



2024

Integrated
Report

Producing food
with love
transforms
the world



São Salvador Alimentos



Summary

1 Introduction 05

- Message from the CEO
- Message from the Board of Directors
- About this report
- Materiality
- 2024 highlights

2 São Salvador Alimentos 25

- Who we are
- Corporate identity
- Our units
- Certifications and honors

3 Value generation and strategy 35

- Business model
- Value chain
- Supply and supply chains
- Logistics and transport strategy
- Strategy
- Growth strategy
- Commercial strategy
- ESG vision
- Innovation and technology

4 Corporate governance 73

- Corporate governance
- Governance structure
- Ethics, integrity and compliance
- Risk management

5 People 95

- Our people
- Relations with customers and consumers
- Communities and society

6 Environmental management. 125

- Environmental management
- Water resources management
- Energy efficiency
- Climate change
- Circularity
- Materials management

7 Performance 155

- Financial results
- Efficient allocation of capital
- Operational eco-efficiency
- Outlook

8 Annexes 175

- GRI content index
- External Assurance Report
- Corporate information
- Credits

DOING IT TOGETHER

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





Introduction

Message from the CEO

Message from the Board of Directors

About this report

Materiality

2024 highlights



Message from the CEO

2024 was the year when São Salvador Alimentos delivered the best financial performance in its history – strong growth in revenue, cash generation, net income and margins – all directly resulting from our management capacity, operational efficiency and a strong results-oriented culture that strives to generate value in each link of our chain, with attention to detail and focus on excellence.

The over 20% growth in net revenue, cash generation of over R\$800 million, net income of over R\$400 million, and net margin of 11.9% are excellent results that reflect not only the maturity of our operations but, above all, our solid management model, as well as our responsibility and our accurate resource allocation strategy, as is evident from the healthy liquidity and debt indicators despite an intensive cycle of investments and profound transformations in our operational and technological structures. Consequently, we ended 2024 with adjusted Ebitda of R\$811.7 million and margin of 22.2%, well above the 12.1% margin in 2023.

Two developments in 2024 were especially emblematic in this trajectory: the modernization of the Nova Veneza plant and the implementation of SAP. Both entail heavy investments in technology, processes and people, with a direct impact on our competitive edge, information security and governance, besides preparing SSA for the future.

The adoption of SAP is a milestone in advancing our digital transformation and consolidating our corporate governance. The adoption of a fully integrated management system increases our capacity for information security, control and traceability while strengthening the vision of interdependent processes and enabling us to operate in accordance with the highest standards of corporate governance even as a privately-held company and to engage with investors and stakeholders with total transparency and credibility. We are now operating in a more connected manner, with a systemic vision and fluidity among the areas, reflecting our commitment to “doing the right thing, doing it right and doing it together”.

At the same time, the modernization of the Nova Veneza plant consolidates our expansion plan - the modernization of slaughter lines and the construction of a new freezing tunnel not only increased our production capacity, but are a strategic response to the scenario of labor shortage, especially in regions with full employment, such as Goiás, besides bringing greater efficiency and safety. As such, technology and innovation are fundamental pillars, in different aspects, not only to respond to structural challenges, but are also the path to greater productivity, quality and sustainability.

In fact, sustainability is an intrinsic part of our business and must permeate the entire organization. And this is expressed in concrete terms in our environmental, social and governance (ESG) practices, which go hand in hand with our financial performance.

On the environmental front, we have evolved with a production model based on a closed cycle in which waste is treated, reused and returned to the production chain, as seen in the almost 8% increase in the volume of waste sent for composting. The rising trend in the waste recovery rate since 2021 was confirmed once again with practically 100% (97.9%) circularity, as well as greater diversification and expansion of routes outside the Company.

As for internal recovery, which corresponds to 39.01% of total recovery, the highlights are the conversion of slaughter byproducts into flours and oils for feed and biodiesel, the composting of organic waste and the advances made in preparing it for reuse. All this enables us to grow responsibly, while generating less impact and more value both inside and outside the Company.

In the social pillar, we are aware of our role as drivers of development in the regions where we operate. With a production chain that creates thousands of direct and indirect jobs, SSA's social

impact goes beyond operational frontiers, driving local economies, stimulating entrepreneurship and promoting productive inclusion in all the regions where we operate, apart from the private investment that impacted approximately 185,000 people in 2024.

Organizational culture is undoubtedly one of our greatest assets. Over the years, we have consolidated our own way of operating, thanks to daily practice and the example set by leadership, which ensures cohesion, ethics and excellence during the most challenging moments. We know that each new employee represents a vector of change and that is why we constantly invest in integration, engagement and cultural assimilation.

In governance, we have implemented high-standard practices in a cycle of continuous improvement, comparable to those of publicly-held companies, creating the Internal Controls area in 2024 and already taking the necessary steps for independent internal audit in 2025. We have also deployed a new tool for third-party control, which ensures that access by companies and contractors is only permitted to those with active contracts and regular documentation.

This report, thus, reflects our pride in our achievements and also our responsibility towards factors that are external to our business. Guided by discipline, vision and commitment, with our feet firmly on the ground and our eyes on the future, we remain aware of the challenges but confident in our ability to create and share value with our stakeholders and society year after year, while growing in a sustainable manner.

Hugo Perillo
CEO

“Sustainability is an intrinsic part of our business and must be present across the board.”



Message from the Board of Directors

GRI 2-22

São Salvador Alimentos is going through an emblematic moment in its history. We continue to grow consistently, supported by a clear strategy, a solid organizational culture and an increasingly consistent and structured governance. In a dynamic and challenging sector such as the food industry, we believe it's this combination that enables us to not only react to market movements but lead transformations with responsibility and a long-term vision.

The excellent financial performance in 2024 reflects the right strategic decisions made in recent years, always guided by prudent management, audacity in innovation and a strong sense of purpose. Our ambition goes beyond volume or revenue growth – we want our growth to be marked by quality, consistency and sustainability, consolidating SSA as a benchmark in sustainable and high value-added foods in both Brazil and abroad as we meet the global demand for food and health.

From the Board's viewpoint, 2024 also represents the consolidation of a governance journey that has been built with determination and conscience. The SAP implementation successfully completed this year symbolizes this maturity as it represents more than mere technological evolution – it is the crowning moment of an integrated, secure and transparent management model that is comparable to the standards at the world's largest companies.

This transformation is the result of a journey that began in 2007 with the strengthening of our family governance, which included the creation of

the Compliance Program, the institutionalization of strategic committees, adoption of external and internal audits with a high degree of independence, and the structuring of the ongoing Regulatory Inventory process launched in 2023. In a cycle of continuous improvement, in 2024 we created the Internal Controls area and further advanced on policies and practices that align risk management, compliance, and integrity. Our commitment to ethics and transparency is in constant evolution since we understand that these are the pillars that sustain our reputation, competitive edge and legitimacy in society.

We are fully convinced that growth and sustainability are inseparable. We believe that SSA is today a concrete example of how it is possible to combine performance and positive impact. We continue to strengthen our environmental management through circular economy solutions, efficient use of resources, reuse of waste and investments in clean technologies. We drive social development not only through internal programs, but by generating jobs, income and opportunities throughout our value chain, including our partners, who are strategic links. And governance is the link that connects all these aspects to strategic decision-making.

Our role as the Board is to ensure that the Company's growth is always sustained by ethical, technical and sustainable principles. To this end, we work actively and in an integrated manner with the advisory committees and the Executive Board, ensuring alignment among strategy, risks, performance, and social and environmental responsibility. It is also the

Board's role to preserve SSA's culture – which values doing the right thing, doing it right and doing it together – and to ensure that it is constantly strengthened, especially in times of transformation and expansion.

We see a promising scenario on the horizon. Higher sales, diversification of portfolio, investments in technology and the strengthening of our brands pave the way for new growth cycles. Meanwhile, we remain alert to opportunities for organic and inorganic expansion, with the focus always on profitability, solidity and reputation, without losing sight of our commitment to governance that upholds and values the interests of all our stakeholders.

Today, São Salvador Alimentos is a regional company with national ambitions and a global vision. And it is fully prepared to transform this vision into reality. As Chairman of the Board of Directors, I am proud to closely follow this process and am fully confident in the ability of our leadership team, our employees and everyone involved in this journey to create value with purpose.

José Garrote

Chairman of the Board of Directors

“ We are fully convinced that growth and sustainability are inseparable. We believe that SSA is today a concrete example of how it is possible to combine performance and positive impact. ”





About this report

GRI 2-2 | 2-3 | 2-5 | 2-14

We are presenting the 13th Integrated Report of São Salvador Alimentos (SSA), which details its performance on the economic, environmental, social and governance fronts from January 1 through December 31, 2024, exclusively in respect of our operations.

The information disclosed follows the revised universal standards of the GRI framework and thematic standards in accordance with our material topics, in addition to the integrated approach proposed by the International Integrated Reporting Council (IIRC) through the Integrated Reporting framework. We thus seek to share with our stakeholders a comprehensive view of our business and how sustainability plays a strategic role in it, describing the advances and challenges in the journey of creating and sharing value, as well as in mitigating the externalities.

The Strategic Management team, which is part of the Finance Department, is responsible for analyzing the information, including the material topics presented, which is then validated by the CEO considering the reports and financial statements, and finally approved by the Board of Directors. To ensure transparency and integrity of the data presented, the report was submitted to external assurance by BDO ([Read the Assurance Letter on page 189](#)).



LEARN MORE

WE ARE COMMITTED TO CONSTANTLY IMPROVING THE QUALITY OF INFORMATION DISCLOSED AND TO ENCOURAGE DIALOGUE WITH OUR STAKEHOLDERS. TO THIS END, WE HAVE SET UP THE EMAIL ADDRESS NOTICIAS@SSA-BR.COM.

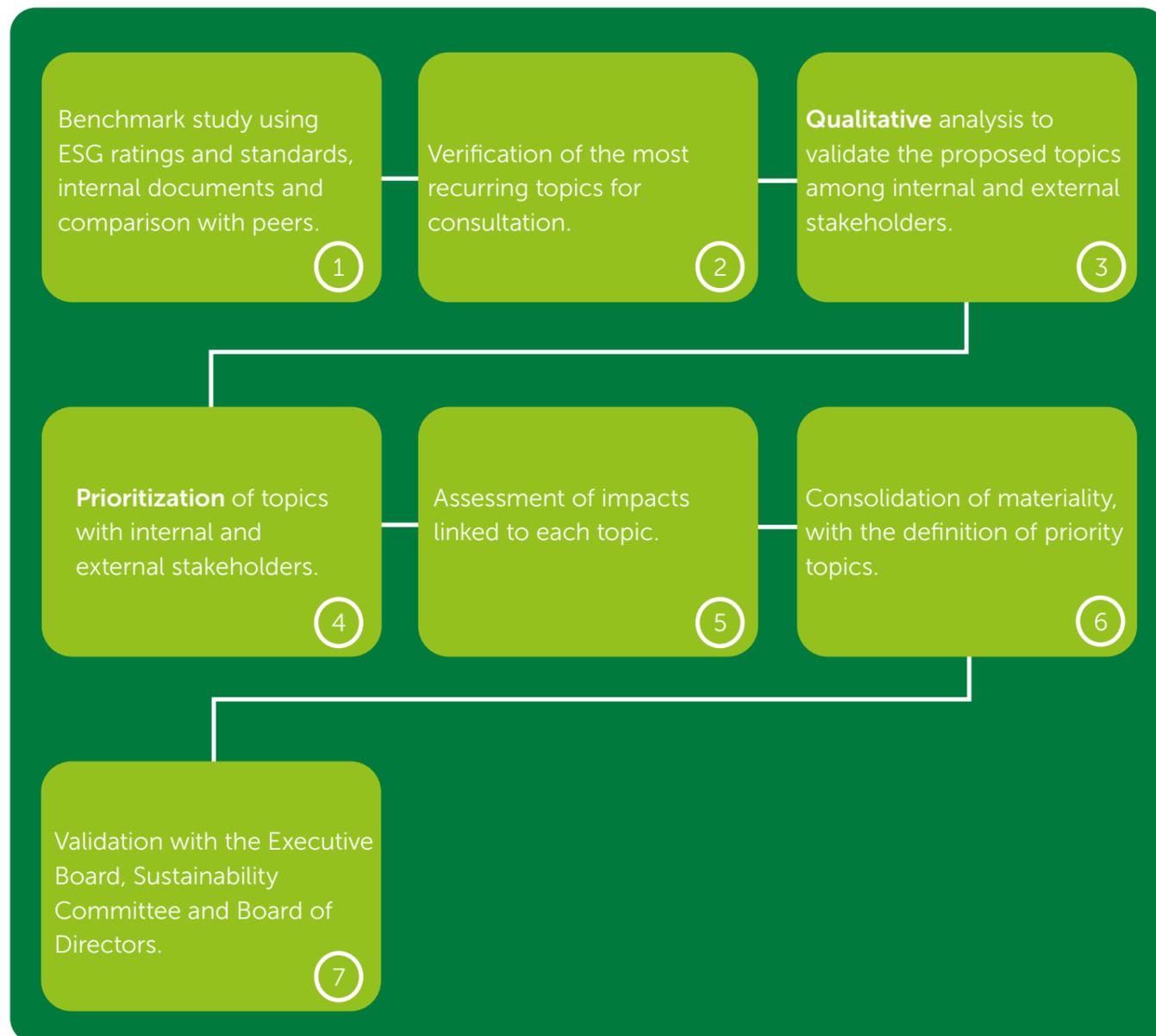


Materiality

GRI 3-1 | 3-2 | 2-14

To bring greater focus and objectivity to our management and decision-making, as well as in our relations and communications with stakeholders, we have listed ten material topics prioritized based on a structured process to review our materiality conducted in 2024.

Stage of the materiality review process



The listening process to prioritize the topics was carried out among stakeholders who had the highest level of relationship with the goals listed in each of the pillars of our Strategic Map (see more on page 54). Through interviews, seven key stakeholder groups for the business validated the initial list prepared based on benchmarks and internal documents. Other information collected during this stage included stakeholders' perception of the topics, key impacts generated by the Company and to which it is most exposed, positive aspects of its management and opportunities for improvement in relation to the market.

The new list was submitted for consultation online to 483 people, of which 125 responses were considered valid. The new interaction took place at the time of prioritizing the topics. The members of the Executive Board, Sustainability Committee and the Board of Directors endorsed the final list, which was then approved by the CEO.

In relation to the material topics prioritized in 2023, "Innovation and technology" and "Efficient capital allocation" were included. The topic "Training and education" was incorporated into "Attracting and retaining employees".

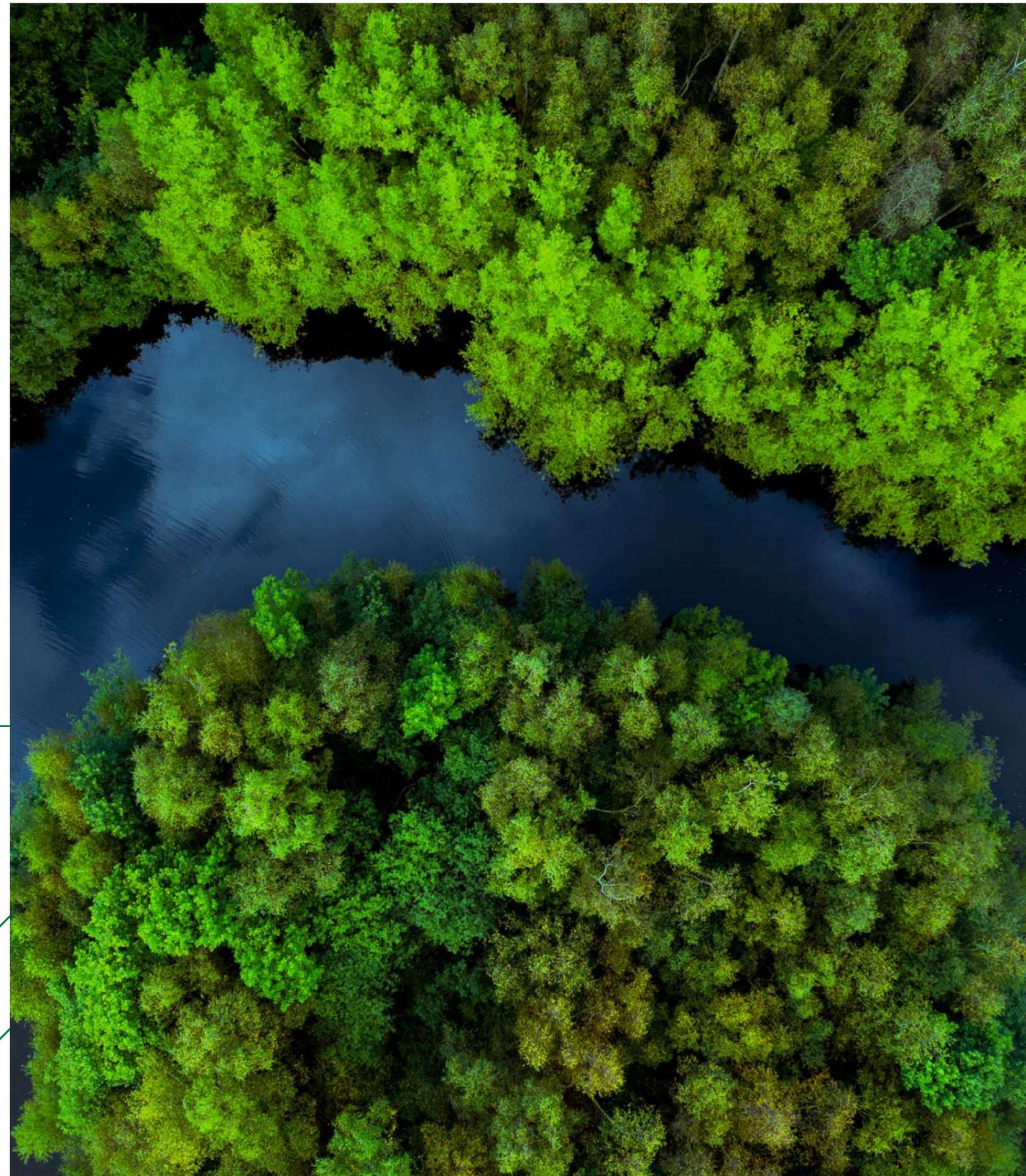
Material topic	Definition
 Animal health and welfare*	Issues related to biosecurity, as well as compliance with certifications and protocols on animal welfare throughout the chain.
 Corporate governance*	Processes, customs, policies and regulations on how a company is managed or controlled, its internal culture and the professionalization of management for business continuity and execution of strategy.
 Ethics, integrity and compliance	Issues related to ethics, integrity and anti-corruption, and the measures and mechanisms used by the Company to manage the topic.
 Product quality and safety	Standards and processes to ensure that product quality and safety are aligned with the standards required by Brazil's Ministry of Agriculture, Livestock and Supplies (MAPA), as well as protocols, certifications and foreign markets.
 Innovation and technology*	Investments in technology that generate revenues, increase productivity, as well as operational and financial efficiency, and add value to the product, in order to keep up with automation and innovation across the industry. Considers cybersecurity systems.

*Topics classified as having the greatest financial impact.



Material topic	Definition
 Operational eco-efficiency	Optimization of production processes, such as mechanisms to reduce the use of materials, energy, water and waste to improve financial performance and reduce the consumption of natural resources.
 Efficient capital allocation	Process of distributing funds strategically to maximize returns and minimize risks considering the assessment of opportunities, prioritization of investments and constant monitoring, among other aspects.
 Employee attraction and retention*	It is related to the benefits and working conditions that the Company offers its people and which affect its ability to attract and retain good professionals and are reflected in the hiring and turnover rates.
 Relations with customers and consumers*	Process of interacting and connecting with customers and consumers over time. Includes satisfaction, loyalty, engagement and monitoring of consumer trends, including demand for healthier products.
 Employee health and safety	It addresses issues such as occupational accidents and diseases, measures to prevent these and initiatives to ensure the health and well-being of employees and third parties.

*Topics classified as having the greatest financial impact.



Interaction with stakeholders

GRI 2-29

Engagement with our strategic stakeholder groups is not limited to the materiality process. It occurs continuously throughout our value chain and includes our customers and consumers, as listed below:

Stakeholder	Customers and consumers	Employees	Suppliers and partners	Integrated personnel	Organized civil society	Communities	Financial institutions	Universities and laboratories	Inspection agencies
Strategic pillar	Customers and consumers	People	Suppliers and partners	Suppliers and partners	Communities and environmental impact	Communities and environmental impact	Finance	Customers and consumers	Customers and consumers
Requirements	Quality of products and services and adequate prices.	Compensation, benefits, working conditions and career plan.	Satisfactory and ethical business relations.	Ethical and satisfactory compensation and business relations.	Cooperation with public policies and those of interest to the sector.	Concern for the environment and the development of surrounding areas.	Operational and financial performance.	Scientific development of the sector.	Compliance with regulatory and normative requirements.
Goal	Improve the experience and highlight the quality of our products and operational processes.	Retain and develop talent and share values and principles to align behavior with purpose.	Ensure supply within established standards, aligning values and principles.	Foster development in line with internal quality guidelines and technological advances, as well as values and principles.	Ensure our proactive role in the sector in society's perception.	Ensure the sustainable development of surrounding areas.	Gain public trust through transparency and by obtaining funds.	Establishment of partnerships for constant improvement of processes and products and recruitment of specialized labor.	Certify the quality of products and processes for our customers and consumers, partners, financiers and other audiences.
Approach	Ongoing relations through corporate and informative materials, actions at points of sale, Customer Service (SAC) and social media. In addition, we conduct surveys in partnership with institutes to assess the perception and needs of this stakeholder group.	Ongoing relations supported by internal communication materials and tools, memorable moments and campaigns, social assistance, training, partnerships with companies to provide benefits and other tools and initiatives. Implementation of GPTW survey to identify opportunities for improvement in the work environment.	Ongoing relations through targeted communication newsletters, periodic events specific to each sector and technical visits.	Channel for open and transparent communication with integrated personnel and their cooperative, periodic training and supervision. Integration and outreach actions through biannual meetings and special days.	Membership of industry associations to discuss regulatory and industry issues, dialogue with unions on issues related to labor relations and with the public linked to the Cooperative of Rural Producers of Itaberai and Region (Copavir). Partnerships with non-profit institutions to support projects related to food, the environment, education and well-being.	Visits by schools, universities and customers to our operations, in addition to donation campaigns and actions in the municipalities where we operate. We also prioritize the hiring of local employees and suppliers. Relations via social media.	Periodic meetings between executives and representatives of these organizations every three months, or as required, to disclose financial results and the industry outlook.	Relations established through partnerships to conduct research and develop internship programs.	Participation in public consultations, audits (internal and external), periodic monitoring programs throughout the production chain, and other initiatives. Work of the Statutory Audit Committee.

To complement our engagement actions with our customers and consumers, we invest in market research, participate in trade fairs and industry events, and monitor consumer trends in order to adapt our portfolio and communications.

To ensure strategic alignment and agility in the necessary adjustments, the topic is connected to our governance, and the indicators (quality, satisfaction and logistics performance) are monitored together with the Board of Directors.

Evolution of process

As an evolution of the materiality process, we seek to broaden our understanding of the real and potential - as well as positive and negative - impacts of our operations on the environment, society and the economy, as well as the impacts that external issues may have on our business. This practice is aligned with the latest advances in sustainability reporting and enables us to enhance governance and strategic decision-making based on a holistic and informed vision.

In line with the needs of the financial markets and with assistance from a specialized consulting firm, we also conducted a voluntary financial materiality exercise based on the new sustainability standard IFRS S1, comprising the concept of double-materiality. This study included two analyses: an assessment of the internal context, based on internal reports, follow-up indicators and interviews with the Executive Board and the Board of Directors, and the other, of the external scenario, based on reports from the Sustainability Accounting Standards Board (SASB) and MSCI ESG Research LLC (MSCI).



Impact study

GRI 3-3

Topics	GRI disclosure	Impact	Affected resources/ stakeholders
 Animal health and welfare	GRI 3: Material topics 2021	Positive impact: Improvement in product quality was identified as a real impact linked to the management of the topic. Negative impacts: The suspension of exports and the condemnation of products due to cases of animal disease are real impacts, while the poor health and well-being of animal, suspension of industrial operations and damage to the health of consumers and non-compliance with laws caused by the presence of antimicrobial residue on carcasses resulting from the activities in the production chain, are potential impacts.	Shareholders, animals, customers and consumers, SSA operations.
 Corporate governance	GRI 2: General disclosures 2021 GRI 3: Material topics 2021	Positive impacts: Transparency, stable management and business continuity , which strengthen corporate culture, were assessed as real impacts. Negative impacts: Lack of centralized management of corporate risks , which occur in decision-making processes, is a real impact, as is the lack of independence in governance bodies . Both were identified as a potential risk for the company.	Shareholders, employees, customers and consumers, financial institutions, SSA operations.
 Innovation and technology	GRI 3: Material topics 2021	Positive impact: Improved product quality resulting from the use of new technologies and increased operational efficiency and productivity was observed as a real impact. Negative impacts: Data leaks, financial hijackings and the shutdown of industrial processes , which could be caused by cyber-attacks, in addition to the unavailability and slowness of the Company's systems, causing stoppages in the Production, Logistics, Commercial and Financial areas , are potential negative impacts.	Shareholders, customers and consumers, SSA operations.
 Relations with customers and consumers	GRI 3: Material topics 2021	Positive impacts: Investments in innovation to meet new consumer demands are real impacts. Negative impact: The limitations in understanding the needs of customers and consumers , which interferes with product and service innovation and external communication, is a potential impact.	Customers and consumers.

GRI 3-3

Topics	GRI disclosure	Impact	Affected resources/ stakeholders
 <p>Operational eco-efficiency</p>	<p>GRI 3: Material topics 2021 GRI 301: Materials GRI 302: Energy and wastewaters GRI 306: Waste</p>	<p>Positive impacts: Lower generation of waste due to the reduction in the use of packaging in production, and the increased use of alternative energy are real impacts.</p> <p>Negative impacts: The generation of non-recyclable waste due to the expansion of processed food products at the Itaberai Slaughterhouse was identified as a real impact, as well as water shortage, which was classified as a potential risk for the Company, caused by water shortage and which could prevent the increase in slaughtering at the Nova Veneza unit.</p>	<p>Shareholders, community, environment, SSA operations.</p>
 <p>Product quality and safety</p>	<p>GRI 3: Material topics 2021 GRI 416 Customer health and safety 2016 GRI 417: Marketing and labeling GRI-G4: Food processing</p>	<p>Positive impact: The Company identified consumer protection as a real impact.</p> <p>Negative impacts: Operational flaws in the production process and in the acquisition of contaminated raw materials cause real impacts, such as products that do not meet quality standards and product contamination.</p>	<p>Customers and consumers, suppliers and business partners, SSA operations.</p>
 <p>Employee health and safety</p>	<p>GRI 3: Material topics 2021 GRI 403: Occupational health and safety</p>	<p>Positive impacts: The Company registered real impacts such as the reduction in risk situations due to risk assessments and the adoption of preventive measures, and increased awareness of occupational health and safety as a result of training programs.</p> <p>Negative impacts: Potential impacts were identified, such as work accidents in slaughter processes, poultry handling, use of cutting and processing equipment, and occupational diseases resulting from repetitive postures and movements in the production processes.</p>	<p>Employees, SSA operations.</p>
 <p>Employee attraction and retention</p>	<p>GRI 3: Material topics 2021 GRI 401 Employment 2016 GRI 404 Training and education 2016 GRI-G4: Food processing</p>	<p>Positive impact: The potential impact identified was greater attraction and retention of employees through the benefits provided, such as meals at work, which results in shorter time to fill vacancies, especially operational vacancies.</p> <p>Negative impacts: The loss of workers to competitors and high turnover resulting from non-adaptation in functions, distance/ route, working hours and lack of opportunities were observed as real impacts.</p>	<p>Shareholders, employees, SSA operations.</p>

GRI 3-3

Topics	GRI disclosure	Impact	Affected resources/ stakeholders
 <p>Ethics, integrity and compliance</p>	<p>GRI 3: Material topics 2021 GRI 205 Anti-corruption 2016</p>	<p>Positive impact: The Company's solid reputation was assessed as a real impact.</p> <p>Negative impacts: Improper conduct of employees in the daily operations of SSA, as well as in hiring processes, conflict of interests in decision-making processes, selection processes and in hiring suppliers and service providers, and improper conduct of important business partners, which could associate the Company's image with the improper practices of the business partner, were identified as real impacts.</p> <p>Improper conduct by senior management is a potential impact that could occur in internal SSA management processes.</p>	<p>Shareholders, employees, suppliers and business partners, SSA operations.</p>
 <p>Efficient capital allocation</p>	<p>GRI 3: Material topics 2021 GRI 201 - Economic performance 2016</p>	<p>Positive impact: The Company classified the increase in operational efficiency as a real impact.</p> <p>Negative impacts: The real impacts observed were the increase in the cost of commodities and interest rate hikes caused by the increase in the cost of production and debt and the difficulty in obtaining external funds. The potential impacts identified were the lack of strategic capital budgeting and the lack of assessment of the expected financial return on investments, combined with the choice of investments not aligned with strategic priorities.</p>	<p>Shareholders, SSA operations.</p>





2024 highlights

FINANCIAL

22.5% growth in gross operating revenue, totaling R\$ 3.9 billion.

123.6% increase in adjusted EBITDA, totaling R\$ 811 million.

141.9% increase in net income, totaling R\$ 435 million.

1.01x leverage.

OPERATIONAL

570,000 birds/day (total slaughter capacity): 370,000 birds/day in Itaberai and 200,000 birds/day in Nova Veneza.

R\$ 249.7 million invested in operational expansion and product diversification.

R\$ 119 million invested in new poultry houses and the modernization of existing ones, through the Renovar Project.

2,3 million birds added to the flock, as well as the possibility of an increase in the number of birds slaughtered.

SOCIAL

184,000 people positively impacted through private social investments.

19.5% reduction in the number of accidents with mandatory reporting.

5,000 meals/day served at the cafeterias.

70.0% of purchases made from local suppliers.

ENVIRONMENTAL

98% of the energy matrix consists of renewable sources, with 80% of integrated aviaries using solar energy.

Approximately R\$ 150 thousand invested in completing the first phase of the Reviver Rio das Pedras Project.

15,000 tree seedlings planted and 4,000 meters of green area fencing.

GOVERNANCE

R\$ 2 million invested in modernizing IT infrastructure.

Creation of **Internal Controls** area.

R\$ 100 million invested in SAP implementation.

Winner of Poplist, a regional award reflecting consumer preference in Goiás.

Elected the **best Brazilian agribusiness company** by Globo Rural Awards.

First in the ranking of the lowest rates of product contamination and condemnation in the world.

S&P rating of **brAA+**.



São Salvador Alimentos

Who we are
Corporate identity
Our units
Certifications and honors



Market share in 2024 – core markets

GO



DF



Who we are

GRI 2-1 | 2-2 | 2-6

With a history of 33 years in the food industry and over 50 years in the poultry industry, we are São Salvador Alimentos S.A. (SSA), a company 100% owned by the São Salvador Alimentos Group which, since 2012, has included the holding company São Salvador Alimentos Participações S.A. ([read our timeline here](#)).

Currently, we are a privately-held, family-owned and run company, whose management adopts a high standard of governance, transparency and internal controls.

We have production units in the state of Goiás and branches in other states across Brazil ([see more on page 31](#)). We have 6,496 direct employees who specialize in all stages of the production process involving chicken-based products.

Our portfolio consists of 150 products under two brands ([see more on page 32](#)), sold to over 30,000 customers across Brazil. We also sell directly to consumers through the Mercado Sabor portal.

We are authorized to export to Africa, South America, North America, Asia, Europe and Oceania, and our products have already reached 82 countries in these regions, where they are distributed by local business partners ([see more on page 57](#)).

100%
owned
by the São Salvador
Alimentos Group

50
years
in the poultry
industry

Corporate identity



OUR BELIEF

Producing food with love transforms the world.

Commitment



means aligning speech and belief. It is taking responsibility for the world we want and transforming that into action. Doing the right thing is acting now, believing in tomorrow.



means reconciling commitment and a sense of urgency. It means innovating in the present to go further in the future. Doing it right means turning simplicity into impressive efficiency.



means creating opportunities for people to bring out their best. It is believing that different perspectives not only enhance our choices, but also reveal new paths. Doing it together is transforming affection into action.

Doing the right thing.
Doing it right.
Doing it together.

To be a global benchmark in sustainable and innovative food production to transform realities.



Three phrases that translate the essence of who we are, how we operate and how we interact. Putting it simply, directly and objectively, these are the expression in words of a strong culture built over three decades of the SSA Group. Today, these are a strategic element of our business and have even become one of the pillars that sustain our strategic planning.

The public manifestation of this essence is the result of a cultural diagnosis conducted in 2022. This process of gaining self-knowledge brought us greater clarity and precision in building our corporate identity based on what in practice was already part of our daily routine. As such, we strive to preserve and constantly strengthen this essence so that it serves as the foundation for sustainable growth, guided by our ambition to transform the world through food.

