



MCassab (D)





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This is the third Sustainability report of the MCassab Group, released annually with the purpose of sharing the social, economic, environmental and governance initiatives and results of our business. The disclosure follows the GRI (Global Initiative) standards, a methodology Reporting internationally recognized as a good practice of transparency, with no external verification.

The Group operates in five areas: Distribution, Animal Nutrition and Health, Consumption, Fish and Real Estate Investments.

The report includes information related to the corporate headquarters and national operations of 4 areas of activity — Distribution, Animal Nutrition and Health, Consumption and Fish — in the period from January 1 to December 31, 2023. Any exception, or in the case of specific data from one or more business units, will be pointed out in the text or in captions. Historical data for the years 2022 and 2023 are presented, as they present consistency and traceability of information.

If you have any questions about the information provided, please contact us by email sustentabilidade@mcassab.com.br



MATERIALITY

(GRI 2-4, 3-1, 3-2)

STAGES OF MATERIALITY

CONSULTATION WITH STAKEHOLDERS

Online consultation with stakeholders to identify relevant topics that represent the company's main impacts. In-depth consultation with leadership to understand the long-term vision for the Group.

CORPORATE PRIORITIES

Analysis of policies and internal documents to identify the organization's priorities.

The topics relevant to the sustainability management of the MCassab Group and that define the content of this Report were mapped in the materiality process carried out in 2021, which remains current.

3 CONTEXT ANALYSIS

Evaluation of organizations relevant to the sector in order to identify trends and critical points, including priorities in social-environmental aspects.

4 VALIDATION

Analysis and validation of the results by the working group, composed by representatives of the Finance, Quality, Procurement, People & Management areas, business leaders and shareholders.

List of Material Topics



- Materials
- Energy
- Water
- Effluents
- Protected Habitats
- /Biodiversity
- Waste
- Greenhouse Gas
- Emissions
- * • Ethics and Integrity Anti-corruption
- Laws and Regulations
- Dialogue with Stakeholders
- Innovation



- Labor Relations
- Health and Safety
- Training
- Diversity
- Labeling and Product Information
- Customer Privacy
- Community Engagement
- Human Rights/Environmental Impacts in the Supply Chain
- Logistics





MESSAGE FROM THE BOARD OF **DIRECTORS**



(GRI 2-22)

≡∷ MCassab ∕ Ø

It is with great satisfaction that we present the third Sustainability Report of the MCassab Group. It reflects our commitment to responsible and transparent management, as well as showing how we contribute to more sustainable development for all.

Throughout 2023, we achieved important goals in all areas of our business, from the expansion of our logistics and industrial activities in Jarinu CD, expanding our capacity and efficiency, to the introduction of new brands and products in our portfolio. Every step we take has been guided by our core values of integrity, innovation, and excellence.

Despite the challenges faced in various sectors, we were able to overcome obstacles and achieve positive results. With the global market being more withdrawn, we improved margins, driven by a more favorable product mix and robust sales in specialty and manufactured products. This approach demonstrates the effectiveness of our long-term strategy.

We continued to expand our operations into new businesses and products, while maintaining sound financial management that strengthened our position in the market. We have been challenged and our ability to adapt and resilience has been put to the test, we are proud to say that we have emerged stronger than ever.

We are dedicated to promoting ethical business practices, respect for human rights, and environmental protection. We are honored to receive recognitions such as the silver medal of the EcoVadis program and the Mapa's Integrity Seal, which validate our continued efforts in this area. We were recognized again with the GPTW (Great Place to Work) certificate, attesting to the company's quality in people management and organizational culture.



We are committed to fostering an inclusive work environment, supporting local communities, and minimizing our impact on the environment

Through philanthropic initiatives and responsible business practices, we seek to create a better future for all.

As we move forward, we strengthen our governance and pursue even more professional and sustainable growth, combining the best of family tradition with the most advanced international management practices.

As we celebrate the successes of 2023, we also recognize the challenges we will still face. We will continue looking for ways to improve and innovate, working closely with our employees, partners, and communities to achieve our sustainability goals.

We are building a sustainable future with solid and diversified growth.









Certification Best
Aquaculture
Practices (BAP),
Seafood Processing
Standard Certification and
Aquaculture Stewardship
Council (ASC) in the Fish
Business

BRL 2.4 billion in gross revenues,

in **gross revenues,**including all areas of
activity of the MCassab
Group

+136 suppliers

approved in social-environm ental criteria

1.5K hours of training

of training at MCassab University 5200 volunteer employees

223 IN HIGHLIGHT SILVER 2023

ecovadis

Sustainability Rating

Winning the **silver medal** at EcoVadis

BRL 5 million

invested in the facilities of the **Blank Room,** to offer new services

Greater digital

presence, with new
profiles on LinkedIn
and YouTube

+4.2K customers

in the **Distribution**Business

+3K

products in the

Animal Nutrition and

Health Business

portfolio

BRL 393. thousand dona

thousand donated
to projects in the
community

BRL 25 million

invested in infrastructure and technology team

NUTROR\ e

employees

100%
of the energy
used is from
renewable
sources

12% reduction in water

consumption

Human
Nutrition/NUTROR®
new production plant
in operation in
Jarinu CD

1. ABOUT THE REPORT



Awards and recognitions



27th SINDUSFARMA QUALITY AWARD - 2nd place in the Raw Material Importers category.



Supplier of the Year in the Chemical Distributors category.



PORKEXPO

Award in partnership with USP and DanBred genetics Farm for new solutions for production efficiency in animals

necton award

Fider Pescados is featured in the Innovation in Products and Processes category in fish farming.



BIS 2023 | Award ceremony held in 2024.

1st place in the Vitamin Pre-mix category, 2nd place in the TOP DISTRIBUTORS category, Executive of the Year recognition for Olavo Cutait

CERTIFICATIONS, ACCREDITATIONS, QUALIFICATIONS AND AUTHORIZATIONS

(GRI 2-28)

We operate with a series of licenses, authorizations, standards, certifications and national and international accreditations, which guide good management practices in the company. We also adhere to several seals and platforms that reflect our choice to develop responsible businesses that respect people and the environment.



AREA OF EXPERTISE	UNIT			
DISTRIBUTION	Jarinu CD - SP Jaboatão dos Guararapes - PE Itajaí - SC Cachoeirinha - RS	Prodir	Responsible Distribution Process	
	Jarinu CD - SP	ISO 9001	Quality Management System	
HUMAN NUTRITION FACTORY/NUTROR®	Jarinu CD - SP São Paulo - SP (Matriz)	FSSC 22000	Food Safety System Certification 22000	
LABORATORY		ISO/IEC 17025	Laboratory with quality management system and analytical scope accredited by Cgcre (INMETRO) Accreditation number CRL 0407	
	Jarinu CD - SP	REBLAS	Laboratory qualified in the Brazilian Network of Analytical and Health Laboratories with the scope to perform analyzes in food and beverages, pharmaceutical ingredients, personal hygiene products, cosmetics and sanitizers. N. Reblas 48	
		MAPA	Authorization to carry out quality control tests for Animal Health and Agribusiness	
	São Paulo - SP (Head Office)	GMP	Good Manufacturing Practices	
ANIMAL NUTRITION AND HEALTH	Jarinu CD - SP	GMP	Good Manufacturing Practices	
	Cascavel - PR	GMP and HACCP	Good Manufacturing Practices and Hazard Analysis and Critical Control Points	

1. ABOUT THE REPORT

2.MESSAGE FROM THE BOARD OF DIRECTORS

3. 2023 IN HIGHLIGHT



AREA OF EXPERTISE	UNIT		
ANIMAL NUTRITION AND HEALTH	Campo Grande - MS	GMP	Good Manufacturing Practices
	Cascavel - PR	Ordinance 798/2023	Qualification for the manufacture of products intended for anima feed containing veterinary medicinal products
	Valinhos - SP*	GMP and HACCP	Good Manufacturing Practices and Hazard Analysis and Critica Control Points
FISH	Rifaina - SP (Farm and Processing Unit)	SPS (BAP)	Best Aquaculture Practices (BAP) Seafood Processing Standard Certification
	Rifaina - SP (Processing Unit)	FDA	Registration with the U.S. Food and Drug Administration under the Federal Food, Drug, and Cosmetic Act. Base for the export market meets the law of bioterrorism
	Rifaina - SP (Farm, Processing Unit, Flour and Oil Factory)	ASC	Aquaculture Stewardship Council - Certification granted to the Farm and the Processing Unit, focused on responsible production (socially and environmentally) and chain of custody.
CONSUMPTION	-	Inmetro**	Brazilian Institute of Metrology, Quality and Technology
	-	lbama***	Brazilian Institute of Environment and Renewable Natura Resources

^{*}The Valinhos (SP) unit was deactivated in the 2nd half of 2023.

^{**}Only for products with Inmetro mandatory certification

^{***}Only for products with Ibama mandatory certification

≡ MCassab Ø

PARTICIPATION IN SUSTAINABILITY PORTALS AND SEALS

AREA OF EXPERTISE UNIT São Paulo - SP (Head Office) Sedex SMETA - Sedex Members Ethical (SMETA) Jarinu CD - SP Trade Audit São Paulo - SP (Head Office) **DISTRIBUTION** Jarinu CD - SP Members of the EcoVadis platform: Cachoeirinha - RS **EcoVadis** Sustainability Management System Jaboatão dos Guararapes - PE Assessment Itajaí - SC São Paulo - SP (Head Office) Sedex SMETA - Sedex Members Ethical (SMETA) Jarinu CD - SP Trade Audit São Paulo - SP (Head Office), Members of the EcoVadis platform: Valinhos - SP*, Jarinu CD - SP, **EcoVadis** Sustainability Management System Cascavel - PR, Campo Grande - MS Assessment **ANIMAL** São Paulo - SP (Head Office), Mais - Recognizes Jarinu CD - SP, Cascavel - PR, integrity **NUTRITION** Integridade practices of the company Campo Grande - MS **AND HEALTH** Seal São Paulo - SP (Head Office), Jarinu CD - SP, Cascavel - PR, Environmental Compensation of Waste EuReciclo Campo Grande - MS Rifaina - SP (Processing Unit Sedex SMETA - Sedex Members Ethical (SMETA) and Flour and Oil Factory) Trade Audit **FISH** Rifaina - SP (Farm and **EuReciclo** Environmental Compensation of Waste Processing Unit) **CORPORATE** MCassab Group Great Place to Work. **GPTW**

VOLUNTARY ADHERENCES

ANIMAL NUTRITION AND HEALTH São Paulo - SP Adherence to the **Business Pact for** Ethos Institute's (Head Offices) Integrity and Against Business Pact for Jarinu CD - SP **Corruption (Ethos** Cascavel - PR Integrity and Against Indicators) Campo Grande - MS Corruption **FISH** Animal welfare guidelines **National Forum** (electrical stunning; verification Rifaina - SP for Animal of water quality parameters, (Processing Unit) **Protection and** protection against predators Defense and proper density).





ABOUT THE MCASSAB GROUP



Negotiating is in our DNA.

Undertaking, buying, selling and delivering is what we do best. This is our way and purpose for existing. We started our history in 1928, reaching 2023 as a Brazilian Group that transforms opportunities into business, always attentive to market demands, guided by our entrepreneurial spirit.

We are a family-owned, privately held, 100% national company, with a wide participation in the Brazilian and Latin American markets. The Group operates with 5 areas of activity: Distribution, Animal Nutrition and Health, Consumption, Fish and Real Estate Investments. We work with entrepreneurship and quality, focused on delivering our best in each business.



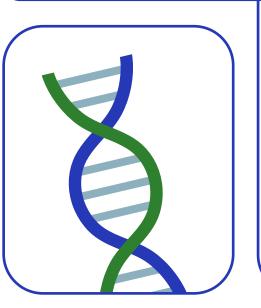
OUR DREAM



To be the best and most profitable for everyone, with happy people, in the **businesses in which** we operate.

OUR DNA





We are business people. What we do best is to undertake, buy, sell, negotiate and deliver what we promise.







(GRI 2-1)

We are attentive, we create possibilities, we generate movement and we provoke growth. We have an administrative and operations structure in Brazil and at strategic points around the world. Our head office is located in São Paulo/SP, in addition to 2 offices, 6 factories*, 1 cultivation unit, 5 distribution centers and 49 stores. We are also in Asunción (Paraguay), Bogotá (Colombia), Buenos Aires (Argentina) and Shanghai (China), with administrative offices. In addition, we operate with Distribution Centers operated by partners and are present in Mumbai (India), through a specialized consultant, in addition to the active registration for strategic transactions in Uruguay.

In 2023, we took a significant step in the consolidation of the Group, with the transition to the operational complex located in Jarinu/SP. The complex consists of a modern infrastructure of laboratories, innovative production processes and a distribution center with a storage capacity for 20K pallet positions. We completed the total migration of the laboratory areas and partial migration of the Animal Nutrition and Health, Human Nutrition/NUTROR® plants and areas adjacent to the operations. The movement also implied a process of learning, adaptation, adjustments and reorganization, experienced throughout the year.

In the new operational complex,

located in Jarinu/SP we offer a menu of new services to our customers and partners:



Custom training



Development of custom formulations and blends



Complete technical support in the use, handling and incorporation of ingredients in formulations



Stability adjustment in formulations



≡∷ MCassab

Consumption

1. Itupeva, SP

3. São Roque, SP

7. Niterói, RJ

11. Moreno, PE

13. Camaçari, BA

16. Belém, PA



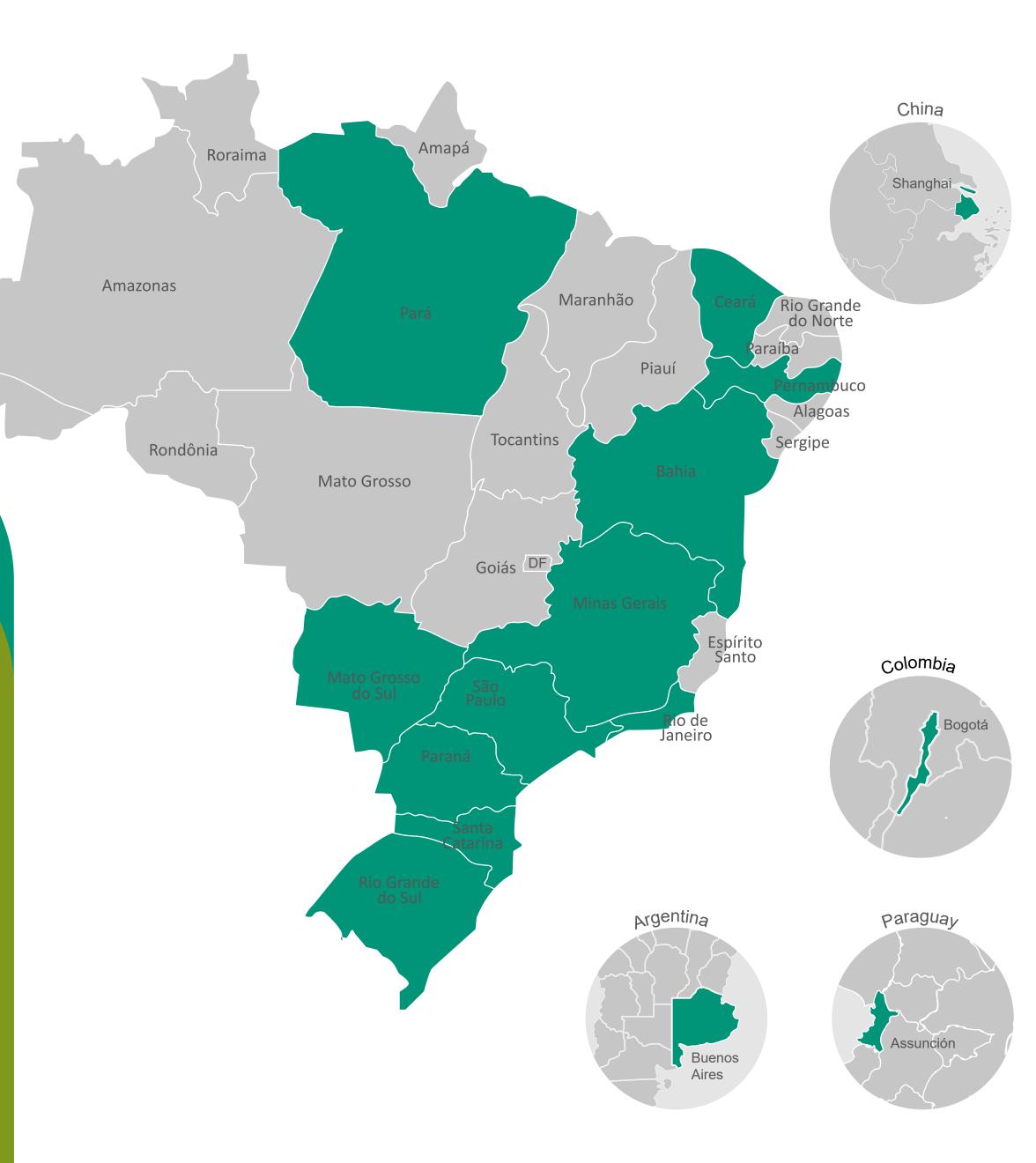
Offices	Factories	Distribution Centers
 São Paulo, SP (Head Office) Jarinu CD, SP Bogotá, Colombia Assunción, Paraguay Shanghai, China Buenos Aires, Argentina 	 Jarinu CD, SP Valinhos, SP* Rifaina, SP (2 manufacturing units and 1 cultivation unit - farm) São Paulo, SP (Head Office) Campo Grande, MS Cascavel, PR 	 São Paulo, SP (Head Office) Jarinu CD, SP Jaboatão Guararapes, PE* Itajaí, SC Cachoeirinha, RS

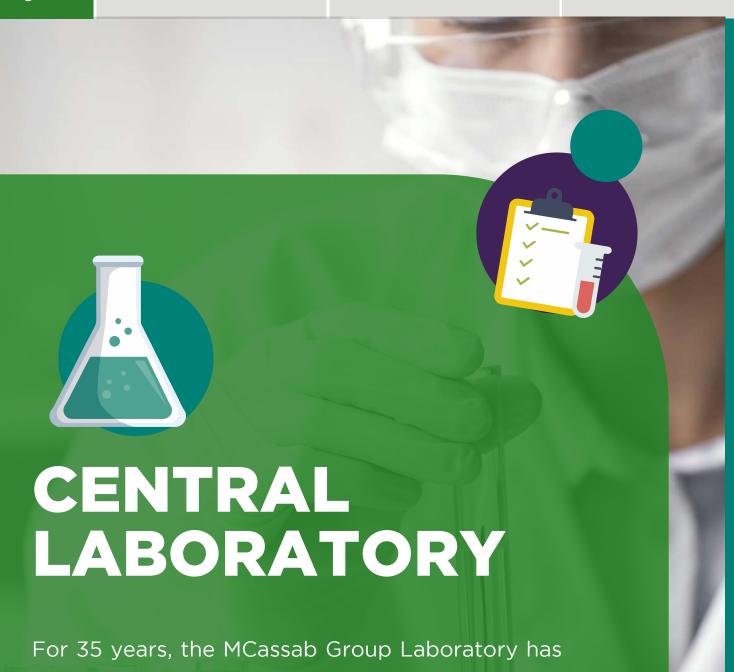
year, we also transferred the operation from Jaboatão

Guararapes (PE) to Ipojuca (PE).

GEOGRAPHIC

Business Stores 2. Campinas, SP (2 un.) 4. Ribeirão Preto, SP 5. São Paulo, SP (14 un.) 6. Rio de Janeiro, RJ (10 un.) 8. Curitiba, PR (3 un.) 9. Campo Largo, PR 10. Recife, PE (3 un.) 12. Salvador, BA (3 un.) 14. Fortaleza, CE (2 un.) 15. Belo Horizonte, MG (2 un.) 17. Porto Alegre, RS (2 un.)



