





Operating in

90

Brazilian
cities



+19,000

cooperative
members



R\$13.018 billion

in sales

R\$122,6 million

in surpluses paid to
cooperative members



R\$6.975 million

invested in
social projects

Directed to

220

organizations

66

tons
of donated food

2.321

thousand tons
of soy received

1.678

thousand tons
of corn received

141,000

tons of wheat
received

2.705

thousand
crates of oranges received

R\$3,92 billion

in sales from
supplies and retail

Cooperative Members,

We present the Cocamar Cooperativa Agroindustrial Management Report regarding the financial year from January 1st to December 31, 2023.

Subject to great uncertainty and fluctuations due to various factors, including climate change and market variations, the agricultural industry is also vulnerable to complex situations such as those observed in recent years in the national and international arenas, described in this report.

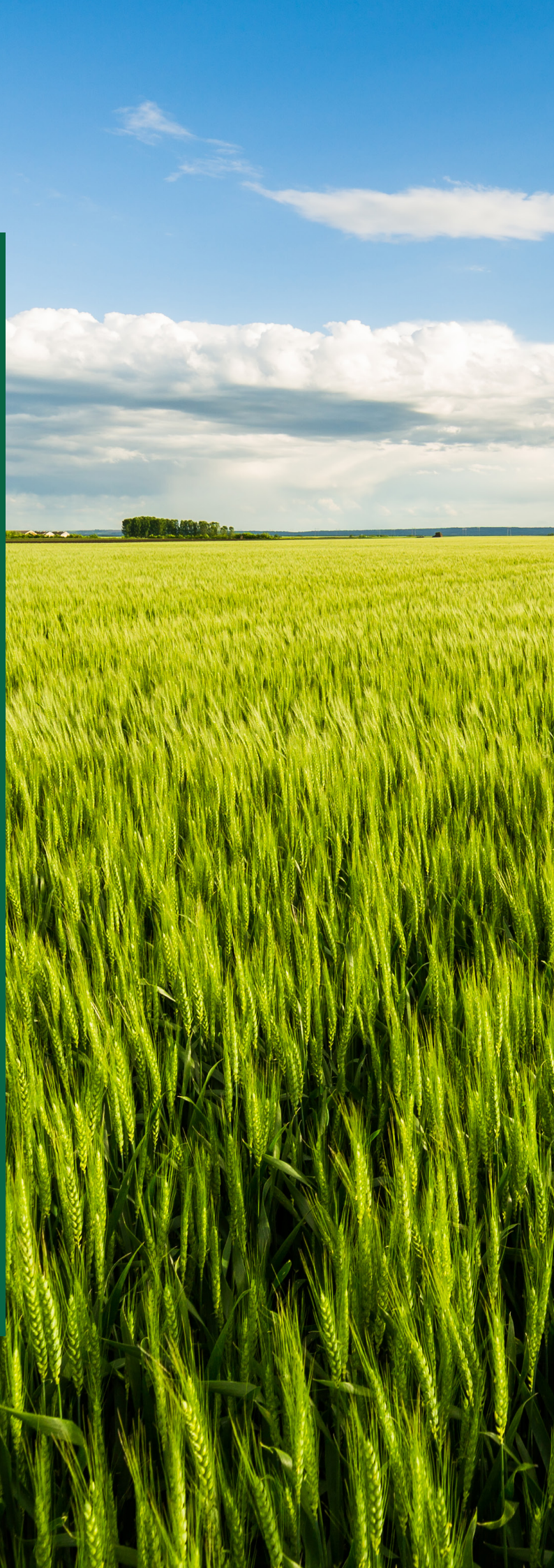
We hope that in 2024 farmers will be able to succeed in their businesses and strengthen the cooperative system, to ensure the safe conduct of their activities and growth prospects.

We also hope that humanity can finally progress in dialog and understanding so that times of peace, harmony, and prosperity can be achieved.

Enjoy your reading.

MISSION

To serve the members, ensuring the sustainable perpetuation of the cooperative.



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the executive
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Cocamar

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Cocamar, working alongside the producers all year round

In the same way that has happened in past years, particularly in the challenging year of 2023, Cocamar's support for the technical development of cooperative producers represents the strength to which they need to be firmly committed to celebrate achievements, overcome adversities that are part of the cycles of any business, and survive with dignity.

With the decline in agricultural prices and margins getting tighter, increasing productivity by incorporating technologies is what will enable producers to continue their activity.

Furthermore, in a region mainly dominated by small and medium-sized businesses, Cocamar's presence is even more important and differs from the role of a commercial organization because it is the balance that regulates the market both for the commercialization of crops and the purchase of agricultural inputs.

Considering that agribusiness is an extremely competitive sector, cooperatives are an opportunity for small and medium producers to prosper. That's why more than a producer,

it is necessary to be a cooperative member who is aware of the need to strengthen the organization. After all, they are the owners, and not only do they need a place to deliver the crop and buy inputs, but they also need a structure that provides security, reliability, transparency, and commitment to transferring knowledge and technology to continue evolving. This is what Cocamar has been doing throughout its 60-year history.

And even in a challenging year, the cooperative, with efficient and transparent management, grew and achieved good results which were distributed in the form of surpluses to the cooperative members, as is traditionally done.

