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Sustainability Report 2024



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CONTENTS

1. Message
from the leaders

5

2. 2024
Highlights

10

3. Zelo Group

15

4. Care for
Our People

24

5. Care for
Our Customers

38

6. Technology
to Care
for People

42

7. Careful
risk governance
and management

46

8. Care for the
Environment

56

9. Sustainability
with Care

66

10. Goals and
commitments
for 2025

72

11. Careful economic
development

75

12. About the
report

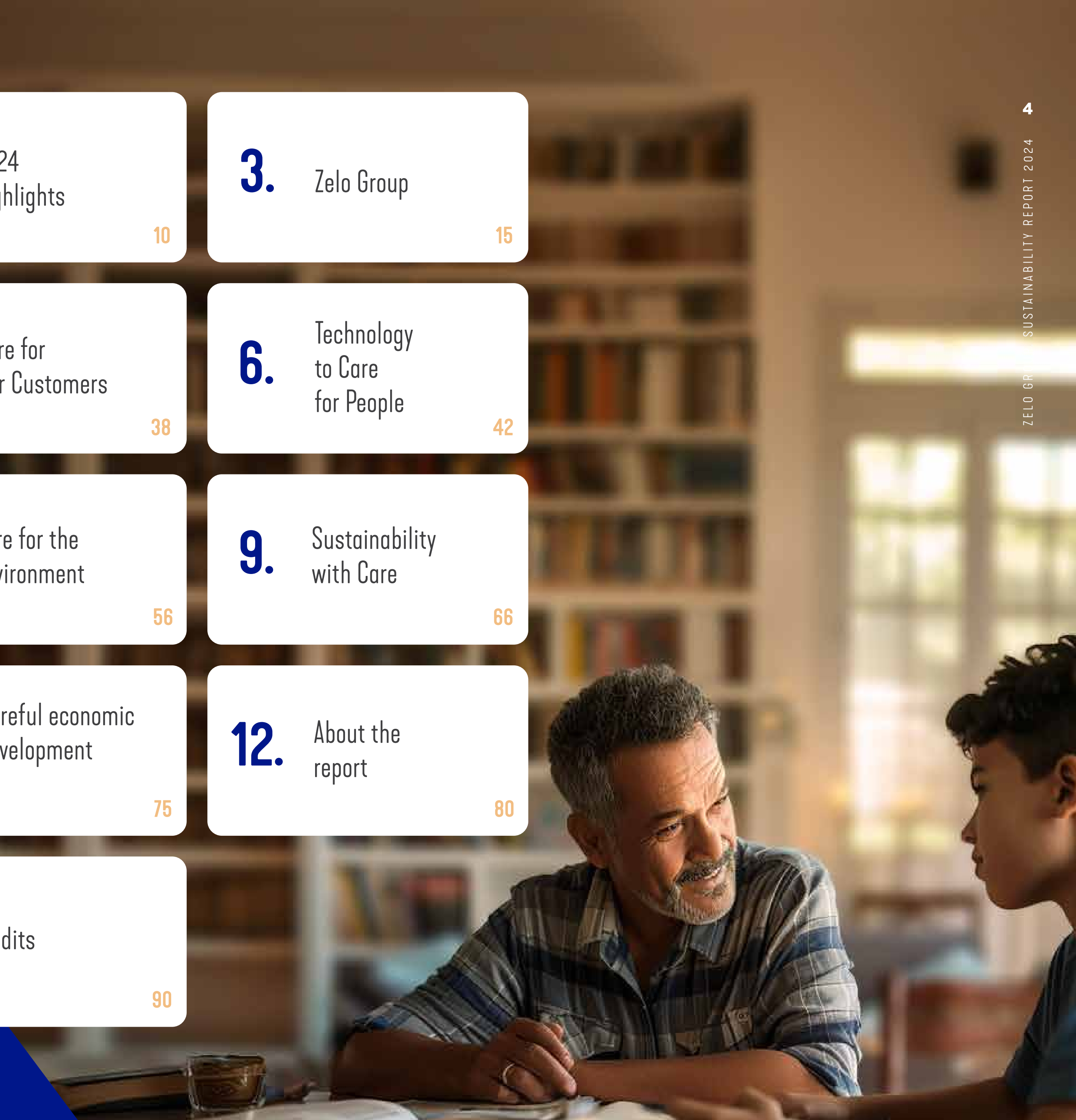
80

13. GRI
Summary

81

14. Credits

90



MESSAGE FROM LEADERS



1.

Message from the leaders	6
Message from the President of the Board of Directors	8
Message from the Leaders on Sustainability	9

MESSAGE FROM THE LEADERS

GRI 2-22

1. Message from the leaders

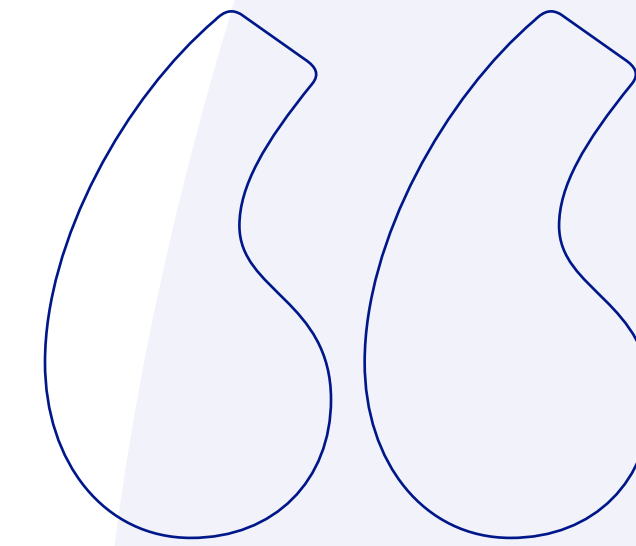
As I reflect on 2024, I proudly share the steps taken by Zelo Group on its path to consolidation, innovation and positive impact. This year has been marked by important achievements. Even in a challenging macroeconomic scenario, with high interest rates and low credit supply, we grew sustainably. Our gross revenue increased by 12% to R\$ 661 million, while EBITDA totaled R\$ 137 million, an increase of 15% compared to 2023. This performance reflects our constant search for greater financial solidity and expense control, guaranteeing the continuity of our growth. We have adopted strategic measures to maintain financial predictability and mitigate risks. Among the

initiatives, we highlight the issuance of R\$ 130 million in financial bills in July, coordinated by Itaú BBA, which enabled access to long-term capital under favorable conditions. In addition, the approval of a R\$ 58 million credit facility with FINEP made it possible to direct investments towards innovation and technology, fundamental pillars for improving the services offered and boosting our competitiveness in the sector.

With these resources, we have strengthened our financial structure and increased our capacity to invest in infrastructure. This strengthening has allowed us to continue innovating and putting the customer at the center of our decisions. Solutions such as self-service via WhatsApp, the website and the app have made activities such as payments, queries and

registration changes more agile and secure. At the same time, the renewal of the fleet of vehicles has provided more comfort and agility for our customers, improving the efficiency of our service.

We have also consolidated our operation in 13 Brazilian states, surpassing the mark of 200 physical units and reaching more than 4 million covered lives. This movement was driven by a strategy of qualified growth, which included the integration of two new funeral homes, one in Espírito Santo and the other in Ceará. In addition, we made progress on the construction of the cemetery in Cabo de Santo Agostinho - PE, scheduled for completion in 2026, and celebrated the inauguration of the cemetery in Caucaia - CE, an important milestone for our operations.



Lucas Provenza
CEO of Zelo Group

To sustain this organic growth, in 2025 and 2026 my goal is to further strengthen our proximity to our operating units. Being present on a day-to-day basis, taking care of the details and continually investing in infrastructure and quality management are the factors that will ensure that we maintain our leadership in the funeral sector.



Operation



13

Brazilian states

Units



200

Physical facility

Coverage



4 million

Lives covered

Message

from the leaders

Multi-assistance company

The solidity achieved throughout the year was also reflected in Zelo Group’s organizational maturity. We have simplified our structure, aligned processes and strengthened corporate governance with more robust controls. These advances have ensured greater efficiency in management and reinforced our commitment to sustainability.

All this has only been possible because we maintain a culture of service with excellence. We continuously measure customer

satisfaction and, as a result, have achieved a *Net Promoter Score (NPS)* of 79, placing us in the zone of excellence. And looking to the very near future, we want to go beyond leadership in the funeral sector. Our aim is to consolidate Zelo Group also as a multi-assistance company, offering benefits that positively impact our customers’ lives in various areas with Du, benefits club of Zelo Group.

I would like to thank all the employees, partners and customers who have been part of this journey. We will continue to look after people, with innovation and commitment to a more humane future.

WITH ADMIRATION AND GRATITUDE,



Message from the President of the Board of Directors



The year 2024 represented a milestone in consolidating our leadership in the sector and we raised the standards of governance and innovation. After a period of intense expansion, the year was dedicated to the challenge of further qualifying our operations, keeping only those that add value to the business and contribute to our mission of providing respectful and empathetic care at delicate times.

We consolidated our corporate governance, evolving with standards that enable us to operate at the highest level of compliance and implemented the SOX program, reinforcing our commitment to

transparency and excellence. It is worth noting the ongoing commitment of Zelo Group's Board of Directors to fostering an increasingly inclusive and sustainable organizational culture, transforming perceptions and dignifying the profession of funeral directors, who play a crucial role in caring for families in difficult times. This appreciation is reflected in the dedication of the teams, whose humanized work is an essential pillar for everyone's success.

In the field of sustainability, our operations continue to be based on a commitment to regulatory compliance and the adoption of responsible socio-environmental practices that guarantee the

continuity of the business, consolidating a management model that combines financial solidity with a positive impact on society.

Thinking back over my 6 years at the head of Zelo Group's Board of Directors, I am very proud of our progress on the ESG agenda: we have created *benchmarks* in the funeral sector, investing in the environmental suitability of new acquisitions and raising operating standards. And as I look to the future, I recognize that this is a journey that has only just begun.

Lucas Miranda

Chairman of the Board of Directors of Zelo Group

Message from the Leaders on Sustainability

Roberto Toledo
Chief Sustainability Officer
of Zelo Group



Our journey in 2024 was marked by the consolidation of important achievements that reaffirm our commitment to sustainability, ethics and innovation.

In the environmental field, we achieved a high compliance rate in our matrix of legal obligations, reaffirming our rigor in complying with the legislation and best practices in the sector. We have implemented waste management that ensures that it is disposed of correctly and we have started innovative partnerships for the sustainable reuse of materials, whose positive impacts will extend to the communities in the next cycle.

We have also made progress in strategic initiatives, such as the increasing use of renewable energy, including solar energy, and the monitoring and control of water use in our operations, especially in irrigation processes. Preventive maintenance of crematoria ovens ensured greater energy efficiency, aligning our practices with sustainable resource management.

In the social field, we have intensified our community action by supporting local projects and valuing funeral work, promoting the professionalization and recognition of the agents involved in such an essential service. We have strengthened our local hiring policy, prioritizing producers and workers

from the communities around our operations, strengthening links and generating a direct positive impact.

From the point of view of governance, we have made progress with the development of policies and the standardization of flows that ensure operational excellence.

We have strengthened the pillars of ethics and transparency, offering ever greater security and trust to our investors, partners and employees. An example of this is our adherence to the Brazil Integrity Pact - an initiative of the Office of the Comptroller General (CGU) that encourages companies

to promote transparency and fight corruption. This management model is in line with the highest standards of corporate governance and reinforces our leading position in the funeral sector.

The conclusion of this report only reinforces the certainty that we are on the right path to building a more responsible future, aligned with the needs of humans and the planet. I would like to thank all the people who, with dedication and commitment, tirelessly contribute to consolidating Zelo Group as a benchmark in sustainable practices.

WE WILL CONTINUE TOGETHER,
INNOVATING AND CARING.



2024 HIGHLIGHTS

2. 2024 HIGHLIGHTS

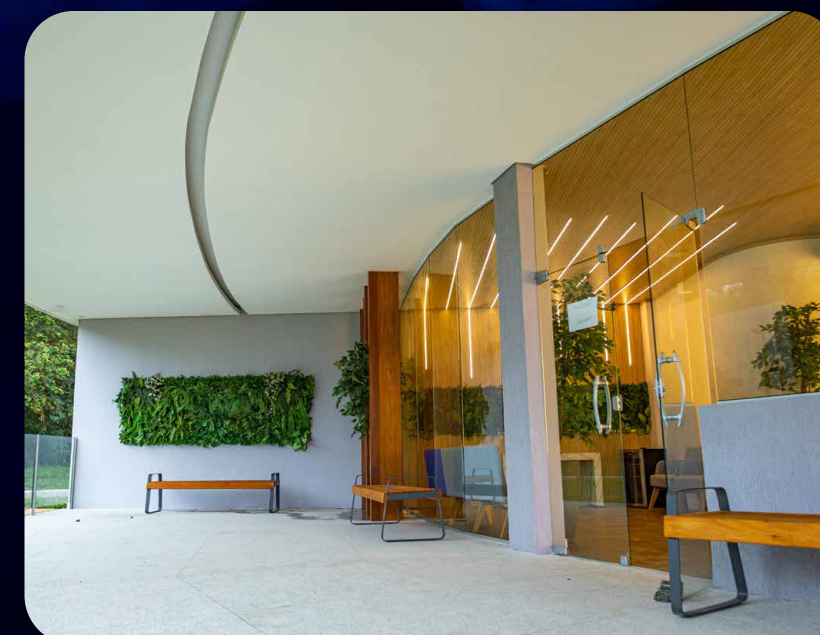
Year of organic growth	11
New ventures in the Northeast	12
Implementation of self-service	12
Door-to-door marketing actions	13
Expansion of Memorial Zelo in BH	13
Vehicle fleet renewal	13
Action on the Day of the Dead	14

2024 Highlights

2.

GRI 203-1

Year of organic growth



In 2024, Zelo Group marked a turning point in its trajectory by moving from a model predominantly focused on acquisitions to a strategy that prioritizes organic growth. This movement has reinforced the quest to qualify operations, increasing efficiency and customer retention. In the final months of the year, qualified sales results exceeded expectations, with significant growth in the funeral plan portfolio and an NPS of 79, which places us in the zone of excellence and reflects customer

satisfaction with the quality of our services. This progress was supported by investments in technology, such as the improvement of *Customer Relationship Management (CRM)* systems to provide faster and more effective service, and the launch of self-service solutions via WhatsApp, the app and the customer portal. These initiatives have not only modernized the customer experience, but also expanded the possibilities for interaction and loyalty.





Zelo Group's new ventures in the Northeast

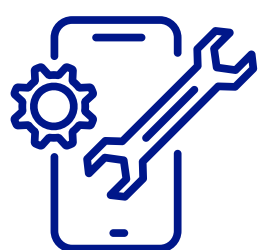
In November 2024, Zelo Group opened Memorial das Flores in Caucaia, in the metropolitan region of Fortaleza, thus expanding its operations in the state of Ceará. This venture consolidates the company's commitment to expanding and modernizing its infrastructure in the Northeast, one of the priority regions for the group's strategic growth.

In addition, a vertical cemetery is already under construction in Cabo de Santo Agostinho, near Recife, Pernambuco. This new project, scheduled for completion in 2026, follows the model of innovation and sustainability that characterizes Zelo Group's operations, in line with the company's focus on serving local communities with respectful and modern services, even in delicate times.



Implementation of self-service

In 2024, Zelo Group made significant progress in its strategy to improve the customer experience by implementing self-service tools. The company now offers integrated services via WhatsApp, the Customer Area and the Du Benefícios app, offering greater accessibility and convenience to users. With this innovation, customers have gained autonomy to carry out actions such as changing their registration, issuing second copies of payment slips, excluding and including dependents in plans, changing ownership, changing plans, contracting cremation and changing payment methods, eliminating the need to travel or make telephone calls.





Vehicle fleet renewal

In order to offer its customers greater comfort, Zelo Group has renewed its fleet. This investment, which covered more than 400 vehicles, was widely implemented in all the group's operations across the country. The fleet upgrade is in line with the ongoing commitment to improving service quality, modernization and operational efficiency.

Door-to-door marketing actions

In 2024, Zelo Group significantly expanded its door-to-door marketing actions, to strengthen its local presence and maximize conversions. This channel, which has historically been one of the most important for the company, underwent a strategic professionalization that included the implementation of more efficient management tools and methods, as well as targeted training for salespeople. These initiatives have increased the productivity of the teams, even in the face of challenges related to hiring new professionals.

To boost results, we developed specific door-to-door campaigns, including **creative approaches** such as the use of promotional scratch cards, which proved effective in generating qualified leads and improving conversion rates. At the same time, our marketing strategy was adjusted to align with the needs and characteristics of the communities we serve, promoting more personalized communication and a closer relationship with customers.



Expansion of Memorial Zelo in BH

Zelo Group has consolidated its leadership in the funeral services sector in Brazil by investing more than R\$ 5.7 million in improving and expanding its units throughout Brazil, most notably Memorial Zelo, in Belo Horizonte. Located in the Gutierrez neighborhood, the memorial was expanded with the addition of a new 400 m² floor, designed to offer greater comfort and flexibility to families at times of farewell. The air-conditioned space can function as a single room or be divided into two separate rooms, as well as offering exclusive services, such as concierge and buffet. The expansion is an investment by Zelo Group with a focus on providing more welcoming and personalized experiences.

Action on All Souls' Day

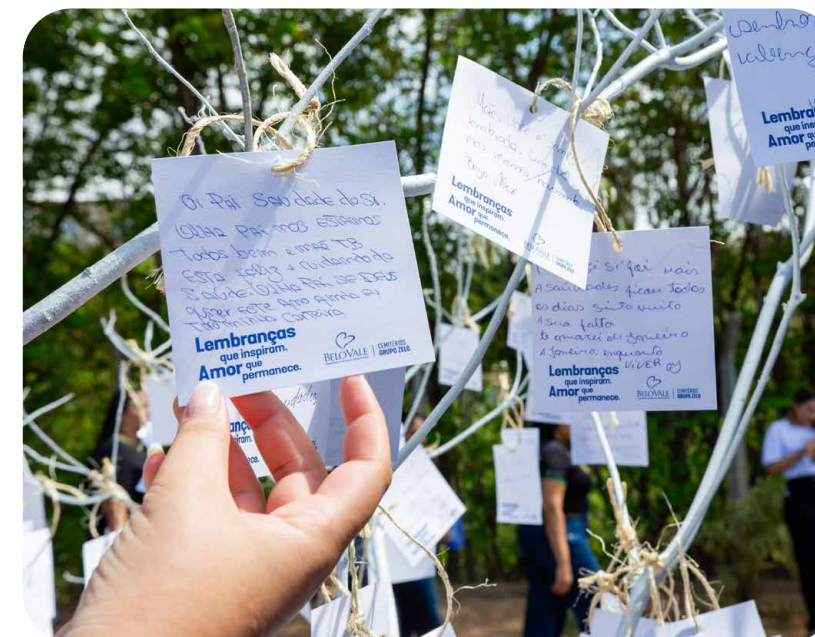
All Souls' Day is an important time to honor and remember departed loved ones. With this in mind, in 2024 we organized a program that promoted the care and appreciation of memory.

In all, the actions on the date reached around 65 thousand visitors in 12 cemeteries, spread across six states: São Paulo, Rio de Janeiro, Minas Gerais, Tocantins, Pernambuco and Ceará. The program included 28 masses and services, musical performances and creative tributes, such as the "Tribute Tree", where visitors could hang messages dedicated to their loved ones.

In Belo Horizonte and Santa Luzia (MG), a shower of petals and a performance by the Mano Down Institute choir provided moments of great emotion, while

in Araguaína (TO), the partnership with APAE brought a unique and inclusive celebration. In Maracanaú (CE), the Memorial da Paz Cemetery promoted the "Bonde do Abraço" (Hug Tram). This initiative involved volunteers with the slogan "Want a hug?", who offered emotional support to visitors, creating a welcoming environment and solidarity.

The continuous search for innovation, a hallmark of our 2024, was also present at this moment. To make it more comfortable and convenient for visitors, we have launched geolocation technology via WhatsApp. The solution, accessible by QR Code, allowed visitors to locate the graves precisely using Google Maps.



In addition, in partnership with Du, our benefits club, we offered health and well-being actions, such as blood pressure checks and distributed gifts, reaffirming our culture of care.





