



ESG REPORT | 2023





SUMMARY

1.	MESSAGE FROM THE BOARD	4	6.3	Projects	18	8.	ESG JOURNEY	28
2.	ABOUT THE REPORT	5	6.3.1	Fauna and Flora Survey		8.1	Networking and Sharing	29
3.	OUR APPROACH	6	6.3.2	Sentinelas da Terra		8.2	Certifications	
3.1	How Did We Get Here	7	6.4	Waste Management	19	8.3	Open Gate Policy	30
			6.5	Water resources				
4.	ESG	8	6.6	Energy	20			
4.1	List of Activities and their SDGs	10	6.7	Fuels				
			6.8	GHG Emissions	21			
5.	G - GOVERNANCE	12						
5.1	Our business		7.	S - SOCIAL	22			
5.2	Culture, Principles and Governance Structure	13	7.1	Commitment to People and Benefits				
			7.2	Programs and Projects	23			
5.2.1	Board	14	7.3	Development	24			
5.2.2	Committees		7.4	Diversity	25			
5.3	Quality	15	7.5	Health and safety	26			
5.4	Policies, Compliance, Accountability	16	7.6	Volunteering and Social Investments	27			
6.	E-ENVIRONMENT - ENVIRONMENTAL FIELD	17						
6.1	Commitment							
6.2	Production and Management Methods							



1. MESSAGE FROM THE BOARD

Due to the competitive reality of the current market, innovation, disruptive thinking, and resilience have become like mantras in business and end up revealing paths that were often not imagined. And it is in the search for a prosperous future that Brazilian agriculture advances.

Currently, the enormous amount of tools and technologies available allow us to obtain a gigantic volume of information. It has become easy and quick to own data on everything, including new operating models in the agricultural sectors. On the other hand, in a world of conveniences, there are also drawbacks, such as the difficulty of filtering quality information offered by networks. We witness intense competition for people's attention, divided between increasingly compelling smartphones and social networks, leading to a lack of focus on job performance.

Indeed, these are new times, and the agriculture sector needs to adapt to the current conditions. To do so, it is necessary to seek more knowledge, to better manage the business and engage effectively with stakeholders. As a result, Grupo Morena (GM) began a very important journey in its history in 2018, with the creation of the SSGM (Grupo Morena Socio-Environmental System). This system helped us broaden the scope of the actions we were developing and strengthen our organizational culture. In 2023 we revisited and updated that systemic analysis and then, we defined positions and advanced our frontier. Now we develop our Cultivation Fields in the broadest sense of the word "cultivation", be it soil, relationships or even process improvement.

GM's approach is the difference between watching and participating, between following and being part of the story. The virtuous path we have followed over the years is notable, using circular economy as a transformative source, which changes, shares, and includes. Connecting actors and developing a win-win structure. This year, we added and built new infrastructures for greater safety and quality of life for employees, making our headquarters bigger, more attractive and accessible for everyone. We are increasingly aligned with the Global Sustainable Development Goals. We relate even more with the community through visits, lectures, meetings, and many other ways. And we also invest a lot of energy in our governance processes and rely on external support from experts.

By showing concrete numbers and tangible initiatives, we aspire not only to inform, but also to inspire other market actors. We want to show that it is possible to achieve balance between economic, social and environmental interests, ensuring our businesses solidity and longevity. May this report be a call to action. May it be a catalyst for positive change, not only within our own company, but also across the entire agricultural community. May we continue being protagonists of a story that impacts people, creates a legacy, and leaves a mark. This book portrays our ESG trajectory in 2023 and we would like to share it with you so that together we can be better for the world every day!

Enjoy your reading!

**Romeu José Ciochetta e
Dulce Chiamulera Ciochetta**

2. ABOUT THE REPORT

The third Sustainability Report is the continuation of work built by several hands here at Grupo Morena and also a significant deepening of our journey towards transparency and socio-environmental responsibility. Over the last three years, we have improved our data collection processes and indicators, ensuring the report's quality record. We believe that sharing our journey is key for this document to be a source of inspiration for other producers, and of course, tangible proof of our commitment to sustainability.

Evidence that Brazilian agribusiness can be sustainable and profitable.

In this report, we show our efforts, progress, challenges and learnings in pursuit of the SDGs and ESG pillars. Each number and action described here is a report of our progress.



3. OUR APPROACH



What do we do?

Grupo Morena is a sustainable, profitable and solid rural property that has been operating in agribusiness for 35 years, producing, welcoming, transforming, and inspiring socio-environmental development.

Why do we do it?

Because it is part of our purpose! We are passionate about the countryside and we are convinced that Brazilian and Mato Grosso agribusiness are powerhouses for the world. We want to contribute to the development of global agribusiness, inspiring and encouraging both people and rural properties to seek ethical and sustainable conduct.

How do we do it?

Producing: we guarantee quality food while using intelligence and technology to protect the most important asset for us: the environment.

Transforming: We cultivate an environment of sharing knowledge inside and outside our micro environment, always promoting education.

Welcoming: in every gesture and approach to employees, customers, or partners, we promote relationships, strengthen bonds and seek to bring out the best in each person.

