page 150, we will share more initiatives with suppliers.



Supply team responsible for organizing event aimed at suppliers

Associations and Government Bodies GRI 2-28

M. Dias Branco relations with government agencies are based mainly on our links with associations, as well as contacts in specific areas according to their activities.



In partnership with M. Dias Branco, Associação Brasileira de Indústria de Alimentos (Brazilian Food Industry Association) (Abia) promotes lectures on labeling

Communities and Civil Society Organizations (CSOs) GRI 2-28, 2-29

M. Dias Branco seeks to nurture a close relationship with the surrounding communities. This relationship occurs directly or through Civil Society Organizations (CSOs).

Our Social Responsibility and Donations and Sponsorship

Policies govern our social investment initiatives, and related indicators are monitored monthly in the Management by Guidelines (GPD) meetings, together with the Executive Board, and are linked to variable compensation.

In 2023, M. Dias Branco offered a short course on fundraising for the third sector. The main purpose of the course was to train representatives of partner associations to be able to obtain sponsorship, financial and volunteer resources, helping

them to achieve financial self-sustainability and increase and improve the services provided by the institutions.

In all our industrial units, we support or develop activities in partnership with the surrounding community, especially through charitable institutions.

In the topic Social Responsibility Programs and Initiatives, we will provide more information about the relationship with this stakeholder.

Organizations	Seat on the Governance Board	Participation in Projects and Commissions	Basic Membership Fee	Representative of the participating Organization
Associação Brasileira de Indústria de Alimentos (Abia)	Vice president	Sector agreement to reduce sodium and sugar in products	Yes	Fernando Bocchi, R&D Officer
Associação Brasileira das Indústrias de Biscoitos, Massas Alimentícias e Pães & Bolos Industrializados (Abimapi)	President of Crackers and cookies	No	Yes	Rómulo Dantas, Commercial Vice-President
Associação Brasileira da Indústria do Trigo (Abitrigo)	No	No	Yes	No
Sindicato da Indústria de Massas Alimentícias e Biscoitos no Estado do Ceará (Sindmassas)	President	No	Yes	Daniel Gutierrez, Vice President of Legal Affairs, Governance, Risks and Compliance
Instituto Brasileiro de Governança Corporativa (IBGC)	No	No	Yes	No
UN Global Compact	No	Participation in working groups	Yes	Several Company's managers
Conselho Empresarial Brasileiro para o Desenvolvimento Sustentável (CEBEDS)	No	Thematic chambers	Yes	Several Company's managers



Representatives of institutions receive training on fundraising

PROGRAMS AND INITIATIVES ON SOCIAL RESPONSIBILITY

GRI 3-3, 413-1

We have established a solid relationship with the communities close to our units and we are increasingly committed to developing actions that have a positive impact on the population. Inspired by the example of our founders, we believe that companies have a relevant role to play in building an ever-better society.

We have a Corporate Social Responsibility Policy that aims to establish the necessary guidelines for maintaining relationships with communities and stakeholders, as well as guiding the building of ethical and transparent partnerships.

We act promptly to reduce possible negative social and environmental impacts in the communities we operate. Each year, we strengthen relationships with communities, promoting open and cooperative dialogue with local leaders and monitoring their needs for more efficient management of demands. This engagement happens through tools such as:

- ✦ Contact Email;
- ✦ Social networks and digital media;
- ✦ Community meetings and consultations;
- ✦ Partnerships with local organizations;
- ✦ Company Ethical Channel.

In total, 94% of our operations received some type of development program aimed at the local community.

GRI 413-1

M. Dias Branco has a team of employees dedicated to the topic of social responsibility, in charge of the implementation and development of the four major initiatives run by the Company, namely:

✦ **Alimentando Sonhos (Feeding Dreams), professionalization and entrepreneurship program in the food sector** – Launched in 2022 with the commitment to reach 150 thousand people by 2030, we created the program to offer courses on the preparation of bread, cakes, sweets, savory snacks, pasta and pizza.

Through training, we foster the social and economic development of communities. In 2023, 15,835 people were trained, in eight states, through partnerships with 18 institutions.

✦ **Volunteer Factory, corporate volunteering program** – We encourage our employees to interact with partner institutions and get involved in the activities developed by the Company. Among the main actions of the program, we highlight the holding of events aimed at cleaning beaches and mangroves, with

the distribution and planting of seedlings. In 2023, four actions were carried out in the states of Bahia, Ceará, Pernambuco and Rio Grande do Sul, with the participation of 105 volunteers in 453 hours of volunteer work. In addition, 714.30 kg of waste was collected, which was segregated and disposed of correctly.

✦ **Another action carried out was “Social Massa”**, held in the Grande Mucuripe region, a district of Fortaleza/CE, and aimed to offer essential, integrated and free services in the areas of citizenship, health, culture and education. These actions were made available by partner institutions, expanding the positive social and environmental impact on the community. A total of 2,800 people was impacted. In 2023 alone, 1,680 hours of volunteer work were carried out with the participation of 268 volunteers, benefiting 11 units.

✦ **Nutrir o Amanhã (Nourish Tomorrow), food donation and hunger relief program** – Our food donation program has been an important ally in the fight against hunger. Across the country, 120 partner institutions regularly receive various products from M. Dias Branco brands, distributing the food to needy populations and people benefiting from social projects. In 2023, around 3,363 tons of food were sent to social initiatives through 31 donor units.

✦ **Partnerships with social projects** – M. Dias Branco supports more than 120 social institutions throughout Brazil. With relevant projects focused on education, professionalization, income generation, sports, culture, entrepreneurship, health and the environment, these initiatives reach different audiences and contribute to the local development of their regions of operation. Together

with these institutions, we invest in projects, donate food and offer volunteer work with the participation of employees, among other ways of supporting their initiatives, financially or otherwise.

Tax incentives Through the state ICMS, we support six projects in Culture and Sports. A total of R\$ 2,104,016.25 was contributed to these initiatives, in several units:

- ✦ **Culture*** – Sabor e Saber/ES, Festa na Roça/SP, Festa das Luzes Joinville/SC and Tempo Cultural/BA;
- ✦ **Sport** – Virando o Jogo/ES and IronMan/RJ.



Social project supported by M. Dias Branco

M. Dias Branco's Social Investment, by type (R\$)

	Funds	2021	2022	2023
Financial Support	Financial	R\$ 496,357.50	R\$ 379,010.80	R\$ 1,242,831.76
	Food	R\$ 26,052,438.00	R\$ 18,726,371.51	R\$ 33,166,493.01
Tax Incentives	State	R\$ 520,000.00	R\$ 884,416.92	R\$ 2,104,106.25
	Federal	R\$ 0.00	R\$ 0.00	R\$ 0.00
Total		R\$ 27,068,795.50	R\$ 19,989,799.23	R\$ 36,513,431.02

*These projects are still ongoing and will only be completed in 2024. However, the financial contribution was made in 2023.

We believe that partnerships with third sector institutions are important in combating poverty and transforming the Brazilian social reality. We support more than 120 institutions, developing training actions and volunteer work. We invest in projects via tax incentive laws, make regular donations of food, assets or financial support. **Below, we highlight some of our main partners:**



Escola de Desenvolvimento e Integração Social para Criança e Adolescente (Edisca)
Its mission is to promote the human development of children and adolescents who are in a situation of social vulnerability, residing in communities at risk in Fortaleza/CE. Through dance, the institution develops an educational and training process for the students, with the conception and presentation of dance performances. We donated 11 tons throughout the year, which benefited 300 children assisted by Edisca.

Instituto da Primeira Infância (Iprede)
Dedicated to promoting early childhood development, also strengthening women and the social inclusion of families living in extremely vulnerable situations in Fortaleza/CE. Each year, Iprede assists more than 1,050 people, including children and parents. We donated 3.4 tons of food in 2023.

Escola de Gastronomia Social Ivens Dias Branco
Located in Fortaleza/CE, Ivens Dias Branco School of Social Gastronomy (EGSIDB), linked to the Culture Department of Ceará (Secult) and managed by Dragão do Mar Institute (IDM), is a component of the Culture in Network program of Secult Ceará. Its focus lies on recognizing the richness of Ceará's cuisine, encompassing a range of knowledge, the production chain and the promotion of product innovation. EGSIDB also encourages social entrepreneurship, qualifies for the job market and contributes to the fight against hunger. This is done through long and short courses, free of charge. We donated 45 tons of food in 2023.



Transforma Brasil.
Its mission is to transform Brazil through its citizens. A solidarity movement that connects people who need help with people who want to help. To this end, it develops the National Volunteer Platform, which combines generosity and need, building a new culture in the country: that of everyone's civic engagement. We support the movement with 55 tons in the states of Bahia, Pernambuco and Rio Grande do Norte.



Cruz Vermelha Brasileira
A non-governmental international humanitarian institution that works to defend people in vulnerable situations caused by armed conflicts. Its purpose is to provide assistance to ensure the protection of these people and to relieve their suffering. We contributed to this important mission by donating 76 tons of food.



Instituto Macieira Cultural
Located in Rio de Janeiro/RJ, it provides a range of educational and professional training for the underprivileged population seeking social inclusion, with the aim of strengthening participatory democracy in a permanent movement of encouragement and opportunity for a better life. We donated 79 tons of food in 2023.

Instituto Faixa Preta de Jesus
Located in Rio de Janeiro, the social project focuses on education and sports to recover hundreds of young people, teenagers and adults from the world of drugs and violence, offering them opportunities, medical care, teaching values such as character, discipline and faith, seeking to transform lives and make dreams come true. We donated 51 tons of food in 2023.

Ação Social São Roque
Located in Bento Gonçalves/RS, it assists families and individuals who face situations of risk, personal and social vulnerability and food insecurity, currently counting on the support of volunteers to assist more than 400 families per week. Its primary purpose is to defend their rights, in addition to offering shelter and welcome to those in need. We donated 14 tons of food in 2023.



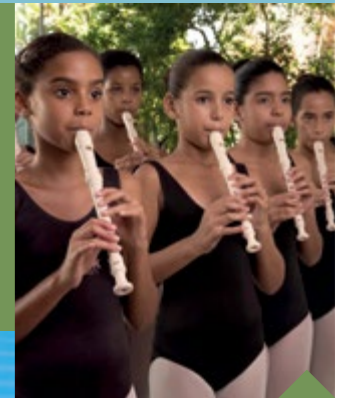
Mesa Brasil Sesc
One of our main partners in all the states in which we operate, the network of food banks combats hunger and waste through donations from partners, contributing to ensuring food and nutritional security for vulnerable children, young people, adults and elderly people in social vulnerability throughout Brazil. In 2023, we donated 836 tons of food, which were passed on to benefit thousands of institutions.



Central Única das Favelas (Cufa)
In 2023, we donated 411 tons to Cufa. The project was born from the union of young black people from Cidade de Deus slum in Rio de Janeiro in 1999, with the mission of achieving the social inclusion of slum dwellers, primarily black, through culture, sport, education and professional training, promoting entrepreneurship and social economic development. Cufa has become a reference and has bases in different Brazilian regions and in 19 countries. We have a partnership with Cufa in the states of Bahia, Paraíba, Pernambuco, Rio de Janeiro and São Paulo.

Associação Remar do Brasil
It acts in humanitarian causes and is present in several Brazilian states, working to ensure the rights of citizens, delivering food and basic food baskets to needy communities, developing actions to combat hunger, violence and social inequality. It also counts on the "Acolhimento Institucional" (Institutional Welcoming) for chemical dependents. We are partners in the states of Espírito Santo, Minas Gerais, Paraná, Rio de Janeiro, Santa Catarina and São Paulo, donating 442 tons in 2023.

Food Bank of São Caetano do Sul;
The main purpose of São Caetano do Sul Food Bank is to collect, select, process and distribute food collected through donations to welfare institutions that assist people in situations of food insecurity, nutritional and social vulnerability, customizing the distribution according to the specific needs of each entity. We donated 27 tons of food in 2023.



Associação Aria Social
Located in Jaboatão dos Guararapes/PE, the association aims to promote human transformation through Art Education, offering training and professionalization in music and dance to children and young people in situations of social vulnerability. In addition to supporting the families of these students, it offers training on craft techniques, promoting social entrepreneurship and assisting around 800 people per year. We donated five tons of food in 2023.

Obras Sociais Irmã Dulce (Osid)
With the mission of Loving and Serving others, especially the poorest, it offers free health care, education, social action and spiritual assistance, promoting human dignity, according to the values of Santa Dulce dos Pobres. Located in Salvador/BA and assisting around 3 million people per year, we donated 21 tons of food in 2023.



HEALTHY AND NUTRITIOUS FOOD ^{GRI 3-3}

FIT FOOD sponsors sporting event



made up of nutritious products without high content.

One of the highlights of 2023 was the reinforcement of Jasmine Pro, an on-line platform developed from "nutri to nutri", where relevant current and scientific content can be found, developed by professionals with extensive experience in the field.

The platform also provides tips for a healthier life, practical and versatile recipes that facilitate nutritional prescription with a wide variety of preparations in the patient's daily life.

In 2023, the brand visited more than 1600 nutritionists across the country. During visits, Jasmine is introduced, with nutritional information on the Company's main products. The practice of visiting also creates the opportunity to map the patient's real needs and provide insights for product portfolio implementations. In the same year, the portal overcame the mark of more than 10,000 registered nutritionists.

Image of Alimentação Transforma Platform

With the review of our ESG Strategic Agenda, in 2022, we took on two public goals by 2030: to impact 10 million people with the food education program and to be the market share leader in four categories with a health and nutrition appeal.

To achieve the first goal, we set up a working group to continue developing actions over the next few years. For the second goal, the acquisition of Jasmine ensured important advances, as the brand is a leader in the healthy granola and cookies segment.

M. Dias Branco has been dedicated to researching new ingredients and optimizing

formulations, especially with projects aimed at reducing sodium, sugar and saturated fats, maintaining product quality and the performance of its production processes. Currently, Research and Development teams of the new acquired companies are already fully integrated.

The topic is monitored by the Marketing Department, which has been implementing a series of actions and commitments. Among them, the launch of a Food Education Program, sector agreements to reduce sodium and sugar and the acquisition of companies operating in the healthiness niche - for example, the merger of FIT FOOD and Jasmine, a brand with a portfolio



Above, qr-code to access Alimentação Transforma platform, which aims to impact 10 million people by 2030



Governance Pillar



GOVERNANCE STRUCTURE GRI 2-9, 2-10, 2-11

Since 2006, we have been a publicly traded company, with shares listed on B3's Novo Mercado (NM). The Company's corporate governance structure comprises of a Board of Directors, elected by the Shareholders' Meeting and which currently has three independent members, corresponding to around 42.86% of the total of seven members; three advisory committees – ESG, People and Management and Audit Committees, with an annual term of office; a Statutory Executive Board, elected by the Board of Directors; and a Governance Officer, which is linked to and have direct access to the Board of Directors; and a governance area.

The process for nominating and selecting members of the Board of Directors, its advisory committees and the Statutory Executive Board is provided for in the Policy for Nominating Members of the Board of Directors, its Committees and Statutory Executive Board. In addition to the alignment to the Company's interests and values, nominations for eligible positions consider diversity in gender, age, academic background and professional experience, as well as the complementarity of skills and availability of time to perform the job.

Pursuant to NM Regulation, the bylaws of companies listed in this segment must provide that their Board of Directors is composed of at least two

independent members or twenty percent (20%), whichever is greater. As previously informed, we have a larger number: three independent members, which correspond to almost 43% of the total.