GRUPO **ZELO** QUEM TEM
VIVE BEM

**ZELO
GROUP**

3. ZELO GROUP

About Zelo Group	16
Purpose	17
How we work	18
Timeline	22
Materiality assessment	23

3. Zelo Group

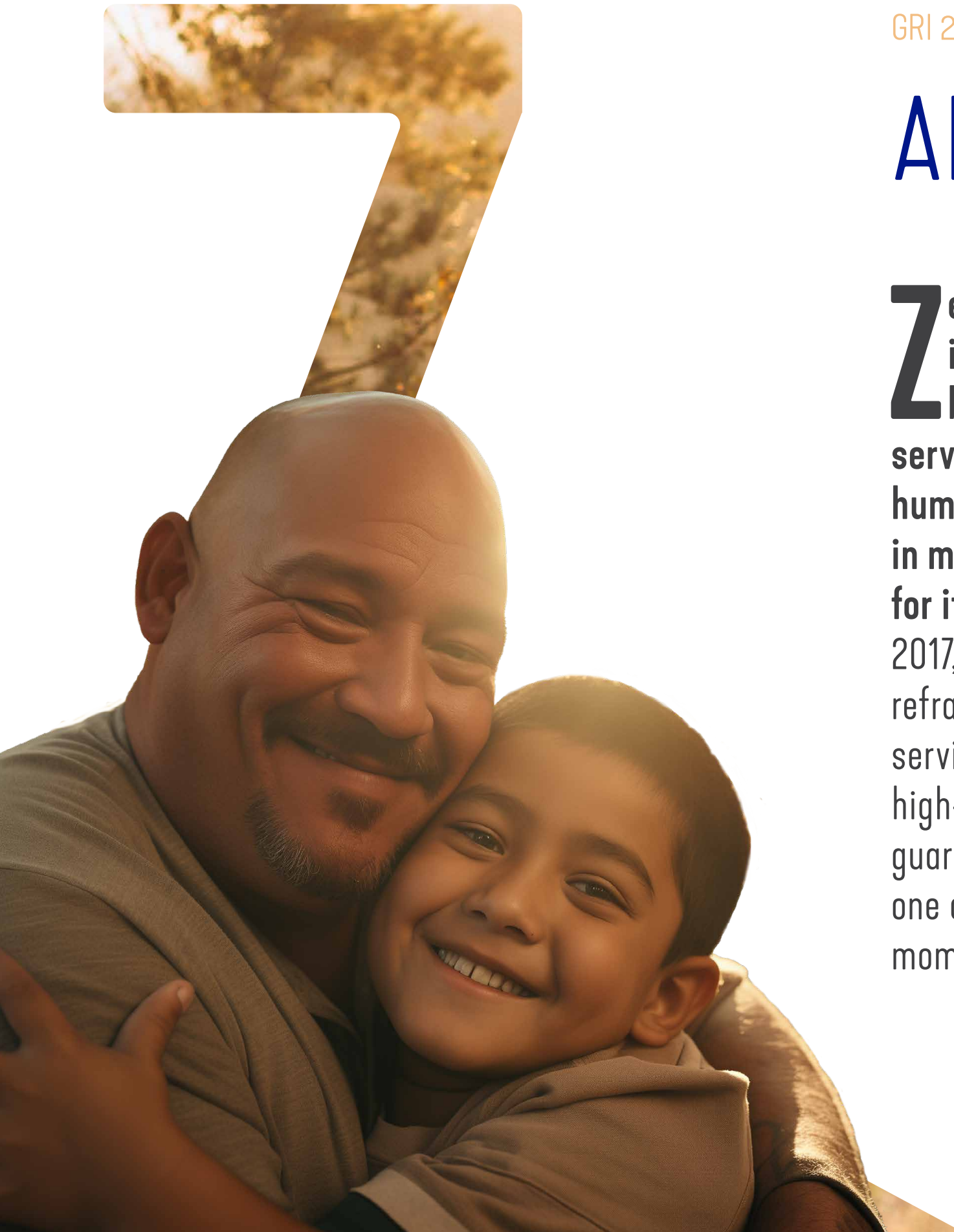
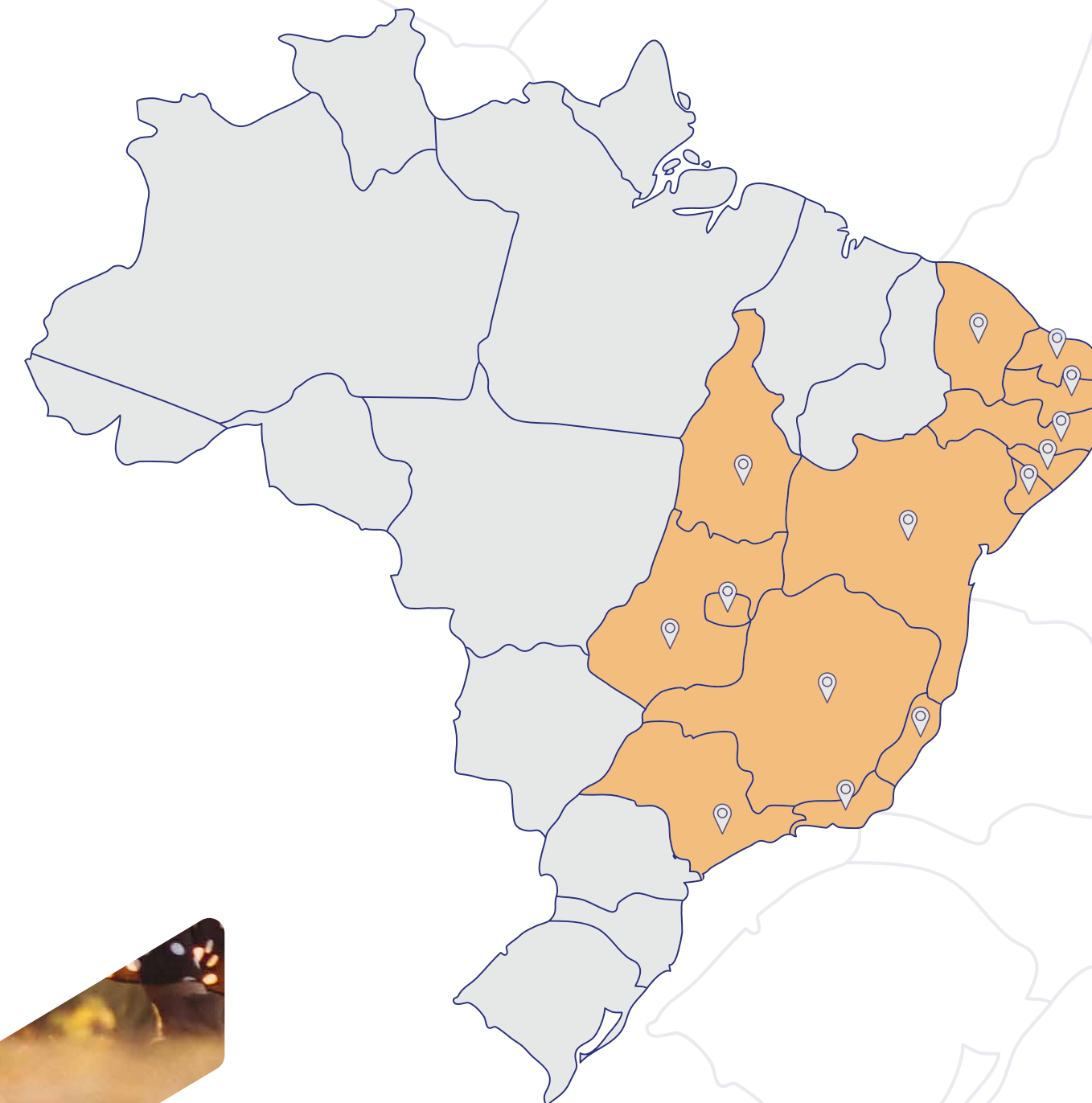
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About Zelo Group

Zelo Group has positioned itself as a Brazilian benchmark in the funeral services sector, promoting a humanized and ethical service in moments of great sensitivity for its customers. Founded in 2017, the group's purpose is to reframe the concept of funeral services, offering comprehensive, high-quality solutions that guarantee peace of mind during one of life's most delicate moments.

Zelo Group's differential lies in its ability to combine operational excellence with warmth and empathy. From funeral plans to cemetery and cremation services, each stage is designed to offer full support at no extra cost to customers at the times they need it most. In addition, the company stands out for its pioneering governance model, which guarantees integrity and transparency in all its operations.

With a presence in around 200 municipalities spread across 13 states and the Federal District, and serving more than 4 million people, Zelo Group is a leader in terms of coverage and quality in Brazil.



Zelo Group

Purpose

Inspiring Care at all times is more than a mission; is the foundation that guides Zelo Group’s strategies and actions. This purpose is reflected in a clear vision: to become the largest and best group in the funeral sector in Brazil by 2025.



Values

Integrity

Ethics and transparency;

Respect

For people and for life;

Customer focus

Welcoming and empathy;

Transformation

Adaptation and persistence;

Professionalism

Commitment and excellence;

Collaboration

Together we can go further.



Mission

Inspire Care, at every moment



Vision

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

the best and largest group in the sector



WHO HAS IT LIVES WELL

Zelo Group

How we work

With a renewed commitment to transforming the perception of funeral services in Brazil, we continue to strengthen our connection of respect and care with our customers in 2024. This attitude, based on quality and service excellence, continues to promote a more professional, humane and innovative sector.

This year, we have further expanded our incentives for well-being and longevity, reinforcing the importance of healthy habits through initiatives

aimed at quality of life. Du, our benefits club, has established itself as an essential ally for our customers and employees, connecting well-being and practicality in all regions of the country. At the same time, our cemeteries, funeral assistance plans and services continue to offer comfort and peace of mind at times of farewell.

In 2024, we significantly expanded our B2B business, reaching more than 4 thousand assisted lives in the country

through Zelo Empresas. Operational efficiency and immediate support during times of family loss, always with respectful and welcoming service, were decisive for our growth on this front, and in the others detailed below.

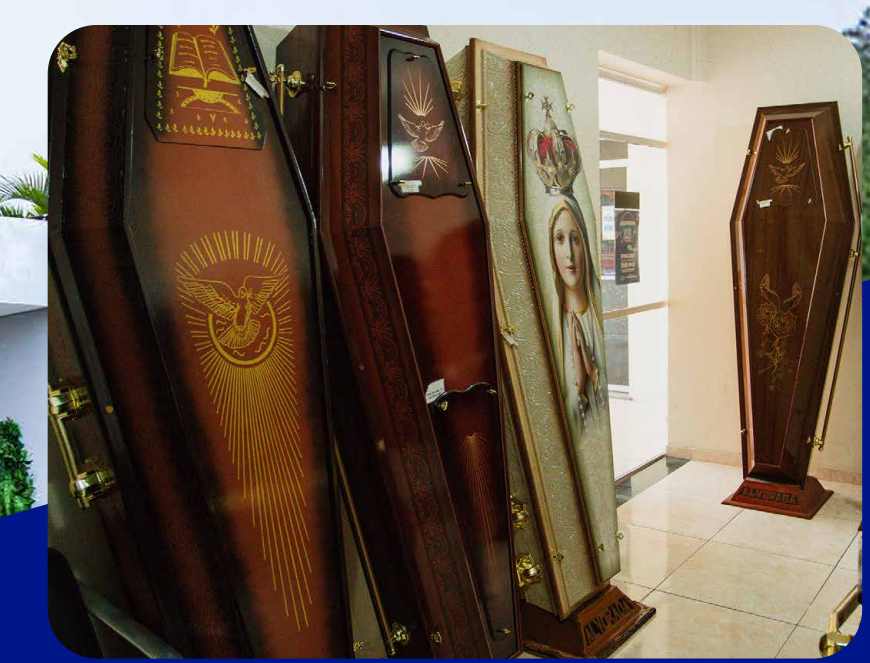


Cemetery Services

Our own cemeteries offer comprehensive solutions, including the transfer of graves for immediate or future use, the rental of spaces, floral decoration, the reservation of wake rooms, online wakes, burials, ossuaries, exhumations and internal transfers, always with quality and respect.

Cremation

In our crematoria, we offer services for immediate or future use, which can be integrated into funeral plan coverage for a single fee for all dependents or contracted separately. This also includes flowers, booking wake rooms, vaults and online wakes.





Cemetery Services

We offer a wide range of options, such as body preparation, urns, decorations, wreaths, transfers and wakes. Our exclusive 24/7 service guarantees support at all times.



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Funeral plans

With complete coverage and nationwide service, our funeral plans continue to be a benchmark for peace of mind and foresight for our customers. In 2024, we strengthened our portfolio, which includes 20 options such as Zelo Total, Zelo Família, Zelo Supremo, Zelo Prime, Zelo Nacional Pet, Zelo Pet, Zelo Empresas, and Zelo Troca Aberta.

Regional initiatives, such as Zelo Conforto Nordeste, Zelo Supremo CE, Zelo Supremo CE Troca, Zelo Ideal SAF - Salgueiro, Zelo Conforto Tanato, Zelo Supremo TO/MG, Zelo Total Troca - Metropolitan Region of BH, Zelo Família Troca - Metropolitan Region of BH, Zelo Flex ES, Zelo Amparo and Zelo Colinas meet the specific demands of each location.





DU
Sua vida merece

By **70%**
of discounts
on medical consultations

★ **NPS** over
75 | zone of excellence

👤 **5.5** thousand
monthly average of
new members

📱 **171** thousand
active users
on the App

🏠 **15** thousand
points of sale

🔬 **5** thousand
monthly average of
scheduled medical
appointments and examinations

Zelo Group
/ How we work

Benefits Club

Du reaffirms its role as a differentiator for Zelo Group, with thousands of partner establishments throughout the country, offering exclusive discounts in areas such as health, education, leisure and food. With the app, users can access consultations in various specialties and take advantage of telemedicine services with ease.

In 2024, we reached more than 171 thousand active users on the app and continued to grow, adding a monthly average of 5.5 thousand new members. With more than 5 thousand partners and 15 thousand points of sale, the club provided approximately

R\$ **55**
million
in discounts
in the last year

R\$ 55 million in discounts last year, a record that marks the dedication we have to the well-being of our customers and employees. In addition to the health benefits, Du has expanded its offers in culture, well-being and day-to-day services. With discounts of up to 70% on consultations, the program is a support especially for those who do not have a health plan, guaranteeing quality care at reduced costs. By 2025, the services will include discounts on cooking gas, cell phone top-ups, movies and much more. Over the next few years, Du will continue to expand its partner network and improve integration with other

5,000
partners

Zelo Group's solutions, ensuring that more and more customers have access to relevant and economically viable benefits.

With an NPS above 75, Du values quality service with Zelo's customers, partners and employees. The call center offers a service very close to users, scheduling appointments and medical examinations with a maximum waiting time of up to 24 hours. In 2024, we had an average of 5 thousand appointments per month and we want to increase that mark by 15% in 2025.

Zelo Group Timeline

Founded in 2017 from the merger of the Bom Jesus, Santa Clara, Santa Rita and Bom Pastor funeral homes, Zelo Group is headquartered in Belo Horizonte and since then has seen significant growth in both the number of customers and its geographical reach. It currently operates in 200 municipalities in 13 states and the Federal District. Even in locations where it does not have its own operations, the Company ensures that it offers high quality services, guaranteeing nationwide coverage. Its funeral plans already serve more than 4 million people, including beneficiaries and dependents.

The creation of Zelo Group came at a strategic time for the sector, coinciding with the enactment of Law 13261/2016, which regulated the sale of funeral plans in Brazil. This legal framework has pushed us to adopt a professionalized approach, raising the standard of the

services we offer and promoting sustainable growth of the business.

Since the start of operations, we have prioritized continuous evolution, combining the organic growth of our customer base with the merger of new companies in the sector. In this sense, one of

the most remarkable moments of this trajectory occurred in 2021, when we took over 19 companies in a single year, consolidating our presence in the market. Since our foundation, we have carried out more than 50 mergers and takeovers, reinforcing our expansion strategy.

Inspiring Care at all times is more than a mission; is the foundation that guides Zelo Group's strategies and actions. This purpose is reflected in a clear vision: to become the largest and best group in the funeral sector in Brazil by 2025.



Our milestones over the years

2017

First round of equity funding (original shareholders) of R\$ 36.1 million to enable the founding of Zelo Group. Merger of eight companies.

2018

Second round of equity funding (original shareholders) of R\$ 31.7 million. Merger of eight companies.

2019

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

2020

Fourth round of equity funding (original shareholders) of R\$ 33.5 million and the first contribution from the Crescera Capital fund (private equity) of R\$ 100 million. Merger of 12 companies.

2021

Fifth round of equity funding (original shareholders) of R\$ 74 million, additional contributions from the Crescera fund (private equity) of R\$ 292.5 million and the Group's first issue of debentures of R\$ 100 million. Merger 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 and the inauguration or modernization of 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. Merger of a company and investments in Consolare's operation in São Paulo.

2024

A year dedicated to structuring operations and consolidating Zelo Way of Being, strengthening internal processes, improving service and maintaining the standard of operational excellence that is our trademark. We inaugurated a new development in Caucaia (Memorial das Flores), in the metropolitan region of Fortaleza, expanded Memorial Zelo in Belo Horizonte and raised R\$ 130 million in debentures, under the coordination of Itaú BBA, in addition to obtaining approval for a R\$ 58 million credit facility with the Study and Project Financing Agency (FINEP), aimed at investments in innovation.



Zelo Group

Materiality
assessment

In 2023, we conducted an in-depth analysis of our materiality, which served as the basis for guiding the ESG (Environmental, Social and Governance) strategy and integrating it even more into the organization’s current scenario. This review involved analyzing *benchmarks*, observing trends, identifying risks and opportunities, engaging our *stakeholders* to define priorities for the impacts of our operations, as well as validation by the governance and management committees. In this process, we ensure that we choose the most relevant topics for the business and Zelo Group’s *stakeholders*.

As a result, seven material topics were chosen:

Product Quality and Customer Satisfaction; Growth with Profitability; Ethics and Corporate Governance; Employee development and well-being; Human Rights and Diversity, Equity and Inclusion; Risk of Soil and Water Contamination; and Innovation and Digital Transformation.

Material Topics	SDG	
Product quality and customer satisfaction	N/A	
Growth with profitability	ODS8	
Ethics and Corporate governance	ODS16	
Employee development and well-being	N/A	
Human Rights and Diversity, Equity and Inclusion	ODS5	
Risk of soil and water contamination	SDG 6	ODS15
Digital innovation and transformation	ODS9	



The mapping provided important elements for establishing goals and commitments aimed at generating impact in the coming cycles. This process has allowed us to broaden the dialog with our *stakeholders* and strengthen our vision of ways to evolve partnerships, recognizing that this is an ongoing movement.



CARE FOR OUR PEOPLE



4. CARE FOR OUR PEOPLE

People management	25
Employee profile	27
Attracting and retaining talent	29
Diversity and Inclusion	32
Health and Safety	35

4. Care for our people

GRI 2-20, 2-26, 2-7, 2-8, 3-3, 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, 404-3, 405-1, 405-2, 406-1

People management

The culture of caring for people is the foundation that guides our work and sets us apart in a market that, in Brazil, still lacks greater professionalization. In 2024, we continued to focus on strengthening this organizational culture, recognizing the importance of each professional in all areas of the business and promoting pride in working in a sector that is essential to society. With strategic and integrated management, we reaffirm our commitment to providing an

environment that fosters health and safety, team resilience, excellence in the services provided and continuous learning.

Throughout the year, various initiatives were implemented to improve operational efficiency and the development of the commercial team and leadership. These actions were fundamental to consolidating practices and preparing the organization for new challenges.



Care for our people

Commercial development

In the commercial area, we established a partnership with the Instituto Águila to develop a project aimed at standardizing the sales method, management and training of commercial teams. This effort was aimed at leveling

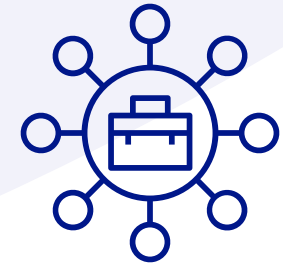
the teams throughout the country, ensuring cohesion in processes and strategic alignment.

In addition, within the Jornada do Vendedor (Salesperson's Journey), new content has been created to meet the specific needs of the sales team. Among the topics covered were a complete breakdown of contracts

and techniques for dealing with objections, essential knowledge for strengthening the quality of interactions with customers and improving sales performance.

At the Northeast Regional Pole, in partnership with a consultancy specializing in the funeral sector, we carried out a market study followed by a

development program aimed at the door-to-door sales team. This process focused on identifying cultural, regional and product particularities, to boost competitiveness and increase the sales conversion rate in the region.



