Producing food with love **changes** the world



2025
Annual Sustainability **Report**

São Salvador Alimentos



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DOING IT TOGETHER

Working together means valuing people.
We care for and trust one another.
We persevere through challenges
and celebrate our achievements.

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Message from CEO

The year 2025 was marked by a challenging context, not only for SSA, but for the sector as a whole. The unprecedented outbreak of avian influenza in Brazil in May significantly altered the dynamics of global markets, leading to the temporary closure of key markets, such as Europe and China. This scenario called for adaptability, discipline, and consistency, requiring rapid and coordinated responses in light of the need to reroute cargo, reorganize trade flows, and absorb relevant logistics, commercial, and financial impacts.

Our operational strength, flexible industrial infrastructure, and integration across the operational, commercial, and logistics departments were key to enabling quick and effective decisions, such as agile adjustments to the product mix and production allocation.

Within a few days, shipments originally intended for export were redirected to the domestic market, with adjustments made to cuts and packaging to ensure the product distribution. At the same time, we have systematically stepped up our biosecurity practices, including holding more than 100 orientation and training sessions. These measures were paramount to bolster the protection of the production chain and ensure business continuity, thereby mitigating the negative impact of the scenario on our results.

Financially speaking, management guided by discipline and the preservation of liquidity enabled operational stability amid a scenario of uncertainty. By anticipating funding needs and actively managing cash flow, the Company was able to simultaneously support investments in its operations and provide returns to shareholders, while maintaining comfortable leverage levels.

This combination of financial discipline and operational capability has enabled us to sustain our growth trajectory, even amid a challenging environment.

Therefore, we were able to maintain the expansion of the production base. New breeding and broiler aviaries have begun operations, such as Granja Esperança, owned by one of our integrated producers, which was developed in accordance with high technical standards for biosecurity, management, and environmental conditions. We have also made improvements to hatcheries, including those of our partners, enhancing hatchery capacity and ensuring a balance among the different links in the chain.

While ensuring operational continuity, we have advanced in the gradual recovery of the markets and in bolstering our commercial presence. Despite the gradual reopening of the international markets, we continue to diversify our customer base, particularly in the Asian market, with a focus on broadening our presence in Japan, thereby helping to reduce our commercial concentration.

These initiatives reinforce the strength of our business model, which is built on an integrated production chain and guided by principles of efficiency, innovation, and social and environmental responsibility, connecting strategic decisions to operations in a coordinated manner. A notable example was the procurement strategy adopted throughout the year, which involved building up the all-time largest corn inventory, capitalizing on favorable market conditions and contributing to greater cost predictability. At the same time, we have adjusted inventory levels for non-essential items, thus preserving financial stability amid a high-interest-rate scenario.



> Technology has established itself as a key driver for mitigating risks and upholding operational efficiency, integration, and growth.

Hugo Garrote
CEO

In this context, technology has established itself as a key driver for mitigating risks and upholding operational efficiency, integration, and growth through the advancement of digital transformation: we have set up an Artificial Intelligence and Robotics Center and implemented hands-on solutions, such as automated monitoring of the logistics fleet using artificial intelligence, which provides real-time tracking of operations and greater management efficiency. We have also made significant strides in digitizing our industrial operations, with automated production logging, real-time inventory control, and improved data traceability. All of this is driven by the first impacts of SAP, implemented in 2024.

These advances have been accompanied by consistent progress in governance and people management. We have bolstered our internal control framework and enhanced our corporate policies and processes. At the same time, we have intensified our leadership development and cross-functional integration initiatives, reinforcing our ability to operate in a coordinated manner in an increasingly complex environment.

The way we have responded throughout the year demonstrates not only the resilience of our operations, but also the maturity of our leadership and our teams' commitment.

We continue to move forward with the same commitment to our sustainability agenda, through initiatives aimed at using natural resources, such as water and energy, more efficiently, encouraging the adoption of renewable energy sources in our operations, and bolstering sustainable practices across the production chain. We are confident in our ability to advance while maintaining discipline, responsibility, and a focus on creating and sharing value with all our stakeholders.

Hugo Garrote
CEO

Message from the Board of Directors

GRI 2–22

The challenging scenario of 2025 demonstrated the strength of our management and the soundness of our strategic direction, which remained firmly anchored in planned growth, operational integration, and a long-term vision.

Although performance in the period fell short of projections due to the impact of the avian influenza outbreak in Brazil, we have made progress implementing the Company's long-term strategy, supported by the gradual expansion of our production capacity, the reinforcement of our integrated supply chain, and consistent discipline in our business management.

Cross-departmental collaboration, coordinated decision-making, and operational discipline, all underpinned by improved internal controls, were key to the effectiveness of the decisions and measures adopted by us.

Our growth strategy, based on the organic development of our operations and the coordinated expansion of our production chain, allows us to gradually increase our industrial capacity in line with advances in animal production, logistics, and support structures. Throughout the year, we moved forward this process by making significant investments in our industrial operations and strengthening the various links in the supply chain.

The advancement of the Nova Veneza unit illustrates these efforts. The consolidation of the first stage of expansion, by structuring the slaughter line and the new automated cutting room, represents an important advance in productivity, traceability and food safety. At the same time, we continue to prepare for the next stage of this cycle, with prospects of expanding the plant's capacity over the next few years.

This growth is accompanied by the reinforcement of the production chain, including the broadening of the producer base, investments in breeding farms, improvements in hatching capacity, and enhancements to feed and storage infrastructure. This is a process that aims to ensure a balance among the various links in the supply chain and to bolster a gradual increase in production.

From the Board of Directors' perspective, growth is inseparable from sustainability. This understanding is embedded in the way we operate and guide strategic decisions, as reflected in our business model, which is based on supply chain integration, building lasting relationships with partners, and conducting operations responsibly.

Governance, in turn, plays a fundamental role by paving the way that ensures alignment between strategy, execution, and risk management, thus ensuring that our growth occurs in a structured and responsible manner, consistent with these principles.

This rationale translates into how we conduct different dimensions of our business. Financial management maintains a balance between liquidity and investment, enabling the operation's growth with discipline. The production chain prioritizes predictability, quality and safety in operations. Environmental and operational efficiency initiatives seek to reduce impacts and optimize the use of resources. People development and stakeholder relations underpin an environment of trust and cooperation throughout the chain.

The business environment also reinforced the importance of institutional initiative and relationship with the sector's different players. Engagement with government agencies, organizations, and business partners helped us address the challenges we faced throughout the year and facilitated the gradual recovery of market conditions.

To sum up, 2025 was a year marked by considerable external factors, yet it highlighted the reliability of our business model, the resilience of our structure, and the relevance of discipline in implementing the strategy.

We move forward in the same direction, maintaining our focus on structured growth, responsible execution, and a long-term vision.

2025 was a year marked by considerable external factors, yet it highlighted the reliability of our business model, the resilience of our structure, and the relevance of discipline in implementing the strategy. We move forward in the same direction.

José Garrote
Chairman of the Board of Directors



About this report

GRI 2-2, 2-3, 2-5, 2-14

This marks the 14th edition of São Salvador Alimentos' (SSA) Annual Sustainability Report, covering the period from January 1st to December 31, 2025. The document follows the Global Reporting Initiative (GRI) standards, based on the approach proposed by the International Integrated Reporting Council (IIRC).

Accordingly, we report on our economic, environmental, social, and governance performance, focusing exclusively on the activities we carried out during this period, but with an integrated perspective on our business model and strategy. This encompasses not only our initiatives and progress in creating and sharing value with our stakeholders and society, but also our efforts to mitigate the externalities of our operations.

The analysis of the information reported, including material topics, is conducted by the Strategic Management team, which is part of the Finance Department. The data and content reported are validated by the chief executive officer and include the Company's reports and financial statements, which are then submitted to the Board of Directors for approval.

Aiming at ensuring greater reliability, transparency and integrity of the information disclosed, the report was submitted to external assurance by BDO. The relevant Letter of Assurance is available on page 178 of the document.

LEARN MORE

FOR MORE INFORMATION, QUESTIONS OR COMMENTS ON THIS REPORT, PLEASE WRITE TO NOTICIAS@SSA-BR.COM

Materiality

GRI 3-1, 3-2

Our material topics were reviewed in 2024 through a process that involved consulting with stakeholders most closely aligned with the objectives outlined in each of the pillars of our Strategic Roadmap. Accordingly, we have identified ten material topics that guide our management and decision-making, help shape our relationships and communication with stakeholders, and inform the content and indicators reported herein.

Material topics

Ethics, integrity and compliance

issues related to ethics, integrity and anti-corruption, and the measures and mechanisms applied to manage the topic.

Product quality and safety

Standards and processes to ensure that product quality and safety comply with the standards required by Mapa, protocols, certifications, and foreign markets.

Operational eco-efficiency

Optimization of production processes, such as mechanisms to reduce the use of materials, energy, water, and waste, aim at enhancing financial performance and reducing the consumption of natural resources.

Efficient capital allocation

The process of allocating financial resources strategically to maximize returns and minimize risks, taking into account, among other aspects, the assessment of opportunities, prioritization of investments and ongoing monitoring.

Employee health and safety

Addresses issues such as work-related injuries and ill-health, measures to prevent these events and initiatives to ensure the health and well-being of direct employees and contractors.

Material topics with higher financial impact

Animal health and welfare

issues related to biosecurity, which also involves adherence to animal welfare certificates and protocols throughout the chain.

Corporate governance

A set of processes, customs, policies and regulations that govern the Company's management and control, its in-house culture and the professionalization of management to ensure business continuity and the implementation of strategy.

Innovation and technology

Investments in technology, which generate revenue, productivity gains and operational and financial efficiency, as well as adding value to the product, to keep pace with industry automation and innovation. It considers cybersecurity systems.

Employee attraction and retention

This is related to benefits and working conditions, which affect the ability to attract and retain good professionals - conditions reflected in hiring and turnover rates.

Customer and consumer relationship

The process of interacting and connecting with customers and consumers over time. It covers satisfaction, loyalty, engagement and monitoring consumer trends, including demand for healthier products.

Impact study

GRI 3–3

GRI Indicators	Impacts	Stakeholders/affected parties
Corporate governance		
GRI 3: Material topics 2021 GRI 2: General disclosures 2021	The corporate governance structure directly influences the strategic management and sustainability of our activities. In this context, transparency and stable management and business continuity, bolstering corporate culture are seen as real positive impacts. On the other hand, the lack of independence in governance bodies has a potential negative impact on decision-making processes. In addition, centralized corporate risk management has a real negative impact on decision-making, with effects on the dynamics of governance and risk monitoring.	• Shareholders, • customers, • Employees, • The Company, and • Financial institutions.
Efficient capital allocation		
GRI 3: Material topics 2021 GRI 2: General disclosures 2021	Internal and external factors directly influence our cost structure, our indebtedness and our profitability. It is evident that higher commodity costs increase the value of inputs, escalate production costs and reduce profitability. Concurrently, rising interest rates render existing debts more costly, particularly those pegged to variable interest rates, elevate the costs for raising external funds and exert pressure on cash flow. In addition, the lack of a strategic capital budget can potentially result in investments that are not aligned with strategic priorities or are unbalanced, and the absence of an assessment of the expected financial return on investments, related to the definition of criteria and indicators for project analysis, can have an impact on discipline in the allocation of resources. On the other hand, it contributes positively to the better use of available resources.	• Shareholders, • The Company and • Financial institutions
Ethics, integrity and compliance		
GRI 3: Material topics 2021 GRI 205 Anti-corruption 2016 GRI 206: Anti-competitive behavior 2016	Our activities and business relationships have a significant impact on our stakeholders and on our own organizational performance. Maintaining a good reputation with stakeholders sustains a favorable perception in the market and contributes to secure business relations with customers, partners, administrators and civil society. On the other hand, it is important to recognize that there are related risks and challenges that can negatively impact our Organization. These include situations connected with misconduct in internal interactions, potential undue favoritism in supplier relationship processes, and conflicts of interest in people management decisions, such as the possibility of favoritism in hires. In addition, the association of the institutional image with questionable practices of business partners can lead to relevant reputational consequences. There is also the potential risk of misbehavior on the part of senior management, which could compromise our credibility and affect the trust of stakeholders and decision-makers. These points reinforce the relevance of the issue for the business sustainability and for creating long-term value.	• Shareholders, • employees, • the Company, • suppliers, • partners, and • financial institutions.

GRI Indicators	Impacts	Stakeholders/affected parties
Operational eco-efficiency		
GRI 3: Material topics 2021 GRI 301: Materials GRI 302: Energy GRI 303: Water & effluents GRI 306: Waste	Our operational efficiency has a tangible impact on the management of resources and the execution of production activities. We can see actual positive effects, such as reduced waste generation through the decreased use of packaging in production, as well as increased use of alternative energy sources, such as solar panels, and lower waste of steam, water, and biomass at the Itaberaí slaughterhouse, initiatives that enhance operational performance and create value for our organization and investors. On the other hand, the generation of non-recyclable waste, related to the increase of industrialized products at the Itaberaí slaughterhouse and the operation of restaurants without internal awareness, is a real negative impact. In addition, eventual stagnation in slaughter growth at the Nova Veneza unit due to water shortages poses a potential negative impact, which could lead to an increase in the planned slaughter volume for the coming years, a discouragement of awareness in the operation, and a lack of preventive and corrective investments, highlighting the importance of efficient resource management for the continuity of operations.	• Shareholders, • Employees, • Communities, and • The Company.
Employee attraction and retention		
GRI 3: Material topics 2021 GRI 401 Employment 2016 GRI 404 Training and education 2016 GRI-G4: Food processing	Attracting and retaining employees is a key issue for people management and the continuity of our operations, as it influences organizational performance and relationships with stakeholders. There are actual negative impacts associated with the loss of labor to competitors and high turnover, particularly in the first few months of employment, due to dropouts during the hiring process, unsuitability for the job, commuting conditions, working hours and perception of opportunities. This scenario could also potentially lead to operational discontinuity and reduced productivity, especially in operational areas, due to the recurring need to replace professionals and the learning curve. On the other hand, there are real positive impacts related to the generation of jobs and income in the surrounding communities. In addition, the implementation of a structured training and development plan, climate and engagement surveys, the provision of benefits and the reinforcement of the employer brand enhance the capacity to attract and retain talent and contribute to greater agility in filling vacancies.	• Customers, • Employees, • Communities, and • The Company.

GRI Indicators	Impacts	Stakeholders/affected parties
Employee health and safety		
GRI 3: Material topics 2021 GRI 403: Occupational health and safety	Employee health and safety represent a material topic to the sustainability of operations, particularly due to the nature of slaughtering, poultry handling, and the operation of cutting and processing machinery and equipment. In this context, there are potential negative impacts related to occupational accident rates and work-related ill-health due to inappropriate postures and repetitive movements in production processes, which can affect human resources, productivity, operating time and institutional reputation. On the other hand, systematic risk assessments and the adoption of preventive measures have a real positive impact on bolstering internal controls, technology and management systems, as well as improving the performance of managers and employees. In a complementary way, training aimed at promoting safe practices raises awareness and helps mitigate risks, reinforcing the protection of the workforce and operational continuity.	• Customers, • Employees, Communities, • The Company, and • Regulatory agencies.
Product quality and safety		
GRI 3: Material topics 2021 GRI 416 Customer health and safety 2016 GRI 417: Marketing and labeling GRI-G4: Food processing	The stages of the production process have a direct influence on our performance and the market's confidence in the quality and safety of our products. There are actual negative impacts related to the occurrence of substandard products, resulting from operational or industrial equipment failures, as well as the condemnation of products due to contamination, whether due to the acquisition of contaminated raw materials or inconsistencies in processing, with effects on our Organization and customers. On the other hand, the measures adopted to protect consumers, such as continuous training of the teams involved, proper maintenance and calibration of equipment, systematic monitoring of the manufacturing stages and laboratory analysis of the finished products, generate real positive impacts in terms of reliability, lower risks and compliance of the products made available.	• Shareholders, • Customers, • The Company, and • Regulatory agencies.
Customer and consumer relationship		
GRI 3: Material topics 2021	The ability to understand, anticipate and meet market demands directly influences the competitiveness and sustainability of our business. A limited understanding of customer and consumer expectations can affect product and service innovation processes and the effectiveness of external communication. In concrete terms, failure to meet expectations in the delivery of products and services has an impact on the perception of value and the relationship of trust established with the market. On the other hand, meeting consumer trends and investing in innovation to respond to new demands reinforces the portfolio's adherence to consumer preferences, enhances business opportunities and underpins our position with our stakeholders.	• Shareholders, • Customers, and The Company.
Innovation and technology		
GRI 3: Material topics 2021	The adoption and use of technology in corporate processes has a direct impact on our activities. The use of new technologies, including investments in automation and the use of artificial intelligence, has led to improved product quality, increased operational efficiency and productivity, and the establishment of a data governance framework for budget planning. On the other hand, the use of networks and systems can give rise to cyber threats and attacks, potentially leading to industrial shutdowns, data breaches, and financial extortion, as well as system downtime and slow performance, which can cause disruptions in production, logistics, sales, and finance. In addition, the misuse of sensitive and confidential data, including the hiring of software vendors that do not meet the same standards regarding the General Data Protection Law (LGPD, in Portuguese), information security, and infrastructure, can result in reputational, regulatory, and financial damage to our Company.	• Shareholders, • Customers, • Employees, • The Company, • Suppliers, and • Partners.
Animal health and welfare		
GRI 3: Material topics 2021	Practices related to animal health and welfare within the production chain have a direct impact on our operations and results. There are potential negative impacts associated with poor animal health and welfare, as well as the possibility of industrial operations' shutdown. There are also real negative impacts resulting from the stoppage of exports to foreign markets and the condemnation of products in cases of animal disease. In addition, the potential occurrence of antimicrobial residues in the carcass has a negative impact on production. On the other hand, there is a real positive impact related to the increase in product quality, evidencing the influence of health conditions and the care taken throughout the production chain on the final result.	• Shareholders, • Customers, • Employees, • Communities, • The Company, and • Regulatory agencies.

Stakeholder interaction

GRI 2–29

In addition to the consultation process conducted for the materiality review, we maintain other forms of engagement with nine stakeholder groups, listed according to the categories defined through value chain mapping, as follows:

Stakeholder	Customers and consumers	Employees	Suppliers and partners	Integrated producers	Organized civil society	Communities	Financial institutions	Universities and laboratories	Regulatory agencies
Strategic pillar	Customers and consumers.	People.	Suppliers and partners.	Suppliers and partners.	Communities and environmental impact.	Communities and environmental impact.	Financial.	Customers and consumers.	Customers and consumers.
Requirements	High-quality products and services at reasonable prices.	Remuneration, benefits, working conditions, and career plan.	Business relationships are ethical and lawful.	Ethical and satisfactory remuneration and business relations.	Cooperation with public policies and class interests.	Commitment to the environment and the development of the surrounding area.	Operational and economic-financial performance	Scientific development in the sector.	Compliance with regulatory and statutory requirements.
Purpose	Enhance the customer experience and highlight the quality of our products and operational processes.	Retain and develop talent and share values and principles to align behavior.	Ensure supply within the established standards, support for good practices, innovation, development and improvement.	Stimulate the development of guidelines and technological advances in an internal community, as well as principles.	Assure our leading role in the sector in the eyes of society.	Enable the sustainable development of the surrounding area.	Win stakeholders' trust through transparency and financial resources.	Establish partnerships and constantly improve processes and products and attract skilled labor.	Attest the quality of our products and processes to our customers and consumers, partners, integrated producers and other stakeholders.
Approach	We are in constant contact through informative and institutional materials, initiatives at the point-of- Sale, Customer Service (SAC in Portuguese) and digital social media. In addition, we carry out surveys in partnership with institutions in order to measure the customer's perception and demands.	Ongoing engagement supported by in-company communication materials and tools, review mechanisms, and campaigns; internal social media goals and channels; partnerships with companies to promote benefits; and other tools and initiatives. Implementation of ESGPTV to identify opportunities to improve the workplace.	Ongoing relationship, through communication and support newsletters, periodic dissemination, negotiations and training of suppliers via techniques.	Open and transparent communication channel with integrated producers and their cooperatives, training and on-site visits. In addition to integration and closeness, through semiannual meetings and commemorative dates.	Participation in trade associations to deal with regulatory and sector issues, dialogue with unions and representative agencies. Relationship with state commissions and cooperatives of rural producers from Itaberaí and region (Coavir). Partnerships with non-profit organizations to support projects related to food, the environment, education and well-being.	Visits by schools, universities and customers to our operations, as well as initiatives and campaigns to support communities and the environment, prioritizing the hiring of local employees and suppliers. Building relationships through social media.	Periodic meetings of executives with representatives of financial organizations, to which we constantly provide data, to present financial results and an overview of the sector.	Relationships built through partnerships to conduct research and develop internship programs.	Participation in public consultations, internal and external audits, production chain monitoring programs, among other initiatives. Activities of the Statutory Audit Committee.

2025 highlights

OPERATIONAL

R$ 215 million
investments in the production chain, supporting integrated expansion and reinforcing various operational links.

Of this total, approximately
R$ 172 million
was allocated to the expansion of the Nova Veneza unit, including the completion of the first slaughter line and a new automated cutting room, which increased productivity and bolstered traceability and food safety standards.

Approximately
R$ 110 million
was invested in the Granja Esperança breeding farm, expanding fertile egg production capacity and supporting the growth of the poultry industry.

Implementation of Sales and Operations Planning (S&OP),
integrating decisions related to production, market, logistics, and finance, aiming at advancing predictability and improving the efficiency of production assets.

FINANCIAL

R$ 560 million
in investments and an extraordinary dividend distribution, coupled with a strengthening of the financing structure through the issuance of CRA bonds, which ensured liquidity and supported the growth plan amid a challenging scenario.

Expansion into new strategic markets
such as **Mexico and the Philippines**, with diversification of sales destinations and access to markets with greater growth potential and better commercial terms.

The customer base in Japan has expanded
from three to **23 buyers**
over the past five years, thereby reducing the concentration of international sales.

***Super Frango* has been elected the top-of-mind chicken meat brand in Goiás**
for the fifth consecutive year, with a reinforced brand positioning, in addition to **13 new products launched in 2025**, including a brand-new line of seasonal products.

2025 Highlights

ENVIRONMENTAL

↓ A 54.4%
reduction in water consumption (1,875.3 ML in 2025), reflecting operational efficiency gains and better use of natural resources.

An estimated
R$ 20 million
investment in water management and the preservation of water sources, contributing to the enhancement of infrastructure and greater security in the use of natural resources.

98% of waste
diverted from final disposal through reintegration into production chains via reuse, composting, and the production of inputs, thus bolstering the circular economy model.

Approximately
R$ 5 million
invested in thermal recovery in Itaberaí, which made it possible to reduce water and biomass consumption and improved the energy efficiency of the industrial process.

Approximately
R$ 250,000
was invested in the ***Reviver Rio das Pedras*** **(Revitalizing the Rio das Pedras) Project** (1st Phase), which focuses on environmental restoration and the preservation of springs.

SOCIAL

65.51%
of purchases were made from local suppliers (in the states of Goiás and the Federal District), contributing to the strengthening of regional economies and local development.

A net increase of
375 hires
in 2025, bringing the total number of permanent employees to 6,876 (+5.8% vs. 2024), strategic to support the expansion of operations.

Women make up
41.4% of our workforce,
which brings diversity and a variety of perspectives to our organization.

22.2 hours of training
per employee (on average), with a notable 16.8% increase in technical training (42.05 hours), which enhances employees' qualifications for more complex processes.

82.7% of employees evaluated,
with a structured performance management that enables the guidance on Individual Development Plans (PDI in Portuguese).

Implementation of the *Desenvolver Líderes* Progam (PDL, in Portuguese),
expanded to the managerial level, with a focus on advancing management skills and developing leadership.

Avian influenza: a real test of organizational resilience

In May 2025, Brazil reported its first outbreak of avian influenza in commercial poultry, an incident that led to the temporary closure of several international markets for Brazilian protein products and caused significant instability in the sector.

Against this scenario, we demonstrated attributes with long-term strategic value. The crisis served as a real-world test of organizational resilience, evidencing the ability to keep operations running even amid an environment of high uncertainty, through rapid business adaptation, the redirection of volumes to new markets, and adjustments to the product mix, while maintaining sales momentum and business continuity.

In addition, we demonstrated organizational maturity through cross-departmental coordination and disciplined responses; operational experience through our ability to quickly reorganize production, marketing, and logistics; and sound governance by combining prevention, control, and structured decision-making. Rather than merely reacting to a critical event, we have evidenced an integrated management model, underpinned by an organizational culture focused on operational discipline, sanitary and biosecurity responsibility, and cross-departmental cooperation—factors that enable us to respond to complex shocks without compromising operational continuity.

Prevention as a competitive advantage

The response began by reinforcing biosecurity. We have intensified internal protocols, structured access and visit controls, adopted mandatory interviews for visitors and sanitary downtime requirements for people exposed to risky environments. We have conducted more than 100 orientation and training sessions, primarily targeting the teams most exposed within the chain—integration, breeding farms, hatcheries, and feed mills—thereby extending our prevention program to an organization with approximately 9,000 employees.

Chain integration

The crisis required intense coordination between areas. The Animal Production, Industry, Logistics, Commercial, Supply and Finance departments began to act in an even more coordinated manner in order to quickly reorganize the production chain's flow. With the interruption of some foreign markets, part of the production was redirected to the domestic market, with adjustments to the mix of cuts, adaptation of packaging and revision of demand forecasts. At the same time, we have preserved our logistics structure to ensure readiness for the resumption of exports, with compensation measures for approximately 60 vehicles, operated by nearly 30 to 35 carriers linked to the affected routes.

Rapid execution

The response required quick decisions and operational coordination. Products that had already been shipped or were at the port were redirected to new destinations; part of the production was shifted to better meet domestic demand; emergency marketing campaigns were launched to speed up sales; and logistics were reorganized to support the new distribution flow. Concurrently, the finance department adopted a conservative cash management approach and brought forward the issuance of the Agribusiness Receivables Certificate (CRA in Portuguese), a fixed-income security used to finance agribusiness activities. This ensured sufficient liquidity to weather the period of volatility without compromising investments or operational stability. Our ability to implement these decisions quickly evidences an organizational culture focused on agile decision-making and responsible business management.

This integrated approach has had a concrete impact on operations and management:

- Operational continuity, even in light of an unprecedented scenario for the sector in the country;
- Reduction of health risks, by intensifying protocols and training teams;
- Preservation of logistics capacity, ensuring readiness for the resumption of international markets;
- Efficient reorganization of the production chain, with alignment between production, industry and sales;
- Reinforcement of in-house governance, with greater integration between departments and discipline in decision-making;
- Financial stability, underpinned by solid liquidity and prudent cash management.





DOING IT TOGETHER

Working together means valuing people.
We care for and trust one another.
We persevere through challenges
and celebrate our achievements.

São Salvador Alimentos

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Our numbers

34 years of tradition

2 industrial units

3 breeding farms

2 distribution centers

6 cross-docking operations

770 cities

20 Brazilian states and the Federal District

+ than 90 countries

Slaughter capacity of
570,000 birds
(**370,000** in Itaberaí and **200,000** in Nova Veneza)

Feed mill
180 tonnes
of chicken feed
and **60 tonnes**
of breeding farm feed

+ 150
SKUs in Brazil (3 brands)

+ 30,000
customers served each year

+ 100,000
monthly deliveries in Brazil

3 warehouses and a bag silo with capacity for
195,000 tonnes
of grains



About us

GRI 2-1, 2-6

We are São Salvador Alimentos S.A. (SSA Alimentos), a privately-held, family-owned and controlled company, with 34 years of experience in the market in the food industry and over 50 years' experience in poultry farming. Since 2012, we have been part of the São Salvador Alimentos Group, which is comprised of the holding company São Salvador Alimentos Participações S.A., which owns 100% of the operating company.

With a team of 6,876 employees, we produce 150 chicken-based food products, adhering to best practices in governance, transparency, and internal controls that guide our business management and our relationships with our stakeholders.

Corporate identity

Our corporate identity stems from a belief that guides the way we conduct business: producing food with love changes the world. This conviction guides our decisions, how we operate, and how we interact with people and the value chain of which we are a part. This belief is embodied in three commitments that reflect the essence of our culture:

Doing the right thing
Doing it right
Doing it together

From this assumption we have built our history and shaped our long-term vision, which is underpinned by the following pillars:

- Ownership culture;
- ESG Practices;
- Operational efficiency;
- Business strategy.

Our belief

Producing food with love changes the world.

Commitments

DOING THE RIGHT THING

Doing the right thing is the only way. We keep our promises and do not shirk our responsibilities.

DOING IT RIGHT

Doing it right is simplicity at the service of efficiency. We have a sense of urgency and do it well because it is ours.

DOING IT TOGETHER

Doing it together means valuing people. We care for and trust one another. We persevere through the challenges and celebrate our achievements.

Our units

GRI 2-6

We have two industrial units in the interior of Goiás, in Itaberaí and Nova Veneza, located only 73 km apart. This prime location from a logistics standpoint allows us to cut costs and enhance operational efficiency, while also minimizing our environmental impact by shortening transit times, improving the predictability of international deliveries, and helping to control logistics costs.

Strict compliance with sanitary requirements, documentation, and traceability—assured by our integrated systems and rigorous internal processes—complements our distribution operations. In this context, we also rely on three distribution centers and six cross-docking operations—a logistics mode that expedites distribution by outsourcing product shipping and eliminating the need for storage.

Our industrial units operate autonomously and are vertically integrated, covering from the production of fertile eggs to slaughter, processing, and distribution of fresh and processed products, which ensures operational independence, cost-savings, and total control over the quality of our processes and products. In addition to our industrial areas, we have feed mills; a hatchery (in Itaberaí); three breeding farms (in São Francisco de Goiás, Cidade de Goiás, and the new breeding farm for fertile eggs at Esperança Farm in Uruana, with implementation initiated in 2025); as well as three warehouses and a bag silo.



How we reach our customers

GRI 2-1

We reach our customers through a portfolio that includes more than 150 products, distributed in three brands, which serve different markets and applications. In 2025, 13 new products were launched, especially for the international market.

In 2025,
13 new products
were launched, specifically for the international market.

Domestically, our products are available in 20 states and the Federal District, across 770 cities. Internationally, we operate in more than 90 countries. In 2025, more than 315,778 tonnes of products were sold, of which roughly 22% were destined for foreign markets. The balance between the domestic and foreign markets was affected in 2025 by the closure of some countries' markets to Brazilian products following the first outbreak of avian influenza in Brazil, as we adopted a strategy of commercial and operational reorganization to redirect the surplus of products originally intended for export.