In short, the cooperative can offer many more advantages to the cooperative than a large company could promise, but he will never find in any company the same benefits provided by the cooperative practice - especially in a cooperative as respected and solid as Cocamar, whose presence is demanded in many other regions of the country.

Take part in the many events held by the cooperative and strengthen your organization.

A complex year, but a year of growth for Cocamar

In a year marked by challenges that tested the resilience of producers and demanded redoubled efforts on the part of Cocamar to cope with the receiving record volumes of grain, the cooperative recorded an impressive 17% increase in revenues, demonstrating the high level of participation and the confidence of its members.

This significant progress was possible even with the slow marketing of crops as a direct effect of the sharp drop in prices, which also led to the retraction of many producers to do business such as anticipating inputs and renewing machinery.

Cocamar grew and became even stronger amid a scenario of adversity that limited the operations of several competitors.

With its dynamism, among other achievements, the cooperative has implemented a plan approved at the Ordinary General Meeting (AGM), expanding its presence in several states. After inaugurating its new facilities in Londrina (PR) and Salto Grande (SP), it started operations in Itaquiraí and Campo Grande, in Mato Grosso do

Sul, and reached Água Boa, in Mato Grosso, and Chapadão do Céu, in Goiás. At the same time, it began an investment program to increase grain storage capacity from 2.2 to 2.5 million tons, with construction work on the structures in Cambé, Maringá, Japurá and Querência do Norte.

The cooperative's good acceptance in the market is a stimulus to intensify its work in this direction. Cocamar has also made progress in its early meat production program, reaching the market with special cuts and remunerating cattle farmers who invest in the quality of their livestock.

In 2023, when it celebrates its 60th anniversary maintaining the routine of expanding its market share, Cocamar received important national recognition that distinguishes it by differentials such as excellence in management and governance and financial sustainability.

In short, as a cooperative that belongs to more than 19,000 member families, Cocamar fulfills its role with excellence and returns good results to its members, who are the cooperative's very reason for being.

Board of Directors (2022-2025)

Luiz Lourenço
President

Luiz Pio Lonardoni
Vice-President

Afonso Akioshi Shiozaki
Maringá (PR)

Adalto Larazin
Altônia (PR)

Anderson Rufato
Maringá (PR)

**Antonio Cesar
Pacheco Formighieri**
Umuarama (PR)

Cleber Veroneze Filho
Maringá (PR)

Fred Frand Frandsen
Palmital (SP)

Johny Nakashima
São Sebastião da Amoreira (PR)

José Rogério Volpato
Ourizona (PR)

Luis Antonio dos Reis
Bela Vista do Paraíso (PR)

Luiz Henrique Pedroni
Cianorte (PR)

Paulo Vinicius Tamborlim
Atalaia (PR)

Sergio Luis Viudes
Cambé (PR)

Valdomiro Peres Junior
Terra Boa (PR)

Fiscal Board (2023)

Danilo Paiva Trugilo

**Guilherme Martins Gomes
dos Santos**

Luiz Gustavo Brusco

Marcio Zanzim

**Mariluce Teixeira D. De
Anchieta**

Ricardo Cypriano

Board of Directors

Divanir Higino da Silva
President / CEO

José Cicero Aderaldo
Vice-President

Superintendents

Alair Aparecido Zago
Administration and Finance

Anderson Alves Bertolleti
Business

Arquimedes Alexandrino
Dealers

Leandro Cezar Teixeira
Cooperate Relationship

Osmar Liberato
Operations

Advisory Council (2022-2025)

Altônia (PR)

Edinaldo Olivo
Geni Bock de Faria

Alvorada do Sul (PR)

Leonardo Augusto Santoro

Ângulo (PR)

Welinton Pirani

Apucarana (PR)

Lauro Gessner
Paulo Cortinove

Arapongas (PR)

Alison Volpato
Rodrigo Martins Ribeiro

Assaí (PR)

Alberto Carlos de Camargo
Fernando Henrique Flamia

Atalaia (PR)

João Carlos F. Montanher
Ronaldo José da Silva

Bela Vista do Paraíso (PR)

Evandro Luís Agustineti
Romildo Pedrolí de Matos

Cambé (PR)

Cleber A. Zarantonelo
João José Resende Paiva
Tomio Iamachita

Carlópolis (PR)

Hans Christian Nick

Centenário do Sul (PR)

Moses Bahdur Neto

Cianorte (PR)

Edgar Brazolotto
Odilo Ruiz

Cruzália (SP)

Eduardo Pedro Varolo

Cruzeiro do Oeste (PR)

Fernando Ferraresi

Douradina (PR)

Sandro Cezar Borsari Marrega

Doutor Camargo (PR)

Adilson Davanço de Oliveira
Gustavo Buziquia Dartibale
Marcelo Pastre Mori

Floraí (PR)

Elizabeth Rodrigues Barragan
Luiz Antônio Genoves

Floresta (PR)

Germano Luiz Palaro
Maria Ines Sapata Salvadego

Ibiporã (PR)

Rodney Massakazu Yamada

Icaraíma (PR)

Paulo Silveira Faria

Iepê (SP)

Rodrigo Pelloso Gelamo

Iporã (PR)

