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ANIMAL WELFARE REPORT

BASE YEAR 2025





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OUR PURPOSE AND OUR VALUES

“Creating **connections**
between **people,**
food and
nature”

AT MINERVA FOODS,
WE RECOGNIZE
ANIMAL WELFARE AS
AN ESSENTIAL PART OF
THIS CONNECTION.

Minerva Foods is guided by five core values that shape our decisions and actions:



We are committed to sustainability, balancing economic, social, and environmental priorities in all our actions. We organize our sustainability efforts around three pillars: Dedication to the planet, Prosperity of our people, Product quality and animal welfare. Within this third pillar, we embed our commitments and initiatives to promote transparency and excellence in animal welfare.



INTRODUCTION

The growing societal interest in responsible animal welfare (AW) practices reinforces the importance of transparency in managing this topic. In this context, this report consolidates Minerva Foods' key initiatives, progress, and results for the 2025 baseline year (January 1 to December 31), providing a comprehensive overview of the actions undertaken by the Company.

The information presented is derived from a compilation of the Company's global data regarding operational activities and procedures implemented throughout the supply chain. This encompasses our own operations, the livestock supply chain, and third-party animal-sourced raw materials, demonstrating the guidelines, practices, and procedures adopted to strengthen AW management and drive continuous improvement across the value chain.



Should you have any questions or suggestions regarding the content of this report, please contact us through our [communication channel](#). Your feedback is important to Minerva Foods!



MINERVA FOODS' GLOBAL PRESENCE

The year 2025 represented a watershed moment in Minerva Foods' journey. Following the integration of new operations, the Company transitioned to a significantly broader and more diversified structure, consolidating its global presence and expanding its operational capacity across various markets. Consequently, the number of slaughter facilities increased from 30 to 43, bolstering our footprint in Brazil, Argentina, Paraguay, Uruguay, Colombia, Chile, and Australia, and expanding the scope of the supply chain monitored by the Company.

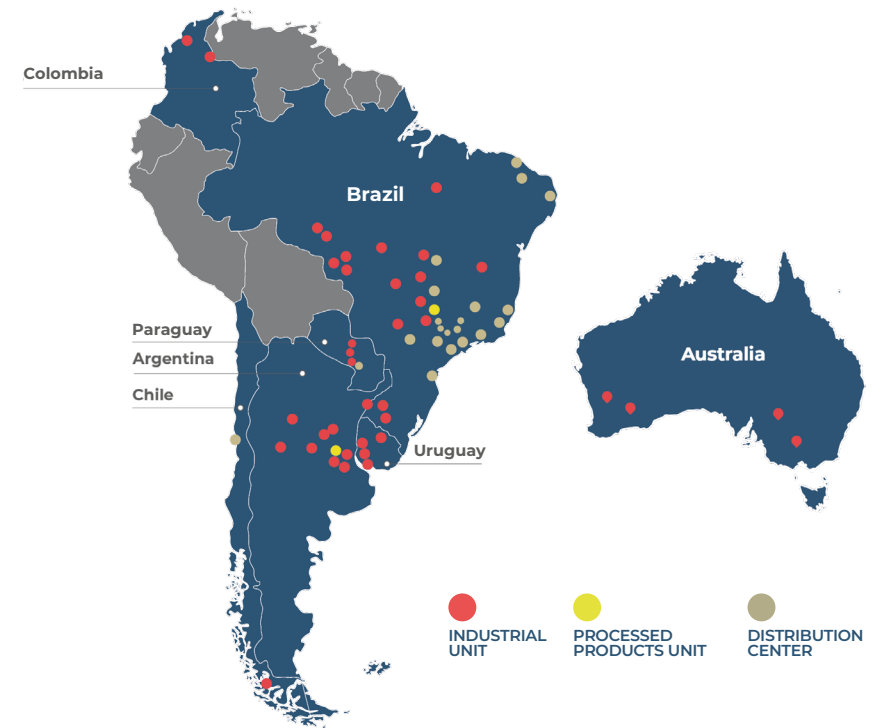
This evolution was also reflected in our operational scale. Daily slaughter capacity grew from 30,740 to 43,540 head of cattle (+41.7%) and from 19,216 to 25,716 sheep (+33.8%), while the potential volume of the monitored supply chain increased from 1.27 million to 1.69 million tons (+33.1%). The geographic distribution of the Company's operations is presented in Figure 1.

The integration of these new operations also transformed the profile of Minerva Foods' supply chain. The addition of new suppliers, diverse production systems, and markets with distinct regulatory and commercial frameworks significantly expanded the monitoring scope of our global animal welfare program. Supply chains that were not previously covered are now included in the Company's assessments, making the assessed supply base more holistic and representative of its global footprint.

In this context, global mapping coverage shifted from 66.5% (841.4 thousand tons) to **58.6%** (990.6 thousand tons). This variation does not reflect a reduction in management efforts or AW standards; rather, it underscores the substantial expansion of the assessed supply chain, resulting from the integration of new operations.

Similarly, certain public commitments have been revised to more accurately reflect the Company's new operational reality. Notable updates include commitments related to the transport and pre-slaughter stunning of cattle and sheep, practices whose application may vary according to specific legal and religious requirements in certain markets. Consequently, the indicators presented in this report now represent a broader, more diverse, and fully integrated supply chain. This strengthens monitoring consistency and establishes an even more robust baseline for tracking the continuous improvement of animal welfare practices across Minerva Foods' global operations.

Figure 1. Strategic distribution of Minerva Foods' processing plants following the integration of new units.



Daily slaughter capacity	
Cattle	Sheep
24,387	19,216
8,025	6,500
5,978	Total: 25,736
3,700	
1,450	
Total: 43,540	

38 cattle slaughter and deboning units

23 distribution center

5 sheep slaughter and deboning units

3 processed products plants



Learn more about our facilities in the [Reference Form](#)



ANIMAL WELFARE AT MINERVA FOODS

ANIMAL WELFARE AGENDA

Minerva Foods' commitment to animal welfare is comprehensive and extends across every level of our supply chain. The guidelines and practices implemented include producing and marketing fresh beef and lamb, processing proteins (such as beef, pork, and poultry), distributing products (including fish, sheep, cattle, pork, poultry, and plant-based items), using ingredients in certain product lines (such as eggs and milk), and processing by-products (including leather, casings, meat and bone meal, tallow, and blood), see Table 1.

WE DO NOT PROCESS OR MARKET SEAFOOD, GEESE, DUCKS, OR RABBITS. WE ALSO DO NOT USE CLONED ANIMALS OR ANIMALS SUBJECTED TO GENETIC ENGINEERING. ADDITIONALLY, MINERVA FOODS DOES NOT EXPORT LIVE CATTLE.



Table 1. Protein production chain performance - 2025.

SPECIES	SLAUGHTER	PRODUCT PROCESSING	INGREDIENTS	DISTRIBUTION AND RETAIL	% OF TOTAL SUPPLY CHAIN	TONNES	COUNTRIES
Beef cattle	X	X		X	94.20%**	1,593,198	
Sheep	X			X	4.19%	70,870	
Broiler chicken		X		X	0.70%	11,861	
Pork		X		X	0.29%	4,971	
Fish*		X		X	0.43%	7,232	
Eggs**			X		0.0003%	5	
Milk**			X		0.002%	38	
Non-animal products				X	0.19%	3,132	
Total animal Protein	-	-	-	-	99.81%	1,688,175	-
Total global supply chain	-	-	-	-	100%	1,691,307	-

Slaughter: The process of humanely killing animals to produce *in natura* (fresh) or frozen products for human consumption. **Product processing:** The purchase of raw meat materials from suppliers to produce portioned and cooked products.

Ingredients: The purchase of ingredients from suppliers for use in product formulation. **Distribution and resale:** Includes the logistics of stocking finished products from both third-party brands and our own brands, as well as storage, transportation, and delivery to customers.

*The distribution and processing of seafood encompasses the following species: *Pangasius hypophthalmus*, *Merluccius merluccius*, *Gadus chalcogrammus*/*Gadus morhua*, *Oreochromis niloticus*, *Salmo salar* and *Pollachius Virens*.

**Details of the ingredients used in our operations include powdered eggs, powdered milk, and cream. The reported tonnes of powdered eggs refer to the final procurement made by the Company in 2025. As of 2026, the Company has discontinued the sourcing of this ingredient.



The Company's beef cattle production is divided into the following categories:

Company-sourced cattle: Animals purchased from partner cattle ranchers and processed at Minerva Foods' own slaughter facilities. This category represents 92.45% (1,563,607 metric tons) of the Company's beef cattle production; **Third-party cattle:** Beef raw materials acquired from partner industries for use in the production of processed products, by-products, and resale of products from other brands. This category accounts for 1.75% (29,592 metric tons) of the Company's beef cattle production.

Business diversification is a defining feature of Minerva Foods.

minerva
foods

minerva
leather

minerva
ingredients

minerva
energy

minerva
casings

minerva
biodiesel

minerva
foods shop

mycarbon



COMMITMENT TO GOOD ANIMAL WELFARE PRACTICES

Minerva Foods' commitment to AW is embedded in its sustainability framework and the responsible management of its operations. Recognizing animals as sentient beings, the Company enforces a zero-tolerance policy against abuse, neglect, and mistreatment across all species within its value chain (e.g., cattle, sheep, swine, broiler chickens, fish, laying hens, and dairy cows). [The Global Animal Welfare Policy](#) sets forth the Company's guidelines and is underpinned by the [Five Domains](#) framework.

Minerva Foods believes that promoting good husbandry practices contributes to enhancing animal welfare and the responsible use of antimicrobials, a commitment also reflected in its [Global Policy on the Use of Antibiotics](#).

Through its [Business Partner Code of Conduct](#), Minerva Foods requires all suppliers to comply with guidelines pertaining to ethics, integrity, sustainability, and strict intolerance for animal mistreatment and abuse.

The AW agenda is grounded in internationally recognized codes and protocols, incorporating the ["One Welfare"](#) concept into its practices to ensure respect for animals, people, and the environment.



POOR OR BAD:		RICH OR GOOD:	
1.	Restriction or poor quality of food and water;	Provision of quality water, sufficient nutrition, and a balanced diet with adequate variety;	
2.	Uncomfortable environment or one with inadequate physical characteristics;	Comfortable and pleasant environment;	
3.	Diseases, injuries and/or functional impairment;	Healthy, fit and uninjured animal;	
4.	Restriction of the expression of natural behaviors of the species;	Ability to express natural and rewarding behaviors;	
5.	Thirst, hunger, pain, fear, anger, anxiety, frustration, exhaustion, among others.	Satisfaction, physical comfort, pleasure in eating and drinking, natural environment, and social and other positive behaviors.	



In 2023, Minerva Foods publicly disclosed its 54 AW commitments across its entire supply chain, which encompass topics such as the use of antibiotics, intensive confinement, environmental enrichment, mutilation practices, long-distance transport, practices deemed inhumane, pre-slaughter stunning, AW certifications, and the reliance on animal-derived products. The target deadlines for fulfilling each commitment span from 2024 to 2045. A detailed description and the current status of each commitment can be found in [The Global Status of AW Practices and Public Commitments](#) section of this report.

Currently, out of the 54 established commitments, we are proud to report that 32 have already been achieved (Figure 2).

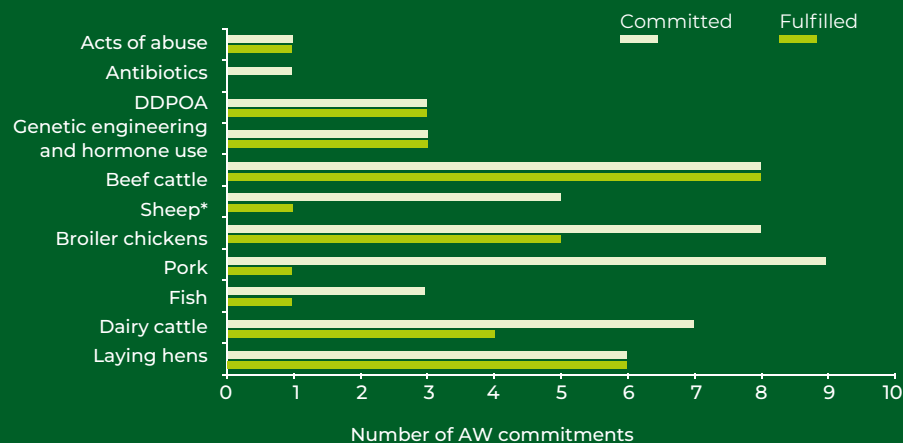


Figure 2. List of the 54 established public animal welfare commitments, categorized by core themes.
*The progress of the sheep supply chain indicators will not be reported in this cycle due to the review of public commitments resulting from the expansion of the Company's operations.

The established commitments guide the strategies and actions within the Company's AW agenda, promoting transparency in our progress reporting and driving the continuous improvement of related indicators. In this context, the systematic mapping of indicators serves as an essential tool to monitor performance evolution, identify opportunities for improvement, and direct engagement with the supply chain.

Minerva Foods' mapping methodology relies on various information sources, depending on the type of data and the evaluated supply chain. For the Company's own operations, records from corporate systems and internal operational controls are utilized. Additionally, for the supply chain, information is gathered through structured self-assessment questionnaires, developed to address animal welfare aspects applicable to the different species and stages of the production chain. The collected data is consolidated in partnership with a specialized data management firm and subsequently reviewed and validated by the corporate AW team, ensuring consistency and reliability in the monitoring process.

As a result of this process, the Company has significantly expanded its mapping coverage over the past few years, increasing from 32.5% of the global volume mapped in 2022 to 58.6% in 2025 (Table 2).

Table 2. History and progress in the global mapping of AW indicators within the Minerva Foods supply chain.

Supplier Mapping				
Category	2022	2023	2024	2025
Beef cattle ¹	31.90%	48%	62%	59.2%
Sheep ¹	50%	92%	15% ²	N/A ³
Pork	67.61%	77%	89,7%	81%
Broiler chickens	100%	84%	98%	100%
Fish	61.02%	62%	96.12	81%
Eggs	100%	100%	100%	100%
Milk	21.76%	99.5	100%	96.6%
Total*	32.50%	50%	66.5%	58.6%

¹Data compiled from own and third-party cattle and sheep operations.

²For supplier traceability purposes, only sheep raw material distributed by Minerva Foods was considered, excluding the Company's own operations in Australia and Chile.

³Mapping indicators for the sheep supply chain will not be reported in this cycle due to the review of public commitments resulting from the expansion of the Company's operations.

*Based on the mapped percentage of the total volume in tonnes for each species.



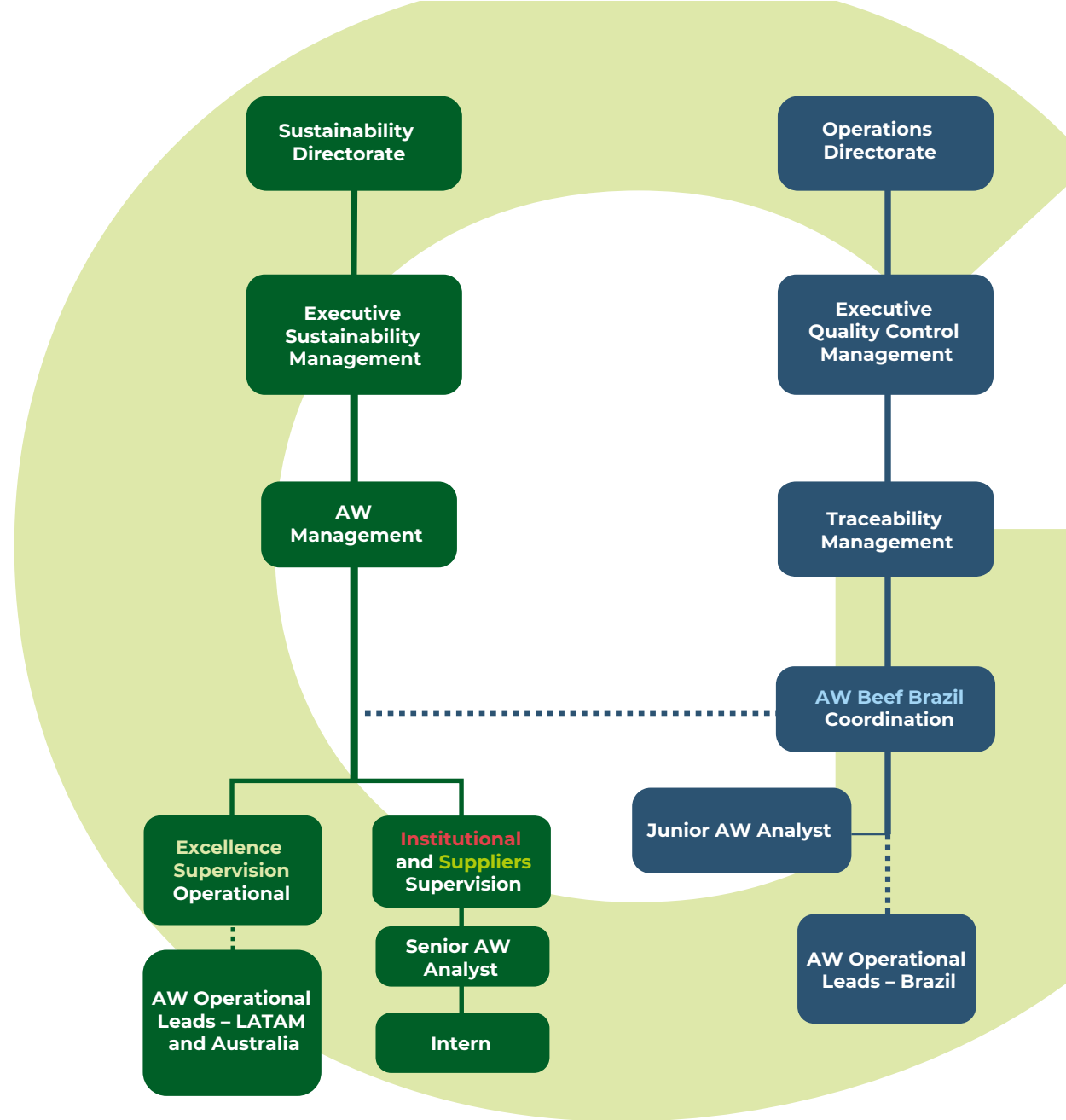
ANIMAL WELFARE GOVERNANCE

Animal Welfare Governance is one of Minerva Foods' core strengths and has been central to our progress to date. The company has established a robust, integrated governance structure that ensures senior management actively participates in strategic decisions related to animal welfare. Other significant accomplishments include creating and strengthening engagement programs with our animal and raw material supply chains and participating in pre-competitive coalitions dedicated to advancing and sharing best AW practices.

Organizational structure

At Minerva Foods, the AW sector is divided into two complementary segments: one under the **Operations Division** and one under the **Sustainability Division**. This structure allows for the integrated coordination of the company's strategic and operational areas. The Sustainability department is responsible for coordinating the corporate AW strategy, managing public commitments, building relationships with diverse stakeholders, and driving supply chain engagement, thereby promoting the continuous evolution of the AW agenda throughout the value chain. Complementing these efforts, the Operations department is responsible for managing day-to-day AW routines across the industrial facilities, including monitoring operational metrics, conducting audits, implementing action plans, and providing ongoing oversight of AW practices.

Together, these departments ensure the implementation of the [Global Animal Welfare Policy](#) and the continuous evolution of practices throughout the value chain.





The AW structure linked to the **Sustainability Directorate** is composed of three offices:

Institutional:

Responsible for managing the Company's strategic AW agenda. It coordinates the Animal Welfare Report, manages international benchmarks and ratings, and handles questionnaires, technical statements, and alignment meetings with clients. It also engages with stakeholders, investors, coalitions, and third-sector organizations, in addition to leading strategic projects and innovation initiatives aimed at bolstering the AW agenda.

In 2025, the department's structure was expanded through participation in the Company's Internship Program, adding an intern appointed to support the activities of the Institutional and Supplier Management offices.

Supplier Management:

Responsible for supply chain relationship management and engagement, promoting the collection and analysis of performance metrics, conducting technical visits, training suppliers, developing technical guidelines, and coordinating the BEA+ Minerva program. This office contributes to disseminating best practices and strengthening risk management, in addition to working on technical case studies applicable to the supply chain to drive advancements in AW practices.

Operational Excellence:

Responsible for the technical and operational standardization of animal welfare practices across cattle and sheep processing plants in Latin America (Argentina, Chile, Colombia, Paraguay, and Uruguay) and Australia, in accordance with the Company's AW Policy, the applicable legislation in each country of operation, and the protocols and requirements of clients and markets. This office coordinates performance metrics, training, audits, accreditations, certifications, and the development of monitoring and management tools. Furthermore, it provides technical assistance to operations, institutional requests, and clients, driving the continuous improvement of AW practices within the operations.



Meanwhile, the AW structure linked to the **Operations Directorate** consists of the AW – Beef Brazil office.

AW – Beef Brazil:

Responsible for the technical coordination and governance of AW practices across cattle slaughter operations in Brazil. This office defines, standardizes, and monitors processes, indicators, and technical requirements, in compliance with the Company's AW Policy, current Brazilian legislation, and client and market demands. Working in tandem with the 16 processing plants, it provides ongoing technical support to local teams, driving the implementation of improvements, the alignment of practices, and the continuous evolution of AW performance. The governance framework developed in Brazil also supports the standardization and enhancement of practices implemented in the Company's other Latin American operations, in close collaboration with the corporate AW team within the Sustainability Directorate.

Senior Management Engagement, Decisions, and AW Strategies

Sustainability management is guided by [corporate policies](#), public commitments, and formal management processes, with regular oversight by governance bodies, including the Sustainability and Innovation Advisory Board. Composed of members of the Board of Directors, the Executive Board, Technical Directors, and independent experts, the Advisory Board supports Executive Management in overseeing sustainability-related risks and opportunities. It also monitors the implementation of the Company's ESG agenda, promotes integration across sustainability initiatives, evaluates innovation opportunities, and ensures alignment between strategic guidelines and operational execution. Specialized working groups (Decarbonization and Climate Risks, ESG Performance, and Social Investment) support this governance structure by providing in-depth technical analyses and fostering collaboration across different areas of the business.

AW and the Consequence Policy at Minerva Foods

Minerva Foods implements the Consequence Management Policy as a mechanism to ensure compliance with AW guidelines and to consolidate the culture of accountability throughout the Company. All employees involved in animal handling undergo specific training and formalize their commitment to act in accordance with the Global Animal Welfare Policy and internal procedures by signing a Statement of Responsibility.

Employees are also required to immediately report any situation that constitutes a violation of AW guidelines. Instances of abuse, negligence, or non-compliance are thoroughly investigated and may result in disciplinary action commensurate with the severity of the incident, including formal warnings, suspension, and termination for cause, where applicable.



GLOBAL AW MANAGEMENT

MINERVA FOODS OPERATIONS

As previously presented, the integration of new operational facilities in 2025 represented a significant milestone in Minerva Foods' expansion. To ensure a consistent integration, the Company structured this process based on governance guidelines that enabled the standardization of processes, the dissemination of the corporate culture, and the alignment of the new operations with corporate AW standards.

Minerva Foods' global AW management is conducted through a structured, integrated, and preventive framework, consolidated within the Animal Welfare Program. This section presents the key drivers that underpin this management approach:

- a) routine monitoring;
- b) process standardization;
- c) crisis management; and
- d) innovation and technology.

Together, these pillars bolster the continuous improvement of AW practices and promote greater consistency in the management of the Company's operations.





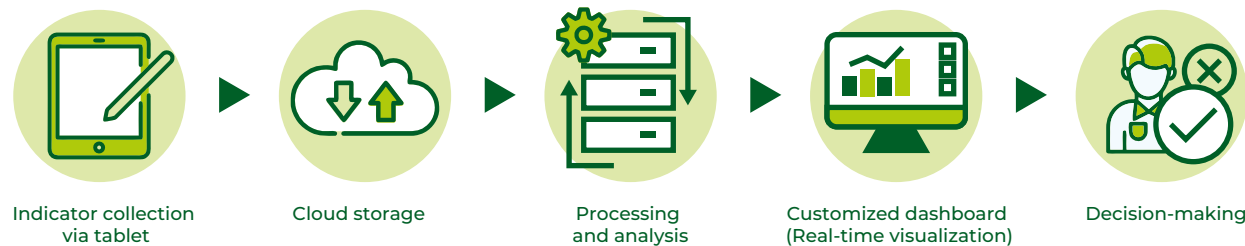
A) ROUTINE MONITORING

The routine monitoring of AW performance metrics is essential to ensure the proper implementation of processes and guidelines. This process is rooted in the Compliance Matrix, which is developed based on the applicable legislation in our countries of operation, alongside internationally recognized protocols such as those of the [North American Meat Institute \(NAMI\)](#). These metrics are tracked daily by the AW Leads at each operational facility, enabling immediate corrective actions. Furthermore, the analysis of results and deviations is conducted by the corporate team.

As part of this process, the Company leverages a corporate digital platform to collect, consolidate, and manage animal welfare data. In 2025, this solution was fully implemented across 100% of cattle operations in Brazil, Uruguay, Colombia, Argentina, and Paraguay, and is currently being adapted for sheep processing operations in Australia and Chile. Data is recorded directly during operational routines via mobile devices and consolidated into management dashboards. This enables real-time performance tracking, the identification of variances, the development of action plans, and the ongoing assessment of the effectiveness of the implemented measures.

The AW performance metrics encompass the primary stages of pre-slaughter handling, including:

- Loading and transportation conditions from supplier farms to the processing facilities;
- Animal unloading, evaluating parameters related to handling practices and arrival conditions;
- Lairage conditions in holding pens, encompassing water access, thermal comfort, stocking density, feed provision (where applicable), and other factors that directly impact animal welfare;
- Pre-slaughter handling, including human-animal interaction, animal driving practices, and the appropriate use of handling equipment;
- Effectiveness of stunning and bleeding procedures.



AW Performance Metrics Data Collection Flowchart at Minerva Foods Operations.

Data concerning loading and transportation is recorded through digital systems or structured debriefings, in accordance with the operational context of each country of operation. This ensures the standardization of data collection and the comparability of performance metrics across the different operations.

