



THOSE WHO HAVE
IT, LIVE WELL

SUSTAINABILITY REPORT 2023



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MESSAGE FROM THE PRESIDENT

GRI 2-22



LUCAS PROVENZA
CEO of Grupo Zelo



THE YEAR 2023 MARKED A PERIOD OF CONSOLIDATION FOR GRUPO ZELO. WE DESIGNED INTERNAL PROCESSES AND UPDATED OUR BUSINESS STRATEGY FOR THE MEDIUM AND LONG TERM."

We are delighted to present Grupo Zelo's 2023 Sustainability Report. A document that reflects our commitment to excellence in service and our contribution to the professionalization of the sector.

The year 2023 marked a period of consolidation for Grupo Zelo. We designed internal processes and updated our business strategy for the medium and long term. We also focused on training unit managers to help them act more strategically on a daily basis. The aim is to strengthen our position in the market and plan new acquisitions in the coming years.

We have consolidated corporate governance practices, always seeking to guarantee transparency, integrity and responsibility in all our operations, which also contributes to the professionalization of the sector and strengthens our role as a vanguard in this development. Despite the macroeconomic challenges, we prepared ourselves internally and managed to make progress in business.

We have implemented measures to optimize internal processes, review procedures and reallocate resources to promote greater synergy between the different strategic areas of Grupo Zelo. We have strengthened our organizational structure with the creation of two directorates: Legal and Treasury and IR, as well as unifying the Marketing and Du Benefits areas in the same directorate.

Recognizing the importance of meeting the specific demands of each region where we operate, we have promoted greater operational integration in the Northeast, resulting in significant improvements. The new leadership, with specialized regional managers present in strategic locations, has improved the efficiency and consistency of a business model that manages to operate nationally while respecting the characteristics of each location, including its traditions and cultures.

MESSAGE FROM THE LEADERS

In addition, in 2023 we started operating in São Paulo, an important milestone for Grupo Zelo. Consolare, a consortium of which we are part, manages seven cemeteries in the municipality and eight funeral homes, with more than 2,000 funeral services per month. Taking on this operation was a significant challenge, but very valuable and strategic for our expansion.

In our B2B operations, with Zelo Empresas, we saw significant growth of 80% over the year, which leaves us with optimistic prospects for the future. With more efficient processes and a specialized service, we have reached more than 275,000 lives on this front.

We also made progress in communication, with a new positioning marked by the launch of the webseries "We need to talk about death" to demystify the subject in an open and humanized way.

Throughout this report, in addition to information on performance, we share our constant quest to improve sustainable practices and our integration into the ESG agenda, maintaining a continuous and close dialog with our stakeholders.

Happy reading!



CONSOLARE, THE CONSORTIUM OF WHICH WE ARE PART, MANAGES SEVEN CEMETERIES IN THE MUNICIPALITY AND EIGHT FUNERAL HOMES, WITH MORE THAN 2,000 FUNERAL SERVICES A MONTH."



MESSAGE FROM THE PRESIDENT OF THE COUNCIL

In 2023, our efforts were aimed at making Grupo Zelo more efficient and with even stronger governance practices. A strategic approach to position us solidly in the market and prepare us for a new growth-oriented movement.

We have strengthened the governance structure with the support of collegiate bodies, establishing more efficient control of the issues debated by senior management. These movements have made us mature in terms of the safety of our processes.

We strengthened our team of corporate directors and trained regional managers, with the aim of improving operational management at each local unit and promoting greater integration and synergy between the company's different areas.

We believe that these measures will contribute significantly to sustainable performance in the medium and long term, as they will further raise the level of management professionalism in each of our business units. With this focus on working in the present to prepare for the future, we also defined our institutional strategy and set ourselves the goal of being the best and largest group in the funeral sector in Brazil by 2025.

On the environmental agenda, we closely monitor all the indicators, consolidating best practices in the Group's day-to-day operations.

The year 2023 was challenging, but with positive returns, consolidating our leadership position in the market. We are more ready than ever to continue growing sustainably.



LUCAS MIRANDA
Chairman of the Board of
Directors of Grupo Zelo



THE YEAR 2023 WAS CHALLENGING, BUT WITH POSITIVE RETURNS, CONSOLIDATING OUR LEADERSHIP POSITION IN THE MARKET. WE ARE MORE READY THAN EVER TO CONTINUE GROWING SUSTAINABLY.

MESSAGE FROM THE SUSTAINABILITY LEADERSHIP

The Grupo Zelo has been a pioneer in the funeral sector when it comes to sustainable transformation. In a context where these discussions began relatively recently, our challenge is clear: to bring the issue to discussion forums, create references and expand knowledge about the environmental liabilities generated by our activities.

The death care sector faces unique challenges, and our team works hard every day to overcome them. We are committed to a thorough analysis of the traditional practices linked to environmental licensing, actively working to ensure that our operations are aligned with the principles of business sustainability and current regulations.

In 2023, we established business-related objectives for the sustainability area, creating a strategic plan with goals and objectives throughout the year. The introduction of new routines and

technologies is crucial to closely evaluate the indicators and results, which are testimony to the collective effort and commitment of our team. Caring for those who are most important to us is central to our mission, and this is reflected in the transformations we have achieved so far.

We develop this report annually as a commitment to pioneering, transformation and transparency in the funeral sector. We will continue to innovate, improve practices and involve all stakeholders in our quest for a more promising and balanced future.

We thank everyone who has contributed to making this progress possible. Together, we are shaping the future of Grupo Zelo and the funeral sector as a whole.

Grupo Zelo's Sustainability Area



ROBERTO TOLEDO
Sustainability Director



HIGHLIGHTS 2023

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Our commitment to inspiring care at all times is intrinsically linked to the people who are part of our company. During 2023, we directed resources to implement processes, improve the experience of our stakeholders and optimize the efficiency of our operations.



LEADERSHIP TRAINING

In 2023, the professional development of our employees was among our priority themes. The Conecta Líder program was an important training initiative aimed at the company's leaders, including managers, coordinators and supervisors. The initiative focused on developing essential competencies for leadership, covering both interpersonal and technical skills. In all, there were more than 3,660 hours of training, with the active participation of 254 leaders.

A NEW FRONT: SÃO PAULO

The year 2023 marked the beginning of Grupo Zelo's consortium operations in the city of São Paulo. The company, through Consolare, now manages seven cemeteries in the municipality and eight funeral homes. Amid the challenges, Consolare revitalized facilities, trained 90% of local employees and implemented governance measures. The focus was on providing safe and comfortable spaces for people during wakes and visits to honor their loved ones.



ORGANIZATIONAL STRUCTURE

We have carried out a significant restructuring of our organization with a focus on optimizing teams and processes and increasing operational efficiency. This initiative ranged from reviewing workflows to redistributing responsibilities, with the aim of improving coordination between departments and ensuring a more agile and integrated operation.

The year was also marked by deep strategic reflection, driven by the need to consolidate Grupo Zelo's position in the funeral sector in the face of a challenging macroeconomic scenario. We developed a comprehensive strategic plan that addressed not only short-term goals, but also established a long-term vision. This process involved a detailed analysis of the market, the identification of expansion opportunities and the definition of initiatives to achieve our objectives.

As a result, we have set ourselves clear goals and objectives until 2025. Our main focus is to become the best and largest group in the funeral sector in Brazil, leading not only in size, but also in operational excellence, innovation and quality of service. To this end, we have designed a series of key initiatives that range from expanding our geographical presence to developing new products and services, as well as continuously improving internal processes and training our team.

This work will serve to guide our actions over the next few years with a set of guidelines for achieving our business objectives. We are focused on continuing to grow and evolve as a company, always maintaining our commitment to excellence and care in everything we do.



NEW POSITIONING IN COMMUNICATION

Commitment to our stakeholders is an integral part of our work. We use different communication tools to transparently disseminate information on the progress of the company's business to all stakeholders. In 2023, we restructured the communications and marketing area and updated our institutional positioning, seeking to demystify death and increase our presence on digital channels.

In this sense, we innovated with the launch of the web series **"We need to talk about death"**. In a sequence of five videos, we help to expand knowledge about the moment of farewell and reinforce the importance of including funeral assistance in family planning.

In the area of direct communication with customers, we implemented a Customer Relationship Management (CRM) solution in the sales area,

supported by integrated management between the marketing, customer service and sales areas. The result of this process was an improvement in the quality of sales, with more customers, better data management, a reduction in churn and the generation of more than 30,000 qualified leads with a conversion rate of 13%.





OUR WAY OF BEING

GRI 2-1, 2-2, 2-6, 2-14

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ABOUT GRUPO ZELO

As a benchmark in the funeral services sector in Brazil, Grupo Zelo stands out for its focus on caring for people, providing comfort and a welcoming environment for sensitive moments such as the farewell of loved ones. Our priority is to offer an excellent, ethical and humanized service, with the aim of professionally reframing the concept of funeral planning.

With the premise of maintaining a close and respectful relationship, we guarantee the execution of the contracted services at no additional cost at times when our clients most need support.

In addition, we value life and well-being, believing that living well lies in the small details that mark memories and in the importance of a long, quality life. In this context, **Du Benefícios**, our benefit club, has more than 4,000 partners



throughout the country, offering various products and services to our clients and employees. In 2023, we recorded a record R\$38 million in discounts granted on purchases from pharmacies, medical clinics, laboratories, opticians, dental practices, gyms and other commercial establishments.

Our growth strategy is supported by a pioneering governance structure in our sector, reflecting a business approach based on integrity and best market practices. These figures contribute significantly to our position as the country's leading funeral assistance group.



MISSION

Inspire ZELO at all times.



VISION

To be recognized as the best and largest group in the funeral sector in Brazil by 2025.



VALUES

- Integrity** - Ethics and transparency;
- Respect** - for people and for life;
- Customer focus** - Welcome and empathy;
- Transformation** - Adaptation and persistence;
- Professionalism** - Commitment and excellence;
- Collaboration** - Together we can go further.



VISION OF THE FUTURE

In order to build Grupo Zelo's vision for the future, we carried out strategic planning work **which resulted in the definition of our vision:**

To be the best and largest group in the funeral sector in Brazil by 2025, with a commitment to being the best for customers, shareholders, employees and society.

HOW WE WORK

With a commitment to transforming the perception of funeral services throughout the country, we have established a connection of respect and care with our clients. This attitude, together with the quality of the services, helps to promote a more professional and mature sector.

We also encourage well-being and longevity through initiatives to reinforce the importance of maintaining healthy habits. Our benefits club, known as Du Benefits, is designed to help improve the quality of life of our clients and employees.

In addition, our cemeteries, plans and funeral assistance offer peace of mind and comfort at the moment of farewell.

In 2023, we recorded a significant increase in B2B business, which represents more than 275,000 lives reached in the country through Zelo Empresas. The efficiency and immediate support provided to clients' staff during death in the family, with respectful and welcoming service, were crucial to growth on this front.

Here are some more details about our fronts of action:



CEMETERY SERVICES

Our own cemeteries offer the transfer of graves for future use, immediate use and rental, supply of flowers, booking of wake rooms, on-line wake, burial services, ossuary, exhumation and internal transfers, among other services.



CREMATION

Service offered at Grupo Zelo crematoriums for immediate or future use, with the possibility of inclusion in funeral plan coverage for a single amount for all dependents or private contracting. Supply of flowers, booking of wake rooms, online wake, columbarium, among other services.



FUNERAL SERVICES

Among the service options, we offer the preparation of the body, urns, complete decoration, wreath, transfer and wake. Customers have an exclusive 24-hour call center.



FUNERAL PLANS

All plans guarantee full coverage of funeral services, nationwide service and a guarantee that the services will be provided at no additional cost to the contract. The portfolio includes Zelo Total, Zelo Família/Essencial, Zelo Supremo, Zelo Essencial, Zelo Prime, Zelo PET, Zelo Empresas and Zelo Ideal. The latter, launched in

2021 in the Greater Belo Horizonte test plaza, aims to cover all wake expenses, the availability of temporary graves and, after the exhumation, the transfer to a proper ossuary in the Grupo Zelo cemeteries.

In 2023, we launched Zelo Conforto in the northeast and Zelo sob Medida in the southeast, to offer plans tailored to the needs of customers in each region.

In the same year, we also worked on the expansion of Zelo Empresas, supporting organizations across the country to offer funeral plans to their employees. Our clients include associations, trade unions, service companies, technology companies, digital banks and others.

partners and 13,000 points of sale, including physical stores and online channels throughout Brazil. With so many possibilities, the discounts offered can be equal to or even greater than the monthly fee paid for the funeral plan, depending on the usage profile. In 2023, we beat our record and granted R\$38 million in discounts.

