

São Salvador  
Alimentos

# 2023 Annual Sustainability Report

Producing food with love  
changes the world



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## Working together

Working together means valuing people.

We care and trust.

We persevere through the challenges and celebrate our achievements.



# INTRODUCTION

- Message from the CEO
- Message from the Board of Directors
- About the report
- Materiality
- 2023 highlights



# Message from the CEO

GRI 2-22

With great caution, but an unwavering faith in the continuous evolution of the Company, our conduct is permanently based on the risks, costs, and benefits involved in each of our executive decisions. This affords us greater confidence in the required changes and much resilience when the market does not pose the most favorable conditions. Since Avian Influenza arrived in Brazil among wild birds on May 15, we have decided to maintain a robust cash volume and reduce spending. This situation continues to be monitored by management, which has redoubled care around the sanitary measures in our production facilities.

We are always looking for the most efficient systems and equipment and more effective management. We understand that reducing costs involves innovation, which is an essential value for

us. We are part of the Industry 4.0 landscape, and our processes, products, and business models are connected to what is the most advanced in the world.

Despite this, in 2023 our results were impacted by a less auspicious market environment, from reduced average sales prices to increased costs in the year. This scenario, however, was reversed in the last quarter, mainly due to the drop in the prices of corn and soybean meal, which are two relevant inputs of our production, as well as the recovery of sold product prices. The year ended with an 8.7% increase in sales volume compared to 2022. Even so, the lower market price of our products reduced our gross operating revenue by 0.8%. In any case,

Despite a scenario of greater difficulty to fully recover margins, we maintained our growth plans. We invested in and continued with the expansion of our industrial complexes, with BRL 276.4 million in fixed assets and BRL 25.9 million in intangible assets. Due to the continuous growth of our operations, we were able to start the Nova Veneza Freeze Tunnel Project, as well as the Automated Deboning and Sealing at the Itaberaí and Nova Veneza Units, to maximize operating efficiency and contribute to a fully automated process, with high production capacity and the assurance of greater standardization and reduced operating errors.

We were pleased to create 1,500 new job posts in the regions where these units are located. Even because of this, several measures sought to optimize our people management and build an excellent work environment, which included strengthening our leaders' training to practice active listening with their teams. We also put our Occupational Health and Safety Program into practice, with principles and guidelines for accident prevention and promotion of employee health and well-being.

Everything we do is based on non-negotiable respect for biosecurity and sustainability. The search for energy efficiency and the adoption of renewable sources is linked to this. Since November, we have relied on a photovoltaic plant in Nova Veneza, Brazil's largest hybrid energy project directly applied to an industrial complex, whose structure is capable of ensuring the independent operation of the unit. Since November, we have had a photovoltaic plant in Nova Veneza, the largest hybrid energy project

in Brazil applied directly to an industrial complex, whose structure is capable of guaranteeing the unit's autonomous operation. As a result, we will save approximately 48,000 liters of diesel and BRL 570,000 every month.

Also in the environmental scope, in 2023, we expanded the measurement of the impact of our emissions by using the GHG Protocol tool. Consequently, for the second consecutive time, we were awarded the Gold Seal, which confirms our commitment to provide transparency regarding our emissions.

Maintaining the supply chain also contributes greatly to our vision of sustainability. We seek to make suppliers aware of the importance of reducing the use of planet-damaging materials and we pay special attention to those who no longer use plastic packaging. Together with our suppliers, we faced the difficulties and closed another cycle with financial balance. This gives us the courage and conditions to maintain investments and expansions in 2024.

We are ready. And we will move forward, always doing the right thing, doing it right, and doing it together.



*"We recorded BRL 355.3 million adjusted EBITDA and net income of BRL 172.5 million."*



**Hugo Perillo**  
 CEO

# Message from the Board of Directors

Our greatest ambition is to be a global benchmark in sustainable, innovative food production in order to transform realities.

We are aware of the increased complexity in our operations as we become bigger, which gives us even more motivation to continue overcoming and satisfying our customers and other stakeholders. We also know that all of this will require us to invest in technologies that can generate advantages for our core business in the future. Accordingly, we also rely on the consolidation of a specialized, dedicated team.

It was precisely by enhancing the high professional capacity of our employees and looking at what is best in the market that we invested in and improved our management models and instruments. We are mindful that we will always be subject to external factors beyond our control, but this awareness has also prompted us to build robust governance capable of making decisions in an agile, assertive way.

We have standing advisory committees to the Board of Directors, working groups, strategic forums for checking results and performance, risk management system, and we have begun structuring an internal controls and risk management department.

Much of this evolution will come from the technological evolution of Industry 4.0. Aware of this, in 2023 we began implementing the SAP system for various company processes. The

Board discussed the measure which is seen as an extremely important issue in the global business environment. Our long-term goal is to ensure strong IT management throughout the Company, promoting the digitization of processes, increasing the level of security, and giving greater reliability to the information under its control.

We recognize the importance of being constantly on the lookout for innovations, which is why we have invested in promising solutions. Four technological experiments, in particular, went into the field this year, focusing on new ways of monitoring poultry houses and making the slaughter process more efficient. This year we also introduced the first breaded meat without pre-frying to the South American market.

We also know that our responsibility is immense to our consumers. After all, with more than 30 years of experience, today we serve a base of 30,000 customers on Brazilian soil. Thinking of each of them, we completed the Regulatory Inventory Project, which compiles a set of nine thousand laws and norms that San Salvador Alimentos must follow. We hope to have created conditions for each department to enhance its level of regulatory knowledge, ensuring a higher level of compliance.

We have also invested heavily in the zoning and traceability of our partners, in order to identify commodity suppliers who have legal problems and are therefore removed from our base.



We are very pleased to add how much we have contributed to the economic development of the cities of Itaberaí and Nova Veneza. In 2023 alone, we negotiated with more than 1,300 local suppliers. We directly injected more than BRL 258 million into Itaberaí's local economy, corresponding to 10.7% of the entire volume purchased by SSA.

For 2024, we intend to continue encouraging and supporting the evolution of our commercial strategy, studying new opportunities for expansion. After all, doing is our purpose. And, at São Salvador Alimentos, we are proud to materialize this vocation in our daily lives.

Good reading!

 **José Garrote**  
Board of Directors  
Chairman



*"In our DNA, we balance doses of boldness and prudence. These are the foundations of the strategic vision that underpins our business development."*

# About the report

GRI 2-2 | 2-3 | 2-5 | 2-14

We welcome you. This is São Salvador Alimentos' 2023 Annual and Sustainability Report, a public document detailing the progress of the Environmental, Social and Corporate Governance (ESG) agenda and the results of São Salvador Alimentos (SSA) from January 1 to December 31, 2023, the report is published annually, as are the financial disclosures. There are no other entities included in the report apart from SSA.

Since 2012, we have published annual and sustainability reports, an initiative that strengthens transparency and the bond of trust with our stakeholders and society as a whole.

To this end, we strive to prepare this report based on the Global Reporting Initiative (GRI), a set of internationally recognized reporting standards.

We also adopt the guidelines of the United Nations Sustainable Development Goals (SDGs) (UN Agenda 2030), taking into account the goals that are more related to the nature of our business. Thus, we boost the positive impact generated within and outside the Company.

Also in the effort to keep SSA aligned with the best business practices, for the verification of financial data and compliance with the GRI methodology presented here, we rely on the external assurance of KPMG Assurance Services Ltda. It is up to our Strategic Management team, reporting to the Finance Executive Office, the analysis and approval of the reported information, including the organization's material topics that, in turn, is the responsibility of the CEO.

We believe that our sustainable maturing process is only possible with the participation of our employees, customers, leaders and the communities with which we relate. Therefore, we provide a channel to send questions or suggestions about this report: [noticias@ssa-br.com](mailto:noticias@ssa-br.com).

This report was published on June 19, 2024. Financial data is aligned with financial statements.



Access here financial statements.



Access here the digital version of our Annual and Sustainability Report.

 **Since 2012, we have published annual and sustainability reports, we strive to prepare this report based on the Global Reporting Initiative (GRI), a set of internationally recognized reporting standards.**



# Materiality

GRI 3-1 | 3-2

To boost the Company's sustainable growth strategy, in 2012, we developed our materiality, which defines the priority ESG topics for São Salvador Alimentos. Since then, we have perfected our interaction with the market and stakeholders, as well as maintained a holistic view on sustainability, which is present today in all the Company's actions.

For this, we prepared a Strategic Map (see more in page 42), with pillars that adopt specific approaches in the economic, social and environmental areas.

From then on, we selected our main stakeholders based on each pillar, considering how our stakeholders relate with our strategic goals. The Board of Directors then evaluated and endorsed the proposal. Each Executive Office, based on its area of activity, develops actions with our stakeholders according to the prioritization exercise done during the preparation of the materiality, generating greater engagement and positive results.

In addition to guiding how the Company should relate with its stakeholders, our materiality is taken into account in SSA's decision-making processes and is used as a starting point for defining our strategic directions every year.

The most recent materiality review occurred in 2021, in line with our continuous improvement systematic and aimed at adapting our list of material topics to external scenarios, the market and our stakeholders' needs.

To identify the negative and positive impacts, whether actual or potential, on the economy, the environment and people, we perform internal and external analyzes. The latter was based on the Sustainability Accounting Standards Board (SASB) and MSCI ESG Research LLC (MSCI) reports. The internal analysis, in turn, was based on internal reports and monitoring indicators, in addition to interviews with the Executive Board and members of the Board of Directors.

In 2023, we did not carry out a new review of our materiality, because we understand that we are in the process of implementing and maturing SSA's sustainability strategy.

The following are the material topics and stakeholder groups considered priority by the Company:

## Material topics

GRI 3-2

We have 13 material topics, which are:

- 1 Operational efficiency and investment profitability
- 2 Expansion and consolidation plan
- 3 Logistics strategy
- 4 Quality and safety of products
  - Healthiness
  - Animal welfare
- 6 Employee health and safety
- 7 Training and education
- 8 Relationship with integrated personnel and partners
- 9 Supply chain management
- 10 Climate change (adaptation and mitigation)
- 11 Operational eco-efficiency
- 12 Promotion of socioeconomic development
- 13 Corporate governance

Our stakeholders are:



*Sustainability is embodied in all actions of SSA, in a holistic way.*



## Impact Study

GRI 3-3

Material topics	GRI disclosure	Impacts	Resources/ stakeholder group impacted
 <b>Operational efficiency and investment profitability</b>	<p>GRI 3: Material topics 2021</p> <p>GRI 204: Procurement practices</p>	<p><b>Negative Impacts:</b> The <b>generation of waste</b> and the <b>consumption of natural resources</b> are potential impacts that can occur throughout the production stage.</p> <p><b>Positive Impacts:</b> <b>Process optimization, waste reduction and increased use of renewable energy</b> are actual impacts related to operational efficiency.</p>	Environment and the Company
 <b>Expansion and consolidation plan</b>	GRI 3: Material topics 2021	<p><b>Positive Impacts:</b> <b>Improvement in working conditions and process automation</b> are actual impacts, while <b>creation of jobs and operational efficiency</b> are potential impacts that are related to this topic.</p>	The Company and society
 <b>Logistics strategy</b>	GRI 3: Material topics 2021	<p><b>Negative Impacts:</b> Among the potential negative impacts that may occur is high <b>pollution</b> in logistics operations (inbound and outbound).</p> <p><b>Positive Impacts:</b> Potential impacts of the use of more efficient vehicles in logistics include an <b>increase in the added value of products and the optimization of storage, transportation and distribution processes, reducing costs and increasing competitiveness.</b></p>	The Company, environment and society
 <b>Quality and safety of products</b>	<p>GRI 3: Material topics 2021</p> <p>GRI 301: Materials</p> <p>GRI 416: Consumer health and safety</p> <p>GRI 417: Marketing and labeling</p>	<p><b>Positive Impacts:</b> <b>Food safety</b> is an actual impact associated with this topic.</p> <p><b>Negative Impacts:</b> The <b>suspension or notification of the plant and the lack of quality and safety of the products delivered to consumers</b> are potential impacts that may occur due to non-compliance with the applicable legislation in food production.</p>	Customers and the Company

Material topics	GRI disclosure	Impacts	Resources/ stakeholder group impacted
 <b>Biosecurity and sanitation</b>	GRI 3: Material topics 2021	<p><b>Positive Impacts:</b> <b>Animal welfare and biosecurity</b> are actual impacts that are related to the management of this topic.</p> <p><b>Negative Impacts:</b> It is possible that <b>lot damage occurs due to sanitation problems; commercial interruptions; microbiological contamination of food;</b> and potential impacts generated by production activities. In addition, the <b>drop in performance and the condemnations of raw material/product in the slaughterhouse</b> are actual impacts that occur in the production stage.</p>	The Company
 <b>Employee health and safety</b>	<p>GRI 3: Material topics 2021</p> <p>GRI 403: Occupational health and safety</p>	<p><b>Positive Impacts:</b> The <b>reduction of risks, as well as the increase of training and capacity building</b> are actual impacts that occur at SSA, ensuring employee health and safety.</p> <p><b>Negative Impacts:</b> The <b>increase in work-related accident rates</b> as well as <b>work-related illnesses</b> are potential impacts that may occur in the processes of slaughter, handling and use of equipment.</p>	Employees and service providers
 <b>Training and education</b>	<p>GRI 3: Material topics 2021</p> <p>GRI 404: Training and education</p>	<p><b>Positive Impacts:</b> The <b>increase of training for employees; 100% adherence to performance evaluation; increased education rate from the implementation of the EJA (Youth and Adult Education Program); investment in the welfare of employees/community; and the development of youth apprentices in courses (such as industrial production, poultry and electromechanics)</b> are actual impacts generated by the Company.</p> <p><b>Negative Impacts:</b> The <b>low adherence to online training</b> for operational areas, due to the lack of internet on mobile devices of many employees; the <b>schedule of very extensive training classes</b>, due to the lack of room or auditorium that comport the public at once; and the <b>dropout of the EJA program</b>, caused by shutdown or engagement mainly in the productive areas, are actual impacts. Moreover, the <b>difficulty in filling positions</b> is a potential impact that may occur due to the lack of a structured succession and career program.</p>	Employees

Material topics	GRI disclosure	Impacts	Resources/ stakeholder group impacted
 <b>Relationship with integrated personnel and partners</b>	GRI 3: Material topics 2021	<p><b>Positive Impacts:</b> Ensuring the relationship with integrated personnel and partners, <b>transparency, customer/integrated personnel loyalty, production expansion and adherence to procedures</b> and events are actual impacts generated by SSA.</p> <p><b>Negative Impacts:</b> The <b>loss of partners</b> caused by the slaughter volume of broiler chicken is an actual impact.</p>	The Company, integrated personnel
 <b>Supply chain management</b>	GRI 3: Material topics 2021 GRI 414: Supplier social assessment	<p><b>Positive Impacts:</b> Actual impacts include the <b>distribution of income</b> and the <b>development of local suppliers</b> through training and capacity building.</p> <p><b>Negative Impacts:</b> <b>Misconduct</b> is a potential impact that can occur in the management of the SSA supply chain.</p>	The Company, suppliers, environment, local and regional market and society
 <b>Climate change (adaptation and mitigation)</b>	GRI 3: Material topics 2021 GRI 305: Emissions	<p><b>Positive Impacts:</b> The <b>increase in the use of renewable energy</b> is an actual impact, while the <b>improvement of air quality</b>; the <b>reduction of greenhouse gas emissions</b> due to the treatment of physical-chemical effluents; and the <b>acquisition of electricity from renewable sources</b> are potential impacts.</p> <p><b>Negative Impacts:</b> <b>Greenhouse gas emissions</b> is an actual negative impact that occurs during the production process.</p>	Employees, surrounding communities and the Company's operations
 <b>Operational eco-efficiency</b>	GRI 3: Material topics 2021 GRI 302: Energy GRI 303: Water and effluents GRI 306: Waste	<p><b>Positive Impacts:</b> The <b>reduction in waste generation</b> from the improvement of the packaging closure system, and the <b>reduction of slurry generation in landfills</b> from the use of compactor buckets for disposal of Class II waste are actual impacts. In addition, the <b>reduction of energy and water wastage</b>, from the implementation of the Power Monitoring Expert System (PME), and the <b>reduction of water consumption</b> are potential impacts.</p> <p><b>Negative Impacts:</b> The <b>generation of non-recyclable waste</b> (such as sausage pulp tripe) and the <b>exacerbated generation of construction waste</b> are actual impacts that SSA generates in its operations.</p>	Surrounding communities, customers and the environment



# 2023 highlights

**BRL 3.3 billion** Gross operating revenue

**BRL 360 million** Adjusted EBITDA

**BRL 180.2 million** Net income

Average daily slaughtering **441 birds/day**

**105,522 people** positively impacted through the Company's social investment

## Nova Veneza Unit (GO)

- Implementation of the **Hybrid Energy Project**, with installation of a photovoltaic power plant and a thermoelectric plant
- completion of the construction of the **first investment module** to achieve the daily slaughter of 180,000 birds
- creation of **1,500 jobs** (together with the unit of Itaberaí/GO)
- Start of automated deboning at Itaberaí unit
- Launch of the **first oil-free breaded product** in the frying process in South America
- Launch of the **"SSAP – Business Technology, connecting the future of people"** project, a new operational management software
- **6,000 employees** impacted by more than 100 lectures to **strengthen organizational culture**



### Pop List Award

For the third consecutive time, SuperFrango won the Pop List 2023 award as the most remembered chicken brand in the state of Goiás. The recognition is in its 31<sup>a</sup> edition and honors companies for the success in the dissemination of their brands to their audiences and potential customers.



### GHG Protocol's Gold Seal

In 2023, SSA won for the second time the Gold Seal of the Brazilian GHG Protocol Program for its 2022 Emissions Inventory, aimed at companies that audit their Greenhouse Gas (GHG) emission inventories by accredited entities. The seal reinforces our commitment to monitoring and seeking opportunities in reducing Greenhouse Gases (GHG).



### Cobb-Vantress Total Eggs Award

SSA received the "Best Regional Lots" award from Cobb-Vantress, which recognizes the performance of excellence in poultry production. In the 2023 edition, the Company was included in the category "Total Eggs in the State of Goiás", reaching an index of 183.8 eggs per female housed in 2021. The category recognized the best management techniques recommended by the lineage and practiced by our team.



### More Integrity Seal

In 2022, we maintained the More Integrity Seal, granted by the Ministry of Agriculture, Livestock and Supply, which recognizes agribusiness companies and cooperatives for their integrity practices from the sustainability stance.



### Valor 1000

We were included in the 23rd edition of Valor 1000 Yearbook, prepared by the newspaper Valor Econômico, which comprises the ranking of the largest Brazilian companies in 2023. In addition to presenting detailed analyzes of companies, the yearbook brings comparable rankings and current accounting and financial performance measurement criteria.

### Forbes AGRO Forbes Agro100

We featured in the 75th place in the 100 largest companies in Brazilian agribusiness ranking.

# SÃO SALVADOR ALIMENTOS

- Who we are
- Corporate identity
- Our units



# Who we are

GRI 2-1 | 2-6

We are São Salvador Alimentos S.A. (SSA), a Company **operating in the food industry for 33 years, both in Brazil and abroad.** After more than three decades of experience, our operations currently cover all stages of the production chain, from the production of fertile eggs to the distribution of products to consumers. We are part of the São Salvador Alimentos Group, which comprises São Salvador Alimentos Participações S.A, a holding company the owns 100% of the operating company, São Salvador Alimentos S.A.

Our journey began before that, 50 years ago, when farmer Carlos Vieira da Cunha built our first aviaries in 1973, in the city of Itaberaí

(GO). In 1981, Carlos partnered with José Garrote and founded Abatedouro São Salvador (São Salvador Slaughterhouse).

Since then, the Company has grown steadily and is one of Brazil's leading food producers. Currently, our products are distributed in 20 Brazilian states and the Federal District (DF), as well as in 77 countries, **always doing the right thing and doing it right**, which continues to open doors for SSA to expand its contact with consumer markets worldwide.

To serve a customer base of 30,000 customers on Brazilian soil, SSA offers a varied product

mix, including frozen vegetables, dairy products, sausages, pork cuts and fish, among others. We reach customers and consumers through three brands. The main one, *SuperFrango*, is SSA's pioneering brand launched in 1991. The Boua brand, launched in 2014, is a complete line of processed chicken products. *Mercado Sabor*, in turn, is the online sales channel (e-commerce) for the first two brands.

In order to guarantee maximum efficiency and added value to our food, we have two production units in Brazil, both in the state of Goiás: one in our headquarters city, Itaberaí, and the other in Nova Veneza.

 **We have 33 years of history, with operations in Brazil and abroad.**



**Lean more** about our history [here.](#)



# Corporate identity

Our corporate identity is the product of work developed over time, achieving robustness and replicability throughout the Company. It concentrates our values and our vision of the world.

In order to continue improving the way we operate and present ourselves, we rely on a **Cultural Architecture**, which was restructured in 2022 to give greater clarity to the behaviors expected by the stakeholders with whom we engage.

Thus, SSA continues to grow, but always maintaining its essence – its great differential, that is, always doing the **right thing, together and in the right way** – to achieve its purpose of being a global benchmark in sustainable and innovative food production, in order to transform realities.



*We believe that maintaining our essence is fundamental to transforming realities: putting love into everything we do, so that together we always do the right thing in the right way.*



**Do the right thing is the only way. We deliver on our promises and do not run away from our responsibilities.**



**Do it right means simplicity at the service of efficiency. We have the sense of urgency and doing it with quality because it is ours.**



**Do it together means valuing people. We care for and trust them. We persevere in the challenges and celebrate our achievements.**

**Belief translates what drives us. It tells what we do, how we do it and, above all, why we do it. The belief unites our essence and our ambition as a business.**

We put love into everything we do, and this is our edge as an organization, and what guides us towards our dream.

**To be a global benchmark** in sustainable and innovative food production **in order to transform realities.**

**Our commitments are our guide.** They represent what brought us here and what we will not give up during our journey to become the **global benchmark in food production.**

We make food production explicit as the core of our business, and affirm our sustainable and innovative way of doing it.

Transforming the world through food is our goal as an organization and expresses our global ambition.

# Our units

GRI 2-6

Our two production units have a high level of technology in their processes, in line with **Industry 4.0** standards. Both of our production centers feature modern equipment, high level of automation and operate autonomously with verticalized activities, working in all stages of our production chain, which guarantees operational independence, cost reduction and total control over the quality of our processes and products.

As a result, the Company's food production and the maintenance of all production stages are monitored and coordinated by our managers,

who have a global view of production, while accessing the information needed to make qualified reports on operations.

Currently, the two units have a total daily slaughtering and processing capacity of approximately 520,000 birds. In Itaberaí, the capacity is 360,000 birds/day, while in Nova Veneza, it is 160,000 birds/day.

Check out the figures below for SSA's presence in Brazil and worldwide:

## Our operations\*

GRI 2-6

**30,000+**  
customers served

**770**  
cities

**97,000**  
monthly deliveries in Brazil

**77 countries**  
purchase our products

**2 Distribution Centers**  
(Nova Veneza/GO and Itaberaí/GO)

**6 cross docking operations**  
(Brasília/DF, Uberlândia/MG, Imperatriz/MA, Paraíso/TO, Cuiabá/MT and Santa Izabel/PA)



\*There have been no significant changes to the scope of SSA's operations and business relationships compared to the previous report.

# How we reach our customers



## SuperFrango

Specializing in chicken meat, *SuperFrango* has been on the market for over 20 years and is our pioneering brand. Poultry meat is produced in various forms: whole chickens, frozen and chilled cuts, semi-ready meals, as well as sausages and breaded products. *SuperFrango* is widely known in the Midwest region and is present in 100% of the cities in Goiás.



## Boua

The **Boua** brand was launched in 2014 to complete our product mix, with **diversification and practicality** as its main features. The brand covers products in a variety of categories, such as frozen vegetables, dairy products, mozzarella, ham, bologna, smoked meats, cold meats, hamburgers, pork cuts, fish, sausages and frankfurters, among others.



## Mercado Sabor

*Mercado Sabor* is our **online store**, created to be an agile alternative for customers and consumers to purchase their *SuperFrango* or Boua products. The e-commerce brand has created a channel of proximity with our customers and consumers, who receive their purchase within an hour. In 2024, we aim to expand the range of products offered on this platform.



# Markets served

In 2023, we served **more than 30,000 customers in Brazil**. We are present in **20 states and the Federal District**: Acre; Amazonas; Amapá; Bahia; Ceará; Goiás; Maranhão; Minas Gerais; Mato Grosso; Pará; Paraíba; Pernambuco; Piauí; Paraná; Rio de Janeiro; Rio Grande do Norte; Rio Grande do Sul; Sergipe; São Paulo; and Tocantins.