The Compliance Matrix is embedded within Minerva Foods' corporate performance framework, being linked to the facility-level shared targets and to performance-based recognition mechanisms. In Brazil, this monitoring is complemented by the Integrated Operations Center (IOC), which conducts remote video monitoring of critical areas, such as unloading zones, holding pens, handling alleys, and the stunning box. This framework enables greater agility in identifying deviations and implementing corrective measures.

As part of the continuous improvement strategy, a project was launched in 2025 to integrate Artificial Intelligence (AI) technologies into the remote video monitoring system, with implementation scheduled for 2026. This initiative will enhance the capacity for ongoing analysis of animal welfare performance metrics, driving greater agility in identifying variances, ensuring more accurate decision-making, and reinforcing preventive measures.



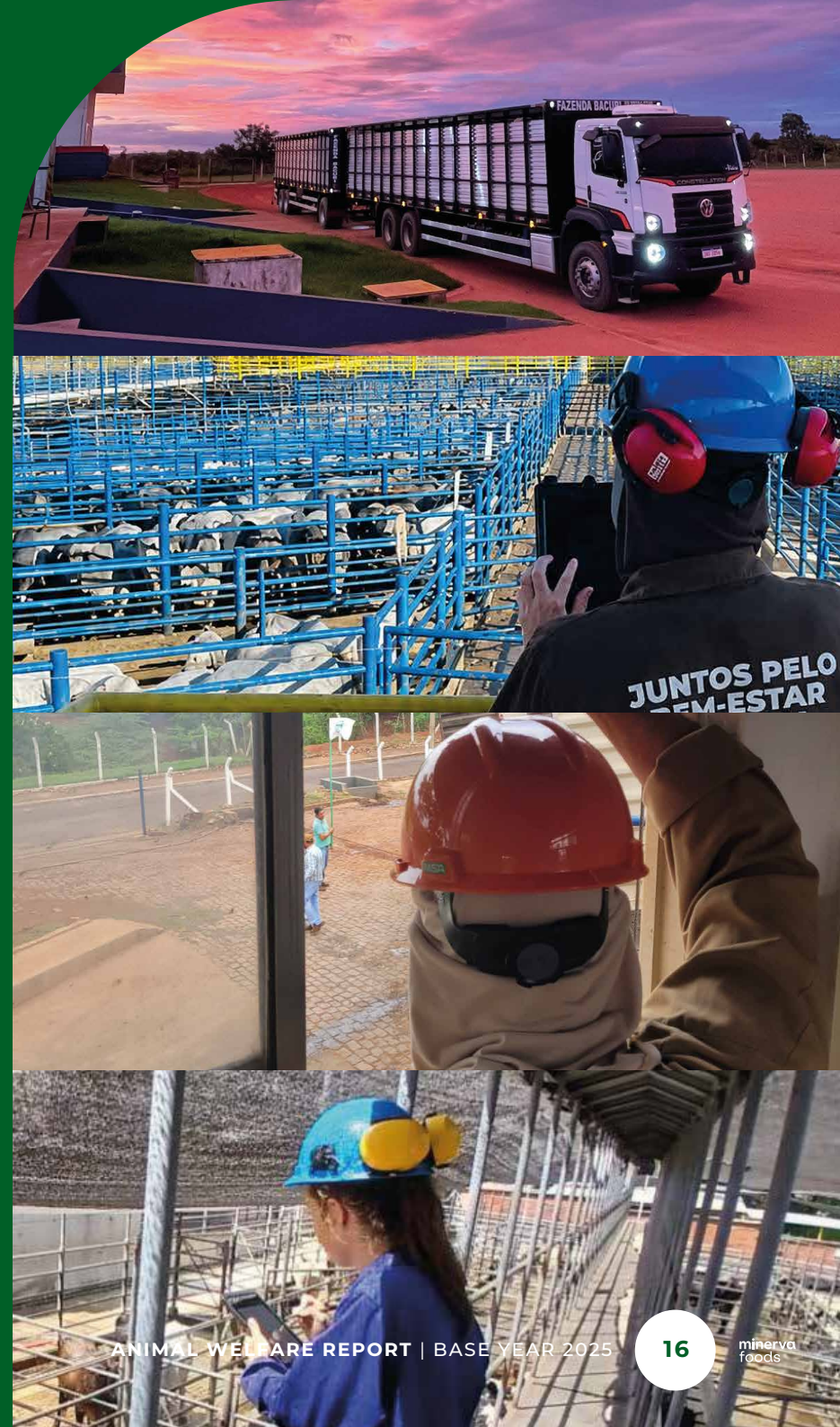
Complementing this management approach, the Company developed the **Trajeto do Boi** (Cattle Path) project, a joint initiative led by the corporate Engineering, Maintenance, and Animal Welfare departments. This project aims to identify and manage critical control points across all areas accessed by the animals within the processing facilities. The assessments encompass structures such as unloading zones and ramps, gates, handling alleys, holding pens, sprinkler systems, shade structures, water and feeding troughs, flooring, and the stunning box. Whenever non-conformities that may compromise animal safety or AW are identified, operations in the affected areas are suspended until the necessary adjustments are completed, thereby mitigating operational risks and driving continuous improvement for both animals and staff.

Minerva Foods also maintains a dedicated corporate structure for livestock transportation management, responsible for the planning, coordination, and monitoring of operations. As part of this framework, vehicles undergo periodic inspections and assessments conducted by the AW Officers at the processing facilities. Whenever non-conformities that may compromise animal welfare are identified, the affected vehicles are suspended from operations until the necessary corrective actions are implemented and validated by the technical team.

The guidelines governing transport operations are set by the **Manual of Good Practices and Animal Welfare Recommendations for Cattle Transport**, a corporate document that establishes technical requirements and standardizes the practices adopted between supplier farms and the Company's processing facilities.

The performance metrics results are reviewed weekly by the corporate AW team and are complemented by regular internal audits. During these audits, discussions focus on facility performance, the implementation of action plans, execution timelines, and the allocation of resources required for the continuous improvement of processes. Consolidated results are also regularly reported to the Company's senior leadership, strengthening governance and data-driven decision-making.

Animal Welfare team members conducting routine monitoring at Company facilities.

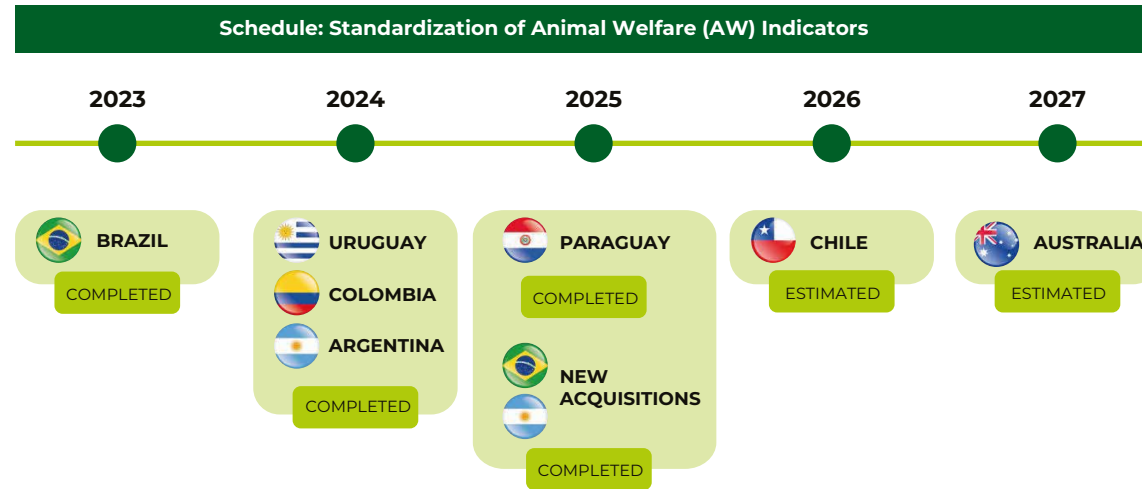




B) PROCESS STANDARDIZATION

The standardization of AW processes and performance metrics is a core pillar of Minerva Foods' corporate strategy, ensuring technical consistency across operations, enhanced data reliability, and alignment with the highest international standards. This framework was structured by harmonizing the legal requirements applicable to the countries where the Company operates with the guidelines established by the North American Meat Institute (NAMI) protocol, thereby consolidating a unified methodology for the monitoring and management of AW metrics.

The implementation of this framework began in 2022, with the development of the data collection methodology and the assessment of national legislations. In 2023, the Brazilian processing facilities served as the benchmark for the systematization of these metrics, while a technical diagnostic was conducted across the operations in Argentina, Uruguay, Colombia, and Paraguay. In 2024, the framework's rollout commenced across the Latin American operations. By 2025, the standardization of performance metrics was successfully completed across all of the Company's cattle processing facilities, including new operations integrated during this period.



As part of the expansion of this framework, a technical assessment was conducted at the sheep processing operation in Chile in 2025. This step will serve as the foundation for adapting the monitoring methodology to this species, with implementation scheduled for 2026. The same process will be carried out across the Company's other sheep processing operations, advancing the expansion strategy for the global standardization of AW performance metrics. The consolidation of this framework was accompanied by a technical training program targeted at

operational teams and the professionals responsible for monitoring performance metrics. The training sessions covered assessment criteria, record standardization, the identification of non-conformances, and the development of action plans. These sessions were supported by technical reference materials, such as videos, guides, and instructional content, contributing to greater consistency in interpreting the metrics and enhanced reliability of the collected data.





In 2025, the Company also initiated the evolution of its corporate platform for managing AW performance metrics, with its completion scheduled for 2026. This new solution will enable greater data integration, expanded real-time monitoring capabilities, automated data consolidation, and strengthened management analytics, thereby supporting data-driven decision-making and the continuous improvement of processes.

In addition to the modernization of its monitoring systems, Minerva Foods advanced key initiatives aimed at bolstering operational standardization. A technical training program led by a specialized external consulting firm, was conducted across all processing facilities in Brazil and operations in Argentina. The program covered the various stages of low-stress animal handling, from loading at supplier farms and transportation, through to the driving of animals for processing. These activities combined theoretical and practical content, reinforcing Standard Operating Procedures (SOPs) and contributing to the technical development of the teams.

The corporate AW structure was also strengthened in 2025 through the standardization of the AW Supervisor role across all processing facilities in Brazil, consolidating a specialized technical leadership for monitoring performance metrics and driving team development. Across its other South American operations, the Company maintains a designated AW focal point at each processing facility and has initiated the establishment of a country-level corporate governance framework. This initiative aims to enhance the coordination of actions, promote greater alignment across operations, and standardize the management of AW metrics and practices.

C) CRISIS MANAGEMENT

Crisis management is an integral component of Minerva Foods' AW strategy, ensuring adequate preparedness and response to situations that may impact animal welfare or operational continuity.

The Company maintains structured contingency plans and procedures for various scenarios, including biosecurity incidents, water and power supply disruptions, fires, extreme weather events, pandemics, and other operational emergencies. These plans outline responsibilities, communication workflows, and response protocols, enabling prompt and coordinated execution by the teams involved.

Proactive preparedness and the clarity of established protocols bolster the Company's operational resilience, driving risk mitigation and ensuring the maintenance of AW standards even under adverse conditions.



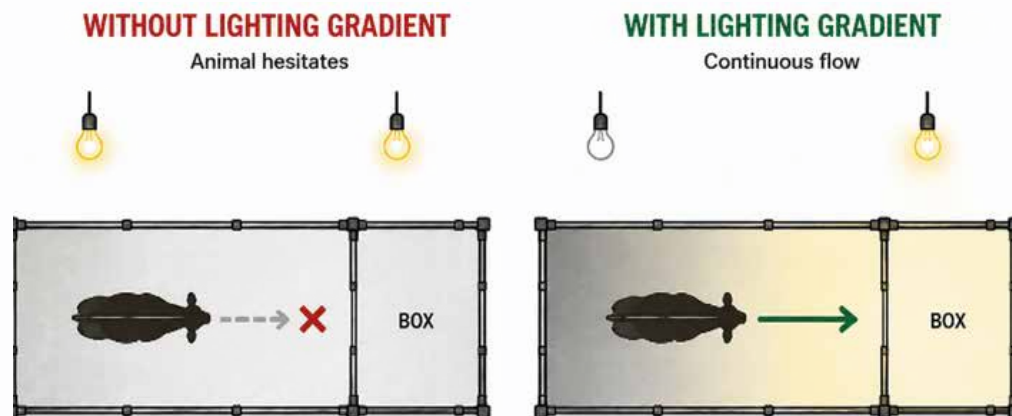
D) INNOVATION AND TECHNOLOGY

As part of its AW continuous improvement strategy, Minerva Foods consistently evaluates and integrates evidence-based solutions that promote safer, more efficient handling practices aligned with species-specific behaviors. Prior to full-scale implementation, new technologies and operational adaptations undergo pilot testing at selected processing facilities. This approach enables the accurate quantification of their impact on handling performance metrics and validates their applicability across the Company's diverse operational contexts.

Strategic lighting for livestock movement

A key highlight among the initiatives under evaluation is the deployment of strategic Lighting at the entrance to the stunning box. Cattle exhibit an inherent tendency to move toward uniformly lit environments, whereas shadows, reflections, stark contrasts, or dark zones can cause balking and disrupt movement flow, thereby increasing the need for handler intervention. Leveraging these species-specific behavioral principles, targeted lighting fixtures were installed to encourage the animals' voluntary forward movement into the stunning box, facilitating a smoother, calmer, and more predictable handling process.

This technology is initially being piloted at select facilities across Brazil, Uruguay, Paraguay, and Colombia, where its impact on both operational and AW performance metrics is being closely monitored. Based on the assessment outcomes, the Company will evaluate the feasibility of scaling this solution across its other operations.



Auditory enrichment in holding pens

Another initiative implemented at select facilities across Brazil and Uruguay is the use of music in the holding pens. The broadcasting of classical music is part of a suite of measures aimed at mitigating abrupt auditory stimuli and fostering a more stable environment during animal driving, thereby contributing to a calmer and more organized handling process.

Livestock handling flags

In 2025, the validation of a new handling flag model for use in cattle processing operations was completed in Brazil. This upgraded tool was developed using heavy-duty materials, providing superior durability and preserving its structural integrity over an extended period, even under continuous use. Additionally, the initiative drives the standardization of equipment across the facilities and reduces the need for frequent replacements.

The performance outcomes of these initiatives will serve as the basis for the decision-making process regarding their rollout across the Company's other operations.



ANIMAL WELFARE PERFORMANCE METRICS – Minerva Foods Direct Operations (Cattle)

CATTLE



Table 3. Consolidated Global Animal Welfare Metrics* – Minerva Foods Cattle Operations – 2023, 2024, and 2025.

Processing Plant Indicators	2023	2024	2025
Animal Welfare Metrics			
% of animals effectively stunned ¹	96.68	90.57	90.19
% first-shot stunning effectiveness	97.46	97.83	98.54
% of animals inadequately stunned in the bleed area	0.16	0.06	0.14
Time between stunning and bleeding (sec.)	54.57	50.34	48.28
% slips during unloading and handling through alleyways	0.48	0.74	0.46
% falls during unloading and handling through alleyways	0.15	0.16	0.06
% vocalization during handling through alleyways, single-file race and stunning box	1.33	0.86	0.81
% of animals separated due to agonistic behavior in lairage pens	0.002	0.001	0.010
% of animals separated due to mounting behavior in lairage pens	0.002	0.000	0.000
% use of electric prod during animal handling	12.60	11.56	15.68
% use of electric prod during animal unloading	0.64	0.59	0.48
% of animals identified in poor health condition	0.08	0.03	0.04
% of animals without access to water for more than 30 minutes	0.019	0.003	0.03
% carcasses with bruises**	10.88	11.03	18.35
% mortality at the processing plant	0.005	0.002	0.005
% emergency slaughter	0.018	0.021	0.05
% of lairage pens equipped with shade/sprinklers for temperature control	96.52	96.95	96.05
% of animals with extreme body condition loss	0.002	0.01	0.01
Transport Indicators			
Average transport time (hours)	4.03	4.53	4.18
% of animals transported on journeys of up to 8 hours	86.07	83.01	85.94
Average transport distance (km)	228.56	261.49	243.25
% of lots with mixed animal categories during transport	4.14	5.56	0.04 ²
% DOA (Dead on Arrival)	0.003	0.004	0.012
Farm Indicators			
% of animals in feedlots	29.13	29.10	32.89
% of animals on pasture under semi-confinement system	22.76	21.57	21.41
% of animals in pasture-based feedlots ³	3.82	6.30	10.68
% of pasture-raised animals	44.30	43.03	35.02
% of castrated animals	14.48	20.87	13.19

*The results were calculated using the processing volume at each facility as a weighting factor, ensuring an accurate proportional reflection of each plant's operational scale. **This metric accounts for the following parameters: severity (mild, moderate, and severe) and anatomical region (categorized by commercial cuts). All types of bruising are recorded. #Data not mapped. ¹Only animals destined for the Kosher market and specific countries requiring Halal slaughter are exempt from pre-slaughter stunning, due to strict religious requirements. ²As of 2025, "category mixing" defined as the transportation of animals from different categories within the same compartment. ³The semi-confined and pasture-confined categories comprise animals raised in pasture-based systems with grazing access, differing solely in supplemental feeding rates.



ANIMAL WELFARE PERFORMANCE METRICS – Minerva Foods Direct Operations (Sheep)

SHEEP



Table 3. Consolidated Global Animal Welfare Metrics* – Minerva Foods Sheep Operations – 2023, 2024, and 2025.

Processing Plant Indicators	2023	2024	2025
Animal Welfare Metrics			
% of animals effectively stunned ¹	99.98	100.00	95.35
% stunning effectiveness	99.98	99.99	95.34
% of animals inadequately stunned in the bleed area	0.02	0.01	0.01
Time between stunning and bleeding (sec.)	4.69	5.00	4.91
% slips during unloading and handling through alleyways	0.00	0.00	0.02
% falls during unloading and handling through alleyways	0.00	0.00	0.01
% of lots with mixed animal categories	4.60	0.00	0.00
% of animals identified in poor health condition	#	0.10	0.15
% of animals without access to water for more than 30 minutes	0.00	0.00	0.00
% carcasses with bruises**	0.01	0.01	0.29
% mortality at the processing plant	0.05	0.09	0.01
% emergency slaughter	0.01	0.02	0.01
% of lairage pens equipped with shade/sprinklers for temperature control	84.53	96.90	96.90
% of animals with extreme body condition loss	0.02	0.04	0.06
Transport Indicators			
Average transport time (hours)	4.16	4.85	4.93
% of animals transported on journeys of up to 8 hours	94.58	78.00	76.01
Average transport distance (km)	366.05	438.75	436.51
% DOA (Dead on Arrival)	0.04	0.07	0.01
Farm Indicators			
% of animals in feedlots	0.00	0.00	0.00
% of animals on pasture under semi-confinement system	9.05	0.00	0.00
% of animals in pasture-based feedlots ²	0.00	0.00	0.00
% of pasture-raised animals	90.95	100.00	100.00
% of castrated animals	#	#	73.37

*The results were calculated using the processing volume at each facility as a weighting factor, ensuring an accurate proportional reflection of each plant's operational scale. **This metric accounts for the following parameters: severity (mild, moderate, and severe) and anatomical region (categorized by commercial cuts). All types of bruising are recorded. #Data not mapped. ¹Only animals destined for the Kosher market and specific countries requiring Halal slaughter are exempt from pre-slaughter stunning, due to strict religious requirements. ²The semi-confined and pasture-confined categories comprise animals raised in pasture-based systems with grazing access, differing solely in supplemental feeding rates.



ANIMAL WELFARE MANAGEMENT AT PARTNER FARMS



laço de
confiança

Advancing Animal Welfare begins at the farm level. In this context, the Minerva Foods Animal Welfare department develops initiatives aimed at engaging partner producers, fostering knowledge sharing, providing technical oversight, and disseminating best handling practices. These actions complement the supplier relations led by other Company departments and drive the continuous improvement of the livestock supply chain.

As part of this approach, the Company utilizes tools to monitor on-farm compliance to its AW guidelines. A key instrument in this regard is Minerva Foods' [Code of Conduct for Business Partners](#), which establishes ethical, social, and environmental principles, including respect for animal welfare and applicable legislation. Compliance with the Code is a mandatory requirement for maintaining a commercial relationship with the Company, reinforcing the joint commitment to a responsible supply chain.

Another critical tool is the self-assessment questionnaire administered to supplying farms, which comprises questions regarding husbandry practices, handling, animal health, environmental enrichment, and the socio-environmental management of the farms. Since 2023, this process has been conducted through a digital platform, streamlining data consolidation and enabling the technical team to identify improvement opportunities and target support initiatives for producers.

As a supply chain engagement initiative, the BEA+ Minerva drives actions focused on reinforcing AW practices across partner farms. Its primary areas of focus include identifying opportunities to develop projects and case studies, prospecting farms to participate in incentive programs, recognizing and disseminating best practices, and engaging partner ranchers in corporate campaigns and institutional initiatives related to AW.

Complementing this strategy, the [Laço de Confiança](#) program reinforces technical engagement with producers through on-site visits, tailored support, technical guidelines, and digital content. Whenever necessary, action plans are developed, and the progress of the implemented practices is monitored.

Laço de Confiança is Minerva Foods' relationship program, designed to strengthen partnerships with partner ranchers through solutions that go beyond cattle procurement. In 2025, the program drove a series of initiatives focused on disseminating technical knowledge, incentivizing best management practices, and fostering closer ties with producers, thereby contributing to the development of a more efficient, profitable, and sustainable livestock sector.

Among the year's key initiatives, the *Rota Angus* toured the states of Mato Grosso, Mato Grosso do Sul, and Rondônia, bringing together approximately **500** partner ranchers for meetings held at Minerva Foods' supplying farms. In collaboration with the Brazilian Angus Association, technical insights were shared on regarding handling, genetics, certification, and the premium beef market, promoting the production of higher-quality cattle.

The program also hosted the Angus and Cabaña Las Lilas Carcass Competitions, which recognized producers for their achievements in cattle quality and encouraged the adoption of value-adding practices. Furthermore, in partnership with B3, the *Do Campo à Mesa* project was developed, training approximately **460** partner ranchers on price hedging tools and futures markets, thereby strengthening livestock management.

Another highlight was Minerva Foods' participation in Expointer, marking the Company's debut at one of the leading events in Brazilian agribusiness and expanding relationships with producers, partners, and industry leaders. The action calendar was complemented by three editions of *Falando de Pecuária*, held in Barra do Garças (MT), Chupinguaia (RO), and Janaúba (MG), fostering discussions on the market, production, and opportunities for the beef supply chain.





In addition to these initiatives, the AW department drives on-site upskilling and engagement initiatives with partner ranchers, contributing to the dissemination of best handling practices and the strengthening of relationships across the supply chain.

In Brazil, these actions are conducted directly on supplying ranches through theoretical and practical training tailored to each property's reality. Participating ranches are selected in collaboration with the operational units, aiming to broaden the initiative's reach and foster the engagement of new suppliers each year. In 2025, these initiatives engaged 372 ranchers and farm workers from supplying farms across the Company's 16 units.

In the Company's other Latin American operations, supplier engagement is driven through *Días de Campo* (Field Days). Launched in 2024, this initiative brings together partner ranchers, livestock transport partners, and Minerva Foods' technical teams to foster knowledge sharing, address shared challenges, and disseminate AW best practices. Beyond strengthening relationships across the various tiers of the supply chain, these gatherings promote technical alignment and encourage the adoption of practices that drive the continuous improvement of production systems.

Días de Campo activities continued in Colombia following the inaugural 2024 event, which gathered over 150 partner ranchers. The initiative advanced with a subsequent meeting in Montería (Córdoba), bringing together approximately 80 ranchers. This event reinforced the integration of AW topics into the local unit's supplier engagement agenda by facilitating the exchange of experiences and the sharing of best handling practices. Additionally, *Días de Campo* were expanded to Argentina in partnership with INTA Rafaela and INTA San Luis, convening 197 participants, including ranchers, livestock transporters, and supply chain professionals. In the sheep operations across Chile and Australia, the AW department similarly executes technical monitoring and producer engagement initiatives. These efforts respect the distinct characteristics of each production system while reinforcing the dissemination of AW guidelines across all the Company's sourcing regions.

Días de Campo
LATAM (Field Days)





CONTINUOUS INVESTMENT IN INNOVATION AND TECHNOLOGY

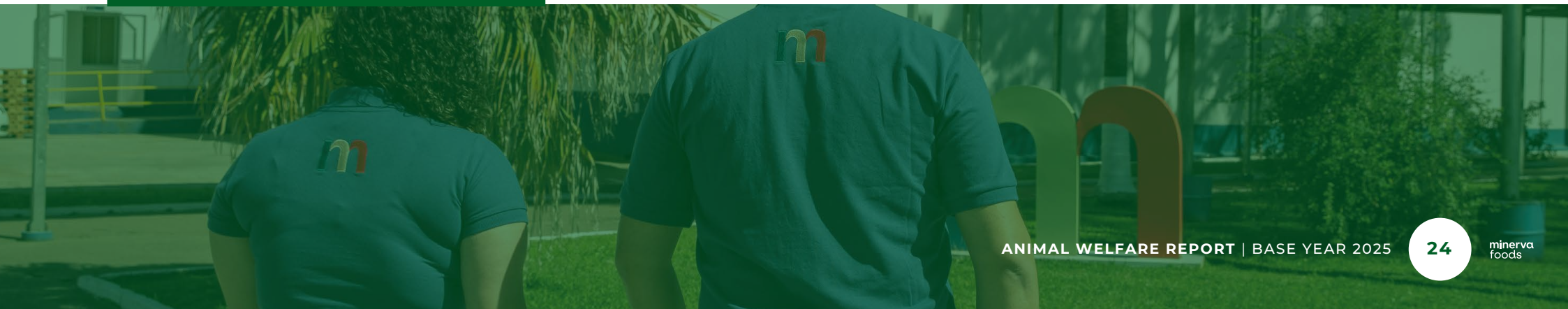
In 2025, Minerva Foods allocated over **US\$ 1,863,453** to initiatives aimed at reinforcing and enhancing Animal Welfare across the supply chain, driving strategic investments to continuously elevate the management standards and performance of its operations.