Operational efficiency

In 2024, Zelo Group maintained its focus on improving operational efficiency, continuing the movement started the previous year. We also invested in expanding the sales teams, optimizing internal processes to strengthen both the leadership and the sales teams.

Through these actions, we continue to value our teams, reinforcing the excellence, development and organizational resilience that define the Zelo Way of Being.

Embaixadores Porta a Porta Program

The Porta a Porta channel is one of Zelo Group's most strategic, guaranteeing capillarity and proximity to customers. To further strengthen this channel and increase its efficiency, the Company developed the Embaixadores Porta a Porta (Door-to-Door Ambassadors) Program in 2024. The proposal came about as an opportunity to boost external sales results by promoting a structured professional development model.

The initiative brought together professionals with good performance and cultural alignment to act as a reference in the onboarding of new leaders and the exchange of good practices.

As part of the program, supervisors and salespeople from different regions took part in an immersion in Belo Horizonte, where they followed real operations, exchanged experiences and deepened

their knowledge of the Zelo Sales Method.

The program has had a direct impact on the adaptation of new leaders and the dissemination of effective business practices. With a structured and scalable training model, Embaixadores Porta a Porta contributes to the qualification of the sales team and the continuous evolution of Zelo Group's sales strategy.



Care for our people

Employee profile

Valuing people is at the heart of Zelo Group’s strategy, and it is with zeal that we present the data and indicators related to our employees in 2024. The detailed analysis of our workforce figures indicates our commitment to ensuring transparency and efficient management of human resources, based on clear and objective criteria.

To prepare this chapter, we used a segregation methodology based on the functions performed by each employee, excluding those with specific conditions that prevent them from acting actively. Only employees registered on the last day of 2024 (December 2024) were considered. This meticulous approach allows us to present a faithful portrait in line with our transparency policy, reinforcing the zeal with which we manage our human capital.

In addition to the employees listed below, we have six paid interns who perform administrative and support functions, monitored directly by the Human Resources department. The trainees are involved in administrative and practical activities that include support in planning and practical analysis in various areas of activity and study.



Total number of employees, broken down by gender and region

Region	2023					2024				
	Wo men	Men	Other	Not disclosed	TOTAL	Wo men	Men	Other	Not disclosed	TOTAL
Midwest	32	33	0	0	65	23	25	0	0	48
Northeast	451	556	0	0	1,007	381	473	0	0	854
North	15	19	0	0	34	15	16	0	0	31
Southeast	1,087	857	0	0	1,944	1,164	952	0	0	2,116
South	0	0	0	0	0	0	0	0	0	0
TOTAL	1,585	1,465	0	0	3,050	1,583	1,466	0	0	3,049

Total number of permanent employees, broken down by gender and region

Region	2023					2024				
	Wo men	Men	Other	Not disclosed	TOTAL	Wo men	Men	Other	Not disclosed	TOTAL
Midwest	32	33	0	0	65	23	25	0	0	48
Northeast	444	553	0	0	997	3810	473	0	0	854
North	15	19	0	0	34	15	16	0	0	31
Southeast	1,067	847	0	0	1,914	1164	952	0	0	2116
South	0	0	0	0	0	0	0	0	0	0
TOTAL	1,558	1,452	0	0	3,010	1583	1466	0	0	3049

Total number of temporary employees, broken down by gender and region

Region	2023					2024				
	Wo men	Men	Other	Not disclosed	TOTAL	Wo men	Men	Other	Not disclosed	TOTAL
Midwest	0	0	0	0	0	0	0	0	0	0
Northeast	7	3	0	0	10	0	0	0	0	0
North	0	0	0	0	0	0	0	0	0	0
Southeast	20	10	0	0	30	0	0	0	0	0
South	0	0	0	0	0	0	0	0	0	0
TOTAL	27	13	0	0	40	0	0	0	0	0

Total number of full-time employees by gender and region

Region	2023					2024				
	Wo men	Men	Other	Not disclosed	TOTAL	Wo men	Men	Other	Not disclosed	TOTAL
Midwest	0	0	0	0	0	23	25	0	0	48
Northeast	0	0	0	0	0	381	473	0	0	854
North	0	0	0	0	0	15	16	0	0	31
Southeast	0	0	0	0	0	1664	952	0	0	2116
South	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	1583	1466	0	0	3049

Total number of employees without guaranteed working hours, broken down by gender and region

Region	2023					2024				
	Wo men	Men	Other	Not disclosed	TOTAL	Wo men	Men	Other	Not disclosed	TOTAL
Midwest	15	13	0	0	28	0	0	0	0	0
Northeast	129	162	0	0	291	0	0	0	0	0
North	5	4	0	0	9	0	0	0	0	0
Southeast	276	223	0	0	499	0	0	0	0	0
South	0	0	0	0	0	0	0	0	0	0
TOTAL	425	402	0	0	827	0	0	0	0	0

Total number of part-time employees by gender and region

Region	2023					2024				
	Wo men	Men	Other	Not disclosed	TOTAL	Wo men	Men	Other	Not disclosed	TOTAL
Midwest	0	0	0	0	0	0	0	0	0	0
Northeast	0	0	0	0	0	0	0	0	0	0
North	0	0	0	0	0	0	0	0	0	0
Southeast	0	0	0	0	0	0	0	0	0	0
South	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	0	0

Care for our people

Attracting and retaining talent

In 2024, we seek to advance our talent attraction and retention initiatives, strengthening strategies aimed at developing an inclusive, innovative environment that values the professional growth of our employees.

We recognize that retaining key talent is essential to ensure the continuity of our organizational culture and the delivery of consistent results.

The effort to improve the remuneration package and broaden access for employees is ongoing. In 2024, this movement moved forward with initiatives aimed both at reducing costs and facilitating access to the benefits on offer. We also

continued to offer occupational health services, promoting the well-being and safety of employees in their daily activities.

We also maintained the Educational Incentive policy, which partially funds external training for senior management. This initiative is aimed not only at improving technical and specific knowledge, but also at absorbing the latest market trends and developing *soft skills* necessary for strategic positions.

Talents



Recognition

Care for our people

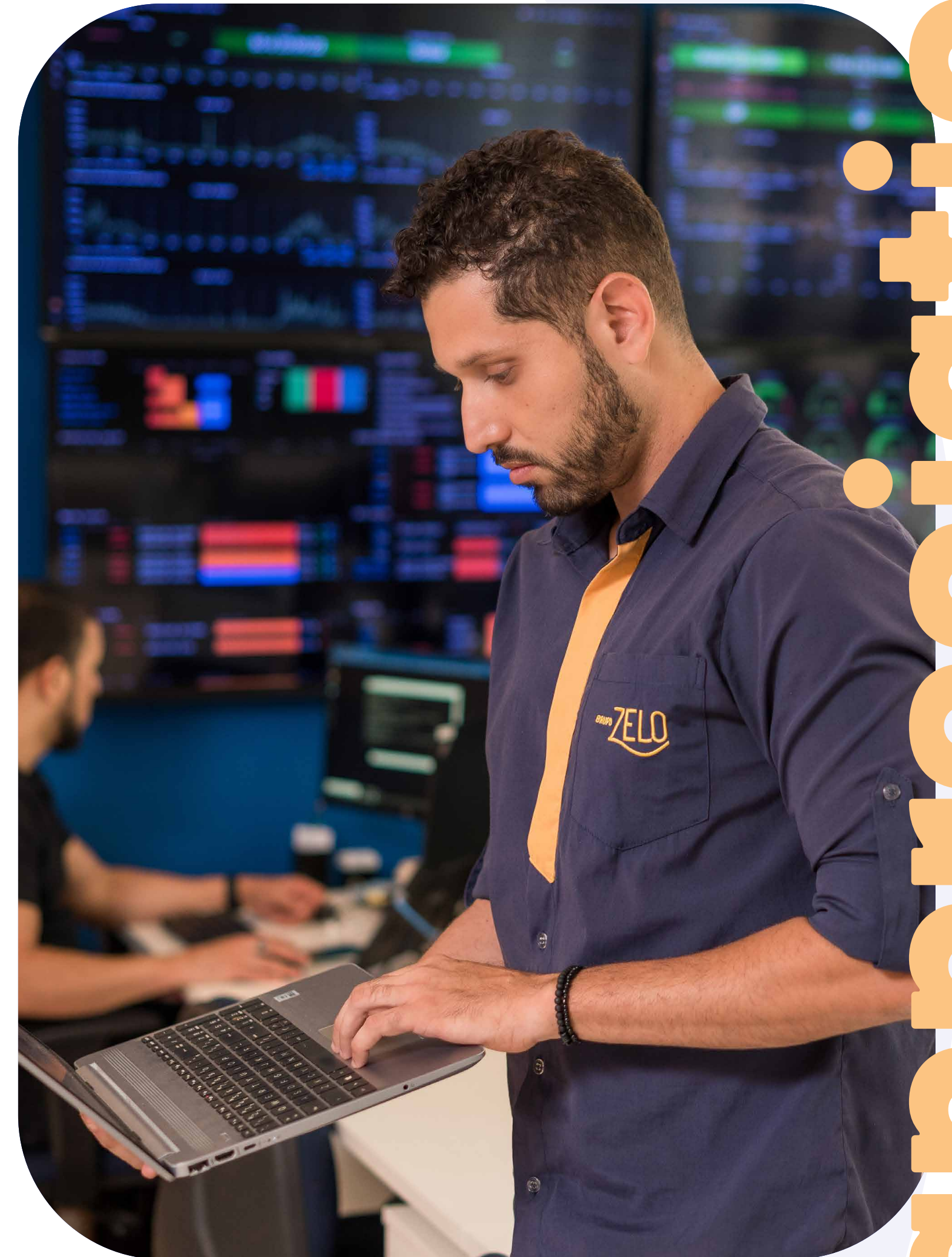
Compensation and benefit policy

Zelo Group's compensation policy seeks to align itself with employees' needs, strengthening the appreciation of the team and building growth paths. Structured by the People Committee, this policy offers clear career development opportunities, combining short- and long-term incentives.

The Variable Compensation for Executives (RVE) is directly linked to individual performance and the Company's results, with annual bonuses for internal investment and a three-year redemption, consolidating it as a long-term strategic asset. The Long-Term Incentives (LTI), aimed at corporate managers and unit leaders, encourage action in line with organizational objectives and strengthen

the strategic vision of the business. For these executives, variable compensation programs are closely monitored, ensuring that recognition is always linked to the achievement of targets.

In addition to a competitive compensation structure, we offer benefits that contribute to the well-being of the team, such as health insurance, access to Du, our benefits club, and partnerships with mental health service providers, such as Portal Movente. In this way, we continue to invest in the development of professionals and in the quality of life of those who are part of this trajectory.





Leadership Development

Conecta Líder (Leader Connection) is Zelo Group's leadership development program, created to strengthen managerial skills and prepare leaders for day-to-day challenges. In 2024, the program was expanded with three new modules, developed to meet the current demands of the team. The first, Change Management, enables leaders to communicate and conduct transformation processes with their teams. The Time Management module, on the other hand, focuses on efficient routine management and the management of new projects. Finally, the Engagement topic presents strategies to promote a healthy work environment and strengthen team motivation, contributing directly to reducing *turnover*.

In addition to this evolution in Conecta Líder, 2024 marked the implementation of Jornada do Supervisor

(Supervisor's Journey), an exclusive development program for commercial leaders. Consisting of six modules and a total of 18 hours of training, the course covered essential topics such as interviews, feedback, management rites, route planning and organization, as well as humanized dismissal practices. Created to meet the specific needs of the external sales team, one of the company's main sales channels, this program expands learning and development opportunities for leaders.

The internal stakeholders' recognition of the value of this new training is reflected in the figures: in all, we achieved 91% adherence among active supervisors with Jornada do Supervisor.

Performance Cycle



At Zelo Group, the Performance Cycle takes place in the **1st** semester of each year, covering both leaders and employees. The process uses specific forms: leaders evaluate their teams

in operations, while in the administrative area there is also self-assessment. The data is analyzed via the Ninebox management tool, making it possible to map performance

and potential. Evaluations guide data-based decisions on development, promotions and retention, aligning the cycle with the Company's growth and efficiency objectives.

Care for our people

Diversity and Inclusion

Zelo Group remains committed to promoting diversity and inclusion in its organizational culture. Although we did not implement any new programs in 2024, we maintained our commitment to ensuring a respectful, inclusive and discrimination-free work environment, strengthening the practices consolidated in recent years.

In 2023, we implemented Inclusão com Zelo (Inclusion with Zelo), an inclusion project for people with disabilities, which involved raising awareness among managers and preparing teams to deal with the particularities of each disability. In 2024,

we continued with this focus, hiring a further 29 people with disabilities.

We ended the year with 47 people with disabilities on our staff and we remain committed to increasing these numbers.

We are committed to promoting equity and representativeness in our organization, repudiating any form of discrimination based on gender, age, religion/belief, ethnicity, sexual orientation or other characteristics. Our aim remains to reflect the diversity of the communities in which we operate at all levels and in all areas of activity.



Care for our people

Diversity
and Inclusion

Zelo Group’s Integrity Channel is one of our essential resources for maintaining a safe and respectful environment. Employees and third-party professionals can use it to report incidents of discrimination with a guarantee of anonymity and protection against retaliation. Reports can also be forwarded to the Compliance area, the immediate manager or representatives of Human Resources.

All occurrences are rigorously analyzed by the Compliance area, which conducts detailed investigations to guarantee

the integrity of the processes. When confirmed, they result in disciplinary measures in accordance with the Consequence Management Policy. In this sense, a well-founded report led to a written warning in 2024, while partially confirmed cases were dealt with through educational actions and targeted feedback.

The existence of the Integrity Channel and the careful handling of reports are essential to ensure the ethical and welcoming working environment that we strive for.

To promote a more diverse and inclusive environment, Zelo Group closely monitors indicators that allow us to evaluate our progress and identify opportunities for improvement.

Below is data on the distribution of new employees by job category, considering gender and age group, as well as the ratio between the basic salary and total compensation of women and men in different operating units.

Percentage of new employees by
job category in gender and age group

2024 - By gender					
Gender	Executives	Non-executives	Promotion	Interns	Other
Men	87.0%	56.1%	44.6%	41.0%	55.5%
Women	13.0%	43.9%	55.4%	59.0%	44.5%
TOTAL **	100.0%	100.0%	100.0%	100.0%	100.0%

2024 - By age group					
Gender	Executives	Non-executives	Promotion	Interns	Other
Under 30 years	0.0%	7.6%	28.5%	100.0%	28.5%
30-50 years	91.3%	73.7%	62.4%	0.0%	57.9%
Over 50 years	8.7%	18.7%	9.0%	0.0%	13.7%
TOTAL **	100.0%	100.0%	100.0%	100.0%	100.0%

** Proportion of basic salary and remuneration of women to men for each job category, by major operating units.

Care for our people

Diversity and Inclusion

Ratio of basic salary and remuneration of women to men for each job category, by major operating units.

Job category	2023			2024		
	Male	Female	TOTAL	Male	Female	TOTAL
Executives	6%	0%	6%	7%	1%	8%
Non-executives	15%	9%	24%	11%	7%	18%
Promotion	10%	8%	18%	3%	2%	5%
Interns	0%	0%	0%	0%	0%	0%
Other	25%	26%	51%	34%	35%	69%
TOTAL	56%	44%	100%	55%	45%	100%



Care for our people

Health and Safety

At Zelo Group, taking care of employees' health and safety is more than a legal obligation; is a fundamental part of the culture of caring for the people who are part of our journey. In 2024, the area of Specialized Services in Occupational Health and Safety (SESMT) faced challenges, but also made progress that reaffirms the importance of a continuous and preventive approach.

To this end, we have an Occupational Health and Safety (OHS) Management System maintained in partnership with a specialized manager, ensuring compliance with the Consolidation of Labor Laws (CLT), Regulatory Standards and Law 8213. To make this management even more efficient, we use the RM Vitae and SOC platforms, which centralize information and processes related to occupational

health and safety, facilitating continuous monitoring.

In addition, the active participation of the teams reinforces the effectiveness of the Health and Safety measures at Zelo Group. Through the Internal Accident Prevention Commission (CIPA), made up of four independent commissions, employees contribute directly to the implementation of safety measures and the dissemination of good practices. At the same time, the operational leadership, together with the OHS team, closely monitors working conditions and has the autonomy to stop activities in the event of imminent risks, promoting multidisciplinary assessments whenever necessary.





Care for our people

Health and Safety

This health and safety control is not limited to internal teams. Currently, 95 outsourced employees work for partner companies, all subject to this control flow, which ensures adequate safety and compliance standards in the operational chain.

The results of this work are monitored through indicators that reflect our performance throughout 2024. In total, we recorded 7,223,600 hours worked, with 52 accidents

resulting in absence of at least one day and fifteen cases with initial absence of more than 15 days. As a result, the relative frequency rate for absences of more than 15 days was 25, while the rate for typical accidents was 86. There were no fatalities during the year, which shows the effectiveness of the measures implemented to reduce risks and promote a safer working environment.

Started in 2021, the Proteger (Protect) Program remains

the main initiative to disseminate the culture of health and safety, covering all Zelo Group's employees in activities such as cemeteries, funeral homes, thanatopraxy laboratories, memorials, the benefits network, the sale of funeral plans and administrative activities. In 2024, the program was expanded to include new actions aimed at reducing accidents and raising awareness.

Na Direção Certa

The Na Direção Certa (In the Right Direction) Program was created in 2023 as part of the Proteger Program and continued throughout 2024, always with the aim of promoting the safety of drivers in the Zelo Group fleet. The initiative is especially aimed at reducing traffic accidents and raising awareness of good driving practices.

This program includes training on defensive driving and traffic regulations, carried out online to ensure that all employees are

reached, regardless of where the Zelo Group units are located. Throughout the year, the training sessions helped to make drivers aware of the main risks in traffic and reinforced the importance of safety behind the wheel.

Since its creation, the program has achieved significant results, contributing to a 27% reduction in days away from work due to vehicle accidents between 2022 and 2023, and 13% between 2023 and 2024.

For 2025, the Na Direção Certa Program will continue to be a priority, with a focus on refresher training and consolidating the progress made, especially in terms of traffic safety.

Qualification and Training

In 2024, we carried out mandatory training in accordance with the applicable Regulatory Standards. Specific training was also offered, such as Defensive Driving Training, the use of Personal Protective Equipment (PPE) and Collective Protective Equipment (CPE), and retraining programs. Actions to raise awareness among leaders and individualized guidance during occupational medical examinations complemented these actions.

Health Campaigns and Initiatives



As part of the Proteger Program, we carry out monthly campaigns and educational talks, including the “Colorful Months”, which address topics such as mental health, vaccinations and promoting well-being. In partnership with Portal Movente and other benefit networks, we reinforce health care through lectures and information booklets, such as the “Cartilha Saúde da Mulher – Gestantes” (Women’s Health - Pregnant Women Booklet). These actions underline our commitment to the all-round health of our employees.

Challenges and lessons learned



Despite the achievements, 2024 was marked by an increase in the frequency and severity of occupational accidents, influenced by factors such as falls, sharps accidents and interactions with venomous animals in cemeteries. Absenteeism, in turn, was impacted by outbreaks of arboviruses in several regions, reinforcing the need for integration between safety and occupational medicine teams.

These challenges brought valuable learnings and directed efforts to critical areas. In particular, we would highlight the evolution of studies on the health profile of employees, which have highlighted problems related to alcohol use, smoking and hypertension. This information is being used to shape specific health and prevention strategies.

