



2025 Sustainability Report

ALIBEM

AGRA

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Message from Management

[GRI 2-22]

We are pleased to present Alibem’s and Agra’s third Sustainability Report, which outlines our progress in 2025 and reaffirms our commitment to responsible, transparent, and long-term business. More than an accounting exercise, this document expresses the purpose that unites the two Companies: to offer high-quality animal protein to Brazil and the world, generating value for everyone in our value chain.

In 2025, we made significant progress in our operations. Alibem ended the year as the fifth-largest pork producer in the country in terms of slaughter volume, exporting to 23 countries and expanding its presence in the domestic market. Agra also made significant progress in internationalization efforts, earning approvals in the United States and Europe and expanding its presence to 31 countries across four continents. Together, the Companies generated about 5,500 direct jobs and handled BRL 3.4 billion in payments to national suppliers, which reaffirms their role as agents of regional development.

The ESG Agenda remains a strategic pillar of our decision-making. In 2025, we made progress in formalizing fundamental corporate policies – including Agra’s People Management Policy and Animal Welfare Policy. These guidelines, added to those already in effect, strengthen the governance framework that guides the two Companies.

In the environmental sphere, we continued to invest in waste management, effluent treatment, water efficiency, and energy transition. Together, Alibem and Agra allocated about BRL 44 million to innovative environmental management processes and technologies. In addition, we expanded the number of units supplied with renewable energy in the Free Market and made progress in biodiversity initiatives, planting native species in partnership with communities and the government. We carried out the third greenhouse gas (GHG) emissions inventory to guide gradual decarbonization plans for the coming years.

We believe that, as well as respect for the environment, care for people, in the present and in the future, are essential conditions for sustainable results. In 2025, we invested in strengthening occupational health and safety practices, expanding programs such as Bem Cuidar – aimed at pregnant employees – and broadening diversity, equity and inclusion initiatives, with emphasis on extending the Integrar Program, designed for people with disabilities, to Agra’s operations. On another front, the more than 34,900 hours of training carried out throughout the year reflect our conviction that human development is a non-negotiable part of the Companies’ growth strategy.

Ethics and integrity remain cornerstones and inseparable aspects of our performance. We closed 2025 without any incidents of corruption or discrimination, reflecting the effectiveness of our structured processes, continuous awareness initiatives, and prevention mechanisms, supported by the engagement of Senior Management. By consolidating Agra’s Risk Matrix and improving threat as-

essment, we can better anticipate challenges and protect business continuity.

We thank everyone who is part of this journey – employees, collaborators, suppliers, clients, communities, and other partners – for their trust and daily commitment. This network of relationships supports our growth and gives meaning to building increasingly competitive and responsible companies. We remain confident that, on this basis, Alibem and Agra are prepared to deliver solid results and contribute to a more prosperous and balanced future.



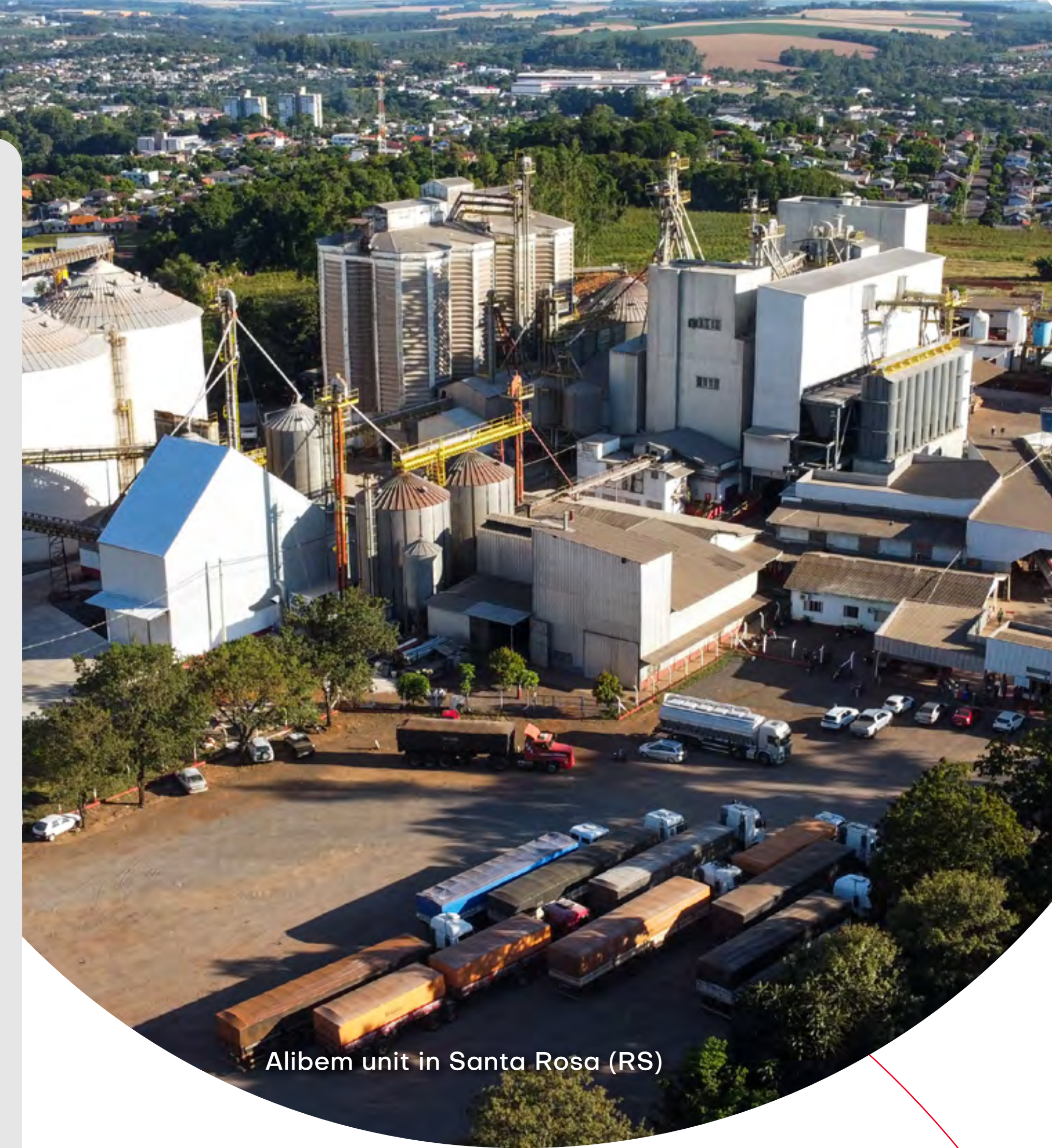
Maximiliano Chang Lee
Chairman of the Board
of Directors



José Roberto Goulart
CEO



Eduardo Shen
Vice President



Alibem unit in Santa Rosa (RS)



Corporate Profile

Our businesses

[GRI 2-1; 2-2; 2-6]

The Companies

Dedicated to supplying animal protein to domestic and foreign markets, Alibem and Agra produce pork and beef, respectively, from operational units in the South and Midwest regions of Brazil. Members of the same holding company¹, the the Companies operate independently while sharing, sharing environmental, social, and governance policies and practices. Together, they generated about 5,500 direct jobs in 2025.

With 25 years in operation, Alibem ended the year positioned as the fifth-largest producer in the country by pork slaughter volume and the second largest in Rio Grande do Sul, where it concentrates its operations. Throughout the year, it exported products to four continents and 23 countries (see box on [page 37](#)), proving it-

self as a successful market player, supported by a credible brand and strict quality and health protocols. In addition to the global insertion, the Company sells its products in several Brazilian regions – learn more about Alibem’s clients on [page 35](#).

As part of the business diversification strategy, beef production and processing were added to the operations in 2006, with the acquisition of Agra, which was consolidated in 2023. The operation is concentrated in Mato Grosso and includes slaughter, industrialization, and commercialization. Like Alibem, Agra’s competitive advantages are the quality, traceability, and sanitary compliance of its products, serving national and, especially, international markets.

1. Both are controlled by the holding company Carlos Lee Participações e Administração LTDA (“Carlos Lee Par”).



Operations

At the end of 2025, Alibem maintained operations in its company-owned units across 13 municipalities in Rio Grande do Sul, in addition to its administrative headquarters in the state capital, Porto Alegre. To ensure the supply of raw materials for industrial production, the Company owns 16 farms and 726 integrated farms, with swine farming handled by partner producers. Together, these farms totaled about 1 million head of livestock and 81,400 breeding sows.

As an additional strategy for the verticalization of the input chain, Alibem has two gene dissemination units (GDUs), which guarantee genetic attributes to the swine raised, and four feed mills², with the capacity to produce 62,600 tons per month of feed for the livestock. The productive infrastructure is complemented by three meat processing plants, with a slaughter capacity of 8,020 swine per day, and six strategically located distribution centers (DCs) – one of which opened in June 2025, in the municipality of Farroupilha (RS).

Parallel to Alibem's activities, Agra operates in the beef market. Headquartered in Rondonópolis (MT), the Company has invested in modernizing its facilities in recent years, expanding its production capacity and strengthening its position in key markets.

During 2025, the Company consolidated exports to the United States – a market for which it became fully licensed at the end of 2024 – and to Europe. In all, its products were shipped to 31 countries (see box in [Chapter 3](#)).

In the domestic market, Agra stands out for its efficient logistics, a result of its strategic operations location at the intersection of highways connecting the North and South regions of the country. The meat-processing unit is highly automated and can slaughter and debone up to 800 cattle daily. The distribution center, also located in Rondonópolis, has a storage capacity of 1,900 tons of beef. To ensure operational efficiency, the Company had 888 direct employees at the end of 2025, playing a significant role in generating employment and local income.



2. One of the four factories, located in Não-Me-Toque (RS), is outsourced.

Current location of operational units

Captions:

 Meat packaging plant

 Feed Factory

 Distribution center

 Processed meat products plant


 GSU

 Retail branch

 Farm

 Headquarters

 Grain storage unit

MT
Rondonópolis (MT)
(Headquarters AGRA)
 1  1

Brasília (DF)
 1

SP
São Paulo (SP)
 1

RJ
Queimados (RJ)
 1

RS



Our history

Follow the timeline and learn about the main highlights of the Companies' trajectories.

2000

- Founding of Alibem in Porto Alegre (RS).

2001

- Acquisition and start of operations of the Santo Ângelo Complex (RS).

2004

- Acquisition of the Santa Rosa (RS) Production Complex.

2006

- Acquisition of 51% of Agra in Rondonópolis (MT), and the start of its modernization process to expand production capacity.

2008

- Acquisition of two farms in Ibirubá (RS).

2009

- Acquisition of two farms in XV de Novembro (RS) and Tapera (RS).



Alibem farm in Santa Rosa (RS)

2010

- Acquisition of a distribution center in Nova Santa Rita (RS).
- Acquisition of a farm in Sarandi (RS).
- Acquisition of two farms in Não-Me-Toque (RS) and Colorado (RS).
- Acquisition of four farms and a feed factory in Nova Candelária (RS).

2011

- Start of operations at its own distribution center in Santo Ângelo (RS).

2013

- Capital increase in Agra, raising Alibem's stake to 95%.

2014

- Corporate conversion of Alibem from a limited liability company (LTDA) into a corporation (S.A.).
- Creation of Alibem's Board of Directors.

2015

- Creation of the holding company Carlos Lee Par, to consolidate the corporate structure of Alibem and Agra.
- Creation of the Compliance and Risk Committee.

2016

- Start of Halal-certified slaughter operations at Agra.

2017

- Expansion of slaughter capacity at the Santo Ângelo meat processing plant (RS) to 3,000 heads per day.
- Agra is licensed to export to the European market.

2018

- 1st issuance of agribusiness receivables at Alibem.
- Creation of the Strategic Planning Committee.

2020

- 2nd issuance of agribusiness receivables at Alibem.
- Alibem is elected by Valor Econômico as the best agribusiness company in Brazil.

2021

- Expansion of slaughter capacity at the Santo Ângelo meat processing plant (RS) to 3,600 heads per day.

2022

- Acquisition of the Estação (RS) meat processing unit.
- Expansion of slaughter capacity at the Santo Ângelo (RS) meat processing plant to 4,000 heads per day.

2023

- Start of operations of the new pork and processed meats meat processing plant in Estação (RS).
- Elaboration of the Sustainable Management Policy.

2024

- Start of pork exports to the Philippines.
- Agra receives a license to export to the United States.

2025

- Inauguration of the distribution center in Farroupilha (RS).
- Qualification and license of the Santa Rosa Unit to export to Malaysia.
- 3rd issuance of agribusiness receivables at Alibem.



Competitive strategy

[GRI 2-1; 2-2; 2-6]

Business diversification is a central element of Agra and Alibem's competitive strategy. The commercialization of fresh pork and beef, as well as processed products and raw materials for processed foods, contributes to the generation of recurring revenue, consolidated presence in the national market and relevant commercial insertion abroad.

Exports are an important pillar of operations and guide a significant part of the marketing model, accounting for 60% of Alibem's sales and 65% of Agra's. In parallel with the consistent growth of exports in recent years and the expansion into new destinations, the Companies prioritize strengthening and expansion of their operations in the domestic market.

In 2025, 60% and 65% of the total marketed by Alibem and Agra, respectively, were from exports.

The strategic planning in effect in 2025 included the expansion and diversification of the product portfolio to follow consumer trends and customer demands. At the end of the year, Alibem's supply of raw material to the Brazilian food industry represented approximately 47% of sales in the national market, while special fresh cuts – seasoned and salted – and processed products (smoked, processed and baked meats) for retail corresponded to 37% of the total marketed.

Focusing on sustainable growth in the Brazilian market, Alibem plans to invest in expanding production capacity, developing higher-value processed products, automating processes, and adopting practices that improve operational efficiency and sustainability.

In addition, Agra has been promoting the modernization of its facilities and the expansion of its production and operational scale, initiatives that have enabled international market expansion and strengthened its position in the global beef trade. In the domestic market, the Company

maintains a diversified portfolio that accounts for 35% of its total sales.

In 2025, to mitigate supply risks and increase its competitive advantage, Agra began operating under the Boitel system, through which it acquires lean livestock and sends them to a partner producer, who is responsible for fattening them. In addition to strengthening integration with suppliers, this practice aims to ensure a regular supply.

ESG Agenda

The business vision and strategic planning of Alibem and Agra are supported by the corporate ESG Agenda – an instrument that supports the conduct of business and decision-making according to the values and principles of the organizational culture. This commitment, signed by both of the Companies, prioritizes sustainable growth and is grounded in strong environmental, social, and governance practices.

This position was established in 2023, following an extensive materiality study with several stakeholders and subsequent ratification by the Board of Directors. We identified the topics of highest priority and relevance to the Companies, with a focus on corporate sustainability.

Throughout 2025, Agra’s People Management, applicable to both Companies, and Animal Welfare Policies were approved by Senior Management. In line with the **Sustainable Management Policy** and material topics, these documents are in addition to the Policies approved in the previous year, focusing on Environmental Management, Sustainable Procurement and Private Social Investment.

Find below the priority topics of the Companies’ ESG Agenda, which will be detailed in the next chapters of this Report.

Alibem and Agra material topics



A

Preserved planet

Environmental management:

- Solid waste
- Water and effluents
- Energy and emissions
- Biodiversity

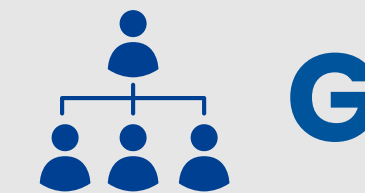


S

Prosperous lives

Social impact:

- Human rights promotion
- Employee health, safety, and development
- Community engagement



G

Competitive businesses

Performance:

- Financial performance
- Operational efficiency
- Customer experience and satisfaction

Responsible production:

- Food quality and safety
- Animal welfare
- Sustainable procurement

Ethics and integrity

Risk management

Corporate governance



Integrity- Based Conduct

Ethics and integrity

[GRI 2-23; 2-24; 2-25; 2-26; 3-3; 205-2; 205-3; 406-1; 408-1; 409-1]

All operations and activities of Alibem and Agra are supported by a robust corporate governance model that aligns with best market practices. Its actions are conducted in an ethical, integrity-based manner, in full compliance with legal requirements, and guided by the Code of Ethics and Conduct, as presented below.



Code of Ethics and Conduct

The values and principles of integrity of Alibem and Agra are unified and described in their [Code of Ethics and Conduct](#), updated from time to time. The document reflects the high degree of ethical commitment of both Companies and seeks to meet the requirements of shareholders, markets and clients. Approved by the Board of Directors, it was developed and reviewed by the Audit, Risk and ESG Committee, which, together with the Legal and Compliance Board, ensures its application and periodic updates.

The standards include provisions to combat moral and sexual harassment, guidelines on the use of social media, and provisions regarding the assets and properties of Alibem and Agra. The conduct expected by employees in the work environment is also described, as well as guidelines on how to avoid conflicts of interest, combat corruption and preserve the intellectual and patrimonial property of the Companies.

The Code also reinforces the repudiation of slave la-

bor, the use of child labor, and any form of discrimination or harassment based on race, gender, sexual orientation, social class, age, religion, disability, or any other aspect.

All rules and recommendations are applied to the managers and employees of Alibem and Agra, as well as to suppliers of goods, services and materials, business partners, integrated producers, clients and other parties involved in their businesses.

In agreements with suppliers, the ethical commitment is incorporated into specific compliance clauses added to contracts since 2018. At the end of 2025, 93.9% of the contracts signed by Alibem included these clauses. At Agra, this rate was 83.5%.

More than a theoretical guide, the Code is a strategic tool for the corporate governance of Alibem and Agra, reinforcing the alignment of values among all its stakeholders.

Employee awareness

Communication and engagement actions designed to strengthen the ethical culture within the Companies are ongoing. New employees receive a copy of the Code of Ethics and Conduct and sign a specific clause on the subject in the employment contract.

In the industrial units, training is carried out by the Ethics and Conduct Committees, which are also responsible for monitoring and applying the standards, and for investigating and handling any complaints.

In addition, posters are displayed at the facilities and workers receive emails to publicize the planned actions. All these practices ensure the wide dissemination of information, using accessible language across different channels.





Agra Unit in Rondonópolis (MT)

Compliance Program

Based on the Code of Ethics and Conduct, the Compliance Program of Alibem and Agra includes oversight by Senior Management, training on relevant topics, monitoring and auditing processes, conducting due diligence, investigating and reporting cases, implementing policies and procedures, and conducting risk assessment.

The Program involves all employees and helps ensure compliance with laws, policies and regulations, reaffirming the Companies' commitment to defending against unfair competition and antitrust issues, and preventing fraud and corruption.

Fight against slave labor

Agra is part of the National Institute of the Pact for the Eradication of Slave Labor (InPACTO), an organization that has been working with the private sector and civil society entities since 2013 to prevent and eliminate slave labor in production chains.

The Company's commitment involves ensuring decent working conditions, combating forced labor, offering transparency in production chains and promoting supplier engagement to eliminate abusive practices.

Reporting channels

All employees and stakeholders of Alibem and Agra receive support and encouragement to report internal irregularities, unethical situations, conflicts of interest or behaviors that do not comply with the Companies's rules. For this, multiple channels are available for sending messages and sharing reports.

The formal registration allows an investigation to be initiated and conducted by the Ethics Committees or the Audit, Risk and ESG Committee, depending on the severity and nature of the case. Corrective measures and preventive actions can be implemented whenever a violation is identified to prevent recurrence and minimize new impacts.

The Ombudsman Channels, the Companies' websites, the regional Ethics Committees, as well as the Boards and the Audit, Risk and ESG Committee, are readily available to receive reports of violations and other non-conformities. Employees can also deposit messa-

ges and reports in the suggestion and criticism boxes distributed in the units. Whistleblowers are guaranteed anonymity, confidentiality and protection against any retaliation.

The engagement initiatives promoted in 2025 integrated the internal public and the supply chain. Within the Board of Directors, agenda items were discussed in small-group sessions, and 728 employees received information through corporate channels. Externally, the scope reached 1,233 business partners through the insertion of compliance provisions in contracts.

In the development pillar, the Directors dedicated 4.5 hours to training on related topics. Among the work staff, 103 professionals completed 30-minute modules – totaling 51 hours of instructional training focused on the Whistleblower Channel and ethical principles. As a reflection of these actions, Alibem and Agra ended the year without corruption or discrimination.

The Whistleblower Channel receives reports through the following contacts:

ALIBEM

- 🌐 [alibem.legaletica.com.br](https://www.alibem.com.br)
- ✉️ alibem@legaletica.com.br
- ☎️ +55 (11) 5039-9272
- ☎️ 0800 400 3333
- 🌐 <https://www.alibem.com.br/atendimento/contato/>
- ✉️ ouvidoria@alibem.com

AGRA

- 🌐 [alibem.legaletica.com.br](https://www.alibem.com.br)
- ✉️ alibem@legaletica.com.br
- ☎️ +55 (11) 5039-9272
- ☎️ 0800 400 3333
- 🌐 <https://www.agraagroindustrial.com.br/atendimento/>
- ✉️ ouvidoria@agraagroindustrial.com.br

Corporate governance structure

[GRI 2-9; 2-10; 2-11; 2-12; 2-13; 2-16; 2-20; 2-23; 2-24; 418-1]

Over the years, Alibem and Agra have improved organizational management and increased operational efficiency by consolidating and strengthening corporate governance. Even as privately held companies, both have robust governance structures and adhere to regulatory and market standards, with strong compliance, ethics, transparency, and security practices.

The governance architecture is led by the General Shareholders' Meeting, a deliberative body that has the power to approve strategic decisions, such as the election and dismissal of directors, as well as the overall remuneration of management positions. In hierarchical sequence, the Board of Direc-

tors is responsible for defining strategies, policies, guidelines, and investment plans. This collegiate also guides the Executive Board, supervises the Company's management and supervises the work of directors and auditors, ensuring compliance.

At the end of 2025, the Board comprised five members, including one independent and one external member. The diverse composition of the Board fosters the exchange of experiences and the complementarity of views, driving process innovation and increasing precision in strategic decision-making aligned with the values and expectations of its stakeholders.



Frigorífico em Santa Rosa (RS)

At the third level in the organizational hierarchy is the Executive Board, which plays a key role in the implementation of the strategies and achievement of the objectives set by the Board of Directors. In December 2025, it comprised eight members: the President, the Vice President, and six directors responsible for key areas, including Legal and Compliance, Administrative (Alibem and Agra), Financial, Agricultural, and Industrial.

The Commercial, Quality, Supplies, Planning, and Controllership sectors report to the CEO and Vice-Presidency and provide direct support to the Executive Board, strengthening integration across areas and hierarchical levels. This structure improves governance and supports a results-oriented vision. Another gain is the synergy between operations and strategy, which drives business expansion and the Companies' competitiveness.

Board of Directors

(on 12/31/2025)

Name	Title
Maximiliano Chang Lee	Chairman
Francisco Olinto Velo Schmitt	Independent Director
Juscelino Francisco Gonçalves	External Director
Lee Shing Wen	Director
Michele Shen Lee	Director

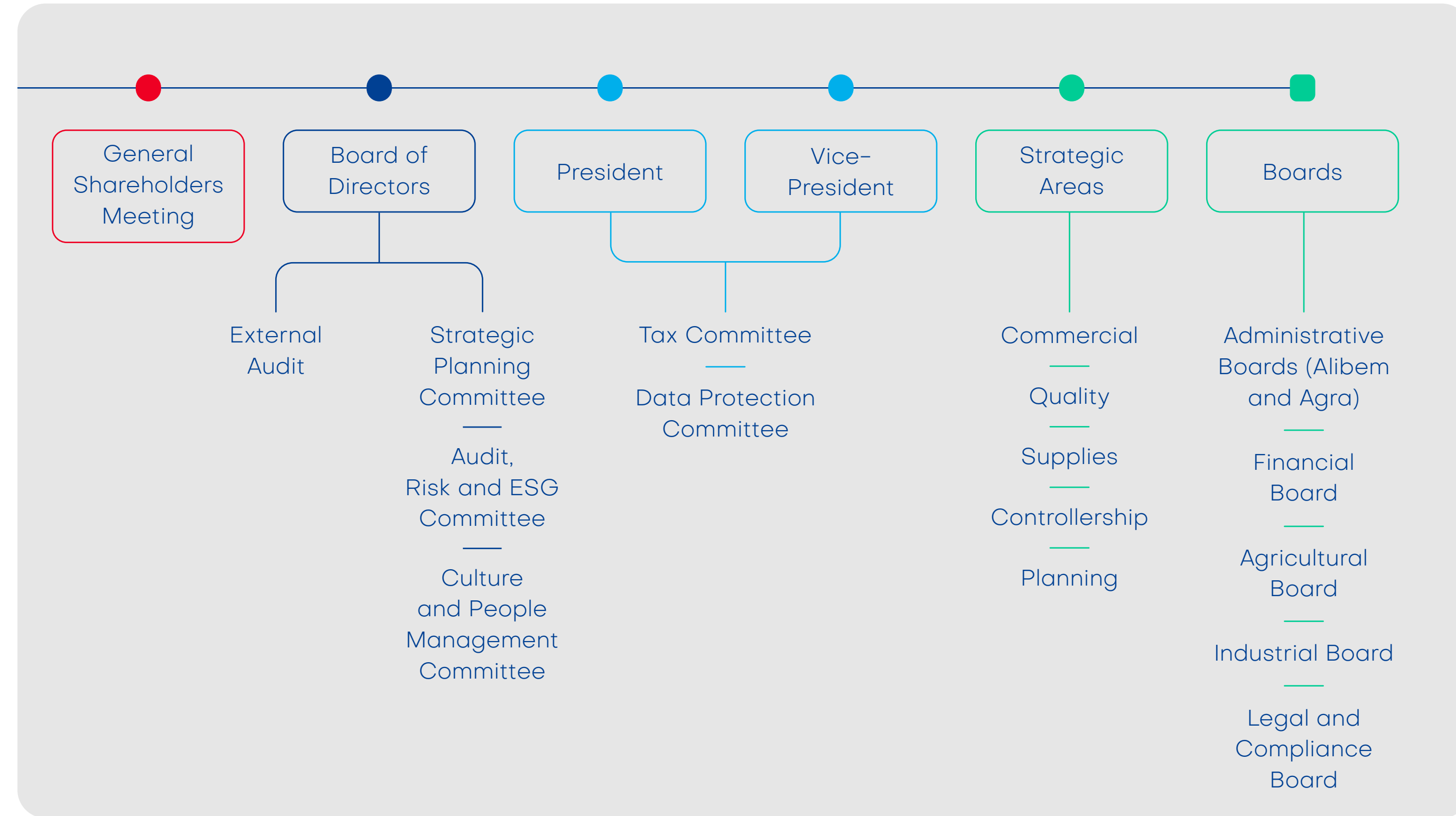
Executive Board

(on 12/31/2025)

Name	Title
José Roberto Goulart	President / CEO
Eduardo Shen	Vice President
Ângelo Meneghetti	Managing Director of Alibem
Fabrcio Ruschel	Chief Agricultural Officer
Felipe Shen	Chief Legal and Compliance
Newton Backes	Chief Financial Officer
Marcus Azambuja	Managing Director of Agra
Vilmar Vargas	Industrial Director of Alibem

Organizational Chart

(on 12/31/2025)



External audit

Alibem and Agra periodically rotate independent external auditors. This measure seeks to preserve the independence and rigor of the audits conducted, ensuring greater effectiveness in business control and contributing to the continuous improvement of management.

