

Sustainability Report 2024

Footwear Specialists
www.matashoes.com

mata®

M-Dv
men's DEVOTION®

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Introduction to the Report

VSME B1

As a significant milestone in our commitment to environmental, social and governance responsibility, we present our first Sustainability Report, which reflects the work carried out, the evolution of our organisation, the integration of sustainable practices into our strategy, and the adaptation of our business model. This report represents the first step on a journey which will continue to evolve. It clearly brings together the key highlights of the year, the initiatives implemented, and the results achieved across the three pillars of sustainability, in line with the Sustainable Development Goals (SDGs).

As a company in the footwear sector, we operate in a demanding environment where innovation, resource efficiency, and the appreciation of people play a decisive role. We therefore use this reporting exercise as a strategic management tool, demonstrating transparency towards our stakeholders, and reinforcing our commitment to continuous improvement.

This report presents the sustainability information of Fábrica de Calçado da Mata, Lda, hereinafter referred to as Mata, with CAE 15201 – Manufacture of footwear (main activity), covering the period from January 1st to December 31st 2024, including, where relevant, references and data from previous years. The verification and validation of its content were carried out by the management of Mata. Prepared on a voluntary basis, this report, follows the two modules — Basic Module and Comprehensive Module — of the European voluntary sustainability reporting standard "EFRAG Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME)" (Option B), published in December 2024.

With this document, we aim to demonstrate our performance and reinforce our ambition to reduce the impact associated with our business, while maintaining our commitment to continuous improvement and transparency in sustainability practices.

We believe sustainability is a shared journey, built daily through responsible choices, and thus, we renew our purpose to grow in an ethical and responsible manner, aligned with the challenges of the future.



Message from Management

We reaffirm our unwavering commitment to sustainability, integrating environmental, social and governance principles across all areas of our business. Aware of global and industry-specific challenges, we take responsibility for minimising our environmental impact, valuing people, and ensuring ethical and transparent management. This ESG report reflects our progress throughout 2024 and marks a new phase of transparency and commitment towards our stakeholders and society.

Environmental Performance

We are committed to reducing the environmental footprint of our operations and products. We have implemented energy-efficiency measures across our factories and offices, investing in renewable energy such as the installation of solar panels. In addition, more rigorous waste management practices have been adopted, prioritising recycling and recovery over landfill disposal.

In terms of materials and product innovation, we have been incorporating sustainable materials into footwear manufacturing, including recycled components and eco-friendly alternatives to traditional leather.

These initiatives not only reduce the consumption of natural resources but also contribute to a circular economy by extending the life cycle of products. We continue to monitor key environmental indicators, such as greenhouse gas (GHG) emissions and water consumption, with a view to setting targets for continuous improvement.

Social Responsibility

People are at the core of our strategy. We promote a safe, inclusive work environment which respects the rights of employees, where everyone has equal opportunities for development. We invest in professional training and skills development, providing hundreds of hours of internal training to enhance the skills of our teams and foster innovation across all levels of the organisation.

Within the scope of corporate social responsibility, we have strengthened our engagement with the local community and social projects. We maintain partnerships with community organisations and charitable initiatives, supporting causes ranging from education to social inclusion. We also prioritise fair and long-lasting relationships with our suppliers, encouraging good labour practices and environmental responsibility throughout the value chain.



Ethics and Governance

We uphold the highest standards of business ethics and corporate governance. Our governance structure ensures strict compliance with applicable legislation and internal policies, as well as effective risk management. We foster a culture of transparency, providing clear accountability to our clients, employees, business partners and regulatory bodies. We have strengthened our compliance and internal control mechanisms, ensuring integrity across our operations and business relationships.

We believe the trust of interested parties is earned through integrity and consistent results. Hence, the ESG report, for us, is not merely a communication tool, but also a framework for self-assessment and continuous improvement.

Vision for the Future

Recognising that the journey towards sustainability is an ongoing process, we will continue to evolve and enhance our performance across each of the ESG pillars in the coming years. We have set ambitious targets to further reduce emissions and increase the use of eco-efficient materials, as well as to expand the positive impact of our social projects. We will also strengthen our sustainable innovation policy, seeking creative solutions which combine product performance with environmental responsibility.

Each annual edition of this ESG report provides us with a perspective on where we stand and where we should go. Through it, we publicly renew our commitment to managing our business in a responsible and transparent manner. We therefore invite all stakeholders to join us on our journey towards a more sustainable, transparent and fairer future, where our growth goes hand in hand with the well-being of society and the environment.

Management,
Rui Oliveira



1



A company specialised in footwear

It All Starts With An Idea Our Brands
Key Markets
Milestones and Acknowledgements
The year 2024
Materiality

It All Starts With An Idea

VSME C1

Fábrica de Calçado da Mata, Lda. was founded in 1988, driven by the vision of Armando Costa. Built on a strategy focused on internationalisation, the company has since consolidated its specialisation t in the production of men's footwear, positioning itself in the mid-to-high-end segment.

With an approach grounded in industrial savoir-faire and close client collaboration, our production process integrates product design and development, prototyping, and order management through to dispatch, in continuous collaboration with clients and suppliers.

Currently, we have a production capacity of approximately 700 pairs per day and a team of around 80 employees, with a strong international orientation: over 95% of our production is exported to European and non-European markets (including, among others, the United Kingdom, Germany, the USA, Japan and South Africa).

The company specialises in men's footwear (primarily urban styles), including categories such as ankle boots, boots and loafers. We produce three types of construction — cemented, stitch down and boat shoes — reflecting different solutions in terms of comfort, flexibility and product performance.

In regard to commercial positioning, we work with both in-house collections and product development for retail chains, often supplying under private label. We also maintain our own brands, namely "Mata" and "Men's Devotion", and provide support in product differentiation (for example, customised packaging and components).

In the context of international trade fairs, we are also associated with the production of men's and women's footwear, including sneakers (presented in the event catalogue).



1 A company specialised in footwear

Savoir Faire

From the beginning, the "savoir faire" of the enterprise was based on many years of experience in product design and manufacturing, which was acquired by its entrepreneurs. With the sole purpose of delivering a global service of quality. The manufacturing process begins with the conception and development of the product, to which a constant and systematic connection with clients and suppliers is upheld, with the goal of creating a collection in accordance with the trends of each season and according to the real commercial expectations of its clients. While not forgetting the fundamental factor, which is the quality vs price relation.

Special attention

Special attention is also given to all relevant client information, from the production of prototypes/samples to the follow-up of the orders in the production phase, until the final expedition.

The company strategy

The strategy of the company is to present its very own collections, under the respective brands namely "Mata" and "Men's Devotion", to retail chain stores, which is their main type of client, reason being why the products are generally commercialized under a "Private label". On clients request, Fábrica de Calçado da Mata, Ltd, also provides all the necessary support in developing the differentiating elements of the product, such as customized packaging, sulphate paper, shoehorn, among others.

Suppliers of the world's leading fashion brands

Currently, we export over 95% of our production to clients that, in many cases, are leaders in their segments in the following markets:
Spain, France, Belgium, United Kingdom, Ireland, Sweden, Denmark, Holland, Germany, Switzerland, Japan, United States of America and South Africa.

Each collection presented incorporates the latest commercial trends, along with the design and innovation developed by the Enterprise, based on the continuous search for new raw materials, in close partnership with its international suppliers, always taking into consideration the expectations of the Clients, since the CLIENT is the motivating force and permanent focus of Fábrica de Calçado da Mata, Lda.



Our brands

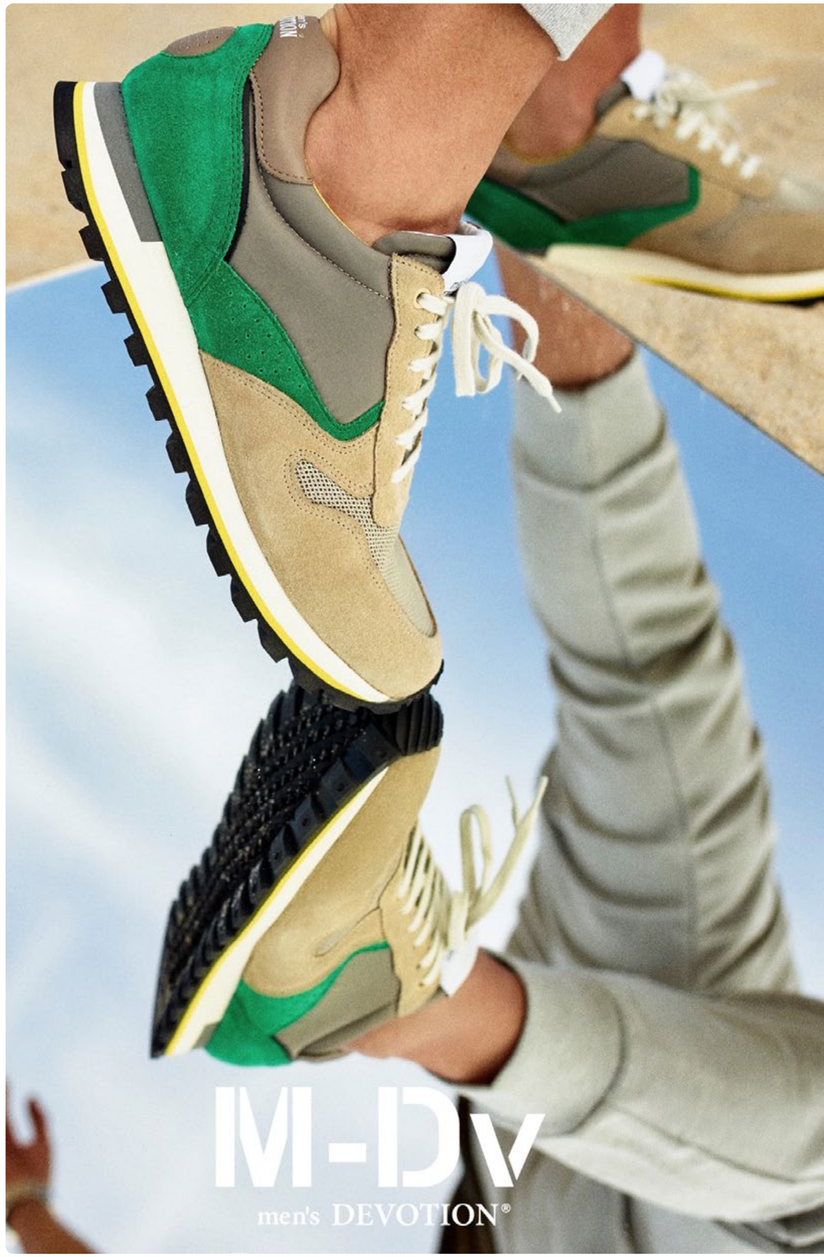
VSME C1

At Mata, we market products under two commercial brands.

