



**ALIBEM**

**AGRA**  
Foods

# Sustainability Report 2024



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# Message from Management

[GRI 2-22]

Building a much better tomorrow today. It was based on this principle that in 2023 Alibem and Agra consolidated a strategic sustainability agenda focused on business integrity, environmental balance and the promotion of positive social impact. Based on a robust materiality study, which involved several stakeholders, we defined 13 priority topics for our sustainable development, covering the environmental, social and corporate governance (ESG) dimensions.

Thus, 2024 was marked by the execution of the Action Plan related to those topics, conducted by our ESG Committee, with multidisciplinary training and tasked with driving strategic actions. Throughout the year, the activities were especially concentrated in working groups focused on eco-efficiency, social impact and sustainable business – areas that we understand to be priorities for the advancement of ESG practices. This movement strengthened

our corporate governance and expanded our ability to monitor impacts, risks and opportunities with greater precision.

Recognizing the dynamic and challenging scenario of the agro-industrial sector, we also prioritized strengthening our risk management structure. We carried out, together with different teams, a comprehensive review of our Corporate Risk Map, structuring it into 12 risk groups, which include ESG aspects. The process was conducted in an integrated manner, with impact analysis and the involvement of the Company's leaders, ensuring greater effectiveness in decision-making and foresight of adverse scenarios.

Within the scope of the businesses, regarding Alibem, we monitored advancements in the competitive conditions of Brazilian pig farming, which included accessing new markets and a return to balanced production costs.

In 2024, the Company allocated about 63% of its production to the international market, exporting to 20 countries, with emphasis on the qualification obtained for operations in the Philippines and the consolidation of the Dominican Republic and Chile markets.

**THE ESG PLAN  
STRENGTHENED CORPORATE  
GOVERNANCE AND  
EXPANDED OUR ABILITY TO  
MONITOR IMPACTS, RISKS  
AND OPPORTUNITIES.**



Agra also expanded its operations to 24 countries, with emphasis on the ability to export to the United States and Singapore. These achievements reinforce our strategic position in the global animal protein sector and demonstrate our ability to meet rigorous international standards. Concomitant with the geographical expansion, the Company achieved the BRC (British Retail Consortium) certification, aimed at ensuring food safety and quality, and the PAACO (Professional Animal Auditor Certification Organization) certification, which attests to our commitment to animal welfare.

Even in the face of a challenging macroeconomic scenario, we maintained a robust structure, generating over 5,200 direct jobs and initiatives that contributed to the socioeconomic development of the regions where Alibem

and Agra are located. Regarding social impact, we cannot fail to mention the Companies' engagement in coping with the floods that devastated Rio Grande do Sul in May 2024, and their efforts to minimize the impacts on affected families, which included some of Alibem's collaborators. Thus, we joined the solidarity chain that was there to support our home state during one of the most difficult moments in the history of Rio Grande do Sul.

We remain confident that, through innovation, responsibility and engagement, we will continue to contribute to a more sustainable future. We thank all the stakeholders of Alibem and Agra who share this aim and support the achievement of our results.

Enjoy the reading!



**Maximiliano Chang Lee**  
Chairman of the Board of Directors



**José Roberto Goulart**  
CEO



**Eduardo Shen**  
Vice President



# # corporate profile



# Our businesses

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



Alibem and Agra are prominent companies in the Brazilian food sector, operating in the animal protein segment (pork and beef). Controlled by the holding company Carlos Lee Participações e Administração LTDA. ("Carlos Lee Par"), both have a strategic role in Brazilian meat exports, with a substantial presence in the global market.

Alibem is dedicated to the production and sale of pork, being recognized as the fifth-largest national producer in terms of slaughter volume. At the end of 2024, it maintained operations in 14<sup>1</sup> municipalities in the state of Rio Grande do Sul, where its headquarters are located in the city of Porto Alegre. Consolidated as the second-largest pork producer in the state, the Company distributed its production to all regions of Brazil and the international market, exporting to 20 countries. As a result of the reliability of its products, as well as the adoption of strict quality and health protocols, Alibem has established commercial relations with clients from China, the Philippines, Hong Kong, Singapore, Chile, the Dominican Republic, Vietnam, South Africa, the United Arab Emirates, Albania, Angola, Ivory Coast,

*1. Among these 14 municipalities is Coronel Bicaco, where pig farming was suspended at the end of 2024. However, Alibem maintains a reforestation area in the region.*



## New export destination

In 2024, Alibem made its first shipment of pork to the Philippines. The products were processed at the meat processing plants of Santo Ângelo and Santa Rosa, in Rio Grande do Sul.

Russia, Uruguay, Republic of Congo, Lebanon, Argentina, Georgia, Armenia and Liberia, reinforcing its contribution to the competitiveness of Brazilian agribusiness.

With a vertical production chain and farming its own livestock, Alibem's operations generated approxi-

mately 4,500 direct jobs. In addition to its professional workforce, the Company had about 729 integrated rural producers responsible for the raising and fattening stages of the animals. Alibem provides piglets, feed, medicines, and technical assistance to them. In 2024, Alibem's swineherd had approximately 992,700 heads and over 80,500 breeding sows.

The Company's infrastructure consists of Gene Dissemination Units (GDUs), farms, feed mills, meat processing plants, and distribution centers. At the end of the year, Alibem reached a slaughter capacity of 8,000 pigs per day, considering its three industrial units – which together produced a total of 165,600 tons of fresh meat and processed products. In addition, the logistics network includes third-party distribution centers located in São Paulo (SP), Queimados (RJ) and Brasília (DF), as indicated on the map on the following page.

Meanwhile, Agra – which is headquartered in Rondonópolis (MT) – concentrates its operations in the beef market and stands out for operating a meat processing plant that is considered among the most modern in Brazil. The strategic location of the operations, at the intersection of the highways that connect the North and South regions of the country, ensures efficient logistics to transport production to both the internal and external markets.