In Brazil, the state of Goiás and the Federal District are our key markets, accounting for approximately 68.25% of revenue from finished products in the domestic market. On average, more than 80,000 deliveries are made each month, which requires a robust, integrated operation that can adapt to different situations.

In the international market, the main destinations are Asian countries, which accounted for 59% of our portfolio in 2025, notably Japan (18%), China (15%), and South Korea (12%), although these were the markets most affected by the avian influenza crisis, as they completely closed their borders to Brazilian products; and Japan, which closed its market only to products from Rio Grande do Sul, where the influenza outbreak was reported.

The way we structure our operations also influences the products we offer to the market. The closed-loop industrial model allows for the most efficient use of raw materials within a circular framework.

In addition to fresh products, such as cuts or whole chickens, whether chilled or frozen, and processed products, we also sell feather and offal meal, typically used in the pet industry, viscera oil, rendered fats, fertile eggs, and chickens for slaughter, among other items.

Our brands

Super Frango

With 35 years on the market, SuperFrango is our pioneering brand. It specializes in poultry meat and produces various products: whole chickens, frozen and chilled cuts, sausages and breaded products. The brand is widely recognized in the Midwest region and is present in every city in Goiás, but it has also established itself in various international markets, where it is now perceived as a high-value-added imported product. The redesign of the packaging, which includes labeling products as imported in countries where this feature adds value, has helped to increase global recognition.

With the launch of our line of no-pre-fry breaded products in 2023, we have further diversified our portfolio to meet growing consumer demand for healthier options. The innovation cycle continued in 2025, with SuperFrango launching 13 new items, including a brand-new line of Christmas products.

Boua

Since 2014, Boua has rounded out our domestic portfolio, offering a diverse and convenient selection of high value-added products, such as dairy products, mozzarella, ham, cured ham, mortadella, smoked meats, sausages and frankfurters, fish, and other items.

Mercado Sabor

Brand of our online store launched in 2021. Managed from Goiânia, the operation strengthens the bond with our customers and consumers by offering an agile shopping experience, with deliveries within one hour in the municipality.

Reclame Aqui Award
1st place in the meat market

Pop List Award
Top-of-mind chicken meat brand in Goiás (5th time in a row)

Certifications and honors

The excellence of our operations and the quality of our products are attested to by rigorous certifications and by important market recognitions. In 2025, we consolidated achievements that underscore our commitment to social and environmental responsibility, ethics and the ongoing improvement of our processes.

Food quality and safety

Ensuring safe, high-quality food for our consumers is a priority. For this reason, our operations are continually audited by the sector's main regulatory agencies:

- Federal Inspection Service (SIF): we operate our slaughterhouse units under the SIF's oversight, a body linked to the Animal Products Inspection Department (Dipoa) of the Ministry of Agriculture and Livestock (Mapa in Portuguese).
- International Food Standard (IFS): we submit our plants in Itaberaí (GO) and Nova Veneza (GO) to this thorough international standard audit. Maintaining this certification attests to our technical capacity to meet the requirements of global customers and official missions from various countries.
- HACCP seal: we adopt strict protocols that guarantee the integrity of our products and respect the consumer's right to safe, top-quality food.

Ethics, integrity, and corporate governance

Our performance is guided by strict ethical standards and governance structures that ensure integrity in our relationships and operations.

- *Agro Mais Integridade* Seal: we renewed this certification granted by the Mapa, which reiterates our commitment to ethics, transparency and integrity. In 2025, we met the new, more rigorous criteria of the process, evidencing the practical application and materiality of our policies.
- Adherence to national and global agreements: we have reinforced our commitment to transparency by formally joining the Global Compact's Anti-Corruption Collective Action for Agribusiness and the Brazilian Integrity Pact, led by the Office of the Comptroller General (CGU in Portuguese).
- Melhores do Agronegócio (Best of Agribusiness) (Globo Rural): in a highly competitive environment, where the award combined the poultry, swine, and cattle categories, we took first place. This recognition consolidates our strategy based on the three pillars: profitability, governance, social and environmental responsibility.

Brand awards and market rankings

Our governance structure and the consistency of our results were recognized with major awards in 2025, reaffirming the trust placed in us by our customers:

- *Reclame AQUI* 2025 Award: our pioneering brand, SuperFrango, won an unprecedented 1st place in the meat market in the popular vote, underscoring our respect and dedication to consumer satisfaction.
- Pop List Award: for the fifth year in a row, SuperFrango was awarded as the top-of-mind chicken meat brand in Goiás, evidencing the bond of trust built with our stakeholders.
- Valor 1000 Ranking: consolidating our expansion trajectory, we reached 336th place in the ranking of the 1,000 largest companies, with a growth rate above the segment average. This performance underpins our advance towards the top quartile of Brazil's largest companies.

Strategic planning

We operate in a sector strongly influenced by health, logistics and market variables, which can significantly alter the dynamics of the production and commercial chain throughout the year. In this context, we conduct our strategic planning with a long-term vision, coupled with the ability to adapt to the conditions of the competitive environment.

In this regard, we have a structured strategic planning process involving the executive leadership team. This encompasses periodic reviews based on an analysis of both external factors, such as trends in the food market and the agricultural sector, and internal factors related to our operational performance, production chain evolution and development priorities. This approach allows us to keep our strategy aligned with our long-term goals, guiding our business operations and the decisions that support the Company's growth and sustainability.

Ongoing review of our planning helps us identify opportunities for expansion, enhance operational efficiency, and guide the investments required to bolster our competitiveness. At the same time, this process allows us to adjust our priorities in response to changes in the business environment, while maintaining consistency in decision-making and ensuring that our growth occurs in a structured manner that is aligned with our operational capacity.

Our strategic planning is reviewed by executive leadership, taking into account external market factors and the internal performance of our operations and supply chain.

This process has also guided the advancement of our strategy and is reflected in key areas that have been shaping our decisions and investments:

- Operational efficiency and production modernization through investments in industrial automation, improvements to production processes, and greater standardization and control of operations;
- Integration between production planning and sales planning, by sharing information on plant capacity, operational limits, and product mix options to support decisions regarding sales campaigns, market prioritization, and production allocation;
- Reinforcement of the integrated production chain by increasing the number of breeding farms, expanding the network of integrated producers, boosting hatchery capacity, and investing in grain storage;
- Sanitary and biosecurity risk management, including enhanced protocols, internal awareness campaigns, and ongoing monitoring of animal health;
- Technological advancements and the digitization of operations, with initiatives aimed at improving traceability, leveraging data for operational management, and bolstering data-driven decision-making.

The strength of this planning model is also evident in our ability to adapt to adverse circumstances, such as those faced in 2025. In addition, over the last few years we have intensified the use of data and indicators in the decision-making process, building up coordination between planning and operations.

These advances reflect the evolution of our strategic planning and reinforce the pillars that guide our long-term performance.

Our Strategic Roadmap

To translate the strategy into operational guidelines and monitor its implementation, we adopt the Strategic Roadmap, a tool based on the Balanced Scorecard model. This tool helps us prioritize our goals, fosters alignment across different departments, and supports in-house communication and senior leadership engagement around our strategic objectives.

The Strategic Roadmap is approved by the Board of Directors, while its implementation is overseen by the Executive Board, which is responsible for monitoring the execution of strategic initiatives and fostering coordination among the departments involved in their implementation.

Built on different perspectives, the model outlines the key drivers of our operations. Therefore, it guides the implementation of the strategy and supports the management of priorities, contributing to the creation of sustainable value over time.



Governance

In the governance dimension, the focus is on corporate management and alignment between decision-making bodies, ranging from the Board of Directors to the executive and operational levels. This perspective guides the coordination of strategic decisions and the advancement of mechanisms for managing and monitoring organizational priorities.

Financial perspective

From a financial perspective, our priorities focus on striking a balance between responsible cash flow management and making investments that underpin our growth and contribute to building an innovative organization over the long term.



Environmental perspective

The Strategic Roadmap also addresses environmental considerations, which guide initiatives aimed at reducing the environmental impacts associated with our activities and enhancing responsible practices across the production chain.

Social perspective

In the social dimension, the initiatives prioritize the customer experience, the employee experience and the integrity of the supply chain. These guidelines underscore our commitment to responsible and sustainable relations across the value chain, bolstering the trust of the different stakeholders with whom we relate.

Growth strategy

Our growth strategy is built on the gradual expansion of production capacity and the integrated strengthening of the poultry supply chain. We have driven this process by combining long-term planning, financial discipline, and investments aimed at broadening our operations and revamping our industrial plants.

Long-term planning, financial discipline, and investments aimed at expansion and modernization form the basis of our strategy for gradual growth.

Therefore, our expansion plan is based primarily on the organic growth of our operations, through the development of our existing infrastructure and the advancement of our integrated production chain. This model allows for the gradual enhancement of industrial capacity so that it is coordinated with developments in animal production, logistics, and the supply chain's support structures.

In 2025, we maintained a volume of approximately 490,000 birds per day, although the initial plan had called for 520,000 birds per day. This decline is due to lower hatch rates, which went down from nearly 82–83% to an average of 76.30%, temporarily reducing the supply of chicks and affecting the slaughter volume observed during the period. Even against this scenario, we maintained our long-term expansion plan.

For the coming cycles, we expect to resume our production growth trajectory, increasing output to approximately 560,000 birds per day in 2027 and potentially reaching roughly 760,000 birds per day by 2032. In the medium term, our plans include the possibility of achieving approximately 760,000 birds per day, hitting a new level of scale.

Implementing this plan requires a consistent investment cycle and careful liquidity management. In 2025, the combined total of investments and extraordinary dividend distribution amounted to approximately R$ 560 million, which required a funding structure reinforcement. In this context, we issued CRAs, thus bolstering the availability of funds to support our expansion plan and maintain our financial strength.



Expansion of industrial capacity

The Nova Veneza unit was designed from the outset to operate with two slaughter lines, allowing for a gradual enlargement of production capacity as the poultry production base grows.

In 2025, we consolidated the first phase of the unit's expansion cycle, with the full completion of the first slaughter line and the delivery of the new automated cutting room, a project that received approximately R$106 million in investments. The initiative enhanced operational productivity and bolstered the traceability and food safety standards required to meet the needs of more demanding markets.

Currently, the unit operates at a capacity of nearly 200,000 birds per day, and the expansion plan calls for the implementation of a second slaughter line, with preparations set to begin in 2026 and an estimated three-year average cycle. Once completed, this new line will gradually increase the plant's capacity to approximately 400,000 birds per day. In total, nearly R$ 215 million was invested in the production chain.

This advance is supported by an industrial engineering team of 61 professionals, including 8 automation engineers, who are responsible for leading expansion, upgrade, and process improvement projects at the production units. A high level of technical coordination was required for the execution of the construction work, as a significant portion of interventions was conducted while the unit remained in operation. This required the redesign of workflows and the coordination of various work sites.

Among the strategic initiatives mapped out for the coming years, the ETAR Nova Veneza Project stands out, aimed at increasing water efficiency, water reuse, and the preservation of natural resources. The project has technical planning and projected investments estimated at approximately R$ 20 million, however, its implementation is linked to the operational expansion of the unit, including increasing poultry slaughter capacity and implementing the second production line in Nova Veneza. Therefore, the mentioned resources represent a future investment forecast, not yet disbursed, but already included in the company's strategic planning.

In 2025, we completed the first phase of the facility's expansion cycle, with the full completion of the first slaughter line and the delivery of the new automated cutting room—a project that received approximately R$ 106 million in investments. The initiative increased the operation's productivity and strengthened the traceability and food safety standards necessary to serve more demanding markets.

Expansion of the production chain

The expansion of industrial capacity is accompanied by the enhancement of the various links in the poultry supply chain. In this context, we have been gradually broadening our production base by building new breeding farms, widening our network of integrated producers, increasing our hatching capacity, and investing in production support infrastructure.

Among the projects associated with this process is the Fazenda Esperança breeding farm, which received approximately R$ 110 million in investments to boost its capacity for producing fertile eggs.

Plans for the coming years also include the implementation of new broiler farms, the construction of an in-house hatchery, the expansion of grain storage capacity, and the strengthening of the feed production infrastructure. In Itaberaí, for instance, plans are in place to build new silos for storing sorghum and to revamp Warehouse 3, a project kicked off in the second half of 2025 and is expected to be completed in the first half of 2026.



The project received approximately

R$ 106 million

in investments.

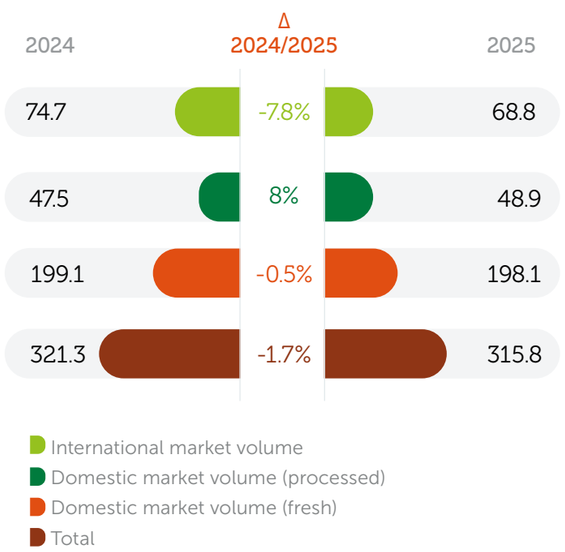
Commercial strategy

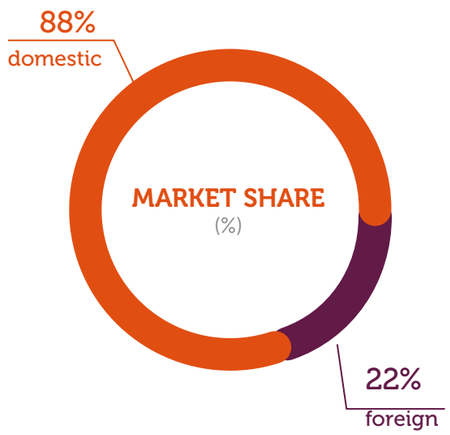
Our business strategy is built on the integration of market, production, and logistics, enabling decisions regarding product mix, sales channels, and destinations to simultaneously take into account raw material availability, plant production capacity, and the supply conditions of each market. This coordination across departments enhances our ability to adapt to changes in the business environment and helps us manage production more efficiently.

In 2025, we also made progress in bolstering our international commercial structure and institutional presence in strategic markets. During this period, we conducted an executive training and leadership development program in conjunction with the implementation of our first formal succession plan, which began in November 2024 and was completed in January 2026. This initiative was linked to the enhancement of institutional dialogue with governments, industry associations, and business partners, an aspect considered increasingly relevant for opening and maintaining international markets.

However, as a result of the developments in the avian influenza outbreak in Brazil, which occurred in mid-May, we saw a decline in the volumes sold on the domestic market (fresh chicken) and products destined for foreign markets.

Sales volume by market type
(thousands of metric tons)





Net Operating Revenue

	Consolidated	
	31/12/2025	31/12/2024
Domestic sales	3,356,073	3,043,785
Domestic Sales - Fuels[1]	55,469	313
Export sales	974,059	942,078
Provision of services in the domestic market	907	1,246
(-) Sales and service taxes	(269,718)	(235,230)
(-) Returns and trade discounts	(125,616)	(94,574)
Net operating revenue	**3,991,174**	**3,657,618**

[1] At the end of fiscal year 2024, the Company began billing for fuel used by its outsourced fleet.

Foreign market

In the foreign market, our business strategy is focused on geographic diversification, broadening our customer base, and enhancing our brand presence in higher value-added markets.

Asia remained one of the main destinations for Brazilian chicken meat exports, particularly China, Japan, South Korea, and countries in Southeast Asia.

At the same time, we are advancing into markets considered strategic, such as Mexico and the Philippines. In the case of Mexico, the market was considered relevant for the export of chicken breasts intended for industrial processing and was among the first to reopen following the health restrictions of 2025. The Philippines, meanwhile, is emerging as a new market for Brazilian chicken and pork, offering attractive prices and potential for growth in demand for animal protein. We have also bolstered our export portfolio in certain markets, particularly in chicken breasts, boneless thighs, and wings.

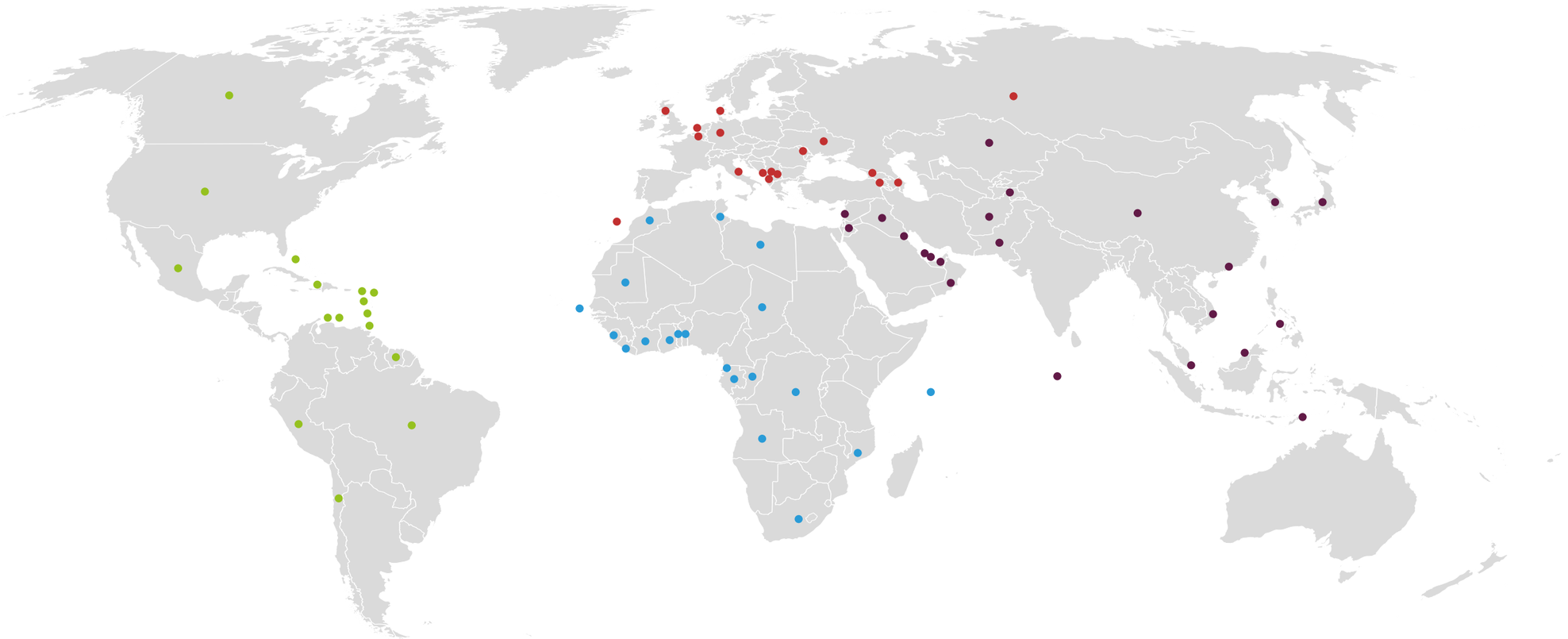
Expanding the customer base has been one of the cornerstones of this strategy. In some key markets, such as Japan, the customer base has grown from two customers to 23 over the past five years, a trend that reduces sales concentration and enhances the stability of the export operation.

Aiming at intensifying our commercial presence outside Brazil, we have assigned a professional based in Montenegro, in the Balkans, to focus on developing new customers and building up relationships with distributors in the region.

We also continued to boost SuperFrango's presence abroad. The brand has already established a strong presence in various international markets, and the recent redesign of its packaging has helped reinforce its identity and its perception as an imported product with higher added value.

While the market was closed to Brazilian products due to the outbreak of avian influenza in Rio Grande do Sul, we rerouted shipments that had already been loaded or were at port, renegotiated sales, and tapped into alternative markets, often at prices lower than those originally agreed upon and with additional logistics costs.

In this context, we are working in coordination with industry organizations and the Brazilian government to promote recognition of the principle of sanitary regionalization, aiming at avoiding widespread restrictions on Brazilian exports. These efforts helped ensure that some markets began to restrict embargoes solely to the state directly affected, thus partially preserving trade flows from the country's other producing regions. At the same time, we took part in the No Borders for Food mission, organized by the Brazilian Animal Protein Association (ABPA in Portuguese) and the Brazilian government in Mexico, aimed at advocating for health regionalization and reducing trade barriers.



AMERICAS

- ANTIGUA AND BARBUDA
- ARUBA
- BAHAMAS
- BRAZIL
- CANADA
- CHILE
- CURAÇAO
- UNITED STATES
- GRANADA
- HAITI
- MEXICO
- PERU
- SAINT KITTS AND NEVIS
- SAINT MARTIN
- SURINAME
- TRINIDAD AND TOBAGO

AFRICA

- SOUTH AFRICA
- ANGOLA
- BENIN
- CAPE VERDE
- CHAD
- CONGO
- IVORY COAST
- GABON
- GHANA
- EQUATORIAL GUINEA
- LIBERIA
- LIBYA
- MOROCCO
- MAURITANIA
- MOZAMBIQUE
- DEMOCRATIC REPUBLIC OF THE CONGO
- SEYCHELLES
- SIERRA LEONE
- TOGO
- TUNISIA

EUROPE

- ALBANIA
- GERMANY
- ARMENIA
- AZERBAIJAN
- BELGIUM
- DENMARK
- SCOTLAND
- GEORGIA
- NETHERLANDS
- CANARY ISLANDS
- ITALY
- KOSOVO
- NORTH MACEDONIA
- MOLDOVA
- MONTENECRO
- RUSSIA
- UKRAINE

ASIA

- AFGHANISTAN
- BAHRAIN
- BRUNEI
- QATAR
- KAZAKHSTAN
- CHINA
- SOUTH KOREA
- UNITED ARAB EMIRATES
- PHILIPPINES
- HONG KONG
- THE MALDIVES
- IRAQ
- JAPAN
- JORDAN
- KUWAIT
- LEBANON
- OMAN
- PAKISTAN
- SINGAPORE
- TAJIKISTAN
- EAST TIMOR
- VIETNAM

Domestic market

In the domestic market, the 2025 commercial strategy was marked by the need to absorb part of the volumes that were no longer exported. This move required a rapid portfolio reorganization and business efforts. Among the adjustments, changes were made to the product mix, including switching from half-wings to whole wings, converting thigh fillets into whole cuts, and other adjustments aimed at better meeting domestic demand. Changes were also made to the packaging, including an expansion of the range of sealed and tray-packaged products, as well as adjustments to the production lines to meet the new packaging standards.

In addition, production plans were revised and new projections focused on the domestic market were developed.

To accelerate the distribution of these volumes, we have intensified our marketing efforts, including launching emergency "Sprint"-style campaigns focused on products with greater need for turnover, reinforcing trade marketing through increased shelf end space, greater visibility in supermarkets, and activations on regional chains and foodservice operators.

This effort was supported by a team of 298 sales professionals and nearly 150 employees dedicated to trade marketing activities. The Company's national sales were restructured by setting up a dedicated retail management team, focused on standardizing customer service and bolstering sales operations in the field.



ESG strategy and business-integrated sustainability

Sustainability is an integral part of how we conduct our business and make strategic decisions. By integrating environmental, social, and governance principles into our management practices, we enhance our ability to grow consistently and respond to complex situations without losing sight of our strategic direction.

Discipline in managing the production chain, the evolution of management mechanisms, and the advancement of operational governance evidence how corporate responsibility and a long-term vision translate into resilience and the ability to execute.

This perspective also shapes the way we understand value creation. Rather than simply expanding our volume or assets, we seek to build a company capable of remaining relevant, creating opportunities, maintaining relationships based on trust, and growing in a manner consistent with environmental, social, and governance principles.

This philosophy has been a constant throughout our history and is reflected in how we structure our operations and interact with the various links in the production chain, building a management model based on cooperation and responsibility.

As SSA broadened its presence in domestic and international markets, this agenda became even more relevant. The need to meet various regulatory requirements, health standards, and the expectations of global customers enhances the integration between governance, operations, and strategy in the conduct of business.

In this context, certain principles guide the way we conduct our operations and structure our long-term strategy:

Biosecurity

In a sector where animal health directly affects business continuity and access to international markets, the strict adoption of health protocols and preventive practices is an essential part of business management. In 2025, we intensified our in-house guidance and training initiatives on biosecurity, with more than 100 events held with operational teams and partners in the production chain, reinforcing prevention standards and good practices at different stages of production (see Animal health and welfare on page 158).

By incorporating environmental, social, and governance principles into our management practices, we strengthen our ability to grow consistently and respond to complex situations without losing our strategic direction.

Responsible production chain management

Close collaboration with producers, suppliers, and logistics partners is paramount to ensuring production predictability, supply security, and consistent operational standards throughout the production chain.

The production base expansion is accompanied by technical support, operational guidance and ongoing improvement initiatives on integrated farms, such as the *Avicultura Positiva* (Positive Poultry Farming) project, aimed at regularizing and improving environmental practices on farms (learn more at Supply and sourcing chains on page 59).

Governance and integrity

The advancement of governance mechanisms, corporate policies and internal controls enhances transparency of information and discipline in the management of operations, supporting strategic decisions through consistent, ethical and transparent management processes (learn more at Corporate governance on page 74).

Stakeholder relations and people development

Our trajectory has been built on long-lasting relationships with various stakeholders. Close relationships with integrated producers, employees, customers, and communities foster an environment of trust and cooperation that underpins the development of our operations and business continuity.

In 2025, this commitment was also reflected in the reinforcement of employee development initiatives. Technical and managerial training initiatives have been stepped up, including programs aimed at leadership training and the development of managerial skills at various levels. These efforts help prepare teams to work in an increasingly integrated, technological and process-oriented operation (learn more in People on page 92).

Efficiency and responsible use of resources

The ongoing pursuit of operational efficiency is also an integral part of our sustainability approach. The investments made in the industrial facilities combine increased productivity with improvements in the use of natural resources and in energy-efficiency processes.

Among the initiatives that have been implemented or are currently underway, the following stand out: projects focused on water efficiency, improvements to cooling systems, and the thermal recovery in industrial processes, as well as investments in automation and the production line upgrades. These initiatives help to reduce waste, optimize the use of inputs and bolster our competitiveness, while at the same time underscore our commitment to responsible management of the resources used in our operations (learn more at Operational efficiency on page 153 and Innovation and technology on page 63).

Integrated supply chain planning (S&OP)

In 2025, we advanced in establishing the Sales and Operations Planning (S&OP) process, an integrated planning model adopted to align decisions regarding production, operations, market, and finance. The process connects different areas, such as animal production, industry, logistics, sales, and finance, enabling business, industry, and financial decisions to be made based on a shared understanding of production capacity, market demand, and raw material availability.

In businesses with extensive production chains, this integration is paramount for ensuring greater predictability and more efficient use of production assets. It provides a more comprehensive view of the production chain, guiding business and operational decisions. The links in this chain are:

Breeding farms and fertile egg production

Genetic production in the chain is carried out by breeding farms responsible for producing fertile eggs. Controlling this stage enables the genetic quality and zootechnical performance of the birds to be ensured right from the production cycle onset.

Hatcheries

In hatcheries, fertile eggs go through controlled processes aimed at high hatch rates and the production of healthy chicks. To keep up with the production growth, we have made adjustments to our own hatcheries and those of production chain partners.

Broiler production

After hatching, the chicks are sent to integrated producers responsible for raising the birds, who operate automated and air-conditioned aviaries in accordance with the technical standards we have established.

Animal feed production

Our in-house feed mills ensure strict control over the nutritional quality of the poultry and contribute to production performance and batch consistency.

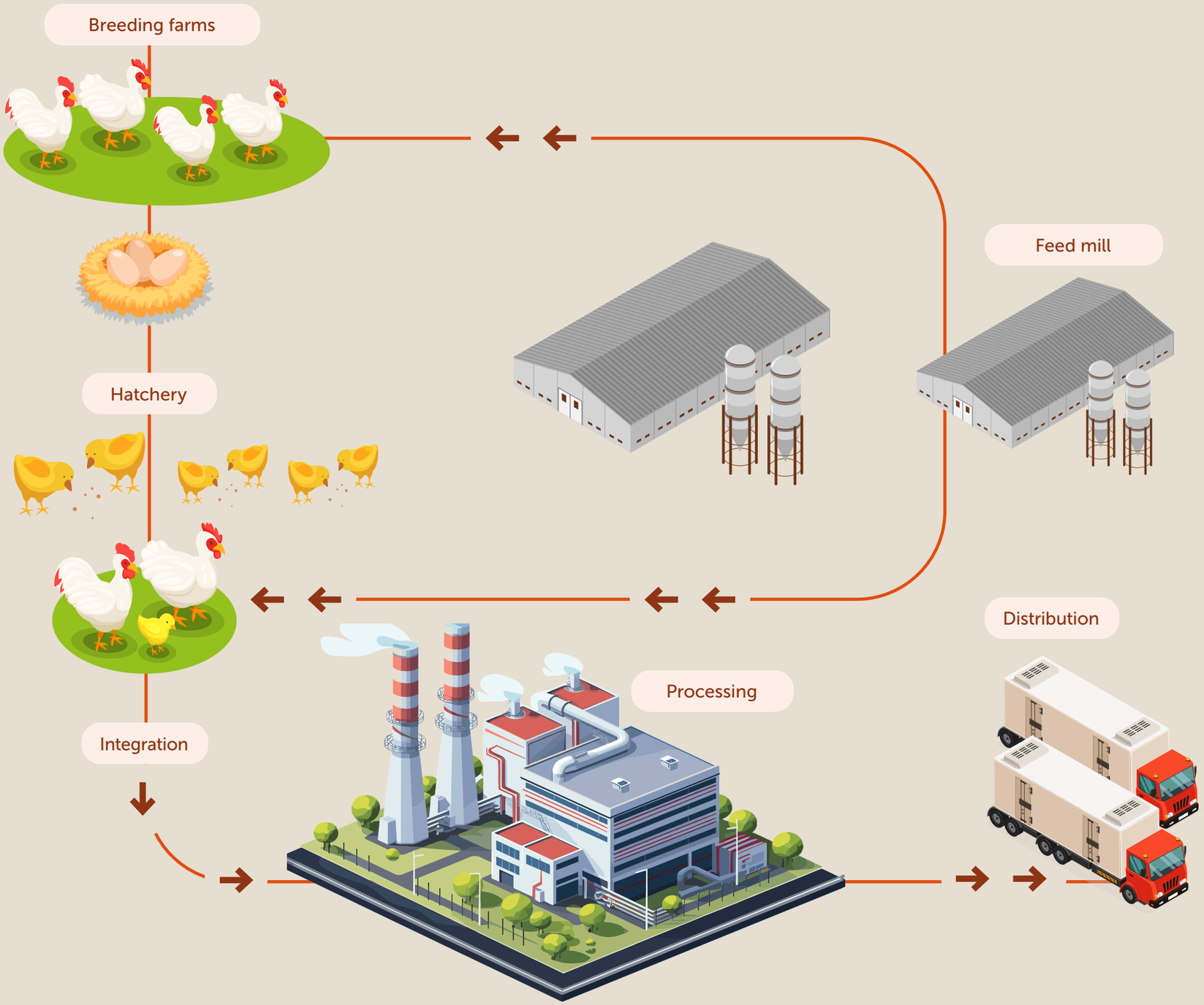
Processing

After the rearing period, the birds are sent to highly automated industrial units, where they are slaughtered and processed according to strict sanitary and quality standards.