We also serve consumers in **another 77 countries**, including Africa, America, Asia and Europe, and during the year we conquered new commercial destinations in China, Vietnam and Chile. Currently, our main foreign customers are located in Japan, South Korea, the United Arab Emirates, Mexico, Peru and Hong Kong. Focused on the future and as part of our customer portfolio evolution, we aim to consolidate SSA's operations in Japan, China and Eastern Europe.

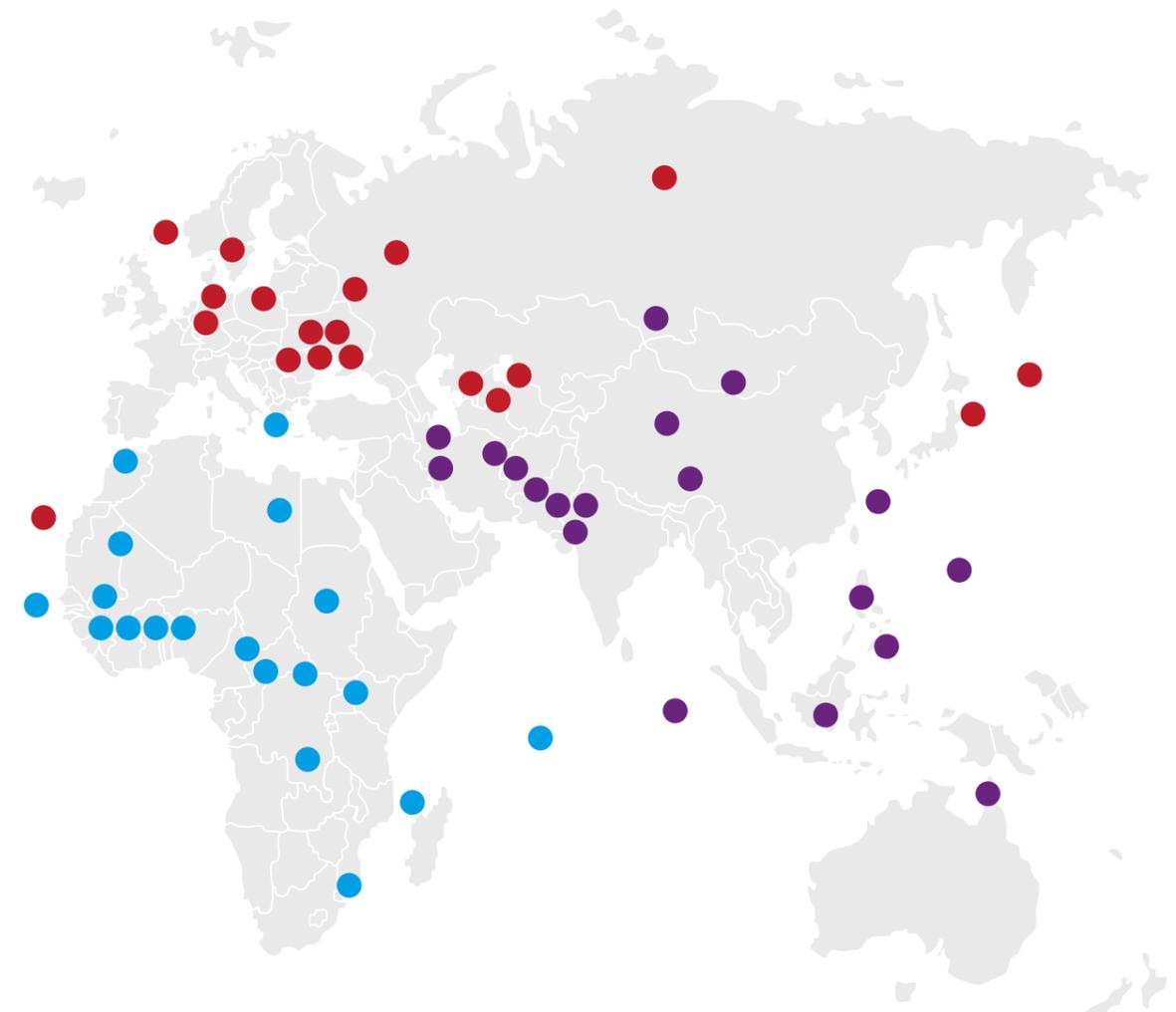
To guide our commercial strategy, we rely on research and benchmarking tools to identify the most attractive markets. Thus, we make our commercial strategy even more accurate, **bringing customers closer to our products in Brazil and around the world**.



*Our main regional markets are in the Federal District and the state of Goiás, where we operate in virtually every municipality.*



- AMERICAS
- ANTIGUA AND BARBUDA
- ARUBA
- BAHAMAS
- BRAZIL<sup>2</sup>
- CHILE
- CURAÇAO
- GRENADA
- HAITI
- MEXICO
- PERU
- SAINT KITTS AND NEVIS
- SAINT MARTIN
- SURINAME
- TRINIDAD AND TOBAGO



- AFRICA
- SOUTH AFRICA
- ANGOLA
- BENIN
- CAPE VERDE
- CHAD
- CONGO
- COTE D'IVOIRE
- GABON
- GHANA
- EQUATORIAL GUINEA
- LIBERIA
- LIBYA
- MOROCCO
- MAURITANIA
- MOZAMBIQUE
- DEMOCRATIC REPUBLIC OF CONGO
- SEYCHELLES
- SIERRA LEONE
- TUNISIA

- EUROPE
- ALBANIA
- GERMANY
- ARMENIA
- AZERBAIJAN
- BELGIUM
- DENMARK
- SCOTLAND
- GEORGIA
- HOLLAND
- CANARY ISLANDS
- ITALY
- KOSOVO
- MACEDONIA
- MOLDOVA
- MONTENEGRO
- RUSSIA
- UKRAINE

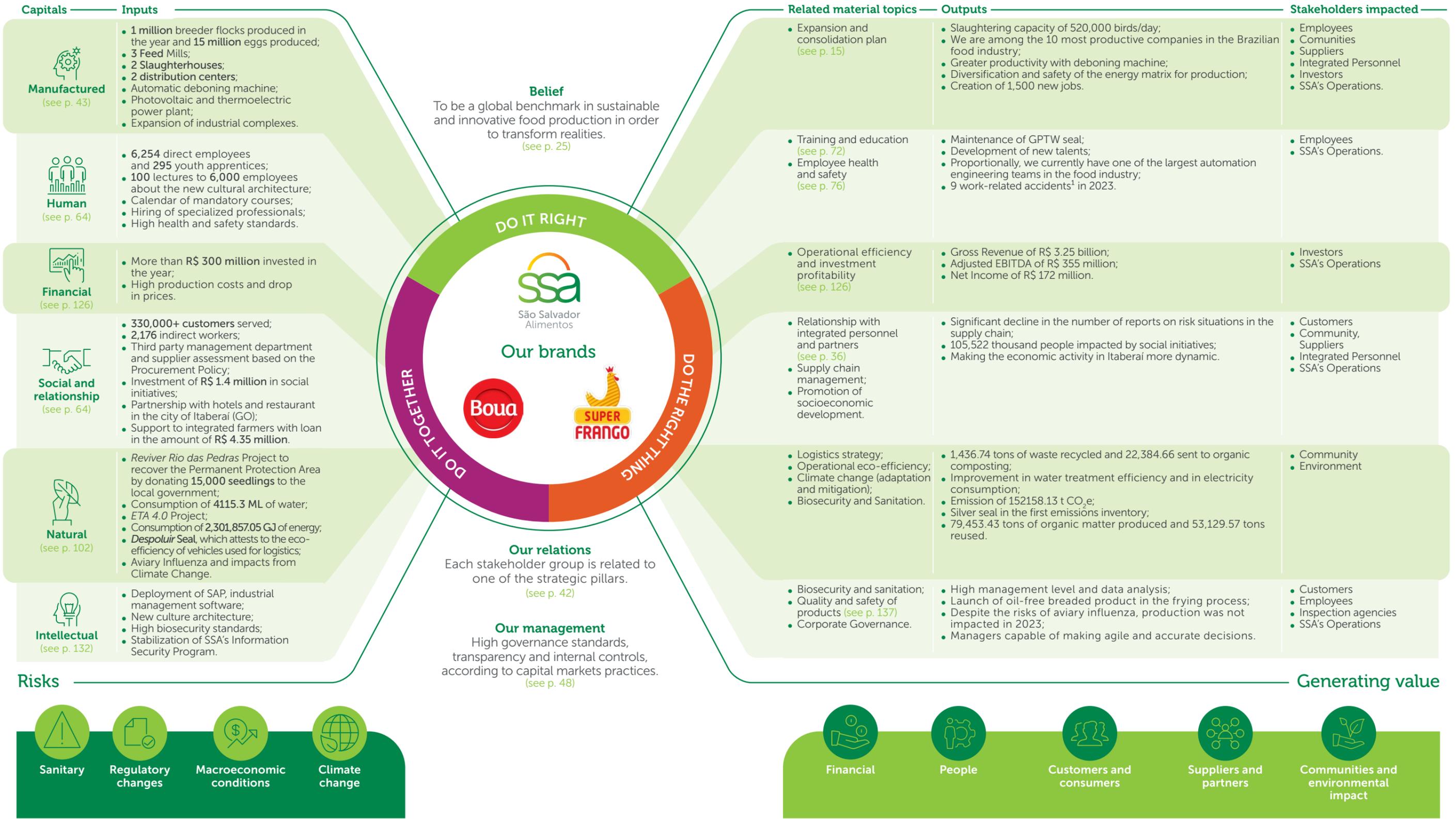
- ASIA
- AFGHANISTAN
- BAHRAIN
- BRUNEI
- CATAR
- KAZAKHSTAN
- CHINA
- SOUTH KOREA
- UNITED ARAB EMIRATES
- HONG KONG
- MALDIVES
- IRAQ
- JAPAN
- JORDAN
- KUWAIT
- LEBANON
- OMAN
- PAKISTAN
- SINGAPORE
- TAJIKISTAN
- EAST TIMOR
- VIETNAM

# VALUE CREATION

- Business Model
- Value chain
- Operating strategy
- Our Strategic Map
- ESG Vision



# Business Model



# Value chain

GRI 2-6

## Purchase of inputs

SSA purchases a range of inputs to supply its production process, from animal production to maintenance of its operating units' physical and technological structure (see more in page 89).

### Local suppliers

- Local suppliers are prioritized to foster local markets and the creation of jobs and generation of income.
- The Company guarantees technical and financial support in order for suppliers to adapt to the demands and priorities of the ESG pillars.

## Egg production

Our broiler breeder farms are at the onset of the SSA production process, where breeder flocks that will later produce fertile eggs for stock chick production are recreated. These structures were designed to meet the highest standards in the market, using state-of-the-art technology and trained teams to ensure biosecurity in our production. In 2023, multiple training sessions were held to further refine our operation in broiler breeder farms, and approximately 179 million fertile eggs were produced.

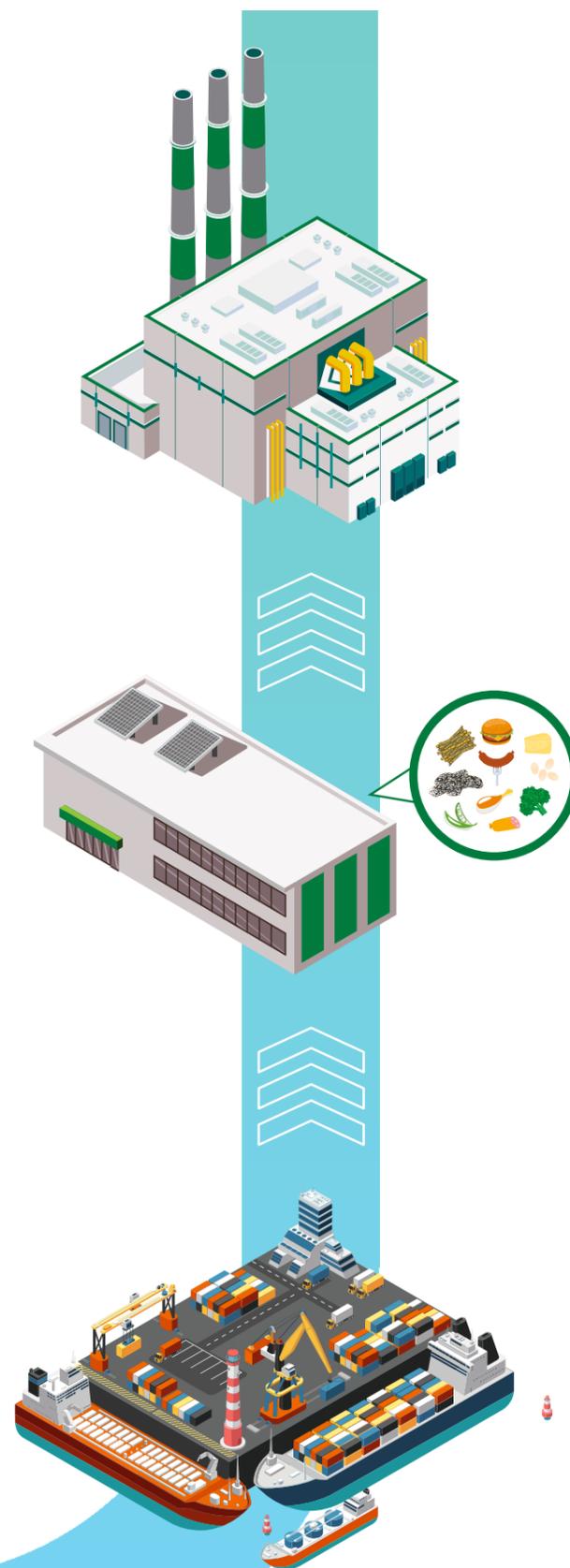
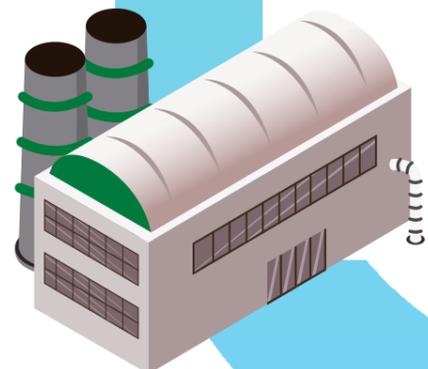
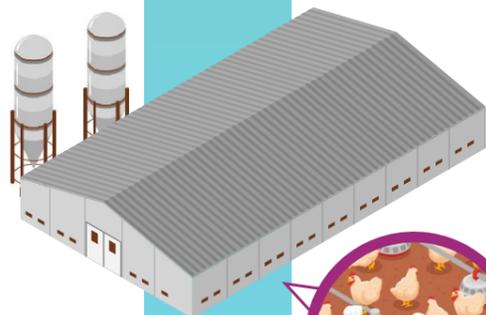
## Production of chicks and broiler chicken

### Hatchery

Capacity to incubate 11.4 million eggs per month in its own premises and investment of R\$4.35 million in partnerships.

### Broilers

- Production through partnership with 210 integrated producers, which represents a total of 921 aviaries.
- In 2023, we invested R\$16.4 million in farm upgrading and R\$22.2 million to implement a photovoltaic energy project in integrated farms.
- Automated, air-conditioned aviaries to control temperature, environment, and light, for the well-being of housed birds.
- Use of technology in the constant monitoring of aviaries, promoting greater biosecurity.



## Feed mills and warehouses

We produce and stock the feed used in animal production. Currently, our mills have a chicken feed production capacity of 185 tons per hour, and breeding stock capacity of 60 tons per hour.

## Processing and industrialization

We have a structure focused on processing and industrialization. Here, we focus on automation to gain greater flexibility in the production of different cuts, adapting to market demand and to food safety and healthiness standard control.

### Breaded product line

- First line of breaded products in South America, fully mechanized with high-tech robots.
- Less food handling and risk of contamination.
- Slaughtering capacity of 520 thousand birds/day.
- Use of automatic boning.

## Distribution

The distribution logistics of our production is focused on serving the domestic market, mainly Goiás state and the Federal District, and the foreign market. In addition to the distribution centers, we maintain cross docking operations, a logistics operational mode that eliminates the storage stage by outsourcing product shipping service, ensuring greater efficiency in the distribution of goods (see map on page 26).

### Mercado Sabor

- Focus on a varied product mix.
- Delivery of goods via e-commerce in up to one hour in the Goiânia metro area.
- End customer service.

# Engagement with stakeholders

GRI 2-29

To keep the Company on its path of sustainable evolution, we defined the stakeholders that are most impacted by our actions, and which should be the focus of our attention. Accordingly, we increased our **capacity to create positive impact** and gathered the necessary learnings so that São Salvador Alimentos keeps making continuous progress in its ESG strategy.

The stakeholders considered in our last SSA materiality development exercise are: **customers and consumers; employees; suppliers and partners; organized civil society ; communities; financial institutions; inspection agencies; universities and laboratories;** in addition to

**integrated**, partners, who are rural producers from cooperatives that raise birds and supply us with raw material

Each stakeholder is linked to a strategic pillar in our strategy. Based on this, we define the necessary requirements, targets, and approaches when contacting each stakeholder group, which makes the direction that the Company should take in the relationship with its stakeholders more tangible.

The different Company offices are responsible for this engagement, according to the level of affinity with the listed segments. We also rely on

the support of the Marketing Department, which conducts market research and maintains communication channels in operation. We keep a productive, permanent conversation with stakeholders, which generates the required engagement to always keep doing things well.

In 2023, we **further increased our presence and fragmentation**, opening new branches and monitoring the behavior of our customers and the communities with which we operate.

Here is how we classify our stakeholders and define our actions in our relationship with each of them:

 **We keep a productive, permanent conversation with stakeholders, which ensures the required engagement to keep doing things well.**

Stakeholder	Customers and consumers	Employees	Suppliers and partners	Integrated personnel	Civil society organizations	Communities	Financial institutions	Universities and laboratories	Inspection agencies
Strategic Pillar	Customers and consumers	People	Suppliers and partners	Suppliers and partners	Communities and environmental impact	Communities and environmental impact	Financial	Customers and consumers	Customers and consumers
Requirements	Quality of products and services, and adequate prices.	Compensation, benefits, working conditions, and career plan.	Satisfactory and ethical business relations.	Compensation, satisfactory and ethical business relations.	Cooperation with public policies and class interests.	Care for the environment and development of neighboring areas.	Operating, and economic and financial performance.	Scientific development of the industry.	Compliance with regulatory and standard requirements.
Target	Improve the experience and highlight the quality of our products and operational processes.	Retain and develop talents and share values and principles to align behavior and purpose.	Ensure supply within the established standards, aligning values and principles.	Boost development in line with internal quality guidelines and technological advances, as well as values and principles.	Ensure our leadership in the industry towards society.	Ensure the sustainable development of neighboring areas.	Win public trust through transparency and by obtaining financial resources.	Establish partnerships for the constant improvement of processes and products and attract specialized staff.	Certify the quality of products and processes to our customers and consumers, partners, investors, and other audiences.
Approach	A continual relationship through informative and institutional materials, actions at points of sale, customer service (SAC) and digital social media. In addition, we apply surveys in partnership with institutes in order to assess this audience's perception and demands.	A continual relationship, supported by internal communication materials and tools, memorable moments and campaigns, social assistance, training, partnerships with companies to promote benefits, and other tools and initiatives. Implementation of the GPTW Survey to identify opportunities for improving the work environment.	A continual relationship through targeted communication newsletters, periodic specific events with each sector, and technical visits.	An open, clear communication channel with the integrated personnel and their cooperatives, training sessions and periodic reviews. Onboarding and relationship building actions through semi-annual meetings and commemorative dates.	Participation in trade associations to address regulatory and industry matters, conversations with unions on labor relations issues, and with the public linked to the Cooperative of Rural Producers of Itaberai and Surrounding Areas (Copavir). Partnerships with non-profit institutions to support projects related to food, environment, education, and wellness.	Visits by schools, universities, and customers to our operations, in addition to donation actions and campaigns for the municipalities where we operate. We also prioritize hiring local labor and suppliers. Relationship through social media.	Periodic meetings of executives with representatives from these organizations on a quarterly basis or as needed, to present financial results and industry overview.	Relationship established through partnerships for research and development of internship programs.	Participation in public consultations, audits (internal and external), periodic monitoring programs throughout the the entire production chain, among other initiatives. Performance of the Statutory Audit Committee.

# Relationship with trade associations and entities

GRI 2-28

As one of the main companies in Brazil's food sector, we seek to actively participate in discussions on topics related to our operating activity and which involve civil society organizations.

Our contribution to debates in the poultry market is proactive, **seeking common solutions** particularly in those aspects that directly impact our stakeholders and results.

We are members of boards of directors, councils, and trade entity and association working groups, exercising our leadership role primarily in relation to decisions by oversight bodies.



Some of the organizations in which we participate include:



Federation of Industries of the State of Goiás (Fieg);



Association for the Industrial Development of Goiás State (Adial Goiás);



Brazilian Association of Animal Protein (ABPA);



Union of the Meat and Meat Products Industry of the State of Goiás (Sindicarne);



Goiás State Aviculture Association (AGA).

# ✓ Operating strategy

São Salvador Alimentos is a company shaped for continuous, responsible growth from the start, which creates an **understanding that the business is deeply related to sustainability.**

In addition to our long-term vision, which ensures that we are aligned with our purpose (see more in page 24), we rely on a strategic plan that is annually reviewed. This process considers analyses of the external environment – food market and industry –, our operating processes, and extraordinary factors that can have significant impact on the Company’s activities.

This planning stems from permanent pillars intended to achieve sound financial results, namely: **ownership culture; culture; ESG guidelines and practices; operating efficiency; and business strategy.** In addition, our annual planning is in line with the UN 2030 Agenda goals that we consider as priorities.

✓ **Our operation steers production towards ensuring biosecurity, health, quality, innovation, and operating efficiency.**



The direction of our work serves to guide the management of SSA’s production process, aiming at ensuring biosecurity, health, quality, innovation, and operating efficiency.

Additionally, based on this operating style, we have identified strategic opportunities both to expand our business and operations and in terms of achieving greater efficiency in internal processes.

Our goals are drafted annually and also consider the pillars of the Company’s **Strategic Map**, keeping our employees and Senior Management engaged and in search of the best results.

# ✓ Our Strategic Map

Our Strategic Map was designed to keep the **Company aligned with contemporary business practices**, which require an increasingly systemic view of policies and processes. Accordingly, SSA develops in harmony with the external environment, immersed in an increasingly complex, ever-changing society.

The map was approved by the Board of Directors, which establishes pillars and shows how we create value in business and in our operations in the economic, social, and environmental areas. The Executive Board is responsible for its execution, and

it conducts institutional interactions with stakeholders. Every six months, the results of the actions carried out are presented to the Board of Directors.

To pave our way toward SSA's strategic goals, we have defined five strategic pillars: **Financial; Customers and Consumers; People, Suppliers, and Partners; Communities; and Environmental Impact**. Each of them is linked to a capital and indicates the guidance that everyone should follow, from the strategy area to the operations area. Thus, we guarantee the required alignment for maximum value creation at the Company.



## Value creation

### Financial



#### Financial results

Management of cash flow and investments to build an innovative organization in the long term.



#### Customer experience

From the delivery of what customers want to the incorporation of their values and delivery of remarkable experiences.



#### Employee experience

Healthy, collaborative, and innovative working environment and relationships.



#### Supplier integrity

Protecting customer value across the value chain, ensuring sustainability and resilience.



#### Communities and environmental impact

Promoting community development, and the reduction of inequality and environmental impact.

### Governance



#### Corporate Management

From the executive to the operation



#### Corporate Management

From the board to the executive

## Strategic Map Pillars



### Financial



Financial capital



Manufactured capital



Intellectual capital



### People



Human capital



Social and relationship capital



Intellectual capital



### Customers and consumers



Social and relationship capital



### Suppliers and partners



Social and relationship capital



### Communities and environmental impact



Natural capital



Human capital

# ✓ Business strategy

Our business strategy is focused on the **growth of the Company's presence in the domestic market**, while investing in business intelligence to **seek the best business destinations outside the country**. In Brazil, we currently operate in 20 Brazilian states, but our presence is stronger in the Midwest. Nevertheless, we are expanding our activities to other regions in the country.

We prioritize customer loyalty, which requires prior study and testing with consumer audiences before we bring about our expansion to new markets. Thus, we ensure consistent, rational growth, taking advantage of the opportunities for expansion.