Slaughter Operations

Investments encompassed structural improvements at the units, such as the installation of non-slip flooring, shade structures in lairage pens, and the replacement of monitoring cameras, in addition to conducting technical training for employees, livestock haulers, and suppliers. Another highlight was the development and deployment of digital tools for the smart management of AW indicators, utilizing applications and software dedicated to data processing and analytics. Furthermore, projects focused on innovation and operational standardization were conducted, including the implementation of technologies applied to animal handling, as well as upskilling initiatives targeted at the corporate team, industrial unit professionals, drivers, and partner ranchers.

Corporate

At the corporate level, investments were directed toward strengthening the technical and strategic management of AW throughout the supply chain. These initiatives included hosting events and capacity-building sessions, developing innovative projects, maintaining and upgrading data management platforms, mapping the supply chain, and driving awareness and stakeholder engagement campaigns.





AW TRAINING – Minerva Foods collaborators, Livestock Haulers, and Partner Farms

The consolidation of high Animal Welfare standards relies not only on processes, infrastructure, and monitoring tools but also on the knowledge, awareness, and technical development of all participants throughout the supply chain. Therefore, Minerva Foods continuously invests in the upskilling of its workforce, livestock haulers, partner ranchers, and farm workers, bolstering the application of AW best practices and fostering a culture of continuous improvement throughout the value chain.

In 2025, upskilling initiatives reached 6,421 individuals, encompassing industrial unit employees, livestock haulers, partner ranchers, and farm workers engaged in animal handling at supplying farms. Consequently, the Company achieved a milestone of over 19,380 individuals trained between 2023 and 2025, reinforcing its commitment to disseminating AW best practices across the supply chain. Of the total participants in 2025, 2,240 were industrial employees, 2,506 were livestock drivers, and 1,675 were ranchers and farm workers from supplying properties.

The topics covered are tailored to each target audience, encompassing fundamentals of animal behavior, low-stress handling techniques, animal welfare during transport, audit criteria, and legal and commercial requirements. These training sessions are led by specialized professionals and aligned with the Company's internal protocols. They focus on continuous improvement and process standardization, supported by specialized technical consulting when necessary. Ultimately, these efforts ensure that all stakeholders possess the adequate technical knowledge to effectively apply AW best handling practices in their daily operations.

Between 2023 and 2025, we trained 19,380 people

Table 4. Global Animal Welfare Training – Cattle and Sheep Operations – 2025

Animal Welfare Training	2023	2024	2025
INDUSTRY			
Number of employees trained in Animal Welfare	1,614	3,915	2,240
Number of Animal Welfare training sessions	230	395	484
Training hours	417	525	523
TRANSPORT			
Number of third-party personnel trained in Animal Welfare	1,899	2,211	2,506
Number of training sessions	67	353	285
Training hours	288	630	432
RANCH			
Number of third-party personnel trained in Animal Welfare	1,595	1,726	1,675
Number of training sessions	718	783	929
Training hours	2,000	2,037	1,418



AW Training for Industrial Employees



AW Training for drivers



AW Training for Partner Ranchers and Farm Workers



“Proficiency in low-stress handling and cattle welfare is fundamental to ensuring that animals are treated with respect and have their basic needs met. Furthermore, stressed cattle exhibit lower weight gain, poorer feed conversion, and increased susceptibility to disease, which directly impacts profitability and beef quality. In this regard, the training initiative at the farm level, the foundation of this supply chain, alongside the upskilling of livestock haulers and industrial unit employees who directly handle the cattle, is a smart strategy that aligns ethics, efficiency, and competitiveness.”

Adriano Páscoa, Ph.D. in Animal Science and co-founder of BEA Consultoria, a Minerva Foods partner in conducting the training programs



Beyond reinforcing the Company's ethical commitment to the humane treatment of animals, the continuous upskilling of individuals has a significant impact on business sustainability. For instance, promoting low-stress handling reduces the incidence of injuries, bruising, and carcass losses, thereby preventing waste and improving efficiency in the use of natural resources such as water, feed, and energy. Animals kept in environments with fewer stressors exhibit better zootechnical performance and lower susceptibility to disease. This contributes to a reduced environmental footprint and mitigates the risk of spreading antimicrobial resistance (AMR). From a social perspective, upskilling the workforce values human capital, improves working conditions, mitigates occupational hazards, and fosters a safer, more responsible organizational culture. From an economic standpoint, these training initiatives yield operational gains, reduce losses, and enhance competitiveness in markets that demand sustainable and ethical practices in animal production. These advancements reinforce the vision that true progress occurs when there is a balance between animal, human, and environmental welfare, advancing toward the "One Welfare" concept.





THIRD-PARTY AUDITS AND CERTIFICATIONS – MINERVA FOODS OPERATIONS

To ensure transparency, reliability, and recognition of the AW practices adopted by the Company, Minerva Foods relies on third-party audits and certifications conducted by independent organizations and based on internationally recognized protocols. These processes validate adherence to rigorous technical standards across management systems, operations, and supply chains.

AW Standards of Excellence in Cattle and Sheep Slaughter Operations



In 2025, Minerva Foods maintained AW certification for 100% of its cattle slaughter processes. At the cattle slaughter units, the certification obtained follows the parameters of the [NAMI \(North American Meat Institute\)](#) protocol, which is audited by [PAACO-certified \(Professional Animal Auditor Certification Organization\)](#) professionals. The NAMI protocol utilizes objective scoring to systematically assess animal welfare indicators within the processing plants. In 2025, we achieved a 99.64% compliance rate. In Australia, the Company's two slaughter units remain certified by the [AAWCS \(Australian Livestock Processing Industry Animal Welfare Certification System\)](#), with a 100% compliance rate. This protocol is underpinned by legal frameworks and national guidelines to ensure AW during the transport, handling, stunning, and slaughter stages for sheep.



AW Certifications Across Units and Supplying Farms



In addition to certifications applicable to industrial units, the Company holds certifications that recognize AW and sustainability practices across supplying farms and specific production systems, bolstering adherence to the requirements of strategic markets and internationally recognized standards.

[The Welfair® certification](#), founded upon [the Welfare Quality® and AWIN® \(Animal Welfare Indicators\) protocols](#), demonstrated significant progress within the Company. Internationally recognized, the methodology assesses animal welfare through four fundamental principles: good feeding, good housing, good health, and appropriate behavior. In 2025, Minerva Foods expanded the certification scope in Brazil, reaching 13 certified supplying farms and two industrial units, reinforcing the adoption of practices anchored in science-based AW indicators.



In Uruguay and Paraguay, a portion of Minerva Foods' suppliers holds the [GAP \(Global Animal Partnership\) – Pasture Raised \(Step 4\)](#) certification. This certification establishes requirements regarding cattle being raised on pasture for the majority of their lives, alongside low-stress handling criteria that promote the expression of natural behaviors and uphold elevated AW standards.

The **Zero Carbon Impact** certification reinforces the integration of the Company's sustainability and AW agendas. The program encompasses supplying farms and industrial units that implement practices aimed at greenhouse gas (GHG) emission reductions, combined with offsetting residual emissions through carbon credits derived from forest conservation and restoration projects in South America. Beyond socio-environmental criteria and independent third-party audits, the initiative encourages more efficient and sustainable production practices, contributing to the evolution of supply chain management.

Organic production remains a significant competitive advantage for the Company. Certifications adhere to applicable European regulations and the criteria of the United States National Organic Program (NOP), ensuring compliance with requirements such as origin traceability, restrictions on the use of antibiotics and hormones, as well as production system and AW criteria. In 2025, Minerva Foods maintained certified organic production operations across Argentina, Brazil, Paraguay, and Uruguay.

The **Grass Fed** certification underscores Minerva Foods' commitment to production systems based exclusively on pasture grazing, promoting practices aligned with the cattle's natural behavior and sustainable farming principles. In 2025, this certification was present across the Company's operations in various countries, encompassing units and suppliers within the global supply chain.

Through these certifications, Minerva Foods strengthens its AW performance, integrating internationally recognized technical criteria, continuous improvement processes, and enhanced transparency for its clients and all stakeholders.

Internationally recognized animal welfare certifications across Minerva Foods' operations - Table 6

Certification	Country
Organic	   
Zero Carbon Impact	   
Global Animal Partnership (GAP)	 
North American Meat Institute (NAMI)	   
Grass Fed	   
Welfair®	
Australian Livestock Processing Industry Animal Welfare Certification System (AAWCS)	



GLOBAL AW MANAGEMENT – THIRD-PARTY SUPPLY CHAIN AND THE BEA+ MINERVA PROGRAM

Minerva Foods' commitment to AW extends across its entire supply chain. Much like the metrics monitored within our own operations, supplier performance is also integrated into the corporate AW management, representing an essential stage in fostering best practices throughout the value chain. In this context, monitoring goes beyond merely tracking metrics; it enables us to understand the realities of different production systems, identify opportunities for improvement, and develop joint initiatives aimed at the continuous evolution of animal welfare.

This approach becomes even more relevant given the diversity of the Company's supply chain. In addition to cattle and sheep, Minerva Foods sources pigs, poultry, fish, and animal-derived ingredients such as dairy and eggs, each presenting unique production characteristics, challenges, and specific AW metrics. Such complexity demands a structured approach, anchored in species-specific metrics, continuous dialogue with suppliers, and strategies tailored to the specificities of each chain.

Supplier mapping has consistently been a core component of the Company's strategy to strengthen AW management. In 2024, this initiative was consolidated through the **BEA+ Minerva Program**, developed to structure supplier engagement, enhance data transparency, and drive the continuous evolution of AW practices.

The program encompasses third-party suppliers of cattle, sheep, pork, poultry, fish, and animal-derived ingredients (eggs and dairy), and is structured around three strategic pillars:



Supplier mapping
and metrics reporting



Dissemination
of best practices



Implementation
of case studies



1. Supplier mapping and annual metrics reporting

Mapping AW metrics serves as the cornerstone of Minerva Foods' engagement strategy across its supply chain. Since 2022, the Company has conducted structured data collection through self-assessment questionnaires. This process enables us to understand the practices adopted by suppliers, identify opportunities for improvement, and direct specific initiatives for support, capacity building, and the dissemination of best practices.

The questionnaires encompass metrics related to animal rearing and handling practices, transportation, procedures adopted at slaughter facilities, and socio-environmental management aspects. The tool's framework undergoes periodic reviews to incorporate new topics, enhance the quality of the data collected, and ensure greater clarity and consistency in responses.

To support this process, Minerva Foods relies on a digital platform developed in partnership with the [Instituto Biosistêmico \(IBS\)](#), which is responsible for the storage, consolidation, and organization of the data. The technical evaluation of the results is conducted by the Company's corporate AW team. This team critically analyzes the metrics, performs validations with suppliers whenever necessary, and utilizes this information to establish action priorities and opportunities for improvement.

The consolidated metrics underpin supply chain management, enabling the identification of critical issues, driving engagement initiatives, and guiding the selection of suppliers for technical visits, case studies, and training programs, while also tracking the evolution of AW practices over time. The primary metrics monitored by the Company are detailed in Table 5.

AW METRICS PERFORMANCE – Third-Party Supply Chain

Table 5. Key Performance Indicators (KPIs) Across Minerva Foods' Third-Party Supply Chain

KPI´s	Cattle (beef)	Dairy cattle	Broiler chickens	Pigs
Sick animals (farm), %	-	3.94	-	1.78
*Mortality rate (farm), %	-	-	2.48	3.73†
**Signs/indicators of conflicts with other animals, %	-		0.03	0.05
***Locomotion problems, %	0.03	2	0.09	1.30
Extremely thin animals, %	0.04	-	0.04	0.26
Accidents during transportation, %	0.01	-	0.13	0.01
Animals dead on arrival at the slaughterhouse (DOA), %	0.03	-	0.28	0.06
Emergency slaughter, %	0.10	-	0.03	1.03
Mortality rate after arrival at the facility, %	0.01	-	-	0.02
****Animals with bruises / bone fractures, %	0.86	-	0.19	1.01

* Primary causes of mortality in the third-party supply chain: Pigs (Nursery: low birth weight, low maternal milk consumption, and gastrointestinal bacterial infections; Gestation: locomotor disorders and pneumonia; Finishing: bacterial infections) – Broilers (Viral and bacterial infections, locomotor issues, heat stress, and sudden death).

† For the pork chain, we consider the average mortality rate across the nursery, gestation/farrowing, and finishing phases.

**Signs/indicators of conflict with other animals: For pork, we consider bite marks on the shoulder, vulva, navel, and/or ear regions; whereas, for broilers, we consider the occurrence of abscesses.

***Locomotor issues: We consider lameness for the pork, beef cattle, and dairy cattle chains. For broilers, we consider animals identified with gait abnormalities.

****Animals with bruising / bone fractures: For cattle and swine, bruising was assessed; for broilers, only fractures were considered.

– Data not mapped/reported.

Note 1: We report species-specific KPIs for our non-extractive fish supply chain in the [Global Status of AW Practices and Public Commitments section](#).

Note 2: Metrics for the sheep supply chain will not be reported in this cycle, due to the revision of public commitments resulting from the expansion of the Company's operations.



AW CERTIFICATION IN THE THIRD-PARTY RAW MATERIAL SUPPLY CHAIN

In addition to handling, rearing, and slaughter metrics, Minerva Foods verifies the AW certifications adopted by its raw material suppliers. These certifications serve as a critical complement to the data collected by the Company, demonstrating the adoption of recognized third-party audited protocols.

Supply chain	Raw materials purchased from third-party suppliers who reported having Animal Welfare certification	Certifications
Cattle	68.2%	PAACO , Grass Fed , AW Approved
Broiler chickens	68.3%	NAMI e GAWS
Pork	30.8%	NAMI
Fish*	77.9%	ASC e BAP

** For the fish supply chain, the total raw material considered encompasses only the volume sourced from suppliers operating aquaculture production systems.*

Aiming to expand the proportion of AW-certified suppliers within the third-party raw material supply chain, starting in 2026, Minerva Foods will launch an animal welfare audit cycle across its suppliers' slaughter operations. This initiative will utilize a proprietary protocol based on NAMI criteria. The audits will be conducted by PAACO-certified members of Minerva Foods' corporate AW team.





2. Dissemination of our guidelines and best practices

Fish supply chain training

Expanding upon the capacity-building initiatives developed in partnership with [Fish Welfare](#), which in 2024 included an international webinar, Minerva Foods expanded the initiative in 2025 through a structured program comprising four topic-specific modules. Throughout the year, suppliers and commercial partners from various segments of the value chain, alongside the Company's internal teams, participated in the sessions, deepening their knowledge of AW within the fish supply chain.

The initiative featured the participation of companies located in Alaska, Argentina, Brazil, Chile, China, Norway, Portugal, Uruguay, and Vietnam, reinforcing the program's global reach and fostering the exchange of experiences across different production realities.

Throughout the four modules, the primary aspects related to AW in aquaculture were addressed, ranging from science-based principles to recommended practices for handling, transportation, and slaughter. The content covered:

- **Module I** addressed the concepts of sentience and pain in fish, the impacts of stress on the animals, key critical welfare points in aquaculture, and mitigation strategies;

- **Module II** focused on the natural behavior of the species, with an emphasis on tilapia and salmon, alongside best practices related to feeding and the rearing environment;

- **Module III** presented guidelines for health management, the use of sedation and anesthesia in routine procedures, euthanasia, and best practices for the transport and reception of fingerlings;

- **Module IV** covered the final stages of production, including best practices for harvesting, transportation, humane slaughter, verifying unconsciousness, and its correlation with fish quality.

Complementing the training program, Minerva Foods developed the [Aquaculture Best Practices Booklet: Atlantic Salmon, Tilapia, and Pangasius](#), made available in Portuguese, English, and Spanish, aiming to support suppliers in adopting practices aligned with scientific recommendations and the Company's public commitments. The material consolidates guidelines applicable to the primary species within the Company's supply chain, contributing to the standardization of procedures and the dissemination of best practices.



FWS
CONSULTORIA

"Minerva Foods' initiative to promote a capacity-building course for its fish suppliers, coupled with the development of an animal welfare best practices booklet for tilapia, pangasius, and salmon, demonstrates a significant commitment to advancing animal welfare within the fish supply chain as well. Unlike terrestrial animals, animal welfare in aquaculture remains a neglected topic. For instance, few countries have specific regulations for the humane slaughter of fish, as recommended by the World Organization for Animal Health (WOAH). The exception to this scenario is the salmon farming sector, where technification and animal welfare form the productive pillars, and where some companies are already seeking specific animal welfare certifications. Therefore, initiatives such as this are fundamental to raise supplier awareness, identify critical points within production systems, and encourage more responsible practices in fish handling, transport, and slaughter. Furthermore, this initiative aligns with growing standards of corporate transparency and accountability, responding to new consumer demands for more ethical, traceable value chains committed to animal welfare. By investing in supplier capacity building, Minerva Foods reinforces its public commitment to continuous improvement, sustainability, and the development of a more responsible fish supply chain."

Dr. Daniel Santiago Rucinke – Animal Welfare Consultant specialized in aquaculture and founder of Fish Welfare.



Ingredient (eggs and dairy) supply chain visits in Argentina

Aiming to strengthen supplier relationships and broaden our understanding of the dairy and egg supply chains, in 2025, the Company conducted technical visits to partners in Argentina responsible for supplying processed ingredients, such as powdered milk, cream, and powdered egg, used in the formulation of a portion of our processed products. These visits enabled us to understand the specificities of these value chains, monitor the adopted AW practices, and identify opportunities for collaborative development.

Within the dairy chain, animal welfare practices were assessed at the primary dairy farm responsible for supplying the raw material used to produce the powdered milk and cream destined for Minerva Foods, alongside the processing operations for these ingredients. In the egg chain, this initiative played a strategic role in developing the [case study regarding the phase-out of egg-based ingredients from the Minerva Foods supply chain and the fulfillment of the Company's public commitments](#).

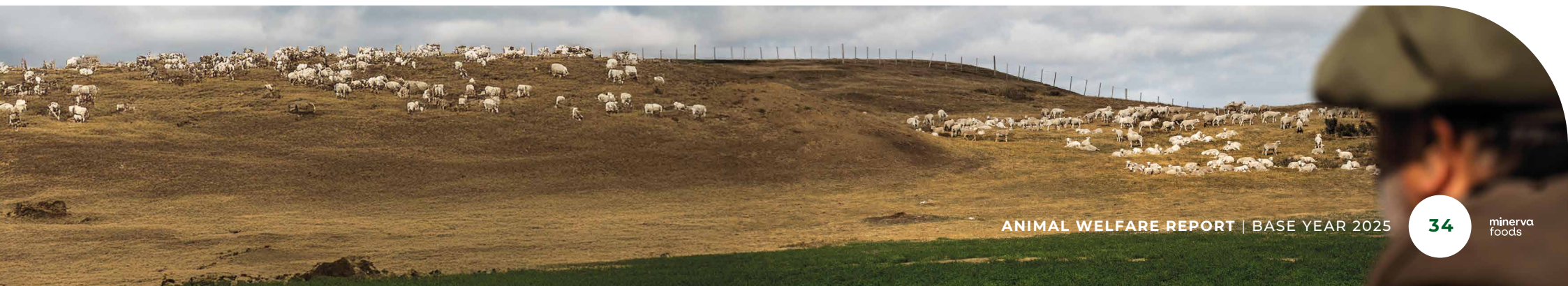
Initial mapping of the sheep supply chain in Chile

Aiming to expand our understanding of the sheep supply chain in Chile and strengthen relationships with direct partner producers, Minerva Foods conducted the first structured mapping of this chain. The initiative focused on engaging producers to participate in the AW questionnaire, enabling broader data collection on production systems and establishing a baseline for tracking metrics related to sheep rearing.

As part of this effort, technical visits were conducted at supplier farms located in the Chilean Patagonia region. These visits allowed us to understand the specificities of different production systems, ranging from extensive systems to properties employing complementary nutritional strategies and varying handling frequencies, as well as identifying consolidated AW practices and opportunities for the collaborative development of the value chain.

In addition to the farm visits, the itinerary included meetings with research institutions

linked to the sector, deepening our knowledge of the technical, productive, and regional characteristics of Chilean sheep farming. This engagement contributed to strengthening relationships with partner producers, understanding the specific challenges of the activity, and guiding future engagement and development initiatives led by the Company. As a direct outcome of this initiative, Minerva Foods began structuring the “*Conheça de Onde Vem*” (Know Your Source) campaign, slated for launch in 2026. The campaign aims to bring customers and other stakeholders closer to the reality of our partner producers, providing visibility to the people, the farms, and the best practices adopted in animal rearing. The initiative seeks to strengthen supply chain transparency, value the work carried out by livestock farmers, and demonstrate the shared commitment to responsible production and animal welfare.





Technical visits to broiler and pork raw material suppliers in Brazil

Engagement with broiler and swine raw material suppliers began through technical visits in 2024 and was expanded in 2025 to include capacity-building initiatives developed in partnership with [BEA Consultoria](#). The initiative enabled us to combine operational knowledge with the technical development of the teams, strengthening the dissemination of AW best practices.

In the second semester of 2025, members of Minerva Foods' corporate AW team conducted technical visits to key suppliers located in the state of Paraná (Brazil). The training sessions were directed at industrial unit teams and field professionals, combining theoretical and practical activities developed according to the needs identified in the self-assessment questionnaires, during the visits, and in alignment with the demands presented by the suppliers themselves.

All investments required to carry out the training were funded by Minerva Foods, including the hiring of a specialized consultancy, the issuance of certificates, and the logistics necessary to access the operations.

Coordinated by the “BEA+ Minerva Program”, the initiative complements the annual mapping process conducted through self-assessment questionnaires, bringing the Company's technical team closer to its suppliers and fostering knowledge exchange and the dissemination of AW best practices.



“It was extremely rewarding to participate in this moment and share knowledge, updates, and best practices regarding AW in swine and poultry production. Promoting best practices and animal welfare training for suppliers is a pioneering initiative by Minerva Foods, reinforcing its commitment to an increasingly responsible and sustainable value chain, aligned with market best practices. This initiative demonstrates the company's maturity in managing this strategic topic and highlights that, by engaging partners in a shared purpose, it is possible to accelerate the implementation of best practices both within the organization and throughout the entire supply chain. Investing in animal welfare is investing in results: it drives greater efficiency and profitability, strengthens consumer trust, adds value to the brand, and contributes directly to the well-being of the people who are part of this chain”

Victor Lima, M.Sc. in Animal Science and co-owner of BEA Consultoria

3. Implementation of case studies

Phase-out of egg-based ingredients from the Minerva Foods supply chain and the fulfillment of public commitments

Among the case studies conducted under the BEA+ Minerva Program, a standout initiative is the project to phase out the use of egg-based ingredients in the formulation of gourmet pâtés produced in Argentina. This initiative was developed as part of the Company's strategy to fulfill its public commitments regarding the egg supply chain.

As an initial step, the AW team mapped suppliers capable of meeting the requirements established by the Company, including cage-free production systems and recognized AW certifications. This assessment enabled the identification of supply alternatives aligned with corporate guidelines, supporting the decision-making process during the substitution phase. A technical visit was conducted at a partner certified by the Certified Humane® program, which utilizes cage-free egg production. This allowed for practical observation of the certification requirements, the adopted management systems, and the best practices implemented throughout the value chain. Strengthening the relationship with this supplier represented, at the time, a significant alternative for fulfilling public commitments related to the egg supply chain.

Concurrently, the Company's priority remained focused on developing and validating formulations using egg-substitute ingredients, aiming to phase out their use in products wherever technically feasible. In the second half of 2025, the Research and Development (R&D) team at the Rosario unit (Argentina), in partnership with a company specializing in plant-based ingredients, conducted a series of tests with various alternatives available on the market, seeking to identify the solution with the best technological performance for the formulation of gourmet pâtés. Following the evaluations, an alternative ingredient based on potato starch and other plant-based raw materials was selected, proving capable of fully substituting powdered egg without compromising the product's characteristics.





Mapping of antibiotic use in cattle supplier farms

Considering the growing global focus on the responsible use of antibiotics in livestock production, in 2025, Minerva Foods initiated a targeted mapping process on this topic among selected cattle supplier farms. The initiative aims to broaden our understanding of the practices adopted within the supply chain and identify opportunities for advancement regarding the responsible use of these medications.

The assessment encompasses data such as the types of antibiotics utilized, active ingredients, dosages, application frequency, purpose of use, veterinary oversight, and other aspects related to animal health management. Initially, this data was collected through a specific questionnaire distributed to selected partner suppliers, establishing a baseline perspective on the practices adopted at the farm level.

As a next step, the Company plans to expand this approach through technical field visits to these suppliers. This will strengthen dialogue with producers, deepen our understanding of on-farm realities, and identify opportunities to provide technical support for the adoption of best practices regarding the responsible use of antibiotics. Furthermore, the Company is supporting the development of specific technical materials on this antimicrobial topic for widespread national distribution. This effort is being conducted in collaboration with institutional partners, such as the Animal Welfare Working Group of the [Mesa Brasileira de Pecuária Sustentável \(MBPS; Brazilian Roundtable on Sustainable Livestock\)](#), with the material slated for publication in 2026.

Transparency and AW risk management

Strengthening AW governance remained one of Minerva Foods' top priorities in 2025. In this context, the Company advanced the structuring of tools designed to monitor and assess its third-party supply chain. This includes the development of proprietary, species-specific technical AW audit protocols, based on key international references and guidelines. These protocols will establish standardized criteria for conducting audits, contributing to enhanced consistency, transparency, and traceability of the assessments carried out with animal raw material suppliers (initially cattle, sheep, pork, and broilers).

Concurrently, the Company has also progressed in structuring an AW risk matrix, designed for the objective assessment and classification of suppliers regarding their level of compliance and commitment to the continuous improvement of AW practices. The tool is currently in the development and validation phase, aiming to support informed decision-making by the departments responsible for animal raw material procurement, utilizing standardized criteria for supplier evaluation and the strengthening of supply chain management. The implementation progress and forthcoming advancements of this initiative will be disclosed in future reporting cycles.





APPLICATION OF ADVANCED SCIENTIFIC METRICS FOR ANIMAL WELFARE ASSESSMENT

In 2024, Minerva Foods advanced its AW innovation agenda through a partnership with the [Center for Welfare Metrics](#), an organization dedicated to developing and applying scientific metrics to assess the impact of animals' living conditions. As part of this collaboration, the Company utilized the Welfare Footprint Framework (WFF) (Alonso & Schuck-Paim, 2025) to assess the impact of handling and rearing practices across the global cattle supply chain.

