



ESG REPORT 2024



SUMMARY

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Word from the president

At DLC we are technicians by origin and welcoming in the DNA. With regard to the global cultural revolution that has sustainability as its epicenter, it was no different. We embrace ESG by connecting our strategy with internationally recognized best practices.

The process of adopting ESG practices by DLC was natural, as we always seek to take into account organizational integrity and the generation of value for the environment and society in our decision-making.

This report was prepared based on a materiality matrix, which allowed us to focus on the main effects of our operation and adopt established categorizations inspired by the GRI – Global Reporting Initiative, TCFD – Task Force on Climate-related Financial Disclosures and the SDGs – Sustainable Development Goals, of the UN.

Attentive to meeting the expectations of all stakeholders who are affected or influenced in their relationship with DLC, we demonstrate in this report our efforts on several fronts:

- collaboration for energy safety and efficiency;
- decarbonization of productive activities;
- circular economy and product life cycle assessment;
- valuing diversity and inclusion, with the generation of a heterogeneous work environment; and
- clarity about our integrity policy.

The approach is segmented into three stages: environmental, social, and governance. I wish you a good reading, certain that the main concern we had in this ESG Report was the alignment between discourse and practice, always seeking to do the right thing.

Luiz Caporali



Watch the video





ABOUT US

We are Brazilian in our origin and in the way we embrace our team, our customers and the brands we promote. We build true relationships. We like people and seek to enhance everyone's growth.

We belong to the world when we talk about ENGINES, TURBINES AND SERVICES, bringing with us WINNING BRANDS, QUALITY AND TECHNICAL EXPERTISE.

We connect manufacturers and customers, working so that everyone has the best performance and seeking continuous improvement of all processes involved. We are technicians by origin and welcoming in the DNA.
We are committed, caring and collaborate for the success of all our connections.



OIL AND MARITIME

Division of the DLC Group specialized in SOLUTIONS FOR ENGINES, TURBOS AND SUBASSEMBLIES – SERVICES AND PRODUCTS – for the oil and marine markets.

ESPECIALISTAS EM MOTORES E TURBOS

For three decades, the DLC Group has been operating in the ENGINES AND TURBOS market, representing the most renowned national and international brands in the world market.

Since 2002, DLC has specialized in providing services, doing preventive maintenance, providing training, representing the best brands and serving offshore ports.



GRUPO



Timeline

Since 1996, two engineer brothers, Luiz and Dario, decided to dedicate themselves to a company that carried the family tradition, valued the potential of people and brought the experience of great brands embracing the needs of the maritime market in Brazil and the world.

DLC is a dream come true that grows with each employee, partner and customer we serve.

1998



Signing of the first contract as a HOLSET distributor

1999



DLC begins evaluating the engine market for offshore support marine application



2000



Beginning of activities in Rio das Ostras – RJ

2001



First demand for large vessel engines

2002



Beginning of operations in Caterpillar engines



Signing of the first contract as a GARRET distributor

2004



Expansion of services for oil platforms



Inauguration of the facilities in Rio das Ostras – RJ

2007



Structuring for ISO 9001 certification

2008



Signing of first contract as AMD Caterpillar/SOTREQ

2009



Acquisition of
WOODWARD's services
and distribution division

2011



Abertura da DLC
International Inc.

2012



Inauguration of the São
Gonçalo-RJ branch



Signing of the first contract as
a NAPIER distributor

2013



Signing of the contract as
a NIIGATA distributor

2014



Signing of the first contract as a FUELTRAX distributor

2015

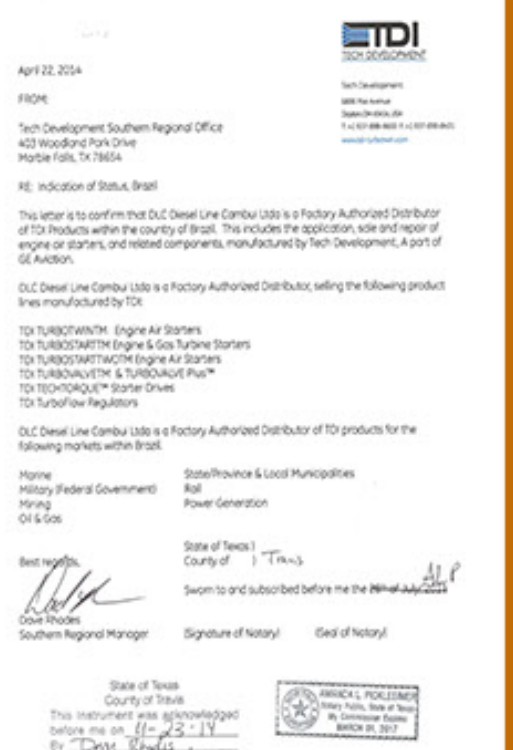


Signing of the contract as a distributor STX SERVICE AMERICAS



Recognition Award as Best Service Provider of BRAM OFFSHORE

2016



Signing of the contract as TDI distributor and BORGWARNER distributor

2017



Change in the mental map of our management with humanization of our relationships and processes through the projects META GESTÃO, META RIQUEZA AND ALUMIAR

2018



Signing of the first contract as a BOSCH distributor (OFF-HIGHWAY)

2020

2021

2022

2023

2024



Structuring of our HR and Integration of Quality, Health, Safety and Environmental Processes



ISO 9001 Certification / Unit Mogi das Cruzes



Construction of brand architecture and signing of the contract as a distributor CHICAGO PNEUMATICA and AMOT



Signing of the contract as a PARKER and MOTCOM distributor



Signing of the contract as ATLAS COPCO distributor



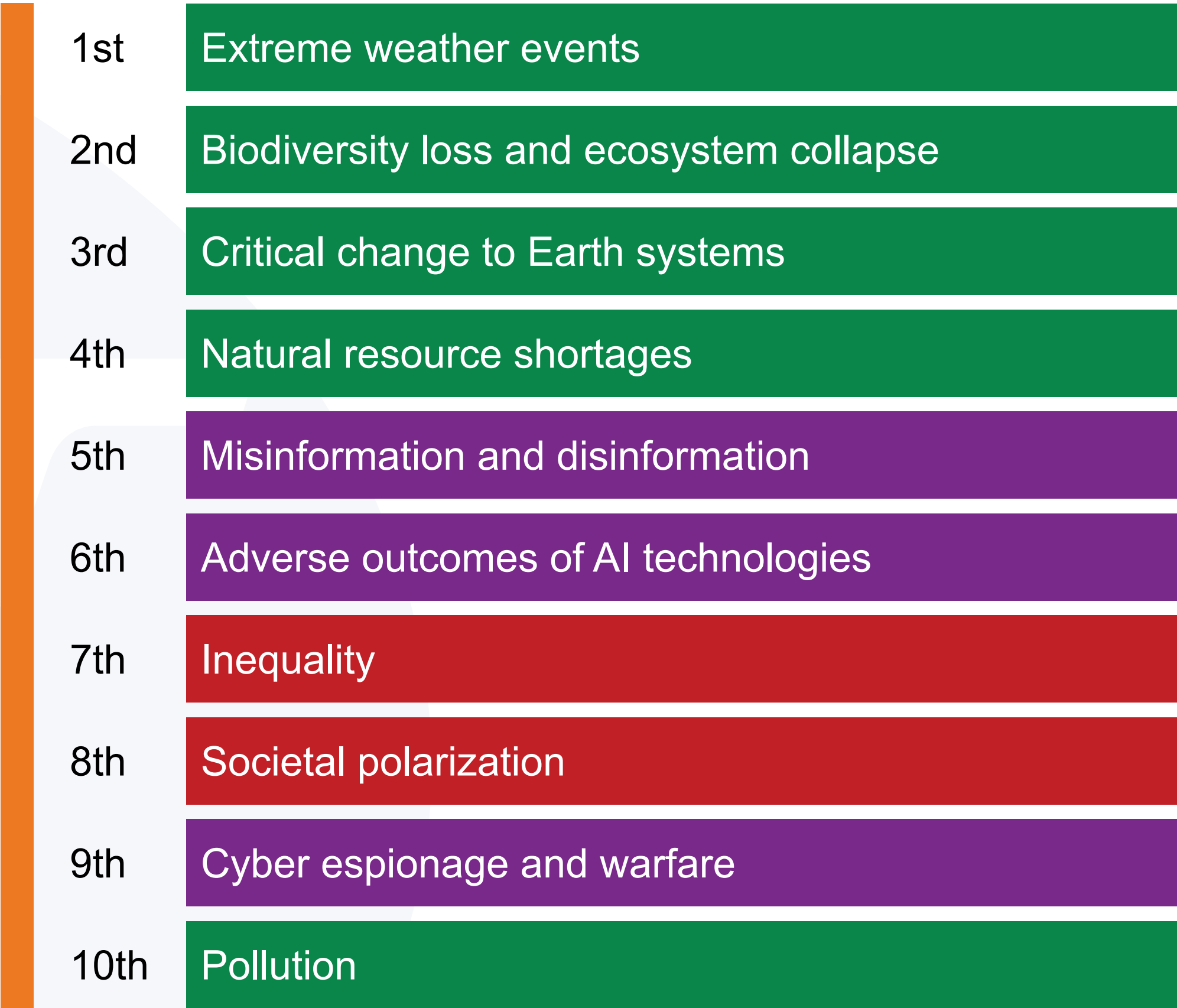
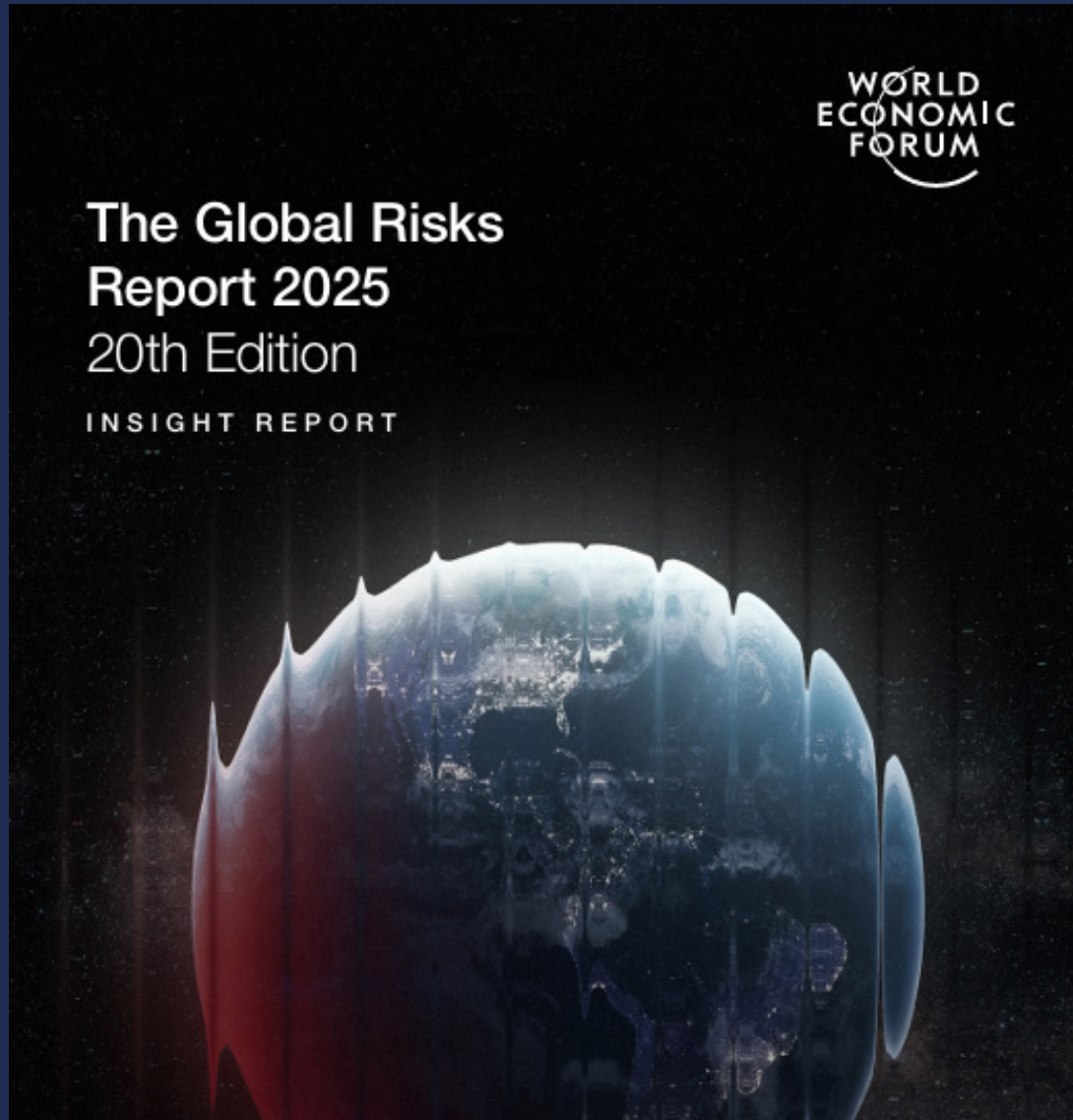
ENVIRONMENTAL



Adaptation, resilience and climate transition and the connection with GHG emissions – GRI 11.1 and 11.2

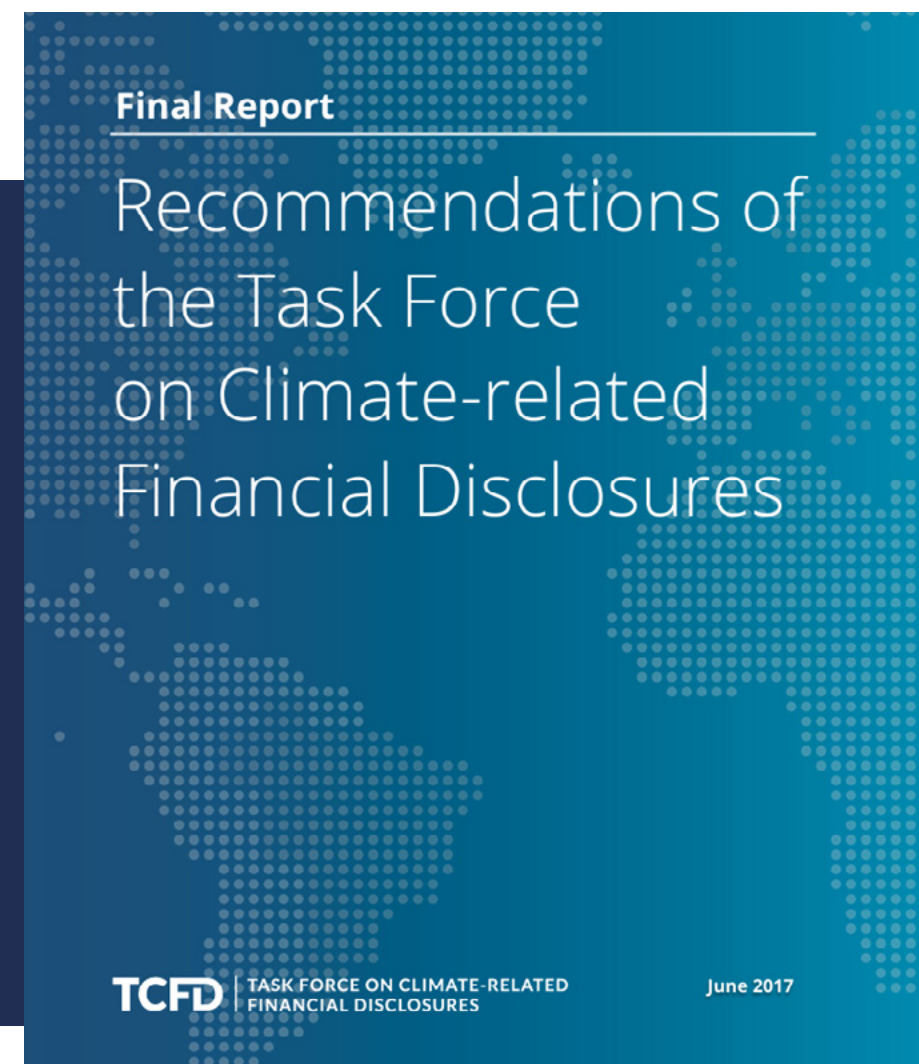
Organizations contribute to climate change and are simultaneously affected by it. Climate adaptation and resilience refer to how an organization adjusts to current and future risks related to climate change, and also how it contributes to the capacity of societies and economies to withstand the impacts of climate change.