The MATA brand reflects an institutional vision, grounded in the heritage of three generations of know-how, which forms the foundation of each collection presented. It is aimed at a demanding client well aware of current trends, where premium raw materials are a key differentiating factor.

The second brand – men's DEVOTION (M-Dv) – is positioned as youthful and urban, featuring a contemporary and refined language, aimed at an accessible premium segment. The collections combine modern design, versatility and sophistication, keeping pace with the rhythm of everyday city life, with easy-to-style combinations adapted to different contexts. The commitment of the company to quality and attention to detail remains, ensuring durability and an authentic style, with particular focus on cutting, finishing and the selection of materials, thus responding to a demanding client who is attentive to style and trends. The result is a modern offering with a distinctive identity and a high perception of value.





Key Markets

VSME C1

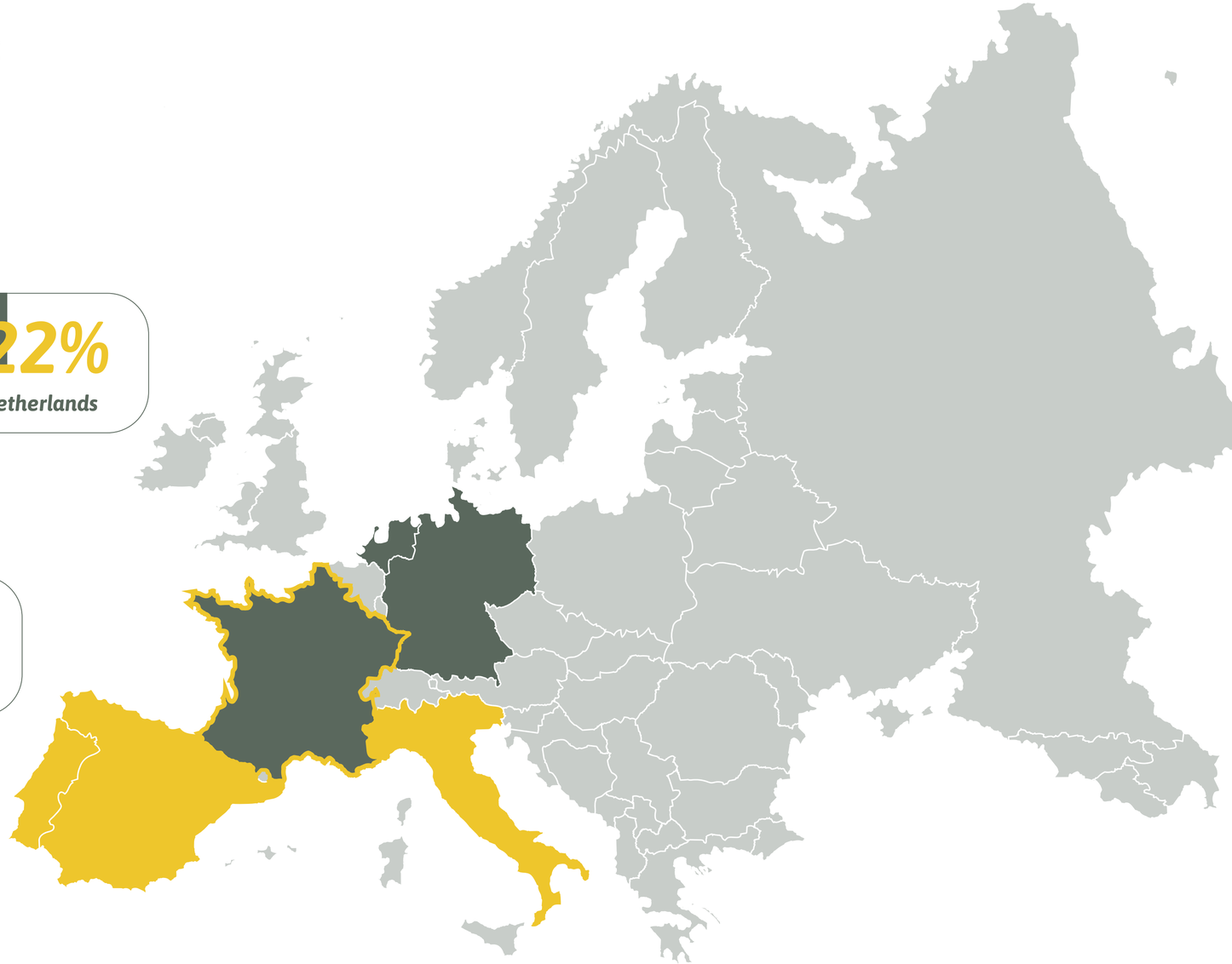
26% France

22% Netherlands

15% Germany

4% USA

3% UK



Suppliers by country

30 Portugal

11 Italy

1 Spain

1 Germany

Milestones and Acknowledgements

1988

Foundation of Fábrica de Calçado da Mata, Lda
Start of specialisation in mid-to-high-end men's footwear

1990

First participation in an international trade fair
MOCAP (Porto)

1991

Participation in numerous international trade fairs
GDS (Germany), Micam (Italy), Riva del Garda (Italy), Gallery Shoes (Germany), Magic (Las Vegas), among others

2004

Innovation Award in the Footwear Industry

2007

First participation in MOSSHOE
As a result of this participation, an agency agreement was signed with a Russian partner, which included the opening of four retail outlets under the "MATA STUDIO" brand

2016

1st SME Leader Award granted by IAPMEI
Distinction obtained over several years

2019

Support for institutions such as "Olhar Futuro" and "AJUDEF"
Within the scope of our corporate social responsibility initiatives

2022

Completion of the photovoltaic power plant, with over 180 panels
Improving energy efficiency and reducing the carbon footprint

2023

Start of partnership with the SABGAL Cycling Team

2024

Adoption of the Prompt Payment Commitment to Suppliers
Adopting the Prompt Payment Commitment to Suppliers, actively contributing to this social responsibility initiative which promotes a culture of timely payment and boosts the competitiveness of the Portuguese economy

Recognition with the "ESG Reporting Pioneer" seal
First annual data submission via the SIBS ESG Portal, reflecting our commitment to environmental, social and governance responsibility

Achievement of environmental certification ISO 14001:2015
Implementation of an Environmental Management System, reinforcing our commitment to sustainable practices and responsible environmental management, with support from the Footwear Technology Centre

The year 2024

VSME B1, B8

Environmental Action

230,9 MWh
Energy consumption

40,5 tonnes CO_2eq
Scopes 1 and 2 emissions

17 %
UPAC renewable energy usage rate

331,8 m^3
Water consumption

19,9 tonnes
Generated waste

People who make the difference

77 ***Employees***
Men ***24***
Women ***53***

13 %
Staff turnover rate

74 %
Salaries above the national minimum salary

A strategy which builds trust

4 368 581 €
Turnover

3 325 160 €
Balance

1 727 092 €
GVA

Materiality

Material topics

E — Environment

Waste Management

SCOPE:
- Use natural resources efficiently and minimise waste generation, always prioritising recovery over disposal.
- Incorporate environmental concerns from the product development stage to promote the reduction of environmental impacts.

STAKEHOLDER AFFECTED:
- Management
- Clients
- Official Entities
- Community

INDICATORS:
- Waste generated
- Hazardous and non-hazardous waste
- Recovery rate

Climate Change and Energy Transition

SCOPE:
- Analyse the context of Mata from a climate change perspective, taking into account the needs and expectations of stakeholders.
- Seek solutions to mitigate climate change and contribute to the decarbonisation of Mata, while always complying with the regulatory obligations applicable to its environmental performance.

STAKEHOLDER AFFECTED:
- Management
- Employees
- Clients
- Suppliers
- Official Entities
- Community

INDICATORS:
- Energy consumption (renewable and non-renewable)
- GHG emissions (scopes 1 and 2)
- Carbon intensity
- Renewable energy usage rate
- Pollution

Sustainable use of resources

SCOPE:
- Use resources required for product development and company operations efficiently and sustainably.
- Apply circular economy concepts which contribute to reducing the use of virgin resources.

STAKEHOLDER AFFECTED:
- Management
- Suppliers

INDICATORS:
- Water consumption
- Mass flow
- Circular Economy





Social

Health, Safety and Well-being at Work

SCOPE:
- Ensure that health and safety conditions at work are upheld across all activities, complying with, and if possible, exceeding legal requirements.

STAKEHOLDER AFFECTED:
- Management
- Employees
- Clients
- Official Entities

INDICATORS:
- Number and rate of work-related accidents
- Code of conduct or policies
- Whistleblowing channel
- Employee consultation

Community and Social Action

SCOPE:
- Contribute to local social and economic development and to the reduction of social inequalities, by supporting the surrounding communities.
- Create a positive impact on society, improving the image of the company and strengthening the stakeholder trust.

