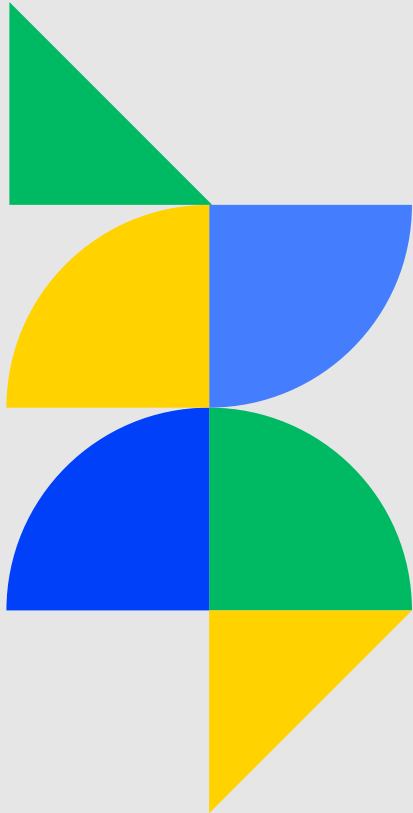


apexBrasil

MINISTRY OF
DEVELOPMENT,
INDUSTRY, TRADE
AND SERVICES

BRAZILIAN GOVERNMENT
BRASIL
UNITING AND REBUILDING

▶▶ 2023 ESG REPORT



2023 ESG REPORT
ApexBrasil

Jorge Viana
President

Floriano Pesaro
Corporate Management Director

Ana Paula Repezza
Business Director

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Jorge Viana
President

The year 2023 was crucial for ApexBrasil to assume its role as a valuable pillar in supporting the country's transition to Zero Carbon. The Agency has started to incorporate ESG principles to manage its direct impact – and that of its projects – on the planet, on communities and on its governance structure.



Ana Paula Repeza
Business Director

We have embarked on an important undertaking which we believe will provide a solid basis for helping Brazilian companies – and ApexBrasil itself – to be more innovative, efficient, socially inclusive and environmentally responsible. We want to be an example and, in this way, guide our exporters in the process of adapting to the demands of the international market with regard to ESG practices which, it should be noted, integrate economic and financial aspects with governance management practices for sustainability.



Floriano Pesaro
Director of Corporate
Management

The work has only just begun, but we are going to move forward with agility in transforming our processes, aware that the changes and adjustments being implemented are leading us down the safest path to reducing negative impacts on the environment and society.

And dialogue is the essence of this quest to ensure that our initiatives bring tangible benefits to all those involved; including, and especially, for the regional development of the country.

That is our goal. We will continue to be even more committed to our duty to include Brazilian companies,

competitively and safely in global value chains and, as a result, increase the generation of jobs and income in the country.

We are investing human and financial resources in this task. Among the activities carried out in 2023, we would highlight the creation of the ESG Committee and the consultation with more than 850 stakeholders to build the materiality matrix, prioritizing the issues that impact the Agency's ability to create value in the short, medium and long term.

Employees, Brazilian companies involved in the Agency's projects, sector entities, members of the Board of Directors and the Supervisory Board, international buyers and investors were consulted and asked for their opinions on the relevance of ApexBrasil in matters directly related to its work, as well as on political, economic, social, technological, environmental and legal factors that affect the organization.

The responses helped us gather data and evidence that contributed to the construction of the strategic guidelines that will guide ApexBrasil's activities over the next four years, which were incorporated into its [Strategic Plan 2024-2027](#) and guided the definition of Strategic Initiatives. The ESG theme was evident in this work, with the implementation of initiatives aimed at promoting energy transition, promoting the export of sustainable products and services, the sustainable use of soil and water and other agendas aimed at sustainability and industrial decarbonization, reinforcing the leading role that Brazil has always played and has the vocation to continue playing in the context of solutions to the main challenges of this agenda.

In addition, following the guidelines of its Strategic Plan, which prioritizes the promotion of sustainability, ApexBrasil is committed to attracting investments in energy security, with a focus on projects with environmental, social and governance (ESG) appeal, innovation and new technologies for decarbonization and energy transition.

In the same effort to translate the strategic guidelines into action, in 2023 the Agency made a commitment to gender equality, which in 2024 has been

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consolidated by expanding the products and services offered by the Agency to companies led by women. We would like to highlight the creation of the Women and International Business Program, which includes various actions such as individual and collective mentoring, workshops, seminars and oratory training to help develop the skills and abilities needed for exporting, as well as business missions, the Export Acceleration Program and international e-commerce workshops, with a focus on developing female leaders in the Brazilian foreign trade ecosystem. Our actions are therefore aimed at promoting a culture of inclusion, in which all people, regardless of their origin or identity, feel valued and included in our processes and projects.

Another priority in our actions is alignment with public foreign trade policies, which are intrinsically related to ESG issues. In this sense, the construction of ApexBrasil's [2024 Action Plan](#), approved by the Apex Deliberative Council (CDA) in November 2023, sought to demonstrate how our actions for this year are in consonance with policies such as the National Foreign Trade Strategy, when it comes to the thematic axis of Trade and Sustainability, as well as corroborating ApexBrasil's work in working groups developed by the Ministry of Development, Industry, Trade and Services (MDIC) in the construction of Brazil + Sustainable, the Green Seal Program and the Amazon Seal, in addition to the Sustainability Seal, the latter led by the Chamber of Foreign Trade (CAMEX).

In addition to looking externally, ApexBrasil's internal maturity in ESG practices is a priority and a premise that will permeate its work over the next four years. To this end, the following actions have been set for 2024:

1. Raise ApexBrasil's level of compliance maturity by promoting compliance, integrity, ethics and transparency among employees and their relationships.
2. Raise ApexBrasil's level of maturity in sustainability, promoting social, environmental and economic responsibility and the best governance practices in its management and business.

3. To monitor the level of employee belonging to ApexBrasil, making it possible to determine the effectiveness of actions aimed at consolidating the organizational culture of transversality, synergy and results, with a focus on retaining talent.
4. Improve the employee integration process, in order to promote the Agency's culture and enable employees to move around the Agency's areas, acquiring knowledge and providing new learning opportunities, while maintaining a safe, respectful and collaborative working environment.

It is through these actions and the Initiatives listed in ApexBrasil's 2024 Action Plan that we aspire to ensure that ApexBrasil is able to prepare and lead Brazilian companies to the international market, in order to contribute to Brazil's sustainable development. This new scenario presents risks and opportunities, but we are sure that with the necessary training we will be able to reduce the negative effects on production and governance processes and better assimilate the possibilities that the moment presents.

Happy Reading!
Executive Board
ApexBrasil

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On April 13, 2023, ApexBrasil's Board of Directors took the first for – mal step towards establishing its commitment to ESG practices by creating a Committee with representation from various areas of the Agency. The initiative marked the effort to include the issue in its management and also in projects and actions to promote trade and attract investment. From that date onwards, the different areas and their teams began to be guided and trained to incorporate the three pillars of the acronym into their routine: environmental, social and governance.

In May, we began the work of popularizing the theme, sowing the seeds of curiosity about what would form the basis of our day-to-day initiatives; from individual habits to the premises for Strategic Planning. We wanted to awaken in each of the Agency's employees an interest in exploring the topic, the desire to read an article or watch a video on the subject, to ask about the personal commitment that each person could make to make a difference in the office, at home and in the community.

We organized an in-person and online seminar for all employees, including ApexBrasil's regional units in different states, as well as the offices in the countries where we are based. We welcomed the Minister for Development, Industry, Trade and Services, Geraldo Alckmin, who highlighted the Agency's responsibility to work for the country's development in accordance with the pillars of this fundamental agenda, especially given Brazil's relevance on the global stage.

We unveil the concepts and advantages of adopting ESG principles in our daily lives with the guidance of Reinaldo Bulgarelli, from Txai Consultoria e Educação. And from then on, we never stopped. Monthly meetings of the Committee shaped the work that would guide the effort to seek out, together with the ApexBrasil team and its stakeholders, the Agency's role in this scenario of promoting Brazilian exports and attracting investment, increasingly encompassing sustainable practices.

Groups were set up to discuss each pillar and consolidate actions and initiatives that we had taken on a one-off basis – such as joining the UN Global Compact – and what we could add in the short and medium term. We identified external experiences, both theoretical and practical, that demonstrated the national and international relevance of ESG initiatives in corporate management and business.

We mapped 33 actions and came up with 50 suggestions. We consulted seven Trade Promotion Agencies on different continents and identified 53 practices adopted by these counterparts. We talked to public and private institutions. We discovered that we could influence partners and let ourselves be influenced by those who had started down this path before us.

An important step was the acquisition of the ABNT PR 2030 Standard, an innovative reference in the country for the adoption of sustainable practices by companies. We created the Committee's Internal Regulations, the ESG Policy and Program for ApexBrasil. We worked in partnership with the Strategic Management team to build the Agency's ESG Action Plan for 2024 on a material basis.

Finally, we are helping ApexBrasil in its commitment to implement measures that make its management and business more sustainable and transparent, adopting responsible corporate-institutional conduct in relation to society and the environment, contributing to the evolution of the Agency's stage of maturity in Governance and Compliance.