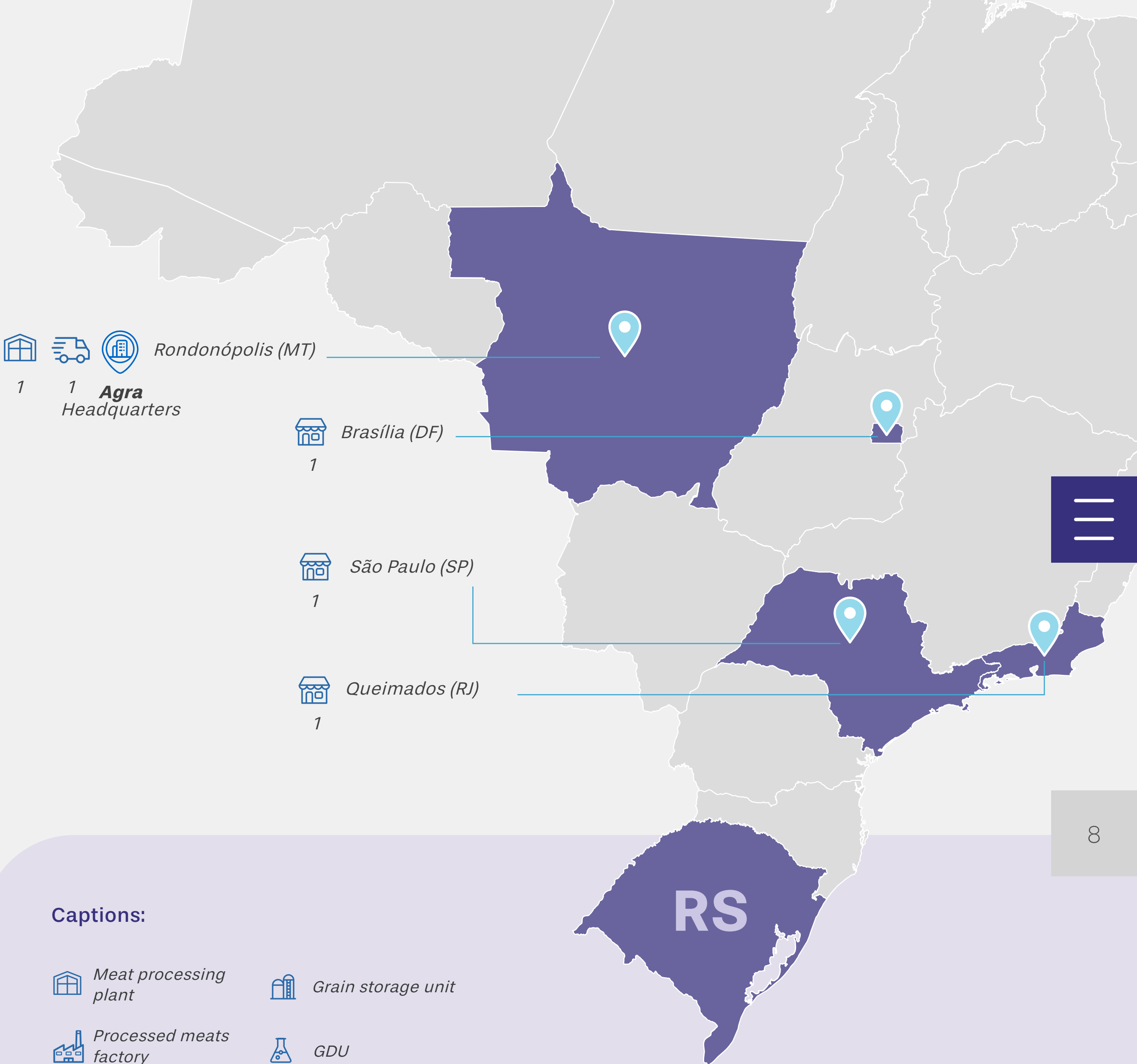
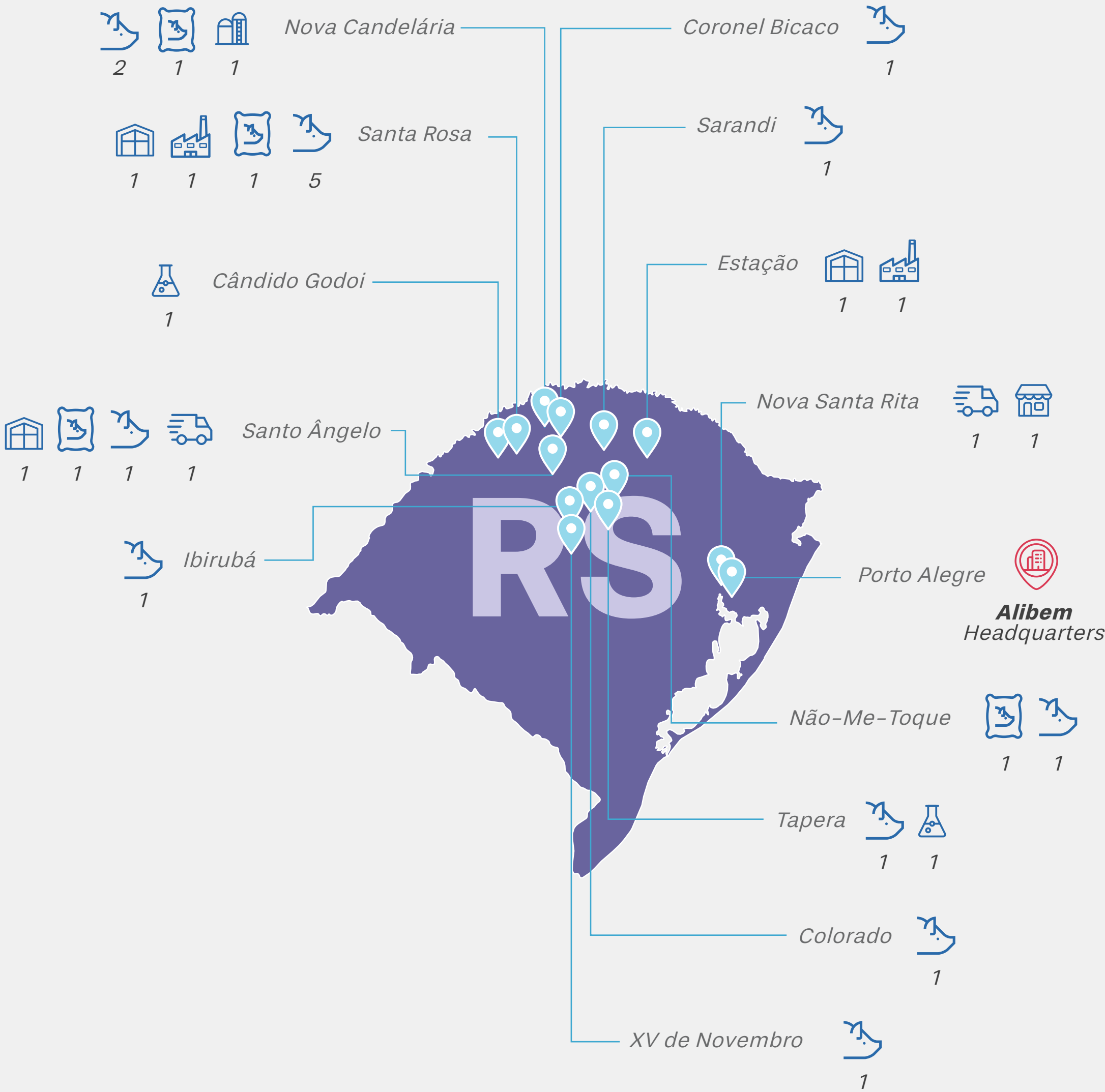
In recent years, Agra has directed significant efforts to improving its facilities and the expanding its production capacity. These strategic investments have allowed the Company to succeed and consolidate its presence in highly relevant markets. In 2024, Agra exported its products to 24 countries, and is also qualified for Halal slaughter – indispensable to meet the specific demands of Muslim nations. Further details are provided in [Chapter 3](#).