STAKEHOLDER AFFECTED:
- Management
- Employees
- Community

INDICATORS:
- Contributions to associations and
- social organisations
- Participation in community projects

Human Resources Management and Local Job Creation

SCOPE:
- Define career management strategies which promote the growth and development of employees and ensure the employability of future generations.
- Invest in job retention through fair remuneration, valuing diversity and promoting dignity.
- Foster an inclusive environment and practices which benefit both the organisation and those working with and for it.

STAKEHOLDER AFFECTED:
- Management
- Employees
- Suppliers
- Community

INDICATORS:
- Impact on local community
- Employees by gender
- Pay gap
- Training hours
- Employee satisfaction
- Proportion of employees living nearby

1 A company specialised in footwear

Materialidade

Governance

Economic-Financial Performance

SCOPE:
- Monitor the economic- financial performance of the company and align it with the continuous analysis of the national and international environment of the sector.
- Identify risks and opportunities, as well as actions to be implemented so as to mitigate undesirable effects.

STAKEHOLDERS AFFECTED:
- Management
- Employees
- Clients
- Suppliers
- Banks
- Official Entities
- Community

INDICATORS:
- Turnover
- GVA
- Balance

Client satisfaction

SCOPE:
- Achieve client satisfaction through continuous process improvement and compliance with legal requirements.
- Promote product innovation and the prevention of non-conformities.

STAKEHOLDERS AFFECTED:
- Management
- Employees
- Clients

INDICATORS:
- Cost of complaints / Turnover
- Client feedback

Supplier Management

SCOPE:
- Select suppliers based on criteria such as proximity, trust, responsiveness and environmental practices.
- Maintain strong relationships with suppliers, ensuring continuous performance assessment.

STAKEHOLDERS AFFECTED:
- Management
- Clients
- Suppliers

INDICATORS:
- Proximity to Suppliers

Brand Management and Reputation

SCOPE:
- Integrate ESG practices into corporate strategy, strengthening the image and reputation of the company through ethics, integrity and transparency.

STAKEHOLDERS AFFECTED:
- Management
- Employees
- Clients
- Suppliers

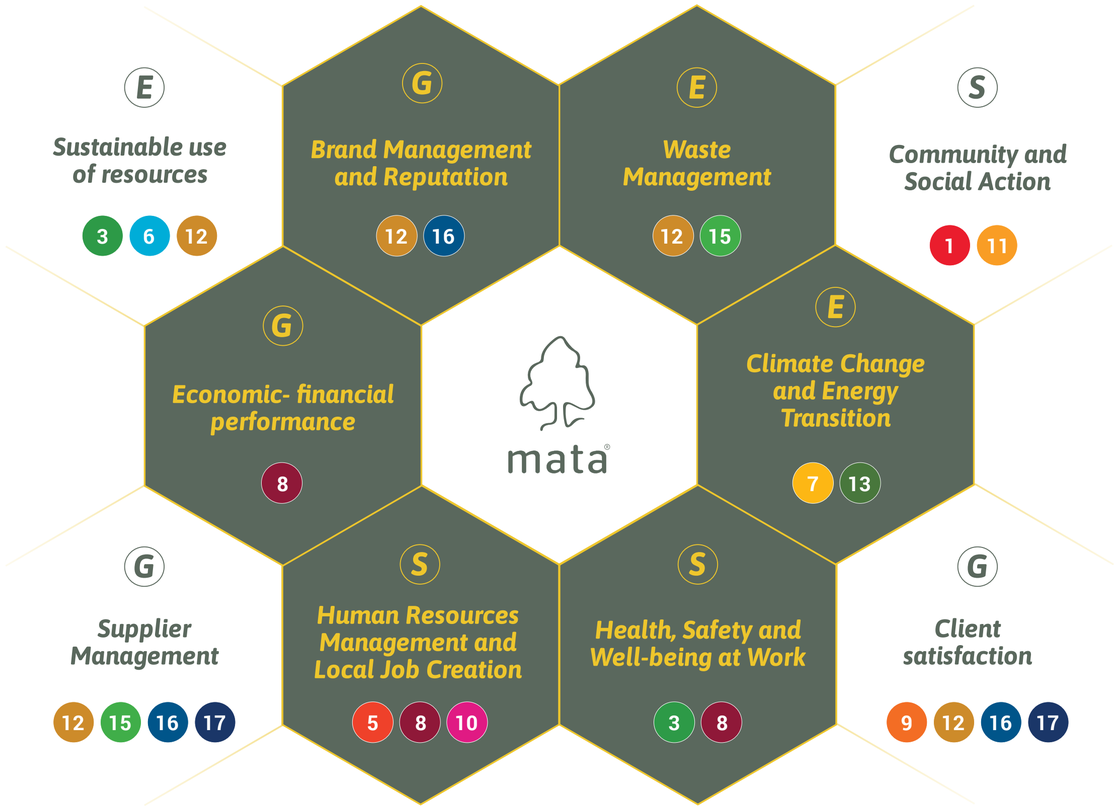
INDICATORS:
- Company acknowledgements
- Positive feedback / Client testimonials



Materiality Matrix

The materiality analysis was carried out by identifying 10 material topics, followed by an assessment, from which 6 were identified as the most relevant.

For the various material topics, monitoring indicators were defined, aligned with the Sustainable Development Goals (SDGs).



SDG Legend

- 1 NO POVERTY
- 3 GOOD HEALTH AND WELL-BEING
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 15 LIFE ON LAND
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS

2

Environmental Action

Environmental Policy

Climate Change and Energy Transition

Sustainable use of resources

Waste Management

Biodiversity

Environmental Policy



MATA is dedicated to the development and manufacture of men's footwear and is committed to conducting its activities in a way which safeguards the environment.

In this context, the organisation undertakes the following commitments towards all its stakeholders:

- To promote a culture of prevention among employees, in order to avoid/minimise errors, accidents or environmental damage;
- To raise awareness among our partners (clients and suppliers) to adopt all measures which contribute to minimising the environmental impacts of their activities;
- To seek measures to control adverse environmental impacts, taking into account a life-cycle perspective and pollution prevention, with a focus on:
  - Minimising waste generation and ensuring its proper disposal;
  - Continuously working to minimise solvent consumption
  - Promoting the responsible and efficient use of resources;Continuously seeking materials (raw or subsidiary) which contribute to reducing the environmental impact of the company activities.
- To manage its activities in compliance with applicable environmental legislation;
- To provide safe working conditions to prevent workplace accidents or other emergencies, and to ensure response mechanisms which minimise potential impacts should they occur;
- To ensure the operation of an Environmental Management System in accordance with the NP EN ISO 14001 standard, guaranteeing compliance with the specified requirements and continuous improving its effectiveness.

Climate Change and Energy Transition

VSME B3, C3

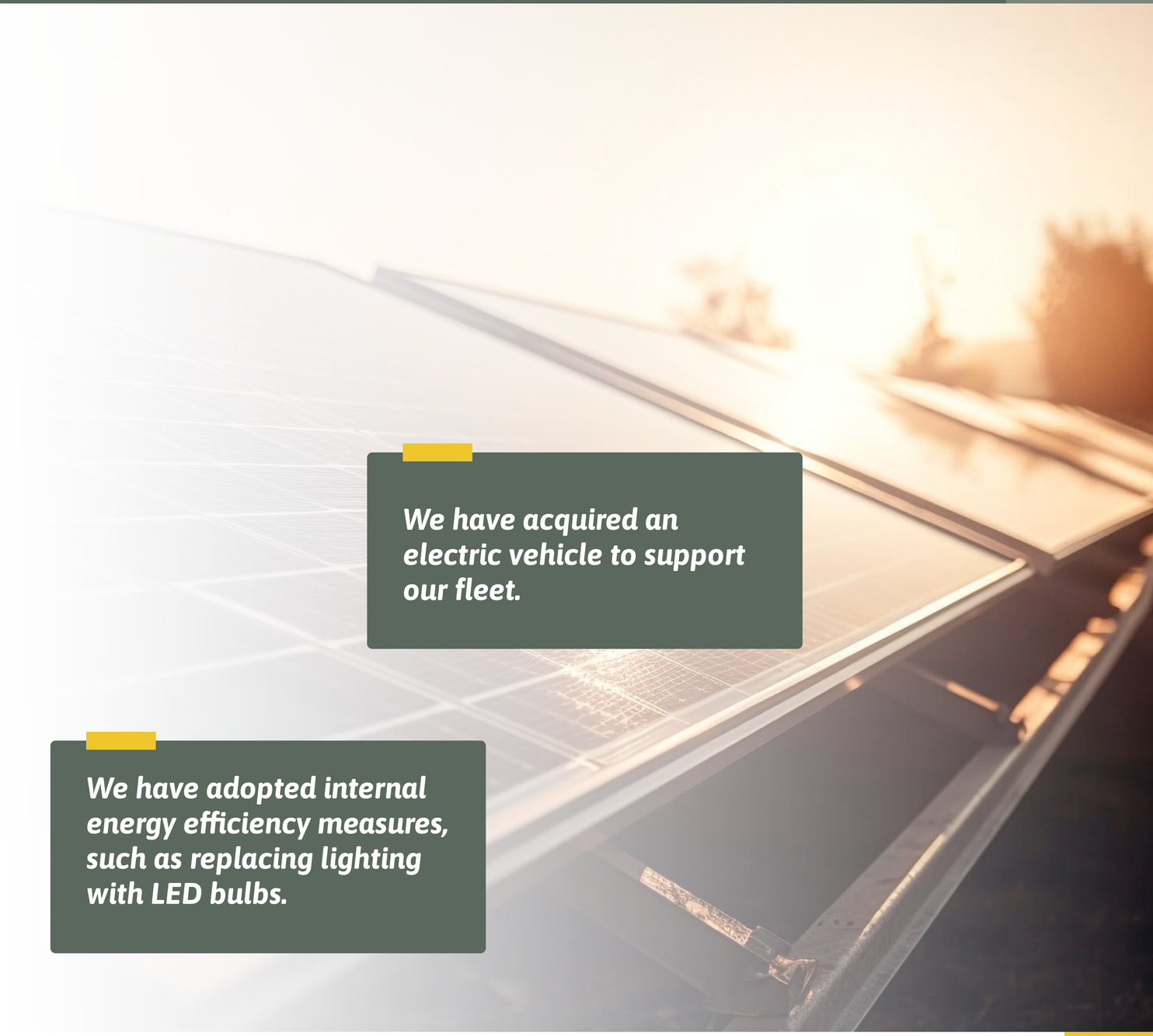
Energy

Committed to reducing the environmental impact of our activity, we have been continuously investing in the energy transition as a key element of our strategy. We have implemented several initiatives which reflect our contribution to a more sustainable value chain, aligned with the Sustainable Development Goals.