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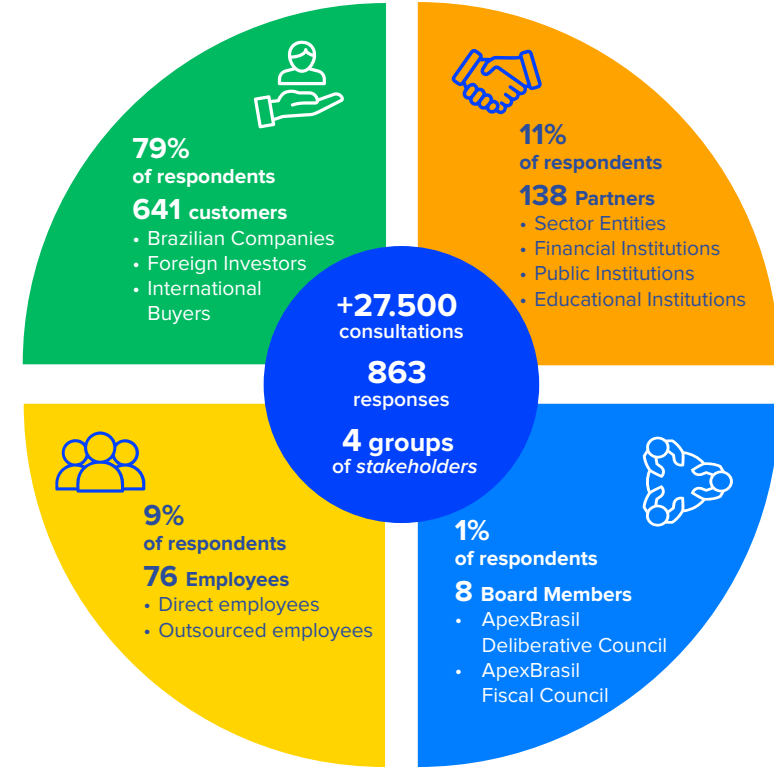
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In 2023, ApexBrasil defined its materiality, guided by the principles of Integrated Reporting and the [ABNT PR Standard 2030](#). It is important to note that materiality includes information on issues that significantly affect the organization’s ability to generate value in the short, medium and long term. The matters raised by the Agency were prioritized based on the importance attributed to each of them by stakeholders and senior management, which is represented in a matrix format. Materiality guides the organization’s actions and value generation.

The process of building ApexBrasil’s matrix was carried out in three phases, as part of the Agency’s maturing process, not only in terms of adherence to the principles of Integrated Reporting and the ABNT PR 2030 Standard, but also in terms of governance and proper direction of efforts to increase maturity in sustainability, in order to maximize the generation of value for stakeholders, especially customers.

Phase 1 – Consultation with stakeholders

The survey of material issues that impact on ApexBrasil’s ability to generate value was carried out by consulting four groups of stakeholders: clients, partners, employees and members of the institution’s Advisory and Supervisory Boards. More than 27,500 consultations were carried out by means of questionnaires and interviews, which obtained 863 responses.



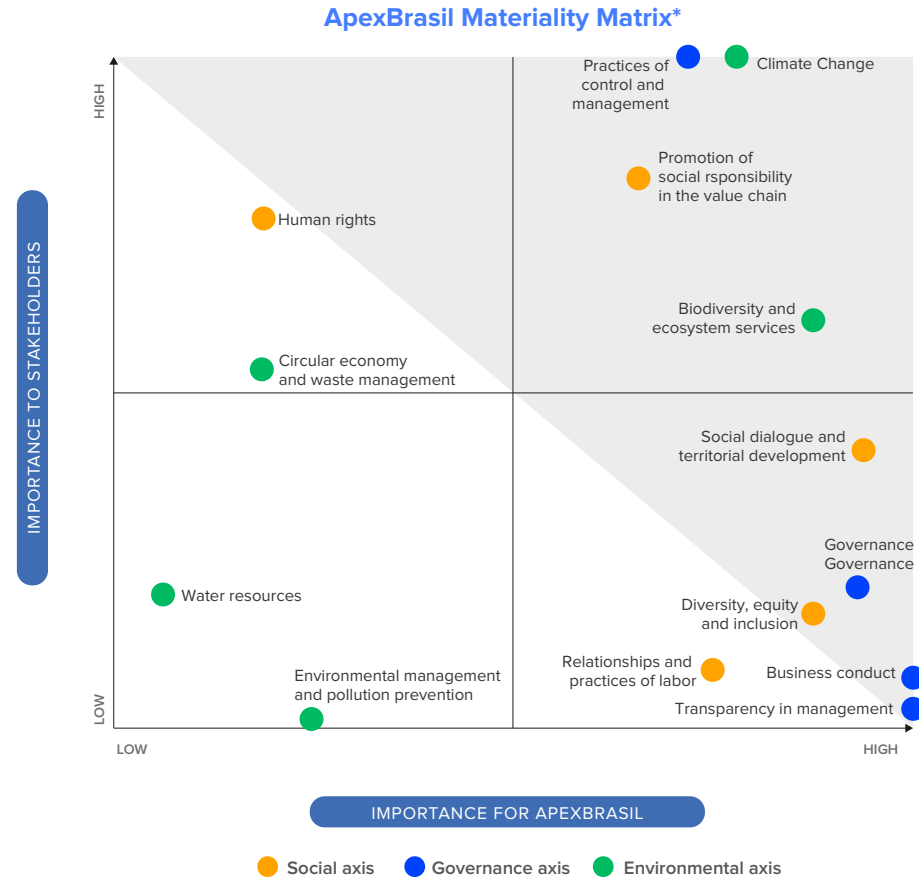
Phase 2 – Consolidation of themes

The issues indicated by the stakeholders were consolidated under the material themes present in the ABNT PR 2030 Standard, adopted as a reference by ApexBrasil for implementing sustainability in its areas of activity. The analysis revealed the presence of 14 themes from the environmental, social and governance axes of ABNT PR 2030.

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Phase 3 – Definition of the matrix

To make up the vertical axis referring to the importance of the themes for the stakeholders, the 14 themes were ranked according to the frequency with which they were mentioned by the four groups. Likewise, the themes were ranked by the Executive Board, with the help of ApexBrasil’s ESG Committee, in relation to their importance to the Agency, making up the horizontal axis of the matrix. The result pointed to the prioritization of nine material themes by ApexBrasil, in full alignment with the Sustainable Development Goals (SDGs) established by the United Nations (UN).



* Version 2. Updating the importance of the material topic Climate Change on the horizontal axis, without changing the prioritization of material topics.

Material Themes ApexBrasil





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The identification and prioritization of themes by matrix are fundamental pillars to guide ApexBrasil’s activities in the coming years. This process keeps the strategy up to date and aligned with stakeholder expectations. This innovative approach contributes to the institutionalization and continuous updating of governance and management bodies and instruments, contributing significantly to improving ApexBrasil’s organizational maturity. The ESG Committee, established by the Board of Executive Directors in 2023 for the specific purpose of working on this front, played a key role in the process of drawing up the materiality matrix, further consolidating the importance of innovation in this context.



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The Brazilian Trade and Investment Promotion Agency (ApexBrasil) is a non-profit, private law entity, part of the S System, whose commitment is to expand Brazil's presence in the global economy, identifying opportunities and cultivating the export culture in a solid and innovative way. ApexBrasil is a pioneer in developing strategic solutions and supporting Brazilian companies, international buyers and foreign investors.

Since 2003, ApexBrasil has been shortening the distance between Brazilian industry and the international market, working in partnership with institutions representing the public and private sectors. The Agency's team does this through multiple initiatives: it organizes prospective and commercial missions to various countries, supports the participation of companies in international fairs, structures visits to Brazil by foreign buyers and opinion formers, qualifies companies for the international market, develops intelligence analyses and studies, and strategically stimulates the country's image abroad, always with the aim of fostering new and continuous business for the country's productive sector in a safe and efficient manner.

The support for Brazilian companies is wide-ranging, covering various sectors of the economy and industries of all sizes, with a special focus on micro and small businesses and start-ups, as well as companies from all regions of the country interested in participating in the international market.

The Agency develops projects to attract foreign direct investment (FDI), focusing on priority sectors for the competitive development of the economy, such as energy security – projects with an environmental, social and governance appeal, innovation and new technologies for decarbonization and energy transition – the health industrial complex and the development of start-ups, increasing support for innovative Brazilian companies.

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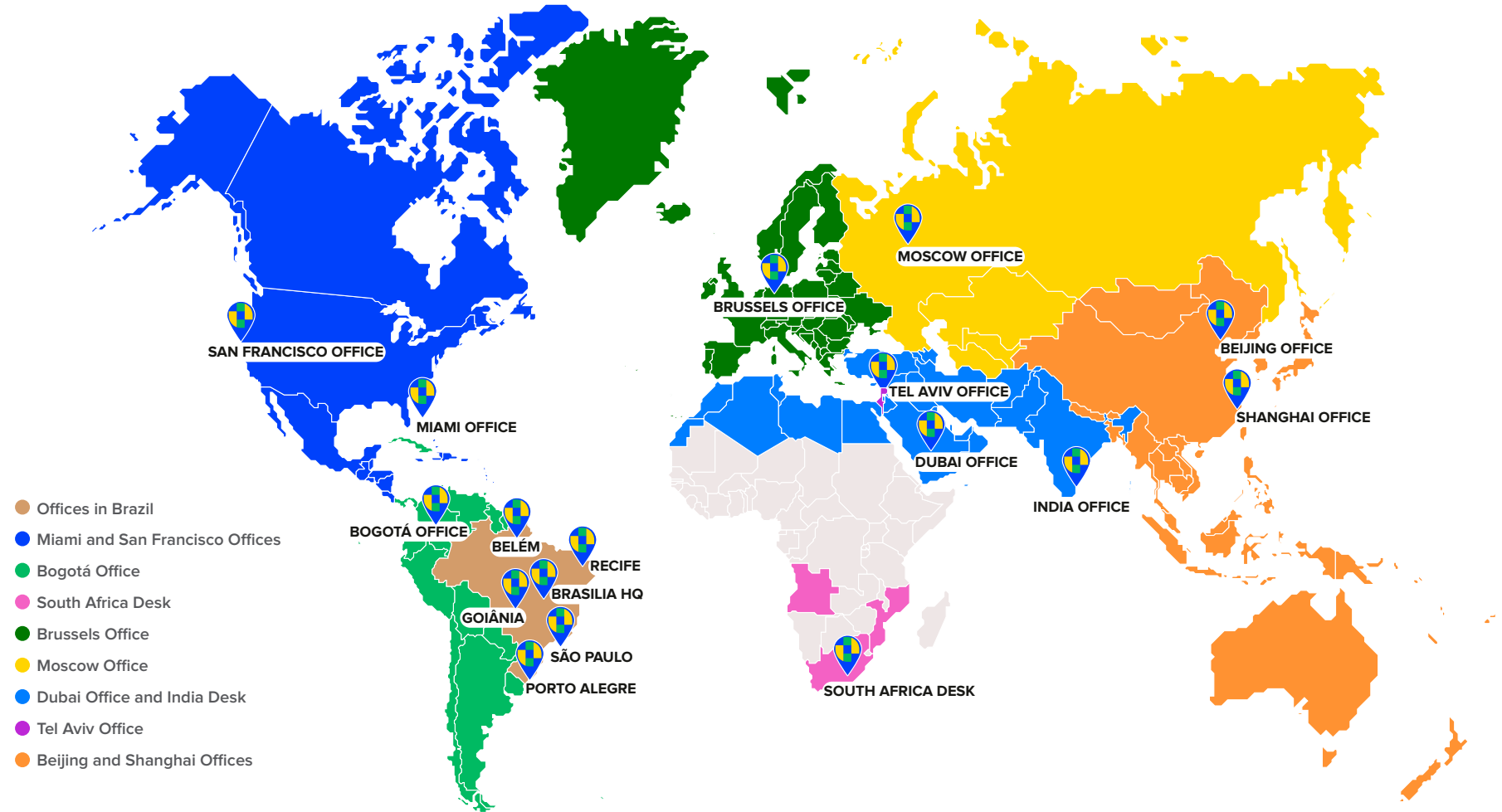
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In order to better access international buyers and investors, as well as to serve Brazilian exporting companies and those wishing to internationalize, ApexBrasil has regional offices, located in 5 capitals, and overseas offices, located in 7 countries. The Agency’s headquarters are in Brasilia.