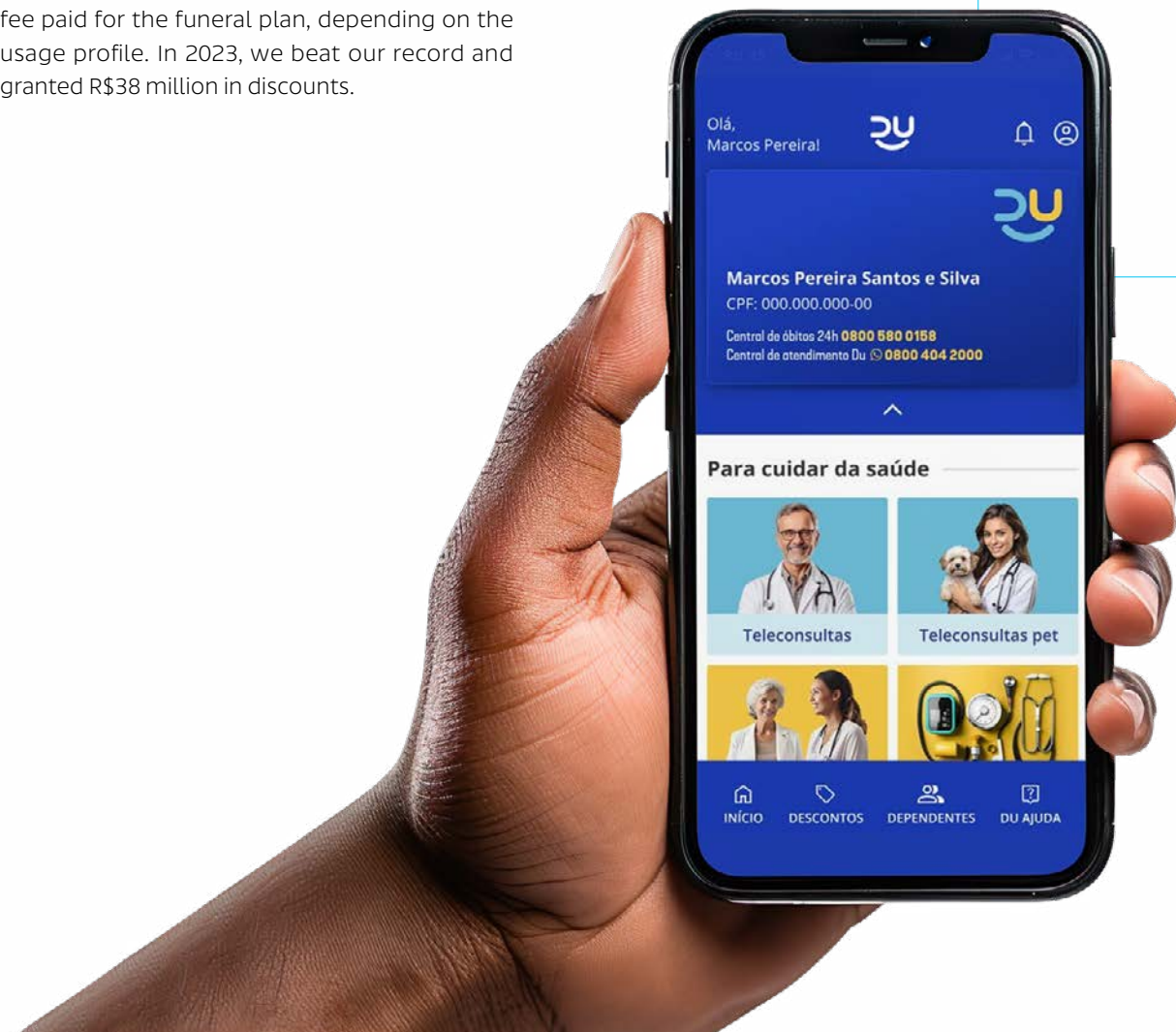
BENEFITS CLUB

Du Benefícios is a business unit of Grupo Zelo, which brings together thousands of partner establishments across the country with the mission of offering benefits related to well-being.

Exclusive discounts are offered on products and services in pharmacies, medical clinics, laboratories, opticians, dentists, gyms, shops, among many other establishments focused mainly on health, leisure, education, food and telemedicine, with the possibility of making appointments in various specialties without leaving home, using the app.

In all, Du Benefícios has more than 4,000

The app includes
114.378
 users and an average of
4,786
 new users per month.



TIME LINE

Headquartered in Belo Horizonte and founded in 2017 through the merger of four funeral homes in Minas Gerais - Bom Jesus, Santa Clara, Santa Rita and Bom Pastor - Grupo Zelo has seen significant growth in the number of clients and geographical reach since its creation. It currently has units in more than 190 municipalities in 13 states and the Federal District, with the aim of offering high-quality services nationwide. In addition, our funeral plans cover more than 4 million people, including beneficiaries and dependents.

The company's emergence came at a crucial time for the sector, coinciding with the enactment of Law 13.261/2016, a fundamental milestone that regulated the marketing of funeral plans in Brazil. Based on this legal foundation, the company has committed itself to further professionalizing the funeral segment,

improving the services offered and seeking sustainable growth.

Since the start of operations, the emphasis has been on constant evolution, including the incorporation of other companies in the sector and the organic growth of the customer base. The year 2021 was marked by a series of mergers, with 19 companies acquired in a single year, setting a milestone in the history of the company, which has carried out more than 50 mergers and acquisitions since it was founded.

In 2023, Grupo Zelo celebrated six years of operation, having carried out 46,900 funeral services. After a period of incorporations and organizational restructuring between 2021 and 2022, the last year was dedicated to consolidating activities, strengthening a solid base of active plans and starting to operate the Consolare consortium in São Paulo.



OUR MILESTONES OVER THE YEARS



2017

First round of raising equity (original shareholders) in the amount of R\$36.1 million to enable the founding of Grupo Zelo.

MERGER OF 8 COMPANIES

2018

Second round of raising equity (original shareholders) in the amount of R\$31.7 million.

MERGER OF 8 COMPANIES

2019

Third round of equity financing (original shareholders) in the amount of R\$72.8 million and first debt financing with a top-tier bank in the amount of R\$44.2 million to enable the Group to enter the cemetery and crematorium segment.

MERGER OF 9 COMPANIES

2020

Fourth round of equity funding (original shareholders) in the amount of R\$33.5 million and the first contribution from the Crescera Capital fund (private equity) in the amount of R\$100 million.

INCORPORATION OF 12 COMPANIES

2021

Fifth round of equity funding (original shareholders) in the amount of R\$74 million, additional contributions from the Crescera fund (private equity) in the amount of R\$292.5 million and the Group's first issue of debentures in the amount of R\$100 million.

INCORPORATION OF 19 COMPANIES

2022

A contribution of R\$ 51 million from original shareholders and new shareholders, as well as the integration of the new companies into the portfolio, standardization of processes and a new organizational structure. Consolidation of the services provided by regionalized verticals with a more personalized approach to the cultural particularities of the different regions of the country. Participation in one of the winning consortia for the concession of funeral services for the administration of seven cemeteries in the municipality of São Paulo, in addition to inaugurating or modernizing our infrastructure in São Paulo, Rio de Janeiro and Minas Gerais.

2023

Implementation of monthly rites to monitor the budget, with a focus on generating cash, increasing profitability and deleveraging the company. Incorporation of a company and investments in Consolare's operation in São Paulo.

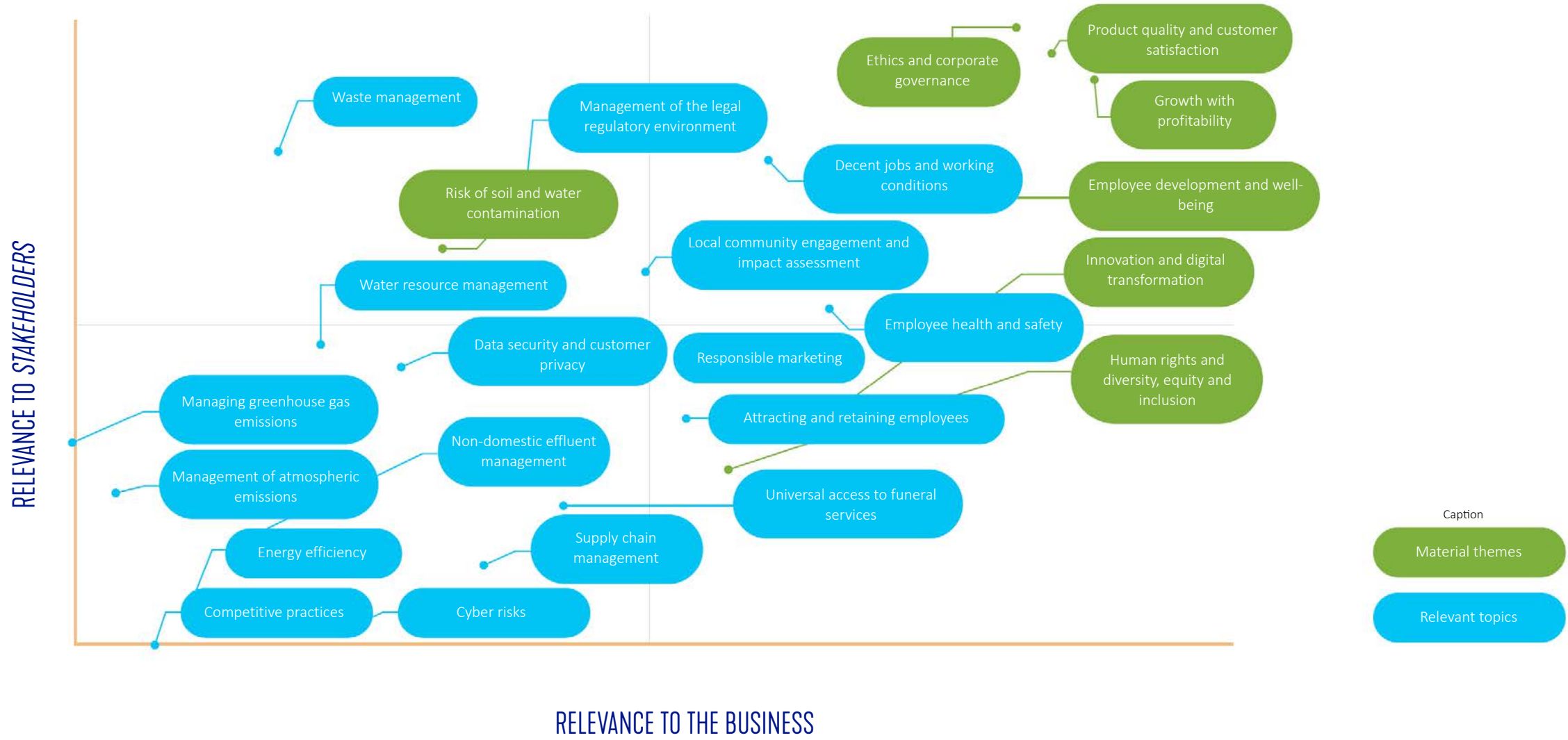
CORPORATE SUSTAINABILITY

GRI 3-1, 3-2

In 2023, we conducted a thorough review of our materiality assessment to target the ESG strategy and align it with our current organizational context. The methodology applied included benchmarks, trend analysis, mapping of risks and opportunities, consultation with our stakeholders on priority issues relating to the impacts of our operations and activities, and validation by the company's governance and management bodies, guaranteeing an accurate representation of the most relevant issues for our corporate sustainability.

As a result of this process, the seven material themes defined were: Product Quality and Customer Satisfaction; Profitable Growth; Ethics and Corporate Governance; Employee Development and Well-being; Human Rights and Diversity, Equity and Inclusion, Soil Contamination Risks and Water Resources, Innovation and Digital Transformation.

Material Themes	ODS	Capital
Product Quality and Customer Satisfaction	N/A	Manufacturing and Relationship
Growth with Profitability		Finance
Ethics and Corporate Governance		Intellectual
Employee development and well-being	N/A	Human and Social
Human Rights and Diversity, Equity and Inclusion		Human
Soil Contamination Risks and Water Resources		Natural
Innovation and Digital Transformation		Intellectual



RELATIONSHIP WITH STAKEHOLDERS

GRI 2-6, 2-24, 2-29, 204-1, 414-1

At Grupo Zelo, we attach great importance to stakeholders perceptions of our actions, valuing their opinions and seeking to meet their needs and expectations. This commitment is reflected in the engagement process considered to develop our materiality assessment, guiding the company's ESG strategy.

The preparation of the Sustainability Report in a transparent and accessible manner, addressing environmental, social and governance issues relevant to stakeholders, as well as the implementation of solid corporate governance practices, such as adherence to ethical and compliance standards, are also part of this relationship.

In general, we have adopted a series of measures to generate value for society with

each of the various audiences impacted by our business. In the supply chain, we have established solid relationships with national suppliers specializing in the funeral market and strategic partnerships with consolidated companies in various corporate segments. Considering our operations in different regions of the country, we prioritize working with local suppliers for each subsidiary, thus contributing to the economic development of the communities where we operate. This commitment reinforces our vision of social responsibility and sustainability, integrating it effectively into our business strategy.

The Supplier Manual is our guide that determines the procedures and criteria to be followed by all the Company's active suppliers.