Pursuant to our Compensation Policy, the proposal for the global amount to be submitted annually to the Shareholders' Meeting must consider the interests of shareholders, the creation of sustainable and long-term value, the responsibilities of managers, the skills and professional reputation. GRI 2-19, 2-20

Composition of the Board of Directors

✦ **Maria Consuelo Saraiva Leão Dias Branco** – Chairperson of the Board of Directors, holds no executive role;

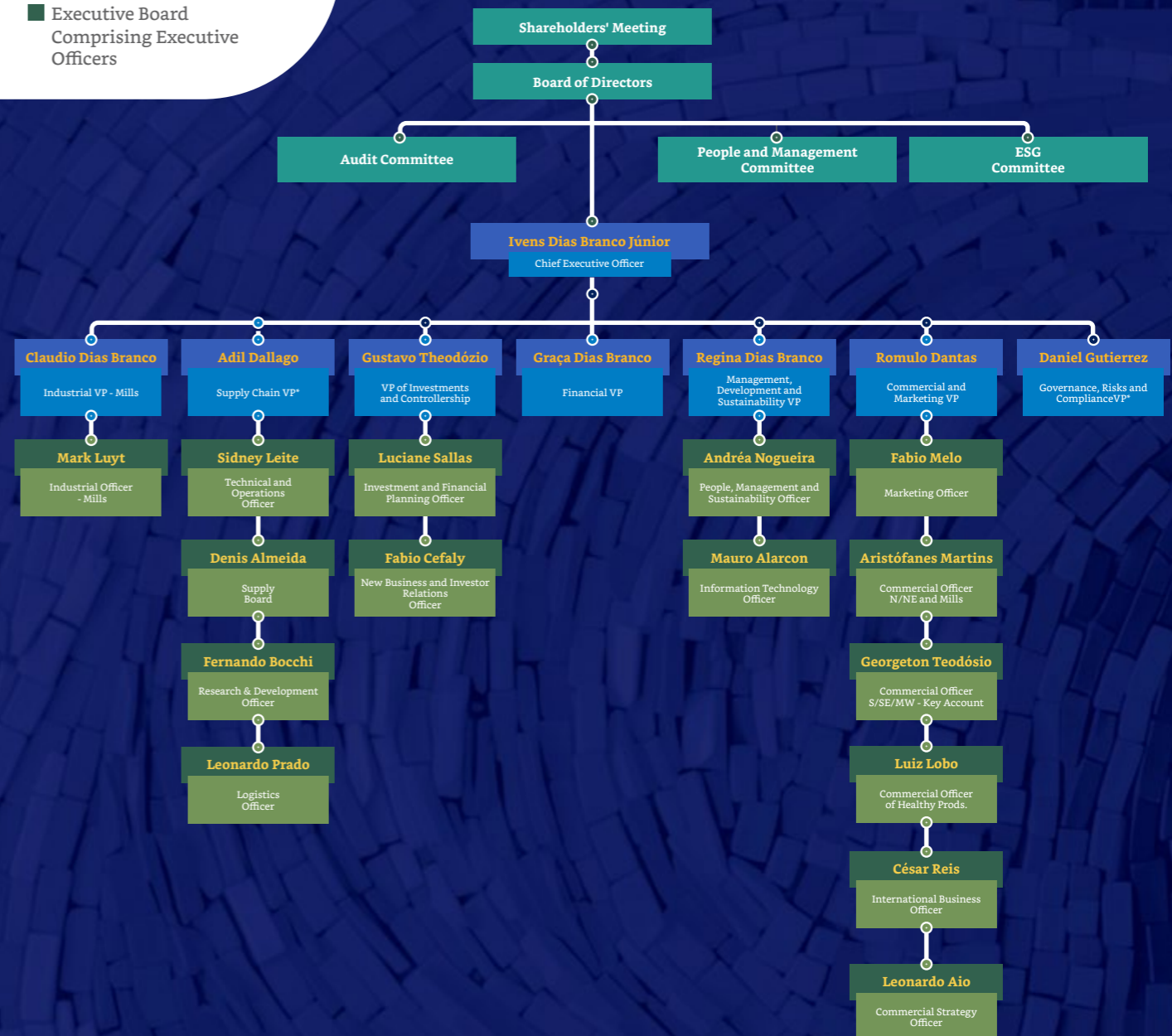
- ✦ **Francisco Claudio Saraiva Leão Dias Branco** – Industrial Vice President – Mills;
- ✦ **Maria das Graças Dias Branco da Escóssia** – Vice President of Finance;
- ✦ **Luiza Andrea Farias Nogueira** – Executive Officer of People, Management and Sustainability;
- ✦ **Guilherme Affonso Ferreira** – Independent Board Member
- ✦ **Ricardo Luiz de Sousa Ramos** – Independent Board Member
- ✦ **Daniel Percim Funis** – Independent Board Member

Monument at the Eusébio/CE unit pays tribute to Mr. Ivens Dias Branco



Organizational Chart GRI 2-9

- Statutory Board
Comprising the CEO and Vice-Presidents (VPs)
- Executive Board
Comprising Executive Officers



GOVERNANCE FORUMS

GRI 2-13, 2-17, 2-18

We have a Governance Officer (GO) linked to and with direct access to the Board of Directors. The GO heads the Company's Corporate Governance Area, which works as a link between the Boards (Statutory and Executive), the Board of Directors and its advisory committees. In addition to coordinating meetings of the senior management bodies, this area provides support to the governance agents, especially in communication flow and alignment of demands of the interested areas, contributing to the quality of the decision-making process.

This area also plays an important role in disseminating best practices and improving the organization's governance system, also contributing to the dissemination of knowledge to governance agents. To this end, it monitors compliance with corporate and regulatory laws (CVM/B3), with a view to constantly adhering to laws, regulations and best practices.

Is also recommends any adjustments or amendments to governance policies, processes and structures to the relevant management bodies and their advisory committees.

In 2023, the company actively participated in events of interest to the market, and submitted suggestions for contributing to the public hearing held by CVM to discuss proposed changes to the regulations on shareholders' meetings.



Facade of the Ivens Dias Branco Memorial in Eusébio/CE

We also contributed to the review process of the Brazilian Code of Corporate Governance, making suggestions for improvement.

Since October 2022, the meetings of the Board of Directors have had a recurring agenda entitled "Momento Governança M. Dias Branco", in which the most important matters in progress in the organization and its bodies and committees, regulatory updates, and the main developments of the previous resolutions and recommendations of the Board are discussed.

The Strategic Resolutions Matrix, prepared in 2022 and approved by the Board of Directors after review by the ESG Committee, is periodically updated and disclosed on the Company's internal network.

The material consolidates the responsibilities of the main governance bodies, the annual agendas of each of them and the flow for resolving matters, helping to ensure that the company's decision-making process is transparent, agile and efficient.

All advisory committees to the Board of Directors include an independent member of the Board of Directors.

The Audit Committee, comprised entirely of independent members, analyzes the quality and integrity of the financial statements, continuously assesses the work of the internal and external audit, the compliance area, as well as the company's risk identification systems and internal controls.

The People and Management Committee focuses on issues

pertaining to people and management; appointment, succession, assessment and compensation of members of the Board of Directors and the Statutory Board; analysis to define benefits and targets for talent development and retention programs; and establishment of management practices that favor meritocracy.

The scope of the ESG Committee covers matters related to the improvement and dissemination of best corporate governance practices, environmental preservation, the company's social performance and compliance with internal rules and applicable legislation, recommending actions and updates to the ESG Strategic Agenda and its corporate policies.

In addition to monitoring the committees' recommendations

in the report prepared by the Governance area at each Board meeting, on a quarterly basis, the members of the Board of Directors receive, analyze and discuss activity reports not only of the Audit Committee, under the terms of Novo Mercado's Regulatior, but also the ESG and People and Management Committees. The Company also discloses, in the annual Financial Statements, a summary report of the Audit Committee's activities.

Other advisory committees to the Statutory Executive Board include: Executive Committee, Ethics Committee, Occupational Health and Safety Committee, Sustainability Committee, Image Management Committee, Hedge Committee and de Inovação Committee.

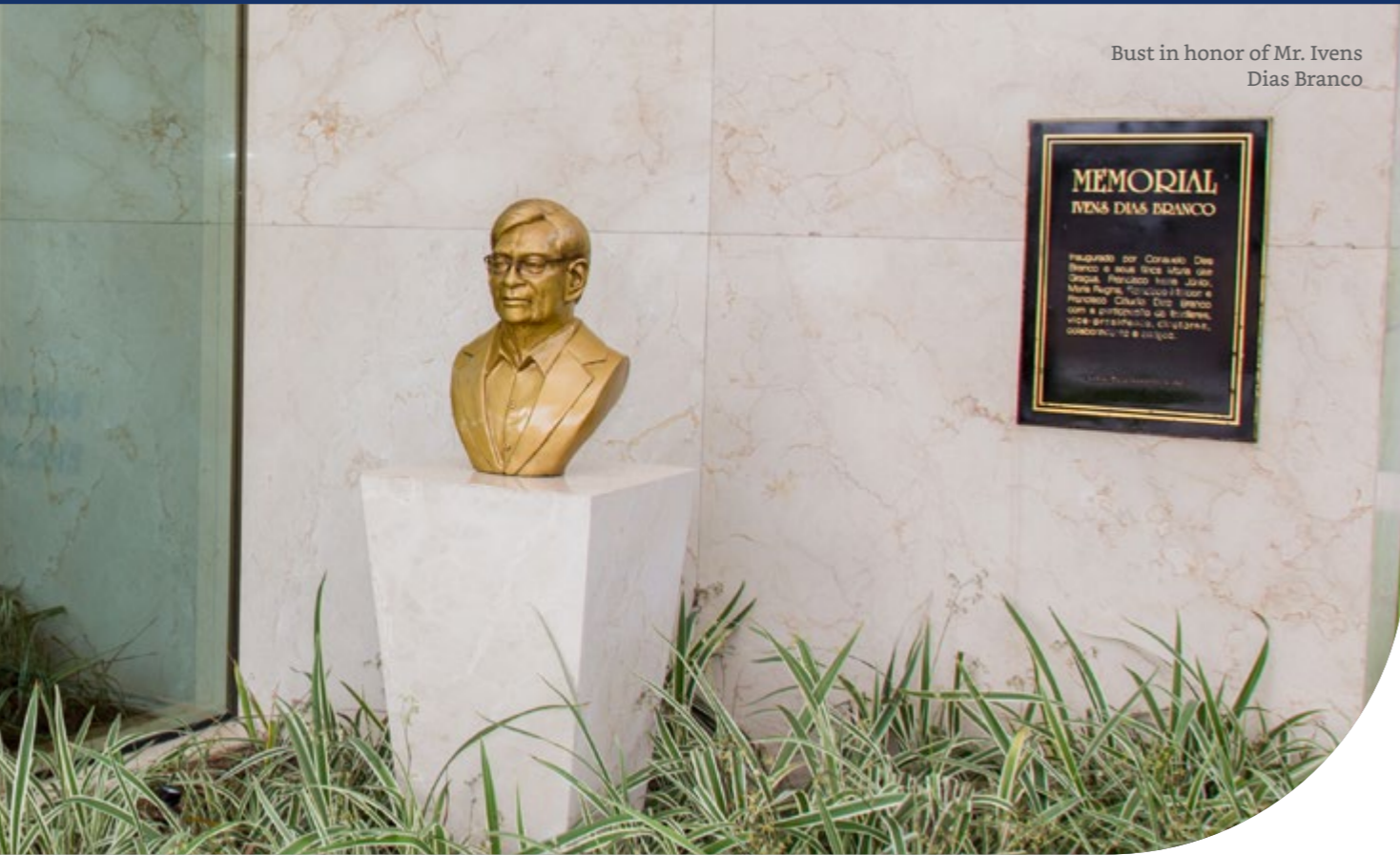
For the fourth year running, the company has been included in the B3 Corporate Sustainability

Index (ISE) portfolio and is part of the B3 IDIVERSA portfolio, which indicates that the company's level of diversity is compatible with that of Brazilian society.

The Company is classified with AA rating by MSCI ESG, an index created by Morgan Stanley Capital International that aims to determine the performance of companies according to their impacts on the ESG pillars, and is a global highlight in the food segment. In CDP Clima (Disclosure Insight Action) index, the Company is classified with A score.

With the support of independent specialized consultancy, we conduct the annual assessment of the members of the Board of Directors, its advisory committees and Statutory Board. The results of the assessments are presented, discussed and measures are adopted related to the opportunities found. ^{GRI 2-20}

With the assistance of the ESG Committee, the Board of Directors analyzes and discusses the actions to be adopted by the Company to face the main challenges and opportunities related to the priority topics of the ESG Strategic Agenda. Periodically, at least once a semester, a report is issued on the Agenda's topics, with the participation of the managers involved in each ESG pillar, who present the status of the commitments made and highlight the challenges faced.



Bust in honor of Mr. Ivens Dias Branco

In 2023, we expanded our commitment to the Governance Pillar, with the establishment of 08 new public goals, involving various topics that go beyond the required legal and regulatory obligations. Such goals are:

- ✔ Adherence to the 100% Transparency Movement of the UN Global Compact, which provides for the achievement of five targets by 2030, namely: (i) 100% transparency of the Whistleblowing Channel, already achieved by the Company; (ii) disclosure of the compliance structure, already achieved by the Company; (iii) 100% transparency with the Government, to be achieved in 2024, through the disclosure of all agreements and main interactions with the Government; (iv) 100% Integrity Senior Management Compensation,

to be achieved by 2027, with the inclusion of integrity criteria in the compensation of all the Company's Senior Management; and (v) 100% of the high-risk value chain trained in integrity, to be achieved by 2030;

- ✔ Commitment to maintain the Board of Directors with at least 40% Independent Members, a practice already adopted by the Company;
- ✔ Commitment to maintain the Audit Committee with at least 75% Independent Members, a practice already adopted by the Company; Currently, 100% of the Audit Committee members are independent;
- ✔ Commitment to Gender Diversity and Presence of Underrepresented Groups on the Board of Directors,

with the appointment from 2026 of at least 02 women and 01 member of an underrepresented group to the Board of Directors. Currently, the Company has 03 women as effective members of the Board of Directors;

- ✔ Systematic Review of the Succession Plan for the Statutory Board, including the CEO, through which the company, in line with best market practices, defines and reviews the criteria and conditions for its succession planning;
- ✔ Commitment to maintaining the Governance Officer with functional ties and direct access to the Board of Directors, seeking to constantly improve the flow of communication between bodies, improve the quality

Composition of the highest governance body and its committees ^{GRI 2-9}

Member Name	Executive role or non-executive role	Independence ^{GRI 2-10}	Term of office	Member of other Committees	Gender ^{GRI 205-1}	Age*
Members of the Board of Directors** ^{GRI 405-1}						
Maria Consuelo Saraiva Leão Dias Branco ^{GRI 2-11}	No	No	1 year	None	Female	89
Francisco Claudio Saraiva Leão Dias Branco	Yes, Industrial VP - Mills	No	1 year	None	Male	57
Maria das Graças Dias Branco da Escóssia	Yes, Financial VP	No	1 year	None	Female	64
Luiza Andréa Farias Nogueira	Yes, People, Management and Sustainability Executive Officer	No	1 year	ESG Committee and People and Management Committee	Female	59
Guilherme Affonso Ferreira	No	Yes	1 year	Audit Committee	Male	72
Ricardo Luiz de Souza Ramos	No	Yes	1 year	ESG Committee	Male	59
Daniel Percim Funis	No	Yes	1 year	People and Management Committee	Male	48
Other members of the advisory committees to the Board of Directors						
Adil Dallago Filho	Yes, Supply Chain VP	No	1 year	ESG Committee	Male	54
Adrian Lima da Hora	No	Yes	1 year	Audit Committee	Male	60
Elionor Farah Jreige Weffort	No	Yes	1 year	Audit Committee	Female	54
Daniel Mota Gutierrez	Yes, VP of Legal Affairs, Governance, Risks and Compliance	No	1 year	ESG Committee and People and Management Committee	Male	50
Maria Regina Saraiva Leão Dias Branco	Yes, Vice President of Management, Development and Sustainability	No	1 year	ESG Committee and People and Management Committee	Female	62
Francisco Ivens de Sá Dias Branco Junior	Yes, CEO	No	1 year	People and Management Committee	Male	63

*Considering the date of publication of the report on 03/26/2024. ^{GRI 2-10} *The groups of stakeholders represented in the Board of Directors are investors (represented by independent members) and employees (represented by the People, Management and Sustainability Officer).

of the decision-making process and the efficiency on the execution of the Board's resolutions;

- ✔ Setting of ESG Targets in the Variable Compensation of all Employees from 2026 onwards. In 2024, all officers (executive and statutory) will

have this type of indicators. In 2025, all managers, and in 2026, all employees;

- ✔ Commitment to Maintaining an On-boarding and Continuing Education Program for Board Members, Members of Advisory Committees and Officers.

Practice already adopted by the Company and included in joint meeting agendas of these bodies.

ETHICS AND INTEGRITY

GRI 2-15, 2-16, 2-23, 2-24, 2-25, 2-26, 205-1, 205-3, 206-1

Ethics and integrity guide M. Dias Branco's business.

We have an Integrity Program made up of prevention, detection and response mechanisms, aimed at curbing violations of internal regulations and other rules in force, acts of fraud, bribery or corruption among public and private agents. The Program lies on the encouragement and commitment of the members of the Board of Directors, the advisory committees and the Statutory and Executive Boards. Senior Management actively participates in the preparation and review of corporate policies and in training and communications related to the Program's initiatives. A periodic report is provided to the Audit Committee, and the latter reports, at least annually, to the Board of Directors, and this flow is described in the Internal Investigation Protocol and Operation of the Ethics Channel, available on the Company's website.^{GRI 2-16} As an example, we can also mention the opening video of the Ethics and Governance Week recorded by the Company's CEO and widely disclosed in the company's internal media.

We have structured a specific area for managing the Integrity Program. Empowered with autonomy and independence, the Compliance Area has a team strategically distributed in Ceará, Pernambuco, Bahia, São Paulo and Rio de Janeiro, with the aim of developing and disseminating our integrity system.