3.1 How Did We Get Here?



We are agriculture-focused

- 1985** Arrival in Mato Grosso by bus
- 1989** Lease of 200 hectares in Campo Novo do Parecis
- 2006** Consolidation of Grupo Morena

We are sustainable

- 2002** Implementation of the Direct Planting System and sustainable practices
- 2010** Rainwater harvesting
- 2012** ILTF implementation
- 2016** Solar photovoltaic energy
- 2017** Partnership with universities and Continuous Improvement policy

We are global

- 2011** RTRS Certification
- 2017** Reformulation and creation of Governance Policies
- 2020** We are a Great Place to Work
- 2022** B Corp Certification

We are Grupo Morena

- 2014** New technologies
- 2018** Creation of the Grupo Morena Socio-Environmental System
- 2022** Construction of the Soybean Processing Unit (UBS) - business diversification



4. ESG

Environmental, Social and Governance

An ancient wisdom from the field resonates with us year after year, bringing the spirit of innovation and proactivity: “The early adopter reaps the rewards” - reminding us of the importance of implementing new technologies and sustainable practices to guarantee a more prosperous and solid future for everyone. Many management strategies aimed at sustainability are still being developed and validated around the world, but this does not stop us from starting and being at the forefront of this change.

At Grupo Morena, we understand that meeting current needs without compromising the future and next generations is the essence of sustainability and this philosophy guides our production activities. The ESG agenda does not present itself as a challenge for those who have already incorporated socio-environmental values and practices into their businesses. It is just a reorganization and new nomenclature following global guidelines; therefore, we continue to formalize our commitment to the ESG agenda and the SDGs through policies and programs that encompass all of our activities, prioritizing our material topics as well as environmental and social impact analyses

The Grupo Morena Socio-Environmental System (SSGM), created in 2018, is a program aligned with our strategic objectives that encompasses all the group's activities and processes within socio-environmental guidelines.



PRODUCING

- G&G Dashboards
- Control of PSP indicators (turnover, turnover cost, satisfaction index and NPS, integration processes, 30-day and 85-day interviews and engagement)
- Operational releases on systems
- Sentinelas da Terra Program (Forums)
- Sentinelas da Terra Challenge
- Qualification and training (Techniques)
- Control of PPE delivery and monitoring of use
- Occupational health and safety
- Internal Commission for the Prevention of Rural Work Accidents (CIPATR) Management
- Strategic planning
- Budget planning
- 5V2H People & Management
- Management of G&G Action Plans
- Internal survey for Strategic Planning (4 questions)
- SIPAT week
- External audits (PSP and 5s)
- Organizational Marketing
- PSP (analysis of audit results, calculation and completion of the indicator spreadsheet, calculation for payment)
- 5S Program
- 7PEGG



TRANSFORMING

- Internship Program
- Discover (English and Immersion)
- Aprender (Scholarship)
- GM School
- Inspiração Project (Visits and Immersions)
- Performance evaluation
- PDP (Personal Development Plan) monitoring
- Seeds and Apprentices
- Qualifications and training (Behavioral)
- 7PEGG



WELCOMING

- Recruitment and Selection Process
- Job engineering
- Implementation of Integration
- Onboarding Game
- Welcome video with responsible managers
- Pizza coupon as a celebration of hiring
- 30-day interview
- 85-day Experience Assessment
- Talent ranking
- PCCS (Salary, role, step, and academic qualification change, and letter of adjustment)
- Starbem subscription
- Health Insurance
- Dental Insurance
- Meal card
- Birthday gift
- Longevidade (Award)
- Exit interview
- GPTW Award - Rankings
- Organizational Climate Survey - GPTW
- Giving Day
- Actions to strengthen the Employer Brand
- Salary Statement
- Holiday gift basket
- Labor Day
- Special Days: Women's Day/ Mother's Day/ Father's Day/ September 7th - Independence Day/ Children's Day/ Easter
- Yellow September
- Pink October
- Blue November
- End-of-harvest barbecue
- Festa baía
- PSP party
- GPTW Party
- Holiday Party
- PPR (analysis of audit results, calculation and completion of the indicator spreadsheet, calculation for payment)
- 5S Program
- 7PEGG



4.1 Relationship of Activities with the SDGs

We are committed to the UN SDGs, integrating these principles into our operations to strengthen corporate sustainability and generate positive impact on society and the environment.

Activity	SDG	Goal	Activity	SDG	Goal
Business diversification	2 / 8	2.4 / 8.2	Provision of support services and facilities for common use structures	9	9.1
Purpose and business philosophy with a sustainable focus	2 / 12	2.4 / 12.6	Equity for every one	10	10.2
RTRS Certification	2	2.4	Diversity and inclusion in hiring	10	10.2
3S Cargil Certification	2	2.4	Job, career, and salary plan	10	10.4
Laboratory for seed quality management	2	2.5	Results-Based Award Program	10	10.4
Beekeeping	2	2.4	Performance evaluations	10	10.3
Benefits program (meal card)	2	2.1	Partnership with CAT, Produzindo Certo, GAAS and Nuffield	11	11.a
Benefits program (health, life, and dental insurance, Starbem subscription)	3	3.8	Transport provision	11	11.2
Healthcare and well-being initiatives (Pink October, Blue November, Mental Health Does Matter)	3	3.4	Social initiatives (giving day, encouragement of volunteering)	11	11.a
Qualifications and training	4	4.4	5S Programs	12	12.5
Education incentive (Aprender Program)	4	4.3	Composting	12	12.2
English Language Incentive (Discover Program)	4	4.4	Recycling collection	12	12.5
Seeds and Apprentices Project	4	4.1	Correct waste disposal	12	12.5
Partnerships with Universities	4	4.7	Integrated pest management	12	12.4
Internship Program	4	4.4	Multiplication and use of biological inputs	12	12.4
SSGM Cultivating Relationships Program	4	4.4	Sentinelas da Terra Challenge	12	12.8
Female management	5	5.5	Inspiração Project (Visits and immersions)	12	12.8
Rainwater harvesting	6	6.4	Sentinelas da Terra Forums	12	12.8
Conservation of the rivers on the property	6	6.6	GHG emissions inventory	13	13.2
Photovoltaic solar energy	7	7.2	Zero deforestation and territorial conflicts agreement	15	15.2
Water heating by solar panels	7	7.2	Conservation of reserve areas above that required by law	15	15.1
Strategic planning	8	8.3	Crop Rotation and Intercropping	15	15.3
Budget planning	8	8.3	Direct planting	15	15.3
Bovine traceability	8	8.2	ILP and IPF	15	15.2
Participation in the Sustainable Leather project	8	8.2	Governance Policies	16	16.6
Onboarding process	8	8.8	Responsible corporate conduct	16	16.6
Occupational health and safety	8	8.8	Management rituals	16	16.7
Declaration of no child labor	8	8.7	Management in sight	16	16.6
GPTW Certification	8	8.8	Open channels of communication	16	16.7
Automation of the warehouse thermometry and aeration system	9	9.4	Participation of external members on the CGEGM board	16	16.7
Automation of the livestock feeding system	9	9.4	Disclosure of results	16	16.6
Acronex Platform: Management of pesticide applications	9	9.4	External audits	16	16.6
Connectivity availability	9	9.c	Bcorp Certification	16	16.6
Quality infrastructure	9	9.1	Environmental licenses	16	16.b