The WFF is a scientific approach designed to quantify animal welfare by assessing the time animals spend in various affective states, considering negative experiences, such as pain, fear, and discomfort, as well as positive experiences, such as comfort, satiety, and pleasure, associated with favorable environmental and handling conditions. The methodology is founded upon a comprehensive review of multidisciplinary scientific evidence, including neurophysiological, behavioral, and pharmacological studies, enabling the estimation of the intensity and duration of these states over time.

The application of this framework represents an evolution in the Company's AW assessment, complementing traditional monitoring metrics with an approach capable of quantifying impacts associated with different rearing and handling conditions.

RESEARCH BASED ON



WELFARE **FOOTPRINT**
FRAMEWORK

ACCORDING TO DR. CYNTHIA SCHUCK-PAIM

The Welfare Footprint Framework enables companies to quantify animal welfare objectively and based on evidence, revealing which practices and conditions have the greatest positive impact. This makes it possible to avoid costly changes that have limited effects on welfare and to prioritize interventions that provide the greatest benefit at the lowest possible cost. By accurately identifying the most relevant moments and factors affecting welfare throughout the production cycle, the framework supports the strategic allocation of resources and the development of consistent welfare policies aligned with the values and requirements of markets that are increasingly attentive to production practices."





Continued application of the Welfare Footprint Framework

Advancing its partnership with the Welfare Footprint Institute, Minerva Foods has been expanding the application of the Welfare Footprint Framework to assess other factors related to AW throughout the value chain. Among the initiatives under development is the study "*Quantifying Drivers of Welfare Risk in Cattle During Pre-slaughter Handling*", which seeks to quantify the impact of key risk factors associated with pre-slaughter handling stages, contributing to a deeper understanding of critical points and opportunities for improvement in this process. Beyond this line of research, the Company intends to gradually expand the methodology's application to other relevant AW topics, including respiratory diseases, hoof diseases, animal transport, and other elements that can be evaluated through quantitative metrics. The goal is to continuously broaden the scientific knowledge base available to support the prioritization of actions, impact assessment, and the evolution of AW strategies across the Company's supply chain.

THE IMPACT OF SHADE PROVISION ON AW ACROSS THE GLOBAL BEEF CATTLE SUPPLY CHAIN

The initial application of the Welfare Footprint Framework evaluated the impact of heat stress and shade availability on the welfare of cattle within Minerva Foods' global supply chain.

For the study, climatic conditions across 636 partner farm locations in Brazil, Argentina, Uruguay, Paraguay, and Colombia were analyzed, considering historical meteorological data from 2019 to 2023. Based on this data, the heat load experienced by the animals in different production regions was estimated, enabling an assessment of the potential impact of heat stress on cattle welfare.

The results demonstrated that regions subjected to higher heat loads present a greater exposure of animals to states of discomfort, particularly in the absence of mitigation strategies. The analysis also demonstrated that the provision of shade, whether through natural or artificial sources, represents an effective strategy to mitigate

the impact of heat stress and enhance animal welfare conditions.

In addition to the positive impacts on the animals, the study assessed the economic viability of adopting shade structures, highlighting its potential as an investment strategy associated with improving production conditions and reducing losses related to heat stress.

For an in-depth understanding of the applied methodology and the obtained results, the full study is available in the scientific article "*The Welfare Impact of Heat Stress in South American Beef Cattle and the Cost-Effectiveness of Shade Provision*" published in the journal *Animals*. This paper details the application of the Welfare Footprint Framework to assess the impacts of heat stress and shade utilization within the beef cattle supply chain. [Access the scientific article.](#)



MULTI-SECTOR PRE-COMPETITIVE COOPERATION

Minerva Foods participates in multi-sector pre-competitive cooperation initiatives as part of its strategy for relationship-building and knowledge exchange in Animal Welfare. These forums bring together companies, technical organizations, research institutions, and other stakeholders to discuss common challenges, share experiences, and develop solutions applicable to the value chain. Below are the main initiatives and actions monitored by the Company in 2025.

ROLE IN THE BRAZILIAN ANIMAL WELFARE COLLABORATION (COBEA)

The [Coalیزão Brasileira de Bem-estar Animal \(COBEA\)](#) is a pre-competitive collaboration initiative launched in 2024, aimed at advancing animal welfare in Brazil. The initiative fosters and facilitates cooperation among the different segments of the animal protein value chain and its stakeholders, such as producers, consumers, civil society organizations, investors, and academics. In addition to Minerva Foods, COBEA currently includes the participation of ten other major companies in the sector.

In 2025, COBEA focused its efforts on consolidating its operations and strengthening the dialogue on AW in Brazil. Key initiatives developed throughout the year include: the publication of the document "COBEA's Approach to Animal

Welfare", which establishes the principles and guidelines directing the Coalition's actions; the hosting of the webinar "[Animal Welfare in Brazil: Current Opportunities and Challenges](#)"; the disclosure of best practice cases developed by member companies, including the publication of Minerva Foods' initiative with the [BEA+ Minerva Program](#); the expansion of technical content production and the initiative's institutional presence, including the launch of its [website](#); and the development of the [Collaboration's first Annual Report](#).



ROLE IN THE LARGEST GLOBAL AW COALITION

The [Global Coalition for Animal Welfare \(GCAW\)](#) is a global multi-sector collaboration platform dedicated to advancing continuous improvement in farm animal welfare. The initiative brings together major food sector companies, experts, and other stakeholders to drive the dissemination of animal rearing best practices, collaboratively address key challenges in this field, promote the alignment of standards, and accelerate the evolution of AW practices globally.

In 2025, GCAW's actions focused on strategic topics for global AW advancement, including: the development of tools for reporting and harmonizing AW metrics; risk assessment in global supply chains; the alignment of commitments and international technical frameworks; the dissemination of best practices for broiler and pork production systems; discussions on certification systems and assurance mechanisms; and the promotion of technical collaboration among companies, experts, and other stakeholders. Furthermore, Minerva Foods collaborated on [GCAW's collective response to the European Commission's public consultation](#) on the revision of animal welfare legislation, reinforcing its commitment to advancing science-based public policies.



Role in the Brazilian Sustainable Livestock Roundtable

Minerva Foods has been a member of the [MBPS](#) since 2011, and in 2023, became one of the first companies to join the [Animal Welfare Working Group](#). In 2025, the Company maintained active participation in technical and institutional discussions, contributing to the development of sector guidelines and collaborative initiatives aimed at promoting best practices in livestock farming. The group's work seeks to integrate aspects related to animal welfare, animal health, and the responsible use of antimicrobials, strengthening productivity, the continuous improvement of production systems, and health and food safety.

A key achievement during the period was the launch of the ["Recommendation Guide on How to Improve Cattle Welfare in Brazil"](#), developed collaboratively by WG members and published in February 2025. The material consolidates practical recommendations to support livestock farmers in implementing on-farm best practices, addressing topics such as metrics monitoring, newborn calf care, weaning, identification, low-stress handling, reproductive management, the administration of vaccines and medications, as well as guidelines for cattle transport.

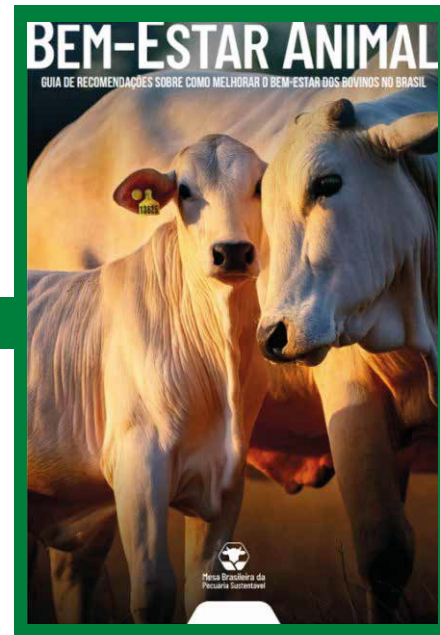
[Check out more details by downloading the Guide for free here!](#)

Continuing its efforts, the WG began directing its discussions toward initiatives related to the responsible use of antimicrobials, expanding the integration of animal health, sustainability, and responsible production.

Engagement with the third sector

Since 2022, Minerva Foods has relied on the technical support of [Compassion in World Farming \(CIWF\)](#), a leading international organization in the promotion of AW. This partnership has been strategic in strengthening the Company's AW governance through qualified technical support, access to AW best practices and success stories, and joint participation in global forums and events. In addition to CIWF, Minerva maintains institutional dialogue with other third-sector organizations, such as [Four Paws](#),

[Sinergia Animal](#), [Alianima](#), [Animal Equality](#), and [Fórum Animal](#). These interactions involve experts with experience across various animal production chains, fostering technical discussions on specific topics, knowledge exchange, and the monitoring of key trends and challenges related to AW. This relationship also strengthens the Company's transparency, contributing to the continuous improvement of its strategy, public commitments, and practices.





AW PROGRESS

Over the past five years, Minerva Foods has recorded significant progress in its AW agenda, enhancing governance, increasing transparency, and advancing the practices adopted across its global value chain. This momentum is the result of a structured AW strategy based on the development of metrics, the implementation of specific initiatives, and alignment with key international frameworks. In recognition of this trajectory, the Company participates in global assessments and benchmarks that evaluate the maturity of animal welfare practices within the sector. Below is an overview of how the Company has been strengthening its AW performance throughout this journey.



BBFAW

Business Benchmark on
Farm Animal Welfare

Business Benchmark on Farm Animal Welfare

**Greatest progress in the BBFAW and prominence in the global ,
AW landscape**

The [Business Benchmark on Farm Animal Welfare \(BBFAW\)](#) is a leading global initiative dedicated to assessing the Animal Welfare policies, governance, and practices adopted by food sector companies, evaluating 149 of the world's largest companies in the production, retail, and food service segments. Since its inaugural participation in 2018, Minerva Foods has demonstrated a consistent trajectory of maturation in its AW management.

Initially classified in Tier 6, the Company advanced to Tier 5 in 2019, reaching Tier 3 in 2020 and Tier 3F in 2021. Following an update to the benchmark's methodology, it was classified in Tier 4E in 2023, and in 2024, it returned to Tier 3D, becoming the highest-ranked Latin American company in the global ranking that year.

Levels	
Tier	Range
1	>80%
2	62 - 80%
3	44 - 61%
4	27 - 43%
5	11 - 26%
6	<11%

In 2025, in addition to maintaining its Tier 3D classification, Minerva Foods was recognized as the company showing the greatest progress in the ranking between 2022 and 2025.

The Company also ranked among the top three companies in the criterion for reducing reliance on animal-sourced proteins, among the top six in AW governance and management, and among the top ten in targets, policies, and public commitments related to the topic.



Coller Fairr

We are recognized as “best practices” in animal welfare and as a low-risk company for antibiotic use.

The [Coller FAIRR](#) index is widely recognized as one of the leading global benchmarks for assessing the performance of major companies regarding sustainability actions and metrics. In recent years, Minerva Foods has recorded significant progress, highlighting three core criteria evaluated by FAIRR: animal welfare, antibiotic use in the global supply chain, and alternative proteins. In the animal welfare criterion, the Company evolved from a high-risk classification in 2020 to "Best Practices" in 2024. In the antibiotic use criterion, it advanced from high risk in 2022 to low risk in 2024. Regarding alternative proteins, after two consecutive years in the medium-risk category, it was classified as low risk in the 2024 assessment.

Levels	
Range	Category
+90%	Best practice
60 - 89.9%	Low risk
30 - 59.9%	Medium risk
0 - 29.9%	High risk

In 2025, the index underwent a methodological review, and consequently, the classifications were not updated. Therefore, Minerva Foods maintained the results achieved in the 2024 assessment, remaining classified as "Best Practices" in animal welfare and "Low Risk" in both antibiotic use and alternative proteins. Further details regarding the Company's performance across other sustainability criteria can be found in the [2025 Sustainability Report](#).



We were also prominent in other animal welfare rankings and ratings.

In 2025, Minerva Foods' performance in Animal Welfare (AW) was also recognized in other ESG indices and ratings. In the Corporate Sustainability Index (ISE B3), the Company remained in the 2026 portfolio for the sixth consecutive year, achieving the maximum score in the "Animal Welfare" topic. The commitment to phase out the use of antibiotics for prophylactic purposes and as growth promoters was also recognized under the 'Healthy food systems' topic of the World Benchmarking Alliance (WBA) 'Food & Agriculture' benchmark.

Additionally, Sustainable Fitch, in its latest assessment, highlighted the Company's achievement of its Animal Welfare targets ahead of schedule, as well as the fact that its public commitments on the topic cover all stages of production and are supported by transparent disclosure of performance indicators. These achievements reinforce Minerva Foods' commitment to integrating Animal Welfare into its sustainability strategy and aligning its practices with the highest standards of corporate governance and responsible management.



ANIMAL WELFARE COMMUNICATION, EDUCATION AND AWARENESS

At Minerva Foods, we recognize that strengthening AW requires not only the adoption of operational excellence practices but also continuous investment in capacity building, technical updates, and dialogue with diverse audiences. Therefore, we continue to promote initiatives aimed at communication, awareness, and the dissemination of the topic, both internally and in strategic external forums.

Throughout 2025, we participated in courses, training sessions, forums, industry fairs, and technical-scientific events that contributed to the continuous development of our teams, the exchange of experiences, and the enhancement of our global AW agenda. These initiatives also strengthened relationships with experts, partners, and other value chain actors, fostering the sharing of knowledge and industry best practices.

Furthermore, we remain committed to promoting the topic across our operations, suppliers, clients, and other stakeholders, reinforcing our commitment to the continuous improvement of animal welfare throughout the value chain.

Technical development and upskilling in AW

The continuous evolution of AW practices relies on the ongoing upskilling of our teams and the monitoring of key scientific, regulatory, and sector trends. Therefore, Minerva Foods encourages its professionals to participate in conferences, forums, specialization courses, and collaborative initiatives, promoting the exchange of experiences, strengthening of technical capacity, and alignment with national and international best practices. In 2025, the following initiatives stood out:

BBFAW – 2025 results disclosure

We participated in the official disclosure of the 2025 BBFAW Benchmark results, virtually monitoring the main trends and advancements observed among the assessed companies. The event provided a comprehensive overview of the evolution of animal welfare practices in the global landscape, enabling us to identify opportunities for enhancement and track key industry agendas.

The schedule also featured significant contributions from civil society organizations, which shared perspectives on the evolving expectations regarding animal welfare, as well as representatives from the financial market and investors, who highlighted the growing relevance of the topic in risk assessment, opportunity identification, and investment decisions.

PAACO Broiler Welfare Auditor Training

We also participated in the PAACO Broiler Welfare Auditor Training, aimed at training AW auditors for the broiler value chain. The training expands the team's technical expertise, strengthening support for suppliers and the dissemination of best practices, in addition to complementing the audit activities conducted under the BEA+ Minerva Program.

Further information on this initiative is presented in the section [Third-Party Supply Chain AW Management and Minerva AW+ Program](#).



Encontros que Conectam Mulheres (Meetings That Connect Women) – Edition: The Magic of Livestock Farming

We participated in the first edition of *"Encontros que Conectam Mulheres – A Magia da Pecuária"*, an initiative promoted by GENEX Brasil in partnership with ABCZ, aimed at strengthening female leadership and fostering the exchange of experiences among agribusiness professionals. The event gathered experts, leaders, and representatives from various segments of the livestock value chain to discuss topics related to innovation, sustainability, management, genetics, and the challenges and opportunities for the future of the sector.

Minerva Foods was represented by professionals from the Animal Welfare, Sustainability, Cattle Procurement, Remove, and Minerva Leather departments, reinforcing the importance of integrated action across different areas of the Company. This participation facilitated knowledge exchange, strengthened relationships with cattle ranchers and strategic partners, and broadened perspectives on relevant topics for the sustainable evolution of the livestock value chain.



AW Co-Creation Sprint

In partnership with the [Akatu Institute](#), we conducted a Co-creation Sprint aimed at strengthening the Company's AW strategy through a collaborative and multidisciplinary approach. The initiative promoted a structured analysis of current practices, allowing us to evaluate the main advancements achieved, existing challenges, and the interfaces between this topic and other strategic areas of the organization.

The initiative brought together representatives from the Animal Welfare, Sustainability, Internal and External Communication, Cattle Procurement, and Other Businesses departments, fostering an integrated view of responsibilities, opportunities, and critical factors for achieving the Company's commitments. As a result, key strengths and opportunities for evolution were identified, subsidizing the definition of priorities and short-, medium-, and long-term actions to strengthen the corporate animal welfare agenda, which led to the creation of the Company's multi-year AW plan.



Annual Meeting of the Global Coalition for Animal Welfare

We participated in [the in-person annual meeting of the Global Coalition for Animal Welfare \(GCAW\)](#), which brought together companies, organizations, and experts to discuss the advancement of the global AW agenda through cross-sector collaboration. The event facilitated the exchange of experiences among coalition members and alignment on strategic priorities for the coming years.

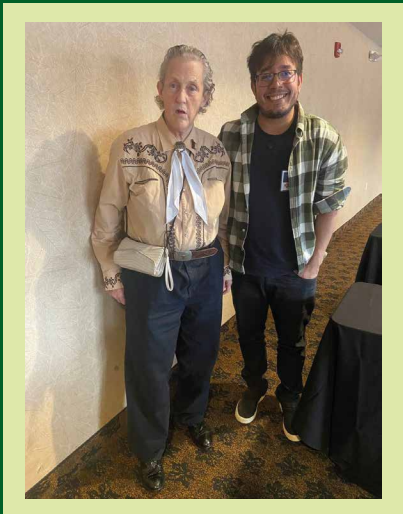
During the meeting, discussions centered on initiatives aimed at strengthening relationships with civil society organizations, expanding the participation of new companies in the coalition, sharing best practices, and developing collaborative projects with educational institutions to support the continuous evolution of AW. Minerva Foods' participation reinforces its commitment to international cooperation and the development of joint solutions for the challenges facing the animal production value chain.



Annual Assembly of the Brazilian Collaboration for Animal Welfare (COBEA)

We participated in COBEA's Annual Assembly, an event that brought together representatives from the industry, academia, civil society organizations, and other institutions to discuss the progress of initiatives led by the collaboration and align strategic priorities for the upcoming work cycles.

During the assembly, the progress of the working groups was presented, and actions focused on the development of technical materials, knowledge sharing, and strengthening cooperation among the different sectors involved in the animal production chain were discussed. Minerva Foods' participation reinforces its commitment to the collaborative development of initiatives aimed at advancing animal welfare in Brazil.



PAACO Meat Plant Welfare Auditor Training

We participated in the PAACO Meat Plant Welfare Auditor Training, a capacity-building program aimed at training animal welfare auditors for meat processing plants. The certification strengthens the team's technical capacity to support the implementation of AW best practices among the Company's suppliers, in addition to contributing to the conduction of audits and assessments aligned with international standards.

Further information on this initiative is presented in the section [Third-Party Supply Chain AW Management and BEA+ Minerva Program](#).

UFAW International Animal Welfare Conference 2025

We participated in the UFAW International Animal Welfare Conference 2025, an international conference promoted by the Universities Federation for Animal Welfare (UFAW), which gathered researchers, experts, and professionals from over 50 countries to discuss the latest advancements in science applied to animal welfare. The program featured technical and scientific presentations on various species and production systems, covering topics such as animal behavior, AW assessment methods, public policies, aquaculture, animal production, and new technologies applied to welfare monitoring.

Minerva Foods' participation contributed to the technical upskilling of the team regarding the main trends and scientific evidence related to AW, strengthening the Company's alignment with international best practices and subsidizing the continuous evolution of its initiatives throughout the value chain.

Welfare Footprint Institute Workshop

We hosted an internal workshop in partnership with the Welfare Footprint Institute, aiming to deepen our teams' knowledge of scientific methodologies for assessing animal welfare and their application in decision-making. The training covered the fundamentals of the Welfare Footprint Framework, concepts related to quantifying animal suffering, and practical applications of the methodology through exercises and case studies.

The initiative contributed to strengthening the team's technical capacity and broadening their understanding of innovative tools for AW assessment, supporting the continuous evolution of the Company's strategy. Further information on this initiative is presented in the section [Application of Advanced Scientific Metrics for Animal Welfare Assessment](#).



Communication and engagement in AW

Communication and engagement with diverse audiences are fundamental to strengthening the AW culture and increasing awareness of its importance throughout the value chain. In this context, Minerva Foods promotes initiatives aimed at fostering closer ties with clients, consumers, and other stakeholders, reinforcing transparency, dialogue, and the disclosure of its commitments and progress related to the topic. In addition to institutional campaigns, the Company utilizes various communication channels, such as interviews, podcasts, industry fairs, and client events, to disseminate knowledge, encourage dialogue, and increase the visibility of its AW initiatives. Key actions taken in 2025 include:



Minerva Talks – The Impact of AW Best Practices on the Beef Value Chain

The Corporate AW team, in partnership with Minerva Foods' Corporate Communication team, participated in a special episode of Minerva Talks, the Company's institutional podcast. The episode is approximately 40 minutes long and is available on Spotify. Access it via this [link](#).

During the conversation, key AW concepts were discussed, along with their importance to the beef value chain and their relationship with quality, sustainability, supply chain management, and the expectations of clients and other stakeholders. This contributed to increasing awareness of the topic among the Company's various audiences.



World Animal Day Campaign

In celebration of World Animal Day, Minerva Foods promoted an awareness campaign targeted at internal and external audiences, aiming to broaden AW knowledge and reinforce the topic's relevance across all stages of the value chain.

As the campaign's main initiative, an institutional video was developed and presented by the Company's Head of Sustainability. It highlighted the specificities of the different species Minerva Foods works with and the importance of understanding their characteristics to adopt increasingly appropriate handling practices aligned with AW principles.

The initiative also reinforced the Company's commitment to knowledge dissemination and the promotion of best practices, showcasing initiatives such as the Minerva BEA + Minerva Program and the certifications applicable to rural properties and industrial units. Thus, the campaign contributed to strengthening the animal welfare culture, fostering the engagement of diverse audiences and the continuous improvement of practices throughout the value chain.

Interview with Tâmara Duarte – Welfair® Certification

We granted an [interview](#) to the Welfair® team, sharing Minerva Foods' experience in implementing the certification and its significance in strengthening AW practices across the value chain. The interview covered topics such as the integration of the certification into the Company's sustainability strategy, the implementation process within operations, team capacity-building, and the benefits of the certification for clients, consumers, and other stakeholders.

The initiative contributed to increasing the international visibility of Minerva Foods' actions, reinforcing the Company's commitment to transparency, continuous improvement, and the promotion of high AW standards.



Walmart Holiday Meeting

We participated in the Walmart Holiday Meeting, held in Santiago, Chile, a major gathering between the retail chain and its key suppliers. The event provided a platform to strengthen relationships with clients and partners, as well as to showcase Minerva Foods' products and initiatives.

During the event, we also presented our new AW label, Welfair®, reinforcing the Company's commitment to transparency and the communication of its initiatives to clients and other attendees at the industry fair.

Launch of the Recommendation Guide on How to Improve Cattle Welfare in Brazil

After actively contributing to the development of the *Guia de Recomendações Sobre Como Melhorar o Bem-estar dos Bovinos no Brasil* (Recommendation Guide on How to Improve Cattle Welfare in Brazil), Minerva Foods participated as a speaker in the publication's launch webinar.

During the event, the Company presented its perspective regarding the importance of adopting best practices throughout the value chain, reinforcing its commitment to technical knowledge dissemination and the continuous evolution of AW in the livestock sector.



Education and knowledge sharing in AW

As part of its strategy for knowledge sharing and value chain development, Minerva Foods' AW team actively serves as speakers and instructors at technical-scientific events, training sessions, and capacity-building initiatives. These actions aim to disseminate best practices, enhance the education of students and professionals, and support suppliers in implementing increasingly higher AW standards. Key initiatives throughout 2025 include:

HARVEN SCHOOL (RIBEIRÃO PRETO – SP)

We participated as speakers at Harven School, presenting fundamental AW concepts, including animal behavior, physiology, and key aspects related to handling in meat processing plants. The lecture also addressed sustainability agenda topics, such as emissions, stakeholder expectations regarding the subject, and the importance of integrating sustainability and animal welfare across the production chain. In addition to technical content exchange, this participation facilitated the promotion of Minerva Foods' Internship Program, bringing the Company closer to students and encouraging the development of new professionals for the sector.





UNIFEB (BARRETOS - SP)

We delivered a lecture at UNIFEB on AW, low-stress cattle handling, and One Health principles, also presenting the stages of the production process in meat processing plants, from animal reception to product dispatch. The initiative promoted the dissemination of technical content and brought students closer to the challenges and best practices adopted by the Company.

UNIUBE (UBERABA - MG)

We participated as speakers at an event promoted by UNIUBE, addressing AW and One Health concepts, alongside presenting the operational flow of the meat processing industry, from animal reception to product dispatch.

The initiative contributed to bringing students closer to the industry's reality and demonstrating the importance of integrating animal welfare, food safety, and sustainability.



UNICAMP (CAMPINAS – SP)

We participated in the 44th Food Engineering Academic Week at UNICAMP, delivering the lecture "Sustainability in the Food Industry". During the event, we shared Minerva Foods' ESG strategy, highlighting the three pillars guiding our operations: Dedication to the Planet, Prosperity of Our People, and Product Quality and AW.

This participation provided an important platform for dialogue with students and future professionals, fostering discussions on certifications, AW labels, and the role of companies in building a more sustainable and responsible food value chain.



IV Live Cattle Logistics Workshop (Campinas-SP)

We participated as speakers at the IV Live Cattle Logistics Workshop, conducting a presentation dedicated to AW during cattle transport. The event brought together leadership from Minerva Foods' Logistics and Quality departments, as well as drivers, logistics providers, and Company partners, fostering an environment for experience exchange and technical alignment.

During the workshop, key factors impacting AW during live animal transport were discussed, along with their operational and financial reflections. The initiative enabled addressing inquiries, sharing best practices, and strengthening joint collaboration with partners involved in livestock logistics.

Animal Welfare in Brazil: Current Opportunities and Challenges (Online)

We participated as speakers at the event "Animal Welfare in Brazil: Current Opportunities and Challenges", fostering a debate on key advancements, challenges, and perspectives for strengthening AW in the country. The gathering brought together representatives from major production chain organizations and other companies, alongside the World Organisation for Animal Health (WOAH) and other sector institutions.