Aledson Andriato
Alex Piveta

Ivatuba (PR)

Luiz Henrique Lazzaretti

Ivinhema (MS)

Kleber Caparroz Moraes

Jaguapitã (PR)

Diogo Aurélio Carrara
Fabio Rogerio da Silva

Japurá (PR)

Marcelo Jose Trento
Vinicius Marochio Mostasse

Jussara (PR)

Marcio Zanzim
Tereza Negri

Loanda (PR)

Gisela Adriana S. de Q. Xavier

Londrina (PR)

João Baptista A. Penteado Filho
Pedro Ortiz Neto

Lupionópolis (PR)

Willian Diego Furini Montagna

Maringá (PR)

Gerson Rodrigueiro
Luiz Gustavo Brusco
Ricardo Toshikazu Yamamoto

Naviraí (MS)

Edilson Lourenço Moretto

Nova Andradina (MS)

Roberto Dal Pra

Nova Esperança (PR)

Raphael Urbano dos Santos

Nova Fátima (PR)

Nisael Edvaldo Dal Santos

Nova Londrina (PR)

Antonio Carmo Pacifico

Ourizona (PR)

Eduardo Volpato
Juney Geraldo Zanineli

Paiçandu (PR)

Ronaldo Contardi

Palmital (SP)

Juliana Moraes Tronco
Leandro Gonçalves

Paraíso do Norte (PR)

Natália Tormena

Paranacity (PR)

Danilo Paiva Trugilo

Paranavaí (PR)

Nestor Antunes Miranda Filho

Pitangueiras (PR)

Laercio José Fernandes

Advisory Council (2022-2025)

Porecatu (PR)

Edgar Fagote Paulino

Prado Ferreira (PR)

José Aperecido Chiquetti

Presidente Prudente (SP)

Roberto Cardoso dos Santos

Primeiro de Maio (PR)

Alexandre Burgui

Fernando Alves De Campos

Querência do Norte (PR)

Vadeir Jose Pereira

Rancho Alegre (PR)

Mirian Cristina Neumann

Rolândia (PR)

Egleston Tiedt

Ivan Fernando Hirsch

Luciana Festti

Sabáudia (PR)

Edmilson Munhos

Mariluce Teixeira D. de Anchieta

Santa Cecília do Pavão (PR)

Nelson Massayuki Kojima

Santa Isabel do Ivaí (PR)

Ednaldo Quirino Barbosa

Santa Mariana (PR)

Luiz Antônio Bavaresco

São Jerônimo da Serra (PR)

Michel da Silva

São Jorge do Ivaí (PR)

Leonardo Contin Damázio

Luciano Rodrigo Faglioni

São Sebastião da Amoreira (PR)

Silvio Shigueyuki Nakashima

Serrinha (PR)

Agnaldo Alves Pereira

Sertaneja (PR)

Eric Hiroyuki Ochikubo

Sertanópolis (PR)

Diego de O. Castilho Hidalgo

José Luiz Menck Soriani

Tamarana (PR)

Edilson Fernando V. Cotelto

Helder de Oliveira Barbosa

Tapira (PR)

Eldrei Cuaglio Paschoal

Terra Boa (PR)

Antonio Fábio Andreassi

Terra Rica (PR)

Luciano Felipach

Tuneiras do Oeste (PR)

Paulo Alexandre G. Piassa

Umuarama (PR)

Wellington Vargas Ziliotto

Warta (PR)

Luis Fernando Buosi

Our commitment to the cooperative member

To enable him to have greater profits, growth, and security in his business, bringing excellence in service.

-  • **P**rovide commercial advisory services and establish market parameters.
-  • **R**epresent them politically.
-  • **O**rganize and industrialize the production to increase value
-  • **S**trengthen knowledge with technology transfer.
-  • **P**rovide adequate infrastructure for the service.
-  • **E**nsure the safe storage of the production.
-  • **R**eturn results.
-  • **O**ffer quality inputs to promote better yields.
-  • **U**ndertake activities with social and environmental responsibility.
-  • **S**ucceed in developing projects to increase the region's income.

MATO GROSSO

 1 UNIT

GOIÁS

 1 UNIT

MATO GROSSO DO SUL

 5 UNITS

SÃO PAULO

 11 UNITS

PARANÁ

MARINGÁ - HEAD OFFICE

 75 units

 11 JOHN DEERE Stores



115 Cocamar units



11 John Deere Stores



90 cities



Members and cooperative grow together





Celebrating the 60th anniversary

Throughout the year, several events celebrated Cocamar's 60th anniversary, completed in March, with its high point at the solemnity that took place on July 14th at Paraná Expo, with the participation of 800 guests, including municipal, state and federal authorities.

The Board of Directors, Executive Board, superintendents, and managers from different areas welcomed the guests, they followed the program that began with a greeting from the Bishop of Ourinhos, Eduardo Vieira dos Santos (a former Cocamar employee), and a performance by the Maringaense Viola Caipira Orchestra.

Afterward, the Chairman of the Board of Directors, Luiz Lourenço, spoke about the cooperative's early history and its challenges; the executive president Divanir Higino spoke about the organization's current situation; and



executive vice president José Cícero Aderaldo spoke about Cocamar's plans for the coming years, as well as the prospects for Brazilian agribusiness.

