

1. OBJECTIVE

Establish the rules, guidelines and methods to be observed to determine the remuneration of the Company's Administrators.

2. APPLICATION

The rules established in this Policy apply to the Company and Related Persons, as applicable.

3. RESPONSIBLE MANAGERS

Executive Directorate for People, Management and Sustainability;

Legal, Governance, Risks and Compliance Vice-presidency

ESG Committee;

Administrative Council.

4. DESCRIPTION

4.1. Introduction

4.1.1. This Management Remuneration Policy of M. Dias Branco S/A Indústria e Comércio de Alimentos ("Policy") aims to establish the rules, guidelines and methods to be observed to determine the remuneration of the Company's Administrators, based on the shareholder interests in creating sustainable, long-term value; in the responsibilities of Administrators, considering the different positions they occupy and the functions they perform; in the time dedicated to their respective functions; professional competence and reputation, taking into account experience and qualifications; and best market practices.

4.2. Purpose and Scope

4.2.1. The overall remuneration of the Directors Board members and the Statutory Executive Board must be established by the Company's General Shareholders' Meeting, with the People and Management Committee being responsible for recommending the individual remuneration of each management body and the Board of Directors approving it.

4.2.2. Committee members will be remunerated in accordance with what the Board of Directors determines.

4.2.3. The remuneration of the members of the Company's Fiscal Council (when installed) will be established at the General Shareholders' Meeting that elects them, respecting the minimum amounts established by applicable legislation and the global remuneration limits established at the General Shareholders' Meeting.

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4.2.4. The rules established in this Policy apply to the Company and the Administrators, as applicable.

4.3. Principles

- 4.3.1. The principles that guide this Policy are: (i) the application of technical criteria of valorization and professionalism in the management of the Company's different functional structures; and (ii) ensure the maintenance of internal and external salary balance standards, compatible with the responsibilities of each position and competitive in the job market, capable of attracting professionals who can respond to the Company's strategic needs.
- 4.3.2. Administrators may have different remuneration components, conditions, and benefits, which will be established according to specifics related to time dedicated, technical knowledge, experience, participation in advisory committees, among other characteristics.

4.4. Remuneration of the board of directors

- 4.4.1. The members of the Company's Board of Directors will be entitled to a fixed monthly remuneration, as pro-labore, the value of which will be determined considering, among other factors, the responsibilities, the time dedicated to the functions performed, their competence and their professional reputation.
- 4.4.2. Subject to the limit established by the General Shareholders' Meeting, the Board of Directors, at its discretion, will be responsible for establishing the individual remuneration of its members following a recommendation from the People and Management Committee.
- 4.4.3. The remuneration of each of the directors may be different, due to additional responsibilities assumed, such as participation in Company Committees that support the Board of Directors.
- 4.4.4. Directors Board Members who are already members of the Company's Statutory Board of Directors may not be entitled to additional remuneration for serving as a director.
- 4.4.5. The remuneration of the Directors Board Members must be in line with the market median. It is understood that the effective Directors Board Members must be entitled to fixed remuneration to reflect the recognition given to their supervisory and guiding role in the Company's business.
- 4.4.6. Directors Board Members may be entitled to receive benefits, such as life insurance, medical assistance and others determined by the General Shareholders' Meeting, such as long-term incentives.
- 4.4.7. The alternate Directors Board Members will not be entitled to any remuneration.

4.5. Remuneration of the statutory board

- 4.5.1. Subject to the limit established by the General Shareholders' Meeting, the Board of Directors, at its discretion, will be responsible for establishing the individual remuneration of the members of the Statutory Board after recommendation from the People and Management Committee.

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- 4.5.2. The members of the Company's Statutory Board of Directors will be entitled to a fixed monthly remuneration, as pro-labore or salary, the value of which will be determined according to the position held by the professional, their representativeness and the values consistent with what the market practices, referenced in the segment in which the Company operates, always considering the skills, knowledge and competencies of each professional.
- 4.5.3. The fixed remuneration of the members of the Statutory Board will be adjusted annually, following the same adjustment parameter defined in the collective agreements/conventions signed with the unions for the Company's employees.
- 4.5.4. In addition to the fixed remuneration referred to in Clause 4.5.2. above, the members of the Company's Statutory Board of Directors will be entitled to variable remuneration, which consists of a profit-sharing plan, according to performance and result indicators, aligned with the Company's strategic interests ("PLR").
- 4.5.5. The PLR will be defined according to the Company's performance, through the achievement of economic-financial and qualitative corporate goals foreseen in its strategic planning.
- 4.5.6. The PLR will be predicted annually and must be guided by the encouragement of the Company's professionals to act to obtain better annual results, always observing the highest ethical standards and alignment with the Company's strategic direction.
- 4.5.7. The members of the Company's Statutory Board of Directors will be entitled to receive benefits, such as life insurance, medical assistance and others determined by the General Shareholders' Meeting, such as long-term incentives.