Areas of Practice – ApexBrasil Offices



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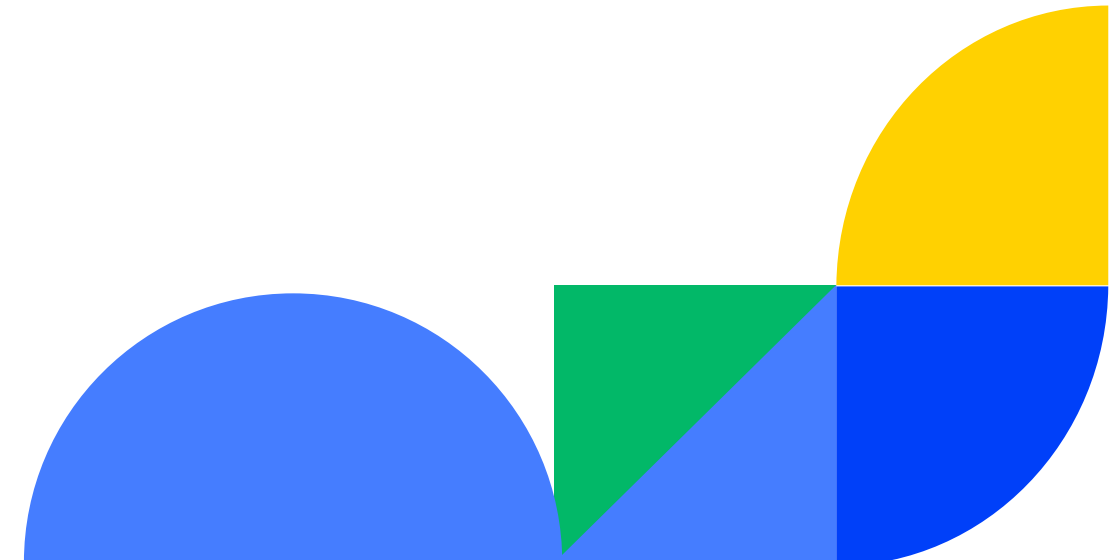
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ApexBrasil Products and Services

In order to boost Brazilian companies and attract foreign investment, ApexBrasil has a broad portfolio of products and services that enable it to carry out its mission through six areas of action:

- ◆ **Market Intelligence:** studies and analysis of markets to guide clients and partners towards the best opportunities for their international business, as well as providing up-to-date information on the international context, which may have an impact on foreign exports and investments;
- ◆ **Business Qualification:** training, consultancy and advisory services offered with the aim of increasing competitiveness and promoting an export culture in Brazilian companies, preparing them for the challenges of the international market;
- ◆ **Trade Promotion:** services that enable entrepreneurs to make direct contact with international business partners and help national companies to actively and competitively enter foreign markets;
- ◆ **International Expansion:** a set of services to guide companies in defining strategies for entering and advancing in the process of expanding operations abroad;
- ◆ **Attracting Foreign Direct Investment:** actions to promote and facilitate foreign direct investment by improving the perception of Brazil as an attractive market for foreign capital, as well as supporting investors throughout the investment cycle, with a view to the country's sustainable development and competitiveness;

- ◆ **Image Promotion:** actions to position Brazilian products and services abroad, including sector and image promotion-country in order to consolidate Brazil as a business partner and destination for foreign investment. To find out more about the Agency's product portfolio, as well as information on how to access it and the prerequisites, visit the [ApexBrasil Products and Services Charter](#) on the ApexBrasil website.



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1 OUR STRENGTH AND RESOURCES

People, Knowledge and Innovation

Our employees, their skills and experiences, as well as their motivations to innovate and develop better products and services, in an ethical and responsible manner.

389 Employees

54% with a postgraduate degree

47% women

45% of leadership positions held by women

+3 thousand

participation in internal and external training

77h of training per employee

Budget, Finance and Accounting

Available financial resources, coming from Ordinary Social Contribution Income (CSO), Asset Income (Financial), Service Income, Capital Income from management reserves and the balance of financial years among other revenues.

R\$ 731 million from the Ordinary Social Contribution (OSC)

R\$ 15 million from Service Revenues

R\$ 72 million from Asset Revenue

Organizational Sustainability

Our management is focused on guaranteeing ApexBrasil's sustainability in the world economic, environmental, social and governance aspects, including maintaining the reputation of its brand among its customers.

NBR ISO 9001:2015 Certification

56.4% economicity in tenders

23.7% economicity in direct contracting

Communication and Relationship

An ethical and transparent relationship with our stakeholders, as well as the ability to share information to improve individual and collective well-being.

10 channels customer relations (online, offline and face-to-face)

14.759 CRM consultations

30 agreements of the Qualification Program for Export (PEIEX)

50 agreements aimed at internationalizing sectors of the economy

57 cooperation instruments signed with brazilian and foreign institutions

Infrastructure

Equipment, physical facilities (offices) and systems used by ApexBrasil to offer products and services.

6 offices in Brazil

11 offices abroad

[Brazil Platform Export](#)

[ApexBrasil Portal](#)

[Invest in Brazil Portal](#)



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2 STRATEGY



MISSION

To promote exports, the internationalization of Brazilian companies and foreign direct investment, in support of national public policies and strategies, to in order to contribute to the sustainable growth of the Brazilian economy.



VISION

To be recognized as the best export promotion, internationalization and investment by 2023.



VALUES

- Daring
- Commitment
- Focus on client
- Transparency

3 OUR PRODUCTS AND SERVICES

- ◆ Market Intelligence
- ◆ Business Qualification
- ◆ Commercial Promotion
- ◆ International Expansion
- ◆ Attracting Investments
- ◆ Image promotion

4 CUSTOMERS AND STAKEHOLDERS

CLIENTS

- ◆ Brazilian companies
- ◆ International Buyers
- ◆ Foreign Investors

STAKEHOLDERS

- ◆ Members of ApexBrasil's Advisory and Fiscal Boards
- ◆ Employees
- ◆ Press
- ◆ Foreign Trade Agents
- ◆ Investment Attraction Agents
- ◆ Civil Society
- ◆ Supervisory Body
- ◆ External Control Body
- ◆ Public Authorities
- ◆ Partners

5 OUR RESULTS

17,064 Companies supported > 43.6% SMEs

5,925 serviced in Intelligence

50 Sectoral Projects

47* Opening of operations abroad

4,181 monitored exporting companies > US\$ 140.7 billion in exports

41.4% of Brazilian exports

58.4% exported new products

55.7% had growth in exports

67.4% exported to new destinations

IED US\$ 10.2 bi in foreign investment announcements supported

+ 106 thousand jobs estimated in the announced FDI

+5 mil empresas qualificadas

- 2,578 By PEIEX
- 2,779 on Competitiveness issues
- 502 by the Program E-commerce

* Number of announcements or plans to open operations abroad by Brazilian companies supported by ApexBrasil in the last year.

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In 2023, ApexBrasil affirmed its commitment to restarting Brazil’s economic, social and environmental development by drawing up its [Strategic Plan 2024-2027](#). Prioritizing the collective construction of ApexBrasil’s future, the Strategic Planning process involved the active participation not only of the Agency’s employees and managers, but also of its clients, specialists and stakeholders, in order to align its actions more and more with the expectations of its stakeholders. In the realization stage of the Strategic Diagnosis, the Agency’s internal and external environments were mapped from four different perspectives: internal, national, international and future.