Celebrations were also planned with members at all the units; a tribute to members with more than 50 years of participation in the cooperative; dinner with employees; and the inauguration of the Historical Collection, at the head office, named after Reynaldo Costa, its founder and organizer.

60th anniversary dinner with Cocamar's suppliers and partners.

Celebrating 60 years with Cocamar members.



Honoring members 50+, on the occasion of Cocamar's 60th anniversary.



Inauguration of the Cocamar Collection, which now carries the name of Mr. Reynaldo Costa.

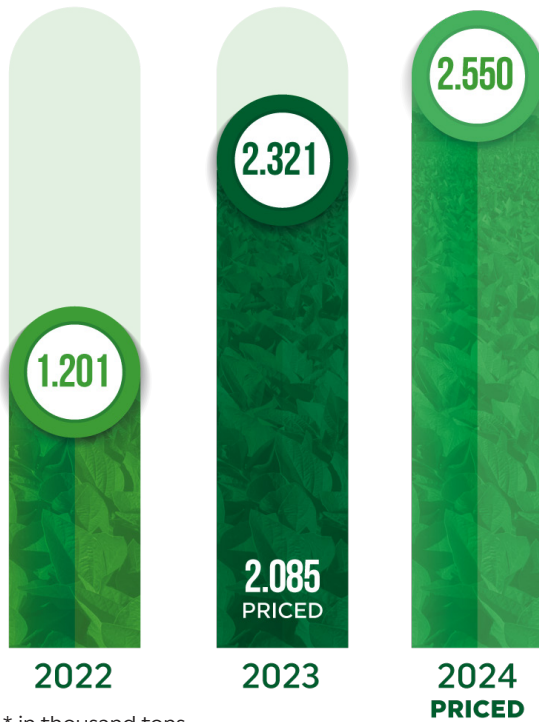


2023
FISCAL YEAR



Receivals

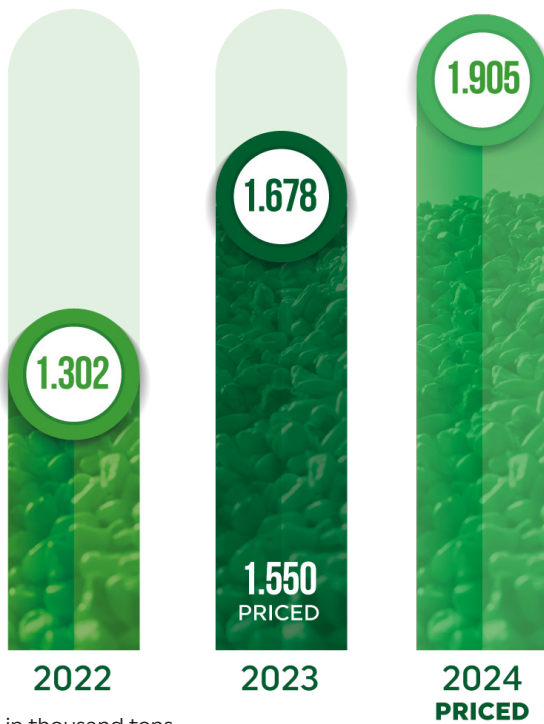
SOYBEAN RECEIVAL*



* in thousand tons

Deliveries to Cocamar totaled 2.3 million tons, almost double the 1.2 million tons received in the previous harvest, which was significantly reduced due to drought.

CORN RECEIVAL*

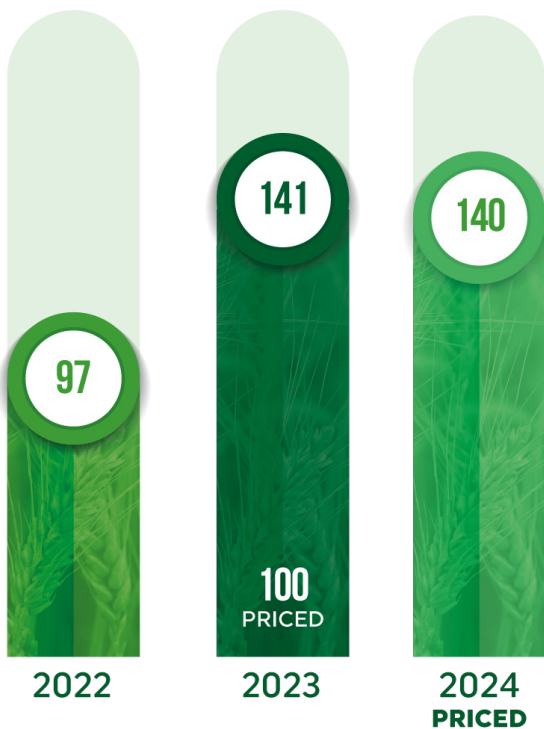


* in thousand tons

There were 1.7 million tons deposited in the cooperative, compared to 1.3 million in 2022. Given the drop of prices by 40% in comparison with the average of last year, most producers did not even cover their production costs.

