



The Senior Management of the Mustad Group formally and unequivocally declares its commitment to achieving carbon neutrality by 2026 for four (4) of its companies.

This plan includes emissions reduction targets defined in direct alignment with the Nationally Determined Contributions (NDCs) and applicable climate frameworks in each jurisdiction: Emcoclavos (Colombia) adopted a 51% reduction target by 2030, consistent with Colombia's NDC; Mustad Friesland (the Netherlands) established a 55% reduction target by 2030, in line with Dutch climate policy and European Union objectives; Mattheis Borg (Brazil) defined a 2035 target within a range of 59%–67%, aligned with Brazil's updated NDC and taking into account the variability of regulatory and sector-specific scenarios; while St. Croix Forge (United States) does not yet have a formal quantitative target, but is implementing systematic management, efficiency, and energy optimization measures consistent with the Group's global climate strategy.

MUSTAD has established the institutional framework required to implement and maintain its Decarbonization Plan, in accordance with ISO 14068-1:2023, by setting science-based targets, prioritizing direct emissions reductions, and using offsetting only for residual emissions.

Reduction and Offset Programs

Energy efficiency in operations

- Adjustment of furnace and boiler operating parameters.
- Preventive maintenance to reduce heat loss.
- Gradual replacement of lighting systems and motors with more efficient alternatives.

Lower-carbon electricity

- Procurement of a portion of electricity from suppliers with a high share of renewable energy.

Logistics optimization

- Basic eco-driving training.
- Load consolidation to reduce empty trips.
- Fleet maintenance to improve fuel efficiency.

Organizational culture

- Internal awareness campaigns on energy saving and consumption reduction.
- Integration of emissions reduction targets into operational performance evaluations.
- Offsetting of residual emissions through certified carbon credits (2029–2030–2035).

Plan Governance

Implementation of the plan will be led by Senior Management, which will define the strategic objectives and allocate the necessary resources. The Sustainability Department will be responsible for technical coordination, information consolidation, and performance reporting. Operational areas such as Logistics, Procurement, Administration, and Finance will assume specific



responsibilities for implementing efficiency measures, procuring renewable energy, and acquiring carbon credits.

Allocated Resources

- Financial: Investment in clean technologies, green leasing, and the purchase of I-RECs and certified carbon credits.
- Human: A technical team specialized in sustainability and low-carbon logistics.
- Technological: Digital platforms for emissions monitoring and verification systems.

Communication and Transparency

- Internal: Semiannual reports to the Executive Committee and periodic training sessions.
- External: Publication of results in sustainability reports, on the corporate website, and through communications with clients and suppliers.

Continuous Improvement and Assurance

Mustad is committed to a continuous improvement strategy aimed at achieving net-zero emissions by 2030 and 2035. The plan includes annual audits and external verification in accordance with ISO 14068-1:2023, ensuring that progress is measurable, verifiable, and science-based.

Senior Management Signature

A handwritten signature in black ink, appearing to read 'Paulo Chaves', positioned above a horizontal line.

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Date: 24 / 03/2026