Its aim is to inform and standardize integrity assessment processes during the incorporation/contracting of products and services, establishing solid governance and effective processes. In this way, we ensure that our suppliers are true partners in line with our principles. In addition, we adopt a preventive approach during the bidding process. Before entering into partnerships, we carry out a prior assessment of suppliers considered critical, taking into account criteria such as political exposure, criminal convictions, regularity of certificates and payment of labor obligations. We also saw involvement in slave and child labor. This procedure allows us to immediately identify and demobilize any supplier who may be on restrictive lists or involved in unacceptable practices.

HOW WE COMMUNICATE

All of Grupo Zelo's official communication materials strictly comply with the legislation applicable to our segment. To communicate with the press, we rely on the support of a communications department that operates nationwide, in line with our strategy of expanding to different regions of the country. Throughout 2023, we were mentioned in more than 2,000 press publications, in media outlets with regional and national coverage.

During the same period, we worked on the project to restructure our institutional website in order to make it easier for the general public to navigate. The new version is scheduled for release in 2024.

In 2023, we increased our follower base by 54% on Instagram, 17% on Facebook and more than 30% on LinkedIn, demonstrating an evolution in reach and quality content on these channels. We also reached more than 11.4 million people on Instagram.

MOTHER'S DAY CAMPAIGN

We know that for many mothers the date that celebrates a woman's greatest transformation is marked by a different emotion. Prematurely, they experienced one of the most painful aspects of motherhood, which is the loss of a child. As well as dealing with grief and pain, they also face social invisibility.

To give these women a voice, we have put together a free program, in partnership with Grupo Colcha (a group that welcomes mothers and families who have suffered gestational and neonatal loss), with a round table discussion on perinatal bereavement mediated by journalist Iana Coimbra. The event was held on May 13 at the Parque da Colina Cemetery in Belo Horizonte and was attended by around 45 guests, including mothers and health professionals who work directly in the area.

We closed the meeting with a breakfast offered by Grupo Zelo and the opening of the photographic exhibition "Para Sempre Mãe", by Paula Beltrão, a photographer from Minas Gerais. This initiative, dedicated to welcoming and honoring these mothers, resulted in the extension of the partnership with Grupo Colcha and the sponsorship of a podcast, which delves into the sensitive issues surrounding these women.



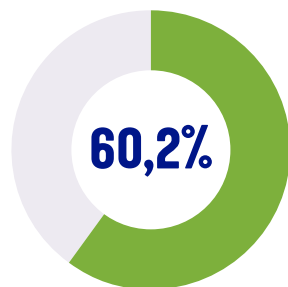
ORGAN DONATION CAMPAIGN

In September, the month dedicated to raising awareness of organ donation, we conducted a survey with the aim of raising awareness of the cause, encouraging organ donation in Brazil and highlighting that only through knowledge and family dialog can lives be saved. This is because, in order for the organs of those who wish to donate to be transplanted and contribute to the reduction of long waiting lists, the authorization of their relatives is required.

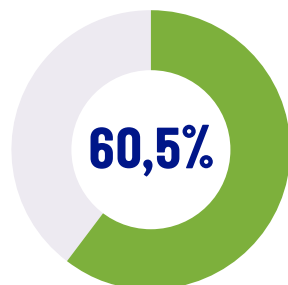
The relevance of this awareness became even more evident with the results of the survey. With more than 200 participants, it emerged that many people are unaware of their family and friends' wishes on the subject. Among the data revealed, 60.2% of those interviewed couldn't say whether their family (parents, siblings and children) wanted to donate organs; 60.5% had never heard of people in their social circle who had donated organs; and 86.2% knew fewer than five people who had donated organs.

As part of our efforts to expand knowledge and bring about change in this scenario, the study was widely disseminated on our proprietary social media channels and to opinion formers.

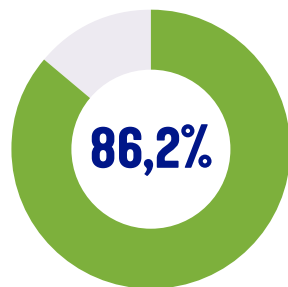
Organ donation in Brazil



they don't know if the **family (parents, siblings and children)** want to donate organs.



have never heard of **anyone in their relationship** donating organs.



know of fewer **than five people** who have donated organs.

- Survey carried out by Grupo Zelo in September 2023.



ALL SOULS' DAY CAMPAIGN

All Souls' Day is one of the most important dates of the year for the Company. In 2023, we held a series of special activities in 12 of our own cemeteries in different parts of the country and four municipal cemeteries in Belo Horizonte.

The program included religious celebrations, musical performances and initiatives dedicated to the well-being of visitors, with more than 65,000 people taking part. In all, 29 masses and services were held. There was also the participation of our partners with special performances by the choir of the Mando Down Institute in Belo Horizonte and Santa Luzia during the Masses, and by the youth choir of the Association of Parents and Friends of the Exceptional (APAE) in Araguaína.

Our necropolises have been prepared to receive and assist visitors in locating the graves. In partnership with companies that are part of Grupo Zelo's benefits club, each cemetery offered a health care point, including free blood pressure and glucose measurement services.

In addition, we created a space dedicated to the preservation of memory called the "Tribute Tree", where visitors could write messages in honor of their loved ones. A way of showing affection in which messages of homage were recorded in this space of reverence.



CUSTOMER SATISFACTION

GRI 418-1

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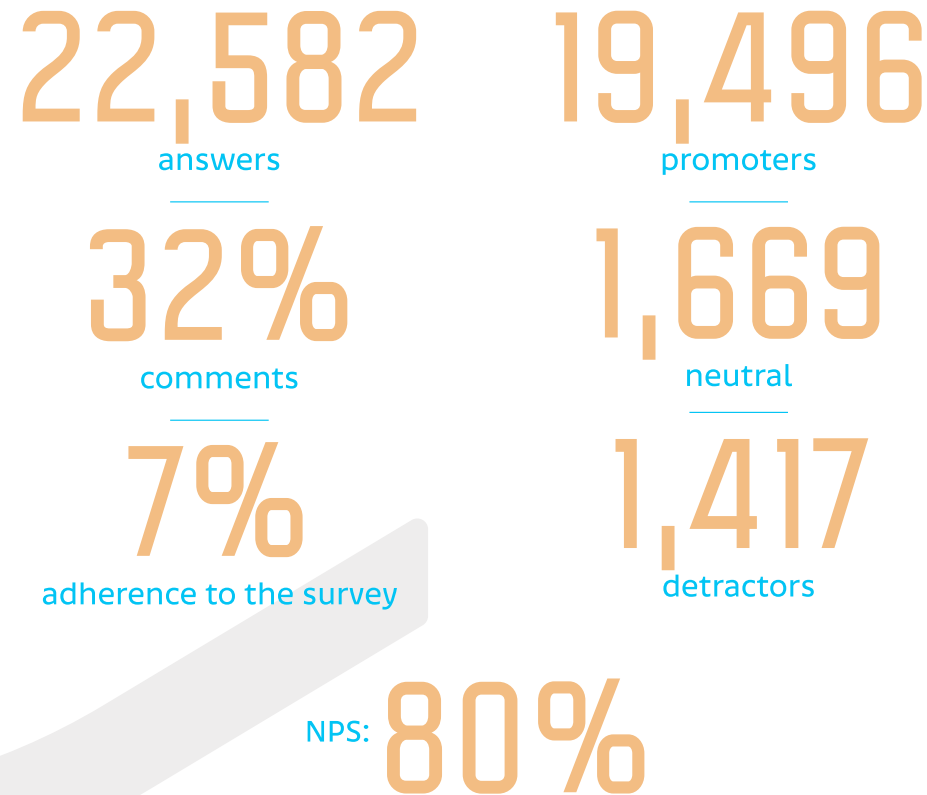
“OUR MAIN MISSION IS TO GIVE OUR CUSTOMERS THE HELP AND SUPPORT THEY NEED, GUARANTEEING THE BEST POSSIBLE EXPERIENCE AT A SENSITIVE TIME.”

The satisfaction of our clients is essential to us, both in the execution of our work and in the success of our business. That's why our culture is intrinsically linked to close and lasting relationships based on trust.

Through our Quality Management System, we coordinate processes in order to constantly improve the way we carry out our services. In addition, we have guidelines to guarantee quality services, excellent customer service and customer satisfaction, which can be found in our Code of Ethics.

To evaluate the quality of the work, we adopted the Net Promote Score (NPS) methodology. The process encompasses different audiences, from clients who have used face-to-face services at our units to those who have experienced funeral services, including clients of our plans and cemeteries. Through SMS and e-mail messages, we **achieved a score of 80%** in 2023 (with scores between 75% and 100% being considered excellent). This result shows the loyalty of our customers and the trust they place in our work.

General Survey | NPS 2023



Quality Award & Excellence 2023

GRI 2-28

In 2023, trade associations continued to play a key role in society, bringing together companies and people who share legitimate collective interests, such as environmental and labor concerns, and play a crucial role in economic development. Among the actions to recognize good practices, the Association of Cemeteries and Crematoriums of Brazil (Acembra) and the Union of Private Cemeteries and Crematoriums of Brazil (Sincep) annually award the cases of Brazilian cemeteries and crematoriums that apply the best quality practices in the market to their processes. For the second year running, we have been recognized by the National Quality & Excellence Award 2023. The recognition went to the Memorial da Paz Cemetery, located in the Ceará municipality of Maracanaú. We believe that our evolution in aspects related to ethics and compliance, as well as good governance practices and bereavement support, has brought positive results that impact not only our employees, but also our customers, who receive a welcoming and humanized service. Acembra/Sincep's recognition is a reflection of this well-structured work.



OUR PEOPLE

GRI 3-3, 2-7, 2-8, 2-20, 2-21, 2-30, 401-1, 401-2, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 404-1, 404-2, 405-1, 405-2, 406-1, 408-1, 409-1

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VALUING PEOPLE AND EXCELLENCE AT WORK

The mission to inspire ZELO also involves the people who contribute daily to building our history. After a period of significant organizational changes, 2023 was a year to consolidate processes strategically. And for this consolidation to be effective, we rely on the competence and dedication of the people who work with us, the company's most valuable asset. It is they, driven by the strength of our culture, who deliver the results and generate profitability and business resilience, while maintaining the quality of our services.

It was a remarkable year for unit managers. Based on a job analysis, we invest in training to enable them to use tools that broaden their business vision. This effort has strengthened the operational leadership position, promoting a more strategic approach in its daily activities.

In addition, we restructured our operations in the Northeast region, consolidating

them into more relevant regional hubs to promote operational synergy and optimize the work of the teams. These hubs are concentrated in Ceará, Pernambuco and Bahia.

BENEFITS AND TALENT RETENTION

We are in the process of structuring our talent retention initiatives, and we recognize the importance of keeping key talents in our company. This approach not only strengthens internal cohesion and organizational culture, but also boosts productivity and fosters innovation.

With regard to the benefits offered, we have increased our investment in transport vouchers, food vouchers and meal vouchers. In 2023, we further expanded our health insurance coverage and offered occupational health support to our employees.

OUR FIGURES

3.050
employees



 **1.585**
women

 **1,465**
men

6 administrative trainees

Employees, by gender and region

Region	Female	Male	Others	Not disclosed	TOTAL
Midwest	32	33	0	0	65
North East	451	556	0	0	1,007
North	15	19	0	0	34
South East	1,087	857	0	0	1,944
South	0	0	0	0	0
TOTAL	1,585	1,465	0	0	3,050

Permanent employees, by gender and region

Region	Female	Male	Others	Not disclosed	TOTAL
Midwest	32	33	0	0	65
North East	444	553	0	0	997
North	15	19	0	0	34
South East	1,067	847	0	0	1,914
South	0	0	0	0	0
TOTAL	1,558	1,452	0	0	3,010

Temporary employees, by gender and region

Region	Female	Male	Others	Not disclosed	TOTAL
Midwest	0	0	0	0	0
North East	7	3	0	0	10
North	0	0	0	0	0
South East	20	10	0	0	30
South	0	0	0	0	0
TOTAL	27	13	0	0	40



Hiring by age group, gender and region

Age group	Number of hires	Hiring rate (%)
Under 30	633	45%
From 30 to 50 years old	661	47%
Over 50 years old	102	7%
Gender		
Male	583	41,8%
Female	813	58,2%
Region		
Midwest	39	2,8%
North East	338	24,2%
North	25	1,8%
South East	994	71,2%
South	0*	0*
TOTAL	1,396	100%

Turnover by age group, gender and region

Age group	Number of turnover	Hiring Turnover (%)
Under 30	530	38,5%
From 30 to 50 years old	742	54%
Over 50 years old	103	7,5%
Gender		
Male	606	44,1%
Female	769	55,9%
Region		
Midwest	41	3%
North East	375	27,3%
North	27	2%
South East	932	67,8%
South	0*	0*
TOTAL	1,375	100%

*Grupo Zelo does not operate in the South of the country

HEALTH AND SAFETY

In 2023, we maintained our Occupational Health and Safety (OHS) Management System, through a specialized manager in this field. We use a number of platforms to ensure the effective communication of current Occupational Health and Safety (OHS) Management Systems. Relevant information is made available to employees through work orders, training and personalized guidance.