Receivals

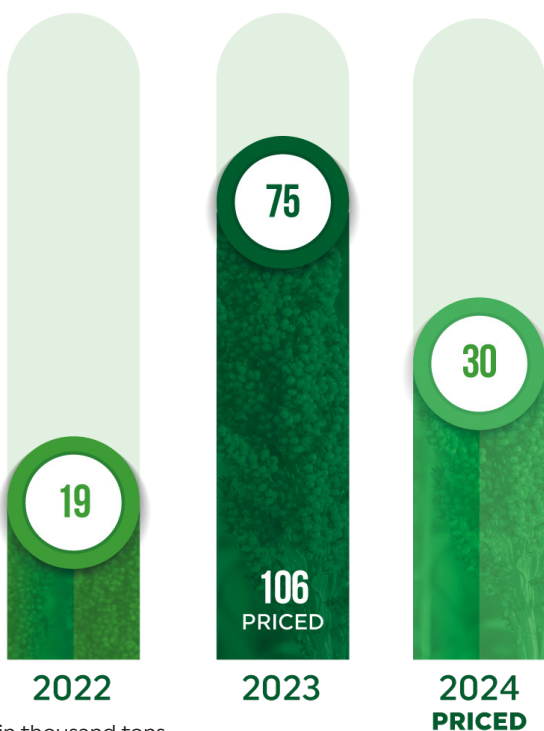
WHEAT RECEIVAL*



* in thousand tons

The year was marked by the early wheat harvest, due to the expectation of rains that could cause quality problems for the crop, resulting in 141,000 tons.

SORGHUM RECEIVAL *

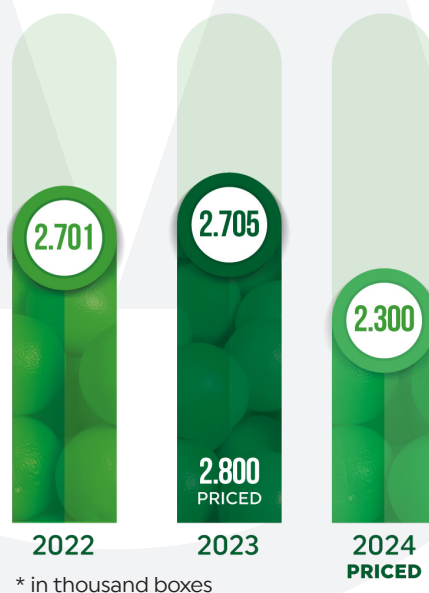


* in thousand tons

Concerning sorghum, producers in various regions are still evaluating this winter crop as an option for corn, but there is still concern about the lower performance. The deliveries to the cooperative totaled around 75,000 tons.

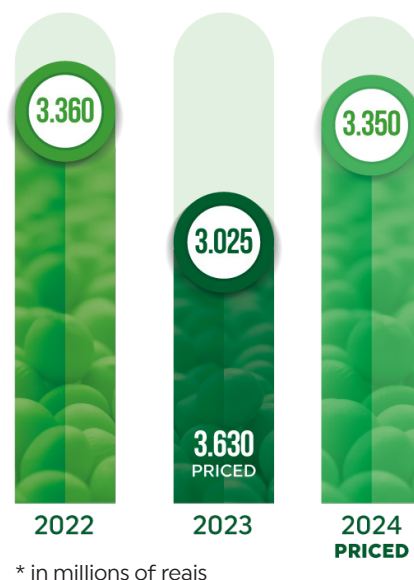
ORANGE RECEIVAL*

Orange production in the assisted regions reached 2.7 million boxes, slightly lower than budgeted, which was 2.8 million boxes and practically in line with last year. The crop is suffering with the gradual advance of greening, a disease still untreated that is devastating orchards in Brazil and around the world.



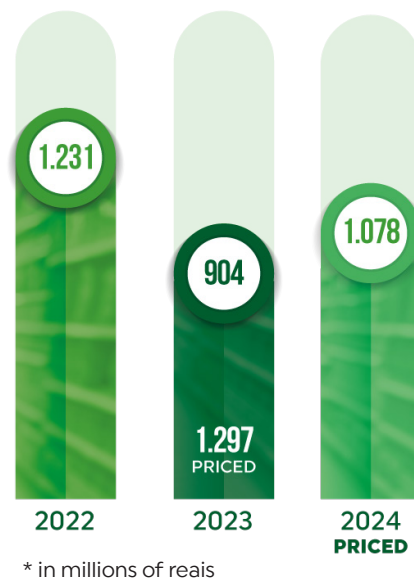
SUPPLIES

Supplies - The year was marked by a significant reduction in supply prices. Compared to the previous cycle, in the traditional campaign carried out by Cocamar, cooperative members' purchases for the 2023/24 summer harvest saw a drop in the general average price of 31%, i.e. 11% for seeds, 50% for fertilizers and 16% for defensives. fertilizers and 16% for pesticides. Likewise, for the 2024 winter crop, purchases in the campaign were made with a reduction of 30% on the overall average, 13% for seeds, 38% for fertilizers, and 37% for pesticides. Thus, even with a gain in market share, the cooperative's turnover in this sector ended the year at R\$ 3 billion, below R\$ 3.3 billion in 2022.