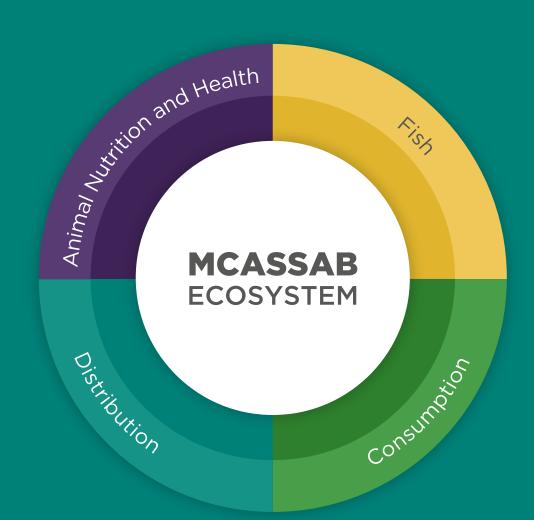


For 35 years, the MCassab Group Laboratory has facilities of more than 370 m2 and is equipped with high-performance analytical instruments to execute national and international methodologies, referenced in traceable standards.

With this structure and a team of highly qualified professionals, we carry out checks on 2,900 samples per month, adding up to about 17K monthly analyses, including analyses of vitamins, minerals, contaminants, additives, veterinary drugs, and stability studies.

AREAS OF ACTIVITY

(GRI 2-1, 2-6)





ANIMAL NUTRITION AND HEALTH

356
employees

205
suppliers

+6k
customers

4product
lines

NPS,
69,6

With more than 50 years of experience, in the Animal Nutrition and Health Business, we develop strategic technologies and solutions, with the purpose of promoting safe, accessible and sustainable food. There are more than 3K items in the portfolio, divided into 4 main product lines, which serve more than 6K customers.





With a focus on delivering the best solutions, in 2023 we achieved a good level of satisfaction from our customers, with an NPS (Net Promoter Score) of 69.6 points. The survey, in addition to being a channel for dialogue, brings important inputs for improvements in our processes and products.

2. MESSAGE FROM THE BOARD

OF DIRECTORS



5 units - São Paulo (SP), Valinhos (SP)*, Cascavel (PR), Campo Grande (MS), Jarinu CD (SP). *Valinhos Unit was deactivated in the second half of 2023, with activities transferred to Jarinu CD.



Agricultural Products

Industrial Raw Materials Manufacturing

MCassab 💯

Livestock

Animal Nutrition Manufacturers and Wholesalers

In 2023, we have 25% of international suppliers and 75% of national suppliers.

Supplier Segmentation*

- 10.7% amino acids
- 29.8% antioxidants, on-demand ingredients and functional proteins
- 13.7% micro-minerals and urea
- 19.5% animal health and NIT (Technological Intelligence Center) portfolio
- 30.2% vehicles, phosphates and macro-ingredients
- 11.2% vitamins

*The same supplier can serve 2 or 3 product segments, so the sum of the percentages exceeds 100%.

Main Products

Manufactured



Mixtures of vitamins and minerals, among other products of small inclusions, called micro ingredients, essential to animals.

Specialties



Products that improve the health and performance of animals ensuring protection, stimulation and supplementation effects.

Animal Health Line



Veterinary products with the purpose of preventing or treating diseases that affect animals.

Commodities



Ingredients used in large scale for Animal Nutrition.



PRODUCT PORTFLOLIO



Uses high doses of phytase (1500 FTU), which **EnzyPAC** provides the best use of plant phosphorus by animals, reducing environmental excretion and the consumption of phosphorus sources.

The use of proteases provides the best protein **EnzyPAC** use (amino acids) by the animals, reducing the excretion and eutrophication of water. It makes use of up to 5% of proteins and consequent reduction in the use of protein sources.

The use of chelated minerals in animal feed causes a 25% reduction in the use of Zinc, Copper, Iron and Manganese for the production of the same amount of meat.

BIOESSENCE Essential ons used to intestinal quality, immune system and Essential oils used to improve disease resistance. It also helps in the removal of drug products used in agriculture.

Product of plant origin, is an alternative form of pest control with natural products for substances with larvicidal properties. Helps control insects with no risk of toxicity to animals and workers.

SAIS BILIARES They promote the best use of lipids present in the diet, increasing digestibility and animal performance, enabling the lower inclusion of fat sources.

Natural additive composed of a powerful **BRONK CLEAN** combination of phytochemical bioactives that act mainly on the respiratory and thermoregulatory system, reducing the need for antibiotics and improving animal welfare.

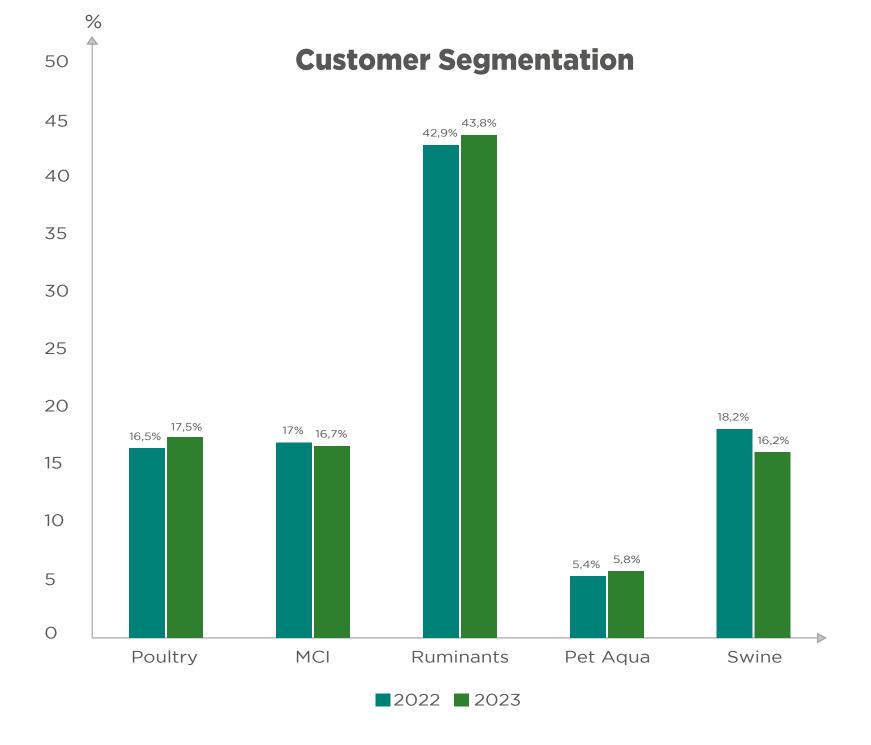
Produced with high technology from co-products of the poultry industry, health & performance BioActio is another alternative source of protein of high biological value that favors the health and well-being of animals.





We operate in the Brazilian market, with more than 1,200 cities served, in addition to being present in Latin American countries, such as Argentina, Colombia and Paraguay. We meet the demands of the poultry, swines, cattle, aquaculture and pet segments.





2023 HIGHLIGHTS

Consolidation of the Jarinu CD operation

The new and modern infrastructure was decisive for approvals in important customers.

Launch of new products, BRONK CLEAN and BIOACTIO

Reinforcing the company's position as one of the main sources of technologies and solutions for the market.

Technical training and investments to improve the work tools of the sales team and in the provision of services to customers

The Connect platform is increasingly robust and in 2024 it should receive new features, which will bring even more practicality to customers, generating a new solution for the market.

Implementation of the experimental farm

A partnership with the University Brazil, which allows for intensive product evaluations and ensures greater security in determining new action strategies. The structure developed with the university brings together the demands related to animal nutrition and health with professionals in training.

5.4 million tons of feed treated with ENZYPAC PRO (protease)

With this figure, it can be estimated a reduction of approximately 54 million tons of soybean meal that is no longer used in poultry and pig feed, reducing land use, carbon and nitrogen emissions in the environment, making the production of animal protein more effective for our customers.

Winning an award in partnership with USP and the DanBred genetics farm at the PorkExpo event - Foz do Iguaçu

Recognition for the work developed in swines, which showed a gain in production efficiency in the animals, due to the use of our technologies and solutions.

Growth in market share in organic minerals

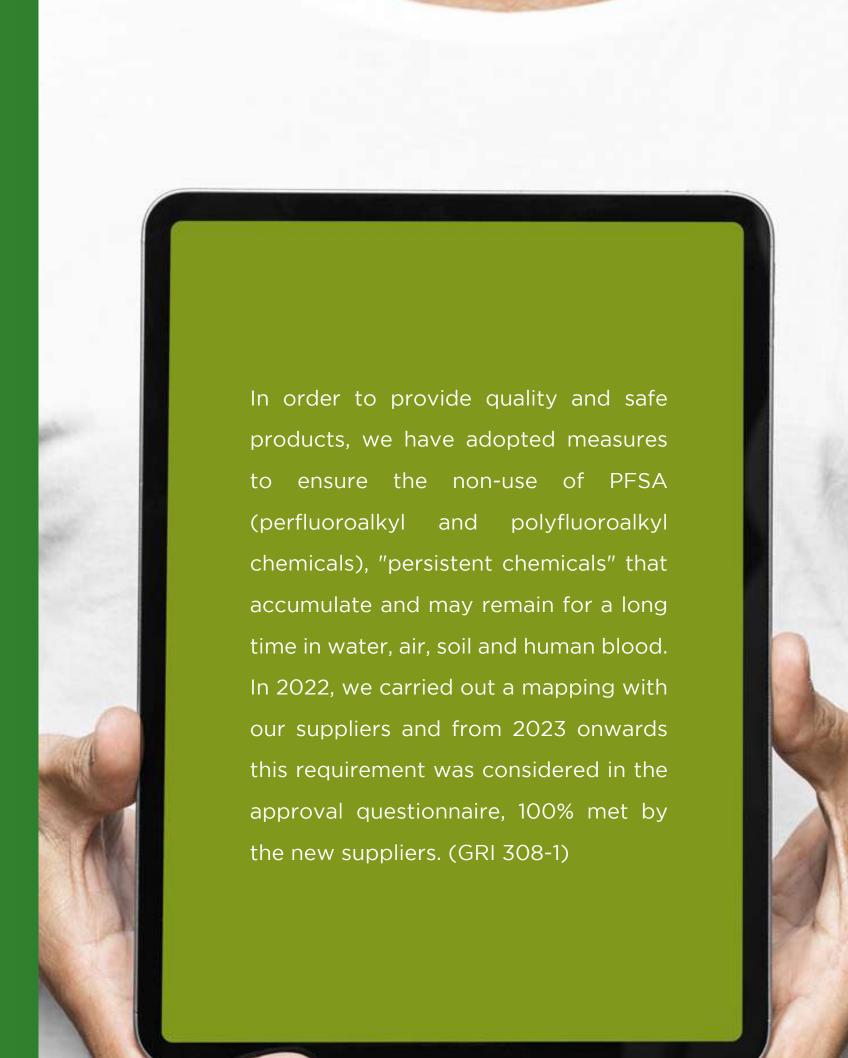
Which, in turn, are more bioavailable and, consequently, reduce the excretion of minerals in the environment.

Presence at the Poultry Science congress in Philadelphia

The event addresses innovation research in the poultry area and, in 2023, the focus was on innovations related to animal welfare, sustainability, and the reduction of bacterial resistance through the use of eubiotics. We participated with the dissemination of two technical papers related to the themes.

MCassab Pilot Plant

Operational space used by our Technological Intelligence Center (NIT) team, with facilities to test and develop new industrial products before implementation on a commercial scale. This space is directed to research and development activities on a laboratory scale, with the purpose of testing the feasibility of exclusive solutions, working in the area of production of cores and pre-mixes, more specifically in testing new products and customized formulations for our customers.



1. ABOUT THE REPORT





364
employees

15 direct suppliers of fingerlings, feed and others

+2k
customers

NPS,
77

+300
tons of fish byproducts delivered

Fider Pescados, located in Rifaina (SP) in an area of 10 acres, is dedicated to the creation of tilapia byproducts, and is now the largest manufacturer of this product in the State of São Paulo. The productive farm cultivates fish in cages, optimizing the process and ensuring the high quality of the final product.

each month



The purpose of the Fish Business is to take care of people, through the provision of nutritious, safe and tasty food, in addition to caring for the environment, combining healthy fish and environmentally responsible production. In 2023, we achieved an NPS (Net Promoter Score) of 77, an indicator that demonstrates the satisfaction of our customers, especially in relation to their perception of quality and differentiated product.



2 manufacturing units (fish and fish byproducts processing unit and flour and oil factory) and 1 cultivation unit (one farm)

1. ABOUT THE REPORT



Value Chain

Ingredient Suppliers MCassab Fish and Fish
Byproducts Processing Unit

Retail

Final Consumer



Main Suppliers



packaging suppliers



suppliers of fingerlings (newborn fish)



feed suppliers



7%

shipping suppliers



Main Products

Fish and Fish Byproducts Processing Unit



Chilled fish fillet



Frozen fish fillet



Whole tilapia and red tilapia



Scales, skin and MSM (mechanically separated meat)

Flour and Oil Factory

Tilapia flour and oil



Markets Served

We supply restaurants, retailers and wholesalers with about 300 tons of fish each month, in addition to byproducts, such as oils and flours to 9 countries: Brazil, the United States of America, Canada, Bangladesh, Taiwan, Sri Lanka, Venezuela, Indonesia and Malaysia. Tilapia byproducts serve the markets of food, sale and resale of products, in addition to biodiesel, feed ingredients (pet and agro), purchase and resale.





Fish and Fish Byproducts Processing Unit

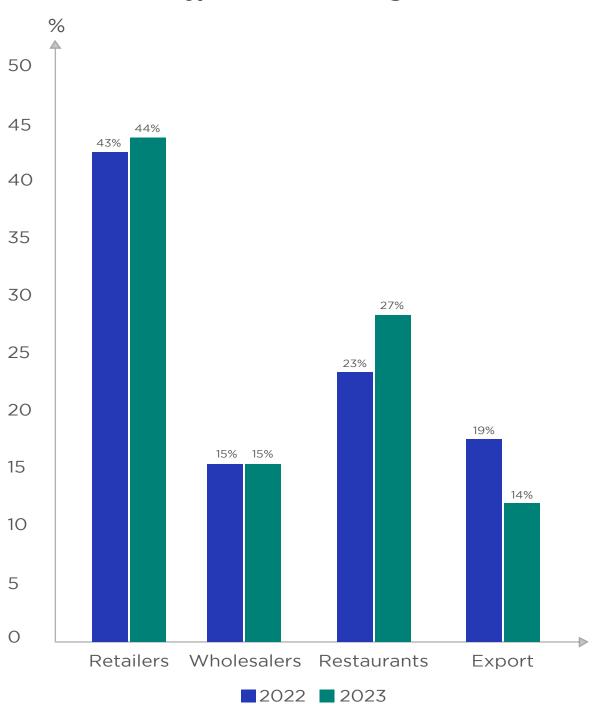
Retailer, wholesalers, food (restaurant and industrial kitchens) and exports.

Flour and Oil Factory

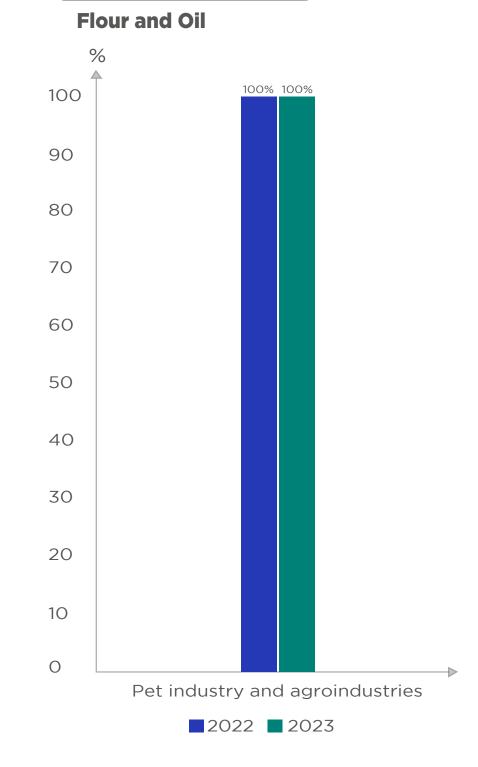
Refiners, pet industry and agroindustries.

CUSTOMER SEGMENTATION

Fish and Fish Byproducts Processing Unit







2023 HIGHLIGHTS

Advances in process automation

Providing reduction of production costs with gain of scale.

Organization in the storage of scales

Providing better control, organization and reduction of maintenance.

Lifting platform for cleaning at height

Promoting greater safety for employees.

Renewal of the Best Aquaculture Practices (BAP) Seafood Processing Standard Certification

With a focus on sustainable and responsible production, the seal is designed by the Global Aquaculture Alliance (GAA) and evaluates the processes and regulatory conditions for cultivation and processing of the unit.

Implementation of the slaughter are

Expansion and improvement of flow with conveyor belt and electrical stunning, which brought increased capacity and focus on animal welfare.

Systems integration (Farm and Fish and Fish Byproducts Processing Unit).

Generating greater accuracy and speed in business measurements.



(GRI 2-6)

429
employees

48
stores
and 1

franchise

481
direct and indirect suppliers





In the Consumption Business, there's also operation in the retail and distribution of various brands and products. We operate with the Spicy retail brand, *Top Of Mind* in its segment, with more than 30 stores throughout Brazil, and we prioritize products from the kitchen, table and bar universe.





In the MCassab Toys toy segment, we operate the physical stores and online LEGO® store in Brazil, 16 physical LEGO® stores, in addition to the distribution of the LEGO® and MGA

brands in national retail. Through the Household Items business, we offer differentiated products with innovative design and high quality. At MCassab Food Service we offer a more complete line of professional utensils for restaurants, bars and hotels. MCassab High Appliance, on the other hand, specializes in premium appliances and provides technology and sophistication.





Manufacturer

Importer MCassab

16 LEGO® stores throughout Brazil.

MSHOP Wholesaler

Retailer

Final Consumer





20 Indirect National Suppliers B*

358 Indirect National Suppliers A*

58 UD, National HA

43 UD, Import HA

1 National toy

1 Import toy

A*: general expenses greater than BRL 5,000 B**: freight greater than BRL 5,000



91%
national
suppliers

Products	Markets	Customers		
HA - High Appliance	Hoods, cooktops, oven, microwave, wine cellar, dishwasher, brewery, fridge, stove, refrigerators, ice maker, charcoal grills, gas and accessories.	Stores specializing in Luxury Electronics, Premium store chains aimed at the "A class" consumer and Architects.		
SODASTREAM	Machine for water carbonation, line of special bottles and cylinders.	Premium housewares specialty stores, specialty electronics stores, gift shops, self-service chains, and e-commerce. In addition to stores that operate in the water market for changing cylinders.		
Housewares & Professional Utilities	Housewares and professional kitchen, table and bar	Specialized stores, shopping clubs, e-commerce, chains, agencies for gifts, hotels, bars and restaurants.		
Spicy	Kitchen, table and bar housewares; wine; appliances from the HA unit; Small Appliances.	End consumer (physical store and e-commerce), architects.		
MCassab Toys	Building blocks; Mini Dolls, Fashion Dolls and Collectibles.	Wholesale: Toy stores, department stores, e-commerce, newsstands, online stores and hypermarkets. LEGO® Retail: Final consumer (physical store and e-commerce).		



high appliance



Increased market share in the Midwest region, and growth plan with the top 5 customers (called Big 5) in the industry.

S soda**stream**

- Increased participation and exposure of products in physical stores, with approximately 70 new points of sale, expanding to important customers in the national retail scenario, such as shopping clubs and specialized retailers.
- Launch of the new line of machines: Art, Terra e Gaia, in addition to the new line of bottles with the possibility of using a dishwasher.