All employees are covered by OHS practices. Our Proteger Program aims to reach all employees and is applied and directed by means of various tools and approaches, with a view to expanding the Company's OHS Culture and the correct use of Personal Protective Equipment (PPE). Currently, the management system does not extend to third parties.

We also have an internal form for investigating accidents and procedures for the area that dictate the guidelines for preventive actions. All procedures are subject to audits carried out by the Quality, Compliance and Internal Processes team.

A novelty implemented in 2023 was the Traffic Occurrence Analysis Committee (Coat), made up of a multidisciplinary and preventive team tasked with assessing specific cases of speeding involving employees. The working group (WG) is made up of members of the Occupational Safety technical team and representatives from the operations and fleet sectors.

Operational leaders, in collaboration with the Occupational Health and Safety department, closely monitor hazards and situations

of imminent risk. In both cases, we recommend actions between stopping, continuing or improving the processes of the activities, according to the severity and impacts.

In addition, our ongoing commitment to employee well-being is reflected in a program of monthly talks and campaigns to encourage health care. Initiatives such as vaccination incentive programs and the Color Months, awareness campaigns that bring visibility to some of the important causes in the health area with the aim of increasing knowledge about them, stand out.

An example of this movement was dedicating part of the program of our Internal Week for the Prevention of Accidents at Work (Sipat), which took place in September, to addressing the issue of mental health in partnership with Portal Movente.

Complementing these actions, we have produced internal health promotion booklets, such as **"Women's Health - Booklet for Pregnant Women"**. The material reinforces how much we believe that motherhood is a significant part of many employees' lives and, therefore, our commitment to creating a work environment that offers support, understanding and flexibility to meet the needs of pregnant and postpartum women.

The material contains useful information on the changes experienced since pregnancy, health care recommendations and other adjustments with the arrival of the baby.



PROFESSIONAL TRAINING AND COMMITTED LEADERSHIP

With the aim of achieving greater efficiency in people management through closer and more strategic monitoring, each manager has a reference Business Partner (BP) to support them in matters relating to performance, development, climate and culture. The corporate sector also has dedicated professionals who help, whenever necessary, in the processes of drawing up development plans and other actions with leaders and teams. In general terms, BPs guide and accompany leaders on issues related to human resources, offering support in conducting performance appraisals.

Managers have access to the results of performance evaluations via a virtual dashboard. With this tool, you can analyze the individual performance of each employee in your team, as well as the overall performance of the entire team.

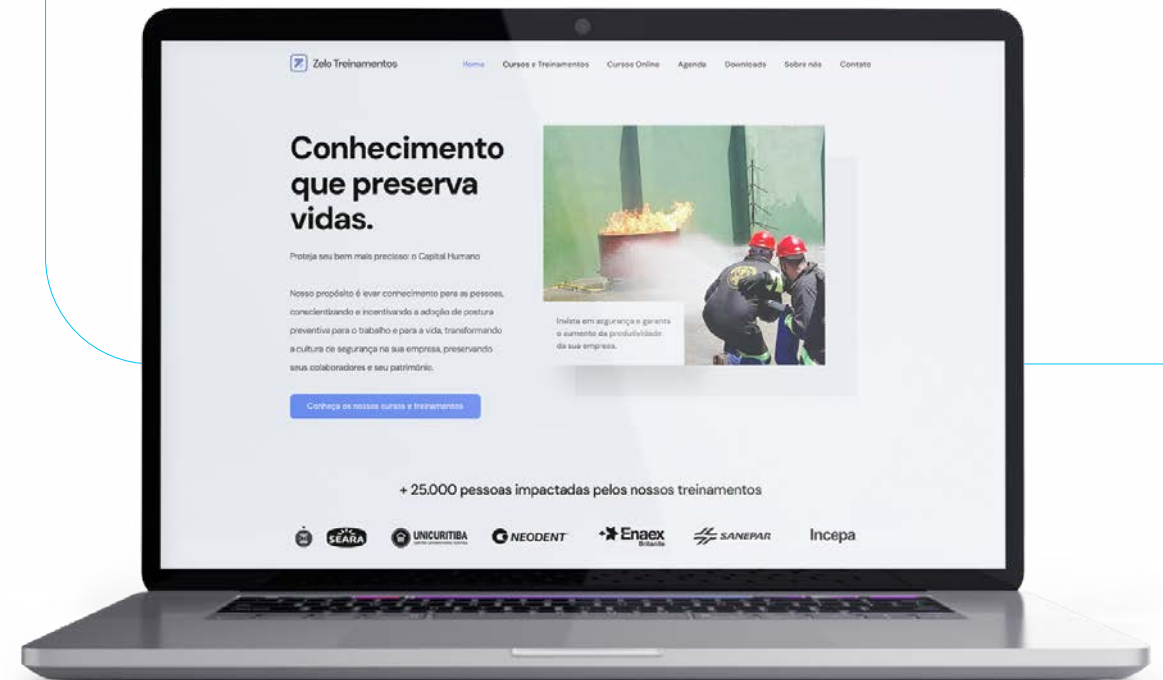
In addition, the Conecta Líder program was part of the company's training efforts, totaling more than 3,660 hours

of training and the active involvement of 254 leaders. This engagement highlights our commitment to continually strengthening the skills and competencies of our teams.

In 2023, we dedicated our efforts to delivering the Salesperson's Journey in the sales area, which involved a series of training sessions aimed at training new team members in the specifics of the segment, the products we offer and the work tools used, helping to accelerate their learning when they start at the company. The initiative has had a visible positive impact on the units.

We also raise awareness of the safety culture, especially among drivers. Attendance at these trainings was significant, reaching 94%, which demonstrates the commitment to road safety. In addition, we recorded 91% adherence to risk and compliance training.

To facilitate access, most of our training programs are hosted on **Zelo University**, our training and course portal. In 2023 alone, we launched more than 30 courses, which are available to all employees.



REMUNERATION POLICY

Our remuneration policy has been carefully structured by the People Committee, adapted to the reality and needs of Grupo Zelo, with the aim of providing opportunities for career development. The remuneration structure covers various aspects, including variable remuneration for Executives (RVE), criteria for Long-Term Incentives (ILP), variable remuneration programs for unit leaders, monitoring the achievement of targets by Executives, among others.

Our incentive plans for corporate managers, both short and long-term, are linked to the company's results, and the variable remuneration for executives (RVE) is established based on two processes: at the end of each year, there is a bonus to invest in the company and, at the end of a three-year period, this amount can be redeemed as a long-term asset, valued per three-year period.

The approval of the remuneration policy marks a significant step, backed by the Grupo Zelo Board. Among its objectives is the application of specific measures to reduce the gender pay gap. Among the main points covered are transparency and solid governance, which promote a fair environment for salary decisions. This includes detailed information on remuneration criteria and the basis for these choices. We currently have collective and individual performance indicators as part of variable remuneration.



DIVERSITY AND INCLUSION

In 2023, Grupo Zelo implemented a project to include people with disabilities, resulting in an increase in the number of disabled people in the company. We started the year with 35 people with disabilities and ended it with 50. This progress required awareness among managers, since each disability has its own particularities, which requires preparation on the part of the teams so that there is an inclusive environment.

We are committed to promoting diversity and inclusion in Grupo Zelo, repudiating any form of discrimination based on gender, age, religion/belief, ethnicity, sexual orientation or other characteristics. We aim to achieve an equitable representation of all groups at all hierarchical levels and areas, in order to reflect the diversity of the places where we operate.



To ensure a safe and respectful environment for everyone, both employees and outsourced professionals have access to the Grupo Zelo Integrity Channel. Here you can report incidents of discrimination with a guarantee of anonymity and protection against retaliation. There is also the alternative of reporting cases directly to the Compliance area, to the direct manager or to the Human Resources representatives.

All complaints are dealt with by the Compliance area, which carries out rigorous investigations to ensure integrity in all processes. In confirmed cases of discrimination, disciplinary measures are applied, as established in the Consequence Management Policy. If the violations constitute a crime, the competent authorities are informed immediately.

In 2023, we recorded seven cases of discrimination. Of these, one was considered partially well-founded; two were considered not well-founded; two could not be conclusive and two had insufficient data for analysis. In the case deemed partially justified, structured feedback was given in the form of a verbal warning.

Ratio between basic salary and remuneration received by women and men for each job category

Functional Category	2023	
	Men	Women
Executives	5.8%	0.46%
Non-executives	15.12%	9.22%
Ascension	9.62%	8.13%
Trainees	0.10%	0.23%
Others	25.45%	25.72%

*All the units that make up the group were considered, since there is no difference in classification between operational units.

Diversity in governance bodies

Gender	Individuals in governance bodies (%)
Men	62.5%
Women	37.5%

Gender	Individuals in governance bodies (%)
Under 30	0%
From 30 to 50 years old	81.3%
Over 50 years old	18.8%



TECHNOLOGY: DIGITALIZATION, PERFORMANCE AND INFORMATION SECURITY

GRI 3-3

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TECHNOLOGY: DIGITALIZATION, PERFORMANCE AND INFORMATION SECURITY

We continue to invest in the digitalization of processes, maintaining the excellence of our services with a humanized service combined with practicality and reliability. These pillars are essential for guaranteeing the best customer experience, as well as more agile processes for employees, fraud prevention and offering different payment options.

In 2023, the main emphasis was on digitizing the service portfolio. At the same time, we invest in cybersecurity, carrying out recurrent attack simulation tests to strengthen our data infrastructure. To further optimize operational efficiency, we consolidated the IT area by adopting a market-standard model to increase the reliability of our systems.

We continue to improve the Zelo Platform with automated workflows. We have achieved our goal of expanding the platform to all units by 2023, with new functionalities currently being implemented. This expansion has allowed us to automate cash reconciliation, increasing the productivity of the units.

Another aspect in which we have evolved is the issuing of digital invoices. In 2023, we issued

more than 290,000 bills digitally (including cemetery and funeral services maintenance fee bills).

Among other initiatives already implemented, our purchasing portal gives units the autonomy to order corporate supplies and materials, with the possibility of direct delivery to the desired locations. The entire process is recorded in the system and can be monitored by the areas responsible within the group.

DATA SECURITY

Although our information security policy was created in 2019, we revised it in April 2023 and incorporated some aspects to deal with the technological challenges arising from the company's growth and decentralization.

To ensure greater robustness in the protection of customer data, we now control access to the database more strictly, allowing it only to authorized persons with legitimate reasons. We have established Non-Disclosure Agreements (NDA) with our suppliers to regulate the flow of data, further increasing security. In addition, we conduct a series of tests to identify and correct possible vulnerabilities, thus reducing the risk of cyber attacks.



We have implemented firewalls throughout our network and, with them, we filter and inspect all activities not only on the web, but also in the applications we run, guaranteeing the proper use of resources and maintaining security at all levels of the company.

In addition, we changed our antivirus and implemented a tool to monitor user productivity, recording all activities on the company's computers. This has provided an additional layer of protection for sensitive customer data, while at the same time improving employees' understanding of risks and the appropriate use of technology.

We recorded no serious incidents in 2023, such as one-off or mass information leaks, compromising intrusions into our environment or unauthorized access that could interrupt our services. However, we recognize the potential for attacks and have therefore implemented a robust information security policy, which includes specific cybersecurity measures. This policy serves as the basis for sanctions in the event of violations.



GOVERNANCE STRUCTURE

GRI 2-2, 2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-16, 2-17, 2-18,
2-19, 2-23, 2-24, 2-25, 2-26, 2-27, 3-3, 205-1, 205-2, 205-3,
206-1, 207-1, 207-2, 207-3

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Currently, Grupo Zelo's corporate structure is concentrated in the operational holding company and funeral plan administrator, Companhia Brasileira de Planos Funerários S/A, made up of 42 direct shareholders. These include founding shareholders, shareholders of companies acquired through share swaps, as well as a private equity fund and the controlling investment holding company.

Our governance structure is made up of the Board of Directors and its three Advisory Committees (People, Audit and Investments and Finance). The Board is made up of nine members elected by the General Meeting, in accordance with the Company's Bylaws, with experience in areas such as funeral, cemetery and financial services. Only one member holds an executive position in the group, as CEO.

The Board's guidelines prioritize the pillars of social and environmental development and profitability, with a commitment to maintaining the

highest standards of corporate governance. Of the nine members, five are elected by the Funeral Holding Company and the other four are representatives of the Company's main investors and founders, with seats on the Board. Of these, two are independent members.

All the Company's strategic aspects are discussed, deliberated and defined by the Board of Directors. Before a proposal is submitted to the Board, it goes through a rigorous process of discussion at management meetings, where the Executives evaluate it in detail, and by the Board Advisory Committees, which issue their recommendations to the Board.

The Committees hold regular meetings to deal with various critical issues. In addition, every year there is an extraordinary meeting of the Board led by the Corporate Governance area to ensure that the relevance of governance is periodically communicated to the Directors.