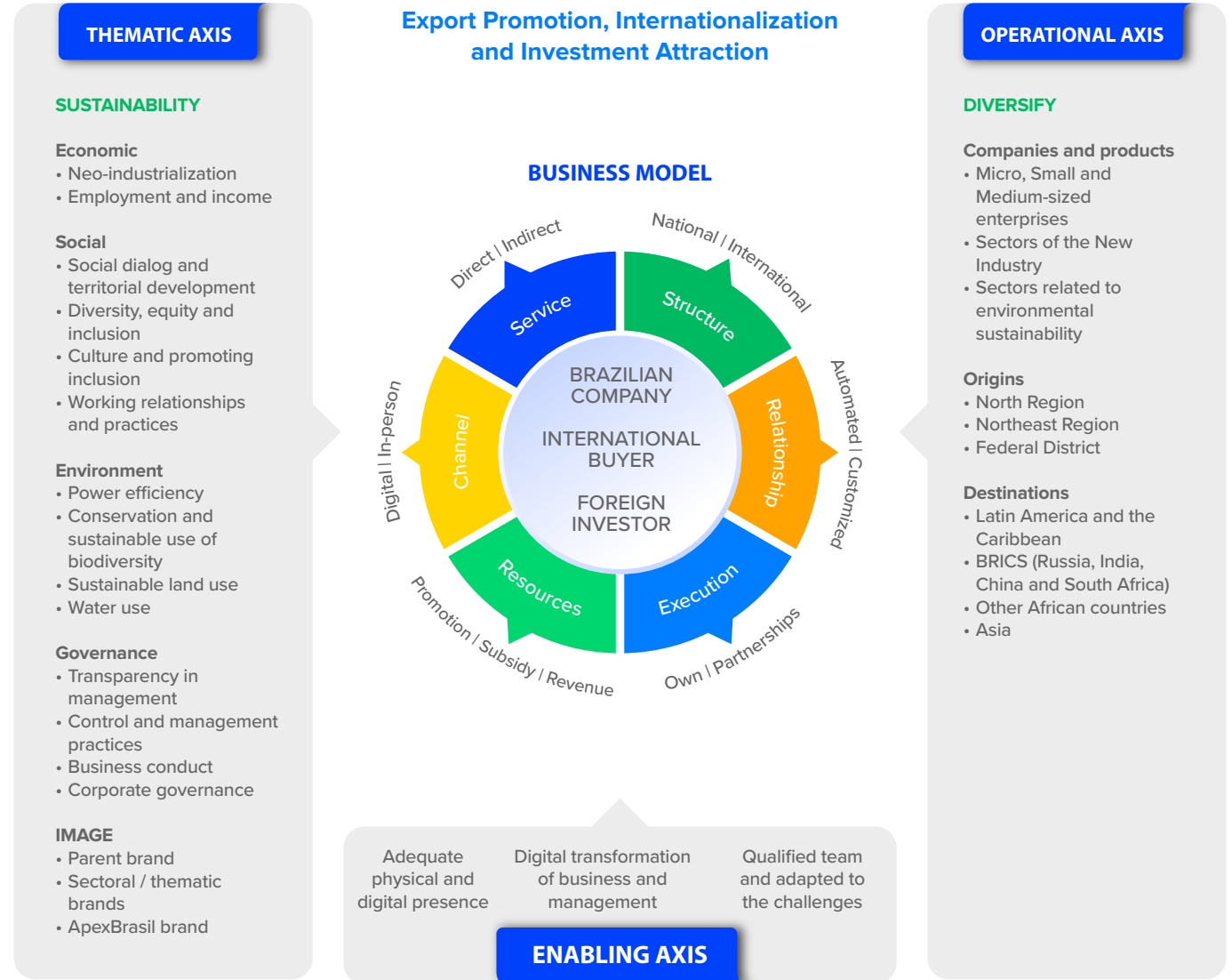
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Based on the analysis carried out during this stage, a framework of Strategic Guidelines was drawn up to guide ApexBrasil’s efforts to achieve its mission and vision over the next four years. At the heart of these guidelines are the clients: Brazilian companies, international buyers and foreign investors, who are served by a business model that combines different forms of service and relationship.

ApexBrasil’s strategic guidelines are presented in three axes:

- ◆ Thematic, which highlights the issues identified in the external context;
- ◆ Operational, which provides the necessary means to achieve the results prioritized by the thematic axis; and
- ◆ Enabler, which elucidates the Agency’s ability to achieve the proposed results.



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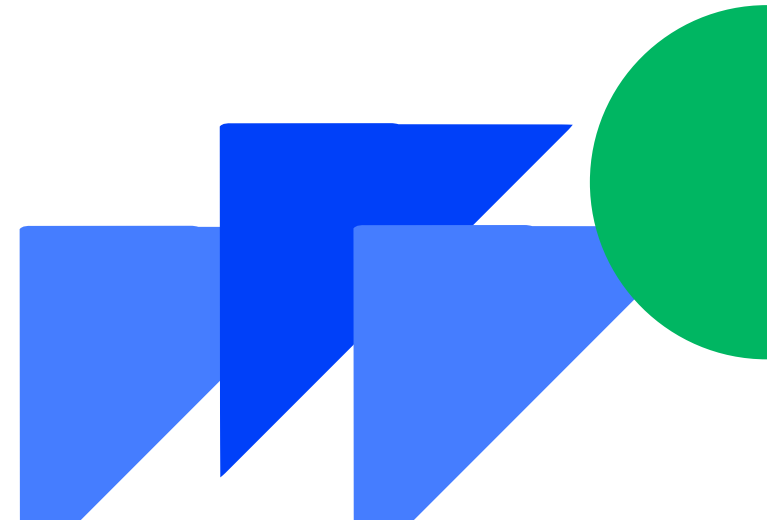
Permeating all the axes are the ESG themes that ApexBrasil is committed to contributing to over the next four years, through its strategy of action. From the Social perspective, regional development is placed as a priority, to be achieved by promoting greater balance in the participation of all units of the Federation in international trade. In the same vein, efforts will be made to diversify the profile of the companies supported, both in terms of their size and the leadership profile of each of them, with the aim of building an increasingly diverse, equitable and inclusive foreign trade system, always respecting decent and fair labor relations.

With regard to Environmental Sustainability, ApexBrasil prioritizes the promotion of initiatives aimed at mitigating climate change and preserving biodiversity and the environment, with a focus on promoting products and companies that respect these guidelines. Finally, one of ApexBrasil's priorities is to promote governance not only internally, but also among its customers, partners and suppliers, through transparent conduct and consolidated control and management practices.

In addition to the Strategic Guidelines, sustainability is present throughout ApexBrasil's Strategic Map 2024-2027. The Strategic Objective related to management is to *“Continuously apply the best sustainability practices and have the capacity for innovative and excellent management”*, with one of the strategic indicators being ApexBrasil's level of maturity in sustainability. This Goal reflects ApexBrasil's commitment to environmental, social, economic and governance sustainability in its activities and those of its partners. The Strategic Objectives of the *“Society”* axis, in turn, include in their definition the sustainability of the planet, as well as the alliance with public policies, further strengthening the issue and showing that ApexBrasil's trade and business promotion can only be carried out through the promotion of the planet is valid when carried out in conjunction with sustainable practices.

This aspect is tangible through various management indicators monitored by the Agency, such as *“Number of companies supported with diversity in leadership”* and *“Number of companies supported that have sustainability certification”*.

ApexBrasil's strategy for the next four years is therefore based on an unswerving commitment to ESG issues, which led to the creation of the 2024 – 2027 Strategic Plan, the main part of which is the Map with the mission, vision and strategic objectives for the period. It presents the objectives that are in line with the Federal Government's public policies, including increasing Brazil's participation in global trade flows, promoting regional development, diversifying the profile of exporting companies and attracting investment in new industrialization, innovation and projects under the new PAC (Growth Acceleration Program).



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STRATEGIC MAP 2024-2027 – apexBrasil



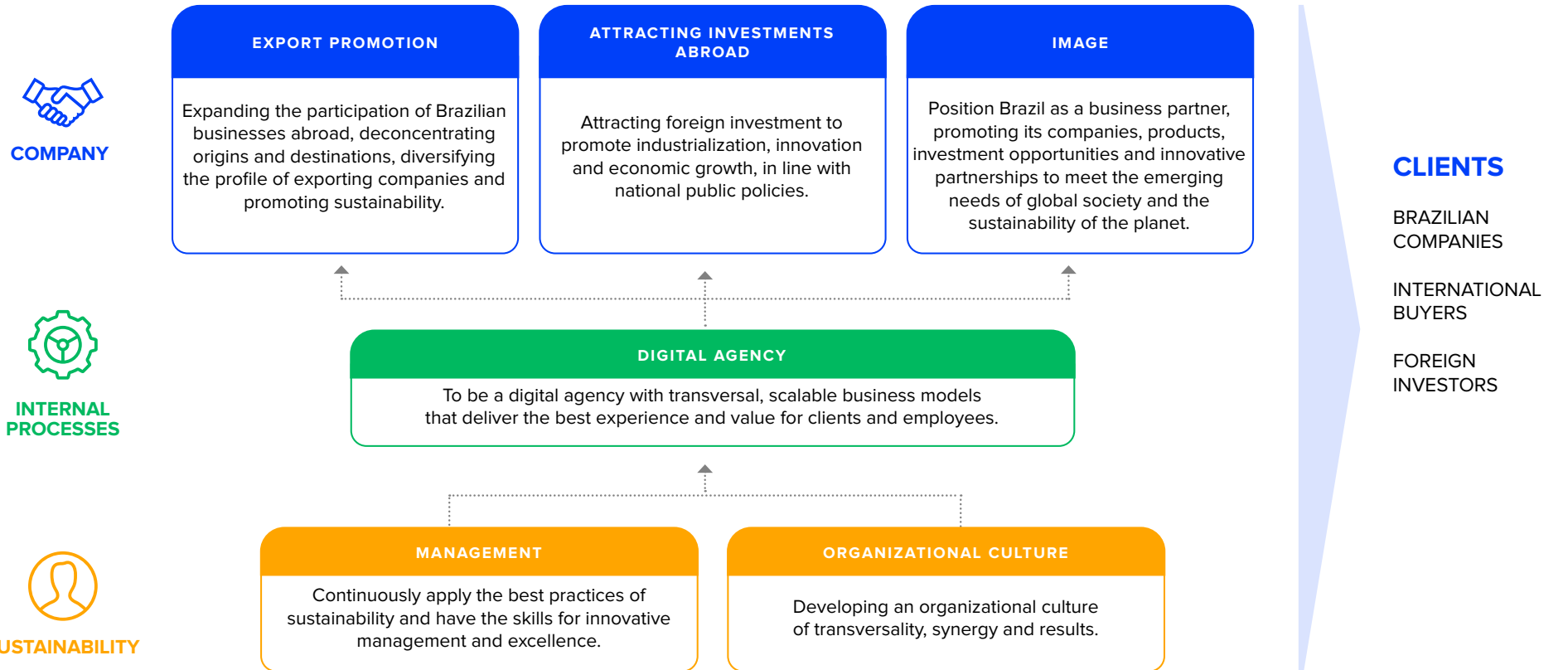
MISSION

To expand Brazil’s presence in the global economy to drive the country’s sustainable development, contributing to national public policies by promoting exports, internationalization and attracting foreign investment.



VISION

To be a digital and excellent Agency, recognized by its clients in Brazil and worldwide as the main partner in promoting sustainable international business in economic, environmental, social and governance terms.