TOYS RETAIL > Expansion of retail operations with the

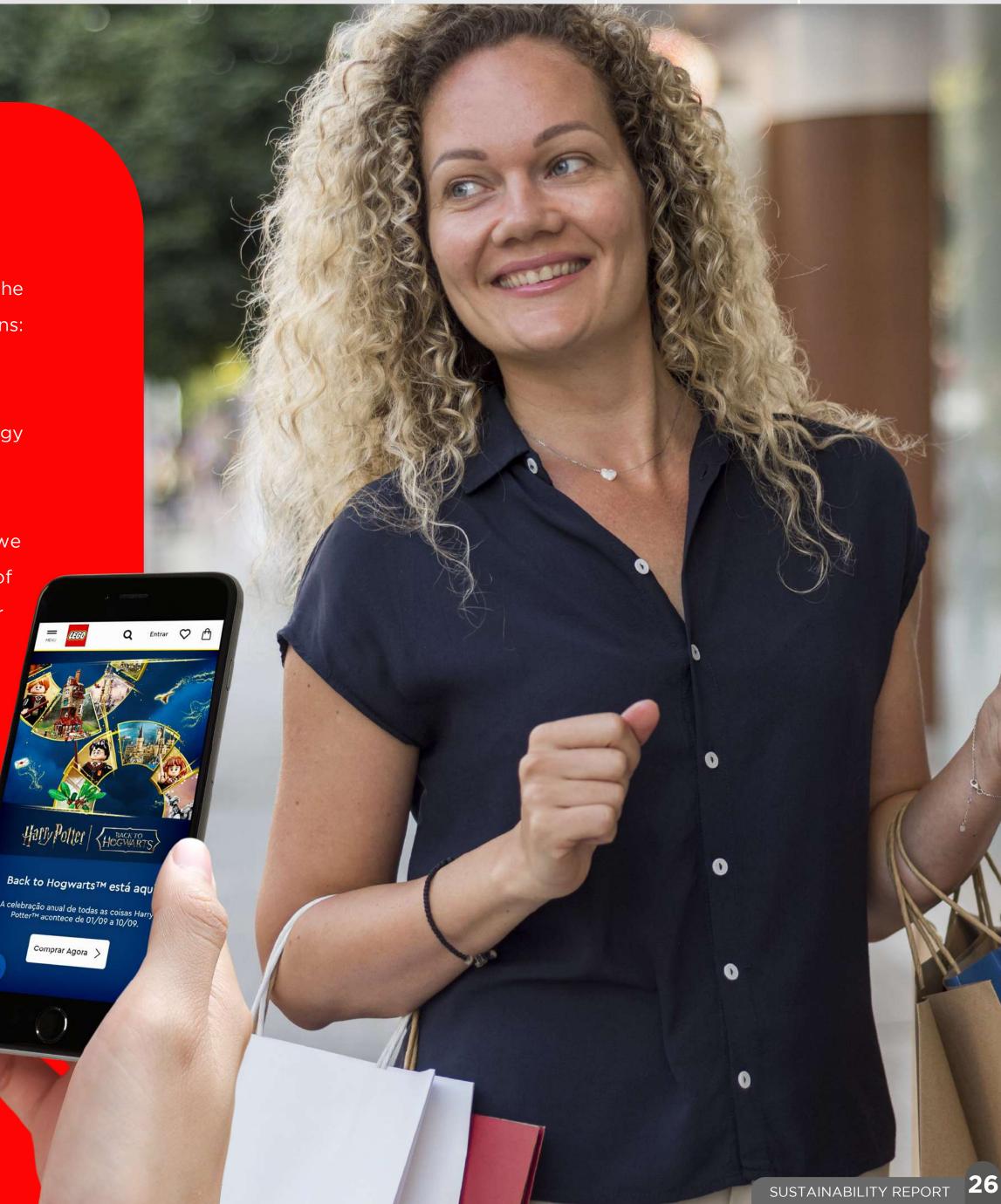
LEGO® brand, adding two new regions: Belém (PA) and Ribeirão Preto (SP).

New LEGO® website, with new technology (IO*), interface and domain.

> Certification of all open stores, we extended the operation to the North of the country and enhanced the interior of São Paulo with the opening of another unit.

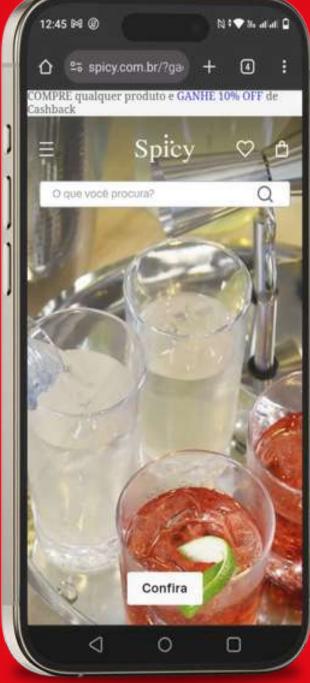
> We stopped working with the LEGO® education line, aimed at schools, expanding our focus on retail for the end consumer.







- exclusivity, repositioning us as a pioneer in the launch of innovative items.
- Opening of the first franchise.
- Consolidation of the tool and registrations, with a significant growth in the total volume from 55 to 70% of customer registration in stores.
- Launch of Spicy cashback, a program that aims to encourage the return of customers to the store within 30 days to redeem credit from their wallet, generating loyalty and greater revenue.



- New Spicy website, with new technology (IO*) and interface. Cloud development platform, which uses the new PWA (Progressive Web App) methodology for hybrid development and unifies all store development in a Store Framework: a single application, tested and scaled automatically. The first major advantage of IO is that the store's interface is independent of the development backend. Therefore, it is possible to develop applications and new software with more autonomy, in a more agile, uncomplicated way and in multiple separate environments.
- Single-vendor procurement concentration, covering more categories, rather than dispersed purchasing, for Spicy and Kenya private labels.

1. ABOUT THE REPORT

DISTRIBUTION



(GRI 2-6)

315
employees

4,2k
customers

404
suppliers

NPS,
73,7

The mission that drives the Distribution Business is to be recognized for its ability to generate value to the markets for which it operates, through operational efficiency, market intelligence and innovation. We serve the industrial market, supplying raw materials for Cosmetics, Household and Institutional Cleaning, Pharmaceutical, Veterinary, Food and Beverage, Chemical and Agricultural. We deliver operational efficiency, market intelligence, and innovation in the development of products and solutions. In 2023, we achieved a satisfaction rating equivalent to 73.7 in the NPS survey.



5 units

Jaboatão Guararapes (PE) – unit transferred to Ipojuca (PE) in December 2023, Itajaí (SC), Cachoeirinha (RS), São Paulo (SP) and Jarinu CD (SP)



Extraction/Production of Basic Raw Materials(e.g. Petrochemical Chain, among others)

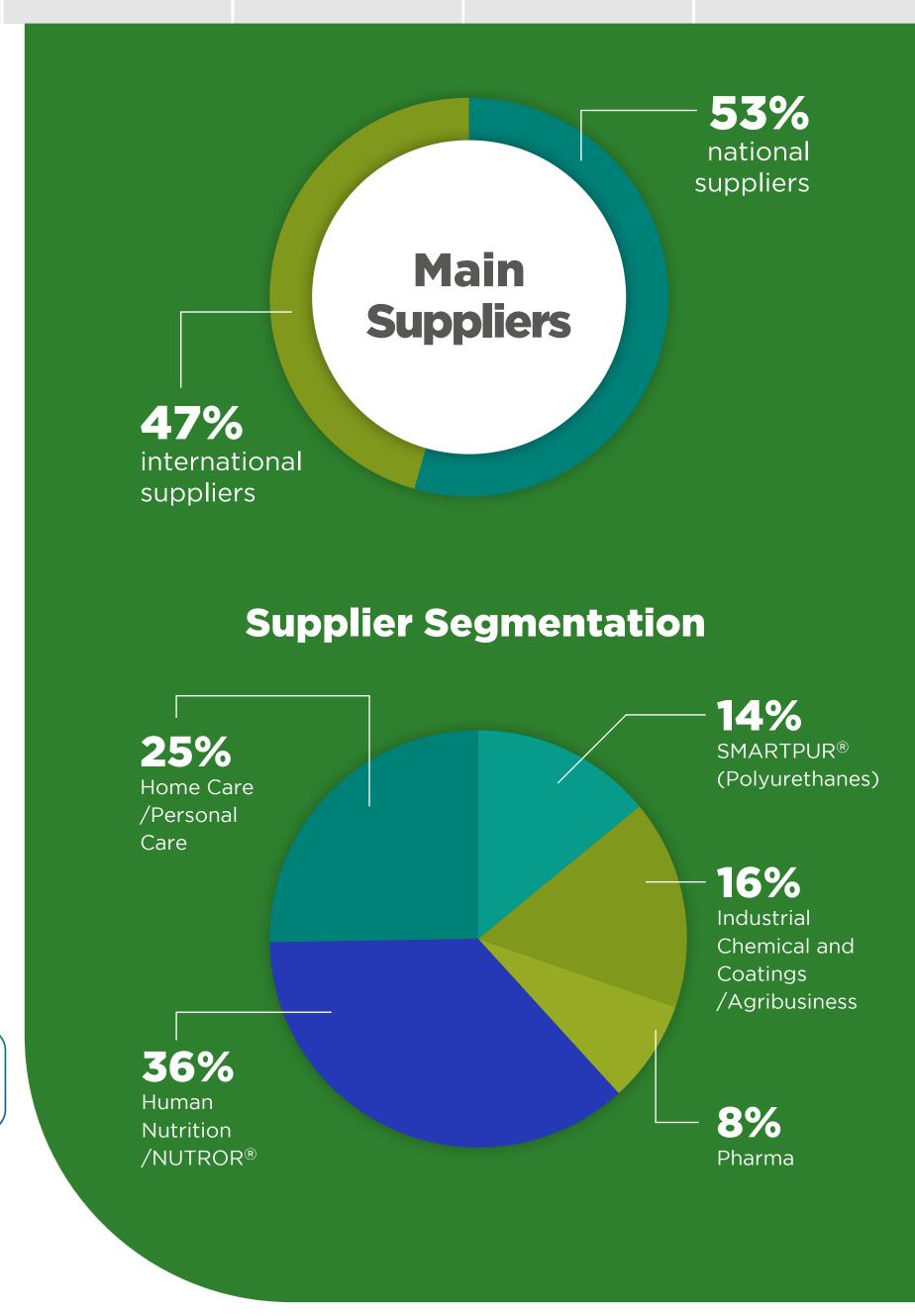
Manufacturing
of Industrial Raw
Materials
(Suppliers)

MCassab 🐠

Consumer Goods Industry (Customers)

Distributors /Wholesalers, Retail

Final Consumer



Products and Markets

Home Care

Domestic and institutional cleaning, covering the markets of waxes, polishes, disinfectants, washing machines, dishwashers, furniture polishes, glass cleaners, multipurpose, carpet cleaners, among others.

Personal Care

Cosmetics industry, in the hair, skin, makeup markets, among others. Flavor and fragrance industry.

Human

Nutrition / NUTROR®

Private label, which serves the food, beverage and supplement industries, for which it supplies raw materials, exclusive specialties, additives and ingredients.

Pharma

Pharmaceutical and veterinary industries, for which active ingredients, excipients, botanical extracts, coatings, among others, are sold.

Private label, which supplies raw materials, exclusive specialties and systems for various segments

Industrial Chemical

Chemical industry, in markets such as plastic, textile, civil construction, oil & gas, and others.

of the PU market, such as flexible, rigid and CASE used in the manufacture of foams.

SMARTPUR®

(Polyurethanes)

Coatings

Market for real estate, automotive, printing paints, among others.

Agribusiness

Agricultural, Foliar and Biological Fertilizer Market.

Customer Segment	2021	2022	2023
Home Care	12,5%	12,0%	11,2%
Personal Care	19,0%	20,2%	21,5%
Human Nutrition / NUTROR®	16,6%	17,2%	17,6%
Pharma	5,5%	5,3%	4,9%
Industrial Chemical and Coatings	24,7%	24,5%	24,1%
SMARTPUR® (Polyurethanes)	16,6%	16,6%	16,2%
Agribusiness	5,1%	4,2%	4,5%



Human Nutrition/NUTROR® new production plant in Jarinu CD and start of operations in the blank room.

We invested around BRL 5 million in the new area, in compliance with health criticality legislation, with temperature, humidity, microbiological, pressures and air controls, to serve specific markets with services and industrializations that were not served by MCassab Group, generating new revenues. In 2023, there were more than 2 million movements in the new structure, including receipts, shipments, and packaging.

Expansion of services

Storage, packaging and fractionation for third parties in the Jarinu CD operational complex.

Human Nutrition / NUTROR®

Start of production of the new Jarinu CD plant with FSSC 22,000 certification, achieving excellent advances in the market. The new analysis laboratory, which was already operating in 2022, now close to the production plant, provides greater agility in service. The application laboratory was also implemented, allowing tests to be carried out on our customers' finished products, providing greater security in the execution of innovation projects in beverages, foods and supplements of high nutritional value.



Consolidation of the production plant and advanced in the development of

new formulations. Our development and production teams have worked together to improve the robustness and cost-effectiveness of our formulations. We have also advanced in the molded and rigid thermal insulation market and we already have formulas ready to advance in other segments throughout 2024.

AGRIBUSINESS

Pilot structure for the production of mixtures aimed at the fertilizer market and investment approval for a larger plant for 2024, which will have the license to produce products with active ingredients. The new structure will bring the expansion of the portfolio, cost improvement and provision of additional services to customers in the segment.



Our business development team participates in international fairs, looking for new products and suppliers that can be introduced in the Brazilian market and are also responsible for capturing trends and developing solutions with our ingredients. In 2023, we were present in:

- **05** Relationship Events
- 06 Fairs
- 13 Sponsored Events
- 12 Own Workshops

Other important movements were the events for presentation of results and technical training on our product lines with our teams and sponsorship actions. We also expanded our digital presence, with new profiles on LinkedIn and YouTube dedicated to the area of Human Nutrition/NUTROR®, Home Care, Personal Care, Agribusiness and SMARTPUR®. In 2023 alone, we registered more than 4.6 thousand new connections to the new social media.

1. ABOUT THE REPORT

SSAGE FROM THE BOAF

3. 2023 IN HIGHLIGHT

4. ABOUT THE MCASSAB GROUP



PERPETUITY OF BUSINESS

GOVERNANCE STRUCTURE

(GRI 2-9)

We are idealizers, we act with seriousness, competence and ethics with our partners, customers and suppliers. We have adopted a robust governance structure, which strengthens our operations and supports the development of the MCassab Group.

MCassab 6





People and

Culture

Committee

Advisory

Board



6. SUSTAINABILITY

STRATEGY

5. PERPETUITY OF BUSINESS



Duties and Responsibilities of the Governance Structure, Advisory Board and its committees:



- Alignment of the strategic vision at all levels of the business
- Appointment and replacement of the CEO
- Approval of strategic planning and annual budget
- Definition of the main policies (financial, human resources, audit, compliance and risks)
- Monitoring of performance and policies
- Recommendation of large operations



Advisory

- Company Mission, Values and Vision
- Strategic plan and annual budget
- Definition of the main policies
- Board hiring and assessment
- Succession plan for directors and key executives
- Risk management monitoring
- External Audit choice and assessment
- Large transactions (M&A, sale of assets, associations)



Audit Committee

- Monitoring and supervision of the process that will prepare the company's financial, accounting, tax statements.
- Assuring the quality and integrity of risk management processes and internal controls, through evaluation and monitoring mechanisms.
- Defining and approving the risk matrix and list the priorities to be audited.
- Supporting the audit teams in the internal audit process.
- Presenting to the Board of Shareholders the results and the actions to be taken.



People and Culture Committee

Responsible for developing and implementing policies and strategies that promote an inclusive, collaborative, and high-performance organizational culture. Their main duties and responsibilities include:

- Organizational Culture: Promoting values and behaviors that support the company's mission, vision, and strategic purposes.
- **Diversity and Inclusion:** Implementing initiatives that ensure a diverse and inclusive work environment, promoting equal opportunities.
- Employee Engagement and Satisfaction:

Monitoring the level of employee engagement and satisfaction, developing actions to improve the employee experience in the company.

• Performance Management: Establishing criteria and processes for performance evaluation, recognition, and rewards.



Crisis Committee

Responsible for managing crisis situations and ensuring the continuity of the company's operations. Their main duties and responsibilities include:

- **Crisis Planning:** Developing and maintaining crisis response plans that cover a wide range of potential emergency situations, including natural disasters, operational issues, and reputational crises.
- Emergency Response: Coordinating immediate crisis response, ensuring employee safety, business continuity, and harm minimization.
- Crisis Communication: Managing internal and external communication during crises, ensuring accurate and timely information to employees, customers, shareholders, and other stakeholders.
- Risk Analysis: Conducting ongoing risk analysis to identify and mitigate potential threats to the business.
- Training and Simulations: Conducting regular training and simulations to prepare the company's team to respond effectively to crisis situations.



Compliance Committee

- Supervision of the Compliance Process: This committee is tasked with monitoring and overseeing all processes that ensure that the company complies with internal and external laws, regulations, and standards. This includes overseeing compliance policies and procedures.
- Risk Assessment and Monitoring: A crucial function of the Compliance Committee is to define and approve the risk matrix and list the priorities that must be audited. This helps the company identify and mitigate potential risks effectively.
- **Support to Internal Auditors:** The committee also supports the audit teams in the internal audit process, ensuring that assessments are thoroughly and professionally carried out.
- **Results Report:** After the audits and evaluations, the committee presents the results to the Board of Shareholders and suggests actions to be taken to improve corporate governance and compliance.

Strategic Importance:

- Integrity Assurance: The Compliance Committee ensures the quality and integrity of the risk management and internal control processes. This is done through rigorous evaluation and monitoring mechanisms, which are fundamental for the operational and strategic sustainability of the MCassab Group.
- **Promotion of the Compliance Culture:** Through its activities, the committee contributes significantly to strengthening the culture of integrity and transparency within the Group. This culture is essential for maintaining the trust of stakeholders and for the company's continued success in the competitive business environment.



(GRI 2-9)

The governance of the MCassab Group is structured around the Board of Directors (CAD), which plays a central role in the supervision and strategic direction of the company, in view of the impacts of the organization and market opportunity. It is made up of shareholders, with two-year terms and an External Advisor, who is a member of the Advisory Board and the People and Culture Committee. (GRI 2-12)

The CAD is guided by a detailed bylaw, which establish criteria and procedures for the election of its members, in addition to defining their duties, obligations and responsibilities. The document is essential to ensure that the governance process is carried out in a transparent, fair, effective manner, ensuring that all members understand their roles and the impact of their decisions on the success and integrity of the Group. (GRI 2-10)

The President of CAD, also president of the MCassab Group, plays a crucial role in the leadership and strategic direction of the organization. Under their responsibility is the task of ensuring the functioning of the Board effectively, guiding the decisions that shape the future of the Group, as well as supervising the implementation of the approved policies and strategies.

He is responsible for representing the Board both internally and in relations with external parties, ensuring adherence to the highest standards of corporate governance and ethics. (GRI 2-11)

The CAD establishes robust mechanisms to identify, prevent and resolve potential conflicts of interest, ensuring that decisions made are in the best interests of the Group and its stakeholders, with no undue personal or professional favoritism. This includes the obligation for members to disclose any situations that may lead to a conflict of interest, allowing CAD to take appropriate steps to mitigate such risks. (*GRI 2-15*)

To promote transparency and continuous improvement, the CAD adopts the annual self-assessment model, in which directors critically analyze their own efficiency, the dynamics of the Board, decision-making, leadership, and the fulfillment of their strategic and supervisory responsibilities. Aiming to improve and expand the repertoire, 4 members of governance participated in the training "How to strengthen Sustainability as a value of organizational culture?", held in 2023. (GRI 2-17, 2-18)



≡∷ MCassab



We have 8 working committees, 4 of them directly linked to the Board of Directors: People & Culture, Crisis, Compliance and Audit committees, in addition to the People, Legal, Tax and Sustainability committees, with reports to the CAD.