Every year the World Economic Forum (WEF) publishes the report “The Global Risks Report” and, recurrently, the risk related to environmental disasters has been a major concern, including in the projection for until 2035:



Source: WEF (2025)

The WEF's concern is fully justified, insofar as greenhouse gases, responsible for the increase in the planet's average temperature, are the root cause of severe weather events, such as storms and droughts. This means affecting the flow of water and, consequently, food production. And where there is no food in the quantity and quality demanded, there is no peace.



A demonstration of the importance given to reflections on the increase in the planet's average temperature was the creation of the TCFD – Task Force on Climate-related Financial Disclosure, by the Financial Stability Board, with the objective of establishing a structure for organizations to list the risks to which they are subject due to global warming, allowing the assessment of the impact of this phenomenon on business.

The TCFD presents a framework containing a) Policy and Legal Risks, which involve political actions that seek to restrict actions that contribute to the adverse effects of climate change or political actions that seek to promote adaptation to climate change; b) Technological Risk, related to technological improvements or innovations that sustain the transition to a low-carbon and energy-efficient economic system; C)

are connected to clients in the oil and gas sector. Therefore, we believe it is pertinent to bring the understanding of energy security and efficiency to this stage of the report. Governments have been pursuing energy security since the 1970s oil crisis (and probably since the beginning of the Industrial Revolution), so this is not a new trend.

As Larry Fink, CEO of BlackRock, pointed

"We understand that decarbonization and energy security are two macroeconomic trends driving demand for more energy infrastructure. Sometimes, they are competing trends. Other times, they are complementary."

Larry Fink

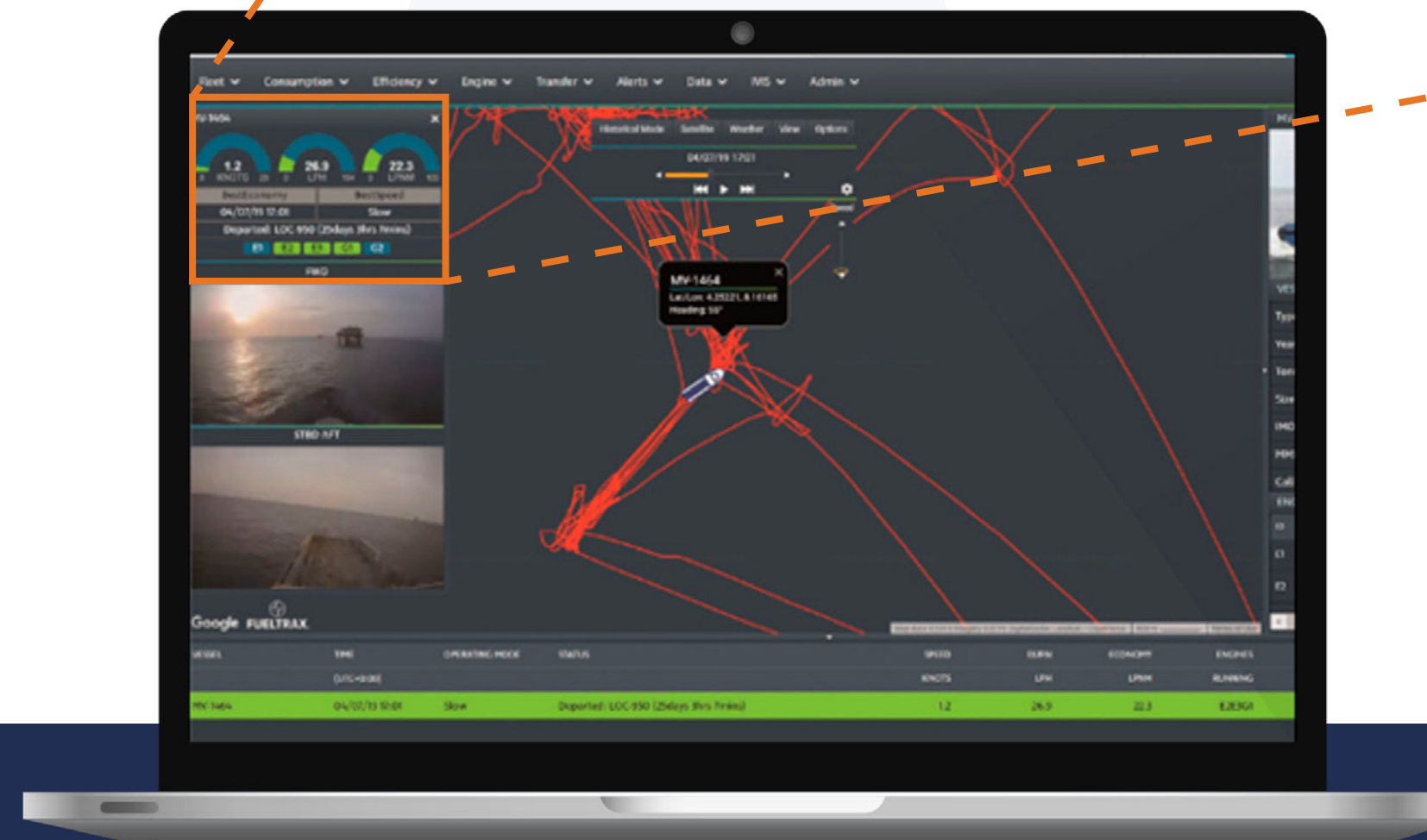
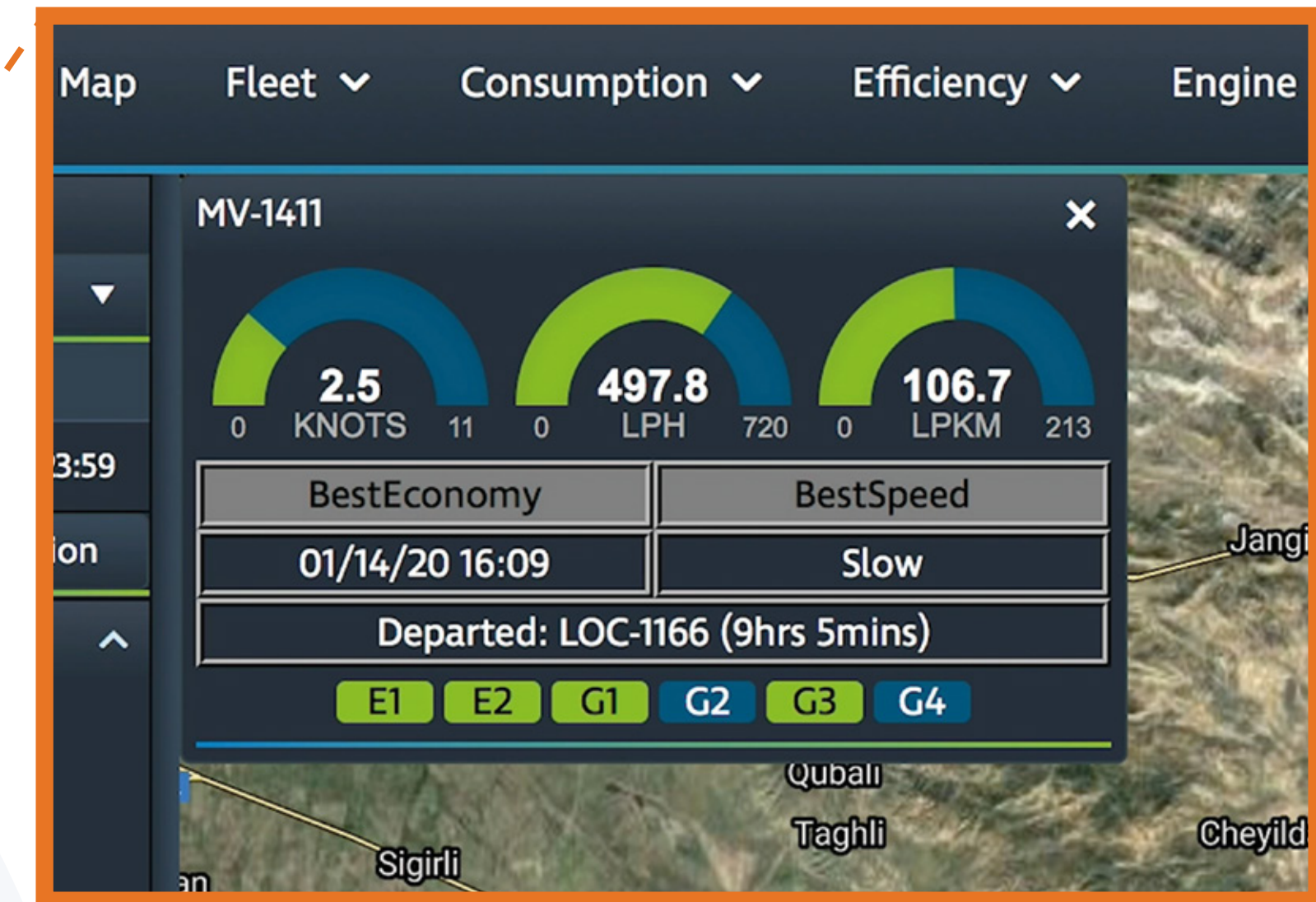
Market risk, related to potential bottlenecks in access to certain inputs, products, and services; e d) Reputational risk, linked to the perception of customers and society about whether the organization contributes to or hinders the transition to a low-carbon economy. These signals from the Task Force affect us directly and indirectly, as our service provision activities

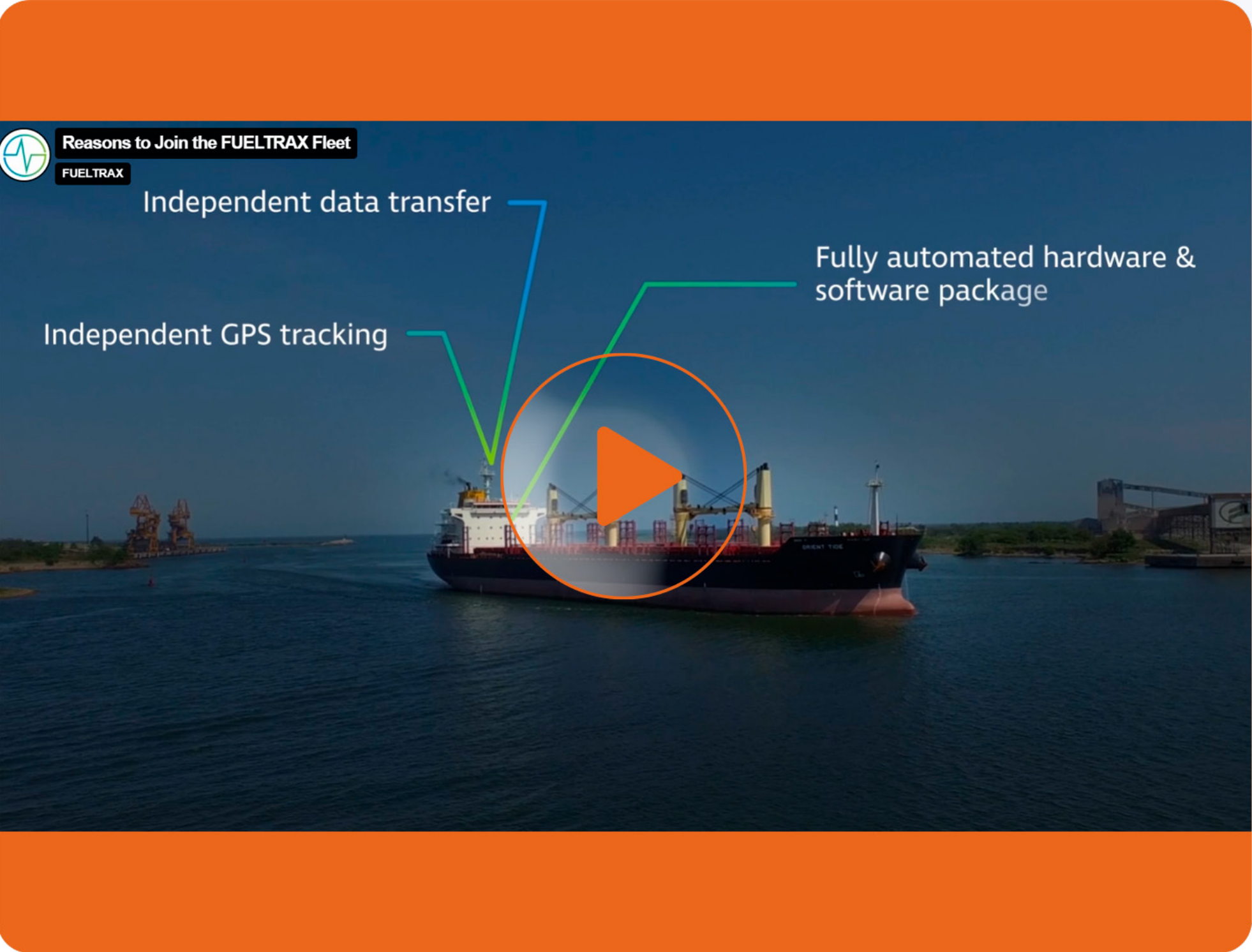
out in his 2024 letter to CEOs, the third-party capital manager he leads, with over US\$11 trillion in assets under management, has over US\$300 billion invested in traditional energy companies. The CEO's argument, who is characterized as an advocate for containing GHG emissions, is that we cannot lose focus on energy security.