We have prioritised solar energy by acquiring a photovoltaic panel system for self-consumption.

We have acquired an electric vehicle to support our fleet.

We have adopted internal energy efficiency measures, such as replacing lighting with LED bulbs.

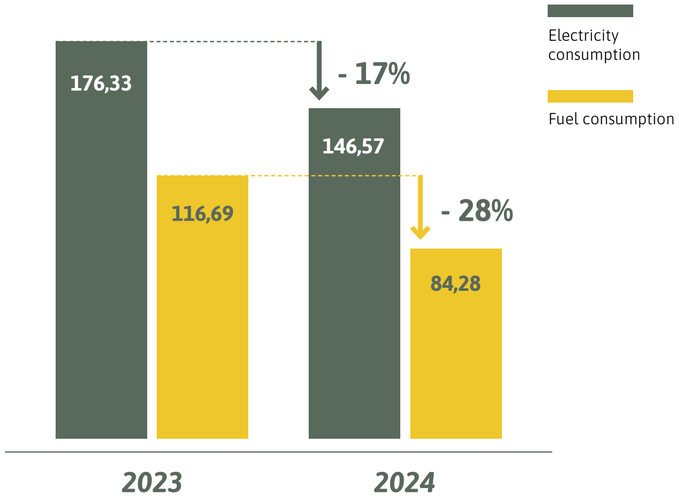


2 Environmental Action

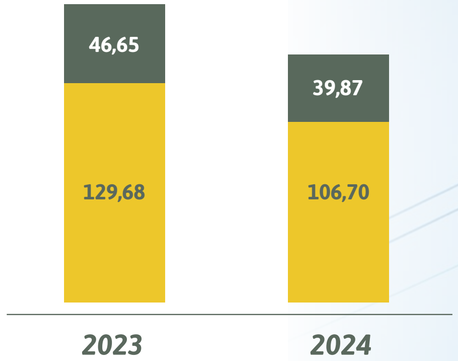
Climate Change and Energy Transition / Energy

In 2024, we observed a 21% reduction in our energy consumption compared to 2023, resulting in a total of 230.9 MWh. The most significant reduction was in fuel consumption, partly from the acquisition of a hybrid vehicle. Electricity consumption remains the largest share, accounting for approximately 63% of total energy consumed in 2024. However, we have installed photovoltaic panels at our facility, which enabled us to achieve a renewable energy usage rate of 17% in 2024.

Energy consumption (MWh)



Electricity consumption (MWh)



17 %

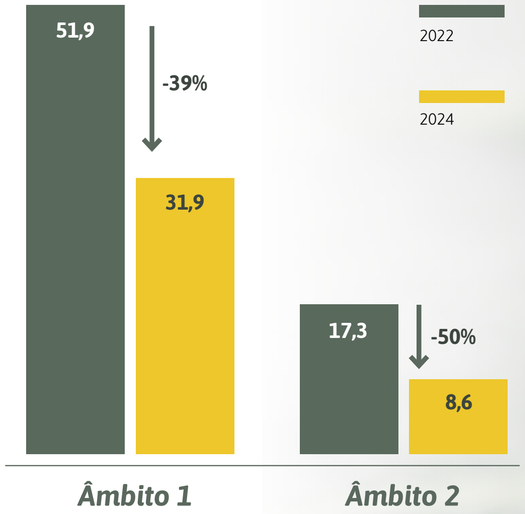
Renewable energy usage rate

Corporate Carbon Footprint

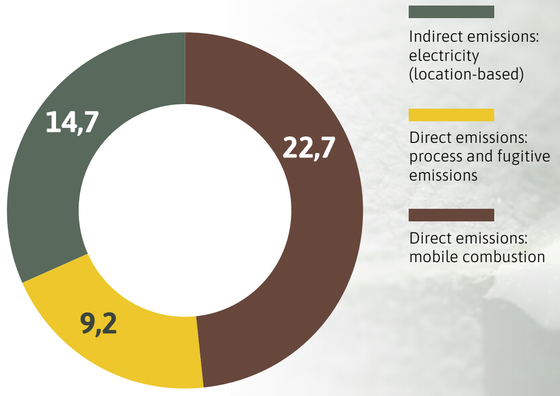
Aware of the challenges posed by climate change, reducing greenhouse gas emissions has become a priority objective at Mata. In 2023, we joined the Green Pact initiative of the Portuguese footwear cluster, reinforcing our commitment to monitoring and reducing the GHG emissions associated with our operations.

To ensure the continuity of this project, we have calculated our Corporate Carbon Footprint for 2024, covering direct Scope 1 emissions and indirect Scope 2 emissions. We were thus able to obtain a comparative analysis with 2022, identifying the main emission sources, as well as our progress towards a more sustainable and responsible future in the footwear sector.

In 2024, emissions decreased by 42% compared to 2022, with the most significant reduction observed in indirect emissions Scope 2 emissions associated with electricity. However, the majority of Mata's emissions continue to be direct Scope 1 emissions, particularly those related to mobile combustion.



Emissões GEE 2024 (ton CO_2eq/ano)



0,009 kg CO_2 eq./€

Carbon Intensity

We invest in improvements to enhance energy efficiency

We are committed to the transition to renewable energy sources

Commitment

To reduce Scope 1 emissions

Year

2026

Target

-20%

Sustainable use of resources

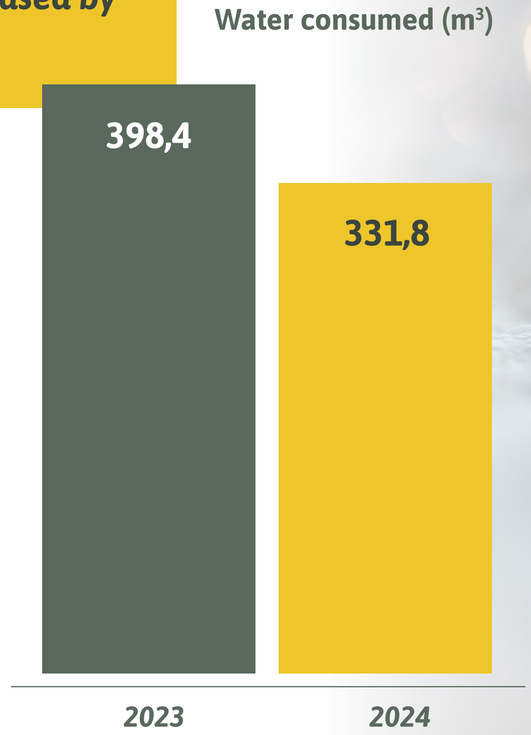
Water

VSME B6

Although water is not a core factor in the production activities of Mata, it is always managed efficiently with the aim of reducing consumption and ensuring the proper disposal/handling/treatment of wastewater. As a finite natural resource essential for future generations, we not only monitor and control its monthly consumption, but have also defined a key indicator which is regularly monitored and set reduction targets.

At Mata, water is sourced from the municipal supply and is mainly used for domestic-equivalent services, after which wastewater is discharged into the municipal sewage system. In addition, water is also used in the vacuum cleaning/suction system and, at the end of which, it is sent as waste to duly licensed waste management operators, as are the resulting sludge residues.

Compared to 2023, water consumption decreased by 17% in 2024.



4,3 m^3/employee

Water consumed

According to the WRI's Aqueduct Water Risk Atlas, the area where Mata operates is classified as having a medium/high water risk, yet it is not considered a water-stressed area/region.

Circular Economy

VSME B7

We seek to integrate the principles of circular economy into the design, development and production of our footwear, aiming to reduce the consumption of natural resources, extend the life cycle of materials and minimise waste generation throughout the value chain.

In this context, we have been incorporating recycled materials into our products, specifically soles with 30% recycled material and other structural and functional components. This approach reduces dependence on virgin raw materials and gives value to previously used materials, contributing to a more efficient use of resources.

In addition, we prioritise the use of leathers sourced from suppliers certified by the Leather Working Group (LWG), ensuring compliance with high environmental standards regarding water, energy, chemical and waste management, thereby contributing to a more responsible supply chain aligned with best international practices in the sector.

Regarding packaging, we use boxes certified by the Forest Stewardship Council (FSC), ensuring the paper and cardboard used come from responsibly managed forests, promoting the preservation of forest ecosystems and more sustainable supply chains.

At the same time, we continue to explore opportunities to increase the circularity of our products, namely through the selection of more sustainable materials, the optimisation of production processes and the reduction of waste.



Management of restricted substances

We adopt a rigorous and responsible approach to the management of chemical substances throughout the entire production process, ensuring compliance with applicable legislation and the requirements defined by our clients. This commitment includes continuous monitoring, reducing the consumption of hazardous chemicals and, whenever possible, replacing them with alternatives which present a lower environmental impact and lower hazard classification.

We also ensure compliance with relevant regulations and guidelines, namely REACH (European Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals) and the AFIRM Restricted Substances List (RSL), as well as other specific requirements established by our business partners.

On an annual basis, we maintain an up-to-date inventory of all chemicals used in the production process, as well as their respective safety data sheets, which are properly filed and accessible to employees. From warehouse entry to use, chemicals are tracked and monitored, ensuring they are managed correctly and used safely.