Between 2020 and 2025, the Financial Statements were audited by Ernst & Young Auditores Independentes S.S. From 2015 to 2019, PricewaterhouseCoopers carried out the process. From 2012 to 2014, Saweryn & Associados was responsible.

Organizational support committees

Another key structure supporting Alibem and Agra's directors and officers is the organizational committees, which monitor risks and opportunities and provide strategic analysis of economic, financial, and operational issues, as well as social and environmental aspects.

The Committees, which are multidisciplinary, may suggest continuous improvement actions and develop projects that support corporate governance. In 2025, we restructured the committees to group related themes, which improved analysis and decision-making. At the end of the year, the following committees were in operation:



- **Culture and People Management Committee**, focused on people management and organizational development demands;

- **Audit, Risk and ESG Committee**, which oversees compliance and corporate risk mitigation, in addition to being responsible for integrating and promoting environmental, social and governance practices in all areas of the Companies;

- **Innovation, Planning and Strategy Committee**, dedicated to guiding innovation initiatives, monitoring market trends and anticipating regulatory and consumption changes, recommending strategic adjustments in the face of new scenarios;

- **Tax Committee**, aimed at optimizing fiscal and tax management; and

- **Privacy and Data Protection Committee**, which ensures compliance with data protection and privacy standards.

Corporate policies

Alibem and Agra's governance architecture includes policies and guidelines that govern how the businesses operate, reflecting the principles and values that guide their actions. At the end of 2025, the following policies were in place:

- Code of Ethics and Conduct;
- Sustainable Management Policy;
- The Sustainable Procurement Policy;
- Foreign Exchange Risk Policy;
- Liquidity and Investment Management Policy;
- Information Security Policy;
- Internal Privacy Policy;
- New Private Social Investment Policy;
- Environmental Management Policy;
- Human Resources Management Policy;
- Animal Welfare Policy (Alibem); and
- Competitive Compliance Policy; and
- Policy for the Distribution of Dividends and Interest on Equity (JSCP).

Risk Management

[GRI 3-3]

The mapping, control and mitigation of corporate threats occur systematically at Alibem and Agra, with the involvement of all areas and hierarchical levels of the Companies. The Audit, Risk, and ESG3 Committee, established in 2015, support management by implementing mechanisms to identify, analyze, handle, and monitor organizational threats, including reputational, financial, and operational risks.

Several aspects that influence the operation of the Companies are also monitored, including macroeconomic, regulatory, operational, financial, technological, social, and environmental factors. This holistic view allows risks to be identified and treated effectively, ensuring the sustainability and continuity of the business.

In 2025, Agra consolidated its Risk Matrix, and both Companies made progress in managing the topic, including analyzing and assessing potential threats. The process included a survey of non-financial impacts, as well as estimates of the financial effects associated with potential risks occurring.

In 2026, the Companies will continue the work, focusing on identifying the greatest threats, reviewing the controls and action plans in the Risk Matrix, and validating the impact calculations prepared by the areas. During the implementation of mitigation actions, risk ratings may change, leading to a new risk assessment, especially regarding the probability of implementation and the impact of these risks.



Alibem and Agra's risk management is guided by a holistic vision that strengthens the continuity of the businesses.

3 In 2025, the Committee began to include the ESG agenda among its responsibilities.

Main risk groups monitored



Macroeconomic

Summary: Adverse evolution of socioeconomic conditions in Brazil, as well as global geopolitical issues. These factors may affect exports and imports of products related to Alibem and Agra. Exchange rate variations, interest rates, and inflation, among other macroeconomic aspects, are relevant to business performance.

Possible impacts:

- Drop in sales and, consequently, revenue;
- Increased production and logistics costs;
- Declines in investments.
- Restriction of access to capital; and
- Increased cost of capital in the short, medium and long term.

Mitigation means:

- Constant monitoring of the market(s), to anticipate decision-making;
- Input purchase policy (seeks protection from said variations);
- Diversification of markets;
- Foreign exchange hedging policy; and
- Financial planning and cash reserve.



Market

Summary: Variation of supply and demand at levels different from those predicted by Agra and Alibem, with an impact on production volume and prices. It can be caused by the intensification of competition in the sector, trade and/or sanitary barriers, declining consumption of animal protein, and other factors external to the performance of the companies.

Possible impacts:

- Reduction of product sales revenue;
- Increased production costs, especially of grains (corn and soybeans), caused by exports or climate effects, with consequences on the main raw material: live pigs;
- Loss of profitability and competitiveness;
- Loss of qualifications/certifications for commercialization in certain markets;
- Reduction of the attractiveness of investments in the sector.

Mitigation means:

- Diversification of the commercial portfolio, with different customer profiles in the domestic market and other countries;
- Greater investment in grain storage;
- Strict cost management to maintain competitiveness both in the foreign and domestic markets; and
- Effective planning, in Brazil and abroad, of supply, demand and production.



Tax/Fiscal

Summary: Changes in the tax laws of Brazil and other countries in which the companies operate.

Possible impacts:

- Declines in profitability;
- Loss of competitiveness;
- Incorrect taxation;
- Loss of tax credits; and
- Increased tax burden.

Mitigation means:

- Continuous monitoring of tax changes imposed by the states and the Federal Government that affect tax rates, benefits and tax calculations.
- Engagement in the sector's regulatory agendas, focusing on reducing tax impacts for Agra and Alibem.



Financial

Summary: Economic and financial performance at levels lower than those planned by the companies, reflected in liquidity – difficulty in accessing financial resources in local or foreign currency to meet operational obligations. It may be a consequence of other risks (macroeconomic, market, health, etc.) or be caused by inadequate financial management.

Possible impacts:

- Difficulty in accessing capital/obtaining credit;
- Increased cost of capital (interest on loans and financing);
- Default with suppliers;
- Compromised sustainability and business competitiveness in the medium and long term.

Mitigation means:

- Financial discipline, with adequate management of costs and investments;
- Client credit risk management;
- Cash flow planning; and
- Liability management with the financial institutions with which the companies operate.



Operational

Summary: Impediment to the full functioning or integrity of assets, the environment, society, and/or the health and safety of people, as a result of the operational activities of Alibem and Agra. It is characterized by multiple risk factors that span facilities, equipment, people, processes, and systems.

Possible impacts:

- Temporary unavailability of production structures;
- Irreversible damage or major socio-environmental damage;
- Breach of contracts;
- Loss of revenues;
- Socio-environmental damages;
- Reputational damage.

Mitigation means:

- Preventive maintenance actions and constant monitoring of assets to identify possible problems and demands for operational modernization and improvements;
- Contracting asset insurance;
- Strengthening the culture of health and safety among employees and service providers.



Food Quality and Safety

Summary: Commitment to the quality and safety of food delivered by Alibem and Agra to the consumer market.

Possible impacts:

- Adverse effects on production and transportation processes;
- Damage caused to consumers' health;
- Recall costs;
- Fines and sanctions imposed by regulatory bodies;
- Lawsuits and consequent trade barriers;
- Embargoes on operations and commercialization;
- Loss of revenue;
- Reputational decline.

Mitigation means:

- Policies and processes for quality assurance and full compliance with legal and sanitary requirements;
- Adequate sanitary inspection and control processes;
- External and internal audits;
- Investment in the areas of Quality Assurance and Production, including laboratories and equipment that identify and anticipate possible failures.



Sanitary

Summary: Related to the possibility of occurrence and spread of infectious diseases that affect swine and cattle, with potential impact on public health and the economy. Beyond the hygiene conditions of its own industrial facilities and processes, it includes risk factors related to external health scenarios (over which companies have no control) and processes within the value chain – in particular, from livestock suppliers to Alibem and Agra.

Possible impacts:

- Cross contamination: increased spread of pathogens and health risk;
- Contamination of soil and water due to contact with contaminated effluents;
- Risk to human health;
- Restrictions on international trade of beef and/or pork, affecting the profitability of the activity.

Mitigation means:

- Monitoring of the global health scenario to anticipate impact mitigation measures;
- Strict biosafety practices: vaccination, constant monitoring of animal health and epidemiological surveillance.



Data and Cybersecurity

Summary: Non-compliance with applicable data protection laws and vulnerability of structures, systems and processes to cyber attacks.

Possible impacts:

- Violations, interruptions or failures of information technology systems;
- Interruption of operations;
- Fines and sanctions imposed by control agencies;
- Related lawsuits;
- Reputational decline.

Mitigation means:

- Policies and practices for compliance with the General Data Protection Law (LGPD);
- Training of employees on information security practices; and
- Protective measures against data security threats.

Continuous risk identification and monitoring contribute to operational resilience and long-term value creation.



Ethics & Compliance

Summary: Non-compliance with the Code of Ethics, including acts of corruption and disrespect for Human Rights. Non-compliance with rules and regulations applicable to business activities.

Possible impacts:

- Fines and sanctions imposed by control agencies;
- Related lawsuits;
- Discontinuity of operations; and
- Reputational decline.

Mitigation means:

- Recurring training of employees regarding Ethics;
- Providing a confidential communication channel for complaints; and
- Performance of the Ethics Committee.



Human Capital

Summary: Threats related to failures in people management, which can generate loss of competitiveness in the labor market. It includes aspects related to employees' health and safety.

Possible impacts:

- Difficulties in hiring/high rate of turnover;
- Low qualifications/declines in productivity (due to low human performance);
- Loss of talent and knowledge;
- Succession gaps in strategic positions; and
- Incidents and accidents at work.

Mitigation means:

- Continuous improvement of recruitment and selection processes;
- Initiatives for development/continuing education of employees;
- Strengthening the occupational health and safety culture;
- Promoting an inclusive work environment; and
- Development of alternatives for variable remuneration by (individual) meritocracy.



Environmental & Climate

Summary: Adverse effects of Alibem and Agra's interaction with the environment and/or deterioration of environmental conditions that influence operations. Encompasses the potential effects of climate change on the Company's own activities and value chain.

Possible impacts:

- Temporary or permanent environmental damage caused by the Company's activities;
- Fines or sanctions imposed by environmental authorities;
- Operational embargoes resulting from environmental issues;
- Unavailability of natural resources essential to operations (such as water);
- Socioeconomic, environmental, operational, and financial losses caused by extreme weather events;
- Regulatory changes leading to carbon taxation.

Mitigation means:

- Compliance with environmental legislation;
- Adequate Environmental Management policies and practices;
- Employee training on environmental issues;
- Development of a Greenhouse Gas (GHG) Emissions Inventory, for subsequent Action Plan.



Reputational and Relations

Summary: Deterioration of the image of Alibem and Agra, with reputational damage to the relationship with strategic stakeholders.

Possible impacts:

- Dissemination of negative information regarding the Companies that form public opinion;
- Loss of credibility with relevant areas of the public, such as customers/consumers, employees, suppliers and public agencies;
- Loss of contracts;
- Product embargoes;
- Restrictions on access to markets; and
- Loss of revenue.

Mitigation means:

- Ethical and integral conduct of business;
- Adequate communication practices with strategic areas of the public;
- Maintaining transparency regarding matters of public interest; and
- Publication of the Sustainability Report.



Competitive
businesses

Food Quality and Safety

[GRI 3-3; 416-1; 416-2; 13.10.4; 13.10.5]

We ensure the safety of food for the Alibem and Agra consumer market through strict quality processes across manufacturing, processing, storage, and transportation, as outlined in our Sustainable Management Policy. In all operating units, specialized teams ensure the proper execution of the procedures to ensure full compliance with current legislation and the specifications expected by customers and clients.

The integrity of production also results from an ethical, transparent and collaborative relationship with the Federal Inspection Service (SIF), linked to the Ministry of Agriculture and Livestock, as well as other competent surveillance agencies.

In both Companies, the Quality Manual, periodically revised, consolidates the guidelines for producing safe food. The document defines the Policy on the subject, the stra-

tegic objectives, and the institutional responsibilities, and addresses topics such as hygiene, pest control, traceability, food safety, and animal welfare. Thus, its content reaffirms the commitment to innovation, regulatory compliance and operational excellence in the meatpacking sector, in addition to the following aspects:

- Commitment to quality and safety standards;
- Use of the digital system for data monitoring and analysis;
- Responsibility of the Companies and workers – rigorous implementation of self-control programs and continuous training;
- Emphasis on food safety;
- Food Defense and Food Fraud: measures to protect the production chain against adulteration and fraud; and
- Animal Welfare and Humane Slaughter

In line with the Quality Manual, control routines cover sanitary and operational hygiene procedures, good manufacturing practices, control of chemical contaminants, and preventive maintenance of facilities and equipment. As part of the verification system, product samples undergo microbiological and physicochemical laboratory analyses, according to pre-established schedules by each unit.

In Alibem's laboratories, samples of chilled and frozen fresh pork meat, chilled and frozen offals, frozen and chilled meat products, and inedible products for livestock feed, such as flours and fats, are analyzed.

In addition to the final product, ingredients, raw materials, water, products in process, equipment, and utensil swabs are evaluated, among other analyses conducted at several stages of the process.

Throughout 2025, all product categories were evaluated for potential health impacts, with no record of non-conformities in this regard for shipped products.

Focusing on quality and production efficiency, several investments were made throughout the year in industrial infrastructure, including improvements in technological processes and production flows. At the Santo Ângelo feed factory (RS), a big-bag and electronic-scale dosing system was implemented, replacing the previous process of fractionation and manual addition of ingredients. The change provided greater precision and quality in the dosing of microingredients throughout the production process.



Self-Control Program

To meet market requirements worldwide, Alibem and Agra keep their Self-Control Programs up to date, which attests to the safety, identity, quality, and integrity of their products. These programs are periodically audited by the Federal Inspection System of the Ministry of Agriculture and Livestock (MAPA), as well as by clients, international missions, and certifying agencies.

Activities range from the control of raw materials and packaging materials to the verification of processes and operating conditions, including traceability, ventilation, pest control and the application of good manufacturing practices (GMP). At Alibem, a relevant portion of the analytical demands is met internally by the Physical-Chemical and Microbiological Analysis Laboratories, certified by the Metrological Network and in accordance with NBR ISO/IEC 17025:2017. Agra uses accredited external laboratory services for quality analysis, ensuring the reliability and traceability of the results obtained.

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Competitive businesses

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The strengthening of the food safety culture also occurs through periodic training aimed at employees in the production areas. The training addresses the principles of the Quality Policy and Self-Control Programs, covering topics such as personal hygiene, health practices, process control, prevention of food fraud and food sabotage (food fraud and food defense), as well as the fundamentals of the HACCP system – Hazard Analysis and Critical Control Points.

By the end of 2025, there were no restrictions or prohibitions on the import of Alibem and Agra products in any of the served markets.

This outcome shows that the controls are effective and that the companies comply with strict international sanitary and regulatory standards. As a result, the companies' products remained accessible across various regions. During the reported period, there were no recorded recalls of the Companies' products.

Quality training helps align teams with regulatory requirements and industry best practices, reinforcing the principle of shared responsibility.



Processes and certifications

Both Alibem and Agra adopt the Hazard Analysis and Critical Control Points (HACCP) methodology, which includes the identification and assessment of risks, the definition of critical control points and limits and the establishment of systematic monitoring, correction, verification and registration procedures. The application of this methodology helps ensure the integrity of processes and the compliance of products with the sanitary and regulatory requirements set by the sector.

The production units also maintain structured traceability systems that are aligned with regulatory requirements and customer demands. At Agra, the system allows linking the final product to the farms that dispatched livestock on the day of slaughter, increasing transparency about the origin of the raw material. At Alibem, it is possible to identify the farms responsible for the batches received on a given production date by consulting the Quality area. The systems adopted also enable tracking of the packaging used, the stages of the production process

carried out on the day, and, for processed products, the ingredients used in their formulation. In feed mills, the controls allow identification of the suppliers and inputs used in each batch produced.

In 2025, Agra maintained its BRCGS (Brand Reputation Compliance Global Standards) certification, one of the international food safety standards recognized by the Global Food Safety Initiative (GFSI). The renewal occurred after an audit conducted by an independent entity that attested to the unit's compliance with the requirements of the standard.

Widely adopted by manufacturers, retailers and companies in the food sector – especially in the United Kingdom and Europe – the certification contributes to strengthening quality control and management practices along the production chain. Among the products evaluated are boneless, frozen and chilled fresh beef, as well as frozen bovine offals. Samples are analysed according to the parameters esta-



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Competitive businesses

lished by the applicable legislation, and the results are monitored daily to ensure continuous compliance with the quality standards required by the market.

In addition to BRCGS, the Company also maintained the certifications of PAACO (Professional Animal Auditor Certification Organization), Halal (necessary for commercia-

lization in Muslim nations) and HACCP (Hazard Analysis and Critical Control Points).

At Alibem's industrial units, located in Santa Rosa, Santo Ângelo and Estação, in Rio Grande do Sul, periodic audits are carried out at the request of clients, conducted based on international references such as the IFS (International

Featured Standards) standard, which contributes to the continuous improvement of food quality and safety processes. Alibem's feed factories also undergo regular audits by the Ministry of Agriculture and Livestock (MAPA) to ensure compliance with sectoral regulatory requirements.

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2025 Sustainability Report | Agra & Alibem





Santo Ângelo (RS)
Processing Plant

Clients

Inserted in a highly competitive environment in the animal protein sector, Agra and Alibem work with clients on a global and national level. The relationship with this area of the public is based on ethical and transparent principles and the commitment to offering products and services of differentiated quality, in accordance with the highest food safety standards.

Because a significant portion of production is exported, the Companies maintain ongoing interactions with clients in foreign markets, including trading agents, processors, distributors, and retailers. The sale of Brazilian beef and pork to other countries requires strict legal and health requirements, as well as adherence to technical protocols and trade agreements signed by the nations involved.

The process begins with the registration and qualification of the production units with the Ministry of Agriculture and Livestock (MAPA), which certifies compliance with the quality and safety standards required for the domestic and foreign markets. Then, the specific requirements of each importing country are adapted to comply with the destination authorities' health, certification, and production protocols. This service culminates in the issuance of the International Health Certificate (CSI), a document that demonstrates the goods' conformity with current health standards and enables the release of the cargo in the importing country.

The flow also includes tax classification and the preparation of commercial documentation, with the standardiza-

tion of product nomenclature for international trade and, when applicable, the issuance of the Certificate of Origin. Subsequently, the customs clearance phase begins, which includes submitting the documents to the Brazilian customs authorities for analysis, verification and shipment authorization. Once the documentation, logistics, and international transport are approved, they ensure that the pork and beef reach their final destination in a safe, high-quality condition.

It is the successful execution of this set of steps that sustains the lasting commercial relations maintained by Alibem and Agra, reinforces credibility with international clients, and ensures compliance with the agreements entered into in the markets served.

Commercial relations

In 2025, Alibem's products were shipped to 23 countries, with sales to over 160 clients. Agra, on the other hand, allocated most of its production to 84 clients in 31 countries. Among the year's highlights are two new qualifications earned by Alibem. In the first half of the year, the Estação (RS) unit was authorized to export to Venezuela. In December, the Santa Rosa (RS) unit was granted authorization to export to Malaysia.

In the same period, we highlight Agra's qualification for the U.S. market (registered at the end of 2024) and the consolidation and expansion of volumes exported to Europe. The cycle also saw the Companies strengthen their relationships with strategic partners through business visits and participation in events in the Philippines, Singapore, Hong Kong, the United Arab Emirates, China, and Germany.

In the domestic market, Agra and Alibem operate distinct service channels targeting customers and consumers of fresh meat and processed products. Focusing on expanding their presence in Brazil, the Companies carried out several actions to promote their brands – [see box](#).



Export destination countries

Agra

- Germany
- Saudi Arabia
- Aruba
- Bosnia and Herzegovina
- Chile
- China
- Ivory Coast
- Curaçao
- United Arab Emirates
- Spain
- United States
- Philippines
- France
- Ghana
- Georgia
- Equatorial
- Hong Kong
- Canary Islands
- Italy
- Jordan
- Kosovo
- Kuwait
- Liberia
- Netherlands (Holland)
- Palestine
- Portugal
- United Kingdom
- Republic of Albania
- Sierra Leone
- Singapore
- Uzbekistan

Alibem

- South Africa
- Albania
- Angola
- Argentina
- Chile
- China
- Ivory Coast
- United Arab Emirates
- Philippines
- Gabon
- Georgia
- Hong Kong
- Mauritius
- Liberia
- Lebanon
- Republic of Armenia
- The Democratic Republic of the Congo
- Dominican Republic
- Russia
- Singapore
- Uruguay
- Vietnam



4 continents



31 countries



35.7 thousand tons
of products



65% of total
sales



4 continents



23 countries



93.8 thousand tons
of products



60% of total
sales

Renewed Identity

In 2025, Alibem and Agra advanced in updating their brands and consolidating a strategic initiative aligned with the Companies' growth and internationalization. Alibem renewed its visual identity and adopted the concept "Very close to you," reinforcing its commitment to proximity with consumers and business partners and, in contemporary language, its 25-year commitment to quality and trust.

Agra, in turn, strengthened the Agra Foods brand, reflecting its position in the international market. Also updated, the new brand highlights the attributes of modernity, quality and socio-environmental responsibility that differentiate the company in the competitive beef protein segment.

These changes go beyond the visual and represent a strategic repositioning to strengthen brand recognition with customers, partners, and consumers across different markets. By applying new identity elements to packaging, communication materials, and digital channels, and by their presence at national events and international fairs, the Companies demonstrate their maturity and global ambition to the market.





Animal welfare

[GRI 2-23; 2-24; 3-3; 13.15.5]

The promotion of animal welfare is an ethical commitment of Alibem and Agra, reflected in their corporate policies and practices adopted along the value chain. In addition to ensuring legal compliance on the subject, this commitment is grounded in the principle of intolerance of mistreatment of any kind, which guides management practices on farms, in transportation, and at other stages of the production process within industrial units. The following are the initiatives of each Company related to the agenda.

Alibem practices

At Alibem, the conduct of initiatives related to animal welfare is under the responsibility of the Agricultural Board, the Animal Welfare Coordination and the Animal Welfare Steering Committee. **This Committee works on the analysis of indicators, the definition of guidelines and the approval of action plans aimed at improving the practices adopted by the Company.** It is also the responsibility of its members to ensure that the procedures comply with current legislation and align with the requirements set by clients.

In the industrial units, the methods of swine pre-slaughter management, stunning, and slaughter strictly comply with applicable legal requirements. Each meatpacking unit has a professional responsible for animal welfare, trained in pre-slaughter and humanitarian slaughter management. This professional has the autonomy to adopt the necessary measures, ensuring

the consistent application of best practices. The Animal Welfare Self-Control Program is structured, implemented, and monitored by the Quality Assurance area, which is responsible for overseeing processes, identifying non-conformities, and promoting the continuous improvement of operations.

Alongside the Program, the Company adopts international animal welfare assessment protocols that provide a comprehensive, systematic approach from receipt to slaughter. In 2025, Alibem hired animal welfare agents to operate in the industries, with responsibilities that include monitoring all stages of the process, ensuring the application of best practices, acting immediately in the event of non-conformities, proposing corrective and preventive measures through action plans, and reporting directly to the unit's animal welfare officer.