GRUPO ZELO COMMITTEES



ADVISORY COMMITTEES TO THE BOARD OF DIRECTORS

Audit Committee: advisory committee to the Board of Directors, of a consultative nature, focused on strategic regulatory issues and the Company's Risks and on periodically monitoring the work of the Audit sector, as well as supervising the work of the external audit.

To prevent and mitigate conflicts of interest, we have a policy on related parties, drawn up with the contribution of the Audit Committee. Both the analyses of this collegiate body and cases of conflicts of interest related to cross-shareholdings with suppliers and other stakeholders can be shared with the Board. Depending on the seriousness of the conflict, we follow up with an official communication to the shareholders. The internal regulations of the Board and the Advisory Committees provide for specific procedures

to be followed in cases where specific conflicts of interest are identified, which are applied and reinforced by the Corporate Governance Sector.

Investment and Finance Committee: an advisory committee to the Board of Directors, focused on analyzing the company's investment agendas, including incorporation processes, as well as strategic financial agendas.

People Committee: an advisory committee to the Board of Directors, focused on the company's people issues, including definitions of fixed and variable remuneration, as well as strategies for attracting, retaining and developing employees and culture.

EXECUTIVE COMMITTEES

In addition to the collegiate bodies that advise the Board of Directors, we have set up a number of thematic committees that support the implementation of relevant agendas in the company:

Information Technology and Security Committee: an executive committee reporting to the CEO and responsible for analyzing agendas involving projects and initiatives related to the information technology sector and other agendas linked to information security.

Ethics and Compliance Committee: also subordinate to the CEO, it is responsible for discussions and deliberations related to non-conformities and the analysis of complaints investigated by the company's compliance area, which are presented at bimonthly meetings to promote a culture of integrity, and is responsible for ensuring that sensitive investigations are debated at the highest levels of management.

ESG Committee: a collegiate body reporting directly to the CEO, one of whose duties is to promote and disseminate management based on the pillars of corporate governance, sustainability and business ethics. Among other things, it includes:

- Ensuring transparency of information, corporate responsibility and the fight against all forms of corruption;
- Combat all forms of discrimination and prevent moral or sexual harassment;
- Monitoring the company's social and environmental indicators, with periodic evaluation of the results obtained.

Crisis Committee: aimed at making quick and effective decisions in the event of unexpected situations that could have a significant impact on the company. It is convened as the need arises and its composition varies according to the specific nature of the crisis to be managed, reporting to the CEO.

Promotions Committee: a committee led by the Human Resources department, responsible for analyzing and deciding on the granting of promotions and other measures linked to the career progression of the company's employees.

GUIDELINES FOR MITIGATING RISKS

In our process of incorporating companies in the funeral sector, due diligence is carried out to analyze the contracts signed and assess the environmental risks of the operations being incorporated. The results of these analyses are presented to the Investment Committee and then to the Board of Directors for evaluation and consideration.

Financial and economic impacts are managed by the CEO and CFO, while environmental impacts are managed by the Sustainability Director and subsequently reported to the CEO, and are also dealt with by the ESG Committee. Issues relating to the impact on people are the responsibility of the People Committee and the HR department.

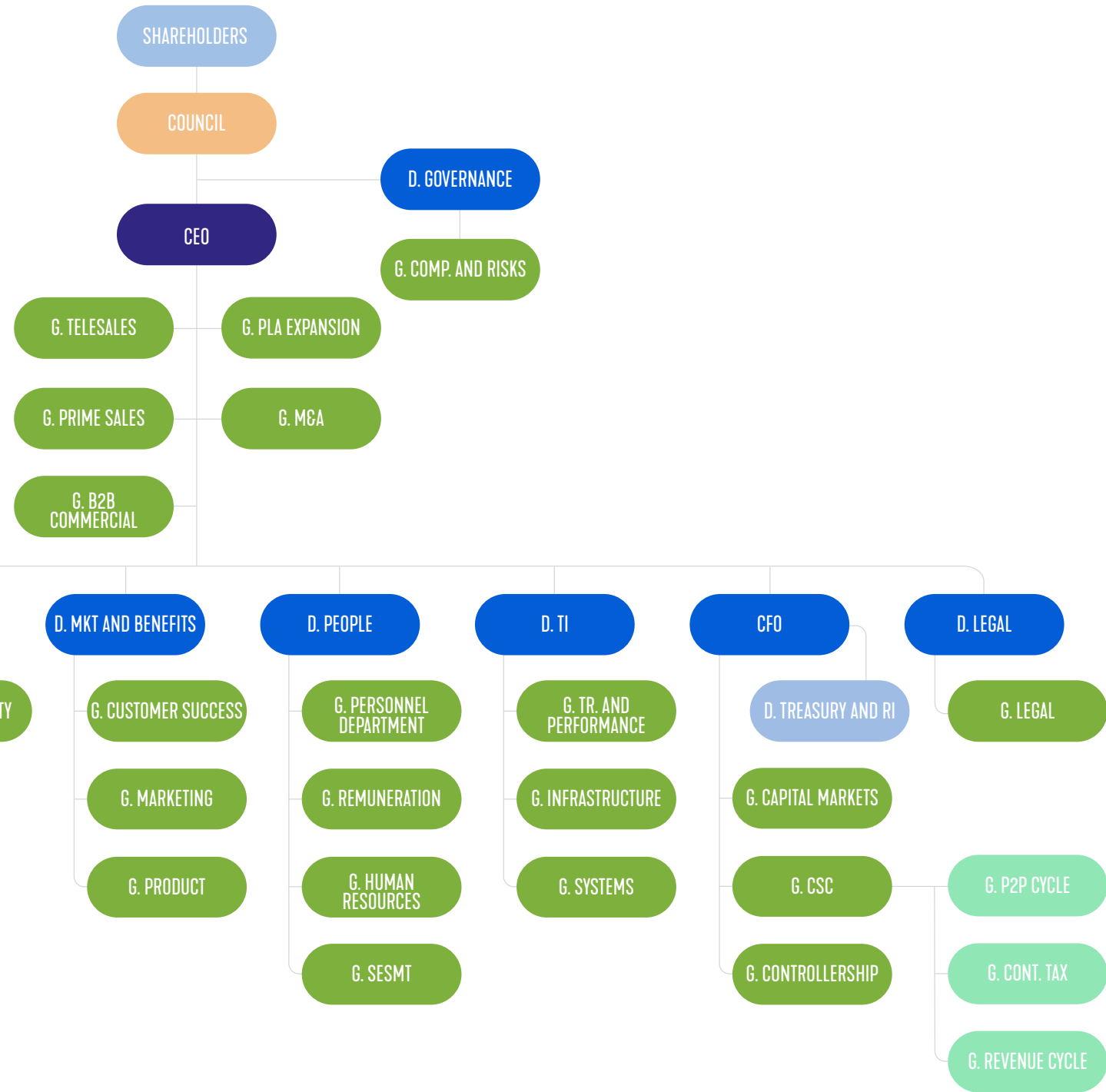
Our operations are analyzed from a strict perspective of integrity and the fight against corruption. Through the Integrity Program, we communicate our anti-corruption policies and practices, educating our employees on the subject. Our suppliers are contracted under integrity clauses and are evaluated comprehensively. In 2023, only one report of corruption was registered in the Integrity Channel, which was considered unsubstantiated and did not involve our employees.



ORGANIZATIONAL STRUCTURE

Our operational organizational structure is focused on a regionalized strategy, which began with the creation of the vice-presidency of operations in 2022. This unified format for services by region has allowed us to consolidate our results and improve our operational efficiency.

In 2023, we continue to focus on efficiency. We made structural changes to optimize teams and processes and, at the top, we created new directorates: Treasury and IR and Legal, as well as unifying the Marketing and Du Benefits areas in the same directorate.



RECOGNITION

In 2023, we won 1st place in the Atlas Governance Awards 2023, in the "Excellence in Communication and Transparency" category.

Among the actions highlighted in the case presented was the establishment of the "Transparency Forum", with the creation of a collegiate body made up of representatives from the company's corporate and operations departments. This forum was set up to discuss communication practices, managed and mediated by the company's Governance Officer.

COUNTING INTEGRITY SEAL

We were recognized by the Transparency and Corruption Prevention Center of the Municipality of Contagem (MG) with the Contagem Seal of Integrity. For the certification, the actions of our Integrity Program in 2023 were carefully analyzed. Among the highlights are the Integrity Week and periodic training sessions that reinforce the commitment to good practices within the funeral market. Contagem City Hall has been carrying out the certification since 2018, with the aim of recognizing



and encouraging companies that promote a culture of integrity. It was the first time that Grupo Zelo took part in the process, and the recognition reflects our ethical conduct applied on a daily basis at the company.

INTEGRITY PROGRAM

We value compliance as an essential principle that guides all our initiatives. Since 2020, the Integrity Program has been a fundamental foundation for Grupo Zelo's vision of sustainability, guiding us to operate ethically, with integrity and respect in all the locations and areas where we are present. Our Program covers a wide range of activities, from the formulation of policies and procedures to training, communications, third-party management, monitoring and investigations.

CODE OF ETHICS

Grupo Zelo's Code of Ethics represents a crucial tool for our ESG approach, serving as a comprehensive guideline for decision-making and relationships between our stakeholders. Upon joining the Group, all employees undergo mandatory training on the code so that the content is understood and to reinforce the importance of the topic in the organization. The document includes topics such as social responsibility, data protection and the prevention of slave labor, as well as guiding

our efforts in the continuous pursuit of integrity in all our operations.

INTERNAL POLICIES

Our Internal Policies play an important role in providing guidance, guidelines and promoting responsible practices in all areas of our operations. These guidelines cover a variety of essential topics (receiving gifts, presents and hospitality, making donations and sponsorships, anti-corruption and anti-fraud practices, transactions and relationships with related parties, among others), reflecting our commitment to operating in an ethical, transparent and sustainable manner at all levels of the company.

Integrity Channel: our channel is an independent tool, managed by a third party, for receiving anonymous complaints that are protected from retaliation and treated impartially and confidentially. The channel is hosted on an external platform, which can be accessed 24 hours a day, every day of the week, via the website www.canaldeintegridade.com.br/grupozele or by calling 0800 450 2000, ensuring the right to anonymity.

Over the years, the channel has become more effective. In 2023, 338 complaints were received, of which more than half (55.1%) were identified reports. All occurrences were verified and the appropriate procedures carried out, consolidating the credibility and security of the tool. These figures highlight not only the effectiveness of the channel, but also the trust that stakeholders place in it as a safe means of communicating ethical concerns.

We also carry out constant communications about intolerance of discrimination, emphasized in training sessions that address topics such as discrimination, harassment and racism.

Integrity Week: an annual event with the aim of presenting the main compliance, governance and risk indicators related to Grupo Zelo during the year, as well as strengthening our culture of integrity and reinforcing the importance of each employee's role in acting with integrity throughout the company. In 2023, we held the third edition of the event.

With a full program, Integrity Week featured lectures and panels made up of company representatives and external guests, as well as activities focused on sharing knowledge.



Training: Grupo Zelo expects its employees to be committed to playing their role with excellence, making assertive decisions in the face of difficult ethical dilemmas and being confident about the measures to be taken. To this end, we carry out mandatory training every year for our employees on good compliance practices and the use of our tools. In 2023, 91% of employees were trained in person and online.

Data security: our commitment to privacy and security also extends to the handling of data throughout the life cycle of this information. The information and data provided on the Grupo Zelo website and app are used solely to enable the provision of services, fulfill the contract signed, offer benefits and comply with legal obligations. Provided by our clients during registration or collected during the use of services, the information is used in compliance with the General Data Protection Act (LGPD).

During the reporting period, we recorded no substantiated complaints regarding breaches of customer privacy and/or data leaks, thefts or losses. We only had two requests from data subjects about their data, which were complied with in accordance with the requirements of the LGPD.

The absence of complaints is a direct result of ongoing efforts to promote responsible practices and maintain high ethical standards in all areas of our operations. Our approach is to identify and resolve potential problems before they become significant. This is because we are dedicated to cultivating open channels of communication and transparency, encouraging all stakeholders to report their concerns.

Tax commitments: in this area, our approach is strategically designed to maximize tax efficiency while fully complying with legal obligations. We do not exclusively seek individual tax benefits, but adopt practices in line with tax legislation and the interpretations of the Internal Revenue Service.

The core strategy involves a thorough analysis carried out annually by Grupo Zelo's tax area management. To ensure compliance and mitigate tax risks, we employ specialized softwares that comprehensively monitors our tax obligations. This strategic approach ensures not only legal compliance, but also the optimization of the company's financial resources.

Commitment to people: we recognize the importance of proactively identifying and addressing potential risks related to child labor, and our practices reflect our ongoing commitment to ethics and responsibility. During the last reporting periods, there have been no confirmed cases of child labor in our operations or among our suppliers. We remain committed to constantly improving our policies, procedures and monitoring systems to identify and respond to any emerging risks.

Following a review of our operations and supply chain, we have not identified any significant risks related to cases of forced labor or situations similar to slavery. We are continually committed to ethical and responsible practices, which have guided us at every stage of our value chain.