Material Topics	SDG	Expected results	Results Achieved in 2023
Maximizing productivity	SDG 2: Zero Hunger and Sustainable Agriculture	Increasing the productivity of soybean and corn crops	Ground Zero - Soy 20/21 - 69.52 sc/ha Current - Soy 23/24 - 72.38 sc/ha Ground Zero - Corn 21/21 - 131.19 sc/ha Current - Corn 23/23 - 143.09 sc/ha
Employee development	SDG 4: Quality education	Raising the academic qualification of the employees	14% of employees improved their academic qualification
Forest restoration	SDG 15: Life on earth	Revitalization of non-productive area	4.5% organic matter

Being sustainable is profitable.

We draw attention to the results we achieved in 2023. We reached our soybean production target and exceeded our corn target. This was possible through initiatives for environmental preservation and a focus on the development and well-being of our employees.

Our target for employee development by 2025 was 18.75%, which would correspond to 12 people advancing in their level of education. This would have allowed us to reach our goal in 2023; however, since some of these individuals no longer work with us, our current indicator stands at 14%. We have until 2025 to reach the remaining 4.75%.

We decided to discontinue the analysis as presented above in 2023. For the 2024 report, the ESG committee and the board will work on practices that meet almost all goals, focusing on our Socio-Environmental System.

5. G - GOVERNANCE

5.1 Our business



Agriculture

Production of soybeans, corn and soybean seeds, cultivated in an area of 9500 ha.



Storage

In-house storage of grains from two harvests, with capacity to receive 500 thousand bags.



Livestock

Rearing and fattening of male cattle, primarily of the Nelore breed, based on a technology-driven livestock farming approach and developing animal welfare programs.



Silviculture

Cultivation of exotic eucalyptus forest trees for sale and personal consumption in our warehouse, enabling the circular economy.

Planting Area	9.500,00 ha
Silviculture Area	200 ha
Crop and livestock integration area	900 ha
Preservation Area, Legal Reserve, and Permanent Preservation Areas (APP)	2.313,4130 ha
Fixed Livestock Area	1.000 ha
Total area	13.913,413 ha



Processing

Processing soybean seeds, UBS has a total of 11,400 m² and has the capacity to process and store 400,000 bags of seeds in cold chambers. We have modern equipment, more than 750 product input and output flows.

5.2 Culture, Principles, and Governance Structure

Our culture is our people, we value behaviors and skills in our co-workers. We hire and promote people who demonstrate principles of kindness, generosity, and core values for the group.

Grupo Morena adopts a management model focused on sustainability and corporate governance, represented by policies and decision-making processes, including the most solid principles of ethics,

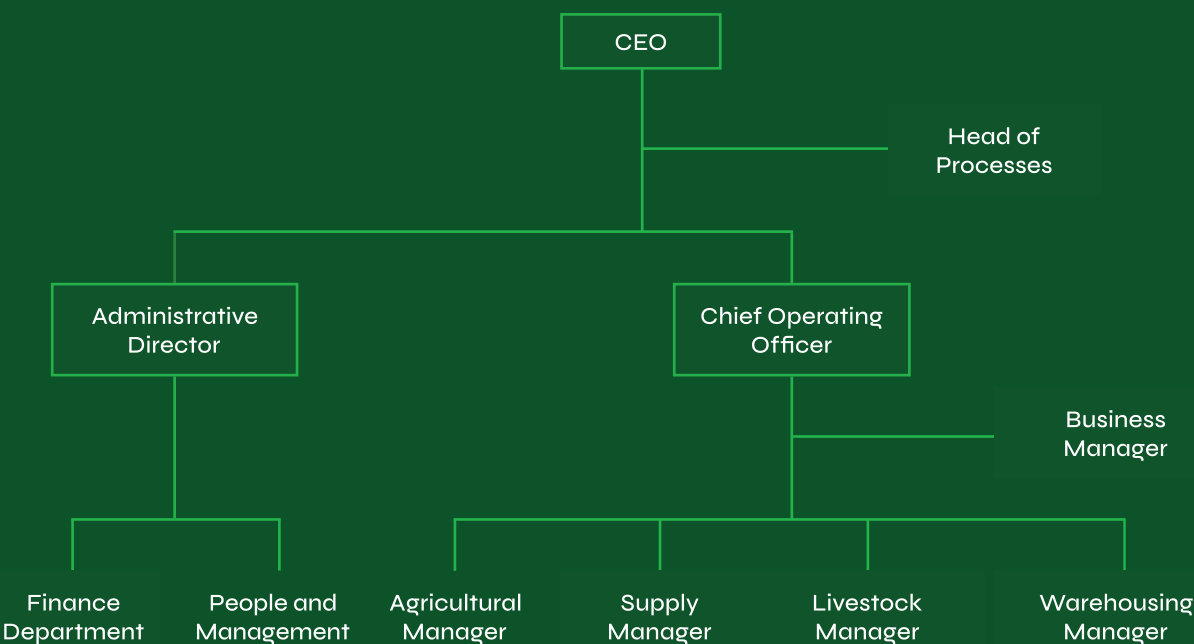
transparency, communication, and engagement of its stakeholders.