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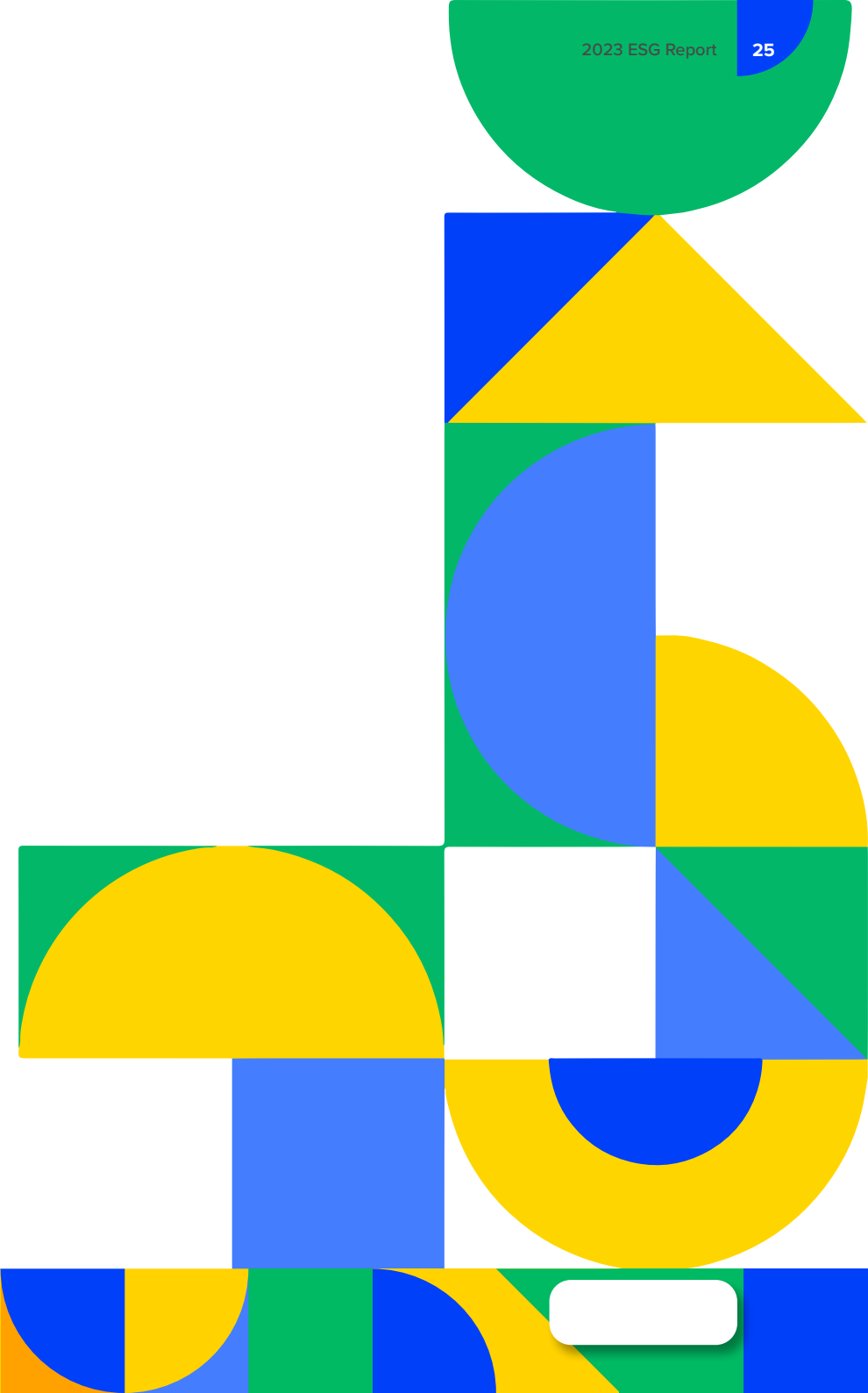
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Finally, derived from the 2024-2027 Strategic Plan and the 2024 Action Plan, the 2024 ESG Action Plan was drawn up with the aim of contributing not only to the Strategic Objective related to management, mentioned above, but also to the other:

- ◆ Increased participation of women-led companies in international trade.
- ◆ Promoting greater balance in the participation of Brazilian states in international trade.
- ◆ Promoting trade in products and companies and attracting investments that are responsible for ESG practices.
- ◆ Promoting ESG practices among our partners and suppliers.
- ◆ Strengthening corporate governance.



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On the environmental front, actions were taken to ensure that the Agency, in its structure and in the context of its projects, properly complied with the precepts set out in ABNT Standard PR 2030. The actions carried out take into account the points highlighted by the stakeholders consulted during the construction of the Materiality Matrix, as well as the material issues prioritized by it.

Climate changes

One point worth highlighting was the adjustment of the Investment Management's priority sectors to the environmental theme, readjusting its strategy in line with the government's priorities and the needs of global investors, considering: agribusiness, energy security, renewable energies and logistical, social and sustainable infrastructure. The World Economic Forum's (WEF) partnership with ApexBrasil aimed to map the climate commitments of multinational companies (MNCs) for investment opportunities in the selected states (Amazonas and Bahia) and create a set of approved and evaluated climate-friendly investment projects that will help MNCs meet their commitments.

Seeking to promote foreign direct investment (FDI) in Brazil in line with environmental sustainability, the 7th edition of Corporate Venture in Brazil, the largest event in Latin America focused on Corporate Venture Capital, co-organized since 2015 by ApexBrasil and the UK's Global Corporate Venturing (GCV), which was attended by 26 international investors and a total audience of 800 people, saw the Agency commit to planting a tree for every ticket sold.

ApexBrasil also sponsored the 1st edition of the ESG Energy Forum, organized by the Brazilian Oil and Gas Institute (IBP). The event discussed the energy transition as a means to a future with fewer emissions; policies and advances in projects such as offshore wind farms and Carbon Capture, Storage and Utilization technology; the carbon market in the context of the big oil companies; green hydrogen; and other actions to develop the social agenda and diversity and inclusion as the driving force behind innovation for society.

With regard to FDI facilitation, in 2023 US\$ 10.2 billion were announced in 39 Investment Projects, destined for the renewable energy segments, as well as agribusiness and IT, reflecting success in strategic sectors for Brazil's sustainable development. The ads covered 17 different countries, especially the United States and China. Several of these projects, as well as others that will bring capital to Brazil over the next few years, were announced during the Brasil Investment Forum, the largest investment attraction event in Latin America, organized by ApexBrasil. In it, environmental sustainability was also highlighted with the announcement of several companies, such as Raízen, which declared an investment of R\$20 billion in 20 2nd generation ethanol (E2G) production units by 2030.

Opening ceremony of the 6th Brazil Investment Forum, in Brasília



FOTO: RICARDO STUCKERT

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In another initiative, the company Prumo Logística, in partnership with Ming Yang (a Chinese company), announced investments of R\$ 750 million in the state of Rio de Janeiro for the development of a photovoltaic solar plant, to be installed in the Port of Açu. The Acelen company, for its part, announced a R\$12 billion investment in an industrial unit in Bahia to produce biofuels from vegetable oils and animal fat. Atlas Agro (a Swiss group) has announced investments of R\$4.3 billion in Uberaba (MG) for the construction of an industrial plant dedicated to the production of renewable nitrogen fertilizers based on green hydrogen.

It is also worth mentioning that Embratur and ApexBrasil have joined forces to promote sustainability at the Brasil Investment Forum 2023, establishing a carbon offset program for speakers' travel. Carbon emissions were calculated based on the means of transportation used, and carbon credits were purchased from the Verra-certified project. 46 certificates were issued, offsetting 40,293 kg of CO₂. This partnership reflects a commitment to sustainability and raises awareness about the importance of the carbon footprint of events, while choosing a certified project reinforces transparency and trust in the process. This initiative serves as a model for future sustainable actions at corporate events.

Also noteworthy was the Agency's participation in Bloomberg New Energy Finance, which took place in New York in April 2023. For this forum, considered one of the world's leading in renewable energies, energy transition, storage and energy efficiency, the Agency organized the Brazilian delegation, made up of the Brazilian Photovoltaic Solar Energy Association (ABSOLAR), the Brazilian Wind Energy Association (ABEEOLICA), the Energy Research Company (EPE), the National Electric Energy Agency (Aneel) and the Port of Açu. Over the course of the two days, more than 15 meetings were held with international investors.

With regard to actions to support and qualify Brazilian companies to promote exports, in 2023 the 7th edition of the TBT (Technical Barriers to Trade) was launched, which deals with agreements on technical barriers to trade. The publication, produced in partnership with the National Institute of Metrology, Quality and Technology (Inmetro), mapped the possible impacts of the new sustainability regulations on Brazilian exports.

Also in line with the defense of sustainability and the promotion of regional diversity in exports, the Export More Amazon (Exporta Mais Amazônia) Program was implemented, with incentives for the biosocio-economy, as well as the launch of public notices for Amazonian companies to participate in international natural products fairs, such as in the United States (Plant Based and Expo East), and the strengthening of the Brazilian Agribusiness Image and Market Access Program (PAM Agro), focused on actions to promote the image of Brazilian agribusiness in Europe.

Also part of the mission and a premise for achieving the Agency's Objectives is the promotion of Brazil's image abroad as a business partner, a dimension to which environmental sustainability is fundamental. **"It's from Brazil, it's sustainable and it's for the whole world"** was ApexBrasil's campaign slogan in 2023, showing its commitment to sustainability and environmental responsibility. The issue permeates a large part of our actions and is present in projects and agreements signed with sector entities.

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Panel held at the Brazilian pavilion organized by ApexBrasil at COP 28, in Dubai



Tasting Brazilian food and drinks during Gulfood 2024, in Dubai

The Agency also played a leading role in the COP 28 debates in 2023, with the organization of the Brazil Pavilion in Dubai, which hosted 138 events and presented the country’s policies in the areas of environmental preservation, renewable energies and bioeconomy. The pavilion welcomed an estimated 13,000 people throughout the conference.

Finally, in 2023, the project began for Brazil’s participation in the next Universal Exposition, Expo 2025 Osaka, which will have the theme Designing Future Society for Our Lives. It will be a reflection on the way and quality of life in Brazil, seeking more efficient solutions and a more sustainable path for the development of society.