In our business strategy, we consider the context of growing national competition and the **rising level of consumer demand**, who are increasingly concerned with the health of food and the social and environmental impacts of companies.

With this in mind, we invested in the production of healthy food, especially chicken breast, which is an indispensable item in the basket of those who want to maintain a healthier diet. In 2023, we achieved an unprecedented feat: **the first oil-free breaded product in the frying process in South America**, another step in the development of a product mix that meets the yearning of our current and future customers.

Another factor that contributed to SSA's success was **Projeto 100%**, initiated in 2023 and expected to consolidate in 2024. Through the initiative, the Company has distributed 100 commercial representatives at strategic locations. This has expanded the reach of our sales team and customer base, especially in regions where we are not yet present.

We enjoy competitive advantages that not only ensure the loyalty of our current customer base, but also the **projection of the Company's commercial reach for the coming years**.

Because we are located in the center of the Nation, we have access to the best raw materials, in addition to having highly equipped, highly technological industrial complexes. All of this qualifies us as a relevant, competitive Company in the domestic and international business landscape.

For 2024, we plan to continue focusing on expanding our presence, consolidating markets already captured and increasing our product mix to serve our customers.



✓ **Aiming to retain customers and seize opportunities for expansion in new markets, we seek to grow with consistency and rationality.**



# ✓ ESG Vision

**Business sustainability is part of the essence of São Salvador Alimentos.** From the beginning, we have prioritized a cautious stance in the different aspects of business management.

For this reason, SSA's alignment to the current debate on the topic and to the ESG standards required by the market has been a process focused on value creation and exerting a positive impact for society as a whole, going beyond legal requirements.

We invest time and human capital in developing plans and actions aimed at the efficient management of our ESG topics. Today, **our sustainability vision is rooted in our internal culture**, unfolding into operations, management, and relationships with our stakeholders.

We know that our path and the work completed in recent years has crucial importance, however, it is necessary to create mechanisms to ensure the advance of our vision on sustainability throughout

the Company. Therefore, we maintain an ESG Policy, which establishes formal guidelines that guide how São Salvador Alimentos and its stakeholders should act.

✓ **Alignment with ESG standards focuses on value creation and exerting a positive impact for society.**



# CORPORATE GOVERNANCE

- Governance structure
- Ethics, integrity and compliance
- Risk management



# Governance structure

GRI 2-9 | 2-12 | 2-13 | 3-3 of the Material Topic: Corporate Governance

**São Salvador Alimentos** is a privately-held, family-owned and operated corporation committed to high standards of governance, transparency and internal controls, similar to those followed by publicly traded companies. Proof of this lies in our adherence to the Brazilian Securities and Exchange Commission (CVM, in Portuguese) requirements, our decade-long publication of sustainability reports and our management policies and structure consistent with the requirements of the *Novo Mercado* listing segment, which brings together companies adhering to the highest governance standards of B3 (*Brasil, Bolsa, Balcão*).

The early decision to align the Company with capital market practices was strategic, **allowing us to grow on solid, sustainable grounds** over the past years, prepared for the challenges ahead.



*We maintained our AA+ rating, which gives the Company high reliability.*

In 2022, we underwent organizational restructuring with the support of specialized consulting firms, enhancing efficiency in our internal processes, fostering greater synergy across departments and generating new insights.

Currently, our governance structure consists of the **Board of Directors**, its **advisory committees** and the **Executive Board**. Through this management structures, we ensure that the Company stays steadfast on course towards its strategic objectives.

Besides a sturdy governance framework and formal documentation, the Company relies on various tools in place to uphold compliance and excellence in its governance. At São Salvador Alimentos, our guiding principles and policies must be followed by all employees and executives, regardless of hierarchical level. To achieve this, we have an **Ethics and Compliance Committee**, which operates autonomously and is not tied to any specific governance body.

To guide and regulate operations within our structure, we have **Bylaws**, regulations and corporate policies that outline the competencies of each governance body, promoting greater transparency and performance control based on established criteria.

We hold regular meetings at various management levels. Through this, we accumulate insights on how to incorporate SSA's policies and operational procedures, achieved through the implementation of tiered meetings, divided

into two parts: the first part involves sharing the results of key gaps identified, while the second part involves each Executive Office presenting their analyses and the actions taken to meet defined goals.

Throughout the year, we assessed the Executive Board's feedback on the new governance practices, and suggestions were implemented in the monthly performance tracking meetings.

It is worth highlighting the role of **Information Technology** in our governance processes, especially in the digitalization of processes, which provide protection for the Company's sensitive information.



*Our articles of association, Bylaws and external audit comply with the standards of publicly traded companies.*

## Our governance structure



# Board of Directors

GRI 2-9 | 2-11 | 2-12 | 2-13

The Board of Directors is the Company's highest governance body. It is responsible for making strategic decisions, approving the **Annual Budget** and for our **Financial Statements**. The strategic decisions made by the Board are executed by our Executive Board, led by the CEO. The executive body presents the Company's results every two months, based on our Strategic Map.

Currently, the Board consists of four members, all individuals, elected and dismissed by the General Meeting, three of whom are independent. All directors serve a two-year term of office and are shareholders of the Company. It should be

noted that the chairman of the board does not have an executive role.

To maintain São Salvador Alimentos' governance at a high level of efficiency, the Board relies on five advisory committees, which are composed of **professionals with proven technical, business and specialized expertise**, ensuring the repertoire and experience required for the best decisions to be made.

The Board meets every two months. In 2023, eight meetings were held, five of which including the participation of its advisory committees.

## Composition of the Board of Directors\*

### Chairman

 José Carlos Garrote de Souza

### Vice-chairman

 Rimarck Vieira de Carvalho

### Independent members

 José Antônio Fay, Nelson Vás Hacklauer, Carlos Watanabe

\*Our CEO, Mr. Rimarck Vieira de Carvalho, is the only member of the Board holding an executive position.

## Highest governance body GRI 2-9

Name	Gender	Executive member	Independence	Tenure
José Carlos Garrote de Souza	Men	No	No	2 years
Rimarck Vieira de Carvalho	Men	Yes	No	2 years
José Antônio Fay	Men	No	Yes	2 years
Nelson Vás Hacklauer	Men	No	Yes	2 years
Carlos Watanabe	Men	No	Yes	2 years

# Audit Committee

All members of our Audit Committee are independents:

GRI 2-9

Name	Gender	Executive member
Carlos Watanabe	Men	No
Nelson Vás Hacklauer	Men	No
Luiz Carlos Passetti	Men	No



## Selection and appointment

GRI 2-10

**Our directors are selected based on established and publicly known criteria**, ensuring the highest level of professionalism in the Company's governance. The selection and appointment process for Board members is carried out by our shareholders, with technical support from the Executive Board, following the guidelines outlined in our **Bylaws**.

In addition to the formal documents guiding the operation of SSA and its governance, we also rely on the following criteria in the selection and appointment of our directors:

- Knowledge about the Company;
- Technical knowledge;
- Specialization;
- Alignment and commitment to our values, culture and **Code of Ethics and Conduct**;
- Unblemished reputation;
- Not having been the subject of an unappealable decision by the **CVM**;
- Not having been prevented by special law or convicted of bankruptcy, malfeasance, active or passive corruption, extortion, embezzlement, offenses against the public economy, public faith, property, the national financial system, or any criminal penalty disqualifying access to public office;
- Academic background compatible with the attributions of the members of the Board of Directors, as described in the Bylaws;
- Professional experience in diversified topics;
- Being free from conflicts of interest (unless waived by the General Meeting);
- Availability of time to dedicate to their duties, which go beyond attendance at meetings and reading of documents.



## Performance assessment

GRI 2-18

Our Bylaws sets forth that periodic assessment of our directors, board members and advisory committee members must be conducted at least once during their term of office. In 2023, four leaders were evaluated, with a positive result, that did not give rise to any actions for change.

## Compensation

GRI 2-19 | 2-20 | 2-21

For SSA, compensation is part of our talent retention strategy and is essential for **fostering a sense of satisfaction in the workplace**. Therefore, we gather feedback on the subject through specialized partners and in our climate surveys.

We determine the compensation within the Company based on surveys and models adopted by the market and the food sector, with the support of independent consulting firms.

The Company's overall compensation practice and the **Short-Term Incentive Policy (ICP, in Portuguese)** for senior executives, namely, the CEO, vice president and officers, require approval from the Board of Directors and the **People Committee**. Monthly fixed compensation is adjusted annually, taking into account the collective bargaining agreement of each region. The Company also carries out adjustments linked to employee performance.

Members of the Board of Directors receive pro-labore compensation for the performance of their duties and variable pay. Our senior executives also receive variable and fixed compensation, with the latter composed of a monthly base salary and attendance. The variable portion (ICP) includes EBITDA, the Company's net income and individual Key Performance Indicators (KPIs).

For ICP, executives must achieve 80% of the adjusted EBITDA target and net profit established for each year. Our employees receive proportional compensation based on their individual performance against the financial, environmental and social targets set by the departments. Within the Company, when it comes to the annual compensation adjustment and considering the Collective Bargaining Agreement, there is no difference between the highest-paid individual and the average of other employees.

✓ **Variable compensation requires meeting 80% of the adjusted EBITDA target and the net profit for the year, in addition to individual KPIs.**

## Corporate policies

GRI 2-23 | 2-24

We have implemented Policies on Related Party Transactions and Conflict of Interest Management, Anti-Money Laundering, and Crisis Management.

Our corporate policies were developed based on current legislation and best practices in corporate management. In them, our employees, executives and other stakeholders find clear principles and guidelines on how to act in their daily activities and in their relationships with our many stakeholders.

We have a **Corporate Social Responsibility** Policy, a guiding document that consolidates the principles and goals related to the organization's

strategic planning and our **Code of Ethics and Conduct**. In drafting the document, we consider the UN's Sustainable Development Goals (SDGs), organizational climate surveys, Ethos indicators and the GRI.

Whenever necessary, **we make efforts to advance in disseminating and formulating new policies**. In 2023, we implemented our Related-Party Transactions and Conflict of Interest Management Policy. We also launched the Anti-Money Laundering and Crisis Management Policies, which consolidate and systematize the lessons learned and guidelines developed over our three decades of operations in the face of situations of instability.



*We have implemented Policies on Related Party Transactions and Conflict of Interest Management, Anti-Money Laundering, and Crisis Management.*

### Take a look at our corporate policies:

- Anti-Corruption;
- Antitrust;
- Gifts and Gratuities;
- Procurement;
- Consequences and Disciplinary Measures;
- Cookies;
- Donations, Sponsorships and Contributions;
- Entertainment and Hospitality;
- ESG;
- Risk Management;
- Environment;
- Anti-Money Laundering;
- Privacy;
- Quality;
- Information Security;
- Whistleblowing Channel;
- Related-Party Transactions and Conflict of Interest Management;
- Anti-Money Laundering;
- Crisis Management;
- Social Media Use.

### Regulatory inventory

In 2023, we completed the Regulatory Inventory Project, which compiles a set of nine thousand laws and regulations with which SSA must comply. With the project, we created conditions for each department to enhance its knowledge level about regulations, ensuring a higher level of compliance across the entire Company.

## Conflicts of interest

GRI 2-15

The Policy on Transactions with Related Parties and Management of Conflicts of Interest establishes the following processes: (i) the procedures and those responsible for identifying related parties and classifying operations as a transaction with related parties; (ii) the criteria that must be observed when carrying out a transaction with related parties; (iii) the procedures to help identify and resolve individual situations that may involve conflicts of interest; and (iv) the instances of approval of a transaction with related parties, depending on the amount involved or the transaction to be carried out within or outside the normal course of business.

Conflicts of interest related to cross-shareholdings in other management bodies and related parties are disclosed to stakeholders, in addition to their relationships, transactions and outstanding balances.

# Ethics, integrity and compliance

GRI 2-26

Just as we do when defining our policies and governance standards, we follow capital markets standards when establishing guidelines for ethics, integrity and compliance.

The Company has a **Compliance Program**, endorsed by Senior Management, which sets forth the rules of conduct in the workplace and in relationships with stakeholders. Four years after the program was implemented, we have observed significant maturity in compliance, with the adoption of a series of actions and indicators enabling meticulous management to ensure compliance across SSA.

To guide and support compliance with our standards and policies, we have had an Ethics Committee since 2019. The committee consists of five members from the Compliance, Legal, People and Management, Strategic Management, and Industrial Production departments.

In 2023, we systematically improved our compliance tools with electronic document mana-

gement, ensuring greater security and confidentiality for sensitive information.

We also consolidated our **Whistleblowing Channel**, managed by an independent external company, ensuring safe, transparent and accessible assistance (read more at page 59). In addition to having communication channels and guiding documents, we conduct a series of training sessions every year to ensure that our employees and leaders remain in line with our principles and the Compliance Program. In 2023, a total of 2,650 training hours were offered, with 5,397 participants taking part.

Nevertheless, we understand that this effort must extend beyond training sessions to involve the entire Company. With this in mind, we also launched the **Compliance Ambassadors**, whose mission is to be multipliers of an ethical culture across various levels of SSA. For 2024, we aim to further improve compliance with the **General Data Protection Act (LGPD, in Portuguese)** and relationships with third-party suppliers through training and due diligence.

✓ **The mission of Compliance Ambassadors is to promote ethics across various levels of SSA.**

## Integrity Week

GRI 2-24

Throughout the year, we held the third edition of the Integrity Week, a period during which we intensively addressed ethical matters through workshops, lectures and debates. During the event, we conducted discussions relevant to the daily lives of our employees and leaders, clarifying the attitudes and procedures that everyone should adopt.

The topics revolve around how to behave in the workplace to avoid any hostility, intimidation, harassment or discrimination; procedures to identify and/or avoid conflicts of interest, whether personal, familial or with close

associates; respect for diversity and inclusion, ensuring fair treatment for all; information security and data privacy, explaining how institutional and business information should be handled, ensuring confidentiality; and relationships with public officials, with examples of risky situations such as meetings, consultations, inspections and audits.

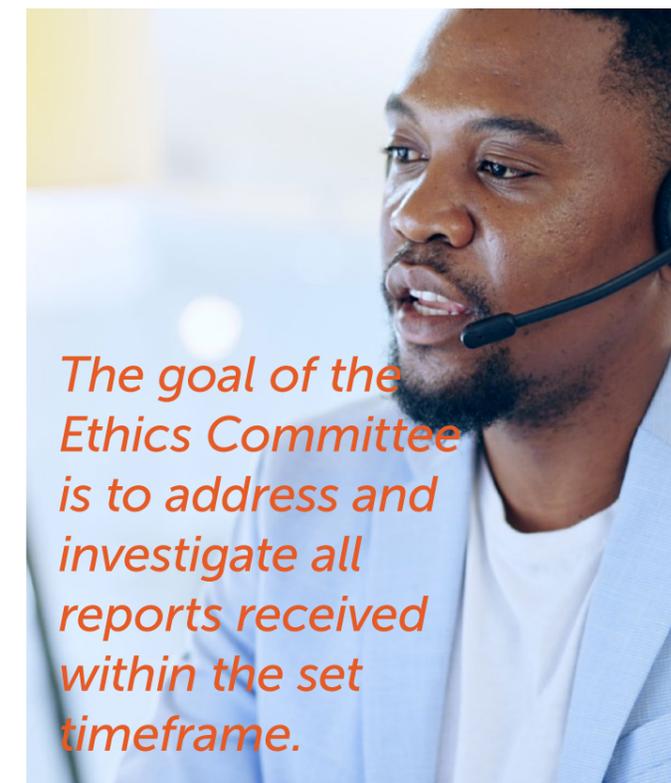
As an event that has become established in the Company's calendar, the Integrity Week involved a total of 344 employees, managers, and leaders, and offered 1,032 hours of lectures and discussions on ethics and compliance.

## Ethics line

GRI 2-26

In 2023, we consolidated our **Whistleblowing Channel**, which is managed 24/7, with language options, by an independent company operating outside the Company. Reports received through our channel are ensured anonymity, as well as the protection of the whistleblower's identity. If the complaint is substantiated, it is the responsibility of the Ethics Committee to receive, analyze and address the reports received through the **Ethics Line**.

The performance management indicator for the channel set the goal that the Ethics Committee must address and investigate all reports received within the timeframe outlined by the Whistleblowing Channel Policy.



*The goal of the Ethics Committee is to address and investigate all reports received within the set timeframe.*

## Anti-corruption

GRI 2-23 | 2-24

Formal guidelines promote an anti-corruption culture at **São Salvador Alimentos**, which can be found in our Compliance Program, Code of Conduct and other corporate policies ([read more at page 56](#)).

Due to the nature of our production activities, the greatest risks of non-compliance are related to third-party activities. In addition to conducting preventive monitoring of our supply chain, we have contractual clauses enforced in partnership agreements that provide for compliance with the principles of our Code of Ethics and Conduct. If

these requirements are not fulfilled, the Company has the prerogative to terminate the contract.

We also address the topic in our annual training sessions and during the onboarding process for new employees in the Company, as well as through internal communications on how to prevent corruption in SSA's operations and governance. In 2023, we identified a total of four corruption-related risks, representing 13.33% of the total risks mapped for the year. **No cases of confirmed corruption have been reported within the Company.**

## Internal controls

Our internal controls are designed to ensure that our operations are in line with the Company's policies and to anticipate situations that may pose risks to SSA's business health. Like in its entire governance system, the Company upholds parameters similar to those of publicly traded companies.

To achieve this goal, we hold control meetings conducted by the **Risk Management Group**,

**Finance and Risk Management Committee, and Statutory Audit Committee.** Our **Operations Desk** is responsible for daily, weekly and monthly monitoring.

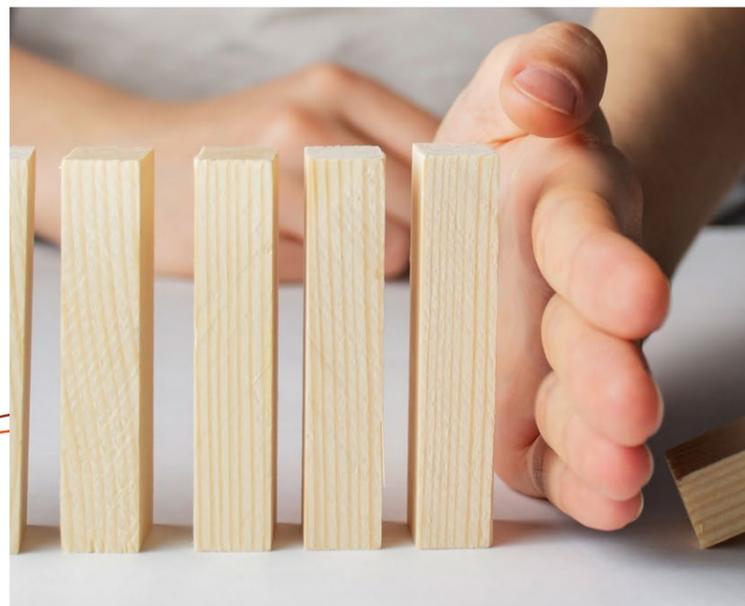


# Risk management

GRI 2-16 | 2-25

In order to continue increasing the positive impact for our stakeholders, society and the communities we engage with, we maintain a **Risk Management Policy**. Through this policy, we define how risk management for our production activities will be conducted, always striving to prevent and, when needed, efficiently mitigate potential damages.

Given the significance of this issue in our governance system, we ensure that situations jeopardizing the Company are promptly reported to the Board of Directors. In 2023, we had concerns stemming from the external context, in addition to those already monitored in our **Risk Matrix**. The Ukraine War—which significantly impacted global food trade—, avian flu and the drop in selling prices were topics that captured the attention and efforts of the Board and its advisory committees.



### Risk Matrix

-  Strategic
-  Financial
-  Operational
-  Compliance

## Socioenvironmental responsibility

Environmental and social care are integral to our values and are significant factors in our risk management. Therefore, we maintain several environmental initiatives, such as native tree planting, spring recovery, environmental education program, as well as job creation and investment in social projects.

As for our consumers, we prioritize the implementation of rigorous procedures to ensure product quality and safety, while instructing our employees and third parties to work in accordance with these

principles. For this purpose, we maintain **Quality Assurance Management Systems**, ensuring that the Company systematically cares for food production, as we know this is a fundamental measure for reinforcing the trust between SSA and its customers.

Furthermore, we maintain institutional channels for customers, employees or anyone else to report irregularities that may jeopardize the quality of our products, the environment and human lives.

 **We maintain various initiatives: tree planting; spring recovery; job creation; and investment in social projects and environmental education.**

## Technology and cybersecurity

We continue to invest in the restructuring process of the **Information Technology (IT)** area, aiming to generate greater synergy among the Company's business areas, fostering innovation and integration into the digital transformation process. In 2023, we made progress in stabilizing **SSA's Information Security Program**, which

includes a vulnerability management area, log analysis and behavioral analysis through proven secure tools. For the long term, the goal is for the IT area to oversee all Company management, promoting process digitization, increasing security levels and enhancing the reliability of the information under its domain.



# PEOPLE

- Our people
- Health and safety
- Care for customers and consumers
- Supply chain
- Communities and society



# Our people

GRI 2-7 | 2-8

We are among the world's leading food production companies, and part of the Industry 4.0. However, we know that everything we have achieved and aspire to accomplish will be done with people.

Therefore, at SSA, we have a dedicated **People and Management** department, aiming at providing the conditions for people's development, and fostering a welcoming and productive work environment. Within the Company, our employees have an **ownership mindset**, engaging with a sense of responsibility in their daily activities.

During 2023, we moved forward in solidifying our **cultural architecture**, aimed at systematizing the behavioral guidelines already matured within the Company. Cultural assimilation is part of our strategy to make **our way of being** highly replicable, ensuring quality standards and supporting São Salvador's growth in the short, medium, and long terms.

From this exercise, we have set the values of **doing the right thing, doing it right, and doing it together** (see more in 25), which guide us towards the purpose of producing food to transform the world. We employ these principles as selection criteria in our hiring procedures and in our performance assessments.

To ensure that everyone is aligned and working together, we continuously invest in training, events, celebrations, and recognition. We also have an

**Employee Portal**, where we provide a wide range of virtual training materials. Going forward, we intend to incorporate study goals that will be part of the evaluation process.

In 2023, we continued to expand our industrial complexes, an essential step to keep up with SSA's growth and customer base. Such effort led to the creation of new job opportunities in the regions where our Nova Veneza and Itaberaí units are located, totaling the **generation of 1,500 new jobs**.

In August 2023, a significant change was made in the production process with the introduction of automation in chicken cutting. Only through the efficiency and agility brought by the automation of chicken deboning at the Itaberaí slaughterhouse, were we able to downsize the team to 300 employees.

That allowed us to close another cycle focused on what we believe are the ingredients to shape the future of the food industry worldwide: **technology and people at the core of everything**.



**We understand that everything we have achieved and aspire to accomplish will be done with people.**

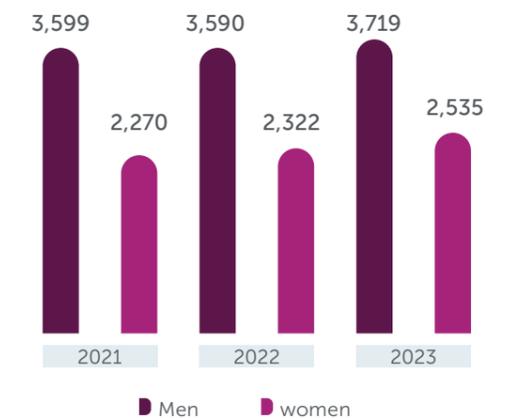
## Employees in figures

GRI 2-8

We ended the year with a total of **6,254 direct and 2,110 indirect employees** – including welders, assemblers, electricians, technicians, mechanics, hodmen, bricklayers, and cleaning assistants – in addition to **295 youth apprentices**.

All service providers' contracts are assessed and managed by the Contractor and Third-Party Management and Procurement/Supply departments.

Information on employees, by employment contract and gender<sup>1</sup> GRI 2-7



<sup>1</sup>Data include only permanent employees; there are no temporary employees.

Information on employees, by employment contract and region<sup>1</sup> GRI 2-7

	2021	2022	2023
North	18	20	20
Northeast	0	0	5
Midwest	5,827	5,868	6,212
South	11	11	3
Southeast	13	13	14
<b>Total</b>	<b>5,869</b>	<b>5,912</b>	<b>6,254</b>

<sup>1</sup>There are no temporary employees. The data extracted from the payroll system for December 2023. All employees on the payroll records of both São Salvador Alimentos and São Salvador Alimentos Participações were informed.