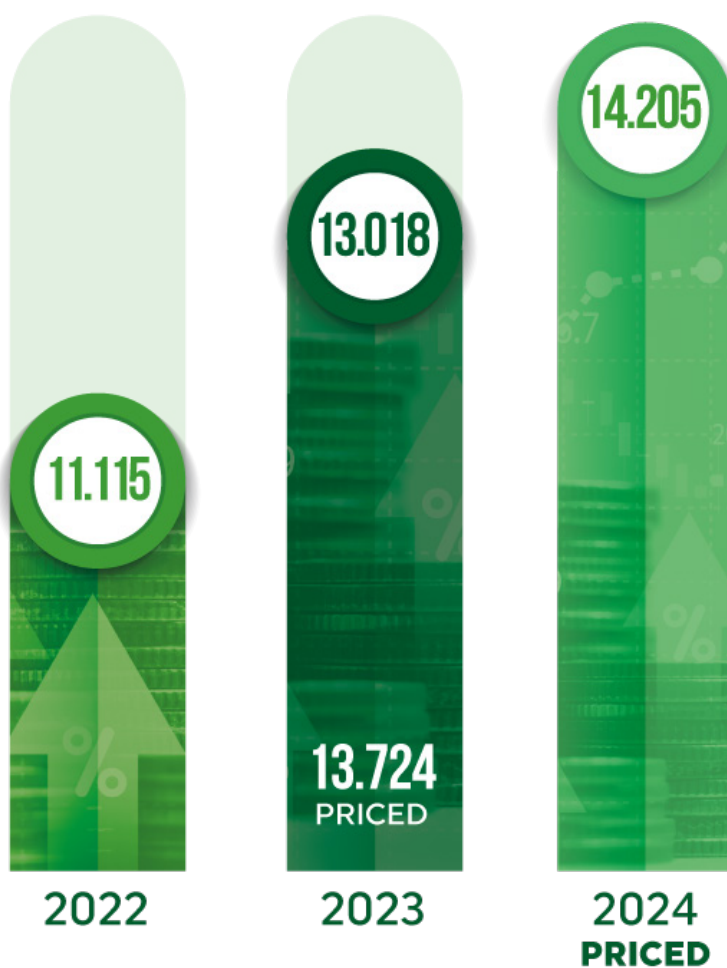
RETAIL

Retail - Sales of industrialized products to retailers mirrored the fall over the year in the price of soybean oil - the cooperative's main item on the shelves, closing at R\$904 million, lower than the level earned last year, of R\$1.2 billion.



Receivals

COCAMAR GROUP TURNOVER



* in millions of reais

Even in such a difficult period, the Cocamar Group ended the year with revenues of R\$ 13 billion, a significant 17% increase on the R\$ 11.1 billion obtained in 2022, showing good results and returning R\$ 122.6 million in the form of a distribution of surpluses to its cooperative members.

SURPLUSES

R\$122,6 (MILLION)
distributed amount

The more production the cooperative members delivered and the more supplies they purchased from the cooperative, the more they received. The amounts returned were R\$ 3.10 per bag of soybeans, R\$ 0.75 per bag of corn, R\$ 6.00 per bag of AP corn (low standard), R\$ 0.50 per bag of sorghum, R\$ 3.00 per bag of types II and III wheat, R\$ 0.70 per bag of common wheat, R\$ 8.00 per bag of coffee and R\$ 0.25 per box of oranges. In addition, the member was entitled to recover 0.5% of what he had invested in the purchase of pesticides and seeds and 4% in the purchase of Viridian fertilizers (produced by Cocamar itself).

SURPLUSES (R\$ MIL)	2023	2022
COFFEE	31,00	74,00
CORN	16.031,00	21.708,00
SOY	96.515,00	71.525,00
SORGHUM	559,00	317,00
WHEAT	1.589,00	2.374,00
BULK ORANGES	497	555
VIRIDIAN, SEEDS	7.432,00	8.162,00
TOTAL	122.654,00	104.715,00

Balance Sheet

2023

Financial statements for the year ended
december 31, 2023
(In thousands of reais)

Profit and Loss Statement

GROSS OPERATING INCOME

Products and Services Sales **11.477.469**

Deductions - taxes and returns **-677.584**

NET OPERATING INCOME **10.799.885**

COST OF GOODS AND SERVICES SOLD **-9.353.335**

GROSS SURPLUS **1.446.550**

Personnel Expenses **-239.318**

Technical expenses **-400.570**

Selling expenses **-288.375**

Equity and other income **175.023**

-753.240

OPERATING INCOME BEFORE TAXES **693.310**

FINANCIAL OUTCOME **-14.976**

NET SURPLUS BEFORE INCOME TAXES AND SOCIAL CONTRIBUTION **678.334**

Income tax and contribution **-75.412**

NET SURPLUS FOR THE YEAR **602.922**

ASSETS

CURRENT

Cashiers and banks	2.419.611
Customers	934.105
Credit with cooperative members	992.742
Stock	2.058.668
Others	96.823

6.501.949

NON-CURRENT

Credit with cooperative members	85.349
Tax Credits	103.579
Affiliates	188.846
Others	69.905
Investments	461.857
Fixed Assets	1.777.179

2.686.715

TOTAL 9.188.664

LIABILITIES

CURRENT

Debts to cooperative members	2.596.934
Loans and financing	1.121.650
Suppliers	190.405
Surplus to be paid	123.992
Others	581.502

4.614.483

NON-CURRENT

Loans and financing	1.578.908
Others	184.463

1.763.371

NET ASSETS

Share capital	392.614
Reserves	2.418.196

2.810.810

TOTAL 9.188.664



MEAT

cocamar

Cocamar made its debut in the market for special cuts.