The Company also applies a checklist at two relevant stages of the production process: at the transition from the farrowing to the finishing phase and, after slaughter, to the meatpacking unit. Considering the 742 integrated facilities and own farms, 93% underwent evaluation in 2025. The checklist includes:

- Water availability and quality;
- The adequate supply of feed;
- Structural conditions of the facilities, such as feeders, drinking fountains, floors, bays, corridors, lighting and loading docks;
- Evaluation of animal health, with monitoring of treated diseases, maintenance and sanitation of veterinary materials, presence and amount of environmental enrichment; and
- Ambient conditions with equipment designed to reduce stress from temperatures and behavioral analysis.

All initiatives related to the topic are in line with the guidelines set out in the Animal Welfare Policy and the public commitments of the Company, both disclosed in 2023 (learn more here). The Animal Welfare Policy is supported by internal procedures that guide employees on the practices to follow in production routines. In industry, these procedures align with the international protocol described in the North

American Meat Institute (NAMI) Management Recommendations Guide, a global reference on good practices for humanitarian management, transport, and slaughter.

In 2025, the Company invested about BRL 310,000 in adapting structures for the safe and peaceful handling of livestock, modernizing equipment used at specific stages of the production process, and improving air conditioning systems, thereby promoting greater thermal comfort and reducing stress to the livestock.

BRL 5 million was invested in the farms to adapt the infrastructure for group farrowing and structural improvements, such as air conditioning systems and general renovations, the acquisition of euthanasia equipment, and the implementation of more modern, mechanized systems for supplying water and food.

On another front, Alibem continues to guide its transportation service providers in maintaining fleets suitable for the welfare of pigs and piglets. At the end of 2025, 75% of the vehicles used for transportation to the abattoir were equipped with isothermal roofs, which reduced temperature

fluctuations and improved the thermal comfort of livestock during transport. In addition, the Company ensures adequate space and density during transportation, in line with national and international animal welfare guidelines.

Animal welfare training programs

In all, in 2025, 116.3 hours of training on animal welfare topics were conducted for employees and drivers, with 446 participants. The integrated partners received manuals on good production practices, with technical recommendations on the proper management of livestock, nutrition, health, the environment, and other fundamental aspects.

In addition, Alibem followed a training schedule for producers and employees of integrated Piglet Production Units (PPUs) to strengthen engagement in applying best practices and complying with the Animal Welfare Policy.



Respect for the 5 Animal Domains at Alibem



Nutrition: The production units are monitored so that they are in adequate conditions regarding the availability and quality of feeders and feed, as well as drinking fountains, flow, and water quality. The technical team evaluates these aspects during routine inspections and guides professionals who interact with the livestock to strengthen good practices.



Mental state: To reduce conditions that may cause stress to the pigs, Alibem invests in good management practices. To be properly applied, integrated producers of piglet production units (UPLs), nursery and finishing units, and direct employees of its own farms receive periodic training in animal welfare.

The technical team also reinforces the guidelines and clarifies the related procedures. In cases of non-compliance with the guidelines, disciplinary actions are taken against employees and partners, including termination of the employment contract and/or the partnership.



Environment: Alibem seeks to ensure the adequacy of the facilities housing the swine, including that flooring, walls, and corridors are free of structures that may cause lesions.

In addition, it periodically evaluates livestock density in the spaces and invests in environmental enrichment (EE). At the end of 2025, 100% of the integrated producer nursery units had implemented EE and 96% of the finishing units were adequate for its implementation – an increase of 2 p.p. compared to 2024. In Company-owned nursery barns, 36% of the units had completed their EE program, an increase of 9% from the previous year.

To ensure that the temperature of the environments is appropriate for each animal category, avoiding both excessive heat and cold, thermal control mechanisms are used, such as management of curtains, nebulization systems, fans and heating systems for piglets, available in the farrowing and nursery stages. Any non-conformities detected are addressed through a specific action plan comprising preventive and corrective measures.



Behavior: The Company seeks to maintain facilities that favor the animals' natural behavior. As a practice for disseminating its guidelines, the Company distributes to the extension workers – who support the direct collaborators – a technical booklet on environmental enrichment (EE), which is the subject of periodic evaluations on the farms.

Alibem is also committed to completing the migration to the collective gestation system by 2031, as provided by MAPA Normative Instruction 113/2020, which allows up to 35 days of confinement in individual gestation cells. By the end of 2025, 38% of the livestock herd was in compliance in this regard. For new projects, the Company adopts the “cover-and-release” system, in which the brood sows are placed in collective pens after artificial insemination, so that the females spend the longest gestation period housed in a group.





Health: The Company maintains a rigorous planning process for animal health, involving veterinarians who supervise the administration of anesthetics, antibiotics, anti-inflammatories, and other treatments to promote health. All medicines used in swine production, both on company-owned farms and by integrated producers, are supplied by Alibem and can only be administered under technical and veterinary guidance. Medications that are injectable or diluted in the water supplied to the livestock are recorded in follow-up sheets or in the “Treatments Record”, ensuring detailed control of the batches.

Whenever diseases or injuries are detected, care and recovery of affected livestock is provided by technical teams led by veterinarians. Pigs that require individualized care are segregated in a specific environment for medication and treatment.

Surgical procedures are performed when necessary using anesthesia and analgesia. In addition, Alibem uses immunocastration, an alternative to surgical castration in males, which provides better conditions for well-being. The procedure of teeth reduction of piglets, in turn, is performed only when the well-being of females and piglets is at serious risk.

Regarding antibiotics, Alibem emphasizes the rational application thereof, on a therapeutic basis – the Company does not use antibiotics to promote animal growth. To ensure adequate sanitary conditions, the farms receive guidance on biosecurity requirements and practices.

The Company does not use antibiotics as growth-promoting additives in livestock.

The Practices of Agra

In 2025, Agra formalized its Animal Welfare Policy, approved by the Company's Senior Management, consolidating guidelines and commitments that guide beef cattle management practices throughout the production chain. The document sets out principles to promote an ethical, safe, sustainable, and socially responsible value chain and reaffirms the Company's commitment to high standards of animal care.

The policy requires the Company to conduct its activities in accordance with Brazilian legal requirements and to keep pace with national and international standards related to the subject. Agra maintains ongoing dialogue with regulatory agencies, sectoral entities, and other stakeholders to ensure that its operations adhere to best practices of the sector.

As a conceptual basis for managing the issue, Agra adopts the animal welfare principles defined by the World Organization for Animal Health (WOAH), which expound on the absence of hunger, thirst, discomfort, pain, injuries and diseases, as well as the reduction of fear and stress, and the importance of facilitating the expression of natural behaviors.

These principles guide the management protocols applied throughout the production chain, from the breeding and transport of livestock to processing in the meat processing plants.

The Policy also provides for the continuous training of employees and other professionals involved in the production chain – including producers, transporters and technical and operational teams – with a focus on the dissemination of appropriate and low-stress management practices for li-

vestock. In 2025, 122 employees participated in training on corralling, slaughter and transportation processes, totaling 732 hours of training.

Concurrently, the guidelines and performance indicators related to the topic are monitored by Senior Management and the Animal Welfare Committee, which are responsible for overseeing the implementation of the policy and the evolution of the practices adopted by the Company.



Controlled processes

The Quality Assurance Department is responsible for leading and monitoring initiatives related to animal welfare, including self-control programs implemented and registered with the Federal Inspection Service (SIF), linked to the Ministry of Agriculture and Livestock (MAPA).

To reduce stress and discomfort in livestock, Agra prioritizes acquiring cattle from properties within a distance that doesn't require transport for more than 8 hours. In addition, training for cattle truck drivers is promoted, covering topics such as body maintenance and hygiene, driving at appropriate speeds, making stops in places protected from the sun and heat, and handling procedures in emergency situations.

Monitoring of transport conditions is continuous. Daily, at least 12 vehicles are evaluated, considering factors such as the physical condition of the cattle, the density of livestock in the trucks' bodies, the procedures adopted upon unloading, and the structural adequacy of the trucks used for transport.

In 2025, internal audits assessing animal health and welfare showed a high level of compliance with Agra standards. The results indicated that 99.8% of the audited requirements met the established specifications.



Respect for the 5 Animal Domains at Agra



Nutrition: The livestock is monitored from dispatch to transport, so information about their conditions is also used to calculate the food to be offered upon arrival.



Environment: From the moment of arrival at the Agra unit, the livestock are evaluated and allocated to the waiting corrals, with access to clean water and, when necessary, sprinklers for thermal comfort.



Behavior: The space in the corrals allows all livestock to access water, lie down, and move around. The livestock can be separated into more than one corral whenever necessary, respecting the capacity of each corral.

The training guides professionals in performing their jobs in a way that minimizes the animals' fear and stress.



Agra Unit in Rondonópolis (MT)



Agra Unit in Rondonópolis (MT)



Mental state: Management is carried out in accordance with the animal welfare protocols provided for by the legislation. All employees and third parties involved in interacting with livestock are trained at least once a year.



Health: A portion of the producers is subject to annual audits conducted by an independent third party, with the objective of verifying, among other aspects, the animals' health conditions and the proper use of medicines. These audits are required for specific markets, such as the United States, and are therefore not applicable to all farms.

As part of the self-controls, the Company verifies the letter of guarantee for the livestock before discharge, reviewing the drug administration history, and certifying compliance with the withdrawal period before slaughter, in line with sanitary and market requirements.

Sustainable procurement

[GRI 2-6; 204-1; 308-1; 414-1; 408-1; 409-1]

The supply chain of Alibem and Agra comprises hundreds of companies of different sizes, sectors, and regions in Brazil and abroad, which directly influence the Companies' operational, economic, and socio-environmental performance, as well as their commitments to ethics and integrity.

Because these agents are important for business sustainability, since 2024 the Companies have adopted the Sustainable Procurement Policy, which guides their relationships with suppliers and encourages good practices throughout the supply chain. The policy aims to mitigate risks and reduce potential socio-environmental impacts from business partners' activities.

The document sets guidelines for all operating units, focusing on strengthening responsible practices, aligning with legal requirements and respecting human rights, labor standards, and environmental principles, in line with best governance practices and corporate sustainability guidelines.

The Sustainable Procurement Policy Commitments

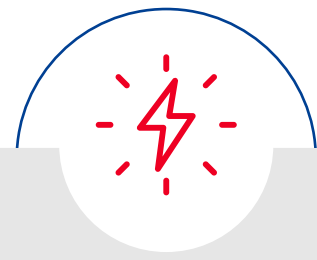


In line with the vision of sustainable local development, in 2025, Alibem and Agra directed 98% of the total disbursed with suppliers to national companies, with a concentration in the states of Rio Grande do Sul and Mato Grosso, where their operations are located. During the period, payments to suppliers of goods and services amounted to BRL 3.4 billion, of which BRL 1.8 billion refers to Alibem and BRL 1.6 billion to Agra.

Main supplier groups – Alibem and Agra



Manufacturers of materials – packaging, equipment, civil construction items, and fuels, among others.



Electricity generators, distributors and traders.



Pork producers (integrated Alibem).



Producers of agricultural inputs – commodities, additives, and medicines.



Cattle farmers (Agra).



Transporters of livestock and cargo (by road and sea).



Good ESG practices

Alibem and Agra's supply management uses technical and socio-environmental criteria to ensure sustainable, safe, and efficient procurement of goods and services. Among the practices adopted are the use of cardboard boxes certified by the Forest Stewardship Council (FSC), which attest to the sustainable origin of the raw material, and the compliance of primary packaging with the requirements of FSSC 22000 certification, reinforcing food safety controls. In addition, in the steam generation process, firewood and wood chips from reforestation are used exclusively, without the use of native timber.

As part of their decarbonization strategy, the Companies prioritize purchasing electricity from renewable sources, including hydroelectric, wind, solar, and biomass. The acquisition is conducted with suppliers and traders that meet the energy market's traceability and regulatory compliance requirements.

In the equipment acquisition process, Alibem and Agra require reports in accordance with Regulatory Standards

(NRs) and prioritize higher-energy-efficiency solutions with the potential to reduce electricity consumption. Safety criteria associated with equipment use and operational efficiency are also considered.

In addition to the previous actions, all signed contracts include specific clauses prohibiting corruption, slave labor, child labor, and other illegal practices, in accordance with principles of integrity and legality.

Relations guidelines

The practices adopted by Alibem and Agra are in line with the guidelines established in the Code of Ethics and Conduct and in the Supplier Relations Guidelines.

To share these commitments more widely, the Companies have relied on the ESG Good Practices Guide for Suppliers since 2024. This document guides commercial relations and outlines the ethical, social, and environmental behaviors expected of all agents in the value chain. The

Guide also reinforces Alibem and Agra's commitment to the adoption of transparent and impartial criteria for the selection of suppliers of goods and services, which is based on decisions based on technical, financial, and quality aspects, in addition to the evaluation of professionalism, supply capacity, compliance with deadlines, and negotiating conditions.

The material also presents the ESG Agenda of Agra and Alibem, the corporate policies related to the subject and the channels available for receiving complaints regarding legal non-compliance or conduct incompatible with the established guidelines. In this way, the Companies aim to strengthen a responsible supply chain and align with good governance practices.

Livestock suppliers

The criteria adopted by Alibem for the hiring of integrated producers include legal compliance, quality and productivity standards, and adherence to the genetic improvement program made available by the Company. To meet export requirements for pork to different markets, we build a structured relationship with each producer from the selection stage, based on the property's profile, history, and regularity, within a model based on mutual trust.

The remuneration of the members is based on zootechnical indicators – such as feed conversion, daily weight gain, mortality, and final weight – as well as the structural assessment and compliance with current biosecurity and animal welfare legislation. New interested producers are evaluated and, once approved, receive support with the necessary licensing and oversight throughout the implementation phase of the facilities.

In 2025, Alibem strengthened its base of integrated producers through the Alibem + Pork Incentive Program, which expanded accommodation capacity in nursery barns and finishing centers in regions where the Company



already has a consolidated integration system in place. The Program includes adopting technologies that increase production efficiency, providing technical and financial support for new facilities, and strengthening best practices in animal welfare and biosecurity.

In the case of Agra, the registration of direct cattle suppliers follows previously defined socio-environmental criteria, evaluated using specialized software, enabling individualized analysis of each farm included in the slaughter schedu-

le. Among the criteria listed are: compliance with the Rural Environmental Registry (CAR); absence of embargoes from Ibama and ICMBio; verification of overlap with Indigenous Lands declared, approved, regularized or prohibited; monitoring of overlap with Quilombola Territories; consultation of the list of employers with occurrences of slave-like work (SIT/ME); and deforestation analysis in the Amazon biome (PRODES). Acquisition is only carried out when compliance with all established criteria is verified.



Thus, Agra maintains auditable records of meat production batches linked to the properties of origin, ensuring full control of its direct suppliers. In 2025, 100% of slaughtered cattle were tracked and monitored along the production chain.

Regarding the traceability of indirect suppliers, recognized as a challenge across the entire chain, Agra advanced in 2025 by developing, in partnership with Agrottools, a methodology for data collection and monitoring. The results of this initiative can be [accessed here](#).

In addition, the Company maintains initiatives to raise awareness within the supply chain, with the objective of expanding the availability of information necessary for the traceability and monitoring of these suppliers, recognizing that the expansion of this control remains a significant challenge for the sector.

The acquisition of livestock occurs only after compliance with all pre-established criteria has been verified.

Performance

[GRI 3-3; 201-1]

The continuity of Alibem's and Agra's businesses depends on strong operational and financial performance, which keeps them competitive in their segments and markets. With this objective, companies focus on productive efficiency, innovation, and incorporating sustainable practices into their operations.

In 2025, the consolidated results of Alibem and Agra totaled a Net Revenue of BRL 4,028 million, reflecting the capacity to generate economic value. In this context, the combination of consistent economic performance and sustainability initiatives was one of the main factors in maintaining competitiveness.

The table below presents the main economic values generated by Agra and Alibem in 2025, along with the evolution of these indicators relative to the previous year.

Distributed Economic Value

(in BRL millions)

	2023	2024	2025
Operating costs	2,817	2,807	3,108
Payroll and employee benefits	290	314	351
Payments to capital providers	188	425	699
Payments to the government	55	150	213
Total	3,350	3,696	4,371

Issuance of securities on capital markets

In 2025, to strengthen their financial structures, Alibem and Agra issued securities in the capital markets. The highlights were the first issuance of Commercial Notes by Agra, totaling BRL 140 million, and the second issuance of Commercial Notes by Alibem, in the amount of BRL 150 million. The operations were coordinated by Caixa Econômica Federal.

In addition to the issuance of the Commercial Notes, Alibem carried out its third issuance of Agribusiness Receivables Certificates (CRA). Coordinated by Itaú BBA, the transaction was BRL 750 million, in five series of CRAs backed by the Company's agribusiness credit rights, intended for qualified and professional investors.

The senior series was rated "A.br" by Moody's Local Brasil. The information was communicated to the market through an official notice in November 2025 and aims to expand financing alternatives with transparency regarding the associated risks.



Positive
social
impact

Our team

[GRI 2-7; 2-8; 2-30; 401-1]

People management at Agra and Alibem aims to promote a safe, inclusive and favorable work environment for professional development. The companies prioritize health, safety, and human development, as well as initiatives to prevent and address discriminatory practices.

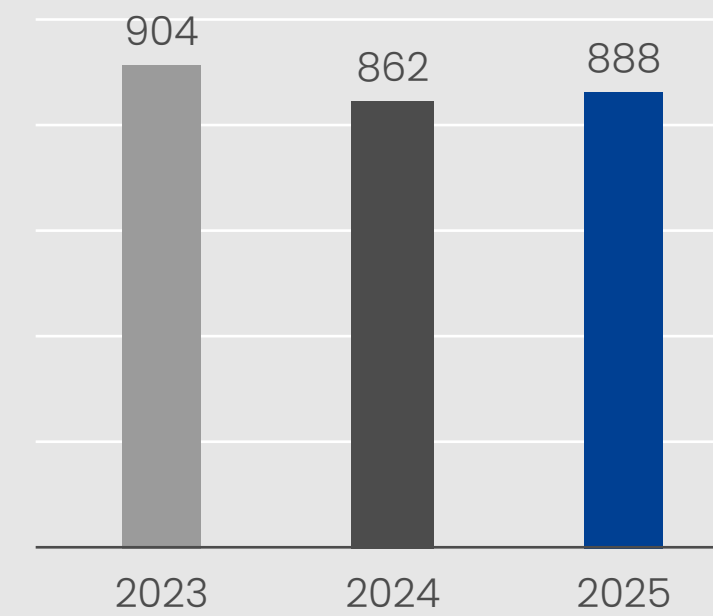
At the end of 2025, Alibem's workforce consisted of 4,688 direct employees, while Agra had 888 professionals, all with permanent contracts⁴. In addition, the Companies had 216 apprentices and 17 interns in their training programs. Of the total number of employees, only eight contractors worked part-time – six at Alibem and two at Agra – and all workers were supported by collective bargaining agreements or labor conventions⁵.

At Alibem, another 133 professionals linked to contracted third-party companies worked in activities related to, among others, property security, food, medical, and physiotherapeutic care, while at Agra, 14 outsourced workers provided services associated with gardening, recycling, concierge, pest control, and vehicle hygiene.

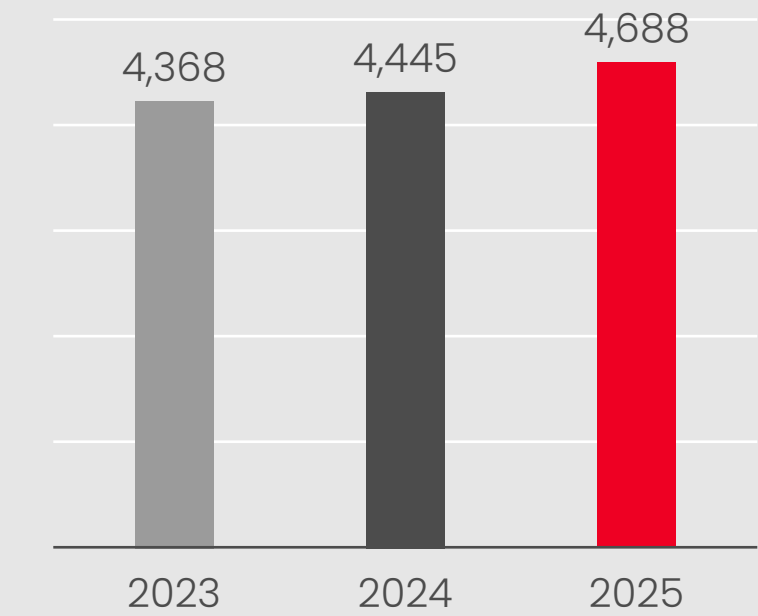
4. Agra's employees are mostly concentrated in the Midwest and Alibem's in Southern Brazil.

5. In 2025, the agreements were signed with 11 trade union entities representing workers, listed in the Indicators Booklet.

Number of employees Agra



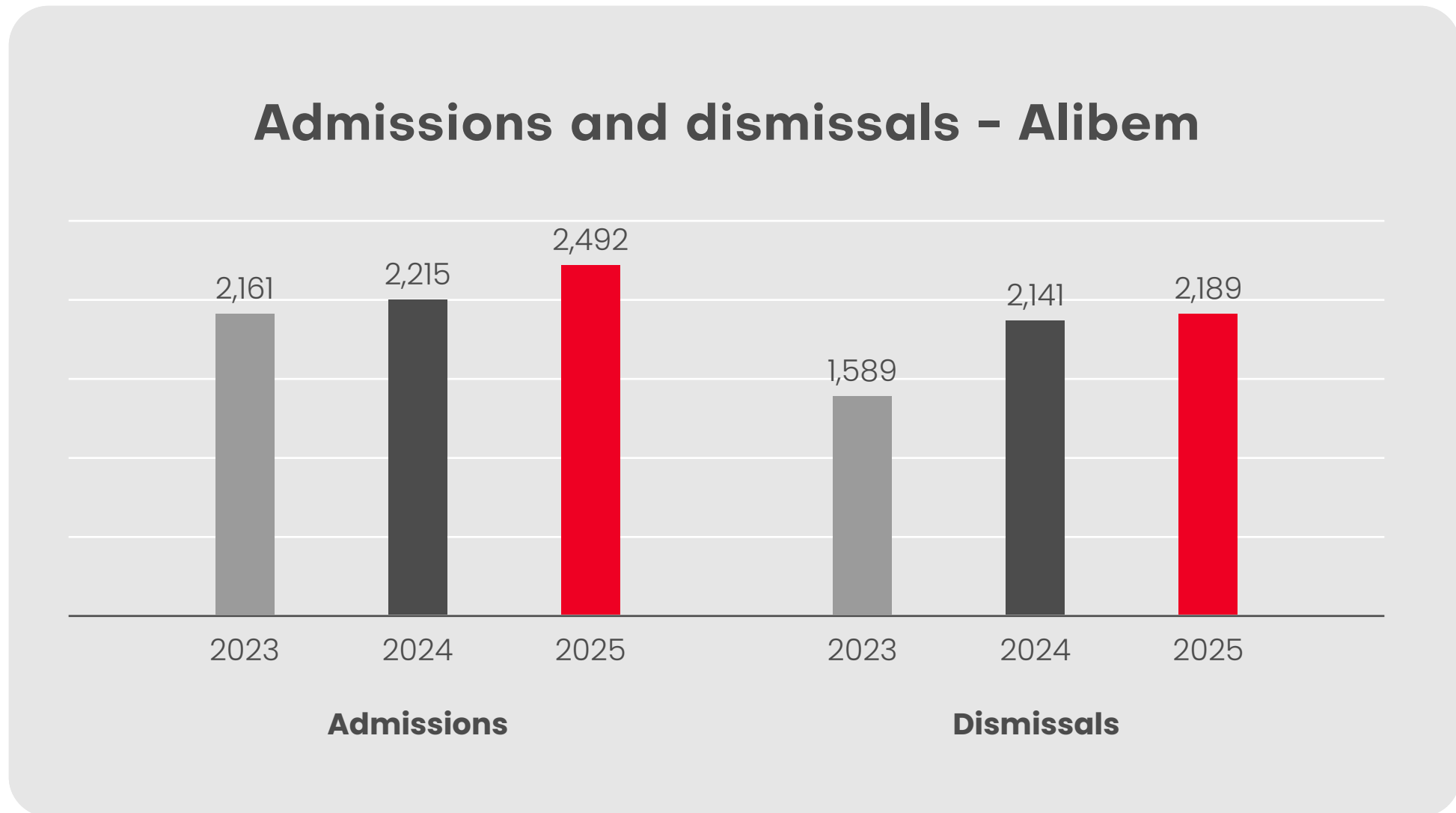
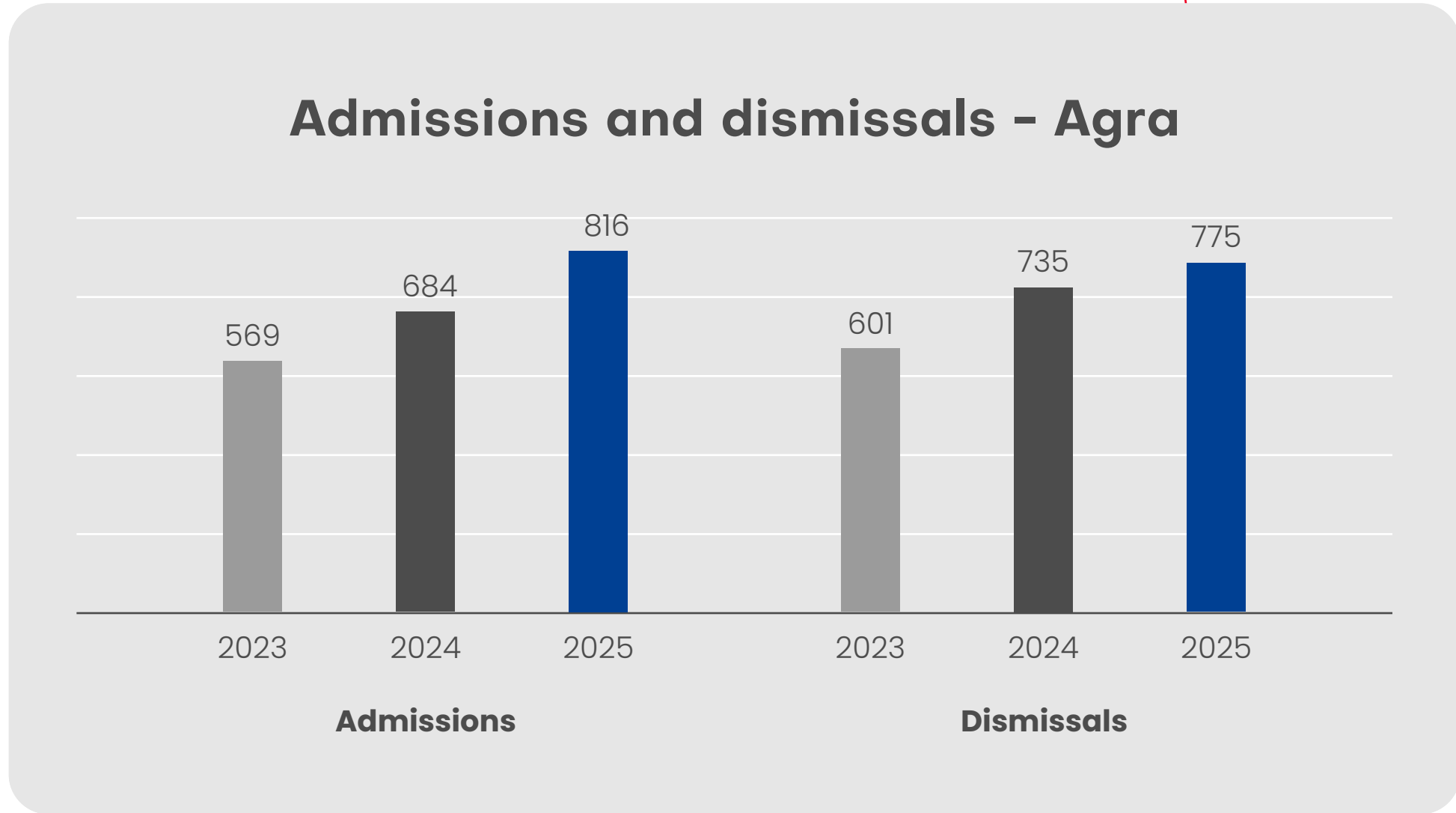
Number of employees Alibem



Admissions and dismissals

The Brazilian meatpacking sector continues to experience high turnover, particularly in operational functions. In this challenging context, Alibem and Agra kept focused on initiatives to attract and retain professionals, recognizing that stable operational staff is critical to productivity and process quality.