**Information on employees, by employment type and gender<sup>1</sup> GRI 2-7**

	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees without guaranteed hours	335	58	393	388	68	456	390	63	453
Full-time employees	3,255	2,212	5,467	3,192	2,248	5,440	3,324	2,472	5,796
Part-time employees	9	0	9	10	6	16	5	0	5
<b>Total</b>	<b>3,599</b>	<b>2,270</b>	<b>5,869</b>	<b>3,590</b>	<b>2,322</b>	<b>5,912</b>	<b>3,719</b>	<b>2,535</b>	<b>6,254</b>

<sup>1</sup>There are no temporary employees. The data extracted from the payroll system for December 2023. All employees on the payroll records of both São Salvador Alimentos and São Salvador Alimentos Participações were informed.

**Information on employees by employment type and region<sup>1</sup> GRI 2-7**

		2021	2022	2023
		Employees without guaranteed hours	North	7
	Midwest	379	438	437
	South	2	3	2
	Southeast	5	5	5
	<b>Total</b>	<b>393</b>	<b>456</b>	<b>453</b>
Full-time employees	North	0	2	11
	Midwest	5,444	5,422	5,775
	South	9	8	1
	Southeast	8	8	9
	<b>Total</b>	<b>5,461</b>	<b>5,440</b>	<b>5,796</b>
Part-time employees	North	9	8	0
	Northeast	0	0	5
	Midwest	6	8	0
	<b>Total</b>	<b>15</b>	<b>16</b>	<b>5</b>
<b>Total</b>	North	16	20	20
	Northeast	0	0	5
	Midwest	5,829	5,868	6,212
	South	11	11	3
	Southeast	13	13	14
	<b>Total</b>	<b>5,869</b>	<b>5,912</b>	<b>6,254</b>

<sup>1</sup> Outsourced workers' data was acquired by Sankhya through access control for outsourced workers, which takes place via a QR Code that registers entry and exit at the gates.

## Attraction and Retention

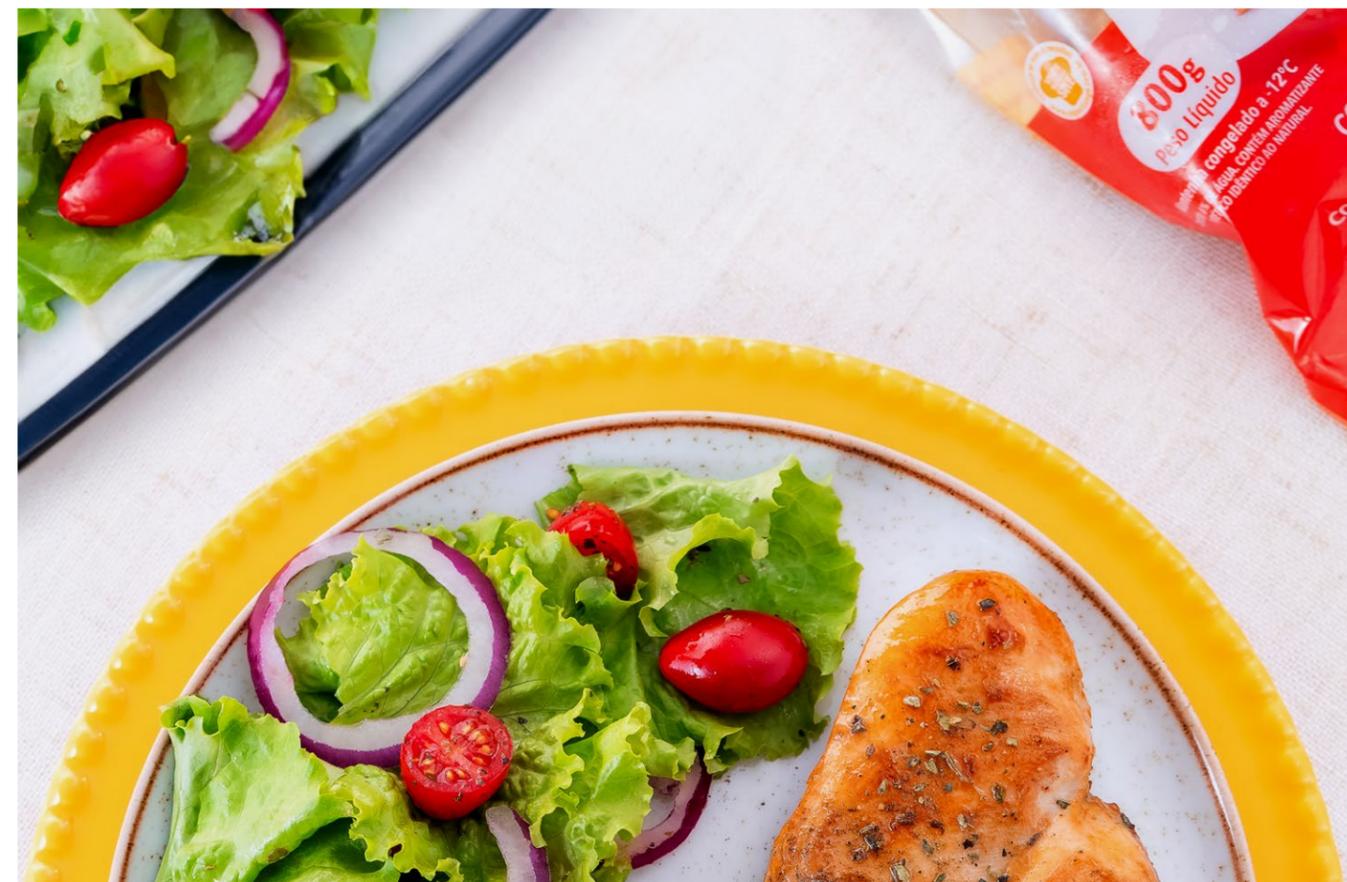
We understand that maintaining long-lasting relationships with our employees is key to building and transmitting knowledge across generations.

We are immersed in an industry characterized by high turnover rates, due to the inherent characteristics of the food production process. Aware of this context, we have bolstered our reputation as an employer brand not only by carefully examining our internal processes but also by positively impacting the communities where we operate,

through income generation and the promotion of socio-economic development.

In 2023, we took measures to optimize our people management and build an excellent work environment, further strengthening our leadership training to encourage active listening among supervisors, enabling us to implement a series of improvements in our management.

 **We perceive talent attraction and retention as a key factor for sustainability.**



To continue evolving in our care for people, we also offer a series of benefits, promoting the health and well-being of our employees and their families. Check out the benefits:



### Unimed Medical Care

Health insurance at special rates, offering extensive coverage. Provides options with regional, state, and national coverage.



### Cemop Dental Plan

Dental plans at special rates, offering full coverage for cleanings, fillings, simple extractions, X-rays, and more.



### Gympass

Partnership with gyms nationwide, offering promotional prices. Members can attend any gym or studio affiliated with the Gympass network, enjoying access to classes such as weightlifting, cardio, pilates, swimming, and more. Virtual access to a variety of physical activities is also available.



### Food voucher

The amount is determined according to the collective bargaining agreement applicable to each Brazilian region.



### Sodexo Apoio Pass

A channel for psychological, legal, financial, and social guidance, aiming at ensuring greater well-being and emotional health for our employees. Completely free of charge and anonymous.



### Life insurance

Employees bear no costs for life insurance (it is 100% free), and coverage begins on the first day one of work.



### Social assistance

Social benefits for employees, focusing on improved working conditions and better quality of life, aiming at ensuring social protection and defense of their rights, including the promotion of diversity and inclusion. Includes initiatives such as: donations of basic food boxes; medical-hospital support; funeral assistance; and family support.

## Youth Apprentice Program

GRI 2-8

The **Youth Apprentice Program** was launched in 2021 and has become a significant driver for generating new talents, with many of them already forging successful and long-lasting careers. This was the result of an effort to reconstruct, over the past few years, the architecture of the institutional initiative, establishing principles, strategy, purpose, and partnerships.

Currently, we have young professionals starting their careers in many areas, such as administrative services, where we provide training for support services in human resources, administration, finance, logistics, and warehouse management; **meat cutting**, to work as assistants in meat processing industries; **electromechanics**, which involves training for industrial machinery maintenance; and **poultry farming**, where we teach how to raise birds for food production.

We ended 2023 with a total of 295 youth apprentices, who were recruited through our partners Instituto Bittar and Instituto Renapse. Our plan is to continue investing and, going forward, expanding the program and setting diversity goals, especially to attract more People with Disabilities to our workforce.

\* Data was obtained from the FPW system, and the variation in numbers from one year to another is due to the expansion of our workforce to meet the growth of production units.



# Training / Development

GRI 3-3 of the Material topic: Training and Education



**We carried out internal and external audits to improve our management of training and development for our employees.**

At São Salvador Alimentos, we understand that **investing in competency development is the key** to achieving our goals. We are committed to achieving high performance in delivering the finest products and services, which requires continuous training for our employees.

In 2023, despite budget cuts resulting from measures taken to prevent impacts from avian influenza, we improved our training structure and procedures. With the support of an audit, we built a **room for up to 50 employees and established a schedule with mandatory courses.**

We launched **new career trails** aimed at attracting and training talents, especially in the handling of technological machinery, which has been a priority. For this reason, we invested in hiring specialized professionals, and today we are,



proportionally, one of the largest teams of automation engineers in the food industry.

## Clear guidelines

We manage capacity building initiatives through the Training & Development Policy, which lays out clear guidelines for the **personal and professional growth of our employees.**

Our commitment goes beyond providing infrastructure and planning. We are dedicated to nurturing skills and knowledge that not only strengthen our team but also drive our stra-

tegic goals. Through this process, our goal is to not only improve performance but also enhance the quality of our products and services, thus ensuring the **continued success of our company**, while also meeting mandatory foundational training requirements set by the Ministry of Labor.

As a follow-up, we have developed an annual calendar focused on two types of training: one aimed at **personal development** and the other at **regulatory aspects** – procedures to ensure product quality, recycling, compliance, and safety.

To achieve this, we have dedicated employees responsible for controlling and managing training processes, with a focus on leadership, which plays a crucial role in disseminating our culture. Our leaders assess the information obtained through our training indicators on a monthly basis. Managers attend meetings supported by internal consultants, at which **qualitative and quantitative data** on the topic are analyzed. To assess progress, targets and goals are set based on our budgetary and strategic development guidelines, considering people, technology, and best market practices.

To boost our efforts and maximize employee engagement, the Company has implemented the **career and succession module** in **SuccessFactors**, a tool linked to SAP for managing Human Resources processes, and has been conducting in-person training sessions for the industrial area. This ensures that no employee misses the training required for their duties.

Additionally, we have partnered with the Social Service of Industry (SESI, in Portuguese) to deliver awareness-raising lectures for employees on the importance of training. The institution also monitors indicators on a weekly basis to support our decision-making process, helping to address potential gaps in our training.

Thus, we aim to build an even greater level of engagement and effectiveness in talent development in 2024, establishing us as a Company known for its technological pioneering and the production of exceptionally high-quality products.

**Average training hours per employee, by gender<sup>1</sup> GRI 404-1**



<sup>1</sup>There was a change in values in 2023: since the Brazilian scenario was affected by avian influenza, the Company entered a period of austerity, thus freezing all non-mandatory training.

**Average training hours per employee, by employment category<sup>1</sup> GRI 404-1**

Employee category	2021	2022	2023	2022/2023
Administrative staff	40.4	40.1	29.4	-26.7%
Specialist	57.7	31.2	23.6	-24.4%
Operational staff	17.6	21.4	12.0	-43.9%
Supervisors/Leaders	74.7	51.3	50.2	-2.1%
Technical	52.8	20.8	17.1	-17.8%
<b>Total training hours</b>	<b>243.2</b>	<b>164.8</b>	<b>16.2</b>	<b>-90.2%</b>

<sup>1</sup>There was a change in values in 2023: since the Brazilian scenario was affected by avian influenza, the Company entered a period of austerity, thus freezing all non-mandatory training.

**Announcing the new cultural structure**

In 2023, we delivered a total of **100 lectures** of 30 minutes each for **6,000 employees** involved in the Company's operations, aiming at deepening their understanding on the new cultural structure. During these activities, we focused on themes and practices that strengthen the sense of belonging within our management, administrative, and industrial production teams. At the end of each lecture, we provided attendees with gifts and cultural assimilation materials, such as stationery items and culture kits.



**Diversity and Inclusion**

We are a Company that creates opportunities in the communities where we operate. We effectively change the lives of individuals working in our operations and living near our production facilities. Therefore, **diversity and inclusion** are integral to our everyday operations and the culture of São Salvador Alimentos.

We have zero tolerance for any form of discrimination based on race, gender, or ethnicity in our interactions with our stakeholders. Such commitment is outlined in our **Code of Conduct** and is subject to permanent attention by our governance, with violations potentially leading to disciplinary measures, ranging from mild to severe, depending on each case.

Since 2022, we have implemented the **Project for the Inclusion of People with Disabilities**, which has become a gateway for employees to join the Company, making SSA more diverse. Going forward, we plan to expand the project and invest in other fronts of action on Diversity and Inclusion topics, as we recognize that diverse life experiences are essential for strengthening our bonds with society and our capacity to devise innovative solutions.



# Health and Safety

GRI 3-3 of the Material topic: Employee Health & Safety | 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7 | 403-8 | 403-9 | 403-10

At SSA, we prioritize the health and safety of our employees, aiming at building a dignified and humane work environment. We also seek to have a positive impact on our people and on the sector as a whole.

In 2023, we progressed in this direction by institutionalizing our **Occupational Health and Safety Program (OHS)**, which has outlined principles and guidelines for activities related to accident prevention and the promotion of employee health and well-being. All employees, activities, and workplaces are reached and covered by our management system which has internal and external audits.

Our system includes **Occupational Risk Management (GRO, in Portuguese)**, established in accordance with Regulatory Standard (NR, in Portuguese) 1. The GRO develops and manages many occupational health and safety programs led by qualified professionals. These programs include Risk Management Program (PGR), Occupational Health Medical Control Program (PCMSO), Hearing Conservation Program (PCA), Ergonomic Work Analysis (AET), and Technical Report on Working Conditions (LTCAT, all acronyms in Portuguese).

The Company's OHS Policy is based on labor legislation – covering all NRs, in addition to the Brazilian Labor Law (CLT, in Portuguese) – and insights drawn from analyses of accident-causing circumstances. In our quest for excellence, we collaborate with partners such as public health departments and OHS experts. Thus, we incorporate the latest practices in the management of this topic within the industry.

## Participation and active listening

**Our entire OHS management relies on active participation from both our employees and managers**, who are encouraged to provide suggestions and report any risk situations. The Internal Accident and Harassment Prevention Committee (Cipa, in Portuguese) facilitates the interaction among employees, leaders, and representatives from the Specialized Safety Engineering and Occupational Medicine Service (SESMT, in Portuguese), promoting engagement and active listening.

The SESMT team consists of professionals specialized in occupational health, safety, and ergonomics, all committed to identifying and managing hazards and risks that could adversely affect employees. Many initiatives undertaken by them ensure that, from the moment of hiring, our employees receive essential information about the activities to be carried out, as well as the safety measures that should be incorporated into their work routine.

We also conduct regular safety inspections, during which we identify risks and opportunities for preventing accidents and occupational illnesses. In our daily operations, our **Daily Environment Inspections** use checklists with aspects to be monitored to maintain safety, managed by our occupational safety team. The input from employees and managers is an integral part of these daily inspections. They also have the opportunity to participate in defining measures to be taken when unsafe conditions or behaviors are identified.



*Our new Occupational Health and Safety Program has outlined principles and guidelines for activities related to accident prevention and the promotion of employee health and well-being.*

In cases of identified non-conformities, we rely on **Accident Risk Notifications**, wherein the inspecting professional notifies the manager of the area, who must then take appropriate action. By taking a proactive approach, we can effectively reduce employee exposure to hazardous situations.

The Company also provides **Personal Protective Equipment (PPE)** whenever necessary, starting from the employee's first day of work. To reinforce this practice, we conduct continuous communications through our channels on the subject and provide specific training, along with the required certification, when the employee's role so requires.

We have set annual goals for improving our OHS management, which are directly endorsed by the São Salvador Alimentos Executive Board. This way, we ensure that every employee can find a safe and pleasant working environment at SSA.

## Monitoring

The Company maintains accident indicators, attendance rates for occupational health and safety training sessions, and monitors instances of medical leave and notifications resulting from its daily inspections. Using available data, we conduct monthly assessments and, in case of

misconduct, investigate the causes and propose mitigation actions. In 2023, there were nine cases of work-related accidents with serious consequences (excluding fatalities) and 190 cases of recordable work-related accidents. Contusions were the primary type of workplace accident in 2023.

Throughout the year, only one case of recordable occupational illness was identified and no fatalities. Among the hazards posing risks of occupational illnesses, ergonomic hazards were identified through Preliminary Ergonomic Assessments (AEP, in Portuguese). These assessments were conducted by qualified occupational health and safety professionals, in collaboration with workers directly involved in activities prone to such hazards.

### GRI 403-9

Information on employees	2023
Number of fatalities caused by work-related injuries	0
Number of high-consequence work-related injuries (except for fatalities)	9
Number of recordable work-related injuries	190

## Training

Improving the health and safety culture also requires employee training. The recommended actions are assessed based on the position held, in accordance with the relevant NRs. When the role and activities require specific training, we offer training and certification.

Training sessions start on the first day of work, with employees undergoing an Introductory Basic Occupational Safety Training. New employee training continues with mandatory specific training sessions, conducted by qualified professionals. The goal is to guide and empower employees to safely perform their duties.

Following this period, we offer an intensive schedule of recurrent training sessions aimed at fostering knowledge exchange among employees. Among these non-standard training sessions, particular emphasis is placed on training conducted with leaders. The goal is to empower them to serve as advocates for safety in our work environments.

✓ **Training sessions begin on the first day of employment.**

## Health benefits

GRI 403-6

Partnerships forged with many institutions in the municipalities of Itaberá and Nova Veneza ensure a range of benefits for employees, who have access to essential healthcare services at significant discounts on medical consultations, laboratory tests, and dental care. We ensure the purchase of medications at reduced prices through agreements established with local pharmacies.

To further enhance these benefits, we maintain agreements with vaccination clinics and gyms, providing employees with ample opportunities to take care of their physical health and overall well-being.

### Preventive Health Program

Our awareness campaigns comprise an ample set of actions aimed at supporting and promoting initiatives for life. The Preventive Health Program, in particular, is a monthly initiative of lectures that provide essential information, engage in activities, and promote the health and well-being of employees. Thus, our goal is to promote changes in sedentary habits and behaviors, both within and outside the workplace.

### Mother's, baby's and body health

Health promotion is offered through many initiatives within the Company. One of them is the "Blitz da Saúde" ("Health Blitz"), focused on disease prevention. Specialized professionals provide employees and contractors with health tests (blood sugar, blood pressure, body mass index – BMI, heart rate, and temperature), as well as personalized health advice based on individual results.

The SESMT also promotes the "Papo de Mãe – Programa de Atenção à Gestante" ("Mom's Chat - Pregnant Women's Attention Program"), through which monthly meetings are held to provide advice on a healthy and safe pregnancy. During the meetings, discussions foster a sense of closeness and support for expectant mothers, demonstrating SSA's commitment to the holistic well-being of its employees.



# Care for customers and consumers

The extreme commitment to the quality of the food we produce is the cornerstone of São Salvador Alimentos' existence. Our employees are essential in ensuring the excellence of what we deliver to consumers.

## Product quality

GRI 3-3 of the topic Product quality and safety

Through stringent quality indicators, we measure the quality of our products as a means of fulfilling our utmost commitment to customers and end consumers. We are always in line with the quality standards required by the Brazilian Ministry of Agriculture, Livestock, and Supply (Mapa, in Portuguese) and foreign markets through biosecurity measures, self-control procedures

and programs, and laboratory analyses. We also adopt the principles and guidelines of the Hazard Analysis and Critical Control Points (HACCP) program and the detailed memoranda of hygienic-sanitary measures of the Food Safety Policy, the Good Manufacturing Practices Manual, and the Contingency Plan.



*All production and products are inspected through laboratory analyses.*



All these criteria not only govern our trainings, events, and internal audits, but also inspired the creation of pillars guiding our actions in the production chain, so that we can fulfill our mission of delivering safe and high-quality food. For this reason, we have many self-control programs related to the maintenance of facilities, equipment, and lighting, as well as sanitary barriers, ventilation, water supply, pre-operational and operational hygiene, animal welfare, and more.

Process critical control points based on Hazard Analysis and Critical Control Points (HACCP) are also verified. Thus, the entire production process and the products are inspected through laboratory analyses, according to the specification of each item.

### Extreme care

To raise awareness among our employees about the importance of maintaining continuous vigilance over the care of our production, we hold the Food Quality and Safety Week every year. The event aims to engage employees on the topic, thus ensuring that highly safe and healthy food reaches consumers' tables, both in Brazil and abroad.

In 2023, our employees have also received training from quality supervisors on topics, such as: Microbiology Fundamentals; HACCP Principles; Good Manufacturing Practices; Standard Operating Hygiene Procedures; Sanitary Standard Operating Procedures; and the Proper Use of PPE and Collective Protection Equipment (CPE). The goal was to maintain a high level of

biological safety in our operational facilities, especially in poultry production.

As a result, we devoted extreme care to quality, alongside food safety, biosafety, and controls and checks in the production processes. This way, we can also identify improvement opportunities.

## Production checks

Production process control is essential for the Company's compliance with food manufacturing regulations, thereby ensuring customer health and animal welfare. Thus, we prioritize extreme care with biosafety, something that is present in our operational routine through the engagement of leaders and employees.

To ensure the quality and safety of food, our entire production is controlled and monitored 24 hours a day. Furthermore, our machines, equipment, conveyors, and processes are continuously interconnected to ensure the proper execution of each step.

In 2023, we increased the volume of training for our poultry farmers, individuals directly involved in the animal husbandry process. We also focused on raising awareness of and training the owners of partner farms, as well as maintaining constant dialogue with public agencies such as Brazilian Animal Health Surveillance, the Brazilian Ministry of Agriculture, among other institutions.

Additionally, in 2023, a series of meetings were held among managers from different industrial complexes of SSA to discuss product verification, leading to insights for improving internal processes. As a result, we ended the year with a high level of maturity among our teams, who are fully committed to our guidelines and control standards.

Within the Company, we have structures in place that systematically verify our production processes and rely on the support of the Federal Inspection Service (SIF, in Portuguese), which conducts daily verification of processes and products – supported by laboratory analyses. By carefully assessing the entire production process, SIF produces valuable insights for the development of potential disease mitigation plans.

If there are more critical points, Hazard Analysis and Critical Control Points assessments are conducted. Our teams are trained and guided to continuously verify compliance with procedures and sanitary aspects, prophylaxis, hygiene, animal interaction, access, and circulation of people.

Additionally, we maintain equipment, clothing, restroom facilities, ventilation, and ambient temperature; calibration of instruments, etc. After undergoing such a rigorous control, all our products go through metal detectors to prevent contamination with ferrous materials.

Finally, all verifications are recorded within the Company's Quality Department. If any discrepancies are identified, corrective or preventive actions are taken accordingly, depending on their severity.

**In 2023, we increased the volume of training efforts for our poultry farmers and raised awareness and offered training programs for the owners of our partner farms.**



## Certifications

Our procedures adhere to standardized norms, management control, and certifications from regulatory bodies. The multiple certifications obtained attest to the good practices in our production, the quality and transparency of the process, and our commitment to environmental, social, and health requirements.

### Our seals and certificates

#### SIF 3404 and 3694 seal

The Federal Inspection Seal (SIF, in Portuguese) is a certification for the inspection food products of animal origin and attests to compliance with current regulations for industrial production. It is mandatory for the import and export of products.

#### HALAL seal

This seal attests to our compliance with the manufacturing of products in accordance with the religious precepts of the Quran, essential for exporting our products to countries with Islamic populations.

#### Good Manufacturing Practices (GMP)

This certificate, issued by Anvisa, attests to the compliance of our food manufacturing with the industry's best practices.

#### EU seal

The EU Seal attests compliance with the criteria set forth by the European Union for exporting products to member countries.

#### China Seal

The China Seal certifies that the Company complies with the standards required by the Chinese industry.

#### HACCP seal

This seal is granted to companies that have undergone rigorous assessment of their production process, distribution, and food composition, with a focus on consumer health.

#### ISO 9001 seal

ISO 9001 certifies the quality of companies' management systems maintaining the interests of its stakeholders, aiming at sustainable development on a global scale.