The structure adopted includes Strategic Planning, Budget Planning, and action management through practices like: schedule of management and operational meetings, internal controls, external audits, ERP system, monitoring and control of productivity, and performance indicators.

Management is carried out by its owner-partners, who receive support and advice from the Strategic Management Board. Furthermore, the ESG

Committee and the Commercialization Committee are part of this structure.

The actions of all directors and advisors are guided by the Bylaws, the Code of Ethics and Conduct, and Grupo Morena policies. And the activities are divided by sectors, which are: agricultural, livestock, warehouse, seed processing unit (UBS), supplies, and administrative.



We communicate and share

our governance structure across all levels. We believe that these actions are necessary to maintain balance in relationships through engaged individuals who share our principles, thus encouraging leadership within the organization and creating opportunities for career development



5.2.1 Board

The Grupo Morena Strategic Management Board (CGEGM) organizes, values and protects the company's assets, in order to maximize its results in all areas: social, environmental, and governance. CGEGM also acts in the general guidance of the company's business and debates strategic issues, basing its decisions on the following guidelines:

- Strategies for the company's future
- Continuity and sustainability
- Communication and Conflict Management
- Feasibility and Risk Management
- Deliberations
- Nominations
- Inspections
- Analysis

5.2.2 Committees

ESG Committee: develops and implements sustainability strategies and principles, recommends environmental, social and, governance conduct, monitors outlined strategies, and proposes improvement actions supported by the annual budget. This committee serves as a bridge between employees and management in ESG causes and is responsible for overseeing and maintaining the Grupo Morena Socio-Environmental System program.



5.3 Quality

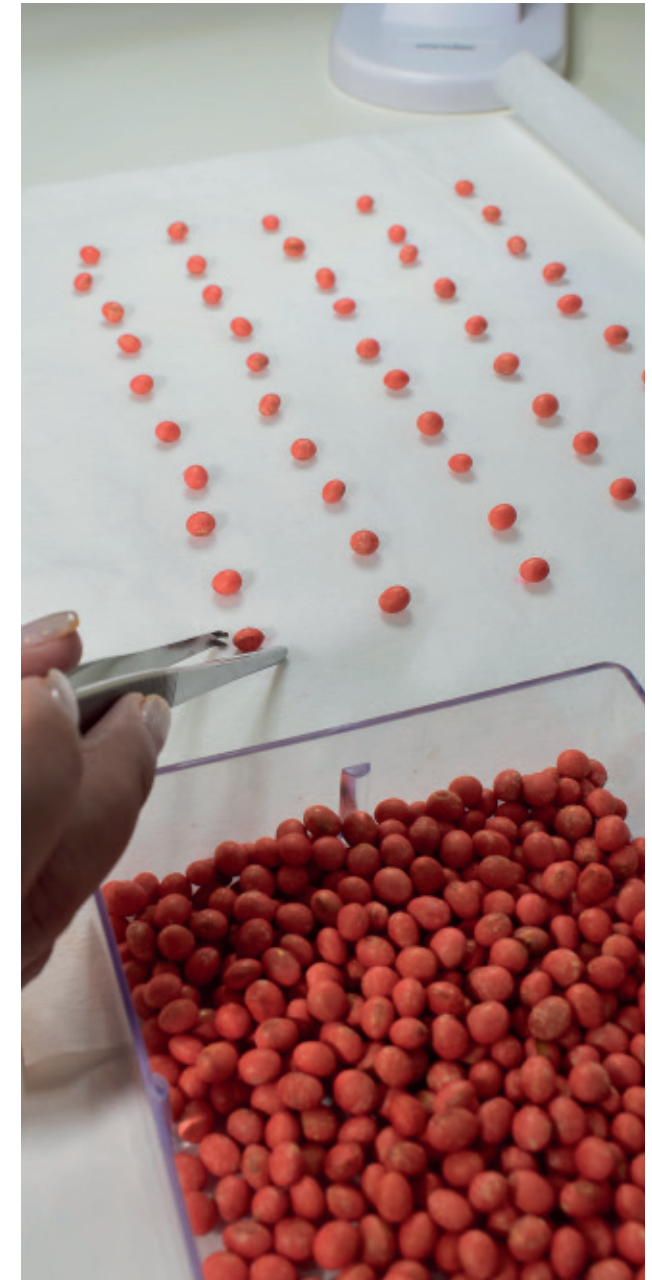
Quality management promotes a systemic view of the entire company and is aligned with its production and management practices. For over 15 years we have been using the 5S quality tool, which provides a useful and easy-to-apply approach to process improvement at all levels.

In 2023, we began the activities of the Seed Processing Unit Laboratory, intensifying our commitment to excellence and ensuring that the seeds produced here reach the highest quality standards. With modern equipment and a qualified team, the laboratory is capable of carrying out rigorous and precise tests, ensuring the genetic purity, viability and health of our seeds.