Throughout the year, the Companies registered 3,308 admissions – 2,492 at Alibem and 816 at Agra – and 2,964 dismissals – 2,189 at Alibem and 775 at Agra. The positive balance of 344 net hires reflects not only the expansion of operations but also the continuous effort to recompose and strengthen the workforce. See further data in the [Indicators Booklet](#).





At both Alibem and Agra, recruitment strategies were strengthened, with emphasis on expanding the use of specialized platforms for candidate registration and encouraging the internal referral program. In addition, partnerships were established with educational institutions and entities that support employability. These initiatives were complemented by welfare actions, financial incentives, and measures to facilitate the transportation of employees residing in municipalities farther from industrial plants.

The Companies' leaders also participated in the selection process to better align the profiles of admitted professionals with operational needs. To expand the range of opportunities, Agra maintained the diversification of dissemination channels, with ads in local media outlets and in social networks and communities focused on employability. The Company expanded social inclusion initiatives through a partnership with the Brazilian Army in Roraima, under Operation Acolhida and the Oliva Project, to support migrants and refugees entering the labor market.

In 2025, Agra also expanded its commitment to socioeconomic inclusion by conducting several itinerant recruitments and job fairs in socially vulnerable communities in Rondonópolis and the region. This initiative brought employment opportunities directly to peripheral neighborhoods, promoting employability and contributing to the reduction of social inequalities.

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Our team

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People Management Policy

As established in its Sustainable Management Policy, Alibem and Agra have a fundamental commitment to care for people, to create conditions for their employees to prosper in the business

To ensure the alignment of their practices to this commitment, the Companies define the following People Management guidelines – approved in 2025 – applicable to all their operations:

Integrity-based relations: Ethics and integrity guide Alibem and Agra’s relationship with all its employees, ensuring compliance with current legislation and the provisions of its Code of Ethics and Conduct. Thus, the Companies undertake to ensure the full exercise of each professional’s rights – including the freedom of association and collective bargaining – thereby promoting full respect for people in all their activities.

Health and safety: For Alibem and Agra, caring for people is a cross-cutting commitment we build through prevention and correction policies and practices, alwa-

ys guided by the technical teams responsible for the topic. This commitment is reflected in various areas, from monitoring occupational health and safety risks to initiatives that promote physical and mental well-being, through the guarantee of adequate infrastructure for the safe conduct of work activities. In addition, the Companies are committed to developing training and communication and awareness campaigns that contribute to strengthening the health and safety culture, throughout the work schedules of their employees.

Combating discrimination and harassment: For Alibem and Agra, combating discrimination and harassment in all forms is an essential step toward respecting diversity, ensuring equity, and promoting inclusion among their employees. As guided by its Code of Ethics and Conduct, all relationships must be exercised free from all prejudice regarding race/ethnicity, color, religion, gender, sexual orientation, political position, age, social origin, disabilities and any other individual characteristics.



Development opportunity: Aiming to ensure that the development of their professionals boosts business results, Alibem and Agra are committed to fostering continuous learning in the workplace. To this end, they are committed to developing initiatives that multiply internal knowledge and offer training that enhances technical and behavioral skills. In addition, as a form of recognition and continuous development, they prioritize career progression opportunities for their employees.

■ **Openness to dialogue:** Alibem and Agra are committed to keeping their employees properly oriented and aware of guidelines, operations, activities, and initiatives through various communication channels, using appropriate language and approaches. To create a space for dialogue, they seek to practice active listening with their teams to identify their needs and suggestions.



■ **Shared responsibility:** The Companies believe in the inspiring potential of their leaders to strengthen the corporate culture and execute the strategy and management guidelines. To this end, they make it a shared responsibility among their leaders to understand the business challenges, share relevant information, analyze people-management indicators, and guide teams in executing policies and practices.

■ **Belonging and bonding with the organizational culture:** Aware that the permanence of employees depends not only on good working conditions, but also on building and maintaining meaningful bonds, Alibem and Agra are committed to strengthening the sense of belonging and identity among their teams, cultivating environments of trust, mutual respect, appreciation of individual contribution and daily recognition.

The Companies understand that engaged people are those who see purpose in what they do, feel connected to organizational values, and recognize the harmony between their individual development and the growth of the business. Therefore, they invest in leaders who care, inspire and create spaces for active listening and joint construction, promoting sustainable and emotionally healthy working relationships.

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Diversity, equality and inclusion

[GRI 405-1; 405-2]

Alibem and Agra are committed to protecting human rights in all their activities and operations, with a focus on actively confronting discriminatory practices and strengthening an inclusive organizational culture. As provided for in the Code of Ethics and Conduct of both companies, all job and professional development opportunities are offered without distinctions related to gender, race, nationality, ethnicity, social origin, religious belief, political position, physical and mental conditions, or any other individual characteristic.

Diversity and Inclusion actions include continuous training activities and awareness-raising initiatives regarding respect for differences in the work environment. For foreign employees, specific inclusive measures are adopted, since the selection process, with emphasis on the availability of documents in the native language of the candidates and, when necessary, support from colleagues of the same nationality.

In addition, Alibem and Agra established goals to include people with disabilities (PWDs), encouraging the integration of these professionals into various areas and roles within the Companies (see box). At the end of 2025, the workforce registered 279 people from this social group – 257 linked to Alibem and 22 to Agra.

The Integrar Program

Inserted into the corporate strategy and organizational culture that value diversity and equity in the workplace for more than ten years, the Integrar Program materializes Alibem’s and, more recently, Agra’s commitment to the inclusion and permanence of people with disabilities (PWDs) in its operations. To this end, we take actions from selection and recruitment through systematic monitoring of PWD employees, with a focus on meeting individual needs. At the end of 2025, 257 professionals were part of the Integrar Program.

The Social Service and Human Resources areas, in collaboration with the leaders of administrative or industrial units, provide support for professional and social adaptation. As part of the onboarding process, each new employer is supported by a godfather or godmother who helps them integrate into the team and understand work routines.

In 2025, the Program was extended to Agra, with specific training actions aimed at strengthening the inclusion of people with disabilities. In partnership with Instituto Pertence, a leading inclusion organization in Brazil, the companies organized an immersion for the Human Development and Social Service teams to strengthen technical and methodological skills, reduce behavioral barriers, prevent capacitism, and build a more accessible, welcoming, and respectful work environment.

Family Day: tradition and welcoming

On October 12, 2025, Agra promoted, for the first time, the Family Festival, an initiative already consolidated at Alibem. The event brought together approximately 750 participants, including employees and family members, on an experience dedicated to integration, coexistence, and appreciation of family ties.

Reflecting Agra’s commitment to promoting the well-being of its employees and strengthening human relations, the program was structured with recreational and cultural activities, including the distribution of snacks and drinks, theatrical and musical performances, recreation and giveaways.

Traditionally, the Family Festival is part of the institutional calendar of Alibem’s industrial units in Santa Rosa and Santo Ângelo, and in 2025, it was also held at the Estação unit. Under the motto “Staying close to those who matter”, the celebrations provided moments

of coexistence, joy and belonging to employees and their families. In all, about 5,700 people participated, of which 2,280 were children.

The Family Festival is more than a commemoration; it reflects the Companies’ commitment to social responsibility by encouraging connections, strengthening local communities, and valuing family relationships.

The events were made possible through partnerships with Municipal Governments, SESC, SEST/Senat, SESI, SENAC, groups of scouts and local educational and research institutions – such as the Machado de Assis Educational Foundation (FEMA), the Faculdade de Santo Ângelo (FASA), the Faculdade Ideal (Estação/Getúlio Vargas) and the Universities Regional Integrada do Alto Uruguai e das Missões (URI), and Regional do Noroeste do Estado do Rio Grande do Sul (Unijuí).



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Remuneration and benefits

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[GRI 401-2]

Our team

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In order to strengthen attractiveness and competitiveness in the labor market, Agra and Alibem maintain a compensation and benefits structure aligned with the practices of the agro-industrial sector and the socio-economic characteristics of the regions where they operate. This guideline guides the promotion of wage equity and contributes to the appreciation of professionals who are part of the operations, defining the wage policy, which is based on previously defined positions and undergoes annual reviews, in compliance with current collective standards and practices adopted in the labor market.

In addition to the fixed remuneration, employees have access to a set of benefits that includes group life insurance, food vouchers, and meal vouchers, as well as other advantages that take into account the specificities of each operating unit and the provisions of the applicable collective agreements and conventions. The main benefits are listed in the table on the side.



Corporate benefits

Agra	Alibem
Chartered transport	Chartered transport
Education aid	Education aid
Daycare assistance	Daycare assistance
Fuel vouchers	Food vouchers
Food vouchers	Meal voucher
Meal voucher	Group life insurance (with the following coverages: birth kit, disability/invalidity coverages, special child assistance, funeral assistance, housing and/or vehicle adaptation assistance)
Group life insurance (with the following coverages: birth kit, disability/invalidity coverages, special child assistance, funeral assistance, housing and/or vehicle adaptation assistance)	Benefits Club (discount memberships for various service providers)
In-company cafeteria	Vovó Shen Day Care Center (learn more here)
Housing	In-company cafeteria at the meatpacking units
Benefits Club (discount memberships for various service providers)	Birthday of the Month Kit, Christmas and Labor Day
Birthday of the Month Kit, Christmas and Labor Day	Birthday of the Month Kit, Christmas and Labor Day

In addition to the benefits, initiatives dedicated to team engagement are in place, such as the Quem Indica Amigo É Program, which recognizes employees who refer new hires (effective) by gifting them a basket of Alibem or Agra products.

Caring for children

As part of the corporate benefits and in reinforcement of the commitment to improving the quality of life of employees and the community of Santa Rosa (RS), Alibem, together with the City Hall, supports Creche Vovó Shen. In 2025, 119 children, aged between six months and five years, were assisted, of whom 69 are the daughters of Company employees. In this partnership, City Hall is responsible for the pedagogical team and feeding the children, while Alibem is responsible for the costs of maintaining the daycare center's physical infrastructure, as well as supplying water and electricity.

Following the positive social impact strategy, Alibem supported the implementation of the Municipal Andressa Ferreira School of Early Childhood Education, inaugurated on February 10, 2025. The unit serves 160 children, aged between six months and six years. The Company donated the land for the construction of the school and maintains its participation by promoting activities on commemorative dates, such as Children's Day, Easter, and Christmas, through events and the donation of toys and sweets. The management and maintenance of the unit are the responsibility of the City Hall.



Occupational Health and Safety

[GRI 3-3; 403-1; 403-2; 403-3; 403-4; 403-5; 403-6; 403-7; 403-8; 403-9]

Promoting health and ensuring the safety of employees and visitors are central guidelines in Alibem and Agra’s operations. In this context, the Occupational Health and Safety Management System (OSH) of the Companies is fully structured in accordance with current regulatory standards and applies to 100% of the workforce, with a preventive, consistent approach aligned with legal requirements and sector best practices.

Occupational Health and Safety programs are prepared and reviewed by the Specialized Services in Occupational Safety and Medicine (SESMT), which comprises a multidisciplinary team – doctors, nurses, occupational safety and nursing technicians, ergonomics analysts, and other specialized professionals. To ensure continuity, updating and adherence of the initiatives to the applicable standards, the team

coordinates the Risk Management Program (RMP) and the Occupational Health Medical Control Program (PCMSO), which define guidelines for the identification, assessment and control of occupational risks. These mechanisms guide action plans with measurable goals, assigned responsibilities, and defined deadlines, and they include periodic reviews to adopt corrective measures and continuously improve existing controls.

The Companies provide initial and periodic training, including onboarding and updates on safety standards, and run preventive campaigns in collaboration with the Internal Commission for the Prevention of Accidents and Harassment (CIPA). In 2025, Alibem and Agra strengthened internal communication to share access channels and risk reporting, supported by in-person events, electronic communications,

visual materials, and a digital training platform. During the same period, there were improvements in safety procedures and adjustments to tasks and work orders to reinforce adherence to the RMP.

During the year, Agra promoted 22 Occupational Health and Safety training programs, totaling 7,000 hours of activity. In the same exercise, 5,100 hours of training were carried out at Alibem. In addition to the existing initiatives, Alibem now has a dedicated occupational safety technician to conduct internal training on Regulatory Standards (NRs) 33 (places with limited ventilation and exits) and 35 (work at height). We also maintained and improved the “Safety School” project activities at Agra and in three Alibem industrial units, focusing on employees involved in occupational accidents and the leaders of the areas related to the occurrences.

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Occupational Health and Safety requirements also extend to business partners.

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To work at the Companies' facilities, it is necessary to participate in OSH integration training, conduct emergency drills,

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and meet specific criteria for performing the activities. Outsourced workers are required to present mandatory documentation in order to access the units, such as the PGR, PCMSO, Occupational Health Certificate, delivery control of Personal Protective Equipment (PPE), and training certificates compatible with the functions performed, in accordance with the applicable NRs and with the requirements provided for in contractual clauses.

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Gestational care

In line with their commitment to the health of their workers, Alibem and Agra developed and maintain the Bem Cuidar Program, which provides comprehensive care for pregnant employees. The project includes protection measures applicable to meatpacking units, farms, feed mills and corporate headquarters.

Among the initiatives adopted are the immediate relocation of activities with exposure to occupational risks (with the maintenance of salaries and benefits), the offer of an additional snack during the workday, the granting of Maternity Leave for prepartum rest and the adoption of special identification, such as helmets and pink buttons, to reinforce safety and internal care.

Pregnant employees also participate in monthly training and receive guidance focused on maternal health and baby deve-

lopment. The follow-up takes place under the coordination of the Occupational Medicine and Social Assistance areas, from the prenatal period to their return after maternity leave.

Such initiatives go beyond meeting legal requirements and help strengthen an organizational culture rooted in human care. In 2025, the Bem Cuidar Program benefited 145 pregnant women in all Alibem units in Rio Grande do Sul and was extended to Agra, where 22 employees participated.

In the same period, Agra started the construction of a Breastfeeding Support Room, a special space with armchairs, refrigerator, hygiene structure and individual cabinets, providing comfort, privacy and safety to pregnant and lactating employees. The inauguration is scheduled for early 2026.



OHS Management

[GRI 3-3; 403-1; 403-2; 403-3; 403-4; 403-5; 403-6; 403-7; 403-8; 403-9]

The work of the Specialized Service in Occupational Safety and Medicine (SESMT) focuses on implementing relevant regulatory updates and continuously disseminating knowledge in Occupational Health and Safety (OHS). To this end, seminars, lectures and training are promoted in face-to-face and digital formats, with broad participation of the teams.

OSH programs are reviewed periodically and incorporated into action plans that set clear, measurable goals, responsibilities, and deadlines.

Performance analysis takes place under the supervision of Senior Management during monthly meetings, based on OSH indicators, monitoring, and checklists. If deviations or incidents are identified, non-conformity reports are prepared, which guide the adoption of agile correction and prevention measures.

To promote shared responsibility for good practices, Alibem and Agra maintain committees and commissions focused on occupational health and safety, with worker representation, to foster closer, structured, and effective performance. In 2025, the following committees and commissions were in place:

- **Loss Prevention Committee:** A multidisciplinary team that meets monthly, responsible for assessing and mitigating operational risks and preventing property damage and operational impacts.
- **Internal Accident Prevention Commission (CIPA-A):** Acts to prevent occupational accidents and diseases, promoting workers' health. Its representatives hold monthly meetings, assessing risks, hazards and critical situations, focusing on the adoption of preventive measures and corrective actions.
- **Ergonomics and Occupational Health Committee (COERGO):** Formed by a multidisciplinary team that includes the Executive Board and management areas, it holds monthly meetings to analyze OSH indicators and evaluate the ergonomic conditions of workstations.
- **Emergency Brigade:** Composed of trained fire brigade members, who hold monthly meetings and periodic evacuation drills, ensuring an agile response in emergency cases.

Accident prevention

At both Agra and Alibem, the investigation of incidents and accidents takes place in a structured manner, with the joint work of the Internal Accident Prevention and Harassment Commission (CIPA), the Specialized Safety and Occupational Medicine Service (SESMT), and the manager or supervisor of the area involved, ensuring comprehensive evaluation and appropriate referrals.

In this process, specific tools are used, such as occurrence analysis sheets, inspection forms for identifying behavioral deviations, and non-conformity reports. These instruments allow the identification of the causes of events, as well as the definition of corrective measures and the preparation of action plans with established deadlines for the regularization of non-conformities.

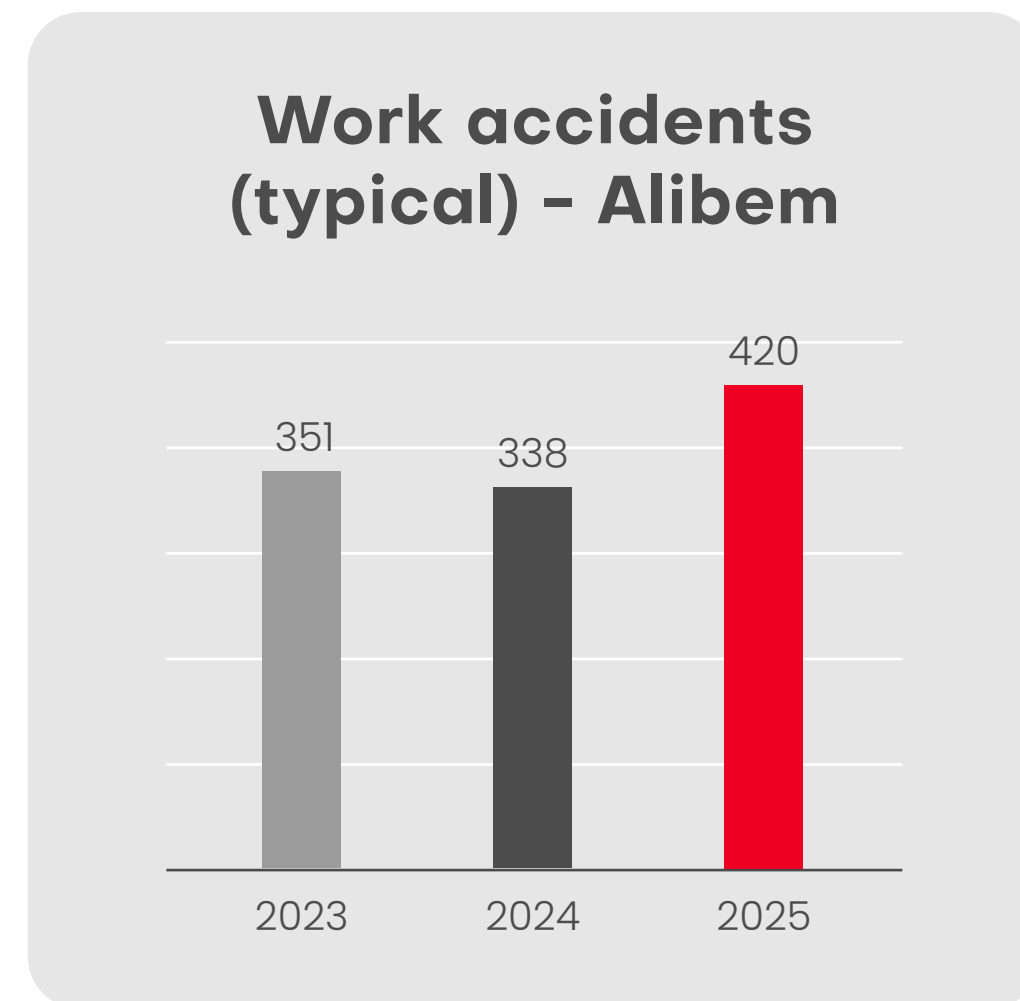
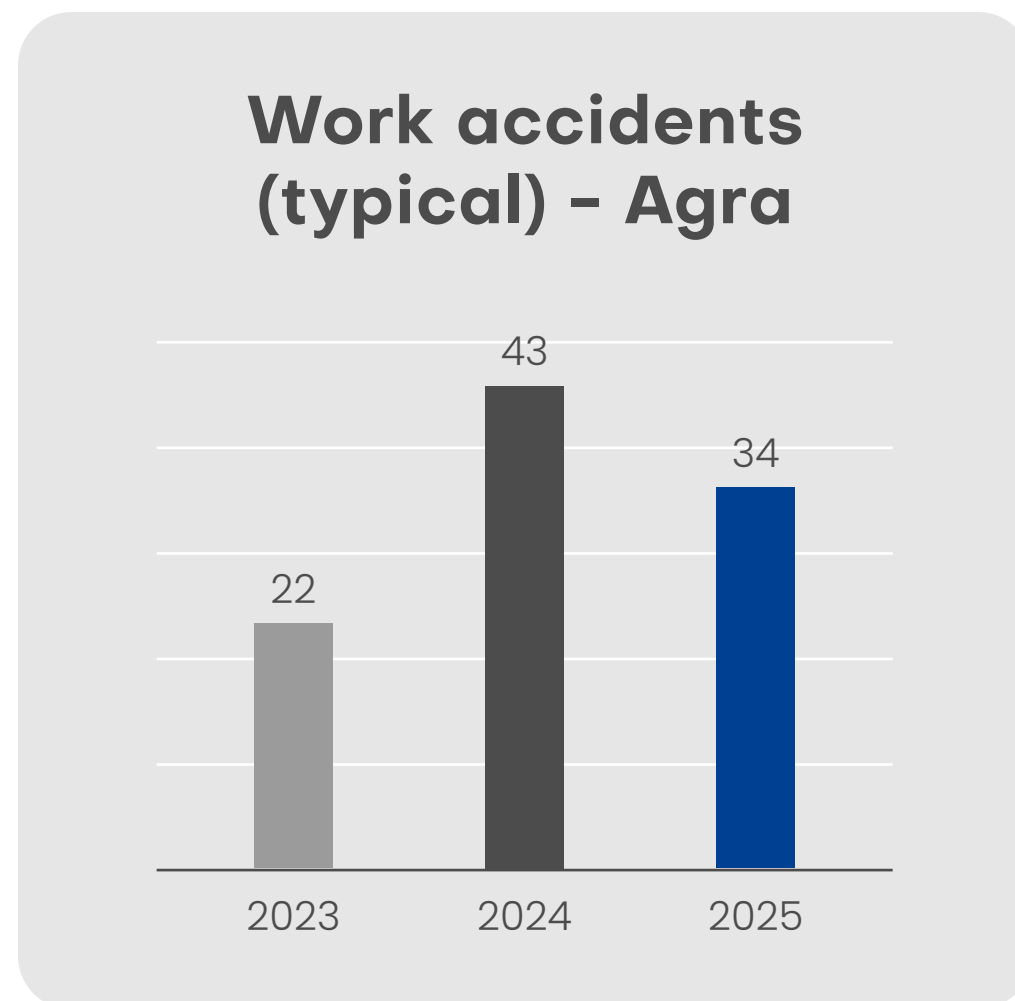
In addition, SESMT coordinates periodic training in line with the Risk Management Program and applicable legislation. Internal teams or specialized companies conduct theoretical and practical training during working hours. The effectiveness of the actions is regularly evaluated, aiming to ensure their applicability in the work environment and to promote the continuous strengthening of the prevention culture.