Byproducts

The byproducts generated in the industrial process are recovered in our rendering plant for animal by-product meals and fats, in a circular economy model that reduces waste and adds value to the production chain.

Vertically integrated chain



Impacts of S&OP evolution

Although it is still in the early stages of development, with an estimated timeline of two to three years until full maturity, the S&OP evolution has already had an impact. Namely:

- Greater integration between industrial and commercial departments, with increased participation in planning routines and strengthened governance of operational and commercial decisions.
- Greater alignment between production and sales, reducing misalignments between production capacity and market demand.
- More structured involvement of sales teams in demand forecasting, enhancing operational predictability and production planning throughout the chain.
- Improved management of the product mix, allowing raw materials to be directed towards more profitable products and markets.
- Optimized use of production capacity, taking into account the limits of industrial plants and the raw material availability.
- Better allocation of volumes between the domestic market and exports, according to market conditions and our commercial strategy.

By reinforcing planning discipline and integration between areas, the process contributes to sustaining our growth with greater coordination across the production chain.



DOING IT TOGETHER

Working together means valuing people

We care for and trust one another.

We look out for one another and trust each other.

We persevere in the face of challenges and celebrate our achievements

Value creation

Business model 53
Value chain 57
Innovation and technology 63

Business model

Our business model takes into account strategic risks and opportunities, such as sanitary and biosecurity issues, regulatory changes, macroeconomic scenarios and climate change.

Our business model expresses how we transform different resources and relationships into sustainable value for our stakeholders. Built around an integrated production chain and guided by principles of efficiency, innovation, and social and environmental responsibility, this model connects strategic inputs, operational capabilities, and management decisions.



Value creation is built on six types of capital: manufactured, human, financial, social and relationship, natural, and intellectual. These support operations across the entire supply chain, from production in the field to the distribution and sale of products. These resources are coordinated through a vertically integrated operational structure comprising breeding farms, hatcheries, feed mills, industrial units, distribution centers, and a wide network of integrated producers.

Based on these inputs, we conduct our activities with a focus on operational efficiency, governance, technological innovation, and relationships with customers and partners, elements that guide our decision-making and capital allocation. This process generates products, enhances economic performance, fosters social development, and manages environmental impacts, evidencing our capacity to create value in a balanced manner that integrates financial results, people development, the enhancement of market relations, and environmental responsibility.

The model also underscores the key risks and opportunities that influence the business, such as sanitary and biosecurity conditions, regulatory changes, macroeconomic fluctuations, and climate change, reinforcing the need for integrated management and continuous adaptation to industry dynamics.

Below, we present the elements that make up this model in an integrated way.

Business model

Capitals	Inputs	Material topic	Outputs	Related risks	Affected parties
Manufactured	• **2** industrial units • **3** breeding farms • **1** hatchery • **1** feed mill • **2** slaughterhouses • **3** Distribution Centers and 6 Crossdocking centers • **3** grain warehouses • **1** Laboratory • **2** Gas stations • **3** photovoltaic power plants and **7** thermal power plants	• Operational eco-efficiency (see page 122).	• **1,045,900** breeding hens reared during the year and 160 million fertile eggs per year • Average total slaughter for the year of **570,000** birds per day • Diversification and safety of the energy matrix for production • Launch of **15** new products in 2025 • **8** new countries served, for a total of 91 countries served in the year.	• Sanitary • Regulatory changes	• Suppliers and partners • Financial • Customers and consumers
Human	• **6,876** direct employees and **330** young apprentices • Hiring of specialized professionals • High standards of health and safety • Provision of meals across all the Company's business units;	• Employee health and safety (see page 105); • Ethics, Integrity, and Compliance (see page 85).	• Creation of **380** new jobs • Developing new talent • Retention rate **95.25% - 0.15 p.p** higher than in 2024 • **22** accidents in 2025, compared to 11 in 2024.	• Sanitary • Regulatory changes	• People • Communities and environmental impact • Financial
Financial	• **R$ 265.9 million** invested during the year • **R$ 4.4** billion in gross revenue • Financial leverage at **1.62x** • **R$ 1.4** billion total assets • **R$ 1.2** million indebtedness • **R$ 675.7** million funding	• Efficient capital allocation (see page 150); • Corporate governance (see page 75).	• **10%** increase in gross revenue • Adjusted EBITDA of **R$ 753.1 million**, down **6.3%** • Net income of **R$ 434.4** million, up **1.6%**	• Sanitary • Regulatory changes • Macroeconomic conditions • Climate change	• Financial • People
Social and relationship	• More than **30,000** customers served • **2,833** suppliers • **213** integrated producers • **400** donations to projects and social initiatives	• Customer and consumer relationship (see page 109).	• More than **179,000** people impacted by social initiatives • R$ 2.0 billion spent on local suppliers • Boosting local economic activity in Itaberaí	• Sanitary • Macroeconomic conditions • Climate change	• Customers and Consumers • Communities and environmental impact • Suppliers and partners
Natural	• Risk of avian diseases • Water withdrawal for production • Energy-intensive use • Use of renewable and non-renewable materials • Reliance on agricultural inputs that are vulnerable to climate change	• Operational eco-efficiency (see page 122).	• Water consumption **54.4%** lower than in 2024 • Removal of between **80%** and **95%** of organic matter in effluent treatment • **95%** waste circularity • **109,588.6** tCO2e Scope 1 biogenic emissions • **2,038,123.57** GJ energy consumption, up **6.7%** from the previous year	• Sanitary • Climate change	• Communities and environmental impact • Financial
Intellectual	• High biosecurity standards • SSA Information Security Program • Calendar with compulsory courses • Advancement of a culture of innovation	• Innovation and technology (see page 63); • Corporate governance (see page 75); • Product quality and safety (see page 113); • Animal health and welfare (see page 158).	• Business continuity without significant disruption from avian influenza • Advancement in data management and analysis • Managers capable of making quick and assertive decisions	• Sanitary • Regulatory changes	• People • Financial • Customers and consumers

Our relationships

Each stakeholder is related to one of our strategic pillars



Our management

High standards of governance, transparency and internal controls, in line with capital market practices.

Risks

Health | Regulatory changes | Macroeconomic conditions | Climate change

Affected parties

Finance | People | Customers and consumers | Suppliers and partners | Communities, and environmental impact

Value chain

GRI 2-6, 204-1

Our value chain integrates raw materials, technical expertise, and production infrastructure, transforming them into high-quality food, operational efficiency, and economic development in the regions where we operate.

Our vertically integrated model allows us to monitor and oversee every stage of production, from the procurement of raw materials and the genetic development of the poultry to industrial processing and product distribution. By integrating these links, we enhance production predictability, bolster quality control, and drive efficiency gains.

Integrated production is one of the pillars of this system. Our partner farmers are responsible for raising the birds on their properties. To do this, they receive one-day-old chicks, feed and technical support. Remuneration based on zootechnical indicators aligns our results with those of the producers and promotes continued gains in production efficiency.

In recent years, we have broadened this production base by having our integrated partners build new aviaries and by expanding existing facilities. This initiative is supported by a development unit designed to recruit new producers, assist with project development, and monitor the implementation of construction projects, thereby contributing to the coordinated growth of the production chain.

This expansion process also involves investments in earlier stages of production. One notable example is the implementation of the Granja Esperança breeding farm, an integrated project developed with the Company's technical support and an investment of nearly R$ 110 million. This initiative has enhanced the production capacity for fertile eggs and bolstered the genetic basis of the chain.

In addition to expanding our production infrastructure, we work to build up our partners' operations through structured initiatives. The Renovar (Retrofit) Program supports the revamp of integrated poultry farms by providing subsidized-interest loans for retrofits and structural improvements to aviaries. In 2025, we set aside R$78.9 million in loans for customized retrofit projects at broiler and breeding farms.

R$ 78.9 million
in loans for customized retrofit projects at broiler and breeding farms.

80 %
of integrated poultry farms use solar power.

Another important step forward was the Positive Poultry Farming Project. The project is in full swing, remaining committed to sustainability and the environmental compliance of the poultry industry, with a compliance rate of 48.5% among the integrated operations that have already been licensed, out of a projected total of 100%.

We recently identified a strategic need to prioritize a key phase of the project, focused on promoting support from financial institutions, particularly with regard to securing financing for the construction of new aviaries and the expansion of existing facilities. This phase proved to be crucial, as it allowed for the integration, right from the planning stage of the projects, of the environmental and regulatory requirements defined as the focus of the Program. As a result, we made significant progress, ensuring that 100% of new aviaries built or expanded were structured in accordance with environmental requirements and duly licensed.

We believe that the project has been promoting the orderly growth of the sector by aligning productive development, access to credit, and environmental responsibility. As a result, the project has established itself as a strategic initiative for enhancing sustainable poultry farming.

The adoption of technologies on integrated farms has also advanced. Currently, nearly 80% of integrated aviaries rely on solar power, boosting the use of renewable energy sources in production and helping to reduce operating costs on the farms. The expansion to all farms, however, has been more gradual than initially projected. The initial investment required and the financial return period pose additional challenges to the implementation of this technology, particularly among smaller producers.

We allocated 65.51% of the value of our purchases — equivalent to R$ 2,006,355,196.78 — to local suppliers in Goiás and the Federal District, thereby strengthening the regional economy and generating income for local communities.

Our value chain also includes a broad network of suppliers of raw materials, equipment, and services that support our production and industrial operations. Whenever possible, we prioritize local suppliers, thus boosting the regional economy and enhancing income generation in the communities where we operate. In 2025, 65.51% of the total value of purchase transactions was with local suppliers in Goiás and the Federal District, amounting to R$ 2,006,355,196.78.

By integrating producers, suppliers, and industrial operations into a coordinated system, we bolster our ability to create value sustainably and improve efficiency across the production chain.

Supply chain

This chain is managed by an integrated supply chain structure that brings together the procurement, warehouse, grain storage, transportation, and logistics departments. This structure enables better coordination of activities related to the supply, storage, and management of raw materials and products.

Purchase of supplies

To support our production operations, we purchase a wide variety of inputs and services required at the different stages of the chain. The main procurement categories include additives, medications, micro-ingredients, grains, packaging, meals and oils, fixed assets, mechanical, electrical, and hydraulic materials, consumables and office supplies, personal protective equipment, raw materials for processed meats, chemicals, cleaning supplies, animal feed, and contracted services such as transportation and consulting.

The management of strategic inputs also involves tactical decisions related to the commodities market. In 2025, we capitalized on an international market characterized by abundant supply and favorable prices. As a result, we built up the all-time largest corn inventory of the Company. This initiative enhanced cost predictability and supply security for one of the key inputs in the production chain.

Supplier and partner management

GRI 2-6

Our management of suppliers and partners is grounded in sustainability and ESG criteria. Our model includes measures to mitigate strategic, financial, operational, and compliance risks while simultaneously enhancing relationships with these key links in the chain. The aim is to leverage our competitive advantages and the process of creating shared value—both with our suppliers and partners and with society, which may be directly or indirectly impacted by our activities.

To ensure this alignment, we rely on a structured process for selecting, approving and continuously assessing suppliers, based on our Procurement Policy and supported by governance and risk management practices.

In 2025,

20.3%

of our purchases were made from certified companies, a higher percentage than that recorded in the previous year.

Supplier assessment

In the selection process, our suppliers undergo an assessment of aspects that are relevant to maintaining the compliance of operations. The criteria analyzed encompass legal and regulatory requirements, legal history—including court rulings and complaints related to forced or compulsory labor—and operations in areas of illegal deforestation, as well as requirements related to financial health.

When hiring new partners, technical criteria also compose the selection process. A specialized team reporting to the Technical Department is responsible for testing and evaluating products prior to purchase, ensuring that inputs meet our technical and operational requirements.

In an effort to minimize environmental impacts and promote sustainable practices throughout the supply chain, the selection process also considers relevant environmental aspects and encourages practices that reduce waste and foster energy efficiency. In this context, we prioritize suppliers with ESG certifications.

In 2025, 20.3% of the Company's purchases were made from certified companies, a higher percentage than in the previous year. Purchases with certifications totaled R$ 620,829,205.80.

It is worth noting that the corn and bran suppliers, our main raw materials, are located in the Cerrado region and do not operate in the Amazon biome. In addition, these partners must maintain legal reserves in accordance with Brazilian laws. Their environmental externalities are also minimized by farming practices such as double-cropping and, typically, the absence of center-pivot irrigation systems, which are responsible for greenhouse gas emissions from the burning of diesel fuel and are also more water-intensive.

Performance monitoring and review

These criteria are consolidated into a final score every quarter. On a scale of 1 to 100, all partners must maintain a score above 70 to remain certified. If the target is not met, an action plan is requested. Ultimately, if the problem is not solved, qualification may be discontinued. In addition, reports evidencing improvements in the partner's performance are required.

We can also complement the assessment by consulting the requesting departments for input on the points considered.

After approval, suppliers are monitored and assessed on a regular basis. The criteria considered include:

- **Quality:** assessment of whether the delivery is made under the previously agreed conditions.
- **At the right time:** checking that the delivery deadline is met.
- **In the correct quantity:** analysis of whether the volume delivered corresponds to that previously contracted.

Logistics and transportation

Throughout 2025, we made progress in digitizing logistics management. The operational stabilization following the implementation of the SAP system, which took place in late 2024, enabled SSA to establish a more integrated approach to managing supply chain activities, connecting procurement, warehousing, transportation, and inventory control processes. At the same time, we have intensified our use of analytical tools and AI-based solutions to support logistics planning and operational data management.

With a diverse fleet, trusted logistics partners, and data-driven management, we aim to enhance operational efficiency, cut costs, and ensure prompt service for customers in Brazil and international markets.

Our logistics operation connects the production stages of the supply chain to consumer markets, requiring a robust and highly extensive network. Our distribution model is highly decentralized, with over 80,000 deliveries made each month throughout Brazil, serving a wide range of customer profiles and regional contexts.

In urban centers, where there are traffic and access restrictions, we use smaller vehicles, such as rigid trucks in single- and tandem-axle configurations, which allow us to make deliveries even in densely populated areas, such as Goiânia and its metropolitan areas.

For long-distance operations and the transport of strategic raw materials, such as corn and soybean, we have been upgrading our logistics fleet. We have been gradually transitioning from road trains, with an average capacity of 37 tonnes, to B-train trailers, capable of carrying up to 50 tonnes, thus enhancing our transport capacity and improving operational efficiency.

Our transportation operations are supported by a well-established network of logistics partners. For certain operations, we rely on approximately 60 vehicles operated by roughly 30 to 35 partner carriers, who regularly provide services for our operations. This model prioritizes long-term relationships with loyal carriers, ensuring greater operational predictability and stability in logistics capacity.

Our dedicated international logistics division manages the entire export chain, from business negotiations through to shipment and customs clearance, assuring that deadlines are met, product quality is maintained, and all sanitary and documentation requirements of international markets are complied with.

The location of our operations in the interior of Goiás also contributes to our logistics efficiency. Its proximity to major logistics corridors provides easy access to strategic highways, rail connections, and Brazil's main export ports, such as Santos, Itajaí, and Paranaguá, thereby reducing transit times and enhancing the predictability of international deliveries.

Relationship with associations and trade associations

GRI 2-28

Our participation in associations and representative organizations helps bolster the sector institutionally, facilitates the exchange of experiences among companies, and enables us to monitor strategic issues that influence the business environment of the poultry industry in Brazil.

In these forums, we participate in debates and discussions about the poultry market, taking a leading role particularly on issues that could impact our results or involve decisions by regulatory agencies.

We carry out our work by serving on executive boards, governing councils, and working groups of trade organizations and associations, including:

- Industrial Development Association of the State of Goiás (Adial Goiás);
- Brazilian Association of Animal Protein (ABPA).



Innovation and technology

GRI 3–3 Innovation and technology

Innovation and technology represent a set of capabilities that enhance operational efficiency, bolster process governance, and better prepare our business to operate in an increasingly complex and dynamic environment.

The strategic use of these solutions helps ensure greater operational continuity and security, reduce vulnerabilities related to data and system integrity, and boost the reliability of the information used by management. The digitization of processes and integration across platforms and departments enable the generation of more consistent and accessible data, facilitating faster analysis and more informed strategic decisions. Hence, we connect planning, operations, and the market. As a result, we have built up our capacity to respond, reinforced our risk control and mitigation mechanisms, and laid a more solid foundation to underpin the business's long-term growth.

However, value creation through technology relies directly on the ability to engage people and develop new skills within the organization. For this reason, we strive to foster a culture of innovation that encourages ongoing adaptation, the adoption of new tools, and the technical development of our teams. Integrating governance, strategy, technology, processes, and people allows innovation to evolve from an operational resource into a strategic capability that can effectively drive business execution and growth.

Our innovation process is now even more consistent, ethical, and transparent. This is due to our solid governance and robust documentation system, which reduces disparities and aligns the corporate perspective across all stakeholders. As a result, we are able to mitigate potential negative impacts and maximize positive ones.

Impact management

GRI 3-3 Innovation and technology

The management of impacts associated with innovation and technology is built into our governance and risk management model. Initiatives focused on process digitization, automation, and data utilization are guided by corporate policies designed to maximize operational gains while mitigating risks related to information security, data privacy, and business continuity.

In 2025, we reinforced this commitment through our corporate goal of Process Automation, which guides the modernization of internal routines with a focus on standardizing activities, reducing manual tasks, and enhancing operational efficiency.

The initiatives are driven both by the main hyperautomation pipeline and by the Citizen Developer model, directly involving the business areas (when employees without an IT background solve operational problems using low-code and no-code tools). In both cases, the automation processes follow a governance model that includes documentation, traceability, and controls to assure compliance with corporate standards and regulatory requirements.

Governance of digital initiatives has been bolstered through the creation of a formal validation process for the implementation of automation and artificial intelligence solutions in corporate processes. The assessment takes into account criteria such as strategic alignment, regulatory compliance, information security, and the traceability of initiatives. Additional procedures have been implemented to govern the use of certain external applications, which now require prior review by the Privacy Committee, as well as the completion of specific training and users' signing of statements of responsibility.

The management of this issue incorporates preventive mechanisms aimed at protecting the digital environment and corporate information. In this context, the annual strategy of the Information Security Master Plan (PDSI) was revised based on an analysis of the vulnerabilities identified in our technological environment. The process helps guide investments in system and data protection, thereby uplifting the level of maturity in information security. By working in tandem with the Business Continuity Plan (PCN, in Portuguese), this enhances our ability to respond to potential technological incidents and contributes to the stability of our digital operations.

We strengthen digital governance with formal processes for validating automation and artificial intelligence solutions.

As an additional preventive measure, we have implemented a technological due diligence process as part of the software approval workflow. From this stage onward, new solutions are assessed for compliance with information security requirements, our technology infrastructure, and the General Data Protection Law (LGPD, in Portuguese). This process allows us to anticipate legal, operational, and security risks before contracting or implementing new tools.

Thus, in 2025, no significant negative impacts associated with the adoption of new technologies were reported.

As part of corporate planning and the S&OP process, governance procedures and a schedule were established to define planning parameters and review results, thereby promoting greater standardization and integration across departments. The modernization of analytical and planning solutions has also advanced by adopting integrated platforms that support the planning chain and S&OP orchestration. This reduces reliance on manual controls and bolsters the integrity of the information generated.

These initiatives are tracked through structured monitoring mechanisms. Requests from business

units and technology projects are logged with the Shared Services Center (CSC in Portuguese), generating formal records that document negotiations, follow-ups, and results. These records are audited regularly and are an integral part of the technology department's demand and project management system, which adopts Project Management Office (PMO) practices to track schedules, deliverables, and the progress of the initiative portfolio.

The stability of the technological environment is supported by ongoing monitoring systems for digital infrastructure, capable of identifying anomalies in servers, networks, devices, and critical services. This model enables a more agile response to potential incidents and helps ensure business continuity.

Strategic technology governance is guided by the Information Technology Master Plan (PDTI in Portuguese), which sets the department's priorities in areas such as process digitization, cybersecurity, business continuity, and efficient resource management. The plan is broken down into goals and metrics that are regularly monitored by department leaders and senior management. In 2025, this process was enhanced with the implementation of a Business Intelligence (BI) dashboard designed to monitor targets, providing greater visibility into variances, justifications, and corrective measures.

Technology risk management was reinforced through the adoption of the FCA (Fact, Cause, and Action) methodology, which is applied to record and address threats, vulnerabilities, or deviations from the department's strategic objectives. During the same period, we refined our contract and technology services management process, improving visibility into renewal terms and helping to ensure the continuity of contracted solutions and financial optimization through early negotiations.

The lessons learned throughout this process have been incorporated into governance tools. In 2025, for instance, we began drafting a Corporate Artificial Intelligence Policy.

Addressing these issues requires coordinated efforts across different departments. A working group composed of representatives from Information Technology, Compliance, Legal, and Internal Controls conducts an assessment of issues related to data privacy, information security, and business-critical processes. The measures adopted are broken down into specific goals and monitored at regular meetings at various levels, involving senior management, departmental executives, and middle management.

For 2026, projects are planned aimed at enhancing information security on our internal network, including the implementation of Data Loss Prevention (DLP) solutions and corporate data classification initiatives, as well as reinforcing our incident detection and response tools, human risk management, and business continuity. These measures are expected to bolster our information governance processes and improve the protection of our digital assets.

Governance and innovation structuring

GRI 3-3 Innovation and technology

The advancement of innovation and technology initiatives is supported by an organizational structure that integrates planning, technological development, and operations. This approach aims at ensuring that the implementation of new solutions is coordinated across business units, connecting strategy, operations, and technology.

On the organizational front, we made progress in creating structures dedicated to technological development. In 2025, an Artificial Intelligence and Robotics Center was set up under the Information Technology Department, aiming at identifying processes suitable for automation, developing artificial intelligence-based applications, and improving the efficiency of corporate routines.

This center works to identify opportunities for applying digital technologies in various areas, prioritizing initiatives with the potential to generate operational gains, streamline processes, and enhance the quality of the information used in management.

Our technological infrastructure also relies on a data factory staffed by professionals specializing in engineering and information management. This team works on standardizing corporate databases, integrating systems, and building an environment ready for advanced analytics, artificial intelligence, and machine learning applications.

To complement this strategy, we have launched open innovation initiatives aimed at engaging with academic institutions and innovation players in the market. Discussions are in the early stages and aim to explore opportunities for applied research in the fields of artificial intelligence and robotics, with the potential to lead to practical applications in future innovation cycles.

This set of structures and initiatives lays the groundwork for innovation to be carried out in an organized, inclusive manner that is aligned with business needs.



Automation and the transition to Industry 5.0

In 2025, our industrial strategy continued to prioritize investments in technologies capable of boosting productivity, improving process standardization, and enhancing operational traceability, with automation serving as one of the key drivers of industrial plant modernization.

In addition, the industrial automation division is now under the Technology Department, where a plan was kicked off to merge Information Technology (IT) and Automation Technology (AT) aiming at creating a single Technology division.

The adoption of these technologies also addresses a structural challenge facing the sector: the availability of labor for physically demanding work. In this context, automation has been used not as a direct replacement for workers, but rather as a means to offset labor supply constraints while simultaneously raising the technical standard of industrial roles, thus increasing the demand for skilled operators, mechanics, and industrial electricians.

In addition to automating production lines, industrial units now operate with digital monitoring systems that enable real-time tracking of resource consumption, such as water, steam, electricity, and compressed air, which are tracked by area and by piece of equipment. This operational visibility enhances control over production processes and supports efficiency initiatives and ongoing improvement.

We also monitor developments in technologies focused on animal management and welfare, evaluating solutions that can improve sanitary and biosecurity efficiency and the quality of production processes. The initiatives under consideration include automated AI-based chick sexing systems, capable of identifying males and females using high-speed images, as well as automated vaccination equipment at breeding farms, which are scheduled to be implemented in the coming operational cycles.

Advances in these technologies are progressively bringing industrial operations closer to the concept of Industry 5.0, wherein automation, connectivity, and data analytics work together to boost production efficiency, enhance working conditions, and support smarter operational decisions.

Automation has been used to address labor availability constraints and enhance the technical complexity of industrial roles, rather than directly replacing workers.

Smarter processes and data-based management

Our digital transformation is also reflected in the evolution of our corporate processes and the expanded strategic use of data to support decision-making through the integration of systems, processes, and business units.

One of the cornerstones of this advance is the consolidation of an enterprise data architecture, supported by the data factory and professionals specializing in information engineering and management. This framework aims to ensure greater standardization of corporate databases, streamline access to information, and prepare the technological environment for more advanced analytics and intelligence applications.

Consolidating these databases helps reduce reliance on manual controls, increase the reliability of information, and enhance the quality of the analyses used by management. At the same time, advances in data governance bolsters the traceability of information and promote integration across our systems and departments. The initiative includes the establishment of institutional guidelines for the organization, access, and responsible use of corporate databases, based on the data governance policy, which is currently under development and is expected to be implemented starting in 2026.

Digitization is also making headway in administrative and people management processes.

This set of initiatives reinforces our ability to transform operational data into strategic insights, laying the foundation for the gradual adoption of more advanced analytics and artificial intelligence solutions.



Artificial intelligence and robotics

Building capabilities focused on the use of artificial intelligence and robotics is part of the evolution of our digital strategy. In this context, an Artificial Intelligence and Robotics Center was set up under the Information Technology Department. The center's mission is to identify processes suitable for automation, develop applications based on smart agents, and support the gradual integration of these technologies into operational routines.

The center also includes the definition of a specific technological architecture for AI applications and the creation of governance mechanisms aimed at prioritizing initiatives with greater potential for operational impact and efficiency gains.

The first applications developed already evidence the potential of these solutions to transform operational and administrative activities.

Automation and efficiency in logistics operations

One of the first projects put in place was an artificial intelligence agent for monitoring the logistics fleet. The solution utilizes geolocation data to track truck movements in real time, identifying deviations from expected patterns, such as unscheduled stops during delivery routes.

In the event of such incidents, the system automatically notifies the driver via WhatsApp to ascertain the reason for the stop and provide operational information, such as customer addresses or alternative routes.

Before the solution was implemented, this monitoring required the ongoing efforts of a team dedicated to manually tracking trips. The automation of the process enabled the seamless execution of tasks in real time, enhancing the efficiency of logistics management and allowing teams to concentrate on higher value-added endeavors.

Expanding access to services and information for employees

Another notable application was the development of a virtual assistant for employees, named "Ana," designed to facilitate access to information related to their professional lives.

The solution was designed to operate via WhatsApp, a platform widely used by employees that enables quick and easy interaction, especially for those who do not use computers in their daily work.

The solution was developed in-house, with support from SAP on the technical architecture, and employees themselves were involved in defining the virtual agent's identity.

The system's evolution includes expanding its functionality to include new services, such as requesting vacation, updating documents, providing justification for absences, and tracking occupational medical exams. The application features built-in artificial intelligence but is not a chatbot.

SAP – end-to-end digital transformation

The implementation of the SAP system was one of the most far-reaching technological transformations we have ever undertaken. After the platform became operational in October 2024, the year 2025 was dedicated to stabilizing the system, refining processes, and adapting operational routines to the new integrated management model.

More than just a technological change, the process required a relevant organizational transformation. The main challenge stemmed from the teams' learning curve as they adapted to new operational workflows, controls, and methods of recording information. To support this transition, a comprehensive training and change management program was in place.

At the same time, a communication process was carried out with partners, suppliers, and customers in the months leading up to the system switchover, helping to ensure a smooth operational transition. Below, we highlight the main results observed.



Reinforcement of controls and governance

The new platform has significantly enhanced the strength of operational control and traceability mechanisms by integrating processes into a single, seamless, and auditable environment. This new model enabled:

- Greater traceability of purchases and payment flows;
- Significant reduction in critical permissions for sensitive accounting entries;
- Greater security in financial, accounting, and tax processes;
- Improved reliability of management information.

The new technology platform also reinforces our preparedness for structural changes in the regulatory environment, such as the implementation of tax reform, by providing greater consistency and organization of tax and accounting information.

Operational integration and production visibility

The digitization of industrial and operational workflows has increased visibility into operational performance and key performance indicators. Among the main effects of this integration, we highlight:

- Daily production log and greater transparency regarding operational losses;
- Improved traceability of industrial processes;
- Integration of planning, operations, and logistics;
- Greater reliability of the information used to monitor operational performance.

On the financial side, the new structure has enabled to implement a more robust industrial costing model, while also allowing the accounting close to be completed by the fifth business day, thereby enhancing the speed and quality of managerial analyses.

The new technology platform strengthens our ability to adapt to tax reform by providing greater organization and reliability of tax and accounting information.

Modernization of logistics and warehousing management

Another key area of advancement was logistics management. The SAP EWM module, which handles warehouse management, has undergone an extensive review and adaptation process to reflect our specific operational requirements.

Unlike large meatpacking plants that operate with separate distribution centers, our industrial units also handle distribution, serving a high volume of less-than-truckload shipments destined primarily for small and medium-sized retailers.

Following the adjustments made, the system now offers greater accuracy and control over complex operations involving more than 240 SKUs and a high volume of logistics operations. Among key advances, we highlight:

- Greater control and traceability of inventory;
- Product traceability all the way to the end customer;
- Improvements in returns management;
- More precise control over the shipment of less-than-truckload cargo;
- Greater efficiency in the handling and storage of goods.