The Compliance area reports to the Vice President of Legal Affairs, Governance, Risks and Compliance, linked directly to the CEO, reinforcing the Company's commitment to the highest level of corporate governance.

The Audit Committee, comprised entirely of independent members, is responsible for overseeing the Integrity Program. The Ethics Committee, comprised by Company managers, monitors the progress of Compliance investigations, indicates remediation measures and recommends actions aimed at developing the Integrity Program. The aim is to maintain a participatory and honest environment, raising the level of trust in the company and strengthening its image and reputation.

We have adopted a Code of Ethics and policies guided by the highest standards on integrity, which are applicable to all M. Dias Branco employees and its stakeholders. Among other internal integrity policies, we have adopted, the following regulations: Anti-Bribery and Anti-Corruption Policy; Gifts, Amenities, Entertainment and Hospitality Policy; Policy on Related-Party Transactions and Other Situations Involving Conflict of Interest; Donations and Sponsorship Policy; Internal Investigation Protocol and Ethical Channel Operation; Consequences Policy; Risk Management Policy, all reviewed and approved by the Board of Directors in 2023; and Purchasing and Supplies Policy; Competition Good Practices (Antitrust) Policy; Code of Conduct for Suppliers;

Employees informed and trained on combating corruption ^{GRI 205-2}

	Total number of employees	Total number of employees communicated and trained	%
Categories			
CEO and Executive Board ¹	20	16	80
Management	335	242	72
Other Leadership Positions	1,157	729	63
Technical and Administrative	1,405	899	64
Operational	13,763	5,439	39
Total	16,680	7,325	44
Region			
South	1,369	798	58
Southeast	4,193	1,151	27
North	65	33	50
Northeast	10,996	5,330	48
Midwest	57	13	23
Total	16,680	7,325	44

Notes: All employees who were informed were also trained. ¹ Including members of the Presidency (CEO and vice-presidents) and of the Executive Board, where some are part of the Board of Directors and advisory committees, as per pages 103 and 104.

Business partners informed on fighting corruption ^{GRI 205-2}

	Quantity	Percentage
Categories		
Unions	34	89%
Suppliers (raw material and packaging)	252	85%
Surrounding Institutions	57	48%
Distributors	36	50%
Key Account	11	73%
Total	390	72%

Notes: We do not quantify the number of people informed by region and we do not monitor the number of trained partners.

Sustainability Policy; Human Rights Policy and Business Continuity Policy.

With the theme "Ethics and governance at the service of the purpose and perpetuity of the business: Trust and value generation at the core of decision making", the Legal

Affairs, Governance, Risks and Compliance areas, and its guests, promoted from August 11th to 18th, 2023, the Ethics & Governance Week, a period when we intensified communications and training actions to disseminate our Compliance Program.

The event featured an inaugural lecture by professor and philosopher Roberto Patrus on the event's theme, given to all members of the Board of Directors, Advisory Committees and Statutory and Executive Boards.

Throughout the week, we held training sessions and lectures in various formats, such as podcast and live presentations, in on-site and online formats, for all employees, managers and members of Senior Management. Topics such as anti-corruption policy; the role of governance, control and defense areas in supporting leadership in strategic decisions; continuity program; negotiation techniques; new legal tools to support management; and ending with the topic of ethics



Poster promoting an event for employees



Lecture on initiatives in the legal, risks and compliance area

for in the Code of Ethics and Consequences Policy. This channel is widely disclosed in the Company's media.

Reports collected by the independent company are forwarded to the Compliance area or to other responsible bodies. In 2023, 99% of the cases were investigated by the Compliance area. After completion of the investigative process, if applicable, disciplinary measures are applied or process improvements are recommended. The investigation stage is updated to the whistleblower through the Ethics Channel platform.

In 2023, 1,444 reports were registered in the Ethics Channel, of which 983 involve issues linked to the priority themes of the ESG Strategic Agenda, which are understood as "crucial" concerns, under the GRI terminology, all of which were reported to the Board of Directors. For the Human Capital theme, records were related to interpersonal relationships (700), moral and sexual harassment (111) and dissatisfaction with human resources policies (33). For the Governance, Ethics and Integrity theme, records were related to conflict of interests (34), fraud (32) and non-compliance with legislation (73). Other reports are related to the following types: records on non-compliance with internal regulations (208), doubts, criticisms and suggestions – also classified as "complaints" for GRI

and governance from the capital market perspective.

Other training actions in Compliance were also included in the integration process of the recently acquired subsidiary "Las Acacias", located in Montevideo, Uruguay.

as for continuous improvement initiatives, we monitor processes and manage of Compliance risk through tests and controls. For outsourced workers and suppliers, we assess potential conflict of interest situations and apply the Integrity Due Diligence (DDI), on which recommendations are issued such as monitoring transactions with suppliers, customers, related parties, beneficiaries of donations or sponsorships, among others. We make a careful selection of outsourced companies and suppliers. We invest in a relationship of compliance with the execution of contractual instruments, performing periodic audits and assessments, training and qualification, in addition to

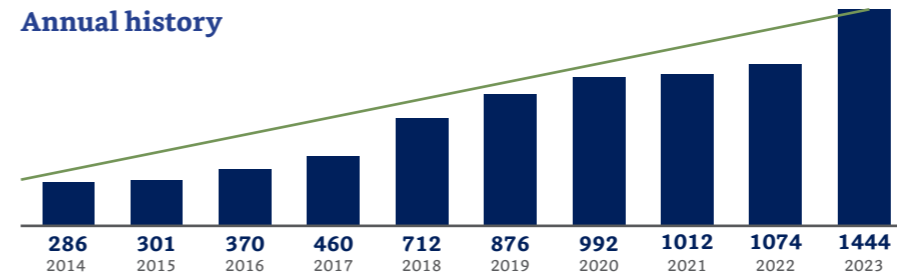
adopting open and transparent communication.

The topic of human rights is an important part of our Code of Ethics and we have a specific corporate policy on the subject, which is also included in the risk management map and plays a prominent role in the monitoring process for third parties and suppliers. We also adopted a specific Code of Conduct for this audience, which encourages, among other practices, the appreciation of human rights. M. Dias Branco repudiates work analogous to slavery, degrading or child labor across its supply chain.

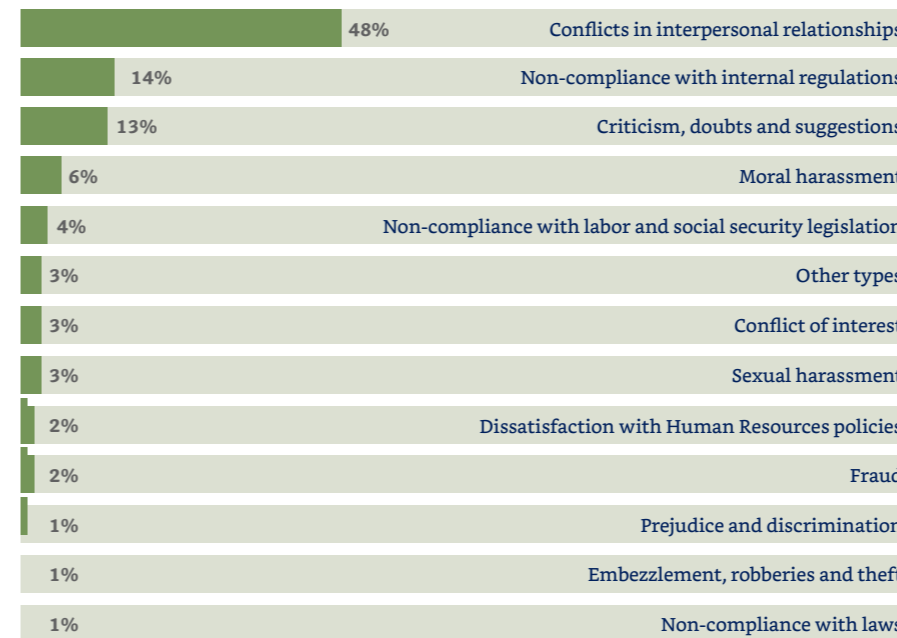
For reports of conduct in breach of the Code of Ethics and other company policies, we have set up the Ethics Channel, a reporting platform available to employees and society. Operated by an independent company, the channel is free and can be accessed via website, email and telephone, 24 hours a day, 7 days a week. The service assures anonymity and protection to the whistleblower, as provided

Figures of Ethical Channel in 2023

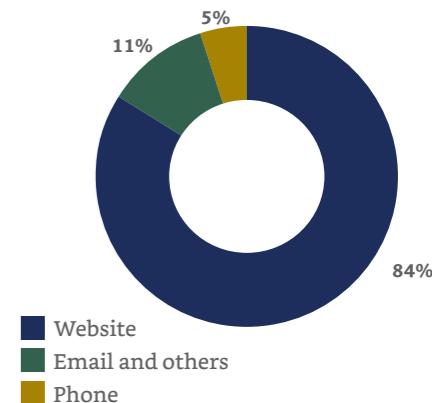
Annual history



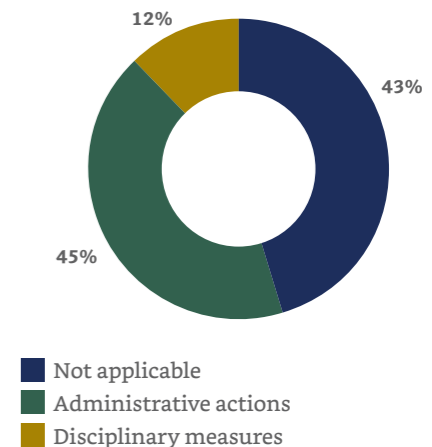
Type of reports



Service channels



Consequences



Reporter



Identification



Closed



RISK MANAGEMENT AND INTERNAL CONTROLS

GRI 2-15, 2-16, 2-17, 2-23, 2-24, 2-26, 3-3

Code of Ethics of M. Dias Branco. To access click here.



The company offers training on anti-corruption and anti-bribery policies and procedures to its employees. In 2023, 100% of senior management members, including the Statutory and Executive Boards, the Board of Directors and their advisory committees, were trained on the topic.

We were not aware of any cases of corruption, as defined in the Anti-Corruption Law, involving the organization.

purposes (181), of which 171 were addressed in 2023 and the remainder in 2024, all with no need for remedy; and other types (72).

We are signatories of the UN Global Compact and Ethos Institute Business Pact for Integrity and Against Corruption. In 2023, no administrative or judicial sanctions were imposed to the Company relating to practices contrary to the economic order and public administration, whether national or foreign, under the terms of the Antitrust and Anti-Corruption Laws. In addition, no reports of corruption involving public officials or government authorities were made to the Ethics Channel.

Combating corruption

GRI 2-15, 205-1, 205-2, 205-3

Our operations undergo risk assessments related to corruption. The Company identifies high-risk areas, assesses third party activities, sets policies and procedures, promotes training and awareness and has communication and reporting channels for stakeholders. The significant risks monitored are those that may involve money laundering; conduct of high-risk suppliers and intermediary agents; conflicts of interest; and promising, offering or granting gifts and hospitality, donations and sponsorships; which are subject to due diligence and monitoring.

GRI 2-15

We adopt a risk management policy, reviewed by the Audit Committee and approved by the Board of Directors. The policy aims to support the Company in meeting its strategic goals, and to set definitions, guidelines, evaluation criteria, so as to ensure that the main business risks are identified, assessed and minimized to an acceptable level. Thus, we contribute to operational losses reduction, efficiency gains and the management and continuity of the business in adverse scenarios. We also have an internal control map systematically reviewed by internal and external audits and by the Audit Committee.

Under the risk management policy, risks are classified as: strategic, operational, reporting, compliance, cyber, data protection, market, and social and environmental. In this sense, based on a quantitative and qualitative assessment of risks, we seek protection against those that have the potential to adversely affect business results.

We use as a benchmark the guidelines of the main entities in these areas, such as COSO (Committee of Sponsoring Organizations of the Treadway Commission), IIA (Institute of Internal Auditors) and IBGC (Brazilian Corporate Governance Institute). In addition to these entities, we assess the laws, rules and regulations in force in the country on a regular basis, keeping our risks continuously reviewed and adherent to

the market trends and the Company's strategies. The main risks identified are specified in the Reference Form, filed with the Brazilian Securities and Exchange Commission (CVM), and available on our IR website.

Business Continuity

In 2023, we continued the Business Continuity project started in 2021 with the preparation of the Business Impact Analysis. We continued with the implementation of the Business Continuity System, to cover subsidiary Jasmine. The criticalities of the main processes were identified, including those related to Latinex merger, with a review of the Business Impact Analysis (BIA).

Aiming at reinforcing the corporate culture on the topic,

new training sessions were held with the theme of Business Continuity Management with different areas of the Company, an opportunity when, among other actions, we reviewed the incident communications procedure and prepared for the testing phase.

Also in 2023, we implemented a first round of business continuity tests in 6 different units of the Company, with satisfactory results. In the next stages, training and testing will be conducted with senior management.

Risk Policy Update

With a view to maintaining our commitment to the continuous adoption of the best corporate governance practices, the



Campina Grande do Sul/PR Unit, where Jasmine brand is produced

Board of Directors, following a review by the Audit and ESG Committees, approved an update to the Company's Risk Management Policy. The main changes were: (a) addition of new risk classifications, such as ESG, Cybersecurity and LGPD; (b) review of risk approval authority and, (c) review of mention of positions and jurisdictions.

Risk Management in SAP Implementation

Through Simplifique Project, we completed SAP implementation as the Company's new ERP. During this process, the Risk Area mapped the Company's main risks and deficiencies to be mitigated with SAP.

From 2024 onwards, the area will follow-up the mapped controls and, through the GRC ARA module, will analyze the risks of access profiles to the new ERP, classifying them by criticality, detecting possible threats to the business and recommending mitigating measures.

Reassessment of the Company's Relevant Risks

In 2023, we reassessed the most relevant risks for the Company. To ensure transparency and address the concerns of the business areas, in the process of reviewing the risk plots, as well as validating the evidence of improvements (controls, indicators and processes), we captured the insights of the specialists in each area

(manager, officer), the Statutory Board, the Audit Committee and the Board of Directors. In this process, it was possible to identify that, in addition to improving controls, the areas implemented new controls, seeking to increase process security and consequently mitigate the risks to which the company could be exposed. As

a result of the work, in addition to taxonomy adjustments and adapting the language of the risks from the point of view of the business areas, with reviews of criticalities, processes and controls, a matrix was obtained that is more suited to the complexity and reality of M. Dias Branco's operations, with the main mapped risks addressed.

Reassessment of Risks based on the Company's new Strategic Direction

We reviewed the Strategic Direction for the 2024-2028 cycle. All strategic projects have their respective leaders and sponsors, who will be primarily responsible for deliveries. Through the Transformation Office, performance panels were created with each leader,

validated by each sponsor, providing visibility of deliveries and deadlines. Based on this new direction, we reviewed the main risks related to the Company's Strategic Projects, updating the Risk Matrix. Throughout 2024, the Risk Area will monitor the action plans, seeking to identify any risks that could hinder the planned deliveries.