By pursuing this ideal, despite managing a complex chain, we have achieved competitive advantages that have helped us to be recognized among the ten most productive companies in the sector in Brazil:

- Ownership culture;
- Family management + market professionals;
- Widely distributed local sales and growing exports;
- Total control over product quality and safety;
- Operational independence;
- Operational efficiency;
- Respect for the environment;
- Relationship with the entire chain.



Our units

GRI 2-6

Our headquarters are located in Itaberaí, Goiás, where we produce most of our products, and we have another unit at Nova Veneza, located about 73 km to the southeast. Each unit operates autonomously and vertically in all stages of the poultry production chain, from the production of fertile eggs to the distribution of fresh and processed products.

Both units boast modern equipment and a high level of automation, with daily total slaughter and processing capacity of approximately 570,000 birds (Itaberaí's production potential is 370,000 birds/day and Nova Veneza's is 200,000 birds/day). We also have a hatchery in Itaberaí, breeding farms in São Francisco de Goiás (Matrizeiro Postura) and in the city of Goiás (Matrizeiro Recria), three distribution centers and six cross-docking operations, which speed up product distribution by outsourcing the product shipping service, thereby eliminating the storage phase.

In addition to the industrial units, we have feed mills with production capacity of around 185 tons of chicken feed per hour and 60 tons of feed for breeders per hour.

How we reach our customers

We were the first company to introduce "zero oil" baked breaded products in South America in 2023, meeting the growing public demand for healthier products.

Through the Super Frango brand, we serve both the domestic and international markets. In 2024 alone, we exported 73,571 tons to 46 countries, with China, Japan and Korea accounting for 50% on average. (See details in Commercial strategy).

Our production model, which consists of closed-circuit stages, ensures the best use of raw materials in a circular format. Thus, in addition to fresh products (cuts or whole, chilled or frozen) and processed products, we also sell feather and viscera flour, usually to the pet industry, viscera oil and fatty acids, fertile eggs and chicken for slaughter, among others.



We were the first company to introduce "zero oil" baked breaded products in South America in 2023, meeting the growing public demand for healthier products.



SuperFrango

SuperFrango is our pioneering brand which has been in the market for over 30 years. It specializes in poultry meat, offering a variety of products: whole chicken, frozen and chilled cuts, sausages and breaded products. The brand is widely recognized in Brazil's Midwest region and is present in 100% of the cities in Goiás. Through our line of breaded products with no pre-frying, launched in 2023, we have added greater value and further diversified our portfolio to meet the growing consumer demand for healthy food.



Boua

Launched in 2014, Boua completes our varied product mix with diversification and convenience. The brand offers products in diverse categories, such as dairy products, mozzarella, ham, mortadella, smoked meats, cold meats, pork cuts, fish, sausages, hot dogs and pre-fried potatoes, among others.



Mercado Sabor

Since 2021, we also have the Mercado Sabor, our B2C store brand specializing in online sales of our products. Managed from an office in Goiânia, the virtual channel brings us closer to our customers and consumers, who get their purchases delivered within an hour.

Certifications and honors

GRI G4-FP5

In 2024, we consolidated our prominent position in the food sector by winning diverse certifications and awards, which reflect our commitment to quality, safety and operational excellence.

Our percentage of production volume in locations certified by an independent third party

according to internationally recognized food safety management system standards was 633.4% (some products have four certifications, which explains the high percentage).

Quality and food safety certifications

Maintenance and expansion of certifications that assure the integrity of our processes and products:



• **Federal Inspection Seal (SIF):** guarantees compliance with essential standards for the quality of animal-origin products. Mandatory for imports and exports.



• **Halal Certification:** certifies that the products are manufactured in accordance with the cultural and religious rules of Islam as per the guidelines of the Holy Quran.



• **HACCP Seal:** based on the analysis and control of hazards associated with the production and consumption of food, highlighting the importance of protecting consumer rights and public health.



• **ISO 9001:** quality management system that enables the Company to use the process approach, combined with the PDCA cycle and risk mentality, with the aim of continuous improvement and sustainable development.



• **Good Manufacturing Practices (GMP):** certificate that assures compliance of production processes with food safety standards.



• **Mais Integridade (More Integrity) Seal:** established by Brazil's Ministry of Agriculture, Livestock and Supplies (Mapa) to recognize integrity practices in agribusiness, with the emphasis on social responsibility, sustainability and ethics.



• **GHG Protocol:** tool used to understand, quantify and manage greenhouse gas (GHG) emissions in the Company.

Awards for excellence

Public recognition of SSA's practices was evident from diverse awards.



• **Best in Agribusiness:** 1st place in the "Poultry and Swine" category, reaffirming our leadership in the sector.



• **Valor 1,000:** won for the third time the award, which lists the thousand largest companies in Brazil, demonstrating our solid financial and operational strength.



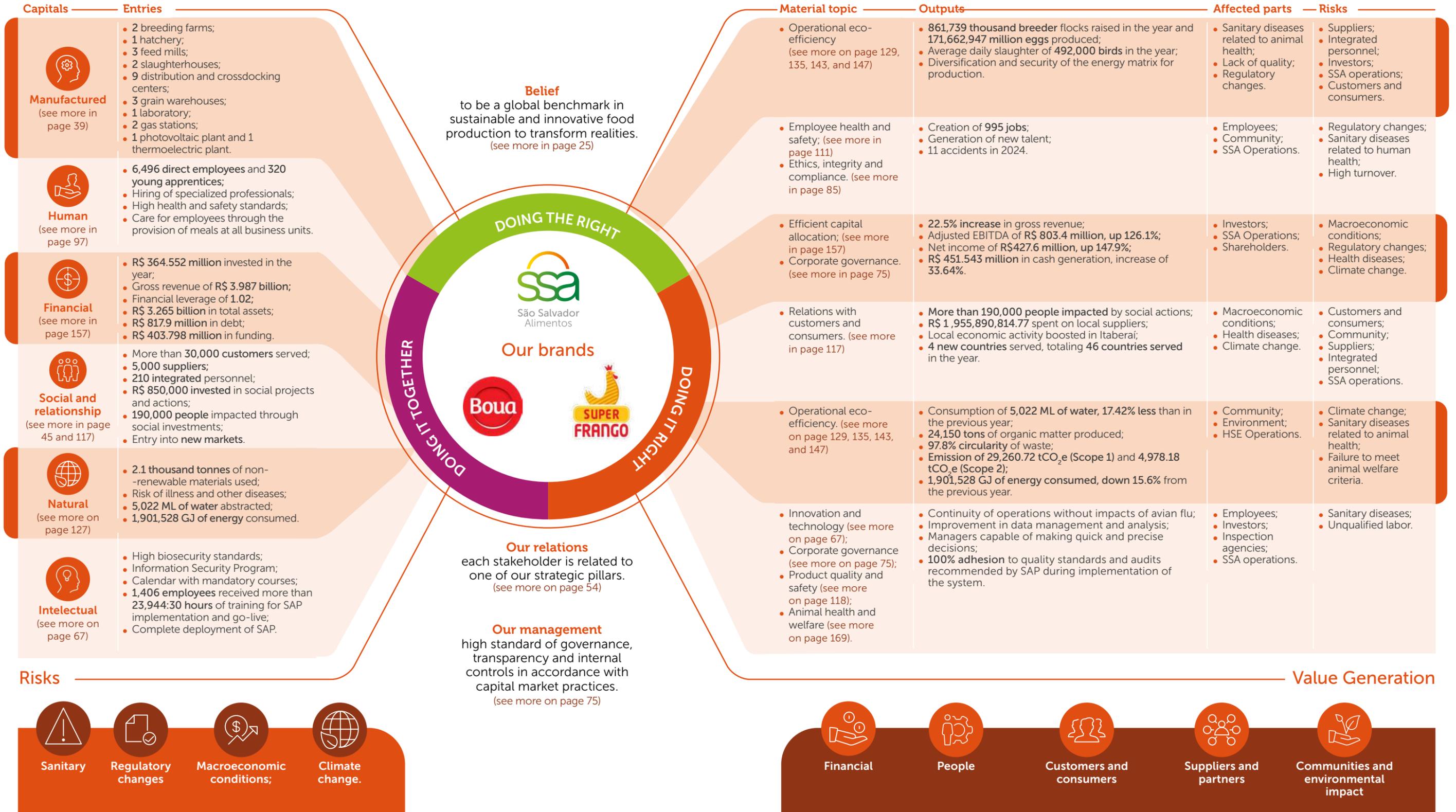
• **Pop List:** elected the best company in the "Chicken Meat" category in Goiás for the sixth time, underscoring our strong regional presence.



Value Generation and strategy

- Business model
- Value chain
- Supply and supply chains
- Logistics and transport strategy
- Strategy
- Growth strategy
- Commercial strategy
- ESG vision
- Innovation and technology

Business model



Value chain

GRI 2-6

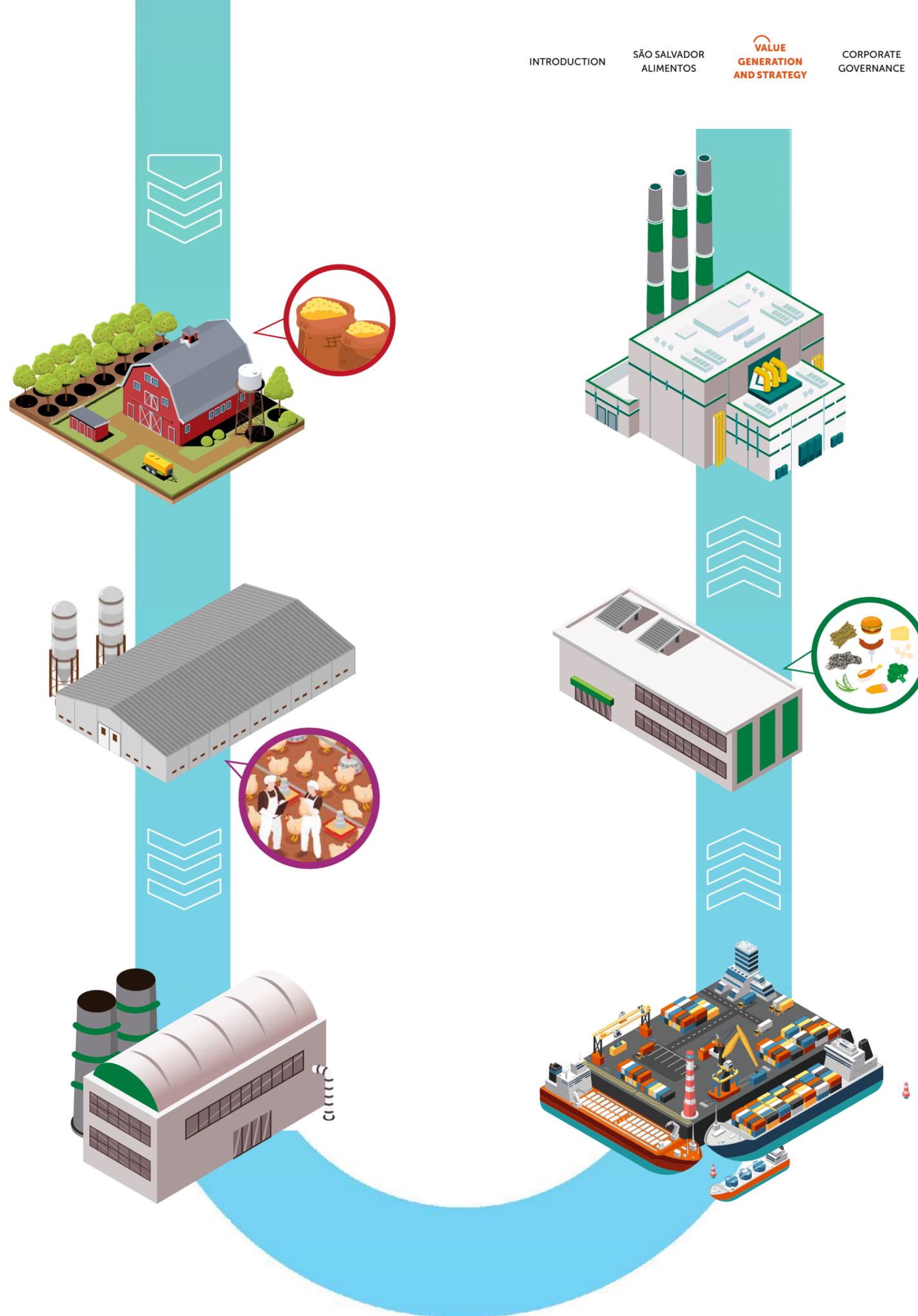
Our verticalized production model is a highly strategic component of the value generation process as it enables us to exercise full control over operations, thus ensuring efficiency, quality and innovation, resulting in a broad and diversified value chain that meets the demands of each stage of the process - from breeder flocks and production of fertilized eggs to the manufacture of products, as well as warehouses, feed mills and other units, as shown below:

Purchase of inputs

We acquire a series of inputs for the production process, which ranges from animal production to the maintenance of physical and technological structures. The main input groups are additives, medicines, micro ingredients, cereals, packaging, flours and oils, fixed assets, firewood, mechanical, electrical and hydraulic materials, consumables, office supplies, personal protective equipment (PPE), raw materials for cold meats, chemical products, cleaning materials, feed, waste, and services (including freight, consulting, etc.).

Breeder flocks and production of fertile eggs

We have breeding farms that guarantee the genetic quality of the birds right from the start of the production cycle. Strict control over reproduction enables us to obtain chicken lines with high breeding performance, optimizing weight



gain and feed conversion – important competitive advantages that increase our productivity and help reduce costs.

As part of a continuous improvement process, we invest in animal husbandry training for partners and monitor the progress through indicators and targets. Next year, we want to go further by also investing in the study of breeder flocks to strengthen our competitive edge and mitigate risks.

Hatchery

The incubation phase of fertile eggs, during which they undergo controlled processes designed for high hatching rates and healthy chicks, is crucial to ensure the uniformity and success of the subsequent production phases. With the capacity to incubate 19.3 million eggs per month (7.9 million through a partner) and more than R\$8 million invested in partnerships, our next step is to automate the sexing of birds.

In 2025, a new technology for the quick and accurate separation of male and female chicks immediately after hatching should be deployed in about 50% of our operations, which will add further value to the production chain. The solution should optimize the growth and performance of the birds, reducing competition for food and

enabling better management of the production of broiler chickens. Moreover, we expect to improve operational efficiency by reducing labor costs and minimizing errors. Automation of the process will also contribute to animal welfare by reducing the stress of individual birds.

Broiler production

After hatching, the chicks are sent to 210 integrated producers, who operate a total of 967 highly automated and air-conditioned aviaries, equipped with thermal and lighting controls for the well-being of birds, in addition to strict biosafety protocols, which are constantly monitored using technological tools.

In 2024, we invested R\$ 98 million in new aviaries and more than R\$ 19.3 million in modernizing the

existing aviaries through the Renovar Project, which also included investments to install photovoltaic plants. As such, we ended 2024 with more than 2.3 million birds added to our flock, which enabled us to increase the number of birds slaughtered.

In 2025 and subsequent years, we will firmly continue our investment strategy for integration, both for the expansion of new aviaries and for modernizing the existing ones, ensuring better animal welfare and more efficient management, besides enhancing the genetic gain of birds, with better breeding and biosecurity results.

Feed production and storage

We have our own feed mills, with production capacity of 185 tons per hour for chicken and 60 tons per hour for breeder flocks. Our in-house

production ensures precise quality control of poultry nutrition, which adds value by delivering better performance and standardized batches.

Processing

The birds are sent to highly automated industrial units, where they are slaughtered and processed in accordance with rigorous health and quality standards. For instance, our breaded products line was the first in South America to be fully mechanized with high-tech robots. As such, we have greater flexibility in producing different cuts according to market demand and ensuring that our operations comply with food safety and health standards.

In 2024, we reached a daily slaughter capacity of 520,000 birds, thanks to investments in expansion and automation at the Nova Veneza plant, and should reach the end of next year with daily slaughter capacity of 550,000 birds.

Flours and animal fats production plant

In a circular economy model, slaughter by-products are reused in the flour and fat plant, where they are transformed into inputs for animal feed or, in case of fatty oils, sent to produce biodiesel (see more on page 143). This process adds more sustainability to the operation by reducing waste and resulting in value-added products that generate revenue, further enhancing our competitiveness.

Distribution and logistics

We manage a complex logistics operation that supplies to supermarkets, wholesalers, restaurants and fast-food chains in Brazil, mainly in Goiás and the Federal District, as well as to the export market, especially Eastern Europe and Asia. In addition to distribution centers, we run cross-docking operations for a more efficient distribution of goods, and the Mercado Sabor portal (see page 32).



Next years

In 2025 and subsequent years, we will firmly continue our investment strategy for integration, both for the expansion of new aviaries and for modernizing the existing ones, ensuring better animal welfare and more efficient management, besides enhancing the genetic gain of birds, with better breeding and biosecurity results.



Relations with industry associations and bodies

GRI 2-28

One way to increase our capacity for creating positive impact and, at the same time, stay engaged in issues that could impact our business is to join hands with other institutions. We actively participate in debates and discussions about the poultry market, playing a leadership role especially in relation to those that could impact our results and the decisions of regulatory bodies.

We are members of executive councils, boards and working groups of entities, industry associations

and organized civil society. In 2024, we participated in talks between the Poultry Association of Goiás (AGA) and Chile to obtain authorization for the entire Goiás market to trade with Chile since, until then, the state was not recognized as free from the Newcastle disease (DNC), a viral disease that affects domestic and wild birds. In addition to the AGA, we are members of:



Goiás State Industries Federation (Fieg);



Brazilian Animal Protein Association (ABPA);



Goiás State Industrial Development Association (Adial Goiás);



Meat and Meat Products Industry Union of the State of Goiás (Sindicarne, all acronyms in Portuguese).



Supply and supply chains

Having efficient supply chains is essential to obtain the best results in terms of quality and costs. However, these chains also contain risk elements, both in terms of our operations and in terms of regulation, safety, image and reputation, and must therefore be managed closely and responsibly. We strive to mitigate these risks while at the same time streamlining our process of creating value for our stakeholders and society in general.

Our supply chain, which is highly integrated and grounded on strategic alliances, is based on the acquisition of goods and services required for production. Its management and planning encompass relations with suppliers, contractual negotiations and sustainability in the selection of business partners in order to ensure continuous supply at the best possible cost-benefit ratio and quality, and in alignment with the Company's strategy and policies, health and regulatory standards and good ESG practices. In this regard, we have an area dedicated to Contractor Management, which is responsible for verifying all documents and communicating with internal areas.

To manage the supply chain, we have the Supply Chain area which ensures the efficiency and quality of the physical and logistical flows of goods, inputs and products throughout the production process, from raw materials to delivery to end consumers. This involves, for instance, the purchase of grains for feed and the transportation of inputs to the plants.

Management of suppliers and partners

GRI 2-6

Our management of suppliers and partners is anchored in sustainability and ESG criteria and, therefore, includes methods to mitigate strategic, financial, operational and compliance risks while bolstering relations with these important links in our supply chain in order to enhance our competitive advantages and the process of shared value with both the suppliers and partners, as well as with society, which could be impacted directly or indirectly.

To mitigate risks, we have a structured selection, approval and continuous evaluation process (see more on page 47). Our relations are continuously fostered through our ethical and responsible conduct and our commitment to the development and sustainability of our partners.

To mitigate risks, we have a structured selection, approval and continuous evaluation process.

Enhancing value generation across the supplier and partner chains

Local suppliers

GRI 204-1

Developing local partners is an important strategy for the sustainability of our business, but is also a driver for our shared value as it has the potential to directly impact the generation of jobs, income and foreign exchange for the city and state where we operate. Hence, we prioritize the acquisition of products and services available in the local market. In 2024, purchases from local partners corresponded to 70.04% of total cash transactions during the period.

To drive this positive impact relationship, the requesting supply and technical areas also promote and develop local suppliers through technical and, sometimes, even financial support so they can meet the Company's needs and stay aligned with the best economic, social and environmental practices.

Integrated producers

The success of our business is directly linked to the performance and sustainability of our integrated producers. They receive the birds at one day of age, as well as feed, technical and administrative support, and variable remuneration based on pre-established poultry farming metrics.

For us, they are not just partners, they are also customers. Our relations are based on proximity, complete availability and transparency. Every year, we hold on average three meetings in which the CEO and founder of SSA participate. In 2024, we completed our fourth participation in the International Animal Protein Show (Siavs,

in Portuguese), the preeminent event for the meatpacking industry and the animal protein production chain in Brazil.

Since 2022, we have maintained the Renovar Program. At the end of 2024, we had allocated R\$ 14,593,740.00 (broiler chicken and breeder flocks) as loans at subsidized interest for customized renovation projects, not only according to the needs of the producer, but also according to the specific needs of each poultry farm. The goal is to help increase the profitability, longevity, and safety for our partners' operations. At rates well below market rates, producers have access to structural improvements without compromising their finances.

However, the program is not limited to the financial aspect alone. To ensure the success of the project, we have a specialized team to support and guide each producer throughout the process.

In March 2024, we took another important step in our relations with our integrated partners by implementing the Positive Poultry Farming Project. The goal is to ensure that our integrated partners operate in a way that contributes to the sustainable development of the entire production cycle. For this, the project aims to complete the environmental regularization of all integrated properties by the end of 2025, ensuring full compliance and more efficient practices.

Supplier evaluation

GRI G4 FP1 | G4 FP2

Doing our best and creating value also include taking action to mitigate risks, for which we have a supplier evaluation process that offers several opportunities for improvement, yet has evolved each year with support from our governance and risk management.

Based on our Purchasing Policy, our suppliers undergo an assessment of material aspects in order to maintain our compliance standards, which include compliance with legal requirements, including an assessment of their legal history, such as court decisions and complaints related to slave labor or presence in illegally deforested areas, in addition to requirements related to financial health.

To minimize environmental impacts and promote sustainable practices throughout the supply chain, the selection process should also favor suppliers committed to high environmental standards through initiatives that reduce waste and promote energy efficiency, prioritizing partners with ESG certifications. In 2024, 18.4% of the purchases were made from certified companies, an increase of 4.2 percentage points from the previous year. Purchases with certifications totaled R\$ 513,513,330.06.

R\$513,513
Million
purchases with
certifications

In this context, note that our suppliers of corn and bran – our main raw materials – are located in the Cerrado region (not covering the Amazon biome), which has been the subject of environmental debate, and are required to maintain legal reserves in accordance with Brazilian law. Their environmental externalities are also minimized by their cultivation practices: planting in two harvests and, normally, without the use of pivots, which are responsible for GHG emissions from the burning of diesel, or irrigation, one of the activities that most use water.

Once approved, the supplier continues to be monitored and evaluated periodically based on the following indicators:

Quality: considers whether the delivery was made under previously agreed conditions

At the right time: analyzes compliance with delivery deadlines.

In the right quantity: verifies whether the delivery was made in accordance with the previously agreed volume.

Every quarter, the assessment criteria are consolidated into a final score. On a scale of 1 to 100, all partners must score higher than 70 to retain their permit. If the target is not met, an action plan is required. Ultimately, failure to resolve the problem results in the cancellation of permit. In addition to reports that prove the improvement in the partner's performance, we also consult the requesting areas, which give their opinions on the quality of the work

done or products supplied, cordiality of service providers, compliance with internal standards and other qualitative criteria. In 2024, until September, the average score was 87.5*.

For hiring new partners, technical criteria are also included in the process: a specialized team from the Technical Department is designated to test the product before its acquisition.

Corn purchase strategy resulted in savings of R\$63 million

Advance planning of purchases



Advance purchases during the harvest season to avoid price fluctuations and ensure competitive costs throughout the year.

Impact

Cost reduction, financial predictability and greater competitiveness in the market.

Diversification of storage



Use of own infrastructure, outsourced warehouses and bag silos to optimize costs and ensure sufficient storage space.

Impact

Increased storage capacity, enabling advance purchases.

Strategic alliances



Rigorous selection of logistics and storage partners to ensure efficiency, safety and predictability of corn supply. Direct purchase from the producer, located within an average radius of 300 km from our industrial plants.

Impact

Optimization of logistics, risk reduction and quality assurance of stored grain.

* As per the Company's strategic plan, due to the change of ERP, the calculation of supplier performance scores was checked only until September 2024.



Purchases and supplies

Corn and bran are our main raw materials due to the large volume of purchases and their high share of costs, given that they correspond to 68.5% of the feed. Hence, we have a strategy that combines advance planning of purchases, diversification of storage points and strategic alliances. In 2024, this strategy resulted in savings of R\$ 63 million.



The Brazilian corn market is highly seasonal, marked by harvest and off-season periods that significantly affect prices. We understand this dynamic and hence have designed a model that enables us to build up strategic inventories during the most advantageous times, which ensures competitiveness and stability throughout the year.

Our current inventory covers approximately four months of consumption, for use from January to April. In June, with the arrival of the new harvest, we resume the replenishment process. This strategy has proven highly effective, enabling us to obtain prices below the market rate in 10 of the last 11 years. Though anticipating purchases requires a considerable financial outlay, the

predictability and competitive advantage obtained justify the investment.

In addition to planned purchases, we face the challenge of storage. Our internal infrastructure has a storage capacity of 90,000 tons, which represents a little more than a month of consumption, considering that we use 52,000 tons of corn per month. Expanding this capacity would require heavy investments, which could be more productively allocated to other strategic areas. To address this issue, we have adopted a hybrid storage model, which combines our own infrastructure with external partnerships and innovative alternatives, such as bag silos. Implemented in the last three years, it is a flexible

and cheaper solution compared to traditional concrete grain silos.

Last year, we stored a record volume of grains, operating with multiple storage models and optimizing our structure without compromising the Company's cash flow.

Another essential pillar of our strategy is the careful selection of storage partners. We currently have three key strategic partners in different regions. One of them is located in the southwest region of Goiás, the Company's main corn purchasing region, while the other two operate close to the Nova Veneza unit. This distribution arrangement enables us to optimize logistics, ensuring that

the corn stored on the railroad is directed to the Nova Veneza unit, reducing logistics costs and increasing transportation efficiency, while the corn stored in southwest Goiás remains in the custody of the partner for approximately six months before being transported to our Itaberaí unit.

Choosing partners requires a detailed analysis of risks since we are entrusting significant volumes of grain to third parties. We therefore carry out rigorous inspections to ensure that the storage structures are adequate and that the teams responsible have the technical knowledge required for correct corn handling, ensuring that the product returns with the same quality with which it was stored.

Logistics and transport strategy

Our distribution model is highly dispersed, with more than 97,000 deliveries made throughout Brazil per month, which requires a robust, integrated operation that is adaptable to the reality of different regions and customer profiles.

We use a logistics routing tool linked to SAP, which transforms commercial orders into optimized routes, considering load capacity, vehicle type, urban restrictions and customer location. This enables us to increase vehicle occupancy, reduce the number of trips and, consequently, reduce the cost per ton distributed while also reducing our carbon footprint.

This constantly evolving tool is being enhanced with artificial intelligence capabilities in order to implement predictive and regenerative data analysis. The goal is to evolve into a model capable of learning from historical data and making better routing decisions in real time, further increasing our logistics efficiency.

In urban regions, where there are restrictions on access and circulation, we operate smaller vehicles, such as single- and double-axle trucks, ensuring deliveries even in densely populated areas such as Goiânia and metropolitan regions. In long-distance operations or for transporting raw materials such as corn and soybeans, we are migrating from road trains (average capacity of 37 tons) to double trailers (up to 50 tons), which represents a significant gain in transport capacity and operational efficiency.



97,000
deliveries per
month made
throughout Brazil

**Reduction in the number of
journeys and in the carbon
footprint with the use of SAP.**

Our strategy seeks not only to reduce costs and increase operational efficiency, but also to minimize the environmental impact.

In addition to the logistics network focused on the domestic market, we also have a dedicated structure for exports that is responsible for the entire export logistics chain - from negotiations to shipping and customs clearance. This close monitoring ensures compliance with deadlines and maintenance of product quality throughout the logistics chain, strengthening the Company's reliability among international partners.

Our location in the interior region of Goiás, close to important logistics centers, gives us easy access to strategic highways, rail connections and Brazil's main ports for exports, such as Santos, Itajaí and Paranaguá. This connectivity reduces transit

time, improves the predictability of international deliveries and helps control logistics costs. The efficient shipment of these products requires not only logistics planning, but also strict compliance with health, documentation and traceability requirements, which is assured by our integrated systems and rigorous internal processes.

Backed by a diversified fleet and data-driven logistics management, our strategy seeks not only to reduce costs and increase operational efficiency, but also to minimize the environmental impact and ensure rapid customer service, both in Brazil and abroad.

Strategy

Our strategy is essential to guide the management of our production processes with the goal of upholding biosafety, health, quality, innovation and operational efficiency. It also enables us to identify strategic opportunities for expanding our business and operations or for increasing the efficiency of our internal processes. It is what guides investments and operational decisions focused on the Company's sustainability and competitiveness.

Every year, our strategic plan is reviewed from an external perspective (market, as well as agricultural and food sectors) and an internal perspective (our operational processes and corporate identity), in addition to extraordinary factors that could significantly impact our activities. Based on this review, we outline the paths we must take to achieve our long-term goals:

- Sustainable growth;
- Social and environmental responsibility and recognition of people, anchored by the ESG vision;
- Consolidation in the processed food sector with the focus on animal protein;
- Expansion with responsibility, pursuing growth in new markets and channels;
- Operational excellence with gains in productivity and efficiency;
- Innovation and digital transformation, especially in logistics, management and traceability.

To achieve this, we have four pillars:



Organizational culture (and ownership culture);



Operational efficiency;



ESG guidelines and practices (our ESG vision);



Commercial strategy.

Our Strategic Map

GRI 2-12

On the tactical front, we have the Strategic Map, a tool based on the Balanced Scorecard, which is essential for follow-up, internal communication and engaging senior leadership.

Approved by the Board of Directors, the Map is implemented by the Executive Board,

which conducts institutional interactions with stakeholders – employees, customers, partners, suppliers, communities and inspection agencies – and submits the results to the Board every six months. Organized through the ESG and financial pillars, it highlights the paths for generating and sharing value:



Growth strategy

GRI 3-3 for the material topic Product quality and safety

Our growth strategy is anchored in verticalization, operating throughout the production chain to mitigate risks such as lack of raw materials, while increasing productivity and reducing waste. This translates into operational efficiency, which is one of our competitive advantages.

To sustain this performance, we constantly invest in technology, innovating work processes and modernizing our facilities. At the Nova Veneza unit, for example, we invested approximately R\$126 million in engineering projects in 2024 alone, which included automation of lines, improvements to refrigeration systems, modernization of the cutting room and expansion of the shipping area. These investments helped increase the plant's daily slaughter capacity from 120,000 birds to 140,000 birds.

Our expansion plan is robust and also includes fresh investments. The unit will operate with a slaughter capacity of 200,000 birds per day after the investments planned for 2025. The plant, which was already designed with this expansion in mind, includes a second production line in the design phase, which, once completed, should double the production capacity in the coming years. As such, it is a central pillar of our medium-term growth.

In addition to Nova Veneza, we are continuing our modernization initiatives on other industrial fronts to drive efficiency and competitiveness.

Our main growth vector is to expand the chicken business and consolidate our position as the

reference in Brazil in poultry production. But our growth is not limited to this segment - our strategic focus is on **diversifying and expanding our portfolio**, which is why we are also expanding in the processed foods segment, both through own production and through partners. We already operate a processed foods plant, which is working at just over half its capacity. We produce fresh sausage, calabrese sausage, breaded products, hot dogs and mortadella – all with tremendous growth potential.

We have also expanded our presence in categories such as dairy products, pork, pasta, fish and potatoes – all produced in partnership with third parties and distributed under the Boua brand. **These partnerships are our second growth driver** as they expand our presence in different segments of the food market without compromising our operational focus.

At the same time, we have invested in high value-added products, such as chicken thigh and drumstick fillets, which have gained prominence in the export market and have expanded our international presence, as well as in breaded, non-fried products, which add value to the brand.