* * See the full article [here](#).

In this line, we consider that there is a demand for clean and renewable energy, although our focus is on energy security. And to have energy security we will depend on hydrocarbons for several years. No one will support decarbonization if it means giving up heating your home in the winter or cooling it in the summer. Or if the cost of doing so is prohibitive.

A by-product of energy security is energy efficiency, which is always on our radar. An example of this is the fact that we are an authorized representative of the FUEL TRAX System, a fuel management solution that offers several functionalities to optimize fuel consumption and reduce pollutant emissions in diesel engines. By monitoring and analyzing fuel consumption, FUELTRAX allows you to identify inefficiencies, optimize routes, and reduce operating costs.





A case study carried out demonstrated 19.3% in consumption savings through the implementation of FUELTRAX. Through 24-hour monitoring and historical data, it was possible to observe savings of 30% of total consumption in high-risk areas. In addition, the system reduces carbon emissions.

FUELTRAX systems are certified by EU MRV and IMO DCS to automatically calculate emissions. An estimated 533 million kg of CO2 have been avoided since 2017 using accelerator optimization.

Through preventive maintenance, DLC ensures that diesel engines run efficiently and with the lowest possible emissions, mitigating the negative impacts of air pollution. Regular preventive maintenance ensures that engines operate at maximum efficiency and with the lowest possible emissions.

Regular replacement of filters, oil and other essential components contributes to the reduction of pollutant emissions. In addition, the company has a team of

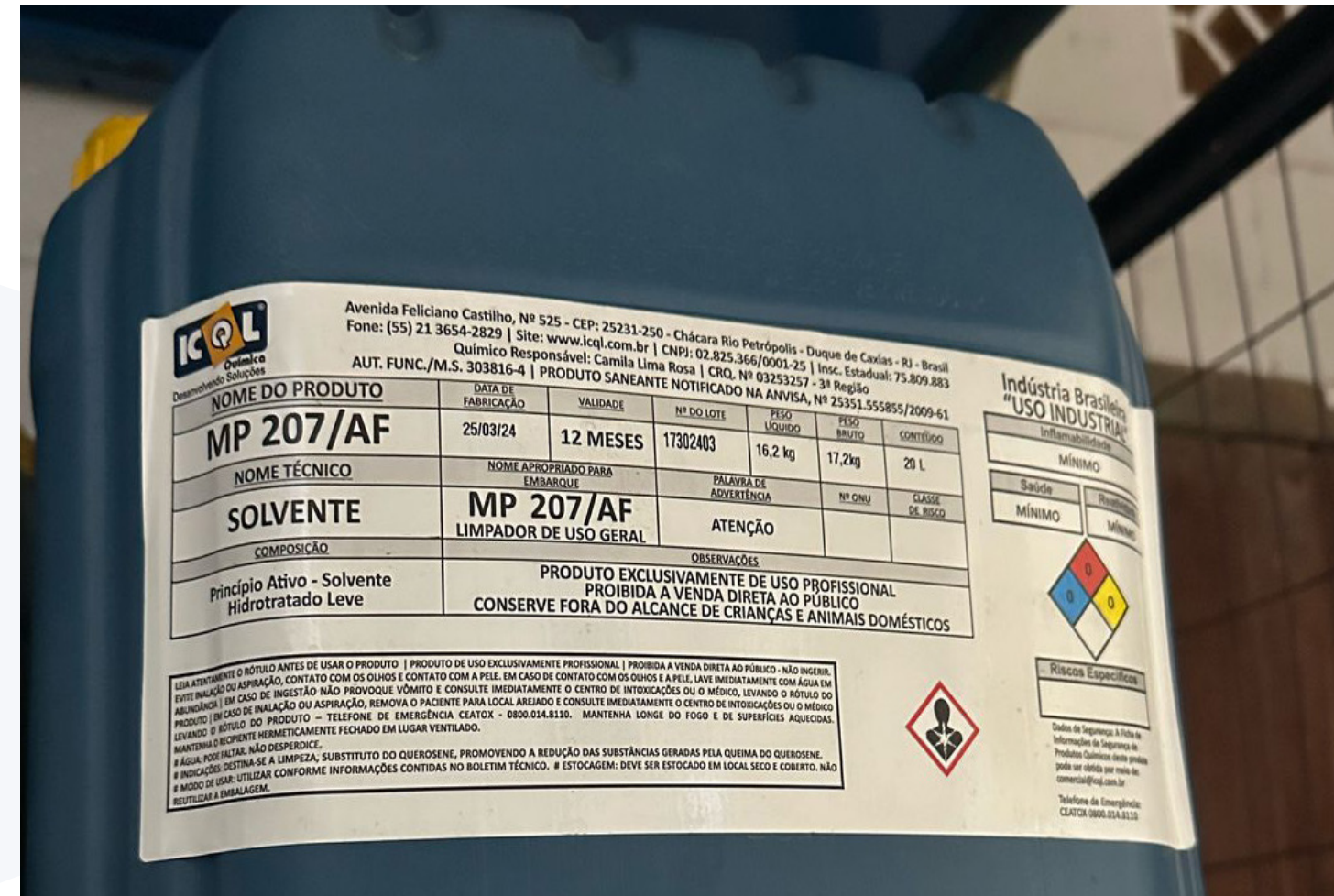
technical consultants who work to guide customers on the best practices for operating diesel engines efficiently and with the lowest possible environmental impact. The use of high-quality, low-emission products and lubricants also contributes to reducing the environmental impact of diesel engines.

Total Liters Consumed		
Jan 4 - Jan 10:	50,159	▼ 11%
Dec 28 - Jan 3:	56,565	
CO2 Emissions (Kilograms)		
Jan 4 - Jan 10:	131,880	▼ 11%
Dec 28 - Jan 3:	147,916	
Best Economy/Speed Savings		
Jan 4 - Jan 10:	4,539	▲ 39%
Dec 28 - Jan 3:	3,247	
Liters Per Nautical Mile		
Jan 4 - Jan 10:	117	▼ 3%
Dec 28 - Jan 3:	121	

DLC has taken an important step towards sustainability by replacing S-10 diesel with an eco-friendly biodegradable fuel, MP207AF, in the process of washing hot parts. This innovative change has brought several benefits, such as a significant reduction in pollutant emissions, the extension of the useful life of the equipment, and the optimization of operating costs.

S-10 diesel, previously used to heat water, generated high levels of sulfur, contaminating the environment and harming the health of employees. In addition, the carbonization caused by the fuel accelerated the wear of the coils, which needed to be replaced every 12 months, generating an average cost of R\$ 4,000 per unit.

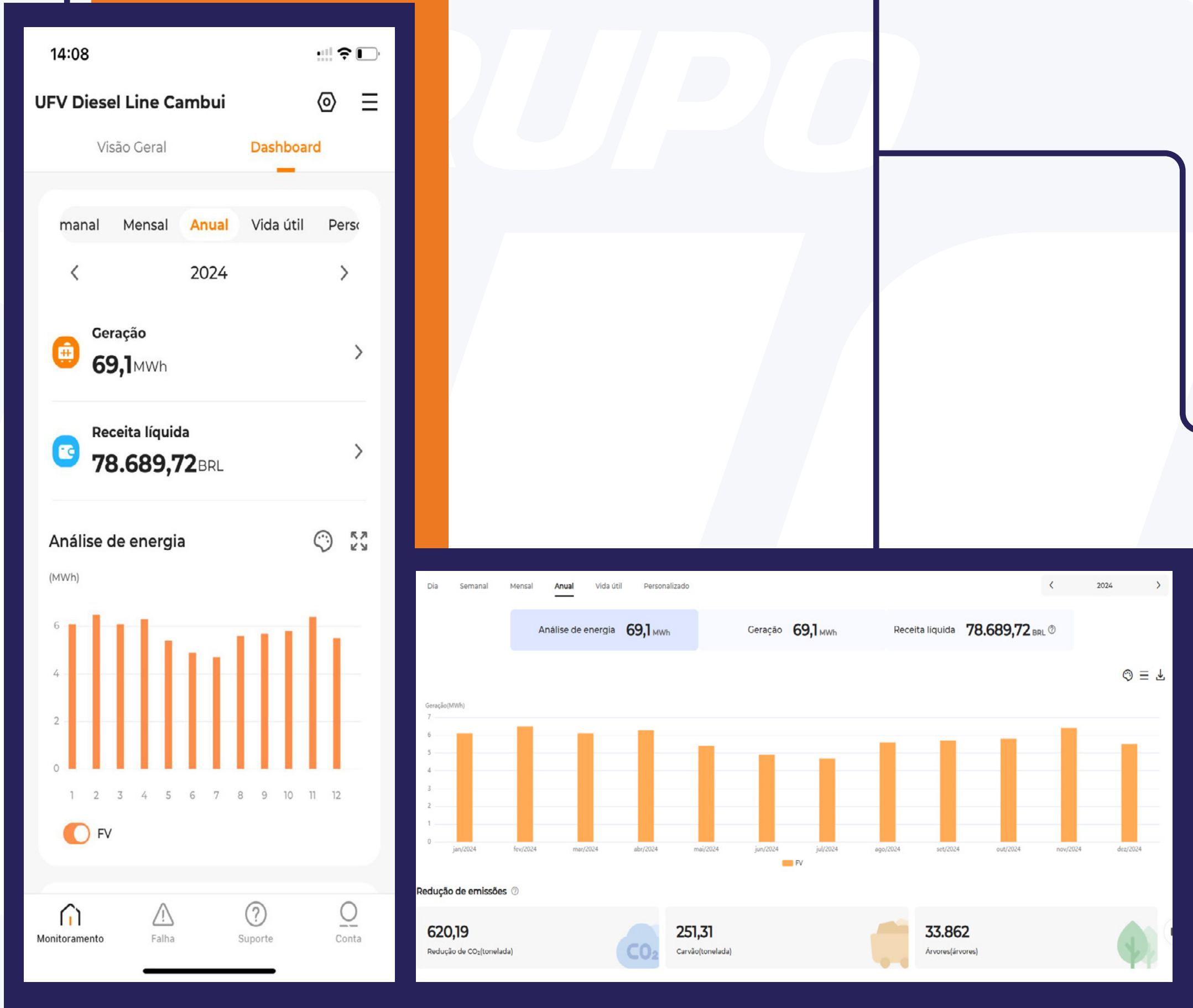
With the adoption of MP207AF, we have eliminated smoke and soot emissions, reduced fuel consumption by 50% and increased the life of the coils to 24 months. This change not only protects the environment, but it also generates significant savings in the long run.



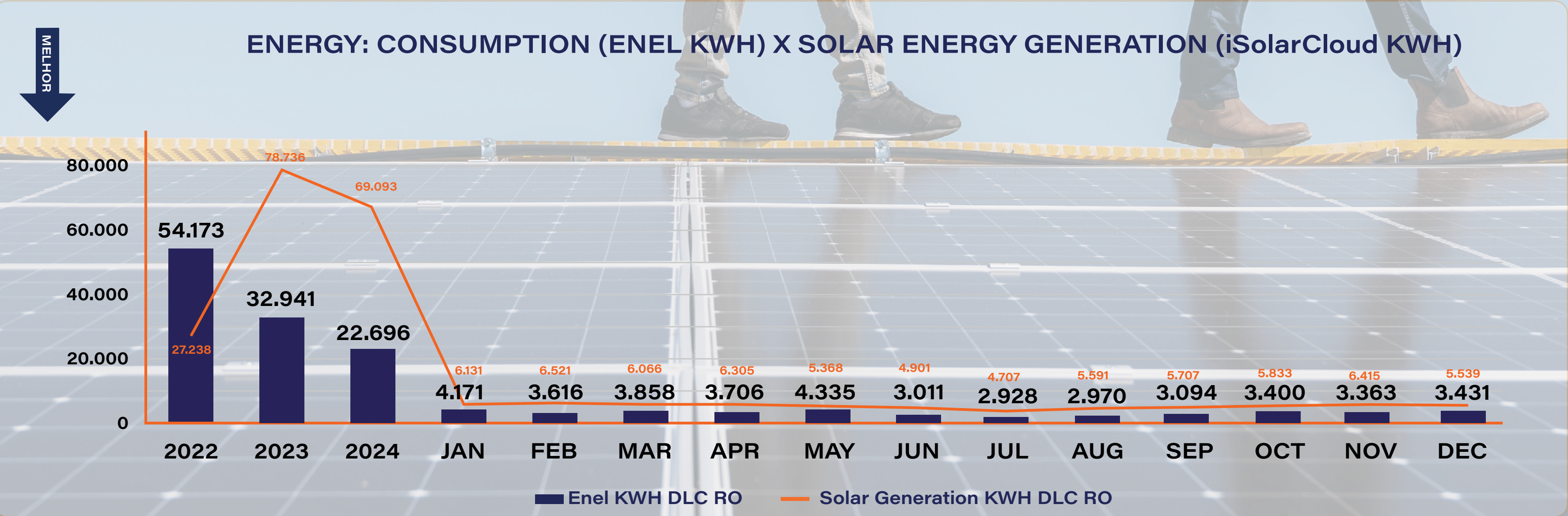
On 09.09.2022, we started operating a solar power plant installed at DLC's Rio das Ostras unit.







Total Generation in KWh (until 31/12/2024): 244,16
Total Accumulated Revenue: 263,354.45 BRL
Cumulative CO2 Emission (Ton): 518,63

The unit produces energy capable of sustaining the operations of Rio das Ostras and São Gonçalo. With the use of this clean and renewable energy in our operations, we contribute to the containment of greenhouse gas emissions, combating global warming.