The cooperative's differentials for its product are the fact that it participates directly in the origination of early animals, between 18 and 24 months old, which gives them tenderness and more flavor, in addition to specialized technical assistance, providing nutrition and acquiring selected animals for slaughter that meet a series of requirements. There are three brands available in retail: Prime, Precoce, and Dia a Dia.

Product packaging gets a new design

Traditionally at the supermarket, the well-established range of retail products received a new makeover that made it even more attractive and improved visual communication with the consumer.

The change updates the packaging, adding information in English, Spanish, and French to open up more export possibilities, and reinforces Cocamar's position as a manufacturer of items from other cooperative brands, such as the Purity (nectars and soy-based drinks) and Suavit (corn, sunflower and canola oils, mayonnaise, ketchup and mustard) lines.





Sustainability Indicators



ESG Sustainability Report launched

With 123 pages and complete and detailed content, the Cocamar ESG Sustainability Report was officially presented by the board of directors, covering the main information on the cooperative's performance and management practices in the environmental, social, economic and governance aspects.

Covering the period from January 1st to December 31st December 31, 2022, this is Cocamar's first annual publication based on the GRI (Global Reporting Initiative) standards. Reporting Initiative), the main structure of sustainability indicators adopted by organizations worldwide. These are criteria

that make it easier to monitor the management of material issues over the years, guaranteeing comparability of data. Complementing the two other reports - management and balance sheet - published since 2001.

One of the new features of the document is its interactivity, allowing readers to click on an index to access the themes presented, which, in addition to the president's message and information about the report, include Cocamar data, innovation and technology, corporate governance, ethics and transparency, environmental, social, health and safety and the GRI summary.

**Access the full report
using the QR Code.**



Transcocamar adopts sustainable practices for its fleet

The entire light fleet of Transcocamar - Cocamar's road transport company - made up of around 500 vehicles, has been running exclusively on ethanol since September.

As a result, the cooperative, which is a member of the United Nations (UN) Global Compact for Sustainable Development, is reducing pollutant emissions - and its carbon footprint - by using fuel from a renewable source. In this way, it meets six SDGs (Sustainable Development Goals): 2) Zero Hunger and Sustainable Agriculture; 7) Clean and Affordable Energy; 9) Industry, Innovation and Infrastructure; 12) Responsible Consumption and Production; 13) Action against Global Climate Change; 15) Life and Terrestrial Ecosystems.

By switching to ethanol, it is estimated that there will be an annual reduction of more than 1,200 tons of CO₂ in the atmosphere, considering that vehicles travel between 9.5 and 10 million kilometers a year. In addition to the environmental benefits, the study predicts a 4% reduction in fuel costs and there will be no need to buy CBios (Biofuel Decarbonization Credits), a common currency for offsetting emissions used in the carbon credit market.

On the other hand, the cooperative is currently carrying out an inventory of GHG (Greenhouse Gas) emissions and this action makes Cocamar ahead of the curve in terms of the compensation needed to become a carbon-neutral company.

It is also worth noting that in recent years, with the Vida Segura (Safe Life) program, fleet management, through technologies such as telemetry with facial recognition, has come to rely on a summary of the behavior of professionals behind the wheel based on information that generates indicators for the pursuit of the desired objectives. In short, drivers' attitudes are reflected in the safety, productivity, and results they want to achieve with their vehicles. Thus, proper behavior leads to a reduction in accident rates, preserves lives, and, among other benefits, promotes cost savings, less damage to mechanical items, and lower fuel consumption.



Cooperative members donate solar energy systems to organizations



In order to support the communities in the regions where it operates, Cocamar implemented the "Solidarity is our energy" program in 2023, by decision of its cooperative members, in which two dozen solar energy systems were donated to charities in the states of Paraná, São Paulo and Mato Grosso do Sul, which now have a clean and sustainable source of energy and a lifetime benefit in the form of reduced costs.



Important Acknowledgments

Thanks to the excellence of its management and its successful governance program, Cocamar had plenty to celebrate in 2023. The company's outstanding performance during the year, achieving a turnover 17% higher than the previous year, as well as opening up new regional frontiers and increasing market share, ensured it received several important recognitions.

For the third consecutive year, Cocamar won the Best Agricultural Cooperative in Brazil Award, according to a ranking by IstoÉ Dinheiro magazine, which analyzed the results of the 1,000 best companies in Brazil, evaluated for their ability to seek solutions in innovation and quality, human resources, social responsibility, corporate governance, and financial sustainability.

On the other hand, confirming the top positions obtained in recent years, Cocamar was among the big winners of the Great Place to Work (GPTW) 2023. As a result, the cooperative remains on a select list of companies recognized in the state for their concern for the well-being of employees, the quality of the working environment, and the possibilities it offers for each employee's professional growth.