We remain steadfast in our work to constantly review and improve our practices, recognizing that ethical and responsible management is an evolving journey.

PROCESSES TO STRENGTHEN CONTROLS AND RISK MANAGEMENT

Grupo Zelo's risk matrix, developed in 2021, guides our risk management efforts and the definition of action plans. The risks mapped involve operational, corporate, legal, financial and socio-environmental aspects. Periodic reports are produced for the Board of Directors, since risk mitigation is part of the company's governance routine.

The Compliance and Risks area is responsible for coordinating strategic risk management, with a focus on ensuring the identification, prioritization and treatment of factors that have a negative impact on results and reputation.



CARE FOR THE ENVIRONMENT

GRI 3-3, 201-2 302-1, 302-4, 302-5, 303-1, 303-2, 303-3, 303-5, 305-1, 305-2, 305-5, 306-1, 306-2, 306-3, 306-4, 306-5, 308-1, 308-2

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Caring for the environment and environmental management are a priority for us and are aligned with our commitment to sustainability and social and environmental responsibility. The practices aim to monitor and mitigate the impact of our operations, which includes appropriate waste management measures, controls and efficiency in the use of natural resources, strict compliance with environmental regulations, among other aspects.



RECOGNITION

During the reporting period, the Sustainability area achieved important milestones, such as the award granted by the Environmental and Cultural Association Zeladoria do Planeta, recognizing our environmental management system.

The Environmental Management award is one of the most important recognitions in Minas Gerais, offered to people and companies that make a difference to the state, cities and communities. In all, 17 initiatives were awarded out of more than 50 projects analyzed.

AMCHAM Awards 2023

AMCHAM Belo Horizonte held the AMCHAM Awards 2023 to recognize the best executives in Minas Gerais this year.

Our Sustainability Director Roberto Toledo was one of the winners in the Outstanding ESG Executive category.

The recognition demonstrates an engaged and focused leadership, with a team that has been following a path at Grupo Zelo that has contributed to the company's growth and sustainable development.





INTERNAL ENGAGEMENT

Internally, we are also committed to promoting sustainable and responsible practices. To this end, we launched the Social and Environmental Responsibility Seal, an initiative that aims to recognize practices committed to social and environmental responsibility in all our operations.

Through internal awareness-raising actions, our operation has shown its commitment to crucial issues such as reducing water and energy consumption, waste management and the implementation of sustainable technologies.



ENVIRONMENTAL EDUCATION

Our work imposes specific challenges on cemetery and laboratory operations, especially with regard to environmental management. In order to address these challenges, we have made the Social and Environmental Policy available to all our employees and carried out training on the sustainability trail. In 2024, we will work on expanding environmental education programs for our stakeholders..

The Cycles Program, established in accordance with the Grupo Zelo's Social and Environmental Policy, has played an important role in promoting social and environmental awareness and responsibility among our stakeholders since 2020. With a monthly frequency, the program includes communication initiatives through newsletters for internal and external audiences.

We also regularly carry out training and awareness-raising activities for our employees on the relevant environmental aspects and impacts, as well as continuously monitoring water and energy consumption and fuel consumption.

In addition to monitoring fuel consumption, our crematorium operations carry out periodic inspections, preventive maintenance measures on the crematorium furnaces and constant monitoring of emissions using specialized equipment.



WASTE MANAGEMENT

Waste management is closely monitored, with annual targets set. By 2023, the Group's target was for 95% of the units generating non-common waste to have contracts in place with waste disposal companies. **We closed the period at 96%, meeting the target set.**

In these contracts, we have a careful third-party qualification process, in which the service providers' environmental documentation is assessed, with the aim of guaranteeing environmentally appropriate disposal. There are specific clauses in the contracts to reinforce the need for proper disposal.

For better waste management, we use a digital tool (software) that allows us to monitor the entire chain, from generation, transportation and

treatment/destination, as well as quantifying the volumes generated. With the data compiled, it is possible to draw up management strategies, and it is also a thermometer that tells us, for example, if any training on the subject needs to be reinforced.

In this sense, we have fixed training courses available at Zelo University and we carry out internal communications (through the Stay Tuned channel) on waste management when the need arises.

In 2023, Grupo Zelo generated 1,928.66 metric tons of waste. Details of the composition, including the total weight of each type, are shown in the table below. The information was recorded by issuing the Waste Transport Manifest (MTR) and compiled using specialized software

Waste	2023 (ton)
Sweeping waste	1057,94 t
Municipal waste	420,50 t
Exhumation waste	278,32 t
Septic tank sludge	83,01 t
Construction and demolition	55,38 t
Health service	27,89 t
Hazardous (Class I)	4,50 t
Electronics	0,61 t
Madeira	0,52 t
Waste printer toner*	0,00 t
Batteries*	0,00 t
Grand Total (ton)	1928,66 T

*Quantity generated does not reach 10 Kg

Sweeping waste: waste from pruning, gardening and maintaining the green areas of cemeteries, as well as floricultural waste used to decorate wakes.

Exhumation waste: exhumation waste (non-mortal remains) and other fractions not specified above.

Construction and demolition waste: Class A construction waste; mixtures of construction and demolition waste not covered; mixtures of cement, bricks and tiles.

Healthcare waste: chemical waste; contaminated waste; contaminated packaging; absorbents, filter materials; sharps; infectious waste - A4; infectious waste - A1; infectious waste.

Hazardous Waste: ash and slag and ash and slag containing hazardous substances.

When the need arises, we implement the Solid Waste Management Plan (PGRS) in funeral service units and cemeteries. This approach includes the proper classification of waste, minimization at source, safe treatment of chemical waste, selective collection, training and awareness-raising, as well as continuous monitoring. Our aim is to ensure compliance with legal requirements and promote sustainable waste management practices.

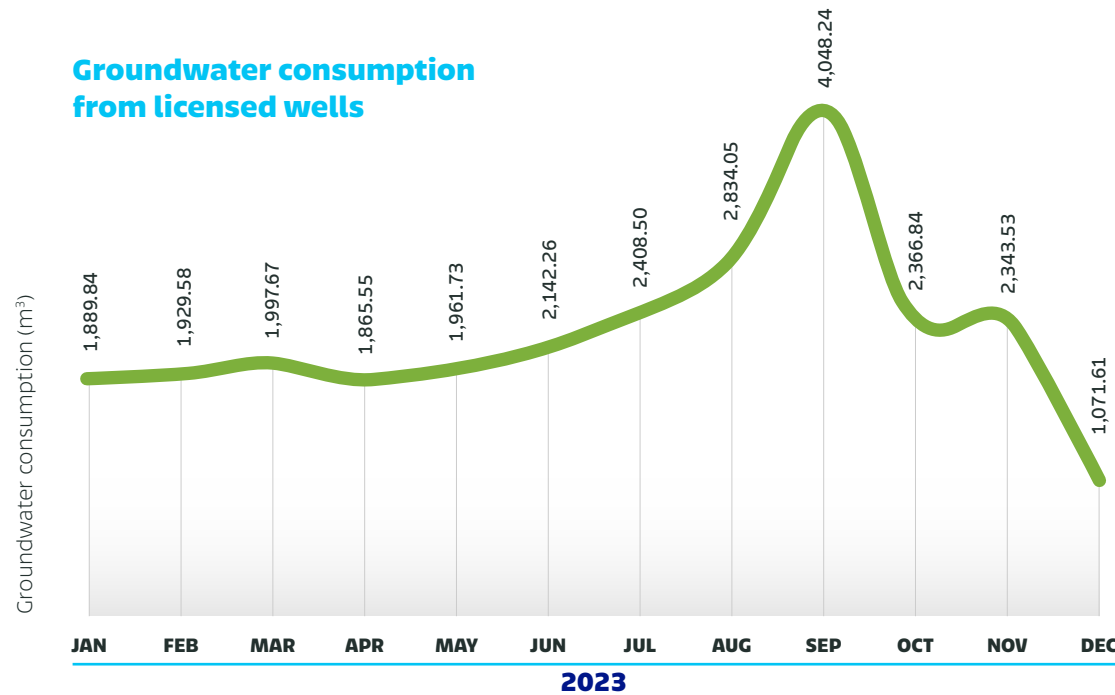
WATER MANAGEMENT AND SOIL CARE



In the context of the Grupo Zelo's operations, the main source of water consumption comes from the water supply company, which covers most of the units. But we also have alternative sources of supply in some units, such as artesian wells.

Water consumption in 2023 totaled 79.58 megaliters of water, of which 52.72 megaliters came from the concessionaire and 26.86 megaliters from underground wells. The total consumption of the public network is calculated based on the values recorded in the consumption accounts. On the other hand, water consumption from artesian wells is monitored daily using the water meter installed in each well, and the data is recorded in spreadsheets. This detailed control is sent to the Sustainability area on a monthly basis for evaluation and control, ensuring efficient and responsible management of water resources.

Groundwater consumption from licensed wells



By 2024, our goal is to map alternative sources of supply at all of the Group's units. To this end, we plan to implement a form on our official internal communication channel so that managers can report the existence of alternative water collection at their respective units simply and quickly.

In the case of park-type cemeteries, the use of water generally encompasses various purposes, such as sanitary facilities, irrigation of burial areas, humidification of pathways and cleaning of facilities. It is noteworthy that the largest volume of water is directed to landscaping, due to the extensive green areas characteristic of these developments.

Impacts related to water use include the generation of domestic effluents and non-domestic effluents. Non-domestic effluents are generated in the units where tanatopraxia procedures are carried out. Due to the nature of these procedures, the resulting effluents have a high organic load and suspended solids.

To mitigate the impacts associated with the generation of non-domestic effluents, during the due diligence, processes we mapped the thanatopraxis units that lacked an effluent pre-treatment system (such as a septic tank or filter). After this survey, we proceeded with regularization through the implementation of treatment systems.

Assessment of the quality of the effluents generated by the Group normally takes place at the request of the competent authorities. In this context, the minimum standards established for the discharge of effluents produced aim to comply with applicable legislation. This approach ensures that effluent management practices comply with current environmental regulations, contributing to the protection of water resources and respect for the environment.

In the burial process, especially in horizontal cemeteries, there is the possibility of soil and groundwater contamination by necrochorume. Contamination in cemeteries can occur mainly through waste carried by rainfall that seeps into graves or through direct contact of bodies with groundwater, especially when the aquifer level is close to the graves. These are crucial points that require attention and proper management to preserve soil and water quality.

To monitor possible contamination of the groundwater by necrochorume, it is essential to use monitoring wells. In cemeteries equipped

with piezometers, we measure static levels to determine the distance between the water table and the bottom of the graves. We also take regular water samples to assess its quality.

Water quality analyses are carried out according to the frequency stipulated in the conditions of each unit's environmental license. In the absence of specific definitions of these conditions, we have adopted an annual frequency for the analyses. These practices reflect our commitment to responsible water management and environmental preservation.

CONSCIOUS WATER CONSUMPTION

To raise awareness and encourage water saving among our employees, we developed a training course entitled "Conscious Water Consumption", launched in 2021 and available on Zelo University, our training and courses portal.

The content offers relevant information, including practical guidelines for reducing water consumption in various activities, such as irrigating green areas, cleaning facilities, washing vehicles and using toilets and kitchens. In addition, at the administrative headquarters, we run educational campaigns to reinforce access to this information and encourage sustainable water use practices.



ENERGY CONSUMPTION

In 2023, our total electricity consumption reached 4,330.7 MWh, a reduction of 9.97% compared to 2022. The calculation was based on the monthly monitoring of the billing of consumption accounts by the concessionaires. The reduction may be due to better control of consumption accounts, correcting the ownership of accounts and closing accounts for closed units. In 2023, we continued with a restructuring model, closing unprofitable units and optimizing service by location, which reduced the number of occupied properties. In addition, we periodically encourage conscious energy consumption.

Types of fuel	Fuel consumption (converted into energy - Joule)	Energy consumption
Ethanol	60.341,4 J	49,535.64 liters
Gasoline	1.605.602,9 J	947,578.00 liters
Diesel	615.542,9 J	303,563.02 liters
GLP	421.677,2 J	158,945.53 kilograms
TOTAL	2,703,164.4	

Considering the cremation service, in which LPG gas consumption is directly linked to the number of services provided, between the years 2022 and 2023, it is estimated that there was a reduction of around 8% in LPG consumption per cremation performed, equivalent to 8,088.53 J/Cremation. This reduction was achieved by optimizing LPG gas consumption, with periodic inspections, preventive maintenance and more efficient furnace operation. Despite this percentage reduction, absolute consumption increased due to the growth in demand for the service. It is important to note that this consumption also has a direct impact on the volume of greenhouse gas (GHG) emissions.

EMISSIONS

The Greenhouse Gas Emissions Inventory is an essential tool for assessing and monitoring the climate impact of our operations. It guides continuous improvement efforts by collecting and analyzing information on the company's greenhouse gas (GHG) emissions. We followed the methodology of the Brazilian GHG Protocol Program to develop this inventory, which quantifies the GHG emissions of the Grupo Zelo units.