INDICATOR MANAGEMENT - YEAR 2024



Emission Reduction	Coal (tonne)		Tree (Unit)		Cumulative Emission Reduction (2022 + 2023 + 2024)	
2022 SEP - DEC	40,6		5472,8		644,8828 CO ₂ (ton)	261,3 Coal (tonne)
2023 JAN - DEC	117,5		15834,9			
2024 JAN - DEC	103,2		13903,3		35.211 Trees (units)	

BIODIVERSITY

GRI 11.4





Biodiversity is the variability among living organisms. It includes diversity within species, between species, and ecosystems. Biodiversity not only has intrinsic value, but is also vital for human health, food security, economic prosperity, and climate change mitigation and adaptation to its impacts.

Business activities can be a source of pressures on the environments where they occur and cause direct, indirect and cumulative short- and long-term impacts. Impacts on biodiversity can include air, soil, and

water contamination, soil erosion, and sedimentation of water bodies. Other impacts may include animal mortality or increased vulnerability to predators, habitat fragmentation and conversion, and the introduction of invasive species and pathogens.

Impacts on biodiversity can result in limitations in the availability, accessibility, or quality of natural resources, and may be exacerbated when activities occur in environmental protection areas or areas of high biodiversity value.

To limit and manage its impacts on biodiversity, DLC Diesel adopts the following practices.

Legal and Regulatory Protection: We comply with all applicable environmental regulations and ensure compliance with local and national legislation. The areas are mapped and cataloged according to environmental protection standards.

In addition, we promote education and awareness programs for employees and stakeholders about the importance of biodiversity. In the month of June/24, considered the month of environmental awareness and preservation, we sponsored an environmental initiative with selected schools in the vicinity of the Rio das Ostras, São Gonçalo and Mogi das Cruzes units aimed at engaging and educating children about the importance of preservation.

“Planting today, taking care of tomorrow!”

DLC believes that environmental education is key to a more sustainable future. Therefore, we annually carry out awareness actions in public schools, promoting lectures and planting seedlings in partnership with students, teachers and the local community.

Action in Mogi das Cruzes



Action in
Rio das Ostras



Ação em São Gonçalo





These initiatives aim to strengthen the sense of belonging and encourage the active participation of everyone in the preservation of the environment. Through our commitment to the protection and continuous monitoring of our negative and positive externalities, we reinforce our commitment to sustainability and

environmental preservation, aligning our operations with ESG principles and contributing to the conservation of natural resources for future generations.

RESÍDUOS

GRI 11.5



6 ÁGUA POTÁVEL
E SANEAMENTO



12 CONSUMO E
PRODUÇÃO
RESPONSÁVEIS



13 AÇÃO CONTRA A
MUDANÇA GLOBAL
DO CLIMA

Representation of a product's life cycle:

Waste refers to any substance or object that a waste holder disposes of or has the intention or obligation to dispose of. When improperly managed, waste can cause negative impacts on the environment and human health, which can extend beyond the places where waste is generated and disposed of.

At DLC Diesel we seek to follow the concept of circular economy, which proposes a regenerative economy planned to eliminate waste and return nutrients and water to ecosystems. It is an approach that radically abandons the dominant linear model of "extract, manufacture, generate waste" from production and consumption.

Our organization is concerned with identifying, at all stages of the life cycle of its products and services, opportunities for production practices that mitigate negative externalities and generate value for society and the environment.

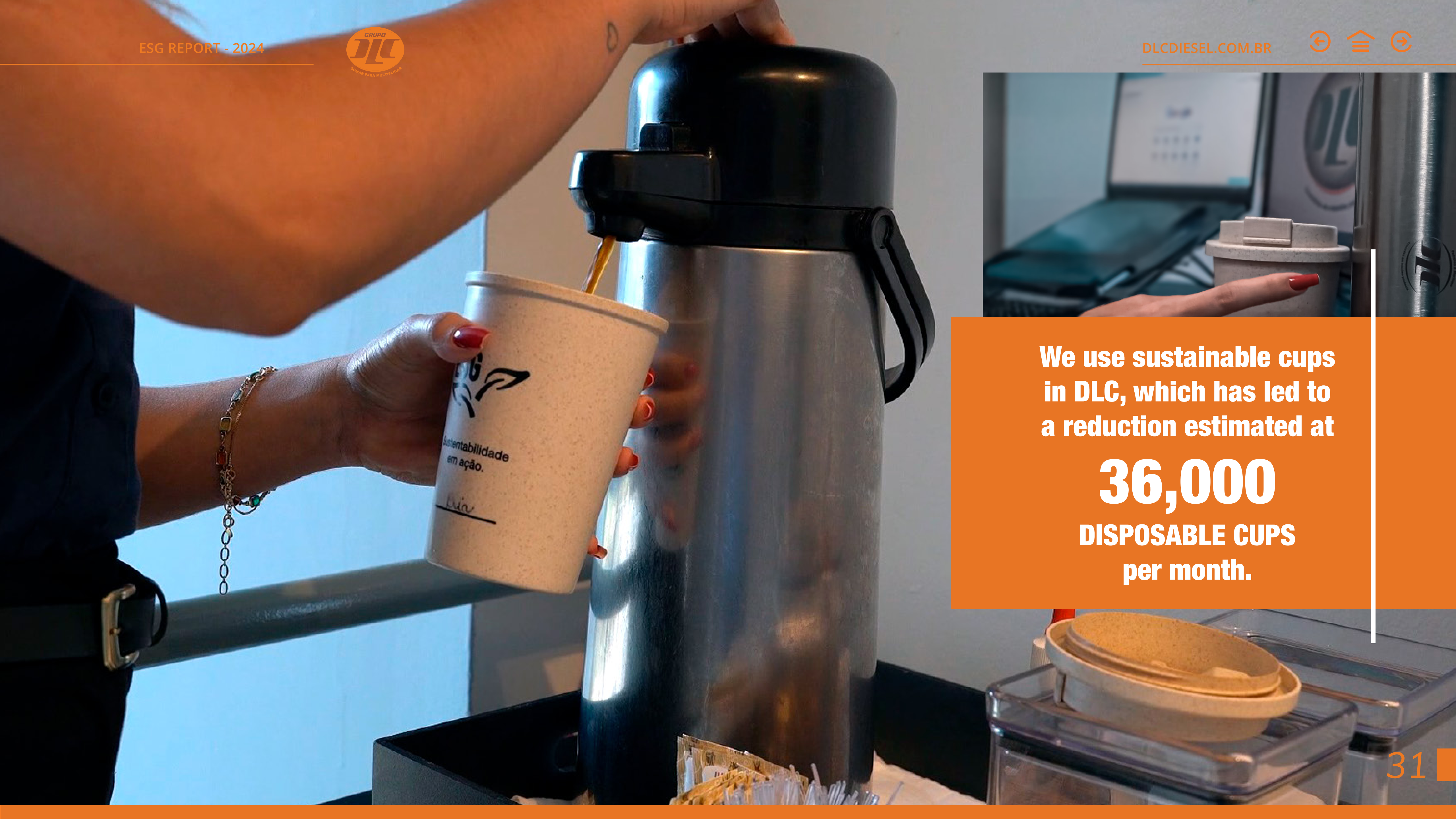


We understand that a systemic view provided by life cycle thinking induces our company to know and delve into the activities and processes that take place throughout the product's life, far beyond our walls, permeating the most distant links in our chain, such as secondary and tertiary suppliers, customers and consumers.

By implementing a robust waste management plan, we have established at DLC Diesel a standard for the integral recycling of all materials generated. All paper, metal, glass, wood, cardboard and plastic waste are segregated and sent to a specialized company, duly licensed, for treatment and recycling.

In addition, hazardous waste is carefully managed and sent to authorized facilities for proper treatment, ensuring compliance with environmental standards and minimizing environmental impact.





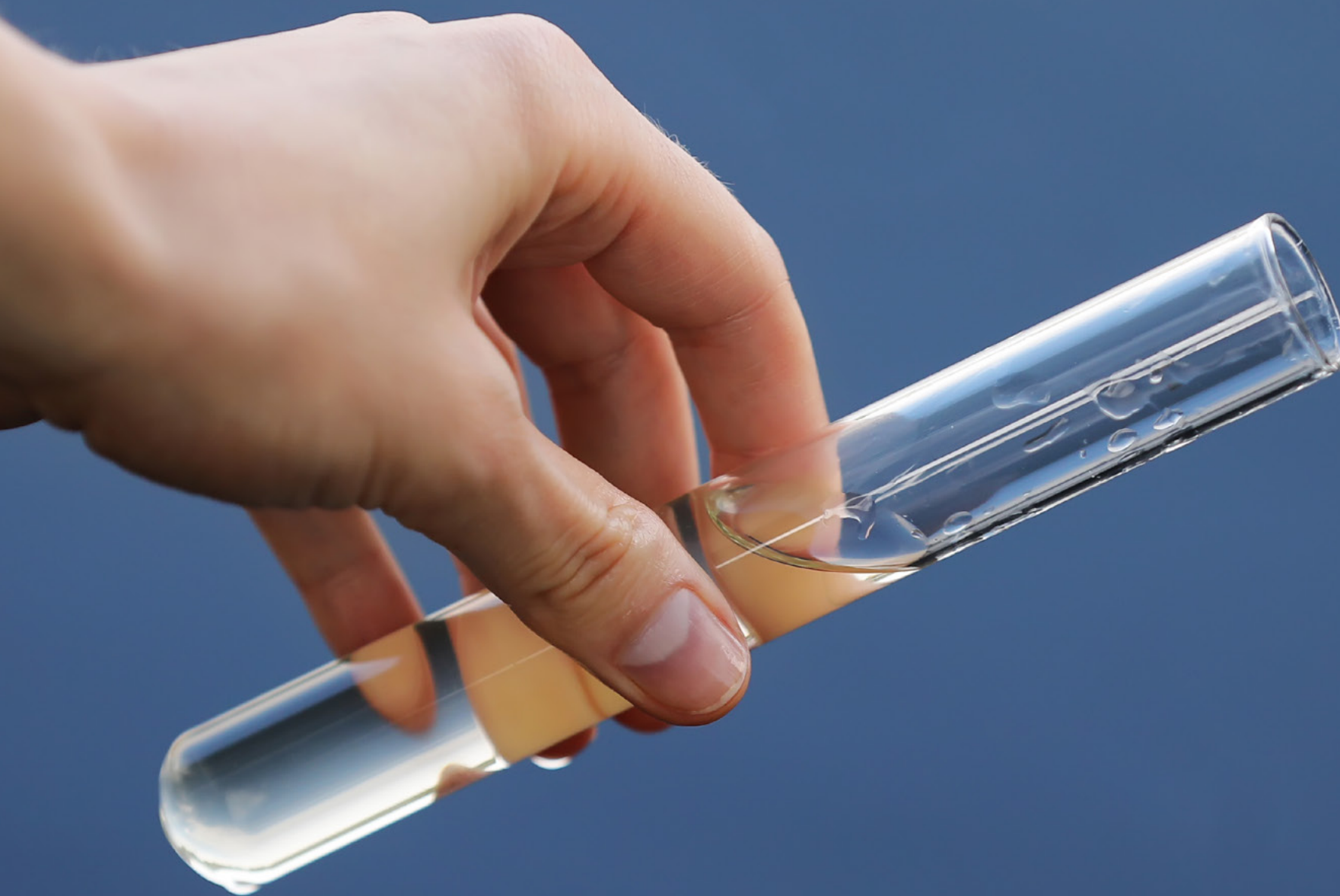
We use sustainable cups
in DLC, which has led to
a reduction estimated at

36,000
DISPOSABLE CUPS
per month.

WATER AND WASTEWATER

GRI 11.6





Recognized as a fundamental human right, access to fresh water is essential for human life and well-being.

Considering that the amount of water collected and consumed by an organization and the quality of its disposal can impact ecosystems and people, we address this topic considering the direct impacts of DLC on its operation and also the indirect impacts that can be caused by our customers in the oil and gas area.

Considering DLC Diesel's direct operations, we dedicate a lot of attention and care to the maintenance of the water and oil treatment system in the workshops, proper disposal of contaminated solid waste and control of the quality of effluents.

All repair shops have a water and oil treatment system. The system meets the requirements in character:

- **Legal:** mandatory by the specific guidelines of CONAMA, INEA, IBAMA and environmental secretariats of the municipalities in which it operates.
- **Environmental protection:** It prevents contamination of soil and water resources.
- **Social:** contributes to the health and quality of life of the society installed in the vicinity of the units.
- **Cost reduction or reduction of grant water consumption:** we have a water reuse project in the process of washing parts to reduce the consumption of drinking water or grant water consumption.

Before being discharged into the river network, the water goes through a filtration and analysis process that ensures the appropriate parameters determined by law.

The water analysis is carried out monthly by a certified laboratory approved by environmental agencies.



DLC is investing in sustainable technologies to preserve the environment. Through the installation of a water and oil separation system (SAO), we treat effluents efficiently, ensuring safe disposal and compliance with environmental standards. In addition, we are implementing an innovative project in Rio das Ostras that aims to reuse the water used in the process of washing parts, reducing water consumption and generating savings for the company.

With respect to our customers, the largest waste streams come from the extraction and processing of oil and gas and can consist of sludges and fragments, scale and drilling sludge, which in turn can contain chemical additives, hydrocarbons, metals, naturally occurring radioactive materials (NORM) and salts.

These waste streams can contaminate surface water, groundwater, and seawater with chemicals or metals and negatively impact plant and animal species, as well as human

health. Impacts may depend on the approach of an organization for waste management, regulation and the availability of recovery facilities and provision in the vicinity of activities.

Although the waste generated during maintenance is the responsibility of the customer, who has its own management plan for its proper disposal, to ensure safety and safety compliance with environmental standards, all our technicians receive specific training on safety and health practices of work, in addition to detailed instructions for access to customer facilities.

Our technicians do not remove any material from the facilities, thus ensuring compliance with standards and the safety of everyone involved.

SOCIAL

LOCAL COMMUNITIES

GRI 11.15





DLC follows and practices the principle of sustainability, with actions aimed at expanding positive impacts and mitigating or eliminating any negative externalities of its operation. The Group makes decisions seeking to be good for the environment and society, with an environment of organizational integrity that allows it to generate value for all its stakeholders.