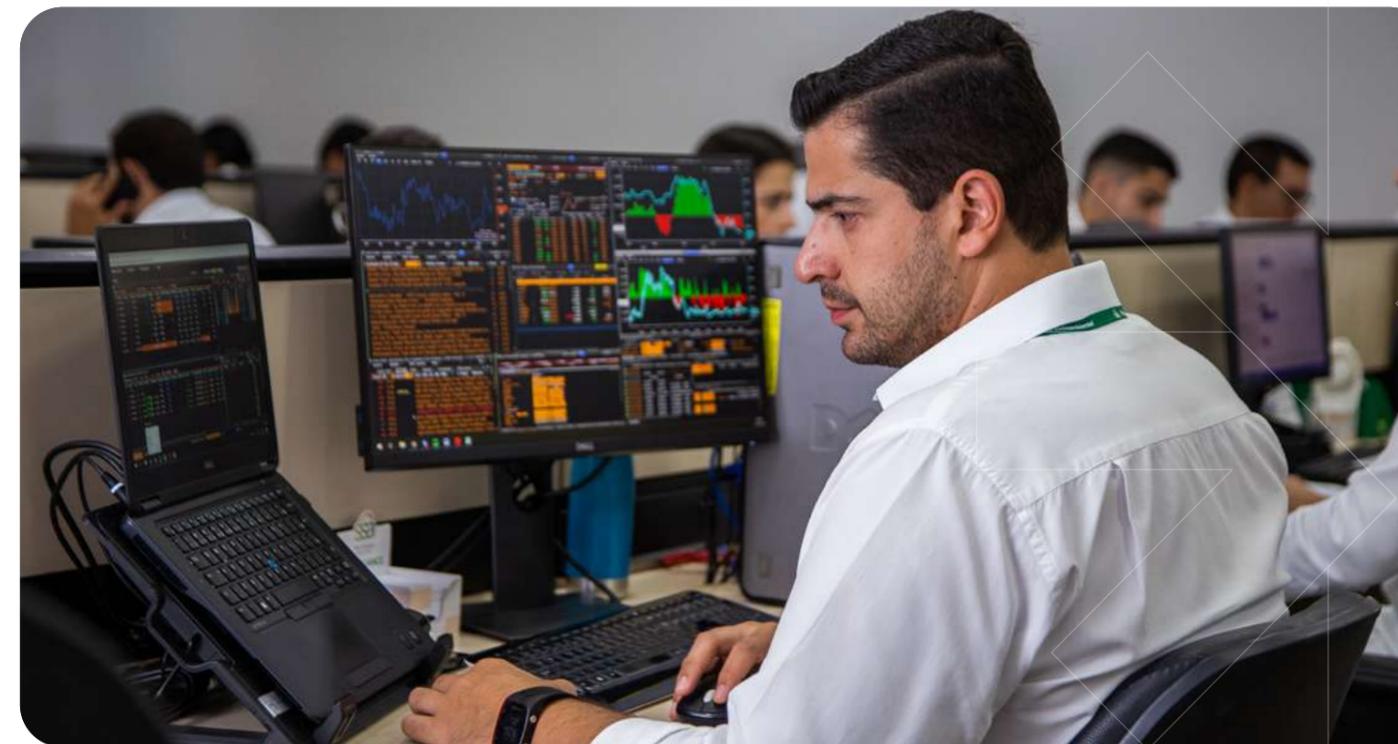
Our third growth driver is technology. We are paving the way for innovation by reaching out to startups and investing in companies with disruptive solutions for the food sector. We believe that the future of the sector is in digitalization, automation and data intelligence, and we want to lead this movement.

As for biosecurity, we have a rigorous routine of analyzing operational indicators to identify opportunities for improvement. We are audited by the industry regulatory agencies, including Anvisa, the Brazilian health surveillance agency, and the Official Veterinary Services (SVOs) of each state. Our slaughter units are assured by the Federal Inspection Service (SIF), linked to the Ministry of Agriculture and Livestock. All of our raw material suppliers have prior approvals, and the Itaberai and Nova Veneza plants receive delegations from various countries and are audited by customers in accordance with international certification standards, such as the International Food Standard (IFS).

Our growth is guided by consistency, responsibility and a long-term vision. We remain steadfast in our purpose of feeding families with quality and convenience, while building a solid, efficient company that is increasingly prepared for the future, with the focus always on creating value.



Nova Veneza had its slaughter capacity increased to 140,000 birds a day.



Commercial strategy

GRI 2-1 | 2-6

We carry out more than 97,000 product deliveries per month in Brazil, following a commercial strategy focused on extensive presence and customer loyalty.

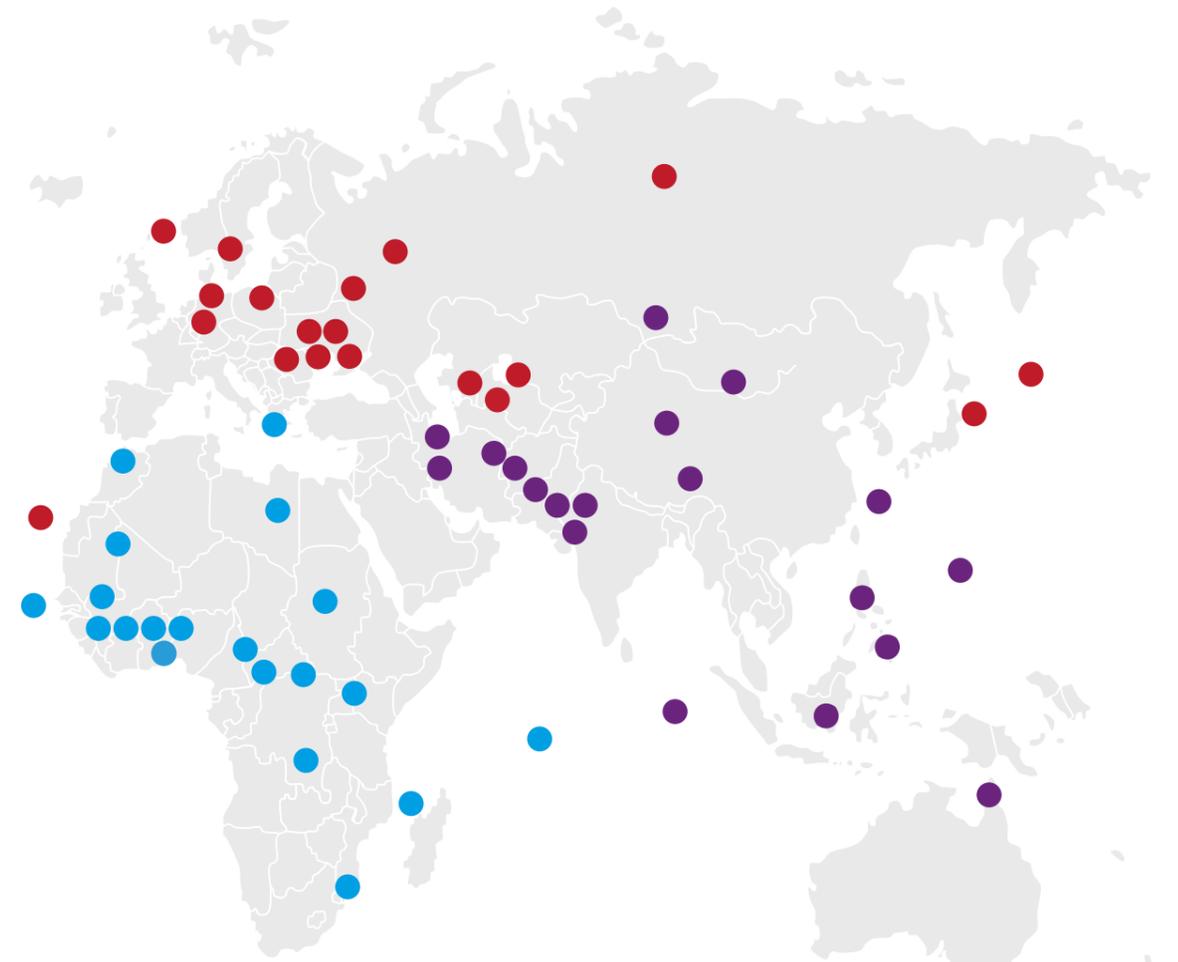
With a diversified portfolio under the Super Frango and Boua brands, we serve both the domestic and export markets with a wide range of fresh and processed products. In Brazil, we are present in over 770 cities, supplying large retail chains and wholesalers, as well as small retailers, industrial kitchens and food services. The largest presence is in Goiás, Federal District, Pará and Minas Gerais, where the demand for fresh and processed products is high, supplied by a broad and segmented distribution network that serves a variety of customer profiles.

In 2024, our domestic sales reached R\$ 1.749 billion, increasing 11% from 2023 and accounting for 73% of the Company's total revenue. This performance underlines the strength of our domestic presence, supported by a sales strategy that promotes extensive reach and sales consistency in all the regions we operate.

We carry out more than 97,000 product deliveries per month in Brazil, following a commercial strategy focused on extensive presence and customer loyalty.



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



- AFRICA**
- ANGOLA
 - BENIN
 - CHAD
 - CONGO
 - CONGO FREE STATE
 - EQUATORIAL GUINEA
 - GABON
 - GHANA
 - GREEN CAPE
 - IVORY COAST
 - LIBERIA
 - LIBIA
 - MAURITANIA
 - MOROCCO
 - MOZAMBIQUE
 - SEYCHELLES
 - SIERRA LEONE
 - SOUTH AFRICA
 - TOGO
 - TUNISIA

- EUROPE**
- ALBANIA
 - ARMENIA
 - AZERBAIJAN
 - BELGIUM
 - DENMARK
 - GEORGIA
 - GERMANY
 - ITALY
 - KOSOVO
 - MACEDONIA
 - MOLDAVIA
 - MONTENEGRO
 - NETHERLANDS
 - RUSSIA
 - SCOTLAND
 - UKRAINE

- ASIA**
- AFGHANISTAN
 - BAHREIN
 - BRUNEI
 - CHINA
 - HONG KONG
 - IRAQ
 - JAPAN
 - JORDAN
 - KAZAKHSTAN
 - KUWAIT
 - LEBANON
 - MALDIVES
 - OMAN
 - PAKISTAN
 - PHILIPPINES
 - QATAR
 - SINGAPORE
 - SOUTH KOREA
 - TAJIKISTAN
 - TIMOR-LESTE
 - UNITED ARAB EMIRATES
 - VIETNAM

In the international market, we export to more than 46 countries, serving importers, food companies, regional distributors and specialized chains.

Exports totaled R\$ 942 million, increasing 15.6% from the previous year and representing 27% of total revenue, fully in line with our commercial policy of maintaining a strategic 70-30 balance between the domestic and export markets on average. This guideline is based on Brazil's agricultural model, which prioritizes the security and stability of domestic consumption without sacrificing our competitiveness in the global market.

70-30 commercial strategy, security and stability



In the export market, we strengthened our position not only by expanding the number of countries served, such as Togo, the Philippines, Canada and the United States, but also by growing in markets where we already operate, such as Japan, the Balkans and the Middle East, by expanding both the customer base and the portfolio. A good example of this was the increase in thigh fillet exports, earlier confined to the Japanese market but exported to more than 11 countries in 2024.

This geographic and portfolio penetration strategy will be bolstered in 2025 with planned actions such as the physical presence of representatives

in the Balkans, more sales trips to Japan, China and Mexico, and participation in international trade fairs such as SIAL China. We are also preparing a dedicated sales plan for Eastern Europe, with bilingual professionals working directly in the region.

Moreover, the external scenario favored us by appreciating the value of some cuts, such as breast fillet, whose prices recovered and surpassed US\$ 3,100 per ton after declining in 2023. The shortage of breeder flocks and lower hatching rate also helped raise the prices of products in the international market.



In the domestic market, on the other hand, the excess supply in Brazil reduced the prices of thigh fillet, but our deboning capacity – after investments in automation – enabled us to absorb this impact and explore new markets.





Broad sales

is one of our greatest strengths. We have segmented our sales force to serve all types of customers with excellence - from small retailers to cash-and-carry stores.



We continued with the 100+ Project, which expanded our operations to regions where we were less well-known, such as Maranhão and Mato Grosso. With 80 new routes established and a high level of demand, the project strengthened our presence and enabled a more linear slaughter process by ensuring consistent sales.

Another highlight was the diversification of the mix, with a greater share of higher value-added products, such as zero-oil breaded products and new tray cuts. This improved mix helps us maintain healthy margins and stay away from the price competition for basic products.

Our broad sales reach is one of our greatest strengths. We have segmented our sales force to serve all types of customers with excellence - from small retailers to cash-and-carry stores - with specific strategies for each channel. This model enables us to develop tailored solutions, such as exclusive packaging and cuts, and build

close relations that translate into loyalty and volume, besides serving as a source of insights and trends.

Among the challenges was the implementation of the SAP system, which momentarily impacted commercial processes, but has already been overcome with improved organization and integration.

Professionalization of sales function

In 2024, we started establishing an S&OP area and a process that will be implemented in 2025, which should bring positive impacts not only in the commercial area, but also in supply, operations and planning, consolidating the integration among them.

Thanks to this new integrated planning model, the growth in slaughter capacity and the expansion of the higher value-added products line, we recorded solid growth in 2024 compared to 2023, as the graph shows:

12-month period

(R\$ '000, except % and t)	12/31/24	12/31/23	Var. (% or p.p.) 2024 x 2023
Sales volume (finished product)	321,275	291,971	10.0%
Fresh – MI ¹	199,144	176,635	12.7%
Processed – MI ¹	47,463	45,015	5.4%
Export market	74,668	70,321	6.2%

¹MI: domestic market.

	12/31/24	12/31/23	Var. (% or p.p.) 2024 x 2023
Average price	11.8	10.6	11.4%
Fresh – MI ¹	10.9	9.3	17.9%
Processed – MI ¹	14.4	14.7	-2.5%
Export market	12.6	11.4	11.0%

¹MI: domestic market.

We believe these results are the outcome of a combination of internal factors, such as strategic focus, innovation and management, and external factors that positively influenced the market.

Our sales performance in 2024 therefore shows that we are on the right path: striking a balance between the markets, diversifying products, expanding our presence and maintaining our focus on profitability and consistency.



ESG Vision

GRI 3-3 for the topic Operational eco-efficiency | 2-12

Our ESG agenda is integrated into our business strategy and culture, as is clear from our motto – doing the right thing, doing it right, and doing it together. More than meeting legal requirements, we strive to base our actions on creating and sharing value with society.

The Board plays a pivotal role in overseeing due diligence and other processes related to the identification and management of economic, environmental and social impacts, and is responsible for approving and overseeing the implementation of the ESG Policy.

To ensure that strategic decisions related to sustainability, social impact and good practices are addressed with priority and professionalism, our

governance structure connects the main forums – Statutory Audit Committee, People Committee, Finance and Risk Management Committee and the Strategy and New Business Committee.

Environmental pillar

The conscious use of resources, with circular economy practices to manage the waste from our industrial process and the pursuit of minimum wastage, are part of our operational efficiency strategy in which technology is an ally. We have internal targets based on operational efficiency, such as water consumption in liters per bird in slaughterhouses, or targets defined based on the track record of quality, such as 90% efficiency in removing Biochemical Oxygen Demand (BOD), well above the 60% required by law.

Also worth noting is that we have once again received the gold seal from the GHG Protocol for our carbon inventory, underscoring our commitment to responsibility and transparency in GHG emissions. We also invest in environmental recovery initiatives, such as the revitalization of native forests and actions to recuperate the rivers in the regions where we operate ([learn more on page 127](#)).

Social pillar

Our operations drive social and economic development by generating employment and income. The fact that 70.04 % of our purchases were made from local suppliers is proof of this relationship that has marked our trajectory for over 30 years.

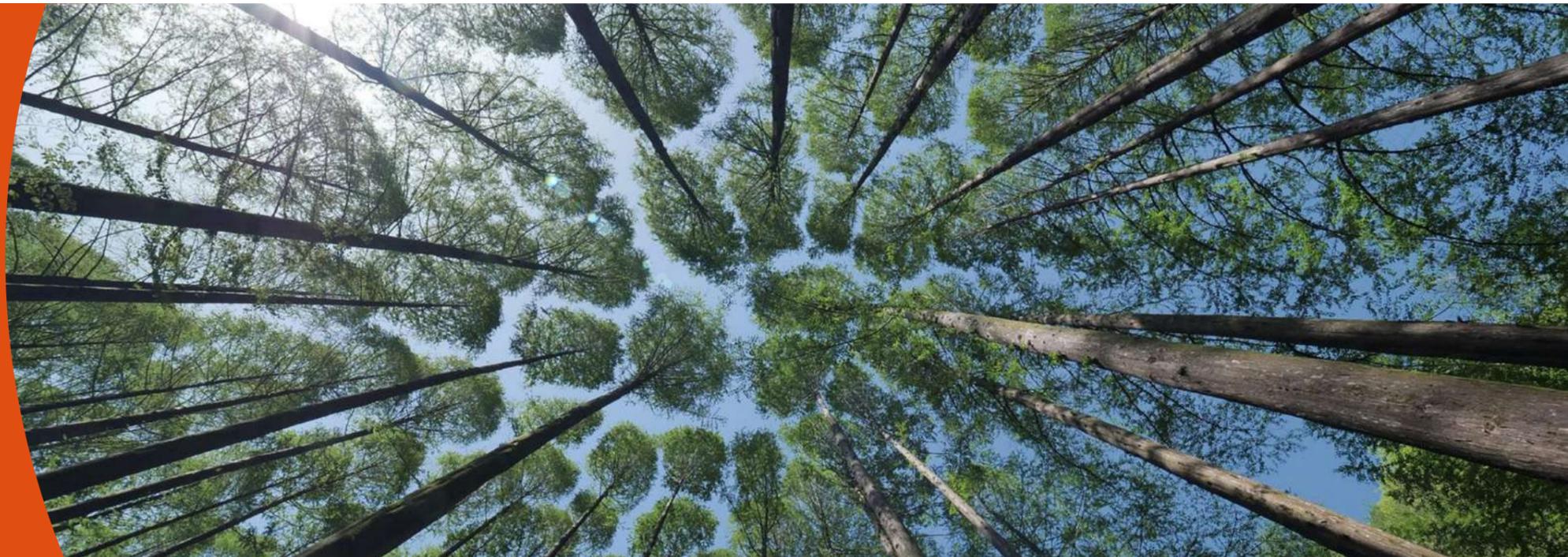
In 2024, our purchases totaled R\$1.955 billion from suppliers in the state of Goiás (in addition to the active search in the SAP Report, which includes the Federal District).

This injection of funds directly helps create jobs, thus strengthening small businesses and the local economy. The positive impact is not limited to economic activity alone; it extends to the well-being of families living in the region and to the improvement of services and urban infrastructure, creating a virtuous cycle of development.

Apart from the transactional relationship, we seek to develop and engage them in sustainability practices, as we have done through our

Our ESG Policy, which is aligned with the Bylaws, ESG Materiality Matrix and Strategic Map and approved by the Board, formalizes this directive, guiding everyone in the adoption of good governance and sustainability practices, with clear pillars:

- Valuing and caring for employees;
- Sustainable use of natural resources;
- Maintenance of ethical principles; and
- Support for the communities where we operate.



professional development programs, such as Youth Apprentice.

In all our actions, we act responsibly, mapping the possible impacts that could be created on the communities where we operate. One example was the implementation of SAP. To ensure that the higher circulation of people in the city would benefit everyone, we mobilized the local

ecosystem: we established partnerships with hotels, contributing with direct investment in renovations and improvements, and we worked with restaurants to adapt their infrastructure to accommodate the new influx of people. At the same time, we contributed to social projects that directly impacted 190,000 people ([learn more on page 123](#)).

UN Agenda 2030

Actions targeted at communities reinforce our alignment with the following Sustainable Development Goals (SDGs):



SDG 2 (Zero Hunger and Sustainable Agriculture): by promoting access to food through donations and support to local food chains, SSA directly contributes to the food security and nutrition of vulnerable communities.



SDG 3 (Good Health and Well-being): strengthening the local economy, income generation and supporting basic services have a direct impact on the quality of life of the population, such as the Friendly Recycling Program ([learn more on page 149](#)).



SDG 4 (Quality Education): training programs for employees and partners reinforce the commitment to people development and access to knowledge, such as the Young Apprentice Program and internal programs.



SDG 12 (Responsible Consumption and Production): sustainable actions in the supply chain, with the focus on reducing waste and efficient use of resources, are at the heart of the company's production practices. Our purchases from certified companies and certifications attest to this relationship.

Governance axis

We have a solid structure based on the B3 Novo Mercado framework, which is responsible for managing risks and creating value for our stakeholders in order to ensure compliance, ethics and transparency, which are the foundation of our sustainable and responsible growth. The culture of integrity is reinforced through training, internal controls and integrated action by the Legal and Human Resources areas.

This approach extends to the management of our value chain. In 2024, we deployed a new tool to control third parties and certifications, ensuring that suppliers and service providers follow normative and regulatory requirements, as well as good environmental practices. We also collaborated to expand the scope of our sustainability vision in order to engage our partners.



Control of third parties

We have implemented a new tool for controlling third parties and certifications, ensuring that suppliers and providers comply with normative and regulatory requirements and good environmental practices.



Innovation and technology

GRI 3-3 for the topic Innovation and technology

Innovation and technology are strategic pillars applied across the board: they sustain our productivity, safety, governance, traceability and operational intelligence. They are a driver of growth with responsibility, integrity and efficiency.

Our commitment to this topic is expressed in a structured set of corporate policies ([learn more in 83](#)), which guide our actions in a clear and standardized manner:

- Information Technology Policy, which guides the safe, effective and efficient use of IT resources;
- Privacy Policy, which guarantees transparency in processing personal data;
- Anonymization Policy, aimed at protecting and managing sensitive data;
- Cookies Policy, which explains how browsing data is processed and used;
- Information Security Policy, which ensures the confidentiality, integrity and availability of corporate information.

These guidelines also ensure that innovation occurs responsibly, transparently and in compliance with law, especially the General Data Protection Law (LGPD), regulations and data governance principles. Our entire digital ecosystem, which includes industrial automation equipment, management systems (ERP and satellites), apps, laboratories,

hatcheries, feed mills, aviaries, industrial units, supply chain, commercial and distribution centers, is interconnected by secure, auditable solutions with predictive analysis capabilities, enabling precise and traceable decision-making.

Our governance structure for this topic also includes the Strategic Information Technology Plan (PETI) and the Information Technology Master Plan (PDTI), with targets, indicators and analysis of resources conducted and reviewed annually by the IT area together with the Executive Board and the business areas. The requirements are recorded, handled and monitored by the Shared Services Center (CSC) and by leaders of the Project Management Office (PMO). The results are discussed every month at the managers, executive board and CEO meetings in a continuous cycle of evaluation and improvement.

Externally, stakeholder engagement encompasses academic and technical partners, as well as strategic suppliers with the goal of collaborative innovation and knowledge sharing, and with the focus on applicability, efficiency and scalability.

Moreover, the risks and impacts of technology are mapped, assessed and structured into project portfolios, which are submitted to the Executive Committee to guide investments and priorities for the next cycle. When a situation creates organizational discomfort, it is recorded, analyzed and results in adjustments in procedures, standards and policies, thus ensuring continuous learning and evolution.

Management of impacts

GRI 3-3 for the topic Innovation and technology

Although we have not recorded any material negative impacts in 2024, we are proactively mitigating the real and potential risks identified, which include:

- Cyber threats and attacks;
- Network unavailability;
- Technical vulnerabilities;
- Privacy and data security risks;
- Scope overload in projects and internal cultural resistance.

This is achieved through robust processes and tools:

- 24x7 Operational Security Center equipped with tools to detect and analyze security threats (SIEM), and to automate responses to threats (SOAR), in addition to specialized consulting services;
- Management of privileged access, multi-factor authentication and firewalls with smart traffic restrictions;
- Vulnerability treatment tool with timely response to critical flaws;
- Investment in infrastructure with network redundancy (LAN-to-LAN), dedicated links and industrial Wi-Fi networks;
- Business Impact Analysis (BIA) process and tool for prioritizing deliveries and ensuring business continuity in crisis scenarios.

At the same time, the positive impacts of technology are further enhanced through structured measures, such as the deployment of agile portfolio management methodologies, centralization of IT budget governance, and creation of digitalized processes.

Based on clear targets and indicators, we evaluate progress through operational results, compliance with project schedules, tickets registered at the CSC, which are audited monthly, number of go-lives, performance indicators by leader, all of which are associated with the Company's strategic goals, gains in efficiency and reduction of losses. Progress is constantly monitored and the lessons learned are incorporated into future plans with the assistance of audits, benchmarks, as well as technical and academic partners.

These metrics feed into our governance structure. Reports are passed from coordinators to managers, from managers to executive officers and finally to the CEO, forming a chain of direct accountability. All operational or financial deviations are recorded, monitored and fed back into action plans and organizational policies.

The positive impacts of technology are enhanced by structured measures, such as the creation of digitalized processes.

Incremental innovation: smarter and more integrated processes

In 2024, we reached important milestones in process innovation, one of which was the digitalization of 22 operational flows as part of the establishment of the CSC. With support from internal teams and external specialists, we transformed routines that were previously decentralized into automated processes, as in the case of Ssacad, a tool developed to centralize and qualify the registration of materials in SAP. This change reflected not only administrative efficiency, but also a change in culture and governance.

Another strategic advance was the use of the Building Information Modeling (BIM) methodology for industrial projects. Besides reducing wastage, BIM helps identify incompatibilities before execution, predict costs more accurately and facilitate the construction of more sustainable units using low-impact materials and precast structures. Consequent to this modernization, we also began developing our Digital Twin, which will enable project simulations and performance adjustments in real time.



Digitalization of 22 operational flows.

Industry 4.0: connectivity and automation

In 2024, we also made important advances in Industry 4.0, especially after adopting a technological package that connects physical equipment to the digital environment. We completely integrated the breaded line in the processed foods area with tools that helped us achieve a high level of automation and control. This enabled real-time monitoring, more accurate data, loss reduction and immediate operational adjustments – all while having a comprehensive picture of production.

This evolution is the result of joint and continuous efforts by the IT and AT areas, which work together to ensure that the infrastructure (racks, networks, optical fibers and sensors) supports the entire production chain, guaranteeing connectivity, security and high performance.

Towards Industry 5.0

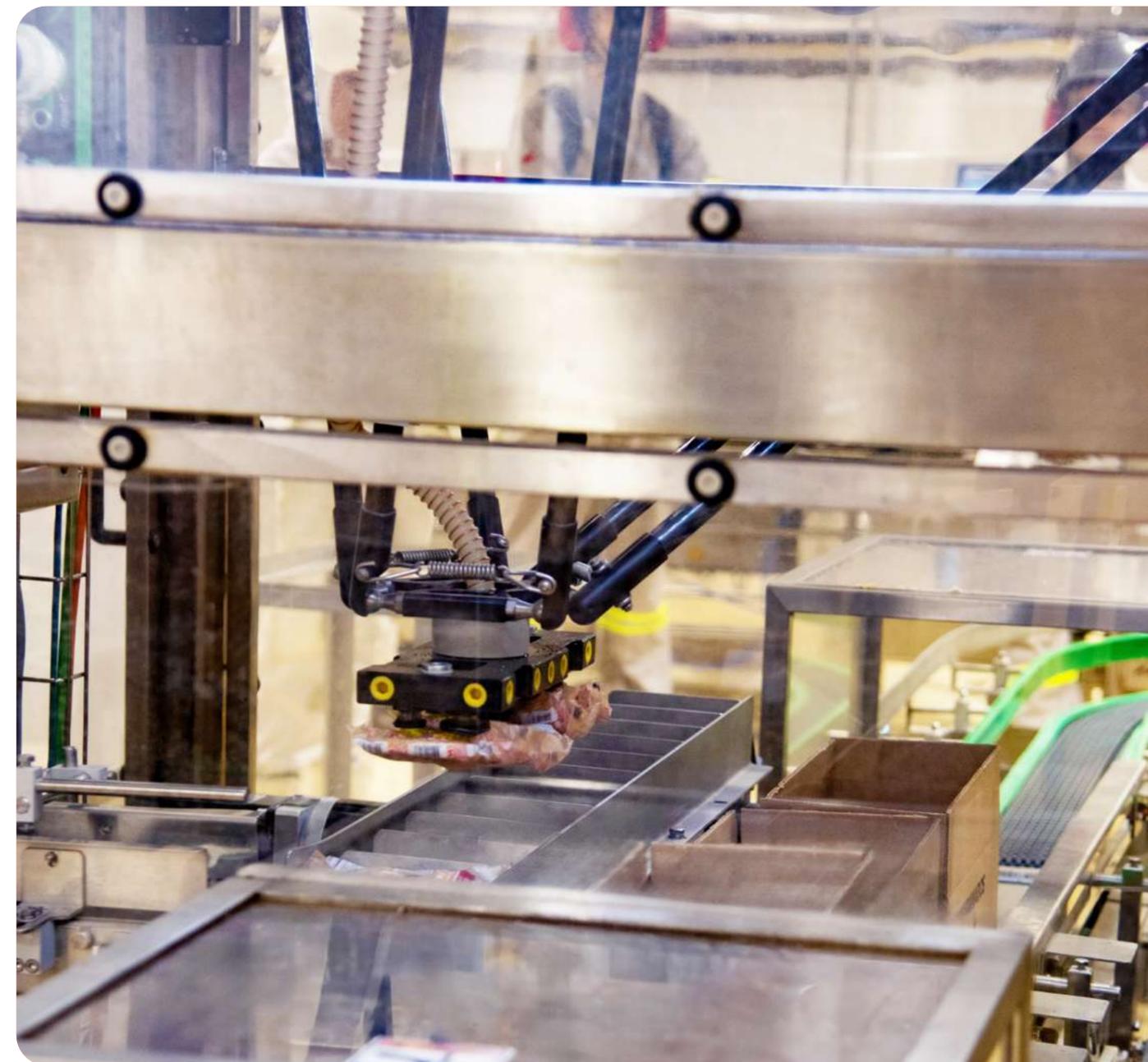
In 2025, we will launch a new phase focused on Artificial Intelligence (AI). We are setting up an in-house AI center, which will have academic partnerships, such as with the Federal University of Goiás, and strategic vendors, such as SAP. The goal is to apply AI in multiple areas across the Company, from operational and logistics processes to tax and accounting functions, for predictive analysis, automation of decisions, optimization of processes and complex simulations.

This is made possible by the technological foundation established with SAP, in operation since October 2024, which will now be leveraged to expand the smart use of data, making us more agile, accurate and competitive.

Innovation with responsibility

Technology doesn't merely transform processes, it transforms the way we grow. Innovation brings our operations greater energy efficiency, waste reduction, sustainable construction, resource optimization and full traceability, favoring the

control of impacts and continuous improvement on all fronts. The integration of technology into our sustainability practices underlines our commitment to responsible development, the environment and society.



SAP, deep end-to-end transformation

The implementation of SAP S/4HANA was a milestone in the profound technological, organizational and cultural transformation. More than just adopting a new management system, we executed a huge modernization project that restructured our operational base, taking it to a new level of efficiency, control and process integration.

Audacity of a Big Bang project

The project involved investments of R\$ 100 million, planned over five years, with intensive execution over 16 months after around eight months of preparation. We mobilized 22 specialized consulting firms and over 250 professionals, apart from the internal engagement of all the areas. This broad effort reflects the audacity of the chosen model: a complete and simultaneous turnaround, known as the Big Bang, in all processes.

Now, the foundation has been laid for us to move forward with AI solutions. The goal is to transform high-volume industrial data into predictive insights that improve decision-making. The modernization of infrastructure, such as the installation of a new Data Center in Itaberaí, has further strengthened this journey.

Engagement and adhesion

To ensure a secure and successful transition, 330 alignment meetings were held to prepare all areas of the company for the change, and 26,826 hours of training were provided to more than 1,500 employees, which guaranteed us a high level of adherence and satisfaction.

The go-live on October 5, 2024, was planned months in advance. A detailed plan with the different stages of transition ensured that all operations were finetuned: shutdown of slaughter, reallocation of inventories, logistics adjustments, and synchronization with customers and suppliers. A total of 140 critical processes were revised, but the transition went through without significant interruptions and with full production capacity from the initial days.

Concrete gains and long-term vision

The new system currently allows for more than 2 million monthly transactions, with highly integrated, traceable and secure processes. We have achieved 95% adherence to the standard model – a remarkable rate, especially in a sector as complex as agri-food. This means greater scalability, savings on customizations and alignment with global best practices.



SAP at SSA – End-to-end transformation

"R\$ 100 million invested to transform SSA into a more efficient, digital and integrated company."



Corporate governance

- Corporate governance
- Governance structure
- Ethics, integrity and compliance
- Risk management



CORPORATE GOVERNANCE

GRI 3-3 for the material topic Corporate governance

Our corporate governance consists of a framework and policies that are consistent with the requirements of the *Novo Mercado* listing segment and the Brazilian Securities and Exchange Commission (CVM). It is the result of a consistent track record of evolution, marked by structural advances, strengthening of ethical practices and greater transparency in management. This, in turn, was the result of strategic decisions that have in recent years prepared the Company for sustained solid and responsible growth. The maintenance of the AA+ rating by Standard & Poor's (S&P Ratings), through the local agency SR Ratings, reflects our solid health and excellent capacity to honor the long-term financial commitments.

In 2020, we accelerated our maturity by implementing the Compliance Program focused on integrity, prevention of corruption and compliance with laws, including the General Data Protection Law (LGPD). It was not just about complying with rules, but about disseminating the ethical culture within the organization. As such, we revised our Code of Ethics, transforming it into the core of the Integrity Program, and disseminated it through initiatives such as Integrity Week. At the same time, we strengthened our control and transparency mechanisms.

In 2024, we created the Internal Controls area and crowned the consolidation of our governance efforts with the full implementation of SAP.



After creating a solid compliance program focused on legal compliance, we strengthened governance in a broader and more structured manner with the Corporate Governance Policy, approved by the Board in 2021, which establishes the guidelines and roles of management bodies and committees.

The same year, as part of our preparations for a possible IPO, we revised our Bylaws and created

the Audit Committee. We also standardized our corporate policies, transforming them into active and dynamic guidelines fully integrated into our daily operations. Though the IPO did not occur due to the unstable and adverse financial market scenario at the time, the advances implemented remained a legacy and left the Company better organized, mature and prepared for future opportunities in the capital markets.