4,2 tonnes

Solvent consumption

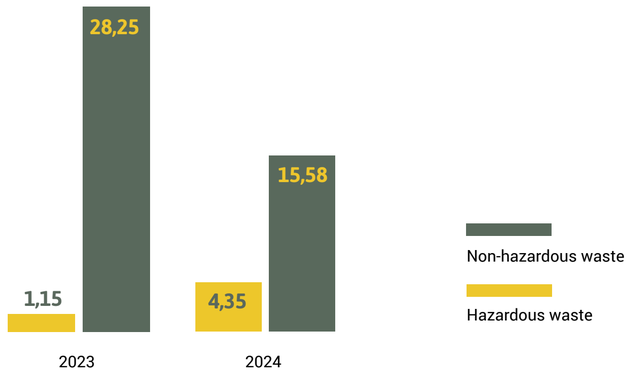
Waste Management

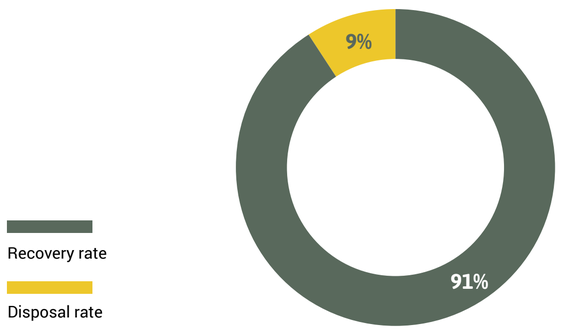
VSME B7

Throughout 2024, we strengthened our commitment to reducing the environmental impact associated with our operations, by promoting the prevention and recovery of waste generated.

In production, we have implemented waste separation procedures which comply with applicable legislation and best industry practices, providing selective sorting bins for different types of waste. Both hazardous and non-hazardous waste is stored in a controlled manner and sent to duly licensed operators, always prioritising recovery over disposal. Furthermore, we continuously promote the optimisation of processes, enabling a reduction in the volume of industrial waste generated. As a result of these measures, in 2024 we recorded an improvement in environmental performance indicators related to waste management, achieving a 33% reduction compared to 2023. However, these measures also led to improved internal management of hazardous waste, the implementation of best separation practices, and the need to reclassify certain types of waste, which resulted in a slight increase in the volume of hazardous waste sent for disposal.

Waste generated (tonnes)





Commitment

Increase the waste recovery rate

Year

2026

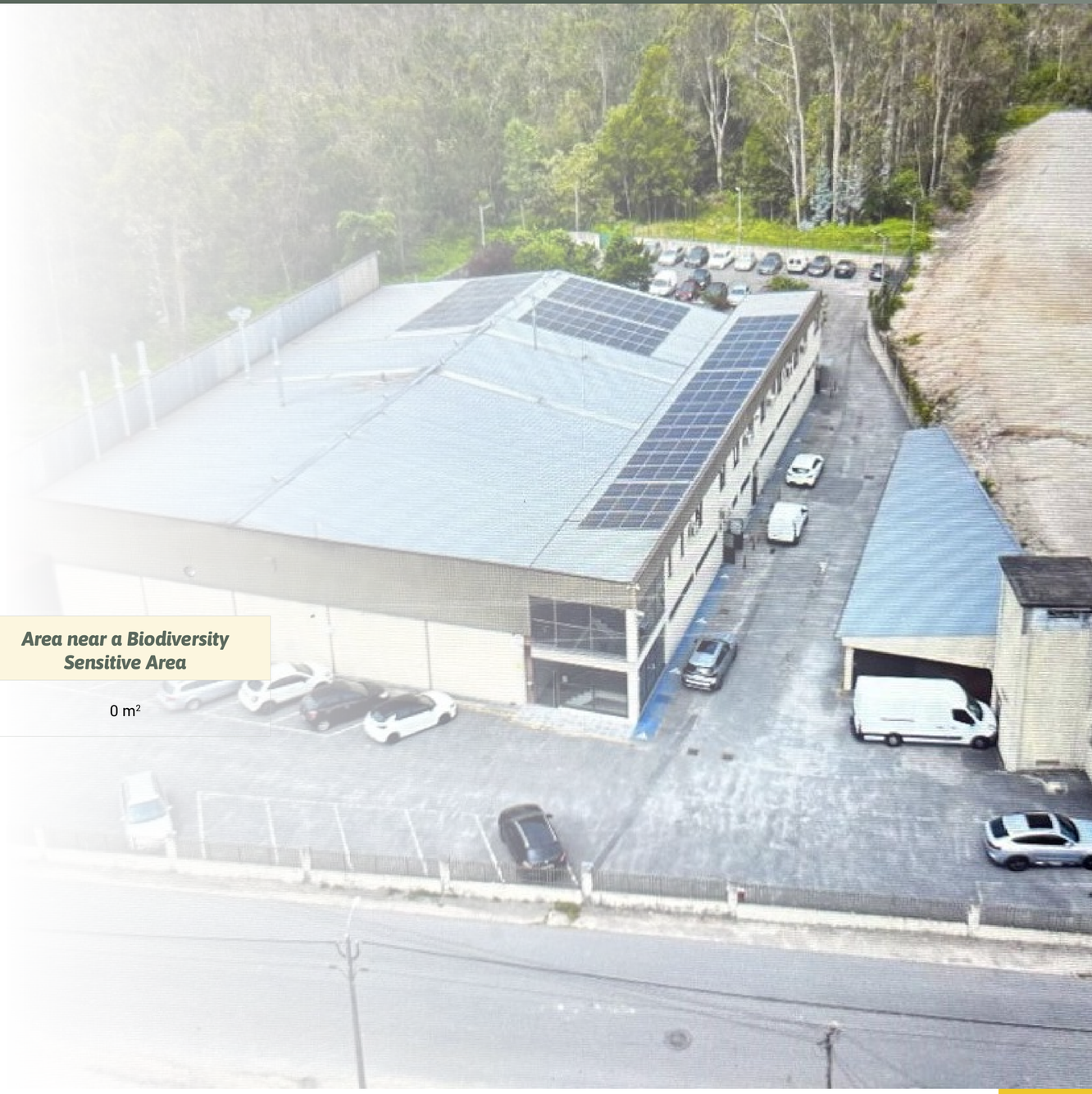
Target

95%

Biodiversity

VSME B2, C2

Mata has its own facilities, which comprises offices, warehouses and production areas, covering a total area of 10,,817 m². According to the Geographic Information Catalogue of the Institute for Nature Conservation and Forests (ICNF), the facilities of Mata are not located in the vicinity of areas classified as environmentally sensitive in terms of biodiversity.



	Location	Area	Area near a Biodiversity Sensitive Area
Mata	São Vicente de Pereira	10 817 m²	0 m²

3

People who make the difference



Human Resources Management and Local Job Creation

Health, Safety and Well-being at Work

Community and Social Action

Human Resources Management and Local Job Creation

VSME B8, C5, C9

In 2024, we strengthened the management of our human resources, promoting well-being, equal opportunities, continuous training and value creation for the surrounding communities. Our aim is to ensure an inclusive and safe working environment which fosters both the professional and personal growth of all employees.

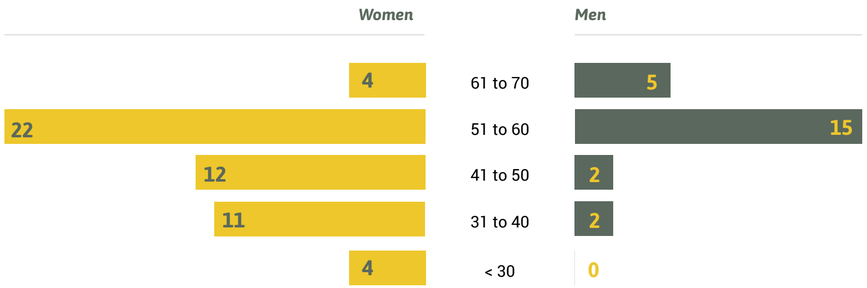
13 %

Employee Turnover Rate

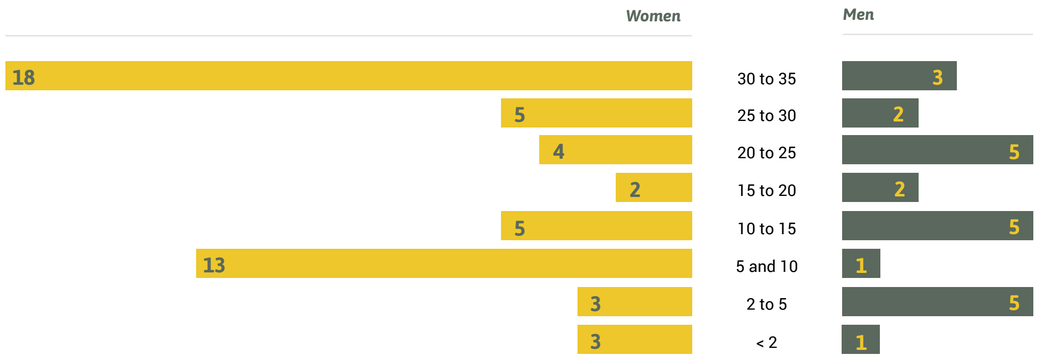
Diversity, Equality and Inclusion

We have implemented policies which promote diversity and ensure equal opportunities at all stages of our employees' professional careers. We remain committed to building an organisational culture based on respect, dialogue and cooperation.