Agra's highly automated meat processing plant has the capacity to slaughter up to 800 cattle per day, while its Distribution Center provides infrastructure for the storage of up to 1,900 tons of beef. This structure reflects the Company's commitment to ensuring operational efficiency and quality in the delivery of its products.

In addition, Agra plays a relevant role in generating employment and local income, providing about 862 direct jobs at the end of 2024, which reinforces its contribution to economic and social development in the region in which it operates.

Current location of operational units

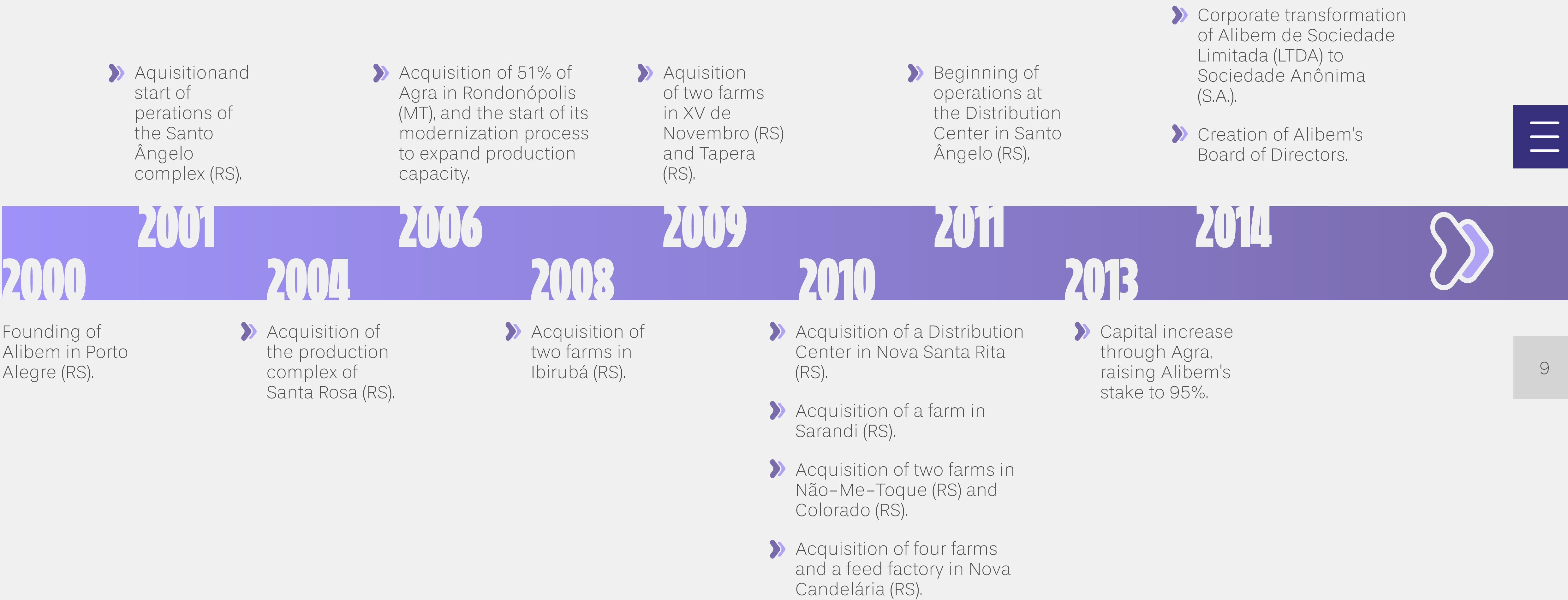


Captions:

- |                         |                     |
|-------------------------|---------------------|
| Meat processing plant   | Grain storage unit  |
| Processed meats factory | GDU                 |
| Fram                    | Distribution center |
| Feed mill               | Retail branch       |

Our history

The following timeline shows the most noteworthy events in the trajectory of the two Companies:





2015

2016

2017

2018

2020

2021

2022

2023

2024

- » Creation of the holding company Carlos Lee Par, group-structuring the companies Alibem and Agra.
- » Creation of the Sustainability, Compliance and Risk Committee.

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

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

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

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

- » Beginning of Halal slaughter at Agra.
- » 1st issuance of agribusiness receivables by Alibem.
- » Creation of the Strategic Planning Committee.
- » Expansion of slaughter capacity of the meat processing plant in Santo Ângelo (RS) to 3,600 heads per day.
- » Start of operations of the new pork and processed meats cold storage unit and meat processing plant in Estação (RS).
- » Elaboration of the Sustainable Management Policy.

# Competitive strategy

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

Exports play a central role in the business strategies of Alibem and Agra, directing much of their operations. In 2024, Alibem allocated approximately 63% of its production to the international market, thus being among the five largest Brazilian pork exporters. On the other hand, Agra directed 65% of its produced meat volume to other countries, which also reinforces its presence in the global market.

Despite the emphasis given to exports and the objective of both to expand operations to new international markets, the strategic planning of the Companies also provides for growth in the domestic market. This includes the consolidation of its operations in Brazil and the diversification of portfolios with new industrialized product lines, aiming to meet the growing demands of the domestic public.

Alibem stands out not only as a supplier for the Brazilian food industry – a segment that represents approximately 50% of its sales in the domestic market – but also due to its robust performance in supply-

ing gourmet products, such as special fresh cuts, seasoned and salted cuts, as well as industrialized products such as smoked, sausages and baked meats for retail – with a market share close to 36% of domestic sales.

Focusing on the expansion of the domestic market, the Company has sought to increase its production capacity and launch new lines of industrialized products, in addition to implementing more automated and sustainable processes in the coming years.

Agra, in turn, has been concentrating efforts on the modernization of its facilities and the expansion of its production capacity, measures that have allowed the Company to access strategic import markets and consolidate its position in the international commercialization of beef. In the domestic market, Agra has a wide portfolio of products and clients from various segments.

## ESG Agenda

The competitive strategy of Alibem and Agra is directly aligned with its corporate ESG Agenda, a central element for conducting business in line with the values and principles that underpin its organizational culture. Through this commitment to social and environmental responsibility, the Companies reinforce their view that through sustainable growth, positive impacts can be generated for their various stakeholders.