In 2022, we began quarterly audits by one of the Big Four firms, which marked an important step in the path towards professionalization and transparency. In 2024, we raised the level of rigor and independence of the external audit process, which resulted in the maintenance of an unqualified opinion.

Also in 2024, we created the Internal Controls area and implemented SAP, which crowns this whole journey by creating a fully integrated and secure infrastructure in line with the standards in place in large global companies.

At the same time, we improved our management models and instruments, and launched the Regulatory Inventory Project, which compiles more than 9,000 laws and regulations that São Salvador Alimentos must comply with. This was in response to growing regulatory pressures which required our team to devise a sharper strategy to stay competitive while being aligned with global environmental requirements.

In line with best practices, we continue to improve incessantly - in 2025, we will work more intensively in Internal Controls, a strategic measure to keep our control processes robust and effective.

Governance structure

Our governance structure consists of the Board of Directors, the Executive Board and specialized advisory committees.

Guidelines related to ESG are set out in the Strategic Map (learn more on page 54), prepared by the Executive Board and validated by the Advisory

Committees and Board of Directors. Management and decisions are made by the Executive Board, but are always steered by the guidelines of the Board and its Committees. The Executive Board is solely entrusted with the management of impacts, under the direct responsibility of the CEO.

Board of Directors

GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-13 | 2-16

The Board of Directors represents the highest level of governance, which is responsible for overseeing strategic decisions and ensuring that they are aligned with sustainability and governance principles. It has five members, all men, of whom three are independent and only one with executive function, all with two-year terms.

Members are selected and appointed by shareholders with technical support of the Executive Board based on a careful analysis. In addition to the legal and regulatory requirements established in our Bylaws and other existing corporate agreements, members appointed to the Board of Directors, including independent directors, must meet several criteria, including knowledge of the Company, technical qualifications, professional experience and experience in diverse areas, and a high level of responsibility, commitment and reliability in alignment with our values and market requirements.

The Chairman of the Board is a shareholder who does not exercise executive functions in the Company, which reinforces the separation between strategic management functions and operational management of the business - one of the pillars of good governance practices, which contributes to the autonomy and impartiality of the Board in its decisions.

The Board works in conjunction with the Advisory Committees, such as the Statutory Audit, People, Finance and Risk Management, and Strategy and New Business Committees, ensuring that issues that are critical for sustainability, performance and integrity, including economic, environmental and social impacts, are duly identified and managed with technical expertise and a long-term vision. Together, they play a vital role in overseeing and approving our sustainable development strategies, including the ESG policy, which is reviewed and approved by the Board.

To monitor the actions and results based on the Strategic Map, the Board must meet at least every six months. It is during these meetings that crucial concerns are also communicated to the Board. In 2024, in addition to the approval of financial statements, three crucial concerns were reported: the implementation of SAP, the Company's growth scenario and the economic results of the sector. In all, eight Board meetings and five meetings with the committees were held.

Highest governance body | GRI 2-9

Name	Gender	Executive or non-executive function	Independent	Term
José Carlos Garrote de Souza	Male	No	No	2 years
Rimarck Vieira de Carvalho	Male	Yes	No	2 years
José Antônio Fay	Male	No	Yes	2 years
Nelson Vás Hacklauer	Male	No	Yes	2 years
Carlos Watanabe	Male	No	Yes	2 years

Executive Board

The Executive Board is responsible for the day-to-day operational and strategic management of the Company. It works in collaboration with the Board of Directors and consists of executives with functional expertise and industry vision of the Company. The Executive Board is organized to reflect the main pillars of the business, with departments dedicated to key areas:



CEO overall leadership of the Company, with responsibility for strategic direction and institutional representation.

Industrial, Animal Production, People and Legal, Finance, Commercial, IT, Works and Development and Supply Chain departments – each with a specific focus area to ensure speedy execution, technical vision and industry governance.

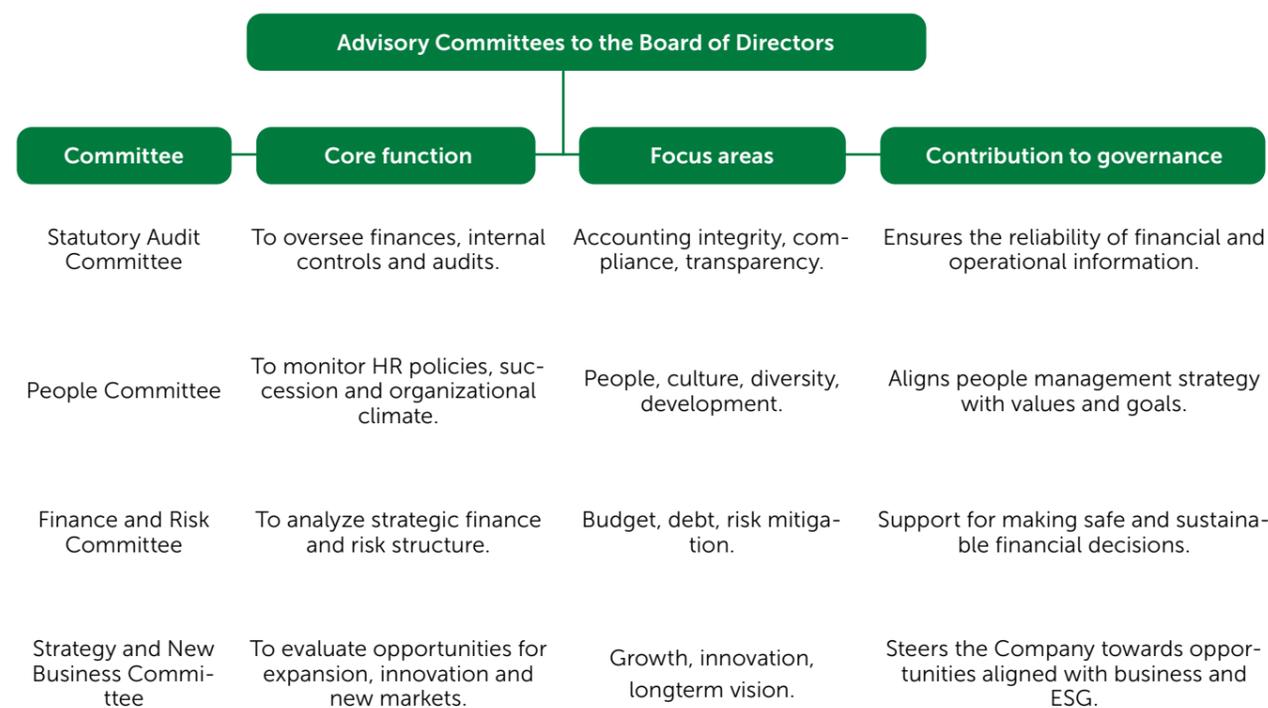
Executive Officers actively participate in advisory committees and in defining the Strategic Map, ensuring alignment among management, governance and ESG commitments.



Advisory committees

GRI 2-9

Governance is also supported by specialized committees that assist in strategic decision-making, risk management and oversight of financial and operational practices. Consisting of professionals with in-depth technical knowledge, these help the Board to make informed decisions and oversee operations, while ensuring that decisions are well-founded and aligned with our interests and those of our stakeholders. These are:



We also have an Ethics and Compliance Committee with full autonomy to perform its functions and ensure the highest standards of ethics, transparency and integrity.

Audit Committee | GRI 2-9

Name	Gender	Executive or nonexecutive function	Independent	Number of other positions and commitments, as well as the nature of these commitments
Carlos Watanabe	Male	No	Yes	-
Nelson Vás Hacklauer	Male	No	Yes	-
Luiz Carlos Passetti	Male	No	Yes	-

People Committee | GRI 2-9

Name	Gender	Executive or nonexecutive function	Independent	Number of other positions and commitments, as well as the nature of these commitments
José Carlos Garrote de Souza	Male	No	No	-
José Antônio Fay	Male	No	Yes	-
Hugo Perillo Vieira e Souza	Male	Yes	No	CEO
Vinicius Magno Alexandre Vieira	Male	Yes	No	Chief People and Legal Affairs Officer

Finance and Risk Management Committee | GRI 2-9

Name	Gender	Executive or nonexecutive function	Independent	Number of other positions and commitments, as well as the nature of these commitments
José Carlos Garrote de Souza	Male	No	No	-
Carlos Watanabe	Male	No	Yes	-
Leopoldo Viriato Saboya	Male	No	No	Chief Financial Officer (CFO)

Strategy and New Business Committee | GRI 2-9

Name	Gender	Executive or non-executive function	Independent	Number of other positions and commitments, as well as the nature of these commitments
José Carlos Garrote de Souza	Male	No	No	-
José Antonio Fay	Male	No	Yes	-
Nelson Vás Hacklauer	Male	No	Yes	-
Rimarck Vieira de Carvalho	Male	Yes	No	Chief Industrial Development Officer
Hugo Perillo Vieira e Souza	Male	Yes	No	CEO
Leopoldo Viriato Saboya	Male	No	No	CFO

Evaluation and compensation

GRI 2-18 | 2-19 | 2-20 | 2-21

As determined by the Bylaws, we conduct performance evaluations of members of the Board of Directors at least once during the term of each member. Although these evaluations are not conducted independently, they follow structured internal criteria. In the most recent cycle (in 2023), four leaders were evaluated, with positive results in all cases, without the need for changes in Board membership or practices. The next evaluation cycle is scheduled for 2025.

This evaluation process is directly linked to our Compensation Policy. Approved by the Board of Directors and the People Committee, the policy recognizes individual and collective performance, encourages meritocracy and ensures competitiveness in relation to the market.

To keep the policy effective, we make periodic calibrations based on surveys by specialized consulting firms and take into account the views of stakeholders, including shareholders. The Board also approved the Short-Term Incentive (ICP) plan

for the period up to 2025. In addition, employees voiced their opinions about compensation practices in an annual organizational climate survey, strengthening our transparency and active listening processes.

Fixed compensation is adjusted annually according to the percentages established in the collective bargaining agreement for each region, but adjustments may also occur based on merit or promotions linked to employee performance and employee transfers between departments. Compensation adjustments requested have their impacts previously analyzed by the compensation and benefits manager, as well as the Human Resources and Legal departments, and justified by the requesting department's manager. The approval process is carried out by the Executive Board, with participation by an independent member of the Board, who suggests adjustments when necessary. This member also ensures that our compensation structure is fair and in accordance with the principles of good governance.

Fixed compensation is adjusted annually according to the percentages established in the collective bargaining agreement for each region.

Senior leadership compensation¹

Members of the Board of Directors

Fixed compensation (pro labore) for performing their functions.
Variable compensation, linked to the Company's performance.

Executive Board and senior executives

Fixed compensation (base monthly salary and additional payment for attendance) adjusted annually based on the percentages in the collective bargaining agreement for each region. There may be adjustments based on merit or promotion, according to individual performance or internal transfers.
Variable compensation (ICP) is based on financial indicators, especially EBITDA and net income, based on an annual calculation cycle. Bonus is paid only if the company reaches at least 80% of the Ebitda target. From the minimum achievement, the ICP amount is calculated considering the individual result KPIs (financial, environmental and social, according to the area) and behavioral skills evaluated during the performance cycle.

¹The Termination Policy does not establish additional payments regardless of the position held. The amount paid follows the CLT rules, considering the type of termination (resignation, termination for cause or without cause), length of service and severance pay due according to law.

One challenge to be faced is the ratio between the total annual compensation of the highest-paid individual in 2024 and the average compensation of all other employees (excluding the highest-paid individual) in the year, which was 29:1. This reflects a substantial difference between executive compensation and that for other positions in the organization. With the annual adjustment of compensation, considering only the adjustment as per the Collective Labor Agreement, we reduced this ratio by 1.1%.



Corporate policies

GRI 2-23 | 2-24 | 3-3 of the material topic Corporate governance

Corporate policies are essential for responsible business conduct aligned with market best practices and commitments to human rights, the environment and business ethics.

These are formulated based on the laws in force and corporate governance principles in order to create a fair, safe and sustainable work environment, are approved by the concerned department and validated by the CEO, when applicable. To ensure alignment with legal standards and organizational strategies, all policies are periodically reviewed by the Legal Department.

Our commitments to responsible business conduct include adherence to internationally recognized intergovernmental instruments. Although we do not perform due diligence, actions are approved by the head of the relevant area and, where necessary, by the CEO and the Board of Directors.

Our Environmental Policy, for example, follows the principles of precaution and prevention, with rigorous monitoring and control to minimize

environmental impacts. In relation to Human Rights, we are committed to respecting internationally recognized rights, addressing issues such as moral and sexual harassment, child and forced labor, diversity, safety and health at work, and social responsibility.

These commitments apply fully to the internal activities of the organization, including employees, who have full freedom of association, as well as to business relations with third parties, such as suppliers, partners and other stakeholders, especially groups in situations of risk or vulnerability.

Implementation of these commitments is delegated to managers, who are responsible for ensuring compliance with the policies in their areas. These are communicated through training modules, such as the Basic Introductory Training (TBI), periodic refresher courses and at the time of signing contracts. In addition, our commitments are available in publicly accessible documents, such as the [Code of Ethics and Conduct](#), the [Privacy Policy](#) and the [Cookies Policy](#).

Our commitments to responsible business conduct include adherence to internationally recognized intergovernmental instruments. In addition, actions are approved by the head of the relevant area and, where necessary, by the CEO and the Board of Directors.

Conflicts of interest

GRI 2-15

We have adopted formal and transparent mechanisms to prevent, identify and mitigate conflicts of interest, which are established in the Policy on Related Party Transactions and Management of Conflicts of Interest. The Policy regulates all business transactions involving related parties, as well as other situations that may represent potential conflicts.

It also defines the procedures and those responsible for identifying related parties, as well as the criteria for classifying an operation as a transaction with a related party. It also provides guidance on how to identify and resolve individual conflict situations, specifying the competent bodies for approving transactions depending on the amount involved or the nature of the transaction, whether conducted within or outside the normal course of the Company's business.

Furthermore, we remain committed to regulatory transparency. As required by the Brazilian Corporation Law and CVM Resolution 642/10, all transactions with related parties are disclosed in the audited financial statements, accompanied by detailed explanatory notes, which identify the parties involved and the main terms of the transactions. Also in accordance with law, we adopt the following disclosure practices:



Cross-membership of management bodies:

If any manager has a conflicting personal interest, they must inform other members of the Board of Directors or the Executive Board and record in the minutes the nature and extent of their impediment. Failure to do so voluntarily is considered a violation of the policy and will be assessed by the Compliance and Risk Management Area, and Statutory Audit Committee, which may suggest corrective actions.



Transactions with related parties:

Transactions with related parties, as well as their relations and outstanding balances, are detailed clearly and precisely in the notes to our audited financial statements in accordance with applicable accounting standards.

Ethics, integrity and compliance

GRI 2-26 | 3-3 of the material topic Ethics, Integrity and Compliance | 205-1 | 205-3

Since 2019, we have a formally established Ethics Committee consisting of representatives from diverse areas, such as Compliance, Legal, People and Management, Strategic Management and Industrial Production. The Committee has the vital responsibility of guiding and advising our employees regarding policies and practices, promoting responsible business conduct. Any employee who has doubts about compliance with our standards or who feels insecure about their actions can seek assistance from the Committee, which offers clear and impartial guidance.

In 2020, we officially launched our Compliance Program. In recognition of this important progress and everything it represents for transparent and ethical conduct aligned with good governance practices, we received the *Mais Integridade Seal* from Mapa, which recognizes companies in the agricultural sector committed to ethical practices, integrity, social responsibility and environmental sustainability. As part of the seal evaluation criteria, we also joined the Agroindustry Anti-Corruption Collective Action, a group established by the UN Global Compact that works collaboratively to combat corruption in the sector.

Compliance ambassadors

Since then, we have continued working to broadly disseminate our ethical guidelines to all our stakeholders and strengthen our culture of integrity. An important step in this direction is the Compliance ambassadors initiative - a group of employees from diverse areas who, in addition to their usual functions, act as multipliers and facilitators of this culture among their peers. We thus strive to bring

the compliance team closer to different sectors of the Company and engage them more effectively.

With this practice, we have noticed that the ambassadors have played an important role in identifying and resolving the points for improvement. In this regard, we also rely on the organizational climate survey conducted by Great Place to Work (GPTW), in which employees can report their points of satisfaction and dissatisfaction, and areas for improvement. The findings serve as a reference for our continuous improvement process, measured by the SLA (Service Level Agreement) of the whistleblower channel, percentage of compliance with regulatory requirements, number of employees trained on the Code of Ethics, conduct and compliance with the LGPD, and the score obtained in the GPTW survey.

Another way to disseminate the program is Integrity Week, an annual event that raises awareness of the importance of acting ethically and with integrity in all our activities, sharing with participants topics that may be a source of ethical conflicts and the expected integrity conduct.

The issue, however, is managed across the Company. It is present in contractual clauses, in processes for approving and monitoring suppliers and partners, whose criteria include ethical and compliance issues, in risk management and in the work of committees, such as the Crisis Management and Ethics Committees. All this is done to prevent or mitigate potential negative impacts, including remedial actions, such as disciplinary measures and termination of contracts. In 2024,

although 13.33% of our operations were assessed for risks related to corruption and 25% for significant risks, we registered no cases of corruption, discrimination, slave/child labor or environmental damage proven or under investigation, which shows that the risks are being controlled efficiently and that communication and training efforts are

indeed effective. During the year, 100% of our direct employees who needed to be trained were informed about the issue, of which 96% were also trained. As the following table shows, in practically all functional categories the training percentage exceeds 90%.

Employees notified and trained in combating corruption, by job category¹

GRI 205-2

Job category	2022	2023	2024 ²			
	Trained	Trained	Notified	%	Trained	%
Administrative	439	537	231	100	382	100
Specialist	75	31	41	100	67	100
Operations	4,723	5,275	5,346	100	4,767	89.0
Supervision/leadership	398	468	400	100	583	100
Technical	272	78	200	100	156	78.0
Total	5,907	6,389	6,218	100	5,955	96.0

¹ Communications and training regarding the Code of Ethics and Conduct are carried out every two years as per the date of the employee's first participation. As such, fluctuations between annual results are common.

² To improve the reporting of the indicator, in 2024 the percentages began to be reported.

Employees notified and trained in combating corruption, by region¹

GRI 205-2

Job category	2024			
	Notified	%	Trained	%
North	21	100	22	100
Northeast	3	100	2	67.0
Midwest	6,183	100	5,918	96.0
Southeast	11	100	13	100
South	-	-	-	-
Total	6,356	100	5,955	96.0

¹ Communications and training regarding the Code of Ethics and Conduct are carried out every two years as per the date of the employee's first participation. As such, fluctuations between annual results are common.

Members of governance body notified and trained in combating corruption, by region | GRI 205-2

Region	2023		2024 ²	
	%		Trained	%
Midwest ¹	100		2	40.0
Total	100		2	40.0

¹ The entire governance body is present at the Head Office in the Midwest region.
² To improve the reporting of the indicator, in 2024 the total number of members began to be reported.

Business partners informed of anti-corruption policies, by region | GRI 205-2

Sales representatives		2024
Region		Notified
North		22
Northeast		1
Midwest		165
Southeast		8
Total		196

100%
of business partners
were notified of anti-corruption policies

Documentation

The Code of Ethics and Conduct formalizes the rules governing the Company's operations and guides the decisions and actions of all professionals, service providers, suppliers and business partners based on ethics and transparency. Applicable to all employees, suppliers, service providers and customers, the document is widely disseminated and communicated to all stakeholders at the time of hiring and every two years of their relationship, and is also available on our internal platforms. For our suppliers and partners, the Code is presented at the time of contracting to ensure that

everyone is aligned with our principles. We also have policies and commitments based on the risks listed in the compliance risk matrix, which guide the management of ethics, integrity and compliance. These are:

- **Anti-Corruption Policy;**
- **Policy on the Prevention of Money Laundering;**
- **Policy on Gifts and Presents;**

- **Policy on Donations and Sponsorships;**
- **Policy on Relations with Public Officials;**
- **Policy on Conflict of Interests and Policy on Related Party Transactions.**

It must be emphasized that since the establishment of the compliance area, we have constantly improved our policies, adapting them to market needs and realities.



Whistleblower channel

GRI 2-25 | 2-26 | 2-27 | 3-3 of the material topic Ethics, Integrity and Compliance

As an important tool for identifying conduct that is possibly not in compliance with our policies, we have an Ethics Line by which everyone – employees, partners, suppliers and the public – can report their ethical concerns and complaints.

To ensure confidentiality and trust, the channel is operated independently by a specialized third-party. The complaints received are analyzed by the Ethics Committee, which acts impartially and discreetly to ensure fair and transparent treatment.

The reporting channel is complemented by other forms of active listening, such as the customer service channel (SAC), the Integrated Personnel Association and informal interactions, which contribute to the participatory and conscious management of our stakeholders.

During the reporting period, we had no significant cases of non-compliance, fines or non-monetary sanctions. The definition of "significant cases" is based on the severity of the fine in relation to the impact on business continuity, considering the production process, reputation, financial value

and likelihood of loss. In relation to the production process, an assessment is made as to whether the action may cause the production process to be halted or suspended. As for reputation, an analysis is made whether the fine may have an adverse impact on the Company's image considering important issues such as corruption, slave labor, child labor and environmental issues, among others. Regarding financial value, amounts above R\$ 13 million are considered significant. In all cases, the likelihood of loss is assessed, with only probable and possible cases whose value is considerable being considered significant.



Whistleblower Channel



Available 24/7



0800 713 0707

Other channels for identifying and filing complaints



SAC

Suggestions, compliments or complaints about products



0800 648 9001



sac@ssa-br.com



contatoseguro.com.br/pt/ssa



App Store and Google Play



Human Resources & Legal Department - Operations

Issues related to compensation and benefits

Compliance

Questions and comments about the Code of Ethics

Email: compliance@ssa-br.com

Risk management

Our risk management is based on a Risk Management Policy that defines the guidelines for identifying, assessing and mitigating the risks associated with the Company's operations. This policy ensures that risks are monitored and controlled, enabling preventive action in line with best governance practices.

Management is guided by a preventive approach, which aims to anticipate and mitigate negative impacts. Risks are classified into four categories – strategic, financial, operational and compliance – according to their nature and origin. The main types managed include:

We take a conservative and careful approach to assessing risks, costs and benefits to ensure that the changes implemented are reliable and contribute to the consistent evolution of the Company's goals.

This approach is complemented by the use of the SAP enterprise management system, which provides a greater level of control over information, making it more secure, precise and reliable for strategic decision-making.



Operational risks

Related to flaws in processes, systems, people or external events that could affect production, logistics or quality of products. These are monitored through internal control systems and procedures, such as the Quality Management System and periodic audits.



Regulatory and legal risks

Related to non-compliance with laws, standards and requirements of regulatory agencies.



Reputational risks

Related to our image among clients, partners, investors and society. These are managed based on the principles of ethics, integrity, active listening channels and transparent communication.



Financial risks

Include exchange rate fluctuations, interest rates, credit and liquidity. We adopt a conservative approach to our financial decisions and seek to diversify the sources of financing through instruments such as Agribusiness Receivables Certificates (CRAs), always evaluating the risks, costs and benefits.



Environmental risks

Linked to the direct or indirect environmental impacts of our operations. We follow environmental policies and sustainability practices aligned with Brazilian and global regulations.



Supplier risks

Arise from failures or non-compliance in the supply chain. We have a structured process of evaluating and monitoring suppliers based on quality, legality and performance criteria.



Data privacy and cybersecurity

Since 2022, we have been following an Information Security Master Plan (PDSI), which establishes the guidelines for protecting the Company's data, systems and technological infrastructure in a collaborative manner by the IT, legal, compliance and governance areas.

We have adopted the methodology of the National Institute of Standards and Technology (NIST) as a reference to assess the maturity of our information security and data protection processes and periodically carry out diagnostics to measure

our level of maturity, both in cybersecurity and in compliance with the LGPD.

With assistance from a leading information security company, we have strengthened the 24x7 monitoring of our digital environment by our Information Security Control Center, which also runs preventive analyses of threats using tools that enable automated detection, quarantine and handling of incidents in real time. Our technology infrastructure has already been upgraded, with firewalls being replaced with more robust equipment.

As part of improving the security measures, we strengthened our internal policies with the focus on endpoints, and implemented stricter controls, such as the adoption of one of the most advanced antiviruses on the market. All of the Company's equipment has agents installed that monitor, send alerts and, in case of a suspected cyberattack, automatically isolate the machine to prevent propagation or data loss. This entire process is followed by a root cause analysis and recommendations for improvement.

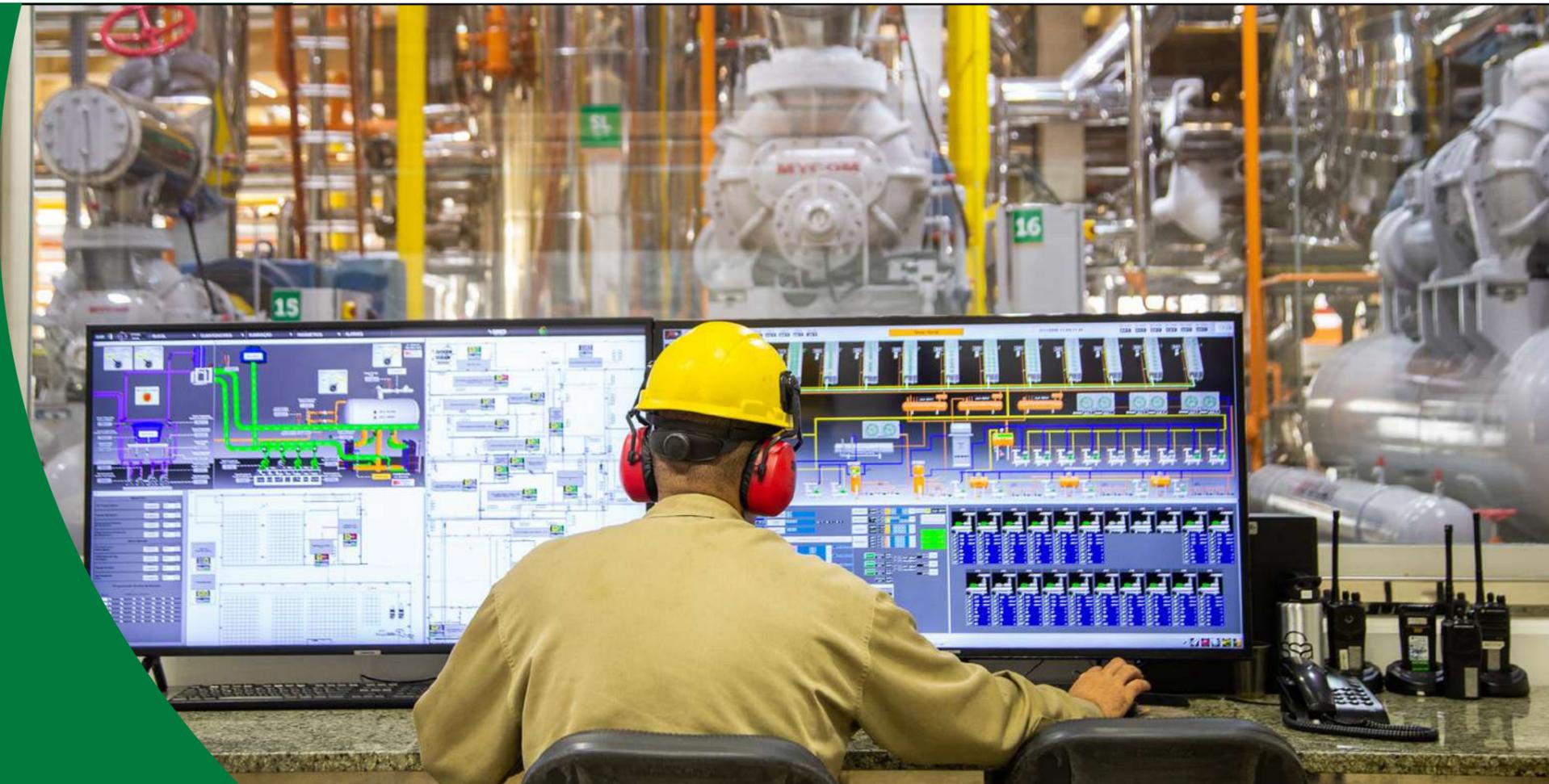
To monitor our performance, we have established three key indicators: mean time to detection (MTTD), mean time to response (MTTR) and the critical vulnerabilities index, which must be addressed within 60 days of discovery. These indicators are automatically fed by the tools and monitored in real time, with monthly reports to senior management.



We are investing around

R\$ 2 million

in modernizing the IT infrastructure to enable connectivity among the units, improve communication and support operational expansion.



People

Our people
Relations with customers and consumers
Communities and society



Our people

GRI 2-8

Our human capital is undoubtedly an essential strategic element in driving our sustainable growth. It is our people who come together to give life to our corporate identity, put our values into practice and transform our strategy into results-driven actions, making our competitive advantages tangible.

As such, our management approach seeks to recognize, groom and engage people considering the specific aspects of different profiles and areas of the Organization. It also takes into account an important risk factor in the current scenario: the shortage of qualified labor, especially in Midwest Brazil, where employment rates remain high.

Team profile

At the end of 2024, we had 6,496 permanent employees – 59.4% men and 40.6% women –, a balanced proportion that contributes to the diversity of perspectives that make us stronger. The number is 3.86% higher than in the previous year.

New hires by gender¹ | GRI 401-1

Gender	2022		2023		2024	
Women	1,563	44.6%	1,593	46.1%	2,093	48.6%
Men	1,943	55.4%	1,862	53.9%	2,210	51.4%
Total	3,506	100%	3,455	100%	4,303	100%

¹ The calculation used the number of new hires by gender divided by the organisation's total number of new hires.

New hires by age group¹ | GRI 401-1

Age group	2022		2023		2024	
Below 30	2,238	63.8%	2,060	59.6%	2,486	57.8%
30 to 50	1,209	34.5%	1,307	37.8%	1,665	38.7%
Over 50	59	1.7%	88	2.5%	152	3.5%
Total	3,506	100%	3,455	100%	4,303	100%

¹ The calculation used the number of new hires by gender divided by the organisation's total number of new hires..

New hires by region¹ | GRI 401-1

Region	2022		2023		2024	
Midwest	1,448	41.3%	1,420	41.1%	1,907	44.3%
Northeast	1,097	31.3%	1,016	29.4%	1,239	28.8%
North	859	24.5%	909	26.3%	1,021	23.7%
Southeast	85	2.4%	96	2.8%	122	2.8%
South	17	0.5%	14	0.4%	14	0.3%
Total	3,506	100%	3,455	100%	4,303	100%

¹ The calculation used the number of new hires by gender divided by the organisation's total number of new hires.



Turnover by gender¹ | GRI 401-1

Gender	2022		2023		2024	
	Count	%	Count	%	Count	%
Female	1,510	43.6%	1,389	44.6%	1,980	48.9%
Male	1,954	56.4%	1,727	55.4%	2,073	51.1%
Total	3,464	100%	3,116	100%	4,053	100%

¹ The calculation used the number of new hires by gender divided by the organisation's total number of new hires.

Turnover by age group¹ | GRI 401-1

Age group	2022		2023		2024	
	Count	%	Count	%	Count	%
Below 30	2,333	67.3%	1,968	63.2%	2,348	57.9%
30 to 50	1,089	31.4%	1,106	35.5%	1,602	39.5%
Over 50	42	1.2%	42	1.3%	103	2.5%
Total	3,464	100%	3,116	100%	4,053	100%

¹ The calculation used the number of new hires by gender divided by the organisation's total number of new hires.

Turnover by region¹ | GRI 401-1

Region	2022		2023		2024	
	Count	%	Count	%	Count	%
Midwest	1,459	42.1%	1,328	42.6%	1,787	44.1%
Northeast	996	28.8%	883	28.3%	1,154	28.5%
North	910	26.3%	798	25.6%	990	24.4%
Southeast	80	2.3%	89	2.9%	110	2.7%
South	19	0.5%	18	0.6%	12	0.3%
Total	3,464	100%	3,116	100%	4,053	100%

¹ The calculation used the number of new hires by gender divided by the organisation's total number of new hires.

Most of our workforce (99.3%) is in the Midwest region, where our operational units and headquarters are located, but we also have employees in the North and Southeast.

Employee information by type of employment contract and gender¹ | GRI 2-7

	2022		2023		2024	
	Man	Woman	Man	Woman	Man	Woman
Permanent employees	3,590	2,322	3,719	2,535	3,858	2,638
Total	5,912		6,254		6,496	

¹ No temporary employees were identified. All employees of 001 – São Salvador Alimentos and 047 – São Salvador Alimentos Participações as of December 2024 were considered for the database.

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

	2022			2023			2024		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Employees without guaranteed hours	388	68	456	390	63	453	418	77	495
Full-time employees	3,192	2,248	5,440	3,324	2,472	5,796	3,437	2,561	5,998
Part-time employees	10	6	16	5	0	5	3	0	3
Total	3,590	2,322	5,912	3,719	2,535	6,254	3,858	2,638	6,496

Employee information by type of employment contract and region¹ | GRI 2-7

	2022		2023		2024	
	Count	%	Count	%	Count	%
Permanent employees	North	20	20	30		
	Northeast	0	5	0		
	Midwest	5,868	6,212	6,453		
	South	11	3	0		
	Southeast	13	14	13		
	Total	5,912	6,254	6,496		

¹ There are no temporary employees.