#### Mais Integridade (More Integrity) Seal

O selo é concedido pelo Ministério da Agricultura e Pecuária (Mapa) e premia organizações com práticas sustentáveis nos âmbitos econômico, social, ambiental e de governança.

#### GHG Protocol

The Brazilian GHG Protocol Program focuses on managing Greenhouse Gas (GHG) emissions and attests to the company's effectiveness management of this aspect.

GRI-G4 FP5

Operating production units	Production volume of identified and certifies units	Percentage of production volume of certified units
Slaughterhouse	328,771,044.4	96.3%
Third party - Bovmeat	198,301.8	0.1%
Third party - Grano	390,979.0	0.1%
Third party - C. Vale	1,144,504.0	0.3%
Third party - Bem Brasil - pre-fried fries	3,856,663.0	1.1%
Third party - Minerva Fine Foods	340,656.0	0.1%
Third party - C. Vale	573,778.4	0.2%
Third party - Castrolanda	4,348,537.2	1.3%
Third party - Citale	650,602.8	0.2%
Third party - Lac Lelo	723,664.4	0.2%
Third party - Trelac	295,019.5	0.1%
Third party - Zinho	90,810.0	0.0%
<b>TOTAL</b>	<b>341,384,560.5</b>	<b>100%</b>



## Information to customers and consumers

GRI 417-1 | G4 DMA (former FP8)

At **São Salvador Alimentos**, we understand that access to clear information about food composition and production is essential to strengthen the trust with our customers. Therefore, we value compliance with Brazilian labeling legislation requirements, as well as those of countries with which we have business relations. **Operating transparently and responsibly is more than an obligation: it is part of our business's DNA.**

In line with this responsibility, we conduct technical approval of all substances before acquisition, ensuring traceability of their origins. Our trained employees always follow the instructions of the Technical Data Sheet for all products they use. Services are also carried out following thorough training, as specified in the approved contract.

All our packaging undergoes inspection by Mapa and adheres to the labeling requirements of the Brazilian Health Surveillance Agency (Anvisa, in Portuguese).

In fact, traceability is ensured for all our products. Information is maintained during the production processes, and the systems offer constant monitoring for product traceability, thereby providing reliability to the production lines. Our product traceability systems operate at all stages of micro-ingredient weighing through barcode scanning.

With our current traceability systems, we have gained greater control over our products and

their respective information. This allows us to know when, where, and through which channels the products have been dispatched. With this information, we can identify the product batch, the production shift, and even detect any issues that may have arisen during the process, from the standardization department to dispatch. Furthermore, we also undergo audits from customers. By analyzing the reported causes, we can develop actions and implement improvements in our facilities.

In 2023, no cases of non-compliance with labeling have been identified through our consumer communication channels. Data from customers who may contact SSA to address these and other issues are accessed only by pre-authorized departments, in compliance with our Privacy, Cookies, and **Information Security Policies**.



**Operating transparently and responsibly is more than an obligation: it is part of our business's DNA.**

# Supply Chain

## Supplier and partner management

GRI 2-6 | 3-3 of the Material topic: Supply Chain Management

We view our supply chain as strategic for creating value and positive impact. We adopt guidelines that align with ESG best practices and the development of the regions where we maintain industrial complexes, ultimately improving people's lives for the better.

The year 2023 proved to be challenging in this aspect. Given the unstable international commodities market and reduced global and local corn stocks, we implemented a strategic grain stockpile to mitigate the impact of price fluctuations. All of this required significant effort from our entire supply chain, in terms of both strategy formulation and operational execution of purchases, transportation, receipt, and corn storage.

However, we emerged stronger and better prepared to face volatility in both international and domestic market. Another contributing factor to our strong performance in the year was our continued focus on operating within proximity to our plants, reducing costs and ensuring stringent quality control throughout our entire supply chain. The maintenance of our partnerships for grain storage with third parties was also instrumental, not to mention the expansion of our internal capacity through bag silos.

At SSA, we have a dedicated Supply Chain department. It serves as the backbone of our operation, as it supports all other sectors of the Company.

We also maintain a department focused on Third-Party Management, responsible for verifying documents and facilitating communication with internal departments. Our suppliers undergo an evaluation process that assesses their compliance with legal standards and examines their legal history, including any reports of forced labor conditions. We also obtain information on certifications, seals, financial status, among other relevant aspects for ensuring our compliance.

The main risks to which the Company is exposed in its supply chain are related to instances of misconduct. To monitor, mitigate, and prevent situations of non-compliance with our standards, the Company maintains a whistleblowing channel, accessible at any time with guaranteed confidentiality (see more at page 59).

As a result, the Company has made progress in building a database that serves as another management tool – applied in the comprehensive assessment of the area's management and decision-making related to situations of risk to which the Company may be exposed.



**✓**  
**In a challenging year, with an unstable international commodities scenario and a reduction in global and local corn stocks, the company maintained its inventory leverage strategy.**

We also have managerial reports for monitoring alongside our partners and maintain open and frank communication with suppliers, aiming at further enhancing the excellence of the services and products acquired from them. We continually consult with other departments of the Company that require external services regarding the quality of deliveries and whether the established norms by SSA have been observed..

To prevent or mitigate potential negative impacts, we only approve the provision of services or raw materials from suppliers who undergo evaluation of technical, social, and economic capacity. To prevent SSA from suffering liabilities arising from its supply chain, we assess whether the service partner meets all legal requirements and has no history of judicial decisions or complaints related to forced labor or similar conditions. As for material suppliers, they must provide information on certifications, financial status, compliance with legal requirements for hazardous and/or controlled products, commodities, and whether there are no complaints against them regarding deforestation or forced labor.

We have a specific area in the third-party management department responsible for document control and interacting with requesting areas to resolve any contradictory situations. Especially for local partners, the Company seeks to provide guidance and explain the risks of non-compliance with legal requirements and its consequences.

### Increased control

In case of non-compliance instances and substantiated complaints, the Company takes appropriate measures, increasing the level of control over its supplier — such as monitoring, via trackers, of service provider vehicles used in the transportation of our inputs and products — or through warnings, suspension, and even termination of contracts with third parties.

It is worth noting that the relationship with suppliers is continuous, through targeted communication updates, specific periodic events with each department, and technical visits.

In 2023, there was a significant reduction in reports of risk situations in our supply chain, yet there is still an important path to follow to prevent recurrence of infractions resulting in serious accidents and fatalities, both internally and among partners.

#### When evaluating suppliers, we use quantitative delivery criteria:

- At the right time;
- In the right amount;
- Free from quality issues.

Quarterly, the partner must achieve a score above 70 in the average of these indicators to remain eligible

to continue in our active base; otherwise, they need to submit an action plan, and ultimately, failure to resolve the issue results in their disqualification.

Alongside this, we have criteria aimed at assessing partners' conditions — especially service providers — to enter our facilities. For some suppliers, we prioritize the presentation of recognized ESG certifications and proof that they are not located in areas of illegal deforestation.

In addition to reports demonstrating improvement in partner performance, we also seek input from requesting departments, which provide feedback on the quality of work or products supplied, the professionalism of service providers, compliance with the Company's internal standards, among other factors.

In 2024, our goal is to further enhance in these aspects, especially in preventing accidents during the transportation of goods. Our plans include adopting new technologies for partner traceability, alongside environmental care by reducing plastic usage and replacing it with biodegradable materials — fundamental requirements to increase our positive impact and broaden the scope of our commercial relationships worldwide.

Get to know in detail our [Value Chain](#).

## Procurement and Supply

GRI 204-1 | G4 FP2

The year 2023 started under adverse market conditions for the Company, particularly with intense internal competition in the chicken supply. Having a mature supply chain — alongside the decline in corn prices — allowed SSA to navigate the initial months with resilience, closing another annual cycle with financial stability and, therefore, with the ability to sustain investments and expansions in 2024.

As we work with suppliers and partners both in Brazil and abroad, we took all necessary measures to protect SSA from external factors, such as grain stock and maintaining continuous dialogue and engagement with our suppliers. Suppliers are screened, evaluated, and monitored through rigorous criteria, however, it is worth noting that, as a strategy within our value chain, 73.8% of the procurement budget for significant operational units is spent on local suppliers, specifically companies based in the state of Goiás, and at the hatchery located in the Federal District.

In addition to exceptional measures that prepare us to deal with external factors beyond our control, we maintain a Procurement Policy. This policy provides our managers and employees with clear guidelines on how product acquisition should be conducted by the Company, always prioritizing transparency, competitiveness, quality, safety, legality, and environmental and human care.

Our negotiations are conducted with major companies from Brazil and around the world, all of which uphold certifications and adhere to processes of excellence. In 2023, purchases with certifications amounted to R\$548,805,325.2, representing 22.6% of the total volume acquired for the year (almost R\$2.5 billion).

### Inputs

To keep our operations running smoothly, we procure a variety of inputs, such as medications; macro ingredients; grains; packaging materials; flour; oils; capital goods; firewood; personal



*Our mature supply chain enabled us to navigate the year with resilience and financial stability, and above all, provided us with the ability to invest and expand in 2024.*

protective equipment (PPE); raw materials for processed meats; chemicals; organic, electrical, and hydraulic materials; as well as contacting services such as specialized consulting and freight.

All these products and services are essential to support the Company's growth, which has experienced an

increase of 100,000 birds produced each year. We are working on improving our logistics to meet the demand and high volume of our production, as well as optimizing our input procurement strategy, especially for meal, corn, and sorghum, which are fundamental in animal husbandry.

GRI 204-1

Significant operating units	2023		
	Total purchase amount	Amount from local suppliers	Spending on local suppliers
Slaughterhouse	R\$1,071,598,435.9	R\$714,694,981.5	66.7%
Feed Mill	R\$1,103,945,610.4	R\$975,348,923.6	88.4%
Hatchery (considering GO and DF)	R\$28,551,201.5	R\$14,467,298.6	50.7%
Breeders	R\$36,998,660.0	R\$5,068,784.3	13.7%
Nova Veneza Unit	R\$165,027,471.9	R\$89,628,668.5	54.3%

**+100,000 birds produced annually**



## Supplier assessment

GRI 414-1 | 3-3 | G4 FP1

We evaluate our suppliers based on our Procurement Policy before acquiring any inputs or services. To ensure thorough analysis, we rely on technical criteria, and when onboarding new partners, a specialized team is assigned to test the product before acquisition. The assessment is carried out via an electronic process and incorporates quotation inputs to ensure competitiveness – one of our criteria for selecting future partners (read more in the next item).

Our suppliers are evaluated based on quality, delivery time, and whether the product arrives in the agreed conditions and volume. New entrants undergo input or product quality testing, conducted by a team affiliated with the responsible Technical Executive Office. Purchases are only authorized after approval/homologation.

We also prioritize partners with ESG certifications and those not located in areas of illegal deforestation. Every three months, we consolidate the evaluated criteria, leading to a final score. A score above 70 is mandatory for all partners. If the target is not achieved, the Company requires the submission of an action plan.

## Social and environmental criteria

Socio-environmental criteria guide our relationships and decision-making to closing deals with partners.

We pay special attention to the procurement of supplies, prioritizing suppliers that do not use plastic packaging, while also establishing a dialogue channel to promote awareness about the importance of reducing the use of environmentally harmful materials.

In 2023, we began mapping commodity suppliers that may operate in deforestation areas or have legal issues, such as forced labor conditions. To achieve this, we invested in zoning and traceability of our partners, which is expected to further improve with the implementation of SAP, meeting international market demands.



**In 2023, we invested R\$549 million in procurement from ESG-certified suppliers.**

## Logistics strategy

GRI 3-3 of the Material topic: Logistics strategy

The hiring of freight services requires the application of rigorous environmental criteria by the Company. At SSA, we maintain a fleet, albeit outsourced, almost entirely dedicated. We require vehicles to be no more than 10 years old and in good condition, reducing fuel waste and CO<sub>2</sub> emissions into the atmosphere. We have an internal refueling station structure to serve partners, ensuring fuel quality, thereby extending vehicle lifespan and reducing pollution.

We maintain partnerships with Sest and Senat, which assess trucks and issue *Selo Depoluir* (Depollute Seal), the certifying vehicle eco-efficiency. Regarding suppliers who generate toxic substances, such as partners selling fuels, we only engage in commercial relationships with those

maintaining technologies and documentation that prove groundwater contamination prevention.

SSA's fleet evaluation is summarized in technical reports. Upon identifying partners failing to subject vehicles to pollution tests, we promptly recommend necessary adjustments, and if the issue persists, we terminate the service contract.

These initiatives have led to a more mature relationship with our fleet suppliers and an increased level of concern from these partners regarding CO<sub>2</sub> emissions. As a result, in 2023, no significant negative impacts from these stakeholders were identified in our supply chain or in the communities surrounding us.

## Transportation

In the domestic market, transportation of inputs and products is entirely made by land, while in the international market, it involves a maritime segment. For finished products, we use automated routing to define routes and optimize travel through safer and faster routes, enhancing efficiency.

We have a control tower operating alongside carriers to monitor cargo, ensuring compliance with temperature requirements and adherence to planned routes. The goal is to preserve product quality and cut logistical costs by optimizing deliveries and minimizing returns.



*Due to the strict environmental criteria adopted in contracting services, no significant negative impacts on stakeholders in our chain and the surrounding communities.*



# Communities and Society

## Social Responsibility Guidelines

GRI 3-3 of the Material topic: Promotion of socioeconomic development | 413-1

To enhance our efficiency in engaging with communities and society as a whole, we have a **Social Responsibility Policy**, which guides the Company's relationships with its stakeholders. Furthermore, our policy defines the scope of programs aligned with our goals, in line with the UN Sustainable Development Goals. Namely: **Zero Hunger and Sustainable Agriculture; Good Health and Well-being; Quality Education; Responsible Consumption and Production.**

In defining our policy, which underwent a review in 2022, we considered information and data reported in our annual sustainability reports, organizational **climate surveys** and **Ethos indicators**.

Within our areas of operation, one focus has been investing in the communities where we are present, through our operational units.

In 2023, in response to a service gap in the city of Itaberaí, where one of our industrial complexes is based, we partnered with hotels and restaurants. The goal was to readapt these facilities to accommodate external consultants servicing the Company, leaving a legacy for the local economy.

These initiatives have a significant effect on the lives of the municipalities where we operate,

boosting economic activity, generating income, and reducing inequalities.



**We implement social initiatives strategically and sustainably to generate a positive impact on society, employees, partners, and consumers.**



## Private Social Investment

GRI 203-2 | 413-1 | 414-1 | G4 DMA (former FP4)

Our Private Social Investment Program has evolved over the years, becoming a significant driver of our ESG management. Through this program, we contribute to sustainability and align with the SDGs, the ESG Agenda, and SSA's strategy, promoting well-being and supporting the human and economic development of communities.

In doing so, we also seek the involvement and engagement of the communities in which we operate, consultations including vulnerable groups for decision making. It is worth noting that we proactively engage in partnerships focused on causes that generate positive social impact, meeting both the Company's needs and those of our stakeholders. Significant indirect economic impacts include:

- Changes in productivity, with the adoption of new technologies in production and administrative areas;
- Economic development of the local community;
- Generation of employment and income in the local community and the surrounding area; and
- Development of local suppliers and generation of indirect jobs.

Throughout 2023, we invested in and participated in the development of educational and sports projects. To achieve this, we supported a range of relevant institutions, such as the Central Única das Favelas (Cufa, in Portuguese), Hospital Araújo Jorge, Vila São Cottolengo, Lar de Idosos de Itaberaí, Instituto Onça Pintada, and more.

We enhanced our social and environmental engagement with the expansion of the *Reciclagem Amiga* Project (see details in **Waste Management**), the *Virada Ambiental*, environmental weeks, and increased support for the *Reviver Rio da Pedras* project

**Virada Ambiental** – An environmental day with children from the Pestalozzi institution, where we welcomed 60 children and their parents, planted 500 native seedlings, and donated equipment for children with neurological disorders.

**Environmental weeks** – Over three weeks, we hosted approximately 530 children, employees, their children, and students from local schools for environmental education events.

**Projeto Reviver (Reviving Project)** – We continued the project initiated in 2022 by protecting a 2.6-km stretch of Protected Areas along the Rio das Pedras in Itaberaí.

In 2023, we carried out initiatives focused on Children's Day and June festivities in educational institutions in Itaberaí; donated Christmas boxes to families in situations of socioeconomic vulnerability; sent food to various entities; and provided financial support to Cufa in the Taça das Favelas project, which promotes sports practice among children in peripheral regions.

During this period, we reached a milestone of **positively impacting 105,000 individuals** through our investments, focusing on **eliminating hunger, promoting well-being and education, and preserving the environment**, in line with the UN's SDGs.

Notably, in our procurement processes, we prioritize local suppliers and make it a practice

to acquire products and services produced or available in the local market, while also providing technical support, and sometimes even financial assistance, to contribute to job creation, income generation, and economic revenues for the municipality and state.

We have become the leading contributing company in the city of Itaberaí. We contribute by providing job opportunities and financial gains for the region. In 2023 alone, we negotiated with 1,331 suppliers from the cities of Itaberaí and Nova Veneza, injecting R\$258,726,461.8 directly into the local economy, accounting for 10.7% of SSA's total procurement volume.

### Find out more about our 2023 social projects:

#### Social Assistance Program

Through our social assistance program, we donated over 50 basic food boxes and provided over 60 salary advances to employees in socioeconomic vulnerability situation, totaling R\$432,000 in investments in 2023.

#### Memorable Events and Campaigns

In 2023, we organized a total of 49 memorable events, such as Birthday Celebrations, International Women's Day, Mother's Day, Father's Day, Easter, June Festivities, *Campanha do Agasalho* (Winter Clothing Donation Campaign), *Sopa Solidária* (Solidarity Soup), Christmas Celebration, and Farmer's Gathering, strengthening the bond among our employees, partners, and other stakeholders.

#### 14<sup>th</sup> Winter Clothing Campaign

Year 2023 marked the 14<sup>th</sup> edition of our *Campanha do Agasalho* (Winter Clothes Donation Campaign), aiming to provide appropriate clothing for those in need during the winter season. A total of 16,476 items were donated, collected by employees from the production units in Itaberaí and Nova Veneza, as well as external partners.

#### 14<sup>th</sup> Sopa Solidária

Our Solidarity Soup program also reached its 14<sup>th</sup> edition. Through this campaign, we provide nourishment and warmth to families during the winter season. In 2023, we distributed soups over eight days, benefiting more than 8,400 people.

## Our impact on SDGs



<b>Central Única das Favelas (Cufa)</b> .....	<b>4,800</b>
Donation of basic food boxes through the Sodexo card. The distribution targets families registered in the Mães de Favela Project.	
<b>Hospital Araújo Jorge</b> .....	<b>28,800</b>
Partnership to supply food items from SSA to patients and employees.	
<b>Mesa Brasil (Sesc)</b> .....	<b>14,400</b>
Financial investment in the initiative led by the Social Service for Commerce (Sesc, in Portuguese), aiming to fight hunger.	
<b>Eunice Weaver Shelter</b> .....	<b>500</b>
Partnership established to provide food items from SSA to children and employees.	
<b>AABB Itaberaí</b> .....	<b>1,200</b>
Provision of SSA's food items to prepare meals for children participating in the AABB Community project.	
<b>Vila São Cottolengo</b> .....	<b>13080</b>
Provision of SSA's food items to prepare meals for patients and employees.	
<b>Lar de Santana</b> .....	<b>684</b>
Provision of SSA's food items for patients and employees.	
<b>Recanto Mais Saúde</b> .....	<b>504</b>
Offering of food items for the production of meals for patients and employees.	

## Our impact on SDGs



**Cufa** ..... 1,750

Financial investment in the Taça das Favelas project, aiming to promote children's inclusion through sports.

**Pestalozzi** ..... 1,068

Financial investment for the maintenance of internally supported institutions and projects.

**Vasco Itaberaí** ..... 18

Production of uniforms for the municipality's sports team.



**Sementes do Reino** ..... 2,952

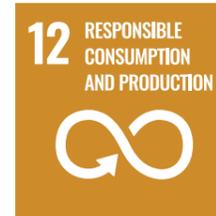
Financial investment for the development of activities within the institution.

**Children's Day** ..... 1,200

Partnership with educational institutions in Itaberaí to host Children's Day celebrations.

**Goyazes Program** ..... 270

Investment in the 1<sup>st</sup> Art and Culture Festival of the city of Britânia.



**IOP (Instituto Onça Pintada)** ..... 37

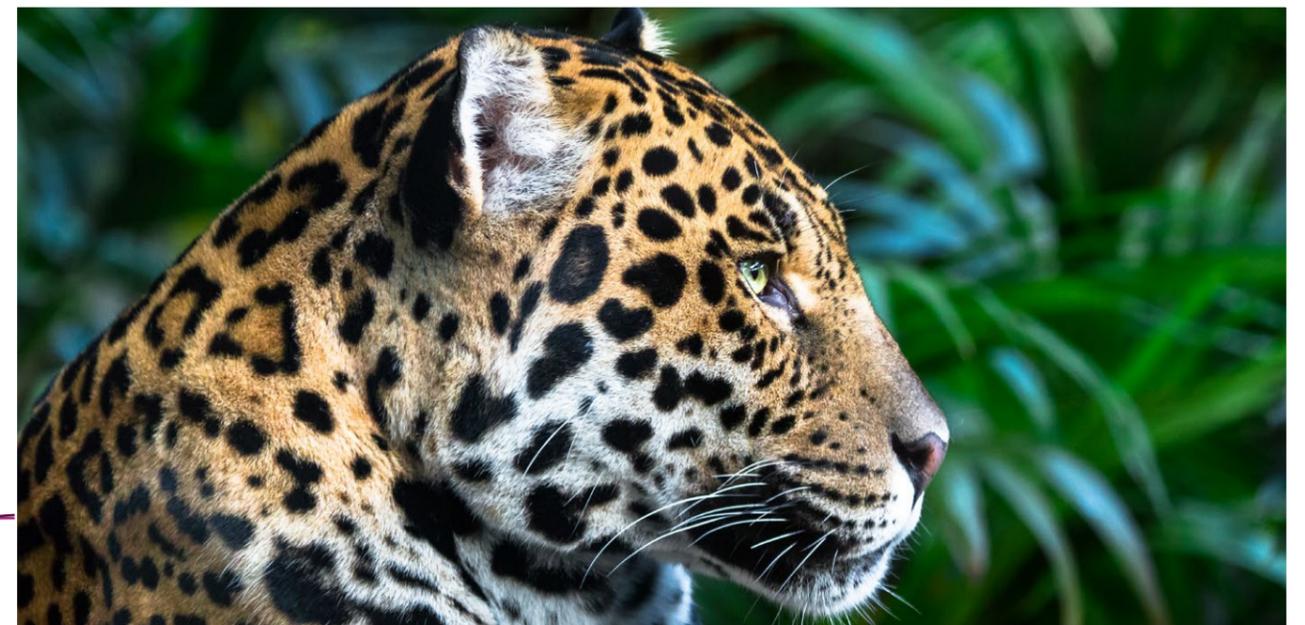
Provision of SSA products aimed at promoting the conservation of jaguars (*onça pintada*).

**Pestalozzi** ..... 80

Partnership in providing collection services for the *Reciclagem Amiga* (Friendly Recycling) Project.

**Reviver Rio das Pedras Project** ..... Population of Itaberaí benefited

Investment in the preservation and restoration of springs ([see more here](#))



# Commitment to Human Rights

GRI 2-23 | 2-24

The promotion and **respect for human rights are embodied in our culture and policies** guiding the governance of São Salvador Alimentos, aiming to reach every level of our management and operations. We prioritize these values in our relationships with employees, communities, and customers, always aiming to prevent situations where rights may be violated.

We have a Corporate Social Responsibility Policy and a Code of Ethics and Conduct that address the topic in a clear, comprehensive manner. To define our guidelines and procedures regarding human rights, we base our approach on the principles outlined in ISO 26000 and the Brazilian labor legislation.



**We do not tolerate any form of discrimination, and if such cases are proven, we may terminate the employment or service provision relationship.**

To promote greater awareness and understanding of the matter, we conduct training sessions, lectures, and events, such as the Integrity Week. In this way, we ensure all employees are aware and aligned with the behavior expected by SSA, regardless of position or hierarchical level.

Furthermore, we have a range of tools and mechanisms in place to prevent or mitigate potential negative impacts caused by situations of human rights violations. These include: the Ethics Line, an Ethics and Compliance Committee, and contractual clauses requiring compliance from our employees and partners.