The solutions developed to customize the system were recognized as a best-practice case by SAP itself, due to the performance achieved and their alignment with our operational reality.





DOING IT TOGETHER

Doing it together means valuing people.
We care for and trust one another.
We persevere through challenges
and celebrate our achievements

Corporate governance

Our governance 75
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Our governance

GRI 2-12, 3-3 Corporate governance; GRI 3-3 Efficient capital allocation

Corporate governance is an ongoing process of institutional development, guided by the enhancement of control mechanisms, transparency in business conduct, and discipline in decision-making.

In 2025, we took another significant step in this direction by setting up and consolidating the Internal Controls department and enhancing our integration with the Compliance team.

The initiative proved instrumental in bolstering corporate processes with a focus on mitigating operational and transactional risks. Notable achievements during this period include the refinement of corporate policies, the publication of the Authority and Responsibility Matrix—which sets out clear limits on authority and duties throughout our Company, thereby enhancing the integrity and traceability of decisions—and a comprehensive process mapping initiative.

The consolidation of the SAP system also helped reinforce this control model by establishing integrated workflows across procurement, financial, and operational processes, requiring formal records and approvals in line with predefined approval levels.

In addition, we hold regular meetings at various levels to monitor results, identify any gaps, and have the relevant departments develop action plans.

Ongoing communication between Management and the Board helps improve governance practices. Throughout the year, eight Board meetings were held, in addition to five meetings of the advisory committees, with particular emphasis on the advisory role of the Statutory Audit Committee.

The suggestions made in these forums are incorporated into management procedures and reporting processes, enhancing the monitoring of indicators and the quality of the analyses used in decision-making. These mechanisms also reinforce the implementation of corporate policies and procedures and the quality of the information presented to senior management.

Among the results of this management model, the maintenance of the AA+ rating stands out, reflecting the consistency of financial management, the rigor of internal controls, and the market's confidence in the Company's institutional strength.

Although the initial public offering (IPO) is still awaiting a more favorable market window, given the current macroeconomic scenario of high interest rates, the structural advances in governance and risk management represent a relevant legacy. With a more solid and integrated management structure, underpinned by robust processes and greater discipline in decision-making, we remain prepared to assess potential strategic moves to access the capital markets in the future. In this context, our corporate governance is structured in accordance with the requirements of the Novo Mercado and the best practices recommended by the Brazilian Securities and Exchange Commission (CVM), ensuring that we are institutionally prepared to capitalize on any strategic opportunities that may arise.

Governance structure

GRI 2–9, 2–11, 2-12, 2–13

Our corporate governance structure was designed to ensure clarity in the distribution of responsibilities, adequate strategic oversight and effectiveness in conducting business.

It consists of the Board of Directors, the Board of Executive Officers, and advisory committees to the Board, which provide technical support for the decision-making process. In addition, we rely on an Ethics and Compliance Committee, which operates independently in an advisory capacity, helping to reinforce our culture of integrity.

These bodies assist the Board in the technical analysis of strategic issues and in overseeing the management of our impacts on the economy, the environment, and people. The guidelines related to these topics are outlined in our Strategic Roadmap.

The design of our governance structure ensures clarity in the allocation of responsibilities, strategic oversight, and effective business management.

The implementation of the strategic guidelines established by the Board is overseen by the Board of Executive Officers, led by the chief executive officer (CEO). The Executive Board is responsible for implementing corporate strategies and managing operations, while maintaining ongoing communication with stakeholders such as employees, customers, partners, suppliers, communities, and regulatory agencies.

The Board also approves and monitors the implementation of the ESG Policy, which guides us in adopting best practices in governance and sustainability.

To ensure the strategic execution monitoring, the Executive Board semiannualy reports to the Board of Directors the results of the initiatives and the progress of the measures outlined in the Strategic Roadmap. This enables ongoing oversight of our impact and ensures alignment between executive management and strategic governance.

Board of Directors

GRI 2–9, 2-10, 2–11, 2–12

The Board of Directors represents the highest level of our corporate governance and is responsible for defining strategic guidelines and overseeing the conduct of business. In addition, it plays a central role in monitoring due diligence and other processes related to identifying and managing the economic, environmental, and social impacts generated by our activities and arising from our relationships.

It currently consists of five members, all of whom are individuals, elected by and subject to removal by the Shareholders' Meeting, three of whom are

independent. All board members serve two-year terms and are our shareholders.

Pursuant to our Bylaws and the Novo Mercado Regulations, we ensure that at least 20% of the Board members are independent, a requirement resolved at the Shareholders' Meeting electing them.

To reinforce the independence between governance and executive management, the Chairman of the Board of Directors does not hold an executive position at the Company.

Composition of the Board of Directors | GRI 2-9

	% of members in executive positions	% of independent members	Term of office
José Carlos Garrote de Souza			
Carlos Watanabe			
Alexandre Goiaz Pinto	20.0%	60.0%	2 years
José Antônio do Prado Fay			
Francisco Sergio Turra			

Note: 100% male.

Selection, appointment, and development of the Board

GRI 2-9, 2-10, 2-17

The process of nominating and electing the members of the Board of Directors is conducted by the shareholders, with technical support from the Executive Board.

The criteria taken into account include knowledge of the Company and its business operations, an educational background compatible with position's responsibilities, professional experience in various fields, and flawless reputation.

Requirements related to integrity and governance are also observed, including the absence of conflicts of interest and legal impediments to holding management positions in publicly-held corporations.

Furthermore, we promote the ongoing development of the Board's collective knowledge, thus, we encourage board members to engage in courses, training sessions, and specialized events designed to elevate their expertise in strategic and sustainability issues. Therefore, the Board consists of people with knowledge of our Company, technical expertise, specialization in the area and levels of responsibility, commitment and reliability.

Board of Executive Officers

GRI 2–9, 2-12, 2–13

Led by the chief executive officer (CEO), the Board of Executive Officers consists of executives responsible for different areas of the business, who oversee the Company's operations and the implementation of corporate policies and strategies.

The Board of Executive Officers is also responsible for executing the initiatives outlined in the strategic roadmap, including the necessary institutional interactions with stakeholders, such as employees, customers, partners, suppliers, communities, and regulatory agencies. Responsibilities are delegated according to each department's area of activity.

The committees serve in an advisory capacity, making recommendations to the Board of Directors, which remains responsible for making the final decisions on strategic matters.

Advisory committees

GRI 2–9, 2–12

The advisory committees are responsible for conducting in-depth analyses of strategic issues and providing technical assessments to support the Board's decision-making process.

These joint committees are composed of professionals with relevant technical and business expertise, helping to enhance the quality of our analyses and ensuring that issues related to strategy, risk management, and our Company's impact on the economy, the environment, and people are thoroughly evaluated.

The committees serve in an advisory capacity, making recommendations to the Board of Directors, which remains responsible for making the final decisions on strategic matters. We currently have four advisory committees. Namely:

Statutory Audit Committee

It is responsible for overseeing issues related to financial statements, internal controls, risk management and internal and external audit activities. Their work helps ensure the integrity of financial information and compliance with regulatory standards and governance practices.

People Committee

It oversees matters related to people management, including human resources policies, executive succession, leadership development, and organizational climate, ensuring alignment between people management and our strategic guidelines.

Finance and Risk Management Committee

It supports the Board in analyzing strategic financial issues, including financial planning, capital structure, debt, and corporate risk management, thereby contributing to the financial strength and business economic sustainability.

Strategy & New Businesses Committee

It assesses strategic opportunities for expansion, innovation, and new markets, supporting the Board in analyzing initiatives that can bolster the Company's competitive position and sustainable growth.

Ethics and Compliance Committee

It is composed of representatives from different areas. It serves in an advisory capacity and operates independently to promote a culture of integrity, analyze reports received through the Ethics Hotline, and monitor issues related to ethical conduct and compliance with in-house policies.

Thematic and operational committees

As part of our efforts to enhance governance and risk management, we also rely on thematic committees and working groups focused on managing specific issues, which support the Executive Board in monitoring operational impacts and implementing ongoing improvements. Among the main groups active in 2025, the following stand out:

Water Committee

Set up at the Itaberaí slaughterhouse, it focuses on monitoring water consumption, identifying opportunities for efficiency and assessing the effectiveness of engineering projects aimed at optimizing the use of water resources.

Privacy Committee

A working group focused on information security and personal data protection, responsible for conducting risk assessments, monitoring compliance with the General Data Protection Law (LGPD, in Portuguese), and analyzing security requirements for the adoption of new technologies and digital solutions.



Assessment and remuneration

Board of Directors' Assessment

GRI 2-18

To ensure the effectiveness of the Board of Directors and the proper fulfillment of its responsibilities in overseeing the management and strategic direction of our Company, we conduct regular assessments of its members.

These assessments are conducted at least once during the term of office of the board members, based on structured internal criteria. The process does not include an independent external assessment.

In the 2025 cycle, four members of the Board were evaluated; their performance was deemed satisfactory, and no need was identified to make changes to the Board's composition or its governance practices. The next assessment cycle is scheduled for 2027.

Remuneration policy

GRI 2-19, 2-20

To ensure market competitiveness, attract and retain talent, and align individual performance with corporate results and the sustainable value creation, we rely on a remuneration policy that is regularly adjusted based on surveys conducted by specialized, independent consulting firms.

The governance of the process involves technical analysis by the Remuneration and Benefits Department and the People and Legal Department, which are responsible for assessing financial impacts and compliance with market practices. The proposed adjustments are subsequently submitted to the Executive Board, with the participation of an independent member of the Board of Directors, who monitors the process and may make recommendations.

The process also takes into account input from various stakeholders, including information from specialized consulting firms, the results of the annual organizational climate survey, and discussions held in the Board of Directors' advisory committees. In 2025, stakeholders participated in the approval process for the Short-Term Incentive (ICP) during a meetings with the Board; stakeholder voting results; and the related follow-up actions are not publicly disclosed.

Board of Directors' remuneration

Component	Guideline applied
Fixed remuneration	Remuneration for serving as a board member.
Variable remuneration	Applied in accordance with current corporate policies.
Severance payments	Payments follow the rules of the applicable legislation.
Retirement benefits	There are no retirement benefits in addition to those provided for by law.

Executive leadership remuneration

Remuneration for executive leadership—including the president, vice president, directors, managers, and coordinatorsis structured to reinforce the alignment between individual performance, corporate results, and sustainable value creation.

Component	Guideline applied
Fixed remuneration	Monthly base salary plus attendance bonus.
Variable remuneration (ICP)	Short-Term Incentive with an annual calculation cycle. Achievement of at least 80% of corporate EBITDA and net income targets is required. If this indicator is met, the incentive amount will be based on individual performance, as assessed through financial, environmental, and social (ESG) targets specific to each department, as well as behavioral competencies.
Severance payments	The same deadlines and rules under the CLT (Brazilian Labor Laws) apply, with no special benefits for executive positions.
Retirement benefits	There are no retirement benefits in addition to those provided for by law.

Remuneration ratio

GRI 2–21

The highest remuneration is that of the chief executive officer (CEO), whose total annual amount is 3,501% higher than the average annual remuneration of other employees, excluding the person holding that position.

When analyzing remuneration trends in 2025, considering only the adjustments provided for in collective bargaining agreements, a 0.41% decrease was seen in the proportional gap between the highest-paid executive and other employees. This trend stems from the salary adjustments granted throughout the year and the expansion of incentive plans within the Company.

Year-to-date, the average gap between the remuneration for the highest-paid position and the average remuneration for all other employees was 2,879%. The observed discrepancy is primarily attributable to the structure of senior leadership remuneration, which encompasses not only a fixed salary but also variable components such as bonuses and performance-based incentives, which do not apply in the same manner to most employees.

Our remuneration policy is based on job descriptions and market research, ensuring an appropriate and competitive compensation package for each position.

Corporate policies

GRI 2–23, 2–24

Our corporate policies are the foundation for ensuring responsible business conduct. Based on current legislation and best practices in business management, these policies establish clear guidelines for conducting operations, engaging with various stakeholders, and responsibly managing the Company's economic, social, and environmental impacts.

To ensure ongoing compliance with legal requirements and organizational strategies, all policies are reviewed annually by the Legal Department. Approval is granted by the management of the relevant department and, where applicable, subject to the CEO's approval. Among the main documents we highlight:

- Code of Ethics and Conduct
- Integrity Policy
- Anti-Corruption Policy
- Conflict of Interests Policy
- Policy on Related Parties Transactions and Management of Conflicts of Interest
- Antitrust Policy
- Anti-Money Laundering and Terrorist Financing Policy
- Policy on Disclosure of Information and Securities Trading
- Policy on Consequences Management and Disciplinary Measures
- Whistleblowing Channel Policy
- Risk Management Policy
- Internal Controls Policy
- ESG Policy
- Corporate Social Responsibility Policy
- Environment Policy
- Occupational Health and Safety Policy
- Information Security Policy
- Privacy Policy
- Cookies Policy
- Information Technology Policy
- Procurement Policy
- Policy for Monitoring and Controlling Relevant Contractual Obligations
- Travel and Expense Reimbursement Policy
- Gift Policy
- Donations, Contributions and Sponsorship Policy
- Social Media Policy
- Policy on Relations and Communication with Public Officials
- Crisis Management Policy
- Officers Nomination Policy
- Management Remuneration Policy

Overall, we do not conduct formal institutional due diligence processes to assess risks in advance for all transactions. Compliance practices are primarily based on structured approval processes carried out by the relevant management teams and may involve specific assessments when necessary.

On the environmental front, our Environmental Policy incorporates the principles of precaution and prevention, which we apply through ongoing monitoring, environmental management tools, and the implementation of measures aimed at reducing and mitigating impacts.

KNOW MORE
CODE OF ETHICS AND CONDUCT

KNOW MORE
PRIVACY POLICY

KNOW MORE
COOKIES POLICY

Commitments to external initiatives and agreements

GRI 2-23

In addition to in-house policies, we reinforce our commitment to integrity and responsible business conduct by adhering to collective initiatives and institutional pacts aimed at promoting good governance practices. Among these initiatives, we underscore:

- Global Compact Anti-Corruption Collective Action in Agribusiness.
- Brazil Integrity Pact, from the Office of the Comptroller General (CGU).
- Agro *Mais Integridade* Seal, awarded by the Ministry of Agriculture and Livestock (Mapa).

The Code of Ethics and Conduct sets out an explicit commitment to respecting internationally recognized human rights, in line with principles advocated by organizations such as the United Nations (UN) and the International Labor Organization (ILO). Among the rights addressed are:

- Equal opportunity and non-discrimination.
- Respect for dignity and physical and psychological integrity.
- Prohibition of moral and sexual harassment.
- Eradication of child labor.
- Prohibition of forced or compulsory labor.
- Respect for freedom of association and unionization.
- Promotion of safe and healthy working conditions.
- Protection of privacy and personal data.

These commitments apply fully to our in-house operations and extend to employees, interns, and young apprentices. They also apply to business relationships with contractors, and compliance with the Code of Ethics and Conduct is required in contracts entered into with suppliers, partners, and service providers.

Conflicts of interest

GRI 2-15

To prevent, identify, and mitigate potential conflicts of interest in corporate decisions, we have adopted formal and transparent mechanisms set forth in the Policy on Related-Party Transactions and Management of Conflicts of Interest.

The policy establishes rules that must be followed in all transactions involving related parties and defines the procedures and those responsible for identifying such parties, as well as the criteria adopted to classify certain transactions as related-party transactions.

The document also outlines the review processes and the departments responsible for approving these transactions, taking into account factors such as the amount involved and the nature of the business, whether they occur in the normal course of our activities or in exceptional circumstances.

Pursuant to Article 156 of the Brazilian Corporation Law, officers who find themselves in a situation of potential conflict of interest must formally notify their impediment to other members of the Board of Directors or the Executive Board. In these situations, the nature and extent of the conflict must be recorded in the meeting minutes.

Failure to provide this disclosure constitutes an infringement of our internal policy and is referred to the Compliance and Risk Management department and the Statutory Audit Committee for review, which may result in a recommendation for corrective measures to the Board of Directors.

In addition, we are committed to high standards of transparency and regulatory compliance. Pursuant to Article 247 of the Brazilian Corporation Law and CVM Resolution No. 642/10, all related-party transactions are disclosed in the audited financial statements, accompanied by explanatory notes.

Currently, our Company has no cross-shareholdings with suppliers or other stakeholders, nor does it have a shareholding structure that could give rise to conflicts of this nature.

Ethics, integrity and compliance

GRI 2–27, 3–3 Ethics, integrity and compliance

Our commitment to responsible business conduct guides how we make decisions, conduct our institutional relations and structure our internal processes. These principles are embodied in a regulatory framework that sets out clear guidelines for conduct and sets forth the expected behavior of everyone who interacts with the Company.

Since 2019, we have relied on a Compliance Program in place to reinforce the culture of integrity within the Company and consolidate compliance practices.

The primary component of these guidelines is the Code of Ethics and Conduct, a document that guides the actions of our employees and defines the standards of behavior expected in all our activities. These guidelines also apply to relationships with suppliers, service providers, and customers.

To prevent and mitigate potential negative impacts, we have adopted ongoing measures that include:

- Regular training sessions on ethics and integrity;
- The role of the departments in charge of compliance and internal controls;
- Inclusion of specific contractual provisions related to integrity;
- Provisions of the Ethics Committee and Whistleblowing Channel.

In 2025, there were no reported cases of fines or non-monetary sanctions due to non-compliance with laws and regulations. We assess the relevance of potential fines by considering criteria such as the impact on business continuity, reputational risks, financial materiality, and the probability of loss. Only cases classified as probable or possible and of material relevance to our Company are considered significant.

On the other hand, we had a confirmed case of corruption, which led to the dismissal of the employee involved.

Confirmed cases of corruption | GRI 205-3

Total number	2023	2024	2025
Confirmed cases of corruption	0	0	1
Confirmed cases in which employees were dismissed or disciplined for corruption	0	0	1
Confirmed cases in which contracts with business partners were terminated or not renewed due to corruption-related violations[1]	0	0	1
Nature of confirmed cases of corruption	-	-	Bribery and kickbacks

[1] We have not faced any lawsuit against us related to corruption. The corruption case mentioned above involves Company employees receiving bribes from service providers in exchange for favorable treatment.

Operations assessed for corruption-related risks | GRI 205-1

Number:	2023	2024	2025
Total operations	30	30	30
Total operations assessed for corruption-related risks	4	4	4
Percentage	13.3%	13.3%	13.3%

Training and a culture of integrity

GRI 2-24, 205-2

To ensure that our ethical guidelines are integrated into our daily routine, we provide training on the Code of Ethics upon hiring through the Basic Onboarding Training (TBI), with mandatory refresher training every two years and supplementary online training.

These indicators, along with the whistleblowing channel service level agreement (SLA) and compliance with the LGPD, are used to assess progress in the management of ethics, integrity, and compliance—one of our material topics.

Managers are responsible for implementing corporate policies and must ensure that guidelines are followed in their respective areas. The responsibilities related to the implementation of each policy are outlined in the policy documents and reinforced during integrity training sessions.

Corporate guidelines are communicated on an ongoing basis through various channels, such as emails, Teams, corporate TVs, and in-house digital platforms. As part of our commitment to transparency, we have made documents such as the Code of Ethics and Conduct, the Privacy Policy, and the Cookies Policy available on our institutional website.

We also maintain ongoing communication on integrity issues, including the prevention of conflicts of interest, the fight against corruption, and ethical conduct in our relations with customers, suppliers, and public officials. This commitment extends throughout the value chain: the Code of Ethics is made available to contractors upon contracting, and commercial contracts serve as the legal instruments that align expectations and require compliance with our conduct guidelines.

In addition, surveys with internal stakeholders, customers, and/or suppliers, as well as ESG materiality assessments, conventions, and meetings with suppliers and integrated producers, serve as channels for dialogue that have provided us with insights to prioritize issues relevant to the management of ethics, transparency, and compliance.

One of the most important opportunities for dialogue on this topic and one of the pillars of the compliance program is Integrity Week, held annually.

The topics for the week are defined based on trends observed on the Whistleblowing Channel. The focus of these efforts is on raising awareness about real-life situations and continuously bolstering the culture of integrity.

Whistleblowing Channel

GRI 2-16, 2-25, 2-26

To report concerns and situations related to violations of the Code of Ethics and Conduct, we rely on a Whistleblowing Channel referred to as the Ethics Hotline, which is available to employees and other stakeholders. The Ethics Hotline was designed to ensure security, reliability, and ease of access for users. Among its key features, the following stand out:

- Outsourced and independent management, which ensures impartiality in the handling of reports and guarantees high standards of confidentiality and security for those who file them.
- Anonymity and protection against retaliation, allowing employees to report concerns without fear of suffering any kind of retaliation, to the extent allowed by applicable laws.
- Wide accessibility, by telephone, app, or website, 24/7, with the option of assistance in English as well.

Continuous monitoring and evaluation of communication channels made available to stakeholders are carried out through the Ethics Committee, which meets monthly to analyze and address incoming reports, including complaints, suggestions, and inquiries. Comprising five representatives from various internal areas, the Committee ensures a multidisciplinary perspective when reviewing reports and determining appropriate actions.Its responsibilities also include guiding employees on the application of company standards and policies, fostering ethical, transparent, and responsible behavior.

As a result, reports received through communication channels represent a key source of consultation and stakeholder engagement, helping identify improvement opportunities and refine ethics and compliance channels and processes.

When a report is substantiated, the Ethics Committee conducts the investigation and monitors the necessary measures through completion, ensuring that the situation is properly addressed and resolved. The responsible departments conduct the required analyses and investigations, with support from Compliance, ensuring that corrective or preventive measures are adopted when applicable.

In the case of reports related to human resources or operational leadership conduct, the Ethics Committee reviews the content of the report and forwards it to the appropriate department, ensuring that the matter is properly addressed and does not go unanswered.

The reported incidents are overseen through a dedicated whistleblowing reporting system, which allows for the recording, monitoring, and tracking of investigations, as well as the analysis of indicators such as the volume of reports, the nature of the incidents, and the time taken to resolve cases.

When investigations identify significant issues or potential risks to the Company, the information is reported to the appropriate governance bodies, as provided for in the Risk Management Policy, ensuring that critical issues are communicated to and monitored by the highest governance body. Issues deemed critical, for instance, are presented and reported to the highest governance body during its meetings.

Critical concerns communicated to the highest governance body | GRI 2-16

	2024	2025
Total number	3	2
Nature of these concerns	SAP update, the Company's growth scenario and the sector's economic results.	Avian influenza, tax reform.

Risk management

Our risk management is guided by a Risk Management Policy and supported by a dedicated Internal Controls department, responsible for mapping processes, identifying vulnerabilities and mitigating operational and transactional risks. This structure integrates governance processes and underpins decision-making at various levels, contributing to greater traceability of operations and enhancement of internal control mechanisms. This model allows risks to be continuously monitored and addressed proactively, aligning our operations with corporate governance best practices.

We have adopted a structured approach aimed at identifying, assessing, and mitigating risks associated with our activities. This process involves the regular monitoring of indicators, the review of processes, and coordinated efforts by the departments responsible for internal controls, compliance, and risk management. The main types managed include:

Operational risks

These relate to failures in processes, systems, or personnel, or to external events that may impact production, logistics, or product quality. To mitigate these risks, we have adopted internal controls and procedures that enhance the reliability of our operations, including management systems, standardized processes, and regular audits aimed at ongoing improvement. Developments in the sector throughout 2025 underscored the importance of operational adaptability and the ongoing monitoring of production and sanitary conditions across the poultry supply chain.



Regulatory and legal risks

They are associated with potential noncompliance with laws, regulations, and requirements set by regulatory agencies. To mitigate these risks, we maintain a set of corporate policies and control mechanisms that ensure compliance with applicable laws and regulations in the industry in which we operate. Monitoring changes in the regulatory and tax environment is also part of this process, taking into account eventual impacts on the business environment and the sector's competitiveness.

Financial risks

These cover factors such as exchange rate variations, interest rates, credit and liquidity. In our financial management, we adopt a conservative approach to decision-making and seek to diversify our sources of funding. The management of these risks also involves the systematic monitoring of macroeconomic and market scenarios, supported by internal governance bodies responsible for assessing financial strategies and exposure to risks.

Environmental risks

These relate to the direct or indirect environmental impacts stemming from our activities. We act through environmental policies and sustainability practices in line with national regulations and the best global benchmarks, seeking to minimize impacts and ensure compliance with environmental obligations. These risks are monitored along with the operational and environmental areas, considering regulatory compliance and the preservation of natural resources in the regions where we operate.

Reputational risks

These are connected with the perception of our Company by customers, partners, investors and society. These risks are managed based on principles of ethics, integrity and transparency, backed by mechanisms such as the Code of Ethics and Conduct, active listening channels and clear communication with our stakeholders.

Supply chain risks

These result from failures or non-conformities in the supply chain. To mitigate these risks, we have adopted a structured process for assessing and monitoring suppliers, taking into account criteria related to quality, legal compliance and operational performance. Monitoring strategic partners and diversifying suppliers helps to reduce vulnerabilities and bolster the operation's resilience to any instability in the production chain.

Data privacy and cybersecurity

GRI 3–3 Innovation and technology

As we intensify the use of data, automation, and digital technologies in our operations, it becomes increasingly relevant to reinforce mechanisms for protecting the digital environment and ensuring information governance. In this context, we treat information security and data privacy as managed risks.

Guided by the LGPD and a long-term technology strategy, we have established our defenses to mitigate cyber risks and protect our IT environment against potential threats. We view this commitment not only as a legal obligation, but as a fundamental ethical principle, as reflected in our Code of Ethics and Conduct and in specific corporate policies, such as our Privacy, Cookies, and Information Security Policies.

To enhance the management of these issues and ensure the involvement of the relevant departments, we rely on a multidisciplinary working group composed of representatives from Information Technology, Compliance, Legal, and Internal Controls. This group manages issues related to privacy, information security, and business-critical processes, ensuring alignment among relevant departments and adherence to established guidelines by executive leadership, as well as their dissemination to teams in a structured manner.



DOING IT TOGETHER

Working together means valuing people.
We care for and trust one another.
We persevere through challenges
and celebrate our achievements

People

Our people 93
Health and safety 104
Customer and consumer relationship 109
Local communities and society 116

Our people

GRI 2-7, 2-8, 3-3 Employee attraction and retention

Our growth and sustainability strategy is centered on people. In sectors with high labor intensity and turnover rates, such as the animal protein industry, effective people management is crucial for ensuring operational continuity and mitigating business risks.

In this context, we aim to establish a workplace that values our employees, broadens opportunities, and reinforces our ability to attract, develop, and retain professionals in the regions where we operate. In this regard, our institutional commitment includes fostering a safe, welcoming, and respectful workplace; enhancing the employee experience from onboarding; encouraging education, training, and ongoing development; ensuring fairness and transparency in internal processes; and implementing structured initiatives focused on well-being and physical and emotional health.

This management is underpinned by listening mechanisms and organizational climate monitoring, which help us understand employees' experiences, identify opportunities for improvement, and guide action plans in each department. These tools also help strengthen the bond between employees and the Company and support a more proactive approach to factors that may affect engagement and turnover.

Among the main mechanisms used to monitor the employee experience, the following stand out:

- **Great Place to Work Survey (GPTW)**
  Annual assessment of the organizational climate that measures the level of confidence, satisfaction and perception of employees about the workplace.

- **Pulse Surveys ("PulSSAção")**
  Quick surveys applied with high frequency on an AI platform to monitor the perception of teams and track the progress of initiatives implemented throughout the year.

- **Interviews in operational areas**
  Structured interviews with employees to understand aspects of daily work, such as reception, structure, training, collaboration between teams and the role of leadership.

- **Human Resources business partners**
  Professionals who work closely with business areas, supporting leaders and teams in identifying challenges and building solutions related to people management.

- **Virtual assistant Ana**
  Created to help and answer questions, especially those related to People issues.

- ***Fale Fácil* (Easy Talk) Channel**
  A tool that allows employees to register doubts, suggestions and complaints related to the workplace, building up dialogue with the People department.

Employee information, by type of employment agreement and gender[1] [2] | GRI 2-7

Type of employment agreement	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent employees	3,719	2,535	6,254	3,858	2,638	6,496	4,028	2,848	6,876

[1] The data was extracted in.txt format from the FPW payroll system, referring to the payroll for December 2025. The extraction included all employees who were registered on the Company's payroll during that period. There are no temporary employees.
[2] All active employees in December 2025 of companies 001 - São Salvador Alimentos and 047 - São Salvador Alimentos Participações were considered in the database.

Employee information, by type of employment and gender | GRI 2-7

Type of employment	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees without guaranteed hours	390	63	453	418	77	495	459	85	544
Full-time employees	3,324	2,472	5,796	3,437	2,561	5,998	3,569	2,763	6,332
Part-time employees	5	0	5	3	0	3	0	0	0
Total	**3,719**	**2,535**	**6,254**	**3,858**	**2,638**	**6,479**	**4,028**	**2,848**	**6,876**

Employee information by type of employment and region | GRI 2-7

Type of employment	Region	2023	2024	2025
Employees without guaranteed hours	North	9	16	15
	Mid-West	437	458	524
	South	2	-	-
	Southeast	5	4	5
	Total	**453**	**478**	**544**
Full-time employees	North	11	14	14
	Mid-West	5,775	5,975	6,304
	South	1	-	-
	Southeast	9	9	14
	Total	**5,796**	**5,998**	**6,332**
Part-time employees	Northeast	5	-	-
	Mid-West	-	3	-
	Total	**5**	**3**	**-**
Total	**North**	**20**	**30**	**29**
	Northeast	**5**	**-**	**-**
	Mid-West	**6,212**	**6,436**	**6,828**
	South	**3**	**-**	**-**
	Southeast	**14**	**13**	**19**
		6,254	**6,479**	**6,876**

Employee information, by type of employment agreement and region | GRI 2-7

Type of employment agreement	Region	2023	2024	2025
Permanent employees	North	20	30	29
	Northeast	5	-	-
	Mid-West	6,212	6,436	6,828
	South	3	-	-
	Southeast	14	13	19
	Total	**6,254**	**6,479**	**6,876**

Attract, develop, and retain

GRI 3-3 Employee attraction and retention

Attracting talent

Given the labor shortage currently affecting the animal protein sector, enhancing our ability to attract professionals is one of the measures we are taking to ensure the continuity of operations in the regions where we operate.