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

		2022	2023	2024
Employees without guaranteed hours	North	10	9	16
	Northeast	0	0	0
	Midwest	438	437	458
	South	3	2	0
	Southeast	5	5	4
	Total	456	453	478
	Full-time employees	North	2	11
Northeast		0	0	0
Midwest		5,422	5,775	5,975
South		8	1	0
Southeast		8	9	9
Total		5,440	5,796	5,998
Part-time employees	North	8	0	0
	Northeast	0	5	0
	Midwest	8	0	3
	South	0	0	0
	Southeast	0	0	0
	Total	16	5	3
Total	North	20	20	30
	Northeast	0	5	0
	Midwest	5,868	6,212	6,436
	South	11	3	0
	Southeast	13	14	13
	Total	5,912	6,254	6,479

We also have contractors, sales representatives and young apprentices who are not direct employees, yet have played important roles in our operations and in driving our business expansion.

Careful management of professionals who are not direct employees is part of our commitment to responsibility, security and efficiency on all business fronts.

Non-direct employees¹ | GRI 2-8

Type of non-employee contributors	Contractors	Drivers	Sales representatives	Young apprentices ²
Total in 2024	694	447	293	320
Activities performed	Expansion, maintenance and specialized services, such as welding, assembling structures, electrical and mechanical maintenance, cleaning services, construction and technical support in systems.	Logistics and transport activities.	Prospecting, negotiation and customer service.	Industrial and administrative sectors (administrative services, meat processing, electro-mechanics and poultry farming).

¹ The number of contractors reported corresponds to the total recorded at the end of the reporting period and is not included in the data of employees in full-time equivalents.

² Data in this category is extracted from the FPW system and organized into spreadsheets. The number of young apprentices varied during the year mainly due to the expansion of units and the increase in operational staff. These variations are expected and are in line with our organic growth.

Contractors work through service agreements, all of which are duly managed by the Contract and Third-Party Management and Supplies/Purchasing departments in compliance with the Company's standards. Young apprentices are hired through partnership agreements, such as with the João Bittar Institute.

For contractor control, we use the Rainbow platform, which automatically registers access to units via QR Code at the entrances to ensure traceability of entry and exit, and enabling the precise consolidation of information.



Attraction and retention

GRI 3-3 for the material topic Employee attraction and retention

We operate in a sector with high turnover and high competition for labor. In this scenario, we maintain an ongoing commitment to strengthening our employer brand to ensure not only optimum working conditions, but also a meaningful journey for those who grow with us.

This effort is built around different thematic axes, which complement each other and are backed by indicators, active listening, consistent policies and practical actions. The main pillars of our approach are described below.

5,000
meals served daily.

Structured feedback at

45- and **90-day**
intervals.

Welcoming and humanized work environment

We know that an employee's experience starts on day one and that's why we revamped our onboarding process in 2024 by implementing the Onboarding Program (PAI), designed to assist employees during their probationary period. The program includes welcoming the new employees, training on our culture and rules, onboarding, satisfaction surveys and structured feedback at 45- and 90-day intervals. For operational roles in the Industrial Department, the PAI will have a new position: the Operational Training Instructor (ITO), who will be responsible for welcoming, training and assisting the new employees during the 90-day period, offering ongoing support for technical and behavioral development. The program is scheduled for launch in May 2025.

The very nature of the industrial work environment is challenging for employee retention and hence our action plan also included investments in improving the work environment based on

actively listening to the teams and directly observing the needs of employees at the plants, including wellness rooms. The space has a clean environment, comfortable furniture, including lounge chairs and a space for games.

Another important step forward was the opening of restaurants at the Nova Veneza (October 2024) and Itaberaí (January 2025) units, meeting one of the principal requests in our GPTW survey. Today, we serve around 5,000 meals per day, including breakfast, lunch, afternoon snack, dinner and supper. The restaurants are managed by a multinational that is the leader in the sector. Note that even after starting to provide meals to employees, we have maintained the food voucher benefit at its full value. The opening of these spaces was celebrated in the presence of leadership and underlined our commitment to listening and acting based on what is important for our teams.

Another important step forward was the opening of restaurants at the Nova Veneza (October 2024) and Itaberaí (January 2025) units, meeting one of the principal requests in our GPTW survey.

Benefits and incentives for retention

GRI 401-2, 404-3

To promote the well-being and safety of employees and their families, we offer a range of benefits that underscore our commitment to valuing people and their health. Notable among the benefits are:

- Life insurance: for all employees hired directly.
- Health and dental plans at special rates: offered through voluntary enrollment to all employees and their dependents.
- Chartered transportation: provided for employees from cities other than those where our production units are located.
- Internet benefit: access to internet service at an affordable price for employees at the industrial units.
- Wellhub partnership: a voluntary health and wellness benefit offering plans with classes and consultations based on the employee's selected profile, allowing access to gyms and services across the country.
- Discount partnerships: with pharmacies, medical clinics, and laboratories.
- Pass support: free and anonymous channel for psychological, legal and financial guidance.
- Company restaurant: for employees in Itaberai and Nova Veneza.
- Wellness rooms and library.
- Financial subsidy and discounts on educational programs.



Active listening and data-driven management

Our main instrument for measuring the organizational climate and assessing the impact of our actions is the GPTW survey. Despite a slight drop in the overall score in 2024 (from 79 to 77), we identified progress in the areas of leadership, trust, recognition and partnership.

Based on this outcome, we have resumed the annual frequency of the survey and are developing a new process to continuously monitor the organizational climate.

In addition to GPTW, we use other tools, such as internal surveys, actions of HR business partners (BPs) in the areas, and internal communication working groups, which ensure that decisions about people are driven by data based on the perceptions and needs of our employees.

On the other hand, we also provide structured feedback through performance evaluations. In 2024, all leaders and employees in administrative areas were evaluated and all new employees underwent a probationary period evaluation.

Young Apprentice Program

More than just meeting a legal requirement, the Young Apprentice Program is one of our strategies to attract talent and is an opportunity to develop youth in the region by offering them practical training and support in starting their careers. Working in administrative, industrial and technical areas, apprentices receive struc-

tured training and follow-up as they experience the Company's culture from an early stage. Many of them pursue careers with us or stand out in the market, reinforcing the role of the program as a gateway for committed talent with growth potential. In 2024, we had 320 young apprentices, of whom 224 were hired.

Policies, indicators and commitments

Our commitment to attracting and retaining talent is formalized in our people management policies. We believe this is a material topic for business sustainability and hence we have established indicators to monitor our performance, such as retention rate, control of headcount, NPS and the scores obtained in the GPTW survey. The data is analyzed periodically to guide decisions and finetune strategies.

We also have a strong social, environmental and governance commitment, which connects directly with the values of new generations, especially in less operational areas. The Company's history, scripted with responsibility and a long-term vision, inspires trust and is part of what sets us apart as an employer brand.

In 2025, we will continue to evolve along this path with the awareness that taking care of people means taking care of the Company's future. Our priorities will be strengthening practices that promote a more welcoming and transparent environment that is aligned with the expectations

of our employees, with a special focus on onboarding, development and recognizing in-house talent.

One of the key initiatives planned for the year is the structured implementation of Operational Training Instructors (ITOs). Other actions planned for 2025 are the First Convention of Leaders, pulse survey, optimizing the Success Factor platform, implementing the Leadership Development Program for senior leadership and future leaders, and establishment of the content factory. As for infrastructure, we want to set up a prayer room in response to requests.

With regard to recognition and retention, we are formulating a policy of incentives based on length of service, with progressive rewards based on time with the company, regardless of hierarchical level. This measure recognizes the commitment of those who build their careers with us, especially in operational areas, where turnover is still a challenge.

With regard to recognition and retention, we are formulating a policy of incentives based on length of service, with progressive rewards based on time with the company, regardless of hierarchical level.

Training and development

Besides being essential to our operational efficiency strategy and our commitment to quality, as well as mitigating risks and maximizing our value generation potential, investing in training and development is one of the most concrete ways to retain talent. Programs such as the Youth and Adult Education (EJA) program in partnership with Sesi and libraries at the units are examples of how we promote access to education within the Company.

With the resumption of the Leaders Development Program (PDL) in 2024, we have laid down development paths for first-level leadership (operational leaders and foremen) at all units and for mid-level leadership (coordinators and supervisors) at the headquarters and Nova Veneza. In 2025, the focus will be on implementing a path for senior leadership at the managerial level and expanding mid-level leadership to other units.

Training actions are established in the annual Training and Development plan based on the Company's strategies, the assessment of training needs in the business areas, the findings of climate and satisfaction surveys and performance evaluations. The results are monitored through performance indicators and analyzed based on data extracted from the people management systems.

In quantitative terms, the overall average training hours per employee increased in 2024 from 2023, both in terms of gender and job category. Among men, the average per employee increased 13.3%, from 18.9 hours in 2023 to 21.4 hours in 2024. Among women, the increase was 12.2%, from 12.3 hours per employee to 13.8 hours.

Average training hours per employee, by gender | GRI 404-1

Gender	2021	2022	2023	2024	Δ 2024/2023
Men	27.1	27.0	18.9	20.1	6.4%
Women	20.4	21.6	12.3	26.9	116.8%

Average training hours per employee, by job category | GRI 404-1

Job category	2021	2022	2023	2024	Δ 2024/2023
Administrative	40.4	40.1	29.4	36.0	22.3%
Specialist	57.7	31.2	23.6	27.0	14.4%
Operations	17.6	21.4	12.0	20.3	69.2%
Supervision/leadership	74.7	51.3	50.2	42.4	-15.6%
Technical	52.8	20.8	17.1	36.0	110.7%

Although growth has been proportional between genders, the absolute difference in averages persists. Men received on average 7.6 hours more training than women. In terms of job category, the results show a consistent recovery in almost all categories, except leadership:

- Technical employees registered the highest proportional increase, from 17.1 to 39.4 hours (130.5%), resulting from the expansion of technical training and internal development actions focused on industrial operations and maintenance.
- Administrative personnel registered significant growth, from 29.4 to 35.6 hours (21.4%), reflecting actions aimed at professionalizing the support areas and implementing the SAP system.
- Training for operations personnel increased from 12 to 14.2 hours (18.4%), due to internal training and implementation of the SAP system at the industrial areas. Specialists saw a slight increase, from 23.6 to 25.4 hours (7.8%), indicating room for higher investments in strategic training.
- The supervision/leadership segment registered a slight reduction, from 50.2 to 49.5 hours (-1.3%).

Data shows that we are strengthening our training agenda with the focus on technical and behavioral development. The challenge now is to ensure that the gains are balanced among the different categories, especially in terms of gender equity and the training of mid-level leaders.

Diversity and inclusion

We understand that diversity and inclusion are fundamental elements for building a fairer and more innovative environment that is connected to society, which is reflected in the 40.6% of women in our workforce.

However, we recognize that we are still evolving, since the number does not yet translate with the same intensity into leadership positions – a challenge that reflects a social and structural pattern seen in the industrial sector and the labor market as a whole. With regard to training, average training hours among women was 13.8, compared to 21.4 among men, in 2024.

The data reinforces what we see in practice: equity needs to be intentional. Today, we have a policy of hiring exclusively based on skills, which is essential. However, to increase the number of women, especially in leadership positions and on the Board, we need to go a step further – we must actively identify and foster diverse talent, ensure that women and other minority groups are in the succession pipeline, and consider diversity as a strategic criterion in appointments to leadership positions.

Internally, we have established practices to reduce these gaps, such as promoting internal selection processes that increase the visibility of talents already hired, and investing in training and development programs, such as PDL.

The proposal to consider women candidates for the next Board elections, within the necessary technical profiles, is another clear sign of the willingness to move forward with greater purpose on the subject.



40.6%
of our workforce
are **women**

Participating in forums and discussions on diversity and inclusion has helped us to mature this vision. We recognize there are companies that are more proactive in their affirmative action goals and policies, and although we haven't yet set formal goals, we understand the urgency of this issue.

Making progress in diversity and inclusion is not just a matter of image or following market standards – it is a strategic, cultural and social decision. We continue to seek to transform this issue into an everyday practice through actions that reduce inequalities, create real opportunities and promote a culture in which everyone feels respected and represented.

Health and safety

GRI 3-3 for the material topic Employee health and safety | 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7 | 403-8 | 403-10

Using an integrated and preventive approach, our Occupational Health and Safety (OHS) management focuses on preserving the life, physical integrity and well-being of all employees, including contractors working in areas under the Company's control.

We have a management system that fully complies with the Regulatory Standards (NRs) established by Brazilian law.

As part of our management structure, we have a Specialized Service in Occupational Safety and Medicine Engineering (Sesmt), formed by a multidisciplinary group consisting of doctors, nurses, physiotherapists, ergonomists and speech therapists. This team is tasked with running the main OHS programs focused on prevention, continuous improvement and promotion of a healthy work environment. Notable among the programs are:



Risk Management Program (RMP);



Hearing Conservation Program (HCP);



Technical Report on Environmental Working Conditions (LTCAT, in Portuguese).



Occupational Health Medical Control Program (PCMSO, in Portuguese);



Ergonomic Work Analysis (EWA);

This set of initiatives and controls contributed directly to the results obtained in 2024 - for the second consecutive year, there were no deaths related to work-related accidents. The overall frequency rate was 1.18, considering more than 12.7 million hours worked during the year, according to the NBR 14280 methodology.

As for occupational diseases, the results remained stable, with only one case recorded, which was related to the Carpal Tunnel Syndrome. This risk was previously identified through ergonomic analy-

ses and addressed with preventive actions, such as task rotation, regular breaks and adjustments to workstations.

However, despite the improvement in a few indicators, we recorded an increase in accidents with serious consequences, from nine in 2023 to 11 in 2024. Investigations by Sesmt indicated that the main cause was related to unsafe actions committed by employees themselves, which reinforces the continued importance of training, awareness and strengthening the safety culture.

Information for employees ¹ GRI 403-9	2023	2024
Number of work accidents with serious consequences (except deaths) ²	9	11
Rate of occupational accidents with serious consequences (except deaths)	-	0.6
Number of work accidents requiring mandatory reporting	190	153
Rate of work accidents requiring mandatory reporting	-	1.2
Number of hours worked	-	8,417,837.2

¹ There were no deaths resulting from workplace accidents during the periods reported.

²The main type of work accident in 2024 was concussion. Accident rates at SSA are calculated according to NBR-14280, based on 1 million hours worked.

Safety culture

Considering that a participatory approach is essential for the culture of safety, we have ramped up the continuous training of employees. From the first day on the job, all employees undergo mandatory OHS training, such as the Basic Introductory Training in Occupational Safety, followed by specific training according to the function and associated risks. In 2024, we expanded the training schedule to go beyond what is required by the NRs and focus on accident prevention, safe behavior and individual responsibility. This listening process enables us to gather practical insights about the work environment and propose improvements that truly meet the needs of those involved in the operation.

The Internal Accident and Harassment Prevention Committee (Cipa) is one of the main channels for

dialogue, with balanced representation between employers and employees. Its regular meetings and support during the Internal Workplace Accident Prevention Week (Sipat) and review of risk maps underscore the active role of employees in building a safer environment. Decisions on health and safety are discussed transparently with managers and representatives of teams, strengthening the sense of co-responsibility and engagement.

Furthermore, all employees have access to the *Fale Fácil* channel, where they can anonymously report risk situations, with guaranteed protection and confidentiality – an essential mechanism for fostering a culture of precaution and co-responsibility.

Safe environment

Our concern for work environments also reflects our safety culture grounded on prevention. To mitigate operational risks and fully comply with legal and regulatory requirements, we conduct daily inspections, applying technical checklists and formal risk notifications, which are sent to managers for immediate action. The response to these risks includes everything from technical adjustments to organizational changes, reiterating our commitment to eliminating hazards at their origin.



Health promotion

Complementing our actions, during 2024 we launched a series of programs aimed at the physical and mental health of our employees, which include:

- **Health Blitz:** care and guidance from healthcare professionals, aimed at preventing and screening for chronic non-communicable diseases.
- **Health Moment:** diverse physical and emotional health services, such as nutritional guidance, psychological support, massage, acupuncture and stretching exercises, oral health assessments and women's health, among others.
- **Flu vaccination campaign:** tetravalent vaccine to all employees in accordance with the guidelines of the World Health Organization (WHO).
- **Preventive Health Program:** monthly lectures on employee awareness and well-being.
- **Mom-Talk:** monthly meetings focused on humanized monitoring of pregnant women.

These initiatives show that despite the occasional challenges, we have maintained an active agenda of preventive education, collective engagement and strengthening of an organizational culture focused on safety, health and quality of life at work. Based on the lessons learned in 2024, we will ramp up actions in 2025 with greater focus on safe behavior and practical training for operational leaders.



Advances and prospects

Among the advances made in 2024, the following stand out:

- Reduction in accidents with mandatory reporting.
- Strengthening of employee training and awareness actions.
- Improvement of root cause analysis and risk management.
- Effective engagement of Cipa and Sesmt at all units.
- Expansion of health and wellness programs.

For 2025, we have planned the following:

- Update the Risk Management Program with a new approach to risk based on real data of incidents.
- Expansion of ergonomics actions in operational areas.
- Review and update of the mandatory training path.
- Expand the use of technology to monitor risks and control access to critical areas.



Impact management

Managing risks in OHS is based on a preventive approach, which includes the application of the risk control hierarchy pursuant to law. Whenever complete elimination of the risk is not possible, we implement engineering actions, collective protection measures and Personal Protective Equipment (PPE), with strict control over utilization and supply.

Another important aspect of impact management is related to the quality of risk analyses - both qualitative and quantitative - resulting in precise actions. Risk notifications generated by technical inspections contribute to this process by enabling targeted corrective actions to be taken.

Goals and monitoring

To verify the effectiveness of the measures taken, we monitor a series of OHS indicators, which include the frequency rate, severity rate, rate of accidents, OHS training attendance rate, monitoring of medical absences, occupational diseases, assessment of actions taken when accidents are reported and daily inspections made at the work environment.

The continuous assessment cycle consists of monthly meetings to assess the results, in which

goals, causes of deviations and corrective actions are reviewed. When the goals are not achieved, new plans are defined, with deadlines, owners and metrics for follow-up.

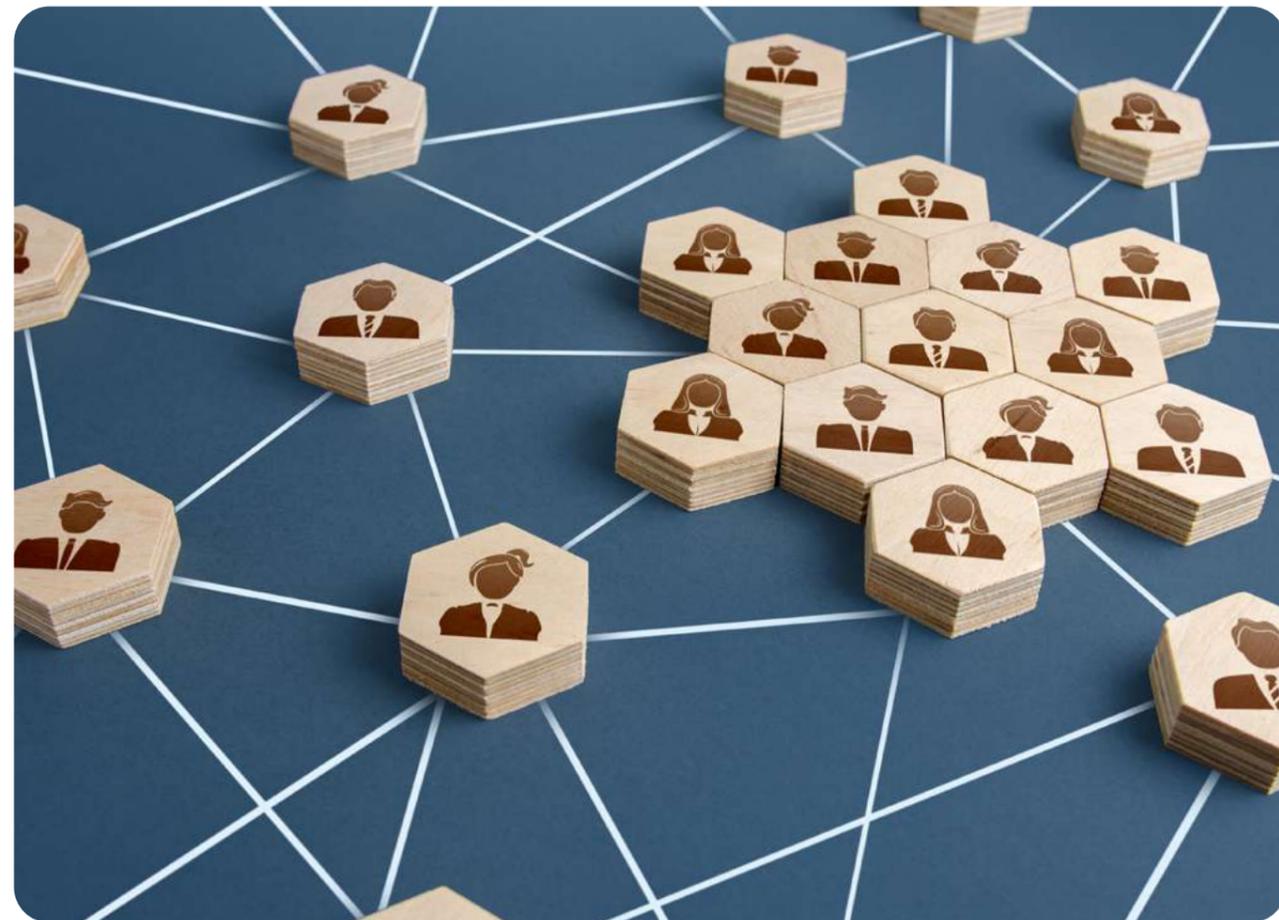
We also conduct benchmark studies among industry peers to incorporate innovative OHS practices that strengthen prevention and care for employees.

Relations with customers and consumers

GRI 3-3 for the material topic Relations with customers and consumers

In 2024, we once again earned two important public honors that underscore the strength of our brands and the trust we enjoy among our customers and consumers. We were elected the best Brazilian agribusiness company by the Globo Rural Award, one of the preeminent awards in the sector, which evaluates financial, operational and reputational criteria. We also won Poplist, a regional award that directly reflects consumer preferences in Goiás, which shows how much our brand is remembered, valued and chosen in the region where we were born.

These achievements were not by chance. They reflect an integrated and consistent management of relations with customers and consumers, which ranges from food safety and product quality to close relations before and after sales. Our goal is to deliver safe and quality products, and to build relations that sustain our solid and growing presence in the food sector and guide us towards our vision: **to be a global benchmark in sustainable and innovative food production to transform realities.**



Product quality and food safety

GRI 3-3 for the material topic Product quality and safety | 2-25

Our commitment to food safety and product quality is present in every stage of the chain, for which we invest in rigorous quality controls, certified infrastructure and an industrial process that values the integrity and safety of food from its origin to store shelves. The results of this effort

can be measured in concrete terms: among the more than 220 slaughterhouses monitored worldwide by Agri Stats, one of the leading global benchmarking platforms in the sector, we ranked first with the lowest rate of product contamination and condemnation.

We are already authorized to export to **190 countries.**

First place in the ranking of the lowest product contamination and condemnation rates in the world.

We have a robust Quality Assurance Management System that envisages integrated action by the Research, Development and Innovation (RD&I) and Quality Assurance areas and the industrial areas to ensure constant global monitoring of standards and alignment with best market practices. These actions help identify, mitigate and, whenever necessary, remedy in a transparent manner, the potential negative impacts (such as deviations from standards or non-compliance).

Veterinary Services (SVOs) of each state and the National Health Surveillance Agency (Anvisa). The Itaberaí plant also receives delegations from other countries and is audited by customers in accordance with international certification standards, such as the International Food Standard (IFS). This system enables us to export to countries with strict health requirements. Our goal is to maintain and expand certification to all markets with which Brazil has health agreements.

The documentary framework includes the Food Safety and Quality Policy, which is widely disseminated among all employees to ensure the standardization of procedures and practices.

Safety measures include rigorous control and monitoring processes based on the principles of Hazard Analysis and Critical Control Points (HACCP), a management method based on the application of technical and scientific prevention principles designed to ensure the safety of processes at all stages of food production, from raw materials to the final product, in order to identify, assess and control biological, chemical and physical hazards. This includes detailed procedures to

Our slaughterhouses are assured by the Federal Inspection Service (SIF), linked to the Department of Inspection of Products of Animal Origin (DIPOA), and periodically audited by agencies such as the Ministry of Agriculture and Livestock (Mapa), Official

ensure operational hygiene, as well as the physical and microbiological integrity of products, such as the Good Practices Manual, hygiene and health reports and a Contingency Plan.

Continuous investments in training and PPE, as well as constant laboratory checks, are also part of the process. Moreover, all products pass through metal detectors before being shipped to eliminate any risk of physical contamination.

The entire production process is traceable using barcode reading technology at diverse stages, from receipt to dispatch. We can thus identify the batch, the shift and possible deviations, enabling us to take quick corrective actions. To strengthen this structure, we hired specialized consulting services such as for humane slaughter, whose

recommendations were incorporated into the process, resulting in a significant reduction in injuries to the birds. Internally, corrective and preventive plans are guided by the Quality Assurance team based on inspections of operational routines.

In addition, we constantly invest in automation and state-of-the-art equipment. In 2023, we invested more than R\$ 170 million in modernizing the processed foods division. The goal is to minimize the manual handling of products in order to eliminate risks and promote a safer, cleaner and better controlled production environment. Machines and robots operate in critical stages, and any process or product deviation is immediately recorded by automated monitoring systems. These logs are sent in real time to managers via cell phones or computers, enabling quick, data-driven responses.

In 2024, all these practices enabled us to maintain high quality standards without recording any serious negative impacts related to food safety. The effectiveness of our actions is assessed through indicators such as:

- Compliance with product specifications, based on technical sheets and internal standards;
- Customer complaints, monitored via SAC;
- Reduction of internal non-compliance cases investigated by self-control programs.

Communication and relations

GRI 3-3 for the material topic Relations with customers and consumers

Our customer service framework includes weekly visits by sales representatives, periodic meetings with regional supervisors and receiving strategic clients at our units, thereby strengthening transparency and building lasting alliances.

We also have direct contact channels, such as customer service (SAC), a corporate website and logistics support to ensure rapid service and problem-solving. In addition, a logistics tower team actively monitors discrepancies in deliveries and acts as a link between carriers and the Commercial area, speeding up responses and solutions. This helps minimize real negative impacts, such as delays or operational non-compliance, ensuring seamless operations and customer satisfaction.

This active listening of customers is essential as it contributes to our process of improving and strengthening the brand image and positioning. It is also a tool for enhancing the potential positive impacts. In this regard, we wish to highlight the NPS satisfaction survey, the main instrument to assess customer satisfaction and loyalty. In 2024, we achieved the targeted score, which shows that the strategy has been successful.

Comments received via NPS are shared with the Sales, Quality and Logistics teams, based on which corrective actions and improvements are defined. One of the actions that emerged from this listening was the installment payment of bills for retailers. The measure was adopted quickly and communicated in a targeted manner through the Sales team, demonstrating how active listening translates into concrete actions.

In 2024, we maintained and even expanded preventive actions in customer relations. An important example is the service routine: sales representatives visit points of sale at least twice a week and regional supervisors conduct strategic visits every six months, strengthening the relationship and the direct listening channel. Strategic customers are also invited to visit our units to increase proximity, trust and transparency.

The active listening of customers is essential as it contributes to our process of improving and strengthening the brand image and positioning.

Information for customers and consumers

GRI 416-1 | 417-1 | G4 FP12 | G4 DMA (formerly FP8)

Customer care also includes transparency and responsibility regarding the information provided to customers and consumers. Consumers have open channels on our website, SAC (by phone and WhatsApp) and via the Company's main telephone number.

Communication with customers also occurs through the information contained on product labels. All the products and services are 100%

covered by formal procedures that ensure compliance with applicable technical and regulatory requirements in both Brazil and the international markets where we operate. These procedures involve a series of criteria related to **labeling, safe use, origin and impact of products**. In addition, 100% of our products are evaluated for their impacts on health and safety, and we always seek improvements to them.

Labeling

GRI G4 DMA (formerly FP8)

All of our products comply with the **labeling** laws of the markets for which we are authorized. The definition of nutrient information complies with the laws established by Anvisa, Mapa and international laws.

The information includes the symbol of the UN Clean Development Mechanism (CDM) project, the Halal seal, which certifies that the products were produced in accordance with Islamic rules, nutritional table, information on allergens and on products produced without the use of hormones. Note that we do not use hormones or anti-inflammatory drugs in poultry. All antimicrobial bases used are duly registered with Mapa as permitted for use. In these cases, the label instructions regarding concentration, duration and purpose of treatment are always followed. In addition, we respect the withdrawal period indicated by the manufacturer.



Safe use

Legal requirements regarding labeling also include the **safe use of products**. All packaging includes clear instructions for preparation, storage

Origin of components

Regarding the **origin of components**, we obtain the technical approval of all products and raw materials before their acquisition, thus ensuring complete traceability and compliance with

and handling in compliance with Brazilian and international laws for each type of food.

quality and food safety standards. Substances with potential environmental or social impact are also rigorously evaluated.

Product impacts

Our products are designed to guarantee stability and safety during storage and transportation, offering no environmental or social risks when correctly packaged.

These practices underline our commitment to the end consumer by not only delivering safe and quality food, but also by ensuring accessible and reliable relevant information, thereby strengthening the relationship of trust.

Communities and society

GRI 203-2 | G4 DMA (formerly FP4)

Of our 6,496 employees, 91% are from the municipalities where we operate, 4,443 (68%) in Itaberaí and 1,516 (23%) in Nova Veneza. Considering the population of these cities, which, according to Brazil's official statistics agency IBGE, are 44,700 and 9,400, respectively, we employ 9.93% and 16.09% of the population of these municipalities. This clearly shows the importance of our operations in these communities and further increases our responsibility in the value creation process, highlighting our role as an important agent of social and economic development. The positive impact goes beyond the generation of jobs and income, also reflecting on tax collection, consumption in local commerce and brisk business in the services sector.

This potential is further explored by our purchasing policy, which prioritizes local suppliers ([learn more on page](#)). The technical and supply areas identify and develop suppliers in the region, offering technical support and, in some cases, financial support, especially when they need to adapt to quality, safety and sustainability requirements. This strategy has fostered the growth of small and mid-sized entrepreneurs in the surrounding areas, directly impacting the creation of indirect jobs and diversification of the regional economy.

However, we are striving to gradually expand our contribution through Private Social Investment (ISP), an internal indicator through which we measure the resources allocated to benefit the population, the returns obtained and the number of people impacted.

In 2024, we allocated more than R\$ 850,000 to initiatives of public interest, especially on areas such as food security, health, education and the environment. The funds were directed through entities recognized for their actions and transpa-

rency, such as Cufa, Mesa Brasil, hospitals, long-term care facilities for the elderly (ILPIs) and the *Instituto Onça Pintada*. These partnerships were essential to reach a sizeable audience - more than 190,000 people were impacted directly during the year, almost double the number benefited in 2023 (100,000 people) at an investment of R\$ 700,000. This number represents a significant increase in relation to previous years, indicating a more diligent choice of the projects supported and in the capacity to expand the social reach of the actions.

Apart from institutional support, we have projects focused on promoting citizenship, productive inclusion and collective well-being, which include:

- **Preventive health** campaigns in nearby communities;
- **Food collection and donation campaigns** in partnership with social institutions;
- **Environmental education actions** targeted at public schools and employees;
- **Encouragement of local cultural** and sports initiatives.
- **Professional qualification projects** for youth and women in vulnerable situations;

These actions include the grassroots development programs conducted by 51% of our operations focused on the specific needs of communities, identified from environmental impact assessments, which are constantly monitored by 100% of the operations. Among the externalities mapped is odor pollution in the vicinity of industrial units, which has been monitored and is being addressed through control measures.

Percentage of operations that implemented engagement, impact assessments and/or development programs targeting the local community | GRI 413-1

Type of assessment and planning for the development of local communities ¹	% of operations
Continuous monitoring of the impacts from social initiatives	100
Grassroots development programs based on the needs of local communities	51
Stakeholder engagement plans based on mapping of stakeholders	100
Others	49

¹ There were no operations that implemented committees and processes for broad consultation with the local community, works councils, occupational health and safety committees and other worker representative bodies to discuss impacts, formal grievance processes by local communities, public disclosure of the results of environmental and social impact assessments, and social impact assessments.

The population has access to the Ethics Line to report complaints, but one point for improvement to deepen dialogue with the population is that we do not have formal processes for broad consultation with the community.

Our efforts in community relations, therefore, reflect a combination of territorial responsibility,

institutional support and the pursuit of continuous improvement. The 2024 data shows significant progress but also indicates ways to strengthen active listening and joint planning with communities in order to expand our capacity to generate shared value in a consistent and lasting manner.