In 2023, the ESG Agenda was ratified by the Board of Directors after an extensive materiality study, carried out with the engagement of several stakeholders. This process identified the most relevant topics for corporate sustainability, focusing on social, environmental and corporate governance aspects.

Furthering this purpose, in 2024 important policies were approved that complement this Agenda: the Environmental Management Policy, the Sustainable Procurement Policy and the Private Social Investment Policy. Integrated into a corporate governance model that includes Working Groups dedicated to issues linked to sustainability, these instruments strengthened Agra and Alibem's commitment to responsible business practices with a view to long-term competitiveness.

The priority themes of the ESG Agenda are detailed in the infographic on the following page and covered more broadly in subsequent chapters of this Report.



Material Topics  
2023-2025



# # Integrity-based conduct



# Ethics and integrity

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

Alibem and Agra adopt corporate governance standards in line with the best market practices in order to conduct their interactions with shareholders and other stakeholders in an ethical and integrity-based manner and in full compliance with legal requirements. The Companies' activities and relations are guided by the Code of Ethics and Conduct, as reported below.

## Code of Ethics and Conduct

The Code of Ethics and Conduct of Alibem and Agra reflects the Companies' commitment to the highest standards of integrity, ethics and responsibility. In 2024, the document was revised, incorporating measures to combat moral and sexual harassment, in addition to reinforcing adherence to best corporate practices and new demands from the market and society.

Approved by the Board of Directors, the Code is supervised by the Compliance and Risk Committee, which, together with the Legal and Compliance Board, ensures its application and periodical review, ensuring that they stay up to date and relevant.



Structured based on the values defined to guide Alibem and Agra's interactions with stakeholders, the Code establishes the conduct expected in the work environment and provides guidelines to avoid conflicts of interest, combat corruption and preserve the intellectual and patrimonial property of the Companies. Among the commitments are the repudiation of slave labor, the use of child labor, and any form of discrimination or harassment based on race, gender, sexual orientation, social class, age, religion, disability, or any other aspect.

To ensure that their principles are widely disseminated and applied, the Companies adopt the approach of consistent and permanent communication and training. During the onboarding process, each new employee receives a copy of the Ethics and Conduct Code, which is also informed through posters in the units and informative emails and addressed in training programs throughout the year. In 2024, all employees were formally informed about the Code of Ethics and Conduct.

This communication also occurred via an addendum to the employment contract, which included the signing of a document containing a dedicated clause specific to the Code.

In addition, regional Ethics and Compliance Committees implemented in the industrial units play the role of monitoring adherence to the Code, training teams, investigating complaints, and recommending corrective and preventive actions when necessary.

In relations with suppliers, transparency is ensured by compliance clauses included in contracts since 2018, with over 92% of the current agreements providing this commitment. This initiative reinforces the alignment of the value chain with the ethical principles of the Companies, promoting partnerships based on trust and integrity.

Through these efforts, the Code of Ethics and Compliance is consolidated as a strategic tool in the corporate governance of Alibem and Agra, ensuring that all stakeholders – employees, suppliers, partners and communities – share and promote the same values.



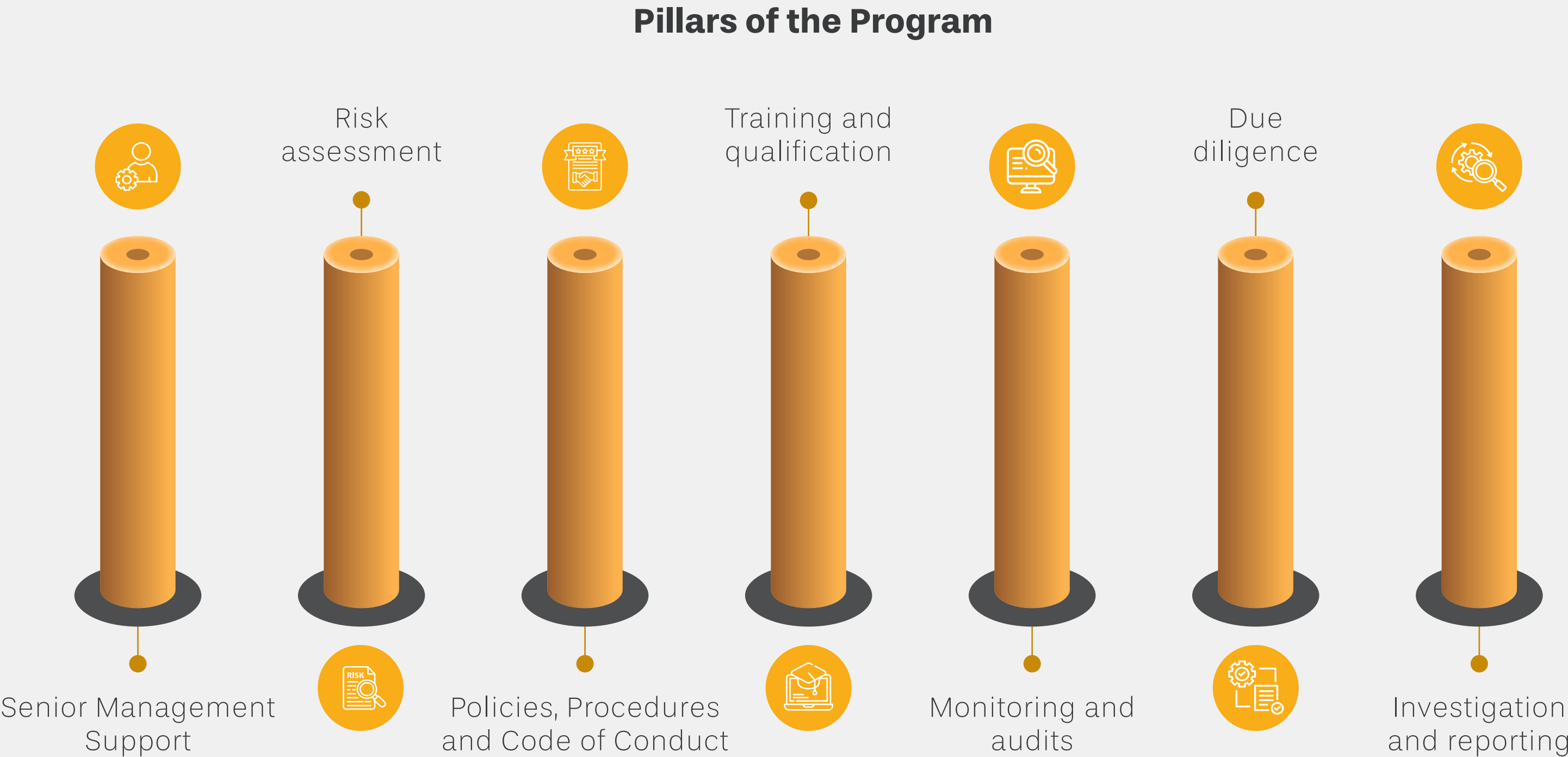
**THE CODE OF ETHICS AND CONDUCT, APPLICABLE TO ALL ALIBEM AND AGRA UNITS, GUIDES THE PERFORMANCE OF THE COMPANIES.**

**The National Pact for the Eradication of Slave Labor**

Agra is associated with the National Pact Institute for the Eradication of Slave Labor (InPACTO), an entity that mobilizes the private sector and civil society organizations to prevent and eradicate slave labor in the production chains. The Company's commitment includes promoting actions aimed at decent work, combating forced labor, transparency in production chains and engaging suppliers to eliminate abusive practices.