To this end, we are expanding our recruitment channels and job postings, including targeted efforts in municipalities nearby our operating units, and we are reinforcing our employee referral program ("Refer and Earn"), which encourages employees to participate in the process of attracting new talent.

The structured onboarding of new employees also plays a key role in this process. The Acolhimento e Integração (Welcome and Onboarding) Program (PAI), which supports professionals from hiring, with a focus on their first few months on the job, is one example. The program is supported by Operational Training Instructors (ITO), who are responsible for guiding and training new employees in production areas, particularly in internal production, shipping, and manufactured goods.

Even in a challenging year for the industry, we ended 2025 with a net increase in hiring, with 380 more hires than dismissals over the period. In total, we recorded 4,595 new hires. As a result, we ended 2025 with 6,876 permanent employees, 5.8% higher than that recorded in 2024, reflecting our efforts to bolster our workforce and sustain the growth of our operations.

These professionals work in industrial, agro-industrial, and administrative operations, ensuring the seamless operation of the entire production chain and enhancing the impact of our activities on job and income creation in the regions where we operate. In Itaberaí and Nova Veneza, for instance, approximately 90% of employees live in these regions, underscoring the Company's relevance to local socioeconomic development.

New hires, by age group | GRI 401-1

Age group	2023		2024		2025	
	No.	%	No.	%	No.	%
Under 30 years old	2,060	59.6%	2,486	57.8%	5,235	58.9%
30-50 years old	1,307	37.8%	1,665	38.7%	3,303	37.2%
Over 50 years old	88	2.5%	152	3.5%	351	3.9%
Total	**3,455**	**100%**	**4,303**	**100%**	**8,889**	**100%**

New hires, by gender | GRI 401-1

Gender	2023		2024		2025	
	No.	%	No.	%	No.	%
Female	1,593	46.1%	2,093	48.6%	2,214	48.2%
Male	1,862	53.9%	2,210	51.4%	2,381	51.8%
Total	**3,455**	**100%**	**4,303**	**100%**	**4,595**	**100%**

New hires, by region | GRI 401-1

Region	2023		2024		2025	
	No.	%	No.	%	No.	%
Mid-West	1,420	41.1%	1,907	41.1%	1,936	42.1%
Northeast	1,016	29.4%	1,239	29.4%	1,324	28.8%
North	909	26.3%	1,021	26.3%	1,144	24.9%
Southeast	96	2.8%	122	2.8%	164	3.6%
South	14	0.4%	14	0.4%	15	0.3%
Foreign	-	-	-	-	12	0.3%
Total	**3,455**	**100%**	**4,303**	**100%**	**4,595**	**100%**

Turnover, by age group | GRI 401-1

Age group	2023		2024		2025	
	No.	%	No.	%	No.	%
Under 30 years old	1,968	63.2%	2,348	57.9%	2,446	57.7%
30-50 years old	1,106	35.5%	1,602	39.5%	1,626	38.4%
Over 50 years old	42	1.3%	103	2.5%	166	3.9%
Total	**3,116**	**100%**	**4,053**	**100%**	**4,238**	**100%**

Turnover, by gender | GRI 401-1

Gender	2023		2024		2025	
	No.	%	No.	%	No.	%
Female	1,389	44.6%	1,980	48.9%	2,025	47.8%
Male	1,727	55.4%	2,073	51.1%	2,213	52.2%
Total	**3,116**	**100%**	**4,053**	**100%**	**4,238**	**100%**

Turnover, by region | GRI 401-1

Region	2023		2024		2025	
	No.	%	No.	%	No.	%
Mid-West	1,328	42.6%	1,787	42.6%	1,880	44.4%
Northeast	883	28.3%	1,154	28.3%	1,209	28.5%
North	798	25.6%	990	25.6%	990	23.4%
Southeast	89	2.9%	110	2.9%	135	3.2%
South	18	0.6%	12	0.6%	15	0.4%
Foreigner	-	-	-	-	9	0.2%
Total	**3,116**	**100%**	**4,053**	**100%**	**4,238**	**100%**

In addition to direct employees, we rely on the support of workers who are not employees but who contribute to carrying out activities that complement our operation. In 2025, this workforce totaled 1,436 workers who are not employees, including drivers, sales representatives, and young apprentices, who work across various fronts of the production and business support chain.

In 2025, the Young Apprentice Program recorded 326 participants, who worked in areas such as administrative services, electromechanics, poultry farming and industrial operations. This initiative broadens young people's access to the job market in the regions where we operate, promotes technical training tailored to industry needs, and helps develop new talent for the sector, thus, bolstering local socioeconomic development and ensuring a long-term supply of skilled labor.

Workers who are not employees[1] | GRI 2-8

Type of workers	Type of work performed	2023	2024	2025
Drivers	-	-	447	812
Sales representatives	-	-	293	298
Young apprentice	Administrative services; meat cutter: Work as a production line assistant in meatpacking; electromechanics.	295	320	326
Total		**295**	**1,060**	**1,436**

[1] Young apprentices: FPW system data extraction, data linked to an Excel spreadsheet. Sales representatives: SalesForce and SAP.
Other contractors: Rainbow platform, through QR Code access control for outsourced workers at the entrances and exits.

Developing people

GRI 404–1, 405-1

Employee development is guided by the Annual Development Plan proposed by the People department and the Training Needs Assessment (LNT) conducted in collaboration with the business units, aiming at achieving our strategic objectives.

This process allows us to systematically identify the competencies that are most critical to the business and to direct training investments toward the areas and roles where team development can have the greatest impact on operations.

Based on this assessment, we have launched initiatives aimed at enhancing technical and behavioral skills and developing leadership, which we consider a key factor in team management and the evolution of organizational culture.

Among the key initiatives launched in 2025, we highlight:

- **Desenvolver Líderes (Developing Leaders) Program (PDL, in Portuguese),** an initiative aimed at building up managerial skills, with a focus on topics such as team leadership, communication, feedback, and people development. In 2025, the training paths were expanded to managerial level.

- **Leaders Convention** held for the first time in 2025, brought together managers in an agenda dedicated to discussing strategic business issues, the sector's scenario and management challenges, bolstering the alignment between leadership and organizational strategy.

- **Youth and Adult Education (EJA)** carried out in partnership with educational institutions, its purpose is to provide the basic training needed to develop employees' skills.

In 2025, the average training time per employee was 22.2 hours. Among technical staff, the average number of training hours rose from 36 hours in 2024 to 42.1 hours in 2025, an increase of approximately 16.8%, reflecting the expansion of specialized training required to support the evolution of production processes.

Among operational staff, who make up the majority of the workforce, the average was 20.54 hours, remaining close to the level recorded in the previous year (20.3 hours).

For supervisory and leadership roles, the average number of training hours recorded in 2025 was 35.5. Although lower than the 42.4 hours recorded in 2024, this figure remains significantly higher than our overall average, reflecting the priority placed on building up leadership skills.

This focus stems from the insights gained through organizational listening initiatives and internal climate monitoring, which highlighted the central role of leaders in the employee experience and in team management.

Performance review processes are part of this development cycle. In 2025, 82.7% of employees had been evaluated, enabling us to monitor team performance, guide Individual Development Plans (PDI), and direct training initiatives aligned with the needs of each department.

This process is also linked to the evolution of career management and succession planning practices. In 2025, SSA made progress in developing its career and succession policy and recorded the first succession process conducted under this model, marking an important milestone in the consolidation of formal mechanisms for the development and qualification of internal leaders.

By structuring these processes, we reinforce our ability to develop talent, prepare future leaders, and support long-term sustainability.

Average hours of employee training, by gender | 404-1

Gender	2023	2024	2025	Δ 2025/2024
Male	18.9	20.1	25.6	27.9%
Female	12.3	26.9	17.5	-34.9%

Average hours of employee training by employee category | 404-1

Employee category	2023	2024	2025	Δ 2025/2024
Administrative	29.4	36	19.1	-46.9%
Specialist	23.6	27	21.2	-21.5%
Operational	12	20.3	20.5	1.0%
Supervision/leadership	50.2	42.4	35.5	-16.3%
Technician	17.1	36	42.1	16.9%

Employee retention

GRI 2-30, 401-2

Employee retention is conducted from the ongoing analysis of team perceptions and needs, which are identified through the feedback mechanisms described above. Based on this information, we have developed initiatives aimed at improving the workplace, reinforcing team management, and enhancing practices that recognize and value employees.

Among the advances made in 2025 is the Retention Committee (see section Thematic and technical committees). The close collaboration with business units is further bolstered by Human Resources business partners, who support managers in analyzing team challenges, developing solutions, and monitoring the initiatives implemented.

At the same time, we have been refining our people management policies and practices. In 2025, we made headway in developing our career and succession planning policy, bolstering internal development mechanisms and boosting our capacity to prepare professionals to take on strategic roles.

Employee retention is also linked to strengthening our employer brand, which aims to deepen the connection between the Company, its employees, and the communities where we operate. In this context, we have developed communication, recognition, and appreciation initiatives that reinforce employees' sense of belonging and their identification with the organizational culture.

Among these initiatives, we have the Tempo de Casa (Length of Service) Program, which recognizes employees' careers and contributions throughout their time with the Company, valuing the experiences and stories they have built within our organization.

As part of our initiatives to enhance the employee experience, we have also made progress in improving support infrastructure at our operating units. In 2025, we introduced on-site restaurants, which are part of our benefits package, along with food/meal vouchers, life insurance, health and dental care plans, transportation vouchers, WellHub, and a mobility allowance. In addition, 100% of employees are covered by collective bargaining agreements.

This year, we began offering employees meal vouchers, grocery vouchers, life insurance, health and dental insurance, transportation vouchers, WellHub, and a mobility allowance.

Monitoring the effectiveness of initiatives

The effectiveness of employee retention initiatives is tracked using indicators of employee morale, engagement, and retention. These indicators are monitored by the People Department and leaders, and serve as the basis for defining and reviewing people management initiatives:



Indicator		Goal
Retention rate and headcount control	→	Monitor team stability.
Turnover ratios	→	Identify dismissal trends.
GPTW Survey	→	Assess the level of confidence in the workplace.
Pulse Surveys	→	Continuously monitor employee perceptions.
NPS of the Welcome and Onboarding Program (PAI)	→	Evaluate the experience of new employees.
Internal communication NPS	→	Assess the effectiveness of communication with the teams.

Diversity and inclusion

GRI 3-3 Ethics, integrity and compliance, 406-1

In 2025, 41.4% of our permanent staff consisted of women, higher than the 40.6% recorded in 2024. This participation helps to broaden the range of perspectives within the Company and to foster a more diverse workplace that better reflects the society in which we operate.

However, we recognize that this balance is not yet reflected with the same intensity at all organizational levels. In our governance bodies, 100% of the members are male. In other leadership positions, women account for 16% of the total. Overall, women account for 42%.

Equal pay between men and women is another relevant issue in this context. The issue has gained greater prominence in Brazil as legislation has evolved and transparency regarding pay equity has increased. We recognize that equal pay is an essential pillar for promoting diversity, valuing talent, and ensuring business sustainability. We reaffirm our commitment to equal pay by adopting structured job and salary management practices based on objective criteria such as role, level of responsibility, performance, and years of experience.

Diversity, however, goes beyond gender and also encompasses aspects such as race, ethnicity, age, disability, sexual orientation, religion, nationality, and other characteristics that make up the diversity of society. Promoting an inclusive environment means ensuring that everyone is treated with respect and has equal opportunities to reach their full potential.

41.4% of our permanent staff consists of women.

A PERCENTAGE HIGHER THAN THAT RECORDED IN 2024

This commitment is formalized in our Code of Ethics and Conduct, which sets out the right to equality and non-discrimination and expressly prohibits any form of discrimination. The Code also sets forth clear guidelines for maintaining a safe and respectful workplace, free from any form of harassment, intimidation, or violence, ensuring that all employees can perform their duties with dignity.

Through these practices, we strive to continuously foster a more inclusive workplace, where all employees have opportunities for growth and feel respected and valued.

In 2025, there were no confirmed or pending cases related to discrimination.

Health and safety

GRI 3-3 occupational health and safety, 403-1

Our Occupational Health and Safety (OHS) management system is geared towards preventing work-related injuries and ill-health, promoting health and continuously improving working conditions, in compliance with Brazilian labor laws and covering 100% of our employees.

This topic is technically managed by the Specialized Service for Safety Engineering and Occupational Medicine (SESMT), which consists of a multidisciplinary team comprising an occupational physician, an occupational nurse, a speech therapist, an ergonomics analyst, and a physical therapist. This group focuses on prevention and education, conducting technical assessments, monitoring workplace conditions, and supporting management in implementing measures that promote safe and healthy work environments.

As part of this system, we maintain a set of programs and technical tools developed and monitored by licensed professionals. These initiatives guide the identification of hazards, the assessment of occupational risks, and the establishment of control measures, thereby helping to strengthen a culture of prevention. Namely:

- Risk Management Program (PGR);
- Occupational Health Medical Control Program (PCMSO);
- Hearing Conservation Program (PCA);
- Ergonomic Work Analysis (AET);
- Technical Report on Workplace Environmental Conditions (LTCAT);
- Unhealthy Working Conditions Report.



Safety culture and a focus on prevention

GRI 3-3 Occupational health and safety, 403–2, 403–4, 403–5, 403–7

Prevention is the guiding principle of our occupational health and safety management. By identifying hazards and continuously monitoring workplace conditions, we aim to anticipate risks and adopt measures that reduce workers' exposure to potentially hazardous situations.

This process is primarily carried out through the Risk Management Program (PGR), which involves regular assessments of workplaces, analysis of the activities performed, and ongoing monitoring of operational conditions. As part of this approach, SESMT professionals and operational managers conduct daily inspections of workstations.

When situations involving potential exposure to hazards are identified, technical analyses are conducted and Accident Risk Notifications are issued to the responsible departments so they can adopt the necessary corrective measures. Whenever possible, measures prioritize eliminating the risk at source. In cases where this is not feasible, control measures are implemented based on the hierarchy of prevention, which includes engineering solutions, administrative controls, and the proper use of personal and collective protective equipment.

Creating a safe workplace also relies on employees' active participation. In this regard, we maintain channels for dialogue and engagement, notably through the work of the Internal Commission for Accident and Harassment Prevention (CIPA), which is composed of employer and employee representatives elected annually by secret ballot. The Commission holds monthly meetings, participates in the preparation and review of environmental risk maps, and supports the Internal Occupational Accident Prevention Week (Sipat), helping to disseminate safety practices throughout the Company.

In addition, employees are encouraged to report hazard situations or suggest improvements through in-house communication channels, such as Fale Fácil, which allows incidents to be reported anonymously. It also ensures that any employee may suspend their activities upon identifying a serious hazard, immediately notifying leadership, so that the necessary measures can be taken before resuming work.

This participatory approach is reinforced by ongoing health and safety training programs. From their first day of work, all employees participate in the Basic Introductory Safety Training, during which they are briefed on the main risks associated with our activities and our safety guidelines. Throughout their careers, employees receive job-specific training and periodic training sessions aimed at reinforcing a culture of prevention and developing increasingly safe work practices.

Health and safety standards also apply to activities carried out by contractors and partners working at our facilities. Before work begins, we require safety integration, a preliminary risk assessment, and compliance with internal safety regulations. These contractors' performance is monitored through regular inspections and checks on the proper use of protective equipment, ensuring that the same safety standards are followed in all activities carried out at our facilities.

Health promotion and prevention of occupational diseases

GRI 3-3 Occupational health and safety, 403-3, 403-6, 403-10

Complementing the initiatives aimed at preventing accidents, we promote measures that preserve the overall health of employees, broadening access to medical services and disease prevention programs.

Through our Occupational Health department, which is part of SESMT, we facilitate access to health services not directly related to work activities, helping to maintain our teams' quality of life. This access is facilitated through the provision of a healthcare plan, corporate benefits, and partnerships with medical institutions in the regions where we operate. These partnerships offer special conditions for medical appointments, tests, dental care, and the purchase of medications. We maintain partnerships with gyms and vaccination clinics, enhancing opportunities for health and wellness care.



In addition to providing access to healthcare services, we have developed programs focused on disease prevention and the promotion of healthy habits. Main initiatives include:

In the course of monitoring work-related health conditions, we identified that the primary occupational disease documented in the period was carpal tunnel syndrome. This condition was found to be associated with ergonomic factors and repetitive strain, although this is a disease also influenced by genetic and hormonal factors. After conducting analyses, we have put preventive measures in place, such as job rotation, scheduled breaks throughout working hours, ergonomic training, and ongoing monitoring of workstation conditions. The goal of these measures is to reduce exposure to risk factors and promote increasingly safe and healthy workplaces.

Preventive Health Program: it disseminates information and regular guidance on topics such as mental health, chronic diseases, quality of life, physical activity and hearing care.

Influenza Vaccination Campaign: held annually with free vaccination for employees, helping to increase collective protection and reduce the risk of illness.

***Papo de Mãe* (Mother's Talk):** an initiative aimed at accompanying pregnant employees, with guidance on healthy pregnancy and a space for exchanging information and experiences aimed at the well-being of mother and baby.

SSA Run: a street race held aiming at encouraging physical activity and reinforcing healthy habits among employees, their families and the community.

***Momento Saúde* (Health Moment):** an annual event that expands access to physical and emotional health promotion services, including nutritional guidance, psychological and psychiatric support, rapid tests for sexually transmitted infections (STIs), hearing care, integrative practices and stretching sessions.

Health Blitz: it promotes screening and monitoring of chronic non-communicable diseases, including blood pressure measurement, blood glucose measurement, body mass index calculation, heart rate check and individualized guidance.

Monitoring and ongoing improvement

GRI 3-3 Occupational health and safety, 403–7, 403–9, 403–10

We continuously monitor occupational health and safety (OHS) indicators to assess the effectiveness of preventive measures and guide efforts to improve working conditions. The key indicators tracked include accident frequency and severity rates, sick leave, reports of work-related ill-health, accident risk notifications, and workplace inspections.

In 2025, no fatalities resulting from work-related injuries were reported. We reported 22 accidents with serious consequences, with contusions being the most common type of injury. We reported 105 accidents of mandatory communication, a lower number than in 2024, although the relative rate changed unfavorably when adjusted for the number of hours worked.

The indicators are calculated monthly and reviewed during meetings with leadership and operational teams, enabling us to investigate root causes, define corrective measures, and monitor the implementation of action plans. This process is complemented by comparative analyses conducted by SESMT, which support the ongoing improvement of risk prevention and management practices in operations.

Work-related injuries[1] | GRI 403-9

	2023		2024		2025	
	No.	Ratio	No.	Ratio	No.	Ratio
Employees						
Fatalities resulting from work-related injuries	0		0	0	0	0
Work-related injuries with serious consequence (except for fatalities)	9		11	0.6	22	0.9
Work-related injuries of mandatory communication	190		153	1.2	105	1.3
Number of hours worked		-	12,709,354		12,934,559	

[1] SSA does not monitor data from workers who are not employees
Ratios are calculated in accordance with NBR 14.280, based on 1,000,000 hours worked.

Work-related ill-health[1] | GRI 403-10

	2023	2024	2025
No. of cases of work-related ill-health of mandatory communication	1	1	4

[1] No fatalities resulting from work-related ill-health were identified for direct employees and non-employed workers.

Customer and consumer relationship

GRI 2-25, 3-3 Customer and consumer relationship

Building solid relationships with the market is one of the pillars underpinning our commercial strategy and the consistent growth of our operations.

The relevance of this issue to our business is reflected in our materiality process, as "Customer and consumer relationship" and "Product quality and safety" are among our material topics. Together, they express our commitment to maintaining open lines of communication with the market, assuring transparency in product information, and guaranteeing that our food meets the highest standards of quality and safety. We implement rigorous processes and controls to ensure the quality, safety, authenticity, and legality of our products. To this end, we rely on our Quality Assurance Management System.

Concurrently, as part of our commitment to building and maintaining trusting relationships with customers and consumers, we repudiate any fraudulent practice, whether intentional or not, that could compromise food safety. To ensure that these standards are maintained, all employees are instructed to strictly comply with the procedures set out in the Food Safety and Quality Policy.

Presence and listening

Our relationship with the market involves two main groups: customers (retailers, distributors, and importers) and consumers, who purchase and consume our products. Each group is supported by specific mechanisms for interaction, listening, and follow-up.

In our customer relationship, we follow a business approach based on a direct market presence. Sales representatives make at least two visits to customers each week, while regional supervisors periodically visit sales regions and monitor the execution of sales routes.

Sales routes and regions are defined by the sales department and monitored by sales managers. Supervisors also verify that sales representatives adhere to the visit schedule and follow their assigned routes, ensuring consistent service and the expected level of performance in customer relationship.

As part of this strategy of engagement and transparency, we also invite key customers to visit our production units, providing them with a better understanding of our industrial processes and enhancing their confidence in our operations.



This relationship is also built through active participation in trade shows and industry events. In 2025, for instance, we participated in SuperAgos in Goiânia, where we presented supermarket owners with a 3D experience that allowed them to take a virtual tour of the Company's industrial facilities. This initiative gave customers a closer look at the production process and helped showcase the technological infrastructure and quality standards adopted in our operations.

On the international market, we participated in Anuga 2025, one of the leading global events in the food industry, held in Cologne, Germany. During the trade show, the Company provided assistance to more than 300 customers and potential buyers, helping to expand its distributor network and identify new market opportunities.

In addition to attending events, we maintain direct and frequent contact with importers, ensuring transparency and keeping abreast of market conditions. This relationship was particularly relevant in 2025 during the period of trade restrictions related to avian influenza in Brazil, when key markets remained temporarily closed.

Listening and interaction mechanisms complement this closeness. The information collected through these channels is analyzed by the sales, logistics, and quality departments and used to guide improvements in processes and market service, as well as to support the tracking of any delivery discrepancies, monitored by a dedicated logistics team, which serves as the point of contact with carriers and the sales department, with support from service standard oversight. This data also guides operational advancements, such as the updates made to the sales team's app, which now provides customers with more up-to-date information on accounts receivable and product availability.

Listening and communication channels

Audience	Channel	Goal
Customers	Sales team, on-site visits, trade fairs and industry events	Monitoring of business relationships and identification of market needs
Consumers	Customer Service (SAC), telephone, WhatsApp, and digital channels	Submission of questions, suggestions, and complaints about products
Customers and consumers	Satisfaction survey (NPS)	Monitoring of perceptions regarding products and services

The Net Promoter Score (NPS), in turn, is the primary indicator for tracking market satisfaction with our products and services. In 2025, the survey results showed positive performance, with the target set for the indicator being met.

Customer Service (SAC)

0800 648 9001

sac@ssa-br.com

Suggestions, compliments, or complaints regarding our products

Ethics Hotline

0800 713 0707

compliance@ssa-br.com

www.ssa-br.com/compliance/linha-etica.

Questions or comments regarding the content of the Code of Ethics and Conduct

Managing the impact on customer and consumer relationship

GRI 3-3 Customer and consumer relationship

To reduce potential failures in the service or delivery of products, we maintain mechanisms to monitor logistics and commercial operations. In the event of discrepancies identified at the time of delivery, a dedicated team within the logistics department oversees the situation and serves as a point of contact between carriers and the sales team. Additionally, an inspector is responsible for verifying the quality of service provided by the carriers.

The effectiveness of the measures adopted is monitored through satisfaction surveys and customer visits. During these interactions, in addition to assessing perceptions of the products and services, any incidents are discussed, along with the measures taken to resolve them.

The insights gained from these interactions are shared with the relevant departments and incorporated into operational routines, contributing to process improvement and the reinforcement of relationships with customers and consumers.

As part of risk mitigation measures, product or service labeling must include instructions for safe use, in accordance with the requirements of the national and international laws and regulations applicable to each type of product and service. To ensure traceability, we conduct a technical review of all products, substances, or services before they are purchased.



Product quality and food safety

GRI 3–3 Product quality and food safety, 416–1

Food quality and safety guide our operations and underpin the trust of our customers and consumers. To ensure that our products meet applicable sanitary and regulatory standards, we maintain a food safety management system that complies with Brazilian laws and the requirements of international markets, covering all of our products.

Our management is guided by policies and technical tools that establish strict criteria for food production, control, and monitoring, including:

- Food Safety Policy;
- Good Manufacturing Practices Manual (BPF);
- Contingency Plan;
- System based on Hazard Analysis and Critical Control Points (APPCC/HACCP)

These guidelines provide guidance on the implementation of self-monitoring programs and laboratory analyses, which are responsible for overseeing various stages of the production process, including the condition of facilities and equipment, the quality of the water supply, operational hygiene, pest control, and the temperature of facilities and products.

Compliance with these processes is verified through periodic audits and inspections conducted by regulatory agencies, including Mapa, the Official Veterinary Services (SVO), and the Brazilian Health Surveillance Agency (Anvisa).

At slaughterhouse units, sanitary control are reinforced by the permanent presence of the SIF, which is responsible for monitoring operations and ensuring compliance with sanitary regulations. Our plants also undergo audits by customers and international sanitary inspection missions, conducted in accordance with globally recognized standards such as the IFS.

In addition, we invest in the ongoing professional development of our teams, with training sessions led by quality supervisors on basic microbiology, HACCP principles, Good Manufacturing Practices, and sanitation standard operating procedures.

Safe use of products

GRI 3-3 Product quality and food safety, 417-1

We adopt strict controls to ensure that products do not have a negative impact on the health and safety of consumers and we assess 100% of significant categories of products and services for their impact on these issues. Among the main measures implemented, we highlight:

- **Physical contamination control**: after packaging, 100% of our products pass through metal detectors, capable of identifying ferrous, non-ferrous and stainless steel materials.
- **Control of chemical residues:** the use of antimicrobials in production takes place under the prescription of veterinarians and in strict compliance with the withdrawal periods before slaughter, avoiding the presence of drug residues in the final products.

We monitor every stage of the production chain through our vertically integrated production model, which gives us greater control over the origin of our raw materials.

Labeling and consumer information

GRI 417-3

The accuracy of the information provided to consumers is ensured through the technical data sheets for each product, which define the composition, characteristics, and quality standards. The packaging complies with regulatory requirements and can be customized to meet the specifications of customers and target markets. The packaging formats used include: trays, sealed and interleaved products.

In 2025, no instances of non-compliance with regulations or voluntary codes related to product information and labeling or to marketing communications were reported.

Origin of components and traceability

GRI 3-3 Product quality and food safety

Our vertically integrated production model allows us to monitor every stage of the production chain, from breeding farms and hatcheries to feed production and slaughter, thereby enhancing our control over the origin of inputs and production processes.

All products are fully traceable. The system uses barcode scanning during the weighing of micro-ingredients and in industrial processes, enabling the tracking of information such as batch identification, shift and production time, as well as the stages and locations the product has passed through throughout the process. This system enhances production reliability and enables a rapid response should it be necessary to investigate or correct any identified deviations.

Quality and safety in numbers – 2025

Certain indicators clearly reflect the effectiveness of our food safety control and management systems:

100%
of products
pass through metal detectors after the packaging process, preventing the risk of physical contamination.

100%
of the portfolio is assessed
for its impact on consumer health and safety, in accordance with internal procedures and regulatory requirements.

Periodic audits and inspections
conducted by regulatory agencies.

Ongoing sanitary control
at slaughterhouse units, assured by the SIF.

Exports to over

+190 countries,
meeting the sanitary and regulatory requirements of various international markets.

Local communities and society

GRI 2-25, 203-1, 203-2, 413-1

Our operations generate relevant indirect economic impacts for the regions where we operate. Among the key benefits associated with our activities are the economic development of local communities, the creation of jobs and income in the areas surrounding our facilities, and the reinforcement and development of regional suppliers, which also contributes to the creation of indirect jobs, as well as improvements in productivity through the adoption of new technologies in our production and administrative areas.

Economic development and the empowerment of local suppliers are key priorities for our main stakeholders, including employees, the community, integrated producers, and partners. For this reason, we seek to expand the social benefits generated by our operations through private social investment programs, volunteer activities, and initiatives focused on local development.

In our procurement processes, we prioritize local suppliers whenever possible, purchasing products and services available in the local market and contributing to job creation, income generation, and the circulation of economic resources in the municipalities where we operate. In this process, the Procurement department and the relevant technical departments also play a role in developing these partners, offering technical support and, in some cases, financial assistance so that they can meet our requirements and remain aligned with best economic and socio-environmental practices.

We are directly committed to the communities near our operating units. In Itaberaí and Nova Veneza, roughly 90% of employees live in these regions, including the city and surrounding municipalities.

Among our operations:

70%
implement local development programs
based on community needs.

20%
rely on committees
or consultation processes with local communities.

75%
have stakeholder engagement plans
based on stakeholder mapping.

No operations implemented broad local community consultation committees or processes; works councils, occupational health and safety committees or other worker representative bodies to discuss impacts; formal grievance mechanisms for local communities; public disclosure of environmental and social impact assessment results; or social impact assessments.

The potential impacts of our activities may extend to the areas surrounding our operations. Of particular note are issues related to construction work and the expansion of industrial units, such as the generation of construction waste and potential operational impacts on the local environment. These effects are monitored and mitigated through environmental and operational management practices.

Social investment and local development

GRI 203-1, 303-1

We maintain private social investment initiatives and partnerships focused mainly on health, education and the environment, seeking to bolster the development of the communities where we operate. Among the social investment initiatives carried out in the communities where we operate, we highlight:





Reviver Rio das Pedras (Revitalizing Pedras River) Project

an initiative conducted in partnership with the Itaberaí local government aimed at environmental recovery in the region, including measures to protect water sources and reduce silting of the riverbanks.

The first stage involved an investment of

R$ 250,000

by the Company, and a **further R$ 225,000** is estimated to continue the project in 2026

Reciclagem Amiga (Friendly Recycling) Project

Developed in partnership with Pestalozzi Association in Itaberaí, it promotes environmental education and fosters the expansion of selective collection in the region, generating social benefits through recycling.

SSA Run

The first street race promoted by SSA in Itaberaí, gathering more than 700 participants, including employees and local residents, aiming at encouraging healthy lifestyle habits and reinforcing integration with the community.

+ 700 participants

Volunteering campaigns and social activities

Initiatives that are already part of our work in Itaberaí and which have been extended to the community of Nova Veneza, enhancing the reach of social activities in the regions where we operate.

Youth and Adult Education Program (EJA)

Carried out in partnership with government agencies, it offers employees the opportunity to complete high school, broadening their educational and career prospects.

Young Apprentice Program

An initiative aimed at training young people from the community, with vocational courses aligned with the needs of the region, especially in maintenance and industrial operations.