Environmental management

- Environmental management
- Water resources management
- Energy efficiency
- Climate change
- Circularity
- Materials management



Environmental management

GRI 2-25

In recent years, our environmental management has become increasingly strategic, structured and data-driven. Being part of a sector that depends directly on natural resources and which has a significant presence in rural areas, the Company understands that its role goes beyond compliance with environmental legislation: preservation, regeneration and innovation are commitments incorporated into the daily operations, internal culture and community relations.

Environmental management is anchored on two complementary axes: enhancing the positive impacts that our operations can have on society and the environment; and identifying, mitigating and remediating the negative impacts, both actual and potential.

Projects such as planting native seedlings, restoring springs and environmental education programs are examples of initiatives aimed at expanding collective benefits, especially in regions where the Company operates. In Itaberai, for example, the revitalization of preservation areas and watercourses has not only helped conserve biodiversity, but also the local water supply and balance.

At the same time, we recognize that our operations can have adverse effects, such as the intensive use of natural resources, GHG emissions and generation of industrial waste. To address these risks, we constantly invest in operational and technological improvements. One example is the installation in late 2023 of a 5.7 MWp photovoltaic station in Nova Veneza. The effects were already felt in 2024, with a significant reduction in the consumption of energy from the grid and environmental gains

associated with the use of a clean matrix. Currently, 80% of the aviaries integrated with the Company use solar energy, reducing the carbon footprint of the production chain. For the third consecutive year, our carbon inventory received the gold seal from the GHG Protocol Program.

In 2024, we also reinforced our structure dedicated to monitoring natural resources. We installed 46 new energy measurement points and expanded data collection systems to monitor the use of water, steam, compressed air, and other industrial inputs. The goal is to improve the traceability of resources used at the plants, enabling us to make more accurate decisions guided by efficiency and impact indicators. This progress is in line with our goal of becoming a carbon-zero organization.

Although not all the impacts can be avoided, we are committed to remedying or cooperating in remedying them, as is evident from the environmental compensation projects and our support to recycling initiatives and the recovery of degraded areas.

The participation of all and the active listening of our stakeholders is essential for the effectiveness of actions and to broaden the scope of their positive impact. Part of what the Company does today is the result of previous experiences, active listening and its constant revision of practices and goals. For this, we have formal structures in place, such as the Ethics Line Channel, and implement engagement actions, such as the Environment Week, which reached its 11th edition and mobilized more than 500 employees around environmental awareness and education activities.

As we advance in areas such as clean energy, emission control and rational use of water, we are getting prepared for future challenges with an integrated vision: protecting the environment is also a way to ensure the sustainability of the business and the well-being of the communities around it.

80%
of aviaries
use solar energy

46
new energy
measurement
points.



Water resources management

GRI 3-3 for the material topic Operational eco-efficiency

Water is an essential input for the food industry, especially in operations involving slaughter, processing and cleaning. Specifically in our case, water plays a central role in the sustainability of our business and in our commitment to food safety, product quality and respect for the regions where we operate. Hence, water management is exercised strategically with the focus on rational use, preservation of sources, control of impacts and generation of social and environmental value.

Based on the internationally recognized Water Footprint Network methodology, we launched the Water Footprint Project to accurately map water consumption throughout the poultry production chain, enabling us to quantify the total volume of water used directly and indirectly in each stage of the process – from the production of fertile eggs in breeding farms, through hatcheries, integrated farms, slaughterhouses and industrialized units, to the treatment of wastewaters and the possibilities for reuse.

As such, we identified the critical points with the highest water consumption, which enabled us to establish priorities for corrective actions and

investments. This data helped us define specific reduction targets by area and unit, and support reuse projects, such as the system to reuse water from the chiller at Nova Veneza, and guided strategic decisions based on evidence.

The study revealed that demand for water is mainly concentrated in the slaughterhouses at Itaberai and Nova Veneza, where water is used in processes such as cooling, cleaning, scalding and other industrial operations. Due to their operational and environmental importance, these units have robust water abstraction, distribution, treatment and reuse systems, as well as tools to continuously monitor water consumption and quality.

Our water management thus combines technology, planning, clear goals and a commitment to sustainability. Despite the challenges, such as increased production and regulatory pressure in sensitive regions, we have managed to strike the balance between growth and responsibility. The next step is to advance in reuse and innovation solutions so that water remains a shared asset between the Company, communities and the environment.

Our water management thus combines technology, planning, clear goals and a commitment to sustainability. Despite the challenges, such as increased production and regulatory pressure in sensitive regions, we have managed to strike the balance between growth and responsibility.

Abstraction: control and conservation of sources

GRI 303-1

In Itaberai, water is abstracted from the surface directly from the Rio das Pedras River using cisterns installed on the riverbed, without damming and with minimum impact on the local biota. The average water abstracted at the slaughterhouse and the feed/hatchery complex corresponds to just 3% of the river's average flow, considering that there are fluctuations in water volumes. During the rainy season, the average flow is 14.4 ML/h, and during the dry season, it is 7.2 ML/h. In 2022, the average flow was 12 ML/h.

In Nova Veneza and other units, such as hatcheries, breeding farms and warehouses, underground water is abstracted from duly authorized artesian wells. There are 25 wells with an average flow rate of 3.6 ML/day. In 2024, we used 72% of the

volume authorized. In the breeding farm, water is collected from five wells, with an average flow rate of 0.22 ML/day. In this case, the percentage used of the volume authorized was 97%. Though located in micro-basin areas with a certain level of water stress, at the Nova Veneza units only surface water abstraction must be monitored.

At the same time, the operation of new wells has guaranteed us water supply and the possibility of reusing 3% of water from osmosis waste, thus reducing the need for abstraction from wells.

In all, 4,832.50 ML of water were abstracted in 2024, 17.9% more than the volume collected the previous year, reflecting the increase in demand caused by operational expansion.

Water abstraction (ML) ¹ GRI 303-3	2022	2023	2024
Total water abstracted	3,811.2	4,099.3	4,992.3
Surface water	3,067.8	3,250.0	3,543.5
Groundwater	535.5	610.3	911.2

¹ Data for 2022 and 2023 was reformulated to ensure accuracy of information. Corrections involved the following adjustments: total water abstracted in 2022, from 3,813 to 3,811.2, and in 2023, from 4,097.8 to 4,099.3. For surface water abstraction, volume declined from 3,071 to 3,067.8 in 2022 and from 3,304 to 3,250.0 in 2023. For groundwater withdrawal, data was adjusted from 742 to 535.5 in 2022 and from 793.7 to 610.3 in 2023. All data is shown in ML. | GRI 2-4.



Efficient use: goals, management and awareness

GRI 303-1

While average water consumption per slaughtered bird in Brazil is up to 27.79 liters, according to Agri Stats Brasil (Aug/24), ours was 24.1 liters per slaughtered bird in 2024, which is about 13% below the national average. Compared to our performance in 2023, we reduced 0.5 liters in 2024. However, mainly due to the expansion in Nova Veneza, water consumption was 917.11 megaliters (ML).

Water Discharge (ML) GRI 303-4 ^{1 2}	2022	2023	2024
Surface water	2,644.7	2,957.4	3,079.0
Groundwater	33.2	33.7	69.5
Water sent to third parties	434.3	564.4	851.1
Total volume of water discharged (ML)	3,112.2	3,555.5	3,999.4

¹ No water discharge was identified in areas with water scarcity or in sea waters. There were no cases of non-compliance with discharge limits.

² Discharge related to all areas.

The volume of water abstracted is regularly monitored and controlled. At Itaberaí, monthly measurements of the river flow and local rainfall are taken to assess water availability and take preventive measures. At Nova Veneza, supervised sensors record in real time the static and dynamic level of the water table, as well as the operating time of each well.

To compensate for the use of shared resources, we invest in actions to conserve water sources, such as the Reviver Rio das Pedras Project, the first phase of which was completed in 2024 at an investment of over R\$ 200,000. In partnership with the Municipality of Itaberaí, through the Municipal Agency for the Environment, Tourism and Culture (Amatur) and the Public Prosecutor's Office of the State of Goiás (MPGO), the project aims to recover the entire permanent preservation area of the Rio das Pedras watershed, its tributaries and

other areas that require intervention within the rural properties. Among the actions included in the project are the donation and planting of more than 15,000 tree seedlings, around 4,000 meters of fencing of green areas to prevent the intrusion of people and animals, lectures on environmental education and identification of sensitive areas within the municipality, prioritizing water abstraction points for public supply and other permanent preservation areas in rural properties.

For groundwater, the primary way to replenish the water table is by protecting the springs and by planting trees. In 2018, when we acquired the property where the fertigation area is now located, we planted 20,000 trees. We are currently investing in replanting and seeking public-private partnerships to protect springs for water replenishment and strengthen the resilience of natural resources over time.

Water consumption (ML) GRI 303-5 ^{1 2}	2022	2023 ³	2024	2024/2023
Total water consumption	3,811.0	4,097.8	4,992.3	21.8%

¹ No water consumption was identified in areas with water scarcity.

² Data was collected directly from the water meter and input in the ERP at the slaughterhouse and hatcheries, or in Excel spreadsheets, in addition to reporting in spreadsheets. All this information is monitored monthly by the environmental management team.

³ The water consumption data for 2023 was corrected, changing from 4,115.3 ML to 4,097.8 ML | GRI 2-4.

To reverse this increase in absolute terms, a series of measures were implemented. In Nova Veneza, where we also face regulatory restrictions to expand water concessions, we established stricter internal goals and increased the efficiency of processes, such as controlling consumption by sector, setting targets for operational leaders and implementing the Sustainable Guardian Program, which raises awareness among teams on a daily basis.

In Itaberaí, the goal set for 2024 was to reduce consumption by 1.25 liters per bird and by 20% in the processed food plant without fresh investments. For Nova Veneza, we set a reduction of 0.5 liters per bird and the reuse of 5% of water. Though we have not fully achieved the goal, the learning served as a basis for implementing a project in Itaberaí to reuse water from gas condensation systems at an estimated investment of R\$ 5 million starting in 2025. This project is being used as the foundation in Nova Veneza and is expected to save 500 m³ of water per day after full implementation.



Treatment and disposal: strict control and adding value to wastewater

GRI 303-2 | 303-4

Treatment of water after industrial use is an essential stage. In Itaberaí, the used water passes through physical, chemical and biological processes at the automated wastewater treatment plants (ETE), which remove over 95% of the Biochemical Oxygen Demand (BOD) and 99.7% of oils and greases, before being returned to the Rio das Pedras river. The entire process is monitored using equipment such as Parshall flumes and flow meters to make sure that the discharge is controlled and safe, with full-time monitoring online. Almost R\$ 1 million was invested to reach this ETE 4.0.

In Nova Veneza, the approach is different and adds value to the wastewater. After treatment, the wastewater is transformed into biofertilizer for use in the fertigation of Tifton grass pastures. This initiative is an example of circular economy as the irrigated pasture becomes cattle feed. Until 2022, the grass was only maintained with the treated wastewater, but since 2023, it is being used in a productive manner, consolidating the reuse model as a sustainable practice.

Wastewater is generated mainly at specific times of cleaning and is treated in mini-ETEs or septic tanks and sumps, always considering the location and potential effects on local water resources.

In 2024, 4,029.50 ML of wastewater were discarded. In this case, we monitor priority substances, such as oxygen biochemicals, oils and greases, ammoniacal nitrogen, dissolved oxygen, as well as iron and phosphorus levels, considering the limits established by Conama resolutions 430/2011 and 503/2021 (the profile of the water body that receives the discharge was not considered as there are no specific standards for this).

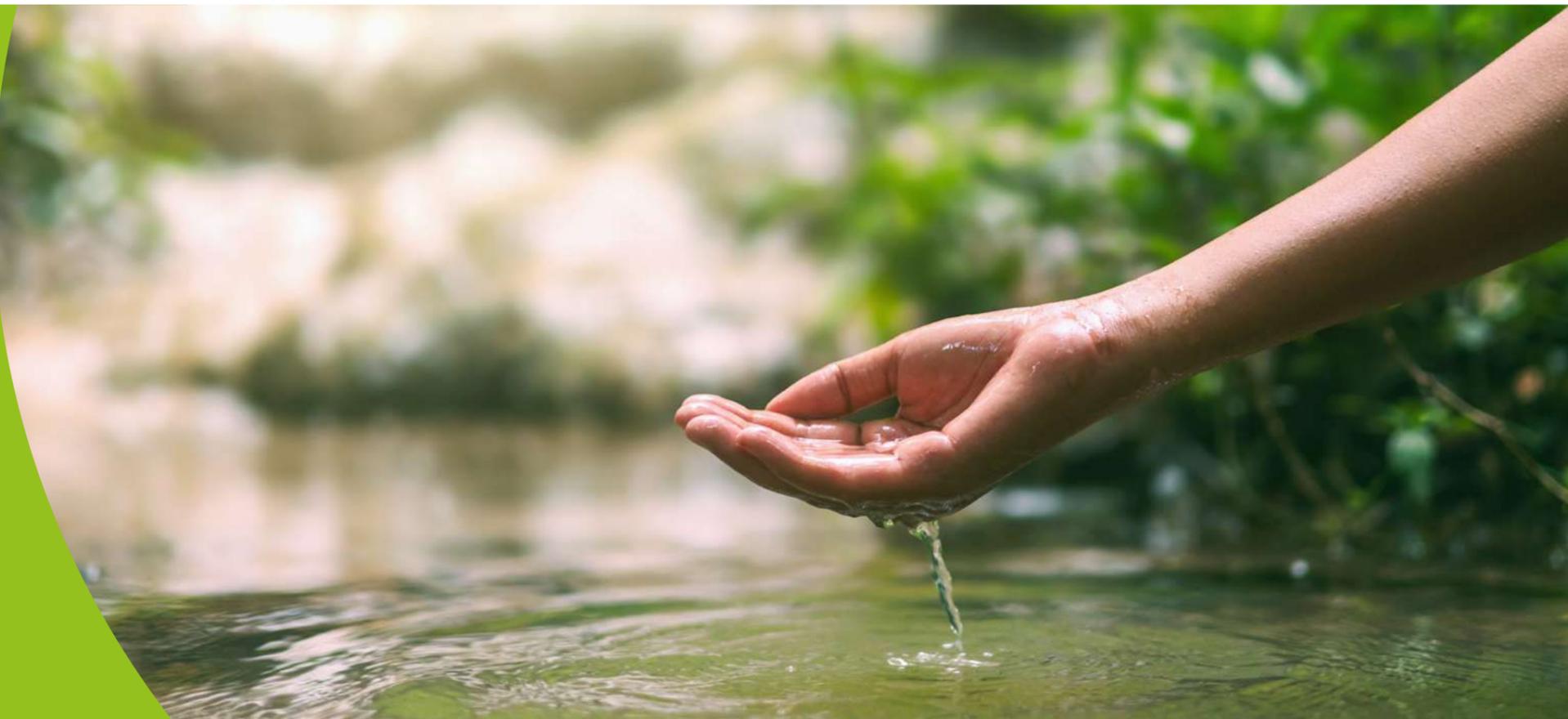
As part of the structural solutions to deal with the Company's growth scenario, we are developing the NV Water Reuse Project, which will significantly reduce the disposal of wastewater into the environment while increasing production by approximately 100,000 birds/day. The project will be implemented at the Nova Veneza unit between 2026 and 2027, and will bring both operational gains and water sustainability to the plant.



Monitoring and participation

The entire consumption and disposal structure is monitored every month by environmental management teams using tools to record and analyze data. Accurate measurements are essential for making operational decisions and ensuring compliance with regulatory parameters.

Furthermore, employee involvement in educational initiatives is extremely important to raise awareness on the subject. Examples of such initiatives include internal campaigns, alignment meetings and Environmental Week.



Energy efficiency

GRI 3-3 for the material topic Operational eco-efficiency | 302-3 | 302-4

From air conditioning and ambiance on farms to the non-stop operation of complex industrial units, energy is essential to our business to ensure the pace and safety of processes. In a scenario of higher production and more shifts, energy becomes even more important, which is why we exercise pragmatic management of energy efficiency to face the inevitable increase in consumption by expanding the use of renewable sources, which is also important in the context of energy transition due to the challenges of global warming, in addition to detailed monitoring and measures to reduce wastage. More than 98% of the energy in our energy matrix is obtained from renewable sources, which underlines this commitment. Despite a slight reduction in the share of renewable energy (-0.44 p.p.) compared to 2023, our performance remains well above the industry average, which still depends heavily on fossil fuels.

The use of solar energy stands out in this context - in 2024, the use of solar energy increased more than eightfold, from 3,692 GJ in 2023 to 29,718 GJ in 2024. Reforestation biomass (derived from eucalyptus chips) remains the leading energy source, totaling 1,354,703 GJ, and is used mainly to generate steam for the slaughterhouse and for drying grains.

However, due to the ramp-up of operations, especially at the Nova Veneza unit, total energy consumption increased 15.6% in 2024 to reach 1,902,584 GJ. Part of this increase was due to the use of renewable energy, which increased from 1,632,133 GJ (2023) to 1,878,422 GJ (2024), up 15%.

Energy consumption from non-renewable sources increased even higher (77%), mainly due to the use of commercial diesel, which accounts for almost 98% of the total increase in non-renewable energy during the period. The scenario reflects the need for energy support at peak times, but also signals a challenge: maintaining the pace of growth without falling back on the clean energy matrix. Energy intensity recorded in the year was 6,708 GJ per ton of meat produced.

Our energy matrix derives more than

98%
of energy from renewable sources.

29,718_{GJ}
of solar energy use.

Energy consumption within the Organization (GJ) | GRI 302-1¹

Consumption of energy from non-renewable sources	2021	2022	2023	2024	Δ2024/2023
Pure diesel (power generation - GJ)	11,153.8	9,590.9	9,564.9	19,934.0	108.41%
LPG	5,143.8	4,639.4	4,030.6	4,228.0	4.9%
Total non-renewable energy consumption	16,297.5	14,230.3	13,595.4	24,162	77.72%
Consumption of energy from renewable sources	2021	2022	2023	2024	Δ2024/2023
Hydroelectric	401,191.1	410,501.5	463,183.4	490,498.1	5.9%
Solar	359.2	439.5	3,692.2	29,718.1	704.9%
Biodiesel (B100)	1,239.3	1,197.5	1,098	3,751.1	241.6%
Biomass (eucalyptus reforestation) ²	1,114,898.4	1,130,846.7	1,164,159.9	1,354,986.0	16.4%
Total renewable energy consumption	1,517,688	1,542,985.2	1,632,133.4	1,878,953.3	15.1%
Total energy consumption	1,533,985.6	1,557,215.5	1,645,728.9	1,903,115.3	15.6%
Consumption of renewable and non-renewable energy by type	2021	2022	2023	2024	Δ2024/2023
Electricity consumption	413,584.1	421,633.2	477,539.2	543,653.3	13.8%
Consumption for heating	5,251.0	4,639.4	4,030.6	4,228.0	4.9%
Consumption for steam	1,114,898.4	1,118,940.1	1,164,159.9	1,354,703.0	16.4%
Total energy consumption by type	1,533,733.5	1,545,212.8	1,645,729.6	1,902,584.3	15.6%

¹ No electricity was sold or consumed for cooling.

² The TEC Tecnologia de Calor table was used to convert eucalyptus chips, while the conversions of LPG and diesel from the standard measurement to Kcal/Kg were based on the National Energy Balance (BEN) 2023 table.



Photovoltaic plants

To reverse this situation, we invested in a more refined level of energy control in order to avoid wastage, load imbalances and penalties for exceeding demand, by implementing the Power Monitoring Expert (PME) platform at the Nova Veneza slaughterhouse. It is a management platform designed to monitor, analyze and optimize electrical consumption in industrial environments and enables us to view, in real time, the performance of electrical systems, identify consumption peaks, inefficiencies, operational deviations and even technical problems, such as voltage drops or load variations. The platform works as an operational intelligence tool, generating automated reports, comparative logs and personalized indicators that support data-based decisions.

With this vision of management and process improvement, we expanded the PME to the Itaberá unit in order to unify the data from the units and set up an Integrated Operations Center (COE) in the future. This center will provide us with a centralized and strategic view of energy consumption, which will support short-, medium- and long-term decisions throughout the production chain.

We are thus moving through a challenging scenario to ensure that our growth is sustainable and responsible. Structural changes, such as prioritizing renewable sources, using technology for real-time management, and increasing the internal generation of clean energy, show that we are committed to overcoming this challenge with seriousness and transparency.

At an investment of over R\$ 30 million, the photovoltaic plant project began in 2022 with the goal of installing solar systems on 100% of the integrated farms by 2026. By 2024, 80% of these units were already equipped with photovoltaic plants. This initiative has reduced our dependence on the electricity grid and helped partner producers reduce their operating costs and carbon footprint.

At the industrial units, the results are beginning to appear as well. In Nova Veneza, where energy represents a significant portion of operating costs, the hybrid system project (solar and grid) already enables 25% energy self-sufficiency, directly helping to reduce a part of grid consumption and increasing the stability of energy supply.

Besides reducing costs, the goal is to direct this clean energy to intensive processes such as cooling, pumping and air conditioning systems to generate operational and environmental gains.

The photovoltaic power plant project aims to install solar systems in 100% of integrated farms by 2026. By 2024, 80% of these units were already equipped with photovoltaic plants.



Climate change

GRI 201-2

The intensification of extreme weather events highlights the importance and urgency of the global debate on climate change. Specifically in our sector, prolonged droughts, excessive rainfall, heat waves and sudden fluctuations in temperature directly affect the field and, consequently, the entire poultry supply chain – from grain production to the ambiance on farms, from transportation to the energy stability of the units. These events can compromise agricultural productivity, affect animal welfare, limit the availability of essential resources such as water and energy, and, consequently, increase operating costs.

Moreover, the increased frequency of phenomena such as El Niño and La Niña requires greater agility in decision-making, especially to advance the purchase of inputs in case of crop failures or regional climate fluctuations.

On the regulatory front, the increase in Brazilian and international requirements, such as the traceability of deforestation-free commodities, especially for the European market, requires the adoption of practices and control systems throughout the chain. To respond to this scenario, we have structured an integrated approach based on risk management, measurement of emissions and the development of practical solutions.

Emissions

Since 2022, we have been part of the Brazilian GHG Protocol Program, which attests to the methodological rigor in our GHG emissions inventory, covering scopes 1 (direct emissions), 2 (indirect emissions from purchased energy) and 3 (other indirect emissions, such as logistics and travel). The calculation is based on the methodologies established by the Intergovernmental Panel on Climate Change (IPCC) and tools from the GHG Protocol, as well as an approach of consolidation through operational control. Based on this, we have greater clarity about the most critical points and the effectiveness of actions taken.

In 2024, the largest source of emissions was Scope 3 at 34,894.7 tCO₂ equivalent, representing

approximately 47.5% of the combined total of the three scopes. This is undoubtedly the most challenging to mitigate, not only for SSA, as it reflects emissions from activities outside the Company's direct control, such as transportation of inputs, third-party logistics and corporate travel. In second place is Scope 1 at 29,260.7 tCO₂e (approximately 39.9%) and finally, Scope 2, related to electricity purchased, which had the lowest weight: 4,978.1 tCO₂e (approximately 6.8%).

The performance in each scope revealed important advances, but also highlighted points for attention, as shown below.

Scope 1, 2 and 3 emissions (tCO₂e) GRI 305-1 | 305-2 | 305-3¹

Scope	2021	2022	2023	Δ2023/2022
Scope 1 ²	30,115.0	18,460.1	29,260.7	58.5%
Biogenic CO ₂ emissions	109,634.5	91,629	94,284.8	2.9%
Scope 2 ³	14,038.7	4,950.8	4,978.1	0.6%
Scope 3	5,138.6	34,033.9	34,894.7	2.5%
Biogenic CO ₂ emissions	593.6	3,084.2	3,691.7	19.7%

¹Emissions inventories are always prepared for the previous year and hence, for the 2024 cycle, data related to 2023 is presented. The table indicates the years related to the data and not the cycle.
² Baseline year 2023. Data for baseline year 2024 not yet calculated due to updates in the calculation tools. Gases included in the calculation: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃.
³ Baseline year 2022 due to lack of a reference on account of the complexity caused by the oscillation in energy sources over the years, increasing the volume of CO₂ /KWh during drier years and decreasing during rainy years.

Significant atmospheric emissions (T/Year) | GRI 305-7¹

	2021	2022	2023	Δ 2023/2022
NO _x	125,546	120,274	64,286	-46.5%
Particulate matter (PM)	54,561	53,881	95,668	77.5%
CO ₂	53,861	52,217	110,316	111.2%
O ₂	62,176	65,034	51,253	-21.1%
CO	176	111	197	77.4%
N ₂	376,993	385,740	458,778	18.9%

¹ Emission inventories are always prepared for the previous year; therefore, for the 2024 cycle, the data presented refer to 2023. The table indicates the years corresponding to the data, not the reporting cycle. No atmospheric emissions of NO_x, SO_x, persistent organic pollutants (POPs), Volatile Organic Compounds (VOCs) and Hazardous Air Pollutants (HAPs) were identified. The methodologies used are described in the technical standards, under the following numbers and titles: ABNT NBR 12019/1990 and Usepa CTM-030/1997.

Scope 1 emissions

Our direct emissions come mainly from the use of fossil fuels such as diesel. In 2024, direct emissions totaled 29,260.7 tCO₂e, increasing 58.5% from 2023, due to operational expansion. In response to the increase, we maintained and expanded our mitigation initiatives.

The main initiative is the intensive use of renewable biomass from eucalyptus reforestation, which, in 2024, represented more than 1.35 million GJ of energy used, mainly in steam generation, which is 16.37% higher than the previous year's number. Although the burning of biomass also results in atmospheric emissions, the CO₂ released in this process is considered biogenic, that is, it is part of a natural carbon cycle, since trees absorb CO₂ from the atmosphere during their growth and release it again when burned, without generating a net increase in GHG concentration.

The GHG Biomas Project is currently in the study phase. Developed in partnership with Sebrae, it consists of testing the tools for the net measurement of gases. To monitor this data in real time, we are constantly investing in systems that enable immediate responses and the definition of medium- and long-term strategies guided by accurate data.

In a joint initiative with the Social Service of Transportation and the National Service for Transportation Training (Sest/Senat), we launched the *Despoluir* Project to monitor and control vehicle emissions from our fleet. In 2024 alone, 190 reports were issued. At the same time, we have invested in newer and more efficient fleets, prioritizing vehicles with 'low environmental impact' seals and logistics practices that optimize load capacity, reducing emissions per ton transported.

Scope 2 emissions

Indirect emissions from the purchase of electricity remained practically stable, totaling 4,978.1 tCO₂e in 2024, a slight increase of 0.6% from 2023. This stability reflects the maintenance of the National Interconnected System (SIN) matrix.

According to the 2025 Statistical Yearbook, based on base year 2024, energy purchased on the free market came mainly from clean sources, such as hydroelectric (56.1%), wind (14.3%), solar (9.4%) and thermoelectric generation through biomass (8.2%). Considering the global warming potential (GWP) index, one of the most polluting agents is natural gas, which represented 6.4% of the energy consumed. Also noteworthy is the 39% increase in solar energy and the 3.5% decrease in generation through petroleum derivatives.

Scope 3 emissions

Scope 3 emissions, which include indirect activities such as outsourced transportation, inputs and business travel, totaled 34,894.7 tCO₂e in 2024, an increase of 2.5% from 2023 (34,033.9 tCO₂e), reflecting the greater detailing of the inventory, which now includes more categories.

We also improved emission management, now tracking the origin of agricultural commodities used in animal feed, especially soybeans and corn, sourced from areas free of illegal deforestation, though slowing down a bit in 2024 due to the implementation of SAP. We expect to resume the process in 2025 in response to the regulatory requirements of the European market.

Intensity of emissions

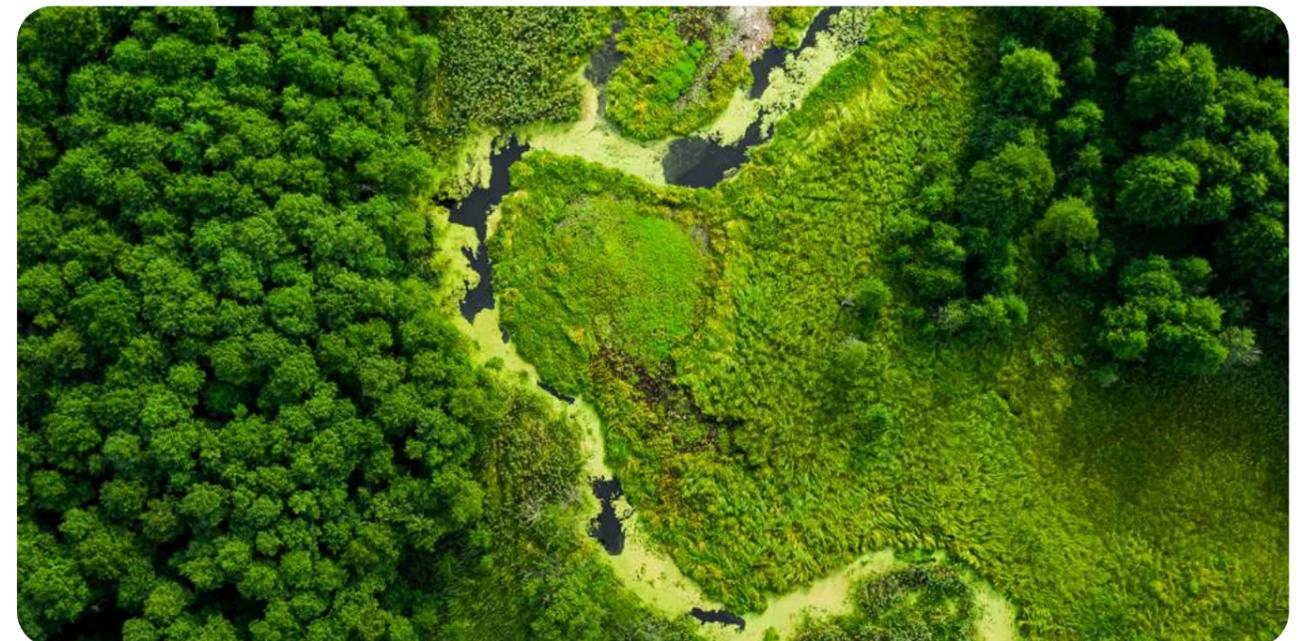
GRI 305-4

In terms of energy intensity, our index in 2024 was 0.127 tCO₂e per ton of meat sold, considering scope 1 and 2 emissions. This number demonstrates consistency in management, especially considering the increase in processed volume. Nevertheless, our goal is to continue reducing this index through operational improvements, optimization of logistics and expansion of renewable sources.

In addition to GHG emissions, our inventory also considers significant atmospheric emissions. In 2024, there was an increase in CO₂ released (111%), but a significant decline in NO_x (46.5%) and O₂ (21.1%) emissions, which indicates an improvement in thermal processes and combustion control. On the other hand, particulate matter increased 77.5%, indicating the need for fresh operational adjustments or filtration in the boiler and biomass systems.

Despite the complexity of the issue and the inherent challenges, we have implemented practical and structural measures, such as complete and auditable inventory, regular monitoring by indicators, compensation projects and partnerships with institutions such as Sest/Senat and Sebrae. Nevertheless, we recognize that there is room for improvement, especially in the traceability of inputs, the digitalization of measurements and the consolidation of quantitative targets for long-term decarbonization.

190
reports
issued in the
Despoluir Project.



Circularity

GRI 3-3 for the material topic Operational eco-efficiency | 306-1 | 306-2

More than just a response to global sustainability challenges, the circular economy is an integral part of our business model. By transforming waste into inputs and liabilities into assets, we not only reduce environmental impacts, but also generate economic and social value by integrating sustainability into our operational strategy. This regenerative model enables us to keep materials in use for longer periods, increasing efficiency and creating sources of revenue, while reducing dependence on natural resources and disposal costs.

Based on this logic, we operate under the closed loop principle, which characterizes a part of our operations. All by-products generated during slaughter, such as feathers, blood, viscera, heads and feet, undergo physical treatment and are transformed into flours and oils. These products return to the chain as ingredients in animal feed for SSA's own herds and also sold in the pet market. Fatty oils undergo physical and chemical treatment before being used to produce biodiesel, contributing to the decarbonization of the energy matrix. The surplus flours made of viscera, feather and blood were sent to specialized partners, thus expanding external reuse and generating environmental and economic value by introducing this waste into other production chains.

Organic waste from hatcheries, farms, warehouses and boilers is sent to a partner, which composts it and generates organic fertilizer with high nutritional value for crops in the region, reintroducing this material into the agricultural production cycle. In 2024, almost 24,000 tons of organic compost were generated, which were used mainly on properties growing soybeans and corn. Secondary recyclable materials, such as cardboard, plastics, buckets and drums, are sold to authorized partners, promoting reuse and the circular economy even outside our operational limits.