**Compliance Program**

Based on the Code of Ethics and Conduct, the main objectives of the Compliance Program developed by Alibem and Agra are to direct efforts to seek compliance, ensuring compliance with laws, policies and regulations, in addition to reaffirming the Companies' commitment to defending competition/antitrust, preventing fraud and corruption. Applicable to all collaborators, it is anchored in seven pillars, as shown in the following infographic.



## Complaints channels


Alibem and Agra adopt measures to encourage the reporting of irregularities, understanding that this practice is essential to disseminate and strengthen their ethical culture. In addition, encouraging complaints allows for the identification and timely treatment of deviations, ensuring legal compliance and the integrity of its operations. To this end, its stakeholders have multiple channels for interacting with the Companies, thus promoting accessibility.

Complaints can be made through the Ombudsman channel, the Companies' websites, or directly to the regional Ethics Committees, the Compliance Committee, or the Boards. In addition, suggestion and criticism boxes distributed throughout the facilities of the units also receive reports. In all cases, the anonymity of the whistleblower, the confidentiality of the reported cases, and protection against any retaliation are ensured.

Once registered, the report is submitted to a thorough investigation conducted by the Ethics Committees or directly by the Compliance Committee, according to the severity and nature of the case. When a violation is found, immediate corrective measures are adopted, as well as preventive actions to prevent recurrence and minimize future impacts.

In 2024, Alibem registered a case of conflict of interest in hiring a supplier<sup>2</sup>, which resulted in the dismissal of three employees and the termination of the contract with the company involved. At Agra, there were no confirmed cases in the period, including no confirmed cases of discrimination.

<sup>2</sup>. The incident did not involve representatives of the government.



**Alibem**

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🌐 [Click here](#)



# Corporate governance structure

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

Alibem and Agra are committed to going beyond the quest to continuously improve operational efficiency, dedicating efforts to improving their corporate governance mechanisms. As privately-held companies, both adhere to good practices that promote ethical, transparent, and responsible management, with special attention to strengthening compliance policies and maintaining alignment with regulatory and market standards.

The corporate governance structure is overseen by the General Shareholders Meeting, the highest deliberative body, which meets annually to approve strategic decisions, including the election and dismissal of administrators and establishing the global remuneration of management.

In hierarchical sequence, the Board of Directors is responsible for supporting the decision-making process regarding strategies, policies, guidelines and investment plans. This collegiate also supervises the Executive Board, the Company's management, and the work of directors and auditors, ensuring compliance.

At the end of 2024, the Board was composed of five members – one independent and one external – with extensive experience and complementary views, reinforcing the ability to oversee corporate governance assertively. The composition of the Board reflects the commitment of the Companies to maintain structures that guarantee decision-making in line with their values and the expectations of their stakeholders.



The Executive Board is responsible for implementing the strategies defined by the Board of Directors, ensuring the efficient management of the business and fulfillment of the planned objectives. At the end of 2024, the Board was composed of eight members: the President, the Vice-President and six directors responsible for key areas, including Legal and Compliance, Administrative (Alibem and Agra), Financial, Agricultural and Industrial.

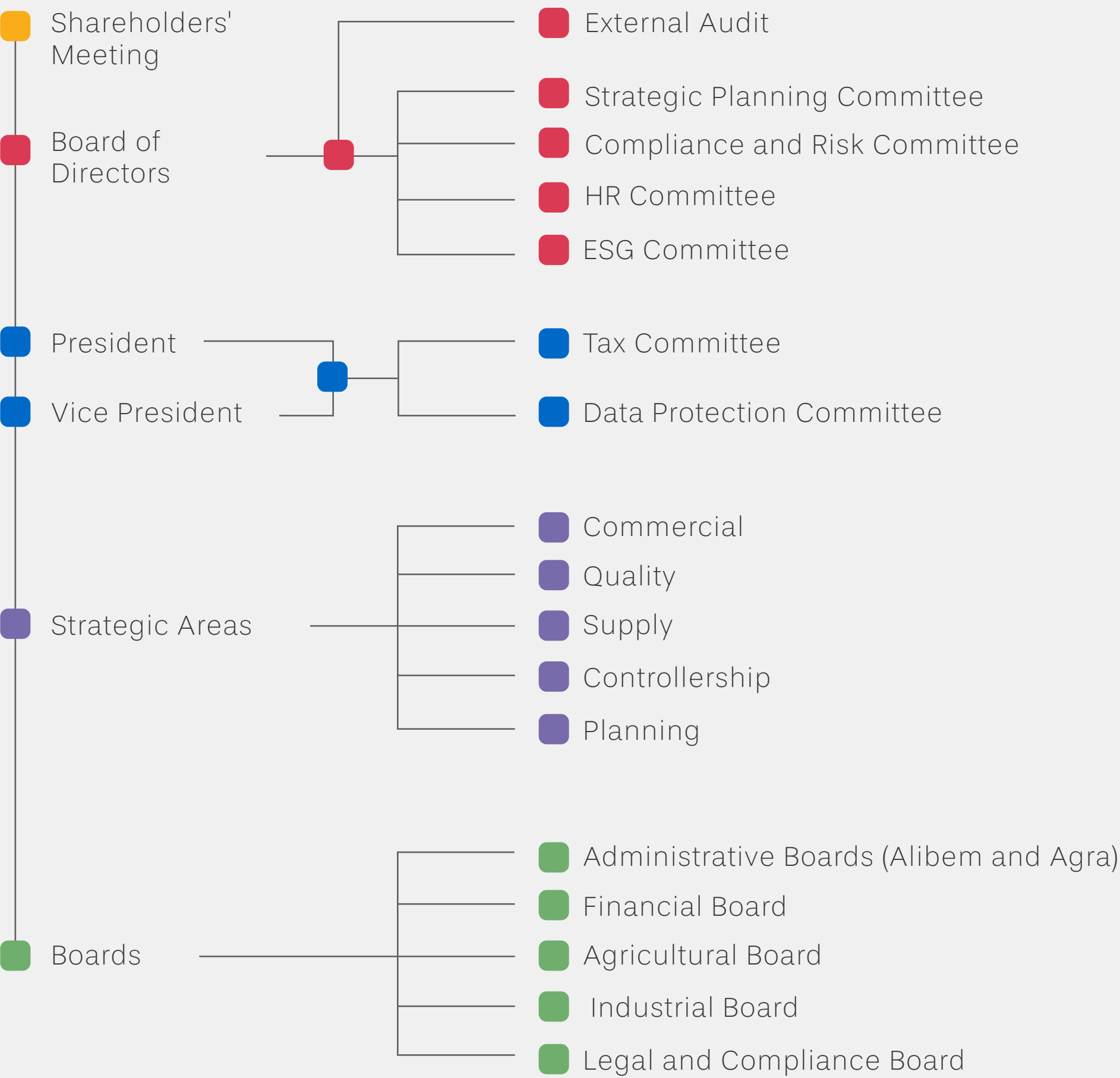
In addition to these specific functions, strategic areas such as Commercial, Quality, Supplies, Planning, and Controllershship are directly subordinate to the Presidency and Vice-Presidency, reinforcing integration between the various fronts of action. This structure allows a more dynamic and results-oriented governance, promoting synergy among the operational and strategic areas to sustain the growth and competitiveness of the Companies.