CARE FOR OUR CUSTOMERS

5. CARE FOR OUR CUSTOMERS

Quality indicators	39
Investment in self-service solutions	40
New Portal and Sales	41

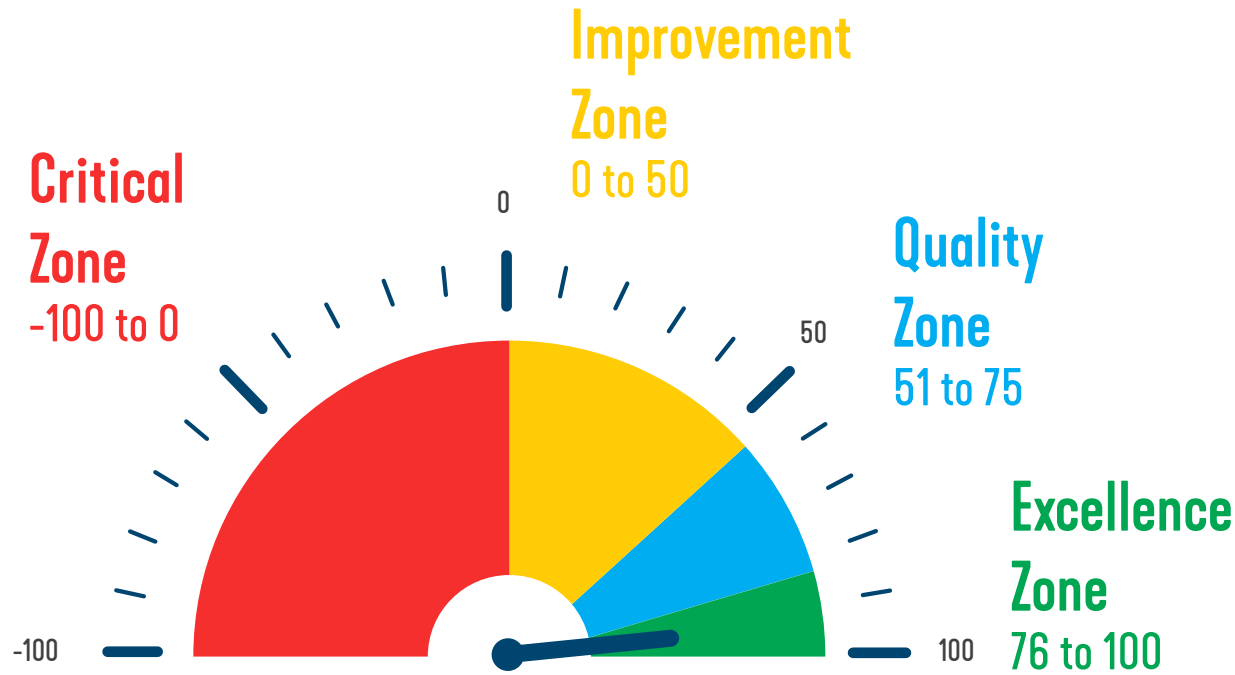
5.

Care for our customers

Quality indicators

The satisfaction of our customers remains at the heart of our operations and is essential to both the execution of our work and the success of our business. In 2024, we will continue to cultivate close and lasting relationships, based on trust and a commitment to offering welcoming and high-quality service, even in times of great sensitivity.

GRI 418-1



24,056	20,629	79%
Answers	Promoters	NPS
1,769	1,658	7%
Neutral	Detractors	Adherence to the survey

The *Net Promoter Score (NPS)* methodology is our tool for assessing customer satisfaction and loyalty. The survey covers different audiences, from customers who have used services at our units to those who have experiences related to our funeral and cemetery plans. Through SMS and e-mail messages, we achieved a score of 79% in 2024, considered excellent within the 75% to 100% range. This result reflects customer loyalty and trust in our services.



Customer Trust and Privacy

The year 2024 was also notable for the absence of complaints relating to breaches of privacy or the exposure, loss or theft of customer data. This result reinforces our unwavering commitment to protecting personal information and adopting ethical and responsible practices. We maintain robust preventive processes to identify and resolve potential problems before they become relevant, ensuring a safe experience for all our customers.



Care for our customers

Investment in self-service solutions

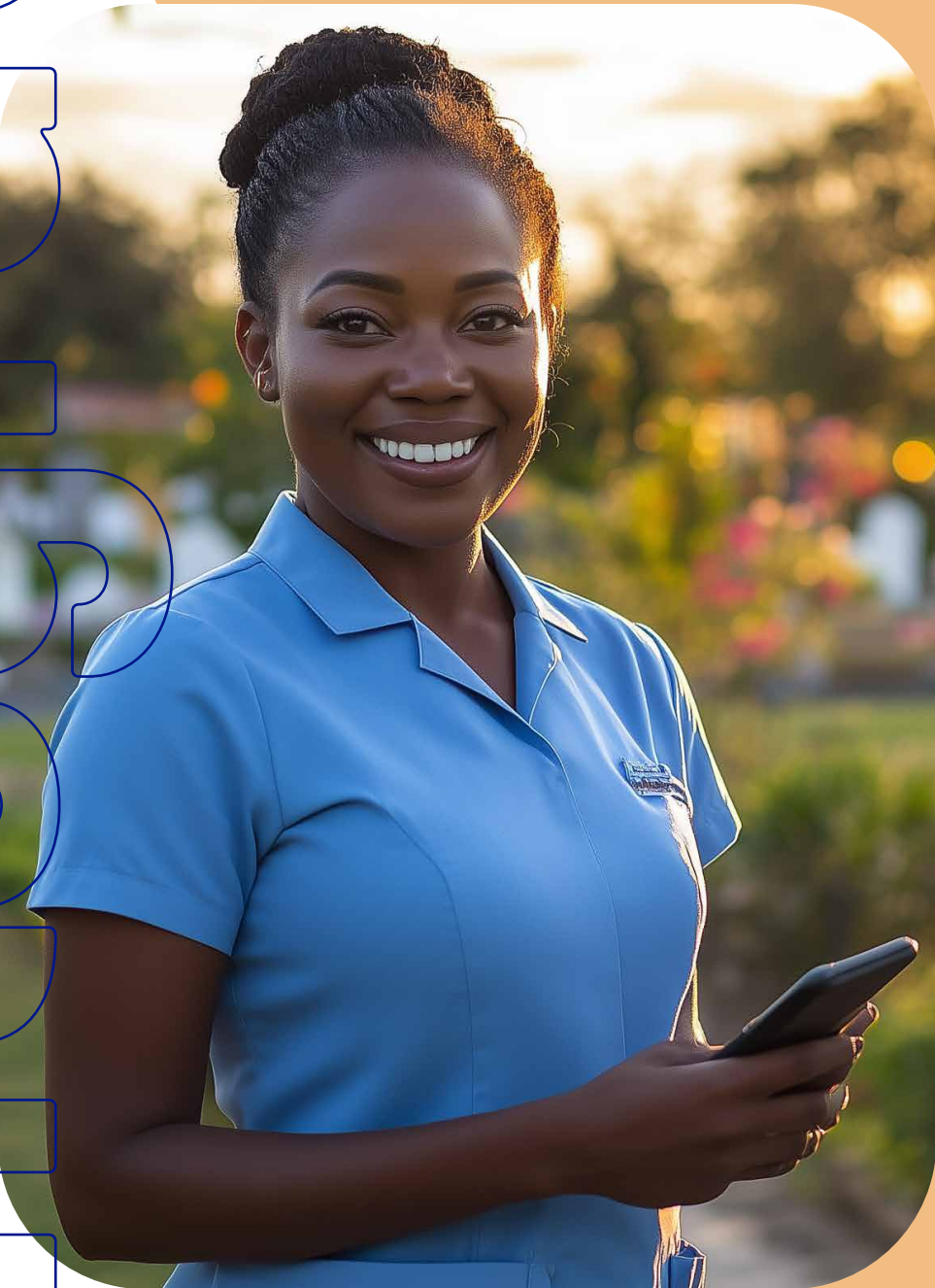
In order to make life easier for our customers, especially with regard to funeral services, plans and cemeteries, we have implemented a series of tools that allow internal users or customers to carry out various operations autonomously, safely and without the need to travel or direct intermediation.

Among the main advances in our IT area and technology, we highlight the automation of processes that previously required our funeral plan customers to travel to a physical facility, contact the customer service center or depend on the assistance via WhatsApp. Now, through our Du app, our benefits app which is part of Zelo Group, users can make adjustments directly to the funeral plan contract and access an exclusive customer area on the company’s website. This portal offers

a range of functionalities, including the possibility of changing data, consulting information and accessing important services, all at the click of a button.

The development comes to provide more autonomy and agility to our customers, optimizing time and ensuring that changes or requests can be made without the need for direct interaction with agents, when it is not essential. In addition, Zelo Group has expanded its payment options by integrating Bolepix, a tool that allows the QR Code to be made available on the payment slip to make payments more convenient and accessible. The addition of more banks reinforces our constant quest to expand payment alternatives and customer convenience.

Intermediation





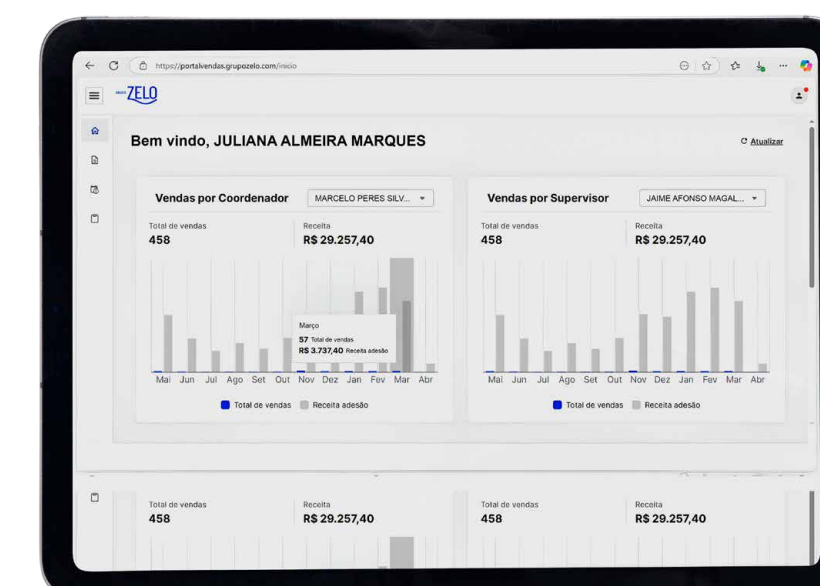
Care for our customers

New Sales Portal



In 2024, Zelo Group also invested in the development of a new sales platform (web and app) to make the system more intuitive and fluid for salespeople, directly impacting the customer experience. In addition, integration with an anti-fraud system has been included which, based on the CPF [SSN], already searches for the customer's name and date of birth in the Brazilian Federal Revenue Service and an automatic check with the Correios's system, ensuring that the customer's address is correct.

Two-factor authentication has also been added to this tool, ensuring that the end customer can confirm that they are really buying the funeral plan or deposit.



TECHNOLOGY TO CARE FOR PEOPLE

6. TECHNOLOGY TO CARE FOR PEOPLE

New payment methods	43
Information security	44
Implementation of automated processes	44
Significant reduction in SSC costs	45
Consolidation of the CRM system	45

6. Technology to Care for People

GRI 3-3



New Payment Methods

We implemented innovations in payment methods with a focus on accessibility and financial efficiency by 2024. One of the highlights was the expansion of Bolepix, a payment solution that combines the functionalities of a traditional bank payment slip with the agility of Pix. From 2024, we will have two major banks for this payment method, strengthening our negotiating power and reducing the costs of transactions made via PIX - a method encouraged by its agility and lower operating costs.

In addition, we have extended the direct debit option to two new banks, thus increasing convenience for our customers. Complementing these advances, we introduced intelligent credit card billing. This feature uses technology to identify the ideal collection times, optimizing transaction success rates and providing a more efficient customer experience.

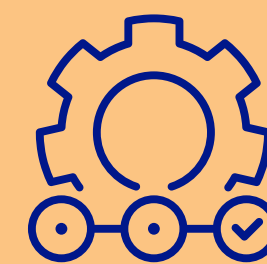


Information Security



At Zelo Group, strengthening information security was another strategic priority in 2024. To meet the requirements of the General Data Protection Law (LGPD) and protect sensitive customer and employee data, we have implemented two-factor authentication as a requirement for contractual changes in the self-service system. In addition, we have segregated and modernized access to the database, establishing that all operations are carried out within

secure networks, monitored by a Security Operations Center (SOC). This center carries out continuous checks to mitigate the risk of cyber-attacks, guaranteeing the integrity and confidentiality of information. We also invested in recurring security training, raising awareness among employees and promoting a culture of digital protection.



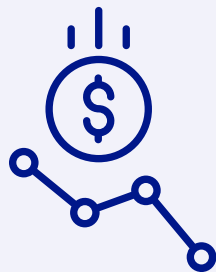
Implementation of Automated Processes

Automation has been a transformative element in the operation of Zelo Group's Shared Services Center (SSC). In 2024, we added more than five new process automation robots (RPAs), applied in critical areas such as invoice write-off and contract validation. In the last quarter of the year alone, the robots processed more

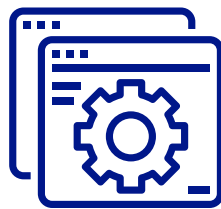
than 17 thousand documents automatically, saving a significant amount of time and resources. This advance marks an important step in SSC's transition to an analytical approach, with less dependence on transactional activities and a greater focus on strategic decisions.



Significant reduction in SSC costs



The consolidation of Consolare’s Shared Services Center (SSC) into our central structure was one of the most important achievements of 2024. This process accounted for 25% of Zelo Group’s volume of operations and was carried out without any service interruptions, demonstrating the robustness of the planning and execution. In addition to saving more than R\$ 2 million in EBITDA (earnings before interest, taxes, depreciation and amortization), the integration promoted the standardization of practices and cost optimization. This reduction in operating costs was accompanied by improvements in customer service and process transparency.



Consolidation of the CRM system



The Customer Relationship Management (CRM) system underwent significant evolutions in 2024, directly impacting marketing and sales management. The project to unify and automate the processes for capturing and retaining qualified leads helped improve the governance of the entire customer interaction cycle, from prospecting to conversion and retention. By integrating new sources of leads and optimizing campaigns, jumping from 30 thousand qualified leads in

2023 to more than 126 thousand in 2024, the system ensured a more competitive cost of customer acquisition, reaching an average Digital Paid Cost per Acquisition (CPA) of R\$ 361.80, as well as substantial improvements in the personalization of customer service and the customer experience. The expectation is that, by 2025, the results of these improvements will be even more evident in the generation of revenue and the expansion of the customer base.

¹ Consolare is a consortium of which Zelo Group is a member and which, since 2023, has managed seven cemeteries in the municipality of São Paulo: Consolação, Quarta Parada, Santana, Tremembé, Vila Formosa I, Vila Formosa II and Vila Mariana. In addition, Consolare operates funeral homes strategically located in different regions of the city, guaranteeing accessible and quality service. Its work is aimed at revitalizing facilities, training employees and implementing governance measures to improve efficiency and the quality of funeral services.

CAREFUL RISK GOVERNANCE AND MANAGEMENT

7. CAREFUL RISK GOVERNANCE AND MANAGEMENT

Governance structure	47
Compliance	51
Risk management	55

7. Careful risk governance and management

GRI 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, 205-2

In 2024, Zelo Group reaffirms its commitment to the best corporate governance practices, based on transparency, ethics and *compliance*. The Company has adopted a model that is always aimed at continuous evolution, with the participation of its *stakeholders* and aligning its strategies with the principles of social responsibility and sustainability.

Governance structure

The governance structure follows robust principles and is organized around a Board of Directors, which oversees the implementation of the Company's guidelines and is supported by specialized committees in key areas, such as People, Auditing and Investments.

Composition and Functions of the Board of Directors

The Zelo Group's Board of Directors is made up of nine members, one of whom is an executive and two of whom are independent. This format ensures a balance between strategic decisions made by senior management and independent supervision. The Board's governance is complemented by diversity policies, which guarantee the inclusion of women and members of under-represented groups, both on the Board and on the Committees.

The Board of Directors is responsible for approving the Company's strategy, overseeing its execution, approving Zelo Group's materiality matrix, monitoring regulatory compliance and ensuring that governance practices meet the highest international standards.

In all, there are **three Advisory Committees** which act as advisory bodies to the Board of Directors, analyzing and recommending actions and specific strategies for the Company.

1. PEOPLE COMMITTEE

Responsible for human capital management, including recruitment, retention, talent development, and actions related to diversity and inclusion. In 2024, the Committee's focus was on implementing programs to ensure greater representation of under-represented groups in leadership. The committee is made up of six members, two of whom have executive functions. There are no independent members.

2. AUDIT COMMITTEE

Oversees regulatory compliance, internal and external auditing, and financial risk management. The Committee has intensified its actions related to fiscal control and compliance in response to new regulations.

In cases of conflicts of interest relating to cross-shareholdings with suppliers and other *stakeholders* and relations with related parties, this committee is called upon. It is made up of three members, all without executive functions, two of whom are independent.

3. INVESTMENT AND FINANCE COMMITTEE

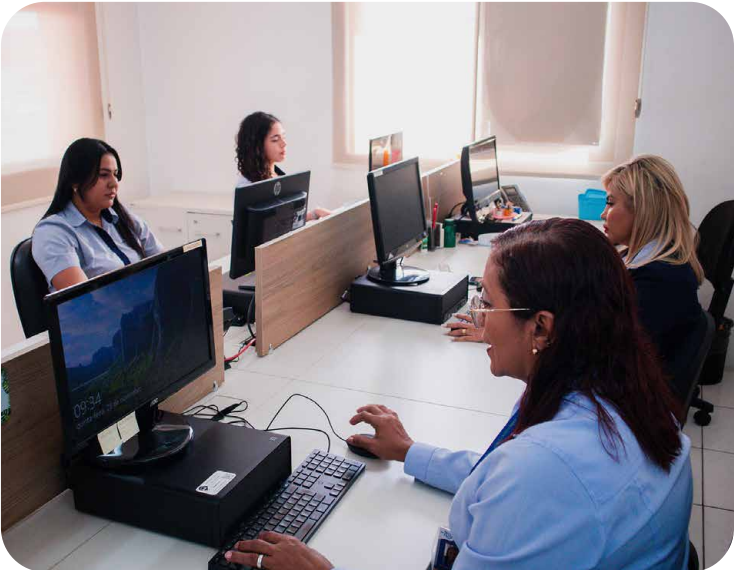
Advises the Board on financial decisions and investments, analyzing proposals for acquisitions and the allocation of financial resources. In 2024, the Committee emphasized financial risk analysis in relation to expansion and new capital projects. The committee is made up of five members, with no executive functions and no formal independence. There are no independent members.

Board

Careful risk governance
and management

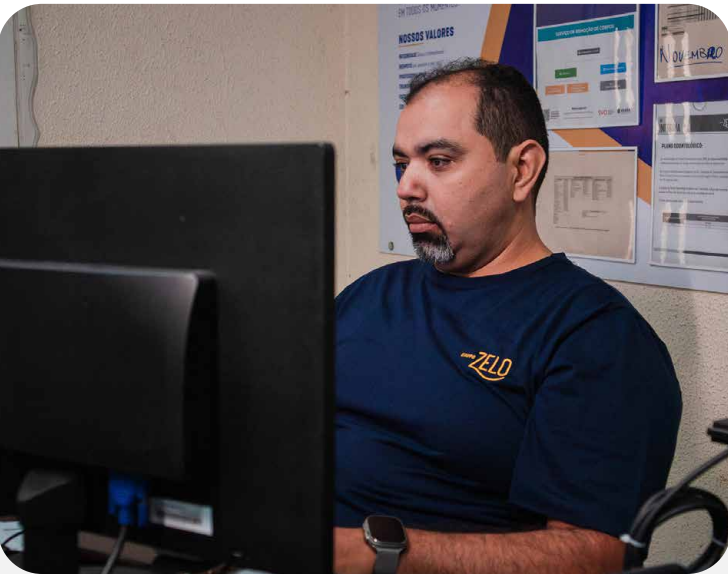
Executive
Committees

In addition to the collegiate groups that assist the Board of Directors, we have **four thematic executive committees** to support the implementation of strategic agendas for Zelo Group:



1. TECHNOLOGY
AND INFORMATION SECURITY
COMMITTEE

An executive body subordinate to the CEO, responsible for evaluating initiatives and projects related to information technology, as well as dealing with issues related to digital security and data protection.



2. ETHICS AND COMPLIANCE
COMMITTEE

Also linked to the CEO, it conducts debates and decisions on identified irregularities, analyzing reports investigated by the Company's compliance area. It meets bimonthly to strengthen the culture of integrity and ensure that sensitive investigations are dealt with at the highest management levels.