RISKS AND OPPORTUNITIES IN SUSTAINABILITY GRI 3-3

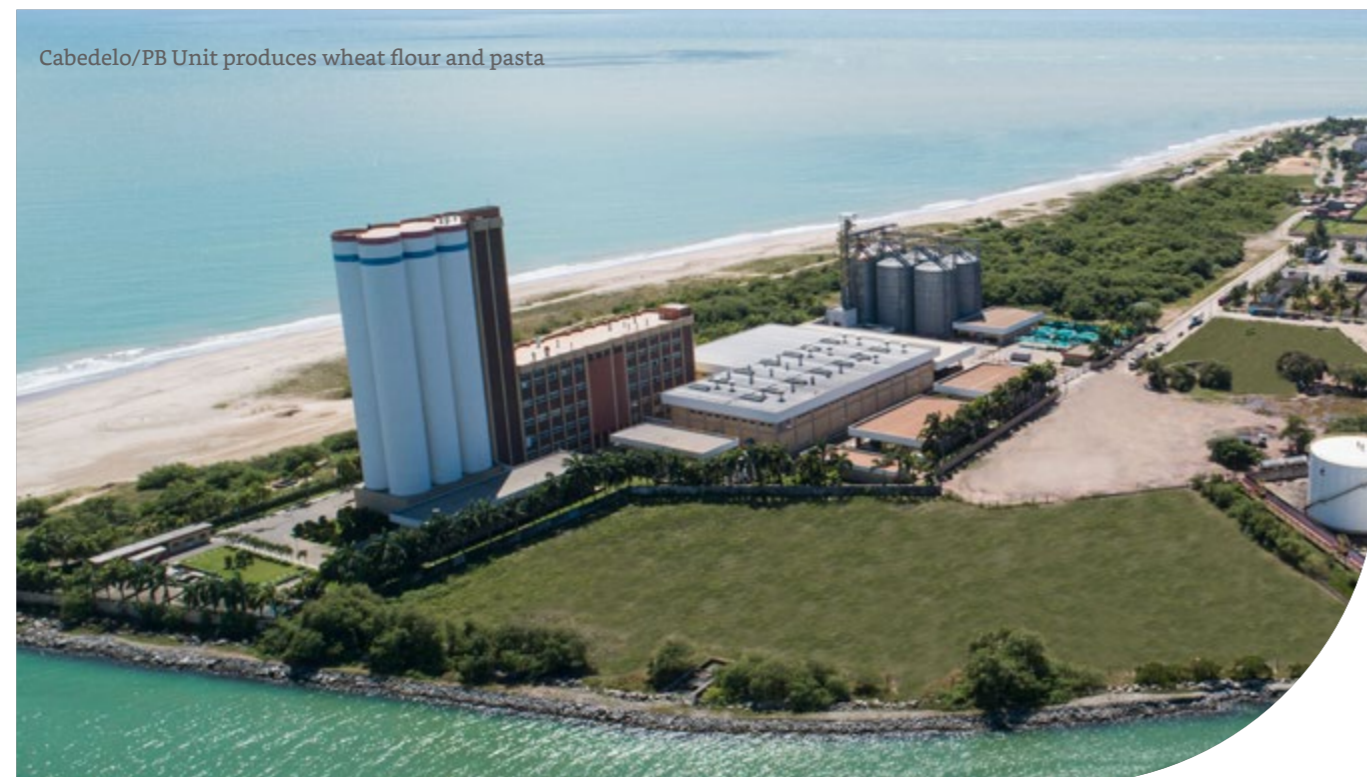
Hedge Governance (Market Risk)

We make progress every year in hedge governance. Since 2020, several actions have been taken to protect the Company and its financial transactions. In 2023, we increased the process maturity for monitoring the adherence of the Company's operations to the hedge policy. The Risks area coordinates and acts as secretary for the meetings of the hedge committees, and also measures the indicator of adherence to the Hedge Policy, for monitoring purposes. In 2023, we expanded the scope of commodities hedged. M.

Dias Branco now protects the Natural Gas used throughout the Northeast region.

The Company continued to implement its governance with monthly and extraordinary committees that resolve on foreign exchange transactions, commodities and their hedges throughout the period.

Based on the Hedge Committee work, the average coverage percentage of the Company's exposure in the last two years remained at satisfactory levels, contributing to its market competitiveness.



Cabedelo/PB Unit produces wheat flour and pasta

The Board of Directors is involved in overseeing the processes of identifying and managing the company's sustainability risks, by analyzing the supply chain, costs and benefits, monitoring of economic indicators, environmental impact assessment, carbon footprint, monitoring of natural resources, waste management, social impact assessment, stakeholder engagement, employee skills development and well-being, and Corporate Social Responsibility.

The Board also interacts directly with stakeholders through reports, information disclosure and external audit (verification process), contributing to the identification and management of these risks.

The highest governance body analyzes on a quarterly basis the effectiveness of the organization's processes in terms of the most significant impacts. It is also responsible for the supervision and continuous monitoring of these impacts, assessment and decision of results, identification of gaps and opportunities for improvement, strategic decision-making and communication of results.

The Risk Area plays an active role in analyzing and measuring the risks related to the priority topics on the company's ESG Strategic Agenda, mapping mitigating actions and monitoring controls.



Diversity Week promotion poster

Among the main risks mapped, we can highlight the following:

- 🌱 **Communities:** assessment of the possible impact caused by its activities on the surrounding communities;
- 🌱 **Occupational Health and Safety:** assessment of possible non-compliance with best practices and current regulations, which could lead to risks to worker's integrity and the imposition of penalties;
- 🌱 **Human Capital:** assessment of the possible inability to recruit, develop and retain people to meet the needs of the Company's strategy.
- 🌱 **Packaging:** assessment of possible non-compliance with current regulations, whether in terms of information made available to the consumer or due to environmental issues related to its disposal;
- 🌱 **Diversity and Inclusion:** assessment of any failure to adopt the best diversity and inclusion practices, which could lead the company to be less innovative due to the lack of heterogeneity;
- 🌱 **Food Safety:** assessment of possible non-compliance with best practices and current regulations, which could

lead to risks to consumer health and the imposition of penalties;

Occupational Health and Safety: assessment of possible non-compliance with best practices and current regulations, which could lead to risks to worker's integrity and the imposition of penalties;

Human Capital: assessment of the possible inability to recruit, develop and retain people to meet the needs of the Company's strategy.

Food Safety: assessment of possible non-compliance with best practices and current regulations, which could

CERTIFICATIONS AND LICENSING

All the mapping and monitoring of the above issues is used as evidence for the responses to the indexes to which the Company is included.

M. Dias Branco also has management indicators used to measure and monitor the effectiveness of the measures adopted. An extremely important indicator for the Company is what we call iMDB (M. Dias Branco Corporate Governance Index). iMDB includes the main market benchmark indexes, namely: ISE, IBGC, Dow Jones and CDP. The Risk area is responsible for measuring this indicator

and monitoring actions and mapping opportunities.

Annually, the Company reports the results of this indicator to the ESG Committee and the Board of Directors.

The Company is also using Reprisk, a data provider on the ESG subject that measures the reputation of companies on the topic, actions and news published in the media and in the market.

“ We achieved A List Rating on CDP Climate 2023 ”

Robots organize margarine packaging for palletizing in Fortaleza/CE



In 2023, Cabedelo/PB, Maracanaú/CE and Queimados/RJ units were certified to international standards ISO 9001 and FSSC 22000, and Jaboatão dos Guararapes/PE and Grande Moinho Aratu/BA units obtained Kosher certification. Among the main certifications and licenses received, the following stand out:

- ❖ **ISO 9001 Certification** – Quality Management System - Units Eusébio/CE, Fortaleza/CE (Wheat mill and special shortening and margarine plant), Salvador/BA, Bento Gonçalves/RS, Jaboatão dos Guararapes/PE, Cabedelo/PB, Maracanaú/CE and Queimados/RJ;
- ❖ **ISO 14001 Certification** – Environmental Management System - Eusébio/CE and Jaboatão dos Guararapes/PE units;

- ❖ **FSSC 22000 Certification** - Food Safety Management System: Units: Eusébio/CE, Fortaleza/CE (shortening and special margarines plant), Salvador/BA, Bento Gonçalves/RS, Jaboatão dos Guararapes/PE, Cabedelo/PB, Maracanaú/CE and Queimados/RJ.

- ❖ **ISO 45001 Certification** – Occupational Health and Safety Management System: Jaboatão dos Guararapes/PE Unit;

- ❖ **Halal Certification:** Eusébio/CE Unit

- ❖ **IBD Certification:** Jasmine/PR Unit;

- ❖ **Kosher Certification:** Jaboatão dos Guararapes/PE and Grande Moinho Aratu/BA units;

- ❖ **Universal Licensing** – Licensing for manufacturing products using Universal brand in Maracanaú/CE, Salvador/BA, São Caetano do Sul and Lençóis Paulista/SP units;

- ❖ **Matte Licensing** – Licensing for manufacturing products using Mattel brand in Salvador/BA unit;

- ❖ **Legal Requirement Audit** – Regarding Conama Resolution 306 in Natal/RN and Cabedelo/PB Units;

- ❖ **Internal Audit certified by the International Institute of Internal Auditors (IIA)** – Attests that we adopt the best international internal audit practices, as established by the International Professional Practices Framework (IPPF)

POLICIES AND PROCEDURES GRI 2-23, 2-24, 3-3

As part of M. Dias Branco's Integrated Management System (IMS), we implemented, revised and disclosed of a series of documents that structure and regulate the execution of the activities, aiming to ensure operational excellence. The strategy of the business areas at the managerial level is described through 46 management procedures that add value to the

business and the relations with internal and external customers and suppliers.

The Company also has 102 corporate policies, of which we highlight: Integrated Management System Policy, Supply Policy, Sustainability Policy and Process Policy, as well as policies detailing important points of the Compliance

Program, such as the Code of Ethics, Anti-Bribery and Anti-Corruption Policy, Donations and Sponsorships Policy, Risk Management Policy, Hedge Policy and Policies of Good Competitive Practices,

As of 2023, the entire company's documentation has been under the responsibility of Electronic Document Management (GED).

We currently have more than 29,800 standardized documents according to the Document Approval Hierarchy Policy and the Document Standardization Procedure. We seek to strengthen our governance, valuing the work of employees who are trained as internal "auditors" of the quality management system in the tools: IMS, Total Manufacturing Performance (TMP), Occupational Health and Safety (OHS), Good Manufacturing Practices (GMP), which encompasses all of the company's units.

M. Dias Branco increased the number of employees trained as internal "auditors" of the quality management system by 17% compared to 2022, reaching 389 professionals. New training classes were held on ISO 9001 and FSSC 22000 were held at the Cabedelo/PB, Queimados/RJ and Jaboaão dos Guararapes/PE units as well as one training class for ISO 14001 and ISO 45001 at the Jaboaão dos Guararapes/PE unit.

30 internal audits were also carried out regarding quality,

environmental, food safety, occupational health and safety and Halal management systems in 2023. In line with ISO regulations, 11 units in 2023 implemented a survey of internal and external contexts to identify risks and opportunities in their operations. And 12 units held critical analysis meetings of integrated management systems.

SUSTAINABLE VALUE CHAIN

GRI 2-6, 3-3, 204-1, 308-1, 414-1

We are a Brazilian company with an international footprint and we seek, as far as possible, to work with a chain made up mostly of domestic suppliers, promoting a positive impact on the country's social and economic development. To this end, we set a goal of maintaining 80% of the Company's purchases with domestic suppliers.

Our chain includes suppliers of raw materials, packaging, energy, materials and industrial, administrative, IT, marketing, commercial and logistics services. These suppliers are domestic and international, of different sizes, offering

products and services aimed at distributors, retailers, consumers and other audiences. ^{GRI 2-6}

In 2023, we made business with 7,481 suppliers, representing the amount of R\$ 7,941,083,525.82. Most of them, 80.69%, are local, i.e. they make their profits in Brazil and thus contribute to the country's economy.

All suppliers who do business with M. Dias Branco are committed to adhering to our Code of Conduct for Suppliers. We were not aware, under current legislation, of cases of child labor, forced labor or labor similar to slavery. Additionally,

we reinforce our commitment by adopting the following measures:

- ✔ Declaration of non-tolerance to these practices in official company documents (policies, codes of conduct, agreements);
- ✔ Checking documentation from third parties and suppliers;
- ✔ Provision of reporting channels;
- ✔ Monitoring and audits. ^{GRI 408-1, 409-1}

We have a careful process of approval, assessment and



Supply Officer during 2nd Workshop for Suppliers

selection of suppliers, which considers social criteria. In 2023, 409 new suppliers were qualified and 1,379 were approved considering these social requirements. In 2023, of the 7,481 new suppliers, 409 were selected based on social criteria, representing 5.47% of the total.

Aiming to strengthen alliances with these stakeholders, in 2023 we promoted the 2nd Workshop for Suppliers, with the theme Synergies and Sustainability. On this event, we presented M. Dias Branco's strategies, highlighting our guidelines and the path the company has taken so far. We also brought cases of partner innovation to inspire other suppliers and we launched InPacto, our ESG program targeted to suppliers.

The event was held in Fortaleza, with on-site attendance and simultaneous broadcast on YouTube, reaching more than 1,400 views.

InPacto Program

In 2023, we launched InPacto Program, an ESG-focused initiative for our supply chain. Aiming at managing and mitigating the actual and potential negative impacts of the supply chain, such as the environmental degradation resulting from the exploitation of raw materials, and enhancing the positive impacts, we created the sound management program called "InPacto".

The purpose of the program developed by the Supply team is to engage members of our production process and promote a more sustainable supply chain. The proposal is to create an alliance between all parties of the value chain to make a positive impact and build a thriving future for all. Accordingly, InPacto has the following pillars:

- ✔ Assessment and Development, which aims to understand the maturity stage of each supplier in ESG-related topics

and support them in their evolution;

- ✔ Social and Environmental Mapping, which will help us better understand the most critical chains through in-depth analysis, using geomapping and public databases, together with our strategic partners;
- ✔ Coalitions and External Certifications, which includes external partnerships already existing for certain chains;
- ✔ Diverse Initiatives, a pillar that encompasses all our actions and projects in different supply markets towards consumption and sustainable development.

Therefore, we seek to have a positive influence on our strategic suppliers, supporting them in integrating sustainable practices into their businesses. Thus, we also mitigate risks for the Company by ensuring the supply of inputs from reputable companies.

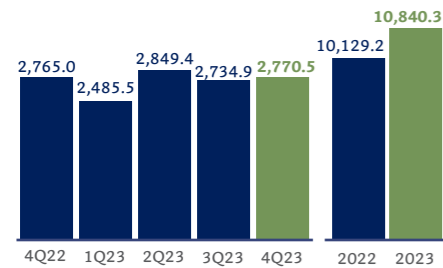
Economic and Financial Performance



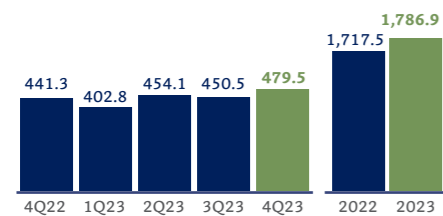
ECONOMIC AND FINANCIAL RESULT GRI 3-3

In 2023, we reached net revenue of R\$ 10.8 billion, a historic record, 7.0% higher than the previous year, as a result of the expansion of volumes (+4.0%) and average price (+2.9%).

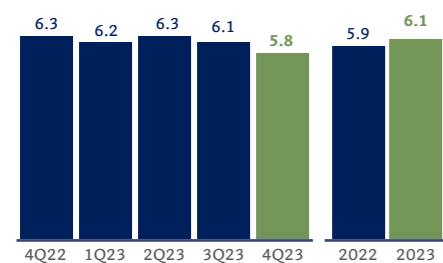
Net Revenue (R\$ million)



Sales volume (Thousand tons)



Average price (R\$/Kg)



Employees celebrate the achievement of profit sharing

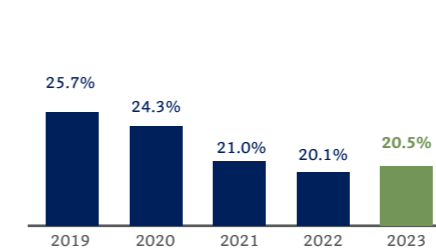
The record net revenue was mainly the result of initiatives aimed at profitable growth throughout the year, including: marketing investments to accelerate sales and strengthen brands; evolution of the service level; accelerated growth of strategic items (such as cookies and wafers); evolution of revenue management process; and reintroduction of exclusive low-price brands for some Cash & Carry channel customers.

Regarding costs, the decline in wheat and oil prices had a positive impact on the result. We highlight the 4.7 p.p. increase in gross margin,

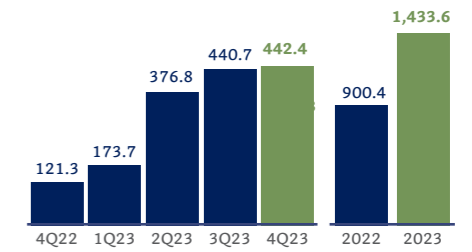
from 28.5% in 2022 to 33.2% in 2023. Administrative and selling expenses (SG&A) remain controlled, representing 20.5% of net revenue in 2023, reinforcing the productivity and efficiency gains captured in recent years.

As a result, we recorded R\$ 1.4 billion Ebitda (+59.2% versus 2022), with 13.2% Ebitda margin (8.9% in 2022) and R\$ 888.7 million net income (+84.5% versus 2022).