Minerva Foods' participation contributed to the exchange of experiences and best practices, reinforcing the importance of collaboration between companies, producers, and other stakeholders for the continuous evolution of AW.

1st Sustainable Procurement Meeting (São Gabriel, Rio Grande do Sul)

We participated in the 1st Sustainable Procurement Meeting, held in São Gabriel (Rio Grande do Sul), gathering representatives from the Cattle Procurement, Logistics, and Animal Welfare departments, as well as commissioned buyers from the region. The initiative aimed to strengthen integration among teams, promoting procedural alignment, experience exchange, and the dissemination of best practices related to sustainable procurement, livestock logistics, and animal handling.

The meeting also contributed to broadening an integrated perspective among the areas involved in the supply chain, reinforcing the importance of collaborative action to strengthen sustainability and AW practices throughout the value chain.



GLOBAL STATUS OF ANIMAL WELFARE PRACTICES AND PUBLIC COMMITMENTS OF MINERVA FOODS

This section provides an overview of the animal welfare best practices implemented throughout Minerva Foods' animal protein supply chain (see Figure 1), as well as updated public commitments at the global and species-specific levels.

Animal welfare indicators

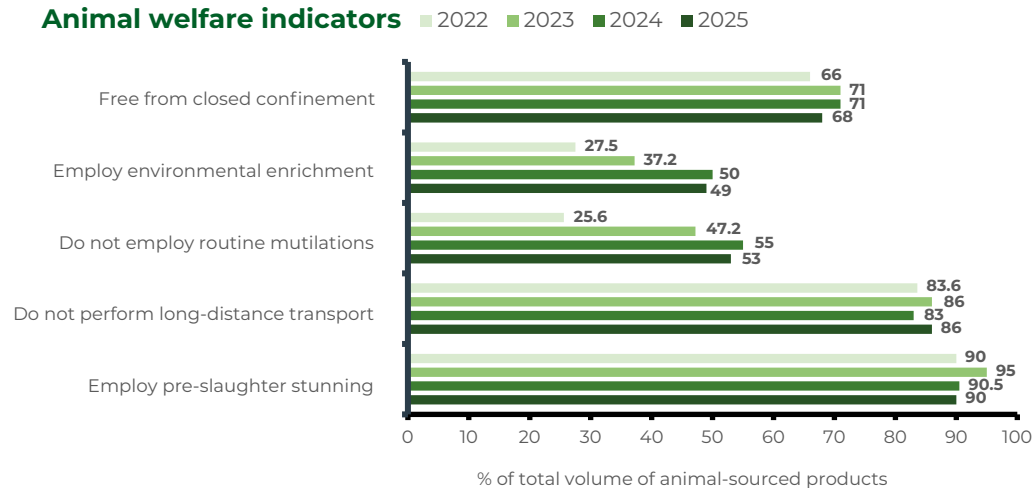


Figure 1: Key themes reported based on the total volume of Minerva Foods' animal protein production chain (2022 = 1,041,403 ton; 2023 = 1,138,917.3 ton; 2024 = 1,265,387.2 ton; 2025 = 1,688,174.8 ton). *For all indicators collected—whether from our own operations or third-party suppliers - a weighted average is used as the basis for calculation.

1) Closed confinement:

When purchasing animals, raw materials, and animal-based ingredients, we prioritize those sourced from production systems that keep animals free from closed confinement. In 2025, **68%** of the animals in the Minerva Foods supply chain were raised free from closed confinement.

2) Environmental Enrichment:

We actively promote environmental enrichment to encourage natural behavior in animals throughout our supply chain. In 2025, **49%** of our suppliers of animals, raw materials and animal-based ingredients adopted some sources of environmental enrichment.

3) Routine Mutilations:

We encourage our suppliers to avoid routine mutilations and, when necessary, to adopt alternative methods that do not cause pain. In 2025, **53%** of our suppliers of animals, raw materials and animal-based ingredients reported not performing any type of routine mutilation on the animals.

4) Long-Distance Live Transport:

We ensure that animals are transported safely and limit journey times to eight hours for cattle, sheep, pigs, and fish and four hours for poultry. In 2025, **86%** of the animals in our supply chain did not undergo long-distance pre-slaughter transport.

5) Pre-Slaughter Stunning:

We ensure that all animals in our supply chain are stunned prior to slaughter, except in specific cases where religious slaughter is required. In such cases, some animals may be slaughtered without pre-stunning. In 2025, **90%** of the animals in our supply chain underwent pre-slaughter stunning.



GLOBAL PUBLIC COMMITMENTS

Acts of abuse

Public Commitment	Target Year for Fulfillment	Status
We do not tolerate abuse, neglect, or mistreatment of animals in the Company's global supply chain.	Recurring	Addressed (100%)

Genetic engineering, hormones and growth promoters

Public Commitment	Target Year for Fulfillment	Status
Do not use cloned and/or genetically modified animals in the Company's global supply chain.	2020*	Addressed (100%)
Do not use growth hormones in the Company's global supply chain.	2020*	Addressed (100%)
Do not use cattle breeds with characteristics that increase the risk of anatomical disorders (ex.: Belgian Blue e Piemontese)	2023*	Addressed (100%)

* Initial year of mapping regarding each topic.

Use of antibiotics

Public Commitment	Target Year for Fulfillment	Status
By 2040, eliminate the prophylactic and metaphylactic use of antibiotics in 80% of the Company's global supply chain for animal-based products. Interim goal: 2022-2029: Complete mapping of the beef, sheep, pork, broiler chicken, fish, dairy cow and layering hens supply chains regarding this topic. 2029-2030: Report classification of antibiotics (critically important, highly important, important), and how they are used. 2031-2039: Gradual compliance, forecasting, and replacement of suppliers in cases of non-compliance with the established policy. 2040: Eliminate prophylactic and metaphylactic antibiotic use in 80% of the supply chain.	2040	In progress (47.8%)

In line with [World Health Organization \(WHO\)](#) recommendations, Minerva Foods is committed to addressing antimicrobial resistance. As part of this commitment, the Company encourages its suppliers to avoid using antibiotics and/or antimicrobials for prophylaxis (preventive use), metaphylaxis (treating groups with some sick animals), or growth promotion (enhancing growth rates). We recommend the rational use of antibiotics, prescribed by a veterinarian - only for treating clinical cases, as a strategy to alleviate animal suffering. We also promote alternative strategies to the use of critically important

antibiotics, including probiotics, prebiotics, organic acids, rotational grazing, environmental enrichment, reduced stocking density, among other options. In 2025, 47.8% of Minerva Foods' suppliers reported not using antibiotics for prophylaxis, metaphylaxis, or growth promotion (see Figure 2). Of the remaining suppliers, 3.4% reported using antibiotics prophylactically, 5% metaphylactically, and 1.3% for growth promotion.



% of total volume of animal-sourced products

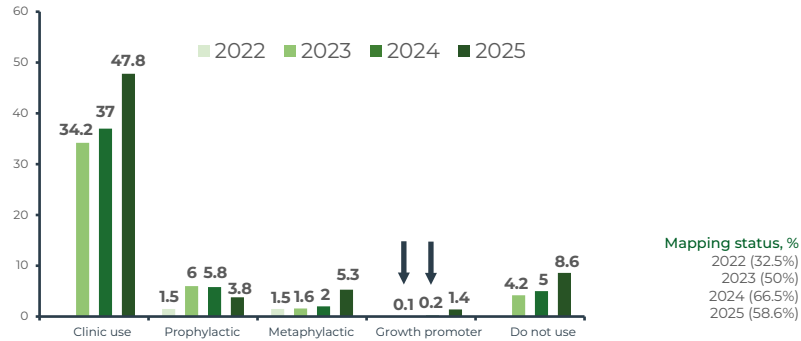


Figure 2: Use of antibiotics in Minerva Foods' global animal supply chain. Data is presented as a proportion of the total volume of animal products sold by Minerva Foods (2022 = 1,041,403 ton; 2023 = 1,138,917.3 ton; 2024 = 1,265,387.2 ton; 2025 = 1,688,174.8 ton).

In the beef and dairy cattle supply chain, when antibiotic therapy is used, it is primarily for clinical treatment of respiratory system diseases, ruminal acidosis and in protocols for adapting animals to new nutritional plans. Prophylactic, metaphylactic, and/or growth-promoting antibiotic use is more frequently reported in the broiler,

swine, and aquaculture supply chains. In the broiler supply chain, antibiotic treatments were most often reported for respiratory illnesses, whereas in the swine supply chain, they were used to treat and/or prevent digestive system infections (see Figure 3).

% of total volume purchased for each species 2025

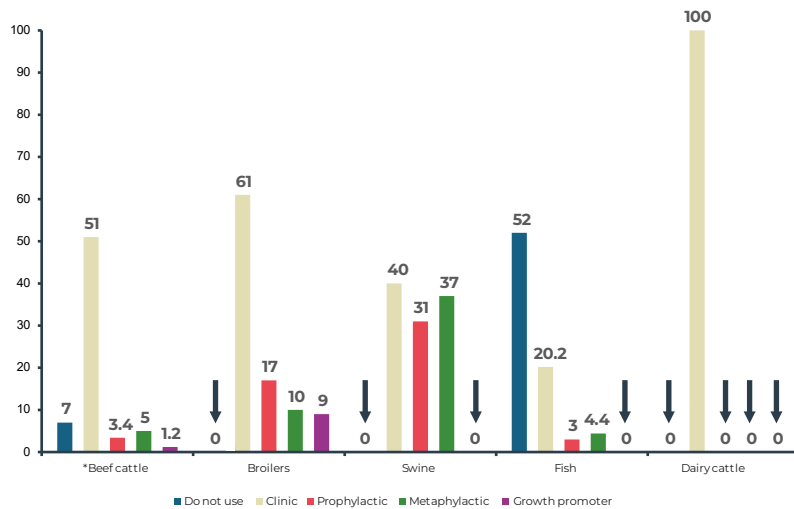


Figure 3: Types of antibiotic use by species in Minerva Foods' supply chain in 2025. *Global beef cattle supply chain (including both company-sourced and third-party cattle).

Table 1: Antibiotic categories and average reported volumes in Minerva Foods' beef, pork, and broiler supply chains.

Medically important antibiotics	*Beef cattle, mg kg ⁻¹	Swine, mg kg ⁻¹	Broilers, mg kg ⁻¹
Critically important			
Quinolone	9.3	8.2	10
Cephalosporin (1st - 2nd generation)	7	-	10
Cephalosporin (3rd - 4th generation)	3	3.5	-
Macrolides	10.3	12.5	25
Glycopeptides	40	-	-
Polymyxins	55	10	-
Penicillins	13	15	18.3
Highly important			
Aminoglycosides	4	4	0.2
Tetracyclines	13.5	7.5	15
Sulfonamides	12.1	24	28

*Global beef cattle chain (i.e., company-sourced cattle + third parties); see [glossary](#) for detailed definitions of the categories "Critically important" and "Highly important."

The company has been implementing individualized action plans to support its supply chain in adopting protocols and technologies for collecting information on antibiotic use. These efforts focus primarily on suppliers who have not yet begun tracking this data. At the same time, the company is

working to provide recommendations for effective therapies and management strategies to help reduce the use of antibiotics for prophylactic and metaphylactic purposes. These initiatives are carried out through annual workshops, annual training sessions, technical visits, awareness campaigns, and informational booklets.



Reducing reliance on animal sourced food

Public Commitment	Target Year for Fulfillment	Status
Act globally to reduce reliance on animal-sourced foods by decreasing waste, making better use of raw materials, shifting business focus, diversifying protein sources, and developing new products through reformulation.	2023	Addressed 100%
By 2026, ensure that 15% of total burger production comes from formulations with a higher proportion of non-animal protein.	2026	Addressed 25.4%
By 2023, replace egg as an ingredient in (100%) of the traditional pâté product line with plant-based alternatives (e.g., potato flour).	2023	Addressed 100%

Minerva Foods has established clear business strategies to reduce its reliance on animal-sourced products. These strategies include waste reduction initiatives like [Minerva Biodiesel](#) and maximizing the use of raw materials through business units such as [Minerva Casings](#), [Minerva Ingredients](#), and [Minerva Leather](#). The company is also shifting its business focus through a Corporate Venture Capital initiative that invests in startups developing solutions beyond the animal protein value chain. Additionally, Minerva Foods supports this transformation through its subsidiary, [MyCarbon](#). For details on key initiatives and targets in each area, see [Appendix I](#) of this report.

Minerva Foods has also invested in the development and commercialization of alternative protein products. Its portfolio includes soy-based patties and medallions (burgers made with 60% plant-based ingredients). In 2025, the company sold **55.39 metric tons of soy patties**, and **25.4% (5,952.6 metric tons)** of its hamburger production was dedicated to medallions. In addition, the company marketed **3,132 metric tons of plant-based products**, including wine, olive oil, potatoes, chocolates, tomato products, pasta, biscuits, among others.

The company has invested in replacing animal-based proteins with plant-based alternatives in ingredient products such as milk and eggs. For example, powdered eggs, previously used in the traditional pâté product line, were replaced with plant-based ingredients like wheat and potato flour. After testing throughout 2022 and 2023, powdered eggs were fully removed from the formulation of the company's entire traditional pâté line. As a result, between 2022 and 2024, the company reduced its purchase of powdered eggs by 70%, totaling a reduction of 2.8 metric tons. In 2025, the Company achieved an even more important milestone by beginning tests to also eliminate powdered eggs from the formulation of its gourmet pâtés. The initiative was concluded the following year, with the complete elimination of this ingredient from its operations. More information is available in [the egg supply chain commitments section of this report](#). The agenda for reducing reliance on animal-based foods is overseen by our Global Animal Welfare management team, which coordinates related operations, while implementation is led by our R&D team. The topic is also addressed in meetings with C-level executives, administrative councils, and advisory boards, including the company's CEO. In daily operations, the technical team of the corporate Animal Welfare department is responsible for tracking farm animal welfare KPIs and for developing and monitoring initiatives aimed at reducing reliance on animal-sourced food.

PUBLIC COMMITMENTS: SPECIES-SPECIFIC

GLOBAL BEEF CATTLE CHAIN

Beef cattle represent **94.2%** of Minerva Foods' supply chain. In 2025, the company purchased 1,593,198 metric tons of raw beef material, **92.45%** of which came from Minerva's own cattle supply chain, while **1.75%** originated from third parties. The company has made the following public commitment regarding the global beef cattle supply chain.

Animal welfare certifications

Public Commitment	Target Year for Fulfillment	Status
By 2024, obtain Animal Welfare certification for all of the company's beef processing facilities. Interim goal: 2023–2024: Certification of all beef slaughter units under the NAMI (North American Meat Institute) protocol.	2024	Addressed 100%



CAFOs

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2024, ensure that at least 40% of sourced livestock and beef raw materials originate from CAFO-free production systems.	Recurring	99.12%	Addressed (67%)

Minerva Foods prioritizes the purchase of animals and raw materials from production systems that raise cattle free from CAFOs. In 2025, 67% of raw material acquired in the company's global beef cattle chain came from systems that raise animals free from CAFOs (see Figure 4).

% of total volume of animals and cattle products

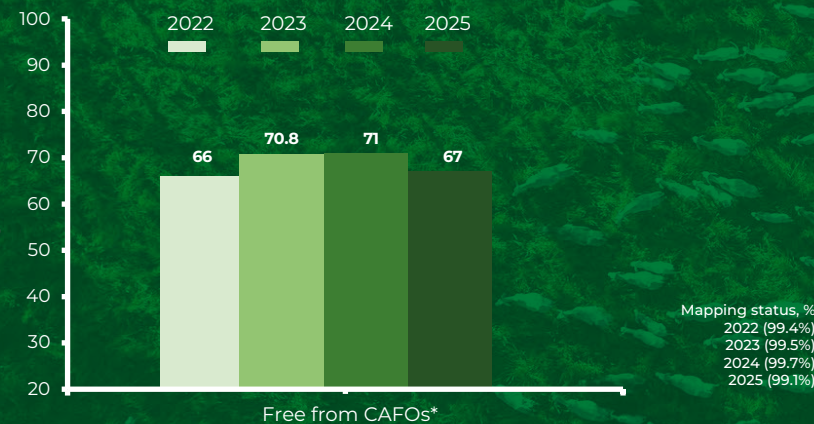


Figure 4: Proportion of the global cattle supply chain (company-sourced and third-party) raised free of CAFOs. Total volume of animals and raw materials purchased by the company's global cattle supply chain (2022 = 1,017,488 ton; 2023 = 1,035,603 ton; 2024 = 1,169,356 ton; 2025 = 1,593,198 ton). See our [glossary](#) for the definition of CAFOs. *Data for 2022 and 2023 have been corrected based on a weighted average calculation.

Environmental enrichment

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2035, 35% of the cattle and raw material purchased shall come from production systems that implement environmental enrichment practices. Interim goal: 2022-2025: Mapping of the cattle finishing supply chain with regard to environmental enrichment. 2030-2034: Planning and support for partner ranchers to implement environmental enrichment practices on their properties.	2035	59.2%	Addressed (51%)

In 2025, 51% of the cattle acquired at the farm level were purchased from suppliers that implemented environmental enrichment practices, particularly the use of artificial or natural shade (see Figure 5). Other reported practices included water sprinklers, hiding places, and sources of sensory enrichment, such as stationary brushes that allow animals to scratch themselves.

% of total volume of animals and cattle products

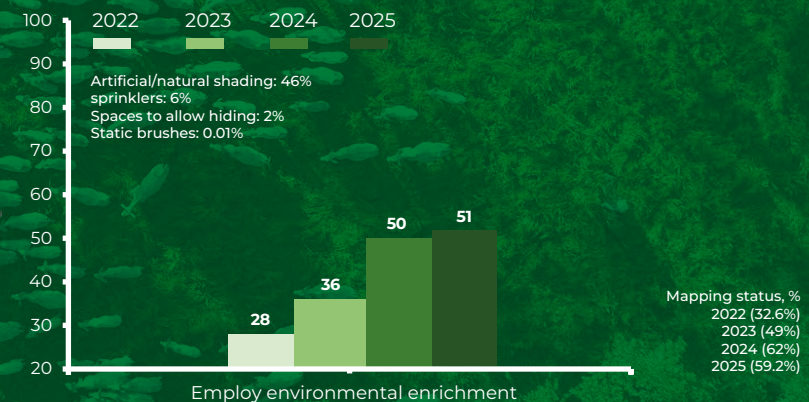


Figure 5: Proportion of the global cattle chain (company-sourced and third-party) that uses environmental enrichment practices. Total volume of animals and raw materials purchased from the company's global cattle chain (2022 = 1,017,488 ton; 2023 = 1,035,603 ton; 2024 = 1,069,356 ton; 2025 = 1,593,198 ton). Note: The total percentage of reported enrichment practices does not equal 51%, as multiple practices may be present on the same property.



Routine mutilations

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2025, source 45% of livestock and beef raw materials from production systems that do not practice dehorning. Interim goal: • 2022–2023: Mapping the occurrence of disbudding/dehorning in our operations. • 2023–2024: Encouraging ranchers and suppliers to eliminate the practice of disbudding/dehorning.	2025	59.2%	Addressed (54.7%)

In 2025, **54.7%** of animals in the Company's global cattle chain were sourced from suppliers who reported not performing dehorning (see Figure 6).

% of total volume of animals and cattle products

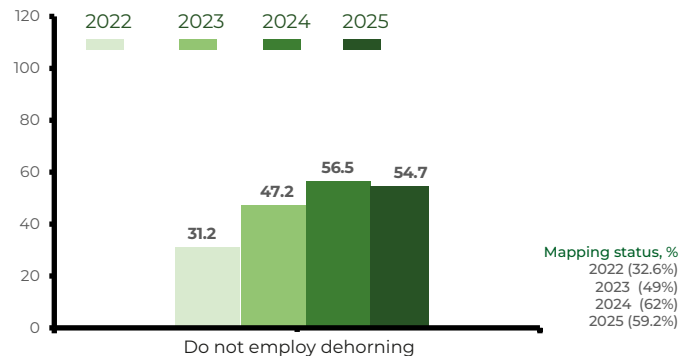


Figure 6: Proportion of the global cattle chain (company-sourced and third-party) that does not perform dehorning practices. Total volume of animals and raw materials purchased by Minerva Foods' global cattle chain (2022 = 1,017,488 ton; 2023 = 1,035,603 ton; 2024 = 1,169,356 ton; 2025 = 1,593,198 ton).

Dehorning practices in adult animals, disbudding, castration, and hot-iron branding were considered mutilations for the Company's global beef cattle chain.

As of this report, the Company has begun reporting dehorning and disbudding indicators separately, providing greater transparency in data disclosure. Consequently, the results presented for these practices refer exclusively to the year 2025 and are not comparable to historical data from previous reports.

Regarding dehorning, we encourage our rancher partners to use genetic improvement to select polled animals, avoiding the need for this practice in the future. Currently, **34%** of mapped suppliers already adopt the selection of polled animals. Additionally, we promote management strategies, such as avoiding the mixing of animals from different categories and unfamiliar animals, a practice that contributes to reducing fighting and, consequently, the need for dehorning. In 2025, **54.7%** of the animals in the Company's global chain were acquired from suppliers who reported not practicing dehorning.

As for disbudding, **8.6%** of the animals in the Company's global chain were acquired from suppliers who reported not performing this practice in 2025.

Regarding castration, the Company achieved a mapping rate corresponding to **99.12%** of its global beef cattle supply chain. Among the animals originating from this mapped chain, **85.9%** were not castrated.

Regarding animal identification, **5%** of suppliers strictly use alternative methods to hot-iron branding, conducting identification solely through ear tags and/or tattooing.



Long-distance live transport

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2025, ensure 85% of animals in Minerva Foods' global beef cattle supply chain undergo pre-slaughter transport journeys of eight hours or less. Interim goal: 2022-2024: Map the cattle transport chain for slaughter across all company processing facilities. 2023-2025: Gradually adjust the purchasing radius for company-sourced cattle to ensure transport times of eight hours or less. 2024: Source beef raw materials from cattle suppliers guaranteeing transport times under eight hours. 2025: Achieve 85% of total cattle volume with pre-slaughter transport times of eight hours or less. 2023-2025: Gradually adjust the purchasing radius for third-party cattle suppliers to ensure transport times of eight hours or less.	2025	99.12%	Adressed (86.8%)

In 2025, **86.8%** of animals in Minerva Foods' global beef cattle supply chain were transported for eight hours or less (see Figure 7).

% of total volume of animals and cattle products

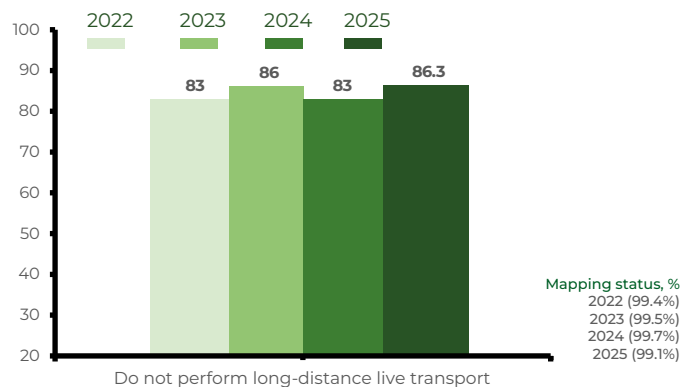


Figure 7: Proportion of the global beef cattle supply chain (company-sourced and third-party) with pre-slaughter transport times of eight hours or less. Total volume of animals and raw materials sourced for the Company's global beef cattle supply chain (2022 = 1,017,488 ton; 2023 = 1,035,603 ton; 2024 = 1,169,356 ton; 2025 = 1,593,198 ton). *Note: 2022 and 2023 data reflect corrections for weighted average calculations.

Pre-slaughter stunning

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2026, ensure that 93% of cattle are stunned across our own processing operations and third-party facilities. Interim goal: 2022-2023: Map pre-slaughter stunning practices across all global company operations. 2023-2025: Gradually improve stunning methods for beef cattle. 2026: Ensure a 93% or higher stunning rate for beef cattle in company and third-party slaughter operations.	2026	99.12%	In progress (90.3%)

In 2025, **90.3%** of animals in Minerva Foods' global beef cattle supply chain underwent pre-slaughter stunning (see Figure 8). The main pre-slaughter stunning method employed was concussive captive bolt stunning.

The expansion of the Company's operations and the integration of new facilities have shifted the profile of the markets catered to, increasing the share of customers with specific processing requirements. In light of this new context, Minerva Foods is currently reviewing this public commitment, taking into account the new operational footprint resulting from the Company's expansion. Pre-slaughter stunning remains the standard practice across operations, with exceptions made solely for animals destined for markets with specific certification protocols, strictly in compliance with applicable legislation and the requirements of the destination markets.

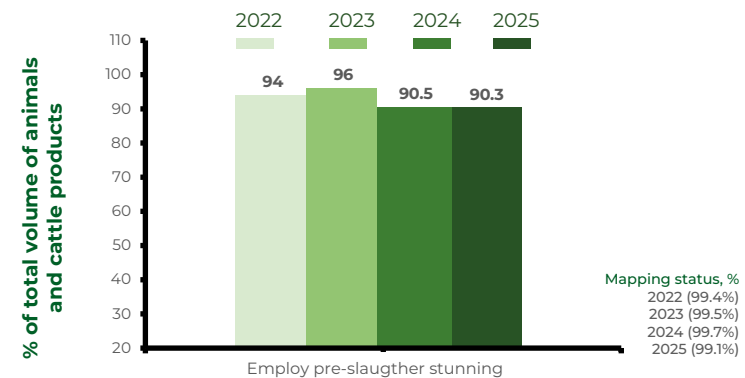


Figure 8: Proportion of the global beef cattle supply chain undergoing pre-slaughter stunning. Total volume of animals and raw materials sourced for the Company's global beef cattle supply chain (2022 = 1,017,488 ton; 2023 = 1,035,603 ton; 2024 = 1,169,356 ton; 2025 = 1,593,198 ton). *Note: 2022 and 2023 data reflect corrections for weighted average calculations.



Inhumane practices in the production chain.