Our quality policy encompasses external audits and in 2023 we had:

Number of audits	Audit institution	What was evaluated	Result
03	UNEMAT	Strategic team and management indicators	Rating from 0 to 10. And during this period the score was 9.6.
03	UNEMAT	5S quality program	Rating from 0 to 4. Satisfactory Result, most environments above 4.0.
01	Produzindo Certo - Couro Sustentável	Livestock infrastructure, animal welfare processes, social and environmental practices.	Satisfactory Result.
01	Cargill - 3S	Sustainable production through the practices developed and social pillar for internal practices with employees.	Gold Category.

The audit of strategic team and management indicators is part of our PSP (Profit Sharing Program) which we will talk about later in the Benefits section, but we want to emphasize that every positive evaluation results in strategically designed benefits for employees according to the results obtained.





5.4 Policies, Compliance, and Accountability

Ethics and transparency guide our conduct as an organization and relationships. This commitment to responsibility and integrity is validated through documents such as Code of Ethics and Conduct,

Human Rights Policy, Anti-Corruption Policy, Environmental Policy, Diversity and Inclusion Policy, Social Investment Policy, Responsible Purchasing Policy and Sustainability Policy, which are constantly presented and reviewed with our employees and made available through our communication channels.

We also have a reporting channel available on our website for all stakeholders through the link www.grupomorena.com.br/contato and, for

collaborators, feedback boxes are also available, where all considerations can be made anonymously and are investigated by a specialized team. In 2023, we had no occurrences.

Grupo Morena continually seeks to generate value for stakeholders, and this report and its data reaffirm our commitment to sustainability, reinforce the intentions of our purpose as a company and

communicate transparently how we are structured in accordance with laws, ethical standards, internal and external regulations to support our next growth cycle.

Here, organizational objectives, policies and processes are not just concepts printed in formal documents, they are experienced and incorporated by all employees. This is due to the participatory management approach adopted by the company and the extensive work to publicize and apply the established Policies and Codes of Conduct.

The organizational culture fosters both individual and collective responsibility, ensuring that all team members are committed to the highest ethical and compliance standards, resulting in a transparent, trustworthy, and efficient work environment.

5.5 Relationship with Market and Stakeholders

Partnerships are the key to expanding experiences and offering solutions. Here we expand our network of connections through organizations, associations, and entities linked to our purpose, which are:

- Aprosoja
- Famato System (SENAR, IMEA, AGRIHUB, and Agricultural Unions)
- Produzindo Certo
- GAAS Sustainable Agriculture Associated Group
- Nuffield International Farming Scholars
- Brazilian Sustainable Livestock Table
- CAT Clube Amigos da Terra (Friends of the Earth Club)
- Association of Soybean and Corn Producers Mato Grosso
- Federation of Agriculture and Livestock of Mato Grosso
- Agroligadas
- UNEMAT Tangará da Serra Campus
- FV Federal University of Viçosa



6. E - ENVIRONMENT

6.1 Commitment

It is only possible to prosper when everything around us prospers too.

We use methods that support us in a virtuous cycle that consists of producing and preserving.

Our way of contributing to society comes through sharing knowledge between the countryside and the city, opening the gates of the property to learn and extend the knowledge we have.

6.2 Production and management methods

We believe that the sustainability of agriculture consists of reducing the impacts we cause. To this end, we take care of our most precious asset: the soil. Without it, future generations will not be able to plant and harvest, which is why we adopt production and management methods that care for and restore such an important natural asset.

Direct Planting: 26 years ago we adopted the Direct Planting System, which consists of three fundamental pillars: crop rotation, permanence of coverage, and minimum soil disturbance.

Crop Rotation and Intercropping: use of cover crops to prevent soil exposure. They play a key role in protecting the soil against erosion, reducing compaction, conserving moisture, and increasing organic matter.

Biological Inputs Factory: production of inputs on a small scale for now, but expected to expand.

ILPF - Integration of Crops, Livestock, and Forestry: we allocate approximately 900 hectares for Crop-Livestock Integration (ILP) and Livestock-Forestry Integration (IPF). In the ILP system, soybeans are cultivated followed by *Brachiaria ruziziensis* for cattle grazing, with the possibility of replacement by corn. At IPF, pasture is cultivated between rows of eucalyptus, planted in the direction of contour lines, protecting against erosion and contributing to the increase of organic matter in the soil, in addition to providing animal comfort through shading and reducing temperature.

Precision Agriculture: annual soil analysis, correcting acidity and providing nutrients for crops according to the needs of each species. Green manure with *Crotalaria* (rattlepods) to control nematodes and biological fertilization in sowing with Microgeo®, made up of a wide range of beneficial microorganisms that will contribute to soil restructuring, increase water retention and infiltration in the soil, and enhance fertilizer efficiency minerals.

Pesticides Applications: reduction in the number of applications with Precision Agriculture. We carry out Integrated Pest Management (IPM) to avoid unnecessary applications. We use green manure with *Crotalaria* to control nematodes. Pesticides applications are made with low flow rates for greater efficiency, reducing water, fuel, and gas emissions consumption.

Preservation, Legal Reserve, and APP: Law 12,651/2012 establishes the 35% mandatory reserve for Cerrado (Brazilian Savanna). Decree 1,031 of July 2, 2017 establishes that in areas opened before 2000, 20% man-



datory reserve is required. Grupo Morena currently have 38.79% of legal reserves, preservation areas and permanent preservation areas, reaffirming our commitment to the environment.