The results of the latest survey highlight an increase in employees' perception of fairness and impartiality, improvements in communication practices, and a psychologically and emotionally safe working environment. Finally, to end the year on a high note, the quality of Cocamar's management was recognized for the first time with the SomosCoop Excellence in Management 2023 Award, given by the Organization of Brazilian Cooperatives (OCB), in the Excellence category.

The cooperative was the only one in the agricultural sector in the country to be a finalist in the Excellence category, for which there are additional requirements, such as meeting ESG criteria, loyalty, and member experience. It is the highest honor given by the SomosCoop Award.

"We are very honored and happy for all these recognitions, which distinguish Cocamar among the most successful corporations in the country. This is the result of fruitful work in which the efficiency of professional management is combined with the unrestricted support and trust of the cooperative members and the dedication of a valued team of employees," says CEO Divanir Higino.

All the awards received by Cocamar throughout the year were granted by renowned institutions.



**Best Agricultural Cooperative in Brazil
(for the third consecutive year)**
IstoÉ Dinheiro Ranking - Editora Três



Best Management Companies offered by Deloitte, an international consulting firm



GPTW 2023/17th in the national ranking for the agricultural sector
Great Place To Work, an international consulting firm

GPTW 2023/12th in the Paraná ranking
Great Place To Work, an international consulting firm

GPTW 2023/41st national ranking best industries
Great Place To Work, an international consulting firm

Business Commitment for Integrity and Against Corruption
Ethos Institute

Cocamar Máquinas: CX & Innovation John Deere 2023: Best Customer Experience Project

Embrapa Soja Londrina - Medal Embrapa Soja



Excellence in Seed Treatment
Syngenta

Instituto Parar and Naft a Fleet Management
Best Fleet Management



The success of Cocamar's professional management

Implemented in 2014 as a pioneer in agricultural cooperatives in Paraná and the country, Cocamar's professional management has made it more agile, precise, and assertive in the pursuit of the objectives set out in the five-year Strategic Planning, which defines the paths and strategies for the organization's growth.

Since then, the high quality of its management has meant that the cooperative's progress each year, especially its results, exceeds expectations

and happens sustainably, being recognized with the most important honors of the national cooperativism.

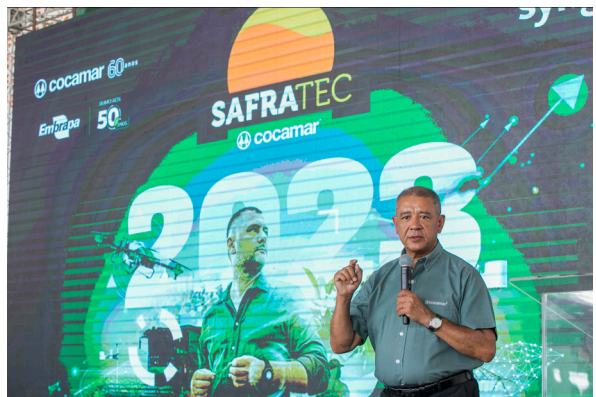
A successful model that receives the full support and trust of its cooperative members and the professionalism of its staff, which in less than a decade has enabled Cocamar to continuously expand its presence and market share in all regions, while strengthening its operations and multiplying its turnover five times over.



The Cooperative Member's Journey moves towards service excellence

To achieve a standard of excellence in customer service and service provision, Cocamar has made progress in the Member's Journey by implementing various improvements and carrying out surveys to assess the level of satisfaction among producers. At the same time, as usual, it encourages members to express themselves, remembering that all observations, as well as any suggestions, are carefully analyzed.

It is also worth mentioning the valuable work of transferring knowledge and technologies provided by events such as Safratec at the Technology Dissemination Unit (UDT) in Floresta and the field days held in all the regions where the cooperative operates; the excellent results obtained each harvest with the Viridian line of foliar and adjuvants; and the successful partnerships maintained with various companies in the sector and renowned research institutions, including the State University of Maringá (UEM) and Embrapa.



Finally, the Cocamar Cooperative Cup, an important event for integration and relationship, had its best edition in 2023 among the 39 previously held.



Final considerations

With its leading role in the Brazilian economy, the productive sector suffers from a lack of effective support from the federal government. Although the country's agribusiness is its flagship and the most important agent of development, as well as responsible for generating jobs and taxes, and is also responsible for promoting the country's trade balance surplus, Brazilian producers need greater recognition from the authorities, to increase their competitiveness against the international arena. For example, there is a lack of resources at more adequate costs for storage, since the credit lines available are excessively expensive. Similarly, there are no subsidized resources for rural insurance, and the creation of a fund against disasters is imperative.

Likewise, the thirst for tax revenue is very worrying, at the same time as we see a

rapid deterioration in public accounts.

Fortunately, producers have been able to rely on the combative actions of the Agriculture Parliamentary Front (FPA) and the Cooperatives Parliamentary Front (Frencoop), both committed to defending the causes of agriculture and the cooperative system, as well as generating incentives and benefits for producers. It is also worth mentioning the gains that have been made in Paraná with political education and the discussion of tax reform with cooperative producers.

The honorable rural producer, more than performing his role in society, makes Brazil a world power in agribusiness which advances every year with admirable dynamism, in a sustainable manner, and by far, the country with a strong agricultural vocation that most preserves its natural resources.





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