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2026, ensure 100% of company-sourced and third-party cattle in Minerva Foods' global beef cattle supply chain are not raised on fully slatted floors. Interim goal: • 2022-2023: Map the entire cattle supply chain to identify fully slatted floor usage. • 2024-2025: Phased compliance, forecasting, and supplier replacement, applying the flooring installation criteria as a business framework. • 2026: Ensure that 100% of company-owned and third-party cattle are not raised on fully slatted floors.	2026	100%	Addressed (100%)
By 2023, ensure 100% of company-sourced and third-party cattle in Minerva Foods' global beef cattle supply chain are raised free from tethers and individual pens, allowing gregarious behavior. Interim goal: • Between 2021 and 2023, mapped the entire cattle supply chain, confirming all suppliers (100%) raise cattle without tethers or individual pens, enabling gregarious behavior. Contractual requirements implemented to enforce this standard.	2023	100%	Addressed (100%)

Minerva Foods monitors three inhumane practices in its global beef cattle supply chain: fully slatted floors, tethering and individual pens, and mother-calf separation. Fully slatted floors are not used in Latin American beef production. In Confined Animal Feeding Operations (CAFOs), dirt floors predominate, with concrete floors used to a lesser extent. The Company mapped 100% of its global beef cattle supply chain, ensuring all cattle were sourced from suppliers not using fully slatted floors.

Minerva Foods ensures 100% of its beef raw materials come from production systems free of tethering and individual pens, practices that are uncommon in Latin American beef production. Our global beef cattle supply chain is 100% mapped to ensure all cattle are raised in group settings, without tethering and individual pens, promoting natural behavior.



We monitor mother-calf separation practices across the global beef cattle supply chain.

It is important to clarify that across Minerva Foods' entire beef cattle supply chain, we ensure that 100% of calves are kept in groups from birth through adulthood.

We encourage the use of more humane weaning methods in our supply chain, such as two-stage weaning as an alternative to abrupt weaning, aimed at reducing stress responses in both calves and cows.

In 2025, we found that **10.9%** of suppliers/ranchers employ traditional (abrupt) weaning methods, while **12.8%** have already adopted alternative weaning practices (such as fenceline weaning and controlled weaning – see definitions in the [glossary](#)) (Figure 9).

% of total volume of animals and cattle products

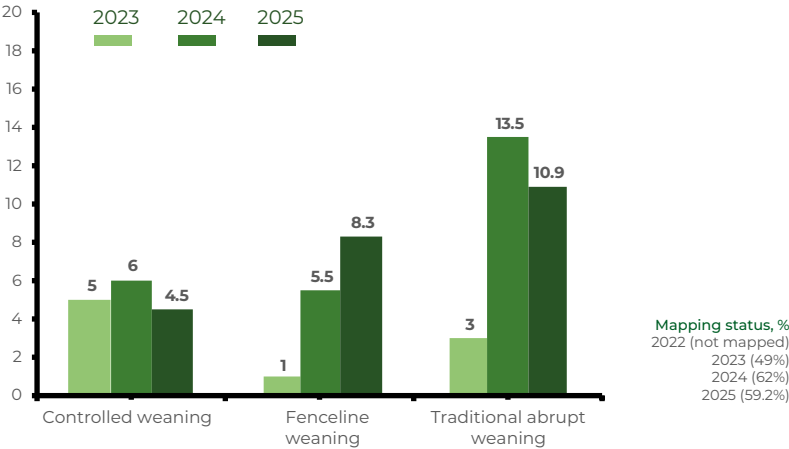
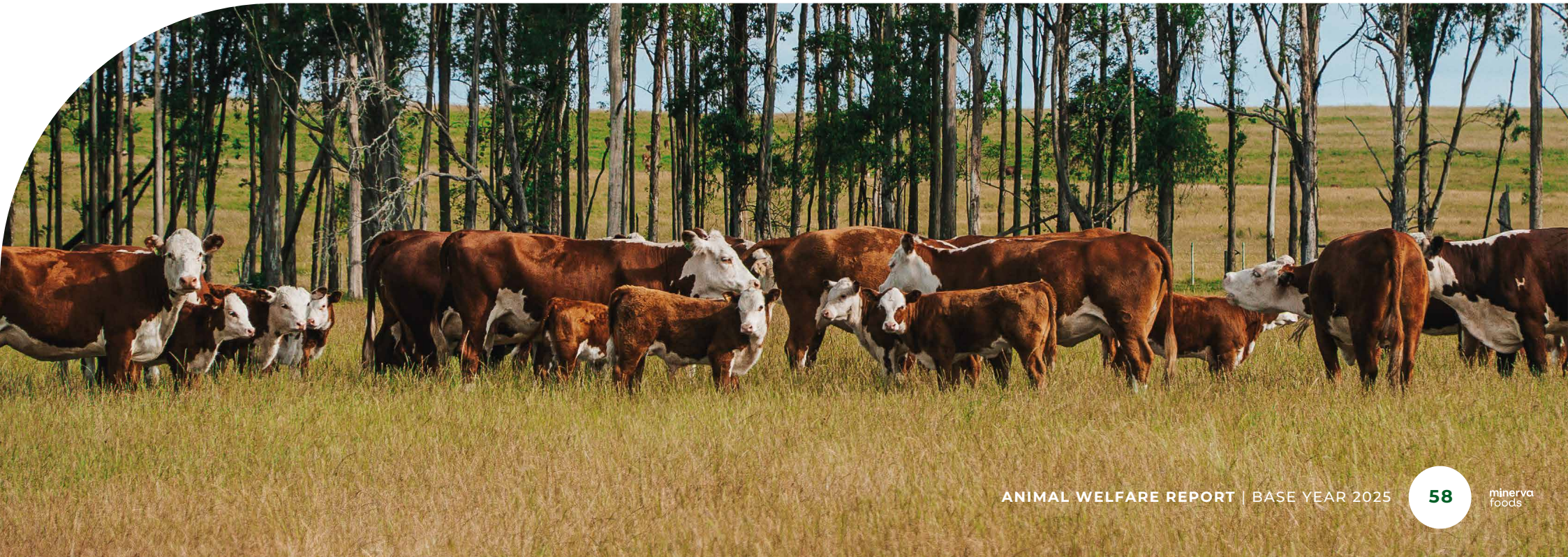


Figure 9: Proportion of company-sourced and third-party cattle in the global beef cattle supply chain using various weaning practices. Total volume of animals and raw materials sourced (2022 = 1,017,488 ton; 2023 = 1,035,603 ton; 2024 = 1,169,356 ton; 2025 = 1,593,198 ton). *Note: 2023 data were corrected to reflect the percentage of total volume mapped, as initial reporting included only full-cycle cattle ranchers.





Global Sheep Supply Chain

Minerva Foods' global supply chain includes sheep, representing 4.19% of its meat production. In 2025, the company sourced 70,870 metric tons of sheep meat, with 4% from company-sourced sheep and 0.04% from third-party sheep suppliers.

Due to the expansion of the Company's sheep operations, especially following the acquisition of new plants, the profile of the global supply chain has undergone significant changes. In light of this new context, public commitments regarding the sheep supply chain are currently under review. This process aims to more accurately reflect its composition, operational scope, and supply dynamics, while maintaining the Company's commitment to the continuous evolution of animal welfare practices.



While this process is underway, this section presents the indicator mapping progress related to the commitments under review, ensuring transparency regarding the evolution of animal welfare practices across the global sheep supply chain. Corporate indicators concerning industrial operations, transport, and company-owned farms are presented in [AW metrics performance](#) of this document.

The commitments currently under review are as follows

- Achieving animal welfare certification in all of the Company's processing plants – sheep.
- Implementing environmental enrichment in sheep farming.
- Acquiring sheep raw materials from suppliers that respect a transport time of 8 hours or less.
- Sourcing sheep raw materials and conducting slaughter in own operations, ensuring 100% of the animals are stunned.
- Ensuring that animals and raw materials in the global sheep supply chain are sourced from farming systems that keep animals free from tethering or individual pens.

Animal Welfare Certifications for Sheep

The Company has established a commitment to achieve animal welfare certification across all its sheep processing facilities by 2028.

As part of this plan, between 2022 and 2024, all sheep units in Australia were certified under the Australian Livestock Processing Industry Animal Welfare Certification System (AAWCS) protocol, reinforcing compliance with internationally recognized standards.

The Patagonia (Chile) processing plant is undergoing a phased certification process, which includes document preparation and alignment with the certification agency between 2026 and 2027, with North American Meat Institute certification scheduled for 2028.

Currently, progress on this Global commitment stands at 95.37% completion.





Environmental enrichment

As the first step of the mapping process, 25% of the total volume of animals sourced from Patagonia (Chile) was evaluated in 2025. Within this group, 22.17% of the animals had access to environmental enrichment practices, such as the provision of natural and/or artificial shelters for protection against extreme weather and the use of windbreaks.

The Company will continue to expand its mapping scope and standardize the collection of information from Australia and third-party suppliers, reporting consolidated results as data becomes available and validated.

Long-distance transport

In 2025, 76% of the animals in the global sheep supply chain were transported with transit times of 8 hours or less.

Pre-slaughter stunning

In 2025, 95.40% of the animals in the global sheep supply chain underwent pre-slaughter stunning, using electronarcosis as the method of choice.

Inhumane methods in the production chain

In 2025, 100% of sheep raw materials were sourced from pasture-raised animals, guaranteed to be free from tethering, allowing the expression of their gregarious behavior, and ensuring they were not kept in individual pens.



BROILER CHICKEN SUPPLY CHAIN

This section outlines Minerva Foods' public commitments for the broiler chicken supply chain, including the target years for fulfillment and the current status of each commitment

Closed confinement			
Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2023, Minerva Foods ensures 100% of broiler chicken meat in its broiler chicken supply chain is sourced from cage-free production systems. Interim goal: - Between 2022-2023: mapped the global broiler chicken supply chain to assess production systems, implementing cage-free requirements through supplier contracts. - Ensured 100% third-party broiler chicken suppliers maintain cage-free production systems.	2023	100%	Addressed (100%)
By 2023, ensure 35% of broiler chicken meat in Minerva Foods' broiler chicken supply chain is sourced from production systems with low densities (30 kg/m² or less). Interim goal: 2022: Map the global broiler chicken supply chain to assess production systems of third-party broiler chicken suppliers. 2023 – 2025: Project the scale-up of suppliers meeting low-density requirements of 30 kg/m² or less. 2026 – 2029: Plan and implement the replacement of select suppliers.	2030	100%	In progress (23%)



In 2025, **100%** of animals in the broiler chicken supply chain were raised in intensive farming systems (see table 2), with **23%** housed at low stocking densities (i.e., 30 kg/m² or less) (see Figure 10). Most of the reported breeds were fast-growing (e.g., Cobb, Ross, and Arbor Acres). However, **4%** of the raw material used for broiler chickens in 2025 was purchased from systems using the slow-growing Hubbard breed (see Figure 11).

Table 2: The production systems reported in Minerva Foods' broiler chicken supply chain.

*Production system	2022	2023	2024	2025
	Total volume (8.237 ton)	Total volume (9.878 ton)	Total volume (10.353 ton)	Total volume (11.861 ton)
Mapping status, %	100	87.3	98	100
Intensive systems, %	99.99	86.4	98	100
Free from closed confinement, %	0.001	0.9	0	0
Extensive systems, %	0.001	0.30	0	0
Semi-intensive systems, %	0	0.65	0	0

*See [glossary](#) of terms for definitions of reported rearing systems.



% of total volume of broiler products

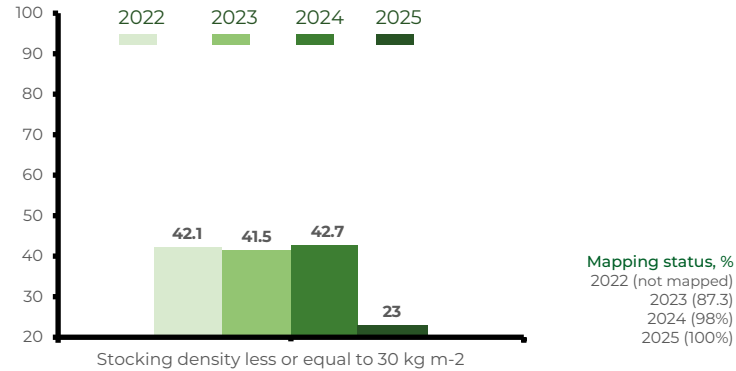


Figure 10: Stocking density reported in Minerva Foods' broiler chicken supply chain. Total volume of broiler chicken meat: 2022 = 8,237 ton; 2023 = 9,878 ton; 2024 = 10,353 ton; 2025 = 11,861 ton. Given that the supply chain comprises third-party business partners, changes in the supplier base and their production practices may impact performance metrics and the progress of the Company's public commitments over time. The Company maintains close engagement with its suppliers, encouraging the adoption of best management practices to drive continuous progress toward these commitments.

% of total volume of broiler products

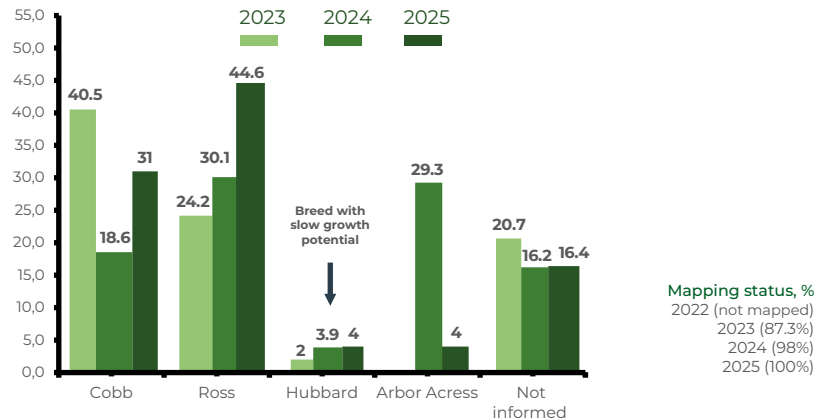


Figure 11: Broiler breeds and strains reported in Minerva Foods' broiler chicken supply chain. Total volume of broiler chicken meat: 2022 = 8,237 ton; 2023 = 9,878 ton; 2024 = 10,353 ton; 2025 = 11,861 ton.

Environmental enrichment

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2030, ensure 25% of broiler chicken meat in Minerva Foods' broiler chicken supply chain benefits from environmental enrichment practices in production systems. Interim goal: 2022-2025: Map third-party broiler chicken suppliers capable of implementing environmental enrichment practices. 2026-2028: Assess partnerships with suppliers to adopt environmental enrichment practices. 2029: Gradually adjust sourcing, projecting and replacing select suppliers based on their ability to provide environmental enrichment as a business strategy. 2030: Achieve environmental enrichment for 25% of broiler chicken meat sourced from the global supply chain.	2030	100%	Addressed (65%)

In 2025, **65%** of broiler chicken raw materials in Minerva Foods' broiler chicken supply chain was sourced from suppliers that implemented sources of environmental enrichment. The primary practices reported included perches or platforms and materials for exploration and foraging, such as straw (see Figure 12).

% of total volume of broiler products

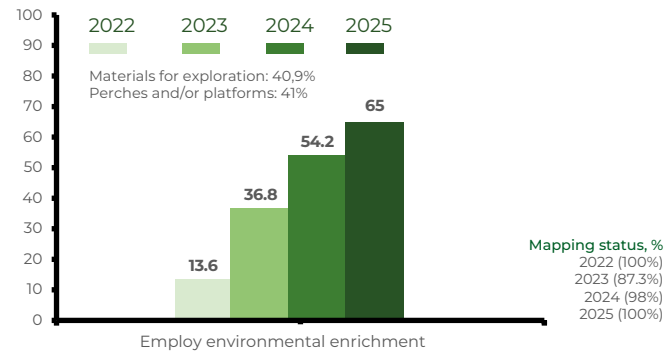


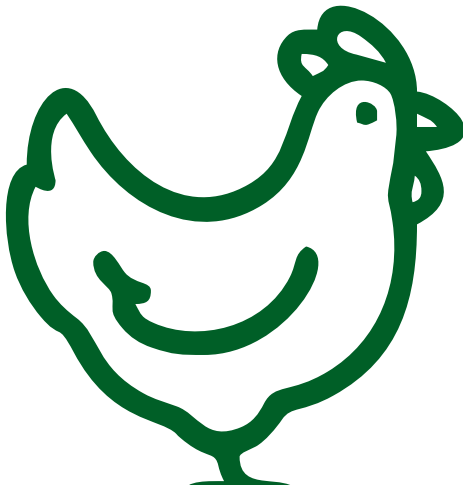
Figure 12: Environmental enrichment practices reported in Minerva Foods' broiler chicken supply chain. Total volume of broiler chicken raw materials: 2022 = 8,237 ton; 2023 = 9,878 ton; 2024 = 10,353 ton; 2025 = 11,861 ton. Note: The sum of percentages for individual practices may exceed 65%, as multiple practices may be implemented on the same farm.



Routine mutilations

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2023, ensure no broiler chicken raw materials in its broiler chicken supply chain were sourced from production systems practicing wing clipping. Interim goal: 2022: Map the broiler chicken supply chain to identify production systems practicing wing clipping. 2023: Ensure no broiler chicken meat is sourced from suppliers using wing clipping in production systems.	2023	100%	Addressed (100%)
By 2023, ensure no broiler chicken raw materials in its broiler chicken supply chain were sourced from production systems practicing toe clipping (phalanges). Interim goal: 2022: Map the broiler chicken supply chain to identify production systems practicing toe clipping (phalanges). 2023: Ensure no broiler chicken meat were sourced from suppliers using toe clipping (phalanges) in production systems.	2023	100%	Addressed (100%)

In 2025, 100% of our broiler chicken supply chain was mapped, and attested that 100% raw materials were purchased from suppliers who do not practice wing and toe/phalange clipping on their chickens.



Long-distance live transport

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2030, ensure 60% of broiler chicken raw materials in Minerva Foods' broiler chicken supply chain are sourced from animals transported for four hours or less. Interim goal: 2022-2025: Map the entire broiler chicken supply chain to assess transport times of third-party broiler chicken suppliers. 2026-2029: Gradually adjust sourcing, projecting and replacing a significant portion of suppliers based on transport time as a business strategy. 2030: Ensure 60% of mapped third-party broiler chicken suppliers source animals transported for four hours or less.	2030	100%	Atendido (75%)

In 2025, 75% of the broiler chicken raw material was purchased from suppliers that reported transport times of less than or equal to 4 hours (see Figure 13).

% of total volume of broiler products

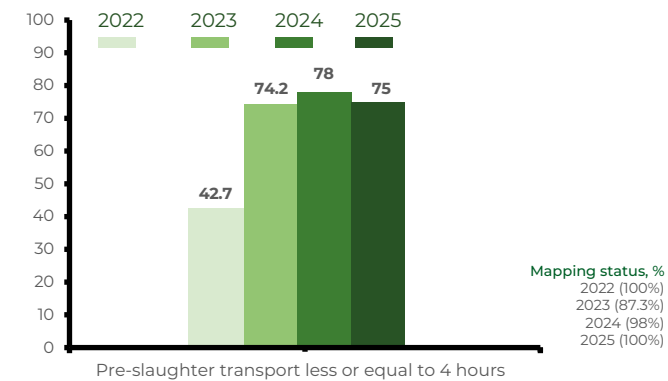


Figure 13: Pre-slaughter transport times reported in Minerva Foods' broiler chicken supply chain. Total volume of broiler chicken raw materials: 2022 = 8,237 ton; 2023 = 9,878 ton; 2024 = 10,353 ton; 2025 = 11,861 ton.



Pre-slaughter stunning

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2026, ensure 100% of broiler chicken raw materials in Minerva Foods' broiler chicken supply chain undergo pre-slaughter stunning in slaughter operations. Interim goal: • 2022 Map the broiler chicken supply chain to assess pre-slaughter stunning practices. • 2023-2025: Gradually adjust sourcing, projecting and replacing suppliers based on pre-slaughter stunning as a business strategy. • 2026: Ensure all (100%) broiler chicken suppliers implement pre-slaughter stunning for animals.	2026	100%	In progress (84%)
By 2040, ensure 2% of broiler chicken raw materials in Minerva Foods' broiler chicken supply chain for private label products are sourced from animals stunned using controlled atmosphere stunning with inert gas or multiphase systems, or electrical stunning without inversion. Interim goal: • 2025-2030: Assess partnerships with third-party broiler chicken suppliers employing controlled atmosphere or electrical stunning without inversion. • 2031-2039: Gradually adjust sourcing, projecting and replacing select suppliers based on stunning method as a business strategy. • 2040: Achieve 2% of broiler chicken raw materials sourced from suppliers using controlled atmosphere stunning (inert gas or multiphase systems) or electrical stunning without inversion.	2040	100%	In progress (0%)

In 2025, **84%** of broiler chicken raw materials in Minerva Foods' broiler chicken supply chain were sourced from suppliers implementing pre-slaughter stunning in company and third-party slaughter operations, all using immersion tank electrical stunning. The remaining 16% primarily consist of trading partners that source raw materials from various suppliers, which limits the traceability of information regarding the practices adopted at the farm level.

The mapping of this segment of the supply chain is being expanded to include the suppliers of these commercial intermediaries, with the aim of increasing the representativeness of this indicator in upcoming reporting cycles.

Modified atmosphere stunning, using inert gases or multiphase systems, as well as electrical stunning without inversion, are recognized as alternatives aligned with the highest animal welfare standards for broiler chickens. In this context, Minerva Foods continues to work on expanding its supply chain mapping and establishing partnerships with suppliers that adopt these technologies.



PORK SUPPLY CHAIN

This section outlines Minerva Foods' public commitments for the pork supply chain, including the target years for fulfillment and the status of compliance.

Closed confinement			
Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2035, ensure 100% of pork raw materials in Minerva Foods' pork supply chain are sourced from sows kept in group-housed systems, free from individual stalls. Interim goal: 2022-2025: Map the entire pork supply chain to assess group-housed gestation systems within the third-party pork suppliers. 2026-2034: Gradually adjust sourcing, projecting and replacing suppliers based on group-housed gestation systems as a business strategy. 2035: Ensure all third-party pork suppliers for processed products transition to group-housed gestation systems, free from individual stalls.	2035	81%	In progress (66.7%)

In 2025, **66.7%** of pork raw materials in Minerva Foods' pork supply chain were sourced from suppliers implementing group-housing systems for gestating sows. Of this volume, **18.6%** utilized the “Cobre e Solta” (mating-and-release) system, which limits individual stall use to four hours for handling purposes (see Table 3).

Furthermore, **69.55%** of suppliers utilize conventional farrowing crates in their operations, keeping the sow confined for an average of 28 days. Meanwhile, **2.94%** adopt temporary confinement systems, limiting confinement to 4 to 7 days, and **8.70%** of suppliers did not disclose this indicator.

Table 3: Housing systems for sows during gestation phase in Minerva Foods' pork supply chain.

*Sow housing	2022	2023	2024	2025
	Total volume (5.961 ton; n = 13)	Total volume (6.668 ton; n = 14)	Total volume (6.094 ton; n = 23)	Total volume (4.971 ton; n = 15)
Mapping status, %	67.6	80.3	89.7	81
Group-housed sows**, %	50	50.3	55.3	48.1
“cobre e solta” mating-and-release system***, %	0	9.2	12.8	18.6

*See [glossary](#) for characterization of the housing systems. **Individual housing permitted up to 28–35 days. ***Maximum individual housing does not exceed 4 hours.

In 2025, **77.96%** of animals in Minerva Foods' pork supply chain were raised in closed confinement systems (SISCON), while **3.73%** of pork suppliers reported semi-extensive production systems (see Table 4).

Table 4: Production systems reported in Minerva Foods' pork supply chain.

*Production systems	2022	2023	2024	2025
	Total volume (5.961 ton; n = 13)	Total volume (6.668 ton; n = 14)	Total volume (6.094 ton; n = 23)	Total volume (4.971 ton; n = 15)
Mapping status, %	67.6	80.3	89.7	81
**Siscon, %	64.5	70	89.2	77.9
Free from closed confinement, %	3.2	10.2	0.4	0
Extensive systems, %	3.2	6.8	0	0
Semi-extensive systems, %	0	3.4	0.4	0
***Siscal, %	0	0	0	0

*See [glossary](#) for characterization of the production systems. **Intensive system of pigs raised in confinement. ***Intensive system of pigs raised outdoors.





Environmental enrichment

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2035, ensure 25% of pork raw materials in Minerva Foods' pork supply chain are sourced from systems implementing environmental enrichment practices. Interim goal: • 2023-2025: Map the entire pork supply chain to assess environmental enrichment practices. • 2023-2027: Identify third-party pork suppliers willing to adopt environmental enrichment techniques. • 2028-2032: Evaluate partnerships with suppliers to implement environmental enrichment practices. • 2033-2034: Gradually adjust sourcing, projecting and replacing 25% of suppliers based on environmental enrichment as a business strategy. • 2035: Achieve 25% of pork raw materials sourced from systems with environmental enrichment practices.	2035	81%	Addressed (46.8%)

In 2025, 46.8% of pork raw materials in Minerva Foods' pork supply chain were sourced from suppliers that implemented environmental enrichment practices, such as materials for exploration and foraging, including hay and straw (see Figure 14).

% of total volume of pork products

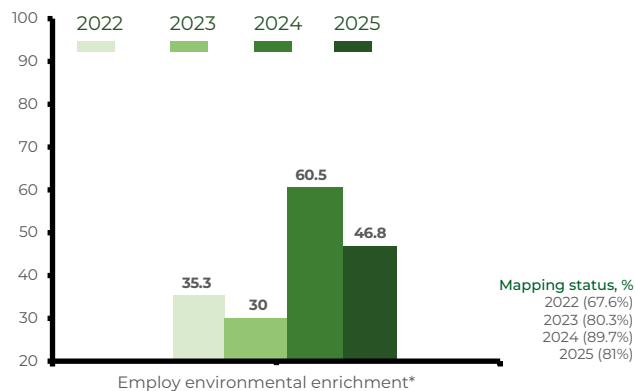


Figure 14: Environmental enrichment practices in Minerva Foods' pork supply chain. Total volume: 2022 = 5,961 ton; 2023 = 6,668 ton; 2024 = 6,094 ton; e 2025 = 4,971 ton.