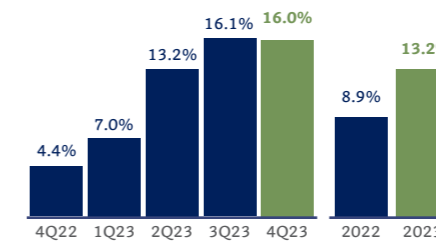
Selling and administrative expenses (% NR)



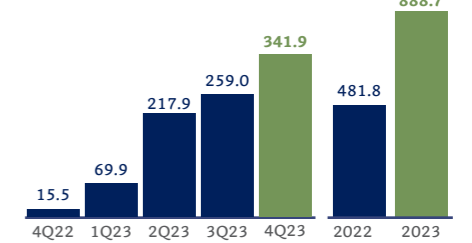
Ebitda (R\$ million)



Ebitda Margin (%)



Net Income (R\$ million)



Below are the main indicators for 2023 consolidated results, compared to 2022, reaffirming M. Dias Branco's commitment to creating long-term value for its shareholders:

Key Indicators

	2023	2022	Change
Net Revenues (R\$ million)	10,840.3	10,129.2	7.0%
Total Sales Volume (thousand tons)	1,786.9	1,717.5	4.0%
Crackers and Cookies Sales Volume (thousand tons)	514.4	520.5	-1.2%
Pasta Sales Volume (thousand tons)	354.6	358.1	-1.0%
Market share in Crackers and Cookies (volume)*	31.8%	32.0%	-0.2 p.p
Market share in Pasta(volume)*	28.9%	31.0%	-2.1 p.p
Net Income (R\$ million)	888.7	481.8	84.5%
Ebitda (R\$ million)	1,433.6	900.4	59.2%
Ebitda Margin	13.2%	8.9%	4.3 p.p
Net Cash (Debt) (R\$ million)	73.6	(1,580.4)	n/a
Net Cash (Debt) / Ebitda (last 12 months)	0.1	(1.8)	n/a
Capex (R\$ million)	366.7	280.2	30.9%
Operating cash generation (R\$ million)	2,125.8	106.6	n/a

Note: Figures shown have been reviewed by Nielsen.

Net Revenues

In 2023, our net revenue reached R\$ 10.8 billion, a historic record, with an expansion in volumes sold (+4.0%) and average price (+2.9%). We highlight the 30.9% growth in revenue in other product lines, in line with the Company's strategy of investing in high-value-added products.

Consistent investments in the launching of new products, commercial actions and marketing and attention to market trends are part of the strategy to strengthen the brands. In 2023, various actions were implemented for Piraquê, Vitarella, Adria and Isabela.

Highlights include the campaigns: "Parece igual, mas tem diferença" (It looks the same, but there's a difference) by Vitarella; "Neologio", by Adria, with Claude Troisgros; "Q de Piraquê" and "Família Maltado", by Piraquê, with Ludmilla; and "Tem Isabela, tem história pra contar" (There's Isabela, there's a story to tell), by Isabela.

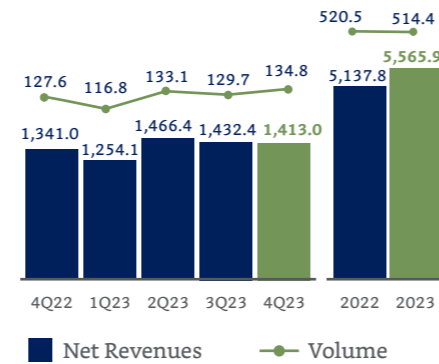
Crackers and cookies

Net revenue of cookies and crackers increased 8.3% in 2023 versus 2022, as a result of the 9.6% average price increase and 1.2% drop in volume sold.

The drop in volumes occurred mainly in the Midwest and North regions, and in the water and salt/cream cracker subcategory.

Highlight for the performance of strategic items, applied within the Perfect Store concept, such as cookies and wafers, in addition to the growth of core business, mainly maria/maisena and filled.

Net Revenues (R\$ million) and Net Volume (thousand tons) Crackers and cookies



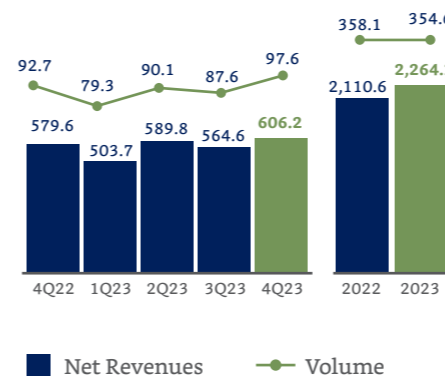
Pasta

For pasta, net revenue recorded 7.3% growth in 2023 versus 2022, with 8.5% increase in average prices, offsetting the 1.0% decline in volumes.

Revenue growth was especially in the subcategories of regular pasta and pasta with eggs. We highlight the improvement in competitiveness through adapting the size of packaging.

The in volumes occurred mainly in the North region and in the semolina pasta subcategory.

Net Revenues (R\$ million) and Net volume (thousand tons) Pasta

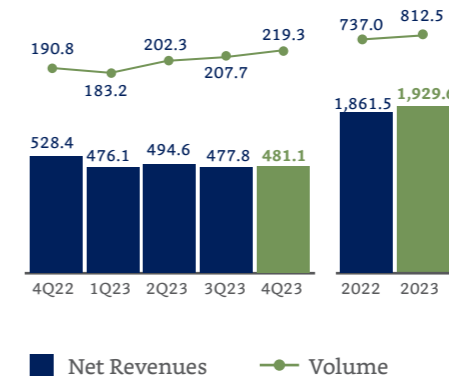


Las Acacias, 3rd best-selling pasta brand in Uruguay

Flours and Brans

In 2023, net revenue from flour and bran grew 3.7% compared to 2022, with a 10.2% expansion in volumes sold and 6.3% drop in average price, influenced by the drop in the average cost of wheat.

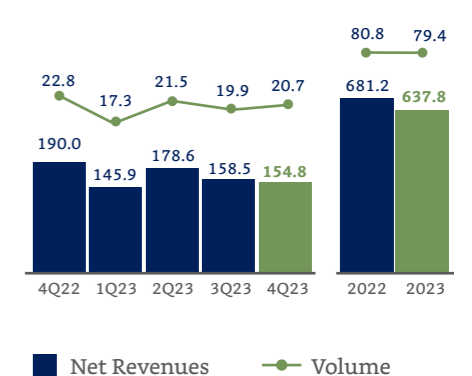
Net Revenues (R\$ million) and Net volume (thousand tons) Flours and Brans



Margarine and Shortening

Net revenue from margarines and shortening was down 6.4%, due to the 1.7% drop in volumes sold and 4.7% decline in average prices, following the trend in palm oil prices.

Net Revenues (R\$ million) and Net volume (thousand tons) Margarine and shortening



Product line	2023			2022			Change		
	Net Revenue	Volume	Price	Net Revenue	Volume	Price	Net Revenue	Volume	Price
Crackers and cookies	5,565.9	514.4	10.82	5,137.8	520.5	9.87	8.3%	-1.2%	9.6%
Pasta	2,264.3	354.6	6.39	2,110.6	358.1	5.89	7.3%	-1.0%	8.5%
Flours and Brans	1,929.6	812.5	2.37	1,861.5	737.0	2.53	3.7%	10.2%	-6.3%
Margarine and Shortening	637.8	79.4	8.03	681.2	80.8	8.43	-6.4%	-1.7%	-4.7%
Other Product Lines*	442.7	26.0	17.03	338.1	21.1	16.02	30.9%	23.2%	6.3%
TOTAL	10,840.3	1,786.9	6.07	10,129.2	1,717.5	5.90	7.0%	4.0%	2.9%

Net revenue in R\$ million, weight in thousand tons, net of returns and net average price in R\$/kg.
* Cakes, snacks, cake mix, packaged toasts, healthy products, sauces and seasoning.

Costs

In 2023, the cost of goods sold dropped 0.9% versus the previous year, representing 71.5% of net revenue for the period (77.2% in 2022).

The 5.7 p.p decline in COGS as a percentage of net revenue in 2023 vs. 2022 was mainly due to the drop in average cost of the main commodities:

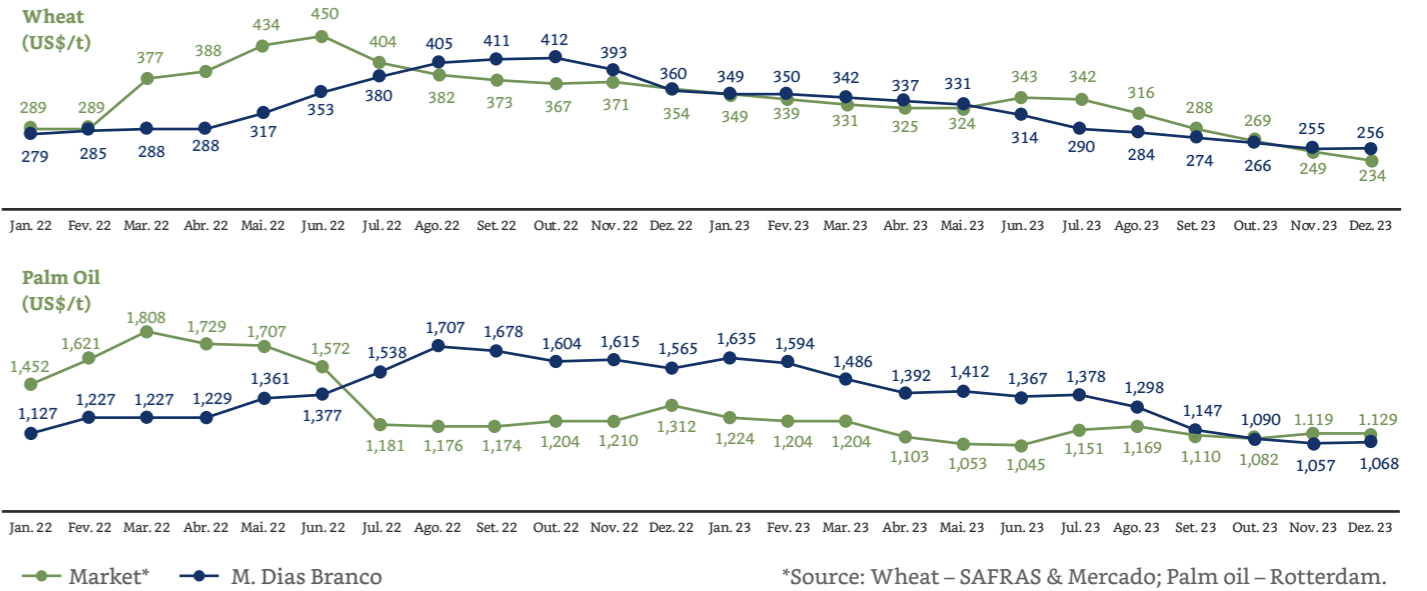
- ↓ 16.0% reduction in the average cost of wheat;
- ↓ 14.6% reduction in the average cost of oil;
- ↑ 6.1% increase in the average cost of sugar.

As for the impact of wheat and palm oil prices, the graphs on the right show the evolution of the purchase prices in M. Dias Branco's inventories and the market prices for the periods 2022 and 2023.



Wheat mill in Natal/RN

Average acquisition price in M. Dias Branco Inventory x market prices



Production and capacity utilization rate

In 2023, the level of production capacity utilization reached 60.3% (+1.0 p.p. vs. 2022), maintaining healthy levels that

enable the growth strategy, with a focus on expansion in the Attack region (South, Southeast, and Midwest), on accelerated

growth in the foreign market, and on the introduction of new categories and items with higher added value.

Cost of goods sold (R\$ million)

	2023	% NR	2022	% NR	Var. %	Var. p.p.
Raw materials	5,321.8	49.1%	5,582.1	55.1%	-4.7%	-6 p.p.
Wheat	3,282.4	30,3%	3,568.3	35.2%	-8.0%	-4.9 p.p.
Oil	1,079.4	10.0%	1,196.8	11.8%	-9.8%	-1.8 p.p.
Sugar	299.3	2.8%	278.2	2.7%	7.6%	0.1 p.p.
Flour acquired from third parties	9.8	0.1%	8.0	0.1%	22.5%	0 p.p.
Shortening acquired from third parties	0.2	0.0%	0.2	0.0%	0.0%	0 p.p.
Other inputs	650.7	6.0%	530.6	5.2%	22.6%	0.8 p.p.
Packaging	663.1	6.1%	649.7	6.4%	2.1%	-0.3 p.p.
Labor	855.4	7.9%	723.7	7.1%	18.2%	0.8 p.p.
General manufacturing costs	662.8	6.1%	617.7	6.1%	7.3%	0 p.p.
Depreciation and amortization	212.0	2.0%	183.6	1.8%	15.5%	0.2 p.p.
Cost of goods sold	32.6	0.3%	59.8	0.6%	-45.5%	-0.3 P.P.
Total	7,747.7	71.5%	7,816.6	77.2%	-0.9%	-5.7 p.p.

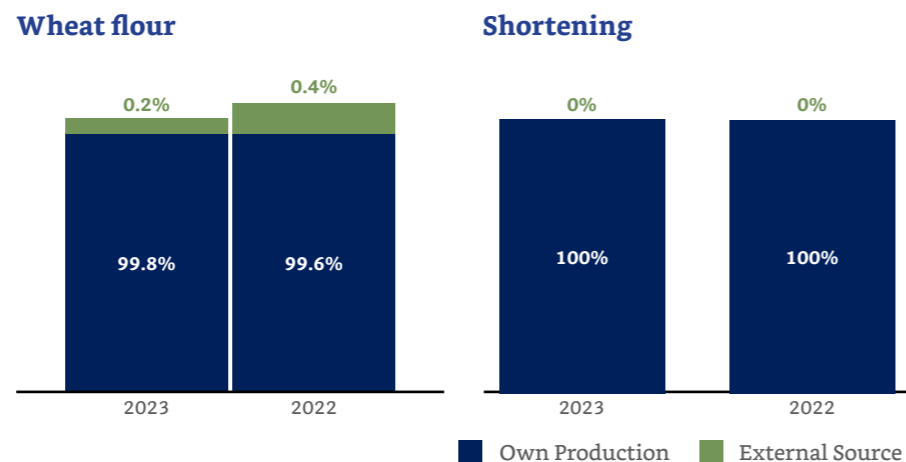
	Crackers and cookies		Pasta		Flours and Brans		Margarine and shortening		Other product lines**		Total	
Effective Production/production capacity*	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Total Production	519.0	543.9	360.4	364.7	1,545.1	1,509.0	167.6	175.8	20.9	19.1	2,613.0	2,612.5
Total Production Capacity	882.9	943.4	526.9	554.8	2,505.0	2,503.7	360.0	360.0	56.1	44.1	4,330.9	4,406.0
Capacity Utilization Level	58.8%	57.7%	68.4%	65.7%	61.7%	60.3%	46.6%	48.8%	37.3%	43.3%	60.3%	59.3%

*In thousand tons ** Cakes, snacks, cake mix, packaged toasts, healthy products, sauces and seasoning.

Note: The total production capacity is the maximum yield that can be extracted from the equipment, considering reductions caused by the maintenance stoppages, setup time, cleaning of lines, restrictions on the maximum number of shifts allowed at the plants, etc.

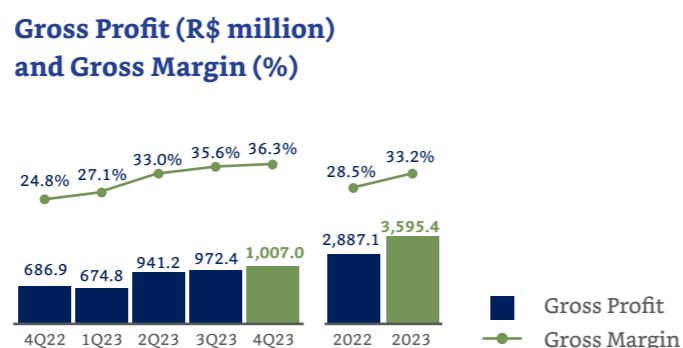
Vertical Integration

We produce most part of its two main raw materials used for the production of its products. In 2023, 99.8% of all wheat flour and 100% of vegetable shortening used in the production process were manufactured in-house (99.6% and 100% in 2022, respectively).



Gross Profit

In 2023, gross profit in nominal figures was up 24.5% with 4.7 p.p increase in gross margin, expanding from 28.5% in 2022 to 33.2% in 2023. The increase reflects the correct pricing strategy, combined with the growth in volumes, as well as the reduction in costs due to the drop in prices of commodities.



Operating Expenses

Administrative and selling expenses (SG&A) remain under control and represent 20.5% of net revenue in 2023.

The growth in nominal terms reflects the increase in volumes sold (4.0%), in addition to higher investments in marketing. As for other expenses, the higher levels of donations during the year stand out.

	2023	% NR	2022	% NR	Var. %	Var. p.p.
Sales*	1,900.6	17.5%	1,749.9	17.3%	8.6%	0.2 p.p.
General and Administrative	322.3	3.0%	287.7	2.8%	12.0%	0.2 p.p.
(SG&A)	2,222.9	20.5%	2,037.6	20.1%	9.1%	0.4 p.p.
Donations	35.3	0.3%	19.8	0.2%	78.3%	0.1 p.p.
Tax	38.6	0.4%	32.8	0.3%	17.7%	0.1 p.p.
Depreciation and amortization	152.9	1.4%	133.6	1.3%	14.4%	0.1 p.p.
Other oper. exp. (rev.)	76.8	0.7%	80.4	0.8%	-4.5%	-0.1 p.p.
Total	2,526.5	23.3%	2,304.2	22.7%	9.6%	0.6 p.p.

*Salaries and benefits, freight and other marketing, sales force and logistics expenses.