# ENVIRONMENTAL MANAGEMENT

- Water stewardship
- Energy efficiency
- Climate change
- Materials and waste
- Biodiversity



# ✓ Environmental Management

GRI 2-25

At **São Salvador Alimentos**, we believe that having a responsible relationship with the environment is fundamental to business and the well-being of people and the planet. We comply with environmental law and keep all our stakeholders aware of the assumptions adopted by the Company in this area, in addition to raising awareness about the need for preserving natural resources.

We encourage our managers, employees, and outsourced workers to work with respect for the environment, providing the guidance and tools necessary to foster **conscious consumption, waste reduction, and to fight waste.**

Because of our size and presence, we are a Company with a great ability to influence communities. To maximize our positive impact, we invest in and develop a range of environmental projects, such as planting native seedlings, recovering springs,

efficient waste and material management at our production units, and awareness campaigns.

All our employees and partners act under the guidance of our **Environmental Policy**, which informs the guidelines adopted by the Company in its pursuit of permanent progress and mitigation of environmental impacts, when necessary.

Our stakeholders, that is, those who interact more closely with SSA, are part of our environmental conservation strategy. Any individual who wishes to warn us of any non-compliance event or any situation that jeopardizes the environment can access our Ethics Line, which hosts a full structure fit to anonymously receive and submit reports.

To ensure that SSA is in line with legal requirements and that our operations are performed in the right way, we have an **Environmental Management**

**System.** Through this system, we can rely on coordinated, structured action, that is, action that is strictly monitored through indicators, analysis, and the continuous improvement of our industrial practices.

The care for governance by adopting formal policies related to our material topics (**see more in XX**) together with the development of efficient management structures has matured the Company in multiple areas, which is no different in the environmental arena.

In 2023, we reaped the rewards of our environmental area's maturity – created in 2022 – which hired new professionals with the technical competence to ensure excellence in our subject area management.

**We are therefore prepared to grow sustainably,** acting with the highest operating and governance standards in our industry as references.



## 5<sup>th</sup> Virada Ambiental

*Virada Ambiental* is an environmental education initiative that stages multiple actions to foster greater awareness about the importance of preserving natural resources every year. In 2023, SSA contributed to the event through sponsorship, plus promoting planting seedlings and awareness activities.

In 2023, *Virada* positively impacted 240 municipalities in 17 Brazilian states – 195 of them in Goiás – in addition to the Federal District. We strengthen our brand as a sustainable company, increasing our value creation and benefiting the lives of thousands of people.



# Water stewardship

GRI 3-3 of the Material topic: Operational eco-efficiency | 303-1 | 303-2 | 303-5

We prioritize reducing consumption in our units, with awareness campaigns among employees and eco-efficiency improvement, from the collection to the return of effluent to nature.

In 2023, we implemented ETA 4.0 Project in the Matriz slaughterhouse, which facilitated standardizing our processes and increasing eco-efficiency. We started a study in partnership with FGV (the Getulio Vargas Foundation) to map water consumption throughout our chain, whose conclusion is expected for 2026. We have also implemented water management software at the Nova Veneza plant, increasing the automation of operational processes.

Our water resources management is performed by a multidisciplinary team that develops operational eco-efficiency studies. We follow national law and market requirements and have operating guides from outside partners, such as Ambipar's Âmbito Legal tool, a reference company in environmental management.

Water resources management is conducted by trained analysts and supervisors, who check waste management, collection, and destination indicators. Alignments are carried out weekly based on data analysis, and every month, technicians complete visual inspection visits to our units' treatment system.

To keep our team engaged and keep evolving constantly in the eco-efficient management of water resources, we have goals based on our history and the volume of water consumption per bird in the slaughterhouses. We are also installing a water

reuse plant at the Nova Veneza unit, expected to be implemented during the execution of the third stage of the slaughterhouse's expansion.

## Water consumption (ML)<sup>1</sup> | GRI 303-5

	2022	2023	2023/2022
Total water consumption	3,813.0	4,097.8	7,5%

<sup>1</sup> No water consumption was identified in water scarcity areas. There were no changes in storage in the reported cycle.



## ETA 4.0 Project 4.0

In 2023, we carried out ETA 4.0 Project, reinforcing the concern for the environment in our operating processes. With this project, we started using the AS-i Network, an industrial device that improves water treatment efficiency and reduces electricity consumption through data analysis, sensors, and automated valves. The change also brought benefits to the health and safety of our employees since the operation takes place remotely, protecting them from exposure to extreme heat or storms.

## Reviver Rio das Pedras Project

In March 2023, in an action related to World Water Day, we launched the Reviver Rio das Pedras Project, whose goal is to recover the Permanent Preservation Area (APP, in Portuguese) of the Rio das Pedras watershed, in the municipality of Itaberaí (GO).

The initiative was carried out in partnership with the Local Government and the State of Goiás Public Prosecutor's Office (MP-GO). Native species seedlings were planted and over two kilometers were fenced off to allow the regeneration of remaining areas and the transposition of seeds and plant litter, besides the donation of more than 15 seedlings of plants native to the region.

In addition to preserving the river and natural vegetation, the project supports the compliance of rural producers with environmental law by promoting awareness and environmental conservation.

## Water withdrawal

GRI 303-3

### Itaberaí Slaughterhouse

Our water collection is superficial and takes place by extraction from Rio das Pedras' bed, using two cisterns. The production capacity in water treatment plants, which is divided into six compact, closed, pressurized WTPs, totals 0.6 megaliters per hour (ML/h). The water is then pumped into two lung reservoir tanks with a 3 ML capacity and is later routed to a 0.2 ML dispensing reservoir. After use in the Company's different operating processes, the water is routed to the Wastewater Treatment Plant (WWTP), where it is treated until being returned to the river of origin.

### Nova Veneza Slaughterhouse

Our collection in Nova Veneza takes place by extraction from the water table located on the Company's site. We have 19 approved artesian wells for collection, with a production capacity of 2.4 ML/day. The water collected is routed to two lung reservoir tanks with 19 ML capacity. A booster takes the water to a 0.6 ML dispensing reservoir that services the slaughterhouse's processes. We also chose to install a second 0.6 ML reservoir, meant to receive the cold water that is used in the chiller and cooling processes.

### Rearing Breeders and Production

For rearing breeders, we also use water extracted from the water table from four wells. With an approved capacity of 0.2 ML/day, the water collected supplies nine reservoirs in the rearing breeder, totaling 0.5 ML in storage capacity.

## Wastewater disposal

GRI 303-2 | 303-4

Another 20 wells supply 21 reservoirs in the fertile egg breeding farm. The approved capacity in the farm is 2.3 ML/day, totaling 1.1 ML in storage capacity.

### Feed Mill/Hatchery/Warehouses

In the other facilities, among the units' complexes, larger water withdrawal is made by artesian wells, mainly in the hatchery, the largest consumer at the site. The water collected there is routed to a 0.2 ML reservoir that serves as a distributor for internal processes.

It is worth noting that each unit of the plant complex, including the hatchery, has a local reservoir that receives volumes from the distributor lung tank and increases the capacity to receive water to 1 ML.

Our basis for wastewater disposal is **Resolution 430 of the National Council for the Environment (Conama, in Portuguese)**. In our monitoring of the disposal of this waste, we adopted the collection and quality monitoring of these materials in an accredited laboratory in addition to internal analysis, ensuring compliance and technical support.

After going through internal processes, wastewater of the complex formed by a feed mill/hatchery/warehouses is routed to a balancing tank and then to a mini treatment plant, where the primary settlement of the material takes place although the unit has conditions to perform physical and chemical treatment. The biological system for effluent treatment is still in the filling stage, and once operations begin, the discharge will take place upstream of the sanitation company's water extraction and above the complex's new water extraction station.

At the Itaberaí and Nova Veneza slaughterhouses, the water is destined for Effluent Treatment Plants. In the Itaberaí and Nova Veneza slaughterhouses, water is routed to Wastewater Treatment Plants. In Itaberaí, it is treated until being returned to the river of origin. In Nova Veneza, the effluent undergoes treatment and since 2022, it is transformed into biofertilizer to be used in the fertigation of Tifton grass – food for cattle.

In the breeder farms, wastewater generation happens when cleaning the sheds.

It should also be made clear that the priority substances requiring our monitoring are: Oils and Fatty, Ammoniacal Nitrogen, Dissolved Oxygen, and Iron and Phosphorus levels. The disposal limits for these substances comply with the provisions of Conama Resolutions 430/2011 and 503/2021. We also monitor Biochemical Oxygen Demand, which is the most commonly used standard to measure oxygen consumption in water and represents the amount of oxygen present in the medium that is consumed by fish and other aerobic organisms.

### Water discharge (in ML)<sup>1</sup> | GRI 303-4

	2022	2023	2023 / 2022
Surface water	2,644.7	2,957.4	11.8%
Groundwater	33.2	33.7	1.4%
Water sent to third parties	434.3	564.4	27.6%
<b>Total discharged water volume (ML)</b>	<b>3,112.2</b>	<b>3,545.4</b>	<b>13.9%</b>

<sup>1</sup>There was no water discharge in water stress areas nor in seawater with the disposal limits.

### Water withdrawal (ML)<sup>1</sup> | GRI 303-3

	2022	2023	2023/2022
<b>Total water withdrawal</b>	<b>3,813.0</b>	<b>4,097.8</b>	<b>7.5%</b>
Surface water	3,071.0	3,304.0	7.6%
Groundwater	742.0	793.7	7.0%

<sup>1</sup>In megaliters. There was no withdrawal of seawater, produced water or third-party water, nor withdrawal in water stress areas.



## Rational use of water

Awareness work around the slaughterhouse's water consumption was performed in Nova Veneza, a unit located within the Meia Ponte River basin. With legal restrictions to uptake expansion, the plant needs to reduce the Liter/Bird indicator to enable an increase in the volume of slaughtered birds. In 2023, we had an 11.37% reduction in the consumption needed to slaughter a bird, allowing the unit to increase the number of slaughtered birds by 29%.

For the 2024 cycle, we will dedicate our efforts to progressively reduce water consumption at the Itaberaí unit. The goal is to reduce 1.25 liters/bird at slaughter and 20% of industrialized consumption.

# ✓ Energy efficiency

GRI 3-3 | 302-3 | 302-4

Our operating model is designed and executed to yield high energy efficiency. We invest financially and have qualified professionals and partners to insert São Salvador Alimentos into the market's state-of-the-art, always taking into account the technological instruments and assumptions of Industry 4.0.

Therefore, we have several projects in execution or already consolidated. In 2023, we implemented energy software in our Nova Veneza industrial complex and finished the installation of a photovoltaic plant in the unit – Brazil's largest hybrid energy project – **moving ahead in the use of clean energy and diversification of our energy matrix.** With the support of a startup, we are studying the feasibility of transforming waste generated in our sausage plant into thermal energy and expect to consolidate the process in 2024.

Our supervisors check in real-time –supported by technological instruments – the operation of the Company's internal lighting and energy power factor, in addition to machinery operation. To guide our managers and employees on this topic, we have an **Energy Management Program**, which enables systematic monitoring of the level of efficiency in the use of this resource.

As a food company, energy use is a permanent focus of attention and a priority topic in our program. For this reason, **continuing to invest in clean energy sources is one of our priorities – a consolidated action as an SSA hallmark.**



*100% of the wood used in our boilers comes from partner eucalyptus plantations in the region.*

**Energy intensity rate** - in the fiscal year, the Company's energy intensity rate was 6.1 tons of meat produced by slaughterhouses.

We use the following energy sources within SSA:

**Fuel and Heating** - fossil fuels used in heating and electric power generation;

**Steam** - generated from biomass burning, steam is used in grain drying;

**Electricity** - electricity from the National Integrated System and photovoltaic energy sources.

Due to the increase in poultry slaughter activity in 2023, we did not record a reduction in our energy consumption. However, there was an increase in energy efficiency when we compared energy consumption per finished product.



Without significant reductions due to the expansion in production volume (in addition to slaughter, the manufacture of feed and industrialized products) we recorded a 5.7% increase in total energy consumption compared to 2022, amid a 5.8% increase in the production of slaughterhouses.

On the other hand, our **consolidated consumption of non-renewable sources decreased** in the same period: 0.3% of diesel consumption; 13.1% of LPG consumption.

**The increase in consumption of renewable sources has been following the expansion of finished products** in the last year: a 12.8% increase in electricity

consumption, a figure driven by the 28.1% growth in the Nova Veneza slaughterhouse's activity. Consumption in this unit follows the 29% of slaughtered bird volume, which also increased electricity consumption in the Itaberai slaughterhouse by 10.6% due to the operation of new industrial production areas. The Department of Animal Production, in turn, increased its consumption by almost 20%, with the new feed production lines.

## SSA photovoltaic plant: The largest hybrid energy project in the country

In November 2023, we opened the **photovoltaic plant at the Nova Veneza (GO)** unit, the largest hybrid energy project in Brazil. The structure has **8,640 solar panels** and can ensure the independent operation of the unit, which is critical to support the dizzying growth of the Company's productive capacity, in addition to diversifying its energy matrix.

To develop the project, we started with the assumptions of reliability in the electrical **energy system** – since SSA had been suffering from the constant energy drops in the region – and energy efficiency. The plant system relies on the distribution concessionaire's power grid and two other exclusive generation sources. Everything is controlled by a system with state-of-the-art automation.

Accordingly, SSA is positioned as a Company that holds highly technological, eco-efficient industrial complexes, increasing its positive impact and its competitiveness in domestic and international markets.



### Energy consumption within the organization (GJ)<sup>1 2</sup> | GRI 302-1

Total energy consumed(GJ) - Non-renewable fuels	2021	2022	2023		
Pure diesel oil (BEN - 2021)	11,153.75	9,590.89	9,564.89		
GLP	5,143.81	4,639.42	4,030.56		
<b>Total</b>	<b>16,297.56</b>	<b>14,230.31</b>	<b>13,595.46</b>		
Total energy consumed(GJ) - Non-renewable fuels - Renewable fuels <sup>3</sup>	2021	2022	2023	Ratio	Represent
Hydroelectric	401,191.10	410,501.53	463,183.42	13%	28.38%
Biomass (Eucalyptus reforestation)	1,114,898.44	1,130,846.72	1,164,159.87	3%	71.33%
Biodiesel (B100)	1,239.30	1,197.52	1,098.69	-8%	0.07%
Photovoltaic	359.20	439.49	3,692.19	740%	0.23%
<b>Total</b>	<b>1,517,688.04</b>	<b>1,542,985.26</b>	<b>1,632,134.16</b>	<b>6%</b>	<b>100.00%</b>
<b>Grand total</b>	<b>1,533,985.60</b>	<b>1,557,215.57</b>	<b>1,645,729.62</b>	<b>5.7%</b>	
Consumption of renewable and non renewable fuels by type (GJ)	2021	2022	2023		
Electricity consumption	413,584.06	421,633.21	477,539.18		
Heating consumption	5,250.97	4,639.42	4,030.56		
Cooling consumption	0.00	0.00	0.00		
Steam consumption	1,114,898.44	1,118,940.14	1,164,159.87		

<sup>1</sup>There was no sale of electricity, heating, cooling or vapor.

<sup>2</sup>The conversion of eucalyptus chips was based on the TEC - Tecnologia de Calor table. Conversions of LPG fuel and diesel oil from the standard measure to Kcal/Kg were based on the National Energy Balance (Balanço Energético Nacional, BEN, in Portuguese) 2023 table.

<sup>3</sup>The totals reported in the 2022 report for renewable energy consumption were incorrect. For 2021 the total of 1,517,328.8 GJ consumed was corrected to 1,517,688.0 GJ, and for 2022 the total of 1,542,891.70 GJ was changed to 1,542,985.2 GJ, as can be seen in the table [GRI 2-4].

### Energy intensity | GRI 302-3

GJ/ton produced	2021	2022	2023	Ratio
Energy consumption (GJ)	1,533,985.60	1,557,215.57	1,645,729.62	5.7%
Products produced (tons produced)	24,0267.42	255,253.11	270,091.91	5.8%
Energy Intensity Rate (GJ/produced)	6.384	6.101	6.093	-0.1%

# ✓ Climate change

GRI 3-3 of the Material topic: Climate change (adaptation and mitigation)

Climate change is directly associated with the food industry activities. Events such as rainfall and droughts – which have become increasingly frequent with global warming – can dramatically affect the production process, and consequently, the food security of millions of people. We seek, therefore, the **support of experts and qualified professionals to mitigate air emissions** and contribute to the reduction of the harmful consequences of the greenhouse effect.

To make progress in this sense, in 2023 we implemented the Air Emissions Balance indicator in the Company's three main sources of emissions. The data collected are presented monthly at the meeting of the **Environmental Committee**, held together with the Department of Works and Development, to identify opportunities for improvement in mitigating GHG emissions. In 2024, the indicator will be known as **Carbon Accounting**, so that in the future, we can carry out a thorough study of the Company's CO<sub>2</sub> footprint.

As a result of these surveys, we identified the opportunity to mitigate impacts by replacing lagoons at the Matriz slaughterhouse with a more efficient solution, which should **reduce the Company's emissions by 50%** and is expected to be implemented by 2027. Monitoring in our WWTPs – which currently account for 90% of our scope 1 emissions – has led to a 181,833 ton/CO<sub>2</sub> decrease in the physical-chemical phase.

Although not formally required to do so, we voluntarily conduct our annual emissions inventory in partnership with the Center for Sustainability Studies

of the Getulio Vargas Foundation (FGVces, in Portuguese). The results are public, which increases the level of transparency and control over SSA operations. We also measure our impact using the GHG Protocol tool and in 2023, we **received the Gold Seal** from this initiative, which validates companies that carry out full audits of their emissions inventories.

We understand that to succeed in emissions management, stakeholder awareness and engagement is essential, especially freight providers – one of the activities with the most CO<sub>2</sub> emissions. To address this, we created the **Despoluir Program** in partnership with the Social Service for the Transport Sector (Sest, in Portuguese) and the Learning Service for the Transport Sector (Senat, in Portuguese), a program that monitors black smoke emissions above legal standards.

With this initiative, we have created a **culture of greater care for the environment** within partner companies, increasing the level of awareness about the harmful effects of global warming on everyone's lives.

Within SSA, the management of our projects aimed at mitigating emissions is linked to the Company's strategy and is under the responsibility of its environmental department. Based on the general guidelines for the sector, we have developed a range of other actions such as incentives to procure electricity in the free energy market. This measure has contributed to achieving the milestone of **95% consumption from renewable sources and 100% of biomass** destined for the generation of thermal energy in our manufacturing parks.

To keep us always in search of continuous improvement in the management of the Company's emissions, we set goals that are shared between all directly responsible areas, based on our history from previous years and the latest versions of the GHG Protocol. As a consequence of this effort for progress, 2023 was full of achievements and learning, within which we can highlight:

- Partnership with Sest/Senat to identify black smoke emissions in trucks;
- Expansion of the number of farms serviced by the photovoltaic project;
- Periodic visits to treatment plants in slaughterhouses for process improvement, and as a result, the mitigation of GHG emissions;
- Implementation of measurement indicators in slaughterhouses, which has enabled better decision-making on emissions deviation;
- Preparation of the Environmental Performance Report, which provides the necessary inputs for improving projects and actions intended at reducing GHG emissions.



## Emissions

GRI 305-1 | 305-2 | 305-3 | 305-4 | 305-7

We have control over our greenhouse gas emission process related to our activities (besides CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, and NF<sub>3</sub>, among others) reporting transparently and openly the process of our progress in this regard.

The sum of the emissions of these different agents has not yet been completed for 2023 due to necessary updates to the calculation tools that take into consideration the fluctuation in energy sources over the years in CO<sub>2</sub>/kWh – in drier years, this ratio increases, and it decreases in rainy periods.

However, we calculated the total CO<sub>2</sub> equivalent emissions produced by the Company in 2023. The figures recorded at the GHG Protocol base over the past three years demonstrate the commitment to reduce our impact on the atmosphere.



### Metric tons of CO<sub>2</sub> e per year<sup>1,2</sup> | GRI 305-1 | 305-2 | 305-3

Type of emissions	2020	2021	2022	2022/2021 <sup>1</sup>
Scope 1 (Direct emissions)	19,634.3	30,115.0	18,460.1	-38.7%
Biogenic CO <sub>2</sub> emissions	11,0511.1	109,634.5	91,629.0	-16.4%
Scope 2 (Indirect emissions)	6,518.3	14,038.7	4,950.9	-64.7%
Scope 3 (Other indirect emissions)	13,023.0	5,138.6	34,033.9	562.3%
Biogenic CO <sub>2</sub> emissions	1578.1	593.6	3,084.2	419.6%

<sup>1</sup> The variation in scope 3 was due to the lower use of thermoelectric plants in 2022, which resulted in a lower emission factor (ton/kWh) this year.  
<sup>2</sup> The fluctuation in scope 1 was due to the update of the tool, which now includes new parameters for effluents. In scope 2, the variation was due to the lower use of thermoelectric plants in 2022 compared to 2021, resulting in a lower emission factor (tonCO<sub>2</sub>/kWh). In scope 3, the increase was due to the inclusion of two new categories: Downstream and Solid Waste outside the organization.<sup>2</sup> Emissions inventories are always drawn up for the previous year, so for the 2023 cycle, data referring to 2022 is presented. The table shows the years of the data, not the cycle.

Out of indirect GHG emissions (Scope 2) from the acquisition of energy, we chose to report based on the National Integrated System (SIN, in Portuguese). Gases concerning Scope 2 were not detailed; however, out of the total electricity consumption from SIN, 6.2% come from natural gas plants. It is worth recalling that the combustion of this gas produces carbon dioxide (CO<sub>2</sub>)

and, to a lesser extent, nitrogen oxides (NO<sub>x</sub>) and sulfur dioxide (SO<sub>2</sub>).

The GHG emission intensity ratio was 0.1 tonCO<sub>2</sub>/ton produced. In this calculation, only direct Scope 1 and indirect Scope 2 emissions were included, while Scope 3 still needs to mature due to the huge variety of sources that

we can and should include in this indicator in the coming years.

### Significant air emissions (in metric tons/year)<sup>1, 2</sup> | GRI 305-7

Emitted gases	2021	2022	2022/2021
NO <sub>x</sub>	125,546	120,274	-4.2%
Particulate Matter (PM)	54,561	53,881	-1.3%
CO <sub>2</sub>	53,861	52,217	-3.1%
O <sub>2</sub>	62,176	65,034	4.6%
CEO	176	111	-36.9%
N <sub>2</sub>	376,993	385,740	2.3%

<sup>1</sup>The methodologies used for collection and analysis were: ABNT NBR 12019 / 1990 - Gaseous Effluents in Ducts and Chimneys from Stationary Sources; USEPA CTM-030 / 1997 - Determination of Nitrogen Oxides, Carbon Monoxide, and Oxygen and Emissions from Natural Gas-Fired Engines, Boilers and Process Heaters Using Portable Analyzers (for particulate matter determination).<sup>2</sup> Emissions inventories are always drawn up for the previous year, so for the 2023 cycle, data for 2022 is presented. The table shows the years of the data, not the cycle.

**-38.7%**  
of direct emissions  
(scope 1)

---

**-64.7%**  
of indirect emissions  
(scope 2)

# Materials and waste

GRI 3-3 operational eco-efficiency theme

To mitigate possible environmental impacts and benefit communities near SSA, we conduct the rational management of materials used and waste generated throughout the Company's production processes. For this purpose, we have indicators in place that manage this process, from its transfer to our **Waste Centers** until its final destination.

We also use part of the waste in the manufacture of by-products and organic waste is transformed into feed and composting, which greatly increases its useful life. In 2023, we implemented cut packaging sealers at the Nova Veneza plant, reducing the impact of waste generation, in addition to conducting technical inspections at the plants. In terms of construction waste, we have partnered with the City of Nova Veneza, which manages the city's landfill.

## Materials used

GRI 301-2

We work to reduce the inputs used by the Company in manufacturing food, and consequently, the volume of waste. Below are the materials used by the Company throughout the year 2023:

### Non-renewable materials (in kg) | GRI 301-1

Material	2021	2022	2023	2023/2022
Styrofoam trays	175,072	222,836	233,704	4.9%
Rolls/films	975,840	1,294,076	1,084,767	-16.2%
Plastic bags	657,013	680,948	417,124	-38.7%

We use many raw or recycled materials to manufacture our main products and services. Out of the volume (in kilograms) purchased in 2023, 0.40% comes from recycled material, considering large groups (meat flour, bran, corn, wood, chips,



and packaging). As a highlight, we already have 35% of cardboard boxes coming from chips:

### Renewable material (in kg) | GRI 301-1

Material	2021	2022	2023	2023/2022
Boxes (cardboard)	7,257,919	7,233,380	8,437,195	16.6%
Labels (paper)	67,376	73,406	88,856	21.0%
Corn/soybean meal/meat meal/soybean oil	647,874,177	722,648,155	681,115,744	-5.7%
Firewood/Eucalyptus wood chips	57,539,835	49,039,539	49,975,665	1.9%

## Waste management

GRI 301-3 | 306-1 | 306-2 | 306-3 | 306-4

**Our waste management follows the Reduce, Reuse, and Recycle principles**, to lengthen the useful life of materials and strengthen the **circular economy**. We have a **Waste Management Program** that defines how the Company should conduct its management to cause minimal impact on disposal processes, as well as suitable indicators and physical structure for the storage and disposal of materials.