Routine mutilations

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2030, ensure 80% of pork raw materials in Minerva Foods' pork supply chain are sourced from animals not subjected to teeth clipping or teeth grinding. Interim goal: • 2023-2025: Map the entire pork supply chain to assess teeth clipping and teeth grinding practices. • 2026-2029: Gradually adjust sourcing, projecting and replacing suppliers based on non-use of teeth clipping or teeth grinding as a business strategy • 2030: Ensure 80% of pork suppliers do not practice teeth clipping or teeth grinding.	2030	81%	In progress (72.5%)
By 2030, ensure 100% of pork raw materials in Minerva Foods' pork supply chain are sourced from male pigs not subjected to surgical castration. Interim goal: • 2022-2025: Map the entire pork supply chain to assess surgical castration practices. • 2026-2029: Gradually adjust sourcing, projecting and replacing suppliers based on non-use of surgical castration as a business strategy. • 2030: Ensure all pork suppliers avoid surgical castration without anesthesia, prioritizing immunocastration.	2030	100%	In progress (71%)

In 2025, Minerva Foods mapped mutilation practices in its pork supply chain, including teeth clipping/teeth grinding, surgical castration of males, tail docking, and identification by ear notching. Of the pork raw materials sourced, 72.50% was from suppliers not practicing tooth clipping or grinding, 71% was from suppliers

Routine mutilations

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2035, ensure 25% of pork raw materials in Minerva Foods' pork supply chain are sourced from animals not subjected to tail docking. Interim goal: • 2023-2025: Map the entire pork supply chain to assess tail docking practices. • 2026-2034: Gradually adjust sourcing, projecting and replacing suppliers based on non-use of tail docking as a business strategy. • 2035: Ensure 25% of third-party pork suppliers do not practice tail docking.	2035	81%	In progress (0%)
By 2040, ensure 35% of pork raw materials in Minerva Foods' pork supply chain are sourced from animals not identified through physical mutilations. Interim goal: • 2023-2025: Map the entire pork supply chain to assess identification through physical mutilation practices. • 2025-2035: Gradually adjust sourcing, projecting and replacing suppliers based on non-use of physical mutilation for identification as a business strategy. • 2040: Ensure 35% of third-party pork suppliers do not use notching for animal identification.	2040	81%	In progress (15.6%)

using immunocastration instead of surgical castration, 0% was from suppliers not practicing tail docking, and 15.61% was from suppliers not using ear notching for identification (see Figure 15).



% of total volume of pork products

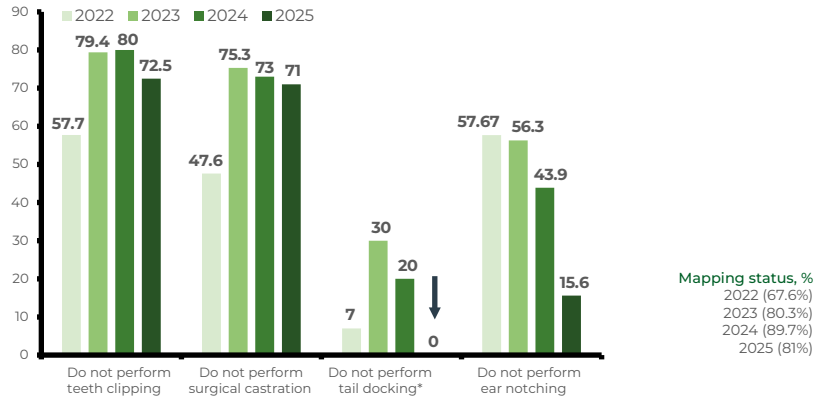


Figure 15: Routine mutilations reported in Minerva Foods' pork supply chain. Total volume: 2022 = 5,961 ton; 2023 = 6,668 ton; 2024 = 6,904 ton; e 2025 = 4,971 ton. *As of 2025, the mapping methodology was expanded to encompass all forms of tail docking, including both full and partial docking (e.g., removal of one-third of the tail). Until 2024, monitoring considered only the absence of full tail docking. This update makes the indicator more comprehensive and representative of the practices adopted across the supply chain.

Long-distance live transport

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2030, ensure 90% of pork raw materials in Minerva Foods' pork supply chain are sourced from animals not transported for more than eight hours. Interim goal: • 2022-2025: Map the entire pork supply chain to assess transport times. • 2030-2034: Gradually adjust sourcing, projecting and replacing suppliers based on transport time as a business strategy. • 2030: Ensure 90% of pork suppliers source animals transported for eight hours or less.	2030	81%	In progress (68.8%)

In 2025, **68.81%** of pork raw materials in Minerva Foods' pork supply chain were sourced from suppliers ensuring animal transport times of eight hours or less (see Table 5).



Table 5: Animal transport times reported in Minerva Foods' pork supply chain.

Pre-slaughter transport	2022	2023	2024	2025
	Total volume (5,961 ton)	Total volume (6,668 ton)	Total volume (6,094 ton)	Total volume (4,971 ton)
Mapping status, %	67.6	80.3	89.7	81
Transport duration up to 8 hours, %	50	61	77.1	68.6
Transport duration exceeding 8 hours, %	-	2.5	1.6	0.7
Transport journey time not monitored, %	-	16.1	11	11.6



Pre-slaughter stunning

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2026, Minerva Foods commits to sourcing 100% of its pork raw materials from suppliers that employ pre-slaughter stunning. Interim goal: • 2022-2023: Mapping of the pork supply chain to assess pre-slaughter stunning practices. • 2026: Sourcing 100% of its pork raw materials from suppliers that employ pre-slaughter stunning.	2026	81%	In progress (74.6%)

In 2025, **74.65%** of pork raw materials in Minerva Foods' pork supply chain were sourced from suppliers implementing pre-slaughter stunning, with **15.67%** using electronarcosis, **56%** using electrical stunning and **3.18%** using high-concentration CO² chambers. Additionally, **6.35%** of suppliers did not disclose data on this indicator. The remaining portion primarily consists of indirect suppliers that source raw materials from various suppliers, which limits the traceability of information regarding the practices adopted at the farm level. The Company is expanding the mapping of these suppliers to increase the representativeness of this indicator in upcoming reporting cycles.

It should be noted that, within the swine supply chain, pre-slaughter stunning is a consolidated production practice, and there is no significant market demand for specific slaughter without stunning procedures. Therefore, the evolution of this indicator is primarily linked to the progress of mapping and information traceability throughout the supply chain.

Inhumane practices in the production chain

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2045, ensure 85% of pork raw materials in Minerva Foods' pork supply chain are sourced from sows not raised on fully slatted floors. Interim goal: • 2022-2025: Map the entire pork supply chain to assess flooring practices for sows. • 2031-2044: Gradually adjust sourcing in Brazil and Argentina, projecting and replacing suppliers based on non-use of fully slatted floors as a business strategy. • 2045: Ensure 85% of pork meat is sourced from sows not raised on fully slatted floors.	2045	81%	In progress (56%)

Minerva Foods considers the use of fully slatted floors for sows during farrowing and gestation an inhumane practice in its pork supply chain. In 2025, **56%** of pork meat was sourced from suppliers housing sows on solid or partially solid floors.





FISH SUPPLY CHAIN

In 2025, Minerva Foods sourced 7,186 metric tons of fish raw materials, with 50.7% originating from aquaculture systems (farmed), including species such as *Salmo salar* (2.6%), *Oreochromis niloticus* (4.3%), and *Pangasius hypophthalmus* (48.1%). Minerva Foods' wild-caught supply chain in 2025 included species such as *Merluccius merluccius* (11.5%) and *Gadus chalcogrammus/Gadus morhua* (7.2%). This section outlines public commitments for the fish supply chain, target years for fulfillment, compliance status, and species-specific animal welfare indicators for aquaculture operations.

Routine mutilations			
Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2028, ensure 100% of fish raw material in Minerva Foods' fish supply chain is free from fin clipping. Interim goal: 2022-2023: Map the fish supply chain to assess fin clipping practices. 2025: Ensure 100% of fish raw material free from fin clipping.	2028	81%	In progress (63%)

In 2025, 63% of fish suppliers in Minerva Foods' fish supply chain reported not practicing fin clipping.



Long-distance live transport

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2025, ensure 100% of fish raw material from non-extractive systems in Minerva Foods' fish supply chain is sourced from animals not transported for more than eight hours. Interim goal: 2022-2024: Map the aquaculture supply chain to assess transport times. 2025: Ensure all fish suppliers for aquaculture systems implement a policy limiting transport to eight hours.	2025	81%	In progress (45%)

Wild-caught fish in Minerva Foods' fish supply chain are not subjected to pre-slaughter transport. Thus, this indicator applies only to Aquaculture systems. In 2025, 45% of fish raw material from Aquaculture systems was sourced from suppliers reporting transport times of eight hours or less.

In addition to transport duration, the Company also monitors water quality parameters during this stage, recognizing that factors such as oxygenation, temperature, and stocking density are critical for maintaining fish welfare and often exert a more significant impact than transport time alone.

The following transport practices were mapped across the fish supply chain: 41% of suppliers reported implementing pre-transport fasting protocols; 33% monitor and adjust dissolved oxygen levels; 31% indicated regular training for personnel involved in handling procedures; and 14% reported the addition of conditioning agents to control ammonia and nitrite levels in the water.



Pre-slaughter stunning

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2040, ensure 5% of fish raw material and products from aquaculture systems in Minerva Foods' fish supply chain are sourced from fish subjected to pre-slaughter stunning. Interim goal: • 2022-2023: Map the fish supply chain to assess pre-slaughter stunning practices • 2023-2030: Detail effective stunning practices • 2031-2035: Promote effective pre-slaughter stunning practices across the fish supply chain. • 2036-2039: Gradually adjust sourcing, projecting and replacing suppliers to meet the target.	2040	81%	Addressed (41%)

Pre-slaughter stunning is not practiced in Minerva Foods' wild-caught fish supply chain; thus, this indicator applies only to aquaculture systems. In 2025, 41% of fish raw material from aquaculture systems was sourced from suppliers using pre-slaughter stunning methods, with 4% employing percussive stunning or cerebral concussion and 37% using electronarcosis.

Species-Specific Data Reporting for the Aquaculture Supply Chain

Table 6: Aquaculture supply chain of Minerva Foods and its animal welfare indicators.

Non-extractive supplychain	Species		
	<i>Salmo salar</i>	<i>Oreochromis niloticus</i>	<i>Pangasius hypophthalmus</i>
Total volume 2025 (metric ton)	186	308	3.455
Number of total suppliers in 2025, n	2	2	5
Mapping status, %	86	100	88
Animal welfare indicators			
Animals kept at low stocking densities*, %	0	0	0
Pre-slaughter transport duration up to 8 hours, %	86	100	47
Animals free from fasting greater than 72 hours, %	86	100	88
Animals subjected to pre-slaughter stunning, %	86**	100***	37***
Sick animals, %	1.1	0.2	6.4
Mortality rate, %	10	18.3	21.6
Emaciated animals, %	-	0	2.4
Animals with injuries, %	0	0	0

*Stocking density of 10 kg/m³ or less;

**cerebral concussion;

***electronarcosis;

-not reported.





DAIRY CATTLE SUPPLY CHAIN

Minerva Foods sources powdered milk and cream for private label product manufacturing. This section outlines public commitments for the dairy supply chain, target years for fulfillment, and status of compliance, reflecting the company's dedication to animal welfare standards.

Closed confinement

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2023, ensure that 100% of dairy ingredients in Minerva Foods' supply chain are sourced from animals free from tethering or individual pens, and maintained in group housing.	2023	96.3%	Addressed (96.3%)*
By 2026, ensure 100% of dairy ingredients in Minerva Foods' dairy supply chain are sourced from dairy cows with at least six hours of daily pasture access. Interim goal: • 2022-2023: Map the dairy supply chain to assess pasture access practices. • 2024-2025: Project and replace third-party dairy suppliers to ensure six hours of daily pasture access for dairy cows. • 2026: Ensure 100% sourcing from suppliers maintaining dairy cows with at least six hours of daily pasture access for processed products, enforced contractually.	2026	96.3%	In progress (96.3%)*

* In 2025, housing practices were mapped for 96.3% of the Company's dairy supply chain. The indicator's result reflects the mapping coverage achieved during the period, as it was not possible to confirm information for the entirety of the supplier base. It should be noted, however, that tethering systems are not a common practice in the Company's primary raw material sourcing regions in Latin America. The mapping of the remaining portion of the supply chain will continue to be expanded in upcoming reporting cycles.

In 2025, a total of **96.3%** of dairy ingredients were sourced from production systems where cows had 6 hours of daily access to pasture for a minimum of 120 days per year (Figure 16). The animals were primarily raised in compost barns or free-stall systems (45%) with access to outdoor pasture areas, while 51.3% were maintained in intensive pasture-based systems. Please refer to the [glossary](#) for definitions of the production systems.



% of total volume of dairy products

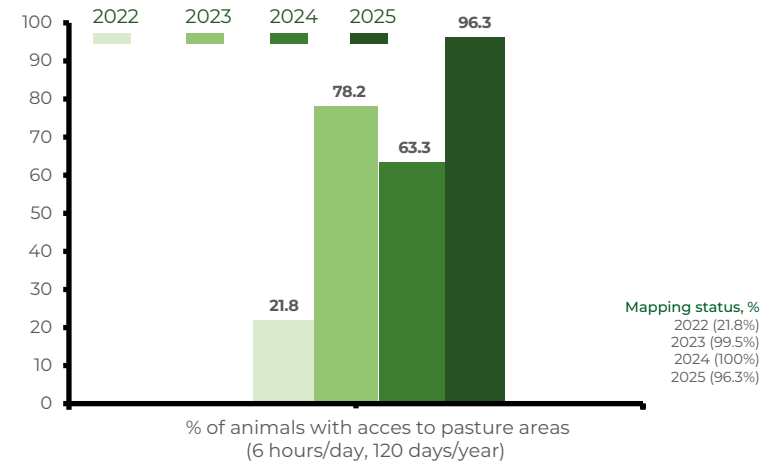


Figure 16: Proportion of animals in Minerva Foods' dairy supply chain with six hours of daily pasture access for at least 120 days per year. Total volume: 2022 = 5.2 ton; 2023 = 39.2 ton; 2024 = 15 ton; 2025 = 38 ton.



Environmental enrichment

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2035, ensure 25% of dairy ingredients in Minerva Foods' dairy supply chain are sourced from dairy cows in systems with environmental enrichment practices. Interim goal: 2023-2025: Map the dairy supply chain to assess environmental enrichment practices. 2026-2030: Gradually adjust dairy suppliers to implement environmental enrichment in animal production systems. 2030-2034: Project and encourage suppliers to adopt environmental enrichment practices.	2035	96.3%	Addressed (96.3%)

In 2025, **96.3%** of dairy ingredients were sourced from suppliers that reported implementing various forms of environmental enrichment for the animals, including artificial and/or natural shade, evaporative cooling via sprinklers, as well as access to outdoor pasture areas (see Figure 17).

% of total volume of dairy products

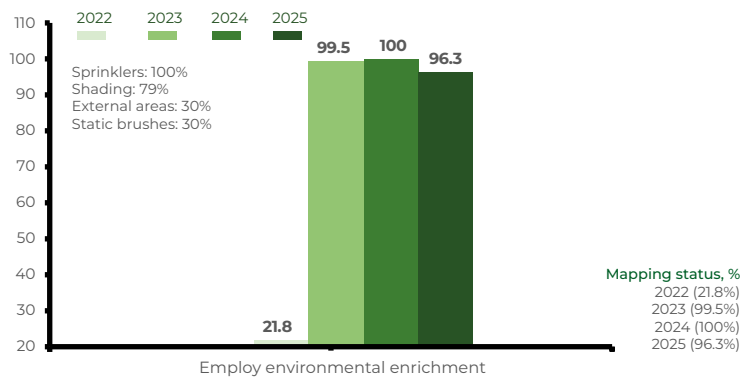


Figure 17: Environmental enrichment practices in Minerva Foods' dairy supply chain. Total volume: 2022 = 5.2 ton; 2023 = 39.2 ton; 2024 = 15 ton; 2025 = 38 ton. Note: The sum of percentages for individual environmental enrichment practices may exceed 100%, as multiple practices may be reported on the same operation.

Routine mutilations

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2025, ensure 15% of dairy ingredients in Minerva Foods' dairy supply chain are sourced from animals not subjected to dehorning and disbudding practices. Interim goal: 2023-2030: Map the dairy supply chain to assess dehorning and disbudding practices. 2031-2034: Gradual adjustment, projection, and replacing suppliers based on the dehorning and disbudding criteria as a business strategy. 2035: Achieve 15% of suppliers not practicing dehorning and disbudding.	2035	96.3%	Addressed (23%)

In 2025, **23%** of dairy ingredients in Minerva Foods' dairy supply chain were sourced from suppliers reporting no dehorning or other mutilation practices (see Figure 18).

% of total volume of dairy products

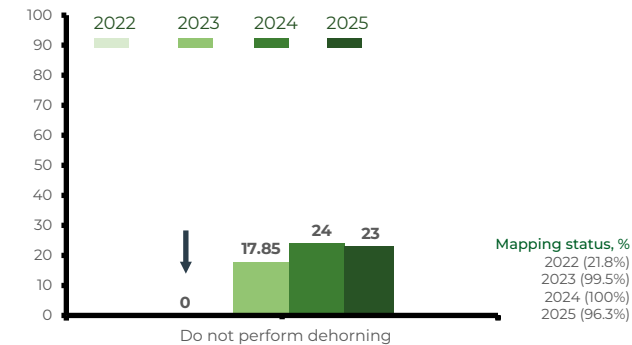


Figure 18: Proportion of suppliers reporting no dehorning or disbudding in Minerva Foods' dairy supply chain. Total volume: 2022 = 5.2 ton; 2023 = 39.2 ton; 2024 = 15 ton; 2025 = 38 ton.



Long-distance live transport

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2030, ensure 80% of dairy ingredients in Minerva Foods' dairy supply chain are sourced from animals with transport time of eight hours or less. Interim goal: • 2023-2025: Map the entire dairy supply chain to assess transport times. • 2030-2034: Gradually adjust sourcing, projecting and replacing dairy suppliers based on transport time as a business strategy. • 2030: Ensure 80% of third-party dairy suppliers source animals transported for eight hours or less in pre-slaughter processes.	2030	96.3%	In progress (75.8%)

In 2025, **75.8%** of dairy ingredients in Minerva Foods' dairy supply chain were sourced from suppliers reporting transport times of eight hours or less for animals sent to slaughter units (see Figure 19).

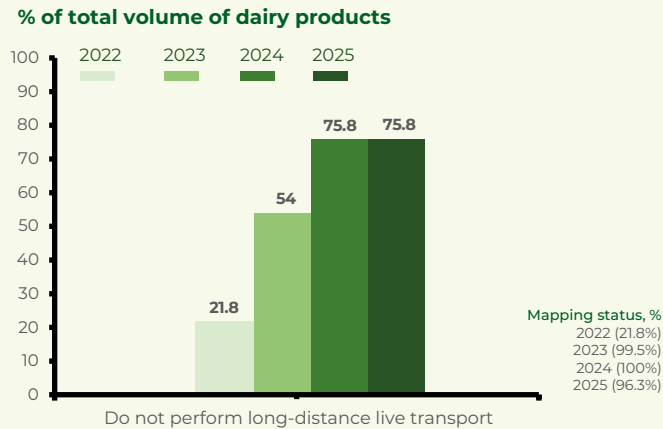


Figure 19: Proportion of suppliers reporting no long-distance transport in Minerva Foods' dairy supply chain. Total volume: 2022 = 5.2 ton; 2023 = 39.2 ton; 2024 = 15 ton; 2025 = 38 ton.

Pre-slaughter stunning

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2027, ensure 100% of dairy suppliers in Minerva Foods' global dairy supply chain commit to pre-slaughter stunning of dairy cows. Interim goal: • 2022-2024: Map the global dairy supply chain to assess pre-slaughter stunning practices. • 2025-2027: Gradually adjust sourcing, projecting and replacing suppliers based on pre-slaughter stunning as a business strategy. • 2027: Achieve 100% supplier commitment to pre-slaughter stunning of dairy cows in the global dairy supply chain.	2027	96.3%	In progress (85.2%)

In 2025, **85.2%** of dairy suppliers in Minerva Foods' dairy supply chain reported ensuring pre-slaughter stunning of animals at the end of their productive cycle (see Figure 20).

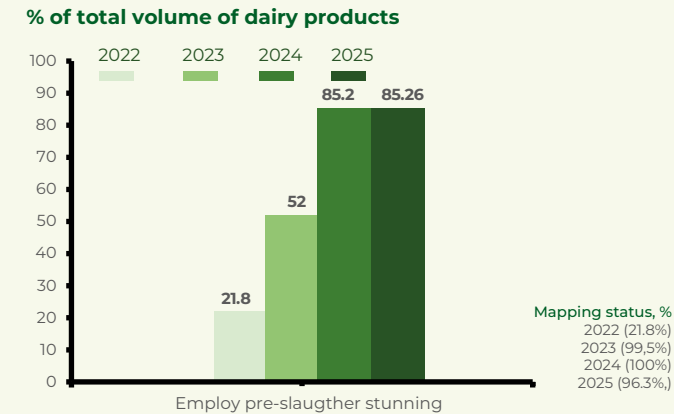


Figure 20: Proportion of suppliers reporting pre-slaughter stunning in Minerva Foods' dairy supply chain. Total volume: 2022 = 5.2 ton; 2023 = 39.2 ton; 2024 = 15 ton; 2025 = 38 ton.



Inhumane practices in the production chain

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2030, ensure 25% of dairy ingredients in Minerva Foods' dairy supply chain are sourced from suppliers not maintaining animals on fully slatted floors. Interim goal: • 2022-2025: Map the entire dairy supply chain to assess flooring practices. • 2026-2029: Gradually adjust sourcing, projecting and replacing suppliers based on non-use of fully slatted floors as a business strategy. • 2030: Achieve 25% of dairy ingredients from suppliers not using fully slatted floors.	2030	96.3%	Addressed (96.3%)

The use of fully slatted floors for dairy cattle in intensive systems (e.g., free-stall and compost-barn) is uncommon in Minerva Foods' dairy supply chain. In 2025, **96.3%** of dairy suppliers reported animals free from fully slatted floors. Lastly, in 2025, weaning practices across the supply chain were also mapped, with **78.9%** of suppliers reporting abrupt cow-calf separation within 24 hours of calving, and **17.4%** reporting separation between 2 and 5 days after birth.



EGG SUPPLY CHAIN

In 2026, Minerva Foods completed the phase-out of egg-based ingredients from its portfolio, discontinuing their sourcing and ensuring the full fulfillment of its public commitments regarding the egg supply chain.

The implementation of this strategy provided a definitive resolution to the commitments related to the egg supply chain, as the Company no longer sources egg-based ingredients for its portfolio. The updating of product labels remains ongoing and is contingent solely on the depletion of existing packaging inventories, with no impact on the current product formulation.

As a result of this strategy, the following public commitments are now considered fully achieved:

Closed confinement

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2026, ensure 100% of egg ingredients used in Minerva Foods' industrial processing are sourced from cage-free hens. Interim goal: • 2022: Map all private label products containing egg ingredients and their respective egg suppliers. • 2023-2025: Project and replace suppliers to ensure all egg ingredients are sourced from cage-free production systems. • 2026: Achieve 100% sourcing of egg ingredients from cage-free hens for private label industrial processing. • 2026: Corporate strategy redefinition through the phase-out of egg-based ingredients from the Company's portfolio, discontinuing their procurement and ensuring full fulfillment of the public commitment.	2026	100%	Addressed (100%)

Environmental enrichment

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2035, ensure 25% of egg ingredients used in Minerva Foods' industrial processing for processed products are sourced from laying hens in systems with environmental enrichment practices. Interim goal: • 2023-2025: Map the egg supply chain to assess environmental enrichment practices. • 2026-2030 Gradually adjust egg suppliers to implement environmental enrichment in hen rearing systems. • 2030-2034: Project and encourage suppliers to adopt environmental enrichment practices. • 2035: Achieve 25% of egg ingredients for processed products from systems with environmental enrichment. • 2026: Corporate strategy redefinition through the phase-out of egg-based ingredients from the Company's portfolio, discontinuing their procurement and ensuring full fulfillment of the public commitment.	2035	100%	Addressed (100%)





Routine mutilations

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2026, ensure 100% of egg ingredients used in Minerva Foods' industrial processing for processed products are sourced from hens not subjected to beak trimming. Interim goal: 2022: Map all products containing egg ingredients and their respective egg suppliers. 2023-2025: Project and replace suppliers to ensure no beak trimming in their supply chains. 2026: Achieve 100% sourcing of egg ingredients from hens free of beak trimming for processed products. 2026: Corporate strategy redefinition through the phase-out of egg-based ingredients from the Company's portfolio, discontinuing their procurement and ensuring full fulfillment of the public commitment.	2026	100%	Addressed (100%)

Long-distance live transport

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2023, ensure 100% of egg ingredients in Minerva Foods' egg supply chain are sourced from laying hens not transported for more than four hours. Interim goal: 2022: Map the egg supply chain to assess transport times. 2023: Ensure 100% egg suppliers implement a policy limiting transport to four hours for laying hens.	2023	100%	Addressed (100%)

Pre-slaughter stunning

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2026, ensure 100% of egg ingredients in Minerva Foods' egg supply chain are sourced from laying hens subjected to pre-slaughter stunning. Interim goal: 2022: Map the egg supply chain to assess pre-slaughter stunning practices. 2023: Ensure all (100%) egg suppliers adopt policies for pre-slaughter stunning. 2026: Corporate strategy redefinition through the phase-out of egg-based ingredients from the Company's portfolio, discontinuing their procurement and ensuring full fulfillment of the public commitment.	2026	100%	Addressed (100%)

Inhumane practices in the production chain

Public Commitment	Target for Fulfillment	Mapped supply chain coverage	Status
By 2025, ensure 100% of egg ingredients in Minerva Foods' egg supply chain are sourced from suppliers not practicing the culling of day-old male chicks. Interim goal: 2022-2023: Map the entire egg supply chain to assess culling practices for day-old male chicks. 2023-2024: Gradually adjust sourcing, projecting and replacing suppliers based on culling-free practices as a business strategy. 2025: Achieve 100% sourcing from suppliers not culling day-old male chicks. 2026: Corporate strategy redefinition through the phase-out of egg-based ingredients from the Company's portfolio, discontinuing their procurement and ensuring full fulfillment of the public commitment.	Recurring	100%	Addressed (100%)



FINAL REMARKS

MINERVA FOODS WILL CONTINUE TO STRENGTHEN ITS GLOBAL ANIMAL WELFARE STRATEGY, DRIVING THE CONTINUOUS IMPROVEMENT OF PRACTICES ADOPTED ACROSS ITS OPERATIONS AND SUPPLY CHAIN, IN ALIGNMENT WITH ITS PUBLIC COMMITMENTS AND INTERNATIONAL BEST PRACTICES.