DOING IT TOGETHER

Working together means valuing people.
We care for and trust one another.
We persevere through challenges
and celebrate our achievements

Environmental Management

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Environmental Management

GRI 3–3 Operational eco-efficiency

Environmental management is built into our operational strategy, serving as one of the guiding principles for our activities and decision-making across the production chain. To mitigate the externalities of our resource-intensive agro-industrial activities, we strive to balance production growth, operational efficiency, and environmental responsibility, taking into account the risks and opportunities associated with our operations.

The Environmental Policy is one of the key tools for achieving this. By setting out guidelines for decision-making at different levels, it serves as a reference for managing processes related to the use of inputs, waste generation, and effluent treatment. This is implemented through operational routines, monitoring processes, and regular assessments of the environmental performance of production units.

To support this structure, we maintain a multidisciplinary approach dedicated to monitoring the environmental performance of our operations, which allows us to analyze indicators, assess risks associated with production activities, and identify opportunities for improving operational efficiency. One example is the technical studies related to the water footprint of operations, which help support operational and investment decisions based on data on consumption and criticality of the use of natural resources, guiding projects that evidence results (see section Water resources management on page 124).

At the same time, we are committed to the ongoing improvement of our operational processes by adopting technologies and practices that reduce waste and promote the recovery of byproducts across the production chain, enhancing the eco-efficiency of our operations.

Compliance with legal and regulatory requirements is a fundamental principle of this governance framework, with the environmental management system serving as a supporting tool to compliance management. Systematic monitoring of applicable environmental laws and regulations, backed by specialized tools, for example, enables us to track regulatory changes and ensure that operations are continuously aligned with current requirements, including those demanded by international customers and markets.

Environmental objectives and targets are defined based on an analysis of operational records, performance by production unit, and local conditions regarding the availability of natural resources. As a result, the targets are set in close collaboration with the relevant business units and take into account both regulatory limits and the sustainability context in which the impacts occur. For water management, for instance, we have adopted intensity-based quantitative targets, such as water consumption expressed in liters per bird at slaughterhouses, liters per chick at hatcheries, liters per egg at breeder flocks, and liters per reared breeding hen at pullet-rearing farms These targets apply to industrial and agro-industrial units, with monthly monitoring and comparison against a baseline defined based on each operation's performance records.

Eco-efficiency in practice

GRI 3-3 Operational eco-efficiency

The thermal energy recovery project at the Itaberaí slaughterhouse is an example of how we integrate operational efficiency and sustainability into our operations. With an investment of over R$ 5 million, the initiative was designed as a permanent solution to address the root causes of deviations identified in operational indicators, particularly those related to resource consumption.

The system uses gases generated during the processing of poultry by-product meal (FFO) to heat the water used in the production process. This solution reduces the need for steam generation and, accordingly, the water and biomass consumption associated with this stage of the operation. At the same time, it improves the thermal performance of the industrial process by diminishing condensate buildup in the coils and contributing to greater cooking and rendering efficiency and improved operational stability.

The benefits of the project extend to other stages of the operation. By cutting down frequent discharges of hot water—which previously caused the effluent to emulsify—the initiative also reduces the need for chemicals in effluent treatment. Greater temperature control also helps lower waste associated with the improper use of hot water, allowing it to be reused in various internal processing areas.

In addition, the system now operates within the conditions for which it was originally designed, resulting in lower energy consumption in the FFO gas condensers and minimizing the need to activate this equipment.

This set of benefits evidences how well-structured technical solutions can generate simultaneous positive impacts across different aspects of the operation. Even in light of operational challenges, we continue to prioritize investments that enhance resource efficiency, improve production processes, and drive consistent advancements in environmental performance.

We developed a thermal recovery project at the Itaberaí slaughterhouse, demonstrating our ability to integrate sustainability with operational efficiency in our operations.

Environmental impacts management

GRI 2-25

Our environmental management includes structured measures to prevent, mitigate, and address impacts associated with our operations, combining preventive initiatives, corrective measures, and projects aimed at enhancing operational efficiency. Senior management is involved in decision-making regarding risks, investments, and environmental priorities. In-house, Environmental Performance Reports (RDAs) are shared with the environmental team and subsequently presented at Level 3 (L3) meetings. The resulting analyses and recommendations are compiled and presented at meetings of the Operations Department and, where appropriate, the General Management.

Preventive measures include initiatives aimed at reducing risks associated with resources considered critical to the continuity of production activities. At certain industrial units, for instance, we have broadened our groundwater withdrawal infrastructure within applicable regulatory limits and developed projects aimed at reducing our reliance on new withdrawals, thus contributing to operational safety and production expansion planning.

We have launched initiatives focused on environmental protection and recovery as a complementary strategy for mitigating risks associated with natural resources, such as vegetation restoration through programs to plant native seedlings, and the development of institutional partnerships aimed at preserving water sources and environmentally sensitive areas in the regions where we operate, in addition to waste management and environmental education initiatives.

In addition to preventive efforts, we have implemented measures designed to address impacts identified throughout the operation. The upgrade of industrial equipment and the expansion of production areas can alter operational patterns and require adjustments to production processes. In such cases, we conduct technical surveys and operational reviews to identify opportunities for efficiency and adjust operating parameters to the new production conditions.

In addition to managing negative impacts, we have adopted measures aimed at maximizing positive impacts related to operational efficiency and the supply chain resilience. Although the upgrade of industrial equipment initially led to an increase in water consumption, it contributed to higher productivity, standardized processes, and reduced losses throughout the operation.

The environmental performance of our operations is monitored through indicators and periodic analyses that enable us to assess trends and guide the implementation of corrective measures when necessary.

At certain industrial facilities, we have developed projects designed to reduce reliance on new water sources, thereby contributing to operational safety.

Water resources management

SASB FB-MP-140a.2, FB-PF-140a.3

Water is an essential resource for our agro-industrial activities, playing a role in various stages of the production chain, such as industrial processing, the sanitation of facilities and equipment, and the support for thermal and operational systems.

We therefore recognize that our operations rely directly on the availability of this resource. At the same time, we understand that our activities place pressure on local water systems, which requires careful, technically sound management to balance operational continuity, production efficiency, and environmental protection.

This connection is even more evident in Nova Veneza, where surface water withdrawal is not an option, as the unit is located in the Meia Ponte River basin, which supplies the Goiânia metropolitan region. As a result, water supply derives exclusively from groundwater sources, which limits the expansion of production capacity planned for the coming years.

At our other units, although the risk is lower, we maintain active and ongoing management of water consumption, not only during the water withdrawal, but also during use and discharge back into the environment or reuse in our operations. This monitoring enables us to understand water flow patterns across different units, assess variations linked to production cycles or operational changes, make adjustments as needed, and set targets, measured and evaluated monthly, based on intensity, considering water performance regardless of fluctuations in production volume. Management takes into account the characteristics of the basins in which we operate, as well as the regulatory requirements applicable to industrial and agro-industrial activities.

To guide this management process, we have adopted operational targets based on production intensity indicators, which correlate water consumption with the production volume of each activity. The indicators used include water consumption per bird slaughtered in slaughterhouses, per chick in hatcheries, per egg in breeder flocks, and per reared breeding hen at pullet-rearing farms These metrics are monitored monthly and compared to baselines defined based on each unit's performance records, enabling to assess consumption trends and guide operational improvements.

Water management governance is also reflected in specific monitoring bodies. At the Itaberaí slaughterhouse, we set up a Water Committee tasked with analyzing water consumption metrics, discussing operational challenges, and identifying opportunities to lower water use. As a result of this process, we have developed a thermal recovery project at the unit, with the potential to reduce water usage by nearly 500 m^3 per day, equivalent to roughly 1 hour and 20 minutes of the slaughterhouse's daily water consumption.

This model is complemented by environmental monitoring, regulatory compliance audits, and the work of focal points at the operating units, who track the facilities' water performance and support the implementation of improvements.

In the short and medium term, we have been focusing our efforts on enhancing water security through the acquisition of new areas,

aiming at enabling new water withdrawals for which permits are regularly granted, as well as securing water-use permits pursuant to current environmental legislation.

As a complementary long-term strategy, we have a water reuse project included in the budget plan for the 2027/2028 cycle, with an estimated capacity of two million liters of water per day. However, solutions aimed at improving water security—such as alternative water withdrawals, advanced effluent treatment, and water reuse projects—require energy consumption and additional infrastructure investments, which can lead to higher life-cycle commitments.

Our objective is to ensure that water management aligns with operational dynamics, contributes to the more efficient use of this resource over time, and mitigates key risks, such as variability in water availability, the impact of extreme weather events, and regulatory restrictions on obtaining and maintaining water permits. These restrictions can affect the security of supply and lead to operational constraints and increased costs.

With regard to effluent discharge, the risks include compliance with legal discharge standards, the maintenance of environmental licenses, and potential environmental and reputational impacts.

Water withdrawal: control and conservation of water sources

Our operations withdraw water from surface and underground sources, selected according to the hydrogeological characteristics and water availability of the regions where the units are located. All water withdrawals are carried out in accordance with permits issued by the relevant environmental agencies, outside water-stressed regions, and their management is integrated into our water management system, through which we monitor withdrawal volumes, local hydrological conditions, and the relationship between water availability and operational demand.

Water withdrawal[1] | GRI 303-3 | FB-MP-140a.1 | FB-PF-140a.1 (ML)

	2023 Freshwater (≤1,000 mg/L total dissolved solids)	2024 Freshwater (≤1,000 mg/L total dissolved solids)	2025 Freshwater (≤1,000 mg/L total dissolved solids)
Total water withdrawal from all areas	**4,097.8**	**4,832.5**	**4,968.2**
Surface water	3,304	3,436.5	3,723.2
Groundwater	793.7	1,396	1,244.9

[1] No water withdrawal in water-stressed areas.

In 2025, 4,968.2 megaliters (ML) were withdrawn, 2.8% higher than in 2024. Most of this volume stems from surface sources, which totaled 3,723.2 ML in 2025, or an 8.3% increase over the volume recorded in 2024. Groundwater withdrawal totaled 1,244.9 ML in 2025, 10.8% lower than in the previous year. All the water withdrawn falls under the category of freshwater.

The Itaberaí slaughterhouse withdraws surface water directly from the Rio das Pedras, without impoundment, using a system consisting of two storage tanks and four booster pumps. Operational studies indicate that the volume withdrawn accounts for less than 3% of the river's flow during dry seasons and less than 1% during normal hydrological periods, which reduces the potential impact on the basin's water availability.

The Nova Veneza slaughterhouse, on the other hand, uses groundwater, withdrawn from 44 licensed artesian wells, with a total capacity of approximately 6.6 ML/day. Between 2024 and 2025, the unit expanded its supply infrastructure by drilling 25 new wells, a measure taken to ensure operational continuity in light of growing industrial activity and the plant's production demands.

At other facilities (including hatcheries, feed mills, warehouses, and breeding farms), water is primarily sourced from licensed underground wells connected to local reservoirs. These systems serve smaller-scale production units, whose consumption volumes are significantly lower than those observed in slaughterhouses.

Our water withdrawal management also considers the protection of water resources in the areas where we operate. In the area designated for fertigation, we planted approximately 20,000 trees, an initiative that contributes to soil conservation, the protection of water sources, and the maintenance of water quality. In addition, we participate in collaborative initiatives concerned with environmental restoration of river basins, such as the *Reviver Rio das Pedras* Project, carried out in partnership with local government authorities.

Efficient use

GRI 303–1

Water is used in our operations primarily for activities related to industrial processing, the cleaning of facilities and equipment, and the support for thermal and production systems. Given these requirements, water consumption is monitored on an ongoing basis using meters installed at the units and data-logging systems that enable analysis of water usage patterns in relation to operational activity levels.

In 2025, 1,875.3 ML were consumed, representing a decrease of approximately 54.4% compared to the volume consumed in the previous year. This indicator is influenced by operational and economic factors, such as production volume and the slaughter rate at industrial units, and may vary depending on changes in the production chain's performance or in the configuration of operations.

Among the initiatives aimed at optimizing water use, the water management project implemented at the Nova Veneza unit stands out; it involved solutions for water reuse and the reorganization of internal water flows.

In addition, operational solutions were implemented to lower consumption in support activities, such as treating process water for use in outdoor areas and reusing water from cooling towers for activities such as washing yards and flushing toilets. These measures help reduce the demand for fresh water in processes and increase the use of existing internal water flows within operations.

Water consumption | GRI 303-5 | SASB FB-MP-140a.1 | FB-PF-140a.1

(ML)

	2023	2024	2025
Total water consumption	3,811.0	4,115.3	1,875.3

[1] No water consumption was identified in water-stressed areas.

Effluent treatment, reuse, and discharge

GRI 3-3 Operational eco-efficiency, 303-2

Effluent disposal is managed with a focus on preserving the quality of water resources and complying with applicable regulatory requirements. All water used in industrial processes undergoes treatment before being returned to the environment or reused in compatible activities, depending on the characteristics of each operating unit.

In slaughterhouses, treatment occurs in multiple stages, including screening and bar screening, physical-chemical treatment, and biological treatment, enabling the removal of solids, organic matter, and oils and fats present in the effluents generated during processing.

The Company's wastewater treatment system combines physicochemical and biological processes to ensure high efficiency in removing organic load prior to the discharge of treated effluent. In 2025, the physicochemical treatment stage achieved an average organic matter removal efficiency of over 80%, while the overall treatment systems reached biochemical oxygen demand (BOD) removal efficiencies of 93% at the Itaberaí facility and 87% at the Nova Veneza facility. These results remained well above the minimum 60% removal efficiency required under environmental regulations, demonstrating the operational effectiveness of the wastewater treatment plants and contributing to reduced impacts on receiving water bodies. Continuous monitoring of this indicator is integrated into the Company's eco-efficiency targets and supports the identification of opportunities to further improve the environmental performance of its processes.

At the Itaberaí slaughterhouse, the effluent is discharged into the Rio das Pedras at a point located approximately two kilometers upstream from the local water utility's intake.

At the Nova Veneza unit, the treated effluent is used for fertigation, serving as a biofertilizer in the cultivation of Tifton grass and in the irrigation of eucalyptus trees. This practice reduces the need to discharge effluent into water bodies and promotes the reuse of nutrients present in the effluent, contributing to a circular approach to resource use.

At other operating units, such as breeding farms, hatcheries, and support facilities, the effluents generated are primarily associated with the cleaning of warehouses and operational areas. In such cases, treatment is carried out using septic tanks and drain fields, with controlled infiltration into the ground.

The quality standards adopted for the discharge and reuse of effluents are defined based on applicable environmental legislation, particularly Conama Resolution No. 430/2011, which sets forth conditions and standards for effluent discharge, and Conama Resolution No. 503/2021, which addresses the agricultural reuse of effluents treated in fertigation systems. The priority substances that require monitoring are biochemical oxygen demand, oils and greases, ammonia nitrogen, dissolved oxygen, and iron and phosphorus levels.

Currently, we do not discharge effluent at sites that do not meet established legal requirements. When operations take place in areas without specific regulations, we adopt the most restrictive limits set forth in applicable national legislation as a reference, as well as technical best practices aimed at protecting water resources.

Through these treatment and control systems, we seek to ensure that the effluents generated by our operations are properly treated before being discharged, thereby helping to mitigate contamination risks and maintain the quality of water resources in the regions where we operate.

Water discharge[1] | GRI 303-4

	2023	2024	2025 [2]
Surface water	2,957.4	3,079.0	3,093.0
Groundwater	33.7	69.5	29.5
Water directed to third parties	564.4	881.0	1,082.0

[1] No water discharge was identified in water-stressed areas or into marine waters. We recorded no cases of non-compliance with the discharge limits.
[2] The volume increased primarily at the Itaberaí slaughterhouse due to the use of more areas in the industrialized sector, generating more effluents, mostly in cleaning; volume in soils through fertigation at the Nova Veneza unit surged by 50% due to higher water consumption. An increase was recorded in water consumption from tanker trucks and water discharge on soil.

Energy efficiency

Energy is an essential input for our agro-industrial operations and is directly linked to the continuity and efficiency of our production processes. We recognize that industrial activities such as ours are resource-intensive, which requires technical oversight and structured management to balance operational performance, cost control, and environmental responsibility. Among its main uses are industrial processing, cooling systems, steam generation, and the operation of automated equipment and production lines.

Our energy management is integrated into the units' operational routines through ongoing monitoring of consumption and analysis of indicators that allow us to track energy usage trends over time. This monitoring enables us to identify variations related to production dynamics, guide operational adjustments, and support decisions regarding investments and efficiency improvements.

This management approach is also reflected in how we plan and develop our industrial projects. In the expansion and modernization of our units, we incorporate criteria aimed at more efficient energy use, seeking to enhance production capacity without proportionally increasing the demand for energy resources.

In 2025, total energy consumption was 2,038,123 GJ, compared with 1,903,115 GJ in 2024. The indicator linking energy consumption to production volume declined by 1.6%, from 6.7 GJ per tonne produced in 2024 to 6.6 GJ per tonne produced in 2025.*

Energy intensity[2] | GRI 302-3

	2023	2024	2025	Δ 2025/2024
Total energy consumption within the Company (in GJ)	1,645,729.6	1,902,832.3	2,038,123.6	7.1%
Tonnes of meat produced[1]	270,091.9	283,405.0	308,862.9	9.0%
Energy intensity index	6.093	6.708	6.604	-1.6%

[1] This metric was chosen because it is the end result of all our activity.
[2] The following were included in the intensity rate: fuel and heating, in calculations of fossil fuels used for heating and electricity generation; biomass consumption for steam generation and grain drying; electricity from the National Interconnected System; and photovoltaic energy. The rate applied only to consumption within the Organization.

Energy consumption within the Organization[1] | GRI 302-1

(GJ)

Energy consumption from non-renewable sources	2022	2023	2024	2025	Δ2025/2024 [3]
Pure diesel (power generation - GJ)	9,590.9	9,564.9	19,934.0	30,234.5	51.7%
LPG	4,639.4	4,030.6	4,228.0	3,240.7	-23.6%
Total consumption of non-renewable energy	**14,230.3**	**13,595.5**	**24,162.0**	**33,475.2**	**38.5%**

Energy consumption from renewable sources	2022	2023	2024	2025	Δ2025/2024
Hydroelectric	410,501.5	463,183.4	490,498.1	531,417.9	8.3%
Photovoltaic	439.5	3,692.2	29,718.1	30,734.7	3.4%
Biodiesel (B100)	1,197.5	1,098	3,751.1	5,625	50%
Biomass (eucalyptus reforestation) [2]	1,130,846.7	1,164,159.9	1,354,986	1,436,870.7	6%
Total renewable energy consumption	**1,542,985.3**	**1,632,133.5**	**1,878,953.3**	**2,004,648.3**	**6.7%**
Total energy consumed	**1,557,215.6**	**1,645,728.9**	**1,903,115.3**	**2,039,624.5**	**7.1%**

Consumption of renewable and non-renewable energy by type	2022	2023	2024	2025	Δ2025/2024
Electricity consumption	421,633.2	477,539.2	543,901.3	598,012.1	9.9%
Heating-related consumption	4,639.4	4,030.6	4,228	3,240.7	-23.4%
Cooling-related consumption	-	0	0	0	-
Steam-related consumption	1,118,940.1	1,164,159.9	1,354,703	1,436,870.7	6.1%
Total energy consumption by type	**1,545,212.8**	**1,645,729.6**	**1,902,832.3**	**2,039,624.5**	**7.1%**

[1] No electricity sales or cooling-related consumption were identified.
[2] The TEC Heat Technology table was adopted for the conversion of eucalyptus wood chips. The conversions of LPG and diesel fuel from the standard units to kcal/kg were based on the table from the 2023 National Energy Balance (BEN).
[3] We saw an increase in electricity and steam consumption due to higher productivity at the two slaughterhouses, driven by slaughter volume growth. The higher energy consumption from diesel was due to the volume of slaughter and the need for the compressors in the engine room to run for longer periods.

Renewable energy and diversification of the energy matrix

GRI 302-4

98.7%
of our energy consumption from renewable sources.

80%
of the integrated-farm flock operate using photovoltaic power generation systems.

Increasing the share of renewable sources is part of our energy management strategy and helps to reduce reliance on conventional energy sources across the production chain. In 2025, 98.7% of our energy consumption derived from renewable sources.

Among the initiatives adopted, the promotion of photovoltaic power generation at integrated farms stands out, aiming at intensifying the use of renewable energy sources and cutting the production-related energy costs.

By January 2026, nearly 80% of the integrated farm flock was already operating with photovoltaic power generation systems. The expansion of these systems took place gradually, initially prioritizing units with larger production scale. In the most recent phases of expansion, adoption has been advancing at a slower pace, especially on smaller farms, due to the economic return on investment for producers.

In addition to generating our own power at our integrated farms, we seek to diversify the energy supply sources for our industrial operations. Part of the energy used at the units is contracted on the free energy market, a strategy that allows for greater access to energy sources with less environmental impact and optimizes the terms of the supply contracts.

As part of our medium-term planning, a project is currently underway to expand photovoltaic generation at the Nova Veneza unit through the construction of a solar farm. The project, scheduled to progress starting in 2026, aims to expand the unit's own renewable energy generation and further diversify the energy matrix of its operations.

Through these initiatives, we aim to gradually increase the share of renewable energy sources in our operations and production chain, thus improving our energy performance, bolstering the resilience of our operations, and lessening the environmental impacts associated with energy consumption.

Energy consumption | SASB FB-MP-130a.1 | FB-PF-130a.1

	2023	2024	2025
Percentage of electricity from the grid	29.1%	28.6%	29.3%
Percentage of renewable energy	99.2%	98.8%	98.7%

Climate change

GRI 201–2, SASB FB-MP-440a.3

Climate change poses a growing challenge to production activities that rely directly on the availability of natural resources and the stability of agricultural supply chains. In our case, the agro-industrial nature of our operations means that changes in climate patterns can affect various stages of production, from the availability of inputs to the management of industrial and logistics operations. On the other hand, they also offer an opportunity to reduce reliance on third parties, increase predictability, and bolster operational resilience.

Among the main risks identified are physical climate events associated with changes in temperature and rainfall patterns, including prolonged droughts, floods, storms, and water shortages. These phenomena can directly affect the availability of resources essential to operations, such as water and energy, as well as influence agricultural productivity and the conditions necessary for animal welfare throughout the production chain.

The impacts of these climate changes can manifest themselves in different ways in our activities. Among the main potential effects are a decline in agricultural productivity, which could put upward pressure on the prices of commodities used in animal feed; logistics challenges stemming from extreme weather events; and eventual restrictions on access to natural resources used in operations.

Although no significant crop failures have been observed, recent weather events have impacted costs, planning, and production volumes, since 100% of the feed used in our operations is produced internally, with the main ingredients being corn (which accounts for 50% to 70% of the total feed composition) and soybean meal (which accounts for nearly 20%), in addition to sorghum, additives, and animal and plant-based oils. Although there are no formal policies for managing environmental or social risks related to corn and soybean meal, we have adopted a long-term strategy based on diversifying grain suppliers, maintaining strategic inventories, producing our own feed, making technical adjustments to formulations, investing in the rearing environment, implementing integrated planning between feed and animal production, and conducting exchange-based hedging operations, using derivative instruments to mitigate the volatility of agricultural commodity prices.

> Climate change can affect various stages of our production process due to its agro-industrial nature; it also presents an opportunity to strengthen our operational resilience.

Climate change can also have relevant financial implications even before mitigation or adaptation measures are adopted. Possible effects include rising costs for agricultural raw materials during periods of drought or excessive rainfall, increased operating expenses associated with maintaining suitable conditions for production, and potential pressure on electricity costs during periods of water shortage.

In addition to physical risks, we monitor potential regulatory developments related to the management of Greenhouse Gas (GHG) emissions, which may result in new legal or market requirements, including the definition of emission reduction or offset targets in different jurisdictions.

Given this scenario, we continuously monitor discussions and practices related to climate change, assessing their potential impacts on our operations and the production chain. This monitoring allows us to anticipate regulatory trends, identify risks, and guide measures that help bolster our operational resilience in an increasingly challenging climate context.

Emissions

SASB FB-MP-110a.2

Monitoring of air emissions is an integral part of our environmental management and helps us understand the impact of our operations on the climate and air quality. GHG emissions are measured monthly through a corporate inventory, which allows us to track changes in emissions over time and helps us identify measures aimed at improving environmental performance.

Our emissions inventory follows the guidelines of the Brazilian GHG Protocol Program, using the emission factors and global warming potentials (GWPs) defined by the Intergovernmental Panel on Climate Change (IPCC).

Emissions calculations take into account the main GHGs covered by international protocols: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF_6), and nitrogen trifluoride (NF_3), with the results expressed in tonnes of carbon dioxide equivalent (tCO_2e).

The emissions are consolidated based on the operational control approach, taking into account the units and operations over which we exercise direct management.

It is worth noting that the expansion of production capacity at the Nova Veneza Slaughterhouse, which saw a 461% increase in energy consumption (and 33.4% higher grain dryer consumption), following the introduction of a second shift led to a 35% surge in commercial firewood consumption.

In addition, the 49.9% change in Scope 2 emissions between 2023 and 2024 stems from two combined factors: a real increase of 2.68% in energy consumption, primarily due to the expansion of production capacity at the Itaberaí and Nova Veneza slaughterhouses; and a 46% higher average emission factor of the National Interconnected System (SIN), resulting from adverse hydrological conditions and the increased operation of thermal power plants, according to official MCTI data.

The combined impact of these conditions resulted in a significant growth in total emissions, a figure that accurately reflects the higher carbon intensity of the electricity consumed and does not represent any methodological inconsistency in the inventory.



Tonnes of CO_2e per year[1] | GRI 305-1, 305-2, 305-3 | FB-MP-110a.1

Type of emissions	2022	2023	2024	Δ 2024/2023
Scope 1 (direct emissions)	18,460.1	29,260.72	36,841.9	25.9%
Scope 1 biogenic CO_2 emissions	91,629.0	94,284.82	109,588.6	16.2%
Scope 2 (indirect emissions) calculated on the basis of location	4,950.8	4,978.1	7,420.5	49.9%
Scope 3 (other indirect emissions)	34,033.9	34,894.7	38,186.7	9.4%
Scope 3 biogenic CO_2 emissions	3,084.2	3,691.7	3,391.5	–8.1%

[1] Emissions inventories are always compiled for the previous year; therefore, for the 2025 cycle, data relating to 2024 are presented. The table shows the years to which the data relate, not the cycle.

Significant air emissions [1] [2]

GRI 305-7 (Tonnes/Year)

	2022	2023	2024
NO_x	120,274	64,286	101,857
Particulate matter (PM)	53,881	95,668	150,697
CO_2	52,217	110,316	111,847
O_2	65,034	51,253	60,385
CO	111	197	187
N_2	385,740	458,778	476,499

[1] No air emissions of NOx, SOx, Persistent Organic Pollutants (POPs), Volatile Organic Compounds (VOCs), or Hazardous Air Pollutants (HAPs) were identified.
[2] Emissions inventories are always prepared for the previous year. Therefore, for the 2025 cycle, the data presented refer to 2024. The table indicates the years corresponding to the data, not to the reporting cycle.

Emissions intensity makes it possible to link the volume of GHG emissions to the level of production activity.

Scope 1 emissions

GRI 305-1

Scope 1 emissions correspond to direct GHG emissions from operations under our operational control. These emissions are primarily associated with industrial processes and the use of fuels in equipment and systems necessary for the operation of production units. The data for 2024 shows 25.9% in these emissions.

Scope 2 emissions

GRI 305-2

Scope 2 emissions correspond to indirect emissions associated with the electricity purchased to power operations. We purchase electricity on the regulated market, but we do not currently acquire renewable energy certificates (I-RECs) nor do we have contracts specifying the source of generation. Thus, there is no material difference between the values calculated using market or location-based approaches, and the value is reported based on the average SIN factor.

Scope 3 emissions

GRI 305-3

Scope 3 emissions correspond to indirect emissions associated with our value chain, including activities that take place outside the Company's direct operational boundaries.

Measuring these emissions provides a better understanding of the climate impacts associated with the Company's activities, taking into account not only its own operations but also relevant processes in the production chain, including the transportation of raw materials, third-party logistics, and business travel, resulting in a 9.4% increase compared to the previous period.

Emissions intensity

GRI 305-4

The intensity of emissions enables us to relate the volume of GHG emitted to the level of production activity, helping to assess the efficiency of operations from a climate perspective.

In 2024, this indicator slightly increased, as shown in the table below. Despite the production output growth in the period, the increase in emissions was proportionally higher, mainly due to higher Scope 1 emissions, influenced by the greater volume of organic load treated at the Effluent Treatment Plant, which has a direct impact on the generation of biogenic and methane emissions.

GHG emissions intensity[2] | GRI 305-4

	2022	2023	2024
Absolute GHG emissions	32,498.8	34,211.6	44,262.4
Greenhouse Gas (GHG) emissions intensity[1]	0.12	0.12	0.14
Emissions intensity index	0.09	0.13	0.14

[1] Tonnes of CO_2 equivalent (tCO_2e) (Scope 1 and Scope 2) / Production volume – sales (tonnes)

[2] Emissions inventories are always compiled for the previous year; therefore, for the 2025 cycle, data relating to 2024 are presented. The table shows the years to which the data relate, not the cycle.

Circularity

By transforming animal and plant-based raw materials into various products and byproducts, we extend the service life of materials that would traditionally be treated as waste, turning them into resources with economic and environmental value, whether as inputs for other production chains or in new applications within our own chain. This is the case, for instance, with composting, which returns to the agricultural cycle as fertilizer, helping to maintain soil quality and strengthen local supply chains, as well as the production of animal feed.

In addition to improving resource efficiency, this practice reduces the need for additional raw materials. This approach is directly linked to the very nature of our operations, embodying the concept of circularity.

Even when waste does not enter this stream, we maintain a responsible approach: recyclable materials are directed to licensed operators, supporting the circular economy even beyond our operational boundaries and bolstering regional recycling chains.

As a result of this model, nearly 98% of the waste generated is diverted from final destination and reintroduced into production chains through the reuse of byproducts, composting, animal feed production, and other forms of recovery, across various cycles, as shown below.

The management of these waste streams is supported by structured processes for monitoring, traceability, and environmentally sound destination, in accordance with current environmental laws and in-house environmental management guidelines.