We keep everyone informed about the procedures that SSA should consider in handling and disposing of waste, engaging and raising awareness about the importance of the topic.

Waste generated for feed production, egg production, bred breeds, and egg incubation is managed internally. The waste generated in the broiler units is managed by the partners, with guidance and assistance from SSA.

Most of the waste produced by the Company is organic and sourced from slaughterhouses. This material is used in our Organic Composting Project – whose destination includes crops in the region – and in the manufacture of FFO flour and giblet oil, a product that, in addition to enriching the diet of animals, contributes to the reduction of our purchase cost.

Our solid waste is sorted by selective collection and is transferred to the **Waste Center**. All finished products (product and packaging) leave the company to stakeholders, and we have no influence over the waste generated in the processing by the final consumer.

The control of packaging and products used in production is performed under the FIFO system, which stands for “first in, first out.” Currently, the

entire purchase of so-called primary and secondary packaging is managed by the Supply team, which meets the demand generated by the Production and Commercial teams. In line with our goal of reducing the volume of material for disposal, in 2023 we started packing chicken cuts with sealed bags instead of using aluminum staples, as was done previously. As a result of this initiative, we closed the year with a **75% reduction in the volume of aluminum staples at the Itaberai unit and 38% in the Nova Veneza unit.**

Only the whole chicken and giblet packaging still uses aluminum staples. Our R&D department, however, is already studying ways to zero the use of this material. As a consequence of this and all other actions aimed at optimizing processes and raising awareness of the Company’s internal and external audiences, we

closed the year 2023 with a circularity index of 97.14%.

**Composition of waste**

In the circularity cycle, hazardous waste is represented by oil, which undergoes re-refining, and fluorescent lamps, which are disassembled. Among non-hazardous waste, there was a significant reduction in the production of flour and oil, fatty oil, and sludge in the Itaberai unit.

Also, among products for FFO reuse, we saw a 26.9% decrease in internal use and a 45.5% increase in the volume sent to third parties, triggered by the change in the feed mix of birds. We also had a 421-ton lower production in the breeder, due to the improvement in waste management in 2023.

**Weight of waste generated in metric tons broken down by composition of the waste (in metric tons)**

GRI 306-3

Weight of waste	2021	2022	2023	2023/2022
Hazardous waste (Class I)	129.5	157.9	165.8	5.0%
Non-hazardous waste (Class II)	79,764.7	86,484.7	84,756.1	-2.0%
<b>Total</b>	<b>79,894.2</b>	<b>86,642.7</b>	<b>84,921.9</b>	<b>-2.0%</b>

**97.1%**  
Circularity index  
in 2023



### Circular economy

The waste from slaughterhouse by-products has always drawn Management’s attention because they represent a great environmental impact. Accordingly, since the 2000s, we have recycled internally. Much of the material is reintroduced into the nutritional composition of poultry feed, avoiding higher pressures on commodities (soybean). The surplus is passed on to animal feed or biofuel (fatty oils) producing partners.

#### Waste diverted from disposal broken down by composition of the waste and recovery operations (in tons) | GRI 306-4

	2021			2022			2023		
	Recovery onsite	Recovery offsite	Total	Recovery onsite	Recovery offsite	Total	Recovery onsite	Recovery offsite	Total
<b>Hazardous waste (Class I)</b>	<b>0.0</b>	<b>12.9</b>	<b>12.9</b>	<b>0.0</b>	<b>15.5</b>	<b>15.5</b>	<b>0.0</b>	<b>12.7</b>	<b>12.7</b>
Preparation for reuse	0.0	12.6	12.6	0.0	15.2	15.2	0.0	12.3	12.3
Recycling	0.0	0.3	0.3	0.0	0.4	0.4	0.0	0.3	0.3
<b>Non-hazardous waste (Class II)</b>	<b>37,994.0</b>	<b>40,981.3</b>	<b>78,975.3</b>	<b>41,481.1</b>	<b>42,673.6</b>	<b>84,154.7</b>	<b>30,343.1</b>	<b>49,110.4</b>	<b>79,453.4</b>
Preparation for reuse	37,994.0	1,3842.6	51,836.5	41,481.1	15,658.9	57,140.0	30,343.1	22,786.5	53,129.6
Recycling	0.0	1,229.0	1,229.0	0.0	1,349.2	1,349.2	0.0	1,436.7	1,436.7
Biofuels	0.0	2,819.3	2,819.3	0.0	2,605.4	2,605.4	0.0	2,502.5	2,502.5
Composting	0.0	23,090.5	23,090.5	0.0	23,060.2	23,060.2	0.0	22,384.7	20,2384.7
<b>Overall total</b>	<b>37,994.0</b>	<b>40,994.2</b>	<b>78,988.2</b>	<b>41481.1</b>	<b>42,689.1</b>	<b>84,170.3</b>	<b>30343.1</b>	<b>49,123.0</b>	<b>79,466.1</b>

#### Waste directed to disposal broken down by composition of the waste and disposal operation (in tons) | GRI 306-5

	2021			2022			2023		
	Disposal onsite	Disposal offsite	Total	Disposal onsite	Disposal offsite	Total	Disposal onsite	Disposal offsite	Total
<b>Hazardous waste (Class I)</b>	<b>0.0</b>	<b>1856.1</b>	<b>1,856.1</b>	<b>0.0</b>	<b>2076.6</b>	<b>2,076.6</b>	<b>0.0</b>	<b>1,853.4</b>	<b>1,853.4</b>
Incineration (without energy recovery)	0.0	129.5	129.5	0.0	142.4	142.4	0.0	153.4	153.4
Re-refining	0.0	12.6	12.6	0.0	15.2	15.2	0.0	12.0	12.0
Decontamination of lamps	0.0	1714.0	1,714.0	0.0	1919.0	1,919.0	0.0	1,688.0	1,688.0
<b>Non-hazardous waste (Class II)</b>	<b>189.6</b>	<b>600.9</b>	<b>790.5</b>	<b>474.1</b>	<b>1,855.9</b>	<b>2,330.0</b>	<b>562.1</b>	<b>2,276.0</b>	<b>2,838.1</b>
Incineration (with energy recovery)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.0	14.0
Landfill containment	0.0	600.9	600.9	0.0	1855.9	1,855.9	0.0	2,262.0	2,262.0
Biomass for generation of heat	189.6	0.0	189.6	474.1	0.0	474.1	562.1	0.0	562.1
<b>Total</b>	<b>189.6</b>	<b>2,457.0</b>	<b>2,646.6</b>	<b>474.1</b>	<b>3,932.5</b>	<b>4,406.6</b>	<b>562.1</b>	<b>4,129.4</b>	<b>4,691.5</b>

### Percentage of recovered products and packaging

In 2023, 30,905.1 tons of products and their packaging were recovered, equivalent to 36.4% of the total of 84,921.9 tons of the year, as recorded in internal control worksheets, the ERP system, and production estimates.

Among the waste generated by our productive activities, only scrap materials did not result in recovered material, that is, material reused in the nutrition of birds and/or burning in boilers. Organic waste intended for steam generation had 2.5% recovered, and 57.1% of organic waste from animal recycling, from our internal feed plant, could be reused. Waste sent to landfills and incineration has not been considered for calculation.



### Reciclagem Amiga (Friendly Recycling)

GRI 203-2

The Reciclagem Amiga project is an initiative by São Salvador Alimentos and Itaberaí's Pestalozzi Association to collect recycling materials in schools and business establishments in the region. In the end, the funds raised are used to treat children with disabilities helped by the institution. In 2023, we had a 71% increase in the volume of collected recyclable material, which represented almost 11,000 tons.

The funds raised added up to more than R\$12,000 and helped in the care of more than 100 children, who receive support from specialized professionals such as speech therapists, psychologists, occupational therapists, and physical therapists. With this action, we contributed to the local community's engagement in preserving the environment and improving the quality of life of children.

# Biodiversity

Our operating units are located in regions with great biodiversity, which increases the Company's responsibility. We believe that SSA should act permanently in **raising awareness and carrying out effective actions for the conservation of species** and their natural habitats.

We have a Biodiversity Management Program, which focuses on the conservation of native forests and ecosystems. As a result, we have initiatives that engage our stakeholders in recovering springs, such as forest promotion, which involves regional

partners in the cultivation of eucalyptus, and the planting of native seedlings in the riparian forest of Rio das Pedras.

We act strongly to curb deforestation in the land near our operating units and to mitigate possible impacts from our operations. In 2023, we continued the *Reviver Rio das Pedras* Project (see more in XX) with the **donation of more than 15,000 native** seedlings, protecting the river and making our relationship with the surrounding areas even more sustainable.



# PERFORMANCE

- Economic and financial performance
- Operational efficiency
- Outlook



# Economic and financial performance

GRI 201-1 | 201-2

The year 2023 was once again challenging for the food industry as a whole. On the one hand, the cycle began under pressure from higher prices of our main raw materials, which increased production costs. On the other hand, good corn and soybean harvests pressed for a drop in market prices, starting in mid-year. This dynamic coupled with the decrease in prices of our products sold since late 2022, due to the weakening of demand, has caused inevitable financial impacts and is seen in virtually the entire sector across Brazil.

Precisely because of this (fall in sales prices and higher costs), in the domestic market, in 2023, our revenue came to R\$2,455.4 million –1.4% below 2022, and operating profit (EBIT) reached R\$127.9 million, 53.4% lower when compared to the previous year. In the foreign market, our revenue came to R\$799.0 million, 1.2% above 2022, with EBIT of R\$86.9 million, 13.9% above the previous year. This performance stems from better prices in the Chinese market and from the recovery of chicken breast prices.

In addition to the effects of climate change on our supply chain, avian influenza was another destabilizing factor. In response, our management acted promptly to address this adverse scenario. We brought extraordinary liquidity through tactical funding with the financial markets, calibrated the weight of birds to relieve the pressure of products on the market in times of greater uncertainty and bought large amount of corn to meet our needs for months ahead. It is also worth mentioning that, as an alternative to corn, we include sorghum (cheaper product) among our inputs, accelerating the drop in costs in the second half-year.

This change in results from mid third quarter onwards, which brought together greater cash generation, was essential to maintain **our investment plan** in the **overall amount of over R\$250 million**

Thus, our **manufacturing expansion, technological improvement (SAP), qualification and increase of the mix of products sold** were absolutely preserved in the year of great challenges for the industry, which highlights the Company's commitment to the growth and creation of long-term value for all its stakeholders.



***Our manufacturing expansion, technological improvement (SAP), qualification and increase of the mix of products sold were absolutely preserved in the year of great challenges for the industry.***

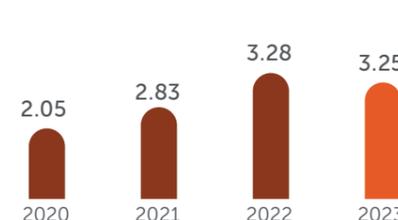
## Main results

The year's financial results demonstrate our ability to be resilient:

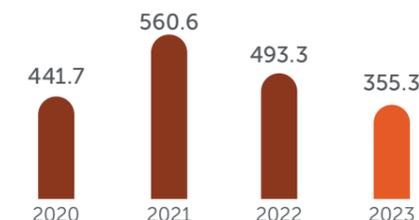
Gross Operating Revenue (GOR) reached R\$3,254.5 million in 2023, down by 0.8% compared to 2022, mainly due to lower average prices in most of the year, which was partially offset by the increase in volume.

With the impact of the fall in average sales prices and increases in input costs, our adjusted EBITDA ended 2023 at R\$355.3 million, 26.8% lower than in 2022. Adjusted EBITDA margin stood at 11.9%, also 16.2% below the previous year. Net income closed the year at R\$172.5 million, with net margin of 5.8%, down by 3.3 percentage points.

Gross revenue (BRL billion)

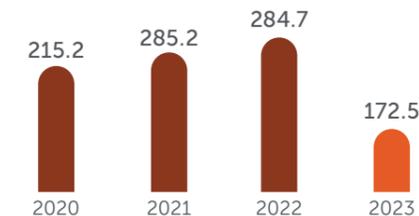


Adjusted EBITDA (BRL million)

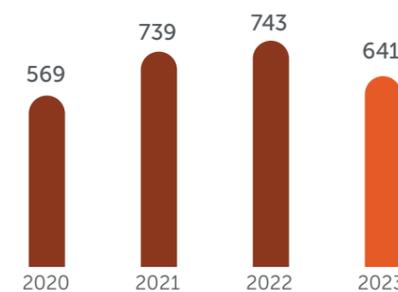


Gross profit reached R\$641.1 million, 13.7% below 2022, with gross margin reducing by 3 percentage points to 21.5%, mainly due to a lower margin in the first three quarters compared to the previous year, a scenario that was reversed in 4Q23.

Net income (BRL million)



Gross profit (BRL million)



Total Capex recorded in the year was close to R\$306 million, with an average **Capex of R\$214 million between 2018 and 2023**, and an estimated close to R\$200 million for 2024.

Our net debt increased to R\$774.6 million, with leverage ratio of 2.18x LTM adjusted EBITDA, a level still comfortable and safe, but monitored daily by management.

**Direct economic value generated and distributed (BRL thousand) | GRI 201-1**

	2021	2022	2023
<b>Economic value generated</b>	<b>2,846,506</b>	<b>3,216,212</b>	<b>3,193,461</b>
Revenue	2,846,506	3,216,212	3,193,461
<b>Economic value distributed</b>	<b>836,818</b>	<b>865,194</b>	<b>782,133</b>
Payroll	206,266	254,975	273,233
Benefits	16,147	15,342	20,221
Employees' Severance Guarantee Fund (FGTS)	15,437	18,994	17,974
Personnel	237,850	289,311	311,428
Taxes	203,531	190,715	195,757
Remuneration of third-party capital	110,255	108,515	102,456
Remuneration of equity capital	285,182	276,653	172,492
<b>Retained economic value</b>	<b>2,009,688</b>	<b>2,351,018</b>	<b>2,411,328</b>

**3,193,461**  
Economic value  
generated in 2023

**782,133**  
Economic value  
distributed in 2023

## Investor Relations

Our investors are fundamental in the development and execution of the Company's strategy. For us, it is of paramount importance to maintain transparent and reliable relationships, therefore we periodically disclose earnings releases, management indicators in our material topics, and other relevant information.



[Click here](#)

to access the Company's communications [visit](#)



# Operational efficiency

GRI 3-3 of the Material topic: Operational efficiency and investment profitability| 203-1

Faced with an adverse scenario, we were able to celebrate the **return to the Chinese market** in 2023. This was a **unique opportunity for growth in our sales volume for the international market**, which reached 70,300 tons, an increase of 9.7% compared to 2022. At year-end, we reached a total sales volume of 291,900 tons, which represents an 8.7% increase compared to 2022.

**The most significant advance, in terms of sales, was achieved by the segment of processed meat sold in the domestic market:** up by 42.4% in the period - from 31,600 t tons to 45,000 tons.

For the current and future markets that we intend to conquer, both in Brazil and abroad, we continue to invest in technology, especially in process automation, as occurred with the beginning of automated chicken boning. **As a result of this new measure, we have improved the yield of the cut.**

For the possible new cycles of price volatility, we continue to rely on the support of even more integrated partners, committed to our delivery, which will ensure the **Company's financial sustainability and the achievement of our strategic goals** in the short, medium, and long term.

We also consider the impacts arising from climate change, which can affect the logistics of our products, our agricultural productivity, animal welfare as well as energy and water availability. These changes have the potential to directly impact our costs by increasing the



price of agricultural commodities due to long periods of drought or excessive rainfall; increasing operational expenses to ensure animal welfare and generating the need for rationing electricity and increasing its price in a scenario of water scarcity and the need for other energy sources to supply power demand.

We also understand that we can be affected by possible regulatory and customer changes as well as by changes to the legislation governing the management of gas emissions, as well as the imposition of targets for reducing or offsetting greenhouse gas emissions in national and international markets.

As a **Company that has positioned itself to be increasingly recognized by sustainability**, we adopt the operational efficiency premise in all areas. We believe that reducing financial losses and the wastage of natural resources to the maximum is what will drive the Company to achieving its goal of **transforming people's lives through the food it produces**.

Therefore, we have a group of highly qualified leaders, who steer the Company towards control processes in the day-to-day production

and maintain three pillars that guide SSA's performance. They are **Implementation of standardized processes, focus on training, and engagement and optimization of resources and processes**.

In 2023, we continued with our plans for operation expansion, product diversification and projects to maximize operational efficiency. We must emphasize the expansion of the Nova Veneza unit with the construction of new cold chambers and the expansion of the palletizing area and standardization, as well as the hybrid energy project that aims to meet the unit's energy demand.

In 2023, due to the Company's increased level of activity and production, our machine maintenance costs also increased. However, we have managed to maintain the overall positive balance, thanks to our **Preventive Maintenance Program**, which minimizes the need for interruption of operations.

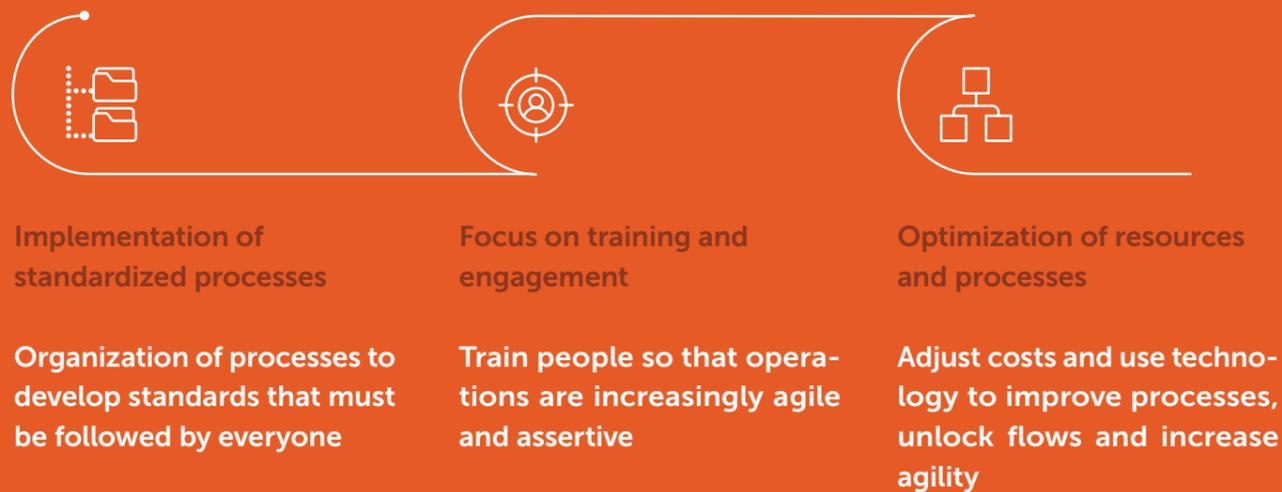
For emergency situations, we have **contingency plans**, with objective guidance on how to act in unexpected situations, mitigating possible negative impacts. Through automation, which does not require direct human disruption, we ensure that tasks continue to run while building the best alternatives for critical situations that may arise.

We know, however, that occurrences of various types can happen, including those that are not foreseen in **our Risk Matrix** or contingency

plans. Therefore, we manage our operations through **key performance indicators**. Thus, we measure the degree of efficiency of our processes, performing continuous improvements to achieve the Company's targets and goals.

In 2023, we improved our response to adverse situations with confidence and firmness, a direct consequence of the strategies pre-determined and communicated by SSA, contributing to a more pleasant and productive work environment.

Get to know in detail our pillars of action focused on SSA's operational efficiency:



## Animal production

The production process of **São Salvador Alimentos** is conducted with full attention to the health of our customers and animal welfare. We follow the standards required by national and international markets, as well as have a **Research and Development** department dedicated to studying innovative solutions in line with our priority topics in the ESG pillars.

In 2023, we conducted a series of trainings and meetings with the teams of our operating units, with the participation of suppliers, public agencies, and research centers. The goal was to exchange knowledge and develop actions to improve our animal breeding process.

**We ended the year celebrating a series of improvements** in this sense, with adjustments in our hatchery structure, team reinforcement, and emphasis on the vaccine process. The use of new vaccine strains, for example, improved the data on partial rejection in slaughterhouses. Investment in more modern laboratory analyses facilitated the diagnosis and increased the scope of analysis in the internal laboratory.

We have full control of our production process, with 24/7 monitoring. We have highly specialized professionals, state-of-the-art equipment and general guidelines disseminated by SSA, such as the Food Quality and Safety Policy and the Environmental Policy.

As one of the **10 most productive companies in the Brazilian food industry**, we closed another year celebrating excellent results in animal production, especially with the guarantee of **biosecurity** – a key concept for the

Company. We have strict control of visitors and other mechanisms developed with the support of highly specialized professionals, which prevent the entry of pathogens causing diseases. We intend, however, to carry out even more training and promote employee engagement in 2024, focused on increasing the adherence to **Standard Operating Procedures (SOPs)** and other SSA's guidelines.

Thus, we protect our flock from avian influenza and other interurrences that could affect our performance, generating a legacy of greater maturity and commitment of our teams to safety and quality in our units.

## Aviaries

We follow the principle that management practices should promote the welfare of birds housed so that they maintain the necessary ambiance in each breeding phase. On this sense, **we have automated and fully air-conditioned aviaries, able to maintain rigid control of temperature, ambient humidity, and light.**

We invest and encourage our partners to invest in technology for the aviary facilities, we offer ongoing training for partners and the harvesting teams seeking continuous improvement of animal welfare.

In our production, **we adopted the concept of Unified Health, which safeguards the welfare and health of animals**, producing safe food for consumers and respecting the environment. Moreover, our slaughter process follows strict



national and international standards. In this way, we adopt national and international animal welfare standards and practices for the breeding and slaughter of birds.

Our animal housing system is made in aviaries, which are closed intensive enclosures.

GRI-G4 FP11

System type	Broilers	No. of birds
Dark house aviaries	75.2%	100,071,816
Semi-Dark house aviaries	13.1%	17,373,808
Aviaries with Negative ventilation	11.0%	14,584,438
Aviaries with Positive pressure	0.7%	978,350
<b>Total</b>	<b>100%</b>	<b>133,008,412</b>

## Breeding and egg production

Following the standard adopted throughout the Company, **our breeder farms are managed with full attention to biosecurity**, with modern facilities that have automated temperature and lighting control.

In addition to taking care of our internal structure, we continuously invest in zootecnical training of partners and follow-up closely all the work through indicators and goals, since our production is made in our own – which accounts for 57% of the production – and external farms.

In 2023, our teams responsible for managing SSA's breeder farms reached a high level of maturity, which led to the Company receiving the **Cobb-Vantress Total Eggs Award** (see more in page 19)

## Feed Mills

We have feed mills in our industrial processes, which produce the food of broilers and breeders, thus reducing the cost of transporting inputs and, at the same time, guaranteeing quality control in our animal production.

Our mills are supervised and undergo continuous improvement in their structure or management procedures, as well as feature highly technological instruments. As a result, the Company currently has the capacity to produce **185 tons of feed for broiler chicken and 60 tons of feed for breeders** per hour, enough to subsidize SSA's global productive activity.



## Healthiness and animal welfare

GRI 3-3 of the Material topic: Biosecurity and Healthiness | G4 FP1 | FP9

Promoting animal welfare is a priority for **São Salvador Alimentos**. As a consequence, **biosecurity** has become a Company signature and a cultural legacy created over time, the result of continuous communication, awareness-raising initiatives, and training of employees and partners on the topic.

All this care is fundamental because we understand that animal diseases can bring

serious consequences to the SSA, from financial losses to reputational damage. To avoid situations like these, we invest in physical facilities in line with Industry 4.0 standards. Our employees are trained based on the parameters defined by the Farm Animal Welfare Council (FAWAC), which defines **five freedoms that must be guaranteed in animal production**:



Our operations are subject to strict management from a technical stance, with **performance indicators, traceability** through automated system, **goals and permanent supervision** of our employees and partners. We also carry out laboratory analyzes and internal audits. We closed December with a performance score of 85.0, and an annual average of 83.2 for the slaughter company.