Board of Directors	
(on 12/31/24)	
Name	Title
Maximiliano Chang Lee	Chairman
Francisco Olinto Velo Schmitt	Independent Director
Juscelino Francisco Gonçalves	External Director
Lee Shing Wen	Director
Michele Shen Lee	Director

Executive Board	
(on 12/31/24)	
Name	Title
José Roberto Goulart	President/CEO
Eduardo Shen	Vice President
Ângelo Meneghetti	Managing Director of Alibem
Fabício Ruschel	Chief Agricultural Officer
Felipe Shen	Chief Legal and Compliance
Newton Backes	Chief Financial Officer
Marcus Azambuja	Managing Director of Agra
Vilmar Vargas	Industrial Director of Alibem

Organizational structure

(on 12/31/24)



External Audit

A prominent practice in the corporate governance of the Companies is the periodic rotation of independent external auditors. This measure seeks to preserve the independence and rigor of the audits themselves, ensuring greater effectiveness in the control of the business and contributing to the continuous improvement of management.

In the period from 2020 to 2024, the Financial Statements were audited by Ernst & Young Auditores Independentes S.S. Previously, between 2015 and 2019, this role was performed by Pricewaterhouse Coopers, while from 2012 to 2014 it was the responsibility of Saweryn & Associados. This alternation reflects Agra and Alibem's commitment to adopting the best governance practices, promoting transparency and reliability in their processes.



To further strengthen the governance structure, Alibem and Agra have thematic committees that provide technical and strategic support to the Board of Directors and the Executive Board. These committees play an essential role in the analysis of risks and opportunities, covering critical aspects of the business, such as economic-financial, operational, social and environmental issues. At the end of 2024, the following committees were in operation:

- » **HR Committee**, focused on people management and organizational development demands;
- » **Compliance and Risk Committee**, which oversees compliance and corporate risk mitigation;
- » **Tax Committee**, aimed at optimizing fiscal and tax management;
- » **Strategic Planning Committee**, responsible for aligning long-term strategies;
- » **Privacy and Data Protection Committee**, which ensures compliance with data protection and privacy standards; and
- » **ESG Committee**, which integrates and promotes environmental, social and governance practices in all areas of the organization in a transversal way.

In addition to monitoring challenges and identifying opportunities, the committees are tasked with developing specific projects and proposing actions that promote the continuous improvement of management and operations.



**MULTIDISCIPLINARY, THE COMMITTEES SUPPORT DIRECTORS AND OFFICERS IN THE ANALYSIS OF STRATEGIC THEMES.**



### Corporate policies

In addition to the decision-making bodies and instances mentioned, corporate governance is also based on a comprehensive set of policies and guidelines that guide the conduct of the businesses, establishing the principles and values that should guide all operations. In 2024, the following policies were in place:

- » Code of Ethics and Conduct;
- » Sustainable Management Policy;
- » The Sustainable Procurement Policy;
- » The Foreign Exchange Risk Policy;
- » The Investment Policy;
- » Information Security Policy;
- » Internal Privacy Policy;
- » New Private Social Investment Policy;
- » Management PolicyEnvironmental;
- » Animal Welfare Policy (Alibem); and
- » Competitive Compliance Policy.



# Risk management

[GRI 3-3]

The corporate risk management of Alibem and Agra is conducted in a transversal way, involving all areas of the Companies. This approach covers the monitoring of factors essential to the performance of the activities, including macroeconomic, regulatory, operational, financial, technological, social and environmental aspects, among others. This integration ensures that risks are identified and treated effectively, preserving the sustainability of the businesses.

Since 2015, risk governance has been supported by the Compliance and Risk Committee, composed of qualified professionals dedicated to creating and implementing mechanisms for identifying, analyzing, handling and monitoring events that may negatively impact the Companies, especially in reputational, financial and operational aspects.

In 2024, Alibem and Agra made significant progress in structuring their risk matrix, with a view in particular to deepening environmental, social and governance aspects. Engaging about 180 professionals, including leaders and specialists in each area, this review was followed up by Senior Management.




The result of this work – validated by the Board of Directors at the end of the year – was the consolidation of the main groups and risk factors related to the business, in addition to the means of mitigation (when already existing and applicable). Based on this identification, 12 Risk Groups were listed, valid for both businesses, are presented below.