3. ESG COMMITTEE



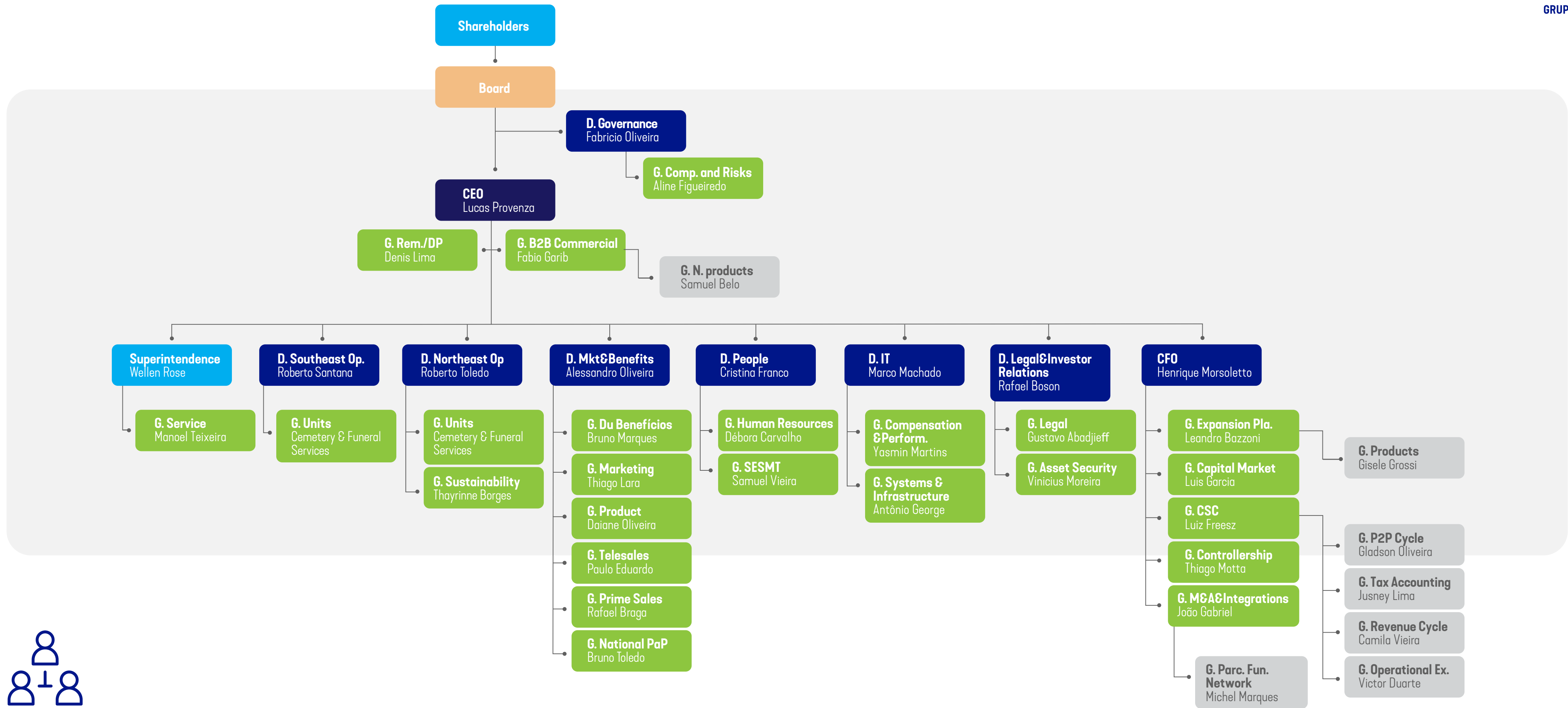
A collegiate body that reports directly to the CEO, with the mission of promoting and disseminating management practices based on the principles of corporate governance, sustainability and business ethics. Their responsibilities include:

- Ensure transparency in communication of information, corporate responsibility and the prevention of corruption;
- Act against any form of discrimination and ensure an environment free of moral or sexual harassment;
- Monitor the company's social and environmental indicators, periodically evaluating the results obtained.

4. CRISIS COMMITTEE

A structure designed to make agile and assertive decisions in unexpected situations that could have a significant impact on the Company. It is convened as necessary and its composition is adjusted according to the nature of the crisis to be managed, always reporting to the CEO.





Careful risk governance
and manangement

Organizational Structure

Our operational organizational structure is based on a regionalized strategy. Adopted since 2022, this approach, which centralizes services by location, has made it possible to act in a more personalized way, according to the cultural peculiarities of each place where we are present, to consolidate results and to significantly improve our operational efficiency.

In 2023, we remained focused on the search for greater efficiency, making structural adjustments to optimize teams and processes. At senior management level, new executive boards were created, including Treasury and Investor Relations (IR) and Legal Board. In addition, we promoted the unification of the Marketing and Benefits areas, integrating them into a single executive board to

boost collaboration and performance. 2024 was the year in which we consolidated this structure, aligned processes and strengthened corporate governance with more robust controls. These advances have ensured greater efficiency in operational management.

Careful risk governance
and management

Compliance

Zelo Group has ethics and compliance as central pillars of its operations, and has established itself as a benchmark for corporate integrity in the sector. In 2024, it further strengthened this structure, standing out as a pioneer in best governance and transparency practices.

To guarantee the highest standards of compliance, the company strictly follows the principles of the Anti-Corruption Law and reaffirms its commitment to integrity by being a signatory to the Ethos Institute's Business Pact for Integrity and Against Corruption. In 2024, it also joined the Brazil Pact for Business Integrity, an initiative of the Office of the Comptroller General (CGU) that encourages companies to voluntarily make a public commitment to upstanding business practices.

As part of this commitment, Zelo Group maintains its Code of Ethics as the main guideline of the organizational culture, establishing clear guidelines on conduct in the workplace, management of conflicts of interest, relationships with suppliers and customers, as well as reinforcing its commitment to anti-corruption practices. To ensure that these principles are effectively incorporated into everyday life, all teams, including executives, regularly take part in training on integrity, anti-bribery and fraud prevention.

Also in 2024, 91% of our employees underwent training in ethics and integrity, showing that the dissemination of good practices is a collective commitment at Zelo Group.

In addition, Zelo Group maintains an Integrity Channel accessible to all *stakeholders* ensuring confidentiality and a rigorous investigation of each report.

compliance



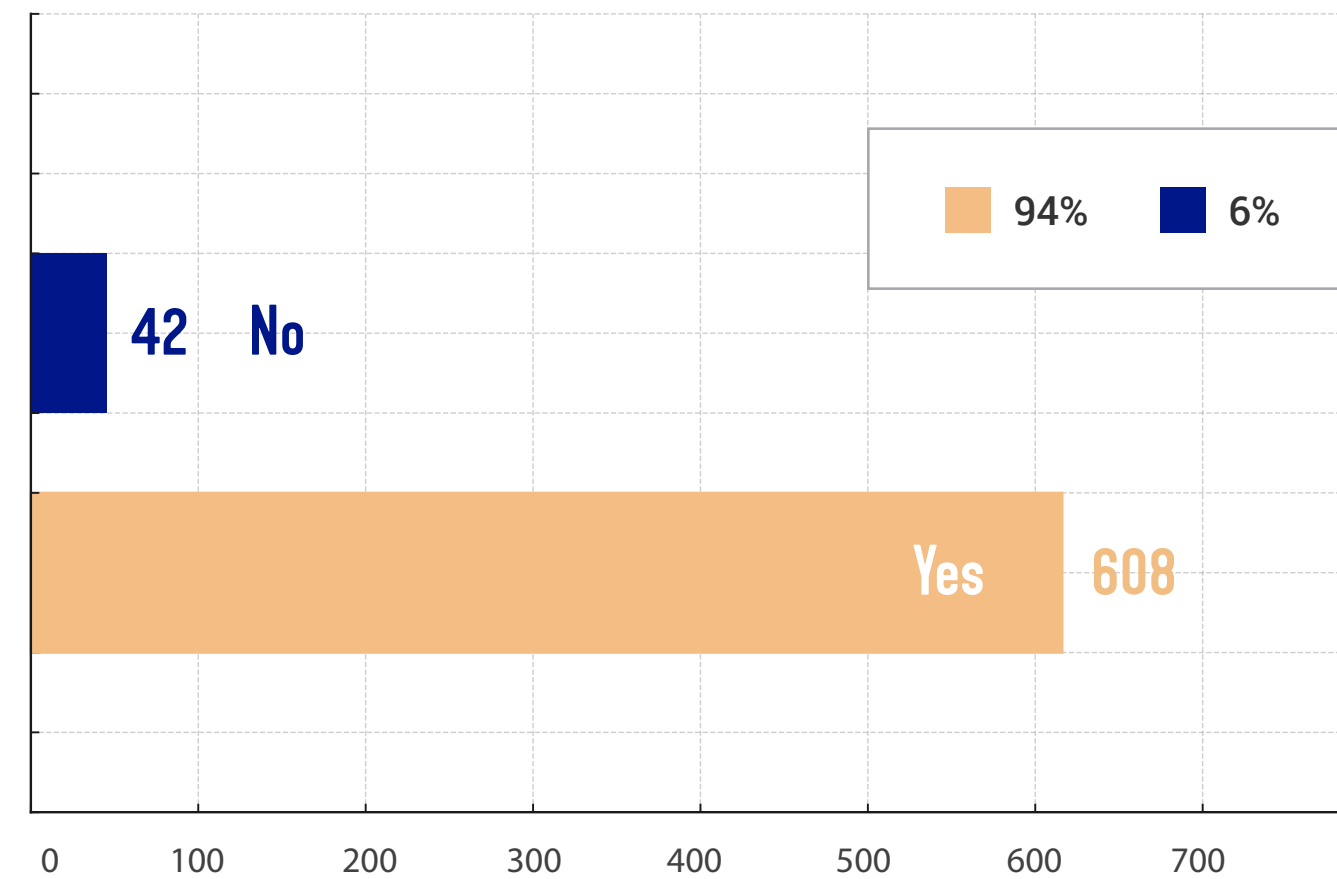
1st Ethical Integrity Perception Survey



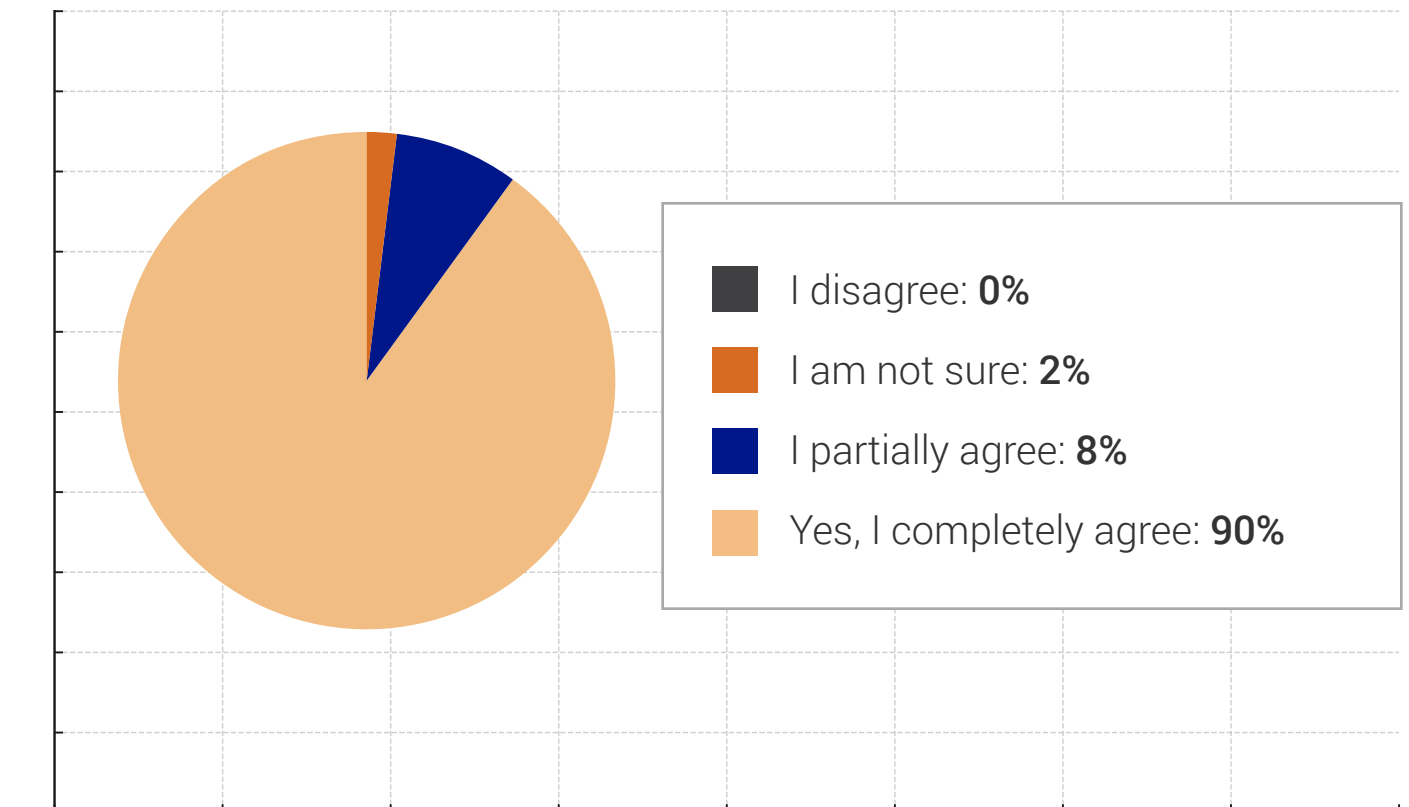
As part of our ongoing efforts to deepen organizational ethics, in 2024 we conducted the 1st Ethical Integrity Perception Survey with our employees. Its main objectives were to evaluate the effectiveness of our Integrity Program, identify any gaps and vulnerabilities, measure trust in leadership and the company, and provide a feedback channel. In all, we had 21.6% participation from our internal stakeholders and more than 120 subjective responses. The results indicate that ethics and integrity guide the Zelo

Group's internal culture: 94% of the survey participants said they felt encouraged to act in accordance with the Company's ethical principles. 90% also signaled that they fully understand and agree with Zelo Group's Code of Ethics. In addition, 68% indicated that the Company always values ethics and integrity in all its practices, while 20% marked "often" for this same question.

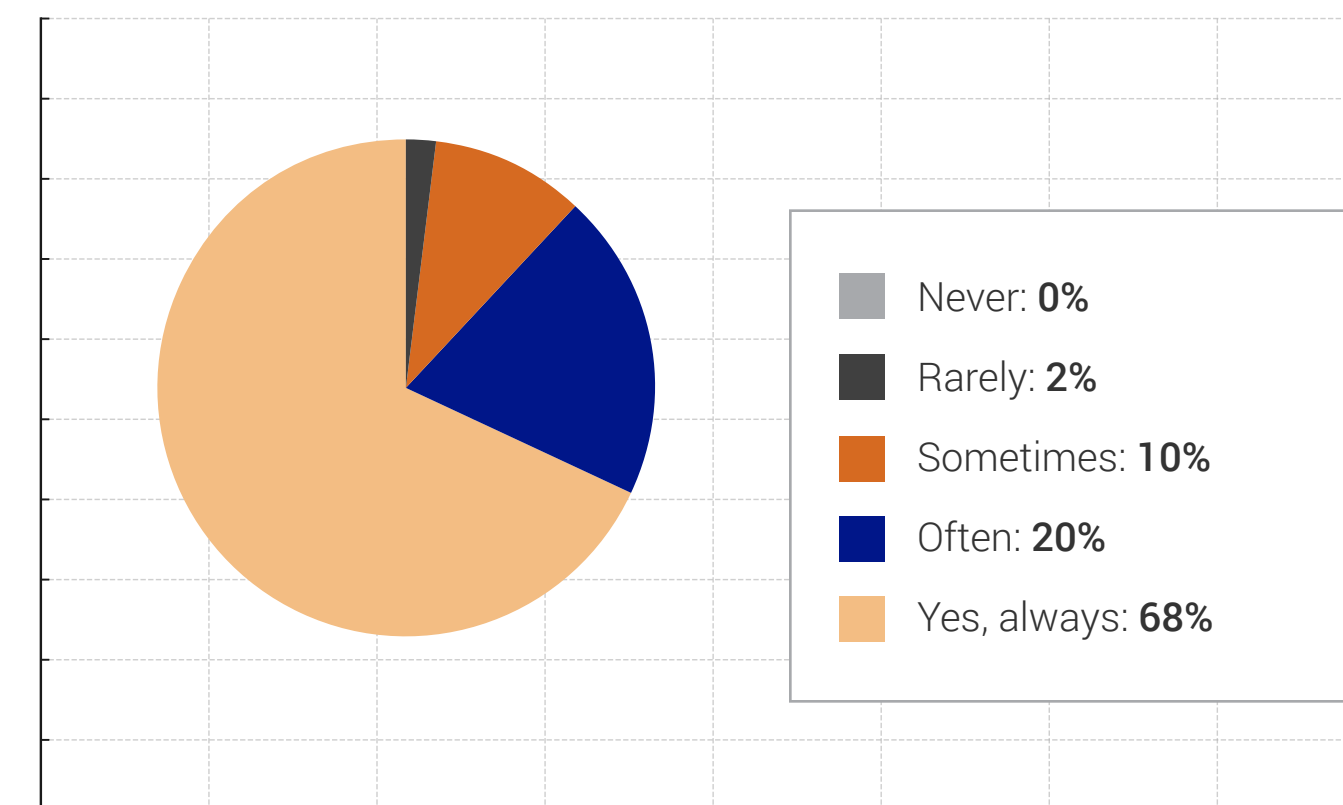
Do you feel encouraged to act in accordance with Zelo Group's ethical principles?



Do you believe that Zelo Group values ethics and integrity in all its practices?



Do you understand and agree with Zelo Group's Code of Ethics ?





Integrity Channel

Our channel is an independent tool, managed by a third party, for receiving anonymous reports that are protected from retaliation and treated impartially and confidentially. The channel is hosted on an external platform, which can be accessed 24/7, via the website www.canaldeintegridade.com.br/grupozelo or by calling 0800 450 2000, guaranteeing the right to anonymity.

**In 2024,
334 reports were registered,
of which 41.1% were made
in an identified manner. All
occurrences were checked and the
appropriate procedures carried out,
consolidating the credibility
and security of the tool.**

Zelo Group has also adopted transparent practices in all its commercial and financial relations, disclosing information about internal processes and strategic decisions clearly. This stance aims to ensure that all stakeholders, including investors, customers and suppliers, have access to reliable data, strengthening trust in Zelo Group.

Adherence to the Brazil Integrity Pact

Zelo Group has reaffirmed its commitment to ethics by joining the Brazil Integrity Pact, an initiative of the Office of the Comptroller General (CGU) in 2024. The pact encourages companies to promote transparency and fight corruption, consolidating ethical practices in their operations.

Adherence included submitting a self-assessment, highlighting compliance practices, risk monitoring and employee training. This achievement represents a further step by Zelo Group towards sustainable growth, creating value for stakeholders and inspiring other companies in the sector to adopt responsible practices.



Integrity



Integrity Week

We held our Fourth Integrity Week in 2024, reinforcing our commitment to ethics and transparency as pillars of our operation. The initiative covered essential topics for strengthening the company's ethical culture, such as ethical decision-making, the importance of the reporting channel and the role of employees in building an environment of integrity.

The program included lectures by internal and external experts, practical discussions on corporate ethics and interactive actions that engaged employees from different areas. Integrity Week is a strategic action of Zelo Group's Compliance Program and reaffirms the conviction that integrity is fundamental to guaranteeing sustainable growth.

Integrity – The right way to turn the tables

In 2024, we took part in the VII Integrity Congress in Belo Horizonte, where we presented the panel “Integrity – The right way to turn the tables”. The event brought together business leaders

and experts at the MRV Arena to discuss compliance, ethics and ESG practices, highlighting Zelo Group's commitment to this issue, as well as the robustness of its system.



Seal of Integrity of the Municipality of Contagem



In 2024, Zelo Group was awarded the Seal of Integrity of the Municipality of Contagem for the second year running. This award is the result of initiatives such as strengthening the reporting channel, ethics training and compliance policies.

The recognition reinforces Zelo Group's position as a benchmark in governance in the funeral sector, valuing its relationship with stakeholders and contributing to a more upright society.



Careful risk governance
and management

Risk management

Zelo Group’s risk management was structured from a matrix developed in 2021, which covers operational, corporate, legal, financial and socio-environmental aspects. This tool guides the identification, prioritization and mitigation of risks, as well as supporting the definition of action plans. To ensure effective monitoring, periodic reports are submitted to the Board of Directors, reinforcing the integration of risk management into the Company’s governance.

At the head of this structure is the Compliance and Risks area, which is responsible for coordinating strategies to prevent and respond to factors that could jeopardize Zelo Group’s results and reputation. With an ongoing commitment to security and compliance, the Company is constantly improving its practices, strengthening the resilience of its business.

In the context of the merger of companies in the funeral sector, risk management takes the form of a rigorous due diligence process. This analysis assesses contracts and possible environmental risks of the operations acquired, ensuring informed decisions. The results are submitted

to the Investment Committee and then to the Board of Directors, ensuring governance and transparency in the expansion process.

Risk governance is also directly linked to the management of financial, environmental and social impacts. While financial and economic risks are monitored by the CEO and CFO, environmental risks are the responsibility of the Chief Sustainability Officer, who reports directly to the CEO and the ESG Committee. Issues related to the impact on people are dealt with by the People Committee and the Human Resources Executive Board, ensuring an integrated approach to the different aspects of risk management.