Water resources

Water Resources was another theme addressed by ApexBrasil throughout 2023 through the dissemination of sustainability and ethical governance practices in agribusiness and the food and beverage industry, which takes place through participation in major international fairs, promoted by ApexBrasil. At Gulfood 2023, the largest B2B trade fair in the Middle East, one of the actions at the stand set up with the Brazilian Association of Meat Exporting Industries (ABIEC) was to publicize, by means of a QR Code and audiovisual pieces, sustainable actions undertaken by the livestock sector, such as the fact that 98.7% of the water demand for maintaining herds is supplied by rain.



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Milan Design Week during Fuorisalone in 2023



Tampania Project collection point at ApexBrasil

Biodiversity and Ecosystem Services

Biodiversity and ecosystem services have been a theme in ApexBrasil's activities, such as FuoriSalone, considered the world's largest design event, which featured different spaces for Brazilian companies to participate, including a showroom with a presentation of pieces, and a sensory installation inspired by Brazilian forests, highlighting Brazil's sustainable potential.

Still on this theme, in 2023 ApexBrasil joined the WG Trade and Sustainability organized by CAMEX, which enables it to participate in the meetings of the Informal Interministerial Coordination Group on Trade and Sustainability (CG), led by the Ministry of Foreign Affairs. In this sense, the Agency has been following the trends and main cross-cutting discussions involving trade and sustainability, and can, when necessary, support the private sector and offer solutions on the subject.

Circular Economy and Waste Management

ApexBrasil's attention to the circular economy and waste management was also present in 2023, with the solid waste generated at the Agency being separated into 3 fractions: recyclable, organic and undifferentiated, environmentally appropriate final destination and integrated waste management, in compliance with Law 12.305 of the National Solid Waste Policy and the Federal District's Large Generator Law (5610/2016). Each room in the agency has bins marked according to the type of waste and the color of the plastic bag according to selective collection. Organic waste is composted using the buckets and drums (40 liters) provided and implemented by the management of the CNC Business Center building.

In addition, ApexBrasil is part of the Tampa Mania project, the Rotary Club's Socio-Environmental Program that enables the collection of plastic caps in general for sale as recycled plastic. The money is used to buy wheelchairs, walkers, crutches and diapers for the needy registered with the Rotary Club's social project.



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Specifically with regard to waste management, in the elevator hall there are dedicated bins for the disposal of batteries used by employees; the waste collected is disposed of as hazardous waste in accordance with the agreement reached with the company contracted by the condominium.

Environmental Management and Pollution Prevention

ApexBrasil's headquarters are located in a LEED Gold3 certified building. In addition, the Agency has adopted a set of actions aimed at environmental sustainability, covering everything from construction to building maintenance. The savings in electricity and water consumption are significant compared to non-certified buildings. In 2023, light bulbs were replaced by LED models to further reduce energy consumption. Most of the waste is recycled every month.

Specific projects carried out in 2023 in relation to environmental management stand out, such as the bidding proposal for the rental of furniture, using wood of controlled origin, the acquisition of institutional graphic material and the adoption of environmental criteria in the acquisition of pantry and cleaning materials.

Also in the area of bidding, the Agency's Bidding and Contracts regulations now incorporate the principle of sustainable national development as one of the objectives of the bidding process, including provisions that protect the issue, such as the possibility of establishing variable remuneration for works and services based on environmental sustainability criteria.

With a view to minimizing the environmental impact of activities related to corporate roads, in 2023 a study was carried out on alternatives for offsetting and neutralizing carbon emissions, which will support the development of actions in the Agency's ESG Action Plan. Additionally, studies have begun to join the UN Global Compact's Net Zero Ambition Movement, an

acceleration initiative that aims to support companies in making ambitious climate commitments. In addition to reducing internal travel in order to cut emissions, the Agency has promoted the SAF: Sustainable Aviation Fuel – wide use of Sustainable Aviation Fuel.

Seeking to reduce the Agency's use of paper, in 2023 ApexBrasil worked hard to digitize the documents used in its processes. 8.5 million pages of documents were stored in digital format.

There was also training in sustainability, covering the ESG Investment and Finance Summer Me Program, as well as the lecture *"ESG here and around the world"*, given by experts on the subject who brought data and concepts to enable a more in-depth understanding of the subject. On that occasion, members of the Agency's ESG Committee took part in the "ESG Workshop".



Members of the Agency's ESG Committee participate in the ESG Workshop

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On the social side, sustainability is reflected in measures that directly or indirectly promote safety at work, income generation, the fight against child and slave labor, inclusion, diversity and regional development. Seeking to comply with the precepts of the ABNT PR 2030 Standard related to this axis, in 2023 ApexBrasil also launched actions that would contribute to the external and internal maturing of the Agency in these aspects.

Labor Relations and Practices

In 2023 ApexBrasil adopted a vaccination program to complement the public health policy for direct and outsourced employees, as well as implementing teleworking for fathers and mothers with children up to 2 years old.

An internal survey was also carried out with employees on human dimensions, in order to effectively review personnel policies.

Social Dialogue and Territorial Development

ApexBrasil is committed to diversifying the origins of Brazilian exports and reducing the regional disparity in terms of participation in foreign trade. ApexBrasil created the Exporta Mais Brasil Program in order to increase the share of the trade balance, not only of the North and Northeast, but of all regions of Brazil, as well as of various sectors of the economy. The aim is to connect foreign trade with entrepreneurs from all over the country through an active approach to the regions, boosting their exports.

Through the Program, companies from different productive sectors take part in meetings with international buyers who come to Brazil in search of pro-

ducts and services linked to specific sectors. When selecting participating companies, the program gives priority to those in the North and Northeast, as well as companies with female leadership.

In this context, the Export More Amazon program was launched, aimed at boosting exports in sectors that are compatible with the forest and have a high value for money aggregate value of the Brazilian Amazon.



Chestnuts featured in the first edition of Exporta Mais Amazônia



Cupping session of Arabica coffees during the Exporta Mais Brasil program



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On this same theme, in August 2023, during the “Amazon Dialogues” event in Belém, PA, ApexBrasil promoted an international debate on the formulation of new strategies for the region, as well as on the international promotion of its biosocio-economy. The debate in – tegraced a strategy to encourage the promotion of sustainable businesses based on the Amazon’s potential, generating income and inclusion for the local population without damaging the environment.

With regard to attracting foreign investment for impact projects, it is worth highlighting the development of a strategy focused on attracting investment in startups and technology-based companies with a social and environmental impact. This project, called Impact Investing, aims to establish connections and partnerships with the main impact investment ecosystems around the world. The idea was to develop a portfolio of opportunities for future investments and facilitate contact with foreign investors interested in this segment, with the aim of not only attracting foreign capital, but also strengthening the global network of investors engaged in social and environmental issues, thus promoting more sustainable and inclusive development.

Diversity, Equity and Inclusion

Gender equality has a real impact on the country’s economic development and is in line with the 5th Sustainable Development Goal (SDG) of the United Nations 2030 Agenda, which deals with female empowerment. Aware of the importance of this issue, in 2023 ApexBrasil made important advances in its commitment to gender equality by creating the Women and International Business Program. In March, it held a workshop in São Paulo to launch its Gender Equity Commitment.

Between May and June, it carried out a survey of its employees with the aim of collecting more precise information on individual realities in aspects such

as gender, color or race, religion, sexual orientation, among others. The proposal is to enable closer and more active internal communication, with the adoption and revision of personnel policies, as well as helping to build an increasingly welcoming environment – anonymous and spontaneous participation reached 78% of all employees.

In July, ApexBrasil launched the Women and International Business (MNI) program with the aim of including the gender equality agenda in the Agency’s activities, which until then had only 10% of the 14,000 companies served annually led by women.

With actions focused on changing this scenario, the Program began to develop work proposals and actions in partnership with various government institutions and national and international organizations, such as the Ministry of Women, the Ministry of Agrarian Development (MDA), the Ministry of Development, Industry, Trade and Services (MDIC), the Ministry of Foreign Affairs (MRE), the Global Compact/UN, Women in Comex, the Brazilian Post and Telegraph Company, National Institute of Intellectual Property (INPI), National Women’s Entrepreneurship Network (RME), Brazilian Organization of Women Entrepreneurs (OBME), Woman Inside Trade (WIT), Brazilian Micro and Small Business Support Service (Sebrae), We Connect, Banco do Brasil (BB), International Women’s Coffee Network (IWCA), INMETRO, Organization of Brazilian Cooperatives (OCB), Inter-American Development Bank (IDB) and World Trade Organization (WTO). With each of these institutions and organizations, ApexBrasil has been developing projects aimed at gender equality and generating more opportunities for female entrepreneurs. By the end of the year, more than 700 companies were enrolled in the program.

The goal is that by 2026 at least half of the companies supported by the Agency will be led by women. Through the Program, ApexBrasil has awarded extra points and applied different criteria when selecting companies

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interested in taking part in programs, projects, trade missions and various business agendas, taking female entrepreneurship into account.

On the occasion of the launch of the MNI, ApexBrasil also signed the “They Lead” commitment of the United Nations/UN Women Global Compact, designed with the ambition of achieving companies committed to gender parity in top leadership by 2030.

Another important initiative in this area was the inclusion of a provision in the Agency’s Bylaws that provides for gender parity in management positions, taking into account all Board, Management and Coordination positions (Art. 37, §4 of the Bylaws).

Also, in line with the best governance and management practices, ApexBrasil is currently working to incorporate the recent innovation brought about by the bidding and contracting legislation applicable to the Federal Public Administration, specifically Decree No. 11. 430, published on March 8, 2023, so that continuous services contracts with an exclusive labor regime adopt a minimum percentage of 8% made up of women who are victims of domestic violence.⁴³⁰, published on March 8, 2023, so that the contracting of continuous services with an exclusive allocation of labor adopts a minimum percentage of 8% made up of women victims of domestic violence, including trans women, transvestites and other possibilities of the female gender, and intended primarily for black and brown women.