Channels and means for employees to report risks / hazards related to work activities

<p>Suggestion Boxes</p> <p>Installed at strategic points within the workplace, they allow employees to express themselves anonymously regarding risks or unsafe behaviors.</p>	<p>PRG – Field Survey</p> <p>During the development of the Risk Management Program, workers are consulted to report their working conditions and improvement needs.</p>	<p>Ergonomic Analyses</p> <p>Includes the consultation of workers, who can report their working conditions and improvement needs (at the meat-packaging plants).</p>
<p>Occupational Safety</p> <p>During field inspections, workers report risk situations to the technical team, which addresses corrective and preventive actions.</p>	<p>Internal Commission for the Prevention of Accidents and Harassment (CIPA)</p> <p>Constituted according to legal precepts and composed of representatives of the employees and of the Company. The members support the implementation of OSH programs, acting in preventive and corrective activities</p>	<p>Ombudsman Channel</p> <p>The channel that ensures the confidentiality of reports on risks/hazards related to work activities.</p>
<p>Occupational Medicine</p> <p>Each Company maintains a staff of healthcare professionals across all units who receive reports of unsafe or unhealthy conditions, in accordance with professional ethical precepts and confidentiality.</p>	<p>Ethics Committee</p> <p>Formed by an interdisciplinary team, responsible for receiving and analyzing complaints related to the guidelines of the Code of Ethics and Conduct, including OSH rules.</p>	<p>Employee unions</p> <p>Receive complaints and report them to the Company to support the adoption of preventive and corrective measures.</p>

2025 indicators

In 2025, the Companies recorded, on a consolidated basis, 454 occupational accidents – 420 at Alibem and 34 at Agra – a 19% increase over 2024, based on Alibem’s data. No accident resulted in death. In addition, in Alibem, the number of lost days was reduced by 27% and the severity rate by 25%. At Agra, the number of typical accidents was 21% lower than in 2024.



After investigating accidents and incidents, Alibem developed action plans to implement corrective and preventive measures. Among the initiatives adopted are the systematic replacement of Personal Protective Equipment (PPE), the identification and elimination of

unsafe conditions and behaviors, and team training. In parallel, the Company expanded its investments in safety, reinforcing collective protections for machinery and equipment, acquiring new equipment and furniture for administrative and operational areas, intensifying the use of anti-cutting gloves, incorporating industrial rescue equipment, and strengthening fire prevention and firefighting measures.

In the same context, new detection systems were implemented by spraying ammonia (an industrial refrigerant), accompanied by an increase in the number of monitoring points. Acquiring portable ammonia neutralizing equipment and individual detectors has improved operational safety and worker protection. We reinforced measures such as risk enclosures and isolations in machinery and equipment, collective protections, training, occupational examination controls, predictive and preventive maintenance, and lockout/tagout procedures.

At Agra, structured occupational risk prevention measures were also implemented, with a focus on structural and operational improvements. The actions included the replacement of obsolete machinery and equipment with more current models, such as the steam and condensate network; the installation of enclosures and risk-isolation systems; and the adoption of collective protection for machinery and equipment. In addition, specific training for operators of the Fire Brigades was provided, including predictive and preventive maintenance and the application of lockout and tagout procedures.

6. In industrial plants, the most recurrent events involved superficial trauma to the wrist and hand, commuting accidents, burns, bruises and cuts.

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Our team

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The Company also made an investment of over BRL 500,000 in the automation of the secondary packaging sector, responsible for the tonnage of meat boxes. Replacing the manual process with automated systems eliminated the previously identified ergonomic risk.



Air Assessment

To ensure compliance with air quality standards in industrial plants, in 2025 an environmental assessment was conducted, including surveys of breathable and total dust, as well as carbon dioxide (CO₂) monitoring, to maintain compliance with current legislation. The actions also included the maintenance of the forced exhaust system as a measure of collective protective equipment (CPE) and the provision of adequate personal protective equipment (PPE) (masks/respirators), with training in their use, inspection, and cleaning routines.

In addition to dust, chemical agents with the potential to be absorbed through the upper respiratory tract are also evaluated and monitored, following the hierarchy of prevention actions. The conditions of the masks used by employees are checked in detail through an inspection checklist, and the Safety Data Sheets (SDSs) are kept available for consultation, evaluation and guidance, attached to dangerous products with respiratory risk, to inform workers about risks and precautions.

Beyond exposure control, occupational health monitoring is conducted, including examinations such as spirometry and X-ray, as well as active and passive surveillance. Thus, employees who present respiratory symptoms are monitored individually by the SESMT teams.

Fostering health

Structured in accordance with applicable legislation, occupational health services aim to promote the comprehensive health of workers. Among the main initiatives in this area, we highlight the performance of legally required occupational medical examinations, aimed at the prevention and monitoring of health conditions, as well as the early identification of symptoms resulting from work activities, with adequate diagnosis and treatment.

In addition, the Medical Control and Occupational Health Program (PCMSO) is updated annually, ensuring periodic examinations and continuous assessment of employees' health. The scope of services includes occupational health care, with clinical medical consultations and first aid, with agile and effective care for emergency situations.

The occupational health teams of Alibem and Agra proactively promote healthy habits and prevent disease through educational campaign-



ns and initiatives carried out in partnership with business entities and public agencies. Some examples include influenza vaccination campaigns, actions aimed at caring for pregnant women, under the Bem Cuidar Program, harassment prevention initiatives, the Onboarding of People with Disabilities Program (PCDs) and thematic campaigns aligned with the national health calendar, such as Neon July (oral health care), Yellow September (awareness and suicide prevention), Pink October (breast cancer prevention) and Blue November (prostate cancer prevention).

The health infrastructure available in the industrial units includes outpatient clinics and doctors' offices equipped to provide medical and nursing care during working hours. They meet spontaneous demands, urgent and emergency situations, and previously scheduled occupational consultations, ensuring care is accessible and responsive.

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In 2025, Alibem invested in improving the infrastructure of the infirmaries, acquiring equipment and materials for first aid, including external defibrillators and items used in industrial rescues. We also expanded the opening hours of the physiotherapy office at the Santa Rosa meat processing plant and are developing a project to install physiotherapy and psychology offices at the Santo Ângelo meat processing plant, strengthening preventive health initiatives. In addition, two ergonomics professionals were hired to work in the Santa Rosa and Estação meat processing plants.

The protection of the privacy and confidentiality of workers' health information is a central principle of the Companies' performance, in accordance with the professional Code of Ethics and the Corporate Code of Ethics and Conduct, both of which are in line with the General Data Protection Law (LGPD). Medical records are restricted and controlled to protect confidentiality. They are available only to the responsible healthcare professional and the patient, through properly protected health management systems.

Oral Health Campaign at Agra

In line with the national Julho Neon campaign to raise awareness about oral health, Agra ran an internal campaign on the subject. Throughout July, about 150 employees received free care on the Company's premises, offering services such as dental cleaning, fluoride application, guidance on oral hygiene and small restorations, prioritizing preventive approaches.





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2025 Sustainability Report | Agra & Alibem



Professional development

[GRI 404-1; 404-2]

The incentives and support to improve employees' technical skills are part of the sustainable growth and competitiveness strategy of Alibem and Agra. In addition to increasing operational efficiency and productivity, they strengthen professional engagement and expand the Companies' social impact, boosting human development.

As part of the investment in people management, training, mentoring, workshops and courses are carried out aimed at consistently updating professionals and the promotion of a work environment that values continuous learning, innovation and collaboration between teams. All these actions align with the strategic objectives of Alibem and Agra and meet the specific needs and demands of employees.

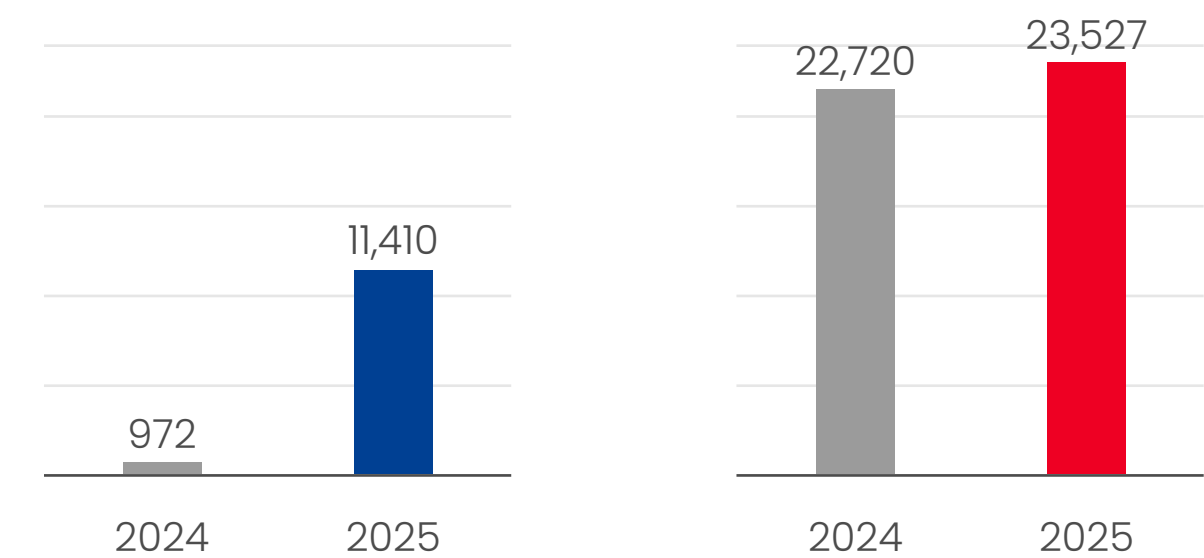
The training projects are managed by the leaders of each unit, who work with the Human Resources Department to identify the needs and priority areas for employee improvement, both in technical and behavioral aspects. In 2025, Alibem and Agra together conducted about 34,900 hours of training.

Throughout the year, Agra offered 11,410 hours of training – a significant increase over 2024, due to improvements in workload registration systems. In the same period, Alibem also increased training hours from 22,720 to 23,527, corresponding to approximately a 3.6% increase between 2024 and 2025.

Total hours of training

Agra

Alibem



Increment: +10,438 hours

Average of 12.8 hours of training per employee.

Increment: +807 hours

Average of 5 hours of training per employee.

Featured Initiatives

■ **Lidera:** Project developed by Alibem, aimed at developing professional skills, focusing on tactical roles. Using Ram Charan's Leadership Pipeline Methodology, Lidera helps leaders take ownership of their own development and that of their teams, supporting the execution of the Company's strategy, building high-performance teams, and strengthening the organizational culture.

■ **Training Pockets:** Short-term training aimed at Alibem's operational leaders. They address daily issues that affect leaders' conduct and the way they direct and manage relationships with their teams.

■ **Operations Training School:** A project developed at Agra, which aims to prepare employees for future opportunities in the operational area, assuming positions that require technical and specific knowledge. The training is 100% practical and takes place within the production area.

■ **PertenSER – Interpersonal Development Program:** Aimed at strengthening human relations in the work environment, focusing

on a more conscious, empathic and collaborative performance. Its pillars include the importance of interpersonal relationships at work, self-knowledge and adaptability, and communication as a facilitator of interactions. PertenSER contributes to the construction of environments based on respect, trust and dialogue. In 2025, we trained key users – supervisors, coordinators, HR professionals, and distribution center employees – who act as multipliers in their sectors.

■ **Alibem na Escola Program:** Strategic initiative for social investment and human capital development, aimed at bringing the industry and the school community closer together, focusing on career guidance and the demystification of industrial activity. The program enables transparent dialogue on the diversity of professions and opportunities along the production chain. In 2025, the Santo Ângelo unit pioneered the implementation of the activities, which involved six high schools and two higher education institutions, positively impacting more than 100 students.



People Who Move Alibem Program: Implemented in 2025, it recognizes employees who stand out for their performance and alignment with the values of ethics, integrity, transparency and excellence. The initiative includes holding periodic recognition events, delivering certificates and symbolic awards, practices that expand engagement and strengthen organizational culture and a sense of belonging. Over 100 employees in all of the Company's units were positively impacted by the Program in 2025.



Youth Apprentices Program

As part of its actions aimed at vocational training and social inclusion, Alibem maintains learning projects developed in conjunction with the National Service of Industrial Learning (Senai), the Centro de Integração EmpresaEscola (CIEE) and the Instituto Brasileiro PróEducação, Trabalho e Desenvolvimento (ISBET). The actions include the Production Line Assistant and Administrative Assistant courses, aimed at youths aged 17 to 24, as well as youths with disabilities (PWDs), with no age limit.

At the end of 2025, 66 apprentices participated in the actions, of which 31 were linked to specific classes for people with intellectual disabilities, structured with an inclusive approach and adapted content. The workload for the courses is 4 hours per day.

We conduct monthly evaluations and monitor progress through the Social Work, Human Resources, and respective leadership teams. This structure supports an organized training trajectory and helps participants grow professionally, in line with the Company's commitments to safety and inclusion.

At Agra, the partnership with Senai enables the offering of the Logistics Operator course for youth apprentices aged 14 to 17. The model combines 10 months of theoretical training at Senai and 11 months of professional practice at the Company, expanding opportunities for technical qualification and entry into the formal labor market for youths in the region, with hiring under the Consolidation of Labor Laws (CLT) regime.

Community engagement

[GRI 2-29; 3-3; 413-1]

Alibem and Agra recognize community engagement and building strong partnerships as an essential part of their sustainability strategy. Aware of their role as agents of influence in the socioeconomic and environmental development of the territories where they operate, the Companies direct support to entities aligned with community development.

The Private Social Investment Policy outlines the strategic axes and guidelines for prioritizing initiatives to develop or support, with a focus on creating positive social impact in communities and supporting employees.

Social Investment Policy Guidelines

The socio-environmental initiatives developed or supported by Alibem and Agra prioritize employees and communities located around their operating units. This direction, outlined in the Private Social Investment Policy, guides the Companies' commitment to identifying opportunities and actions of social interest for these audiences and to investing in projects that promote local development and prosperity.

Such support occurs through own resources or, when applicable, through tax incentive mechanisms. Based on the economic, social and environmental context of the communities where they operate, Alibem and Agra define three strategic and priority axes for the application of Private Social Investment (see box below).



Axes of Private Social Investment

Education

- Stimulation of continuing vocational training and the insertion of youths in the labor market;
- Qualification of human capital for the development of the sectors of operation;
- Support to improve the quality of education offered to children, youths and adults; and
- Support for educational projects to combat the rural exodus and strengthen family succession in rural properties.

Social inclusion

- Generation of work and income;
- Promotion of human rights, focusing on non-discrimination and combating hunger/food insecurity;
- Development of solidarity actions with workers and local communities; and
- Support for initiatives dedicated to the reduction of social inequalities.

Health

- Promotion of preventive health and well-being starts with strengthening the culture of health and safety in the work environment of Alibem and Agra;
- Engagement in public/collective campaigns and initiatives to combat diseases and encourage healthy habits;
- Support for actions that contribute (directly and indirectly) to the improvement of the physical and mental health conditions of the population.

Partnerships and Community Engagement

To strengthen our social responsibility initiatives, Alibem and Agra are committed to working with individuals and organizations promoting sustainable development, including employees, customers, suppliers, representatives, and third-

sec- tor entities. To this end, they are committed to building institutional partnerships and supporting volunteer efforts, and to valuing local culture, with the goal of developing initiatives that benefit communities.

Actions carried out

Throughout the year, the Companies were involved in numerous community support projects, including donations of products and resources, as well as volunteer work. In 2025, 3.5 tons of products and BRL 259,000 were donated, with emphasis on the following initiatives:

Coat Campaign 2025: Donations of materials to 30 charities in the Northwest Region and Missões in the total amount of BRL 35,304.96, including 580 blankets, 580 bath towels, 130 face towels and 130 quilts. In all, more than 1,500 people benefited indirectly.



9th Festa do Leitão da Linha Salto: The 9th edition of the event, held annually by the local community, was jointly promoted by Sociedade Tiradentes, Alibem, swine breeders and the City of Santo Cristo (RS). 10 piglets were roasted and more than 50 kg of pork roasted on the skewer were served, all produced with Alibem pork, recognized for its quality standards.

26ª Festa do Leitão no Rolete: Promoted by the Amizade Rotary Club, in partnership with Alibem, the Festa do Leitão is held in Santa Rosa and, in 2025, registered the participation of more than 1,300 people from the local community. On a solidary basis, all funds collected were allocated to the APAE, APADA and ABEFRA institutions of Santa Rosa. In this edition, 28 piglets were roasted on the roller and served more than 680 kg of spit-roasted pork, prepared and served by Alibem, with the support of its team and volunteers.

29ª Schweifest Alibem de Nova Candelária: The sponsor of Schweifest for over 20 years, in 2025, Alibem had its name incorporated into the traditional pig farming celebration in Nova Candelária (RS). Organized by the Residents' Association with the support of City Hall, the event brought together more than 3,000 people for a festive lunch highlighting pork. The Company donated more than 2,365 kg of meat, including 45 pigs, 60 kg of ground meat, 300 kg of ribs, and 200 kg of shoulder.

■ **Supporting the chemically dependent:** Agra supports the Divine Providence Community, a social entity dedicated to the treatment of chemically dependent people. The initiative provides physical space and brings in specialized professionals to offer continuous support to those in need. In 2025, the project benefited 32 adult men.

As part of the social mobilization actions, the entity annually promotes the Festival of Nations in Rondonópolis (MT) to publicize the activities and raise awareness among the population on the subject. The funds collected are used to maintain our institutional activities.

In addition, Alibem supports the Associação Vida Plena Amor Exigente Santa Rosa (Avipae) by assigning, as a loan for use, an area of 2.5 hectares. At the site, the non-profit entity maintains infrastructure and develops activities for the prevention, recovery, detoxification, awareness and resocialization of people who are experiencing addiction to drugs, alcohol and other psychoactive substances. The Association welcomes adults, youths and adolescents.

■ **Solidarity Thrift:** Since 2014, Alibem has been mobilizing employees in April to donate warm clothes, clothing, and accessories. After the collection stage, the items are organized and made available in the following month, allowing interested employees to select up to six pieces at no cost. In 2025, the action resulted in the collection of 2000 pieces, donated by about 300 employees. The remaining items were sent to the Municipal Department of Social Assistance for later distribution to local entities.

■ **Religious festivals:** Agra sponsors religious festivals of the local community, held to raise funds for the region's parishes. Among the celebrations supported, we highlight the Festival of the Patron Saint of São Cristóvão, the Festival of the Patron Saint of Nossa Senhora Aparecida and the Festival of the Patron Saint of Juscimeira, which mobilize the participation of the faithful and communities of the surrounding municipalities. The institutions received resources and products from the company.

Alibem, in turn, actively participates in annual events and festivals promoted by the communities where it operates, including support for religious festivals organized by Catholic and Evangelical churches, such as the Feast of the Evangelical Assembly of God Church, the Feijoada of the Monastery of the Transfiguration of Santa Rosa, the only monastery of Benedictine monks in RS, and the pork rib drivethrough of the Sacred Heart of Jesus Parish of Santa Rosa. These events bring together hundreds of participants from both urban and rural areas and help strengthen community ties and sustain the activities of local religious institutions.



Other supported actions and organizations

- Social Project Firefighters of the Future;
- League to Combat Breast Cancer (Santa Rosa and Santo Ângelo);
- Welcoming Hands Association (Santa Rosa);
- Association of Parents and Friends of Exceptional Persons – APAE (Santa Rosa and Santo Ângelo);
- Universities, Educational Institutions and Technical Schools;
- Association of Parents and Friends of the Hearing Impaired – APADA (Santa Rosa);
- Association of Family and Friends of People with Special Needs – AFAPENE (Santa Rosa)
- Association of Parents and Friends of the Deaf of Santo Ângelo – APASSA; and
- Centers for Psychosocial Care (CAPS) and Reference Centers for Social Assistance (CRAS) of municipalities in the region.

Environmental engagement

In 2025, Alibem organized a comprehensive program of education and environmental awareness events, reflecting its commitment to sustainability and environmental preservation. Among the most relevant actions, World Environment Week stands out, resulting in the planting of 100 ipê seedlings in the cities of Quinze de Novembro and Giruá in Rio Grande do Sul.

The calendar of actions also included activities related to World Water Day, World Recycling Day, Arbor Day and World Bee Day, expanding the scope of environmental awareness actions with the internal public and local communities.





Environmental Management

Policies and practices

[GRI 2-23; 2-24; 3-3]

The environmental performance of Alibem and Agra's operations is guided by a set of guidelines aimed at ensuring a balanced coexistence with the environment. This direction is consolidated in the Sustainable Management Policy and, more specifically, in the Environmental Management Policy approved by the Board of Directors in 2024, which sets the principles that guide the activities.

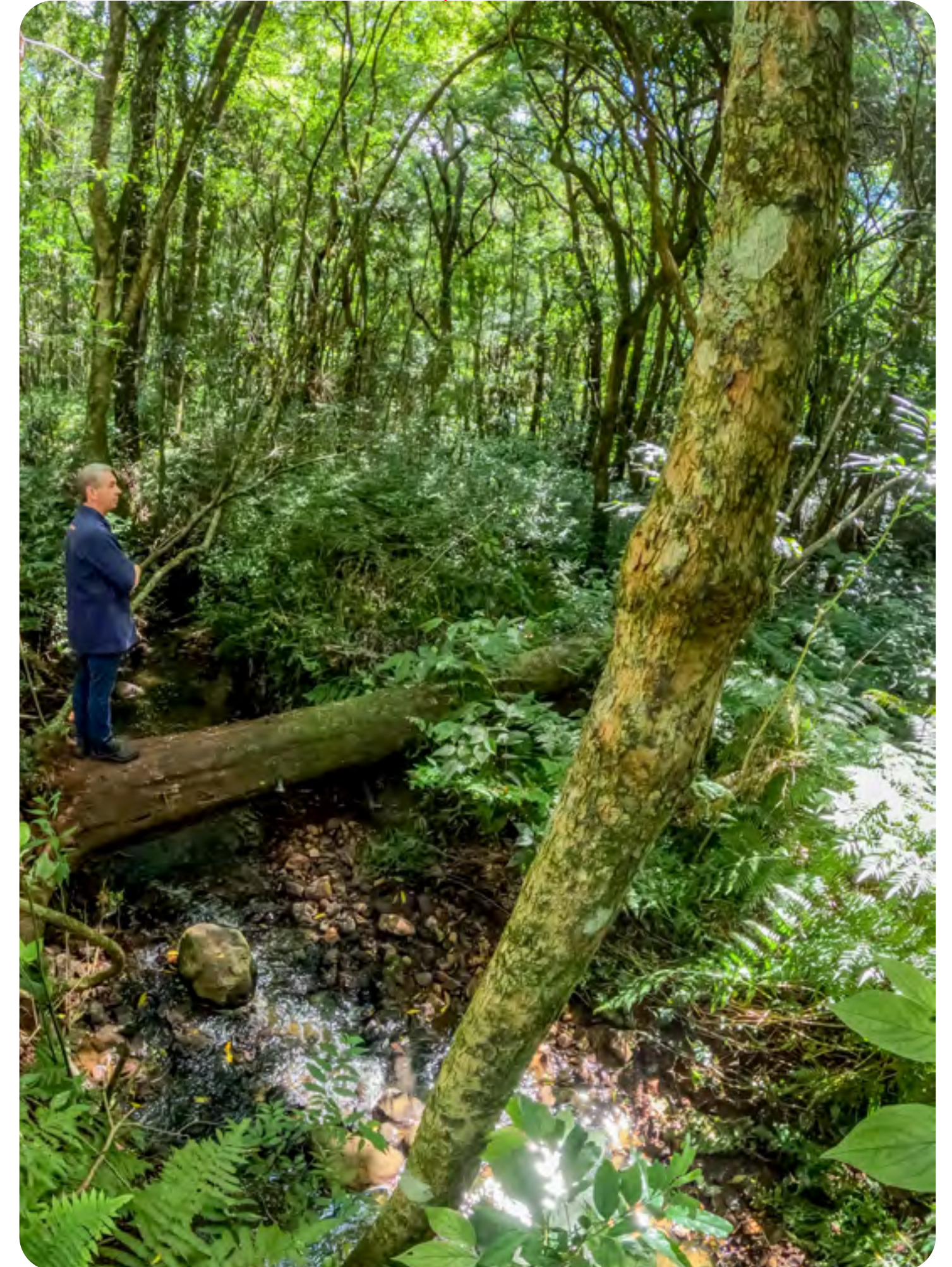
Based on these internal codes, the Companies structure their management practices and continuously monitor indicators related to water use, energy consumption, waste generation, emissions and biodiversity in all operating units. These data are periodically analyzed by technical teams and Senior Management, which allows efforts to be directed to the most relevant topics, deviations to be corrected, and environmental performance to be improved.