6.3 Projects

6.3.1 Fauna and Flora Survey



In 2022, Grupo Morena conducted a comprehensive survey of fauna and flora in the Fazenda Morena

area in collaboration with an environmental engineering company involving a team of 7 experts. The result of this effort culminated in a detailed Technical Report, which not only identified the species of birds and plants present on the property, but also highlighted opportunities for Grupo Morena to significantly contribute to the preservation and maintenance of this ecosystem. In 2023, the ESG Committee has already started research and selection of ideas on potential future environmental projects that can be implemented based on this diagnosis.

6.3.2 Sentinelas da Terra

The Sentinelas da Terra Project from Grupo Morena is an initiative started in 2018. It trains, educates, and develops all employees to be guardians of the land by promoting awareness and adopting conservation practices in their daily activities on the farm and in the office. These practices are adopted from soil management, planting, and use of inputs to choosing suppliers, and are strictly followed. The project encourages sustainable innovation and circular economy on the farm, encouraging employees through the Guardians Challenge to develop ideas that minimize waste, reduce environmental impacts, and optimize the use of resources.

6.4 Waste Management

Our waste management is conducted responsibly, and matches sustainability principles. We implement reduction, reuse and recycling practices in most stages of our production, ensuring that the waste generated is managed in an efficient and environmentally friendly manner.

Total weight of waste by type and disposal method

Type of waste	Unit of measurement	Destination	2022	2023
Group A	Kg	Coprocessing	308,20	300,00
Group B - E	Kg	Coprocessing	4.707,00	4.100,00
Burnt oil	Kg	Re-refining and reverse logistics	4.220,00	2.300,00
Recycled waste	Kg	Cooperative	5.455,71	1.650,00

6.5 Water resources

We also adopt practices to optimize water use, including collection and reuse systems, minimizing our environmental impact.

Water consumption

Type of source	Unit of measurement	2022	2023
Well - Morena	m³	27.120,60	19.744,80
Well - Morena 2	m³	16.279,70	13.297,00
Well - Livestock	m³	55.953,00	38.397,30
Well - Seriema	m³	-	7.180,00
Well - UBS	m³	-	1.772,50
Rainwater harvesting	m³	18.450,00	-



6.6 Energy

Regarding electrical energy consumption, 5 years ago we implemented a photovoltaic solar energy system that provides more than 80% of all energy consumed on the property and most of the lighting system was replaced with low-consumption LED lamps. Another point to be highlighted is the implementation of automation of the thermometry and aeration system in the storage unit, which reduces energy consumption by around 30% due to the assertiveness of the activation.

Electricity consumption

Unit Consumer	Unit of Measurement	2022	2023
Tangará Office	Kwh	23.359,00	29.578,00
Seriema Headquarters	Kwh	65.803,00	45.691,00
Morena 2 Headquarters	Kwh	46.908,00	53.044,00
General	Kwh	856.779,63	1.196.559,27

6.7 Fuels

The activities we develop directly require the use of fossil fuels such as diesel, gasoline, and wood. There are many studies that work on the possibility of replacing these fuels, but they have not yet become viable in our activity. At our UBS, we use eucalyptus wood as fuel to operate, but this wood is grown and used locally on the farm, contributing to the circular economy.

Total consumption of fuels from non-renewable sources

Unit (Location/ Process)	Unit of Measurement	2022	2023
Diesel	Liters	779.506,88	748.020,47
Gasoline	Liters	18.929,39	28.934,40
Ethanol	Liters	276,98	1.079,55
Eucalyptus wood from our own planting	m³	1.592,00	2.407,25



80% of all energy consumed on the property comes from photovoltaic solar energy.

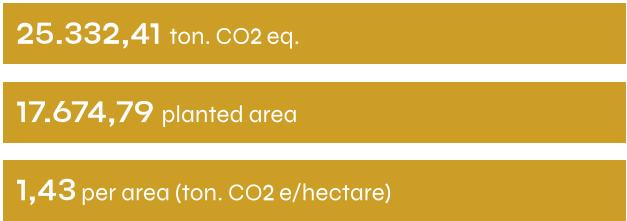




6.8 GHG emissions

Grupo Morena's GHG emissions, for agriculture (soy and corn) and livestock activities, in the period evaluated, totaled 27,644 ton CO2e in 2022. Below, our production data for 2023:

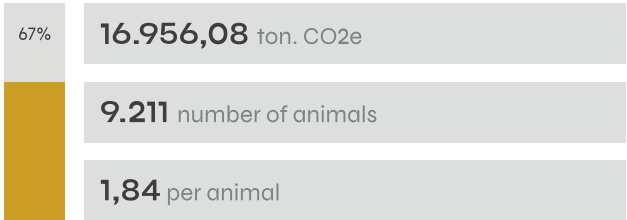
Total de emissões



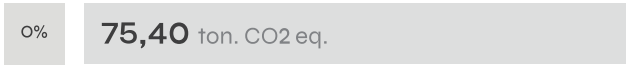
Agricultural and Forestry Syste



Livestock

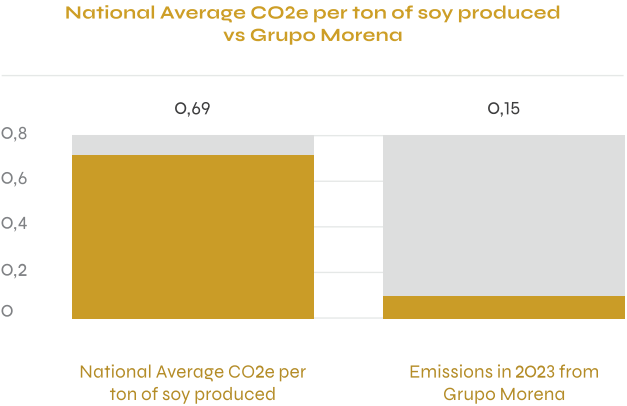


Electrical Energy



The Brazilian average of GHG emissions in soy is 0.69 ton CO2e per ton of soy produced.