Note: In the Statement of Profit or Loss, depreciation and amortization expenses were included in the respective selling and administrative expenses, and tax expenses were added to other net expenses (revenues). For more information, see Note 29 of the financial statements for the year ended December 31, 2023.

Financial Result

In 2023, we recorded a negative financial result of R\$ 132.6 million compared to R\$ 231.5 million in 2022, mainly due to the higher level of income from financial investments, given the growth in cash equivalents of R\$ 0.6 billion in 2022 to R\$ 2.3 billion in 2023.

The reduction in net financial expenses was influenced by the higher income on financial investments and by revenues from inflation adjustments on extemporaneous tax credits, in addition to the lower impact of spread in derivative transactions.



Industrial unit in Cabedelo, Paraíba, an important state for the economy of the Northeast

Financial Results (R\$ million)

	2023	2022	Change
Financial Revenues	417.0	332.0	25.6%
Financial Expenses	(549.6)	(563.5)	-2.5%
Total	(132.6)	(231.5)	-42.7%

Investment-related tax incentives GRI 201-4

Investment-related tax incentives are shown in the P&L in compliance with CPC 07 and IAS 20 – Government Subsidies and are divided into state and federal incentives.

Investment-related state tax incentives are mostly calculated based on the amount of ICMS, computed in the production cost, and allocated in the Fiscal Year Income Statement, below the cost of goods sold. In 2023, the amount recognized by the Company was R\$ 502.8 million (R\$ 574.5 million in 2022).

In addition, the Company was entitled to R\$ 120.7 million (R\$ 111.5 million in 2022) as presumed credit and, in other operating income, recognized R\$ 4.7 million (R\$ 3.8 million in 2022) deferring to Fundopem (Fundo Operação Empresa do Estado f Rio Grande do Sul), detailed in Note No. 22 of the financial statements for the year 2023.

As for federal tax incentives, these are obtained by making investments in industrial units based in the area covered

by the Superintendence for the Northeast Development ("Superintendência de Desenvolvimento do Nordeste - SUDENE") and allocated in the Income Statement as a deduction from the corporate income tax. The Company did not use this incentive in 2023, as there was no income tax payable.

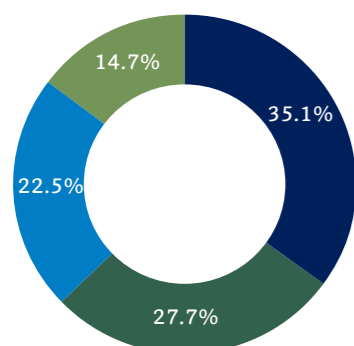
Ebitda and Net Income

We ended 2023 with a record Ebitda of R\$ 1.4 billion (59.2% growth vs. 2022), with 13.2% margin (8.9% in 2022), reflecting the drop in costs of commodities, the consistent evolution of the average price and volumes, and the control of expenses. Net profit reached a record of R\$ 888.7 million in 2023, 84.5% higher vs. 2022, as a result of the Ebitda expansion and the improvement of the financial result.

Value Added and Distributed

In 2022, the amount distributed by the Company was R\$ 3.9 billion. The amount allocated to personnel and payroll totaled R\$ 1.4 billion, representing the most significant portion, followed by taxes, fees and contributions, interest on equity and third-party capital remuneration, as shown below:

Value added distribution in 2023



Ebitda from net revenue

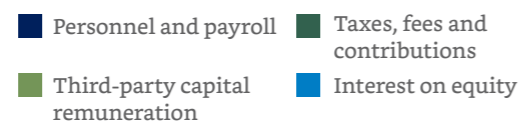
Ebitda Reconciliation (R\$ million)	2023	2022	Change
Net Revenues	10,840.3	10,129.2	7.0%
Cost of Goods Sold - COGS	(7,747.7)	(7,816.6)	-0.9%
Depreciation and amortization on COGS	212.0	183.6	15.5%
Investment-related State Tax Incentives	502.8	574.5	-12.5%
Operating Expenses	(2,526.5)	(2,304.2)	9.6%
Equity income	(0.2)	0.3	n/a
Depreciation and Amortization on Expenses	152.9	133.6	14.4%
Ebitda	1,433.6	900.4	59.2%
Ebitda Margin	13.2%	8.9%	4.3 p.p

Ebitda from net income

Ebitda Reconciliation (R\$ million)	2023	2022	Change
Net Income	888.7	481.8	84.5%
Income tax and social contribution	47.4	(130.6)	n/a
IRPJ Incentive	-	0.5	-100.0%
Financial Revenues	(417.0)	(332.0)	25.6%
Financial Expenses	549.6	563.5	-2.5%
Depreciation and amortization on COGS	212.0	183.6	15.5%
Depreciation and Amortization on Expenses	152.9	133.6	14.4%
Ebitda	1,433.6	900.4	59.2%
Ebitda Margin	13.2%	8.9%	4.3 p.p

Distribution of value added (R\$ million)

	2023	VA%	2022	VA%
Personnel and payroll	1,388.5	35.1%	1,209.0	42.4%
Taxes, fees and contributions	1,095.9	27.7%	571.7	20.1%
Third-party capital remuneration	579.3	14.7%	587.3	20.6%
Interest on equity (Retained earnings)	888.7	22.5%	481.8	16.9%
Total	3,952.4	100.0%	2,849.8	100.0%



Capitalization, Debt and Cash

We ended 2023 with cash of R\$ 2.3 billion (R\$ 0.6 billion in 2022) and gross debt of R\$ 2.2 billion (R\$ 2.2 billion in 2022), in addition to reducing leverage, with net cash/Ebitda (last 12 months) of 0.1x in 2023 (net debt of 1.8x in 2022).

We ended 2023 with a debt-to-asset ratio of 17.6%, down 1.9 p.p. versus the final position of 2022, as shown in the graph on the right, as a result of the 2.5% drop in total debt.

Net cash reached R\$ 73.6 million in 2023 (net debt of R\$ 1,580.4 in 2022), with leverage ratio at 0.1x (net debt to Ebitda for the last 12 months of 1.8x in 2022).

The lower leverage was mainly due to the reduction in net debt and the increase in cash from operating activities.

At 2023 closing, 75.9% of the recorded debt was long-term, while 24.1% was short-term. It should be highlighted that the Company retained the AAA Stable Outlook Rating, reaffirmed by Fitch for the 6th consecutive year.

Thus, we ended 2023 with cash and cash equivalents of R\$ 2.3 billion (R\$ 0.6 billion in 2022), as shown in the graph on the next page.

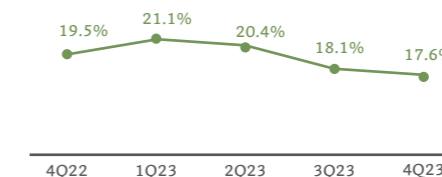
Capitalization (in R\$ million)

	2023	2022	Change
Cash	2,267.8	648.0	250.0%
Restricted deposits	2.8	69.6	-96.0%
Short-Term Financial Investments	15.2	16.6	-8.4%
Long-term Financial Investments	2.1	1.5	40.0%
Total Indebtedness	(2,171.1)	(2,226.5)	-2.5%
(-) Short-term	(522.5)	(561.9)	-7.0%
(-) Long-term	(1,648.6)	(1,664.6)	-1.0%
Financial Instruments Receivable (Payable)	(43.2)	(89.6)	-51.8%
(=) Net Cash (Net Debt)	73.6	(1,580.4)	n/a
Shareholder's Equity	7,604.7	6,708.7	13.4%
Capitalization	9,775.8	8,935.2	9.4%

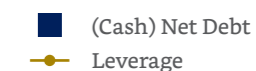
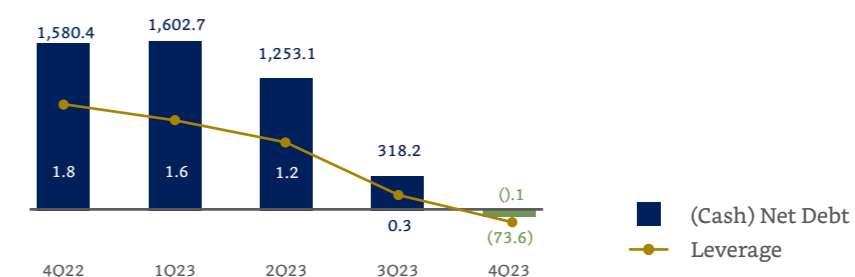
Financial indicators

	2023	2022	Change
Net Cash (Debt) / Ebitda (last 12 months)	0.1	(1.8)	n/a
Net Cash (Debt) / Equity	1.0%	-23.6%	24.6 p.p
Debt / Total Assets	17.6%	19.5%	-1.9 p.p

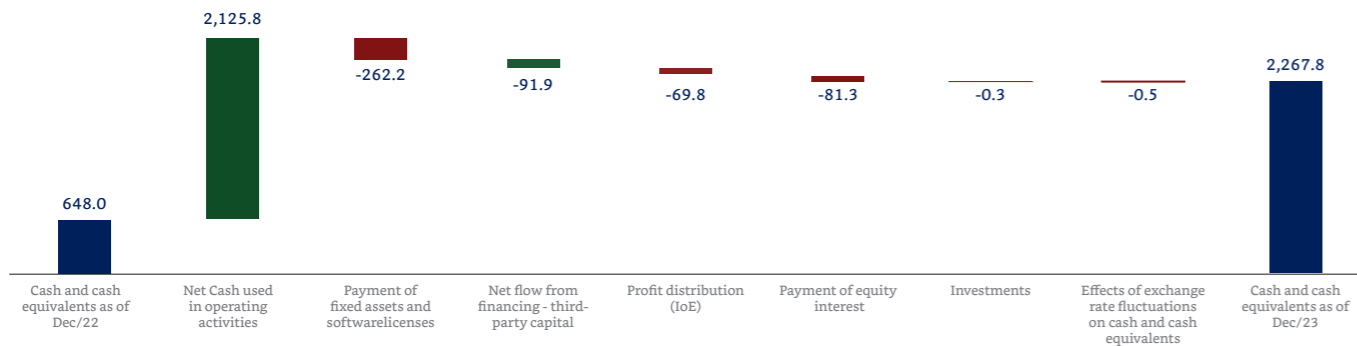
Debt-to-asset ratio (%)



(Cash) Net Debt (R\$ million) and Leverage



Cash and cash equivalents (R\$ million)



Investments

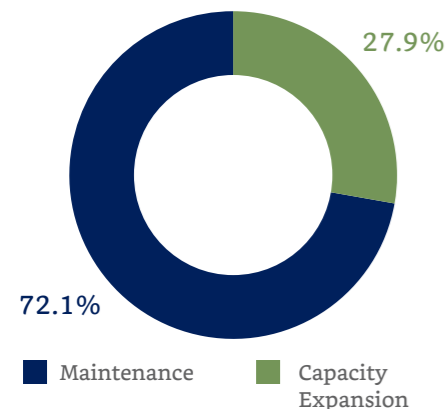
Investments totaled R\$ 366.7 million in 2023 (+30.9% vs. 2022). Highlight for investments in software, with the implementation of SAP system (Simplifique Project).

We maintained investments in subsidiaries, whose transactions and details are listed in Note 10 to the financial statements for the year ended December 31, 2023.

Investments (R\$ million)

	2023	2022	Change
Facilities	60.9	35.4	72.0%
Machinery and Equipment	155.3	125.1	24.1%
Civil Works	33.3	27.1	22.9%
Vehicles	-	0.7	-100.0%
Computers and Peripherals	6.0	8.5	-29.4%
Furniture and fixtures	9.3	8.5	9.4%
Software Licenses	100.5	73.0	37.7%
Other	1.4	1.9	-26.3%
Total	366.7	280.2	30.9%

2023 Investments R\$ 366.7 million



Shareholder Remuneration

Our bylaws set forth the distribution of a minimum dividend of 25% of the net income for the year, adjusted pursuant to art. 202 of Law No. 6.404/1976, as well as the possibility of crediting shareholders in the form of interest on equity, in compliance with the limits established by law. Interest on equity (IoE) shall always be ascribed to the mandatory dividend.

The review of the Shareholder Remuneration Policy, approved in 2023, provides for a target percentage of eighty percent (80%) of the adjusted net income related to the reference year and frequency of 5 payments per year, 4 of them with a fixed amount of R\$ 0.06 per share and the fifth referring to the residual value, after approval by the Shareholders' Meeting, which will resolve on the financial statements for the reporting year.

For the year ended December 31, 2023, we recorded a base

for paying dividends of R\$ 18.5 million. Despite the distribution base of around R\$ 18.5 million, at a meeting of the Board of Directors, held on 12/08/2023,

it was decided, ad referendum of the Annual Shareholders' Meeting, the total gross amount for credit and payment of interest on equity of R\$ 212.0

million (R\$ 655.5 million in 2022), of which R\$ 193.5 million comes from reserves for investment plans.

CAPITAL MARKET

Our shares are traded on B3 (Brasil, Bolsa, Balcão) under the ticker MDIA3, listed in the Novo Mercado segment, and rose 9.6% in 2023, with an increase in liquidity.

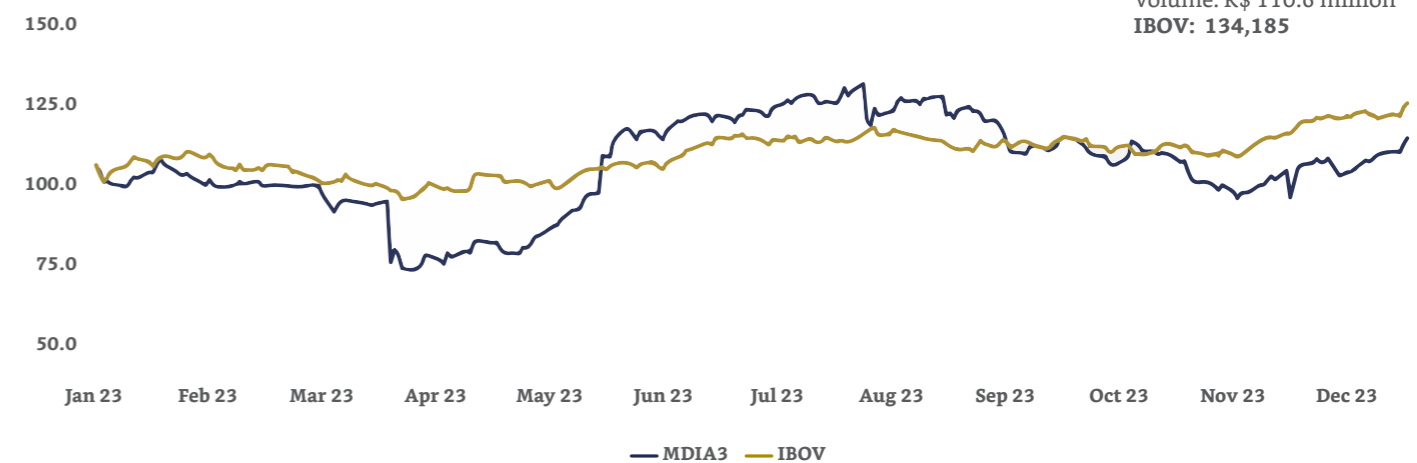
As of December 28, 2023, 66,382,473 shares were outstanding, representing 19,6% of the total Company's capital, priced at R\$ 38.63 each. In 2023, the average number of trades

with MDIA3 shares was 6,218 (7,616 in 2022). Of particular note is the growth in the average daily financial volume of shares traded, from R\$ 45.4 million in 2022 to R\$ 47.5 million in 2023.

We are part of important indexes: ISE (Corporate Sustainability Index), IBRA (Brazil Broad-Based Index), IBrX-100 (Brazil 100 Index), ICO2 (Carbon Efficient Index),

ICON (Consumption Index), IGC (Special Corporate Governance Index), IGC-NM (Corporate Governance Index - Novo Mercado), IDIVERSA (Diversity Index), IGCT (Corporate Governance Trade Index), INDX (Industrials Index), ITAG (Special Tag Along Stock Index), SMLL (Small Cap Index) and IGPTW (GPTW B3 Index).

Performance of MDIA3 x IBOV (YTD) 01/01/2023 – 12/28/2023



MDIA B3 LISTED NM

IBRA B3

IBRX100 B3

ICO2 B3

ICON B3

IGC-NMB3

IDIVERSA B3

MSCI ESG RATINGS AA

IGCT B3

INDX B3

ISE B3

ITAG B3

SMLL B3

IGCB3

IGPTWB3

BALANCE SHEET

Years ended December 31 (in thousands of Brazilian reais).