At Alibem, we broaden this process by systematically assessing environmental aspects and impacts, with the

Environment teams linked to the Administrative Board. The analyses cover meat processing plants, feed mills, and company-owned farms, considering elements such as the generation of effluents and waste, atmospheric emissions from fixed sources, biomass and water consumption (including for human use), and solid waste management.

At Agra, environmental issues are addressed in a structured manner, with actions aimed at mitigating impacts and meeting legal requirements. The Company periodically monitors operational parameters related to natural inputs, material destinations, and atmospheric releases, using this information to define initiatives to improve and control activities.

This management, which includes risk analysis, defines the levels of monitoring and the actions needed to mitigate impacts and strengthen operational sustainability.



Environmental Management Policy Guidelines



Legal Compliance

Alibem and Agra are committed to ensuring compliance with the environmental legislation applicable to their operations, as well as the voluntary commitments made in relation to the planet's environment and climate.



Environmental Risk Management

Both Companies map environmental risks related to all activities – including climate risks – to ensure mitigation and proper monitoring, avoiding negative impacts on the environment and society.



Impact Identification

In addition to risk management, Alibem and Agra seek to identify the various impacts of their operations on the planet's environment and climate, focusing on minimizing negative impacts and enhancing positive ones.



Ecoefficiency

The Companies rationalize the use of natural resources and monitor environmental performance indicators across all activities to continuously improve their environmental and climate performance. Among the aspects monitored are water, biodiversity, waste, energy, and greenhouse gas emissions (GGE).



Stakeholder engagement

Alibem and Agra aim to raise awareness among their stakeholders about the relevance of the environmental and climate agenda. Thus, they share with their employees – through training, campaigns and educational projects – the responsibility of maintaining operations in full compliance with the legal and voluntary commitments undertaken. On another front, they seek to multiply good environmental practices among suppliers, clients and local communities.

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Biodiversity

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[GRI 101-1; 101-2; 101-3; 101-4; 101-5; 101-6; 101-7; 101-8; 2-23; 2-24; 3-3]

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Inserted mainly in areas with a high degree of anthropization – in urban centers or their surroundings – the Agra and Alibem units maintain environmental guidelines that integrate biodiversity conservation into environmental management.

In contexts with greater interaction with natural environments, these guidelines are even more structured. Alibem’s Environment teams ensure legal compliance for 92.36 hectares of Permanent Preservation Areas (PPAs), 145.78 hectares of Legal Reserve, and 352.29 hectares of planted forests intended for biomass production. As part of this process, quarterly surveys are conducted in reforestation areas and on own farms, focusing on identifying conservation opportunities, including the planting of native species, as well as on management and monitoring practices.

In 2025, several initiatives aimed at regenerating biodiversity were implemented. The objective was to strengthen the relationship with local communities and also generate a positive impact on the environment. Among the main actions, the planting of native species in the municipalities of Giruá (RS) and Quinze de Novembro (RS) stands out, carried out in partnership with public authorities and local institutions. In the muni-



Reforestation in Giruá

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unicipality of Giruá (RS), the planting took place in a Permanent Preservation Area (PPA) of the public domain and involved the Municipal School of Elementary Education Alfredo Saffi, with kindergarten A and B, and 1st and 2nd grade elementary school students.

In Quinze de Novembro (RS), the action was conducted in partnership with the local town hall and brought together farm managers in the region, including representatives of the municipalities of Tapera and Ibirubá. As in Giruá, 50 seedlings of native species of ipê were planted, 25 of yellow ipê (*Handroanthus albus*) and 25 of purple ipê (*Handroanthus impetiginosus*). The initiatives contributed to expanding the area of native vegetation and promoting environmental awareness among the participating communities.

To minimize environmental impacts associated with operations, Alibem controls the spread of invasive and exotic species in its reforestation areas, implements plant curing in manufacturing and production units, and preserves ecological corridors. In addition, Alibem actively participates in the Hy-

drographic Basin Committee of the Santo Cristo, Turvo and Santa Rosa Rivers, as a way of strengthening the integrated management of water resources.

In parallel, the Company identified the operating units with the greatest potential for socio-environmental impact and worked to manage the environmental effects of activities, including through biodiversity assessments. For this, technical criteria were adopted associated with the generation of effluents and waste, atmospheric emissions from fixed sources, biomass consumption, the use of water in addition to human consumption, and the volume of solid waste generated.

Based on this analysis, the production farms, the Santa Rosa Feed Factory, and the meat processing plants located in Santa Rosa, Santo Ângelo, and Estação were classified as units with the greatest potential to generate impact. These operations focus on environmental management, monitoring, and mitigation to reduce impacts and pressure on ecosystems and support responsible relationships with surrounding communities.

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Home icon

Solid waste

[GRI 3-3; 306-1; 306-2; 306-3; 306-4; 306-5]

Agra and Alibem's operations generate solid waste as an inherent byproduct of their production activities. To mitigate this impact, the reduction in origin is prioritized through the efficient use of inputs and the elimination of waste. In parallel, procedures are carried out to ensure proper segregation, safe storage and final disposal of waste for reuse and recycling in order to minimize, whenever possible, sending to industrial landfills.

Under current legislation and best market practices, the industrial units maintain Solid Waste Management Plans and subject them to periodic reviews. The application of standardized internal procedures ensures adherence to these plans, so that the control, recording, and disposal of waste are shared responsibilities among the environmental team and the operational and administrative areas generating waste. As part of this flow, the Environmental Sector provides periodic training at Alibem for the teams responsible for waste management in industrial plants.

Waste management planning also includes annual volume forecasting, based on operational history and future projects. This practice enables proper sizing of destination routes and supports the evaluation of sustainable, economically viable technological alternatives, thereby strengthening circularity.

In 2025, Alibem allocated about BRL 1.18 million to improve waste management, specifically to the waste treatment systems in the farms of Não-Me-Toque (RS) and Volta Gaúcha (RS), to the construction of a new sludge stabilization pond in the Frigorífico de Santo Ângelo (RS), to the adaptation of composters, and to infrastructure and acquisition of equipment associated with the treatment of waste. These actions are aimed at reducing operational risks, properly disposing of tailings, and, when possible, reusing them as fertilizer for crops.

In Agra, investments totaled approximately BRL 585,700 to acquire equipment to optimize sludge management, with a focus on reducing the volume transported.



UDG – Cândido Godói (RS)

By-products and waste management

In Alibem's meat processing units in Santa Rosa (RS) and Santo Ângelo (RS), by-products such as hair, offal, grease, blood, and swine bones are processed and transformed into inputs for feed production. In 2025, approximately 53.4 thousand tons of these materials were destined for this purpose. The Estação (RS) unit uses a similar model, collecting and marketing these by-products to companies in the sector.

Other circular economy initiatives include the disposal of 250 tons of boiler ash for composting systems, as well as the application of Class IIA sludge from waste treatment in licensed agricultural areas. Used as fertilizer, this material helps reduce the use of chemical inputs in grain and forage production.

In the same period, Agra allocated approximately 19,400 tons of organic waste for use in rural properties in the region. From the treatment of industrial effluents carried out

by the Company, the material undergoes composting by a partner company and is later reintroduced into the production chain as an agricultural input.

Regarding the hazardous waste generated in Alibem and Agra's operations, the materials are managed differently in line with current environmental legislation and applicable technical requirements. These wastes are properly segregated, identified, stored safely and sent to licensed companies for treatment and final disposal. See the complete data on the waste disposal of Alibem and Agra in the [Indicators Booklet](#).

Reverse logistics

Recycling is part of the waste management guidelines of Alibem and Agra, which are signatories of the Reverse Packaging Logistics Pact of the Reverse Packaging Logistics

Association (ASLORE). Through this initiative, part of the plastic and cardboard packaging generated by operations is sent to recycling cooperatives across Brazil, strengthening the circular economy and social inclusion.

In line with the applicable legislation, 22%⁷ of the Companies' post-consumer packaging is sent to recycling projects. In 2025, the total volume of these materials generated by Alibem reached 1,085.3 tons, 681.7 tons of paper, and 403.6 tons of plastic. At Agra, 376.7 tons of plastics and 928.5 tons of cardboard were destined for recycling, totaling 1,305.28 tons of recovered materials.

7. In the State of São Paulo, this figure reaches 23%, in compliance with current state legislation.

8. The data reported in the 2024 Report regarding Agra's reverse logistics were incorrect, with the effective volume being lower than that disclosed.

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Internal mobilization

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In addition to structured reverse logistics initiatives, Environmental Education and internal mobilization actions reinforce the Companies' waste management strategy. In this context, Alibem participates in the "Cool Cap" campaign, which promotes the collection and donation of plastic bottle caps to the Association of Family and Friends of People with Special Needs (Afapene), in Santa Rosa (RS).

The initiative involves employees of the meat processing plants of Santa Rosa, Santo Ângelo and Estação, the headquarters in Porto Alegre, Colorado Farm, and the Santa Rosa Feed Factory. The caps are directed to Afapene, which carries out its commercialization, reversing the funds raised in support of the activities developed with the public served by the Association.

In addition, the Santa Rosa and Santo Ângelo meat processing plants participate in a campaign to collect used cooking oil, in partnership with the company Reco Óleo, which is responsible for the collection, recycling, and proper final disposal of the collected material. As an incentive for employee participation, the delivery of a liter of used oil is rewarded with a bar of soap.



Water and effluents

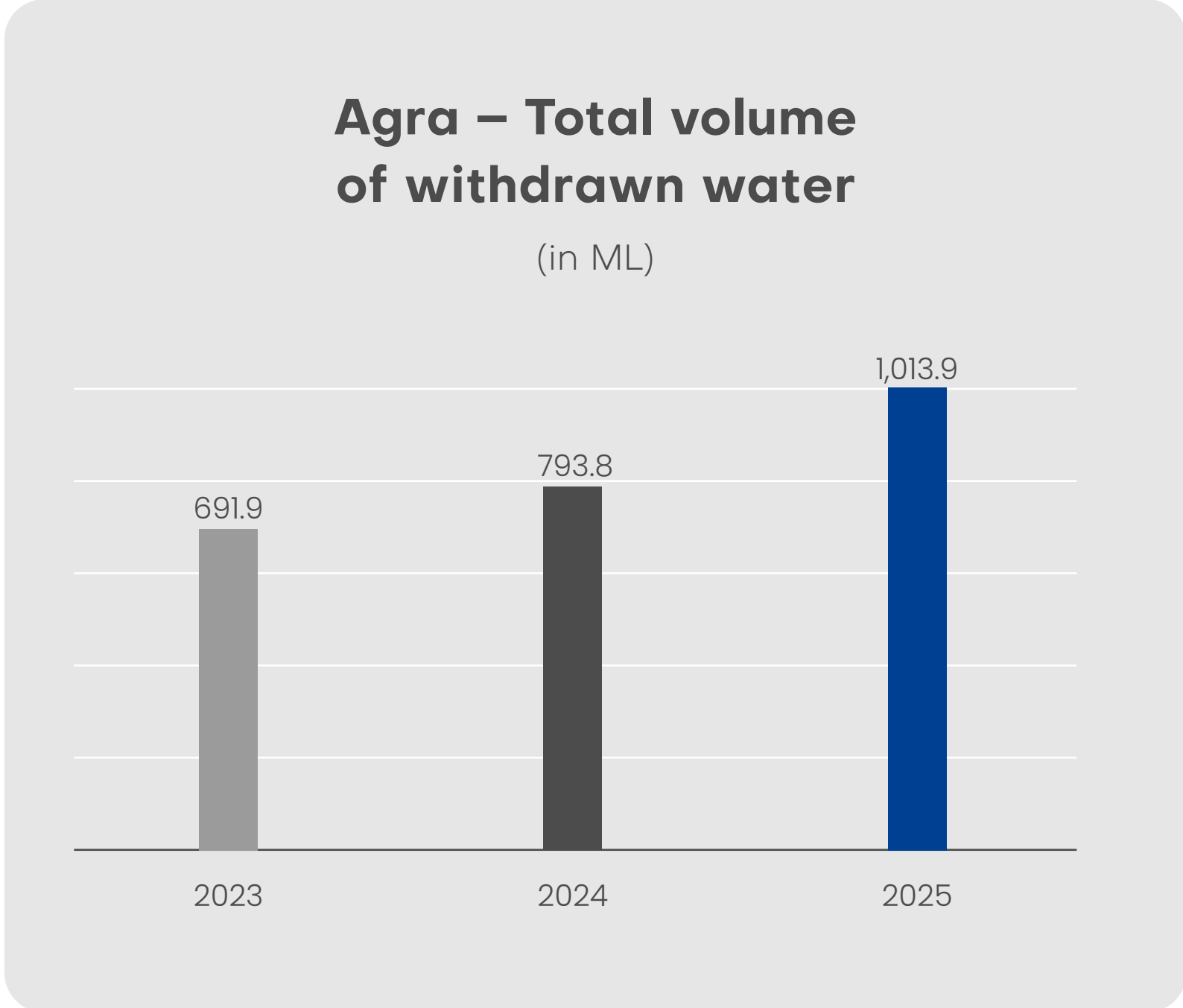
[GRI 3-3; 303-1; 303-2; 303-3; 303-4]

Water is an essential resource for Alibem and Agra’s operations, being used in several stages of the production process, such as sanitation of facilities and vehicles, animal watering, laboratory analysis (quality control of products and inputs), cooling systems and steam generation, in addition to human consumption. Considered a strategic input for environmental sustainability, social development and business continuity, the Companies adopt practices aimed at efficient use, reducing consumption and preserving water resources, including the protection of springs.

At Agra, water comes from four underground wells, duly granted and monitored by individual water meters. After treatment, the effluent is used for various purposes, such as sanitation activities for facilities and vehicles, watering livestock, human consumption, and use in the production flow in the meat processing plant.

In recent years, the expansion of production at Agra units has led to increased groundwater abstraction (wells), with a 27.7% increase in 2025 compared to the previous year. This growth is associated with the intensification of operations that require greater

use of water resources. Consumption and performance data are monitored daily, and if any non-standard peak is identified, the Company takes corrective measures to avoid waste.



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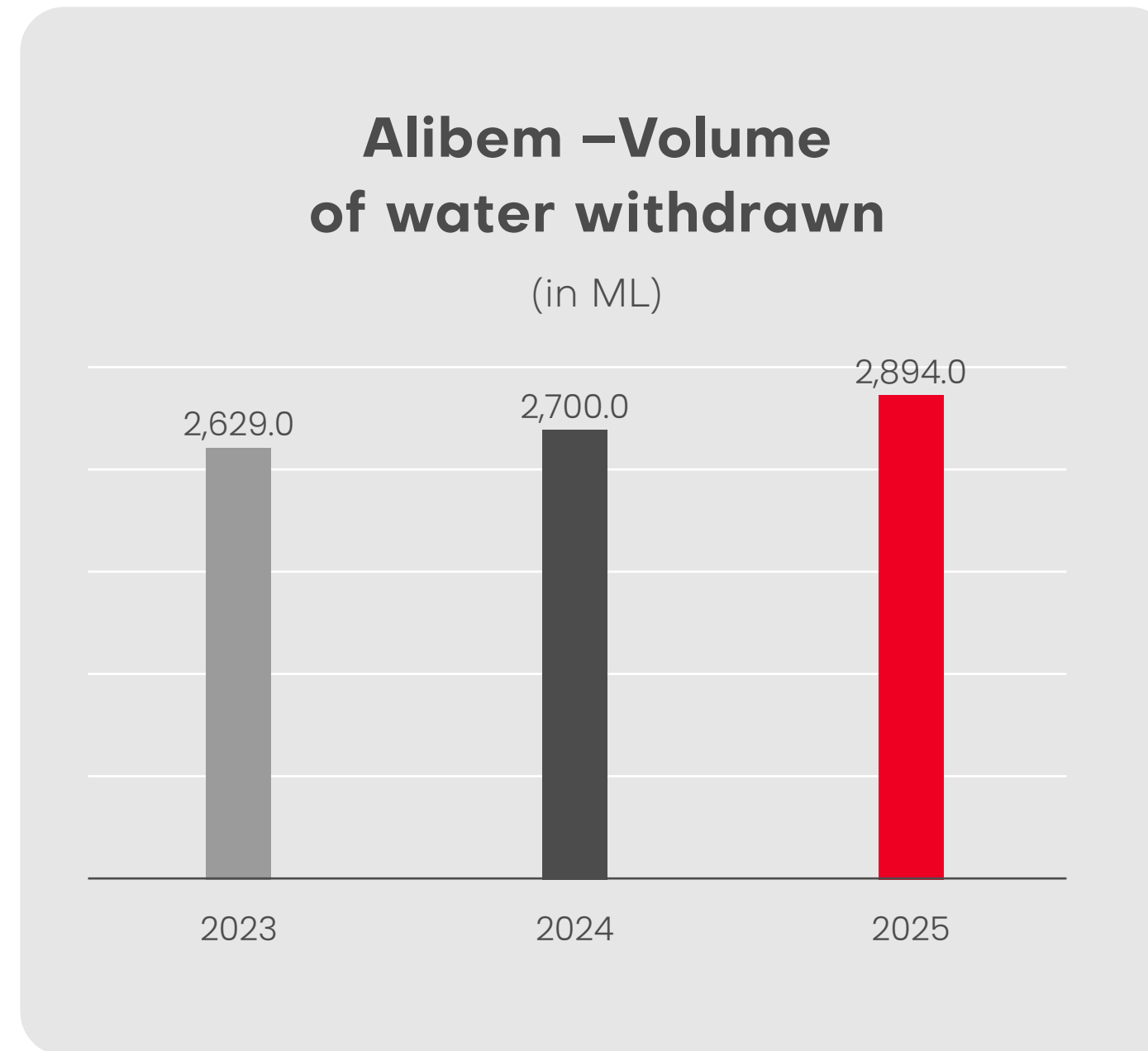
In 2025, the Company invested approximately BRL 444,000 to drill a new deep tubular well with an estimated capacity of 100 m³/h. The system will operate once the competent bodies duly issue the environmental license. This expansion will allow us to implement an operational rotation regime for existing wells, as outlined in the Integrated Water Resources Management Plan. The measure aims to reduce pressure on the aquifer, ensure periods of natural water recovery and contribute to the sustainability and preservation of the region's water table.

At Alibem, the largest portion of the water used comes from surface wells duly granted by the competent licensing agencies. In units located in urban areas, the supply is complemented by the public network. Local teams manage the volumes collected and the water availability of the reservoirs and report to the Environment team, which monitors the information.

Throughout 2025, Alibem expanded the volume of supply from the public system in urban areas by 11%

compared to 2024. Likewise, there was a greater withdrawal of water from the wells: 7% more than 2024.

Both Companies monitor the quality of water collected and used in industrial production systems in accordance with the legislation established by the Ministry of Agriculture, Livestock and Supply (MAPA), and send periodic reports to the Federal Inspection System (SIF) for each unit.



Combating waste

Both Agra and Alibem promote continuous actions to avoid water waste and strengthen the conscious use of water resources in their operations. Initiatives include the systematic identification of consumption savings opportunities that contribute to the reduction of effluent generation.

These practices cover not only the industrial units but also their own farms, feed mills, offices, and other facilities under the Companies' responsibility. We also train and communicate with the teams, raising awareness about the rational use of water in production and administrative processes.

The efforts are complemented by investments in equipment and technologies to improve water efficiency, reinforcing the Companies' commitment to responsible water management and the mitigation of environmental impacts.

Water management

Periodically, technical maintenance is performed on all Alibem wells in order to ensure cleanliness and structural integrity. The water undergoes final disinfection and chlorination mechanisms for later use in the production or manufacturing units.

In addition, in 2025, the Company began a study to implement a new water treatment model using advanced technologies, such as a Reverse Osmosis system, to make well water drinkable despite its high concentration of inorganic salts. The first feasibility study was conducted at the Frigorífico Santa Rosa, under the Lei do Bem.

In the same period, Alibem implemented several relevant actions aimed at improving water quality, reducing waste and strengthening water management, with operational investments, technological innovation, institutional partnerships and socio-environmental engagement initiatives, among which the following stand out:



Education, training and engagement

- Technical visits to the Effluent Treatment Plant of the Santa Rosa unit, with the participation of students of the Food Technology course at IFFAR (Santa Rosa Campus) and students of Environmental and Sanitary Engineering at the Federal University of the Southern Frontier (Cerro Largo Campus).
- Participation in the AGROMOVE Project, in Santa Rosa (RS), in partnership with ACISAP, through mentoring conducted by Alibem's Environment team, focusing on rural entrepreneurship in the Northwest Region.

The initiative offers technical support to producers in developing waste treatment projects on farms, with a view to reuse and energy generation.

Water efficiency and reuse

- Carrying out physical improvements in wells that supply the manufacturing and production units;
- Reuse of approximately 4,000 m³/month of treated effluent water for washing trucks at the Santo Ângelo meat processing plant (RS).

■ Effluent management and protection of water resources

- Renovation and adaptation of manure pits in the Não-Me-Toque and Volta Gaúcha Farms, with a focus on operational safety and mitigation of environmental impacts.
- Development of a technical project, in partnership with the Santa Rosa City Hall, for the recovery of the permanent preservation area (PPA) of the Arroio Pessegueirinho water body.

■ Corporate governance and institutional action

- Engagement in water conservation and participatory management initiatives through work in local River Basin Committees. One example is participation in the Santo Cristo, Turvo, and Santa Rosa Rivers Committee, in which Alibem represents the Union of Pork Products Industries of Rio Grande do Sul (SIPS) and contributes to discussions on the sustainable use of water resources in the region.

■ Technological innovation and effluent treatment development

- Development of a study for the implementation of an automatic chemical controller at the Effluent Treatment Plant (ETP) of the Santa Rosa Meat Processing Plant (the Good Law).
- Development of a project for the installation of a rotary sieve in the Santo Ângelo meat processing plant (the Good Law).
- Testing of new air blower technology with magnetic axis, with lower energy consumption and reduced maintenance costs, at the Santo Ângelo meat processing plant.
- Installation of optical sensors of dissolved oxygen in the ETPs of the Santo Ângelo and Santa Rosa meat processing plants.
- Replacement of air diffusers at the Santo Ângelo meat processing plant's Aeration Tank 2.

In all, over the course of 2025, Alibem invested approximately BRL 655,000 in the acquisition of materials, renovations, and the adaptation of manure pits for farms.

Water spring preservation

To ensure the availability of water in adequate quantity and quality to meet current and future demands, Alibem preserves 17 natural water springs on its private properties. The springs are located in urban, reforestation or original vegetation areas, in the vicinity of the Company's farms. In the vicinity of these points, native trees and species are protected, according to current environmental legislation.



Water spring at the Estação unit

Effluent treatment

At Alibem's meatpacking units, industrial effluent has specific characteristics from the production process and results mainly from the presence of animal blood and grease, detergents used in hygiene and other organic loads associated with slaughter and processing. To properly treat these effluents, industrial plants have effluent treatment plants (ETEs) to ensure operational efficiency and compliance with legal standards for discharge into receiving water bodies.

The operation of the ETPs is conducted by specialized technical teams, which are responsible for continuous monitoring of activities and daily sample collection for laboratory analysis. In addition, collections are carried out upstream and downstream of the release points to verify the maintenance or improvement of the quality of the receiving water body after the final discharge of the treated wastewater. The results are periodically reported to the environmental inspection agency in accordance with the criteria set out in the current operating licenses.

On their own farms, swine manure – characterized as raw effluent from raising livestock – consists mainly of feces

and urine. These wastes are channeled and stabilized in coated pits, where they remain for the period determined by environmental legislation. After this step, the material is used in duly licensed agricultural areas, contributing to soil fertilization and partially replacing the use of chemical fertilizers.