In addition to mitigating operational and financial risks, the Company maintains a firm stance on anti-corruption and promoting corporate integrity. Zelo Group’s Integrity Program establishes clear guidelines, supported by ongoing training for employees. The selection of suppliers follows strict criteria, with contractual clauses focused on integrity and detailed evaluations.

Tax compliance is another essential pillar of the Company’s risk management. In 2024, Zelo Group improved its tax monitoring processes, ensuring greater control and adherence to current regulations. The Tax Audit, together with the Audit Committee, carries out periodic reviews of tax documentation to mitigate risks and ensure regulatory compliance.

To reinforce this structure, a specialized team works in partnership with external consultants, guaranteeing correct compliance with tax obligations and the adoption of responsible tax planning practices.

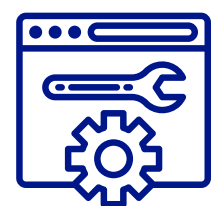
Ongoing internal audits enable early identification of possible tax risks, while independent external audits reinforce the Company’s transparency and credibility with the market.



CARE FOR THE ENVIRONMENT

8. CARE FOR THE ENVIRONMENT

Waste Management	57
Water management and soil care	59
Energy consumption	61
Emissions	62
Supplier Environmental Assessment	64
Recognition	65



Waste Management

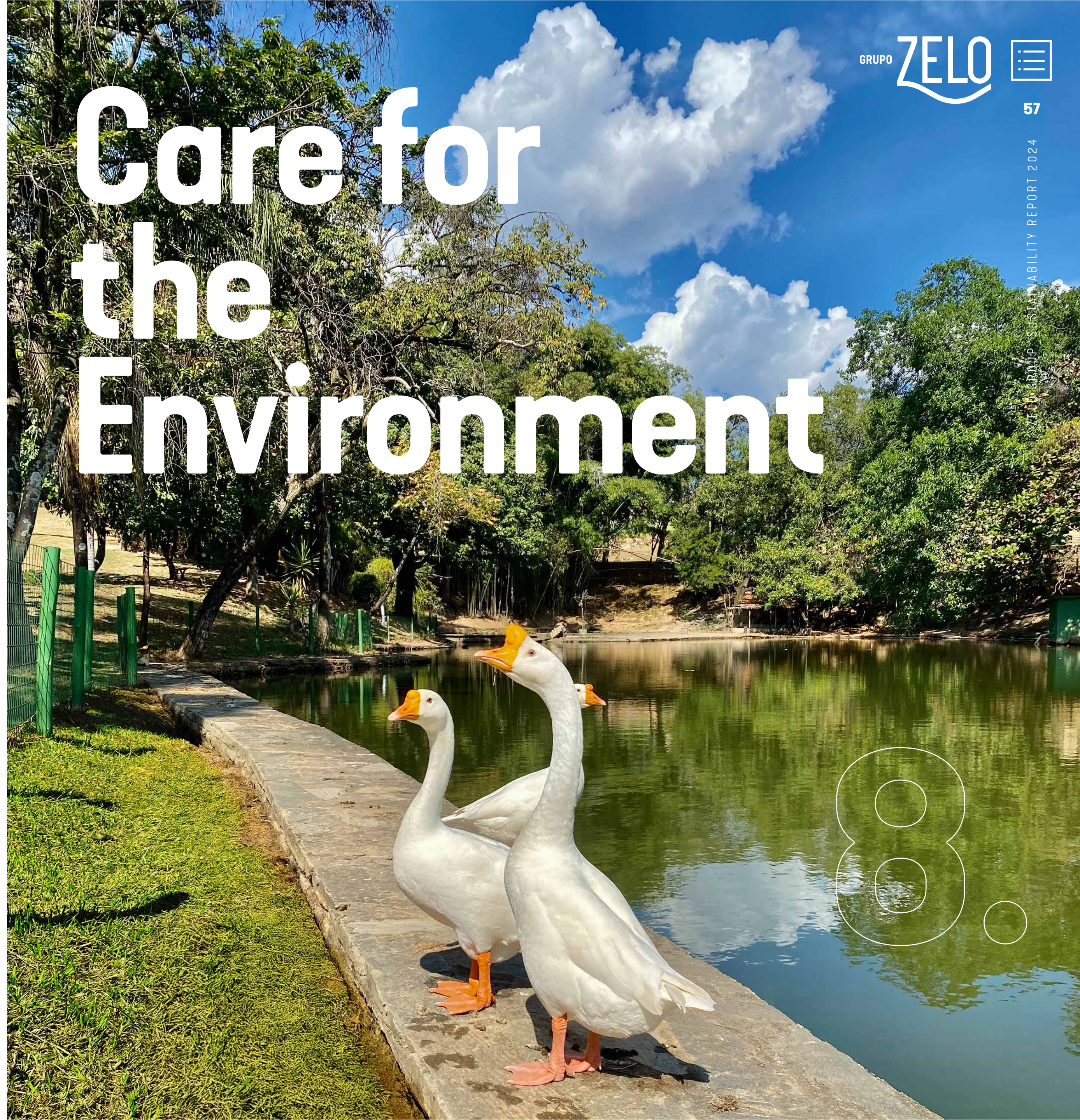
Waste management is closely monitored, with annual targets set. By 2023, the Group's target was for 95% of the units generating non-common waste to have contracts in place with waste disposal companies. We closed the period at 96%, meeting the target set. In 2024, we made progress on this commitment by ensuring that 100% of these waste-generating units have contracts for the collection and proper disposal of waste. In these contracts, we have a careful third-party qualification process, in which the environmental documentation of the service providers is assessed, to guarantee environmentally

appropriate disposal. Another resource used to reinforce the need for proper disposal is the inclusion of specific clauses in this type of contract.

For better waste management, we use a **digital tool (software)** that allows us to monitor the entire chain, from generation, transportation to 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 we need to reinforce any training on the subject.

GRI 201-2, 3-3, 303-1, 303-2, 303-3, 303-4, 303-5, 306-1, 306-2, 306-3, 306-4, 306-5, 302-1, 302-4, 305-1, 305-2, 305-5, 308-1, 308-2, 414-1, 414-2

Care for the Environment



Waste	2022 (METRIC TON)	2023 (METRIC TON)	2024 (METRIC TON)
Construction and Demolition	16.6	55.4	113.9
Electronics	0.4	0.6	0.4
Wood	5.2	0.5	0.5
Mixtures of fats and oils	1	-	-
Hazardous (Class I)	2.1	4.5	3.8
Urban waste	191.2	420.5	259.7
Health Service	34.7	27.9	24.5
Soils	0	-	-
Sweeping waste	596.0	1,057.9	590.4
Septic tank sludge	40.2	83.01	285.3
Waste printer toner	0	0	0
Exhumation waste	154.7	278.3	186.0
Batteries	0	0	0
GRAND TOTAL (tons)	1,042.1	1,928.7	1,463.9

In this sense, we have fixed training available at Zelo University, individual training on demand with employees at the units, as well as annual training. We also carry out internal communications (through the Fique Ligado (Stay Tuned) channel) on waste management when the need arises. In 2024, Zelo Group

generated 1,463.93 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 Transportation Waybill (MTR) and compiled using specialized software.



SWEEPING
WASTE

Waste from pruning, gardening and maintenance of green areas in cemeteries, as well as waste from florists used to decorate wakes.



EXHUMATION
WASTE

Exhumation waste (non-mortal remains) and other fractions not otherwise specified.



CONSTRUCTION
AND DEMOLITION WASTE

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



HEALTHCARE WASTE

Chemical waste; contaminated waste; contaminated packaging; absorbents, filter materials; sharps waste; 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 waste 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.





Care for the Environment

Water management and soil care

In the context of the Zelo Group'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 2024 totaled 94.58 megaliters of water, of which 47.43 megaliters came

from the concessionaire and 47.15 megaliters from underground wells. The total consumption of the 100% 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.

By 2024, we had set ourselves the goal of mapping alternative sources of supply at all of the Group's units. To do this, given the large number of units, we used a form, which was sent to all unit managers. The mapping did not identify any new

sources of funding. **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. 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 thanatopraxy 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 thanatopraxy units that lacked an effluent pre-treatment system (such as a septic tank or filter). After this survey, we proceeded with regularization by implementing treatment systems.

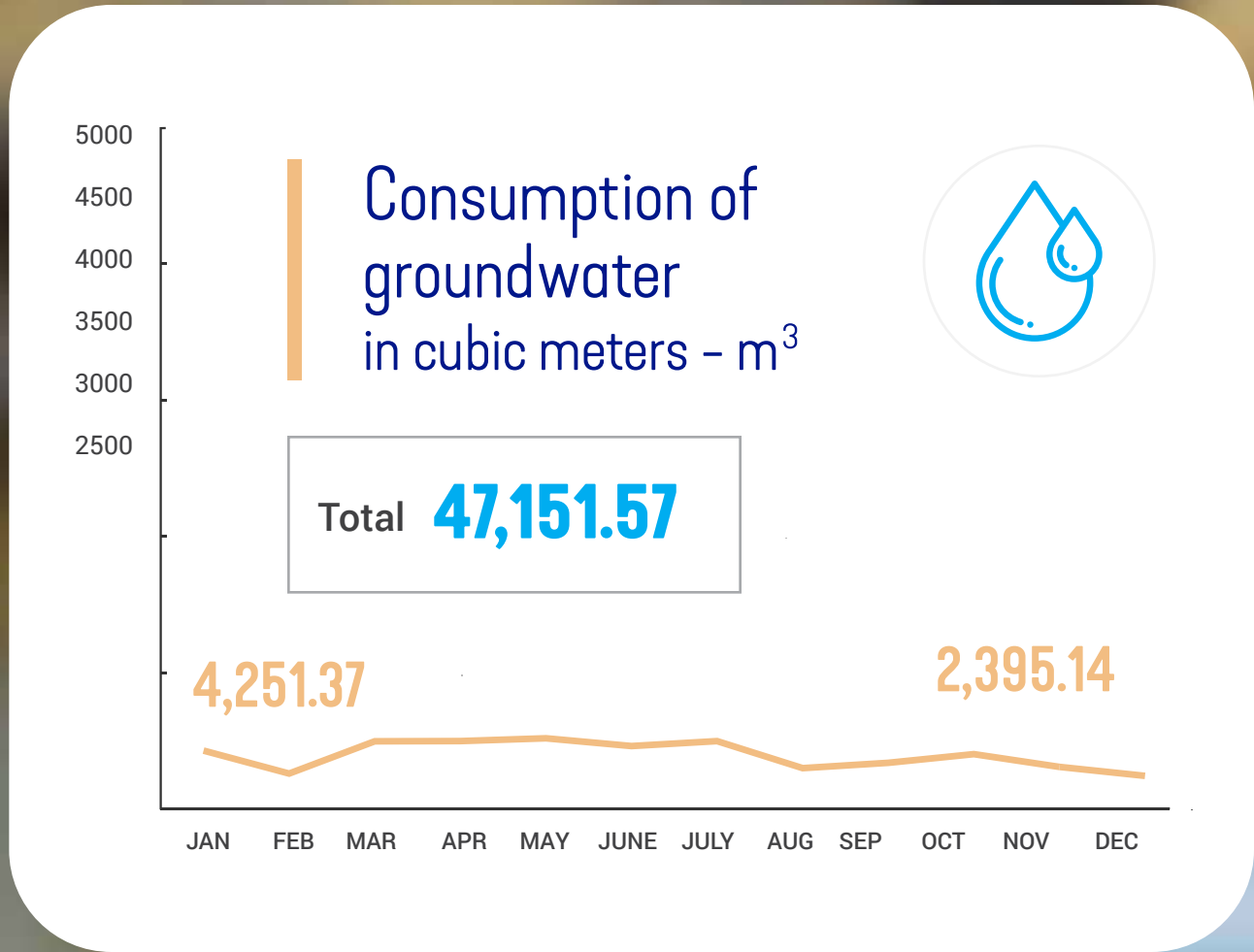
the quality of



Water management and soil care

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 the applicable legislation. This approach aims to ensure 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 putrefaction fluid. 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 putrefaction fluid, 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 the environmental license for each unit. In the absence of specific definitions of these conditions, we have adopted a six-monthly frequency for the analyses. These practices reflect our commitment to responsible water management and environmental preservation.



Care for the Environment

Energy consumption

In 2024, our total electricity consumption reached 4,788.11 MWh, an increase of approximately 10% compared to 2023. The calculation was based on the monthly monitoring of consumption billing by concessionaires.

In 2024, we continued with the restructuring process, closing unprofitable units and optimizing service by location, which resulted in a reduction in the number of occupied properties. However, this was the year in which Brazil recorded its highest average temperature since 1961. This scenario may have contributed to an increase in energy consumption, mainly due to the greater use of air conditioning in our units, both in operations and

in the services offered. One example of this was the growing demand for air-conditioned wakes. Considering the cremation service, in which LPG gas consumption is directly linked to the number of services provided, between the years 2023 and 2024, it is estimated that there was a 15% reduction in LPG consumption per cremation performed, from 95 J/cremation to 81 J/cremation.

This reduction was achieved by optimizing LPG gas consumption, with periodic inspections and preventive maintenance and corrective maintenance, such as refractory refurbishment.

Despite this percentage reduction, absolute consumption increased by approximately 10% due to the 29% growth in demand for the service. This consumption also has a direct impact on the volume of greenhouse gas [GHG] emissions.



Types of non-renewable fuels	2023 Fuel consumption (Energy)	2024 Fuel consumption (Energy)	Registered consumption
Gasoline	1,605,602.9 J	(Energy)	1,003,050.33 L
Diesel	615,542.9 J	479,431.5 J	236,437.91 L
LPG	421,677.2 J	462,291.7 J	174,254.63 kg
TOTAL	2,642,823	2,641,320.05	-

Types of renewable fuels	2023 Fuel consumption (Energy)	2024 Fuel consumption (Energy)	Registered consumption
Ethanol	60,341.4 J	75,690.1 J	62135.68



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 (PBGHGP) to develop this inventory, which quantifies the GHG emissions of the Zelo Group's units.

The activities related to emissions are the energy consumption, the use of vehicles in our fleet for operating 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, 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 considered, as well as emissions from the generation of electricity purchased by the company for use in all units (scope 2) from January to December 2024.

With regard to the crematoria, in 2024, we completed the installation of a modern interlocking system in two more units, so that all of Zelo Group's crematoria are now equipped with this feature. The interlock function guarantees the safety and efficiency of the cremation process by preventing certain

actions from taking place incorrectly or out of sequence. In emission control, the interlock blocks the start of the cremation process before the emission control system is fully functional. This prevents the release of pollutants such as toxic gases and particles into the environment and minimizes environmental impacts.



The Zelo Group's total greenhouse gas (GHG) emissions in 2024 were 3,011.7 tCO₂e. Analyzing by scope, Scope 1 emissions totaled 2,742.1 tCO₂e (remaining in line with 2023) and, in Scope 2, emissions from purchased energy totaled 270 tCO₂e (an increase of around 62% compared to 2023). For the calculation, CO₂, CH₄ and N₂O gases were considered.



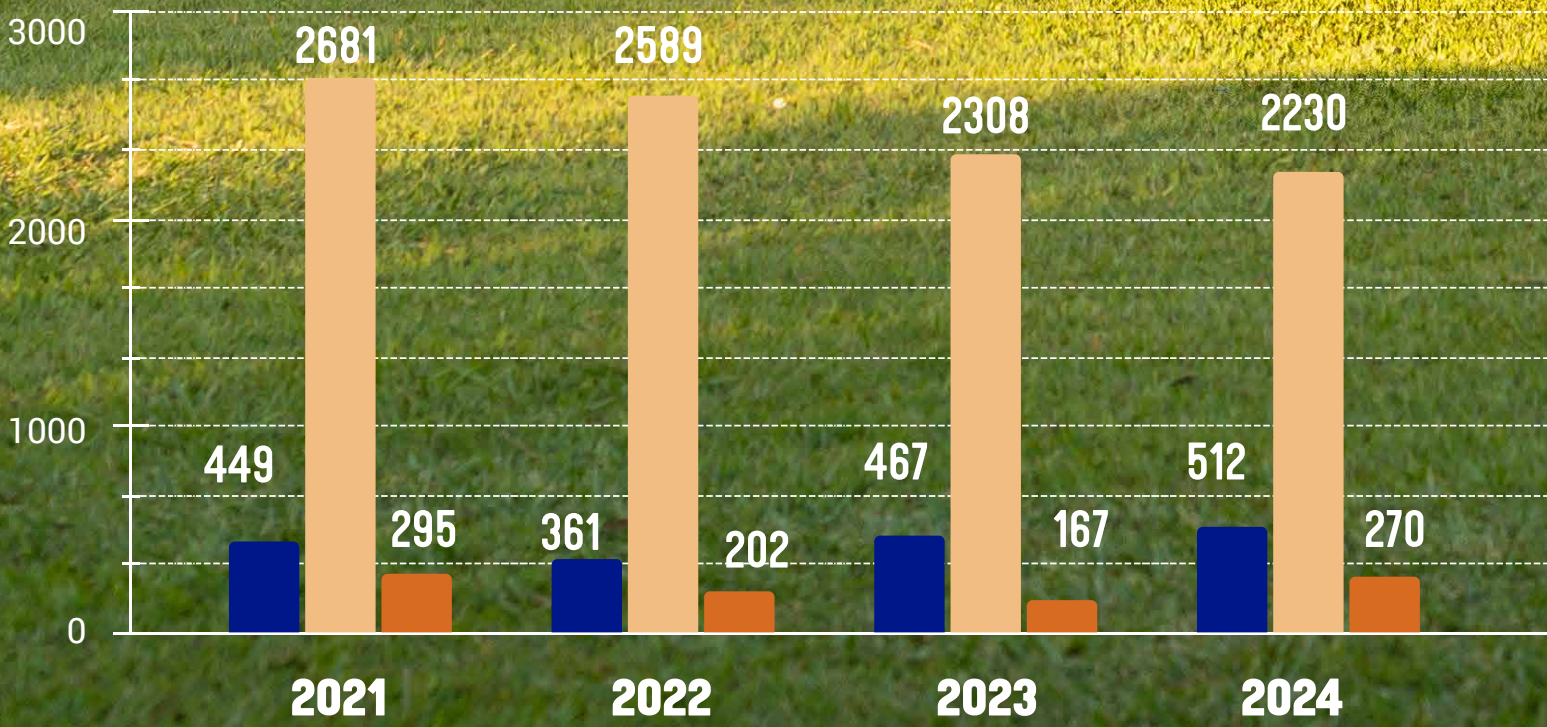
Care for the Environment



Emissions

In the inventory and 2024, we did not cover scope 3, which refers to third-party emissions.

The changes found in the analyses regarding the type of combustion are much more explained by extra-company issues, since, although the percentage of ethanol in commercial gasoline remained the same as in 2023 (27%), the proportion of biodiesel in diesel went from 11.5% to 13.7%. In turn, the greatest change was found in emissions from the use of electricity, which, despite having seen a 10% increase in consumption in the Group, had an average SIN emission factor jump from 0.0385 tCO₂/MWh to 0.0545 (an increase of 45%).



Emissions by source (tCO₂e)

Emissions by scope (tCO2e)			
	Scope 1		Scope 2
2021	3130	295	295
2022	2950	202	202
2023	2775	167	167
2024	2742	270	270

Change (%) in emissions		
	Scope 1	Scope 2
2022 compared to 2021	-6%	-32%
2023 compared to 2022	-6%	-17%
2024 compared to 2021 (1st year)	-12%	-9%
2024 compared to 2023	-1%	62%



Care for the Environment

Supplier Environmental Assessment

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

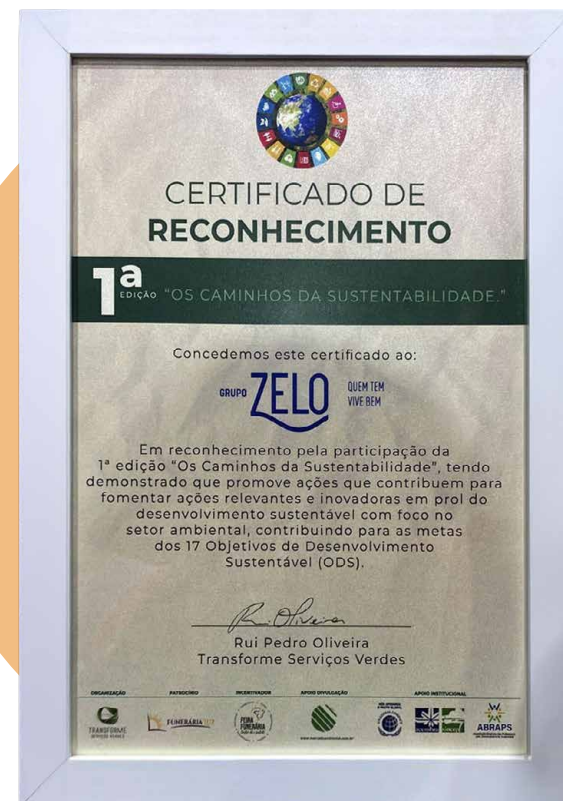
We currently have 25 active waste transportation and disposal suppliers, all of whom have undergone a prior qualification process, ensuring that the operation is in line with the Group's environmental standards. In

addition, our contracts with third parties include a clause that deals specifically with respect for the environment.