A milestone in the conceptualization of Corporate Social Responsibility was elaborated by the Committee for Economic Development (CED) in 1971, which established that businesses need to constructively serve the interests of society and local communities.

Local communities comprise individuals living or working in areas affected or that could be affected by the organization's activities. DLC seeks to understand the vulnerabilities of local communities and how they may be affected by the organization's activities.

This stance is in line with DLC's understanding that the company's social environment needs to move towards an attribution of greater responsibility for the use of the organization's influence. Therefore, we are dedicated to generating value for the communities where we operate.

Transform Program

The Transform Program, started in September 2023, offers opportunities for adolescents aged 16 to 18, residents of the Mar do Norte neighborhood, in Rio das Ostras, from families in situations of social vulnerability. Participants are enrolled and regularly attend the Fazenda da Praia Municipal State School.





Benefits and Development:



- **Scholarship and Benefits:**

Adolescents are included in the program through the young apprentice law, receiving a monthly stipend of R\$ 663.39, food allowance of R\$ 790.00 and health insurance.

- **Vocational training:**

The program offers technical or vocational courses, preparing students for young people for the job market, whether in the company or in other opportunities.

- **Monitoring and Development:**

Participants go through a continuous development process, with computer classes, practical workshops and monitoring by the CIEE agency.



Results and Next Steps:

- **Primeiros Resultados:**
Two young people have already completed the cycle of computer classes and are working in a repair shop, acquiring practical experience in equipment maintenance. The third young woman is assisting in the instruction of new classes.
- **Program Expansion:**
Starting in August, 3 new vacancies will be opened in a computer course for teenagers in the community, with the aim of preparing them for future opportunities in the program.
- **Future Perspectives:**
The first version of the program is scheduled to end in August 2025. Young people with good performance may be hired by the company or referred to other opportunities in the job market.

Highlights:

- **Partnership with CIEE:**
The partnership with CIEE guarantees qualified professional monitoring for young people.
- **Focus on community:**
The program meets the needs of the local community by providing opportunities for development and social inclusion.
- **Promising results:**
The first results demonstrate the effectiveness of the program and the motivation of the participants.



Knowing Program: feeding families

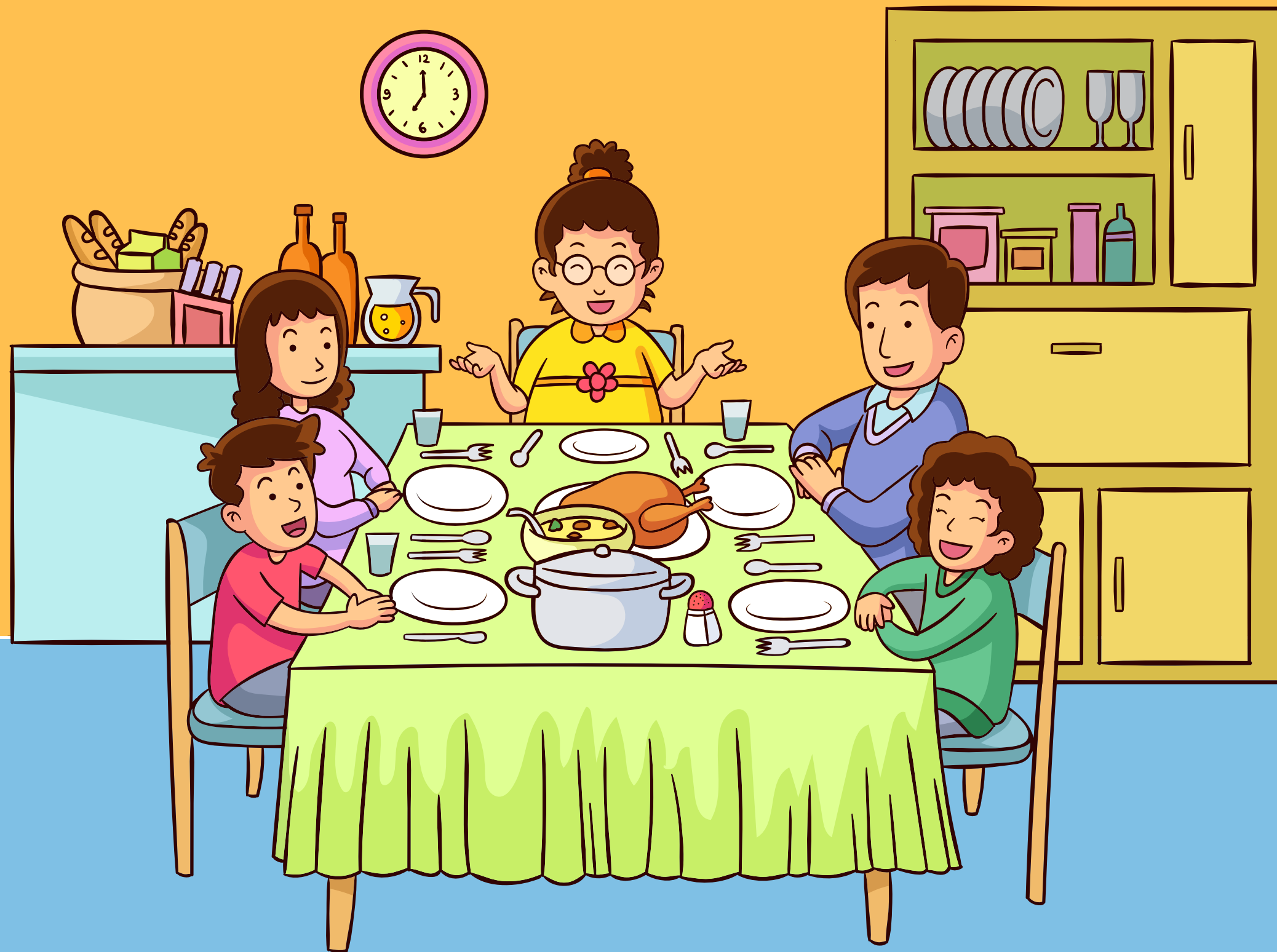
In celebration of its **27th anniversary**, DLC, in partnership with the Residents' Association of the Mar do Norte neighborhood, started in September 2023 two social projects with the aim of **transforming lives** and **strengthening the community**.

The **main focus of the Knowing Project** is to meet the basic food needs of families in situations of social vulnerability in the Mar do Norte neighborhood.

- **Beneficiaries:** 27 families were selected to receive monthly food baskets, from September 2023 to August 2024.

- **Partnership and monitoring:** The delivery of the baskets and the monitoring of the families are carried out in partnership with the Residents' Association, ensuring a close and personalized service.

- **Investment:** Monthly, R\$ 3,240.27 are invested in the acquisition of basic food baskets, with a unit value of R\$ 120.00.



Resultados e investimentos:

In the 2024 fiscal year, R\$ 156,678.06 were invested in the Transform and Know projects, reaffirming our commitment to promoting social and educational development.

Impacto social:

The Transform and Know projects demonstrate DLC's commitment to promoting social development and inclusion of young people and families in the North Sea community. Through these initiatives, the company contributes to building a fairer and more equal future for all.



INTEGRITY AND SAFETY AT WORK

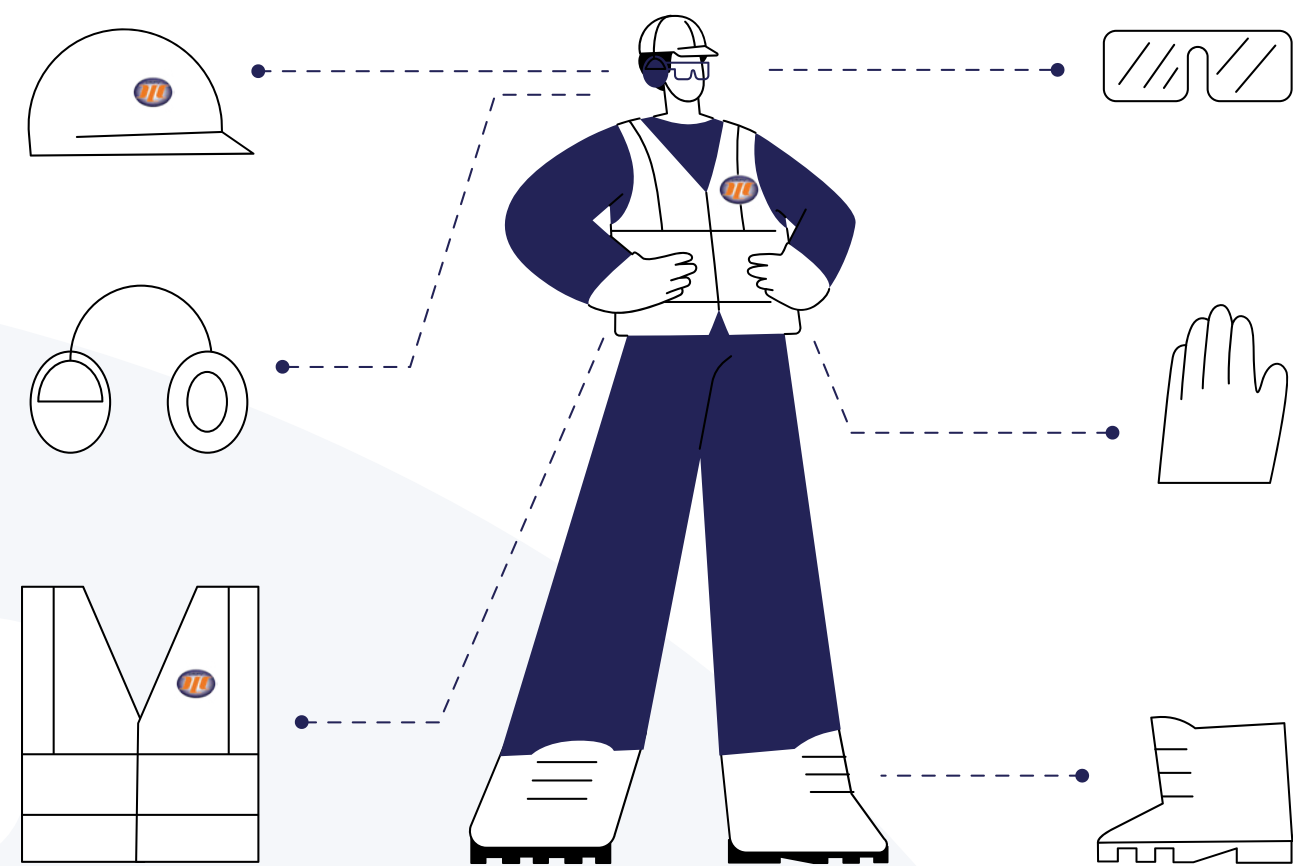
GRI 11.8 e 11.9



Asset integrity and process safety accident management deals with the prevention and control of accidents that can lead to fatalities, workplace accidents or occupational diseases, environmental impacts, and damage to local communities and infrastructure.

Healthy and safe working conditions are recognized as a human right. Occupational health and safety involves the prevention of physical and mental harm to workers and the promotion of workers' health.

These impacts have the potential to disrupt other economic activities that depend on these natural resources, such as fishing and agriculture, affecting livelihoods and compromising food safety and food security. They can also lead to the degradation of ecosystems and habitats and animal mortality. Impacts from accidents can lead to fatalities and generate air, soil and water contamination.



WORK PERMIT

Make sure that all work permits have been issued, are valid, cleared in the field and are understood by everyone involved. Attention to the particularity of documentation in each client (APR, check list, etc.).



LIFTING AND CARGO HANDLING

Size and inspect the safety conditions of equipment and accessories before use. Only work with certified equipment. Make sure about the permanence and displacement of people in the surroundings.



SECURE POSITIONING

Stay in safe and secure places. Observe the signposts and blockages. Never stop under a suspended load or between vehicles, stationary or moving.



EPI

Always use the mandatory PPE for activities and areas; Store, conserve and communicate changes that make PPE unfit for use; Follow the guidelines regarding the correct use of PPE.



CELL PHONE IN OPERATIONAL AREAS

Do not transit or stop in operational areas using your cell phone, whether on a call or message.



ALCOHOL AND DRUGS

Never work under the influence of alcohol and drugs.



TRAFFIC SAFETY

Wear your seat belt, respect the speed limit, do not use a cell phone and if you drink, do not drive.



SERVICE STOP

Refuse to work in unsafe conditions and behaviors. Any employee has the autonomy to interrupt activities that are not carried out in safe conditions and behaviors.



CHANGES

Be aware of the dangers and risks of the changes. Only make any changes after analysis and authorization.



COMMUNICATE

Immediately communicate to QHSE about the occurrence of accidents with people, the environment and property for guidance and treatment.

At DLC Diesel, the culture of Occupational Safety and Health is widely disseminated. The company has the Life-Saving Rules that guide employee behavior for work safety.

Through the **Ghaia Green System**, the legal requirements of Health, Safety and Environment are managed and employees regularly undergo training and guidance for the prevention of accidents and occupational diseases.

The group has a **QHSE department** composed of 1 coordinator, 1 supervisor, 2 occupational safety technicians, 1 QHSE assistant and 1 intern, dedicated to the management of HSE requirements and programs for the prevention of accidents and occupational diseases. The QHSE department reports directly to the CEO of the DLC Group.



SIPAT 2024

YOU'd BETTER PARTICIPATE!



SIPAT – INTERNAL WEEK FOR THE PREVENTION OF OCCUPATIONAL ACCIDENTS

Annually, the **SIPAT – Internal Accident Prevention Week** – is held.

The topics are addressed with qualified professionals through lectures, dynamics, games and other resources that enhance the recycling of already known content, application in the day-to-day and integration of teams.





Philanthropy

The DLC Group defines the monthly donation equivalent to 10 minimum wages per month for the management of social projects, which can be cumulative with the fund of the “Dario Caporali” Foundation, the partner Nanci Elisabete Montanini Caporali will be responsible for the administration of the Foundation without any type of remuneration.

EMPLOYMENT PRACTICES

GRI 11.10





Employment practices refer to the organization’s approach to job creation, terms of employment, and working conditions for its workers.

DLC invests in internal leadership development, through the High Value Leadership Program with the company Metanoia (www.robertotranjan.com.br).

Metanoia provides the elevation of our employees to new technical and human heights with its programs, the expansion of awareness and the development of skills related to leadership and business and relationship management.

