



STAKEHOLDER ENGAGEMENT PLAN

minerva
foods

**Brazil Operations Report
(2022/2023)**

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SUSTAINABILITY STRATEGY MINERVA FOODS

Recognizing that the sustainability of its business depends on the preservation of the ecosystems that support food production, Minerva Foods is committed to the sustainable future of the planet's food supply.

Minerva Foods strives to balance the economic, environmental, social and governance aspects of its own operations and value chain, which is reflected in the company's culture and organizational values, including sustainability.

In order to prioritize initiatives and resources and develop lasting partnerships, Minerva Foods' sustainability agenda has been organized into three pillars of action: Dedication to the Planet, Prosperity of Our People and Product Quality, and Respect for Life.



DEDICATION TO THE PLANET

This pillar addresses the eco-efficiency of the company's own operations and the fight against climate change and illegal deforestation in the value chain. This is in line with our **Sustainability Commitment**.



PROSPERITY OF OUR PEOPLE

Created to promote social issues, this pillar aims to ensure a safe and inclusive working environment through training and initiatives that improve the quality of life and well-being of employees. Additionally, we strive to promote community development in the areas where we operate, reduce inequalities, and create opportunities throughout the value chain by following the UN Guiding Principles on Business and Human Rights.



PRODUCT QUALITY, AND RESPECT FOR LIFE

This pillar focuses on ensuring food safety, product quality, and animal welfare, which are all central themes to our business. The Company is committed to maintaining food quality and safety throughout the production cycle, from field to fork, and operates in compliance with the strictest national and international standards, as well as legal and customer requirements. Every form of life must be treated with care, dignity, and respect. This includes incorporating information and good practices, as well as controlling and monitoring operations and the value chain to guarantee animal welfare.

STAKEHOLDER ENGAGEMENT PLAN

In 2022, Minerva Foods embarked on a project to develop stakeholder engagement plans based on an assessment of its relationship with its stakeholders in order to understand the impacts on the Company's operations and communities. Each plan takes into account the unique characteristics of each location and was developed based on engagement prioritization matrices.

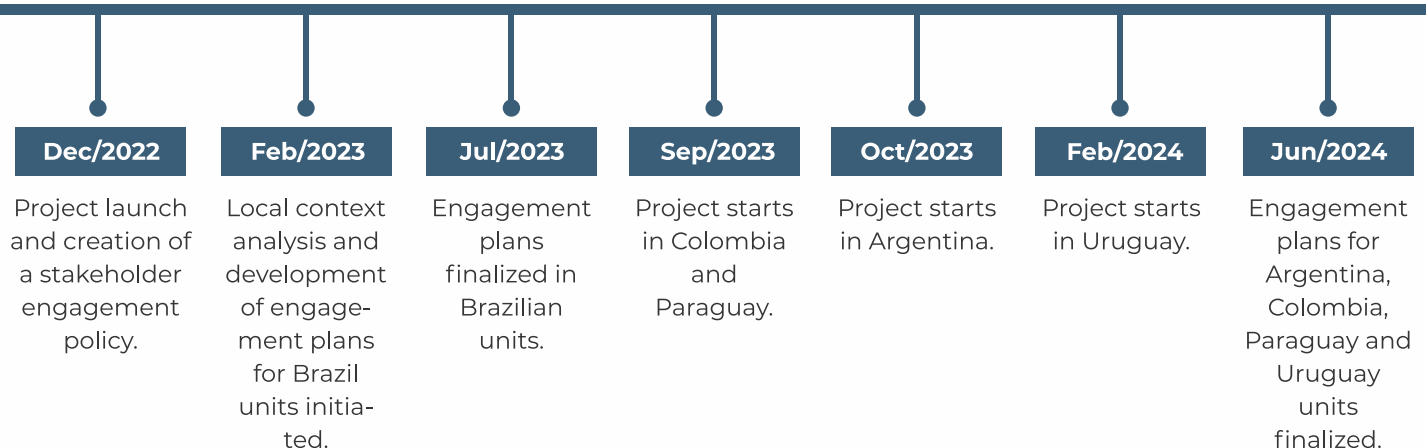
Each plan was developed with the assistance of a specialized external consulting firm, following the methodology of the AA100 Stakeholder Engagement Standard (AA1000SES) and the guidelines of the **Company's Stakeholder Engagement Policy**.