4.6. Committee remuneration

- 4.6.1. The members of the Company's Committees will be entitled to a fixed monthly remuneration, as pro-labore, the value of which must be fixed by the Company's Board of Directors in accordance with what the market practices, referenced to the segment in which the Company operates, always considering the skills, knowledge, and competencies of each professional.
- 4.6.2. Members of the Committees who are already employees or administrators of the Company may not be entitled to additional remuneration for carrying out the activities of the Committees.
- 4.6.3. The fixed remuneration of Committee members will be adjusted annually, according to specific negotiations and in accordance with usual market practices.
- 4.6.4. Committee members will not be entitled to any type of variable remuneration or benefits.

4.7. People and management committee

- 4.7.1. The People and Management Committee is an advisory body to the Company's Board of Directors, established with the purpose of formulating recommendations, to be approved by a simple majority of votes, regarding levels, values and readjustments of the individual remuneration of the Directors

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Board Members and the Company's Statutory Board ("People and Management Committee").

- 4.7.2. The People and Management Committee will be composed of at least 5 (five) members, including the President, the Vice-President of Administration and Development, the Executive Director of People, Management and Sustainability, the Vice President of Legal, Governance, Risks and Compliance and an independent member of the Board of Directors.
- 4.7.3. The People and Management Committee will meet whenever called by any of its members, and it is certain that all decisions of the People and Management Committee will be taken by most of its members.
- 4.7.4. Calls will be made by electronic communication as far in advance as the subject in question requires and allows, and meetings will take place at the Company's headquarters, except when exceptional conditions recommend holding them in another location. Participation in meetings may also occur via telephone conference, video conference or any other means of remote communication, with voting permitted electronically.

4.8. Non-binding

- 4.8.1. None of the provisions contained in this Policy shall be interpreted as creating rights for Administrators or other employees of the Company, or as granting the right to remain as a member of the Board of Directors, Statutory Director, or member of a Committee, to interfere in any way with the right of the Company to terminate the relationship with any person at any time, under the conditions provided for by law and in the employment contract.
- 4.8.2. This Policy will not grant any Administrator the right to remain in his position until his term of office expires, or to interfere with the Company's right to remove him or ensure him the right to be re-elected to the position.

4.9. Responsibilities

- 4.9.1. **The Board of Directors is responsible for:**
- ✓ Approve any changes and revisions to this Policy;
 - ✓ Regulate omissions from this Policy;
 - ✓ Process non-compliance with the obligations and rules established in this Policy and resolve on it, as applicable.
- 4.9.2. **The People and Management Committee is responsible for:**
- ✓ Formulate its recommendations, to be approved by a simple majority of votes, regarding levels, values and readjustments of the individual remuneration of the Directors Board Members and the Company's Statutory Board.

4.10 VIOLATION OF POLICY

- 4.10. Failure to comply with this Policy will subject the offender to disciplinary sanctions, in accordance with the Company's internal rules (eg the Company's Code of Ethics), without prejudice to applicable

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administrative, civil and criminal sanctions, attributable by the competent authorities, including, but not limited to to capital market regulatory bodies (e.g. CVM).

- 4.11. None of the provisions contained in this Policy shall be interpreted as creating rights for Administrators or other employees of the Company, or as granting the right to remain as a member of the Board of Directors, Statutory Director, or member of a Committee, to interfere in any way with the right of the Company to terminate the relationship with any person at any time, under the conditions provided for by law and in the employment contract.
- 4.12. This Policy will not grant any Administrator the right to remain in his position until his term of office expires, or to interfere with the Company's right to remove him or ensure him the right to be re-elected to the position.

5. GLOSSARY

"Administrators" - Directors Board Members, Statutory Board and Company Committees.

"Stock Exchanges" - B3, as well as any other stock exchanges on which Securities issued by M. DIAS BRANCO are admitted to trading, in Brazil or abroad.

"B3" - B3 SA - Brazil, Stock Exchange, Counter.

"Committees" - Statutory or non-statutory advisory committees to the Company's Board of Directors.

"Company" or "M. DIAS BRANCO" - M. Dias Branco S/A Indústria e Comércio de Alimentos.

"CVM" - The Securities and Exchange Commission.

"Market Entities" - Stock Exchanges or group of organized over-the-counter market entities in which securities issued by the Company are or will be admitted to trading, as well as equivalent entities in other countries.

"CVM Resolution No. 80" - CVM Resolution No. 80, of March 29, 2022, as amended.

6. CHANGE HISTORY

Revision	Latest Changes
2	Update in accordance with the work to consolidate and review CVM standards.

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