According to the survey “The panorama of Training in Brazil”, carried out by ABTD – Brazilian Association of Training and Development, the average investment in this area is:

- **R\$ 1,012.00 average in Brazil investment in T&D per employee**
- **R\$ 413,190.00 is the average annual investment in T&D in organizations with 101 to 500 employees**

DLC Investments in Training and Development:	2022	2023	2024
Profitability	R\$ 8.316.095,35	R\$ 12.239.032,21	R\$ 15.176.000,00
Invest. T&D / Profitability	3,39%	3,23%	3,47%
Annual Payroll	R\$ 17.873.368,94	R\$ 25.213.393,85	R\$ 33.995.162,11
Invest. T&D/ Fopag Annual	1,58%	1,57%	1,55%

Fonte: <https://abtd.com.br/>



DLC provides Health Insurance to all employees. In addition, it carries out guidance campaigns on physical and mental health issues (quality of life, breast cancer prevention, prostate cancer prevention, depression and anxiety).

Goal

The DLC Quality of Life Program has as its main objective to ensure the general well-being and satisfaction of employees, promoting a culture of physical, mental and emotional health in the DLC Group.

All the initiatives of the Quality of Life Program are based on the DLC Group Plot and strengthen our values and seeds.



CONTRACTUAL BENEFITS



Plano de Saúde

The DLC Group provides its employees with Bradesco health insurance, offering broad coverage in its operating regions to ensure its team has peace of mind when undergoing exams, consultations, and other medical and psychological treatments. Although the health plan is not currently extended to family members, employees have the option to enroll their dependents in the plan at the same contractual price (by age group) with payroll deduction.



Dental Assistance

The DLC Group offers the Sulamérica dental plan in two modalities for its employees to join. The option for the plan through the company group guarantees better rates than those offered on the market, in addition to specialized company advice on authorizations and guidance.



Wellhub

The Gympass benefit is offered to all employees and their dependents. The DLC Group encourages the practice of physical activities through its People & Management initiatives, ensuring not only physical health but also mental, psychological, and social benefits in the professional's life.



Bank of Hours



In the practice of the bank of hours, every employee has the first 2 hours of overtime reserved and that can be used for particular needs without worrying about deductions in their payroll.

The bank of hours is always negotiated in advance with the immediate management of the employee and meeting legal criteria related to the topic.

Another benefit of the bank of hours, regularly practiced by the DLC employee, is its use in case of bridges on holidays that allow the employee to schedule trips and other events enjoying more quality time with his family.

Note: The bank of hours is applied to the need for absence from work not related to the employee's health issues. In case of absence for health reasons, the application of the medical certificate or statement is guaranteed.



SPORTING EVENTS

The DLC Group encourages the practice of physical exercises and finances the participation of its employees in the annual Engineer's Race organized by CREA-RJ. In December 2023, in the 2nd edition of the race, 22 employees participated and 03 won the podium.

Other sporting events organized in the community are communicated to encourage employee participation.





CORRIDA DO ENGENHEIRO

2ª EDIÇÃO
10 de Dezembro de 2023
Macaé - RJ

INSCREVA-SE <https://corridadoengenheiro.com.br/>

Organização:  Patrocinadores:   Apoio:   

II CORRIDA DO ENGENHEIRO
MACAÉ

2023

2024



CORRIDA DO ENGENHEIRO



LECTURES AND CONVERSATION CIRCLES ON HEALTH AND SAFETY OPEN TO THE FAMILY

In partnership with Consolidate (a specialized company), Holden (a benefits management company) and Red Flag (an occupational health service), lectures and conversation circles on health and safety are also open to the participation of employees' families.

The topics are conducted by qualified professionals in each area and allow for greater knowledge and prevention of the participants.



Outubro é o mês de Conscientização Mundial do Câncer de Mama e de Colo de Útero. Doenças que, em grande parte dos casos, podem ser detectadas em fases iniciais, o que aumenta as chances de tratamento e cura.

A conscientização é a melhor forma de combate e prevenção.

Para isso, iremos abordar os seguintes tópicos:

- Exames preventivos;
- A importância de cuidar das suas emoções no adoecimento;
- A nutrição como aliada na prevenção.

Pensando nisso, a **Holden Consultoria de Seguros**, em parceria com **Grupo DLC**, te convida a participar desta Roda de Conversa.



Fique por dentro de todas as novidades com a Holden!



Semana Interna de Prevenção de Acidentes de Trabalho (SIPAT) DIESEL/2023 convida você a participar.

O conceito de Qualidade de Vida está diretamente associado à autoestima, bem-estar e, ainda, aborda diversos aspectos como saúde física, emocional, socioeconômico. Nesta palestra, falaremos sobre o que podemos fazer para melhorar, cada vez mais, a qualidade de vida no dia a dia.

Pensando nisso, a **Holden Consultoria de Seguros**, em parceria com **Diesel**, te convida para esta Roda de Conversa.



Fique por dentro de todas as novidades com a Holden!



Novembro é o mês de Conscientização Mundial do Câncer de Próstata, junto ao incentivo de exames preventivos.

Vamos falar de prevenção? Afinal, por que falar de prevenção? Quando a doença é diagnosticada no início, as chances de cura chegam de 90%.

Participe dessa roda de conversa e entenda quais são os fatores que podem influenciar na sua saúde física, emocional e nutricional.



Fique por dentro de todas as novidades com a Holden!



rites of culture

People & Management Moment

Every Tuesday, the teams meet to address specific People & Management topics (Quality, Safety, Health, Environment and People Management) for awareness, information, guidance and team development.

The event takes place simultaneously in all units of the DLC Group and the same content is made available online for the technicians who serve our customers' units.



Rio das Ostras Unit



São Gonçalo Unit



Mogi das Cruzes Unit

rites of culture

Welcome

New employees go through the Integration Program receiving all QHSE, HR and DP guidance. After the first trainings, Job Rotation ensures the connection with people and processes in the departments and adaptation to the DLC culture.

A welcome communication is issued on internal communication channels so that all DLC employees get to know the new hire and have the minimum information for contact and interaction.



NOVA CONTRATAÇÃO

Fernando Sá
Técnico de Serviço de Campo

Fernando, 41 anos, 2 filhos, flamenguista, com 3 anos e meio de experiência na área, é o mais novo integrante do time da Técnica Externa.

Natural de São Gonçalo, gosta de música, pescar, fazer churrasco e viajar.

Sente-se muito feliz por fazer parte da família DLC e com muita expectativa nesse novo desafio.

Seus principais valores são fé e família.

Unidade: DLC - SG
Gestor imediato: Douglas Bragante

fernando.sa@dlctecnica.com.br

SEJA BEM-VINDO(A)!

Welcome communication
sent through internal channels

PERFORMANCE EVALUATION AND CAREER PLAN



Every year, every employee has their performance formally evaluated through the Performance Evaluation Program, being able to obtain progression in their career plan.

The evaluation is carried out in 180° (self-evaluation / manager evaluation) and comprises important stages such as Feedback and PDI (Individual Development Plan).

We believe that performance appraisal strengthens the DLC culture, enhances engagement and employee motivation and maintains a transparent employee-organization relationship.



rites of culture birthdays

Every end of each month, the teams meet to celebrate the birthdays. The moment ensures interaction and relaxation of the team, in addition to strengthening the seeds and values of the business.

The event takes place in all units of the DLC Group with the recognition of birthdays.



Rio das Ostras Unit



São Gonçalo Unit



Mogi das Cruzes Unit

CALENDAR OF COMMEMORATIVE DATES



The company maintains a calendar of commemorative dates with actions and dissemination of internal content. The action ensures the integration of the team, recognition of people and maintenance of the organizational climate.

Among the main actions developed in 2023/204 are the celebration of Women's Day, June Festival, end-of-year celebration and Christmas dynamics (Family Tree).



June Festival



Christmas gift DLC in appreciation of employees and family members



Mogi das Cruzes Unit



End-of-year celebration

NON-DISCRIMINATION AND EQUAL OPPORTUNITIES

GRI 11.11





For good living, the search for a lifestyle in which reciprocity and solidarity are valued is preponderant, rescuing the dignity of work and placing the human being at the center of attention, so that he can live in community and in harmony with nature.

Being free from discrimination is a human right and a fundamental right at work. Discrimination can impose unequal burdens on individuals or deny them fair opportunities based on individual merit. This topic covers impacts from discrimination and practices related to diversity, inclusion and equal opportunities.



DIVERSITY

Set of characteristics that make us unique: race, religion, gender, sexual orientation, gender identity, cultural background.

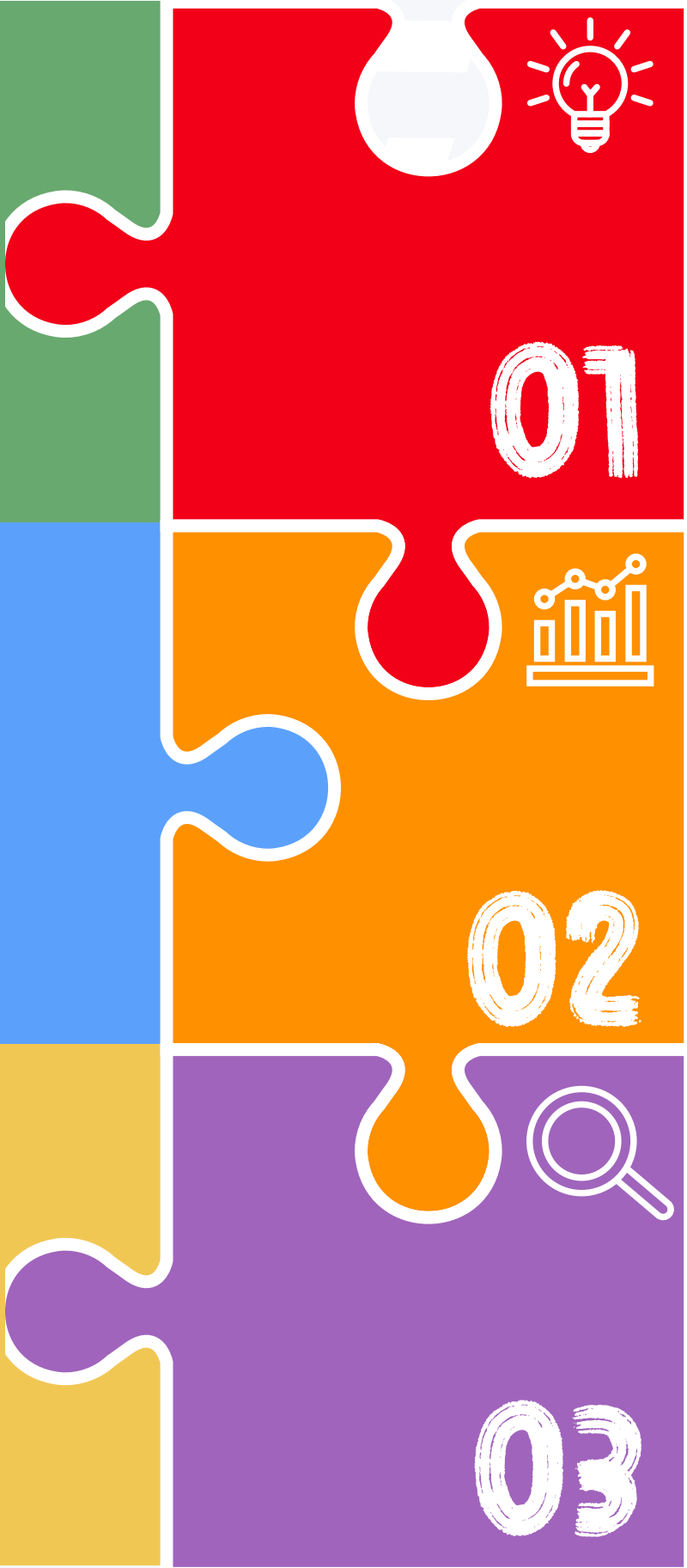


INCLUSION

Value these characteristics and ensure that everyone can have opportunities for development.



At DLC we know that the great challenge of diversity and inclusion policies is centered on the discomfort of the parameters once used. D&I subverts rigid notions of hierarchy and rigid management models, which seek to manage diverse human beings in a uniform way. At DLC Diesel we see Diversity & Inclusion as something that adds a lot to our work environment:



1. Increased creativity, innovation, and problem-solving skills

Research shows that the most innovative companies use heterogeneous work teams as “idea powerhouses” and indicates that the vision of people from minorities can stimulate the emergence of different, unorthodox solutions.

2. Expansion of markets

Like the workforce, consumer markets are becoming increasingly heterogeneous, imposing on companies the need to develop skills that make them able to negotiate and to understand and meet the consumption needs of different social and cultural strata.

3. Strengthening the company's image

By promoting policies and practices aimed at diversity, and thus meeting explicit or implicit social desires, the company indirectly stimulates a positive perception of its performance and strengthens its image with the community, the government, customers and its own employees.