Emissions in 2023 from Grupo Morena were 0.15 ton CO2e per ton of soy produced, with external proof from Rabobank's Agro Líderes Project, as shown in the following graph:



7. S - SOCIAL

Here at Grupo Morena we recognize that education is a powerful tool for social transformation, capable of combating inequalities and it is the key to boosting the development of our society.

That is why we invest in internal projects, community events, proposals from philanthropic institutions, schools, or universities that aim to educate and share knowledge among children, young people, and adults.

This vision permeates all our actions in the Social field that promote initiatives aligned with our values and purposes.

7.1 Commitment to people and benefits

Guided by the concept of equity, we guarantee a work environment free from any prejudice and discrimination, in which each person can express their identity freely, where their individualities are respected and valued.

Our in-person environments, both on the farm and in the office, were designed and built to bring quality of life to our employees. Dormitories, cafeterias, and job sites in general guarantee the well-being of our employees.



Some of our benefits at the farm and in the office:



Transportation for employees who do not live on the farm



Unrestricted and free-of-charge internet access to provide information, communication, knowledge, and connection with family and society.



Qualifications, Development and PDP are structured and included in the annual calendar for all employees at all levels.



Health, Dental, and Life Insurance with no waiting period and with the possibility of including dependents.



Caju Meal Card with flexible benefits that can be used for meals, health, culture, mobility, and education. Birthday gift.



Christmas card available as a free balance on the Caju card, which can be used anywhere.



Starbem telemedicine app that provides care across 3 pillars of health: Mental Health, Chronic Diseases, and low complexity diseases.



Scholarship, English scholarship and Immersion scholarship.



Performance-Based Reward Program - PSP and Longevidade have regulations that describe the criteria to be evaluated.





7.2 Programs and Projects

The Academia Aberta do Campo Program consists of a diversity of projects, including training and lectures for employees, hosting visitors, and participating in enriching events for knowledge sharing and education.

It is through this continuous and enriching collaboration that we build bridges between the countryside and the city, nurturing an environment of learning and growth for everyone involved.

Transformar Academia Aberta do Campo and Acolher Colheita mais que Perfeita are the general programs of our social portfolio and encompass the following projects:

Inspiração Project: contributes financially to selected institutions by collecting money from each visitor who comes to the property.

Sementes e Aprendizes: encourages dependents of employees by awarding prizes for the highest grades on report cards at the end of the school year.

Discover Project: online course that uses the Becourse methodology, which offers exclusive classes for employees, or Discover Immersion, which involves studying at a language school in another country to enhance English proficiency, in partnership with Best Intercâmbios.

Aprender Project: Incentivo à educação em diferentes níveis com bolsa parcial de investimentos de acordo com a categoria de cada curso.

Longevidade Program: it aims to retain talent and strengthen our identity with cash prizes for a trip based on seniority, in addition to recognition and sharing of knowledge within the team.

Multidisciplinary Internship Program: develop-

ment of future professionals and local labor by providing a field of experiences and knowledge through the possibility of theoretical-practical integration, creating a transition space between university life and professional life.

GM School: literacy programs for our employees designed to accommodate individual limitations while challenging them to go further, proving that it is never too late to learn something.

7 PEGG: since 2022, it has been part of the entire team's development program, so we can seek a world with more kindness and generosity.

7.3 Development

Development is an absolute priority for us, reflected in a series of initiatives and programs, mentioned in the previous item, aimed at the growth and continuous improvement of employees.

From rigorous Recruitment and Selection processes to the implementation of Job, Career, and Salary Plans. We greatly invest in specialized training and development. This development-centered approach strengthens our team, cultivates local and sector-specific talent, and drives growth and innovation throughout the group.

Some of our indicators are the level of education and hours of training, as shown below:

R\$ 534.525 investid

3.750 hours of training and development

28,92% turnover

When talking about people, we would like to remember that we invest and put more and more effort into the detailed analysis of candidate profiles when hiring to ensure the best compatibility with our organizational culture. We also promote the professional and personal development of our employees, which contributes significantly for talent retention. As a result, our turnover rate is lower than that of other rural properties in the same region and size.

Level of education of the workforce

Education	2022	2023
Elementary School	34,15%	31,04%
High School	37,80%	43,68%
Higher Education	28,05%	25,31%

Trainings 2022

Position	Total employees	Training hours
Operational	63	4.297
Administrative	9	328
Management	6	348

Trainings 2023

Position	Total employees	Training hours
Operational	60	3.168
Administrative	14	350
Management	8	342



7.4 Diversity

We understand our role in the market - that we can be agents of change to encourage diversity in all its aspects. In the tables below we explain this commitment to diversity and inclusion of genders and generations.