**ENVIRONMENTAL, SOCIAL AND GOVERNANCE ASPECTS ARE PART OF THE ALIBEM AND AGRA RISK MATRIX.**









Main risk groups monitored

Group	Synthesis	Possible impacts	Mitigation means
<div></div> <div>Macroeconomic</div>	<p>Adverse development of socioeconomic conditions in Brazil, as well as global geopolitical issues. These factors may affect exports and imports of products related to Alibem and Agra.</p> <p>Exchange rate variations, interest rates and inflation, among other macroeconomic aspects relevant to the performance of the businesses.</p>	<ul style="list-style-type: none"><li>• Drop in sales and, consequently, revenue;</li><li>• Increased production and logistics costs;</li><li>• Declines in investments.</li><li>• Restriction of access to capital; and</li><li>• Increased cost of capital in the short, medium and long term.</li></ul>	<ul style="list-style-type: none"><li>• Constant monitoring of the market(s) to anticipate decision-making;</li><li>• Inputs procurement policy (seeks protection from such variations);</li><li>• Diversification of markets;</li><li>• Foreign exchange hedging policy; and</li><li>• Financial planning and cash reserve.</li></ul>
<div></div> <div>Market</div>	<p>Supply and demand variation at levels different from those predicted by Agra and Alibem, impacting production volume and prices. Can be caused by the tightening of competition in the sector, trade and/or official health barriers, falling consumption of animal protein, and other factors external to the performance of the Companies.</p>	<ul style="list-style-type: none"><li>• Reduced product sales revenue;</li><li>• Increased production costs, especially of grains (corn and soybeans) caused by exports or climate effects, impacting the main raw material: the live swine herds;</li><li>• Loss of profitability and competitiveness;</li><li>• Loss of qualifications/certifications for comercialization in certain markets; and</li><li>• Reduced attractiveness of investments in the sector.</li></ul>	<ul style="list-style-type: none"><li>• Diversification of the commercial portfolio in different countries and the domestic market, serving different customer profiles;</li><li>• Greater investment in grain storage, minimizing such impacts;</li><li>• Strict cost management to maintain competitiveness both in the foreign and domestic markets; and</li><li>• Effective planning, in Brazil and abroad, of supply, demand and production.</li></ul>
<div></div> <div>Tax/Fiscal</div>	<p>Changes in the tax laws of Brazil and other countries in which the companies operate.</p>	<ul style="list-style-type: none"><li>• Declines in profitability;</li><li>• Loss of competitiveness;</li><li>• Incorrect taxation;</li><li>• Loss of tax credits; and</li><li>• Increased tax burden.</li></ul>	<ul style="list-style-type: none"><li>• Continuous monitoring of tax changes imposed by the states and the Federal Government that affect tax rates, benefits and tax calculations.</li><li>• Engagement in the sector's regulatory agendas, focusing on reducing tax impacts for Agra and Alibem.</li></ul>




Main risk groups monitored



Group	Synthesis	Possible impacts	Mitigation means
<div><p>Financial</p></div>	<p>Economic and financial performance at levels lower than those planned by the companies, reflected in liquidity – difficulty to access financial resources in local or foreign currency to meet operational obligations.</p> <p>May be due to the consequence of other risks (macroeconomic, market, health, etc.) or result from inadequate financial management.</p>	<ul style="list-style-type: none"><li>• Difficulty in accessing capital/obtaining credit;</li><li>• Increased cost of capital (interest on loans and financing);</li><li>• Default by suppliers; and</li><li>• Commitment to sustainability and business competitiveness in the medium and long terms.</li></ul>	<ul style="list-style-type: none"><li>• Financial discipline, with adequate management of costs and investments;</li><li>• Client credit risk management;</li><li>• Cash flow planning; and</li><li>• Liability management with the financial institutions with which the companies operate.</li></ul>
<div><p>Operational</p></div>	<p>Impediment to the proper functioning or integrity of assets, the environment, society and/or the health and safety of people, as a result of the operational activities of Alibem and Agra.</p> <p>Characterized by multiple risk factors ranging across facilities, equipment, people, processes and systems.</p>	<ul style="list-style-type: none"><li>• Temporary unavailability of production structures;</li><li>• Irreversible damage or major socio–environmental damage;</li><li>• Breach of contracts;</li><li>• Loss of revenues;</li><li>• Socio–environmental damages; and reputational damage.</li></ul>	<ul style="list-style-type: none"><li>• Preventive maintenance actions and constant monitoring of assets to identify possible problems and demands for operational modernization and improvements;</li><li>• Contracting asset insurance; and</li><li>• Strengthening the culture of health and safety among employees and service providers.</li></ul>

Main risk groups monitored

Group	Synthesis	Possible impacts	Mitigation means
 <b>Food Quality and Safety</b>	Commitment to the quality and safety of food delivered by Alibem and Agra to the consumer market.	<ul style="list-style-type: none"><li>• Adverse effects on production and transportation processes;</li><li>• Damage caused to consumers' health;</li><li>• Recall costs;</li><li>• Fines and sanctions imposed by regulatory bodies;</li><li>• Lawsuits and consequent trade barriers;</li><li>• Embargoes on operations and commercialization;</li><li>• Loss of Revenue; and</li><li>• Reputational decline.</li></ul>	<ul style="list-style-type: none"><li>• Policies and processes for quality assurance and full compliance with legal and sanitary requirements;</li><li>• Adequate sanitary inspection and control processes;</li><li>• External and internal audits; and</li><li>• Investment in the areas of Quality Assurance and Production, including laboratories and equipment that identify and anticipate possible failures.</li></ul>
 <b>Sanitary</b>	<p>Related to the possibility of occurrence and spread of infectious diseases that affect pigs and cattle, with potential impact on public health and the economy.</p> <p>In addition to the sanitary conditions of company-owned industrial facilities and processes, it includes risk factors related to external health scenarios (over which companies have no control) and processes under the responsibility of the value chain – particularly from livestock suppliers to Alibem and Agra.</p>	<ul style="list-style-type: none"><li>• Cross Contamination: increased spread of pathogens, increasing the health risk;</li><li>• Contamination of soil and water due to contact with contaminated effluents;</li><li>• Risk to human health; and</li><li>• Restrictions on international trade of beef and/or pork, affecting the profitability of the activity.</li></ul>	<ul style="list-style-type: none"><li>• Monitoring of the global health scenario in anticipation of impact mitigation measures; and</li><li>• Strict biosafety practices: vaccination, constant monitoring of animal health and epidemiological surveillance.</li></ul>

Main risk groups monitored

Group	Synthesis	Possible impacts	Mitigation means
 <b>Data and Cybersecurity</b>	Non-compliance with applicable data protection laws and vulnerability of structures, systems and processes to cyber attacks.	<ul style="list-style-type: none"><li>• Violations, interruptions or failures of information technology systems;</li><li>• Interruption of operations;</li><li>• Fines and sanctions imposed by control bodies;</li><li>• Related lawsuits; and</li><li>• Reputational decline.</li></ul>	<ul style="list-style-type: none"><li>• Policies and practices for compliance with the General Data Protection Law (GDPL);</li><li>• Training of employees on information security practices; and</li><li>• Protective measures against data security threats.</li></ul>
 <b>Ethics &amp; Compliance</b>	Non-compliance with the Code of Ethics, including acts of corruption and disrespect for Human Rights. Non-compliance with rules and regulations applicable to business activities.	<ul style="list-style-type: none"><li>• Fines and sanctions imposed by control bodies;</li><li>• Related lawsuits;</li><li>• Discontinuity of operations; and</li><li>• Reputational decline.</li></ul>	<ul style="list-style-type: none"><li>• Recurring training of employees regarding Ethics;</li><li>• Providing a confidential communication channel for complaints; and</li><li>• Performance of the Ethics Committee.</li></ul>
 <b>Human Capital</b>	Related to failures in people management, leading to loss of competitiveness in the labor market. It also includes aspects related to the health and safety of employees.	<ul style="list-style-type: none"><li>• Difficulties in hiring/high turnover;</li><li>• Low qualifications/delines in productivity (due to low human performance);</li><li>• Loss of talent and knowledge;</li><li>• Succession gaps in strategic positions; and</li><li>• Incidents and accidents at work.</li></ul>	<ul style="list-style-type: none"><li>• Continuous improvement of recruitment and selection processes;</li><li>• Initiatives for development/continuing education of employees;</li><li>• Strengthening the occupational health and safety culture;</li><li>• Promoting an inclusive work environment; and</li><li>• Development of alternatives for variable remuneration by (individual) meritocracy.</li></ul>