	Note	Parent Company		Consolidated	
		2023	2022	2023	2022
Current Assets					
Cash and cash equivalents	6	2,264,281	639,300	2,267,837	648,046
Restricted deposits		2,823	69,570	2,823	69,570
Trade accounts receivable	7	1,821,231	1,652,875	1,839,656	1,690,882
Inventories	8	1,319,049	2,068,001	1,338,350	2,111,549
Taxes recoverable	9	119,517	230,791	129,513	234,608
Income tax and social contribution	9	26,603	28,461	27,427	28,494
Financial investments	18.b	15,204	16,599	15,204	16,599
Derivative financial instruments	18.2	10,438	15,302	10,438	15,601
Prepaid expenses		21,017	10,820	22,090	14,249
Other current assets		40,405	43,566	46,784	47,417
Total current assets		5,640,568	4,775,285	5,700,122	4,877,015
Non-current assets					
Long-term receivables					
Financial investments	18.b	2,072	1,518	2,072	1,518
Judicial deposits	23	258,036	263,201	258,539	263,651
Trade accounts receivable	7	5,107	2,878	5,107	2,878
Taxes recoverable	9	89,458	149,130	89,960	149,637
Income tax and social contribution	9	45,881	41,913	45,881	41,913
Derivative financial instruments	18.2	47,950	0	47,950	0
Assets from indemnities		92,266	75,256	92,266	75,256
Other non-current assets		4,806	5,016	8,995	5,029
		545,576	538,912	550,770	539,882
Investments	10	728,995	692,891	62,254	62,462
Investment Properties	11	56,391	55,637	56,391	55,637
Property, Plant & Equipment	12	3,458,090	3,431,931	3,578,776	3,547,760
Intangible assets	13	1,825,543	1,769,592	2,392,679	2,356,736
Total non-current assets		6,614,595	6,488,963	6,640,870	6,562,477
Total assets		12,255,163	11,264,248	12,340,992	11,439,492

The notes are an integral part of the financial statements.

	Note	Parent Company		Consolidated	
		2023	2022	2023	2022
Current Liabilities					
Trade accounts payable	16	1,230,329	1,196,778	1,237,076	1,234,613
Financing with financial institutions	17.1	442,536	346,347	444,334	363,912
Tax Financing	17.2	7,937	4,930	7,937	4,930
Direct financing	17.3	48,523	143,575	59,320	182,411
Debentures	17.4	10,896	10,695	10,896	10,695
Leases	14	86,343	65,535	86,808	66,601
Social and labor obligations	20	242,813	244,646	248,353	252,401
Tax liabilities	21	109,010	121,580	117,749	125,034
Income tax and social contribution	21	1,778	1,778	1,779	1,778
Government Subsidies	22	5,828	25,007	5,828	25,007
Derivative financial instruments	18.2	34,594	54,506	34,594	54,506
Other current liabilities	25	160,660	116,772	171,138	145,532
Total current liabilities		2,381,247	2,332,149	2,425,812	2,467,420
Non-current liabilities					
Financing with financial institutions	17.1	509,881	656,202	513,235	660,679
Tax Financing	17.2	39,297	21,839	39,297	21,839
Direct financing	17.3	191,959	133,798	202,656	144,495
Debentures	17.4	893,381	837,586	893,381	837,586
Leases	14	271,091	264,533	271,299	265,316
Tax liabilities	21	0	0	0	451
Deferred Income tax and social contribution	24	93,850	16,002	118,359	37,422
Derivative financial instruments	18.2	67,050	50,660	67,050	50,660
Provision for civil, labor and tax risks	23	194,768	224,606	195,806	225,312
Other current non-liabilities	25	7,945	18,152	9,403	19,591
Total non-current liabilities		2,269,222	2,223,378	2,310,486	2,263,351
Shareholder's equity					
Share capital		2,597,656	2,597,656	2,597,656	2,597,656
Capital Reserves		47,392	39,723	47,392	39,723
Accumulated conversion adjustments		(214)	160	(214)	160
Equity valuation adjustments		(15,268)	(81,461)	(15,268)	(81,461)
Earnings reserves		4,910,702	4,233,739	4,910,702	4,233,739
(-) Treasury shares		(76,953)	(81,096)	(76,953)	(81,096)
Additional dividends proposed		141,379	0	141,379	0
Total controlling shareholders' equity	26	7,604,694	6,708,721	7,604,694	6,708,721
Total Liabilities and shareholders' equity		12,255,163	11,264,248	12,340,992	11,439,492

STATEMENT OF PROFIT OR LOSS

Years ended December 31 (in thousands of Brazilian reais, except net earnings per share).

	Note	Parent Company		Consolidated	
		2023	2022	2023	2022
Net operating revenue	28	10,725,793	10,063,582	10,840,280	10,129,205
Cost of Goods Sold	29	(7,728,254)	(7,785,311)	(7,747,759)	(7,816,645)
Investment-related State subsidies	22	502,848	574,503	502,848	574,503
Gross profit		3,500,387	2,852,774	3,595,369	2,887,063
Operating Revenues (Expenses)					
Sales expenses	29	(1,933,033)	(1,781,772)	(1,991,854)	(1,827,653)
Administrative expenses	29	(383,116)	(338,317)	(414,397)	(358,531)
Other operating revenues (expenses), net	30	(106,959)	(114,423)	(120,299)	(118,013)
Results before net financial revenues (expenses), equity income and taxes		1,077,279	618,262	1,068,819	582,866
Financial revenues	19	415,234	328,927	417,024	332,036
Financial expenses	19	(544,314)	(559,729)	(549,607)	(563,527)
Other net revenues (expenses)	19	(129,080)	(230,802)	(132,583)	(231,491)
Equity income	10	(15,261)	(33,279)	(209)	316
Income before income tax and social contribution		932,938	354,181	936,027	351,691
Income tax and social contribution	24	(44,284)	127,658	(47,373)	130,148
Profit in fiscal year		888,654	481,839	888,654	481,839
Result attributable to:					
Controlling shareholders		888,654	481,839	888,654	481,839
Earnings per common share - basic - R\$	31	2.62140	1.42135	2.62140	1.42135
Earnings per common share - diluted - R\$	31	2.63005	1.42860	2.63005	1.42860
Average number of shares (ex-treasury shares)		339,000,000	339,000,000	339,000,000	339,000,000
Average number of shares (common and restricted)		337,884,534	337,281,331	337,884,534	337,281,331

STATEMENT OF COMPREHENSIVE INCOME

Years ended December 31 (in thousands of Brazilian reais).

	Note	Parent Company		Consolidated	
		2023	2022	2023	2022
Net income for the year		888,654	481,839	888,654	481,839
Other comprehensive income to be reclassified to income for the year in subsequent periods:					
Gains (Losses) on cash flow hedge transactions	18	100,293	(186,380)	100,293	(186,380)
Tax effects on cash flow hedgetransactions	18	(34,100)	63,369	(34,100)	63,369
Foreign exchange translation differences from international subsidiaries	10	(374)	(12)	(374)	(12)
		65,819	(123,023)	65,819	(123,023)
Total comprehensive income		954,473	358,816	954,473	358,816

The notes are an integral part of the financial statements.

STATEMENT OF CHANGE IN EQUITY

PARENT COMPANY AND CONSOLIDATED

Years ended December 31 (in thousands of Brazilian reais).

	Note	Capital Reserves			Earnings reserves							Total Shareholders' Equity	
		Share Capital	Options granted	Special reserve	Tax incentive reserve	Legal reserve	Reserve for investment plan	Equity valuation adjustments	Accrued translation adjustments	(-) Treasury shares	Retained earnings		Additional dividends proposed
Balance as of December 31, 2021		2,597,656	16,896	16,529	2,145,900	320,874	1,941,449	41,550	172	(48,738)	-	-	7,032,288
Net income for the year	31	-	-	-	-	-	-	-	-	-	481,839	-	481,839
Other comprehensive income to be reclassified to income for the year in subsequent periods													
Gains (Loss) on cash flow hedge transactions								(123,011)	-				(123,011)
Tax effects on cash flow hedge transactions													
Foreign exchange translation differences from international subsidiaries	10		-	-	-	-	-	-	(12)	-	-	-	(12)
Total comprehensive income		-	-	-	-	-	-	(123,011)	(12)	-	481,839	-	358,816
Transactions with shareholders, booked directly in shareholders' equity													
Acquisition of treasury shares	26									(36,597)			(36,597)
Distributions to shareholders													
Interest on equity	26	-	-	-	-	-	(655,484)	-	-	-	-	-	(655,484)
Recognition of shares granted	27	-	11,011	-	-	-	-	-	-	-	-	-	11,011
Exercise of restricted stock option plan with treasury shares	27	-	(4,713)	-	-	-	(839)	-	-	4,239	-	-	(1,313)
Other distributions of profit													
Tax incentive reserve - ICMS	26	-	-	-	481,839	-	-	-	-	-	(481,839)	-	-
Balance as of December 31, 2022		2,597,656	23,194	16,529	2,627,739	320,874	1,285,126	(81,461)	160	(81,096)	-	-	6,708,721
Net income for the year	31	-	-	-	-	-	-	-	-	-	888,654	-	888,654
Other comprehensive income to be reclassified to income for the year in subsequent periods													
Gains (Loss) on cash flow hedge transactions, net of tax effects								66,193	-				66,193
Foreign exchange translation differences from international subsidiaries	10	-	-	-	-	-	-	-	(374)	-	-	-	(374)
Total comprehensive income		-	-	-	-	-	-	66,193	(374)	-	888,654	-	954,473
Transactions with shareholders, booked directly in shareholders' equity													
Distributions to shareholders													
Interest on equity	26	-	-	-	-	-	(193,511)	-	-	-	(13,867)	141,379	(65,999)
Mandatory minimum dividends	26	-	-	-	-	-	-	-	-	-	(4,622)	-	(4,622)
Recognition of shares granted	27	-	13,808	-	-	-	-	-	-	-	-	-	13,808
Exercise of restricted stock option plan with treasury shares	27	-	(6,139)	-	-	-	309	-	-	4,143	-	-	(1,687)
Other distribution of profit													
Legal reserve	26	-	-	-	-	973	-	-	-	-	(973)	-	-
Tax incentive reserve - ICMS	26	-	-	-	869,192	-	-	-	-	-	(869,192)	-	-
Balance as of December 31, 2023		2,597,656	30,863	16,529	3,496,931	321,847	1,091,924	(15,268)	(214)	(76,953)	-	141,379	7,604,694

STATEMENT OF CASH FLOW

	Note	Parent Company		Consolidated	
		2023	2022	2023	2022
Cash Flow from Operating Activities					
Net Income before income tax and social contribution	24	932,938	354,181	936,027	351,691
Adjustments to Reconcile net income with cash from operating activities					
Depreciation and amortization		345,409	304,775	364,971	317,250
Cost of selling PP&E and intangible assets		2,977	1,331	11,748	1,343
Equity income	10	15,261	33,279	209	(316)
Restatement of financing, debentures and exchange rate variations		101,043	93,567	103,715	93,754
Restatement of long-term financial investments		(216)	(264)	(216)	(264)
Tax credits and restatements		(76,272)	(62,526)	(77,996)	(62,526)
Restatement of judicial deposits	23	(15,180)	(14,381)	(15,180)	(14,381)
Provisions and restatements for civil, labor and tax risks/other risks	23	46,198	40,025	46,537	40,025
(Reversal) of expense/indemnity assets		(16,076)	(11,375)	(16,076)	(11,375)
Interest on leases	14	36,088	27,059	36,241	27,159
Recognition of shares granted		13,809	11,010	13,809	11,010
Provision for estimated customer losses	7	16,455	23,404	16,626	24,324
Provision for IT on financing		1,853	1,789	1,853	1,789
Estimated losses due to the impairment of taxes		201	-	201	-
Provision of impairment loss of inventories	8	9,949	16,788	15,447	16,719
Losses on derivative transaction agreements		196,639	228,452	196,794	229,104
Provision for impairment of assets		5,888	-	5,662	-
(Gain) on acquisition of equity interest		-	(16,774)	-	(16,774)
Changes in assets and liabilities					
(Increase) decrease in restricted deposits		66,747	(69,570)	66,747	(69,570)
(Increase) in trade accounts receivable		(187,040)	(248,063)	(159,985)	(243,732)
(Increase) decrease in inventories		796,822	(946,732)	816,505	(949,485)
(Increase) Decrease in financial investments		1,395	(33)	1,395	(33)
Decrease in taxes recoverable		323,512	405,429	319,917	407,040
(Increase) in judicial deposits, net of provisions for risks		(55,691)	(51,833)	(55,752)	(51,890)
(Increase) in prepaid expenses		(10,197)	(3,376)	(7,841)	(6,251)
(Increase) Decrease in assets from indemnities		1,191	(685)	1,191	(685)
(Increase) Decrease in other assets		3,372	(26,607)	(3,331)	(27,447)
Increase (decrease) in suppliers		(53,643)	401,671	(85,049)	416,637
(Decrease) in taxes and contributions		(60,229)	(114,505)	(57,040)	(116,448)
Increase (Decrease) in social and labor obligations		(1,833)	68,436	(4,048)	68,050
Increase (decrease) in government grants		(19,179)	14,162	(19,179)	14,162

Years ended December 31 (in thousands of Brazilian reais).

	Note	Parent Company		Consolidated	
		2023	2022	2023	2022
Increase (decrease) in other liabilities		29,859	(19,432)	11,038	(192)
Interest paid		(116,227)	(79,769)	(117,854)	(80,156)
FX changes paid		(11,062)	-	(11,062)	-
Income tax and Social Contributions paid		(4,778)	-	(4,778)	-
Payments of funds by settlement of derivative transactions		(205,609)	(262,276)	(205,464)	(261,912)
Net Cash from operating activities		2,114,374	97,157	2,125,782	106,620
Cash flows from investing activities					
Purchase of property, plant and equipment and intangible assets		(241,360)	(174,935)	(262,237)	(177,125)
Payment of debt from company acquisition		(52,308)	(7,037)	(81,245)	(7,037)
Acquisition of equity interest, net of cash acquired		-	(9,429)	-	(415,069)
Long-term financial investments		(2,045)	(1,500)	(2,045)	(1,500)
Redemption of long term financial investments		1,667	2,257	1,667	2,257
Advance for capital subscription		(51,737)	(421,986)	-	(2,640)
Net cash (used) in investing activities		(345,783)	(612,630)	(343,860)	(601,114)
Cash flows from financing activities					
Interest on Equity paid	32	(69,775)	(655,483)	(69,775)	(655,483)
Financing obtained	32	329,346	426,970	331,715	430,094
Acquisition of shares issued by the company	32	-	(36,597)	-	(36,597)
Payment of financing	32	(324,818)	(69,539)	(344,077)	(85,330)
Lease payments	14 and 32	(78,363)	(65,382)	(79,506)	(66,135)
Net cash (used) in financing activities		(143,610)	(400,031)	(161,643)	(413,451)
Effects of exchange rate fluctuations on cash and cash equivalents		-	-	488	127
		1,624,981	(915,504)	1,619,791	(907,818)
Statement of increase (decrease) in cash and cash equivalents					
At the beginning of the year		639,300	1,554,804	648,046	1,555,864
At the end of the year		2,264,281	639,300	2,267,837	648,046
Increase (decrease) in cash and cash equivalents		1,624,981	(915,504)	1,619,791	(907,818)

The notes are an integral part of the financial statements.

STATEMENT OF VALUE ADDED^{GRI 201-1}

Years ended December 31 (in thousands of Brazilian reais).

	Note	Parent Company		Consolidated	
		2023	2022	2023	2022
Revenues					
Sales of goods, products and services		12,204,396	11,450,100	12,337,882	11,533,377
Other revenues		115,797	120,108	129,453	122,599
Revenue relating to the construction of own assets		33,441	26,245	33,441	26,245
Provision for estimated customer losses	7	(16,455)	(23,404)	(16,626)	(24,324)
		12,337,179	11,573,049	12,484,150	11,657,897
Inputs purchased from third parties					
Costs of products and goods sold and services rendered		(5,624,737)	(5,992,760)	(5,584,628)	(6,013,526)
Materials, energy, third-party services and others		(2,882,136)	(2,752,727)	(2,989,518)	(2,804,902)
Materials relating to the construction of own assets		(9,495)	(4,706)	(9,495)	(4,706)
Gross value added		3,820,811	2,822,856	3,900,509	2,834,763
Retentions					
Depreciation and amortization		(345,409)	(304,775)	(364,971)	(317,250)
Net value added produced		3,475,402	2,518,081	3,535,538	2,517,513
Added value received on transfer					
Equity Income	10	(15,261)	(33,279)	(209)	316
Financial revenues	19	415,234	328,927	417,024	332,036
Total value added to distribute		3,875,375	2,813,729	3,952,353	2,849,865

	Note	Parent Company		Consolidated	
		2023	2022	2023	2022
Distribution of added value					
Personnel and payroll		1,344,427	1,193,542	1,388,487	1,208,959
Direct compensation		855,139	749,197	885,049	759,681
Benefits		412,992	376,070	421,931	378,502
FGTS		76,296	68,275	81,507	70,776
Taxes, fees and contributions		1,069,137	554,980	1,095,865	571,718
Federal		510,734	197,944	524,439	202,611
State		542,622	343,344	555,439	355,195
Municipal		15,781	13,692	15,987	13,912
Third-party capital remuneration		573,157	583,368	579,347	587,349
Interest		544,314	559,729	549,607	563,527
Rents		28,843	23,639	29,740	23,822
Interest on equity		888,654	481,839	888,654	481,839
Retained earnings		888,654	481,839	888,654	481,839
		3,875,375	2,813,729	3,952,353	2,849,865

The notes are an integral part of the financial statements.