Total workforce by gender

Gender	2022	2023
Female	22	23
Male	60	64

Leadership positions by gender

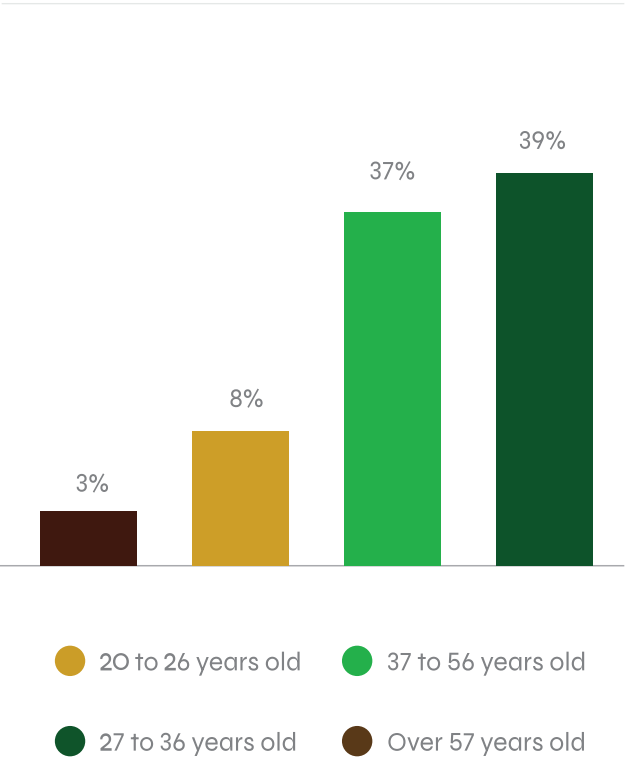
Gender	2022	2023
Female	5	4
Male	6	8

Total workforce by sexual orientation

Sexual orientation	2022	2023
Heterosexual	79	84
Homosexual	2	2
Bisexual	1	1

The coexistence of different generations within Grupo Morena brings with it a wealth of experiences, perspectives and skills. We believe that this variety enriches the group, promoting a dynamic and collaborative work environment, where the exchange of ideas is encouraged and valued. By bringing together people of different ages, we are able to promote continuous development, leveraging the best of each generation to drive innovation and progress.

Total labor force by age group in 2023



7.5 Health and Safety

The Safety and Health Management Program in Rural Work – PGSSTR aims to preserve the health and integrity of rural workers through the anticipation, recognition, assessment and control of existing or future risks in the work environment.

The Internal Commission for the Prevention of Rural Work Accidents, also known as CIPATR, aims to report risk conditions in work environments and to request measures to reduce or eliminate risks existing and neutralize them. Their mission is to preserve the health and physical integrity of rural workers.

Their most important role is to establish a dialog and awareness relationship in a participatory manner, which has been intensifying more and more to try to reduce and minimize accidents and illnesses.

Health and safety		
Type	2022	2023
Accidents	2	6
Illnesses with absences of 15 days or less	21	101
Illnesses with absences exceeding 15 days	1	10



7.6 Volunteering and Social Investments

Our volunteering proposal and financial contributions demonstrate our commitment to the surrounding community and reflect the values that guide our daily actions, encompassing knowledge sharing and time availability.

Furthermore, we encourage our employees to adhere to the culture of generosity, not only actively participating in campaigns, but also inspiring their family and friends to get involved in other solidarity actions.

In 2023 we held Giving Day, which has been taking place since 2018. This year we partnered with the State School Profª Jada Torres. With the help of our employees and partners, funds and products were collected to create 540 kits for all the students at the school.

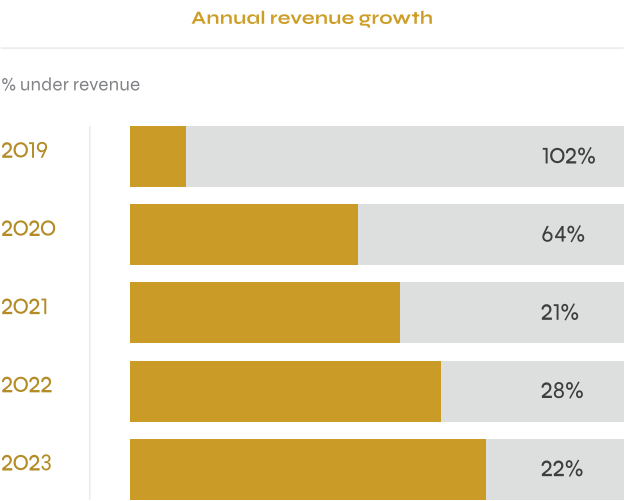


Additionally, we arranged for 150 children to experience something new: a movie screening.

8. ESG JOURNEY

We express great satisfaction with the ESG journey we have been on, reflected in the 3 years of reports presented, which show that being sustainable is in fact profitable.

e want to highlight that it is possible to achieve a balance between economic, social and environmental interests, ensuring the solidity and longevity of our businesses. By showing concrete numbers and tangible initiatives, we aim not only to inform, but also to inspire other market actors:



Crop 23/23 super target **72.38 sc/ha** of soybean

Crop 23/24 super target **143.09 sc/ha** of corn

 **9.500 ha**
of soybean

 **6.000 ha**
of corn

 **2.500 ha**
of popcorn kernels

 **900 ha**
of integration



8.1 Networking and Sharing

We at Grupo Morena are in tune with SDG Zero: The Awakening of Consciousness, which invites us to raise conscious people and companies. We have built an extensive information-sharing network that highlights the viability of large-scale farming as a positive force for sustainability. Through initiatives such as lectures, reports, farm visits and internal and external communication on our website and social media, we seek to demonstrate that it is possible to reconcile agricultural development with the preservation of the environment and the well-being of employees and the communities involved.

Action	People reached
Speeches	1930
Interviews	06*
Farm visits	103
Benchmarking external visits	03
Social Networks (Website, YouTube, Facebook and Instagram)	338.367
Overall Total	340.409

*In 2023 we gave 6 interviews about our management and property. Since they were held on external communication channels, we do not have data on the reach of these interviews, but we can say that the number of impacts and people reached is certainly much higher than the overall total shown, as they are high-exposure channels.

8.2 Certifications

All the work carried out guaranteed us some certifications and awards in 2023, which we list below:





Open Gate Policy

We are committed to maintaining open and transparent communication with all of you, our stakeholders. Please contact us:

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