It is the responsibility of the CAD annually to validate the members of the Committees, ensuring that these bodies are always composed of qualified individuals and aligned with the values and purposes of the MCassab Group. In 2023, we started preparing the internal regulations of the Committees, which are expected to be launched in 2024. This purpose measure provides greater clarity regarding the responsibilities of the different governance bodies, in addition to the effectiveness in the supervision and implementation of corporate policies.



Our governance is also guided by a series of policies, such as the Environmental Policy, Sustainability Policy, Information Security Policy, Human Rights and Labor Practices Policy, Anti-Corruption Policy, Code of Conduct and Code of Conduct for Suppliers and Service Providers, documents that guide the organization's behavior and management processes.

The commitments outlined in our policies and documents are based on principles of ethics, integrity, and transparency. We have adopted strict guidelines of conduct, which are levers for the sustainable development of the company, integrated into the day-to-day business, from strategic decisions to operational performance.



Governance Improvements

A significant change in 2023 was the inclusion of a secretary in the CAD, who also serves as the legal manager of the MCassab Group, further reinforcing the integration of legal management into corporate governance. We have also adopted electronic signatures valid by the Public Key Infrastructure (PKI) for the signature of all agendas by the board members, which represents an important step in modernization and digital security, ensuring the authenticity and integrity of the decisions made.

The implementation of a fixed agenda and the clear definition of agendas for Board meetings are also important improvements made in 2023. They ensure that all members of the Board are prepared and informed about the topics on the agenda, generating more focused and efficient discussions. In addition, the fixed agenda ensures the regularity of meetings and facilitates the monitoring of actions and the evaluation of results, promoting a more agile and responsive management to the needs of the business.

These improvements, in addition to contributing to the operational and strategic effectiveness of governance, also reinforce transparency, accountability, and trust among stakeholders, which are fundamental for the success and longevity of the organization.

OF DIRECTORS



Risk analysis and day-to-day management are crucial concerns for the Group's sustainability and operational effectiveness. Risk analysis allows you to anticipate challenging scenarios, assessing probabilities and potential impacts, which facilitates decision-making and implementation of mitigation measures.

The Audit Committee, linked to the CAD, plays a key role in the analysis of the organization's risk map. This analysis involved a detailed assessment of internal and external risks that may affect the Group's operability and financial integrity.

By identifying, assessing and prioritizing risks, the Audit Committee provided valuable insights that allow the CAD to make informed decisions to mitigate possible vulnerabilities, in addition to defining priorities for the preparation of the biannual internal audit plan, approved by it. This effort not only strengthens the Group's corporate governance structure, but also ensures its resilience and long-term sustainability, articulating risk management practices with the company's strategic objectives.



Our compliance system is based on the Code of Conduct, which reflects our principles and values, and on a Whistleblowing Channel, for any report of situations in disagreement with the Code, laws or regulations.

Code of Conduct

Our Code of Conduct defines the ethical principles that guide the behavior we expect from our employees. Respect for life and for all human beings, integrity, honesty, equity, transparency and legality are some of the topics we address in the document.

The Code of Conduct contributes to strengthening our corporate culture, focused on sustainable development, with social, economic and environmental responsibility, in Brazil and in the countries where we operate. All employees receive the document and access its content upon admission.

In the second half of 2023, training was held for the company's employees and leaders on the Code of Conduct, Human Rights and Labor Practices Policy and Anti-Corruption Policy. (GRI 2-24)





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7. PLANET PROTECTION
8. PEOPLE'S POTENTIAL
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10. ATTACHMENTS

(GRI 2-24, 205-2)

Training	Participants	Total Workload
Training Code of Conduct, Human Rights and Anti-Corruption	754	755
Code of Conduct - MCassab University	28	6
Total	838	768

Top Leadership	2022	2023
Total members of the governance body	6	5
Number of members of the governance body reported	6	5
% of members of the governance body reported	100%	100%
Number of trained members of the governance body	0	2
% of trained members of the governance body	0	40%

^{*}In Governance Bodies, the members of the CAD are considered



Whistleblowing Channel (GRI 2-25, 2-26)

In 2023, we implemented significant improvements in the whistleblowing channel, aiming to improve corporate governance and strengthen our compliance policy. The channel, now operated in partnership with Shield Compliance, was restructured to more specifically meet the demands of each Business Unit, promoting a more focused and efficient approach to handling complaints.

To accommodate the diversity of our teams and stakeholders, the channel started to offer support in three languages: Portuguese, English and Spanish, expanding its accessibility and effectiveness in communicating with varied audiences. We have also implemented a complaint management system that allows a detailed view of occurrences. The tool makes it possible to organize complaints by themes and subjects, improving response capacity and the management of investigations.

The efficiency of the process of analysis and definition of disputes was reinforced with the inclusion of a lawyer specialized in labor law, dedicated exclusively to these cases. The initiative ensures a more accurate and professional analysis of issues related to the work environment. We guarantee confidentiality of information and impartiality, as well as the safety of those who use the channel, always preserving people's identities.

(GRI 406-1)

Whistleblowing Channel - MCassab Alô Ética	2022	2023
Number of reports received	74	70
Number of valid reports	7	0
Number of complaints dealt with	56	70
Number of manifestations characterizing situations of discrimination	1	1

The improvements implemented in the whistleblowing channel demonstrate the MCassab Group's effort to promote a safe and upright work environment, in line with the best corporate governance practices and stakeholder expectations.



Compliance and Internal Audit Area

The Compliance sector, integrated into the CAD structure, plays a critical role in the delegation of responsibilities for managing regulatory and ethical impacts on the company's operations. This area is responsible for ensuring that all of the Group's activities comply with internal and external laws, regulations and standards, as well as promoting a culture of integrity and transparency.

Through the implementation of compliance policies and procedures, CAD minimizes impacts and risks of non-compliance, as well as strengthens the company's long-term reputation and sustainability. Effective management of impacts linked to legal compliance is vital to maintaining the trust of stakeholders and for the Group's continued success in the business landscape.

In addition, the Group has its own Regulatory and Legal areas, with a team dedicated to ensuring compliance and monitoring of all licenses, regulations and authorizations that ensure operations in accordance with legislation, regulations and voluntary adhesions of the sectors of activity of each business and sustainability.

In 2023, we implemented the Internal Audit area, which reports directly to our CAD, following the best market practices and maintaining independence in its evaluations. The area has an important role in consolidating risk management, control and governance processes.



Business ethics and integrity

In 2023, we won the Mapa's Integrity Seal (Mais Integridade), an initiative that aims to foster, recognize, and reward integrity practices by agribusiness companies from the perspective of social responsibility, sustainability, ethics, and also the effort to mitigate fraud, bribery, and corruption practices.

The Seal, applicable to the "Animal Nutrition and Health" Business, fostered two important actions, which are now monitored and are part of our strategy to establish good governance practices and social-environmental responsibility:



Adherence to the Ethos Institute's Business Pact and Against Corruption

Free initiative linked to the theme of Integrity, which aims to unite companies to promote a more honest and ethical market, acting against any corrupt practice. By becoming a signatory to the pact, the MCassab Group reinforces its commitment to disseminate and integrate Brazilian anti-corruption legislation.

After joining the Pact, it is necessary to fill out the Thematic Guide on Integrity and Corruption Prevention annually, which consists of a platform for monitoring the commitments made by companies that are signatories to the Pact.



Data and Information Security

We are committed to protecting the data and privacy of the various stakeholders of the MCassab Group. In 2023, we strengthened the integration of practices in accordance with the Brazilian General Data Protection Law – LGPD, in addition to promoting training on cybersecurity for the IT team and the entire company, including Head Offices and Branches. During the year, we did not register any substantiated complaints regarding the violation of privacy, loss, leaks or theft of customer data. (GRI 418-1)



- Specialized training for team systems analyst.
- Engagement of the team regarding the guidelines of the law.
- Privacy analysis of information by the Quality area of IT in any application of a new version of a program owned by the MCassab Group or release update recommended by software vendors.
- Preparation and dissemination of Information Security and Cyber Risk policies.





Transparency in Labels and Communications

We value true, clear communication in accordance with all applicable laws and regulations. The labels of the MCassab Group's products are in accordance with the specifications of the MSDS (Material Safety Data Sheet), mandatory standards for the packaging of chemical products. (GRI 417-1)

The labels also include hazard identification of each product, the precautions for safe handling and storage conditions, as well as considerations about the destination of the products, taking into account the type of product and packaging used. The SDS (Safety Data Sheet) and Emergency Sheet, according to the new ABNT NBR 14725:2023 Standard, are already in the process of being reviewed by MCassab Group, following the deadline for adaptation until July 4, 2025. *(GRI 417-1)*

In 2023, we did not receive any fines, penalties, warnings, or even non-compliance regarding product and service information and labeling or in relation to our marketing communication. (GRI 417-2, 417-3)

OF DIRECTORS



BUSINESS PERFORMANCE

We are solid and have been in business for over 95 years. Keeping our word and working safely are premises for our growth.

We don't believe in results achieved by any cost. We remain attentive and adaptable to the changes and demands of the markets in which we operate.



2023: a challenging year

2023 was a challenging year due to a number of variables and external economic aspects. In the **Fish** Business, the large volumes of rainfall last summer associated with the opening of hydroelectric floodgates, together with diseases, caused significant impacts not only on Fider's production, but also on the national production of fish.

In the **Consumption** Business, the war in Israel that began at the end of the year impacted on supply problems, since one of the main suppliers is installed on the outskirts of Tel Aviv.

In **Distribution** Business, the fluctuations in demand and consequent price drops of most of the materials sold were a relevant aspect for our business. There were also reflections of

the wars, especially the Russia-Ukraine war and its consequences on international politics.

The cost of raw materials and the volatility in the markets, especially for cattle, which force producers to rethink nutritional and sanitary strategies, were offending to the **Animal Nutrition** and **Health** division's business.

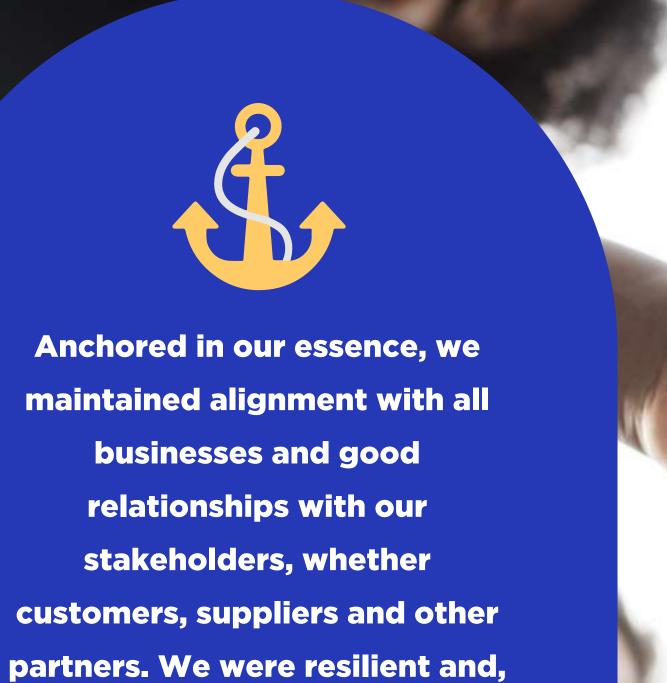


The year demanded creativity from the teams. Given the scenario, we invested in team development, automation and process improvement, and adjusted our strategies with suppliers, margin, and products. In the Business of **Animal Nutrition and Health**, for example, exogenous enzymes, supplemented in animal feed to increase the use of nutrients and improve animal development, brought positive growth to the business.

In **Consumption**, we expanded in physical stores, franchises and e-commerce, especially the official LEGO® website.

In **Distribution**, we started in Jarinu CD the offer of storage and fractionation services for bulk products. The private brands SMARTPUR® and NUTROR® were important strengths in the business results.

In **Fish**, we strengthen the business anchored in the best operational and regulatory practices and quality delivery. The development of the culture of continuous improvement, the standardization in our Logistics Operations processes, the knowledge and application of methodology and work tools of the Lean Manufacturing philosophy on a daily basis were also fundamental points to balance the results in the year.



MCassab 🚳

with our efforts, we ended the

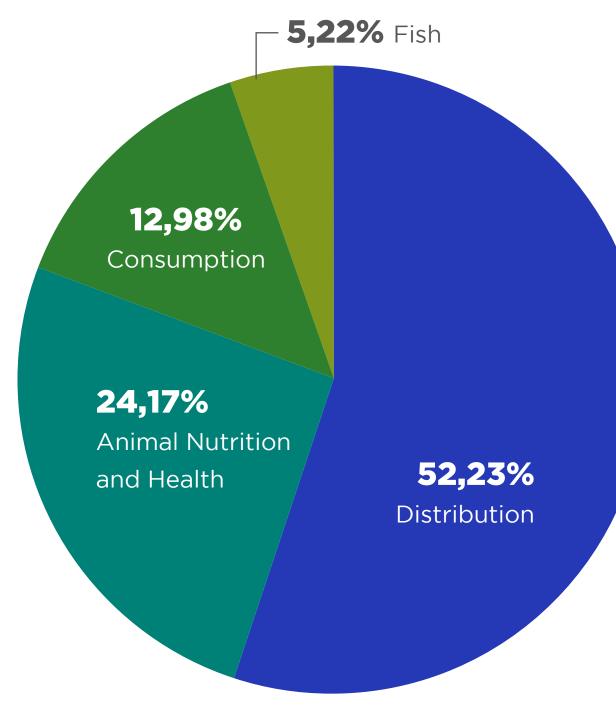
year with a result of BRL 2.4

billion in gross revenue,

including all areas of activity in

the MCassab Group.

Representativeness in the Group's overall turnover*



*Not included in the above segmentation are results related to operations in Argentina, Paraguay, Colombia and Real Estate Investments Business, which are not included in this Report.



In 2023, we carried out a major migration from an on-premises datacenter to a cloud structure. This change brought significant improvements to processes and a greater ability to meet the demands of the MCassab Group's business with speed and assertiveness. We also invest in projects that consolidate our digital transition and contribute to operational efficiency, with automation, improvements in management and data analysis. Investments in infrastructure and technology teams totaled around BRL 25 million in the year.

Cloud Data Center: Drivers and Benefits

Scalability

Cloud providers offer the ability to scale resources up or down according to demand, allowing our organization to easily scale operations as needed, without the costs associated with purchasing additional hardware.

Agility and Flexibility

The cloud provides speed in resource implementations, which reduces adaptation times and brings agility to meet business demands.

Safety

Leading cloud providers invest heavily in physical and cybersecurity measures, providing an additional layer of protection to cloud-hosted data and applications.

Resiliency and Redundancy

Infrastructure with less probability of interruptions, which ensures greater availability of services.

Focus on the core business

By transferring responsibility for the IT infrastructure to a cloud provider, we can focus our resources and efforts on innovation projects focused on the Group's core products and services.

Sustainability

By transferring the datacenter to the cloud, we gained in electricity savings at the Head Office, which, added to the transfers of operations to Jarinu CD, reached 16.67% savings.

Digital Transition and Operational Efficiency Projects

GED Fluig - People and Management

Implementation of electronic management of HR documents, replacing physical files and manual filing of employee documentation.

New Checklist - Easy Checklist

Implementation of checklist software for logistics operations, replacing manual forms and paper.

Implementation of TAE Electronic Signature

After the generation of employee files, such as vacation and others, the documents generated in the ERP used for payroll are automatically sent for approval and electronic signature through TAE. Without the need for physical signatures of employees, the process becomes 100% digital.

Contract and Process Management (Legal)

Implementation of legal controls in a centralized way, in sharepoint and PowerBI platforms, replacing several Excel spreadsheets.

Automatic NFe Receipt (Totvs)

Automatic entry of invoices, without the need for physical Danfe and team typing.

Implementation of the Integrum Formulation Software for Human Nutrition/NUTROR®

Project that aims to replace several Excel spreadsheets, bringing centralization and security of information.

Logistics Freight in Installments

Installment payment of logistics freight, allowing tying with the delivery of the cargo.

Chemical Operations Manufacturing Module (Totys)

Automatic calculations of raw material/ingredient and production purchasing needs.

Quality Control (Totvs)

Measurement of supplier efficiency and storage of quality control results in a system.

Migration of databases from GFE (DB Progress) to SQL

Increased performance in the search for carriers, prices in the quotation of sales orders.

Issuance of NFS-e Totvs/Neogrid in Jarinu CD

Automatic integration of service billing with the city of Jarinu.

Logistic Cube (BI)

Action of data indicators from a single data source, eliminating the need for multiple reports.

Neolog Totvs Logistics Cockpit (Cachoeirinha Branch)

Routing of the cargo invoiced from the Cachoeirinha branch.

AIRGO Tag

New model of business cards of the Distribution and Animal Nutrition and Health teams to share contact information, by approaching on the cell phone or sending the link, replacing the use of printed cards.



≡ MCassab

Vision of the Future

For 2024, our evolution points to products that help reduce the use of growth enhancers in animal production, in the area of **Animal Nutrition and Health**. Our aspiration is to double the operation in 4 years, expanding our product mix and our performance in the market.

In **Consumption**, our expansion in the Mcassab Toys retail line will continue to accelerate in 2024, with the forecast of opening operations in new squares, bringing us even closer to our fans and lovers of the LEGO® brand. New stores, owned by and franchises of the Spicy brand are also mapped.

In the **Fish** Business, we will invest in automation and process improvement, in addition to a careful look at the social and environmental impacts of the business. With excellent expectations in demanding international markets in sustainable fish production, standards that Fider meets with great competitive advantage.

In 2023, we started the implementation of a new business area, which will bring gains in the coming years, to explore the full potential of serving new markets in the **Distribution** Business. The integration of technology to automate processes and improve the analysis and management of data and information also continues to be an important lever for business.



with a strategy that integrates

expansion and consolidation

of the business, we have planted good results for all areas of the MCassab Group.

We are building a sustainable future

> with solid and diversified growth.

MCassab (1)



1. ABOUT THE REPORT 2. MESSAGE FROM THE BOARD OF DIRECTORS



SUSTAINABILITY STRATEGY

(GRI 3-3)

We care about the place we live in, we take care of people and natural resources. Our guideline, which governs our vision of sustainability, is to ensure the perpetuity of business, promoting value to all partners with whom we relate, protecting the planet, and stimulating the potential of the people with whom we live. We want to undertake and contribute to building a better world for all!



ESG

Platform

Management

The CAD, the Group's largest governance body, plays a role in overseeing and directing sustainability policies, ensuring that they are integrated into the Group's strategic and operational purposes. It is from the organization's top leadership and the support of governance mechanisms, which regulate or guide decision-making, that sustainability goes beyond the limits of the document and is incorporated into the company's culture. (GRI 2-14)

The Sustainability Committee works in the development, implementation and monitoring of sustainable initiatives, ensuring that the sustainability strategy and reporting accurately reflect the company's efforts and commitments.



Materiality matrix

Defines the relevant sustainability topics.

Sustainability policy

Declares our commitments on the topics considered material for operations.

Sustainability strategy

Establishes where we want to go and the generation of value.

Sustainability plan

Structures the initiatives with the actions, goals and representatives.

Sustainability Report

accounts and provides transparency to our ESG management.

Our sustainability strategy is structured in three main dimensions: environmental, social and governance, covering material aspects that represent relevant impacts of our business, including 10 macro initiatives that guide our progress in the ESG agenda, through our Sustainability Plan.



S

'SOCIA!