Distribution by age



Distribution by seniority

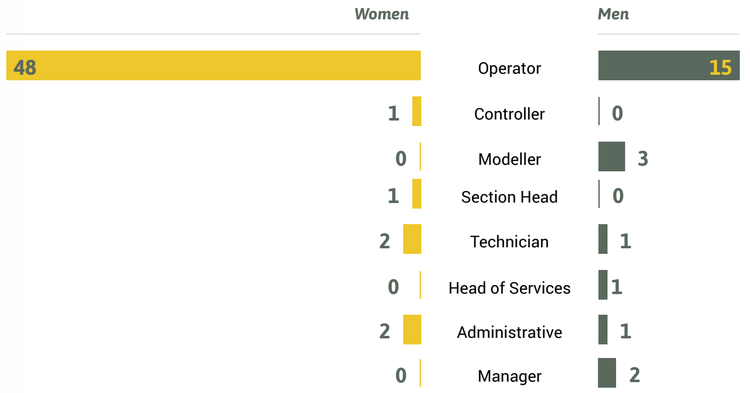


3 People who make the difference

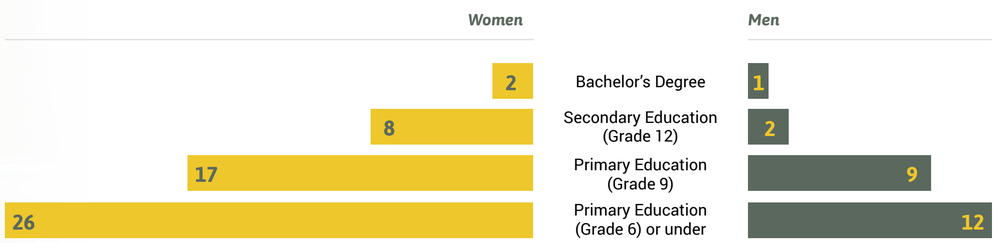
Human Resources Management and Local Job Creation



Distribution by occupational category



Distribution by academic qualification



Development and Training

VSME B10

We invest in technical and behavioural training programmes, with a focus on strengthening the core skills required for operational excellence. These programmes cover topics not only related to production activities, but also to leadership, digitalisation and other professional skills, enabling each employee to contribute actively to the strategic objectives of the company.

56 h
Men

208 h
Women

264 h
Training hours

Training

- *Production activity – sewing, finishing*
- *Coaching in leadership and communication*
- *Quality, productivity and teamwork*
- *Industry 4.0*
- *English*
- *winGIIC software*



Fair Remuneration, Living Salaries and Responsible Payment Practices

VSME B10

Committed to ensuring fair, equitable and market-aligned remuneration, and recognising the central role of employees in sustainable performance and long-term value creation, we have structured our remuneration policies on the basis of objective, transparent and non-discriminatory criteria, taking into account the role performed, level of responsibility, experience, skills and professional performance.

We ensure no employee receives remuneration below the applicable statutory minimum salary, promoting, whenever possible, salaries above this threshold, aligned with the concept of a living salary. Despite the registered 54%[1] pay gap, this figure is largely influenced by the composition of the governing body and the immediate line of management below, which are predominantly male, and does not reflect transversal pay disparities across other professional categories, as can be seen by the adjusted GPG of 0,5%[2].



74 %

of employees receive a salary higher than the national minimum salary.

906,51 €

Average salary for women

1949,79 €

Average salary for men

Regarding payments, we ensure strict compliance with legal and contractual deadlines, guaranteeing salaries, allowances and other benefits are paid in a timely, clear and transparent manner. This practice also extends to local service providers and local suppliers, fostering responsible economic relationships and contributing to the financial stability of the surrounding community.

We are signatories to the Prompt Payment Commitment to Suppliers

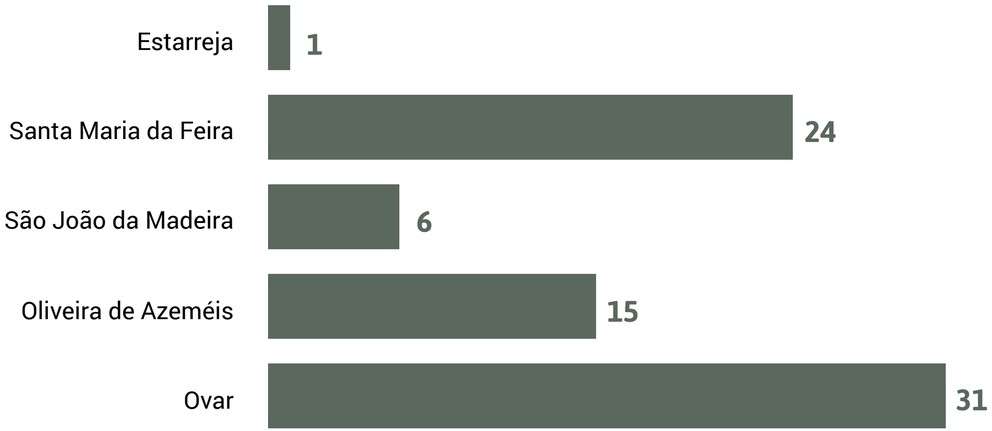
1 Value calculated using the formula provided in the standard "EFRAG Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME)".
2 Value taken from the report "Balanço das Diferenças Remuneratórias entre Mulheres e Homens", referring to 2024 (Gabinete de Estratégia e Planeamento).

Local Job Creation

We prioritise local recruitment, thereby contributing to the economic development of surrounding communities and the reduction of regional inequalities. In collaboration with educational institutions, training centres and public entities, we have taken part in initiatives which promote employability, including professional internships, apprenticeship programmes and skills development initiatives for both young people and adults.



Distribution of employees by municipality



71 %

of employees live near Mata

Health, Safety and Well-being at Work

VSME B9

Throughout the year, we strengthened our commitment to the prevention of occupational risks by implementing preventive measures, conducting internal audits and organising awareness-raising initiatives. We maintained contracts with specialised entities in Occupational Health and Safety, ensuring continuous technical support and compliance with legal obligations in this domain.

At the same time, we promote the well-being of our employees through partnerships established with clinics and other entities, providing access to special conditions and benefits in the area of healthcare and complementary services.

We also value work-life balance and the strengthening of team spirit, promoting engagement and recognition initiatives such as the Christmas dinner, the distribution of commemorative baskets, the International Women's Day dinner and the summer dinner.



1

Workplace accidents

1,8 %

Workplace accident rate

Community and Social Action

Every year, we organise initiatives to support sports, community associations and social causes, thereby reinforcing our contribution to local development and social inclusion.

During the 2024 season, we sponsored the SABGAL – Anicolor cycling team as part of the sporting project of Clube Desportivo Fullracing. Within the scope of this partnership, we developed and produced the team's official cycling shoes for the 85th Volta a Portugal, strengthening our connection to national sport.











We also had the opportunity to welcome some members of the team to our facilities, promoting closer interaction between the organisation and the athletes. Among the visitors was Artem Nych, winner of the 85th edition of the Volta a Portugal, to whom we offered a 100% customised shoe to mark his achievement.

At the same time, we maintained an active policy of supporting social and community institutions and initiatives, namely through:

- Donations to Olhar Futuro, an association dedicated to supporting young people at risk;
- Support to ADS;
- Purchase of paper from Ajudef, an organisation which supports people with intellectual disabilities, contributing to their integration;
- Sponsorship of local São João festivities, promoting the traditions and cultural vitality of the community;
- Participation in the Quartel Eletrão initiative, through the collection of electrical appliances from employees and their subsequent delivery to the São João da Madeira Volunteer Fire Brigade.

Through these actions, we reinforce our role as an active contributor to the community, promoting sports, social inclusion, sustainability and local development.



4

A strategy which builds confidence

Ethics and Transparency

Company organigram

Economic-financial performance

Client satisfaction

Brand management and reputation

Supplier management



Ethics and Transparency

Ethics, integrity and transparency are the cornerstones of our organisational culture and guide the way we conduct our business and engage with all stakeholders.

We have a Code of Conduct which sets out the values, duties and standards of behaviour expected from all employees and partners, promoting responsible and impartial conduct in accordance with applicable legislation. This document serves as a clear reference for the prevention of conflicts of interest, corruption practices and other situations which can compromise the integrity of the organisation.

In the context of data protection and privacy, we have adopted a Privacy Policy which ensures the transparent, lawful and secure processing of information, safeguarding the rights of data subjects and ensuring compliance with applicable legal obligations.

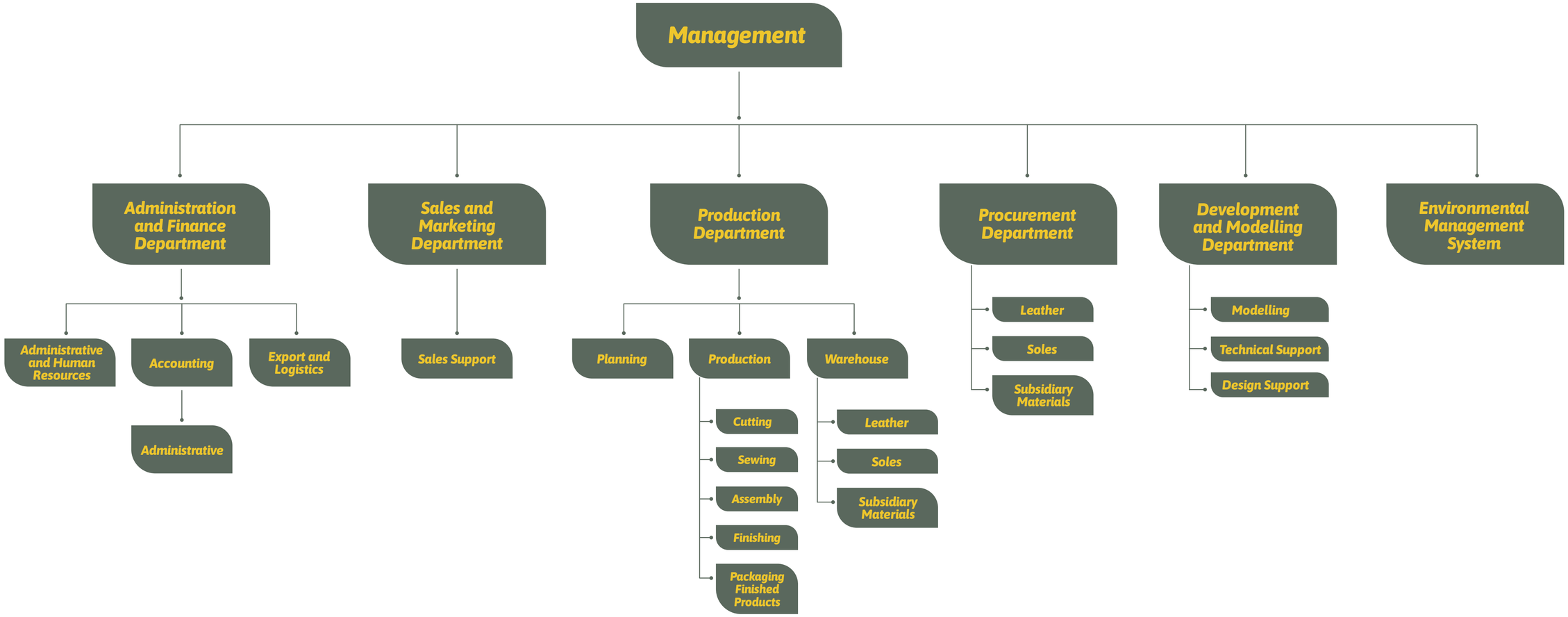
To further strengthen a culture of accountability and trust, we have implemented a Whistleblowing Channel, which enables the secure and confidential reporting of any irregularities or conduct which does not comply with our principles and internal standards. All reports are handled diligently and impartially, with a guarantee of non-retaliation.