ApexBrasil’s commitment to increasing female participation was also the focus of actions carried out in 2023, such as the initiative to incorporate the “Womanin venture” meeting, dedicated to women entrepreneurs and investors, into the Corporate Venture in Brazil (CV in Brazil) event. As part of the event, ApexBrasil held a meeting just for women in the industry, bringing together more than 100 entrepreneurs and investors, including presentations of pitches from companies led by women.



Woman in Venture meeting, during CV in Brazil in 2023



Closing of the first edition of the Elas Exportam program

Another outstanding action is the Women Export (Elas Exportam) program, developed in partnership with the Ministry of Development, Industry, Trade and Services (MDIC). As part of the Women and International Business Program (MNI), the aim is to increase the participation of companies led by women in trade promotion actions, bringing in businesswomen with experience in the international market to guide entrepreneurs interested in entering the world of exports. In all, 40 businesswomen were selected to take part in the first cycle of the program, which ended in December 2023.

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In October 2023, ApexBrasil sponsored and integrated the Rede Mulher Empreendedora (RME) Festival. On the occasion, the Agency’s female leaders presented the Women and International Business program and gave tips for those who want to start exporting. ApexBrasil promoted business rounds between international buyers and Brazilian companies led by women.

In addition, the participation of women in foreign trade has also been highlighted in panels promoted by the Agency during important events linked to agribusiness. During the Export More Brasil (Exporta Mais Brasil) program launch in Rondônia and Paraná, aimed at the Amazonian Robusta coffee and fish sectors, respectively, the Women and International Business panel featured women leaders of companies that already export, entities representing the sectors and experts on the subject of exporting, who told their stories with the aim of encouraging female participation in the international market.

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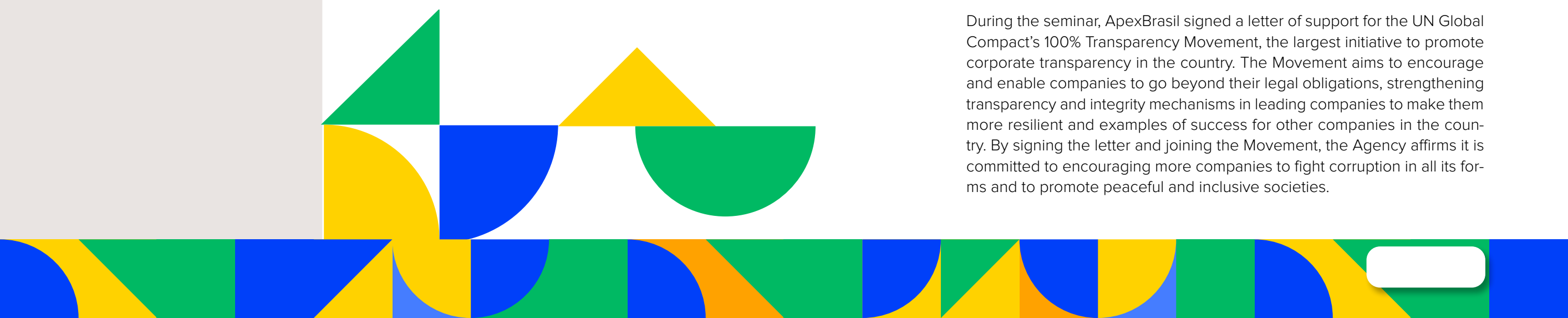
In 2023, ApexBrasil adopted various management instruments and promoted events to advance the stage of maturity in governance and compliance, in order to address the themes and criteria of the axis provided for in the ABNT PR 2030 Standard.

Business conduct

ApexBrasil helped promote the Policy Dialogues America seminar: High-Level Dialogues on Integrity and Anti-Corruption in the Private Sector. The event was held by the UN Global Compact at ApexBrasil’s headquarters.

On that occasion, there was a series of dialogues between the public and private sectors to increase cooperation and generate synergies in the fight against corruption and the promotion of integrity in the country, as well as to leverage Brazil’s image abroad with a focus on attracting investments and generating new business. Relevant topics were discussed, such as lobbying legislation, whistleblower protection, integrity in public procurement, best practices in anti-corruption collective actions, connections between climate protection and anti-corruption, among others.

During the seminar, ApexBrasil signed a letter of support for the UN Global Compact’s 100% Transparency Movement, the largest initiative to promote corporate transparency in the country. The Movement aims to encourage and enable companies to go beyond their legal obligations, strengthening transparency and integrity mechanisms in leading companies to make them more resilient and examples of success for other companies in the country. By signing the letter and joining the Movement, the Agency affirms it is committed to encouraging more companies to fight corruption in all its forms and to promote peaceful and inclusive societies.



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To celebrate the 10th anniversary of Brazil's Anti-Corruption Law, ApexBrasil partnered with the Office of the Comptroller General (CGU) and hosted the conference “10 years of the Anti-Corruption Law: balances and ways forward”. The aim of the event was to expand knowledge of Law No. 12.846/2013, deepening discussions on the themes of Private Integrity, Accountability of Private Entities and Leniency, with the consequent qualification of professionals working in the area. The conference provided an open environment for discussions in diverse and integrative panels, in which speakers had the opportunity to present and debate, based on their individual experiences and knowledge, issues related to the application of the country's Anti-Corruption Law.

Another ApexBrasil measure with the same aim of reflecting the compliance, integrity, ethics and transparency guidelines established in the Agency's Bylaws, Code of Ethics and Compliance Program, was the launch, in 2023, of the [Client Conduct Guide – Brazilian Companies](#). The aim is to prevent the occurrence of irregularities, fraud, corruption and ethical deviations, providing rules of conduct and guidelines to be observed by Brazilian companies, the Agency's clients. In addition to strengthening governance and compliance instruments, the Guide preserves the image and reputation of the Agency and Brazil as business partners.

In July 2023, a Technical Cooperation Agreement was signed between the Office of the Comptroller General (CGU) and ApexBrasil with the aim of promoting the sharing of technical information, understandings, experiences, methodologies and technologies that can contribute to fostering actions to promote integrity, prevent and combat corruption, transparency and ethics, as well as encouraging adherence to integrity by exporting companies and institutions that receive re-courses from the Agency.

As part of the More Integrity Seal (Selo Mais Integridade) steering committee, together with the Ministry of Agriculture and Livestock (MAPA), ApexBrasil supported the Seal awards event, which seeks to raise awareness among exporting companies about anti-corruption laws in Brazil and around the world, and about the importance of investing in compliance programs, as well as fostering the creation of a culture of ethics and integrity in these companies, in order to increase their competitiveness in international trade. In the 2023 edition, a total of 27 Brazilian agribusiness companies were awarded the Mais Integridade Seal, officially recognized for their integrity in governance, respect for the environment and social responsibility.



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With the support of ApexBrasil, Business Integrity Day was held on November 30, 2023, organized by the Office of the Comptroller General. The event was divided into two parts: lectures and debates on the topic and the awards ceremony for the companies approved in Pro-Ethics 2022-2023. On the occasion, 84 institutions committed to adopting integrity practices were recognized. Among the winners, 33 are or have been ApexBrasil clients.

In his speech, ApexBrasil's Director of Corporate Management, Floriano Pesaro, said that "by supporting events like this, the Agency is encouraging companies operating in the domestic inter-market to become more competitive, whether by exporting or attracting foreign investment".

Pró-Ética was launched in 2010 by the CGU in partnership with the Ethos Institute as an incentive for companies that adopt policies and actions to reduce corruption and fraud.

Control and Management Practices

In 2023, ApexBrasil adopted the following instruments to advance in the governance maturity stage:

- ◆ Establishment of the ESG (Environmental, Social and Governance) Committee;
- ◆ Training for contract managers and inspectors to ensure compliance and efficiency in contracting;
- ◆ Adoption of an intelligent platform for foreign exchange operations, promoting economy and security;
- ◆ Carrying out actions and revising regulations to increase compliance and reinforce good management practices;

- ◆ Preparation and implementation of the Communication Plan for ApexBrasil's Compliance Program, as a way of disseminating the institution's values and standards of conduct.

Measures have also been implemented in relation to governance and management indicators in the ICT area:

- ◆ Establishment of the Digital Governance Committee (CGD), with the aim of providing technical support to the Board of Executive Officers in making decisions regarding existing committees: The Information and Communication Technology Management Committee (CGTIC), the Data, Information and Knowledge Governance Management Committee (CGDTA), the Information and Communication Security Management Committee (CGSIC) and the Brazil Export Platform Working Group;
- ◆ Establishment of the Internal Regulations of the Data, Information and Knowledge Governance Management Committee (CGDATA), which regulates the work of the committee responsible for strengthening the mechanisms for generating, organizing, processing, accessing, preserving, retrieving, disseminating, sharing and reusing information assets that serve the Agency as a whole and are aligned with the established Strategic Objectives;
- ◆ Migration of the Agency's infrastructure to cloud computing, providing security, greater availability, efficiency and a reduction in carbon emissions;
- ◆ Hiring a specialized consultancy to remodel and manage data and contract a document management and process automation platform, in order to lay the foundations for the Digital Agency project.