Our job and salary policy establishes equal salary and benefits conditions without gender differentiation. Currently the gender demographics in the DLC are:

Total employees:
18% Female
82% Male

Leadership Positions:
32% Female
68% Male





Women's Day



Rio das Ostras Unit



São Gonçalo Unit



Mogi das Cruzes Unit



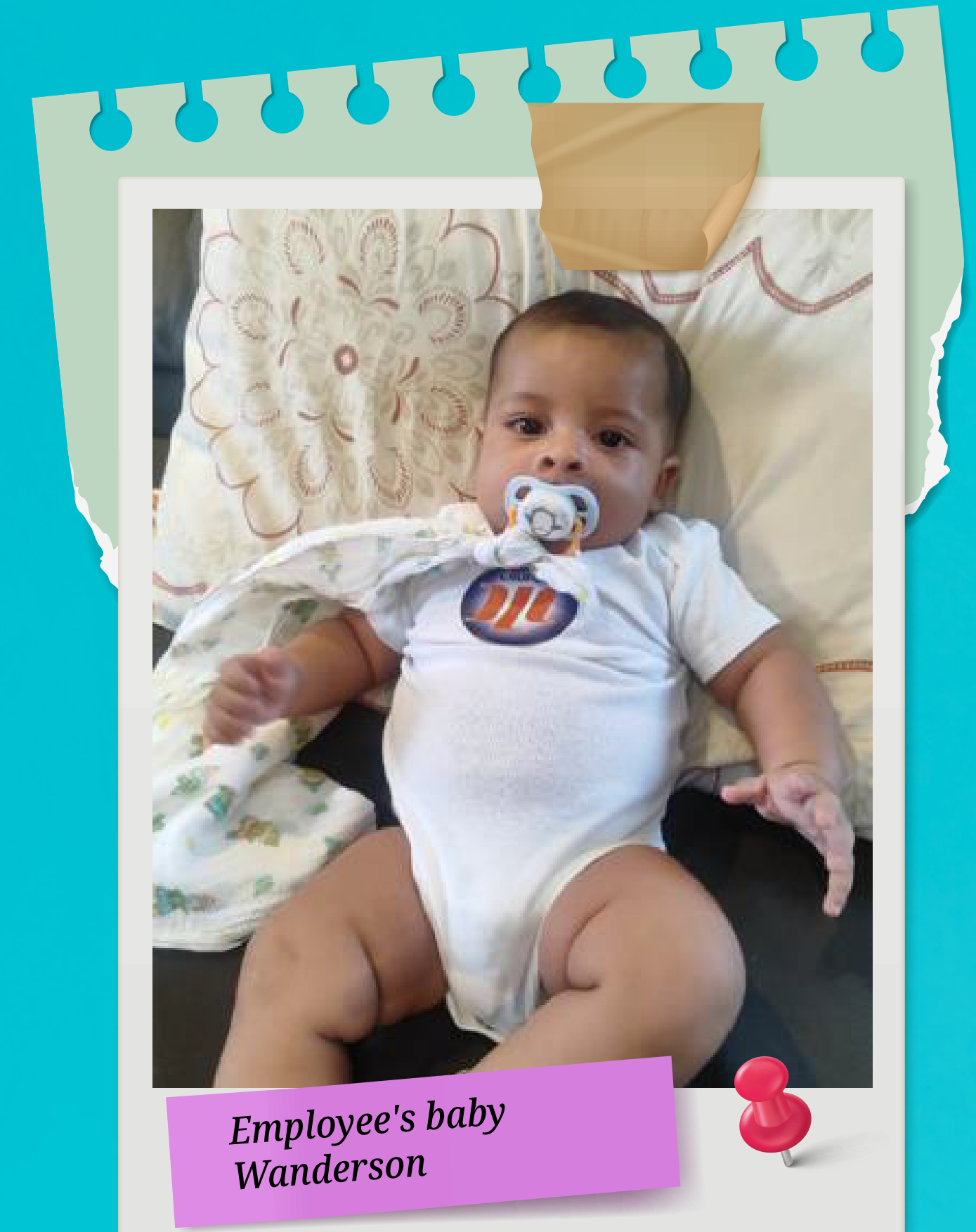


rites of culture

Welcome baby!

The DLC family grows every time a baby is born! Whenever the child of one of our employees is born, he is presented with a treat and an additional food benefit applied in the month of birth.

We believe that in this way we participate in this unique moment in the life of the employee's family.



Employee's baby
Wanderson

Training and Development Program

The DLC Group values the development of its team's potential. Through the training pyramids, each employee knows their development path and accesses learning content under their self-management.

The contents are prepared and made available based on the skills necessary for the exercise of the position available on the DLC Training Platform and external websites.

External training is also regularly carried out in institutions of high quality standards such as FGV, Bravend, Metanoia, Sotreq/ Solides, Napier etc.



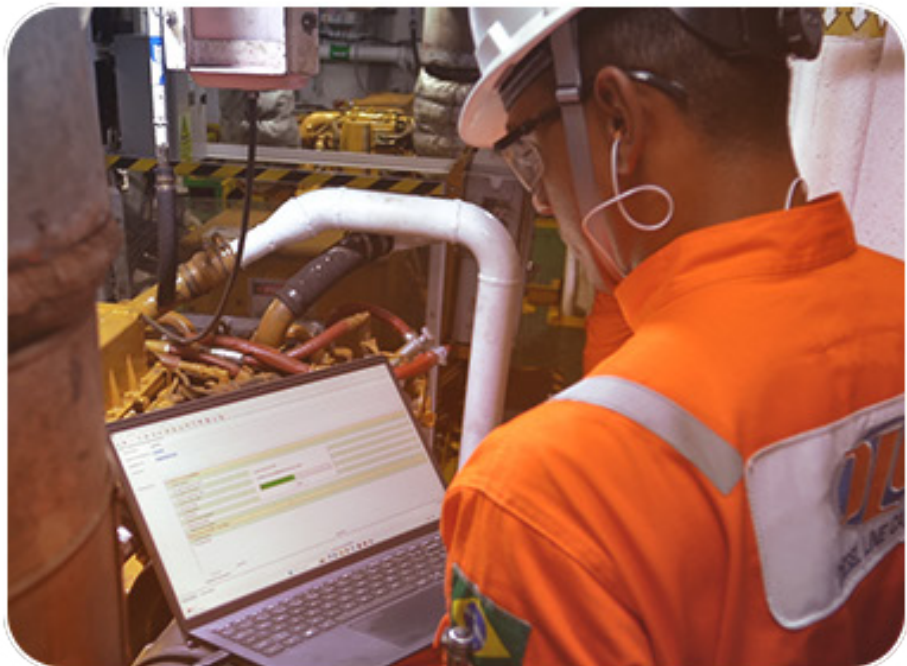
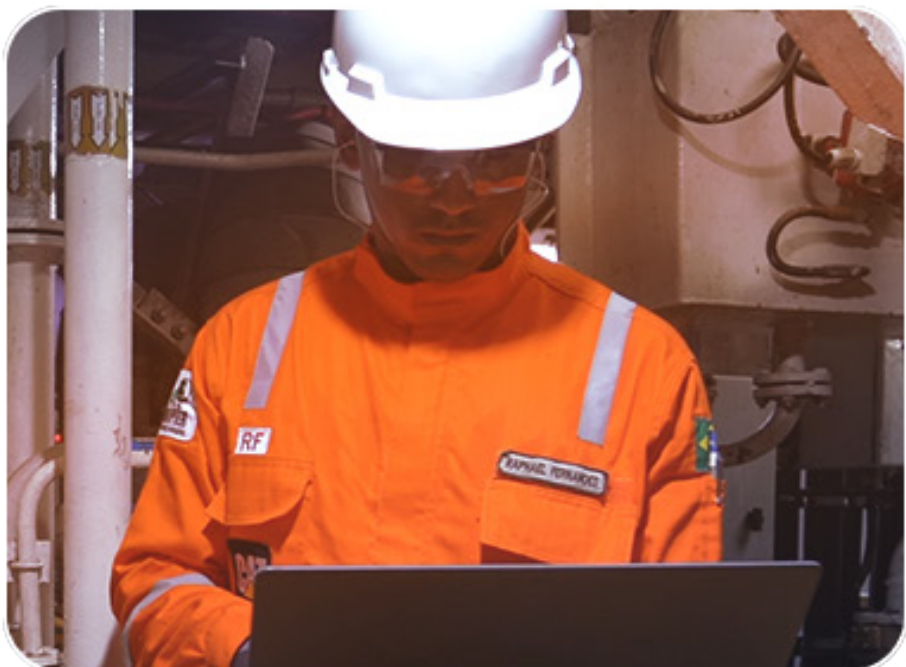
Annual Investment in T&D



GOVERNANCE

At DLC we are driven by the generation of value, which is only established through ethics. By acting ethically in all our relationships, we cultivate our reputation and increase our connection with employees, customers, investors, development institutions, suppliers, the community and the government.

To this end, we submit all decision-making to the scrutiny of our purpose, mission and values and to the five principles of corporate governance.



PURPOSE

Generate success for all our connections with transparency, commitment, care and collaboration.



OUR VISION



To be recognized by our customers as a unique company in building their operating results.



To be considered as one of the best companies to work for in our segment and size.



To be recognized by our employees as a company that challenges and provides professional development.



To be recognized by our neighborhoods as a generator of success in our regions.



To generate profitability capable of ensuring the success of all our connections.



Integrity
Excellence
Collaborative Growth
Commitment
People

OUR FOCUS



With integrity, we provide our customers with excellence in motor, generator and compressor solutions, for the prosperity of business.

OUR SEEDS



Serve
Enhance
Thrive

PRINCÍPIOS DA GOVERNANÇA CORPORATIVA

Integrity

To practice and promote the continuous improvement of the ethical culture, avoiding decisions under the influence of conflicts of interest, maintaining coherence between speech and action and preserving loyalty to the organization and care for our stakeholders, society in general and the environment.

Transparency

Provide true, timely, coherent, clear and relevant information, whether positive or negative, and not just that required by laws or regulations. This information should not be restricted to economic and financial performance, but should also include environmental, social and governance factors.

Accountability

Perform our duties with diligence, independence and with a view to generating sustainable value in the long term, taking responsibility for the consequences of our acts and omissions. In addition, they must be accountable for their actions in a clear, concise, understandable and timely manner, aware that our decisions may not only hold us individually accountable, but also impact the organization, its stakeholders and the environment.



Equity

Treat stakeholders fairly, taking into account their rights, duties, needs, interests and expectations, as individuals or collectively. Equity presupposes a differentiated approach according to the relationships and demands of each stakeholder with the organization, motivated by a sense of justice, respect, diversity, inclusion, pluralism, and equal rights and opportunities.

Sustainability

Ensure the economic and financial viability of the organization, reduce the negative externalities of its business and operations and increase the positive ones, taking into account, in its business model, the various capitals (financial, manufactured, intellectual, human, social, natural, reputational) in the short, medium and long term.

Source: IBGC Code of Best Corporate Governance Practices, 16th edition (2023)



FAMILY GOVERNANCE IN DLC

Family Governance has brought new practices to the Family Group's relationships, since now the members work with greater transparency, organizational communication, professionalization, corporate affinity, responsibility and business intelligence. Thus, members declare these principles as guiding all current and future business.

Transparency in the business is understood as good internal and external communication to the business, based on frankness, spontaneity, timeliness and the sincere desire to inform everything that may be relevant to the stakeholders.

Organizational communication is understood as both internal communication, which comprises the informative relationship between business, family and employees, and external communication, between business and the public with the main objective of valuing the company or brand.

Professionalization is understood as the processes that seek to organize and formalize administrative activities in the organization, with the objective of improving its competitiveness and ensuring its continuity.

Corporate affinity is understood as the union between the members of the Group to achieve the expected results, for which it is necessary that the members share the following affinities: common objectives, values and vision of governance and management. Responsibility, or sense of ownership, is understood as thinking and acting with a posture that leads to the achievement of the expected results, the commitment to the rules and to the business as a whole.

Management analysis is understood as the systematic process of collecting, organizing and sharing information in order to facilitate decision-making.

GOVERNANCE STRUCTURE

In order to promote the monitoring and operationalization of the business, the members of the Family Group determine the constitution of the following Corporate Governance Bodies to be implemented in phases so that we can make the gradual adjustments along with the allocation of resources required for these phases:





FAMILY COUNCIL

The main objective of the Family Council is to promote a forum in which members can articulate their values, needs and expectations in relation to the company and develop policies that protect the long-term interests of the family in an informative and consultative manner in relation to the affairs of the GROUP, being able to deal with issues and strategic decisions related to assets.

The Family Council is a governance body that aims to preserve the interests of the Family Group, transposing the values and culture of the founder. It integrates the different generations and fosters the feeling of belonging to ensure the longevity of the business family.

Assignments:

- I. Inform about the results obtained, challenges of the last year and planning for the coming years
- II. Inform about new investments and business possibilities.
- III. Promote family values and integration.
- IV. Promote the development of the business family.
- V. Inform about the social actions of the Family Group.
- VI. Promote space for reporting experiences of members who are part of the Family Succession Program.

AUDIT AND INTERNAL CONTROLS COMMITTEE

DLC also has an Internal Audit, whose activities are reported directly to the Board of Directors, and is responsible for evaluating the effectiveness of processes, evaluating compliance, governance and risk activities, through an annual audit plan.

Assignments:

- I. Internal audit must audit risk management and assess whether it is identifying and mitigating risks appropriately, in addition to reporting risks not identified by the area.
- II. Ensure that internal controls function properly and are being exercised in the desired manner. The audit must also analyze and recommend improvements to bring effectiveness to the processes.
- III. Assess the adequacy of policies, standards and instruments put in place to prevent fraud.
- IV. Assess whether compliance processes are adequate and also report non-conformities and results so that the unit responsible for compliance management can coordinate the necessary actions with managers.
- V. Elaboration and Implementation of Internal Controls:
Establish internal controls to monitor and mitigate risks, ensuring that the organization's processes are in compliance with standards and regulations.
- VI. Training and Awareness:
Promote training for employees on the importance of risks and controls in addition to raising awareness about adherence to these practices.



GRUPO



INDEPENDENT AUDIT

Independent auditing is an integral part of the governance system to support partners, management committee and directors in the exercise of their duties, particularly in the functions of inspection and control.

Assignments:

- I. Assess whether the internal controls used by management are adequate and sufficient to allow the preparation of financial statements and integrated corporate reports that do not present material misstatements, regardless of whether caused by error or fraud.
- II. Issue a report with recommendations arising from its evaluation of internal controls carried out during the audit process.
- III. Be present at the partners' meeting to respond to requests for clarification from shareholders who are going to deliberate on the financial statements.

COMITÊ DE ÉTICA

Group with the responsibility of analyzing and advising on ethical issues, ensuring that actions and decisions are aligned with the values, norms and principles of the organization and society. This committee plays a key role in creating a healthy, transparent corporate environment that complies with laws and regulations.

Assignments:

I. Ethical Case Analysis:

The committee is responsible for analyzing complaints, grievances, or situations related to unethical behavior, conflicts of interest, harassment, fraud, or other irregular practices within the organization.

II. Orientation and Definition of Ethical Policies:

The committee can propose, review, and guide the creation of codes of ethics, internal policies, and guidelines that guide the behavior of employees, leaders, and other parties involved with the organization.

III. Investigation and Investigation of Complaints:

When suspicions of unethical practices arise, The committee can investigate and ascertain the facts, ensuring impartiality and compliance with the rules. This may include following up on formal investigations and applying corrective measures.

IV. Prevention of Conflicts of Interest:

The ethics committee is responsible for monitoring and ensuring that there are no conflicts of interest among the organization's employees, leaders, or partners, promoting transparency in decisions and actions.

V. Promotion of Ethical Culture:

It works to promote an organizational culture that values ethical principles, educating employees about the importance of ethics in the workplace and encouraging adherence to the organization's values.

VI. Advisory and Consulting:

The committee acts as an ethical consultancy for senior management and other sectors of the organization, helping to make decisions involving ethical dilemmas and to establish practices

consistent with the company's values.