**Our breeder farms are managed with full attention to biosecurity, with modern facilities that have automated temperature and lighting control.**

At SSA, there is no tolerable error in biosecurity. Therefore, we maintain a quality and health team that systematically accompanies our operations, based on a series of points that make up a checklist that must be followed strictly by everyone. They are:

- Favorable geographical conditions;
- Natural sanitary barriers;
- Control of access and circulation of people and vehicles;
- Control of receipt of materials;;
- Changing rooms for bathing and changing clothes and footwear
- Fumigators and disinfection arches;;
- Boots washer, hand sanitizer and sanitizers;
- Continuous flow process;
- Drinking water throughout the production process;
- Periodic training of employees and partners;
- Adoption of operational and operational hygiene procedures;
- Laboratory analyzes by microbiological and serological monitoring;
- Pest control;
- Vehicles exclusively dedicated to related activities;
- Monitored cleaning and disinfection program;
- Análise de perigos e pontos críticos de controle;
- Hazard and critical control points analysis;
- Automation and new technologies
- Proper waste disposal;
- Conscious and rational use of antimicrobials;
- Careful supplier assessment.

## Industrial management

As a Food Company, we suffer from high turnover at refrigerators. Combining technology and the need to adopt agile alternatives to support SSA's expansion, we invested R\$45.5 million in 2023 in automatic chicken leg deboning machines. The acquisition of this machinery increased the Company's productivity and enhanced its ability to create innovative products. This should be a trend for our entire operation in the coming years. We invest in process optimization and integration, which has allowed the dizzying growth of our productive capacity and the creation of innovative products.

As a result of **SSA's Industrialized Project**, which aims to diversify our product mix, in addition to expanding our portfolio and customer base, today we have an industrialized factory. In 2023, we celebrated the launch of innovative and unprecedented processed products in the domestic market, always ensuring the **healthiness** – something increasingly demanded by consumers and formal quality controls.

For 2024, we expect an even greater increase in the Company's daily slaughter capacity and the development of new products. Thus, SSA always keeps on the move to win increasingly more customers and excel in the food production sector in Brazil and worldwide.

 ***Our industrial model follows the Industry 4.0 premises and invests in process optimization and integration.***

## Engineering

As part of the food sector, we are subject to the sieve of increasingly demanding consumers. Aware of this, we create internal structures capable of performing the best industrial procedures, ensuring **healthiness and compliance throughout our chain**, with respect for people and the environment.

In this sense, our engineering team has become highly strategic, adding more than **50 professionals in the environmental, automation, civil, electrical, and mechanical areas**. Proportionally, we are currently **the largest team of automation engineers in the industry**, which attests to the priority that this area has for São Salvador Alimentos.

To maintain the high technical level, we have a career trail focused on SSA engineers, in which professionals access all the necessary instruments for their development. Investing in continuous training has been fundamental since **part of the solutions that optimize our production process comes from the engineering area**.

Through our **Automated Deboning Project**, for example, we implemented 100% mechanized broiler deboning. With this, we advanced in process standardization, error reduction, increased operational efficiency and traceability capacity, and reduced labor costs.

For this, we used eight machines with the capacity to debone **six thousand pieces per hour**, which represented an investment of R\$66 million in the Itaberaí unit and R\$30 million in Nova Veneza.

### New product on the market

In 2023, we celebrated an unusual achievement: the manufacture of the first breaded product with no pre-frying in the South American market, in which there is not even a drop of oil in its composition. The development of the product was an engineering challenge since our goal was to launch a product that had flavor, and crunching and, at the same time, obeyed the principle of healthiness.

Today, we have the first fully mechanized line of breaded products in Latin America with the use of state-of-the-art robots, which reduces the risk of contamination and placed the Company as an innovative brand committed to customer health.

## Innovation and Technology

The year 2023 was a milestone in the **consolidation of SSA as part of Industry 4.0**. We started the implementation of SAP, an instrument used by large corporations that are at the forefront of the global market and that will put SSA management at another level in terms of access, management, and analysis of internal process data.

At the same time, we had important advances in our **Information Technology** governance, an area that had already undergone a restructuring in 2022, which paved the increase of its performance. Throughout.

2023, we conducted four technological experiments in the field focused on **automatic weighing, better periods for slaughter, monitoring with cameras, and temperature control of aviaries**. All of this made SSA come out of another cycle with the ability to optimize its performance through technological solutions.

Currently, we have a **Development & Research** area and a consultancy that supports the **Innovation Committee**. From the work carried out by the areas, we plan throughout the year goals for the launch of new products. Thus, we started 2024 strategically positioned in the market.



*With the support of the Development & Research department and the Innovation Committee, we plan new products and position ourselves strategically in the market.*

### Research and Development (R&D) in 2023

- Partnership with a university to develop innovative solutions in our production process (since 2021, 12 master's and doctoral studies have been supported by the School of Veterinary and Animal Science of the Federal University of Goiás).
- Consultancies and working groups linked to our Innovation Committee

#### Photovoltaic plant

Structure focused on solar power generation, reducing energy losses, and increasing energy efficiency: More than 8 solar panels installed and support the Company's growth, avoiding production losses due to lack of access to energy.

#### Thermoelectric Plant

Power plant dedicated to ensuring energy security if the other sources fail. It represents less than 3% of our energy consumption and can ensure full production in just eight minutes after it is activated.

Going forward, the Company should reap good results with the increase of its productive capacity, as a result of heavy investments made in process automation throughout 2023. To make our management even more assertive in terms of technology and innovation, we are studying the creation of monitoring indicators, which will allow a more accurate measurement of our performance in the area.

#### SSAP Project and Service Center

In 2023, we advanced the implementation of the “SSAP Project: business technology, connecting the future and people”, which consists in the adoption of the SAP industrial management tool in the management of our internal processes, coupled with the consolidation, in the year, of the Shared Services Center, which optimized the flow of internal requests for services performed by different areas.

Through SAP, we will make a leap in digitalization by increasing the level of control (tracking) of information, with the improvement of audit and compliance processes. The software will also digitize the processes of slaughter, product manufacturing, routes, and freight arrivals, as well as make it possible to prepare the financial statements in an agile and fully integrated manner.



## Data security

The year 2023 was marked by the launch of **our Information Technology Policy**, which was the result of an intense process of adapting the Company to strict criteria in the management of data under its domain. We have created an area of **Vulnerability Management, the Information Security Plan, and the Cookies Policy**, which is combined with the Data Privacy Policy, following the General Data Protection Act (LGPD, in Portuguese).

Throughout the year, a series of cybersecurity solutions were developed, considering our internal and external perimeter. With this, we incorporated procedures to avoid possible cyberattacks and risk situations to data privacy. All of this has contributed to generating an internal **culture focused on incident prevention**, building the basis for even deeper future developments.

To reach this level, in 2022, we restructured our IT department, reviewing processes and building the best organizational structure to meet SSA's needs. Currently, our IT team is distributed in the sub-areas of **Governance** – dedicated to developing policies and programs – **Delivery, Solutions, and Operations**. In this way, we are making strides in the continuous improvement of Information Technology management and, consequently, of the entire Company.

# Outlook

We end the year 2023 even more mindful that **our essence is what will make São Salvador Alimentos successful and transform people's lives through food production.**

We emerged as a Company aware of the challenges it would have to face in order to become what it is today – an international market player, which sells its products to consumer markets in more than 77 countries around the world.

Therefore, **humbleness and rationality are a mark of our way of designing the future.** This way of conceiving our business has paved a promising path, which fills us with enthusiasm.

For 2024, we will continue to improve our governance and, therefore, the entrance of **São Salvador Alimentos** in the most advanced stage of the industry. We will therefore further increase our industrial model, investing not only in the expansion of our physical facilities, but also advancing in the automation and digitalization of all our processes.

We intend to further diversify our product mix, innovating in healthiness and ensuring the **taste that has won over thousands of customers in Brazil and abroad over the years.**

Walking firmly in our purpose, we always want to go further. We already do this when we **adapt our structure to the highest standards of the Novo Mercado.**

We strive to raise the level of efficiency by launching our sausage factory and producing the **first oil-free breaded products in Brazil.**

We want to go beyond paying attention to **new opportunities in the capital markets, in Brazil and across the world**, and be able to start a new chapter in the history of São Salvador Alimentos.

We are a Company that knows where we came from and where we want to get. Therefore, in 2024 we will do the right thing, **we will do together, and we will do even better** to reap the positive results collectively, benefiting society as a whole.

**See you in the next report!**



# GRI CONTENT INDEX

- GRI content index
- Assurance Report
- Corporate information
- Credits



# GRI content index

<b>Statement of use</b>	São Salvador Alimentos S.A. reported for the period from January 1, 2023, to December 31, 2023, with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

GRI Standard	Content	Location	
<b>General disclosures</b>			
<b>The organization and its reporting practices</b>			
GRI 2: General disclosures 2021	2-1	Organizational details	P. 23
	2-2	Entities included in the organization's sustainability reporting	P. 11
	2-3	Reporting period, frequency and contact point	P. 11
	2-4	Restatements of information	P. 123
	2-5	External assurance	P. 10, 56
<b>Activities and workers</b>			
GRI 2: General disclosures 2021	2-6	Activities, value chain and other business relationships	P. 23, 27, 35, 86
	2-7	Employees	P. 66, 67
	2-8	Workers who are not employees	P. 66, 67, 68, 71
<b>Governance</b>			
GRI 2: General disclosures 2021	2-9	Governance structure and composition	P. 51, 53 There are no under-represented social groups.
	2-10	Nomination and selection of the highest governance body	P. 54 There are no criteria for selecting members of the highest governance body with regard to diversity, but there are criteria for independence.
	2-11	Chair of the highest governance body	P. 53
	2-12	Role of the highest governance body in overseeing the management of impacts	P. 51, 53
	2-13	Delegation of responsibility for managing impacts	P. 51, 53
	2-14	Role of the highest governance body in sustainability reporting	P. 23
	2-15	Conflicts of interest	P. 57

GRI Standard	Content	Location	
<b>Governance</b>			
GRI 2: General disclosures 2021	2-16	Communication of critical concerns	P. 62
	2-18	Evaluation of the performance of the highest governance body	P. 55
	2-19	Remuneration policies	P. 55
	2-20	Process to determine remuneration	P. 55
	2-21	Annual total compensation ratio	P. 55
<b>Strategy, policies and practices</b>			
GRI 2: General disclosures 2021	2-22	Statement on sustainable development strategy	P. 7
	2-23	Commitments	P. 56, 60, 100
	2-24	Embedding policy commitments	P. 56, 59, 60, 100
	2-25	Processes to remediate negative impacts	P. 62, 104
	2-26	Mechanisms for seeking advice and raising concerns	P. 58, 59
	2-27	Compliance with laws and regulations	There are no significant cases of non-compliance with laws and regulations.
	2-28	Membership associations	P. 39
	<b>Stakeholder engagement</b>		
GRI 2: General disclosures 2021	2-29	Approach to stakeholder engagement	P. 37
	2-30	Collective bargaining agreements	100% of employees are covered by collective bargaining with the unions.
<b>Material topics</b>			
GRI 3: Material topics 2021	3-1	Process to determine material topics	P. 13
	3-2	List of material topics	P. 13

GRI Standard	Content	Location
<b>Promotion of socioeconomic development</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	P. 15, 94
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	P. 128, 130
	201-2 Financial implications and other risks and opportunities due to climate change	P. 128
GRI 203: Indirect economic impacts	203-1 Infrastructure investments and services supported	P. 132 Investments and services are in cash.
	203-2 Significant indirect economic impacts	P. 93, 124
GRI 413: Local communities	413-1 Operations with local community engagement, impact assessments, and development programs	P. 94
	413-2 Operations with significant negative impacts - actual and potential - on local communities	We have not identified any negative impacts from our actions.
GRI-G4: Food processing sector disclosures	DMA (former FP4) Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need	P. 95
<b>Operational efficiency and investment profitability</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	P. 15, 106, 132
GRI 204: Procurement practices	204-1 Proportion of spending on local suppliers	P. 89, 90

GRI Standard	Content	Location
<b>Operational eco-efficiency</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	P. 15, 110, 118
GRI 301: Materials	301-1 Materials used by weight or volume	P. 118, 119
	301-2 Raw materials or recycled materials used	P. 118
	301-3 Recovered products and their packaging	P. 119
GRI 302: Energy	302-1 Energy consumption within the organization	P. 113
	302-3 Energy intensity	P. 110, 113
	302-4 Reduction of energy consumption	P. 110
GRI 303: Water and effluents	303-1 Interactions with water as a shared resource	P. 106
	303-2 Management of impacts related to water discharge	P. 106, 108
GRI 303: Water and effluents	303-3 Water with drawl	P. 107
	303-4 Water discharge	P. 108, 109
	303-5 Water consumption	P. 106
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	P. 119
	306-2 Management of significant waste-related impacts	P. 119
	306-3 Waste generated	P. 119, 121
	306-4 Waste diverted from disposal	P. 119, 122
	306-5 Waste directed to disposal	P. 122
<b>Climate change (adaptation and mitigation)</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	P. 15, 114
GRI 305: Emissions	305-1 Direct emissions (Scope 1) of Greenhouse Gases (GHG)	P. 116

GRI Standard	Content	Location	
<b>Climate change (adaptation and mitigation)</b>			
GRI 305: Emissions	305-2	Indirect emissions (Scope 2) of Greenhouse Gases (GHG) from the energy acquisition	P. 116
	305-3	Other indirect emissions (Scope 3) of Greenhouse Gases (GHG)	P. 116
	305-4	GHG emissions intensity	P. 116
	305-5	Reduction of GHG emissions	There have been no reductions due to company initiatives.
	305-6	Emissions of ozone-depleting substances (ODS)	There are no emissions of these substances.
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	P. 116, 117
	<b>Employee health and safety</b>		
GRI 3: Material topics 2021	3-3	Management of material topics	P. 15, 76
	403-1	Occupational health and safety management system	P. 76
	403-2	Hazard identification, risk assessment, and incident investigation	P. 76
	403-3	Occupational health services	P. 76
	403-4	Worker participation, consultation, and communication on occupational health and safety	P. 76
	403-5	Training of workers in occupational health and safety	P. 76
	403-6	Worker health promotion	P. 76, 79
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	P. 76
	403-8	Workers covered by an occupational health and safety management system	p. 76
	403-9	Occupational accidents	P. 76, 77 There are no excluded workers.
403-10	Work-related ill health	P. 76	

GRI Standard	Content	Location	
<b>Training and education</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	P. 15, 72
GRI 404: Training and education	404-1	Average hours of training per year, per employee	P. 74
<b>Supply chain management</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	P. 15, 86, 91
GRI 414: Supplier social assessment	414-1	New suppliers that were screened using social criteria	P. 91, 95
GRI-G4: Food processing sector disclosures	FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	P. 137
<b>Quality and safety of products</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	P. 15, 80
	417-1	Requirements for product and service information and labeling	P. 85
GRI 417: Marketing and labeling	417-2	Incidents of non-compliance concerning product and service information and labeling	There have been no cases of non-compliance. All our products comply with the labeling legislation of the markets for which we are authorized.
	417-3	Incidents of non-compliance concerning marketing communications	There were no cases of non-compliance.
GRI-G4: Food processing sector disclosures	FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	P. 89
	DMA (former FP8)	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements	P. 85
<b>Biosecurity and healthiness</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	P. 15, 137
GRI-G4: Food processing sector disclosures	FP9	Percentage and total of animals raised and/or processed, by species and breed type	P. 139 There was no transformation in the birds.

GRI Standard	Content	Location
<b>Biosecurity and healthiness</b>		
GRI-G4: Food processing sector disclosures	FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type P. 136
	FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type We don't use hormones or anti-inflammatory drugs on the birds. All the antimicrobial bases used are duly registered with the Ministry of Agriculture, Livestock and Supply (MAPA) for use in poultry.
<b>Corporate governance</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	P. 15, 51
<b>Relationship with integrated personnel and partners</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	P. 15
<b>Logistics strategy</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	P. 15, 92
<b>Expansion and consolidation plan</b>		
GRI 3: Material topics 2021	3-3 Management of material topics	P. 15
<b>Extra disclosures</b>		
GRI-G4: Food processing sector disclosures	FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country There were no industrial disputes, strikes and/or lockouts in 2023.
	FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards P. 84
	FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars We have no products that contain low levels of saturated and trans fats, sodium and added sugars.

GRI Standard	Content	Location
<b>Extra disclosures</b>		
GRI G4 Food processing sector disclosures	FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives We have no products that contain a higher content of nutritious ingredients such as fiber, vitamins, minerals, phytochemicals and added functional foods.
	FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic No physical alterations are made to the animals.
	FP13	Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals We have had no incidents related to the transportation, handling and/or slaughter of animals.

# Assurance Report

GRI 2-5



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## Relatório de Asseguração Limitada sobre as informações não financeiras constantes no Relatório Anual de Sustentabilidade

Ao Conselho de Administração e Acionistas da  
**São Salvador Alimentos S.A.**  
 Itaberaí - GO

### Introdução

Fomos contratados pela São Salvador Alimentos S.A. ("Companhia") para apresentar nosso relatório de asseguração limitada sobre as informações não financeiras constantes no "Relatório Anual de Sustentabilidade 2023" ("Relatório") da São Salvador Alimentos S.A., relativas ao exercício findo em 31 de dezembro de 2023.

Nossa asseguração limitada não se estende a informações de períodos anteriores ou a qualquer outra informação divulgada em conjunto com o Relatório Anual de Sustentabilidade 2023, incluindo quaisquer imagens, arquivos de áudio ou vídeos incorporados.

### Responsabilidades da administração da São Salvador Alimentos S.A.

A administração da Companhia é responsável por:

- selecionar e estabelecer critérios adequados para a elaboração das informações constantes no Relatório Anual de Sustentabilidade 2023;
- preparar as informações com base nos critérios e diretrizes da *Global Reporting Initiative (GRI Standards)*;
- desenhar, implementar e manter controle interno sobre as informações relevantes para a preparação das informações constantes no Relatório Anual de Sustentabilidade 2023, que estão livres de distorção relevante, independentemente se causada por fraude ou erro.

### Responsabilidades dos auditores independentes

Nossa responsabilidade é expressar conclusão sobre as informações não financeiras constantes no Relatório Anual de Sustentabilidade 2023, com base nos trabalhos de asseguração limitada conduzidos com base na NBC TO 3000 (revisada) – Trabalhos de Asseguração Diferente de Auditoria e Revisão, emitida pelo CFC – Conselho Federal de Contabilidade, que é equivalente à norma internacional *ISAE 3000 (revised) – Assurance engagements other than audits or reviews of historical financial information, emitida pelo International Auditing and Assurance Standards Board (IAASB)*. Essas normas requerem o planejamento dos trabalhos e a execução dos procedimentos de forma a obter segurança limitada de que as informações não financeiras constantes no Relatório Anual de Sustentabilidade 2023 da Companhia, tomadas em conjunto, estão livres de distorções relevantes.

A KPMG Auditores Independentes ("KPMG") aplica a Norma Brasileira de Gestão de Qualidade (NBC PA 01), que requer que a firma planeje, implemente e opere um sistema de gestão de qualidade, incluindo políticas ou procedimentos relacionados com o cumprimento de requerimentos éticos, normas profissionais e exigências legais e regulatórias aplicáveis. Cumprimos com os requisitos de independência e outros requisitos éticos do Código de Ética Profissional do Contador e das Normas Profissionais (incluindo as Normas de Independência) baseados nos princípios fundamentais de integridade, objetividade, competência profissional e devido zelo, confidencialidade e comportamento profissional.

Um trabalho de asseguração limitada conduzido de acordo com a NBC TO 3000 revisada (*ISAE 3000 revised*) consiste principalmente de indagações à administração da Companhia e outros profissionais da Companhia que estão envolvidos na elaboração das informações, assim como pela aplicação de procedimentos analíticos para obter evidências que nos possibilitem concluir, na forma de asseguração limitada, sobre as informações tomadas em conjunto. Um trabalho de asseguração limitada requer, também, a execução de procedimentos adicionais, quando o auditor independente toma conhecimento de assuntos que o levem a acreditar que as informações divulgadas no Relatório Anual de Sustentabilidade 2023, tomadas em conjunto, podem apresentar distorções relevantes.

Os procedimentos selecionados basearam-se na nossa compreensão dos aspectos relativos à compilação, materialidade e apresentação das informações contidas no Relatório Anual de Sustentabilidade 2023, de outras circunstâncias do trabalho e da nossa consideração sobre áreas e sobre os processos associados às informações materiais divulgadas no Relatório Anual de Sustentabilidade 2023, em que distorções relevantes poderiam existir. Os procedimentos compreenderam, entre outros:

- a) o planejamento dos trabalhos, considerando a relevância, o volume de informações quantitativas e qualitativas e os sistemas operacionais e de controles internos que serviram de base para a elaboração das informações constantes no Relatório Anual de Sustentabilidade 2023;
- b) o entendimento da metodologia de cálculos e dos procedimentos para a compilação dos indicadores por meio de indagações e entrevistas com os gestores responsáveis pela elaboração das informações;
- c) a aplicação de procedimentos analíticos sobre as informações quantitativas e indagações sobre as informações qualitativas e sua correlação com os indicadores divulgados nas informações constantes no Relatório Anual de Sustentabilidade 2023;
- d) para os casos em que os dados não financeiros se correlacionem com indicadores de natureza financeira, o confronto desses indicadores com as demonstrações financeiras e/ou registros contábeis;
- e) análise dos processos para a elaboração do Relatório Anual de Sustentabilidade 2023 da Companhia e da sua estrutura e conteúdo, com base nos Princípios de Conteúdo e Qualidade dos "Standards" para Relatório Anual de Sustentabilidade da *Global Reporting Initiative – GRI*; e
- f) avaliação dos indicadores não-financeiros amostrados.



Os trabalhos de asseguração limitada compreenderam, também, a aderência com base nas diretrizes e aos critérios da estrutura de elaboração *GRI Standards* aplicável na elaboração das informações constantes do Relatório Anual de Sustentabilidade 2023.

**Alcance e limitações**

Os procedimentos executados em trabalho de asseguração limitada variam em termos de natureza e época e são menores em extensão do que em trabalho de asseguração razoável. Consequentemente, o nível de segurança obtido em trabalho de asseguração limitada é substancialmente menor do que aquele que seria obtido, se tivesse sido executado um trabalho de asseguração razoável. Caso tivéssemos executado um trabalho de asseguração razoável, poderíamos ter identificado outros assuntos e eventuais distorções que podem existir nas informações constantes no Relatório Anual de Sustentabilidade 2023. Dessa forma, não expressamos uma opinião sobre essas informações.

Os dados não financeiros estão sujeitos a mais limitações inerentes do que os dados financeiros, dada a natureza e a diversidade dos métodos utilizados para determinar, calcular ou estimar esses dados. Interpretações qualitativas de materialidade, relevância e precisão dos dados estão sujeitos a pressupostos individuais e a julgamentos. Adicionalmente, não realizamos qualquer trabalho em dados informados para os períodos anteriores, nem em relação a projeções futuras e metas.

A preparação e apresentação de indicadores de sustentabilidade seguiu os critérios da *GRI- Standards* e, portanto, não possuem o objetivo de assegurar o cumprimento de leis e regulações sociais, econômicas, ambientais ou de engenharia. Os referidos padrões preveem, entretanto, a apresentação e divulgação de eventuais descumprimentos a tais regulamentações quando da ocorrência de sanções ou multas significativas. Nosso relatório de asseguração deve ser lido e compreendido nesse contexto, inerente aos critérios selecionados (*GRI- Standards*).

**Conclusão**

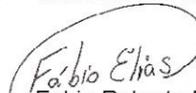
Nossa conclusão foi formada com base nos, e está sujeita aos, assuntos descritos neste relatório.

Acreditamos que as evidências obtidas em nosso trabalho são suficientes e apropriadas para fundamentar nossa conclusão na forma limitada.

Com base nos procedimentos realizados, descritos neste relatório e nas evidências obtidas, nada chegou ao nosso conhecimento que nos leve a acreditar que as informações não financeiras constantes no Relatório Anual de Sustentabilidade 2023 para o exercício findo em 31 de dezembro de 2023 da São Salvador Alimentos S.A., não foram elaboradas, em todos os aspectos relevantes, com base nos critérios e diretrizes da *Global Reporting Initiative - GRI Standards*.

São Paulo, 25 de junho de 2024

KPMG Auditores Independentes Ltda.  
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## Credits

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### GRI Consulting

blendON

### Writing and Reviewing

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### Images

São Salvador Alimentos image bank

Envato