Sustainability

Strategy

Initiative

Initiative

≡∷ MCassab **Ø**

- Reduce the environmental impact of operations.
- Intensify eco-efficiency actions.
- Develop innovations in sustainable solutions

Contribution to SDGs*











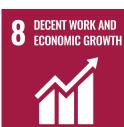
G-GOVEKROSO

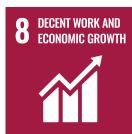
• To give visibility to the company's good sustainability practices.

Initiative

- Improve the people management system.
- Strengthen customer relationships.
- Amplify positive impact on the community
- Promote a responsible supply chain

Contrib. to SDGs*





Initiative

Contrib. to SDGs*

- Integrate sustainability into the governance, strategy, culture and management of the business.
- Improve risk management and compliance system.





1. ABOUT THE REPORT

Goal

Developments in 2023

Completion of the ISO 14001 Environmental Management System certification for the Operational Complex, located in Jarinu/SP, by 2025, starting with the survey of environmental aspects and impacts in 2023.

The proposal was validated, the current context was evaluated, and existing practices and opportunities for evolution were pointed out.

Be zero waste landfill in the Fish Business by 2026.

The operation of producing flour and oil, from fish carcasses, continued and, as a result, more than 4 thousand tons of by-products were transformed into flour and oil, strengthening the circularity of our operation. The products generated were sold in the domestic market and exported to the United States and Asia. We started extracting sediments from the bottom of the river, in order to transform it into organomineral fertilizer and achieve a balance between the contribution and the extraction of the phosphorus element from the cultivation environment.

Carry out an inventory of greenhouse gases (GHG) in the Operational Complex, located in Jarinu/SP, by 2024, and of all the group's units by 2025. We carried out our first inventory of Greenhouse Gas emissions and adhered to SENAI's decarbonization program.

Reduce electricity consumption and water consumption per kg of fish slaughtered by 20% in the Fish Business by 2025.

Slaughter volumes in the year were reduced from April 2023 onwards, due to mortality caused by excessive rainfall. As a result, a restructuring was designed to resume volumes and consequent achievement of goals in 2025.



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Goal

Developments in 2023

Seek certification of the ISO 45001 Occupational Health and Safety Management System for the Operational Complex, located in Jarinu/SP, by 2025. The proposal was validated, the current context was evaluated, and existing practices and opportunities for evolution were pointed out.

Increase the amount of training hours per capita by at least 10% in 2023

As a result of the transition of part of the operations to Jarinu CD and the need for greater concentration of efforts in attracting, hiring and integrating talent in a new location, we did not prioritize training, leaving the scope of this linked to the next period. The 10% target will be maintained for 2024

Reduce the frequency rate of health and safety accidents by 5% for operational units in 2024.

In 2023, we integrated accidents without leave and opening of CAT to the indicator. With this expansion of scope, we have increased the number of accidents.

Improve our employee survey engagement/pride of belonging index in the employee survey by 5% in 2024.

We consider that the adaptation process at the new operational complex, located in Jarinu/SP, as well as the changes in labor relations in general, impacted the reduction of 4 points in the result of the climate survey. We are implementing improvements that will be reflected in the 2024 index. 2022 Score = 79 | 2023 Score = 75

Maintain the Distribution, Animal Nutrition and Health, and Fish businesses at the level of excellence in the customer satisfaction survey (NPS>75).

Distribution: NPS 73.7 | Animal Nutrition and Health: NPS 69.6 | Fish: NPS 77.0. We consider that the adaptation process at the new operational complex, located in Jarinu/SP and external market variables impacted the NPS results for the year. We are attentive and pulling continuous improvement actions, which will reflect on the 2024 index.

Expand social actions to at least three more locations where there are facilities in the Distribution and Animal Nutrition and Health Business in 2024.

We have identified civil society organizations in the localities to start partnership negotiations in 2024.



Goal

Increase by 10% the number of employees and leaders to be trained in 2024, in topics related to ethics and integrity

Migrate 100% of the operations from the São Paulo/SP (Distribution and Animal Nutrition and Health Business) and Valinhos/SP (Animal Health) units to the Operational Complex located in Jarinu/SP, in 2023.

Achieve the silver medal on the EcoVadis portal in 2024

Achieve the gold medal on the EcoVadis portal in 2025

Reach 70% of the total supplier base with acceptance of the Code of Conduct for suppliers of the MCassab Group, in the Business of Distribution and Animal Nutrition and Health, by 2025.

Developments in 2023

In 2023, 782 employees were trained, about 43% of our team.

The migration of operations was 100% completed in Valinhos, but partially in São Paulo. Part of the factory approvals have been carried out and we are in the process of finalizing and transferring production.

The goal will be maintained for 2024, aiming at the migration of operations from São Paulo, with the exception of Animal Nutrition, which will occur partially as part of the production will remain in São Paulo to meet the high production demand.

100% carried out.

Goal will be monitored from 2024.

Goal will be monitored from 2024.



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Important advances in the ESG agenda

GRI Content Management

We began restructuring the software to monitor sustainability initiatives and results, with the main purpose of reviewing and adapting our indicators according to the new version of the GRI standard.

Participation in PRODIR

The Prodir Implementation Guide (Responsible Distribution Process) was updated and now includes a chapter on Sustainability. The MCassab Group was invited to participate in the workshop and present our sustainability case, with the participation of 46 companies in the event.

SEDEX

We maintained our presence on the SEDEX platform, a tool that consolidates sustainability practices for supply chain assessment. In addition to the Headquarters and Jarinu CD, in 2023 we included the Fider Pescados unit.

Silver Medal EcoVadis Portal

The portal attests to our social-environmental standards in the areas of activity "Distribution" and "Animal Nutrition and Health". EcoVadis is the world's most trusted provider of business sustainability ratings, with more than 100,000 companies analyzed, in more than 175 countries. In 2023, we reached 69 points, growing 19% compared to 2022, being among the 25% of best-rated companies.

Strengths in the EcoVadis portal

PILLAR/SCORE

Labor Practices and

Human Rights

60 -> 80 points

Good -> Advanced

Environment

50 -> 60 points

Maintained the good level

Ethics

60 -> 70 points

Good -> Advanced

Purchases

30 -> 60 points

Partial -> Good

HIGHLIGHTS

Consolidation of the Labor Practices

and Human Rights Policy

Training on the subject

Goals stated in the 2022 sustainability

report - Social pillar

Implementation of Environmental Policy

Consolidation of procedures in the area (e.g. Waste

management procedure)

Goals declared in the 2022 sustainability report -

Environment Pillar

Implementation of policies in the area of

Information Security

Consolidation of the Anti-Corruption Policy

Training on the subject

Acceptance of the Code of Conduct by 100% of

employees

Membership in the RSPO (Roundtable on

Sustainable Palm Oil), Ecolabel for the use

of palm oil

2023 ecovadis | Sustainability | Rating





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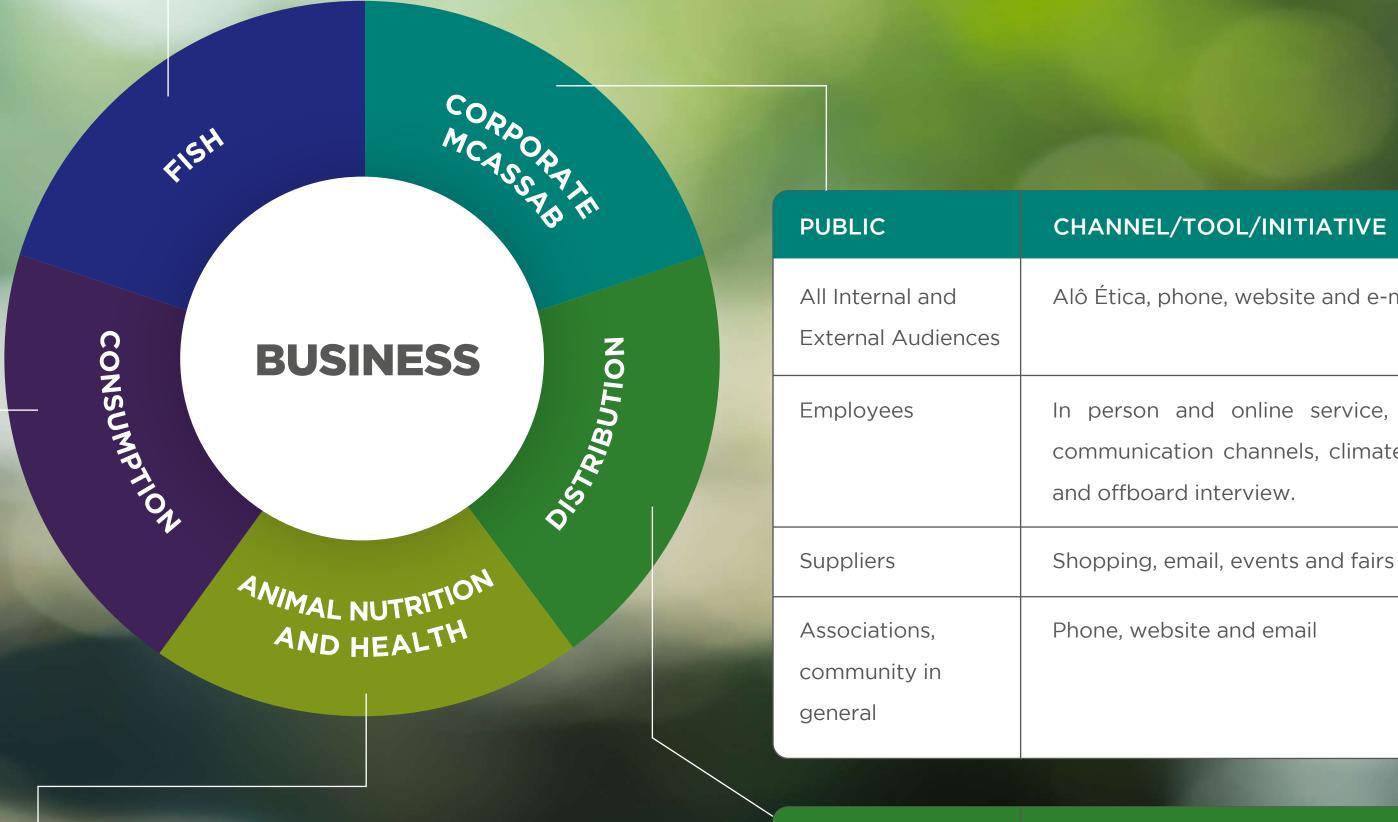
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6. SUSTAINABILITY STRATEGY 2. MESSAGE FROM THE BOARD OF DIRECTORS 1. ABOUT THE REPORT 3.2023 IN HIGHLIGHT 4. ABOUT THE MCASSAB GROUP **5. PERPETUITY OF BUSINESS** 7. PLANET PROTECTION

PUBLIC	CHANNEL/TOOL/INITIATIVE
Customers	Participation in international fairs, tastings at the point of sale, scheduled visits, meetings via online platform, direct marketing to the consumer public to stimulate fish consumption. Satisfaction Survey.
Final Consumer	Customer Service/Ombudsman Channel

PUBLIC	CHANNEL/TOOL/INITIATIVE
Customers	Housewares: fairs, sales team visits, telephone contacts and visits to the showroom in our office. High Appliance: visits to customers and meetings in showroom, website, Instagram, events in person. Wholesale Toys: sales team visits, regional fairs, telephone contacts and showroom visits.
Final Consumer	Spicy/LEGO® Retail: Interaction in physical stores, WhatsApp, SMS, email, social media, telephone service and via chat in after-sales, events.



PUBLIC	CHANNEL/TOOL/INITIATIVE
Customers	Connect platform, satisfaction survey, webinar, social media profiles for specific audiences, Agro2business (internet sales platform).

All Internal and External Audiences	Alô Ética, phone, website and e-mail
Employees	In person and online service, internal communication channels, climate survey and offboard interview.
Suppliers	Shopping, email, events and fairs
Associations, community in general	Phone, website and email

8. PEOPLE'S POTENTIAL

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PUBLIC	CHANNEL/TOOL/INITIATIVE
Customers	Commercial team, in person, telephone or video calls. Trade fairs from different segments and own events with invited customers, in person and online. Satisfaction Survey.

ABRIFAR

Brazilian Association

of Resellers and

Importers of

Pharmaceutical

Ingredient

- ABRIFAR

ablos

Brazilian Association

of Shopping

Shopkeepers - Ablos

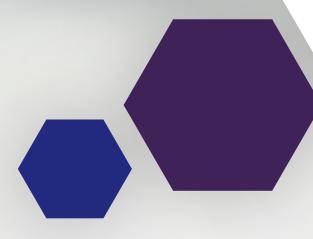
Participation in society

(GRI 2-28)

We participate in associations and entities that represent the areas of activity of our business, aiming to contribute to the development of the sectors of activity of which we are part.



Brazilian Association of
Chemical and Petrochemical
Distributors ASSOCIQUIM/SINCOQUIM





Brazilian Food Industry Association



Brazilian Association of the Pet Products Industry - ABINPET



São Paulo Association of Pig Breeders - APCS



Brazilian College of Animal Nutrition -CBNA

abiad/

Brazilian Association of the Food Industry for Special Purposes and Congeners - ABIAD



Brazilian Association of Mineral Supplements Industries - ASBRAM



Federation of Industries of the State of São Paulo -FIESP

PEIXE BR

Brazilian
Association of
Fish Farming Peixe BR



National Union of the Industry of Animal Health Products - SINDAN



Pharmaceutical
Products Industry
Union SINDUSFARMA



National Union of the Animal Feed Industry -SINDIRAÇÕES



Brazilian Cosmetology Association -ABC





Petrochemical and
Chemical Association
- Apla







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ENVIRONMENTAL MANAGEMENT



Area

Environmental Management System





In 2023, we structured the Environment area, linked to the Regulatory Quality area, in order to make the group's environmental management process more robust. The area is responsible for the management of environmental indicators, survey of environmental aspects and impacts, response to customer questionnaires and management of legal requirements related to the topic.

We have adopted an environmental management system that aims at legal compliance and establishes good practices to ensure the development of responsible businesses that respect the environment. We have an Environmental policy, which guides our practices based on 3 basic principles:

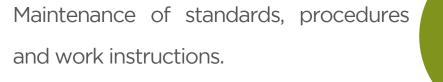
Reduce the consumption of materials, energy and water through the continuous improvement of production processes and measures that promote efficiency in the use of natural resources in our operations.

Reduce environmental impact by complying with legal aspects.

Preserve protected habitats and biodiversity in the vicinity of our operations.

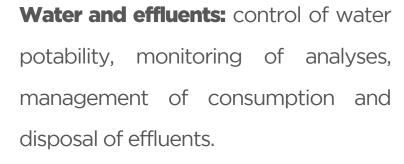
We established the Environment Committee, with an initial focus on the Jarinu CD, which concentrates a significant part of our operations and represents 43% of the MCassab Group's gross revenue. The committee works with the company's processes, supporting and encouraging actions that reflect the best use of natural resources and reduction of environmental impacts. In 2023, the main topics addressed by the committee were waste, water, and effluents management, in addition to the creation and restructuring of a series of internal processes.

For 2024, the Committee will work on the engagement and literacy of employees on environmental agendas and on the impacts of their activities. The Committee, made up of representatives from various areas, will also be instrumental in conducting all the necessary implementations to obtain ISO 14.001 certification, scheduled for 2025.





Energy: control of electricity consumption for the creation of action plans aimed at reducing consumption.



requirements (Cadri, characterization, MTR), approval and monitoring of providers, waste processing programs.



Environmental occurrences and non-compliances:

Registration of environmental occurrences, survey of deviations, Non-Compliances (NC) of audits and corrective action plans.

Atmospheric emissions:

GHG inventory and technical monitoring of SESMT [Specialized Services in Occupational Health and Safety] reports involving our operations.

Clients:

Social-environmental questionnaires, service of portals with environmental aspects and contribution to relevant topics of this pillar.

Training and communication:

Training of employees on topics related to the environment and internal communication and expanding our dissemination to stakeholders.



Waste management is conducted through the Solid Waste Management Program (PGRS) in each branch of the MCassab Group, aiming at its monitoring. The program is communicated to all employees, whether in integration or in periodic training throughout the year, keeping the topic always active in the company's culture.

In 2023, we improved the management of our waste, with greater traceability of the volumes generated, with better-established disposal procedures, in addition to training and improvements in structure, such as the installation of new collectors.

The waste is sent for final disposal through third-party companies. Class I (hazardous) items are disposed of in accordance with applicable legislation, such as Law No. 12,305, of August 2, 2010 - National Solid Waste Policy, and following the classification established by ABNT NBR 10004 - Solid Waste - Classification.

Partner companies go through a rigorous approval process. Legal documents, certifications and criteria related to quality, environment, health, safety and social responsibility are evaluated, seeking to ensure that partner companies are in compliance with applicable regulations and have the necessary standards to carry out the transport and final disposal of waste in a safe and responsible manner.

Waste generated (tons)

(GRI 306-3)

	2022	2023	2022 x 2023
Non-Hazardous	2163.40	1888.13	-13%
Hazardous	135.48	406.51*	200%
Total	2298.88	2294.64	-0.2%

*The increase in the amount of hazardous waste (200%) was due to the increase in operational processes at the Jarinu CD, in which the activities are added to those of the other branches, directly influencing the volume of waste. We also carried out a waste characterization process, reclassifying some non-hazardous waste as hazardous.

Types of waste generated** (tons)

(GRI 306-3)

	2022	2023	2022 x 2023
Cardboard	21.11	57.02	170%
Plastic	20.39	47.42	133%
Bag***	-	5.85	-
Pallet	62.7	81.75	30%
Iron	-	1.27	-
Total	104.5	193.30	85%

^{**}Data only includes waste generated at the Jarinu CD, which has significant representation in the business.

^{***} Bag: polypropylene bags, used for waste storage.

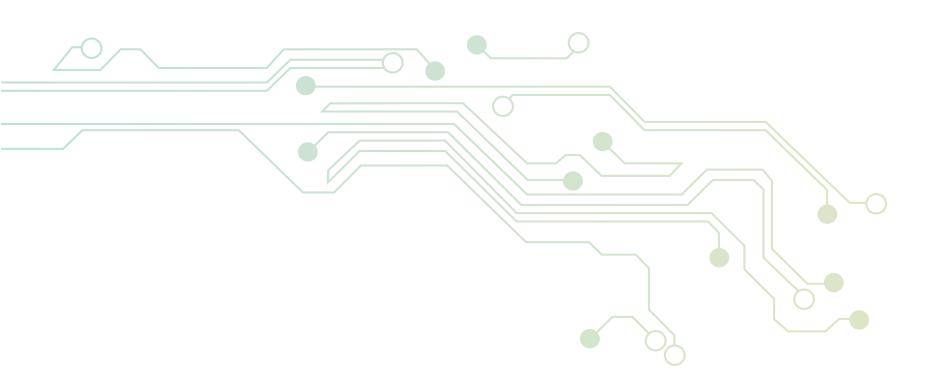


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Waste not destined for final disposal

Disposal of waste (GRI 306-4, 306-		2022	2023	2022 x 2023
Non-Hazardous	Recycling	322.16	637.37	295%
	Landfill	-	870.079	-
Hazardous	Co-processing	-	196.521	-
	Blending for co-processing	-	1.24	-
	Incineration	-	26.134	-
Non-Hazardous	Composting	-	158.34	-
	Recycling	-	479.02	-
	Energy recovery	-	7.51	-

*100% of the waste was disposed of outside the organization, there was no waste disposal within the Group's operations.







Reverse logistics in Jarinu CD

At the Operational Complex of the MCassab Group, located in Jarinu/SP, we have implemented the reverse logistics of IBCs (Intermediate Containers for Bulk Products), to store and transport various products, such as liquids and granules. The project was implemented in partnership with suppliers, with the aim of reducing waste generation.