Key circularity streams in operations

Utilization within the Organization

Stream	Transformation	Destination
Processing byproducts (feathers, viscera, blood and other slaughter waste)	Processing at the rendering plant	Meals and fats
Meals and fats from the grease shop	Nutritional formulation	Production of feed used in our own operations
Organic waste from on-site restaurants	Conversion using a bioconverter system and treatment at effluent treatment plants (ETEs, in Portuguese)	Integration into effluent treatment, eliminating the need for transportation and off-site disposal

Nutritional cycle – return to the animal feed chain.

Material cycle – recycling of industrial materials.

Use in other production chains

Stream	Transformation	Destination
Byproducts processed in the rendering plant	Industrial processing	Ingredients used in the production of animal feed sold on the market
Rendered fats	Physical-chemical treatment	Biofuel production
Organic waste from hatcheries, poultry farms, and industrial operations	Composting carried out by specialized partners	Production of organic fertilizer used on farms in the region
Recyclable materials (cardboard, plastics, industrial containers)	Sorting and forwarding to recyclers	Reintroduction into recycling chains

Agricultural cycle – return to the soil and agricultural production.

Energy cycle – power generation or fuels.

Material cycle – recycling of industrial materials.

Waste management

GRI 306-1, 306-2

Our waste management covers every stage of the production process, from generation through treatment to final disposal, with ongoing monitoring and stream traceability.

Waste is classified according to its characteristics and potential environmental impacts, including organic waste, recyclable waste, non-hazardous industrial waste, and hazardous waste. The identification of these streams takes into account our main operational activities, such as animal protein processing, industrial and logistics operations, as well as activities carried out on poultry farms and at breeding farms. The assessment also considers the main inputs in the production process, such as animal and plant-based raw materials, packaging, maintenance and cleaning supplies.

In 2025, 93,246.1 tonnes of waste were generated, a 2% increase from 2024. Most of this volume consists of non-hazardous waste (Class II), which totaled 90,457.0 tonnes in 2025, a volume 1% lower than that recorded in 2024. This waste is primarily associated with industrial and agro-industrial processes, including organic byproducts and recyclable materials.

Hazardous waste (Class I) totaled 228.5 metric tons in 2025, a 2.5% increase from 2024. This group mainly includes used oils, contaminated packaging, and other waste generated by maintenance activities and industrial processes.

To prevent waste generation and enhance the reuse of materials, byproducts generated during processing are directed toward internal reuse, particularly through processing at the rendering plant and their use as inputs in the production of animal feed. Surpluses not used internally are allocated to qualified partners, including the use of rendered fats in the production of biofuels and organic waste directed to composting, allowing their return to the agricultural cycle.

In addition, the Company maintains initiatives focused on the circular economy and the value chain. As part of our reverse logistics for packaging, particularly cardboard and plastic, we have adopted an environmental offset model in partnership with Eureciclo. Through this partnership, we support waste picker cooperatives and recycling operators in the state of Goiás, helping to build the recycling infrastructure and ensure the environmentally sound disposal of these materials. In 2025, 2,352,215 kg of materials and packaging were recovered, equivalent to 0.7% of the total products sold during that period. This indicator will be continuously monitored as part of initiatives aimed at boosting the circularity of materials across the value chain.

This year, we implemented a system to convert organic waste generated by our on-site restaurants into liquid effluents, enabling it to be treated directly at ETEs and eliminating the need to store and transport this waste off-site.

When waste management involves contractors, we adopt compliance audit processes in accordance with the National Solid Waste Policy (PNRS) and other applicable environmental regulations. The qualification and monitoring of service providers consider valid environmental permits and authorizations from the relevant authorities, as well as the review of documents such as Waste Transport Manifests (MTR) and Final Disposal Certificates (CDF).

Data collection and monitoring are carried out by integrated management systems, which record data from generation through to final disposal, ensuring the traceability of waste streams and supporting managerial decision-making. These records also support compliance with legal obligations.

Waste generated | GRI 306–3

(metric tonnes)

Type of waste	2023	2024	2025	Δ 2025 /2024
Class I hazardous waste	165.8	222.9	228.5	2.5%
Class II non-hazardous waste	84,756.1	91,409.7	93,246.1	2.0%
Total	**84,921.9**	**91,632.6**	**93,474.6**	**2.0%**

Waste diverted from disposal by composition and recovery operations | GRI 306–4

(in tons)

	2023			2024			2025		
	Recovery within the organization	Recovery outside the organization	Total	Recovery within the organization	Recovery outside the organization	Total	Recovery within the organization	Recovery outside the organization	Total
Class I hazardous waste	**0.0**	**12.7**	**12.7**	**0.0**	**11.7**	**11.7**	**0.0**	**10.3**	**10.3**
Preparation for reuse	0.0	12.3	12.3	0.0	11.4	11.4	0.0	10.3	10.3
Recycling	0.0	0.3	0.3	0.0	0.3	0.3	0.0	0.0	0.0
Class II non-hazardous waste	**30,343.1**	**49,110.4**	**79,453.4**	**36,095.6**	**55,525.2**	**91,620.9**	**35,818.9**	**56,088.4**	**91,907.3**
Preparation for reuse	30,343.1	22,786.5	53,129.6	36,095.6	27,389.3	63,484.9	35,818.9	28,788.4	64,607.4
Recycling	0.0	1,436.7	1,436.7	0.0	1,304.9	1,304.9	0.0	903.5	903.5
Overall total	**30,343.1**	**49,123.0**	**79,466.1**	**36,095.6**	**55,536.9**	**91,632.6**	**35,818.9**	**56,098.7**	**91,917.6**

Waste directed to disposal, by composition and by disposal operations

GRI 306-5

(tonnes)

	2022			2023			2024			2025		
	Disposal within the Organization	Disposal outside the Organization	Total	Disposal within the Organization	Disposal outside the Organization	Total	Disposal within the Organization	Disposal outside the Organization	Total	Disposal within the Organization	Disposal outside the Organization	Total
Class I hazardous waste	**0**	**157.9**	**157.9**	**0**	**165.7**	**165.7**	**0**	**223.2**	**223.2**	**0**	**228.5**	**228.5**
Incineration (without energy recovery)	0	142.4	142.4	0	153.4	153.4	0	211.5	211.5	0	218	218
Re-refining	0	15.2	15.2	0	12	12	0	11.4	11.4	0	10.3	10.3
Decontamination of light bulbs	0	0.3	0.3	0	0.3	0.3	0	0.3	0.3	0	0.2	0.2
Class II non-hazardous waste	**474.1**	**1,855.9**	**2,330**	**562.1**	**2,276**	**2,838.1**	**578.4**	**1,737.2**	**2,315.6**	**349.8**	**989**	**1,338.8**
Incineration (with energy recovery)	0	0	0	0	14	14	0	0	0	0	0	0
Landfill containment	0	1,855.9	1,855.9	0	2,262	2,262	0	1,737.2	1,737.2	0	989	989
Biomass heat generation	474.1	0	474.1	562.1	0	562.1	578.4	0	578.4	349.8	0	349.8
Total	**474.1**	**2,013.8**	**2,487.9**	**562.1**	**2,441.7**	**3,003.8**	**578.4**	**1,960.4**	**2,538.8**	**349.8**	**1,217.5**	**1,567.3**

Culture and engagement in recycling

Waste management is reinforced by practices that integrate operational decisions, in-company awareness and coordination with recycling chains and community initiatives.

People's engagement is a key pillar. For this reason, we maintain ongoing training programs focused on employee onboarding and updating operational procedures, including the Basic Onboarding Training (TBI), which covers corporate principles, internal policies, and guidelines related to environmental management and proper waste disposal.

In addition to the TBI, specific training sessions and regular refresher courses are conducted for operational teams. In 2025, more than 100 orientation sessions were held, primarily targeting areas related to production, farms, hatcheries, and feed mills, aiming at disseminating best practices and reinforcing operational protocols.

These initiatives are complemented by various in-house communication channels, such as digital platforms, corporate communications, and internal TV channels, which are used to disseminate documents, procedures, and guidelines related to environmental management and the safe operation of activities.

Our activities also extend beyond industrial operations. Among the community-focused initiatives, the *Reciclagem Amiga* Project stands out, developed in partnership with the Pestalozzi Association in Itaberaí. The initiative engages schools, businesses, and local residents to collect recyclable materials, such as cardboard, plastics, and cans, with the proceeds going to the organization to support projects focused on healthcare and services for children with disabilities and developmental disorders.

In 2025, the project collected 15,284 kg of recyclable waste, thereby contributing both to the proper disposal of these materials and to the enhancement of social initiatives in the municipality.

In this context, we remain committed to our principles of doing the right thing, doing it right, and doing it together—values that continue to guide how we conduct our business, bolster our relationships, and tackle the challenges that arise along the way. It is on this foundation that we are building our future, striving for consistent growth, creating value for our stakeholders, and contributing to an increasingly sustainable and responsible food production chain.

Materials management

Our materials management involves monitoring the key inputs used in industrial and agricultural operations, tracking them by material type and source (renewable or non-renewable). This monitoring system provides insight into material consumption patterns across the production chain and supports initiatives aimed at improving resource efficiency.

In 2025, renewable inputs were predominant, accounting for 62% of the total monitored, while non-renewable materials accounted for nearly 38%.

Of the non-renewable materials, 3,174,701 kg were used during the period. The largest category was plastic rolls and films, totaling 2,249,797 kg in 2025, a volume 19.3% higher than that recorded in 2024.

Renewable materials, on the other hand, saw a 42.6% decline in the total weight achieved in the previous year. Among these, cardboard boxes stand out, totaling 5,190,225 kg, a volume 42.7% lower than that recorded in 2024.

With regard to the use of recycled materials as a production input, we recorded 8,147,726 kg in 2025, a 79.9% increase from 2024. This volume corresponded to 0.8% of the total materials used in operations, compared to 0.5% in the previous year, indicating progress in incorporating recycled materials into the production chain.



Materials used, broken down by weight | GRI 301-1 (kg)

	2023	2024	2025
Non-renewable materials			
Styrofoam tray	233,704	208,246	270,187
Plastic rolls/films	1,084,767	1,886,223	2,249,797
plastic bags	417,124	29,539	654,717
Renewables			
Boxes (cardboard)	8,437,195	9,059,018	5,190,225
Tags (paper)	88,856	69,292	53,248
Corn/soybean meal/meat meal/degummed soybean oil	681,115,744	649,753,697	873,884,177
Eucalyptus firewood/wood chips	49,975,665	48,180,000	68,913,636

Percentage of raw materials or recycled materials used in the manufacturing of products and services| GRI 301-2

	2023	2024	2025
Total raw materials or recycled materials used	2,953,018	4,529,509	35,818,920
Total raw materials or materials used	741,353,054	888,759,668	873,884,177
Percentage	0.4%	0.5%	4.1%

Percentage of products and packaging recovered for each product category | GRI 301-3

	2025
Products and their packaging recovered during the reporting period	2,352,215
Products sold during the period covered by the report	308,862,888
Percentage	0.8%



DOING IT TOGETHER

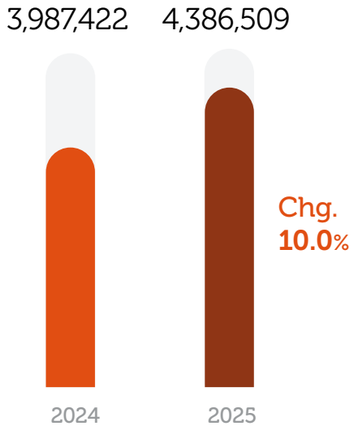
Doing it together means valuing people.
We care for and trust one another.
We persevere in the face of challenges
and celebrate our achievements.

Economic and financial results

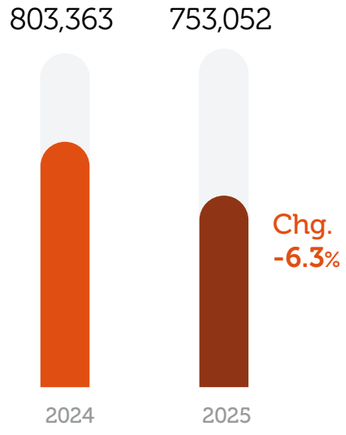
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Main results

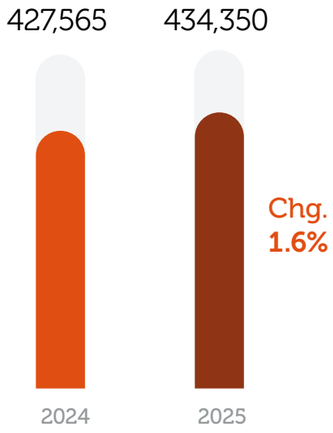
Gross operating revenue
(in R$)



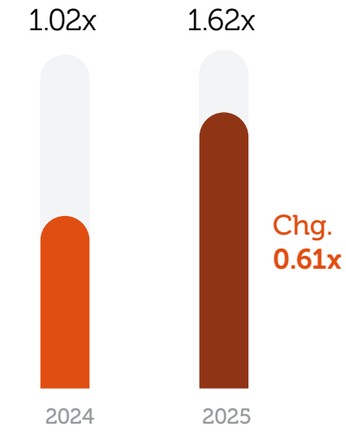
Adjusted EBITDA
(in R$)



Net income
(in R$)



Leverage



We ended the period with a significant increase in Gross Operating Revenue (GOR), which totaled R$ 4,386.5 million, a 10.0% growth versus 2024. We recorded 10.0% higher gross sales of fresh chicken to the domestic market and 12.4% growth in sales of processed products. In "other sales" segment, which involves the sale of feather and offal meal to various companies—such as the viscera and fatty acid oil industries, as well as producers of fertile eggs, pet food, and broiler chickens—revenue rose by 33.9%, from R$ 190.1 million in 2024 to R$ 254.5 million in 2025. This growth was driven by 10.7% higher average selling prices, although the cost of goods sold rose proportionally more (13.3%).

The domestic market accounted for 77.79% of our gross operating revenue, totaling R$3,412 million, 10% higher than in the previous year (R$3,045 million). It is worth noting that, as of the end of 2024, we began billing for fuel used by the outsourced fleet as well. This progress was driven primarily by better prices for virtually all cuts and fresh formats. As a result, EBITDA totaled R$756.5 million, a performance impacted by the direct and indirect effects of avian influenza, which forced us to change export routes to less profitable destinations, or even direct some products, such as chicken feet, to the Flour and Oil Mill (FFO). Sales to the foreign market totaled R$974.1 million for the year.

Our net income rose 1.6% year-over-year, reaching R$ 434.3 million. However, following a record adjustment to Adjusted EBITDA in 2024, the figure fell 6.3% to R$ 753.052 million in 2025, due to the impact of lower exports of higher-margin products to foreign markets, particularly to China. As a result, the Ebitda margin went down 3.1 p.p. year-over-year, from 22.0% to 18.9%.

Our cash and cash equivalents ended the year at R$ 509.5 million. Gross debt stood at 20.9% for short-term debt and 79.1% for long-term debt at the end of 2025. In the short term, the higher gross debt is primarily due to new funding we secured in the fourth quarter.

Another highlight of the year was the completion of the 4th CRA, with yields ranging from 103.5% to 106% of the CDI. The transaction, led by Itaú and UBS BB, aimed at raising R$ 500

10%
growth in the domestic fresh chicken market.

12.4%
growth in sales of processed foods.

million. The funding contributed significantly to improving the debt profile (aging), spreading payments over the years in amounts lower than our monthly revenue, and ensuring full compliance with São Salvador Alimentos' financial and market risk management policies, while preparing for future scenarios that may involve M&A opportunities, corn stockpiling strategies, and new investments aimed at expanding slaughter operations and the resulting increase in cash flow.

By the end of 2025, we had generated an economic value of nearly R$ 4.3 billion, up from R$ 3.9 billion in 2024. Of the 2025 results, just under R$1.5 billion was distributed, as shown below:

Direct economic value generated and distributed | GRI 201-1 (R$ thousand)

	2022	2023	2024	2025
Economic value generated	**3,216,212**	**3,216,572**	**3,915,386**	**4,280,712**
Revenues	3,216,212	3,216,572	3,915,386	4,280,712
Economic value distributed	**865,194**	**806,139**	**1,383,583**	**1,444,617**
Direct wages	254,975	273,232	335,935	401,226
Benefits	15,342	20,221	32,495	23,298
Workers' Severance Indemnity Fund (FGTS)	18,994	17,974	19,039	22,583
Personnel	289,311	311,427	387,469	447,107
Taxes	190,715	195,757	383,914	294,969
Debt capital remuneration	108,515	126,463	184,635	268,191
Equity capital remuneration	276,653	172,492	427,565	434,350
Retained economic value	**2,351,018**	**2,410,433**	**2,531,803**	**2,836,095**

Efficient capital allocation

GRI 3–3 Efficient capital allocation

Efficient capital allocation is a central element in sustaining our growth strategy and preserving our financial strength. In 2025, we guided this process based on three key principles:

Financial prudence in an uncertain market environment

In light of a scenario marked by volatility in the sector and the sanitary impacts that have affected poultry farming, we have adopted a conservative approach to financial management. In this context, we anticipated the issuance of CRA in a window considered favorable for the market. The decision sought to reinforce the financing structure and enhance financial flexibility to navigate a period of greater uncertainty.

Preserving investment capacity and cash generation

Even in a challenging environment, we maintained solid cash generation and investment capacity. Throughout 2025, we deployed approximately R$ 560 million considering capital investments and the extraordinary distributions in dividends, interest on equity, and intercompany loans, maintaining comfortable levels of leverage.

Reinforcing governance for more qualified decisions

We made headway in the financial governance structure by setting up an internal controls department, mapping processes and implementing a Delegation of Authority and Responsibilities Matrix. We also updated corporate policies and intensified integration between financial management, compliance and governance. These drivers guide our financial risk management policy, budget planning and the ongoing monitoring of capital allocation decisions.

Governance and management of capital allocation

GRI 3-3 Efficient capital allocation

Our approach to efficient capital allocation is guided by the Market Risk Management Policy, which sets out rules and procedures aligned with international best practices and the guidelines set by internal and external regulatory agencies. This policy outlines parameters for managing the Company's financial exposures, including risks related to commodity prices, interest rates, and counterparty risk.

Decision-making takes place in a structured and collegial manner, involving the Supply Chain Department, the Risk and Commodities Working Group (GT), the Financial Operations Desk, the Finance Team, the Finance Committee, and the Board of Directors. The chief financial officer actively participates in the working group, ensuring strategic alignment between financial decisions and corporate priorities. The progress of these initiatives and the results achieved are reported regularly to the Board of Directors through the Finance Committee.

As a preventive measure against potential negative impacts, we conduct our annual budget planning, considering the macroeconomic scenario, the previous year's performance, investment projections, and challenges related to operational efficiency. Based on this process, we set operational profitability targets and define the investment project portfolio, ensuring alignment with the corporate strategy.

Exposures and financial strategies are monitored on an ongoing basis, with controls structured at different levels of frequency.

Financial risk management

GRI 3-3 Efficient capital allocation

Strategic decisions are documented in control records, which record analyses of market fundamentals, future price outlooks, risk assessments of unhedged positions, proposed strategies, scenario simulations, and estimates of potential financial impact. These records also define contingency levels, triggers for potential adjustments to strategies, and the duration of operations, ensuring transparency and traceability of decisions.

The effectiveness of the measures taken is assessed through ongoing monitoring of exposures and financial indicators. The results are reviewed monthly by managers and reported to the Executive Board, enabling an assessment of the impact of the strategies adopted and supporting decisions related to capital allocation.

As part of our Market Risk Management Policy, we monitor financial exposures that could impact our operations and results. To mitigate these risks, we have adopted structured monitoring and protection mechanisms, involving the coordinated efforts of the Supply Chain Department, the Risk and Commodities Working Group (GT), the Financial Operations Desk, the Finance Team, and the Finance Committee. The main financial exposures monitored are:

We monitor price fluctuations in inputs relevant to our operations, particularly grains used in the production of animal feed.

Commodity risk

We monitor price fluctuations of raw materials relevant to our operations, particularly grains used in feed production. The macro protection strategy is proposed by the Supply Chain Department, while the Risk and Commodities Working Group monitors and decides on its implementation. The Financial Operations Desk recommends and executes approved strategies, whether in the physical market or through derivative instruments, within the limits set out by corporate policy. These decisions take into account factors such as consumption trends, market volatility, weather conditions, crop outlook, logistics costs, the macroeconomic scenario, and the basis spread.

Interest rate risk

We have exposure to assets and liabilities indexed to the TJLP/TLP, CDI, and inflation indexes. The Finance Team continuously monitors these variables aiming to reduce the average cost of debt and protect the returns on financial investments. Protection strategies are recommended by the Finance Department jointly with the Financial Operations Desk, approved by the governance bodies, and monitored by the Working Group, and reports submitted to the Finance Committee.

Counterparty risk

We also monitor our exposure to the financial institutions with which we hold investments and conduct transactions. The policy sets out criteria for the allocation of financial resources, including institutional ratings, concentration limits per counterparty, and maximum percentages relative to shareholders' equity. Compliance with these guidelines is monitored by the Financial Operations Desk, which provides regular reports to the Market Risk Working Group and the Finance Committee.

This set of mechanisms allows us to continuously monitor our financial exposures and support decisions that help mitigate risks and preserve the soundness of our financial structure.

Since 2020, except for a notable increase in stress observed in December 2024, spreads in the financial market have shown a consistent narrowing trend, which required a proactive approach to managing our investments and liquidity. In 2025, even in light of this scenario, we sustained cash profitability at virtually flat levels, preserving spreads deemed appropriate.

Based on this ongoing monitoring, we discussed alternatives for improving the returns on our financial investments in the Risk Working Group and the Finance Committee. Among the options being considered is a comparison of different investment instruments, such as bonds and CDBs, and the eventual allocation of a portion of the funds to fixed-income funds. Although these instruments are subject to mark-to-market, they have the potential to increase our cash returns and are carefully evaluated within the risk parameters set out in our financial policy.

Operational efficiency

Operational efficiency is one of the pillars underpinning our business model, which is built on the integration of animal production, industrial processing, and sanitary and biosecurity management across the production chain. Strict adherence to procedures and ongoing monitoring of operations are paramount to ensuring business continuity and mitigating operational, health, regulatory, and safety risks associated with our activities.

At the same time, operational efficiency also drives opportunities for organic growth by bolstering productivity, optimizing resource use, and reinforcing the integrated supply chain's capacity for expansion.

In 2025, this issue became even more pressing given the health challenges facing the global poultry industry, which required stricter biosecurity measures and greater integration among operational areas. In this context, our efforts have focused on managing industrial operations, improving animal production, and enhancing animal health and welfare practices in production.

Industrial management

Our industrial management is guided by the monitoring of production processes, operational discipline, and the ability to adapt operations in response to changes in the market and sanitary contexts that impact the poultry sector.

To mitigate the impact of changes in trade flows caused by avian influenza and the decline in the egg hatch rate, we have adopted operational adjustments aimed at maintaining production volume in tonnes. The main measure was to increase the average weight of the birds at slaughter, raising the average slaughter age from nearly 43–44 days to 45–46 days. This adjustment resulted in an additional 300 grams per bird, which amounted to between 1,500 and 1,800 additional tonnes of meat per month, offsetting part of the decline in the number of birds slaughtered.

The decision required adjustments to industrial operations, including modifications to equipment and processes to accommodate the processing of heavier poultry and maintain production line performance without compromising operational efficiency.

The reorganization of production flows also included redirecting byproducts from poultry processing, such as viscera, feathers, and other materials not intended for human consumption, to produce protein meal at the rendering plant. These materials are now being processed into protein meal used in the production of animal feed, ensuring that these inputs are put to good use and reducing waste in light of changes in trade flows.

The ongoing monitoring of operations and the efforts of the industrial teams to track performance, identify bottlenecks, and implement operational improvements were crucial for responding quickly to any deviations and sustaining operational stability despite a challenging operational scenario.

The revamp of industrial plants and the pursuit of greater production efficiency also help to bolster this capacity to respond. Investments in process automation, upgrade of equipment and adjustments to production lines - including recent engineering and automation projects at industrial units (learn more at Growth strategy on page 38) – enhance the units' productivity and reinforce our operational strength.



Animal production

Animal production is supported by a wide network of partner producers, a structure that ensures production at scale and seamlessly integrates the rearing, hatching, integration, and processing stages throughout the production chain.

In 2025, we continued to strengthen this structure by expanding our network of producers and providing ongoing technical support to farms. This initiative was backed by a development unit dedicated to identifying new producers, providing technical support for projects, and monitoring the execution of construction work, thereby contributing to the implementation of new aviaries and the expansion of production capacity at existing farms. Throughout the year, new breeder and broiler aviaries also began operations, broadening the production capacity of the integrated supply chain.

These operations are managed by field teams—extension workers, animal-health specialists, and quality control professionals—who systematically monitor the farms, providing guidance to producers on management practices, environmental conditions, and compliance with operational protocols. This support includes regular technical visits, monitoring of zootechnical indicators, and assistance in implementing recommended practices for each stage of production, enabling the early identification of deviations and the adoption of management adjustments on the farms.

The expansion of production was also driven by improvements in the supply chain infrastructure. In 2025, we moved forward with the installation of new breeding farms, notably Granja Esperança, which was designed in accordance with the Company's technical standards for biosecurity, management, and environmental conditions. We also made improvements to an outsourced hatchery partner, broadening its incubation capacity to keep pace with production growth. Concurrently, we have initiated the testing phase of an automated sexing system at the hatchery, using artificial intelligence and computer vision technologies. We advanced our plans to automate vaccination in breeding farms, planned for upcoming cycles.

Another significant development this year was the *Avicultura Positiva* (Positive Poultry Farming) Project, aimed at ensuring environmental compliance and streamlining documentation for partner farms. In addition to helping farms meet compliance requirements, the project led to greater efficiency in document management and the tracking of farm metrics, and was completed without the need to remove any producers from the integrated farming database.

The Avicultura Positiva Project, aimed at ensuring environmental compliance and organizing the documentation of partner farms, was implemented this year and helped bring the farms into compliance.

Breeding farms and egg production

The production of chicks that supply broiler farms begins in the breeding units, which are responsible for raising the breeding birds and producing fertile eggs for the hatcheries. This stage is critical to the stability of the production chain, as it determines the volume and consistency of the flow of poultry arriving at the farms and, subsequently, at the processing plants.

Our breeding structure combines our own breeding units with production carried out by integrated producers. In 2025, this base accounted for a capacity of approximately 187 million fertile eggs per year, with roughly 110 million produced at SSA units and 77 million at operations run by integrated partners.

This stage is preceded by the rearing units, which are responsible for establishing the breeding stock. Our rearing capacity is approximately 566,000 birds, including both our own facilities and those of our integrated producers.

In 2025, performance at this stage was impacted by sanitary and animal-health issues reported by international breeding stock suppliers, which affected the hatch rate of fertile eggs across the entire poultry sector. This reduced the availability of chicks and required greater coordination among breeders, hatcheries, and farms to maintain production stability.

In light of this scenario, we have reinforced the production infrastructure of our breeding and hatching units. Throughout the year, we made progress in implementing new breeding farms, notably Granja Esperança, while also upgrading partner-operated hatcheries, thereby expanding hatching capacity and helping to balance the supply of chicks.

187 million
fertile eggs per year
being approximately
110 million
produced at SSA's facilities and
77 million
in operations conducted by integrated producers



Hatcheries

Hatcheries are responsible for hatching the fertile eggs produced at breeding units into day-old chicks, a step that links the production of breeding stock to the rearing phase at broiler farms. Performance during this phase is critical to ensuring a steady supply to integrated farms and maintaining a balanced production flow throughout the entire poultry supply chain.

Our hatching operation consists of two main facilities, located in Itaberaí (GO) and Brasília (DF), with a combined monthly hatching capacity of approximately 18.7 million eggs. Of this total, approximately 11.2 million eggs per month are processed at the Itaberaí hatchery, and 7.5 million eggs per month at the Brasília hatchery.

The management of hatcheries involves the ongoing monitoring of technical parameters related to the hatchery process, including temperature and humidity control, as well as egg handling throughout the different stages of the cycle. Indicators such as hatch rates and chick quality are systematically monitored by our technical teams to ensure compliance with our production standards.

In 2025, we also made progress in modernizing processes at this stage of the production chain. Among the initiatives under evaluation are automated sexing tests at the hatchery, using artificial intelligence and computer vision. The initiative aims at optimize batch management and improve operational efficiency during the hatchery stage.

In addition, we made improvements to the hatchery operated by an outsourced partner, broadening incubation capacity and helping to balance the supply of chicks in light of fluctuations in the hatch rate throughout the year.

This hatchery facility links the production of fertile eggs to the Company's network of integrated farms, which houses millions of birds across hundreds of aviaries operated by partner producers, a process discussed below.

Aviaries

The birds are raised in integrated aviaries operated by partner producers, who make up our production base. This network comprises 996 aviaries operated by 242 integrated producers and houses more than 27 million birds in integrated production, serving as the central link between the breeding, hatching, and industrial processing stages.

These units are continuously monitored by field technical teams (extension workers, public health experts, and quality assurance professionals) responsible for monitoring management practices, environmental conditions, and zootechnical performance throughout the entire rearing cycle.

The aviaries are equipped with air-conditioning and automated systems that allow for the adjustment of environmental parameters such as temperature, ventilation, and lighting according to the birds' needs at each stage of development. Proper management of these conditions is critical to production performance and maintaining the flock's health.

Among the practices adopted is the ongoing supervision of the water and feed provided to the birds. Drinking water is monitored for its physical, chemical, and microbiological characteristics and undergoes a chlorination process before being supplied, while the feed used on the farms is subject to rigorous quality control, which includes technical visits to input suppliers and tracking of transportation to the farms.

Farm performance is also tracked through the monitoring of zootechnical indicators and regular technical visits, which help guide management adjustments and identify any deviations at an early stage. This monitoring helps maintain the supply chain's production stability and ensure the technical standards of integrated farms.

The production structure is complemented by rearing units, which have a total capacity of 566,000 birds, 470,000 of which are housed in our own facilities and 96,000 in units operated by integrated producers, who are responsible for building our breeding stock.

In 2025, we also made headway in expanding the production infrastructure of the supply chain, with new aviary projects and the expansion of existing farms. This initiative was supported by a development unit dedicated to recruiting partner producers and providing technical support for the implementation of infrastructure, thereby bolstering the integrated production network and enhancing the supply capacity for industrial operations.

This network brings together

242
producers

+ than 27 million
birds in integrated farming

The production structure is complemented by the rearing facilities, which have a combined capacity of

566,000 birds.