The engagement process involves working groups comprising representatives from various business areas who have relationships with stakeholders in each operating unit.

This initiative is expected to enhance the Company's social investment strategy by effectively targeting actions and resources to have a positive impact on a larger scale.

The initial phase of the project encompassed Minerva Foods' slaughter and deboning facilities in Brazil, Argentina, Colombia, Paraguay, and Uruguay.

TIMELINE



ENGAGEMENT PROCESS

The engagement process was conducted in a fractionated manner, allowing for an analysis of the unique characteristics and context of each location where the company's operating units are situated. The stages of engagement were as follows:

- I.** Form a multidisciplinary working group with representatives from areas of the business that interact with stakeholders;
- II.** Survey the local context with the members of the working group;
- III.** Interviews were conducted with leaders of operational units and employee representatives;
- IV.** Identify external stakeholders related to the business and interview their representatives;
- V.** Hold a workshop with the working group to discuss the gathered information and outlined context. At this point, members have the opportunity to analyze the issues raised, prioritize them, and create engagement plans;
- VI.** Carry out the defined engagement plans and monitor targets and indicators to measure their effectiveness. This stage is completed according to the timelines defined in each item.

To prioritize stakeholders for the engagement process, the working group evaluated each location from two perspectives:

I. Minerva Foods: Analysis of the need for the Company to have a close relationship with the stakeholder, based on the operational and/or reputational impact that this stakeholder can generate according to its level of articulation/mobilization; and

II. Stakeholder: Analysis of the impact (positive and negative) that Minerva Foods generates on this stakeholder and its level of dependency and/or interest in relation to the Company.

Outlook was measured using the following impact ruler:

Significant:

The stakeholder or the Company is affected in such a way that its routine is significantly changed or there is a high degree of dependency between the parties.

Moderate:

The stakeholder and the Company are moderately impacted in their relationship, interfering with their day-to-day activities but not making it impossible for those involved to carry out routine tasks.

Limited:

The relationship between the interested party and the company has little impact and does not interfere with the daily routine of those involved.



When the impacts generated between the two parties are significant, the need for a close relationship with the stakeholder becomes greater and a higher priority.

To ensure that all concerns raised through both internal and external interviews were given appropriate attention, we conducted a thorough analysis of the risks and opportunities identified, as well as the operational unit's capacity to respond.

The scale used to measure these factors is described below:

High:

The consequences of not addressing these issues are irreversible or may be reversible at great cost and over the long term. Addressing the issue is essential and substantially affects the activities and daily lives of the stakeholder and others involved.

Medium:

The consequences of not addressing the issue are reversible at an acceptable cost and in the medium term. The issue is mentioned by stakeholders with some frequency, but there are others of greater relevance.

Low:

Failure to address this issue would not have the capacity to affect the company's operations or reputation with stakeholders. The issue is rarely mentioned and is not essential to the activities and daily lives of stakeholders.



The greater the risk and/or opportunity presented by the issue along with the operational unit's ability to respond, including the availability of resources, the higher the priority for addressing the issue.

The Minerva Foods Stakeholder Engagement Manual describes the engagement methodology and details the stages of the process.