VII. Training and Qualification:

Develop ongoing ethics training programs for employees, enabling them to recognize and deal with ethical issues in the workplace.

VIII. Regulatory Compliance Tracking:

The committee also ensures that the organization complies with external laws and regulations related to ethics, such as anti-corruption laws, data protection, among others.

IX. Disciplinary Recommendations:

After analyzing cases of ethical infraction, the committee may suggest corrective or disciplinary actions, such as warnings, rehabilitation, or even dismissals, depending on the severity of the case.

X. Promotion of Confidentiality and Protection of Whistleblowers:

The ethics committee is also responsible for ensuring the confidentiality of sensitive information and protecting those who make complaints against unethical practices, avoiding retaliation.

ESG COMMITTEE

Group formed with the responsibility of ensuring that the company's practices are aligned with ESG (Environmental, Social, and Governance) principles — that is, the environmental, social, and governance aspects that impact not only the organization's sustainability, but also society and the environment.

Assignments:

- I. Creation of ESG Policies:
The committee is responsible for developing and implementing strategies and policies related to the environmental, social, and governance aspects of the company.
- II. Definition of ESG Goals:
It establishes clear and measurable goals for the areas of environment, social impact and governance. For example, reducing carbon emissions, increasing diversity, or improving transparency practices.
- III. Monitoring of Indicators:
The committee regularly monitors performance indicators related to ESG factors, such as energy consumption, waste reduction, social inclusion initiatives, and ethics and transparency policies.

- IV. Impact Assessment:
Evaluates the impact of the organization's actions on environmental, social, and governance issues, to ensure that the company is meeting its goals and continuously improving.
- V. Risk Identification:
It identifies risks related to ESG factors, such as environmental (such as climate change), social (such as inequality and human rights), and governance (such as lack of transparency or corrupt practices) risks.
- VI. Risk Mitigation:
It defines strategies to mitigate these risks, integrating preventive and corrective actions to ensure the long-term sustainability of the organization.

- VII. Transparent Communication:
The committee ensures that the company maintains clear and transparent communication with internal and external stakeholders about its ESG practices. This includes the disclosure of sustainability reports, participation in forums, and dialogue with investors, customers, governments, and NGOs.
- VIII. Diversity and Inclusion:
The committee develops policies to promote diversity and inclusion within the organization, combating discrimination and creating a fairer work environment.
- IX. Social Projects:
It encourages actions that benefit the community, such as volunteer programs, partnerships with NGOs, support for education and health, and support for vulnerable groups.



X. Human Rights:
It monitors and ensures that the company respects human rights in all its operations, including the supply chain.

XI. Ethics and Compliance:
The committee oversees the practices of governance, promoting ethics, Transparency, accountability and compliance with standards and Regulations. This includes practices against corruption and the promotion of good practices of governance.

XII. Management of Conflicts of Interest:
Establishes clear policies to avoid and address conflicts of interest within the organization, ensuring responsible and transparent leadership.

XIII. Preparation of Reports:
The committee is responsible for preparing ESG reports, which are shared with investors, regulators, and other stakeholders, showcasing the company's efforts and results in relation to its environmental, social, and governance practices.

XIV. Adherence to Standards and Certifications:
Ensure that the company meets international ESG standards and certifications, such as the GRI (Global Reporting Initiative) reports, the Dow Jones Sustainability Index, and the TCFD (Task Force on Climate-related Financial Disclosures) guidelines.

XIII. Internal Training:
The committee promotes training for employees and managers about the importance and practices related to ESG, creating an organization more aligned with these principles.

INTEGRITY POLICY

DLC is concerned with the adoption of adequate internal controls, which can indicate any imperfections and measures adopted to correct them.

The Executive Board with the support of the internal audit and independent audit is

responsible for establishing and maintaining effective internal controls regarding the preparation and disclosure of individual and consolidated financial statements, as well as by assessing the effectiveness of internal controls at the entity, financial and information technology levels.

The company’s internal controls seek to provide reasonable assurance to the reliability of the process of preparation and disclosure of individual and consolidated financial statements, in accordance with the accounting practices adopted in Brazil and the international financial reporting standards (IFRS).



Initiatives

Automation of processes

The DLC Group has established as a Strategic Business Objective the automation of several processes. The main objective of this automation is, in addition to ensuring fast and assertive information and results, to develop your team to work in critical analysis, innovation and solutions. We believe in people’s potential and that giving them the opportunity to question their processes by bringing solutions is fundamental for their professional growth and consequently the business.

These Strategic Objectives are monitored and measured within the Integrated Management System.

DLC adopts a series of mechanisms in order to guide its managers and employees to conduct business and activities with integrity and in compliance with the law.

Within the integrity policy, we highlight:

- Integrity Program.
Its objective is to determine the conducts to be followed to prevent, detect, investigate and mitigate deviations resulting from fraud or corruption, through the integrated management of actions and controls.
- Procedure for Interactions with Political Agents and Political Parties.
It aims to ensure integrity in these interactions and curb situations of conflict with the company's interests, as well as the proper recording of interactions.

In line with Law 12,846 – Anti-Corruption Law, DLC has a methodology for detecting, preventing and treating situations that may expose company assets to risks of fraud, corruption, money laundering and terrorist financing.

- Integrity Assessments Procedure.
The Integrity due diligence process is intended for legal entities and considers criteria such as: size and segment of operation; geographic location of the company and its operations; history and reputation; interaction and links with public agents and politicians; and the existence of an integrity program.

- Detection of integrity deviations. The investigations aim to investigate evidence of irregularities practiced by the workforce against rules and/or the company's assets, in addition to subsidizing the possible application of disciplinary measures.

Based on the verification, via the Investigation Report, of the occurrence of the irregularity, the responsible managers, together with the Ethics Committee, prepare action plans for the implementation of improvements in organizational processes, supported by an opinion from the legal area with recommendations for measures to be adopted, including the application of disciplinary measures, appropriate judicial measures.



- Consequence Management Standard. Applicable to employees, middle management and directors, its objective is to establish disciplinary measures and a system of consequences to be applied in cases of non-compliance with their respective obligations to the company.

- Privacy Policy and Guidelines for the Processing of Personal Data in DLC's Processes and Activities. It aims to demonstrate the integrity and transparency of the processing of personal data in the conduct of the company's business, establishing clear limits for the purpose of the processing of personal data, so that privacy is respected, protected and preserved. Compliant with the LGPD, we have an exclusive channel to meet the rights of personal data subjects.

- Communication and Training. DLC carries out communication actions on topics related to integrity and training, in person and/or

distance learning, on ethical conduct, fraud and corruption prevention, competition compliance, risk management and internal controls and data protection, with the objective of ensuring the dissemination of knowledge and the acculturation of the entire workforce.

- Code of Ethical Conduct. Our Code of Ethical Conduct constitutes an individual and collective commitment of each and every one to comply with it and promote its compliance, throughout DLC's production chain and in relations with its stakeholders.

- Whistleblowing Channel. DLC manages its Whistleblowing Channel, through a specialized and independent company, ensuring the confidentiality of the complaint and the anonymity of the whistleblower. After receipt and initial analysis by the contracted company, the complaint is forwarded to the Ethics Committee, where it is treated and monitored by the Compliance and Ombudsman Coordination until its conclusion (it is the Ethics Committee that monitors from receipt to completion of the process).



FAMILY PROTOCOL

The DLC Group, composed of the holders of the Family Holding Shares, heirs and/or participants of the family business, after joint reflection, formalized a Family Protocol aiming at the continuity of the DLC Business Group over the generations.

The primary purpose of the rules established in the protocol is to resolve the needs and concerns arising from the family, patrimony and business relationship, allowing such plans to complement each other through the bonds of affection, professionalism and social conscience signed.

The members of the Family Group are fully aware that, in addition to the rules, everyone is extremely important for the business and that each one, within their personal and professional functions and skills, has an indispensable role for the proper progress of the business.

In addition, the members are aware that this agreement contributes to the professionalization between family relations and the business, thus, the rules defined, as well as the decisions made in future meetings, must be complied with, and it is everyone's duty to act loyally and respectfully in relation to the other members of the Family Group and the future of the business.

In order to develop the business, the members are also committed to teaching and training the next generations, both in relation to the values of the family and the company, as well as in the search for adequate academic education, according to the will and aptitude that each heir may present during his personal and professional development.

Finally, the members are aware that, from the constitution of the Family Protocol, they declare to comply with the rules of action established herein, trusting that such rules will be converted and incorporated into the family tradition.

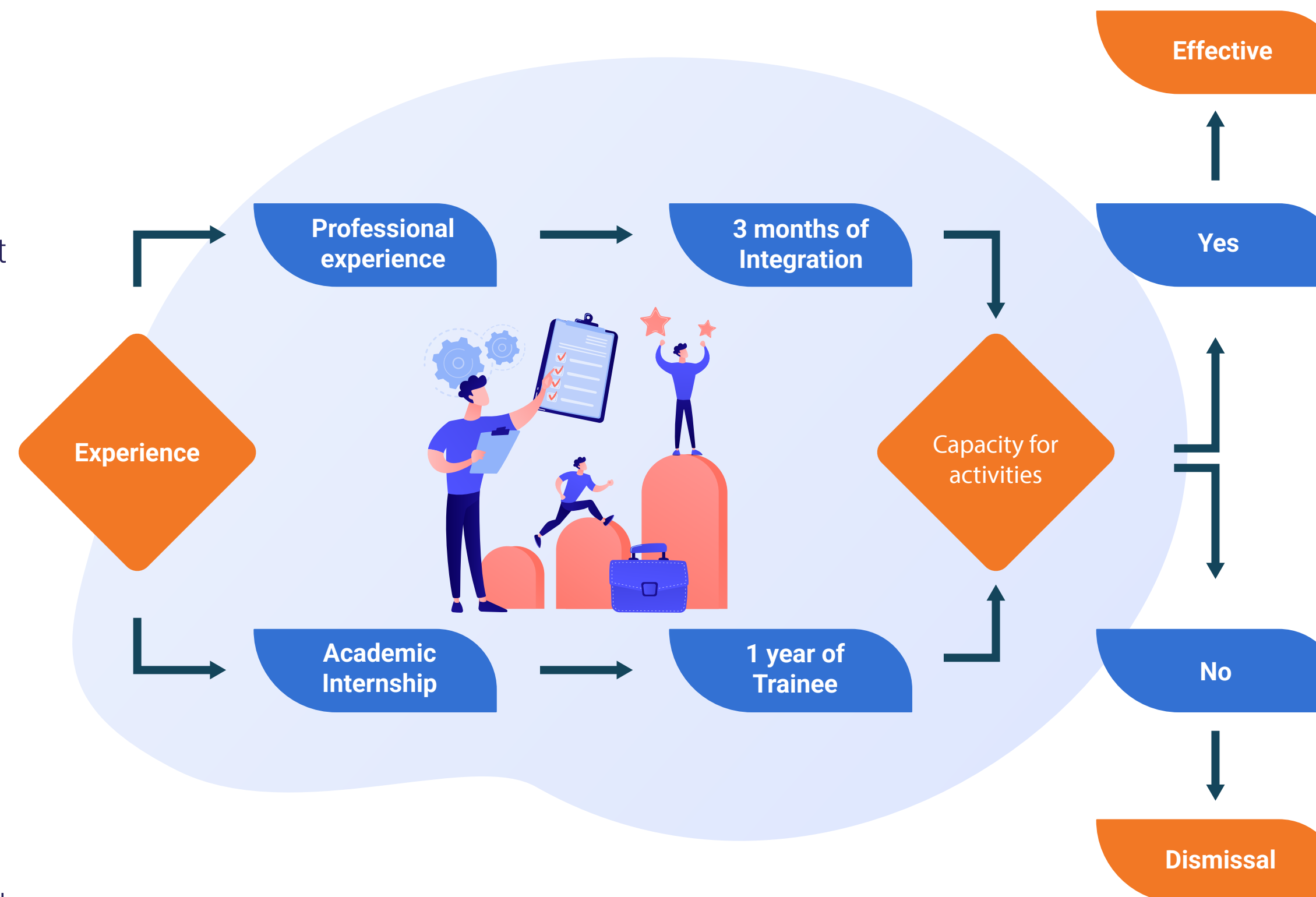


ENTRY OF FAMILY MEMBERS INTO THE BUSINESS

The members decide that the entry of new generations into the Family Group's business is conditional on the existence of a vacancy, desire to be part of the family business, having training for the vacancy and approval of more than 51% of the quotas. In addition to the fulfillment of a one-year trial period, and finally, the approval of more than 51% of the Group's quotas.

Existence of
Vacancy

The admission of professionals must be formalized, as well as the function to be performed, their responsibilities, subordination and remuneration. The working conditions in relation to the function, hierarchical dependence, remuneration, training, evolution and promotions of the family members who work in the business will be proposed and reviewed annually in a meeting.



PROFESSIONAL TRAINING OF FAMILY MEMBERS

The education and development of members is encouraged, giving them opportunities to acquire a level of knowledge and experience that enables them to be useful to the business and develop their human capabilities in harmony and balance.

All proposals for professional training, courses and congresses must be presented and approved by the Family Council.

GRUPO



CONFLICT RESOLUTION

If doubts arise as to the interpretation, omission or application of the rules of this Family Protocol, the members of the Family Group undertake to first seek direct negotiation. If friendly attempts to resolve disputes are frustrated, they should resort to mediation, choosing a professional (or a team of professionals) with impartiality and knowledge of the dynamics of the family business.

If there is any issue that cannot be resolved by mediation, or that the members of the Family Group have not reached a solution after a minimum of three and a maximum of six mediation sessions, they may submit it to the arbitration procedure.

EXPRESSION

Manifesto

**WHAT IS YOUR MAXIMUM?
WHAT IS OUR MAXIMUM?
OUR TRUE POWER?**

**IT IS DOING THE POSSIBLE AND THE IMPOSSIBLE TO
BRING THE BEST SOLUTIONS TO THE WORLD.IT IS
GENERATING THE CERTAINTY THAT WE WILL GET THERE.**

**IT IS CONNECTING SOLUTIONS TO BRING PEOPLE
CLOSER. BECAUSE BY BRINGING PEOPLE CLOSER,
WE GENERATE NEW SOLUTIONS. SOLUTIONS THAT
GENERATE REAL RESULTS.**

**RESULTS THAT DRIVE CONNECTIONS.
CONNECTIONS THAT SET THE WORLD IN MOTION.**

**DLC.
CONNECTIONS AT MAXIMUM POWER.**