The activities related to emissions are the consumption of electricity, the use of vehicles in our fleet for operational activities such as funeral transfers and stationary combustion resulting from the burning of LPG in cremation processes, burning tests and the consumption of cooking gas, which is generally used in the snack kit supply units offered to our customers. Direct emissions resulting from the company's activities (scope 1) in cemeteries, crematoriums, funeral services and offices were taken into account, as well as emissions from the generation of electricity purchased by the company for use in all units (scope 2) from January to December 2023.

The Grupo Zelo's total greenhouse gas (GHG) emissions in 2023 were 2,942 tCO₂e. Analyzing by scope, Scope 1 emissions totaled 2,775 tCO₂e (a 6% reduction compared to 2022) and in Scope 2, emissions from purchased energy totaled 167 tCO₂e (a 17% reduction compared to 2022). For the calculation, CO₂, CH₄ and N₂O gases were taken into account.

In 2023, LPG gas consumption was optimized, reflected in the emissions inventory. As for the fleet, we have listed three main actions that may have contributed to this decrease: controlling the fuel budget, implementing Ibutton in all vehicles, making it easier to identify employees driving outside the recommended standard, and monitoring drivers' speed.

When we talk about our achievements in reducing emissions, water and fuel consumption, we emphasize that these improvements are also the result of the strategic closure of branches, the direct reduction of services and the expansion of the outsourcing of funeral services. It is important to mention that we did not cover scope 3, which refers to third-party emissions, in the 2023 inventory.

Emissions by source (tCO₂e)

	Scope 01		Scope 02
	Stationary combustion	Mobile combustion	Purchased energy
2021	449	2681	295
2022	361	2589	202
2023	467	2308	167

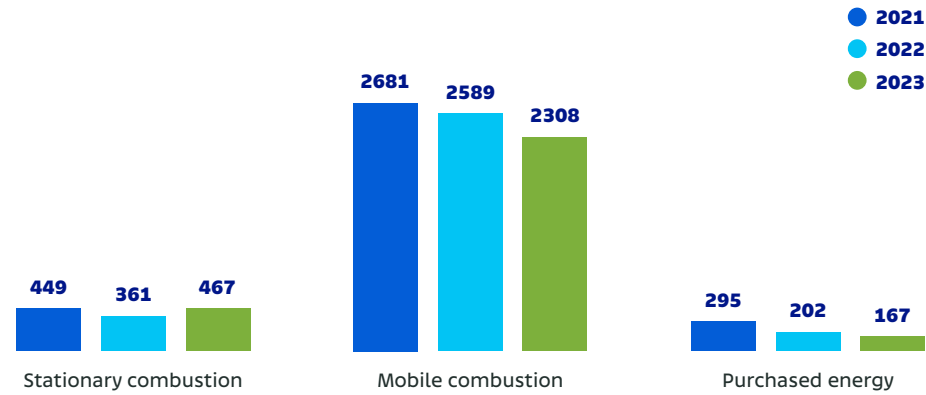
Emissions by scope (tCO₂e)

	Scope 01	Scope 02
2021	3130	295
2022	2950	202
2023	2775	167

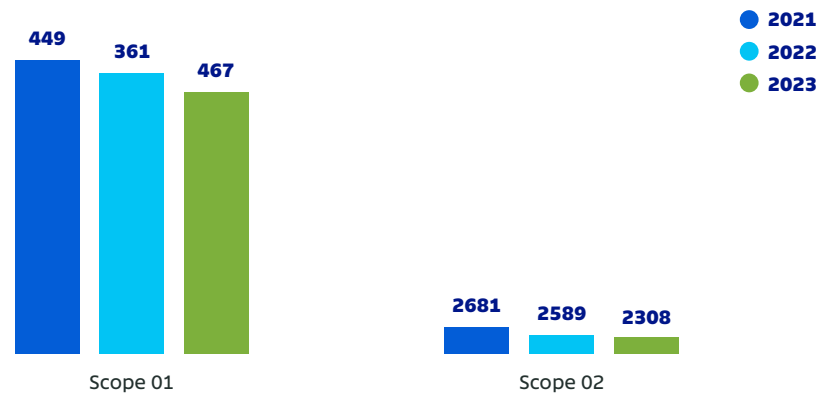
Reduction (%) in emissions

	Scope 01	Scope 02
2022 compared to 2021	-6%	-32%
2023 compared to 2022	-6%	-17%
2023 compared to 2021 (1st year)	-11%	-43%

Emissions (tCO₂eq) by source



Emissions (tCO₂eq) by scope



ENVIRONMENTAL ASSESSMENT OF SUPPLIERS

Currently, the evaluation of suppliers in the environmental field focuses on specific criteria for the transportation and disposal of solid waste generated in our operations.

Within the Environmental Management System, a procedure has been established to qualify suppliers involved in the waste management chain, ensuring that the operation complies with the Group's environmental standards.

Although the supplier environmental assessment process is still being implemented, it represents a significant step towards ensuring sustainability throughout our supply chain.



SOCIAL COMMITMENT

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SOCIAL COMMITMENT

For us, taking care of customers during their time of mourning goes beyond a commercial obligation; it is an essential social commitment. We recognize the importance and sensitivity of this process for bereaved families, and our work is based on respectful care.

Our employees receive specialized training to deal with empathy and respect, understanding the emotional needs of families during this difficult time. Our goal is to provide a welcoming, comfortable and peaceful environment where clients can honor and celebrate the legacy of their loved ones with dignity, as well as assisting in the process of organizing the funeral and farewell.

Our social commitment takes into account the regions where we are present, seeking to make a sensitive moment as comfortable as possible for people, as well as respecting their traditions and culture.

We invest in resources and services aimed at easing the emotional and logistical burden on bereaved families, offering personalized support and solutions tailored to their specific needs. We are always available to listen, guide and assist, providing comfort and support at every stage of this process.

POSITIVE IMPACT VIA INCENTIVE LAWS

Through the Municipal Culture Incentive Laws (LMIC), we support social projects by converting the value of the Tax on Services of Any Nature (ISSQN) into investments in cultural initiatives. In 2023, we significantly increased our investments, supporting three projects totaling R\$533,075.42, representing an increase of 256% compared to 2022.



THE MUSEUM CROSSES THE CITY

For the second year running, Grupo Zelo has formalized its sponsorship, via LMIC BH, of the project "O Museu Atravessa a Cidade", by MM Gerdau - Museu de Minas e do Metal. Among the themes proposed are the cultural diversity of the state and the importance of African technologies in mining and in the cultural formation of Brazil. The themes selected are guidelines for the project's different educational actions: training for members of the school community and community agents; donation of teaching materials; children's workshops and theatrical interventions in classes of 3 to 5 year olds from public schools and nurseries in different regions of Belo Horizonte.

In this way, we demonstrate our commitment to the social and cultural development of the community, promoting a deeper understanding of cultural diversity and the importance of African technologies in our society.

MOVIE NIGHT

The Cine Teatro Popular Cultural Association is a socio-cultural project that has been promoting open-air movie screenings in outlying areas of Belo Horizonte for over ten years. Between 2023 and 2024, the sessions planned in the "Cinema Night Maintenance" project, approved by LMIC BH, will be fully sponsored by Grupo Zelo.

Other actions included in the project are introductory audiovisual workshops, aimed at teenagers aged 14 and over, and extra movie screenings in regions where the Group has operations. With the aim of promoting and strengthening local and national culture, all the productions presented are Brazilian, with priority given to those made in Belo Horizonte and the surrounding region.



ACESSA BH FESTIVAL

Sponsored for the first time by Grupo Zelo, the ACESSA BH Festival is a multicultural event that seeks to embrace diversity and inclusion. With a free program, the festival's focus on accessibility is reflected in the programming of the attractions, in the cast of the productions, which is made up of people with disabilities (at least 50%) and in the accessibility resources for the public (adequate physical structure and resources such as a sign interpreter, for example).

In addition to the theater, dance and literature performances, the project encouraged by Grupo Zelo in 2023 also included a lecture on accessibility in cultural projects, providing the basis for promoting more projects with this approach.



GROWTH WITH PROFITABILITY

GRI 3-3, 201-1

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The year 2023 represented a period of consolidation of financial results. We recorded solid growth in revenue generation throughout the year with an 11% increase in net revenue, culminating in a robust average at the end of 2023, in which we almost doubled EBITDA compared to 2022 and maintained a substantial cash generation position, increasing operating cash by 37% compared to the previous year. This trajectory demonstrates that the changes implemented during 2022 and 2023, including the review of internal processes and the organization chart, have resulted in positive impacts.

The digitalization of the portfolio was another initiative with an important financial impact in the year, as it improved our processes and increased sales through digital channels, preventing fraud and improving access to different means of payment.

With continuous efforts, our business model is economically sustainable, generating cash while investing in growth and improving the portfolio. In this way, new funeral homes are vital to improving customer service and infrastructure, guaranteeing the best possible experience.

In 2023, we adopted a leaner and more strategic budget model, focused on optimizing resources and services. This approach has boosted operational efficiency, providing greater control

over cash flow and expenses, as well as directing investments towards improving the customer experience, with a view to the group's growth in the coming years. As part of the Capex project, we prioritized investments in line with our strategic vision of sustainability. With this plan, we have reduced costs and expenses by approximately 7% compared to the previous year, demonstrating our commitment to our plan to improve profitability and the customer experience.

Grupo Zelo's financial statements are audited and published in a widely circulated newspaper.



Consolidated results (R\$ thousand)

Assets	1,735,634
Shareholders' equity	1,153,903
Liability	581,731

Direct economic value generated and distributed (R\$ thousand)

Direct economic value generated: revenues	R\$ 507.520
Net revenue	R\$ 507.520
Gross revenue	R\$ 589.144
Economic value distributed	R\$ 406.626
Operating costs	R\$ 174.334
Employee salaries and benefits	R\$ 206.113
Payments to capital providers	R\$ 7.770
Payments to the government	R\$ 18.409
Investments in the community	R\$ -
Retained economic value	R\$ 100.894

Consolidated income statements by operating segment (R\$ thousands)

01/01/2023 to 31/12/2023	Funeral plans	Funeral Services	Cemeteries	Benefits	Eliminations	Consolidated
Income statement						
Net revenues	365,927	159,269	126,124	4,215	(148.015)	507,520
Costs	(175.501)	(121.937)	(18.900)	(1.585)	143,589	(174.334)
Gross profit	190,426	37,332	107,224	2,630	(4.426)	333,186
Operating income (expenses)						
General, administrative and other	(75.681)	(64.252)	(42.226)	(3.771)	4,426	(181.504)
Selling expenses	(46.651)	(7.439)	(2.073)	(209)	-	(56.372)
Income from equity investments	7,642	(1.693)	29,962	-	(44.464)	(8.553)
Gain for advantageous purchase	-	-	-	-	-	-
Other operating income/expenses	11,859	229	(3.475)	-	(257)	8,356
Result before financial income and expenses						
Financial result	(25.592)	(5.572)	(977)	2	-	(32.139)
Financial income	3,545	1,835	3,466	18	-	8,864
Financial expenses	(29.137)	(7.407)	(4.443)	(16)	-	(41.003)
Profit before income tax and social contribution						
Income tax and social contribution	(18.712)	12,694	(15.420)	453	-	(20.985)
Current	(138)	(13)	(15.216)	-	-	(15.367)
Deferred	(18.574)	12,707	(204)	453	-	(5.618)
NET PROFIT FOR THE YEAR	43,291	(28.701)	73,015	(895)	(44.721)	41,989



GOALS AND COMMITMENTS FOR 2024

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STRATEGIC GOALS AND ACTIONS FOR THE COMING YEAR

In our strategic planning process, we have developed goals and commitments to achieve our vision: **to be the best and largest group in the funeral sector in Brazil by 2025.**

For 2024, we will focus our efforts on a few pillars:

BUSINESS

- » To continue growing nationally and to be the best and largest group in the funeral sector by 2025;
- » Carry out M&A: strategic acquisitions that are compatible with the Zelo Culture;
- » Standardization of unit operations;
- » Improving the performance of sales channels;
- » Increase operational efficiency and maximize profitability.

GOVERNANCE

- » Mapping processes and updating the risk and control matrix;
- » Auditing internal controls for the SOX project;
- » Carry out a privacy and data protection project;
- » Continue with ethics and compliance, training, with the aim of maintaining a solid corporate governance culture.