Although we already have a circularity rate of 97.9%, we want to move even forward and achieve zero waste with 100% circularity by 2030, for which we are studying other reuse solutions. One of these is the reuse of boiler ash and materials such as cellulose casing, which are currently discarded but have the potential to be used in products such as recycled concrete blocks. In this regard, we also conducted surveys to transform non-recyclable waste from sausage production into thermal energy for use in cement plants, which was not feasible.

Circularity at SSA: from waste to resource

97.9%
circularity
in 2024

Since 2021, the recovery rate has been rising continuously.

Over 6,414.8

tons in the waste recovery index from 2023 to 2024, driven mainly by non-hazardous waste (Class II), whose recovery outside the Organization increased from 49,110.4 tons to 55,525.2 tons.



Destination

2.1%
1,942.53
Final disposal



97.9%
92,079.60
Circularity

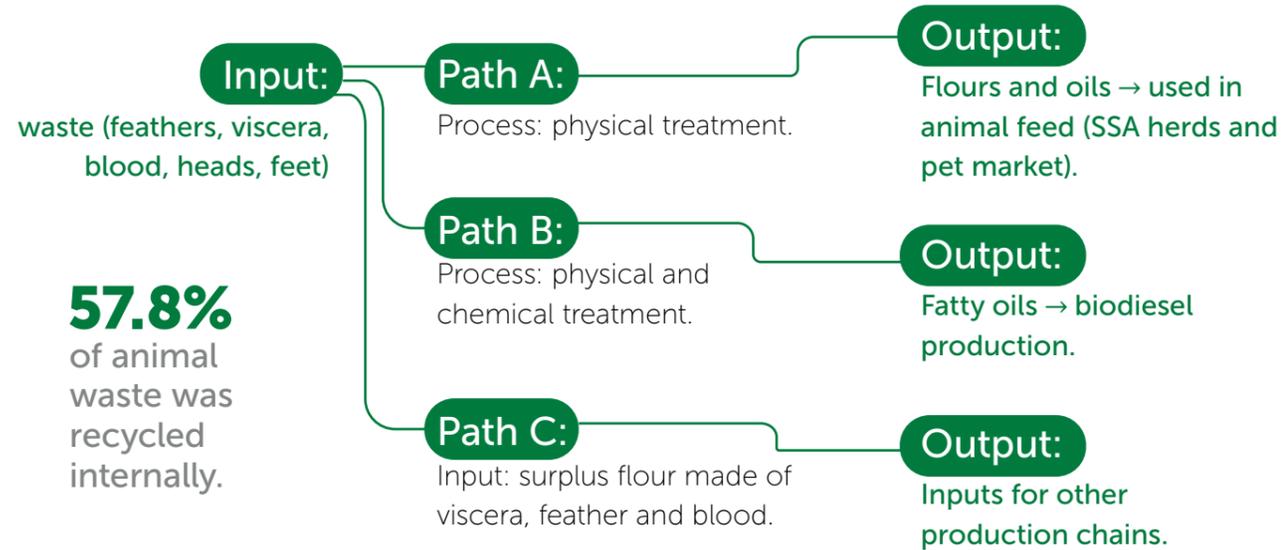
0.6%
578.40
Biomass/
Burning



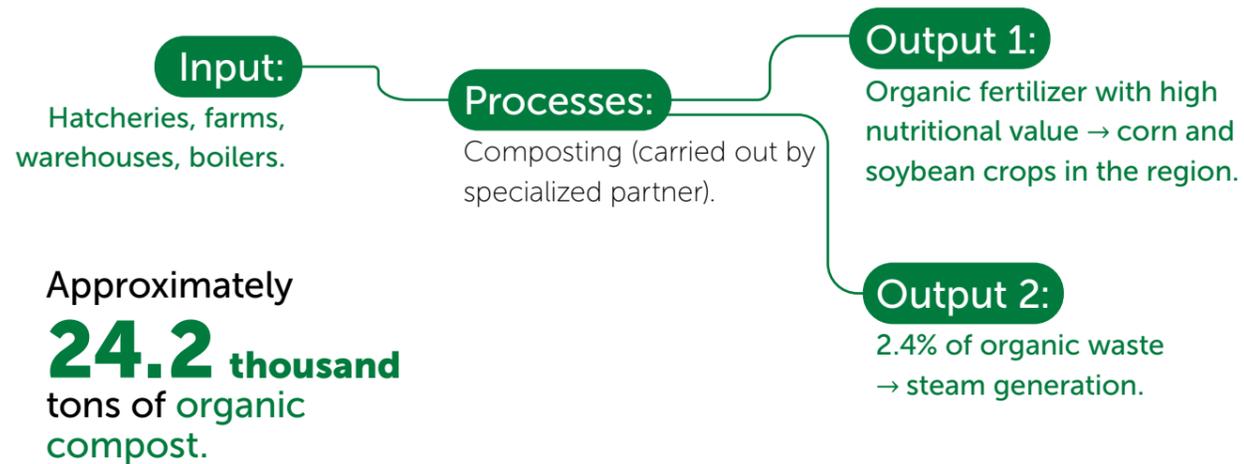
38.4%
36,095.62
In-house feed mill

External circularity	55,405.6
Composting	24,197.8
Biofuel	2,681.6
Pet food	27,389.3
Recycling	1,125.2
Re-refining	11.4
Decontaminated	0.3

1. Slaughter by-products



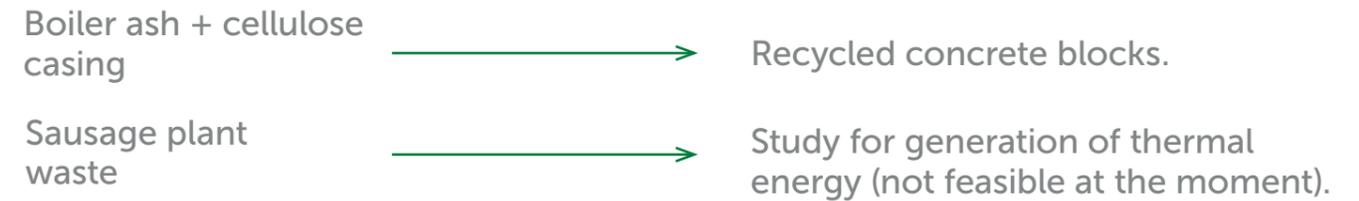
2. Industrial and agricultural organic waste



3. Secondary recyclable materials

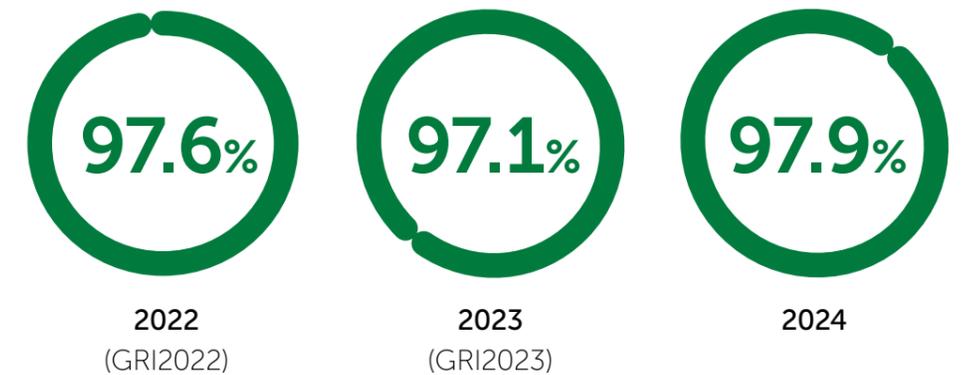


4. Solutions under study



Performance and goal

Achieve **100%** circularity by 2030.



Waste management

GRI 3-3 for the material topic Operational eco-efficiency | 301-3 | 306-1 | 306-2

Waste management follows the principles of reduce, reuse and recycle in the form of a Waste Management Program, in accordance with the National Solid Waste Policy (PNRS), which minimizes the impact of disposal processes. In compliance with law, we prepare the annual Report on Potentially Polluting Activities (RAPP) and the Annual Declaration of Solid Waste (DARS). For 2025, we are implementing a digital system that will enable more efficient and automated control of waste management, optimize processes and bolster environmental compliance through real-time monitoring.

The approach is designed to mitigate negative impacts on the environment, ensure traceability and expand the reuse of inputs, thereby reducing pressure on natural resources and the volume of waste disposed of in landfills or incinerators.

The management system includes selective collection at all units, management by waste centers, control by Waste Transport Manifests (MTRs) and use of a digital management system and proprietary dashboards. The entire disposal process is managed internally by the environmental management team together with authorized partners. However, due to the logistical difficulty involved in recovering the waste generated during processing by end consumers, it is not returned for treatment. To reduce environmental impacts and comply with law, we have joined *Recicla Goiás*, a logistics program launched and regulated by the state Environment and Sustainable Development Department (Semad-GO), to comply with the National Solid Waste Policy.

Common waste that cannot be reused is ultimately disposed of in a licensed landfill, with duly

documented traceability. In specific cases, such as metal scrap and industrial packaging, such as buckets, drums and containers, a technical analysis is performed and only if internal reuse is not viable are they sold to authorized partners for recycling or reuse. In 2024, 40.02% of the waste generated was recovered, that is, returned to the Company's own production cycle.

Hazardous waste (Class II), which includes contaminated PPE, waste from health services, lubricating oils and fluorescent lamps, is sent for incineration in accordance with environmental licensing and contractual obligations.

We also adopt specific measures to handle and transport sensitive inputs, such as medicines and disinfectants, with the focus on safe logistics even though not all of these products require strict regulatory protocols. Our concern for the integrity of these materials, even when they are not classified as hazardous, reinforces the culture of prevention and responsibility.

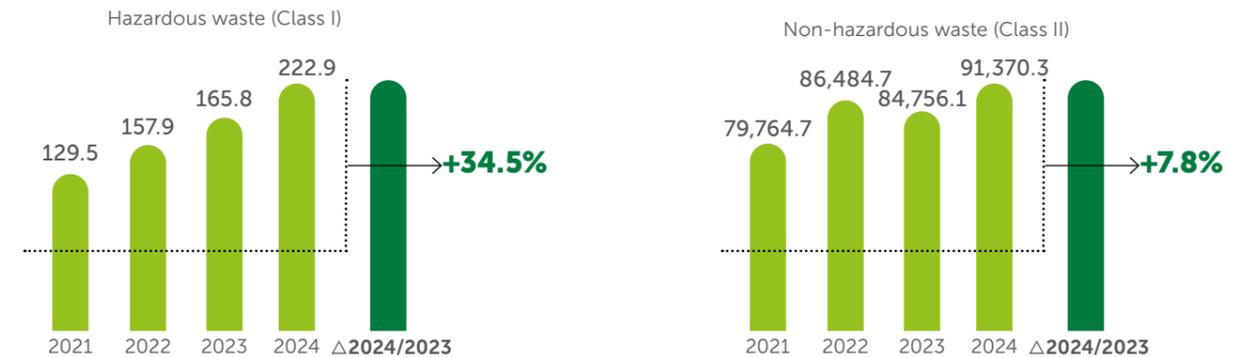
In 2024, 91,593.2 tons of waste were generated, 7.8% more than in the previous year, reflecting the operational expansion. Non-hazardous waste (Class II) represented the majority of waste, totaling 91,370.3 tons (+7.8%), while hazardous waste (Class I) totaled 222.9 tons, increasing more significantly by 34.5% from 2023.

It is worth noting that our value chain involves inputs with high potential for waste generation, such as live poultry, primary and secondary packaging, organic inputs and industrial materials, and activities that require strict control of handling, separation, sorting and disposal. The main impacts of this input process are pollution and

contamination of soil and water due to inadequate waste disposal, as well as food contamination

and GHG emissions due to the decomposition of organic waste.

Waste generated by composition (metric tons) | GRI 306-3



The rising trend in the waste recovery rate since 2021 was confirmed once again – between 2023 and 2024, this number increased more than 15%, from 79,466.1 tons to 91,593.2 tons, mainly driven by non-hazardous waste (Class II), whose recovery outside the Organization increased from 49,110.4 tons to 55,525.2 tons.

Preparation for reuse increased 7,697.7 tons during this period, reinforcing the trend of prioritizing this form of reuse. Composting also increased significantly, from 22,364 tons to 24,150 tons, which suggests higher value attributed to organic waste. The comparison reveals a qualitative and quantitative increase in recovery practices in 2024, with greater diversification and expansion of routes outside the Organization.

In quantitative terms, the circularity performance in 2024 demonstrates consistency and opportunities for progress:

57.8% of animal waste was recycled internally;

2.4% of industrial organic waste was used to generate steam;

Approximately **40%** of products and packaging were recovered for reprocessing. Containers, buckets and drums that cannot be reused are sold and can be reused or recycled;

Waste not intended for disposal by composition and recovery operations (tons) | GRI 306-4

Recovery operations	2021			2022			2023			2024		
	Recovery within the Organization	Recovery outside the Organization	Total	Recovery within the Organization	Recovery outside the Organization	Total	Recovery within the Organization	Recovery outside the Organization	Total	Recovery within the Organization	Recovery outside the Organization	Total
Hazardous waste (Class I)	0.0	12.9	12.9	0.0	15.6	15.6	0.0	12.6	12.6	0.0	11.7	11.7
Preparation for reuse	0.0	12.6	12.6	0.0	15.2	15.2	0.0	12.3	12.3	0.0	11.4	11.4
Recycling	0.0	0.3	0.3	0.0	0.4	0.4	0.0	0.3	0.3	0.0	0.3	0.3
Non-hazardous waste (Class II)	37,994.0	40,981.3	78,975.3	41,481.1	42,673.7	84,154.8	30,343.1	49,110.4	79,453.5	36,095.6	55,513.3	89,054.2
Preparation for reuse	37,994.0	13,842.6	51,836.5	41,481.1	15,658.9	57,140.0	30,343.1	22,786.5	53,129.6	36,095.6	27,556.4	61,097.3
Recycling	0.0	1,229.0	1,229.0	0.0	1,349.2	1,349.2	0.0	1,436.7	1,436.7	0.0	1,125.2	1,125.2
Biofuels	0.0	2,819.3	2,819.3	0.0	2,605.4	2,605.4	0.0	2,502.5	2,502.5	0.0	2,681.6	2,681.6
Composting	0.0	23,090.5	23,090.5	0.0	23,060.2	23,060.2	0.0	22,384.7	22,384.7	0.0	24,150.1	24,150.1
Total overall	37,994.0	40,994.2	78,988.2	41,481.1	42,689.3	84,170.4	30,343.1	49,123.0	79,466.1	36,095.6	55,525.0	89,065.9



Friendly Recycling Project

In partnership with the Pestalozzi Association of Itaberaí, we mobilized schools and companies in the region to promote the collection of recyclable materials, such as cardboard, plastics and cans, strengthening the bond with the community while also expanding the positive social and environmental impacts.

The funds raised are donated to the Pestalozzi Association for use in projects dedicated to the health of the population and to children with disabilities and developmental disorders.

In 2024, the project collected more than 18,000 kg of recyclable waste and our goal is to widen the scope of its positive impact by involving more partners.



Waste destined for disposal by composition and disposal operations (tons)¹ | GRI 306-5

Disposal operation	2021			2022			2023			2024		
	Disposal within the Organization	Disposal outside the Organization	Total	Disposal within the Organization	Disposal outside the Organization	Total	Disposal within the Organization	Disposal outside the Organization	Total	Disposal within the Organization	Disposal outside the Organization	Total
Hazardous waste (Class I)	0.0	142.4	142.4	0.0	158.0	158.0	0.0	166.0	166.0	0.0	222.9	222.9
Incineration (without energy recovery)	0.0	129.5	129.5	0.0	142.4	142.4	0.0	153.4	153.4	0.0	211.2	211.2
Re-refining	0.0	12.6	12.6	0.0	15.2	15.2	0.0	12.0	12.0	0.0	11.4	11.4
Decontamination of lamps	0.0	0.3	0.3	0.0	0.4	0.4	0.0	0.4	0.4	0.0	0.3	0.3
Non-hazardous waste (Class II)	189.6	600.9	790.5	474.1	2,276.0	2,750.7	562.1	2,282.3	2,844.4	578.4	1,552.0	2,130.4
Incineration (with energy recovery)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Landfill confinement	0.0	600.9	600.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Biomass heat generation	189.6	0.0	189.6	474.1	2,276.0	2,750.7	562.1	2,282.3	2,844.4	578.4	1,552.0	2,130.4
Total	189.6	743.3	932.9	474.1	2,434.6	2,908.7	562.1	2,448.3	3,010.4	578.4	1,774.9	2,353.3

¹The previously published data were reviewed and corrected. As a result, in 2022, lamp decontamination increased from 0.3t to 0.4t, landfill disposal decreased from 1,855.9t to 0.0t, and biomass for heat generation increased from 0.0t to 2,276.0t. These adjustments affected the totals: off-site disposal of non-hazardous waste changed from 1,885.9t to 2,276.0t, the overall total of non-hazardous waste increased from 2,330.0t to 2,750.7t, total waste disposed of off-site went from 2,013.8t to 2,434.6t, and the overall total rose from 2,487.9t to 2,908.7t. In 2023, lamp decontamination changed from 0.3t to 0.4t, incineration decreased from 14.0t to 0.0t, landfill disposal decreased from 2,262.0t to 0.0t, and biomass for heat generation increased from 0.0t to 2,282.3t. These adjustments also affected the totals: off-site disposal of non-hazardous waste changed from 2,276.0t to 2,282.3t, the overall total of non-hazardous waste increased from 2,838.1t to 2,844.4t, total waste disposed of off-site changed from 2,441.7t to 2,448.3t, and the overall total increased from 3,003.8t to 3,010.3t. | GRI 2-4

Materials management

Our materials management process is designed to ensure product safety, compliance with legal and health requirements, traceability of raw materials and the commitment to reducing environmental impacts. It is conducted through internal protocols, control spreadsheets, system records and procedures that cover everything from purchases and storage to use and final disposal.

The technical approach is based on traceability criteria, legal compliance and inventory control, with initiatives aimed at optimizing packaging, adding value to recyclable materials, and reducing waste generation.

Although there are still no public quantitative targets for reducing the use of non-renewable materials or increasing the proportion of recycled materials, we have made consistent progress in both replacing plastic packaging and the internal reuse of organic waste.

Renewable materials

GRI 301-2

In 2024, the proportion of renewable materials remained well higher than that of non-renewable materials, especially in the form of agricultural inputs and biofuels. The main items in the group were corn, soybean meal, meat flour and degummed soybean oil, which totaled 649.7 million kg in the year. Although this number is 4.6% lower than in 2023, it still accounts for more than 95% of the total volume of renewable materials used due to the scale of agro-industrial activity.

Consumption of cardboard boxes also increased, from 8.4 million kg in 2023 to 9.05 million in 2024 (+7.3%), reinforcing the demand for packaging with a high rate of recyclability. Firewood/eucalyptus chips, used as energy sources, declined slightly (3.6%) due to more efficient thermal processes and the complementary use of solar energy.

On the other hand, consumption of non-renewable materials fluctuated significantly. Plastic rolls and films registered significant growth, from 1.08 million kg to 1.88 million kg (73.9%), reflecting the growth in the processed foods line and the need for barrier packaging.

In contrast, plastic bag consumption fell drastically from 417 thousand kg to 327 thousand kg (-21.6%), indicating the replacement with more efficient or sustainable alternatives. The use of Styrofoam trays also declined by 10%, from 233,000 kg to 208,000 kg, which suggests the efforts to revisit primary packaging.

In 2024, 0.51% of the total volume of materials used came from recycled materials, especially cardboard boxes, of which 60% is estimated to come from recycled material.

Non-renewable materials (kg) | GRI 301-1

Materials	2021	2022	2023	2024	Δ2024/2023
Styrofoam tray	175,072	222,836	233,704	208,246	-10.9%
Rolls/ films	975,840	1,294,076	1,084,767	1,886,223	73.9%
Plastic bags	657,013	680,948	417,124	29,539	-92.9%

Renewable materials (kg) | GRI 301-1

Materials	2021	2022	2023	2024	Δ2024/2023
Boxes (cardboard)	7,257,919	7,233,380	8,437,195	9,059,018	7.4%
Labels (paper)	67,376	73,406	88,856	69,292	-22.0%
Corn/soybean meal/meat meal/degummed soybean oil	647,874,177	722,648,155	681,115,744	649,753,697	-4.6%
Firewood/eucalyptus chips	57,539,835	49,039,539	49,975,665	48,180,000	-3.6%



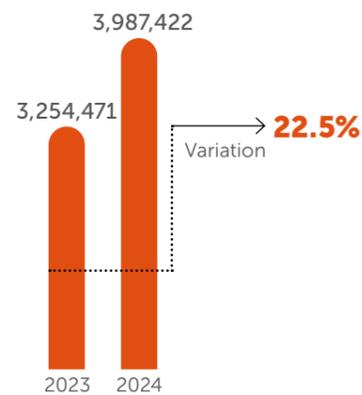
PERFORMANCE

- Financial results
- Efficient allocation of capital
- Operational eco-efficiency
- Outlook

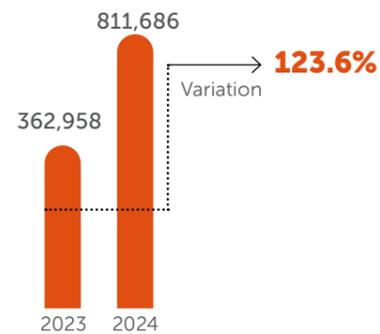
Financial results

GRI 3-3 for the material topic Efficient allocation of capital

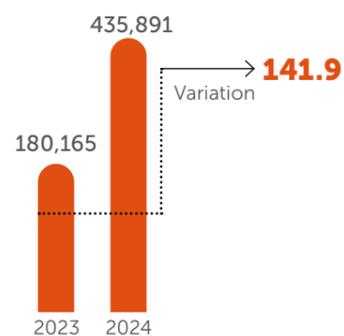
Gross operating revenue



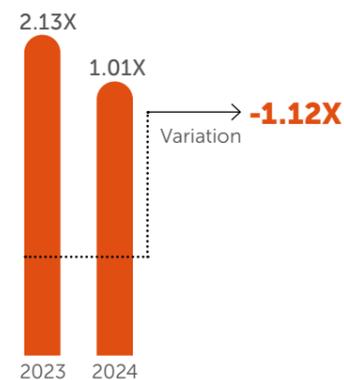
Adjusted Ebitda



Net income



Leverage



The year 2024 was marked by robust growth driven by three key factors: rising product prices, higher sales volume and proportionally lower costs.

We ended the year with Gross Operating Revenue (GOR) of R\$ 3,987.4 million, up 22.5% from 2023, driven by the 11.4% increase in average sales

prices, while the increase in costs of goods sold was limited to 7.6%, well below the cost inflation that impacted the sector between 2020 and 2023, which increased profitability. The lower cost is largely due to the bumper harvest of corn and soybean, which are essential inputs for the production of animal feed.

The impact of this price relationship was evident in our net income, which soared 141.9% year-on-year to R\$ 435.9 million, and in our adjusted Ebitda, which grew an impressive 123.6% to R\$ 811.7 million - the highest in our history - representing margin of 22%, compared to 11.9% in the previous year.

The domestic market accounted for 76.37% of our Gross Operating Revenue, amounting to R\$ 3,045.3 million, 24% more than in the previous year, driven mainly by the expansion of boneless thigh fillet production and the generalized price increase of fresh cuts. As a result, Ebit reached R\$ 414.8 million, demonstrating operational efficiency, as well as the right pricing and product mix strategy.

In line with our sales policy, the export market accounted for 23.6% of gross revenue, totaling

R\$ 942.1 million, up 17.9% from 2023, reflecting the strong global demand for chicken meat, the appreciation of the US dollar against the Brazilian real and the global control of poultry housing. Ebit stood at R\$ 237 million.

The synergy between domestic and export markets enabled us to positively regulate prices, further increasing our profitability and competitive edge.

However, sustainable growth requires strategic investments and that is exactly what we did. We allocated R\$ 226.3 million to fixed assets, such as improvements to plants and to acquire new equipment and technologies, and R\$ 67.6 million to intangible assets, notably the implementation of SAP S/4Hana. Implemented based on the greenfield model, the project covered the main financial



76.4%
of gross operating
revenue coming
from the
domestic market.

24%
growth
compared to 2023.

and operational modules. Our infrastructure now enables us to process more than 2 million transactions per month with greater efficiency, integration and control, crowning the consolidation of our governance and risk management structure.

As a result of the investments, our net debt reached R\$ 818.3 million, an increase of 5.6% from December 2023. However, although debt increased, financial leverage, measured by the ratio of net debt to Ebitda, fell significantly from 2.18x to 1.01x of adjusted Ebitda - a comfortable level and within our strategic planning, which demonstrates our solid financial health and responsibility.

The increase in gross debt, cash and cash equivalents is mainly due to the issue of Agribusiness Receivables Certificates (CRA) in the gross amount of R\$ 330 million in May 2024, with terms of up to 10 years. This issue was made before the turbulent times in the credit market and brought us immediate cash, which we used to finance our expansion and hedge against possible economic uncertainties.

We currently have R\$ 478.2 million in cash, which covers almost 60% of our net debt. The results of our cash management positions are presented every month to the Market Risk working group and every quarter to the Finance Committee. From 2020 to 2024, except during the stress peak in December 2024, spreads declined during the period, requiring prudent management to ensure cash yields with an acceptable risk/return tradeoff

on the amount invested. Our history for the year reveals a drop in cash yield since September 2024, requiring the Company to exercise careful management to maintain rates at still acceptable spreads, since it was possible to maintain a practically linear trajectory between October 2024 and January 2025.

To improve cash yields, we are discussing alternatives with the Working Group and the Committee. We are closely monitoring the yields on bonds versus bank deposit certificates (CDBs) and are weighing investing a portion of the funds in fixed income funds, which, though subject to mark-to-market adjustments, can deliver better yields.

With these results, we generated economic value of more than R\$ 3.9 billion, of which more than R\$ 1.3 billion was distributed as salaries, benefits, personnel expenses and taxes, as shown below.



R\$ 3.9 billion
of generated economic value.

GRI 201-1 | **Direct economic value generated and distributed (R\$ '000)**

	2021	2022	2023	2024
Economic value generated	2,846,506	3,216,212	3,216,572	3,915,386
Revenues	2,846,506	3,216,212	3,216,572	3,915,386
Economic value distributed	836,818	865,194	806,139	1,383,583
Salaries	206,266	254,975	273,232	335,935
Benefits	16,147	15,342	20,221	32,495
Severance Pay Guarantee Fund (FGTS)	15,437	18,994	17,974	19,039
Personnel	237,850	289,311	311,427	387,469
Taxes	203,531	190,715	195,757	383,914
Interest on loans	110,255	108,515	126,463	184,635
Equity remuneration	285,182	276,653	172,492	427,565
Economic value retained	2,009,688	2,351,018	2,410,433	2,531,803

Financial statements

Our financial statements comply with the highest international and local standards of accounting transparency and consistency, enabling a clear and accurate analysis of our financial performance: International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and accounting practices adopted in Brazil (BRGAAP). [Click here to access them.](#)

Efficient allocation of capital

GRI 3-3 for the material topic Efficient allocation of capital

Management of capital allocation also includes the management of its real and potential impacts - negative or positive - as well as risks through qualitative analyses carried out using proprietary models based on the Counterparty Risk Management Policy, which uses metrics for investing funds, establishing rules, such as the financial institution's rating, % of the financial institution's equity and the limits per financial institution, and the Market Risk Management policy.

For real impacts, the Market Risk Management policy establishes rules and procedures based on international best practices and in line with the policies defined by internal and external regulatory bodies for mapped financial risks, such as exposure to commodity prices and the basis differential, as well as interest rate exposure.

Regarding the increase in commodity prices, the Supply Chain Department is responsible for proposing the macro strategy for hedging exposure, while the Risks and Commodities Working Group defines and monitors the execution of risk mitigation operations within the limits and scopes established by our policy. The Trading Desk (MOF) is responsible for recommending hedging operations. If approved by the Working Group, the Trading Desk performs the hedges using derivatives, always respecting the positions taken by the commodities team and the global strategy defined by the Supply Department.

Regarding our exposure to interest rate hikes, our focus is to reduce the average aggregate cost of servicing our consolidated debt and hedge against market interest rates. For this, the Working Group constantly monitors interest rates, inflation, the long-term interest rate (TJPL) and exchange rate fluctuations, and reports its findings to the Finance Committee.

To prevent the potential impacts, such as the lack of a strategic capital budget, we conduct annual budget planning based on the macroeconomic scenario, prior year's performance, future investment projections and challenges for improving operational efficiency. We then define, among others, our operational profitability and the portfolio of investment projects aligned with our strategies.

Our management of capital allocation includes the management of its actual and potential impacts.



To monitor the effectiveness of these actions, we carry out a series of daily, weekly and monthly activities:

Daily controls

Hedge positions should be updated in the system, while the supplies team should exercise daily control of physical purchases, as well as purchasing intentions of grains, the exact position of inventory and forward contracts in order to support strategic decisions.

Weekly controls

MOF compiles physical and financial information and generates stress test reports on the risk scenarios of current open positions for cash provisioning, and market intelligence reports for managers in partnership with Sales team.

Monthly controls

The MOF must check the physical position (which must be reported by the supply team), determine the results of the hedge positions vs. spot position, check the physical vs. financial position, analyze the results, compare the strategies, review them and define whether to maintain or exit the hedge.

The financial team must control exposure to the exchange rate, interest rates, loans and financial investments contracted, cash flows and liquidity risk indicators.

This monitoring includes minutes of control that must contain:

- Description of market fundamentals;
- Reports with future price outlook;
- Description of unhedged risks (based on the volatility of the underlying asset);
- Description of strategies;
- Description of operations;
- Description of the risk involved in the strategy/operation;

- Definition of the best strategy;
- Definition of contingency levels;
- Definition of levels for possible sale/purchase of pre-defined options;
- Details of the possible financial impact of the operation (stress test);
- Simulation of possible market scenarios and results of the operation;
- Definition of the validity period of the strategy and operation;

- Description of the authority required for approval;
- Result of the meeting (approval/rejection of measures) and deadlines for executing the strategies (if the deadline has expired, fresh approval is required).

Decisions are made based on consumption history, market volatility (climate conditions, crop yield, logistics costs, agricultural policies and macroeconomic factors, among others), the outlook for future grain origination and basis differential.

The progress of the actions taken and their effectiveness are reported to the Board of Directors (Finance Committee). Moreover, the CFO participates in the Working Group.

The positive impacts are managed by managers and reported to the Executive Board in monthly results meetings, which makes it possible to monitor the real impacts of increased operational efficiency and analyze the best decisions on capital allocation for the moment.



Decision-making criteria

Decisions are made based on consumption history, market volatility (weather conditions, crop yields, logistics costs, agricultural policies, macroeconomic factors, among others), prospects for future grain origination and the base differential.



Operational eco-efficiency

GRI 203-1

Operational efficiency is at the heart of our business model, not only as a competitive advantage but as a path to sustainable and responsible growth.

Having a 100% verticalized operation - from the farm to the consumer market - further enhances our ability to make it a highly strategic component from different perspectives.

In a dynamic scenario, being efficient means being prepared to seize opportunities and minimize risks. In 2024, we leveraged favorable factors, such as the increase in prices of some cuts and strong domestic demand, precisely because we operate with well-structured processes, controlled losses and a high response capacity.

It is the result of a solid strategy, backed by structural investments and a holistic vision of performance and sustainability. An emblematic example is the implementation of SAP S/4Hana (see more on page 71), a strategic move to integrate the areas, give greater visibility to operations, increase our capacity to make data-driven decisions and consolidate our governance structure.

Another way to maximize our operational efficiency is to have modern plants equipped with advanced technology, an important front in our investment plan focused on growth. In 2024, we invested Capex of R\$ 249.7 million to expand operations, diversify products and on other related projects.

Of the total amount, R\$ 167.5 million went to fixed assets, in progress as of December, reflecting



the constant modernization cycle. The main projects include retrofitting the cutting sector of the Nova Veneza plant at an investment of R\$ 44.9 million and the acquisition of automatic deboning equipment, on which R\$ 20.4 million had been invested until the end of 2024. The projects will be completed in the first quarter of 2025 and mark a new stage of automation and productivity gains. We also continue with continuous improvements at the Itaberaí units. This modern infrastructure is the foundation for a leaner, safer and more sustainable operation.

Operational efficiency also translates into value for society. For example, with the expansion of the Nova Veneza plant, we created new job opportunities, generated more income and

strengthened the local supply chain. Social initiatives, which we had already implemented in Itaberaí, are now being taken to Nova Veneza, expanding our positive impact on the communities where we are located. Despite the inevitable challenges of a construction project, such as waste generation, we have sought reuse solutions to mitigate externalities, especially the higher demand for essential resources, such as water and energy, and disposal of waste (see more on page 127).

We pursue across-the-board efficiency in our operations, so much so that efficiency is one of the pillars of our strategy. The following sections show how efficiency takes shape in industrial management, animal production and engineering.

Industrial management

Our highly modernized plants and investments in technology directly reflect our strategic goals: to grow in a solid manner, reduce operational and environmental risks, and create more value at each stage of the process.