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



Recognition



Paths to Sustainability

In 2024, we received the first recognition for sustainability in the funeral sector, called Caminhos da Sustentabilidade [Sustainability Path], promoted by the Funeral Fair held in Salvador (BA). The award, unprecedented in the sector, highlighted companies with exemplary sustainable management practices in the bereavement sector.

The achievement consolidates Zelo Group as a benchmark for sustainable practices in the funeral sector and reaffirms its commitment to strict compliance with environmental licenses, efficient management



Quality and Excellence ACEMBRA SINCEP 2024

Memorial da Paz Cemetery (Maracanaú/CE) and Parque da Colina Cemetery (Belo Horizonte/MG) won the ACEMBRA SINCEP 2024 Brazilian Quality and Excellence Award, which highlights the relevance of companies in the funeral care sector in Brazil, recognizing those that have committed themselves to innovative and responsible management practices.

Valuing initiatives that promote sustainability and social responsibility, the award reinforces the importance of adopting high standards of governance and social impact in the cemetery and crematorium segment, raising the bar for the sector and inspiring other organizations to follow similar paths.

Compliance On Top 2024

Zelo Group's Chief Governance, Risk and Compliance Officer, Fabricio Oliveira, and Compliance and Risk Manager Aline Figueiredo were mentioned in the "Compliance On Top 2024 Yearbook", an annual publication developed by LEC (Legal, Ethics & Compliance) in partnership with Vittore Partners. Since 2018, this yearbook has offered a comprehensive overview of the compliance market in Brazil, based on the opinions and experiences of the professionals who lead the development of this area in the country and recognizing the most admired in the areas of Compliance and Protection and Data Privacy (executives, lawyers and specialized consultants).



SUSTAINABILITY WITH CARE

9. SUSTAINABILITY WITH CARE

Stakeholder relationship ————— 67

Social projects, volunteering and partnerships ————— 69

9 Sustainability

with Care Stakeholder relationship

Listening to and considering the perceptions of our *stakeholders* is an essential part of the process of continuously improving practices at Zelo Group. These are the expectations that guide our engagement process, underpinning the materiality assessment and guiding the organization's ESG strategy.

Transparency and accessibility are pillars in the construction of the Sustainability Report, which addresses priority environmental,

social and governance issues for our stakeholders. And the implementation of good corporate governance practices, combined with adherence to ethical and compliance standards, reinforces our commitment to integrity and responsibility in all our actions.

Generating value for society is a fundamental part of this journey, and this is reflected in the care taken with the impacts of the business on the various audiences with which we interact. In our supply chain, we have

built long-lasting partnerships with suppliers specializing in the funeral sector and benchmark companies in different segments. As a way of valuing and strengthening the local economy, we prioritize regional suppliers in each of our branches, contributing to the development of the communities in which we operate. This approach is in line with the business strategy we have built up over our seven years of operation and our commitment to social responsibility and sustainability.





Stakeholders

Sustainability with Care

Stakeholder relationship

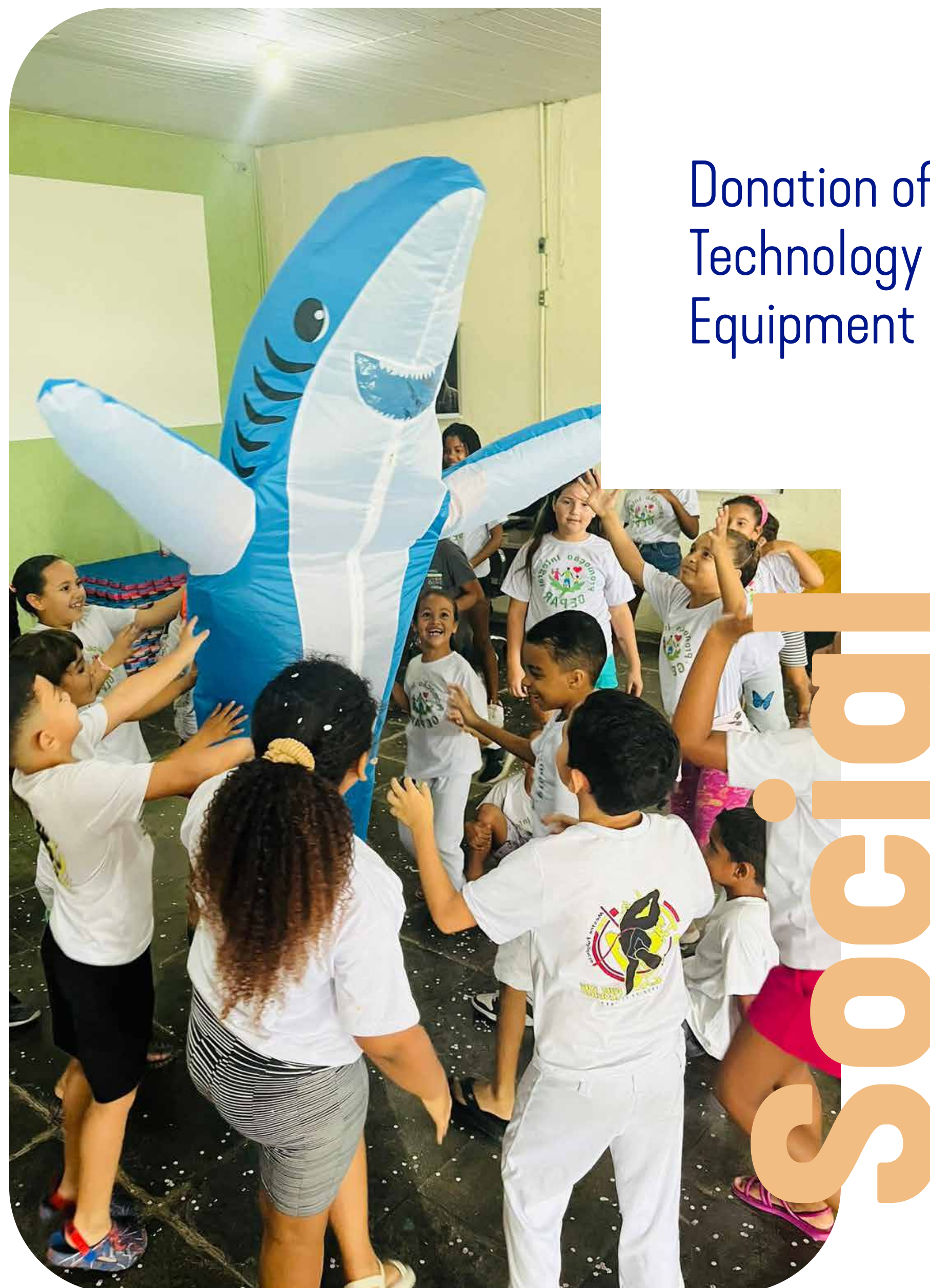
One of the essential instruments in this process is the **Supplier Manual**, which establishes standards and criteria to guarantee integrity in the contracting process. This document ensures that our partners share the same principles and ethical standards, strengthening governance and operational efficiency.

In addition, we adopt a preventive approach when selecting suppliers, carrying out rigorous evaluations before formalizing any partnership. The analysis includes checking aspects such as political involvement, criminal records, tax and labor compliance, as well as practices related to slave and child labor. In this way, we ensure that all the suppliers we work with are aligned with the values and best practices of social and ethical responsibility that we cultivate.



Social projects, volunteering and partnerships

At Zelo Group, we believe that our role goes beyond providing funeral services. We seek to make a concrete contribution to the communities in which we operate, investing in social projects, volunteering and partnerships that promote inclusion, culture and well-being. In 2024, we expanded our support for these initiatives, reinforcing the importance of being there for people at different times in their lives, not just in mourning. In this way, we strengthen community ties and help build a more welcoming and supportive environment.



Donation of Technology Equipment

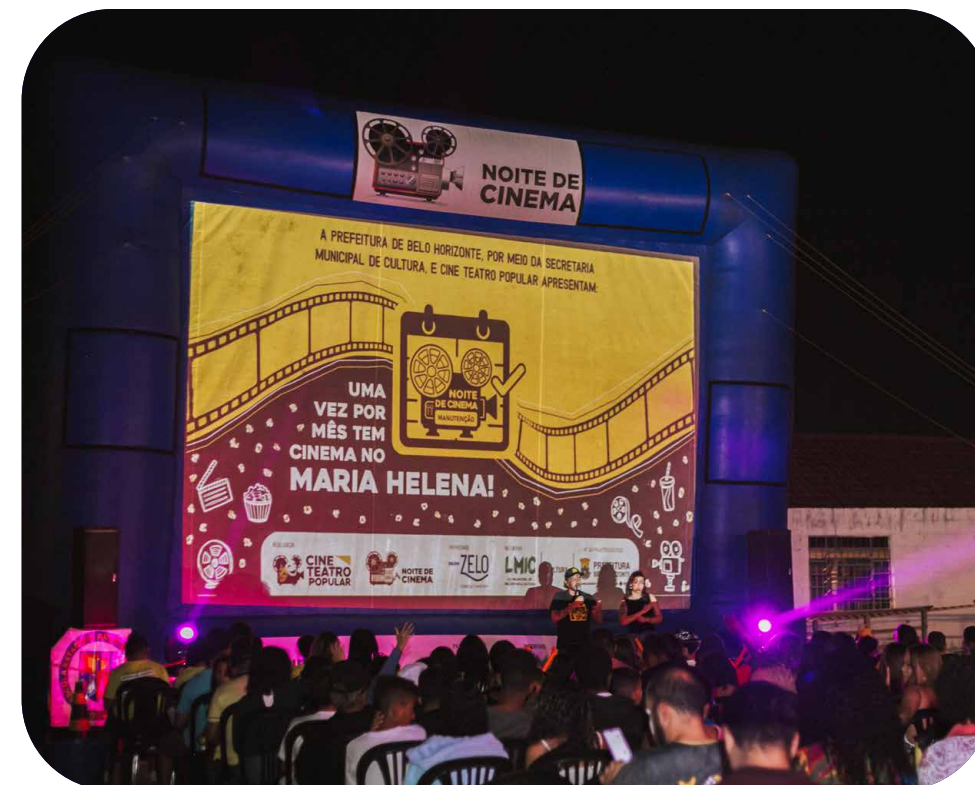
In 2024, Zelo Group reinforced its social impact actions by implementing a program to donate technological equipment, such as computers and peripherals in different states of repair. The initiative involved mapping six units with a large amount of equipment available (four of them in the Southeast, one in the Northeast and one in the Midwest) and carefully choosing the organizations that would benefit, whose actions were focused on education and citizenship. These include RECODE (RJ), the Diversity, Gender and Education Institute - IDGE (PE) and Programando o Futuro (DF).

The main objective of these donations was for the donated equipment to contribute to social purposes, either through its reuse in study rooms, such as the one implemented by IDGE, or as raw material in courses that teach the stages of reconditioning computers and computer equipment, as occurs in Programando o Futuro.

In all, more than a thousand kilos of electronic equipment were donated, contributing to the environment by extending the useful life of the material in use and ensuring the proper disposal of components that cannot be reconditioned.

Movie Night

As part of its social and community engagement initiatives, Zelo Group, in partnership with Coletivo Noite de Cinema, held 10 open-air short film screenings in the Venda Nova region through the Noite de Cinema (Movie Night) project. The project also included a cultural training workshop (for 20 teenagers) and a special movie at the Parque da Colina Cemetery and Crematorium in Belo Horizonte. Transforming the space into an open-air cinema, the action provided the community with a free cultural experience, with screenings of Brazilian short films with free classification, such as “Moleque”, “A Menina Espantalho”, “Sobre Amizades e Bicicletas” and “A Retirada para um Coração Bruto”.



The project, sponsored through Belo Horizonte’s Municipal Culture Incentive Law, reached an estimated total audience of 5,000 people, promoting leisure, culture and social integration in peripheral areas and contributing to the re-signification of urban spaces, as was the case with our cemetery park.

Acessa BH

The fourth edition of the Acessa BH festival completed the portfolio of projects supported by Zelo Group in 2024. Focusing on the theme of accessibility and inclusion, Acessa BH is a multicultural festival, which throughout the month of September promoted presentations of theater, dance, music, performances, artistic residencies, cinema, conversation circles, urban interventions and workshops. With this partnership, Zelo Group expands its range of valued themes and strengthens its community engagement in favor of a more equal society



Museu Atravessa a Cidade

Another project supported by the Zelo Group via the Culture Incentive Law for the third year running is Museu Atravessa a Cidade, a project created by the Museu das Minas e do Metal (Museum of Mines and Metal), which aims to strengthen relations between museums and schools through educational activities carried out in municipal nursery schools in Belo Horizonte.

Between May and November, eight institutions received assistance from the project: Centro Infantil do Cabana, EMEI Palmeiras, EMEI Lindeia, EMEI Bairro das Indústrias, EMEI Lajedo, EMEI Cinquentenário, EMEI Vila Leonina and EMEI Camargos.



Donation to Rio Grande do Sul

In addition to actions structured in projects, Zelo Group does not shy away from contributing to society in difficult times that require social mobilization. In the case of the floods that hit Rio Grande do Sul between April and May 2024, Zelo Group teamed up with the organization Ação Cidadania and mobilized the donation and shipment of more than 25 thousand liters of mineral water to the population of Rio Grande do Sul. This initiative not only helped to alleviate water shortages at a critical time, but also reinforced the company's values of solidarity and caring for people.

Kite Festival

The Jardim das Paineiras Cemetery and Crematorium hosted a special event in celebration of Children's Day, promoting lightness and inclusion. Zelo Group, in partnership with DU Benefits and through the DU Bem project, joined forces with APAE of Araguaína to provide a special morning of hospitality and socializing for the children cared for by the institution.

With handmade kites, made especially for the occasion, the Araguaína sky was colored by these children in an event marked by tributes and games in a space prepared to unite memories and moments of joy. The Kite Festival also included a special snack and the giving away of gifts, strengthening the spirit of welcoming and socializing.



GRUPO **ZELO**

QUEM TEM
VIVE BEM

GOALS AND COMMITMENTS FOR 2025

10.

GOALS
AND COMMITMENTS
FOR 2025

Goals and commitments for 2025

Zelo Group continues to evolve and prepare for new challenges. Looking to the future, we have set strategic goals for 2025, reinforcing our commitment to quality service, innovation, responsible governance and sustainability.

For the coming year, we are focused on improving our customers' experience by investing in the digitalization and efficiency of our services. We are also seeking to consolidate Du, our benefits club, as a differential in the lives of

our customers, expanding its base and integrating new solutions.


On the sustainability agenda, we will continue to make progress in reducing our environmental impact, investing in sustainable practices and strengthening social initiatives. At the same time, we continue to look after our people, promoting training, development and inclusion.

Corporate governance will also be a central pillar, with the implementation of new compliance


practices and the strengthening of internal control and auditing policies, guaranteeing even greater transparency and efficiency in management.

With well-defined goals and concrete actions to achieve them, we remain committed to making 2025 a year of significant progress.

10.

TARGETS	ACTIONS
Improve quality and efficiency in service, maintaining a high NPS, to offer even more care to our customers.	<div><div></div><div><ol style="list-style-type: none">Implement the new Zelo Operating Platforms to speed up the service, facilitate the contracting of services and optimize the routine of employees.Improve Payment Methods to expand options, guarantee transaction security and optimize financial processing.Expand Funeral Self-Service to give customers more autonomy, reduce bureaucracy and optimize the allocation of attendants.Develop New Products to better meet the needs of customers, generate new revenues and expand the portfolio.</div></div>

TARGETS	ACTIONS
Consolidate Zelo Group as a multi-assistance company, offering benefits that positively impact the lives of our customers through Du Benefícios.	<div><div><div>grow</div></div><div><ol style="list-style-type: none">Expand the customer base of Du Benefits and further diversify the products on offer.Increase the integration of Du Benefits with the Group's other solutions.Increase the number of appointments and exams scheduled for our customers on our channels (Telephone, APP and Bot).</div></div>

TARGETS	ACTIONS
Care for our people, promoting development and valuing employees.	<div><div><div>Goals and commitments for 2025</div><div>2025 targets</div></div><div></div></div>

TARGETS	ACTIONS
Strengthen our Corporate Governance so that reliability remains synonymous with the Zelo Way of Being, one of our main assets.	<div><div><ol style="list-style-type: none">Broaden and strengthen the culture of ethics and integrity to the Group's other companies.Implement a continuous monitoring process of the action plans resulting from the 2024 risk assessments, ensuring the mitigation of risks and the continuous improvement of processes.</div></div>

TARGETS	ACTIONS
Prioritize sustainability practices in our operations, taking care of the environment.	<div><div><ol style="list-style-type: none">Invest in sustainable practices in the operation. Our commitment is to keep 100% of the waste-generating units with current contracts with disposal companies and to file 95% of the licenses for cemetery and body preservation activities at the Group's units.</div></div>

CAREFUL ECONOMIC DEVELOPMENT

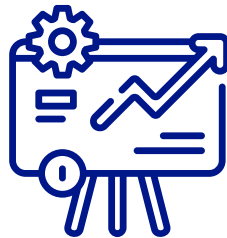
11.

CAREFUL ECONOMIC DEVELOPMENT

Financial Strength and Strategic Management	76
Fundraising	77
Organic Growth and Expansion of Services	78
Expansion and Investment in the Northeast	79

11.

GRI 201-1, 201-4,
3-3, 203-2



Careful economic development

Financial Strength and Strategic Management

In 2024, we adopted a financial strategy focused on stability and sustainable growth in the face of a challenging macroeconomic scenario. With rising interest rates and credit restrictions, we have opted for an even more cautious approach to decision-making, ensuring efficient cash management, strict cost control and strategic capital allocation.

As a result, our gross revenue grew by 12% in 2024, reaching

R\$ 661 million. EBITDA totaled R\$ 137 million, an increase of 15% compared to 2023, showing greater efficiency in operational and expense management. We also achieved an EBITDA margin of 24.5%, reinforcing Zelo Group’s ability to generate solid and sustainable results.

We ended the year with more than R\$ 100 million in cash, which gives us the security to face times of economic volatility without compromising essential investments.

We have also made progress in diversifying sources of funding. We maintained partnerships with the main banks in the country and expanded our relationship with new financial institutions, guaranteeing better credit conditions and greater resilience in the face of market fluctuations.

Consolidated results (R\$ thousand)			
	2023		2024
Assets	R\$ 1,735,634	R\$ 1,725,077	295
Shareholders' equity	R\$ 1,144,270	R\$ 1,153,903	202
Liabilities	R\$ 581,731	R\$ 580,807	167

Direct economic value generated and distributed (EVGGD) (R\$ million)		
	2023	2024
Direct economic value generated: revenues	R\$ 507,588	R\$ 569,205
Net revenue	R\$ 507,588	R\$ 569,205
Gross revenue	R\$ 589,144	R\$ 661,119
Distributed economic value	R\$ 394,035	R\$ 473,913
Operating costs	R\$ 138,883	R\$ 201,415
Employee salaries and benefits	R\$ 206,093	R\$ 223,430
Payments to capital providers	R\$ 30,112	R\$ 41,423
Payments to the government	R\$ 18,947	R\$ 7,645
Investments in the community	R\$ -	R\$ -
Retained economic value	R\$ 113,553	R\$ 95,292

Careful economic development Fundraising

To meet the challenges of 2024, prioritizing operations that ensure liquidity, predictability and controlled financial costs, the strategy was designed to strengthen the capital structure and enable strategic investments without compromising the company's financial stability.

In this sense, the main highlight of the year was the issue of R\$ 130 million in debentures in July, coordinated by Itaú BBA. The operation provided access to long-term capital with favorable financial conditions, ensuring greater security for the company in the context of high interest rates. These funds are being used to modernize and expand

the company's operations, as well as to acquire new assets.