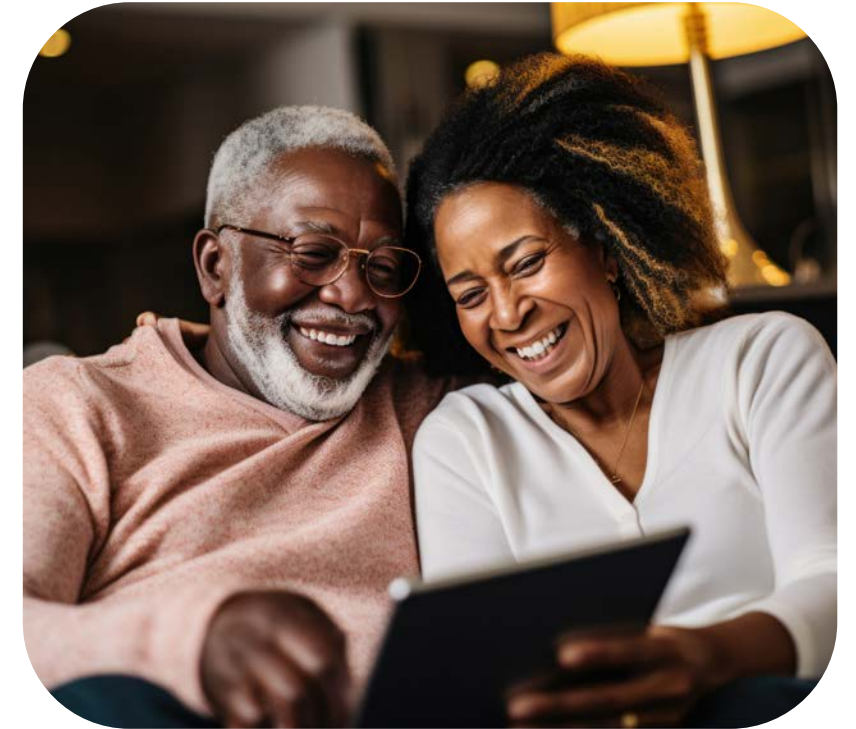
ENVIRONMENT

- » To file 95% of the licenses for cemeteries and somatoconservation activities at Grupo Zelo units;
- » Environmental licensing of new cemeteries;

- » Regularization of 100% of the disposal of non-domestic waste from the Group's cemetery and somatoconservation activities through the establishment of contracts with disposal companies.
- » Continue to develop our Sustainability Report in accordance with GRI standards;

PEOPLE

- » Continuing to evolve in practices that promote diversity, equity and inclusion.
- » Continue with training programs in different areas: compliance, safety, leadership training, among others;
- » Expansion of sales teams.



INNOVATION

- » Launch of new features on the Zelo Platform;
- » Continued investment in digitizing processes.

SOCIAL

- » Continuing to look for new possibilities to support projects via tax incentive laws and to promote the social well-being of the communities around our operations.



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This document was developed in accordance with the GRI (Global Reporting Initiative) standards and represents the best global practices for publicly recording economic, environmental and social impacts. The indicators cover the period from January 1 to December 31, 2023 and comply with the principles of context (balance), completeness, materiality and stakeholders inclusion.

Its content was established by prioritizing the themes indicated in Grupo Zelo's Materiality Matrix, with the aim of sharing information of interest to the company's (stakeholders)..

Non-financial information has not yet been externally verified. Questions, comments and suggestions can be sent to:

✉ sustentabilidade@grupozelo.com



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GRI CONTENT SUMMARY

DECLARATION OF USE Grupo Zelo has reported in accordance with GRI Standards for the period from January 1, 2023 to December 31, 2023.

GRI 1 used	GRI 1 - Fundamentals 2021						
General dissemination	Contents	ODS	Location - Chapter	Data/Information	Pages	Omission	
						Reason	Explanation
GRI 2: General Contents 2021: The organization and its reporting practices	2-1: Organization details		Our way of being		11		
	2-2: Entities included in the organization's sustainability report		Governance Structure		11		
	2-3: Reporting period, frequency and point of contact		About the report		57		
	2-4: Reformulating information		About the report	No reformulations needed.	-		
	2-5: External verification		About the report	The construction of the GRI report does not yet undergo external verification of the data reported. Only the economic data undergoes an independent external audit.	-		
GRI 2: General Contents 2021: Activities and workers	2-6: Activities, value chain and other business relationships		Our way of being; Relationship with stakeholders		11, 19		
	2-7: Employees		Our people		24		
	2-8: Workers who are not employees		Our people		24		
GRI 2: General Contents 2021: 3. Governance	2-9: Governance structure and its composition		Governance Structure		34		
	2-10: Appointment and selection to the highest governance body		Governance Structure		34		
	2-11: Chairman of the highest governance body		Governance Structure		34		
	2-12: Role played by the highest governance body in overseeing impact management		Governance Structure		34		
	2-13: Delegation of responsibility for impact management		Governance Structure		34		
	2-14: Role of the highest governance body in sustainability reporting		Our way of being		11		
	2-15: Conflicts of Interest		Governance Structure		34		
	2-16: Communicating crucial concerns		Governance Structure		34		
	2-17: Collective knowledge of the highest governance body		Governance Structure		34		
	2-18: Evaluation of the performance of the highest governance body		Governance Structure		34		
	2-19: Remuneration policies		Governance Structure		34		
	2-20: Process for determining remuneration		Our people		24		
	2-21: Proportion of total annual remuneration		Our people		24		



GRI CONTENT SUMMARY

GRI 2: General Contents 2021: 4. Strategy, policies and practices	2-22: Declaration on sustainable development strategy		Message from the President and the Chairman of the Council		4		
	2-23: Policy commitments		Governance Structure		34		
	2-24: Incorporating policy commitments		Governance Structure		19, 34		
	2-25: Processes to repair negative impacts		Governance Structure		34		
	2-26: Mechanisms for advice and raising concerns		Governance Structure		34		
	2-27: Compliance with laws and regulations		Governance Structure		34		
	2-28: Participation in associations		Customer satisfaction		23		
GRI 2: General Contents 2021: 5. Stakeholder engagement	2-29: Approach to stakeholder engagement		Relationship with stakeholders		19		
	2-30: Collective bargaining agreements		Our people		24		
GRI 3: Materials topics 2021	3-1: Material issues process		Our way of being		17		
	3-2: List of material themes		Our way of being		17		
Material Themes	Contents	ODS	Location - Chapter	Data/Information	Pages	Omission	
						Reason	Explanation
Growth with profitability							
GRI 3: Materials topics 2021	3-3 Management of material issues	8	Growth with profitability		52		
GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed		Growth with profitability		52		
	201-2: Financial implications and other risks and opportunities arising from climate change		Care for the environment		42		
	201-3: Defined benefit plan obligations and other retirement plans				-	Not applicable	The Grupo Zelo has no obligations under the defined benefit plan or other retirement plans.
	201-4: Financial support received from the government			The company has no government loans or incentives and we have no tax subsidies.		-	
GRI 203: Indirect Economic Impacts 2016	203-1: Investments in infrastructure and support services			We made no investments related to the indicator in the period.		-	
	203-2: Significant indirect economic impacts					-	Information unavailable/incomplete

Human Rights and Diversity, Equity and Inclusion							
GRI 3: Materials topics 2021	3-3 Management of material issues	5	Our people		24		
GRI 202: Market presence 2016	202-1: Ratio between the lowest wage and the local minimum wage, broken down by gender		Grupo Zelo does not differentiate between minimum wage and gender.		-		
	202-2: Proportion of board members hired from the local community		100% of the members of the board of directors were hired within the locations where it has Zelo units		-		
GRI 405: Diversity and Equal Opportunities 2016	405-1: Diversity in governance bodies and employees		Our people		24		
	405-2: Ratio of basic salary and remuneration received by women to those received by men		Our people		24		
GRI 406: Non-discrimination 2016	406-1: Cases of discrimination and corrective measures taken		Our people		24		
GRI 408: Child labor 2016	408-1: Operations and suppliers at significant risk of child labor cases		Our people		24		
GRI 409: Forced or Slave-like Labor 2016	409-1: Operations and suppliers at significant risk of cases of forced or compulsory labor		Our people		24		
GRI 410: Security Practices 2016	410-1: Security personnel trained in human rights policies or procedures				-	Not applicable	Corporate training is limited to governance actions, such as the code of ethics and the integrity channel. There is no specific track for human rights.
GRI 413: Local Communities 2016	413-1: Operations with local community involvement, impact assessments and development programs				-	Information unavailable/incomplete	Grupo Zelo does not measure this indicator.

Ethics and Corporate Governance							
GRI 3: Materials topics 2021	3-3 Management of material issues	16	Governance Structure		34		
GRI 204: Purchasing Practices 2016	204-1: Spending on local suppliers		Relationship with stakeholders		19		
GRI 205: Fighting Corruption 2016	205-1: Operations assessed for risks related to corruption		Governance Structure		34		
	205-2: Communication and training in anti-corruption policies and procedures		Governance Structure		34		
	205-3: Confirmed cases of corruption and measures taken		Governance Structure		34		
GRI 206: Unfair Competition 2016	206-1: Legal actions for unfair competition, trust and monopoly practices		Governance Structure		34		
GRI 207: Taxes 2019	207-1: Tax approach		Governance Structure		34		
	207-2: Governance, control and fiscal risk management		Governance Structure		34		
	207-3: Stakeholder engagement and management of tax-related concerns		Governance Structure		34		
	207-4: Reports by country			Grupo Zelo is only in Brazil.	-		
GRI 415: Public Policy 2016	415-1: Political contributions			No donations or non-compliances/denunciations related to donations or political contributions made on behalf of Grupo Zelo were identified in 2023.	-		
GRI 418: Customer Privacy 2016	418-1: Substantiated complaints about breaches of privacy and loss of customer data		Customer satisfaction		22		



Employee development and well-being							
GRI 3: Materials topics 2021	3-3 Management of material issues	-	Our people		24		
GRI 401: Employment 2016	401-1: New hires and employee turnover	-	Our people		24		
	401-2: Benefits offered to full-time employees that are not offered to temporary or part-time employees	-	Our people		24		
	401-3: Maternity/paternity leave	-			-	Information unavailable/incomplete	Grupo Zelo does not measure this indicator.
GRI 402: Labor Relations 2016	402-1: Minimum notice period for operational changes	-			-	Not applicable	We do not have a minimum deadline for communicating operational changes to our employees and representatives.
GRI 403: Health and Safety at Work 2018	403-1: Occupational health and safety management system	-	Our people		24		
	403-2: Occupational health and safety management system	-	Our people		24		
	403-3: Occupational health services	-	Our people		24		
	403-4: Worker participation, consultation and communication with workers regarding health and safety at work	-	Our people		24		
	403-5: Training workers in occupational health and safety	-	Our people		24		
	403-6: Promoting workers' health	-	Our people		24		
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked to business relations	-	Our people		24		
	403-8: Workers covered by an occupational health and safety management system	-	Our people		24		
	403-9 Accidents at work	-	Our people		24		
	403-10 Occupational diseases	-		There are no recorded occupational diseases.	-		
GRI 404: Training and Education 2016	404-1: Average hours of training per year per employee	-	Our people		24		
	404-2: Programs for improving employee skills and career transition assistance	-	Our people		24		
	404-3: Percentage of employees receiving regular performance and career development reviews	-	Our people	Of the total number of employees who received a regular performance appraisal, 49.5% were men and 50.5% women.	-		
GRI 416: Consumer Health and Safety 2016	416-1: Assessment of the health and safety impacts of product and service categories	-		The activities of the SESMT team are regulated and assigned directly to employees.	-		
	416-2: Cases of non-compliance concerning the health and safety impacts of products and services	-		There were no cases in this profile.	-		



Risk of soil and water contamination							
GRI 3: Materials topics 2021	3-3 Management of material issues		Care for the environment		42		
GRI 303: Water and Wastewater 2018	303-1: Interactions with water as a shared resource	6;15	Care for the environment		42		
	303-2: Management of impacts related to water disposal		Care for the environment		42		
	303-3: Water collection		Care for the environment		42		
	303-4: Water disposal				-	Information unavailable/ incomplete	Grupo Zelo does not measure this indicator.
	303-5: Water consumption		Care for the environment		42		
GRI 306: Waste 2020	306-1: Waste generation and related significant impacts		Care for the environment		42		
	306-2: Management of significant impacts related to waste		Care for the environment		42		
	306-3: Waste generated		Care for the environment		42		
	306-4: Waste not destined for final disposal		Care for the environment		42		
	306-5: Waste destined for disposal		Care for the environment		42		
Innovation and digital transformation							
GRI 3: Materials topics 2021	3-3 Management of material issues	9	Technology: digitalization, performance and information security		32		
Relevant topics							
GRI 3: Materials topics 2021	3-3 Management of material issues	-	Care for the environment		42		
GRI 302: Energy 2016	302-1: Energy consumption within the organization	-	Care for the environment		42		
	302-4: Reduced energy consumption	-	Care for the environment		42		
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions	-	Care for the environment		42		
	305-2: Indirect energy (Scope 2) GHG emissions	-	Care for the environment		42		
	305-5: Reducing greenhouse gas (GHG) emissions	-	Care for the environment		42		
GRI 308: Environmental Supplier Assessment 2016	308-1: New suppliers selected based on environmental criteria	-	Care for the environment		42		
	308-2: Negative environmental impacts in the supply chain and measures taken	-	Care for the environment		42		



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Coordination of the 2023 Sustainability Report

Sustainability Management Grupo Zelo

GRI consultancy, content production, editing, graphic design and design

Beon ESG
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Photos

Grupo Zelo - Publicity and image bank



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