For example, the Nova Veneza plant has undergone a cycle of complete transformation in just four years. In 2024, we made significant improvements, such as the inauguration of the freezing tunnel, preparation work on the new cutting room, which will be fully modernized in 2025, and the full modernization of the evisceration line, which significantly reduced human handling and, consequently, the risk of contamination and the need for direct labor. The plant, designed with the flexibility to handle up to 220,000 birds per day, should reach this mark by the end of 2025. We believe that, with the planned investments, it will be one of the most modern plants in Brazil and, possibly, one of the five most advanced in the world.

In Itaberaí, we are continuing the Processed Foods Project, with improvements made in automation, infrastructure and process control. Both plants are at the center of our medium- and long-term industrial strategy. In 2024, they received a part of the R\$249.7 million in Capex used in modernization, automation and expansion of production capacity.

One of the most innovative projects is the installation of a bird counter using artificial intelligence at both the units. Boasting an efficiency rate of 99.9%, the system can accurately record the entry of birds even during irregular transport situations. Another innovative project is the IoT pilot project in the breaded food line, which will

In 2024, we increased water saved per day by half a million liters.



enable, starting from 2025, real-time monitoring of data such as mass, temperature, cooking breaks and losses in the packaging machine, all with the focus on fine control, prevention of deviations and higher margins.

The digitalization and automation of processes also play a strategic role in mitigating operational risks, especially in light of the growing shortage of qualified labor, aggravated by the high employment rates in Goiás. Automation compensates for the labor shortage through high-performance equipment, while also reducing risks related to health, occupational safety and biosafety – important pillars of our ESG Agenda.

Another challenge we faced in 2024 was the global decline in the hatching rate of fertile eggs on account of genetic issues that impacted the entire poultry sector, including in Brazil. In this scenario, to compensate for the reduction in volume, we made rapid adjustments to our plan, increasing the average weight of the birds. This type of operational response is only possible because we have a strong, flexible and technologically prepared industrial base.

As a result, even though we slaughtered fewer heads, meat delivery in tons remained close to the planned quantity, preserving revenues and margins.

Investments will continue in 2025. Projects such as the implementation of automatic cuts in Nova Veneza, new deboning technologies and control of water use are part of an industrial agenda that combines efficiency with sustainability. In 2024, we already reduced more than one liter of water per slaughtered bird, which totals half a million liters saved per day. For this year, the Board of Directors has set more ambitious targets, which have been cascaded to the operations level in order to maintain this curve of evolution in environmental performance.

The rationale behind every modernization initiative, automated line or smart system implemented is to operate this essential machinery intelligently so that we can continue to grow with control and responsibility, and create value.

Animal production

If industrial management is a lever that drives our efficiency, animal production is the foundation of our entire chain. With an integrated model, modern technologies and a highly trained team, our animal production goes beyond breeding performance: it is part of our business strategy, creates value throughout the chain and reinforces our commitment to quality, animal welfare, biosecurity and environmental efficiency.

In 2024, our efforts were dedicated to strengthening these pillars through innovation, rigorous control of processes and an integrated approach to animal health and sustainability.

Aviaries

Our production strategy is strongly anchored in controlled environments and precise management. We operate automated and air-conditioned aviaries capable of strictly controlling temperature, humidity, light, and water and feed quality. The goal is to ensure that each bird has an adequate environment at all stages of breeding. This concern is even more important in light of constant genetic evolutions that make chickens more efficient animals but also more demanding on the environment. As such, despite the health challenges, we achieved excellent breeding results in the aviaries.

We started making adjustments to the chick heating system and the lighting program based on internal studies to improve the environment during the initial stages of breeding. The results have been approved and the new technology will be deployed in 2025.

In 2025, we will also launch a new water cooling project at the aviaries, developed in 2024. This initiative aims to reduce thermal stress and promote greater well-being, resulting in breeding and health gains.

We also implemented a new remote monitoring system for farms, using sensors and control panels that enable us to identify variations in real time, such as changes in feed consumption, increased temperature or reduced activity. As soon as non-standard data is identified, our technical team is dispatched, increasing the response speed and preventing losses.

Breeders and egg production

2024 was a challenging year globally for egg production due to the decline in the hatching rate resulting from genetic problems faced by major international suppliers. The historical hatching average of 82% fell to between 76% and 78% during a few months.

This scenario required us to act quickly and in a coordinated manner, and our three breeding units responded with a high level of alignment. The teams were prepared to focus on the management of risks and quality of processes, and we amended our production plan, compensating for the fewer birds with an increase in average weight, which enabled us to deliver quantities (in kilograms) very close to the orders. This change required adaptations to the management and control routine, but demonstrated our capacity to respond and our productive resilience.

As part of our technological progress actions in the field, we are implementing an automatic sexing system in the hatchery in 2025, which will enable us to identify and separate males and females in an automated manner, optimizing management right from the beginning of the birds' lives. We expect 70% to go operational in the first half of the year.

Production of animal feed

We exercise strict quality control in animal feed production. All processes are systematically monitored by teams specialized in nutrition and quality control, ensuring that animals receive food with high nutritional value.

The animal performance indicators observed in 2024 show that the quality of feed was one of the determining factors for the healthy poultry farming results achieved in the field. The feed is adjusted according to the requirements of the different stages and breeds of birds, while meeting the strictest food safety, biosecurity and welfare parameters.



Monitoring center

In 2024, a real-time monitoring center was set up, with rooms equipped to analyze, together with the technical teams, any variation in standards that could indicate a health or welfare risk.

Animal health and welfare

GRI 3-3 of the material topic Animal health and welfare | G4 FP13

We believe that animal welfare is inseparable from productive performance. A healthy animal responds efficiently and that is why we adopt as a management principle the five freedoms defined by the Farm Animal Welfare Council (FAWC), an advisory body created by the UK government, dedicated to establishing the guidelines and recommendations to promote the welfare of farm animals. The five freedoms defined by the FAWC are:

- Freedom from hunger and thirst: by ready access to fresh water and a diet to maintain full health and vigor.
- Freedom from discomfort: by providing an appropriate environment including shelter and a comfortable resting area.
- Freedom from pain, injury or disease: by prevention or rapid diagnosis and treatment.
- Freedom to express normal behavior: by providing sufficient space, proper facilities and company of the animal's own kind.
- Freedom from fear and distress: by ensuring conditions and treatment which avoid mental suffering.

In addition, we adopt the "one health" concept, which considers the interdependence between animal, human and environmental health.

To assure all this, we monitor our batches 24 hours a day and have dedicated professionals – veterinarians, nutritionists and field technicians

– always on call at all stages of production, monitoring the ambience, water and feed consumption, and temperature indicators. In 2024, we set up a real-time monitoring center with rooms equipped to analyze, together with the technical teams, any deviation from standards that could indicate a risk to health or well-being.

Biosecurity measures, mainly in relation to required sanitary gaps and access of people to the production process, were improved in our policies and operational procedures based on lessons learned from the threat to poultry farming in Brazil by a disease that never broke out in the country and by another that was eradicated almost 20 years ago.

We conduct regular training programs for our employees and partners, maintain strict control over access to farms, implement prophylactic practices, sanitize vehicles and equipment, and

conduct frequent internal audits. Our partnership with the Federal Inspection Service (SIF) is also essential to ensure strict compliance with health standards throughout the chain.

Good practices also extend to transportation, which is conducted in a scheduled manner so that the water fasting, transportation and slaughter stages are adequate. The birds are transported in appropriate trucks, with an opening at the front and a screen on top to facilitate ventilation while preventing escape. In the case of farms located far from the slaughterhouse, we transport the birds at night, while for farms located close to the slaughterhouse, we transport them during the day. Our indicators attest to the effectiveness of these measures - we have one of the lowest rates of condemnation of birds due to health problems, according to the industry benchmark for 2024 published by AgriStats.

The continuation of exports even in a challenging scenario also underscores our robust controls. We are authorized to export to 190 countries.

Percentage and total number of animals raised and/or processed, by species and breed, by type of housing | GRI G4 FP11

System type	Number of birds	Broiler chicken (%)
Dark house aviaries	119,808,747	80.4
Semi-dark house aviaries	14,861,239	9.7
Negative ventilation aviaries	13,310,862	8.9
Positive pressure aviaries	986,477	0.6
Total	148,967,325	100

Actual and potential negative impacts and positive impacts

To prevent or mitigate potential negative impacts, such as poor animal health and welfare, or shutdown of industrial operations, control of the production process is essential. Processes, machines and equipment are continuously interconnected and periodically checked by the technical and quality team, and also covered by a structured maintenance plan.

The teams are trained and instructed to constantly check compliance with health procedures and aspects, prophylaxis, hygiene, interaction with animals, as well as access and circulation of people.

After passing through all these strict controls, all of our products are checked with metal detectors to prevent contamination with ferrous materials.

Finally, all inspections are recorded in the Quality Department. If any non-compliance is identified, we take measures to correct or prevent situations, depending on the severity.

We also have structures that systematically monitor production processes and we are assisted by the SIF in our plants, which performs daily checks on processes and products supported by laboratory analyses. After carefully checking the entire production process, the SIF generates information for the preparation of disease mitigation plans. If there are more critical points, the Hazard Analysis and Critical Control Points procedure is executed.

The real negative impacts mapped are the suspension of exports and condemnation of

products due to animal disease. To mitigate the former, we have intensified audits and quality controls in production processes, further strengthening the biosafety procedures. For the latter, we conduct periodical technical visits to monitor the progress of product quality and handling processes, as well as the entire environmental control infrastructure.

On the other hand, we manage positive impacts through an integrated and strategic approach, which entails constant investments in technology applied to aviaries and constant training for catching crews and producers.

Adopting the one health concept is another way of managing such impacts to produce safe food with social and environmental responsibility.

The effectiveness of the actions is monitored by automated systems, which consolidate the results of laboratory analyses, poultry breeding indicators, certifications and internal audits, with the goal of keeping condemnation rates low, expanding checks and audits, and increasing productivity at each stage of the chain as parameters.

These actions are monitored through monthly meetings between the health team and unit managers, as well as through constant and informal dialogues with strategic partners, resulting in agile and shared decisions.





Outlook

We believe that our clear vision of the future, anchored in solid foundations that connect financial performance, business strategy, market positioning and socio-environmental responsibility, will keep us on the path of growth.

Our planning aims for consistent and sustainable growth, driven by a balanced combination of prudent management and audacity to innovate and lead transformations in the sector.

Financial prospects

From the financial standpoint, we believe that sales growth in both the domestic and export markets should continue over the coming years. This belief is backed by the solid results already achieved, the diversification of our portfolio and the gains in efficiency brought by investments in automation and modernization.

We will remain committed to creating value for the business, maximizing margins and guaranteeing returns on the investments in progress.

For instance, expanding the production of fertile eggs will bring significant structural gains by reducing risks in the supply chain and increasing our operational predictability.

Market prospects

In the market, we will remain focused on consolidating and expanding our geographic presence, strengthening the Super Frango and Boua brands in diverse channels, with the focus on growth in retail, food service and international markets. We believe that this broad reach combined with the strategic positioning of high value-added products, will bring us closer to consumers and sustainably expand our market share.

New product lines and formats are being studied to expand the brand's reach and generate economies of scale, while always preserving the attributes of quality, practicality and food safety - factors that define our value proposition.

Business prospects

From a business perspective, growth based on efficiency is at the heart of our strategy. We will continue to expand the slaughter capacity of the Nova Veneza plant, which will receive investments in automation, new technologies and design to operate with greater robustness and productivity. This includes progressing towards Industry 5.0, with projects that combine connectivity, data intelligence and process automation. In the short term, we are prioritizing the expansion of production capacity for hatching eggs, which is our most strategic investment in 2025.

For the medium and long terms, we are studying innovative business models to diversify operations and position ourselves as a benchmark in the global food industry.

Sustainability remains an integral part of our business strategy. We are aware of the social and environmental responsibility that accompanies our growth and hence we constantly strengthen our governance, investing in good environmental practices, supporting the development of local communities, promoting animal welfare with technical and ethical rigor, and managing our value chain from the perspective of risk mitigation, technical development and engagement in social and environmental awareness.

Vision of the future

We are a regional company with national ambitions and a global vision, which thinks realistically and boldly about the future of our industry: to growth with quality, consistency and sustainability. Our execution capacity is our competitive advantage and we are prepared to lead the transformation of the food sector, delivering solid results, creating value and making a difference for those who produce, those who consume and for society as a whole.

Our planning combines prudence in management and boldness to innovate and lead transformations in the sector.



Annexes

GRI content index
External Assurance Report
Corporate information
Credits



GRI content index

Statement of use	São Salvador Alimentos reported in accordance with the GRI Standards for the period from January 1 st , 2024, to December 31 st , 2024
GRI 1 used	GRI 1: Foundation 2021
GRI G4 sector disclosures	GRI G4: Food Processing

GRI Standard	Disclosure	Location/answer	Omission		
			Requirement(s) omitted	Reason	Explanation
General disclosures					
The organization and its reporting practices					
GRI 2: General disclosures 2021	2-1	Organizational details	27, 57		
	2-2	Entities included in the organization's sustainability reporting	11, 27		
	2-3	Reporting period, frequency and contact point	11		
	2-4	Restatements of information	130, 132, 152		
	2-5	External assurance	11, 189		
Activities and workers					
GRI 2: General disclosures 2021	2-6	Activities, value chain and other business relationships	27, 31, 39, 49, 57 b iii) Downstream entities are customers and consumers.		
	2-7	Employees	100, 101 cii) d) All employees registered on the payroll of the companies São Salvador Alimentos and São Salvador Alimentos Participações in December 2024 were considered in the database. The information was extracted from the FPw payroll system.		
	2-8	Workers who are not employees	97, 102		
Governance					
GRI 2: General disclosures 2021	2-9	Governance structure and composition	77, 78, 79, 80 c vi) There are no under-represented social groups.		
	2-10	Nomination and selection of the highest governance body	77 b ii) There are no diversity criteria for selecting and appointing the members of the highest governance body.		
	2-11	Chair of the highest governance body	77		

GRI Standard	Disclosure	Location/answer	Omission			
			Requirement(s) omitted	Reason	Explanation	
Governance						
GRI 2: General disclosures 2021	2-12	Role of the highest governance body in overseeing the management of impacts	54, 63, 77			
	2-13	Delegation of responsibility for managing impacts	77			
	2-14	Role of the highest governance body in sustainability reporting	11, 14			
	2-15	Conflicts of interest	84 b ii) There is no cross-shareholding with suppliers or other stakeholders. b iii) There is no participation by controlling shareholders.			
	2-16	Communication of critical concerns	77			
	2-17	Collective knowledge of the highest governance body	a) We encourage members of the Board of Directors to participate in training sessions, specialized courses, and specific events aimed at enhancing their knowledge on topics related to sustainable development.			
	2-18	Evaluation of the performance of the highest governance body	81			
	2-19	Remuneration policies	81 a v) There are no retirement benefits."	a iv)	Not applicable.	Our bonuses and incentives are conditional upon the achievement of targets. If employees do not meet the established goals, they will not receive the bonus or incentive.
	2-20	Process to determine remuneration	81			
	2-21	Annual total compensation ratio	81, 82			

GRI Standard	Disclosure	Location/answer	Omission		
			Requirement(s) omitted	Reason	Explanation
Strategy, policies and practices					
GRI 2: General disclosures 2021	2-22	Statement on sustainable development strategy	9, 10		
	2-23	Policy commitments	83 a i) There are no intergovernmental instruments to which the policy commitments refer. a ii) We do not carry out due diligence, only approvals by the Executive Board of the area responsible and, where applicable, approval by the CEO and the Board of Directors.		
	2-24	Embedding policy commitments	84		
	2-25	Processes to remediate negative impacts	89, 118, 127		
	2-26	Mechanisms for seeking advice and raising concerns	85, 89		
	2-27	Compliance with laws and regulations	89 a) There are no significant cases of non-compliance with laws and regulations.		
	2-28	Membership associations	43		
	Stakeholder engagement				
GRI 2: General disclosures 2021	2-29	Approach to stakeholder engagement	a i) The categories were defined by mapping the value chain. In this way, we were able to identify all the key stakeholders for our business.		
	2-30	Collective bargaining agreements	a) 100% of employees are covered by collective bargaining with the unions.		
Material topics					
GRI 3: Material topics 2021	3-1	Process to determine material topics	13		
	3-2	List of material topics	13		
Relations with customers and consumers					
GRI 3: Material topics 2021	3-3	Management of material topics	20, 21, 22, 117, 120		
Innovation and technology					
GRI 3: Material topics 2021	3-3	Management of material topics	20, 21, 22, 67, 68 d ii) No actual negative impacts were identified. f) Stakeholders are represented by the Executive Committee, with the participation of representatives from consultancies and system providers. Meetings are held monthly and address topics such as challenges overcome, new difficulties, and next steps.		

GRI Standard	Disclosure	Location/answer	Omission		
			Requirement(s) omitted	Reason	Explanation
Animal health and welfare					
GRI 3: Material topics 2021	3-3	Management of material topics	20, 21, 22, 169		
Corporate governance					
GRI 2: General disclosures 2021	3-3	Management of material topics	20, 21, 22, 75, 83 f) The board's feedback on the new governance practices resulted in suggestions being implemented in the monthly results monitoring rites. At the end of the year, this information was re-submitted to the Board, together with the results obtained over the period.		
			2-9	Governance structure and composition	"77, 78, 79, 80 c vi) There are no under-represented social groups."
	2-10	Nomination and selection of the highest governance body	77 b ii) There are no diversity criteria for selecting and appointing the members of the highest governance body.		
	2-11	Chair of the highest governance body	77		
	2-12	Role of the highest governance body in overseeing the management of impacts	54, 63, 77		
	2-13	Delegation of responsibility for managing impacts	77		
	2-14	Role of the highest governance body in sustainability reporting	11		
	2-15	Conflicts of interest	84 b ii) There is no cross-shareholding with suppliers or other stakeholders. b iii) There is no participation by controlling shareholders.		
	2-16	Communication of critical concerns	77		
	2-17	Collective knowledge of the highest governance body	a) We encourage members of the Board of Directors to participate in training sessions, specialized courses, and specific events aimed at enhancing their knowledge on topics related to sustainable development.		
	2-18	Evaluation of the performance of the highest governance body	81		

GRI Standard	Disclosure	Location/answer	Omission		
			Requirement(s) omitted	Reason	Explanation
Corporate governance					
GRI 2: General disclosures 2021	2-19	Remuneration policies	81 a v) There are no retirement benefits.	a iv)	Not applicable. Our bonuses and incentives are conditional upon the achievement of targets. If employees do not meet the established goals, they will not receive the bonus or incentive.
	2-20	Process to determine remuneration	81		
	2-21	Annual total compensation ratio	81		
Efficient capital allocation					
GRI 3: Material topics 2021	3-3	Management of material topics	20, 21, 22, 157, 161 f) To support the measures, the Finance Director participates in the WG and, throughout the year, the effectiveness of the actions taken and the results obtained are reported to the Board of Directors (Finance Committee).		
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	160		
Ethics, integrity and compliance					
GRI 3: Material topics 2021	3-3	Management of material topics	20, 21, 22, 85, 89 d ii) To deal with real negative impacts, disciplinary measures, termination of contract, training, etc. are adopted.		
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	85		
	205-2	Communication and training about anti-corruption policies and procedures	86, 87, 88		
	205-3	Confirmed incidents of corruption and actions taken	85		
Operational eco-efficiency					
GRI 3: Material topics 2021	3-3	Management of material topics	20, 21, 22, 63, 129, 135, 143, 147		

GRI Standard	Disclosure	Location/answer	Omission		
			Requirement(s) omitted	Reason	Explanation
Operational eco-efficiency					
GRI 301: Materials 2016	301-1	Materials used by weight or volume	154		
	301-2	Raw materials or recycled materials used	153		
	301-3	Recovered products and their packaging	147		
GRI 302: Energy 2016	302-1	Energy consumption within the organization	136		
	302-3	Energy intensity	135 c) The types of energy included in the intensity rate were fuel, electricity, heating and steam. d) The rate uses the energy consumed within the Organization.		
	302-4	Reduction of energy consumption	135 a) There was no reduction in energy consumption in 2024.		
	303-1	Interactions with water as a shared resource	130, 132		
GRI 303: Water and effluents 2018	303-2	Management of impacts related to water discharge	133 a i) No effluents were disposed of at sites without disposal requirements.		
	303-3	Water withdrawal	130 c) There was no water abstraction in areas listed as water-stressed by the ANA.		
	303-4	Water discharge	131, 133 d ii) There were no cases of non-compliance with the disposal limits in 2024.		
	303-5	Water consumption	132 c) There were no changes in storage in the reported cycle. d) The data reported was collected directly from the ERP at the slaughterhouse units.		
	306-1	Waste generation and significant waste-related impacts	143, 147		
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	143, 147		
	306-3	Waste generated	148		
	306-4	Waste not destined for final disposal	149, 150		
	306-5	Waste destined for final disposal	151, 152		

GRI Standard	Disclosure	Location/answer	Omission	
			Requirement(s) omitted	Reason Explanation
Employee attraction and retention				
GRI 3: Material topics 2021	3-3	Management of material topics	20, 21, 22, 103	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	97, 99	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	105	
GRI 404: Training and education 2016	404-3	Percentage of employees receiving regular performance and career development assessments	105	
	FP9	Percentage and total of animals raised and/or processed, by species and breed type	2.4) There was no transformation in the birds.	
GRI G4 Food processing sector disclosures	FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type	170	
	FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	121	
Employee health and safety				
GRI 3: Material topics 2021	3-3	Management of material topics	20, 21, 22, 111	d i) Potential negative impacts are prevented through the Specialized Service in Occupational Health and Safety (SESMT), which conducts safety inspections and monitors workplace conditions as well as employee behavior, in order to ensure a healthy and safe work environment. d ii) No actual negative impacts were identified in relation to the material topic.
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	111	
	403-2	Hazard identification, risk assessment, and incident investigation	111	

GRI Standard	Disclosure	Location/answer	Omission	
			Requirement(s) omitted	Reason Explanation
Employee health and safety				
GRI 403: Occupational health and safety 2018	403-3	Occupational health services	111	d) All work incidents that occur are investigated by the SESMT work safety team. Investigations are conducted by occupational safety technicians with the participation of managers and CIPA members.
	403-4	Worker participation, consultation, and communication on occupational health and safety	111	
	403-5	Training of workers in occupational health and safety	111	
	403-6	Worker Health Promotion	111	a) 100% of employees received a regular performance appraisal.
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	111	
	403-8	Workers covered by an occupational health and safety management system	111	a) All 6,496 workers (100%) are covered by the occupational health and safety management system.
	403-9	Occupational Accidents	112	b)SSA does not monitor data on non-employee workers.
	403-10	Work-related ill health	111	b) There have been no cases of reportable deaths or occupational diseases among workers who are not employees but whose work or workplace is controlled by the organization.

GRI Standard	Disclosure	Location/answer	Omission		
			Requirement(s) omitted	Reason	Explanation
Product quality and safety					
GRI 3: Material topics 2021	3-3	Management of material topics	20, 21, 22, 55, 118		
GRI 416 Customer Health and Safety 2016	416-1	Assessment of health and safety impacts caused by categories of products and services	121		
	417-1	Requirements for product and service information and labeling	121		
GRI 417: Marketing and labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	a) There have been no cases of non-compliance with laws or voluntary codes in relation to product and service information and labeling. All products comply with the labeling legislation of the markets for which we are authorized.		
	417-3	Incidents of non-compliance concerning marketing communications	a i) There were no cases of non-compliance with laws that resulted in fines or penalties. a ii) There were two cases of non-compliance with laws that resulted in warnings. a iii) There were no cases of non-compliance with voluntary codes.		
GRI G4 Food processing sector disclosures	FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	47		
	DMA (former FP8)	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements	121		
Extras disclosures – indicators not covered by the materiality assessment, but reported by São Salvador Alimentos to maintain historical continuity and ensure comparability.					
GRI 201: Economic performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	139	a iv) We operate based on the GHG Protocol Program and GRI recommendations to identify, measure, and manage our GHG emissions. We use methodologies from the IPCC and the Brazilian GHG Protocol Program.	
				a v) We monitor emission indicators monthly and report them to the Executive Board. In case of deviations, action plans are defined.	

GRI Standard	Disclosure	Location/answer	Omission		
			Requirement(s) omitted	Reason	Explanation
Extras disclosures – indicators not covered by the materiality assessment, but reported by São Salvador Alimentos to maintain historical continuity and ensure comparability.					
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	165	c) Investments in infrastructure and support services are in kind.	
	203-2	Significant indirect economic impacts	123		
GRI 204: Procurement practices 2016	204-1	Proportion of spending on local suppliers	46	b) We define local suppliers as those located in the state of Goiás, including searches in SAP that also consider the Federal District.	
				c) The definition used for "significant operating units" refers to the companies with the highest purchase values.	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	140		
	305-2	Energy indirect (Scope 2) GHG emissions	140		
	305-3	Other indirect (Scope 3) GHG emissions	140		
	305-4	GHG emissions intensity	142		
	305-5	Reduction of GHG emissions		a, b, c, d, e) There were no emission reductions due to company initiatives.	
	305-6	Emissions of ozone-depleting substances (ODS)		a, b, c, d) There are no emissions of ozone-depleting substances.	
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	140		
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	108, 109		
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken		a, b) There were no cases of discrimination.	
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	124		

GRI Standard	Disclosure	Location/answer	Omission		
			Requirement(s) omitted	Reason	Explanation
Extras disclosures – indicators not covered by the materiality assessment, but reported by São Salvador Alimentos to maintain historical continuity and ensure comparability.					
GRI 413: Local communities 2016	413-2	Operations with significant actual and potential negative impacts on local communities	a) There are no operations with a negative social impact on local communities.		
GRI G4 Food processing sector disclosures	FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	47		
	FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country	2.4) SSA did not record any cases of industrial disputes, strikes and/or lockouts during the reporting period.		
	FP4	Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need	123		
	FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	33		
	FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars	2.4) 2.5) There are no products that are low in saturated and trans fats, sodium and added sugars.		

GRI Standard	Disclosure	Location/answer	Omission		
			Requirement(s) omitted	Reason	Explanation
Extras disclosures – indicators not covered by the materiality assessment, but reported by São Salvador Alimentos to maintain historical continuity and ensure comparability.					
GRI G4 Food processing sector disclosures	FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives	2.5) 2.6) There are no products that contain a higher content of nutritious ingredients such as fiber, vitamins, minerals, phytochemicals and added functional foods.		
	FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic	All.	Not applicable.	Practices related to physical alterations and the use of anesthetics are not used for production animals (broilers).
	FP13	Total Number Of Incidents Of Significant Non-compliance With Laws And Regulations, And Adherence With Voluntary Standards Related To Transportation, Handling, And Slaughter Practices For Live Terrestrial And Aquatic Animals	169 2.3) 2.5) There were no incidents related to the transportation, handling or slaughter of animals.		

External Assurance Report

GRI 2-5



INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT ON NON-FINANCIAL INFORMATION INCLUDED IN THE 2024 ANNUAL INTEGRATED REPORT

To the Management and other interested parties of São Salvador Alimentos S.A. Itaberaí - GO

Introduction

We were engaged by São Salvador Alimentos S.A. ("São Salvador Alimentos" or "Company") to present our limited assurance report on the information included in the 2024 Annual Integrated Report, for the period from January 1 to December 31, 2024.

Our limited assurance does not extend to information from prior periods or to any other information disclosed along with the mentioned report, including any embedded images, audio or videos files.

Management's responsibility

The Management of São Salvador Alimentos S.A. is responsible for:

- (a) Selecting and establishing adequate criteria for the preparation of the information included in the 2024 Annual Integrated Report;
- (b) Preparing the information in accordance with the criteria and guidelines of the Global Reporting Initiative (GRI Standards 2021) and CPC Guideline 09 - Integrated Reporting, correlated with the Basic Conceptual Framework of Integrated Reporting, prepared by the International Integrated Reporting Council (IIRC);
- (c) Designing, implementing and maintaining internal controls on the information relevant to prepare the information included in 2024 Annual Integrated Report, which is free from material misstatement, whether due to fraud or error.

Independent auditor's responsibilities

Our responsibility is to express a conclusion on the non-financial information included in São Salvador Alimentos S.A.'s 2024 Annual Integrated Report, based on the limited assurance engagement performed according to Technical Notice CTO No. 07/2022 - Orientation to Independent Auditors for limited assurance report engagements on non-financial information issued by the Brazilian Federal Council of Accounting (CFC), and to Standard NBC TO 3000 - Assurance Engagements Other than Audit and Review, also issued by CFC, which is equivalent to ISAE 3000 - Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). These standards require that we comply with ethical, independence and other related requirements, including the Brazilian Quality Control Standard (NBC PA 01), and therefore, that we maintain a comprehensive quality control system, with documentation of policies and procedures adopted for complying with ethical requirements, professional standards and applicable legal and regulatory requirements.

Additionally, they require that the engagement be planned and performed to obtain limited assurance as to whether the non-financial information included in São Salvador Alimentos S.A.'s 2024 Annual Integrated Report, taken as a whole, is free from material misstatement.



A limited assurance engagement performed in accordance with NBC TO 3000 (ISAE 3000) mainly consists of making enquiries of São Salvador Alimentos S.A.'s Management and other professionals of the Company responsible for preparing the information, and applying analytical procedures to obtain evidence that allow us to conclude on the limited assurance of the information taken as a whole. A limited assurance engagement also requires the adoption of additional procedures, if the independent auditor becomes aware of issues that lead them to believe that the information disclosed in the 2024 Annual Integrated Report, taken as a whole, is not free of material misstatements.

The procedures selected were based on our understanding of aspects related to the gathering, materiality, and presentation of the information disclosed in the Company's 2024 Annual Integrated Report, and of other circumstances of the engagement, as well as on our understanding of areas and processes associated with the material information disclosed in that report, which may not be free from material misstatement. The procedures included, among others:

- (a) Planning of the engagement, considering the relevance and volume of quantitative and qualitative information, and the operating and internal control systems used as basis for the preparation of the information disclosed in the 2024 Annual Integrated Report;
- (b) Gaining an understanding of the calculation methodology and procedures adopted for gathering indicators by means of interviews with the managers responsible for preparing the information;
- (c) Adopting analytical procedures for assessing the quantitative and qualitative information and its correlation with indicators disclosed in the 2024 Integrated Report;
- (d) For the cases in which non-financial data are correlated with financial indicators, crosschecking of the financial indicators with financial statements and/or accounting records.

The limited assurance engagement also included assessing compliance with the guidelines and criteria laid out in the Global Reporting Initiative Standards (GRI Standards 2021), as well as Accounting Pronouncement CPC 09 - Integrated Reporting, which aligns with the Integrated Reporting Framework prepared by IIRC;

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited conclusion.

Scope and limitations

The procedures adopted in preparing the limited assurance report vary in nature and timing and are substantially more limited in scope than those applied in a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than that which would have been obtained if a reasonable assurance engagement had been carried out. Had we performed a reasonable assurance engagement, we might have identified other matters and possible misstatements that may exist in the information presented in the 2024 Annual Integrated Report of São Salvador Alimentos S.A. Thus, we do not express an opinion on this information.



Non-financial data are subject to a greater number of inherent limitations compared to financial data due to the nature and diversity of methods used to determine, calculate or estimate them. Qualitative interpretations of the materiality, relevance and accuracy of the data are subject to individual assumptions and judgments. Additionally, we did not assess data from prior periods, nor future projections and targets.

The non-financial information was prepared and presented according to the criteria presented above, and is thus not intended to ensure compliance with social, economic, environmental or engineering laws and regulations. Nonetheless, these standards provide for the presentation and disclosure of possible non-compliance with such regulations when subject to significant fines or sanctions. Our assurance report must be read and understood in this context, pursuant to the selected and mentioned criteria.

Conclusion

Based on procedures adopted and described in the present report and on evidence obtained, nothing has come to our attention that would lead us to believe that the non-financial information disclosed in São Salvador Alimentos S.A.'s 2024 Annual Integrated Report for the period from January 1 to December 31, 2024, was not prepared, in all material respects, in accordance with the criteria and guidelines of the Global Reporting Initiative (GRI Standards 2021) and Accounting Pronouncement CPC 09 - Integrated Reporting.

São Paulo, July 14, 2025



BDO RCS Auditores Independentes SS Ltda.
CRC 2 GO-001837/F-4

Vivieni Alves Bauer
Accountant CRC 1 SP 253472/O-2 - S - GO

Corporate information

São Salvador Alimentos S.A.

Telephone: +55 (62) 3375-7000

Website: www.ssa-br.com

Address: Rodovia GO-156, km 0, Zona Rural, Itaberaí, Goiás

Facebook: [\saosalvadoralimentosbr](https://www.facebook.com/saosalvadoralimentosbr)

LinkedIn: [\saosalvadoralimentos](https://www.linkedin.com/company/saosalvadoralimentos)

Twitter: [@ssa_brasil](https://twitter.com/ssa_brasil)

YouTube: [\ssa_brasil](https://www.youtube.com/channel/UCssa_brasil)

Credits

General coordination

São Salvador Alimentos (Ana Cláudia Jaime and Roberta Galvão)

GRI consulting

blendON

Content and review

blendON

Graphic design and layout

blendON

Images

SSA archives

Envato Elements