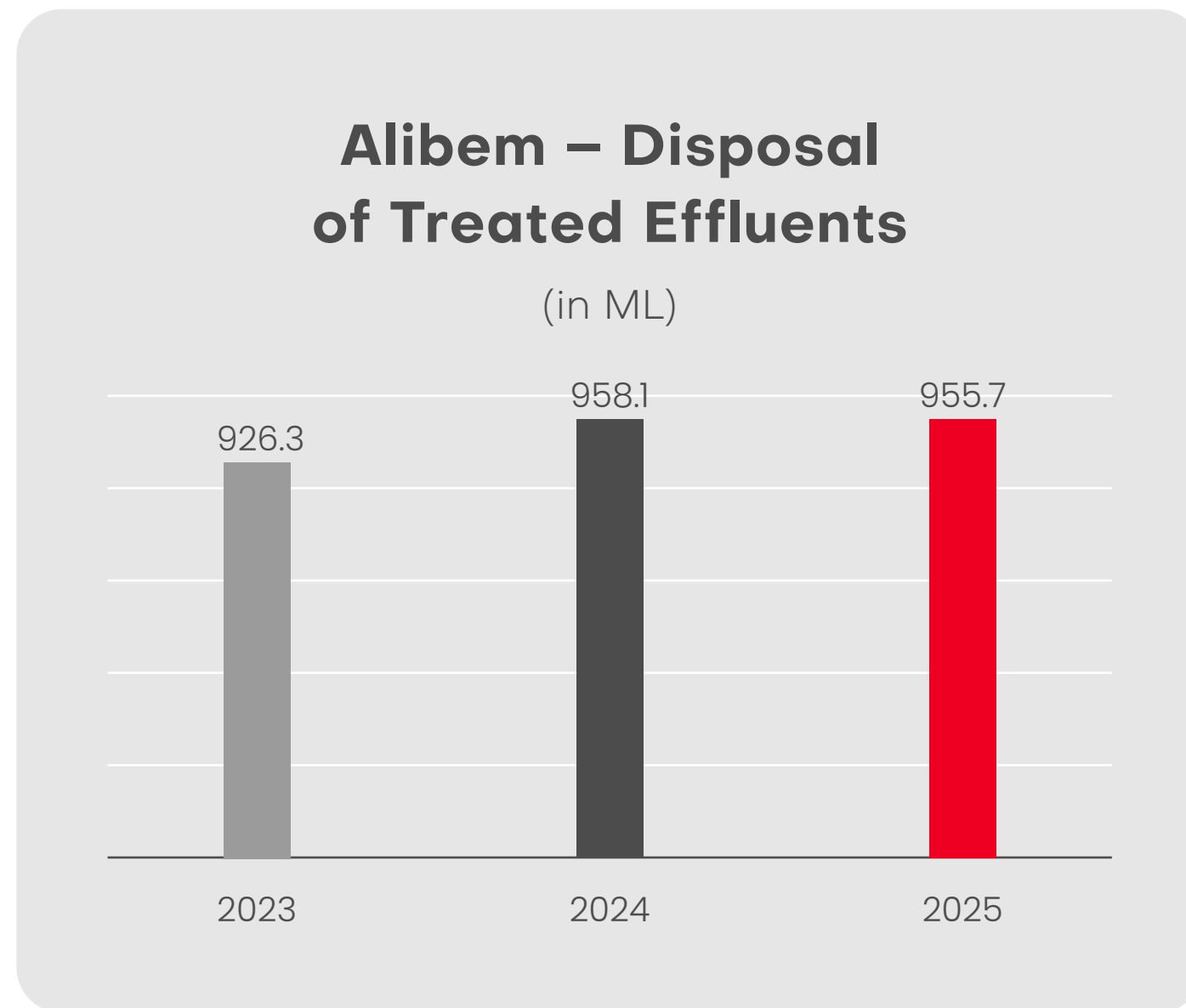
As for the administrative units and the Nova Santa Rita Distribution Center (RS), located in municipalities with a public sewage collection and treatment system, the sanitary effluent is directed to the network operated by the local sanitation concessionaires. In locations without this

infrastructure, effluents are directed to individual systems, such as septic tanks and soak pits, as in the offices of Não-Me-Toque (RS) and the feed factory in Santo Ângelo (RS).

In relation to Agra's operations, all water used in industrial processes is sent to the ETP. After the physicochemical treatment phase, the treated effluent goes to aeration and maturation ponds, before the final discharge, carried out in accordance with the parameters defined by the applicable environmental legislation.



Alibem Unit in Estação (RS)



Applied mechanisms

The management and treatment flows implemented by Alibem and Agra for industrial wastewater and animal waste are performed according to the particularities of each type of operation, the location of the units and current legislation, as presented below.

Meatpacking Units

- Wastewater (organic load, blood, grease and detergents).
- Collection and forwarding to the Effluent Treatment Plant (ETP).
- Treatment in ETPs.
- Discharge of treated effluent into water body.

Environmental Monitoring and Control

- Sample collections carried out daily at Alibem units and monthly at Agra.
- Upstream and downstream collections.
- Results sent to the environmental inspection agency.

Administrative units and distribution centers

- Effluents directed to the network operated by local sanitation concessionaires.
- Or treatment in individual systems such as septic tanks and soak pits.

Alibem's Own Farms

- Swine waste (raw effluent composed of feces and urine).
- Channeling and stabilization in clad manure pits.
- Controlled application in licensed areas, with partial use in soil fertilization.

Energy and emissions

[GRI 3-3; 302-1; 305-1; 305-2; 305-3]

Energy

To increase energy efficiency, Agra and Alibem continuously monitor electricity and fuel consumption across their operations. Based on the structured analysis of these data, the Energy Transition Committee focuses its analysis and recommendations on improving performance and optimizing resource use. The Committee, composed of professionals from Supply and Engineering, works closely with Financial and Controllershship to define strategies for contracting and procuring energy.

In 2025, Alibem continued to expand the use of the Free Energy Market in its operations. During this period, the Feed Factory/Santo Ângelo Farm began to be supplied from this system, replacing supply from the standard energy market, while the Farroupilha unit began operations under this model. With the inclusion of these units, the Company now has 23 operations powered by renewable sources.

The initiative contributes to greater cost predictability, improved consumption control, reduced losses and increased efficiency in energy management. Agra, in turn, already operates its industrial unit entirely within the Free Energy Market.

The theme is monitored continuously through the analysis of monthly reports, which allow for comparison of contracted energy with effective demand and, in an agile way, identify any deviations. This approach enables timely adjustments and more proactive management. In the case of fuels, management is complemented by vehicle telemetry systems that link consumption to mileage traveled, thereby increasing operational visibility. In 2025, to further strengthen control, the number of monitored vehicles was increased from 15 to 24.

Innovation and energy optimization

In recent years, as part of the energy efficiency strategy, Alibem and Agra have directed investments toward modernizing the electrical installations of industrial plants, with a focus on improving operational control and reducing consumption. In the year 2024, three wood-fired boilers were replaced by state-of-the-art equipment, supplied by biomass from the Companies' own reforestation areas and third-party suppliers, including the use of wood chips⁹. The initiative contributed to the reduction of particulate emissions, increased efficiency in steam generation, and strengthened operational safety at the Company's units.

In 2025, Agra and Alibem continued investments aimed at industrial modernization, energy efficiency and improving working conditions, with emphasis on the following projects:

9. Sustainable by-products from the timber industry, arising from the crushing of logs, branches and sawmill waste.

■ **Automation in Alibem's grain and feed processing:** Adoption of new equipment for unloading, storing and processing grain and feed at the Santa Rosa and Santo Ângelo Feed Factories, through an investment of BRL 34 million. The improvements increased the efficiency of production and logistics processes, reduced electricity and fuel consumption, and led to greater employee satisfaction regarding the environment and working conditions.

■ **Thermal comfort and energy efficiency:** Investment of approximately BRL 3.1 million in the implementation of technologies to increase the thermal comfort of teams and improve working conditions at Alibem's unit in Santo Ângelo (RS), with the installation of water heating systems and ventilation and air conditioning systems, with effects on reducing the use of biomass and better efficiency in electricity consumption.

■ **Forklifts with lithium batteries:** The replacement forklifts equipped with lead batteries with more modern models, now powered by lithium batteries, known for lower electricity consumption and greater operational efficiency. The replacement covered all of Agra's operations and, at Alibem, the Farroupilha and Estação units, with an investment of approximately BRL 2 million. The initiative resulted in productivity gains, as well as improvements in safety and ergonomics.

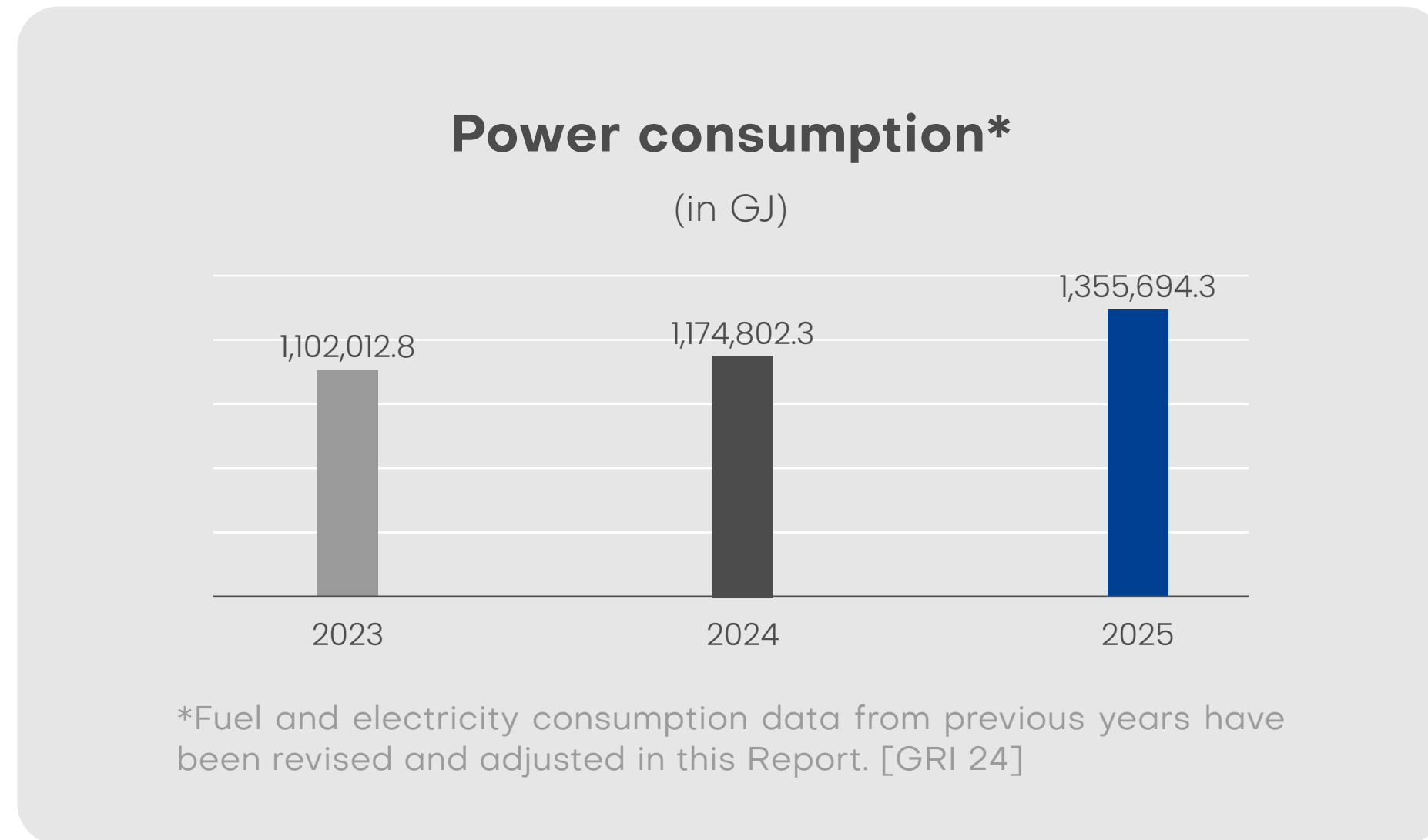
■ **Sludge densifier in the ETPs:** Acquisition of a sludge densification system and high technology equipment for the Effluent Treatment Plants (ETPs) of the Alibem unit in Santa Rosa (RS) through an estimated investment of BRL 750 thousand. The improvements contributed to reducing fuel consumption associated with transport and internal energy demand, making the processes more efficient.

■ **Ammonia detection system:** Implementation of ammonia detection systems in the Santa Rosa and Santo Ângelo (RS) meat processing units – the Estação unit has already started operations with these systems – through an investment of approximately BRL 1.2 million. The equipment performs continuous monitoring of the environments, prevents losses of ammonia to the atmosphere and increases operational safety, reducing the risk of accidents.

Focusing on energy efficiency and reducing consumption, Alibem allocated over BRL 40 million throughout 2025 to the acquisition of equipment, the adaptation of facilities and the implementation of new technologies. In addition to the units supplied by renewable energy via the Free Energy Market, the Company also used energy from biodigesters in its own farms, expanding the use of sustainable energy sources.

In line with these initiatives, Agra also made investments of about BRL 3.9 million throughout 2025 aimed at energy efficiency and operational modernization. The actions included updating the generators at the power generation plant, acquiring and installing robotic case packers in the packaging sector, and modernizing storage systems and facilities for finished products.

These initiatives generated operational and energy gains, while contributing to the reduction of the carbon footprint, the improvement of working conditions and the strengthening of the sustainability of operations. In addition, the Companies promote ongoing awareness-raising initiatives aimed at the efficient use of resources and the minimization of waste.



Together with the operations of Alibem and Agra, direct energy consumption reached 1,355.7 thousand gigajoules (GJ) in 2025, a volume 15% higher than that recorded in 2024. Of the total consumed, 67% corresponds to biomass and 30% to electricity from renewable sources.

GHG Emissions

In 2025, the Companies carried out the third Greenhouse Gas Emissions Inventory (GHG), based on the operational performance of the period. Mapping emission sources enables the definition of action plans to gradually decarbonize operations and strengthens the commitment to tackling climate change.

The consolidation of the results of the two Companies led to a total emission of 800,500 tCO₂e in 2025, 4.9% higher than in the previous period. This increase is mainly associated with the expansion of the swineherd, higher year-round consumption of firewood and LPG, and an increase in the average age of cattle slaughtered by Agra.

Of this amount, 93% corresponds to Scope 3, which covers sources over which there is no direct control, with emphasis on the raising of herds acquired by Agra (54%) and the raising of swine on integrated producers' farms (25%).

Direct emissions (Scope 1) accounted for 6.1% of the total, concentrated mainly in company-owned herds (4.6%) and in stationary combustion (1.3%). Emissions associated with the acquisition of electricity (Scope 2) corresponded to less than 1% of total emissions.

Biofilter technology applied to environmental control

Alibem's industrial units have structured systems for controlling and treating atmospheric emissions in order to mitigate environmental impacts arising from their operations and ensure compliance with applicable legal requirements.

In the meat processing plants of Santo Ângelo and Santa Rosa, the gases generated by the grease-mill digestion process, lard production, and autoclave operation at the effluent treatment plants (ETPs) are subjected to an integrated treatment system. This system consists of an aerocondenser, followed by a biofilter.

The aerocondenser promotes the partial condensation of the generated gases, converting them into liquid effluent, which is later directed for treatment in the respective STPs. In the subsequent step, the non-condensable gases are sent to the biofilter, which consists of a bed of wood chips, where biological treatment of the remaining compounds occurs.

At Estação, which does not have a fat rendering unit, the treatment of gases from the ETP is carried out exclusively by means of a chip biofilter. These gases are mainly generated during the separation process of oils and greases from the effluent, an essential step in obtaining by-products.

The biofilter operates based on a biological process in which microorganisms present in the filter medium promote the degradation of gaseous compounds, converting them predominantly to carbon dioxide

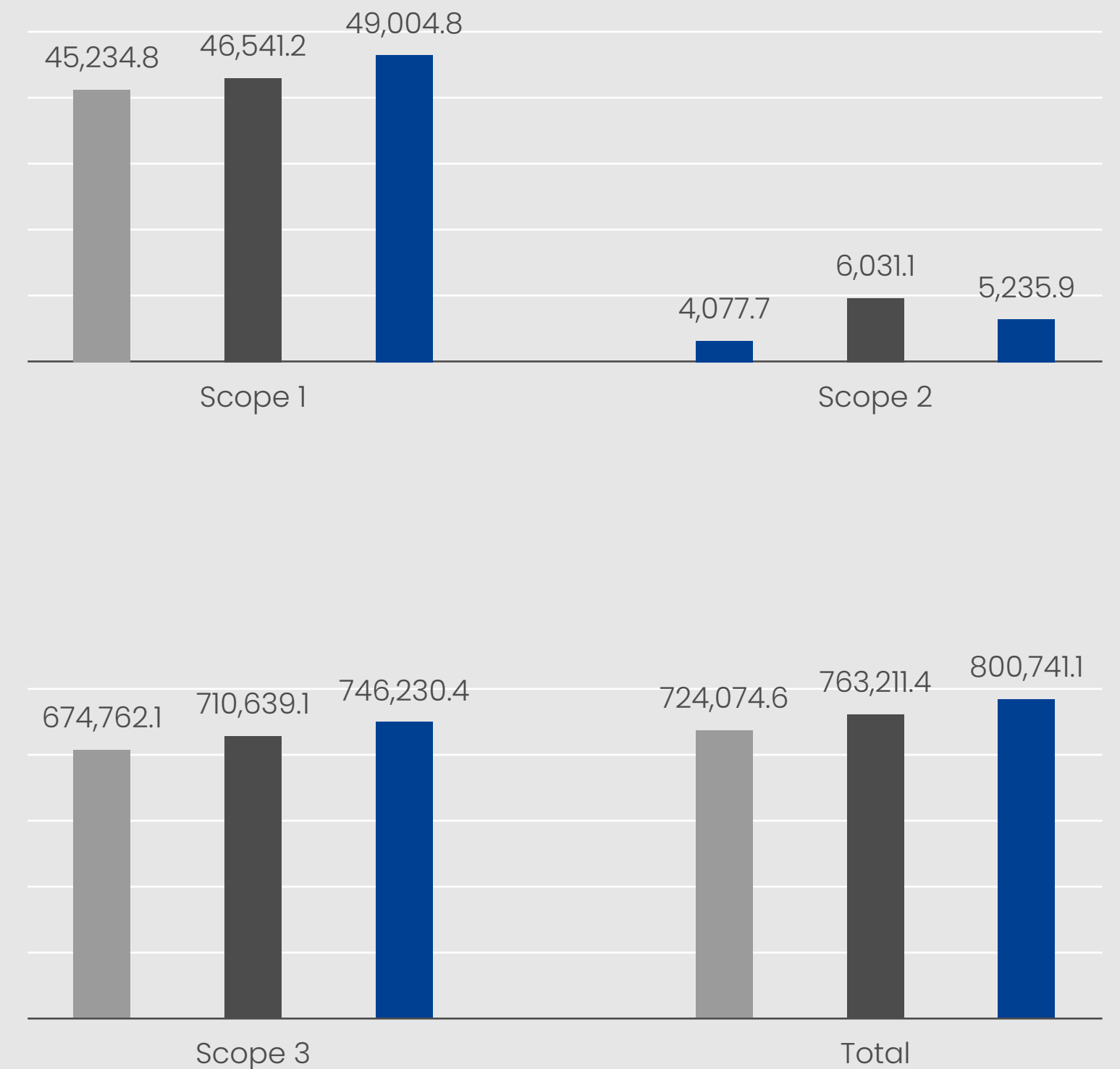
(CO₂) and water vapor prior to release into the atmosphere. This technology is highly efficient at treating emissions characteristic of the meatpacking industry, thereby improving air quality and reducing odors.

The adoption of these solutions reinforces Alibem's commitment to responsible environmental management, promoting greater operational control, reducing impacts on the environment and aligning with corporate sustainability guidelines.

Total volume of emissions of Agra and Alibem

(in tCO₂e)

● 2023 ● 2024 ● 2025





About
the Report

Report profile

[GRI 2-2; 2-3]

This Sustainability Report presents the economic, environmental, social and corporate governance performance of Agra and Alibem from January 1 to December 31, 2025. The publication is prepared annually and follows the guidelines of the Global Reporting Initiative (GRI) – Standard version. The economic and financial information is consistent with the 2025 Financial Statements, audited by an independent third party. The previous edition, referring to 2024, was released in May 2025. Questions and comments on the content can be sent to asg@alibem.com.

Relevance

The 2025 Report was prepared by a multidisciplinary team of about 50 professionals from the Companies. The topics reported were selected based on the corporate policies and practices of Alibem and Agra, the positioning of other organizations in the sector and the interests of the main stakeholders, also considering the socio-environmental context of the regions where they operate. The selection also followed the recommendations of the GRI, the International Integrated Reporting Council (IIRC), the Sustainability Accounting Standards Board (SASB) and the United Nations Global Compact.

Stakeholder engagement

[GRI 2-29; 3-1]

The definition of the material topics of this Report was based on the stakeholder engagement process carried out in 2023. At the time, 673 participants – including employees, suppliers, clients and consumers, among others – answered an online questionnaire in which they evaluated the relevance of sustainability topics previously identified by the Companies. The results guided the prioritization of the topics reported in this edition. For the next cycle, a new round of engagement using an updated methodology is to be conducted.

Material topics

[GRI 3-2]

For this edition, the material topics from the previous cycle were maintained, as the analysis of the internal and external context did not indicate any relevant changes that would justify revising the matrix. The 17 topics are organized by sustainability dimension in the tables on the following page, along with the corresponding GRI indicators and sustainable development goals (SDGs).

The impact materiality matrix will be updated in the next reporting cycle, when the first double materiality tests will be carried out. This approach considers, in addition to the impacts of the Companies on the environment and society, the effects of ESG factors on the financial performance and resilience of the business, in line with regulatory trends and international reporting frameworks.

Material topics and related indicators

Corporate governance

Material Topic	GRI indicator	SDG
Ethics and integrity	2-26; 2-27; 205-2; 205-3; 406-1	SDG 16
Corporate governance	2-9; 2-10; 2-11	SDG 17
Risk management	3-3	SDG 8, 9 and 16

Social

Material Topic	GRI indicator	SDG
Occupational health and safety	403-1; 403-2; 403-3; 403-4; 403-5; 403-6; 403-7; 403-8; 403-9; 403-10	SDG 3 and 8
Employee development	404-1	SDG 4 and 8
Customer experience and satisfaction	3-3	-
Animal welfare	3-3	SDG 12
Community engagement	413-1	SDG 10
Human Rights promotion	3-3	SDG 8

Economic

Material Topic	GRI indicator	SDG
Financial results	201-1	SDG 8
Operational efficiency	3-3	-
Sustainable procurement	204-1	SDG 12
Food quality and safety	416-1; 416-2	-

Environmental

Material Topic	GRI indicator	SDG
Solid waste	306-1; 306-4; 306-5	SDG 11 and 12
Water and effluents	303-1; 303-3	SDG 6
Energy and emissions	302-1	SDG 7
Biodiversity	101-1; 101-2; 101-3; 101-4; 101-5; 101-6; 101-7; 101-8	SDG 15

Subsequently, the GRI Content Summary compiles the indicators selected by topic, in accordance with the relevant topics listed for reporting.

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GRI Content Summary

Alibem and Agra prepared this Report based on GRI reporting standards, for the period from January 1, 2025, to December 31, 2025.