The initiative allowed 5,987 IBCs to be returned and reused, rather than being discarded after use. In this way, we contribute to the reduction of environmental impact, promoting the saving of resources and avoiding the accumulation of unnecessary waste. This initiative demonstrates our commitment to sustainability and responsible management of natural resources.



In 2023, approximately

4 thousand tons,

of what would be waste were reintegrated as raw material into the production cycle, destined for the manufacture of flour and oil.



Through a partnership with the Brazilian Association for the Recycling of Electronics and Home Appliances - Abree, the Consumer area promoted the correct environmental disposal and reverse

logistics of electronics and appliances, in accordance with Federal Decree 10,240/20, which divides the responsibility for the product's life cycle between manufacturers, importers, distributors, and traders.

Abree facilitates access to receiving points closer to the consumer, through the zip code, and abree provides the complete list of products that can be discarded. In 2023, we offset 15.8 tons, which

represents 6% of the mass volume of imported electronics based on the 2018 calculation base.



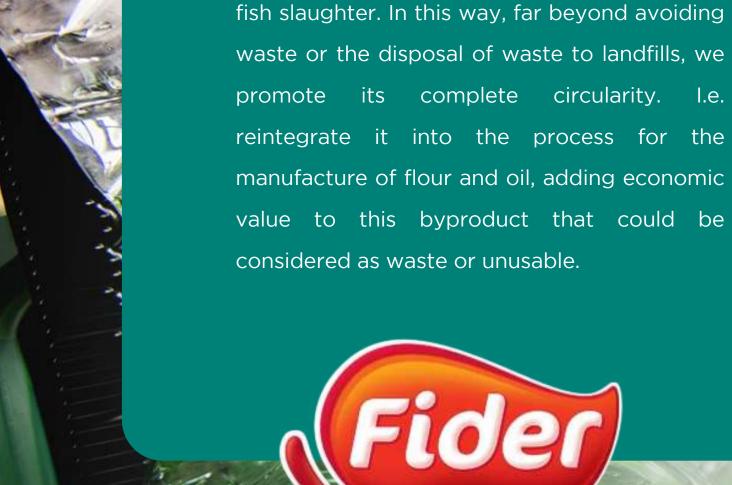
EuReciclo

To reduce the impacts of the operation, we offset 31 tons of waste generated by eureciclo the Fish and Animal Nutrition & Health

units in 2023. The compensation process, carried out in partnership with EuReciclo, guarantees the compensation of packaging distributed on the national market through the recycling of the same types of materials in the same regions where they were destined and in all national states. The initiative also strengthens the entire recycling chain in the country. The offset volume represents 100% of the packaging waste generated and commercialized.

Product Expiration Management

We maintain a continuous monitoring of the validity of all products in stock, to avoid waste generation and consequent disposal of expired items. The follow-up allows us to draw up commercial strategies, with discounts and special offers, and in this way we favor the responsible use of all the natural resources already used in these products.



Circularity at Fider

At the Fish Business, Fider, in our flour and oil

factory, the raw material used in manufacturing

comes from the recycling of waste generated

in the unit itself, derived from the cultivation of



0



Water is collected in MCassab Group through the public supply network or artesian wells, including the Jarinu CD and the Fish Business. The Campo Grande unit uses a semi-artesian well to meet its water demands. In our production processes, water is the natural resource without intensive use, being used in the cleaning of Human Nutrition/NUTROR® production lines and in the Fish Business, as well as changing rooms and general consumption, such as bathrooms and restaurants.

We have a dedicated team responsible for collecting data monthly, ensuring close control over the volume of water harvested. In 2023, we totaled 1.5K megaliters of water collected, reflecting a decrease of 12% compared to 2022. This reduction is the result of the optimization of processes, which aim to reduce the use of this natural resource.

Water Harvesting*

(GRI 303-3)

(Water Harvested (megaliters)



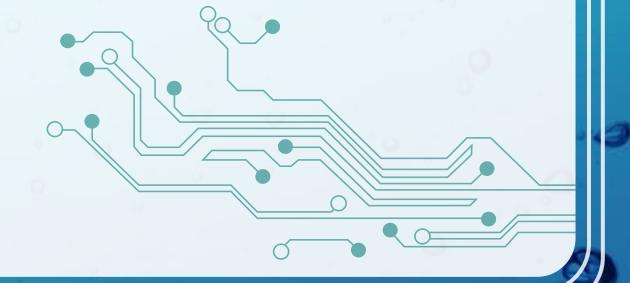
*There is no water harvesting in areas of water stress. The Indicator does not include the Jaboatão unit, in the Distribution area, and stores and administrative building in the Consumption division.

Water consumption*

(GRI 303-5)

Water consumed (megaliters)





SUSTAINABILITY REPORT

Use of water in the blank room

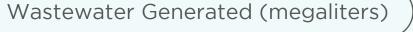
In the fractionation processes in the Blank Room, installed in the Jarinu DC, we use demineralized water as an input for various productions, such as 30% sodium benzoate and 40% sodium nitrite solutions. This water undergoes a rigorous purification process, where dissolved salts, impurities and contaminants are removed.

The demineralized water is obtained by means of sophisticated reverse osmosis equipment. During this process, about a third of the water initially used is disposed of as saline solution, called tailings water, which is subjected to additional treatment.

Effluents Management (GRI 303-2)

In the effluent's management, the main sources of discharge are restaurants, restrooms, washing production lines and facilities. In all areas, we follow protocols to ensure that liquids discharged into the public network comply with the physical-chemical specifications required by legislation. In the Fish Business in Rifaina and in the Animal Nutrition and Health Business in Campo Grande, we have adopted septic tanks and Wastewater Treatment Plants.

Water discharge* (GRI 303-4)





*100% of the water is returned to areas without water stress. The Indicator does not include the Jaboatão unit, the Distribution Business, and the stores and administrative building of the Consumption Business.

Effluents management in Jarinu CD

All areas that generate industrial effluents are equipped with containment boxes or tanks for temporary storage of waste, in order to prevent leaks into common areas of the condominium. We continuously monitor these systems and request collection from a specialized third-party company, ensuring proper treatment and final disposal, as required by current legislation.

Also in Jarinu CD, we implemented a rainwater storage system in the containment area during rainy periods. For the disposal of this water in a water body, a laboratory analysis is carried out. This procedure ensures that the parameters are in compliance with current legislation. After the analysis, the disposal is carried out properly and responsibly.

Effluents and sediment residues turned into fertilizer

In 2023, we also advanced in the effluents treatment system and sediment capture in the Fish Business, with the generation of high-quality fertilizers. The tests are being carried out in partnership with a specialized company and applied to coffee plantations. The initiative is expected to bring greater results in 2024.

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EMISSIONS AND ENERGY



We are aware of global climate challenges and understand our responsibility for the environmental impacts of our operations. In 2023, we carried out our first inventory of greenhouse gas (GHG) emissions for the Jarinu CD, considering scopes 1 and 2, following the standards established by the Brazilian GHG Protocol Program.

Scope 1 encompasses gas emissions from combustion from mobile and stationary sources and fugitive emissions, and scope 2 includes indirect emissions derived from electricity purchased for the company's use. The mapping, based on the operations of this unit, will serve as a model for replication and analysis in all other units of the Group in the coming years.

Emissions of polluting gases (GRI 305-1, 305-2)

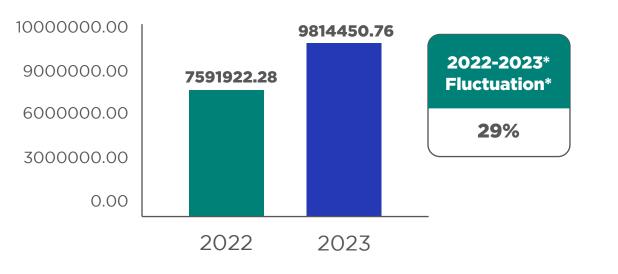
GHG emissions in metric tons of CO2 equivalent	2023
Scope 1 (ton)	635.60
Scope 2 (ton)	137.52
Total Scopes 1 and 2	773.12

In scope 2, which includes energy, 100% of the sources used are renewable, such as wind, photovoltaic, biomass and SHP (Small Hydroelectric Power Plants). All scope 2 emissions are offset with the partner energy supply company.

The energy used in the Group's units comes 100% from renewable sources. For the Head Office units, Jarinu CD and Rifaina, the energy consumed comes from generation by special energy sources encouraged by the government, such as wind, solar, biomass, SHP and CGH [Hydroelectric Power Plant], with ZERO CARBON emissions into the atmosphere. The initiative reduced emissions by 350 tons of CO2, contributing to the equivalent of 2,451 trees planted.

Energy consumption (GRI 302-1)

Consumption of purchased electricity (Kwh)





*The 29% growth in energy consumption is due to the increase in operational processes, with the Jarinu CD unit added to the Head Office operation, in addition to the inclusion of the Itajaí unit, not reported in the 2022 Report.

** The Indicator does not include the Jaboatão unit, in the Distribution Business, and stores and administrative building in the Consumption Business.

SENAI's Decarbonization Program

In 2023, we joined the Decarbonization Program launched by Senai [National Industrial Training Service] in partnership with Fiesp [Federation of Industries of the State of São Paulo]. The project aims to mitigate process emissions and develop solutions for the entire industrial sector. The study will provide a view of the impacts and sectoral action plans. The initiative began in 2023, with meetings to confirm the adherence and determination of the participants. The next steps will be the collection, consolidation and accounting of data.

Carbon Neutral Convention

Seeking to integrate the vision of sustainability in different areas of the business, we applied an analysis of emissions generated at our sales convention of the Animal Nutrition and Health Business, for the second consecutive year. The event inventory considered scopes 1, 2 and 3 according to the GHG Protocol standard. The 8.70 tons of CO2 accounted for will be offset with reforestation initiatives, more specifically with the planting of native tree seedlings from the Atlantic Forest in a Forest Recovery area in Nazaré Paulista. In addition to planting, some employees will have the opportunity to visit Planta Feliz, a social-environmental impact business focused on organic fertilizer.



The theme of biodiversity is especially connected to our Fish Business, located in a rural area in the city of Rifaina, in the interior of São Paulo, on the banks of the Jaguará Dam, composed of a Permanent Preservation Area of 22.6 thousand m². (GRI 304-1)



Species such as the giant anteater, Galician parrot and grey-necked wood rail are some examples of animals that inhabit this area, with about 133 species of mammals, reptiles and birds. With the mapping of the fauna, we carry out several initiatives for preservation, such as the installation of fauna transposers, connecting the forest massifs, to facilitate the movement of animals over the land roads.

We also adopt operational procedures for interaction with wild animals, in order to regulate the processes related to the capture or scaring away of species at the company's facilities, in addition to collaborating with rescue actions.

IUCN Red List Species (GRI 304-4)	2022	2023
Critically Endangered	0	0
Endangered	1	1
Vulnerable	1	1
Near Endangered	2	2
Total species on the conservation list	127	127

Total species on the conservation list

At Fider, we comply with the rules for maintaining Permanent Preservation Areas determined by law, and we have gone further. We expanded the permanent preservation area of the tilapia production property by 6 thousand m² with the planting of 15,000 native trees.

The initiative focuses on protecting the soil and banks of the Jaguara dam, in Rifaina, avoiding negative transformations in the beds and ensuring the supply of groundwater and the preservation of aquatic life, in addition to water quality.







Best Aquaculture Practices (BAP) Seafood Processing Standard Certification

An important milestone in 2023 was the renewal of the *Best Aquaculture Practices (BAP)*Seafood Processing Standard Certification, one of the most rigorous in the world with a focus on sustainable and responsible production, becoming the only tilapia farming farm in Brazil with this recognition. The quality program focuses on improving all aspects necessary to conduct operations in a responsible and sustainable manner.

The certification also brought improvements and reinforced our choices in internal processes aimed at quality and sustainability, such as periodic analyses of the water quality of the crop, the non-use of antibiotics, the preparation of environmental reports and understanding of the fauna and flora of the region and the qualification of suppliers. The seal is an important validation of food qualification and safety for consumers.



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Aquaculture Stewardship Council (ASC) Certification

In 2023, we maintained one of the world's most important certifications for aquaculture, the Aquaculture Stewardship Council (ASC). Achieved in 2022, the certification is granted to environmentally and socially responsible fish farms.



The seal recognizes initiatives to minimize impacts on the local ecosystem. We act to protect the river basin in which we are present, with reliable measures to avoid lethal incidents with endangered species, in addition to minimizing fish escapes from tanks and the use of recapture devices.



With careful water analysis, it was attested that the quality of the water is not affected by our operation.



Minimizing possible health outbreaks through the supervision of veterinary professionals, a biosafety plan and a ban on the use of drug products before the diagnosis of the disease.



OF DIRECTORS



We seek to provide our employees with a work environment with opportunities for professional and personal growth and respect for individual freedom. In 2023, we invested BRL 26 million in benefits such as medical care, private pension, and flexible benefits. We also allocated BRL 95 thousand in the management of Health and Occupational Medicine and system improvements for E-Social service, in addition to BRL 99 thousand in improvements to structures and in the people management system, which bring benefits to the area and to the employee's experience:



Highlights in people management improvements



Improvement in the interface of the admission process, both for the employee and for the HR team.



Integration of the ERP, management system, with the electronic signature platform.



Indicators and data through Power BI, for better analysis and decision-making.



Revitalization of the Occupational Health and Safety module in the system, bringing new features that reduce the operational work of the team to manage documents and routines in the area via the system.



Great Place To Work

For the second year in a row, we are Great Place To Work, an achievement that reflects how hard we work alongside our employees to build a welcoming and inclusive environment.

In 2023, we achieved 75 points in the survey, which reinforced 2 fundamental aspects:

1 Pride and Environment

We are recognized by employees as a good company to work for. The vast majority consider the environment receptive and welcoming, want to stay in the company with development opportunities as a motivator, and are proud to belong to and work in the Group.

2. Benefits, Recognition, Feedbacks and Leadership

These are points that the survey highlights as the main opportunities for evolution. This is an important input to outline routes and action plans for improvements.



In 2023, we ended the year with 1.8K employees, most of whom had a permanent contract and 100% were full-time. We had a 65% growth in the number of temporary employees. The variation is due to the transfer of operations to Jarinu CD and the creation of 2 shifts, a movement that required employees from support areas such as Logistics. At the Fish Business, due to the investment in improvements in automation processes, there was a decrease in the demand for labor.

In the year, we recorded 26% turnover, considering the Businesses of Animal Nutrition and Health, Distribution, Fish and Corporate (does not include the Consumption Business). Turnover is a reflection of several factors, such as:



Profile of the new generation, which tends to have a shorter professional trajectory within companies.



Transition to the Jarinu CD, since we are in the adaptation phase, which impacts the stabilization of the teams.



Heating up in the labor market, with the post-pandemic recovery and the increase in supply in the labor market.

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		2022			2022		
	Men	Women	Total	Men	Women	Total	x 2023
Distribution	108	141	249	156	159	315	27%
Animal Nutrition and Health	258	56	314	308	48	356	13%
Corporate	309	193	502	193	175	368	-27%
Consumption	210	253	463	205	224	429	-7%
Fish	237	273	510	171	193	364	-29%
TOTAL	1122	916	2038	1033	799	1832	-10%

Employees by type of contract* and gender (GRI 2-7)

		2022			2022		
	Man	Woman Total		Man	Man Woman		x 2023
Total Employees	1121	917	2038	1033	799	1832	-10%
Permanents	1028	917	1945	887	790	1677	-14%
Temporary	93	0	93	146	9	155	67%
Full-time	1121	917	2038	1033	799	1832	-10%

Employees by type of contract* and region (GRI 2-7)

	2023										
Northeast	Midwest	Southeast South To		Total	x 2023						
72	68	1602	90	1832	-6%						
72	55	1467	83	1677	-10%						
-	13	135	7	155	85%						
72	68	1.602	90	1832	-6%						

*In 2022, employees with no guaranteed workload and part-time work were not registered. Note:

Apprentices and interns were not reported, they will be considered from the next report. Except for the Consumption Business, which includes trainees and interns.

Diversity in governance bodies and employees* (GRI 405-1)

		2	2022		2023						
	Total	Men		en Women		Total	Men		Women		
Senior Management	13	10	77%	3	23%	13	10	77%	3	23%	
Executive Leadership	82	44	54%	38	46%	92	40	46%	52	54%	
Administrative	792	346	44%	446	56%	727	300	41%	427	59%	
Operational	1151	723	63%	428	37%	1000	683	68%	317	32%	
Total Employees	2038	1123	55%	915	45%	1832	1033	56%	799	44%	

			2	2022				2023								
	Total	_	Up to 30 years					+ 50 years		Total	Up to 30 years		30 to 50 years		+ 50 years	
Senior Management	13	1	8%	4	31%	8	62%	6	1	17%	4	67%	1	17%		
Executive Leadership	82	5	6%	65	79%	12	15%	99	7	7%	80	81%	12	12%		
Administrative	792	300	38%	440	56%	52	7%	727	247	34%	429	59%	51	7%		
Operational	1151	511	44%	554	48%	86	7%	1000	429	43%	494	49%	77	8%		
Total Employees	2038	817	40%	1063	52%	158	8%	1832	684	37%	1007	55%	141	8%		

		2022								2023					
	Total	_	p to 30 to years					Total	Up to 30 years		30 to 50 years		+ 50 years		
Senior Management	o	-	-	-	-	-	-	0	-	-	-	-	-	-	
Executive Leadership	5	-	0%	5	100%	_	0%	0	-		_		-	-	
Administrative	178	94	53%	81	46%	3	2%	124	60	48%	62	50%	2	2%	
Operational	325	175	54%	140	43%	10	3%	267	133	50%	123	46%	11	4%	
Total Employees	508	269	53%	226	44%	13	3%	391	193	49%	185	47%	13	3%	

^{*} Diversity data on governance bodies and employees does not include the Consumption Business

Diversity among NEW employees (GRI 405-1)

		2	2022		2023						
	Total	Men		n Women		Total	Total Men		Women		
Senior Management	0	0	-	0	-	0	0	-	0	-	
Executive Leadership	5	4	80%	1	20%	0	0	-	0	-	
Administrative	178	65	37%	113	63%	124	40	32%	84	68%	
Operational	325	238	73%	87	27%	267	235	88%	32	12%	
Total Employees	508	307	60%	201	40%	391	275	70%	116	30%	

Employees covered by collective bargaining* (GRI 2-30)

	2022	2023
Total Employees	2038	1832
Number of employees covered by collective bargaining agreements	1887	1674
% employees covered by collective agreement	93%	91%

^{*} Employees not covered by collective bargaining: Interns, temporary, legal entity contracts

Third-party employees* (GRI 2-8)

	2022	2023	2022 x 2023
Total	108	144	33%

* Number of workers who are not employed and whose work is controlled by the organization. The variation between the years is due to the expansion of third-party control in addition to the increase in employees due to work demands, common especially in the month of December.



Team Development

(GRI 404-2)



Leadership

In 2023 we carried out two initiatives focused on the development of our leaders:

Culture Meeting

A meeting to share with the leadership the update of the principles of the MCassab Group and guide them on how to foster the principles with their teams.

Strategic Deployment Meeting

With the purpose of training leadership in tools and concepts related to strategic planning, supporting the first level of leadership in strategic planning for the year 2024.

	Participants	Workload
Culture Workshop - Leadership	102	102
Strategy for Top Management	50	150



Distance learning platform that allows employees to develop technical and behavioral skills. In 2023, the focus was on the development of technical skills, related to processes in the areas.







Educational Tracks:

- > Distribution Sales Academy
- NSA Sales Academy
- Agribusiness
- > Foreign Trade | Comex
- > People & Management
- > Integration & Culture

- > Leadership
- **)** Logistics
- > Podcast Minuto com o negócio
- Podcast Fala Aí Distribuição
- > Systems
- Soft Skills You Learn, You Grow
- NUTROR® University

Talent Assessment

Program that aims to develop employees considered talents, aiming at retention and the next career step. Throughout the program, tests are applied with feedback to develop skills. The second stage of the program has a group development plan, which is prepared based on the opportunities for improvement mapped in the previous phase.