For the coming years, our key priorities include:

- Continuous improvement of corporate animal welfare management, reinforcing Governance frameworks, monitoring mechanisms and data-driven decision-making.
- Enhancement of the supply chain risk assessment matrix, strengthening the identification, assessment, prioritization, and mitigation of animal welfare-related risks, to more assertively direct actions and resources toward most material topics.
- Broadening engagement with business partners and suppliers, promoting the implementation of best practices and the continuous advancement of the Company's public commitments.
- Continuation of second- and third-party audits on suppliers and third-party industrial facilities, strengthening transparency, reliability, and traceability across the supply chain.
- Expansion of capacity-building initiatives and the dissemination of technical knowledge on animal welfare through training, technical guidelines, and the sharing of best practices throughout the production chain.
- Consolidation of animal welfare certifications and advancing readiness for new facility certifications, reinforcing continuous process improvement.
- Strengthening collaborative efforts with clients, suppliers, technical entities, and other stakeholders, contributing to the development of solutions and the progress of animal welfare practices across the global protein chain.



GLOSSARY OF TERMS

Global Topics

Closed confinement: Environmental conditions that restrict the expression of natural behaviors essential to an animal's species. This term applies to the following practices in the supply chain: feedlots (concentrated animal feeding operations, CAFOs) for cattle; cage systems for laying hens; high-density rearing of broiler chickens (>30 kg per square meter); high - density fish pens (according to species and reproductive stage); gestation crates or farrowing crates for sows; and tethered animals or in individual pens.

Environmental enrichment: Environmental stimuli that promotes a broader and more complex range of natural behaviors essential for animal welfare. Examples include static or non-static brushes for cattle, manipulable materials such as straw and hay for sows, substrates for poultry to peck or dust bathe, and structures providing better microclimates, such as natural or artificial shading and evaporative cooling. For fish, enrichment includes physical elements like artificial plants, sensory stimuli such as floor substrates, cover, or lighting, and occupational stimuli like water currents to encourage exercise. [These practices align effective environmental enrichment standards outlined by the Business Benchmark on Farm Animal Welfare \(BBFAW\), which Minerva Foods adopts across its supply chain.](#)

Routine mutilation: Removal or amputation of any biological tissue from an animal's body, such as feathers, hair, wool, or the surgical removal of one or more limbs. These practices have the potential to cause pain and, consequently, compromise animal welfare across the supply chain. .

Pre-slaughter stunning: intentional process that induces unconsciousness in animals to minimize pain during slaughter, achieved through methods causing reversible or irreversible damage to brain structures responsible for perception, processing, and response to stimuli.

Cattle: Effective methods include mechanical percussion with penetrating or non-penetrating captive bolts, where cerebral concussion results from kinetic energy transfer, with the targeted brain area and force application critical for complete unconsciousness.

Sheep: Electronarcosis is the preferred method, involving an electric current of sufficient intensity, frequency, and duration to cause immediate loss of consciousness.

Broiler chicken: Acceptable stunning methods include controlled atmosphere stunning using inert gas or multi-phase systems, and electrical stunning (electronarcosis), provided that no inversion of the upper limbs (shackling upside down) occurs prior to stunning.

Pigs: Approved stunning methods include electronarcosis and exposure to a controlled atmosphere (CO₂ or authorized gas blends)

Fish: Electronarcosis is recognized as an appropriate stunning method; additionally, captive bolt stunning may be utilized for species where this technique is recommended. Stunning must be followed by a procedure that ensures the animal's death, such as bleeding.

Long-distance live transport: Transport journeys that exceed 8 hours for cattle (including dairy and beef cattle), sheep, pigs, and fish, and exceed 4 hours for poultry (including broiler chickens and laying hens).

Critically important antibiotics: Substances that inhibit bacterial growth. Antibiotics within this category must meet two criteria: (1) they are the primary or sole treatment for serious human infections, and (2) these infections can be transmitted between humans and non-humans, or they can acquire resistance genes from non-human sources. For further information regarding the WHO's classification of antimicrobials, please refer to: [WHO Medically Important Antimicrobials List.](#)

Highly important antibiotics: These are antibiotics that meet only one of the WHO criteria outlined above—namely, either Criterion 1 or Criterion 2, but not both.



THERAPY TYPES

Prophylactic use: Antibiotics administered to a group of animals without clinical signs of disease.

Metaphylactic use: Antibiotics given to a group when some animals show clinical signs.

Clinical use: Antibiotics administered only in the presence of disease.

Growth promoters: Substances intentionally added to animal diets to preserve, enhance, or modify desirable properties or suppress undesirable ones, including antimicrobial agents (e.g., antibiotics, ionophores), plant oil extracts, yeasts, anabolic implants, enzymes, beta-adrenergic agonists (e.g., ractopamine), and immunomodulators.

SPECIES-SPECIFIC TOPICS TYPES OF REARING SYSTEMS

BEEF CATTLE

Pasture-based: Animals are raised exclusively on pasture without concentrated feed supplementation.

Pasture-based semi-confinement: Animals are raised on pasture with concentrated feed supplementation at 1% of their live weight.

Intensive pasture-based finishing (TIP): Animals are raised on pasture with concentrated feed supplementation at 2% of their live weight.

Intensive confinement (feedlots):

Groups of cattle are housed in pens or paddocks of defined dimensions with ad libitum access to water and feed through troughs

Weaning practices in the beef cattle chain

Controlled weaning: Practice in the cattle supply chain that gradually reduces suckling after 90 days of age, limiting the time the calf spends with the cow to two short daily periods (6 to 8 hours) starting from the 30th day of life. a.

Traditional abrupt weaning: The sudden separation of cow and calf after 90–120 days of age, with calves and cows kept in separate paddocks, permitting no visual or physical contact.

Side-by-side weaning: The gradual separation of cow and calf after 90–120 days of age, with cows and calves kept in adjacent paddocks, maintaining visual, auditory, and limited physical contact.

SHEEP

Extensive system: Animals are raised exclusively in pasture areas (cultivated or non-cultivated), relying on natural grazing without supplemental feeding.

Semi-intensive system: Animals graze in pasture areas during the day and are housed in shelters at night, balancing natural foraging with controlled housing.

Intensive system: Groups of sheep are housed in pens or paddocks of defined dimensions, with ad libitum access to water and feed provided through troughs.

BROILER CHICKEN

Intensive system: Birds have unrestricted access to pasture areas, with optional shelters for protection against weather

Semi-intensive system: Combines free-range rearing in paddocks during the day with barn housing.

Intensive system: Birds are raised exclusively in barns throughout the production cycle, often at high densities.



PORK

Extensive system: Pig farming with a low technological level and no controlled nutritional plans.

Semi-extensive system: Utilizes shelters against climatic factors and containment paddocks, with potential implementation of nutritional and sanitary management.

SISCAL (Outdoor Intensive Pig System): Sows, weaned piglets, and boars are kept in outdoor paddocks, while growing and finishing phases occur in confinement conditions.

SISCON (Confined Intensive Pig System): All pig production phases occur under slatted floors and roofing, within a single or multiple structures.

Individual gestation crates: The housing of gestating sows in individual crates, where they remain throughout the entire gestation period until farrowing.

Cobre e solta (mounting-and-release) system: Transfer of sows to group housing immediately following insemination (confinement in crates restricted to a maximum of 4 hours).

Group-housing system: Individual crates are not utilized within this system; sows are maintained in group housing throughout their entire gestation period until farrowing.

FISH

Wild capture: Removal of fish from their natural environment, such as seas or rivers, impacting welfare and ecosystems.

Extensive system: Fish are raised in lakes, reservoirs, or excavated ponds until capture, without feed or aerators, yielding an average production of 100 to 1,000 kg per hectare.

Semi-intensive system: Fish are raised in lakes, dams, fish pens, or reservoirs with provision of feed, achieving an average production of 5,000 kg per hectare.

Intensive system: Fish are raised in dedicated fish pens and fed balanced feed, with an average production of 10,000 kg per hectare.

Super-intensive system: Fish are raised in circular tanks, adapted boxes, net cages, or excavated ponds with balanced feed, achieving an average production of 40,000 kg per hectare.

DAIRY CATTLE

Extensive system: Cows produce up to 1,200 liters of milk per lactating cow per year, raised exclusively on pasture areas without supplementation.

Semi-intensive system: Cows produce between 1,200 and 2,000 liters of milk per lactating cow per year, raised exclusively on pasture areas with forage supplementation during the low pasture growth season.

Intensive pasture-based system: Cows produce between 2,000 and 4,500 liters of milk per lactating cow per year, raised exclusively on high-capacity forage pastures with forage supplementation during the low pasture growth season.

Intensive system: Cows produce above 4,500 liters of milk per lactating cow per year, kept in confinement and fed through troughs with preserved forage such as silage and hay, using systems like Free Stall, Compost Barn, Compost Barn - Wind Tunnel, or Loose Housing.

LAYING HENS

Conventional cages: Intensive confinement in barns with birds housed in cages

Cage-free: Birds are housed in barns free of cages.



APPENDIX I

Minerva Foods' commitment to Animal Welfare is also reflected in our efforts to maximize the responsible utilization of livestock resources initially intended for food production. Through its Related Businesses: Minerva Leather, Minerva Ingredients, and Minerva Casings, the Company transforms co-products from the slaughter process (e.g., hides, tallow, blood, bones, and offal) into new inputs for various production chains, contributing to waste reduction and a more efficient use of natural resources. Importantly, the utilization of these co-products does not create additional demand for animals, but rather adds value to an existing supply chain.

This approach is closely aligned with circular economy principles, maximizing the value of materials that previously had lower economic use and expanding value generation across the production chain in different markets.

Furthermore, the quality of these co-products is directly linked to the best management practices (BMPs) adopted on the farm, during transport, and in pre-slaughter handling. This reinforces the importance of Animal Welfare as a fundamental driver of operational efficiency and final product quality.

By promoting the optimal use of resources derived from the livestock chain, the Related Businesses help maximize the value generated by Animal Welfare investments, strengthening the connection between responsible production, raw material quality, and the circular economy.



GREATER USE OF RAW MATERIALS

minerva biodiesel

BIOFUEL

We engage in this sector to drive corporate responsibility, taking direct action to mitigate waste generated by cattle processing operations. Pioneering the market in 2012, Minerva Foods established its subsidiary, Minerva Biodiesel, which is currently responsible for producing renewable energy from tallow, thereby adding value to beef processing by-products. We also utilize other animal fats, such as pork and poultry, alongside vegetable oils and residual materials like used cooking oil (UCO). This segment features an invested capital of approximately BRL 300 million. Additional highlights of Minerva Biodiesel include:

- **ISCC Participation:** Certified under the International Sustainability Carbon Certification (ISCC), enabling expanded geographic scope through biodiesel exports to Europe and Asia, previously limited to the Brazilian market.
- **Social Biofuel Seal (SBS):** Participates in the SBS project, a MAPA certification for biodiesel production units (UPBs) that include family farmers under Pronaf (Programa Nacional de Fortalecimento da Agricultura Familiar) in their supply chains. By the end of 2025, more than 200 family cattle farmers were enrolled in the program. This institutional framework promotes socio-productive inclusion, driving job and income generation through the supply of raw materials from family farming for biodiesel production.
- **RenovaBio Program:** An initiative aimed at driving decarbonization within the fuel sector, incentivizing increased production and a greater share of biofuels in the transportation energy matrix. Under this framework, biofuel emissions are quantified relative to the use of non-renewable sources and converted into carbon credits - CBIOs.





minerva ingredients

It transforms beef slaughter and deboning co-products into high value-added ingredients for the animal nutrition, pet food, and renewable energy markets.

Through a circular economy model, materials not intended for direct human consumption are fully utilized and reintegrated into new production chains. Beef tallow is repurposed as a raw material for biofuels and for applications in the hygiene and cleaning industries. Meat and bone meal serves as a key input for both pet food and livestock feed, including poultry, swine, fish, and shrimp, contributing to the generation of new protein sources and the efficient use of resources.

This approach reduces waste, maximizes the repurposing of co-products generated throughout the production chain, and strengthens the sustainability of the beef supply chain, aligning operational efficiency, environmental responsibility, and value creation.

minerva casings

It produces and commercializes natural casings used in the manufacturing of sausages, serving both domestic and international markets.

The operation utilizes raw materials sourced from Minerva Foods' processing facilities as well as third-party suppliers located in Brazil and Paraguay. These materials are widely applied in the production of smoked, cooked, and cured foods, including salami and various traditional sausages (such as calabresa, portuguesa, cambuí, and paio).

This activity contributes to the optimal use of resources derived from the beef supply chain, reducing waste and enhancing the efficiency of the production system. This approach is fully aligned with the principles of sustainability and responsibility embedded within the Company's Animal Welfare strategy.

minerva leather

Responsible for processing the hides generated by the Company's beef processing operations, transforming them into wet blue and crust leather destined for the automotive, furniture, footwear, and leather goods segments, in addition to supplying raw materials for the gelatin and collagen industries.

The quality of the leather is closely linked to the animal handling conditions throughout their lives. Proper Animal Welfare practices help reduce injuries and hide damage, as well as control ectoparasites. This maximizes raw material utilization by achieving better hide grading and minimizing losses throughout the production process.

To foster continuous improvement across the supply chain, Minerva Leather conducts awareness initiatives with cattle farmers regarding factors that simultaneously impact both animal welfare and leather quality, such as the appropriate use of hot-iron branding and best management practices.





mycarbon

MyCarbon, a Minerva Foods subsidiary dedicated to the development and commercialization of carbon credits, partners with rural producers to promote more sustainable production systems. This approach integrates natural resource conservation, productive efficiency, and traceability, connecting on-farm regenerative practices to opportunities within the voluntary carbon market. Through technical assessments, continuous monitoring, and the development of innovative solutions, the initiative reinforces the adoption of on-farm best practices, in alignment with the socio-environmental and animal welfare criteria adopted by the Company. Key milestones achieved in 2025 include:

- Implementation of the MyEasyCarbon platform (MRV) for the monitoring, reporting, and verification of initiatives, strengthening project traceability and field-level data management.
- Validation of the Brazil Regenerative Agriculture Infrastructure for Cerrado's Carbon Credit (BRA-3C) project through an independent audit conducted in accordance with Verra's international Verified Carbon Standard (VCS), reinforcing the credibility, integrity, and methodological compliance of the carbon projects developed by MyCarbon.
- Delivery of initial technical feedback to partner producers involved in origination projects, featuring recommendations aimed at improving farm management, thereby promoting greater transparency and the continuous tracking of initiatives.
- Launch of a commercial-scale project to evaluate nutritional solutions aimed at reducing enteric methane emissions in cattle, contributing to the development of technologies applicable to emission mitigation in the livestock sector.



renove minerva foods

The Renove Program was developed to drive the transition toward livestock production with a lower environmental impact, connecting rural producers to technical, financial, and capacity-building resources that support the adoption of sustainable practices throughout the supply chain. In addition to fostering the continuous improvement of production systems, the program strengthens traceability and the quality of supply chain data.

Producers are assessed against environmental, production, traceability, and animal welfare criteria. This process enables the identification of opportunities to increase efficiency, reduce emissions, and enhance farm management.

To be eligible, supplying farms must demonstrate a minimum of ten years of zero deforestation, alongside maintaining a commitment to the continuous improvement of their environmental and productive indicators. Based on this diagnostic assessment, the Renove technical team formulates management recommendations and supports the implementation of farm-level best practices, data management structuring, and compliance with sustainability protocols, thereby preparing farms for certification processes and the recognition of their environmental performance.

High-performing farms may obtain the Reduced Carbon certification, which is awarded to properties with a carbon footprint at least 20% below the national average, validated through recognized methodologies and independent auditing.

Leveraging the Reduced Carbon attribute, clients may also opt to offset residual emissions via carbon credits, effectively neutralizing the product's emissions and enabling the application of the Carbon Neutral seal, available exclusively under the Zero Carbon Impact – Responsible Sourcing line.

The Renove Program certifies operations across the Company's entire value chain. It encompasses not only beef but also leather, rendering and other business lines, reinforcing an integrated and responsible approach throughout our operations.

In 2025, the Renove Program broadened its scope by expanding activities to Paraguay and the Brazilian state of Rio Grande do Sul, now encompassing 17 industrial facilities across Brazil, Uruguay, and Paraguay. During this period, approximately 165,000 animals were certified under the program, underscoring the progress in disseminating best practices throughout the supply chain. Furthermore, the technical assessments conducted on supplying farms have contributed to enhancing traceability, identifying improvement opportunities, and incentivizing the continuous adoption of sustainability and animal welfare practices.





minerva foods



In 2025, Minerva Foods launched the My Minerva Foods platform, a digital environment developed to consolidate and disseminate technical and scientific content regarding the animal protein value chain, making qualified information more accessible to clients, consumers, partners, and other stakeholders. The initiative seeks to bridge science, innovation, and responsible production through evidence-based materials presented in accessible language, thereby reinforcing transparency and dialogue on strategic topics for the sector.

Among the platform's available areas, the Sustainability section stands out, consolidating specific content related to the Company's commitments and initiatives. Within this space, Animal Welfare features a dedicated section offering materials on a variety of subjects, including low-stress handling, transport, stunning and humane processing, certifications, key performance indicators (KPIs), scientific studies, capacity-building, and other initiatives developed by Minerva Foods throughout its supply chain. The content is updated periodically, broadening access to technical information and contributing to the dissemination of knowledge regarding animal welfare best practices among our diverse stakeholders.

Corporate Venture Capital

The transformation of the global food system has driven investments in innovation and the development of new business models capable of fostering greater efficiency, competitiveness, and sustainability.

In 2025, Minerva Foods reinforced this strategy through [MF92 Ventures](#), its Corporate Venture Capital arm, by making new [investments in tech-driven startups](#) focused on developing solutions for the animal protein value chain and the low-carbon economy.

The Company also deepened its engagement with scientific research by establishing a [research center in partnership with FAPESP](#), dedicated to developing new technologies for the animal protein sector.



APPENDIX II

ETHICS AND INTEGRITY

The ethical and responsible conduct of business is fundamental to Minerva Foods, formalized through guidelines, policies, and internal regulations. These include [the Code of Ethics – Conduct Guide](#), approved by the Board of Directors; [the Code of Conduct for Business Partners](#), approved by the Executive Board; and other documents available on our [Ethics and Compliance Portal](#).

The Ethics and Integrity Committee, an independent and impartial body, works to promote respectful, transparent, and ethical professional relationships, contributing to the creation of a dignified, safe, and healthy work environment for all stakeholders.

COLLABORATION

We actively participate in platforms that foster knowledge sharing and the dissemination of best practices related to ethics and integrity:

- Since 2021, we have been signatories to the United Nations (UN) Global Compact, promoting ethical practices, respect for Human Rights, diversity, inclusion, and fair labor relations, in strict alignment with the Sustainable Development Goals (SDGs).
- Since 2022, we have been founding members of the Agribusiness Anti-Corruption Collective Action, which promotes joint efforts to combat corruption within the sector.



- Since 2023, we have been associated with the Ethos Institute and signatories to the Business Pact for Integrity and Against Corruption (Clean Company).
- In 2024, we became a funding member of the Agribusiness Anti-Corruption Collective Action, with the aim of contributing to the maintenance and development of its activities.

In 2024, the Agribusiness Anti-Corruption Collective Action was recognized with the “Gretta Fenner Outstanding Achievement” award at the International Anti-Corruption Collective Action Awards, during the 5th International Collective Action Conference hosted by the Basel Institute on Governance.

In 2025, the Company maintained its active engagement in these collective initiatives, contributing to the development of guidelines, benchmarks, and discussions focused on integrity within the agribusiness sector, aimed at mitigating reputational risks and strengthening trust among stakeholders.

Participation in these initiatives reinforces the Company’s commitment to international corporate ethics standards and to building a more ethical and sustainable business environment.



MINERVA CONNECTION

GRI 2-25 » 2-26 » 406-1 » MF-2

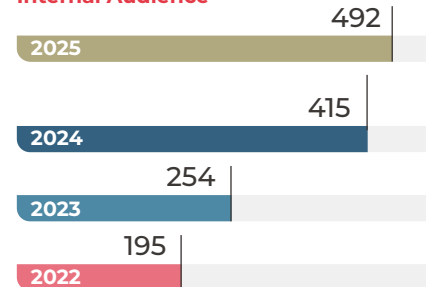
Minerva Connection is our Ombudsman Channel, available to all internal and external stakeholders. It is responsible for receiving suggestions, compliments, inquiries, and grievances. Administered by an independent third party, the channel ensures that reports can be submitted anonymously and with strict confidentiality through various platforms, such as telephone or our website. Furthermore, the reporting party receives a tracking number that allows them to monitor the status of their case safely and transparently.

This structure reinforces users' trust in the system and ensures that all reports are handled with the utmost confidentiality. The investigation and resolution of the reports are jointly conducted by the Ethics Committee and the Ombudsman representative, while the oversight of the channel's activities is carried out by the Statutory Audit Committee, ensuring transparency and impartiality throughout the process.

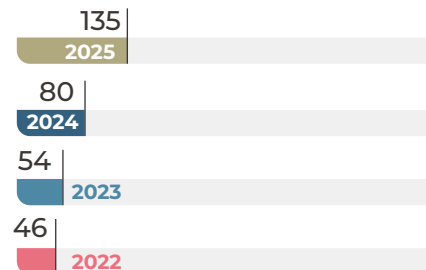


Minerva Connection Reports

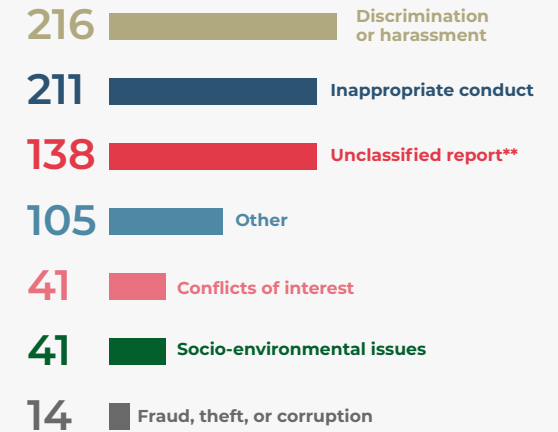
Internal Audience



External Audience



BY TYPE



100%

of reports were reviewed by the Integrity Committee.



Learn more

[Click here](#) to access our Conexão Minerva platform.

*Inappropriate behavior refers to non-compliance with internal guidelines that are not covered by the other reporting categories.

**Unqualified reports are those for which, after internal analysis, additional information was requested from the reporting party. If the requested information is not provided, the report is closed and returned with a justification stating that there was insufficient information for investigation.



INTEGRITY TOOLS

As an extension of our digitalization strategy and the strengthening of our integrity culture, further enhancements were implemented in existing tools, focusing on usability, accessibility, and data monitoring.

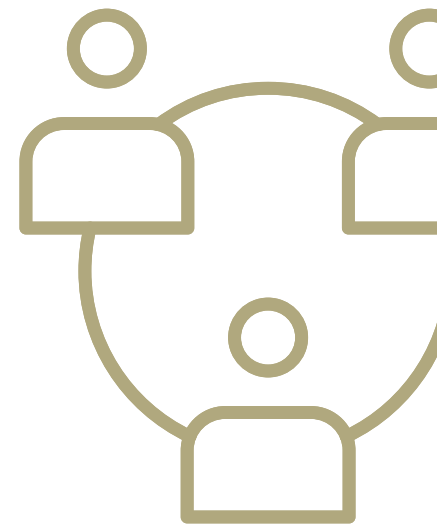
A notable highlight is the evolution of the virtual assistant, Iris, featuring expanded content and greater interaction with employees, in addition to its integration with other internal communication channels.

The Compliance Portal also underwent significant updates, including new request workflows, management metrics, and educational content, reinforcing its role as the central hub of the Integrity Program.

Additionally, more robust monitoring mechanisms were implemented for policy compliance, third-party management, and due diligence controls, in strict alignment with market best practices.

In 2025, there was a notable evolution in the maturity of our Compliance indicators, marked by an expanded monitoring scope and greater granularity in data analysis. This has enabled more proactive risk management and greater accuracy in decision-making.

The transparency and structured disclosure of this information reinforce the Company's commitment to governance and the continuous improvement of the Integrity Program.



Communication and training on anti-corruption policies and procedures

GRI 205-2

COMMUNICATION

In 2025, the Compliance channels maintained a high level of engagement, demonstrating a greater proactive demand for information related to ethics and integrity from employees and stakeholders. In this context, key highlights include:

 **367** unique users on the Compliance Portal (intranet), demonstrating recurrent use of the institutional integrity environment;

 **8,728** accesses to the Investor Relations Portal (internet), expanding the reach of information to external stakeholders;

 **4,024** accesses via the WhatsApp chatbot, reinforcing the use of accessible and agile digital channels.

Additionally, the Company expanded its communication with third parties, including the dispatch of over 14,000 communications to suppliers, strengthening the dissemination of integrity guidelines throughout the value chain.

In-person and targeted engagements were also intensified, such as communications at cattle purchasing offices and participation in events with business partners, contributing to the internalization of ethical principles among strategic target audiences.

TRAINING

6,898
employees
assigned to
integrity training

6,593
training
sessions
completed;

95.6%
completion rate, evidencing
strong adherence to the
proposed initiatives.

The 2025 training cycle reached over 6,500 employees, with a completion rate exceeding 95%, reinforcing the Company's commitment to fostering a culture of ethics.

The results demonstrate consistency across geographies and hierarchical levels, with completion rates close to or exceeding 95% in most of the countries and audiences assessed, including leadership and operational roles.

The strategy was enhanced with content tailored by risk profile, in addition to the adoption of more dynamic approaches, such as digital learning trails and continuous awareness campaigns, increasing the effectiveness of the initiatives. The structured monitoring of training metrics allowed for greater visibility and proactive management, contributing to the strengthened maturity of the Integrity Program.



Access our [Indicators Center](#) to view the data broken down by country and functional category.



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