RESULTS - BRAZILIAN OPERATING UNITS

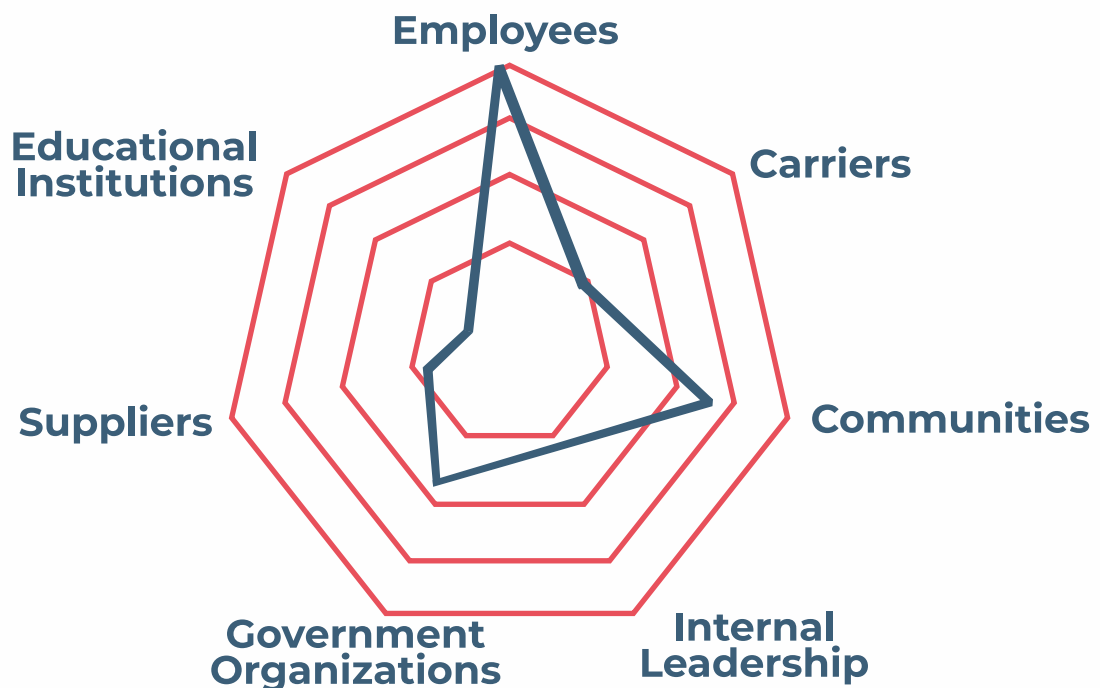
In Brazil, Stakeholder Engagement Plans were developed at eight industrial units located in Araguaína/TO, Barretos/SP, Janaúba/MG, José Bonifácio/SP, Mirassol d'Oeste/MT, Palmeiras de Goiás/GO, Paranatinga/MT and Rolim de Moura/RO.

The process involved **74 employees** working in groups at each operating unit and **70 people from the external community**, resulting in **22 engagement plans** to be worked on in the first cycle of the project, which will run until mid-2024.

KEY STAKEHOLDERS PRIORITIZED IN THE ENGAGEMENT PROCESS

Based on the degree of dependence and impact generated, the following stakeholders were identified as priorities from the perspective of the eight units.

Through interviews, these priority stakeholders were consulted to outline the context of their relationship with the company, as well as the strengths, benefits, and opportunities for mutual development generated from this relationship.



RELEVANT TOPICS RAISED IN THE ENGAGEMENT PLANS

The following topics were identified as relevant in the prioritization exercise:

- **Strengthen the Minerva brand in the communities where it operates:** promote access to Minerva Foods products for employees and commercialization in the cities where production takes place; increase support for social and cultural actions in the communities where it operates; standardize the flow of social investments and define a policy on the subject.
- **Improve internal communication channels:** Improve communication channels to make it easier for all stakeholders to access relevant information about the operation.
- **Conexão Minerva:** Strengthening knowledge of the Conexão Minerva channel among all stakeholders, especially external ones, and ensure that their complaints reach the company through the official channel.
- **Assistance to cattle suppliers:** Expanding the dissemination of the support company's procedure for cattle ranchers who have been blocked due to socio-environmental irregularities, allowing them to be reinstated on the company's list of qualified suppliers.
- **Coordination of the upstream/downstream product transportation process:** together with the respective commercial partners, to comply with the provisions of the Company's Code of Ethics - Conduct Guide and property security standards, as well as to optimize the scale of unloading or loading of inputs and products.

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