Additionally, we encourage the active participation of employees by providing a physical suggestion box, thereby encouraging them to share ideas, contributions and opportunities for continuous improvement.

Moreover, we have also reinforced our commitment to transparency and the monitoring of social and environmental practices through our participation in recognised industry platforms. The company is a member of SEDEX, contributing to data sharing and the assessment of social responsibility and business ethics practices, and uses the HIGG Index to monitor its sustainability performance. At the same time, we use the Fairly Made and TexTracer platforms, which enable us to enhance product traceability and support the development of solutions related to the digital product passport.

We believe that establishing formal mechanisms of conduct, transparency and participation strengthens organisational governance, builds stakeholder trust and contributes to the long-term sustainability of the business.

Company organigram



Economic-financial performance

Throughout 2024, we maintained a management approach focused on value creation, ensuring a balance between growth, profitability and risk control. Cost optimisation, operational efficiency and strategic investment contributed to strengthening the competitiveness and resilience of the company.

Our financial management is based on principles of rigour, transparency and accountability, ensuring the effective management of resources and the timely fulfilment of obligations towards employees, suppliers, partners and regulatory entities.

Despite the need to continuously adapt to a demanding and evolving economic environment, we believe that strong financial performance is fundamental to ensuring business continuity, generating a positive impact on the surrounding community, and creating long-term value for all stakeholders.

4 368 581 €

Turnover

3 325 160 €

Balance

1 727 092 €

GVA



Client satisfaction

We build relationships with clients based on trust, transparency and the consistent delivery of value. More than simply responding to requests, we seek to understand each client's context - their objectives, challenges, priorities and constraints – in order to propose solutions which are appropriate, sustainable and aligned with what truly matters to their business. We believe the quality of a relationship is demonstrated daily: through communicating clearly, meeting deadlines, being available to provide guidance, and anticipate needs.

Our approach is guided by a consultative approach. This means listening carefully, asking relevant questions and translating expectations into realistic action plans. We value well-defined yet flexible processes which ensure predictability without compromising agility. We maintain accessible communication channels and a regular follow-up routine which enables fast and well-informed decision-making. We share information objectively, at every stage, using straightforward language and establishing clear commitments, so that clients have confidence and full visibility in the progress of the work.

Client experience is a cross-cutting priority. We monitor performance indicators, collect feedback in a structured way and turn insights into practical actions. When challenges or unforeseen situations arise, we act responsibly: we communicate promptly, present alternatives and implement corrective measures with a focus on minimising impact. We understand issues may occur; what sets us apart is how we address them.

Ethics and confidentiality are non-negotiable pillars. We handle information with rigour and respect privacy, intellectual property and established agreements. We operate in accordance with market best practices and applicable requirements, fostering long-lasting, balanced and mutually beneficial relationships. This approach strengthens trust and creates an environment conducive to collaboration.

We also believe in relationships which evolve. We continuously work to maximise results, identify opportunities and support innovation. We celebrate achievements, review strategies when necessary and monitor market developments to provide our clients with relevant guidance. Our commitment is to be a present, prepared and responsible partner– one who delivers quality, honours agreements and contributes to the success of the client.

To sum up, our client relationships are built on proximity, professionalism and a results-oriented mindset. Each interaction is an opportunity to strengthen trust and generate positive impact, supporting strong and long-term partnerships.



17 461 €

Value of complaints in 2024
(0,4 % of Turnover)

Brand management and reputation

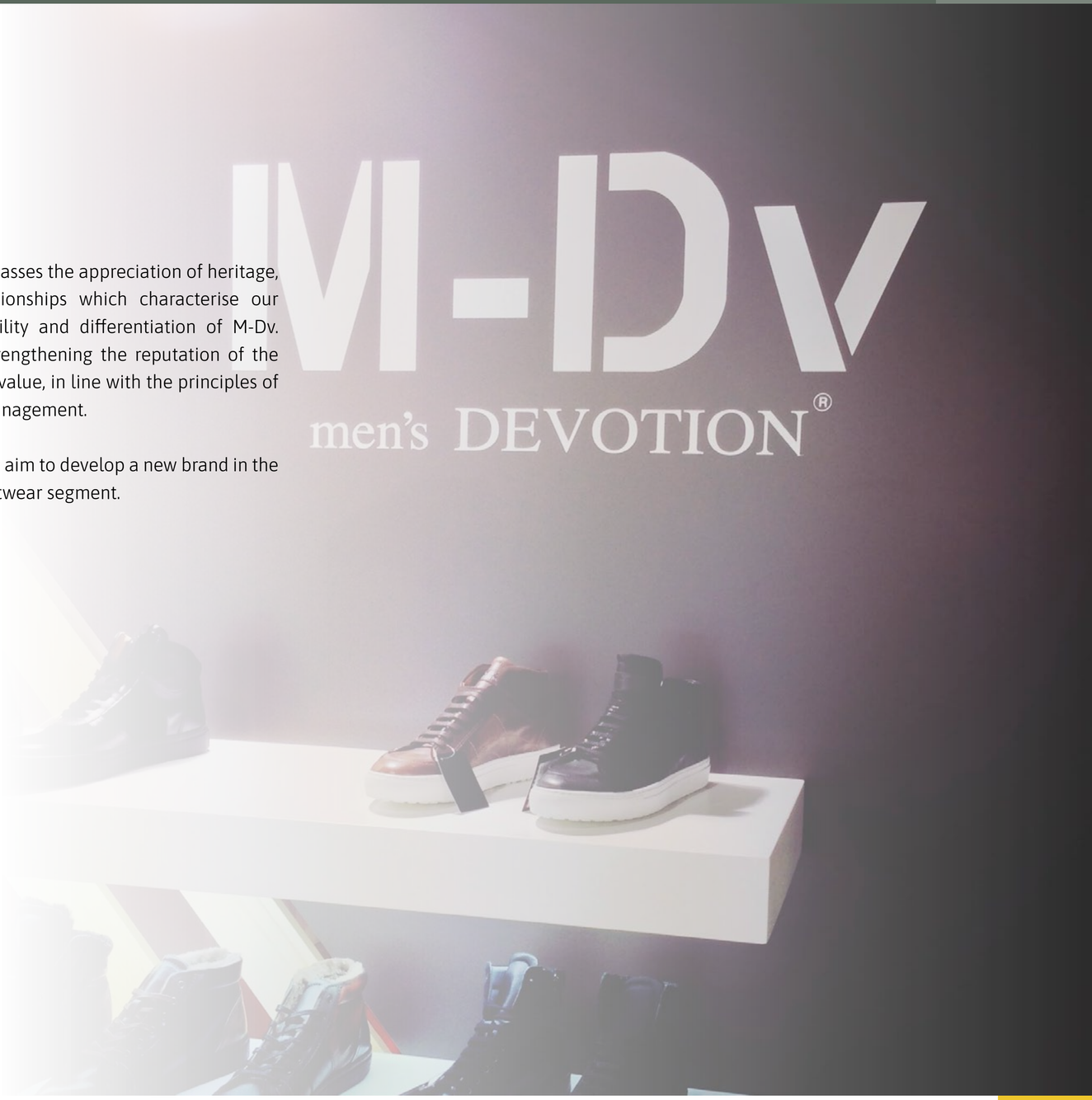
In a context where the majority of sales are conducted under a private label model, the corporate reputation of Mata is of particular importance, being closely associated with trust, reliability and the ability to meet client requirements. The reputation of the company is continuously built through consistent product quality, strict compliance with commitments, respect for the technical and commercial requirements of clients, and the confidentiality inherent to private label relationships. These factors contribute to establishing long-term relationships with our clients and to strengthening our position as a trusted partner.

Our brands are based on a value proposition aimed at the contemporary man, combining quality, comfort, durability and design with a responsible and consistent approach across the entire value chain.

The reputation of M-Dv's is built gradually through product consistency, the relationship of trust established with clients and partners, and special attention to market expectations. We seek to ensure that brand communication is transparent, accurate and aligned with the practices effectively implemented, contributing to a positive and sustainable brand perception among its stakeholders.

Brand management also encompasses the appreciation of heritage, know-how and long-term relationships which characterise our business, reinforcing the credibility and differentiation of M-Dv. This approach contributes to strengthening the reputation of the brand and to creating long-term value, in line with the principles of sustainability and responsible management.