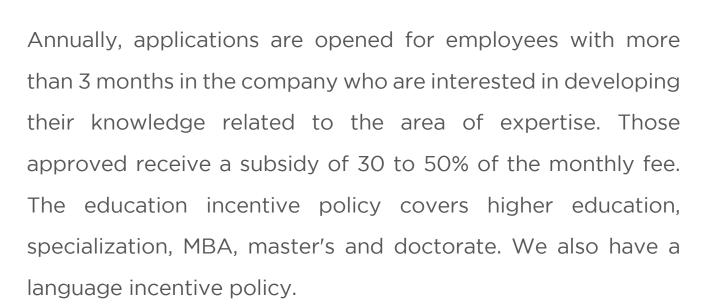


participants in management positions

Sales Academy

Project that takes place with the Distribution and Animal Nutrition & Health Business, aiming at the development of the technical and behavioral skills of the commercial team.

Incentive to education and languages



Coffee and Insights

Workshops/lectures that take place throughout the year, with different themes, with the aim of updating and bringing new knowledge to employees.

Cycle of People

Performance evaluation process based on organizational competencies, which aims to support employee development.

2023

% Employees who received performance evaluation* (404-3)

	Men	Women	Total	
Senior Management	20%	33%	23%	
Executive Leadership	53%	17%	33%	
Administrative	95%	86%	89%	
Operational	35%	2%	24%	
Total	53%	48%	51%	

Lean Training in Operation

Training to integrate the Lean Manufacturing philosophy, with the application of improvements in tools, practices and projects in the Logistics Operation. The purpose is to strengthen the culture of continuous improvement with appropriate methods and knowledge retention within the company, promoting sustainable growth and alignment with new market demands.







MCassab Multipliers

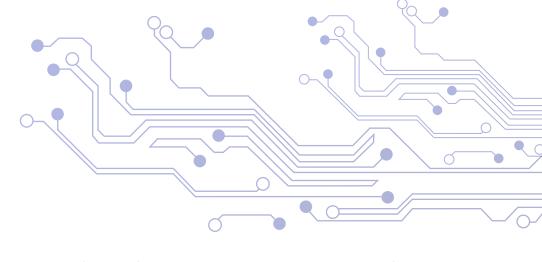
The project aims to train employees of the logistics team to act as multipliers of knowledge and good practices in the area. The project seeks to create a culture of learning and collaboration, strengthening the team and boosting results in the logistics sector.

Average hours of training per year, per employee* (404-1)

Average hours of employee training by gender	2022	2023	2022 x 2023
Men	28.9	12.8	-56%
Women	39	11.2	-71%

Average hours of employee training per functional category	2022	2023	2022 x 2023
Senior Management (Directors and Shareholders)	2.9	1.9	-34%
Executive Leadership (Manager who reports to senior management)	2.9	1.8	-43%
Administrative	80.4	18.8	-77%
Operational	6.2	8.3	33%

	2022	2023	2022 x 2023
Average total hours/employee	33.4	12.1	-64%
Amount invested (BRL) in internal and external training	1127153.00	986096.00	-13%
Total external scholarships awarded to employees (BRL)	BRL 195,307.96	BRL 102,092.02	-48%
Total employees benefited with external scholarships granted to employees	73	48	-34%



*Training and Performance Assessment data does not include the Consumption Business

**The reduction in average hours is due to the transition of part of the operations to Jarinu CD, which required greater concentration of efforts in attracting, hiring and integrating talent in the new location.



Recognition and Appreciation

(GRI 2-19, 2-20)

The compensation policy is reviewed by the people and management area whenever necessary, adjusting the practices to the company's reality and the market. We also integrate research and analysis from contracted consultancies. Executive involvement occurs when there are major changes in strategy or impact on the methodology applied in the daily lives of employees. (GRI 2-20)

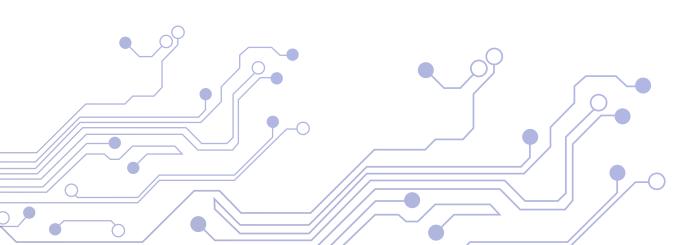
The compensation policy applied to senior management includes: fixed compensation — based on the salary scale and current position and salary policy, considering three premises: internal balance, market situation, and budget balance; variable compensation — with recognition mechanisms depending on the growth of the business and through individual performance indicators. Thus, we foster the Culture of Meritocracy and management by performance in the various businesses. We also adopted the complementary private pension plan for Directors and Managers.

OF DIRECTORS



In 2023, we migrated from consulting to Mercer, a leader in compensation studies. The survey provides us with a database that allows for in-depth comparisons and analyses. Data is the basis for decision-making regarding the strategy of compensation policies, which can impact the attraction and retention of people.

During the year, we conducted a review of Compensations and Benefits, especially for the Jarinu CD team, in order to stabilize the operational team at this time of transition to the new facilities. The compensation of 85 employees was adjusted, representing an average adjustment of 7%. We also increased the value of the Food Voucher by 25% and, at the end of the year, we implemented the award system, with criteria such as attendance, productivity and compliance with our quality requirements.



Mandei Bem Program

The Mandei Bem program is promoted to recognize employees who stand out for making extraordinary deliveries, exercising protagonism in day-to-day activities. The recognition is based on 4 criteria: customer-oriented, attitude, innovation and atmosphere.

5 years of program

18 editions



197 employees enrolled/referred



72 recognized employees



Award Amounts: BRL 200.00 BRL 350.00 or BRL 500.00

2023

5 editions



60 employees enrolled/referred



13 recognized employees



BRL 9.2K invested in the award

Employee well-being



We take care of the well-being of our employees. Having our teams of employees healthy and safe is a fundamental premise for us. Our teams have medical assistance with access to various types of health services that can be extended to dependents. The Jarinu CD has a permanent physical outpatient clinic, with health professionals for emergency care, including ambulance services for medical removals, if necessary.

Throughout the year, we carry out flu vaccination campaigns and lectures on health. We also promote awareness campaigns on various topics, such as Yellow September, which deals with mental illnesses (stress, depression), Pink October campaigns, Blue November campaigns, in addition to Sipat (Internal Week for the Prevention of Occupational Accidents), which has several lectures on health.



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Quick Massage

We implemented the benefit for all employees at the Head Office and Jarinu CD. A quick massage that provides a moment of relaxation and brings physical and mental benefits.

Benefits for pregnant women

In 2023, we inaugurated the breastfeeding room, at the Head Office, in São Paulo. An initiative aimed at ensuring the privacy and comfort of MCassab mothers who breastfeed. We recognize the importance of providing a dedicated space where employees can feel calm and comfortable.

Facilities and benefits for moms

Gestante Program In partnership with the broker It'sSeg, we provide a service channel, via WhatsApp and telephone, with a nurse, to clarify doubts throughout pregnancy.

Extra amount in the monthly food voucher, **VA MBebê** during the gestational period.

Baby Kit A gift, with baby items, to support parents.



Health and Safety

(GRI 403-1, 403-2, 403-3, 403-7, 403-8)

MCassab Group has a Health and Safety Management system that encompasses the Regulatory Standards (NR01/PGR - Risk Management Program) and the PCMSO NR07 Health Management System, aiming at the control of occupational medical examinations of the health of workers, whether they are contracted or outsourced. The system also integrates the Brazilian Legislation, CLT [Brazilian Consolidation of Labor Laws]/Social Security Manual (Unhealthy/Dangerous) and Technical Standards (NBR). One hundred percent of employees are covered by the Health and Safety Management System.

Through the PGR (NR-01) we identify all risks related to our operations. The document is updated every 2 years, however, it may receive periodic adjustments, as new risks or changes are identified. Another important document is the LTCAT - Technical Report on Environmental Working Conditions, which points out harmful agents that workers may be exposed to during their working time. We also consider international standards such as NIOSH for the quantitative evaluation of chemicals and dusts.

Area inspections are carried out weekly, where the health and safety professional aims to identify risk situations, environmental conditions and unsafe acts. Once a risk is identified, the health and safety professional together with the supervisor or manager of the area determines what measures to be applied for correction.



In 2023, we started implementing a robust health and safety management system, which will bring gains for the monitoring and analysis of indicators, concentrated in a single system, also bringing gains for risk control. From continuous monitoring, we act in the mitigation of risks, implementing safety equipment, improvements in processes and facilities, or even training and communications.

Our Cipa (Internal Commission for Accident Prevention) team works to promote safe environments, inspect PPE, collaborate with the preparation of Sipat, participate in monthly meetings and support investigations of occupational accidents. In 2023, we have 52 active accident prevention agents in the Group's units and Head Office.



In 2023, we recorded 71 accidents, 56 of which were typical accidents that occur on the company's premises during the working day, and 15 commuting accidents. Compared to 2022, we grew by 31 accidents, an increase that is due to the integration of accidents without leave and the opening of CAT in the indicator, i.e. we expanded the control and criticality of work accident records in 2023.

For every accident that occurs, investigation reports are generated, aiming to identify the main factors for the cause of the accident and develop corrective actions, whether administrative (training, DSD, guidance) or engineering corrections, such as corrections in equipment, machinery, signaling, collective protection systems, among others.

Work-related Accidents (GRI 403-9, 403-10)

	20	2022		2023	
	Employees	Third-Party**	Employees	Third-Party**	Third-Party Fluctuation**
Number of hours worked	3061507.24	0.00	2883978.92	0.00	0%
Number of mandatory reporting work- related accidents (includes deaths and accidents with serious consequences)	30	0	70	1	100%
Rate of mandatory reporting work-related accidents (includes deaths and accidents with serious consequences)	9.8	0.00	24.3	0.00	0 %
Lost days rate	107	0.00	91	0.00	0%

*There were no records of deaths or serious accidents, leaves due to occupational diseases and deaths resulting from occupational diseases in the last 2 years.

** Workers who are not employees, but whose work and/or workplace is controlled by the organization

Note: The accident rate considers: number of accidents/hours worked * 1,000,000



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Employees are instructed to communicate to their leaders, to the Occupational Health and Safety team or to Cipa all identified risks, incidents and especially accidents, so that we can adopt corrective or preventive measures. In the integration, the new employee accesses important information to adopt safe behavior within the organization

We operate with an annual training program, the PAT. All workers are instructed on the correct use and conservation of PPE (Personal Protective Equipment), training on risk analysis and mitigation, as well as legal training, such as Cipa and NRs (Regulatory Standards) training. We also promote communications, lectures, campaigns to stimulate and strengthen the culture of safety at work.







MCassab Group's value chain is made up of suppliers of indirect materials, e.g. packaging and service providers, and direct suppliers, linked to the business areas that acquire products and raw materials for the operation of the business.

Number of suppliers*	2022	2023	2022 x 2023
Total suppliers	1989	1517	-24%
International Suppliers	1753	1274	-27%
Purchases from national suppliers	88%	84%	-5%

Proportion of expenses with local suppliers* (GRI 204-1)	2022	2023	202 x 202	
Total amount paid to suppliers	BLR 1.397.331.819	BLR 1.079.475.442	-239	
Amount paid to national suppliers	BLR 979.568.093	BLR 777.654.661	-219	
% national purchases	70%	72%	3%	

*We consider local suppliers to be our national partner network. Suppliers of the Consumer Business and logistics services of the MCassab Group are not included in the data presented.





We have established social and environmental standards and measures that ensure the reliability of products, especially those of direct suppliers. Therefore, we work with the formalization of the relationship through contracts and with legal compliance checks in our network of partners.

OF DIRECTORS

Supplier approval and registration process

Prior consultation (CNPJ/CPF [National Register of Legal **Entities/Individual Taxpayer** Registration], Sintegra/e-Social

Supplier **Code of** Conduct

Reputational **Evaluation** (Internal Audit)

Quality Approval

Registration

Automation in the supplier registration

We have implemented new features and updates to the supplier registration system to facilitate and automate the process. The adjustments bring gains in traceability, since it is possible to identify in which area a registration request is stopped, in addition to integration between systems and agility in the process.

New Corporate Purchasing Policy

During the year, we established a multidisciplinary committee with the purpose of defining our consolidated Purchasing Policy for the Group.

The document brings adjustments in the procurement processes in relation to various aspects such as homologation, quality and payment aspects.

We also implemented an auditable process, with files saved on the network, quotes, approvals and orders with traceable history, in addition to the preparation of a manual for suppliers.

Training on the new Purchasing Policy

456 partici pants

Policies launched in 2023



Purchasing Policy



Comex International **Purchasing Policy**



Tax Receipt Policy



Supplier **Approval Policy**



Payments Policy to National Suppliers



NSA Purchasing Procedure





Supplier Code of Conduct

We operate with the Code of Conduct for Suppliers, which aims to establish the guidelines that should guide the relationships and actions of our network of partners. For 2024, every supplier who has a formalized supply contract or agreement and/or with an estimated annual revenue above BRL 10,000.00 (ten thousand reais), will receive the request for acceptance in the Code of Conduct mandatorily. We ended 2023 with 767 suppliers who received the Code of Conduct, of which 336 accepted the document. By 2025, we have set a goal of achieving 70% acceptance of the Code of Conduct for suppliers in the Distribution and Animal Nutrition and Health Businesses.

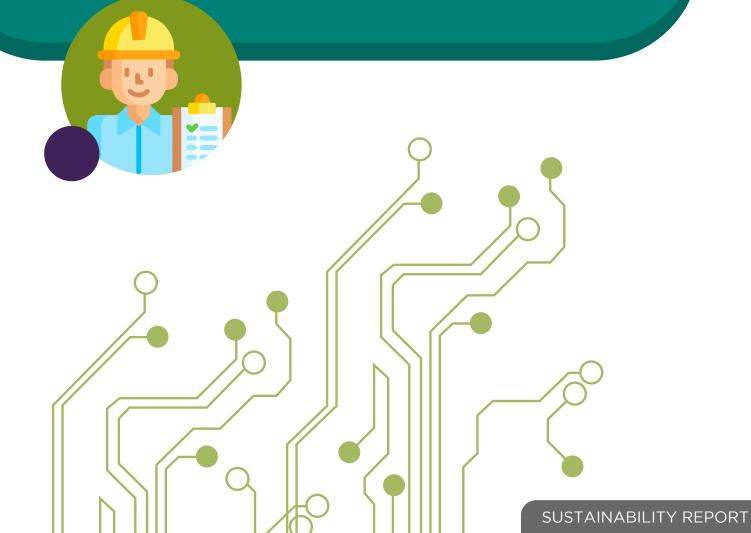
Self-Assessment Questionnaire

The Self-Assessment Questionnaire is another important tool in the approval of our suppliers, in which we map initiatives related to product quality and safety, as well as social-environmental aspects.

The main topics addressed are labor relations, child labor, forced labor, health and safety, compliance with environmental legislation and the social-environmental monitoring of suppliers. In 2023, 100 suppliers of the Distribution Business and 36 service providers and suppliers of indirect materials were approved in social-environmental criteria. (GRI 308-1, 414-1)

All stages and approval documents reinforce values that are non-negotiable for us and that we hope to share with our suppliers. We reserve the right to terminate a business relationship with a supplier whenever there is prejudice to our interests or disregard of legal, tax, environmental and occupational health and safety issues and non-compliance with the Ethical Principles described in the code.

In 2023, no situations of child labor, forced labor, or in which the right to freedom of association and collective bargaining may be at risk were found. Likewise, no negative social and environmental impacts of our supply chain were identified. (GRI 308-2, 407-1, 408-1, 409-1, 414-2)





We are committed to the economic and social development of the communities near our operations. In addition to maintaining an open dialogue and making donations throughout the year, we encourage the participation of our employees in volunteer actions.



Operations with Actions in the Community 2022 2023 Total operations (Group units)* 6 5 Number of operations with actions with the local community 4 4 % operations with actions with the local community 66.7% 80%

*The number of operations considers the 4 units of operation (Distribution, Consumption, Fish, and Animal Nutrition and Health) and the Group's corporate area, covering 100% of our operations. The higher number in 2022 is due to the inclusion of the activities of the Real Estate Investments Business, not reported in 2023.

	2022	2023	2022 x 2023
Amount Invested Own Resources	BRL 367,850.00	BRL 393,600.00	7%
Number of Projects Supported	6	6	0%
Number of People Benefited	610	975	60%
Number of Volunteers	388	520	34%
Number of Hours of Volunteer Work	Approx. 30	Approx. 30	0%
Product Donations	Over 600	Over 600	0%
% of the number of volunteers and participants in relation to the total number of employees in the company	19%	28%	9 p.p.



Vocation Partnership

We work in partnership with the NGO Vocação, a non-profit organization dedicated to the areas of education, culture and citizenship. The Centro de Promoção e Direitos Humanos Frei Tito de Alencar Lima - Cidade Julia Unit, is the focus of the main efforts of this synergy. In this community, the MCassab Group built the organization's headquarters and maintains social programs that serve adolescents and young people.

OF DIRECTORS

We have allocated BRL 393.6K in resources to maintain the activities of the Preparation for Work Program and Crê-ser, conducted by Vocação, with the purpose of promoting the integral development of children and young people between 6 and 18 years old.



Crê-ser Program: its mission was to promote learning and citizenship practices, stimulating vocations of children and adolescents.

Young people impacted

193

Preparation for Work Program:

promoted the integral development of adolescents, with the encouragement of plans and goals for the future. It is based on 3 main axes: self-management, work and culture.

Young people impacted

243

(IOF) aims to bring together young people aged 15 to 18, children of our employees, with professionals from different areas of the MCassab Group. There were 10 meetings, totaling 20 hours, in which guests share their academic background, area of expertise and professional and personal experiences with the purpose of contributing to the development of behavioral skills.

young participants

volunteer educators

Rifaina Community

In 2023, we were present in the community with a focus on promoting environmental education at events of the City Hall of Rifaina. We shared content through newsletters in various regions of the city and in a meeting of Technical Chambers of the Sapucaí Mirim/Grande River Basin Committee.

Young Apprentices trained by IOF

Whenever there are open apprentice vacancies in the company, we seek to give opportunities to young people who participate in the IOF. In the 2023 edition, at the end of the program, an apprentice vacancy arose in HR and the choice was to hire a young woman who had taken the IOF.





Encouraging volunteering



We promote an annual agenda with events, campaigns and fundraisers, in order to encourage volunteering among our employees. We engage our teams from all business through internal communication channels.