Animal feed production

The feed production ensures the supply of adequate nutrients to the birds at each stage of development and contributes directly to the integrated chain's productive performance. This stage connects the agro-industrial production of inputs (corn, soybean meal, and other ingredients) to the poultry nutritional management on farms.

The animal feed formulation is conducted by specialized technical teams, who determine the nutritional compositions based on the needs of each stage of rearing. The goal is to ensure the birds' nutritional balance and maintain key performance indicators such as weight gain, feed conversion, and flock quality.

Feed quality is monitored across the entire supply chain. This process involves technical visits to feed suppliers, evaluation of raw materials, and monitoring of transportation and storage, ensuring that the ingredients used meet the required standards for poultry feed. Systematic monitoring of these inputs contributes to production stability and helps maintain zootechnical performance on farms.

On integrated farms, feed consumption is also monitored by technical teams during field visits, allowing them to assess the production performance of the flocks and recommend any necessary adjustments to management practices or feed formulations.

On integrated farms, feed intake is monitored by technical teams, allowing them to evaluate the production performance of the flocks and guide any necessary adjustments to management practices or feed formulations.

Animal health and welfare

GRI 3–3 Animal health and welfare

Poultry health and welfare are pillars of animal production and guide the operational protocols adopted across the production chain. The management of these aspects is based on biosecurity practices and sanitary monitoring aimed at preserving the flock's health and mitigating risks that could jeopardize the continuity of operations or the quality of production.

Biosecurity is considered a key factor in preventing diseases that could affect poultry. To support this control, we maintain health monitoring programs and an in-house laboratory, which is responsible for conducting tests that provide rapid and reliable results to aid in decision-making. Sanitary management also includes the use of safe, state-of-the-art vaccines capable of promoting an adequate immune response in the flock.

The production practices adopted adhere to the international principles of the five freedoms of animal welfare, which stipulate that animals must be free from hunger and thirst, discomfort, pain or disease, fear and stress, and must be able to express their natural behavior. To ensure these conditions, aviaries are equipped with environmental control and management systems that ensure ongoing access to water and feed and maintain appropriate temperature, ventilation, and comfort levels.

Preventing sanitary and biosecurity risks involves constantly monitoring poultry farms for environmental conditions, water quality, and feed. The technical teams responsible for production—including extension workers, public health experts, and quality assurance professionals—oversee the farms and verify compliance with management and biosecurity protocols. Any non-compliance issues are addressed promptly to maintain the flock's health status.

We also follow strict protocols for the use of medications. Antimicrobials are administered only when there is a proven need and always with a prescription from a veterinarian specialized in animal health, with instructions recorded on a specific prescription form. After the final administration, the medication packaging is collected within 24 hours and properly directed to the central warehouse. Withdrawal periods are strictly observed, and the use of medications is recorded in the sanitary records for each batch at the time of slaughter.

Animal health and welfare measures are monitored using automated traceability systems, which consolidate information from field inspections, laboratory results, and zootechnical indicators. The data is reviewed periodically at management meetings, during which internal audits are presented, the measures taken are evaluated, and any necessary adjustments are identified.

Monitoring production and animal-health indicators helps identify opportunities for improvement and guide new training and control measures throughout the production chain. This process has helped maintain solid operating results and condemnation rates lower than those observed in the poultry industry benchmarks, underscoring the effectiveness of the practices adopted.

The Brazilian poultry industry's recent experience with emerging diseases has also yielded important lessons for enhancing biosecurity protocols. Reinforced measures include strict compliance with sanitary downtime and control of people's access to production areas. Ongoing dialogue with integrated producers, technical teams, and external experts, including consultants and universities, helps to continuously improve the practices in place and strengthen the sanitary and biosecurity resilience of the production chain.



Outlook

We believe that building the future of our business is the result of a combination of consistent strategy, disciplined management, and confidence in the value of teamwork.

Changes in the economic, regulatory, and consumer environments underscore the importance not only of financial discipline and operational efficiency, which are an integral part of our strategy, but above all of our ability to adapt in order to sustain business growth.

In the following sections, we present our outlook across various dimensions—financial, market, and business development—which, taken together, guide our vision for the future and the path to long-term value creation.

Financial outlook

The macroeconomic scenario is likely to remain challenging for the agro-industrial sector in the upcoming cycles, particularly due to high interest rates and their impact on access to credit and the pace of investment in the agricultural sector. This scenario calls for greater discipline in capital allocation and underscores the importance of prudent financial management, capable of balancing expansion with the preservation of the business's financial strength.

In this context, we continue to prioritize responsible debt management and the preservation of our investment capacity. Financial discipline has been a core principle in business management, especially in an environment where the cost of capital remains high and directly influences financing and expansion decisions in the agricultural sector.

Regulatory changes are also being closely monitored. The gradual implementation of tax reform over the next few years is likely to change the dynamics of the Brazilian tax system, with a transition to new models of consumption taxation. Although tax simplification is recognized as an institutional advance, the evolution of the new system requires ongoing monitoring to assess its impact on the sector's competitiveness and on the regional distribution of economic activity.

At the same time, we monitor opportunities for advancement in financial management through the use of new technologies. Advances in automation and artificial intelligence in data analysis and decision-making support are likely to enhance the analytical capabilities of the finance department, bolstering risk monitoring, liquidity management, and investment evaluation.

Due to these factors, our financial outlook remains focused on achieving sustainable growth, underpinned by capital discipline, active risk management, and the ability to adapt to a constantly changing economic environment.

Market outlook

The outlook for the poultry protein market continues to be influenced by changes in consumer behavior and the dynamics of international trade. In various markets, we are seeing a trend toward increased chicken consumption linked to the desire for a more nutritionally balanced diet, with proteins perceived as lighter and better suited to eating habits focused on health and well-being.

This trend is likely to underscore the relevance of poultry protein in the diets of consumers in various countries, creating growth opportunities for companies capable of meeting this demand with high quality, efficiency, and a consistent supply. In this context, the development of new products and the enhancement of our brands take on strategic importance in broadening our presence and keeping pace with changing consumer preferences.

At the same time, the international environment remains subject to structural changes resulting from health, trade, and geopolitical factors. Events that affect global protein production, as well as geopolitical tensions that influence trade flows between countries, are likely to continue reshaping the landscape of international food trade.

Given this scenario, we remain mindful of the need to diversify our markets and adapt to changes in the global environment. The ability to respond quickly to change and strengthen our presence in different destinations will continue to be a key factor in sustaining our long-term growth.

Business outlook

The outlook for business growth remains directly linked to the enhancement of our integrated supply chain and the continued implementation of our expansion plan. Our business model, based on verticalization and the integration of the various stages of production, will continue to be one of the key pillars supporting growth through efficiency, predictability, and quality control throughout the supply chain.

Our multi-year plan calls for a gradual expansion of production capacity, with the development of our production base and the reinforcement of the infrastructure that upholds our integrated supply chain. The expansion of production, coupled with improvements in industrial operations and the development of an integrated producer base, will continue to be a key factor in leveraging scale, efficiency, and competitiveness.

Another key area for the upcoming cycles is the consolidation of the integrated planning model across business units. As the S&OP process matures, it tends to enhance coordination between production, operations, sales, and financial planning. This model helps improve production predictability, optimize the product mix, and support strategic decisions through greater integration of information.

Technological advancements in operations also contribute to the business's growth prospects. We explore opportunities for process automation and the implementation of new technologies to bolster management and improve operational efficiency. The progress of these initiatives, combined with the consolidation of the corporate systems implemented in recent years, is expected to enhance analytical capabilities and improve the quality of decision-making across our various departments.

Concurrently, the development of new products and the strengthening of our brands remain key drivers for expanding our presence in the markets where we operate. The evolution of our portfolio and our adaptation to changes in consumer behavior help add value to our production and strengthen our position in an industry that continues to undergo significant changes.

Therefore, our outlook for business development combines production expansion, improvements in integrated management, and technological advancement, aiming at sustaining our growth through efficiency, consistency, and long-term value creation.

Vision for the future

Our trajectory has been guided by the conviction that producing food is a responsibility that goes beyond the industrial operation. Our belief that producing food with love changes the world underpins the purpose that guides our decisions and the care we take at every stage of the production chain, from the farms to the end consumer.

Reinforcing the integrated supply chain, advancing technology in operations, and continuously developing products and brands will remain key elements in enhancing our competitiveness. At the same time, financial discipline will continue to guide our business operations, especially in an economic environment that calls for prudence in capital allocation and constant attention to regulatory changes and market conditions.

We recognize that the food industry is playing an increasingly important role in light of demographic shifts and changing consumer habits. The growing demand for proteins linked to health, nutrition, and food quality underscores the importance of poultry protein in the global scenario and heightens opportunities for companies capable of combining production efficiency, quality, and innovation.

In this context, we remain committed to our principles of doing the right thing, doing it right, and doing it together—values that continue to guide how we conduct our business, strengthen our relationships, and tackle the challenges that arise along the way. It is on this foundation that we are building our future, striving for consistent growth, creating value for our stakeholders, and contributing to an increasingly sustainable and responsible food production chain.



DOING IT TOGETHER

Doing it together means valuing people.

We look out for one another and trust each other.

We persevere in the face of challenges
and celebrate our achievements.

Exhibits

GRI content index 165
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External assurance report 178
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Credits 181

GRI content index

Statement of use	São Salvador Alimentos reported in accordance with the GRI Standards for the period from January 1, 2025, to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 13: Agriculture, aquaculture and fishing sectors 2022

GRI Standard	Disclosure		Location/answer	Omission			GRI Sector Standard Ref. NO.
				Requirement(s) omitted	Reason	Explanation	
General disclosures							
The organization and its reporting practices							
GRI 2: General disclosures 2021	2-1	Organizational details	28, 31 c) Headquartered in Itaberaí, GO				
	2-2	Entities included in the organization's sustainability reporting	11 b) There are no differences between the entities included in its financial reporting and the list of those included in its sustainability reporting. c) The organization does not consist of multiple entities.				
	2-3	Reporting period, frequency and contact point	11 b) The financial reporting period aligns with the sustainability reporting period, from January 1 to December 31, 2025. c) Publication Date: XX/XX/2026.				
	2-4	Restatements of information	ai) aii) An inconsistency has been identified in the 2024 totals for GRI 2-7. The adjusted figures were applied only to the table by type of employment and region. Consequently, for 2025, it was necessary to correct the total figures in the tables by type of work and gender, as well as by type of contract, resulting in a decrease in the figures that had already been reported, from 6,496 to 6,479.				
	2-5	External assurance	11, 178				

GRI Standard	Disclosure		Location/answer	Omission			GRI Sector Standard Ref. NO.
				Requirement(s) omitted	Reason	Explanation	
Activities and workers							
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	28, 30, 57, 59				
	2-7	Employees	93, 95, 165				
	2-8	Workers who are not employees	93, 98				
Governance							
GRI 2: General disclosures 2021	2-9	Governance structure and composition	76, 77, 78 c iv) Members may not hold other positions or undertake other commitments.				
	2-10	Nomination and selection of the highest governance body	76, 77 b ii) There are no diversity criteria.				
	2-11	Chair of the highest governance body	76				
	2-12	Role of the highest governance body in overseeing the management of impacts	75, 76, 78				
	2-13	Delegation of responsibility for managing impacts	76, 78				
	2-14	Role of the highest governance body in sustainability reporting	11				
	2-15	Conflicts of interest	84				
	2-16	Communication of critical concerns	87, 88				
	2-17	Collective knowledge of the highest governance body	77, 166				
	2-18	Evaluation of the performance of the highest governance body	80				
	2-19	Remuneration policies	80				
	2-20	Process to determine remuneration	80				
	2-21	Annual total compensation ratio	81				

GRI Standard	Disclosure		Location/answer	Omission: Require-ment(s) omitted	Omission: Reason	Omission: Explanation	GRI Sector Standard Ref. NO.
Strategy, policies and practices							
GRI 2: General disclosures 2021	2-22	Statement on sustainable development strategy	9				
	2-23	Policy commitments	82, 83 a) Non-intergovernmental instruments. aii) We do not conduct due diligence; approvals are granted solely by the management team of the relevant department and, where applicable, by the CEO and the Board of Directors.				
	2-24	Embedding policy commitments	82, 86				
	2-25	Processes to remediate negative impacts	87, 109, 116, 123 e) Demonstrating the effectiveness of the whistleblower channel, the review of reports resulted in the development of new internal processes (as a result of 12 complaints) and the revision of operational procedures (as a result of 22 complaints), ensuring the remediation of identified non-compliances and the prevention of new occurrences.				
	2-26	Mechanisms for seeking advice and raising concerns	87				
	2-27	Compliance with laws and regulations	85				
	2-28	Membership associations	62				
Stakeholder engagement							
GRI 2: General disclosures 2021	2-29	Approach to stakeholder engagement	17				
	2-30	Collective bargaining agreements	101				
Material topics							
GRI 3: Material topics 2021	3-1	Process to determine material topics	12				
	3-2	List of material topics	12				

GRI Standard	Disclosure		Location/answer	Omission: Require-ment(s) omitted	Omission: Reason	Omission: Explanation	GRI Sector Standard Ref. NO.
Relations with customers and consumers							
GRI 3: Material topics 2021	3-3	Management of material topics	109, 112				13.10 .1
Innovation and technology							
GRI 3: Material topics 2021	3-3	Management of material topics	63, 66, 90				
Animal health and welfare							
GRI 3: Material topics 2021	3-3	Management of material topics	158				13.11.1
Corporate governance							
GRI 3: Material topics 2021	3-3	Management of material topics	75				
GRI 2: General disclosures 2021	2-9	Governance structure and composition	76, 77, 78				
	2-10	Nomination and selection of the highest governance body	76, 77				
	2-11	Chair of the highest governance body	76				
	2-12	Role of the highest governance body in overseeing the management of impacts	75, 76, 78				
	2-13	Delegation of responsibility for managing impacts	76, 78				
	2-14	Role of the highest governance body in sustainability reporting	11				
	2-15	Conflicts of interest	84				
	2-16	Communication of critical concerns	87, 88				
	2-17	Collective knowledge of the highest governance body	77				
	2-18	Evaluation of the performance of the highest governance body	80				
	2-19	Remuneration policies	80				
	2-20	Process to determine remuneration	80				

GRI Standard	Disclosure		Location/answer	Omission			GRI Sector Standard Ref. NO.
				Require-ment(s) omitted	Reason	Explanation	
Corporate governance							
GRI 2: General disclosures 2021	2-21	Annual total compensation ratio	81				
Efficient capital allocation							
GRI 3: Material topics 2021	3-3	Management of material topics	75, 150, 151				
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	149				13.22.2
Ethics, integrity and compliance							
GRI 3: Material topics 2021	3-3	Management of material topics	85, 103				13.25.1 13.26.1
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	86				13.26.2
	205-2	Communication and training about anti-corruption policies and procedures	86 c) Partner training takes place every two years and will be held in March 2026.				13.26.3
	205-3	Confirmed incidents of corruption and actions taken	86				13.26.4
GRI 206: Anti-competitive behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	a) We have not been subject to any lawsuits alleging unfair competition, trust practices, or monopolistic practices				13.25.2
Operational eco-efficiency							
GRI 3: Material topics 2021	3-3	Management of material topics	121, 122, 127				13.7.1 13.8.1
GRI 301: Materials 2016	301-1	Materials used by weight or volume	144				
	301-2	Raw materials or recycled materials used	144				
	301-3	Recovered products and their packaging	144				
GRI 302: Energy 2016	302-1	Energy consumption within the organization	130				
	302-3	Energy intensity	129				

GRI Standard	Disclosure		Location/answer	Omission			GRI Sector Standard Ref. NO.
				Require-ment(s) omitted	Reason	Explanation	
Operational eco-efficiency							
GRI 302: Energy 2016	302-4	Reduction of energy consumption	131 a) Due to the increase in slaughtering and the start of the second slaughtering shift, there were no reductions in energy consumption in 2024, including an increase in the consumption of steam, electricity, and water at the facility.				
GRI 303: Water and effluents	303-1	Interactions with water as a shared resource	117, 126				13.7.2
	303-2	Management of impacts related to water discharge	127				13.7.3
	303-3	Water withdrawl	125				13.7.4
	303-4	Water discharge	128				13.7.5
	303-5	Water consumption	127				13.7.6
GRI 306: Waste	306-1	Waste generation and significant waste-related impacts	139				13.8.2
	306-2	Management of significant waste-related impacts	139				13.8.3
	306-3	Waste generated	139				13.8.4
	306-4	Waste not destined for final disposal	140				13.8.5
	306-5	Waste destined for final disposal	141				13.8.6
Employee attraction and retention							
GRI 3: Material topics 2021	3-3	Management of material topics	93, 96				13.20.1 13.21.1
GRI 401: Employment 2016	401-1	New employee hires and employee turnove	96, 97, 98				
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	101				

GRI Standard	Disclosure		Location/answer	Omission			GRI Sector Standard Ref. NO.
				Requirement(s) omitted	Reason	Explanation	
Employee attraction and retention							
GRI 404: Training and education 2016	404-3	Percentage of employees receiving regular performance and career development assessments	a) 100% of staff received performance and career development appraisals.				
Employee health and safety							
GRI 3: Material topics 2021	3-3	Management of material topics	104, 105, 106, 107 d ii) We have no actual negative impact.				13.19.1
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	104				13.19.2
	403-2	Hazard identification, risk assessment, and incident investigation	105				13.19.3
	403-3	Occupational health services	106				13.19.4
	403-4	Worker participation, consultation, and communication on occupational health and safety	105				13.19.5
	403-5	Training of workers in occupational health and safety	105				13.19.6
	403-6	Worker Health Promotion	106				13.19.7
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	105, 107				13.19.8
	403-8	Workers covered by an occupational health and safety management system	104				13.19.9
	403-9	Occupational Accidents	107, 108				13.19.10
	403-10	Work-related ill health	106, 107, 108				13.19.11

GRI Standard	Disclosure		Location/answer	Omission			GRI Sector Standard Ref. NO.
				Requirement(s) omitted	Reason	Explanation	
Product quality and safety							
GRI 3: Material topics 2021	3-3	Management of material topics	113, 114				13.10.1
GRI 416: Customer health and safety 2016	416-1	Assessment of health and safety impacts caused by categories of products and services	113				13.10.2
	416-2	Incidents of non--complianceconcerning the health and safety impacts of productsand services	b) There were no instances of noncompliance with laws or voluntary codes.				13.10.3
Product quality and safety							
GRI 417:Marketing and labeling 2016	417-1	Requirements for product and service information and labeling	114				
	417-2	Incidents of non-compliance concerning product and service information and labeling	a) There were no instances of non-compliance with laws or voluntary codes regarding the information and labeling of products and services. All products comply with the labeling regulations of the markets in which we operate.				
	417-3	Incidents of non-compliance concerning marketing communications	114				
Extra disclosures – indicators not covered by the materiality assessment, but reported by São Salvador Alimentos to maintain historical continuity and ensure comparability.							
GRI 201: Economic performance 2016	201-2	Financial implications and other risksand opportunities due to climate change	132				13.2.2
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments andservices supported	116, 117				13.22.3
	203-2	Significant indirect economic impacts	116				13.22.4
GRI 204: Procurement practices 2016	204-1	Proportion of spending on local suppliers	57				

GRI Standard	Disclosure		Location/answer	Omission			GRI Sector Standard Ref. NO.
				Require-ment(s) omitted	Reason	Explanation	
Extra disclosures – indicators not covered by the materiality assessment, but reported by São Salvador Alimentos to maintain historical continuity and ensure comparability.							
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	133, 135				13.1.2
	305-2	Energy indirect (Scope 2) GHG emissions	133, 135				13.1.3
	305-3	Other indirect (Scope 3) GHG emissions	133, 135				13.1.4
	305-4	GHG emissions intensity	135				13.1.5
	305-5	Reduction of GHG emissions	a) There were no reductions resulting from company initiatives				13.1.6
	305-6	Emissions of ozone-depleting substances (ODS)	a) There is no production, import, or export of SDO in metric tons of CFC-11 (trichloromonofluoromethane) equivalent.				13.1.7
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	134				13.1.8
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	99, 100				
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	103 a, b) There were no cases of discrimination.				13.15.4
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	116				13.12.2
	413-2	Operations with significant actual and potential negative impacts on local communities	a) We have not identified any negative social impact in our activities.				13.12.3

Topics from the applicable GRI Sector Standard identified as non-material

Topics	Reason
GRI 13: Agriculture, aquaculture and fishing sectors 2022	
13.1 Emissions	Despite their importance to the sector, in the current context of SSA, these issues are less relevant in terms of the company's impacts on the economy, people, and the planet, and in terms of financial risks and opportunities for the company, than the material issues listed in the GRI content index.
13.2 Climate adaptation and resilience	
13.3 Biodiversity	
13.4 Natural ecosystems conversion	
13.5 Soil health	
13.6 Pesticides use	
13.9 Food security	
13.12 Local communities	
13.13 Land and resources rights	
13.14 Rights of indigenous peoples	
13.15 Non-discrimination and equal opportunity	
13.16 Forced or compulsory labor	
13.17 Child labor	
13.18 Freedom of association and collective bargaining	
13.22 Economic inclusion	
13.23 Supply chain traceability	
13.24 Public policy	

SASB Content Index

SASB IFRS S2 - Meat, Poultry & Dairy

Topic	Metric	Code	Location/answer
Greenhouse Gas Emissions	Gross global Scope 1 emissions	FB-MP-110a.1	133
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	FB-MP-110a.2	133 2) We do not set reduction targets
Energy Management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	FB-MP-130a.1	131
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	FB-MP-140a.1	125, 127
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-MP-140a.2	124
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	FB-MP-140a.3	There were no incidents of non-compliance related to permits, standards, and regulations concerning water quality.
Land Use & Ecological Impacts	Amount of animal litter and manure generated, percentage managed according to a nutrient management plan	FB-MP-160a.1	Animal waste generated at our facilities: 167,240.10 t. Manure generated at the facilities: 0 t Percentage of animal waste: 100% Percentage of animal waste and manure: 100%.
Animal & Feed Sourcing	Percentage of pasture and grazing land managed to conservation plan criteria	FB-MP-160a.2	The company's operations in the poultry segment are based on confined production systems in poultry houses and do not involve the use of pastures or grazing lands for raising animals. Therefore, the indicator regarding the percentage of pastures and grazing lands managed in accordance with conservation plan criteria does not apply to the organization's operational model. Additionally, the organic waste generated by operations, primarily in the form of poultry litter, is sold to third parties for agricultural use as organic fertilizer. The application and agronomic management of these materials take place on external rural properties over which the organization has no direct control or management.
Animal & Feed Sourcing	Animal protein production from confined animal feeding operations (CAFO)	FB-MP-160a.3	For the purposes of reporting indicator FB-MP-160a.3, animal protein production was calculated based on the carcass weight of slaughtered poultry (eviscerated weight). The live weight of birds received from integrated farms was not included in the calculation, in accordance with the methodological guidelines of the Sustainability Accounting Standards Board, which stipulate that production must be reported in carcass weight. The company's animal protein production takes place in a confined poultry farming system in integrated poultry houses. For the purposes of reporting the Sustainability Accounting Standards Board indicator, annual animal protein production was calculated based on the finished product weight derived from the carcasses of birds slaughtered at industrial facilities. In 2025, total production from confined animal feeding operations was 37,863 tons.
	Percentage of animal feed sourced from regions with High or Extremely High Baseline Water Stress	FB-MP-440a.1	We do not have data on animal feed from regions experiencing water stress (%).
	Percentage of contracts with producers located in regions with High or Extremely High Baseline Water Stress	FB-MP-440a.2	We do not have data on contracts with producers located in regions experiencing water stress (%).
	Discussion of strategy to manage opportunities and risks to feed sourcing and livestock supply presented by climate change	FB-MP-440a.3	132
Activity metric	Number of processing and manufacturing facilities	FB-MP-000.A	We do not have data on the number of processing and manufacturing facilities
	Animal protein production, by category; percentage outsourced	FB-MP-000.B	We do not have data on animal protein production by category; percentage outsourced

Topic	Metric	Code	Location/Answer
SASB IFRS S2 - Processed foods			
Energy Management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	FB-PF-130a.1	131
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	FB-PF-140a.1	125, 127
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	FB-PF-140a.2	There were no incidents of non-compliance relating to licences, standards and regulations concerning water quality.
SASB IFRS S2 - Processed foods			
Water Management	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-PF-140a.3	124
Environmental & Social Impacts of Ingredient Supply Chain	Percentage of food ingredients sourced that are certified to third-party environmental or social standards, and percentages by standard	FB-PF-430a.1	20.3% of the food ingredients purchased are certified by a third-party environmental or social standard. These standards include: ISO, FAMI-QS, GMP, HACCP, FSSC 22000, GFSI, FSC, ISCC, RSPO, RTRS, ProTerra, and Bonsucro.
	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-PF-430a.2	We have not taken any action regarding non-compliance with facility standards.
Ingredient Sourcing	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	FB-PF-440a.1	We do not have data on the percentage of food ingredients sourced from regions with high or extremely high baseline water stress
	List of priority food ingredients and discussion of sourcing risks related to environmental and social considerations	FB-PF-440a.2	The company does not yet have formal policies for managing environmental or social risks related to corn and soybean meal.
Activity metric	Weight of products sold	FB-PF-000.A	We do not have data on the weight of the products sold
	Number of production facilities	FB-PF-000.B	We do not have data on the number of production facilities

External assurance report

GRI 2-5

INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT ON NON-FINANCIAL INFORMATION INCLUDED IN THE 2025 ANNUAL SUSTAINABILITY REPORT

To the
Management and other interested parties of
São Salvador Alimentos S.A.
Itaberaí - GO

Introduction

We were engaged by **São Salvador Alimentos S.A. ("SSA" or "Company")** to present our limited assurance report on the information included in the 2025 Annual Sustainability Report, for the period from January 01 to December 31, 2025.

Our limited assurance does not extend to information from prior periods or to any other information disclosed along with the mentioned report, including any embedded images, audio or videos files.

Management's responsibility

The Management of **São Salvador Alimentos** is responsible for:

(a) Selecting and establishing adequate criteria for the preparation of the information included in the 2025 Annual Sustainability Report;
(b) Preparing the information according to the criteria and guidelines of the *Global Reporting Initiative (GRI Standards 2021); and*
(c) Designing, implementing and maintaining internal controls on the information relevant to the preparation of the information included in the Annual Sustainability Report for 2025, which is free from material misstatement, whether due to fraud or error.

Independent auditor's responsibilities

Our responsibility is to express an opinion on the non-financial information included in **SSA** 2025 Annual Report, based on the limited assurance engagement performed according to Technical Notice CTO No. 07/2022 – Limited assurance report on non-financial information, issued by the Brazilian Federal Council of Accounting (CFC), and Standard NBC TO 3000 – Assurance Engagements Other than Audit and Review, also issued by CFC, which is equivalent to ISAE 3000 – Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). These standards require that we comply with ethical, independence and other related requirements, including the Brazilian Quality Control Standard (NBC PA 01), and therefore, that we maintain a comprehensive quality control system, with documentation of policies and procedures adopted for complying with ethical requirements, professional standards and applicable legal and regulatory requirements.

Additionally, they require that the engagement be planned and performed to obtain limited assurance as to whether the non-financial information included in SSA's 2025 Annual Sustainability Report, taken as a whole, is free from material misstatement.

A limited assurance engagement performed in accordance with NBC TO 3000 (ISAE 3000) mainly consists of making enquiries of SSA's Management and other professionals of the Company responsible for preparing the information and applying analytical procedures to obtain evidence that enable us to conclude on the limited assurance of the information taken as a whole. A limited assurance engagement also requires the adoption of additional procedures if the independent auditors become aware of matters that lead them to believe that the information disclosed in the 2025 Annual Sustainability Report, taken as a whole, is not free from material misstatement.

The procedures selected were based on our understanding of aspects related to the gathering, materiality, and presentation of the information disclosed in the SSA's 2025 Annual Sustainability Report and other circumstances of the engagement, as well as on our understanding of areas and processes associated with material information disclosed in that report that may not be free from material misstatement. The procedures included, among others:

(a) Planning of the engagement, considering the relevance and volume of quantitative and qualitative information, and the operating and internal control systems used as basis for the preparation of the information disclosed in the 2025 Annual Sustainability Report;
(b) Gaining an understanding of the calculation methodology and procedures adopted for gathering indicators by means of interviews with the managers responsible for preparing the information;
(c) Adoption of analytical procedures for assessing quantitative and qualitative information and its correlation with indicators disclosed in 2025 Annual Sustainability Report;
(d) For the cases in which non-financial data are correlated with financial indicators, crosschecking of the financial indicators against the financial statements and/or accounting records.

The limited assurance engagement included adherence to GRI Standards and criteria to prepare the information disclosed in the 2025 Annual Sustainability Report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited conclusion.

Scope and limitations

Procedures adopted in preparing the limited assurance report vary in nature and timing and are substantially smaller in scope than those applied in a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than that which would have been obtained if a reasonable assurance engagement had been carried out. Had we performed a reasonable assurance engagement, we could have identified other issues and possible misstatement of information included in SSA's 2025 Annual Sustainability Report. Accordingly, we do not express an opinion on this information.

Non-financial data are subject to a greater number of inherent limitations compared to financial data due to the nature and diversity of methods used to determine, calculate or estimate them. Qualitative interpretations of the materiality, relevance and accuracy of the data are subject to individual assumptions and judgments. Additionally, we did not assess data from prior periods, nor future projections and targets.

The non-financial information are based on the criteria presented above, and is thus not intended to ensure compliance with social, economic, environmental or engineering laws and regulations. Nonetheless, these standards provide for the presentation and disclosure of possible non-compliance with such regulations when subject to significant fines or sanctions. Our assurance report must be read and understood in this context, pursuant to the selected and mentioned criteria.

Conclusion

Based on the procedures adopted and described in the present report and on evidence obtained, nothing has come to our attention that would make us believe that the non-financial information disclosed in the 2025 Sustainability Annual Report of SSA for the period from January 1 to December 31, 2025, was not gathered, in all material respects, in accordance with the criteria and guidelines laid out in GRI Standards 2021.

São Paulo, August 03, 2026.

BDO RCS Auditores Independentes SS Ltda.
CRC 2 SP 013846/O-1

Viviene Alves Bauer
Accountant CRC 1 SP 253472/O-2

Corporate information

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General Coordination: São Salvador Alimentos
Ana Cláudia Jaime and Jennifer Coelho

GRI Consulting
blendON

Drafting and revision
blendON

Graphic layout and design
blendON

Images
SSA Collection
Envato Elements