GRI 1: 2021 Fundamentals

GRI standard	Content	Page	Reason/explanation	Sectoral standard reference number (GRI 13)
The organization and its reporting practices				
GRI 2: General Disclosures 2021	2-1 Organizational Details	6; 11		
GRI 2: General Disclosures 2021	2-2 Entities included in the organizations' sustainability reporting	6; 11; 100		
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency, and contact point	100		
GRI 2: General Disclosures 2021	2-4 Restatements of Information	97		
GRI 2: General Disclosures 2021	2-5 External Verification	-	This Report has not undergone external assurance.	
Activities and workers				
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	6; 11; 49; 111		
GRI 2: General Disclosures 2021	2-7 Employees	56		
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	56		
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	18		
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	18		

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GRI standard	Content	Page	Reason/explanation	Sectoral standard reference number (GRI 13)
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	18		
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	18		
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	18		
GRI 2: General Disclosures 2021	2-14 Role played by the highest governance body in sustainability reporting	-	The Board of Directors is responsible for approving the final version of the Sustainability Report.	
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	-	Any conflicts of interest are discussed and decided on by the Board of Directors.	
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	18		
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	-	No activities were performed in the reported period.	
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	-	As a privately held companies, the Companies do not have a structured process for evaluating the performance of their directors.	
Corporate governance				
GRI 2: General Disclosures 2021	2-19 Remuneration policies	-	The remuneration of the Company's executives is defined according to market practices.	
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	18		
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	-	The Company considers this information as strategic, so it did not include it in the Report.	
Strategy, policies and practices				
GRI 2: General Disclosures 2021	2-22 Statement on the sustainable development strategy	3		
GRI 2: General Disclosures 2021	2-23 Policy commitments	14; 18; 39; 82; 84		
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	14; 18; 39; 82; 84		
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	14		

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GRI standard	Content	Page	Reason/explanation	Sectoral standard reference number (GRI 13)
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	14		
GRI 2: General Disclosures 2021	2-27 Compliance with local laws and regulations	-	No fine was incurred in the reported period.	
GRI 2: General Disclosures 2021	2-28 Membership associations	110		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	76; 100		
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	56		
Material topics				
GRI 3: Material Topics 2021	3-1 Process of determining material topics	100		
GRI 3: Material Topics 2021	3-2 List of material topics	100		
Economic performance				
GRI 3: Material Topics 2021	3-3 Management of Material Topics	54		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	54		
Procurement practices				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	49		
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	14		13.26.1
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks pertaining to corruption	-	Alibem and Agra did not perform assessments in the reported period.	13.26.2
GRI 205: Anti-corruption 2016	205-2 Communication and training in anti-corruption policies and procedures	14		13.26.3
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	14		13.26.4

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GRI standard	Content	Page	Reason/explanation	Sectoral standard reference number (GRI 13)
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	95		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	95; 122		
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of Material Topics	89		13.7.1
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	89		13.7.2
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	89		13.7.3
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	89; 118		13.7.4
GRI 303: Water and Effluents 2018	303-4 Water discharge	89; 118	Agra's monitoring failure persisted in 2025, preventing the consolidation of data on effluents. The Company continues to work to correct the problem and ensure adequate reporting in the coming cycles.	13.7.5
GRI 303: Water and Effluents 2018	303-5 Water consumption	-	Alibem and Agra did not monitor water consumption in 2025.	13.7.6
Biodiversity				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	84		
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	84		
GRI 101: Biodiversity 2024	101-3 Access and benefit-sharing	84		
GRI 101: Biodiversity 2024	101-4 Identification of biodiversity impacts	84		
GRI 101: Biodiversity 2024	101-5 Locations with biodiversity impacts	84		
GRI 101: Biodiversity 2024	101-6 Direct drivers of biodiversity loss	84		
GRI 101: Biodiversity 2024	101-7 Changes in the state of biodiversity	84		
GRI 101: Biodiversity 2024	101-8 Ecosystemic services	84		

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GRI standard	Content	Page	Reason/explanation	Sectoral standard reference number (GRI 13)
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	95		13.1.1
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	95; 124		13.1.2
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	95; 124		13.1.3
GRI 305: Emissions 2016	305-3: Other indirect (Scope 3) GHG emissions	95; 124		13.1.4
GRI 305: Emissions 2016	305-4 GHG emissions intensity	-	Alibem and Agra did not perform the intensity calculations in the reported period.	13.1.5
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	-	There was no reduction in the reported period.	13.1.6
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	-	Alibem and Agra did not measure other atmospheric emissions.	13.1.7
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant emissions	-		13.1.8
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	86		13.8.1
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	86		13.8.2
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	86		13.8.3
GRI 306: Waste 2020	306-3 Waste generated	86		13.8.4
GRI 306: Waste 2020	306-4 Waste diverted from disposal	86		13.8.5
GRI 306: Waste 2020	306-5 Waste directed to disposal	86		13.8.6
Employment				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	56; 112		
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	63		

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GRI standard	Content	Page	Reason/explanation	Sectoral standard reference number (GRI 13)
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	65; 67		13.19.1
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	65; 67		13.19.2
GRI 403: Occupational health and safety 2018	403-2 Hazard identification, risk assessment and incident investigation	65; 67		13.19.3
GRI 403: Occupational health and safety 2018	403-3 Occupational health services	65; 67		13.19.4
GRI 403: Occupational health and safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	65; 67		13.19.5
GRI 403: Occupational health and safety 2018	403-5 Training of workers in occupational health and safety	65; 67		13.19.6
GRI 403: Occupational health and safety 2018	403-6 Promotion of worker health	65; 67		13.19.7
GRI 403: Occupational health and safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	65; 67		13.19.8
GRI 403: Occupational health and safety 2018	403-8 Workers covered by an occupational health and safety management system	65; 67		13.19.9
GRI 403: Occupational health and safety 2018	403-9 Workplace Accidents	65; 67; 116	Partial. The Company does not present third-party data	13.19.10
GRI 403: Occupational health and safety 2018	403-10 Occupational Diseases	-	There were no occupational diseases at Alibem and Agra.	13.19.11
Training and education				
GRI 404: Training and Education 2016	404-1 Average number of training hours per employee	73; 113		
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and career transition assistance programs	73		
Diversity and equal opportunities				
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity of governance bodies and employees	61; 114		
GRI 405: Diversity and Equal Opportunities 2016	405-2 Ratio of base salary and remuneration of women compared to that of men	61		

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GRI standard	Content	Page	Reason/explanation	Sectoral standard reference number (GRI 13)
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	14		13.15.2
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	14		13.15.5
Child labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	14; 49		13.7.1
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	14; 49		13.7.2
Forced or compulsory labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	14; 49		13.16.1
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk of incidents of forced or compulsory labor	14; 49		13.16.2
Supplier social assessment				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers selected based on social criteria	49		13.12.1



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GRI standard	Content	Page	Reason/explanation	Sectoral standard reference number (GRI 13)
Customer health and safety				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	30		13.10.2
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	30		13.10.3
GRI 13: Agriculture, Aquaculture & Fishing Sectors 2022	Report the percentage of the production volume of operating units certified by recognized food safety standards and list these standards.	30		13.10.4
GRI 13: Agriculture, Aquaculture & Fishing Sectors 2022	Report the number of recalls made for reasons related to food safety and the total volume of products withdrawn from the market	30		13.10.5
Customer privacy				
GRI 418: 2016 Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	18		
Animal welfare				
GRI 3: Material Topics 2021	3-3 Management of material topics	39		13.11.1
GRI 13: Agriculture, Aquaculture & Fishing Sectors 2022	Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards	39		13.15.5

Indicators booklet

Membership in associations

[GRI 2-28]

Alibem

Brazilian Association of Animal Protein – ABPA

Brazilian Association of HR (ABRH)

Porto Alegre Trade Association (ACPA)

Santa Rosa Industrial Services and Agrobusiness Trade Association (ACISAP – Santa Rosa)

Getúlio Vargas Business, Cultural, Industrial, Agricultural and Services Association

Santo Ângelo Business, Cultural, Industrial, Services and Agricultural Association (ACISA)

Reverse Packaging Logistics Association (ASLORE)

Association of Parents and Friends of the Deaf of Santo Ângelo

Nova Santa Rita Business, Industry, Services and Agriculture Association

Gaicho Wholesalers and Distributors Association (AGAD)

Metrology and Measurements Network Association of Rio Grande do Sul

South Brazilian Pork Products Industries Association (ASBIPS)

GS1 Brazil Brazilian Association of Automation

Agra

Brazilian Association of Meat Exporting Industries (ABIEC)

Reverse Packaging Logistics Association (ASLORE)

GS1 Brazil Brazilian Association of Automation

Brazilian Pact for the Eradication of Slave Labor (InPACTO)

Union of meatpacking Industries of the State of Mato Grosso (Sindifrigo)

Suppliers

[GRI 2-6]

Total number of suppliers – Alibem and Agra (on 12/31/25)

Segment	National	Foreign	Total
Cattle	633	0	633
Pork (embedded)	726	0	726
Materials	1,587	5	1,592
Agricultural inputs	269	9	278
Livestock transport	17	0	17
Feed transportation	14	0	14
Grains transportation	22	0	22
Domestic market logistics	67	0	67
Foreign market logistics	44	8	52

New suppliers contracted based on social and environmental criteria – Alibem and Agra (on 12/31/25)

Segment	Total new suppliers	Share of suppliers contracted under socioenvironmental criteria
Cattle	280	100%
Pork (embedded)	17	100%
Materials	9	100%
Agricultural inputs	52	0%
Livestock transport	0	-
Feed transportation	0	-
Grains transportation	0	-
Domestic market logistics	0	-
Foreign market logistics	3	0%

Admissions and dismissals

[GRI 401-1]

Admissions and dismissals by age group and gender

Agra

Age group	Admissions		Dismissals	
	Men	Women	Men	Women
Up to 29 years old	242	144	221	138
Between 30 and 50	246	129	253	122
Over 50	42	13	31	10
Total	530	286	505	270

* All Agra movements were carried out in the Midwest region.

Turnover rate according to gender and age group*

Agra

Classification	2023	2024	2025
Men	61%	86%	94%
Women	71%	77%	83%
Up to 29 years old	82%	106%	101%
Between 30 and 50	56%	71%	87%
Over 50	19%	41%	55%

*Turnover = admissions + dismissals of each professional classification / 2 / total number of employees in the respective professional classification.

Hiring rate by gender and age group*

Agra

Classification	2025
Men	65%
Women	35%
Up to 29 years old	47.3%
Between 30 and 50	46.0%
Over 50	6.7%

*Hiring rate = admissions of each classification / total admissions.

Admissions and dismissals by age group and gender

Alibem

Age group	Admissions		Dismissals	
	Men	Women	Men	Women
Up to 29 years old	741	578	632	482
Between 30 and 50	538	422	534	389
Over 50	145	68	108	44
Total	1,424	1,068	1,274	915

Admissions and dismissals by region

Alibem

Region	Admissions	Dismissals
South	2,446	2,154
Southeast	29	19
Midwest	17	16

Hiring rate by gender and age group*

Alibem

Classification	2025
Men	57%
Women	43%
Up to 29 years old	52.9%
Between 30 and 50	38.5%
Over 50	8.5%

Hire rate = Admissions of each classification / total admissions.

Turnover rate according to gender and age group*

Alibem

Classification	2023	2024	2025
Men	41%	45%	47%
Women	47%	55%	55%
Up to 29 years old	65%	75%	75%
Between 30 and 50	35%	41%	42%
Over 50	18%	17%	23%

*Turnover = admissions + dismissals of each classification / 2 / total number of employees of the respective classification.

Development

[GRI 404-1]

Total number of training hours by job category

Agra

Category	Men	Women	Total
Strategic	41:28:00	9:36:00	51:04:00
Tactical	1.388:17:00	319:54:00	1.708:11:00
Operational	6.564:15:00	3.087:08:00	9.651:23:00
Total	7.994:00:00	3.416:38:00	11.410:38:00

Average training hours by job category and gender

Agra

Category	Men	Women
Strategic	13:49:20	4:48:00
Tactical	14:46:08	9:24:32
Operational	14:25:37	10:17:26
General	14:28:55	10:10:07

Total number of training hours by job category

Alibem

Category	Men	Women	Total
Strategic	342:55:00	159:25:00	502:20:00
Tactical	3,413:05:00	1,396:52:00	4,809:57:00
Operational	10,331:13:00	7,883:58:00	18215:11:00
Total	14,087:13:00	9,440:15:00	23,527:28:00

Average training hours by job category and gender

Alibem

Category	Men	Women
Strategic	14:17:18	15:56:30
Tactical	5:59:54	6:22:42
Operational	4:31:52	4:58:16
General	3:35:45	4:20:38

Diversity

[GRI 405-1]

Number of employees by job category and gender*

Agra

Category	Men	Women	Total
Strategic	3	2	5
Tactical	94	34	128
Operational	455	300	755
Total	552	336	888

* Strategic positions: responsible for decision-making in the Companies – directors, managers and technical specialists. Tactical positions: execute the strategies defined by the strategic positions – coordinators, supervisors, analysts, leaders and technicians. Operational positions: perform routine activities – assistants, operators and assistants.

Number of workers by age group and gender

Agra

Age group	Men	Women
Up to 29 years old	233	134
Between 30 and 50	256	177
Over 50	63	25
Total	552	336

Ratio between the salary received by women and that received by men by job category*

Agra

Category	2024	2025
Strategic	0.7	0.48
Tactical	0.9	0.78
Operational	0.9	0.88

* Calculation: average salary of women/average salary of men

Number of employees by job category and gender*

Alibem

Category	Men	Women	Total
Strategic	24	10	34
Tactical	569	219	788
Operational	2,280	1,586	3,866
Total	2,873	1,815	4,688

* Strategic positions: responsible for decision-making in the Companies – directors, managers and technical specialists. Tactical positions: execute the strategies defined by the strategic positions – coordinators, supervisors, analysts, leaders and technicians. Operational positions: perform routine activities – assistants, operators and assistants.

Number of workers by age group and gender

Alibem

Age group	Men	Women
Up to 29 years old	932	684
Between 30 and 50	1,368	898
Over 50	573	233
Total	2,873	1,815

Ratio between the salary received by women and that received by men by job category*

Alibem

Category	2024	2025
Strategic	1.0	0.96
Tactical	1.0	1.03
Operational	1.1	0.97

*Calculation: average salary of women/average salary of men

Occupational Safety

[GRI 403-9]

Agra – Evolution of occupational safety performance

Indicators of occupational accidents of employees

Agra

Indicator	2023	2024	2025
Number of hours worked	2,231,203	2,109,021	2,148,601
Number of fatal accidents (deaths)	0	0	0
Number of accidents with serious consequences (except deaths)	0	0	0
Number of days lost	276	221	222

Number of occupational accidents (typical)

Agra

Indicator	2023	2024	2025
With days lost	12	20	31
Without days lost	10	23	3
Total	22	43	34

Number of commuting accidents

Agra

Indicator	2023	2024	2025
With days lost	2	5	7
Without days lost	0	0	4
Total	2	5	11

Frequency and severity rate

Agra

Indicator	2023	2024	2025
Frequency rate (FR) of company employees*	9.9	20.4	15.8
Severity rate (SR) of company employees	117.0	104.8	199.2

*FR = number of accidents with days lost + number of accidents without days lost X 1,000,000 number of hours worked.

*SR = days lost + days debited + days transported X 1,000,000 number of hours worked.

Indicators of occupational accidents of outsourced professionals

Agra

Indicator	Result
Number of hours worked	73,685
Number of fatal accidents (deaths)	0
Number of accidents with serious consequences (except deaths)	0
Occupational accident – with days lost	0
Occupational accident – without days lost	0
Frequency rate (FR)	0
Severity rate (SR)	0

Alibem – Evolution of occupational safety performance

Indicators of occupational accidents of employees

Alibem

Indicator	2023	2024	2025
Number of hours worked	9,657,112.80	10,382,984.19	10,614,629.95
Number of fatal accidents (deaths)	0	0	0
Number of accidents with serious consequences (except deaths)	5	6	0
Number of days lost	4,672	2,379	1,731

Number of occupational accidents (typical)

Alibem

Indicator	2023	2024	2025
With days lost	338	336	344
Without days lost	13	2	76
Total	351	338	420

Number of commuting accidents

Alibem

Indicator	2023	2024	2025
With days lost	17	24	41
Without days lost	1	0	0
Total	18	24	41

Frequency and severity rate

Alibem

Indicator	2023	2024	2025
Frequency rate (FR) of company employees*	36.3	32.6	39.6
Severity rate (SR) of company employees	422.2	474.8	358.0

*FR = number of accidents with days lost + number of accidents without days lost X 1,000,000 number of hours worked.

*SR = days lost + days debited + days transported X 1,000,000 number of hours worked.

Indicators of occupational accidents of outsourced professionals

Alibem

Indicator	Result
Number of hours worked	140,388
Number of fatal accidents (deaths)	0
Number of accidents with serious consequences (except deaths)	0
Occupational accident – with days lost	1
Occupational accident – without days lost	1
Frequency rate (FR)	20.4
Severity rate (SR)	306.0

1

2

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About the report

2025 Sustainability Report | Agra & Alibem



Representative entities with which collective agreements have been signed

Union of Commercial Employees of São Paulo
Trade Union Nova Iguaçu, Belford Roxo and Queimados
Trade Union of the Food Industries of Carazinho
Trade Union of the Food Industries of Getúlio Vargas
Trade Union of the Food Industries of Santa Rosa
Trade Union of the Food Industries of Porto Alegre
Trade Union of the Food Industries of the Southern Region of Brazil MT
Trade Union of the Food Industries of Caxias de Sul
Trade Union of the Food Industries of Ijuí and Cruz Alta
Trade Union of the Food Industries of Santo Ângelo and Region
Trade Union of Wholesale Employees of Federal District

Water

[GRI 303-3; 303-4]

Agra - Total water withdrawn by source (in ML)

Source	2023	2024	2025
Groundwater (wells)	691.9	793.8	1,013.9
Total	691.9	793.8	1,013.9

Alibem - Water volume withdrawn, by source (in ML)

Source	2023	2024	2025
Groundwater (wells)	2,461.7	2,538.9	2,714.5
Public supply or other companies	167.3	161.1	179.5
Total	2,629.0	2,700.0	2,894.0

Alibem – Total effluent disposal (in ML)

Destination	2023	2024	2025
Surface water (includes wetlands, rivers, lakes, ponds)	924.8	956.4	954.2
Effluent disposal company	1.5	1.7	1.5
Total	926.3	958.1	955.7

*Part of the increase is due to the reduction in the sending of waste to landfills, with redirection to blending processes.

**The increase is related to the slaughter consolidation at the Estação Abattoir, as well as the revision of the classification of the destination, which, according to BASE/FAROS, went from “for use in animal feed” to “recycling”.

Waste

[GRI 306-4; 306-5; SASB FB-MP-160a.1]

Alibem – Volume of Waste and Disposal (outside the organization)

Classification	Destination	Un, of measure	2023	2024	2025
Hazardous	Decontamination of light bulbs	ton	2.4	1.5	2.1
	Re-refining	ton	7.6	4.2	10.2
	Incineration (with energy recovery) / Blending for co-processing	ton	10.5	18.8	32.8*
	Screening with storage	ton	-	0.9	0
	Industrial landfill	ton	42.1	7.9	4.9
	Health Service landfill	m ³	125.9	128.0	144.2
	Recycling	ton/m ³	1.5/8	1.1/5.8	1.9/10
Non-Hazardous	Reuse	ton	73.0	115.7	104.54
	Recycling	ton	458.6	384.8	7,107.3**
	Composting	ton	247.1	278.5	344.1
	Screening with storage	ton	899.0	897.1	1,037.7
	Animal feed	ton	1,151.0	7,146.1	1,689.0**
	Incineration (with energy recovery) / Blending for co-processing	ton	29.1	22.3	94.5*
	Industrial landfill/RSU	ton	728.8	889.5	621.0
	Civil construction landfill	m ³	1,330.0	890.0	675.0
	Agricultural use	m ³	45,806.0	39,856.0	37,945.0
	Reverse logistics – Oil drums	unid,	211	114	569

Amount of animal waste and manure generated*

[SASB FB-MP-160a.1.]

Indicator	2024		2025	
	Volume	Quantity used for agronomic use	Volume	Quantity used for agronomic use
Amount of animal waste (t)	18,098.1	18,098.1	18,763.95	18,763.95
Amount of manure (m ³)	2,349,584.6	2,349,584.6	2,363,901.45	2,363,901.45

*Calculation of volumes carried out according to the technical guidance indicated in Embrapa's Manual and Fepam's Technical Instruction.

Volume of by-products used for feed production

(in tons)

2024	2025
55,933.3	53,359.7

Amount of animal waste and manure generated

(Company units)

Questions	Answer
Amount of animal waste (t)	2,655.5
Amount of animal waste (t) composted livestock	1,299.0
Quantity used for agronomic use (t)	3,954.5

Amount of animal waste and manure generated embedded/suppliers

Questions	Answer
Amount of animal waste (t)	9,899.4
Amount of animal waste (t) composted livestock	4,910.0
Quantity used for agronomic use (t)	14,809.4

Amount of animal waste and manure generated embedded/suppliers

Questions	Answer
Total amount of manure (m ³)	1,994,795.2
Quantity used for agronomic use (m ³)	1,994,795.2

Volume of waste and disposal

(outside the organization, in tons)

Classification	Destination	2024*	2025
Hazardous	Decontamination of light bulbs	0	0.02
	Incineration (with energy recovery) / Blending for co-processing	0	13.4
	Re-refining	0	3.0
	Screening with storage	0	0.8
	Landfill	6.4	0
Total Hazardous Waste		6.4	17.2
Non-Hazardous	Composting	12,200.0	19,372.1**
	Recycling	0	160.8
	Incineration (with energy recovery)	0	275.5
	Autoclave	0	311.2
	Industrial landfill	0	39.3
Total Non-Hazardous Waste		12,200.0	20,189.1
Total volume of waste		12,206.4	20,206.2

*In 2024, an operational failure prevented the consolidation of the volume of hazardous and non-hazardous waste, which appeared to be zero for the year. This failure was corrected, enabling the data to be reported in 2025.

**Increase due to process improvements through investment in the sludge-processing decanter.

Amount of animal waste and manure generated*

[SASB FB-MP-160a.1.]

2025	
Indicator	Volume
Amount of animal waste (t)	0
Amount of manure (t)*	19,063.0

*Volume refers to the sum of manure and iodine.

Energy

[GRI 302-1]

Total energy consumption

Alibem and Agra

Type of source	Source	Unit	2023		2024		2025	
			Consumption	GJ	Consumption	GJ	Consumption	GJ
Non-renewable sources	Diesel Oil	Liters	279,384.0	9,919.3	298,516.3	10,598.5	274,526.8	9,746.8
	Gasoline	Liters	57,663.3	1,859.0	93,859.0	3,025.9	103,302.3	3,330.3
	LPG	Tons	633.2	29,344.4	620.8	28,769.7	687.4	31,856.2
Total of non-renewable sources			–	41,122.6	–	42,394.1	–	44,933.3
Renewable sources	Ethanol	Liters	6,739.2	143.9	2,005.7	42.8	1,665.6	35.6
	Biomass (firewood)	Tons	52,503.1	681,441.9	56,371.1	731,645.0	69,819.9	906,198.1
	Electricity	MWh	105,362.3	379,304.3	111,311.2	400,720.3	112,368.7	404,527.3
Total of renewable sources			–	1,060,890.1	–	1,132,408.2	–	1,310,761.0
Total consumption			–	1,102,012.8	–	1,174,802.3	–	1,355,694.3

Total energy consumption

Alibem

Type of source	Source	Unit	2023		2024		2025	
			Consumption	GJ	Consumption	GJ	Consumption	GJ
Non-renewable sources	Diesel Oil	Liters	249,973.0	8,875.1	245,419.7	8,713.4	240,558.0	8,540.8
	Gasoline	Liters	43,236.6	1,393.9	75,442.2	2,432.1	87,362.1	2,816.4
	LPG	Tons	598.3	27,727.0	584.2	27,073.6	652.5	30,238.8
Total of non-renewable sources			–	37,996.0	–	38,219.1	–	41,596.0
Renewable sources	Ethanol	Liters	53.6	1.1	25.0	0.5	0.0	0.0
	Biomass (firewood)	Tons	42,205.4	547,787.3	43,370.4	562,907.9	46,462.9	603,045.7
	Electricity	MWh	81,867.4	294,722.6	86,964.7	313,072.9	86,907.8	312,868.2
Total of renewable sources			–	842,511.0	–	875,981.3	–	915,913.9
Total consumption			–	880,507.0	–	914,200.5	–	957,509.9

Total energy consumption

Agra

Type of source	Source	Unit	2023		2024		2025	
			Consumption	GJ	Consumption	GJ	Consumption	GJ
Non-renewable sources	Diesel Oil	Liters	29,411.0	1,043.2	53,096.6	1,884.8	33,968.8	1,206.0
	Gasoline	Liters	14,426.7	465.0	18,416.8	593.7	15,940.2	513.9
	LPG	Tons	35.0	1,622.0	36.6	1,696.2	34.9	1,617.4
Total of non-renewable sources			–	3,130.2	–	4,174.7	–	3,337.3
Renewable sources	Ethanol	Liters	6,739.16	6,739.16	2,005.75	6,739.16	1,665.59	6,739.16
	Biomass (firewood)	Tons	52,503.08	52,503.08	56,371.11	52,503.08	69,819.93	52,503.08
	Electricity	MWh	105,362.31	105,362.31	111,311.21	105,362.31	112,368.71	105,362.31
Total of renewable sources			–	218,398.8	–	256,438.5	–	394,873.8
Total consumption			–	221,529.0	–	260,613.2	–	398,211.1

Emissions

[GRI 305-1; 305-2; 305-3]

Alibem - GHG emissions (in tCO₂e)

Year	Scope 1	Scope 2	Scope 3	Total emissions
2023	43,764.3	3,169.0	275,468.6	322,401.9
2024	44,675.7	4,697.4	288,561.4	337,934.5
2025	45,919.3	4,020.5	287,979.9	337,919.7

Alibem - GHG emissions (in tCO₂e)

Emission sources	Total emissions
Scope 1	45,919.33
Agricultural activities – swineherd (company-owned)	37,113.32
Stationary combustion	7,658.49
Mobile combustion	672.88
Fugitive emissions	233.70
Effluents	213.44
Industrial processes	27.38
Solid waste	0.13
Scope 2	4,020.46
Purchased electricity	4,020.46
Scope 3	287,979.94
Goods and services purchased	201,265.96
Swineherd (embedded)	201,265.96
Downstream transportation and distribution	48,872.89
Final product logistics	48,872.89
Upstream transportation and distribution	36,622.82
Materials and inputs logistics	26,374.26
Livestock logistics	9,773.80
Waste removal/transportation	474.75
Waste generated in operations	762.57
Solid Waste	742.36
Effluents	20.20
Displacement of employees	297.89
Business travel	157.82
Refunded km	81.95
Air travel	73.71
Bus transportation	2.16
Grand Total	337,919.74

Agra - GHG emissions

(in tCO₂e)

Year	Scope 1	Scope 2	Scope 3	Total emissions
2023	1,470.45	908.70	399,293.55	401,672.69
2024	1,865.52	1,333.75	422,077.70	425,276.98
2025	3,085.45	1,215.45	458,250.46	462,551.36

Agra - GHG emissions

(in tCO₂e)

Emission sources	Total emissions
Scope 1	3,085.45
Stationary combustion	2,981.33
Mobile combustion	94.05
Industrial processes	6.58
Industrial effluents	3.43
Fugitive emissions	0.06
Scope 2	1,215.45
Purchased electricity	1,215.45
Scope 3	458,250.46
Goods and services purchased	431,644.68
Cattle herd	431,644.68
Downstream transportation and distribution	18,989.43
Final product logistics	18,989.43
Upstream transportation and distribution	3,643.24
Materials and inputs logistics	1,071.34
Livestock logistics	2,464.46
Waste removal/transportation	107.44
Waste generated in operations	3,482.65
Solid Waste	3,482.65
Displacement of employees	484.45
Business travel	6.01
Air travel	6.01
Grand Total	462,551.36

ALIBEM

AGRA

2025 Sustainability Report

Coordination:

Audit, Risk and ESG Committee

GRI Consulting and editorial production:

We Projetos Estratégicos em ESG

Images:

Alibem and Agra photo collection