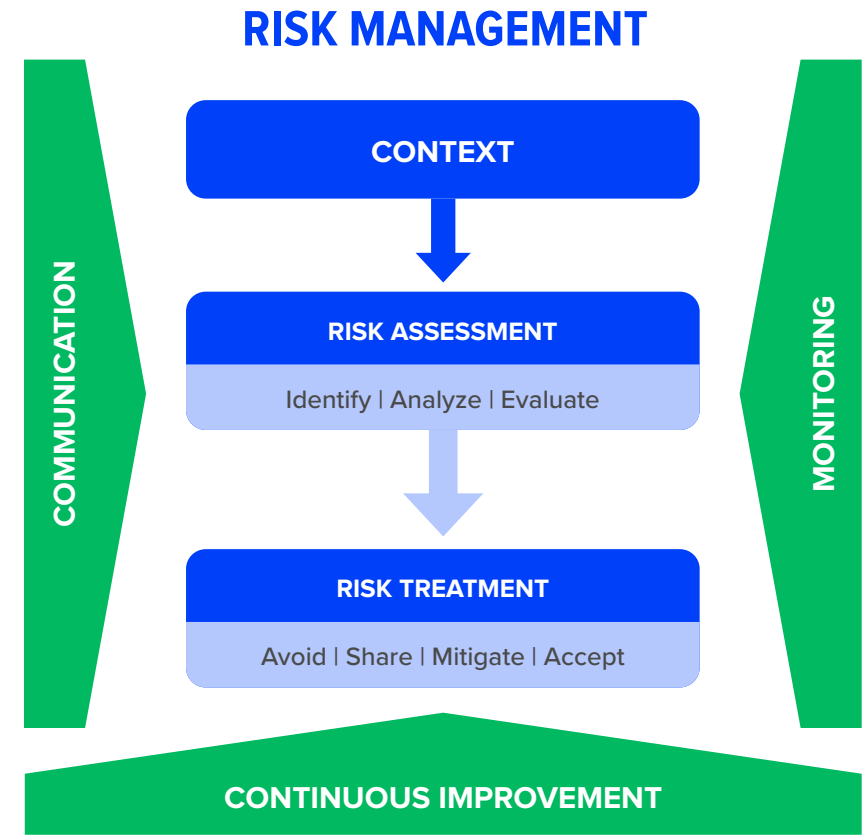
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Still on the subject of control and management practices, since the beginning of 2022, ApexBrasil had been carrying out Integrity Due Diligence (IDD) pilots on suppliers (contracts and acquisitions) and partners (agreements, technical cooperation agreements, sponsorships, etc.) of ApexBrasil. In this way, it was possible to learn more about the risks to which ApexBrasil is subject in its dealings with third parties and to gather input for the preparation of the Agency’s DDI Normative Instruction (INA). Since the publication of the standard in November 2023, the Agency has regularly applied the DDI in its relationships with customers, partners and suppliers.

Risk Management

Risk Management is essential for good governance, as well as providing important information for decision-making and increasing the Agency’s ability to deliver value to clients and stakeholders. It includes the assessment of risks in different objects: processes, projects and strategy. ApexBrasil’s Risk Management Methodology embodies the principles and guidelines set out in the Risk Management Policy, both of which are part of ApexBrasil’s Compliance Program. This methodology, adapted from ABNT ISO31000, consists of the following steps: 1) communication, 2) context, 3) risk assessment, 4) risk treatment, 5) monitoring and 6) continuous improvement.

Stages of Risk Management at ApexBrasil



In the context of the [2024-2027 Strategic Planning](#), the process of assessing the risks that permeate the Agency’s four-year strategy was carried out in an unprecedented way.

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The identification and assessment of strategic risks, carried out by multidisciplinary groups and with the participation of senior management, followed ApexBrasil’s Strategic Risk Methodology.

The participants reflected on the main risk events that could delay, prevent or jeopardize the achievement of each of the 6 Strategic Objectives (SO). Once the risks had been identified, causes, consequences, probability, impact and internal controls were assessed, resulting in the Strategic Risk Map.

The next steps will be for DIREX to validate the Strategic Risk Map, detail the treatment plans and monitor the strategic risks during the Strategy Assessment Meetings (RAEs). The expectation is that the Agency will become even more mature in terms of risk management, making it possible to reduce uncertainty and anticipate possible problems that could impact the achievement of the strategy.

The increased relevance of risk management in ApexBrasil’s governance throughout 2023 was also evidenced by the prioritization of three new processes: managing agreements, managing financial execution and managing institutional documentation.

Around 70 employees from the areas responsible for the agreement and financial execution processes were trained in risk management. And the participants in the workshops on strategic risks and risks for decision-making received basic concepts on risk management, the methodology and its application.

By 2023, the application of risk management had identified and assessed 135 risks in the following managed objects:

Table 1 – Objects with managed risks

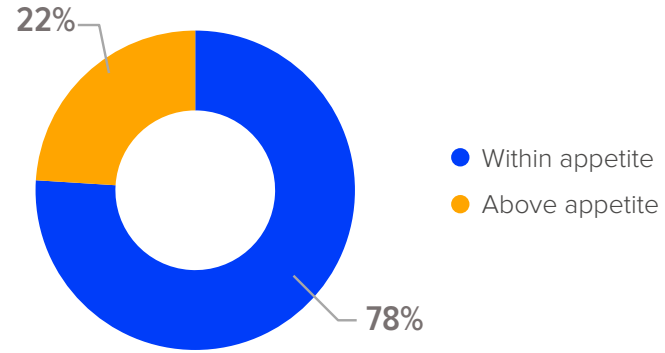
Object	Description
Process	Hiring Management
Process	Manage agreements <ul style="list-style-type: none"> • Sector projects • Qualification projects • Investment facilitation actions
Process	Managing International Fairs
Process	Managing National Events
Process	Managing Financial Execution
Process	Managing Institutional Documentation
Strategy	Strategic Objectives
Contract	Outsourcing

Source: Strategic Management Management

The Risk Management policy establishes the Agency’s risk appetite, in which Medium and Low residual risks are within ApexBrasil’s appetite, while Extreme and High risks are above. Of the 135 risks, 78% are within the appetite, i.e. there is no need to implement new control measures. For risks above the appetite (22%), treatment measures are established by those responsible, with the respective implementation schedules.

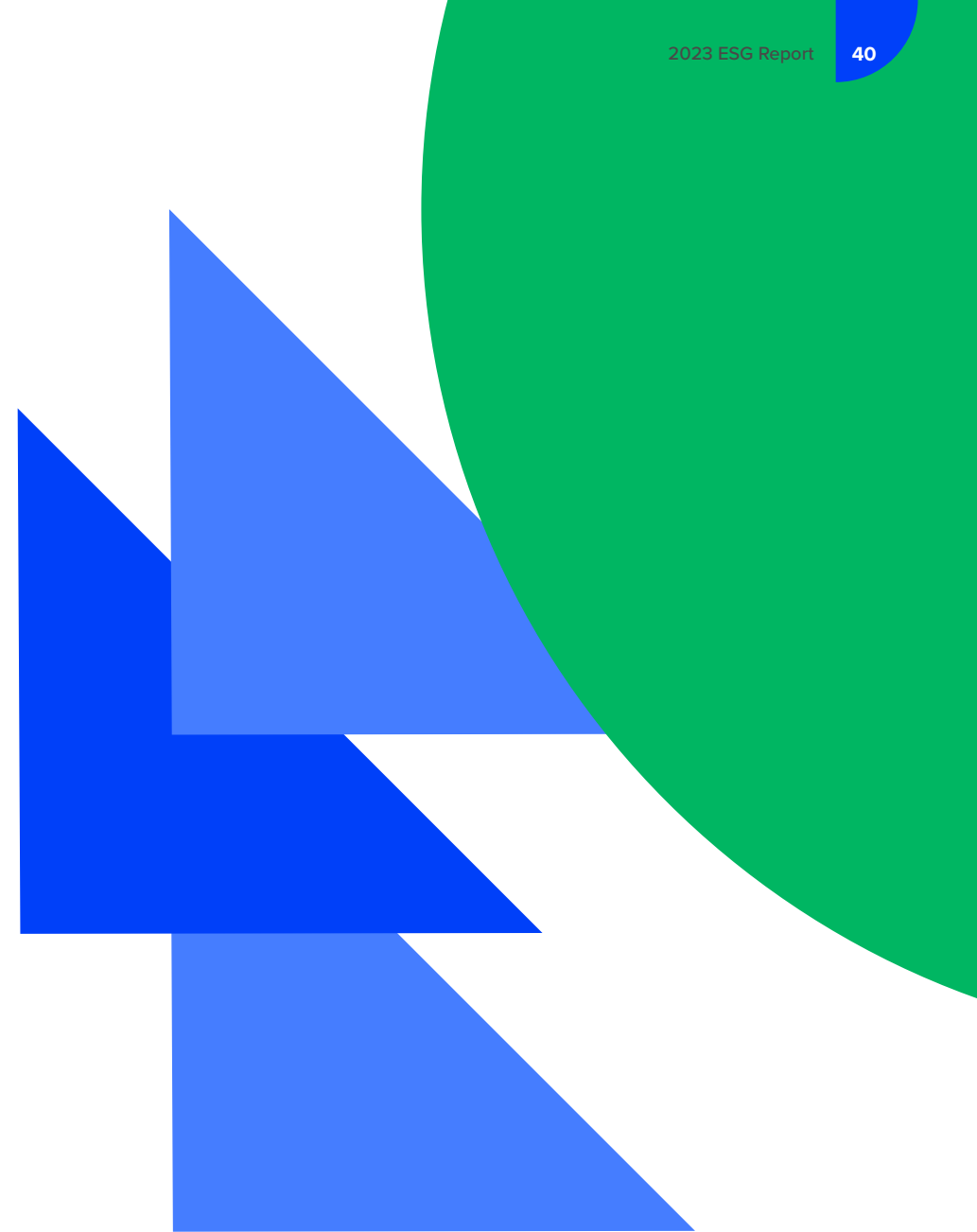
- 1. Message from Board
- 2. Message from the ESG Committee
- 3. Materiality
- 4. About Us
 - ApexBrasil Products and Services
- 5. How we generate value
- 6. ESG Strategy
- 7. 2023 ESG Highlights – Progress
 - Environment
 - Social
 - Governance

Graph 1 – Distribution of risk appetite



Risks are monitored via a dashboard in the Strategic Management System. Reports are made to the Agency’s senior management every six months.

It is understood that by identifying and managing the risks pointed out, the Agency reduces uncertainties and improves its performance, guaranteeing safety, reducing costs, improving processes and improving the flow of work.



1. Message from Board**2. Message from the ESG Committee****3. Materiality****4. About Us**

ApexBrasil Products and Services

5. How we generate value**6. ESG Strategy****7. 2023 ESG Highlights – Progress**

Environment

Social

Governance

Conclusion

The year 2023 was a year of great beginnings for ApexBrasil towards a more sustainable future and it is believing that we will continue to do so.

Know more about ApexBrasil:

- [2023 Management Report](#)
- [2023 Performance Report](#)
- [ApexBrasil's Compliance Program Maturity Evolution Report Compliance Program 2023](#)

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MINISTRY OF
DEVELOPMENT,
INDUSTRY, TRADE
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BRAZILIAN GOVERNMENT
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