Assurance Report



LETTER OF ASSURANCE GRI 2-5



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Independent auditors' limited assurance report on non-financial information included in the Annual Integrated Report

(A free translation of the original report in Portuguese, containing the Assurance Report).

To the Board of Directors and Shareholders
M. Dias Branco S.A Industria e Comércio de Alimentos
Eusébio – CE

Introduction

We have been engaged by M. Dias Branco S.A Industria e Comércio de Alimentos ("Company") to present our limited assurance report on the non-financial information included in the "Annual Integrated Report 2023" of M. Dias Branco S.A Industria e Comércio de Alimentos, for the year ended December 31, 2023.

Our limited assurance does not extend to prior period information or to any other information disclosed in conjunction with the Annual Integrated Report, including any embedded images, audio files or videos.

Responsibilities of M. Dias Branco S.A Industria e Comércio de Alimentos's management

The management of M. Dias Branco S.A Industria e Comércio de Alimentos is responsible for:

- select and establish appropriate criteria for the elaboration of the information contained in the Annual Integrated Report;
- prepare the information in accordance with the criteria and guidelines of the Global Reporting Initiative (GRI - Standards), Task Force on Climate-Related Financial Disclosures (TCFD) and the CPC 09 Guidance - Integrated Reporting, correlated with the Basic Conceptual Framework of Integrated Reporting, prepared by the International Integrated Reporting Council (IIRC);
- design, implement, and maintain internal control over information relevant to the preparation of Annual Integrated Report that is free from material misstatement, whether due to fraud or error.

KPMG Auditores Independentes Ltda., uma sociedade simples brasileira, de responsabilidade limitada e firmante da organização GRI e IIRC, de firma-membro independente associado da IIRC, uma empresa privada de responsabilidade limitada.

KPMG Auditores Independentes Ltda., a Brazilian limited liability company and a member firm of the IIRC global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.



Responsibilities of Independent Auditors

Our responsibility is to express a conclusion on the non-financial information included in the Annual Integrated Report 2023, based on the limited assurance engagement conducted in accordance with Technical Communication CTO 07/2022 issued by the CFC, and based on NBC TO 3000 - Assurance Engagements other than Audits and Reviews, also issued by the CFC, which is equivalent to international standard ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information, issued by the International Auditing and Assurance Standards Board (IAASB). These standards require compliance by the auditor with ethical requirements, independence, and other responsibilities relating to it, including the application of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system, including documented policies and procedures on compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Additionally, the standards require that the work be planned and performed with the objective of obtaining limited assurance that the non-financial information in the Annual Integrated Report 2023, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) mainly consists of inquiries to M. Dias Branco S.A Industria e Comércio de Alimentos's management and other M. Dias Branco S.A Industria e Comércio de Alimentos's professionals who are involved in the preparation of information, as well as the application of analytical procedures to obtain evidence that enables us to conclude, in a limited assurance manner, on the information taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead him to believe that the information disclosed in the Annual Integrated Report, taken as a whole, may present material misstatements.

The procedures selected were based on our understanding of the aspects relating to the compilation, materiality and presentation of the information contained in the Annual Integrated Report 2023, other circumstances of the engagement and our consideration of areas and the processes associated with the material information disclosed in the Annual Integrated Report 2023 where material misstatements could exist. The procedures comprised, among others:

- a. planning the work, considering the materiality of the aspects for M. Dias Branco S.A Industria e Comércio de Alimentos's activities, the relevance of the information disclosed, the volume of quantitative and qualitative information and the operating and internal control systems that served as a basis for the preparation of the information contained in the Annual Integrated Report 2023.
- b. the understanding of the calculation methodology and the procedures for the compilation of the indicators through inquiries with the managers responsible for the preparation of the information;
- c. the application of analytical procedures on the quantitative information and inquiries on the qualitative information and its correlation with the indicators disclosed in the information contained in the Annual Integrated Report 2023, and

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LETTER OF ASSURANCE GRI 2-5



- d. for the cases in which the non-financial data correlate with indicators of a financial nature, the confrontation of these indicators with the accounting statements and/or accounting records.
- e. analysis of the processes for preparing the Report and its structure and content, based on the Content and Quality Principles of the Sustainability Reporting Standards of the Global Reporting Initiative - GRI, Task Force on Climate-Related Financial Disclosures (TCFD), with the CPC 09 Guidance - Integrated Reporting (which correlates to the Basic Conceptual Framework of Integrated Reporting, prepared by the International Integrated Reporting Council - IIRC);
- f. evaluation of the sampled non-financial indicators;
- g. understanding the calculation methodology and the procedures for the compilation of the indicators through interviews with the managers responsible for the preparation of the information;
- h. analysis of the reasonableness of the justifications for the omission of performance indicators associated with aspects and topics indicated as material in the Company's materiality analysis.

The limited assurance work also comprised adherence to the guidelines and criteria of the GRI - Standards elaboration framework applicable in the preparation of the information included in the Annual Integrated Report 2023.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Scope and limitations

The procedures performed in limited assurance work vary in nature and timing, and are smaller in extent than in reasonable assurance work. Consequently, the level of assurance obtained in limited assurance work is substantially lower than that which would be obtained if reasonable assurance work had been performed. If we had performed reasonable assurance work, we could have identified other issues and possible distortions that may exist in the information contained in the Report. Therefore, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, given the nature and diversity of the methods used to determine, calculate or estimate these data. Qualitative interpretations of materiality, relevance, and accuracy of the data are subject to individual assumptions and judgments. Additionally, we did not perform any work on data reported for prior periods, nor in relation to future projections and targets.

The preparation and presentation of sustainability indicators followed the GRI - Standards criteria and, therefore, are not intended to ensure compliance with social, economic, environmental or engineering laws and regulations. These standards do, however, provide for the presentation and disclosure of any non-compliance with such regulations when significant sanctions or fines are incurred. Our assurance report must be read and understood in this context, inherent to the selected criteria (GRI - Standards).

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Conclusion

Based on the procedures performed, described in this report and the evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information included in the Annual Integrated Report for the year ended December 31, 2023 of M. Dias Branco S.A Industria e Comércio de Alimentos, have not been prepared, in all material respects, in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative – GRI, Task Force on Climate-Related Financial Disclosures (TCFD) and with the Guidance CPC 09 - Integrated Reporting (which correlates to the Integrated Reporting Framework prepared by the International Integrated Reporting Council - IIRC).

São Paulo, March 26th, 2024

KPMG Auditores Independentes Ltda.
CRC 2SP014428/O-6

Original report in portuguese signed by

Diego Feliciano Irineu
Accountant CRC 1SP223212/O-2

KPMG Auditores Independentes Ltda., uma sociedade simples brasileira, de responsabilidade limitada e firmante da organização global KPMG, de firma membro independente associado da KPMG International Limited, uma empresa privada de responsabilidade limitada.

KPMG Auditores Independentes Ltda., is a Brazilian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

Summary of GRI CONTENT



General content

M. Dias Branco's 2023 Integrated Report was prepared in accordance with GRI Standards for the period from 01/01/2023 to 12/31/2023

GRI 1 Standard

GRI 1: Foundation 2021

Applicable GRI Standard(s) Sector(s)

Not applicable

GRI Standard/ Other source	Disclosure	Location/Description	Omissions
General Disclosures			
	2-1 Organizational details	Pages 14,15, 16, 17, 40 and 41.	
	2-2 Entities included in the organization's sustainability reporting	Pages 6 and 7.	
	2-3 Reporting period, frequency and contact point	Pages 6 and 7.	
	2-4 - Restatements of information.	Pages 91 and 96.	
	2-5 - External assurance.	Pages 7, 177 and 178.	
	2-6 Activities, value chain and other business relationships	Pages 24, 32, 38 and 150.	
	2-7 Employees	Page 96.	Unavailable information . Apprentices are not included in Caged base.
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	Page 96.	
	2-9 Governance structure and composition	Pages 132, 133 and 137. Details about the competencies of the members of the Board of Directors can be found here.	
	2-10 Nomination and selection of the highest governance body	Pages 132 and 137.	
	2-11 Chair of the highest governance body	Pages 132 and 137.	
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 58, 63 and 64.	
	2-13 Delegation of responsibility for managing impacts	Pages 58, 64 and 134.	
	2-14 Role of the highest governance body in sustainability reporting	Pages 58, 63 and 64.	

GRI Standard/ Other source	Disclosure	Location/Description	Omissions
General Disclosures			
	2-15 Conflict of Interest	Pages 138, 142 and 143.	Details about potential conflicts of interest and practices to ensure that these are prevented are found in items 5.1, 5.3, 7.1, 9.3, 11.2 of the Reference Form. Click here.
	2-16 Communication of critical concerns	Pages 138 and 143.	
	2-17 Collective knowledge of the highest governance body	Pages 134 and 143.	
	2-18 Evaluation of the performance of the highest governance body	Page 134.	
	2-19 Compensation policies	Page 132. Our Management Compensation Policy contains information on fixed and variable compensation, bonuses and benefits. Click here.	
	2-20 Process to determine compensation	Pages 132 and 135.	
	2-21 Annual total compensation ratio	The ratio of the highest individual compensation in 2023 is 202.04 times higher than the average compensation of other employees. Most of the more than 16 thousand employees hold operational positions and, often, with compensation closer to the minimum salary for the category, defined through collective agreement and/or convention, and aligned with the compensation of other companies in the sector.	
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Page 9.	
	2-23 Policy commitments	Pages 65, 138, 143 and 149.	
	2-24 Embedding policy commitments	Pages 65, 138, 143 and 149.	
	2-25 Processes to remediate negative impacts	Pages 62 and 138. The Ethical Channel was conceived based on a study of the best market practices. Its review and operation are performed by an independent partner who considers users' feedback to improve the channel, whenever considered relevant.	
	2-26 Mechanisms for seeking advice and raising concerns	Pages 138 and 143.	
	2-27 Compliance with laws and regulations.	Page 118. Other Social Pillar non-compliances, in labor and other aspects, can be found on page 102 of the reference form. Click here.	
	2-28 Membership associations	Pages 122 and 123.	
	2-29 Approach to stakeholder engagement	Pages 117 and 123.	

GRI Standard/ Other source	Disclosure	Location/Description	Omissions
General Disclosures			
	2-30 Collective bargaining agreements	Page 120.	
Material topics			
GRI 3: Material Topics	3-1 Process to determine material topics	Page 58.	
	3-2 List of material topics	Page 59.	
Governance, ethics and integrity			
GRI 3: Material Topics	3-3 Management of material topics	Page 154.	
GRI 201: Economic performance 2016	201-1 - Direct economic value generated and distributed	Page 174.	
	201-2 Financial implications and other risks and opportunities due to climate change	Pages 86 and 88. More details on risks and opportunities can be accessed in the Company's response to the CDP climate change questionnaire. Click here.	
	201-4 Financial assistant received from government	Page 161.	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 137.	We assess corruption-related risks, however, we do not quantify the number and percentage of operations.
	205-2 Communication and training about anti-corruption policies and procedures	Pages 139 and 142.	
	205-3 Confirmed incidents of corruption	Pages 138 and 142.	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anticompetitive behavior, antitrust and monopoly practices	Page 138.	
Sustainable plastic packaging and materials			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62 and 92.	
GRI 301: Materials 2016	301-1 - Materials used by weight or volume.	Page 92.	
	301-2 - Recycled input materials used.	Page 92.	

GRI Standard/ Other source	Disclosure	Location/Description	Omissions
GRI 417: Marketing and Labeling 2016	417-1 - Requirements for product and service information and labeling	Page 118.	There were no incidents.
	417-2 Incidents of non-compliance concerning product and service information and labeling	Page 118.	There were no incidents.
	417-3 Incidents of non-compliance concerning commercial communications	Page 118.	
Sustainable value chain			
GRI 3: Material Topics	3-3 Management of material topics	Pages 38 and 128.	
GRI 204: Purchasing Practices 2016	204-1 Proportion of spending on local suppliers	Pages 62 and 150.	
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 150.	
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 150. There are no significant risks in operations.	Unavailable information . Concerning suppliers, some may pose significant risks. The Company is developing a structured program to address this issue over the next few years.
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk of incidents of forced or compulsory labor	Page 150. There are no significant risks in operations.	Unavailable information . Concerning suppliers, some may pose significant risks. The Company is developing a structured program to address this issue over the next few years.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 150.	
Energy			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62 and 90.	
GRI 302: Energy 2016	302-1 - Energy consumption within the organization	Pages 82 and 91.	Incomplete information. We had some occasional sales of non-consumed energy purchased on the free market, which were not reported at this time.
	302-2 Energy consumption outside of the organization	Pages 90 and 91.	
	302-3 - Energy Intensity	Page 91.	

GRI Standard/ Other source	Disclosure	Location/Description	Omissions
Water			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62 and 75.	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource.	Pages 75 and 88.	
	303-2 Management of water discharge-/related impacts	Page 77.	There was no change compared to the previous year.
	303-3 Water withdrawal.	Page 76.	Unavailable information . There is no data available on the parameter of total sustainable solids to categorize as freshwater or other types.
GRI 303: Water and Effluents 2018	303-4 - Water discharge		Incomplete information. Water discharge information is unavailable for some units and non-standardized for others, rendering the reporting of this data unfeasible.
	303-5 - Water consumption	Page 76.	
Climate Change			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62 and 83.	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages 83 and 85.	
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 83 and 85.	
	305-3 Other indirect (Scope 3) GHG emissions	Pages 83, 85 and 87.	
	305-4 GHG emissions intensity.	Page 87.	
	305-5 Reduction of GHG emissions	Page 88.	
	305-7 Nitrogen oxides (NOx), sulfur oxides(SOx), and other significant air emissions		Unavailable information . At thispoint, these air emissions are managed by each unit in compliance with the applicable environmental legislation. M. Dias Branco is working to consolidate the data.

GRI Standard/ Other source	Disclosure	Location/Description	Omissions
Waste			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62 and 79.	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 79.	
	306-2 Management of significant waste-related impacts	Page 81.	
	306-3 - Waste generated	Pages 79 and 80.	
	306-4 Waste diverted from disposal	Page 82.	
	306-5 Waste directed to disposal	Page 82.	
Human Capital			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62 and 96.	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 98 and 99.	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pages 99 and 100.	
	401-3 Maternity and paternity leave	Page 101.	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 102.	
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 102.	
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 106.	

GRI Standard/ Other source	Disclosure	Location/Description	Omissions
Diversity and Inclusion			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62 and 115.	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 116 and 137.	
Combating food loss and waste			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62 and 93.	
Healthy and nutritious food			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62 and 128.	
Food safety			
GRI 3: Material Topics	3-3 Management of material topics	Pages 61 and 149.	
GRI 416: Consumer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Page 118.	There were no incidents.
Community Relations			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62 and 124.	Unavailable information . We did not carry out the analysis of significant impacts on communities.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 124.	
	413-2 Operations with significant actual and potential negative impacts on local communities		Unavailable information . We did not carry out the analysis of significant impacts on communities.

GRI Standard/ Other source	Disclosure	Location/ Description	Omissions
Occupational health and safety			
GRI 3: Material Topics	3-3 Management of material topics	Pages 62, 108 and 113.	
	403-1 Occupational health and safety management system	Page 113.	
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 108 and 112.	
	403-3 Occupational health services	Page 108.	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 108.	
	403-5 Training of workers in occupational health and safety	Page 110.	
	403-6 Promotion of worker health	Page 113.	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 111.	
	403-8 Workers covered by an occupational health and safety management system	Page 108.	
	403-9 Work-related injuries	Page 110.	
403-10 Work-related ill health	Page 113.		
Sustainability risks and opportunities			
GRI 3: Material Topics	3-3 Management of material topics	Pages 143 and 147.	

2023 INTEGRATED ANNUAL REPORT

EDITION

M. Dias Branco Indústria
e Comércio de Alimentos S.A.

GENERAL COORDINATION

People, Management and Sustainability Officer
Communication, Culture and Sustainability
Management

CONTENT

All internal areas whose initiatives
were reported in this report
and Report Comunicação Ltda

GRAPHIC DESIGN

Advance Comunicação

PHOTOS

Yago Albuquerque
Internal Files
Shutterstock
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