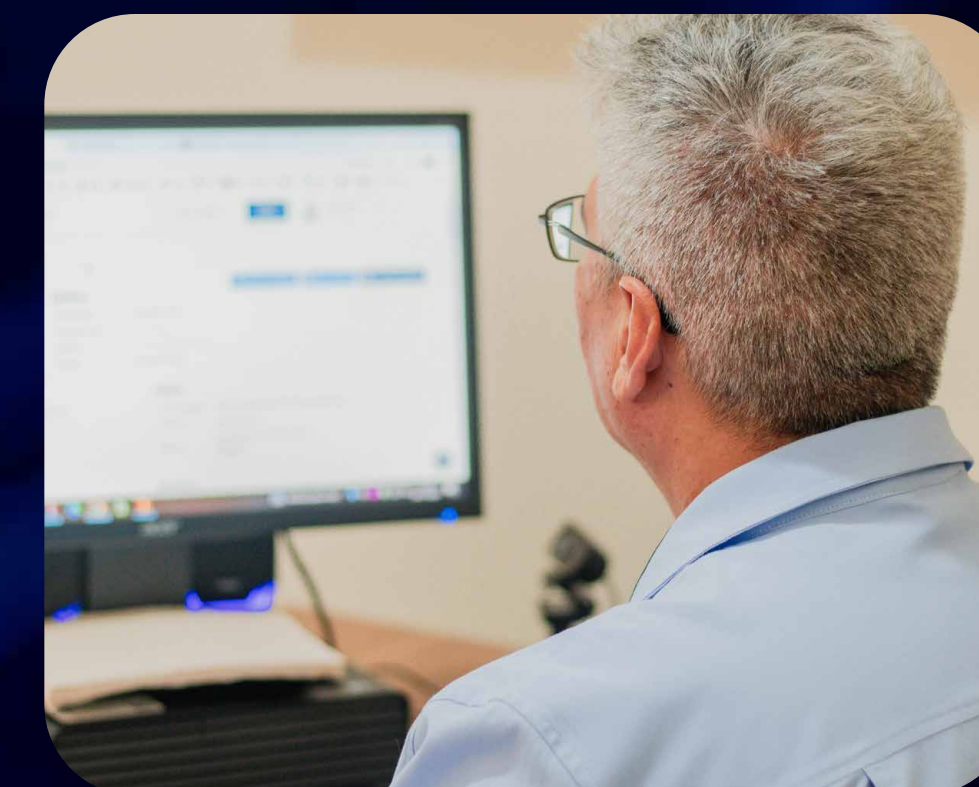
In addition, we obtained approval for a credit facility of R\$ 58 million from the Study and Project Financing Agency (FINEP) for investments in innovation. The reduced cost of this line of financing was an important differentiator, making it possible to implement new technologies, improve the services offered and develop solutions aimed at operational efficiency.

The impact of these fundraisings was significant. With more than R\$ 100 million in cash at the end of 2024, we were able to guarantee financial stability and



increase our capacity to invest in infrastructure and expansion. A direct example of this impact was the continuation of the growth plan in the Northeast, where we made progress with the inauguration of the Caucaia (CE) Cemetery and the development of the new Greenfield cemetery in Cabo de Santo Agostinho (PE).

Fundraising



Careful economic development

Organic Growth and Expansion of Services



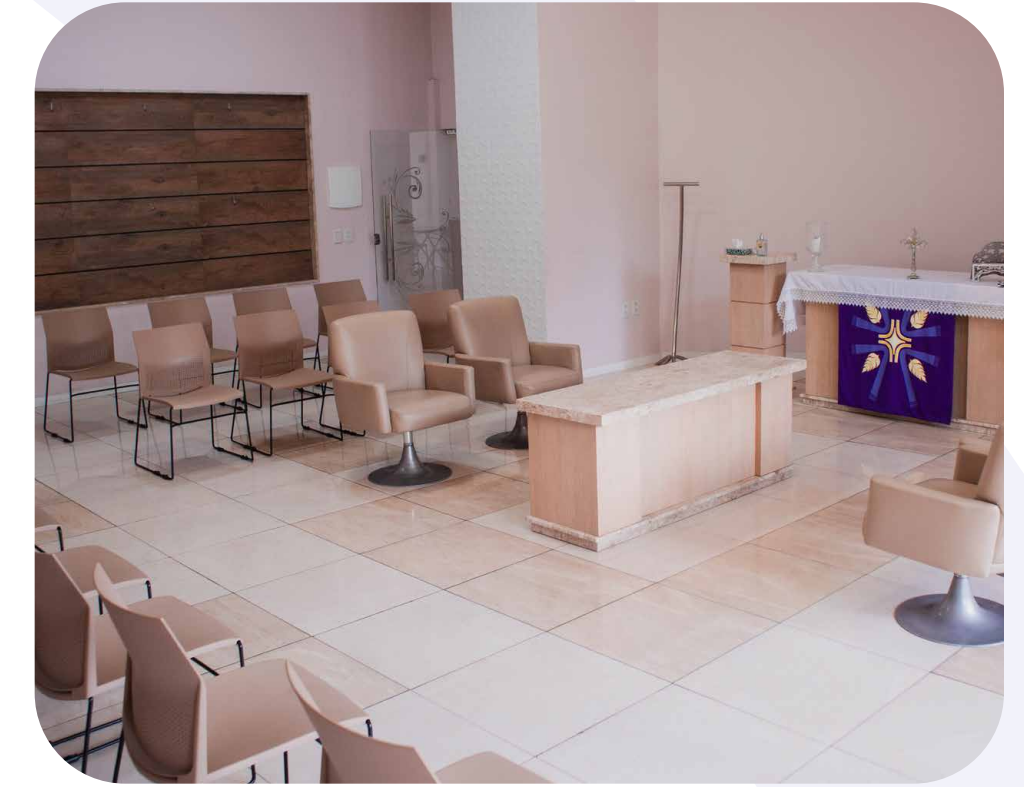
Last year was dedicated to consolidating the organic growth strategy. We focused on the sustainable expansion of the customer base through investments in commercial structure and operational optimization. We prioritized the improvement of internal processes and the strengthening of the sales team by improving service practices, thus achieving a progressive increase in our portfolio without relying exclusively on acquisitions.

The results of this approach were significant: we reached 570 throughout active contracts, expanding our coverage to approximately 4 million lives throughout Brazil. This growth reflects Zelo Group's commitment to operational efficiency and the provision of structured services, allowing for consistent evolution even in the face of macroeconomic challenges.

In addition to expanding our customer base, we have also made progress in diversifying our portfolio of services. Through Du Benefícios, Zelo Group's benefits club, we offer complementary solutions to our customers, strengthening our relationship and broadening the scope of the services available. In this way, we are building an ecosystem of benefits that is increasingly aligned with the needs of users in various areas of their lives, always within sustainable financial and operational criteria.



Expansion



Careful economic development

Expansion and Investment in the Northeast

Zelo Group's investments in the Northeast advanced in 2024, with the completion of the integration of the units acquired in previous years and the start of projects aimed at expanding infrastructure and improving the quality of services in 2024. The main delivery was the inauguration of the Caucaia (CE) Cemetery in December, a project developed from scratch to meet the growing demand in the region. The development of the Greenfield Cemetery in Cabo de Santo Agostinho (PE) has also begun, with completion scheduled for 2026.

In addition to the new developments, we modernized existing units in the region, with structural improvements and enhanced facilities. Investments were made in Petrolina and Salgueiro (PE) to expand service capacity and adapt the infrastructure to local needs.

With this expansion, Zelo Group has strengthened its presence in the region, consolidating operations and directing investments to improve its service offering. The forecast for 2025 includes the continuation of this process, with new contributions to strengthen operations in the region.





12.

GRI 2-3

About the report



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This document was developed in accordance with the *GRI - Global Reporting Initiative* and represents the best global practices for publicly recording economic, environmental and social impacts. The indicators cover the period from January 01 to December 31, 2024, and comply with the principles of

context (balance), completeness, materiality and inclusion of *stakeholders*.

Its content was established by prioritizing the topics indicated in the Zelo Group'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

13.

Statement of use

Zelo Group has developed its report **in accordance** with the GRI Standards for the period from January 1, 2024 to December 31, 2024.

GRI 1 – Foundation 2021

GRI 1 used

GRI Summary

GRI CONTENT SUMMARY							
						Omission	
General dissemination	Contents	SDG	Location - Chapter	Data/Information	Pages	Reason	Explanation
GRI 2: General Contents 2021: The organization and its reporting practices	2-1: Organization details		Zelo Group		16		
	2-2: Entities included in the organization's sustainability report		Zelo Group		16		
	2-3: Reporting period, frequency and point of contact		About the report		81		
	2-4: Information reformulations			There was no need for reformulations.			
	2-5: External verification			The preparation of the GRI report does not yet undergo external verification of the data provided. Only the economic data is independently audited.			
GRI 2: General Contents 2021: Activities and Workers	2-6: Activities, value chain and other business relationships		Zelo Group; Sustainability with Care		16; 67		
	2-7: Employees		Care for Our People		25		
	2-8: Workers who are not employees		Care for Our People		25		
GRI 2: General Contents 2021: 3. Governance	2-9: Governance structure and its composition		Careful risk governance and management		47		
	2-10: Appointment and selection to the highest governance body		Careful risk governance and management		47		
	2-11: Chairman of the highest governance body		Careful risk governance and management		47		
	2-12: Role played by the highest governance body in overseeing impact management		Careful risk governance and management		47		
	2-13: Delegation of responsibility for impact management		Careful risk governance and management		47		
	2-14: Role of the highest governance body in sustainability reporting		Careful risk governance and management		47		
	2-15: Conflicts of Interest		Careful risk governance and management		47		
	2-16: Communicating crucial concerns		Careful risk governance and management		47		
	2-17: Collective knowledge of the highest governance body		Careful risk governance and management		47		
	2-18: Assessment of the performance of the highest governance body		Careful risk governance and management		47		
	2-19: Remuneration policies		Careful risk governance and management		47		
	2-20: Process for determining remuneration		Careful risk governance and management		47		
	2-21: Proportion of total annual remuneration					Confidentiality restrictions.	Strategic information for the organization.

GRI CONTENT SUMMARY							
						Omission	
General dissemination	Contents	SDG	Location - Chapter	Data/Information	Pages	Reason	Explanation
GRI 2: General Contents 2021: 4. Strategy, policies and practices	2-22: Declaration on sustainable development strategy		Message from the Leaders		6 and 7		
	2-23: Policy commitments		Careful risk governance and management		47		
	2-24: Incorporating policy commitments		Careful risk governance and management; Sustainability with Care		47; 67		
	2-25: Processes to repair negative impacts		Careful risk governance and management;		47		
	2-26: Mechanisms for advice and raising concerns		Careful risk governance and management;		47		
	2-27: Compliance with laws and regulations		Careful risk governance and management;		47		
	2-28: Participation in associations					Unavailable/ Incomplete	
GRI 2: General Contents 2021: 5. Stakeholder engagement	2-29: Approach to stakeholder engagement		Sustainability with Care		67		
	2-30: Collective bargaining agreements			"2-30-a: 22.75%; 2-30-b: Working conditions and terms of employment are carried out in accor- dance with legal guidelines."			
GRI 3: Materials Topics 2021	3-1: Material topics process		Zelo Group		16		
	3-2: List of material topics		Zelo Group		16		

GRI CONTENT SUMMARY							
						Omission	
Material Topics	Contents	SDG	Location - Chapter		Pages	Reason	Explanation
GRI 3: Materials Topics 2021	3-3 Management of material topics		Careful economic development		76		
GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed	8	Careful economic development		76		
	201-2: Financial implications and other risks and opportunities arising from climate change		Care for the Environment		57		
	201-3: Defined benefit plan obligations and other retirement plans				76	Not applicable	Zelo Group does not have defined benefit plan obligations and other retirement plans.
	201-4: Financial support received from the government		Careful economic development		11; 76		
GRI 203: Indirect Economic Impacts 2016	203-1: Investments in infrastructure and support services		Highlights and Economic Development with Zelo				
	203-2: Significant indirect economic impacts			Cemetery management has an impact on neighboring communities, creating jobs and boosting sectors such as flower shops and funeral services. Zelo Group adopts affordable prices, offers a health benefits club and invests in environmental practices to avoid impacts such as real estate devaluation and risks to public health. It also prioritizes service quality, community relations and solutions such as vertical cemeteries and adapted services.			

GRI CONTENT SUMMARY							
						Omission	
General dissemination	Contents	SDG	Location - Chapter	Data/Information	Pages	Reason	Explanation
GRI 3: Materials Topics 2021	3-3 Management of material topics		Care for Our People		25		
GRI 202: Market Presence 2016	202-1: Proportion between the lowest wage and the local minimum wage, broken down by gender			Minimum without distinction of gender. Minimum wage set by Collective Bargaining Agreement or region. Above the minimum wage in Brazil.			
	202-2: Proportion of executive board's members hired from the local community			100% of the executive board's members were hired within the locations where Zelo has units			
GRI 405: Diversity and Equal Opportunities 2016	405-1: Diversity in governance bodies and employees	5	Care for our people		25		
	405-2: Proportion of basic salary and remuneration of women to men		Care for our people		25		
GRI 406: Non-discrimination 2016	406-1: Cases of discrimination and corrective measures taken		Care for our people		25		
GRI 408: Child Labor 2016	408-1: Operations and suppliers at significant risk of child labor cases			After analyzing the entire supply chain, no significant risks of child labor or exposure to dangerous working conditions were identified.			
GRI 409: Forced or Slave-like Labor 2016	409-1: Operations and suppliers at significant risk of cases of forced or slave-like labor			We have strengthened our due diligence processes, incorporating even more rigorous social and labor assessments, with the aim of preventing any practice that violates human rights			
GRI 410: Security Practices 2016	410-1: Security personnel trained 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 human rights trail.
GRI 413: Local Communities 2016	413-1: Operations with local community involvement, impact assessments and development programs			We have been mapping the Participatory Socio-Environmental Diagnosis (PSD) in Parque da Colina (BH), in compliance with environmental licensing requirements. It does not apply to the Group as a whole.			
	413-2: Operations with significant actual and potential negative impacts on local communities			Potential negative impacts are associated with soil and water contamination and atmospheric pollution due to fuel consumption aspects; water consumption; energy consumption; waste generation; GHG and PM emissions; generation of colliquation/putrefaction fluid; generation of effluents.			

GRI CONTENT SUMMARY							
						Omission	
General dissemination	Contents	SDG	Location - Chapter	Data/Information	Pages	Reason	Explanation
GRI 3: Materials Topics 2021	3-3 Management of material topics		Careful risk governance and management		47		
GRI 204: Procurement Practices 2016	204-1: Proportion of spending on local suppliers		Sustainability with Care		67		
GRI 205: Anti-corruption 2016	205-1: Operations assessed for risks related to corruption	16		100% of the operations that fall within the requirements established were analyzed from the point of view of integrity/corruption.			
	205-2: Communication and training on anti-corruption policies and procedures		Careful risk governance and management		47		
	205-3: Confirmed cases of corruption and measures taken					Confidentiality restrictions.	Strategic information for the organization.
GRI 206: Unfair Competition 2016	206-1: Lawsuits for unfair competition, trust and monopoly practices			0			
GRI 207: 2019 Taxes	207-1: Tax approach			We do not enjoy tax benefits granted individually to our companies. Our strategy consists of identifying, on an annual basis, the tax regime that will bring the lowest tax burden.			
	207-2: Governance, control and management of fiscal risk			We have software that guarantees monitoring of the main and ancillary obligations, ensuring compliance and avoiding tax risks.			
	207-3: Stakeholder engagement and management of tax-related concerns			Tax obligations allow the authorities to monitor our tax situation in real time, with any deviations being automatically reported. Compliance with the Government, our main <i>stakeholder</i> , is constant.			
	207-4: Reports by country			Zelo Group is only in Brazil.			
GRI 415: 2016 Public Policy	415-1: Political contributions			No donations or non-compliances/reports related to donations or political contributions made on behalf of Zelo Group were identified.			
GRI 418: Customer Privacy 2016	418-1: Substantiated complaints about breaches of privacy and loss of customer data		Care for Our Customers		39		

GRI CONTENT SUMMARY							
						Omission	
General dissemination	Contents	SDG	Location - Chapter	Data/Information	Pages	Reason	Explanation
GRI 3: Materials Topics 2021	3-3 Management of material topics		Care for Our People		25		
GRI 401: Employment 2016	401-1: New employee hires and employee turnover		Care for Our People		25		
	401-2: Benefits offered to full-time employees that are not offered to temporary or part-time employees		Care for Our People		25		
	401-3: Maternity/paternity leave					Information unavailable/incomplete.	Zelo Group 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 dead-line for communicating operational changes to our employees and representatives.
GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system		Care for Our People		25		
	403-2: Hazard identification, risk assessment, and incident investigation		Care for Our People		25		
	403-3: Occupational health services		Care for Our People		25		
	403-4: Worker participation, consultation and communication on occupational health and safety		Care for Our People		25		
	403-5: Worker training on occupational health and safety		Care for Our People		25		
	403-6: Promoting workers' health		Care for Our People		25		
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Care for Our People		25		
	403-8: Workers covered by an occupational health and safety management system		Care for Our People		25		
	403-9 Occupational accidents		Care for Our People		25		
	403-10 Occupational diseases			There are no occupational diseases recorded.			

GRI CONTENT SUMMARY							
						Omission	
General dissemination	Contents	SDG	Location - Chapter	Data/Information	Pages	Reason	Explanation
GRI 404: Training and Education 2016	404-1: Average hours of training per year per employee		Care for Our People		25		
	404-2: Programs for improving employee skills and career transition assistance		Care for Our People		25		
	404-3: Percentage of employees receiving regular performance and career development reviews		Care for Our People		25		
GRI 416: 2016 Consumer Health and Safety	416-1: Assessment of the health and safety impacts of product and service categories					Not applicable	
	416-2: Cases of non-compliance concerning the health and safety impacts of products and services					Not applicable	

RISK OF SOIL AND WATER CONTAMINATION

GRI CONTENT SUMMARY							
						Omission	
General dissemination	Contents	SDG	Location - Chapter	Data/Information	Pages	Reason	Explanation
GRI 3: Materials Topics 2021	3-3 Management of material topics	6;15	Care for the Environment		57		
GRI 303: Water and Wastewater 2018	303-1: Interactions with water as a shared resource		Care for the Environment		57		
	303-2: Management of impacts related to water disposal		Care for the Environment		57		
	303-3: Water abstraction		Care for the Environment		57		
	303-4: Water disposal		Care for the Environment		57		
	303-5: Water consumption		Care for the Environment		57		
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts		Care for the Environment		57		
	306-2: Management of significant waste-related impacts		Care for the Environment		57		
	306-3: Waste generated		Care for the Environment		57		
	306-4: Waste not destined for final disposal		Care for the Environment		57		
	306-5: Waste destined for disposal		Care for the Environment		57		

DIGITAL INNOVATION AND TRANSFORMATION

GRI CONTENT SUMMARY							
						Omission	
General dissemination	Contents	SDG	Location - Chapter	Data/Information	Pages	Reason	Explanation
GRI 3: Materials Topics 2021	3-3 Management of material topics	9	Technology to Care for People		43		

GRI CONTENT SUMMARY							
						Omission	
General dissemination	Contents	SDG	Location - Chapter	Data/Information	Pages	Reason	Explanation
GRI 3: Materials Topics 2021	3-3 Management of material topics		Care for the Environment		57		
GRI 302: Energy 2016	302-1: Energy consumption within the organization		Care for the Environment		57		
	302-4: Reduced energy consumption		Care for the Environment		57		
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions		Care for the Environment		57		
	305-2: Indirect energy (Scope 2) GHG emissions		Care for the Environment		57		
	305-5: Reduction of greenhouse gas (GHG) emissions		Care for the Environment		57		
GRI 308: Supplier Environmental Assessment 2016	308-1: New suppliers selected based on environmental criteria		Care for the Environment		57		
	308-2: Negative environmental impacts in the supply chain and measures taken		Care for the Environment		57		
GRI 414: Supplier Social Assessment 2016	414-1: New suppliers that have been selected using social criteria		Care for the Environment		57		
	414-2: Negative social impacts in the supply chain and actions taken		Care for the Environment		57		



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SUSTAINABILITY REPORT 2024

Coordination
of the 2024
Sustainability
Report
Sustainability
Management
Zelo Group

GRI consultancy,
content production,
editing, graphic design
and design
Beon ESG
beonesg.com

Photos
Zelo Group
Disclosure
and image database