As part of our growth strategy, we aim to develop a new brand in the future targeting the women's footwear segment.



Supplier management

The management of our suppliers is guided by the establishment and maintenance of long-term relationships, based on trust, proximity and mutual understanding developed over time. We work predominantly with long-standing suppliers, whose continuity has ensured a supply stability, consistency in material quality and reliability in production processes.

Our relationship with suppliers is based on regular contact and continuous monitoring of operational needs, promoting cooperation and the joint resolution of challenges. This close relationship facilitates progressive alignment regarding issues such as quality, compliance with applicable legal requirements, and the gradual integration of more responsible practices throughout the value chain.

We monitor the performance of our partners within the context of our commercial and operational relationship, relying on ongoing dialogue as the basis for decision-making. This approach contributes to strengthening stable relationships and promoting gradual improvements, in line with the principles of sustainability and responsible management of the company.

203 370 Feet
Leathers

189 774 Feet
Leather Lining

99 074 Pairs
Soles



4

Annexes

Climate Change and Energy Transition

Waste Management

Actions for transitioning towards a more sustainable economy - VSME B2 and C2

VSME Tables

Climate Change and Energy Transition

VSME B3

	Renewable Energy Consumption (MWh)	Non-Renewable Energy Consumption (MWh)	Total Energy Consumption 2024
Electricity	39,87	106,70	146,57
Fuels (diesel)	0	71,23	71,23
Fuel (petrol)	0	13,05	13,05
Total	**39,87**	**177,93**	**230,85**

	Emissions	2022	2024
Scope 1 (*tonnes CO_2eq*)	Direct emissions: mobile combustion	37,46	22,65
	Direct emissions: process and fugitive emissions	14,41	9,24
	Total	**51,87**	**31,89**
Scope 2 (*tonnes CO_2eq*)	Indirect emissions: electricity (location-based)	18,54	14,71
	Total	**17,24**	**8,56**
	Total emissions (Scopes 1 and 2)	**69,12**	**40,45**
	Renewable energy usage rate (%)	16%	17%
	Carbon intensity (kg CO_2 eq./€)	0,011	0,009

2022 (tonnes CO_2eq)		CO_2	CH_4	N_2O	HFC	PFC	SF_6	VOC	TOTAL
Scope 1	Stationary combustion								**0,00**
	Mobile combustion	36,88	0,06	0,53					**37,46**
	Process and fugitive emissions							14,41	**14,41**
Scope 2	Electricity (location-based)	16,80	0,23	0,15	0,00		0,06		**17,24**
TOTAL		**53,68**	**0,29**	**0,68**	**0,00**	**0,00**	**0,06**	**14,41**	**69,12**

2024 (tonnes CO_2eq)		CO_2	CH_4	N_2O	HFC	PFC	SF_6	VOC	TOTAL
Scope 1	Stationary combustion								**0,00**
	Mobile combustion	22,21	0,07	0,38					**22,65**
	Process and fugitive emissions							9,24	**9,24**
Scope 2	Electricity (location-based)	8,30	0,11	0,10	0,00	0,00		0,05	**8,56**
TOTAL		**30,51**	**0,17**	**0,48**	**0,00**	**0,00**	**0,05**	**9,24**	**40,45**

Scope 1	For fuel consumption, the calculation factors used to estimate GHG emissions for the different emission streams are those included in the National Inventory Report (NIR) and are based on the conversion factors provided by the Directorate-General for Energy and Geology (DGEG, 2022). For the calculation of emissions associated with solvent consumption, the methodology used is the one included in NIR (defined in tonnes of CO_2eq per kg of solvent consumed). For the calculation of emissions associated with refrigerant fluid consumption (i.e., emissions of fluorinated gases), the GWP (Global Warming Potential) values used are those published in AR5. If there is no refrigerant fluid consumption, and this is duly indicated, no associated emissions are considered.
Scope 2	For electricity consumption, the emission factors used are those published by the APA in the report 'Greenhouse Gas Emission Factors for Electricity Produced in Portugal' (APA, 2025); calculated annually based on the basis of GHG emissions (CO_2, CH_4 and N_2O) estimated in NIR. Scope 2 emissions are quantified using the "location-based" method.

Waste Management

VSME B7

	LER Code	Description	Quantity (tonnes)
Hazardous	08 01 17*	Waste from paint and varnish removal, containing organic solvents or other hazardous substances	0,02
	08 01 19*	Aqueous suspensions containing paint or varnish containing organic solvents or other hazardous substances	0,11
	13 08 99*	Waste not otherwise specified	0,96
	14 06 02*	Other halogenated solvents and solvent mixtures	0,12
	15 01 10*	Packaging containing or contaminated by residues of hazardous substances	0,51
	15 02 02*	Absorbents, filter materials (including oil filters not otherwise specified), wiping cloths, protective clothing contaminated by hazardous substances	0,87
	16 10 01*	Aqueous liquid waste containing hazardous substances	1,76
Non-hazardous	04 01 08	Waste tanned leather (blue sheetings, shavings, cuttings, buffing dust) containing chromium	11,12
	15 01 01	Paper and cardboard packaging	3,65
	15 01 02	Plastic packaging	0,43
	20 01 01	Paper and cardboard	0,38
		Waste generated	**19,93**

Actions for transitioning towards a more sustainable economy - VSME B2 and C2*

VSME B2, C2

VSME Topic	Actions	Material Topic
Climate Change	**Climate change mitigation: energy efficiency** • Replace conventional lighting with LED systems. • Replace machinery and equipment with more energy-efficient alternatives. • Raise employee awareness on best practices in the use of energy resources. **Climate change mitigation: renewable energy** • Install photovoltaic panels on the company roof for self-consumption. **Climate change mitigation: low-carbon transport** • Acquire hybrid vehicles for the company fleet. • Optimise company fleet routes and logistics operations to reduce fuel consumption. **Climate change mitigation: low-carbon products or processes** • Replace certain solvent-based chemical products with water-based alternatives. **Climate change adaptation/resiliency: general actions** • Plan and conduct periodic drills to train prevention and response to emergency situations. • Train employees to respond to potential emergency situations at company facilities.	*Climate Change and Energy Transition*
Pollution	**Monitoring and managing pollution** • Identify environmental aspects associated with the activities of the company and assess their impacts on soil, air or water. • Capture atmospheric emissions through chimneys and conduct monitoring to track pollutants, in accordance with applicable legislation. **Polluting materials** • Raise employee awareness of the handling and storage of chemical products. • Store chemical products in containment systems and in designated areas. • Dispose of hazardous substances (when necessary) through authorised waste management operators. • Carry out regular leak detection checks on equipment containing fluorinated gases, in accordance with applicable legislation. • Implement emergency response procedures in the event of a spill and conduct drills to train prevention and response. • Provide spill response kits at production facilities. • Select materials with low levels of volatile organic compound content/aerosols, whenever possible.	*Climate Change and Energy Transition*

* B2 - Practices, policies and future initiatives for transitioning towards a more sustainable economy
C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Identification based on the EFRAG Guide: C2 Supporting Guide – Excel – Examples and case studies

5 Annexes

Actions for transitioning towards a more sustainable economy - VSME B2 and C2*

VSME Topic	Actions	Material Topic
Water and Marine Resources	**Managing and monitoring water resources** · Raise employee awareness on best practices for the responsible use of water.	Sustainable use of resources
Circular Economy	**Waste management** · Provide containers for the proper separation of industrial and domestic-like waste. · Prioritise waste recovery over disposal. **Circular economy** · Use energy recovery for waste streams where reuse or recycling is no longer viable. **Resource efficiency** · Purchase packaging containing recycled materials. · Increase the use of materials with recycled content in the manufacturing process. **Overarching actions** · Raise employee awareness on appropriate waste separation practices.	Sustainable use of resources
Own workforce	**Health and safety** · Identify hazards and assess risks associated with company activities. · Provide Personal Protective Equipment (PPE) to all employees. · Develop Self-Protection Measures (SPM). · Raise employee awareness on procedures to follow in the event of an emergency, occupational risks and first aid. **Collective bargaining** · Apply the sector's Collective Labour Agreement to all employees. **Training and skills development** · Provide training opportunities to all employees.	Health, Safety and Well-being at Work Human Resources Management and Local Job Creation

* B2 - Practices, policies and future initiatives for transitioning towards a more sustainable economy
C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Identification based on the EFRAG Guide: C2 Supporting Guide – Excel – Examples and case studies

5 Annexes

*Actions for transitioning towards a more sustainable economy - VSME B2 and C2**

VSME Topic	Actions	Material Topic
Consumers and End-users	**Impacts related to consumer information, consumer personal safety, and consumer social inclusion** · Establish and monitor communication channels through which clients can submit complaints or raise questions. **Personal safety of consumers and/or end users** · Control and monitor legal requirements applicable to the product, ensuring their compliance.	*Client satisfaction* *Brand management and reputation*
Business Conduct	**Corporate Culture** · Implement a Code of Conduct establishing guidelines for ethical professional conduct, including clear anti-corruption policies, characterised by high standards of quality and aligned with the objectives of the company. · Organise internal activities and events to promote employee interaction and integration. · Provide a whistleblowing channel on the company website for employees and external stakeholders to report irregular situations. · Implement suggestion boxes for employees. **Management of relationships with suppliers** · Verify the compliance of suppliers with environmental and social criteria, such as the existence of relevant certifications.	*Economic-financial performance* *Supplier Management* *Community and Social Action*

* B2 - Practices, policies and future initiatives for transitioning towards a more sustainable economy
C2 – Description of practices, policies and future initiatives for transitioning towards a more sustainable economy

Identification based on the EFRAG Guide: C2 Supporting Guide – Excel – Examples and case studies

VSME Tables

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Sustainability Report 2024

Developed in collaboration with the Portuguese Footwear Technology Centre

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