Volunteer actions, campaigns, donations	Benefited Institution	Number of People Benefited	Donated Items or Values	Additional Descriptions
Easter Action	Vocation	336	Chocolates	Donation of chocolates by employees to children in need
Winter Clothing Campaign	Vocation	259	Clothes	Donation of winter clothes by employees to the community
Children's Day	Vocation	180	Financial Resource	Financial resources to sponsor breakfast and a recreational day for children in need
Solidary Christmas	Vocation, SESC RPC and Copel	200	General Gifts	Donation of general gifts by employees to the community
Year-end action	Espaço Acolhedor Ailton Batista	13	Meat	Year-end donation: 05 chickens, 11 pieces of rump cap, 11 pieces of top sirloin
Year-end action	Lar dos Velhinhos de Pedregulho	12	Meat	Year-end donation: 10 chickens, 11 pieces of rump cap, 11 pieces of top sirloin
Year-end action	Idol Memorial	25	Meat	Year-end donation: 6 chickens
Lenten lunch	Idol Memorial	50	Meats + Side Dishes	Lenten lunch for 50 people (including the elderly and employees of the place) and 7 MCassab employees participated.
Getting to know MCassab and celebrating World Water Day	Casa da Cultura	34	Lecture	MCassab Group held a lecture, with the theme "Getting to know MCassab and celebrating World Water Day"
Water Week Lecture (MCassab Group Support)	Escola Samaritano (Franca SP)	100	Lecture	MCassab Group supported Environmental Education lectures, with the theme Water Week, lecture given in Franca – SP to students of 5th and 6th grades of Samaritano.
Water Week Lecture (MCassab Group Support)	EMEB Antônio Carlos (Ibiraci - MG)	46	Lecture	MCassab Group supported Environmental Education lectures, with the theme Water Week, lecture given in Ibiraci – MG, with distribution of MCassab folders to 5th grade students of EMEB Antônio Carlos.
Water Week Lecture (MCassab Group Support)	EMEBs Gilberta Vilela Rosa and Lazaro Cassimiro (Restinga - SP)	140	Lecture	MCassab Group supported Environmental Education lectures, with the theme Water Week, lecture given in Restinga - SP. Being held at the EMEBs Gilberta Vilela Rosa and Lazaro Cassimiro, to students in the 4th, 5th and 9th grades.

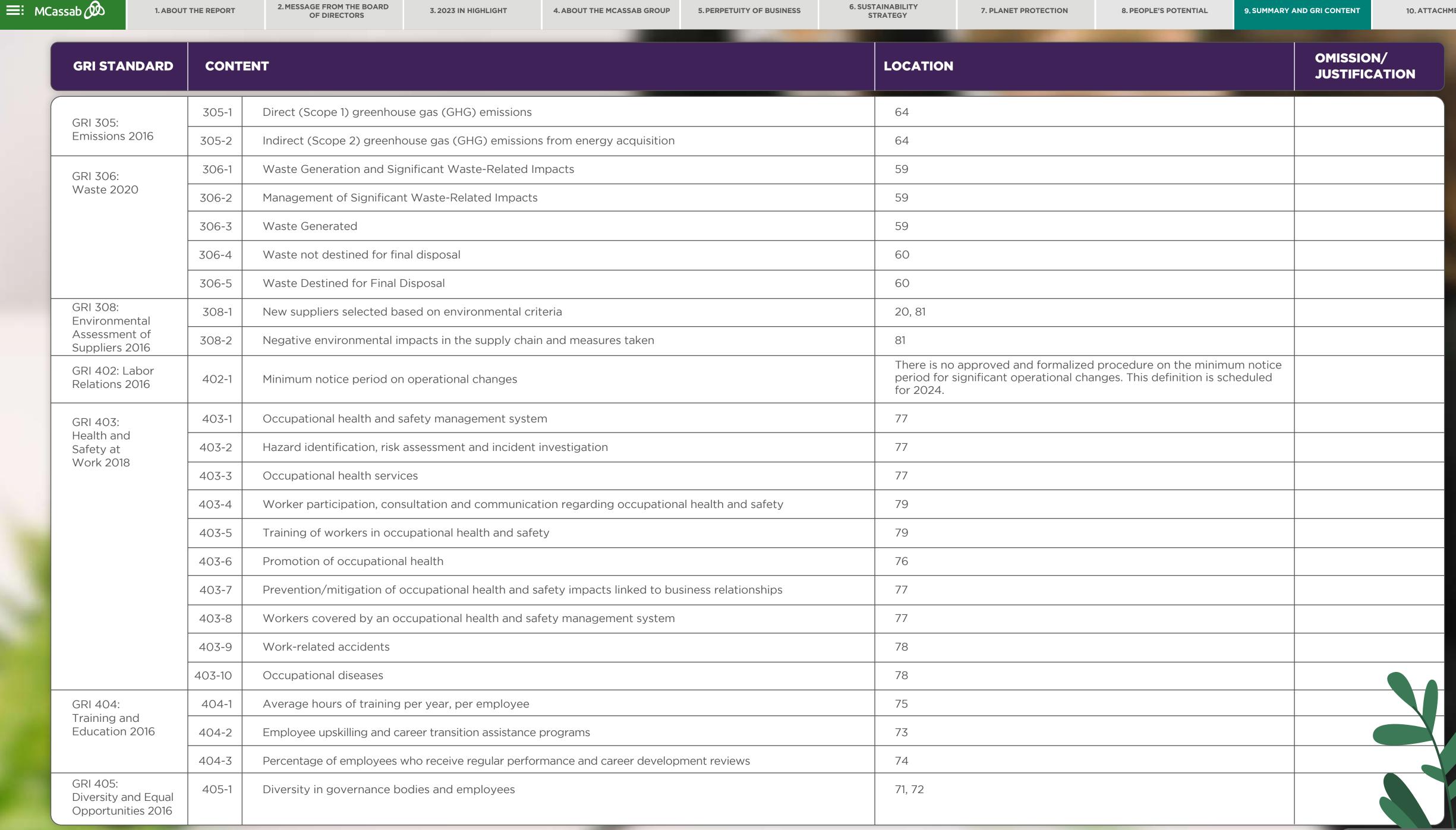




MCassab Group reported based on the GRI Standards for the period from 01/01/2023 to 12/31/2023

GRI STANDARD	CONTI	ENT	LOCATION	OMISSION/ JUSTIFICATION
GRI 2:	2-1	Organization Details	12, 14, 16	
2021 General Contents	2-2	Entities included in the organization's sustainability report	4	
	2-3	Reporting period, frequency, and point of contact	4	
	2-4	Information Restatements	4. In the list of material topics, the following items were added: Waste and GHG Emissions.	
	2-5	External Verification	4	
	2-6	Activities, value chain and other business relationships	16, 21, 24, 28	
	2-7	Employees	71	
	2-8	Workers who are not employees	73	
	2-9	Governance structure and its composition	31, 35, 36	
	2-10	Appointment and selection to the highest governance body	35	
	2-11	Chairman of the highest governance body	35	
	2-12	Role Played by the Highest Governance Body Overseeing Impact Management	35, 37	
	2-13	Delegation of Responsibility for Managing Impacts	37	
	2-14	Role Played by the Highest Governance Body in Sustainability Reporting	47	
	2-15	Conflicts of Interest	35	
	2-16	Communication of Critical Concerns	37	
	2-17	Collective Knowledge of the Highest Governance Body	35	
	2-18	Assessment of the Performance of the Highest Governance Body	35	
	2-19	Compensation policies	75	
	2-20	Process for Determining Compensation	75	

GRI STANDARD	CONT	ENT	LOCATION OMISSION/ JUSTIFICATION
	2-21	Proportion of Total Annual Compensation	Data considered confidential, will not be reported in 2023
	2-22	Strategy Statement of Sustainable Development	6
	2-23	Policy Commitments	36
	2-24	Embedding policy commitments	36, 37, 38, 40
	2-25	Processes to repair negative impacts	38
	2-26	Mechanisms for advice and raising concerns	38
	2-27	Compliance with laws and regulations	No significant cases of non-compliance with laws and regulations were recorded in 2023
	2-28	Membership in associations	9, 55
	2-29	Approach to stakeholder engagement	53
	2-30	Collective Bargaining Agreements	72
GRI 3: Material Themes 2021	3-1	Process of defining material themes	4
	3-2	List of Material Topics	4
	3-3	Management of Material Issues	46
GRI 204: Purchasing Practices 2016	204-1	Proportion of Expenses with Local Suppliers	79
GRI 205: Anti -Corruption 2016	205-2	Communication and capacity building on anti-corruption policies and procedures	38
GRI 302: Energy 2016	302-1	Energy Consumption within the Organization	64
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	62
	303-2	Managing impacts related to water discharge	63
	303-3	Water harvesting	62
	303-4	Water discharge	63
	303-5	Water consumption	62
GRI 304: Biodiversity 2016	304-1	Owned, leased or managed operational units within or adjacent to environmental protection areas and areas of high biodiversity value located outside environmental protection areas	65
	304-2		65
	304-3	Protected or restored habitats	65
	304-4	Protected Species	65



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GRI STANDARD	CONTENT		LOCATION	OMISSION/ JUSTIFICATION
GRI 406: No Discrimination 2016	406-1	Cases of discrimination and corrective actions taken	38	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	81	
GRI 408 Child Labor 2016	408-1	Operations and suppliers with significant risk of incidents of child labor	81	
GRI 409: Forced Labor or Analogous to Slavery 2016	409-1	Operations and suppliers with significant risk of forced labor or analogous to slavery cases	81	
GRI 413: Local Communities 2016	413-1	Operations with engagement, impact assessments and development programs aimed at the local community	82	
	413-2	Operations with actual or potential significant negative impacts on local communities	We have not recorded any actual or potential significant negative impacts on local communities near our operations.	
GRI 414: Social Assessment of Suppliers 2016	414-1	New suppliers selected based on social criteria	81	
	414-2	Negative social impacts in the supply chain and measures taken	81	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	40	
	417-2	Cases of non-compliance regarding information and labeling of products and services	40	
	417-3	Cases of non-compliance in relation to marketing communication	40	
GRI 418: Customer Privacy 2016	418-1	Proven complaints concerning violations of customer privacy and loss of customer data	40	

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9. SUMMARY AND GRI CONTENT

10. ATTACHMENTS

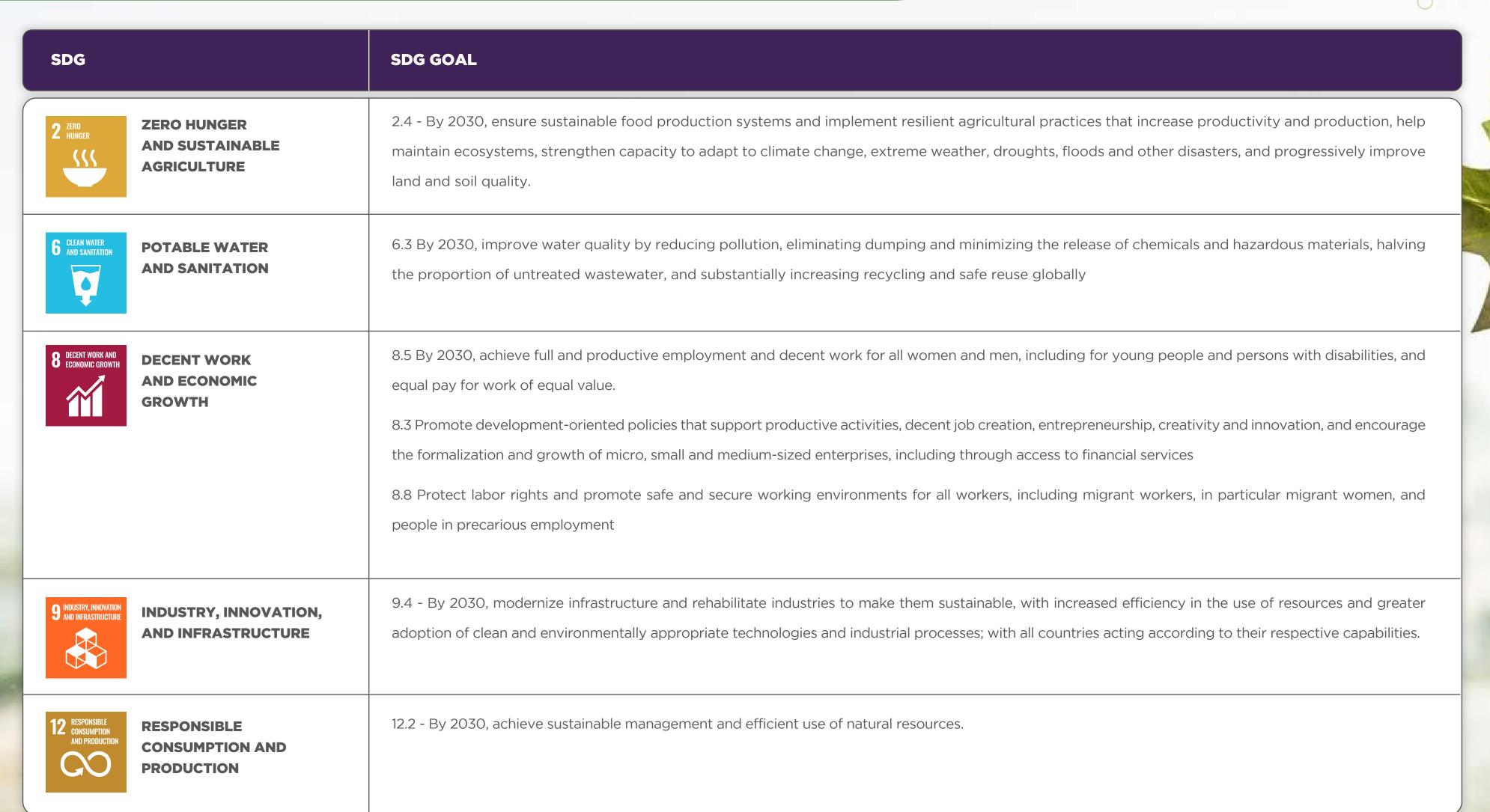


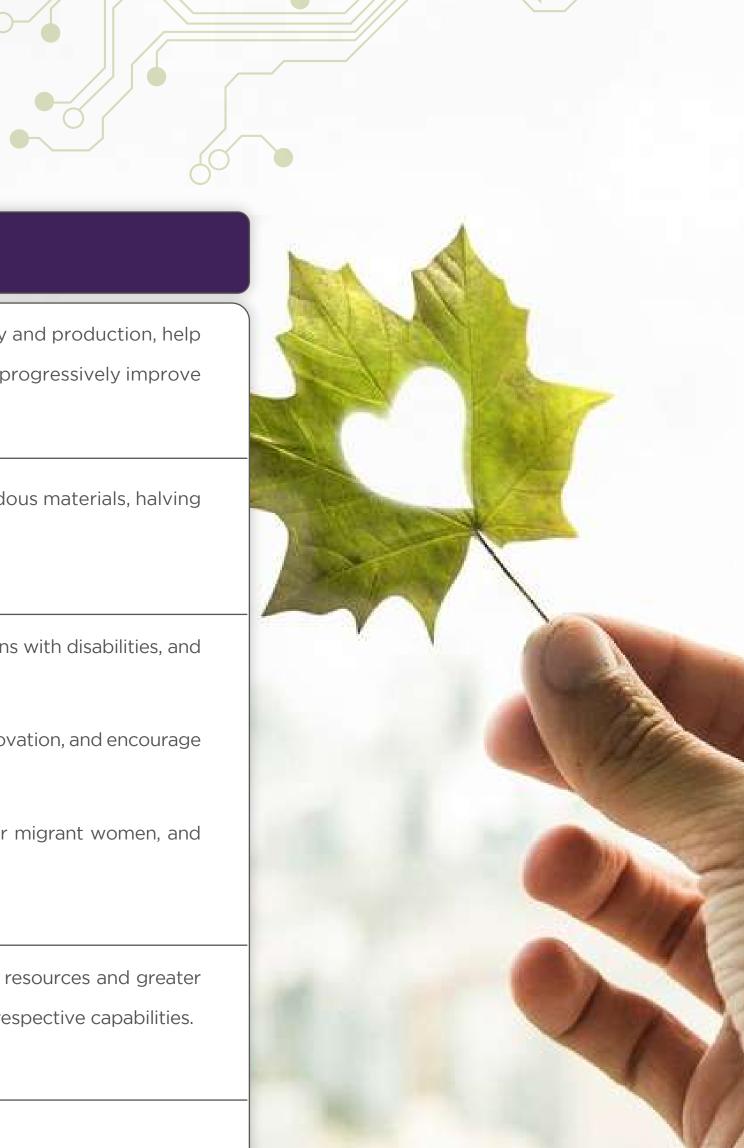
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Contribution to the SDGs - Sustainable Development Goals







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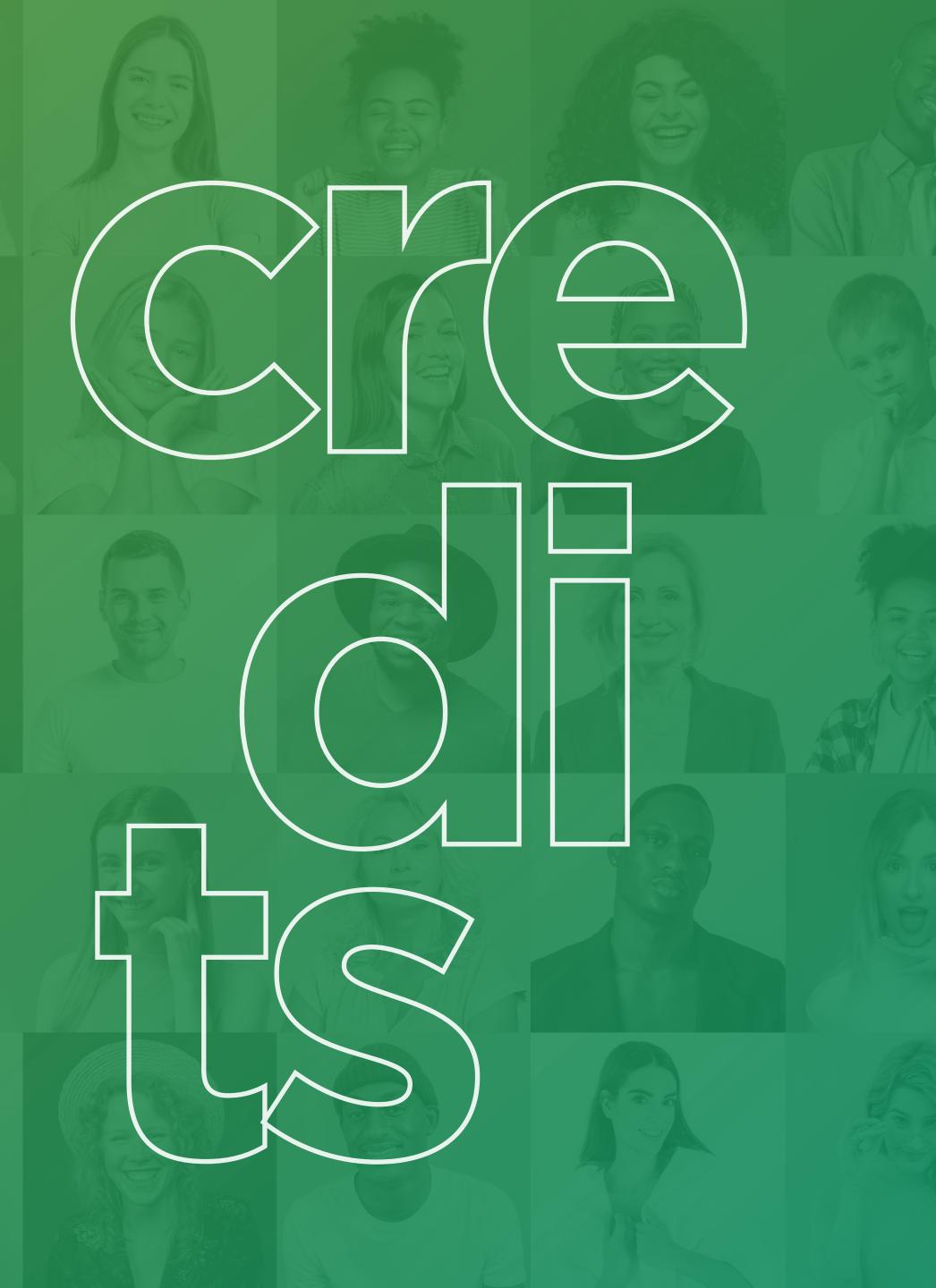
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General Coordination

Tactical and Operational Sustainability Committee

Information Gathering

We thank all employees who were involved in the preparation of the 2023 Sustainability Report.

GRI Consulting and Writing

Nexus Consultoria em Sustentabilidade

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MCassab Group Collection

MCassab 600