Main risk groups monitored			
Group	Synthesis	Possible impacts	Mitigation means
 <b>Environmental &amp; Climate</b>	Adverse effects of the interaction of Alibem and Agra with the environment and/or deterioration of environmental conditions that influence operations. It covers the potential effects of climate change on our own activities and the value chain.	<ul style="list-style-type: none"><li>• Temporary or permanent damage to the environment caused by the activities;</li><li>• Fines or sanctions imposed by environmental bodies;</li><li>• Embargoes on the operation due to environmental issues;</li><li>• Unavailability of natural resources essential to operations (e.g. water);</li><li>• Socioeconomic, environmental, operational and financial losses caused by extreme weather phenomena; and</li><li>• Regulatory changes, which lead to carbon taxation.</li></ul>	<ul style="list-style-type: none"><li>• Compliance with environmental legislation;</li><li>• Appropriate Environmental Management Policies and Practices;</li><li>• Training of employees on environmental issues; and</li><li>• Preparation of the Greenhouse Gas Emissions Inventory (GHG), for a subsequent Action Plan.</li></ul>
 <b>Reputational and Relations</b>	Deterioration of the image of Alibem and Agra, generating reputational damage and damage to relations with strategic stakeholders.	<ul style="list-style-type: none"><li>• Dissemination of negative information regarding the Companies that form public opinion;</li><li>• Loss of credibility with relevant areas of the public, such as customers/consumers, employees, suppliers and public agencies;</li><li>• Loss of contracts;</li><li>• Product embargoes;</li><li>• Restrictions on access to markets; and</li><li>• Loss of revenue</li></ul>	<ul style="list-style-type: none"><li>• Ethical and integrity-based business conduct;</li><li>• Adequate communication practices among strategic areas of the public;</li><li>• Maintaining transparency regarding matters of public interest; and</li><li>• Annual publication of the Sustainability Report.</li></ul>

# #competitive businesses



# Food quality and safety

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

As determined by the Sustainable Management Policy of Alibem and Agra, the safety of food delivered by the Companies to the consumer market is based on strict quality processes, which extend to the activities of manufacturing, processing, storage and transportation of products. In all operating units, specialized teams are responsible for the correct execution of the related procedures to ensure full compliance with both legal parameters and specific customer requirements.

In addition, food safety is the result of ethical and co-operative relations with the Federal Inspection Service (SIF) of the Ministry of Agriculture and Livestock, and other surveillance agencies.

Both at Agra and Alibem, the Quality Manual establishes guidelines to ensure the production of safe food. Periodically revised, it details the Quality Policy, the strategic objectives and the responsibilities of the Companies, in addition to addressing topics such as hygiene, pest control, traceability, safety and animal welfare. The document reinforces the continuous search for innovation, regulatory compliance and operational excellence in the meat processing industry, highlighting the following topics:

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

In accordance with the Manual, control routines include sanitary and operational hygiene procedures, good manufacturing practices (GMP), control of chemical contaminants, maintenance of facilities, and equipment.

In addition, product samples are submitted to laboratory, microbiological and physicochemical analyses, following pre-established schedules in the units.



At Alibem, samples of fresh chilled and frozen pork meat, chilled and frozen offal, frozen and chilled meat products, and inedible products for animal feed, such as flours and fats, are analyzed. Throughout 2024, all product categories were evaluated with regard to health impacts, with no records of non-conformities in this regard.

During 2024, adjustments were made to the technological processes and infrastructure of Alibem's three industrial units, reinforcing operational efficiency and compliance with quality and safety standards. In addition, in 2024 the meat processing plant at Estação (RS) started production and marketing of industrialized products, such as bacon, pepperoni, sausages and snacks.

At Agra, the year 2024 was marked by an important event related to the theme: the achievement of BRCGS (Brand Reputation Compliance Global Stan-

dards) certification, one of the most important global food safety standards, recognized by the Global Food Safety Initiative (GFSI). Until then, the Company maintained the IFS Food certification (International Featured Standards) – also internationally recognized.

To achieve the new certification, Agra underwent an even more rigorous audit. Carried out by an independent entity, this verification attests that the factory follows all the guidelines of the BRCGS system, widely required by manufacturers, retailers and companies in the food sector – which contributes to the improvement of safety and quality processes throughout the chain.

In addition to BRCGS, in 2024 Agra obtained two other highly relevant certifications for the market – learn more on [page 36](#).



Thus, at Agra, the samples evaluated include boneless, frozen and chilled fresh meats, frozen bovine offal and cured natural casings, in proportions compatible with the legislation applicable to each product category. The analyses are carried out daily and the results are monitored systemically, allowing the continuous evaluation of the limits established by the market. At the end of 2024, 100% of the Company's production volume was in compliance with Halal certification standards. In the period, no non-conformities related to the products shipped were recorded.

Both Alibem and Agra adopt the Hazard Analysis and Critical Control Points methodology, which involves the identification and assessment of risks, the determination of critical control points and limits and the creation of procedures for monitoring, correction, verification and documentation. Another important aspect of Alibem and Agra's quality control process concerns the traceability of products, ensuring the consumer has access to relevant information about the final product.

The traceability system adopted meets the legal parameters of the markets in which the Companies operate, ensuring the correlation between the final product and the raw materials from which it originates.



Self-Control Program

Alibem and Agra maintain a Self-Control Program that fully meets national and international requirements, ensuring the safety, identity, quality and integrity of products, consolidating the recognition of the Companies' brands for their high level of excellence.

Constantly being updated, the Programs are audited by MAPA's Federal Inspection System, as well as by clients, international agencies and certifiers, ranging from the control of raw materials and packaging to aspects such as traceability, ventilation, pest control and HACCP (hazard analysis and critical control points).

At Alibem, the main demands for laboratory analyses of the program is provided internally by the Physical-Chemical and Microbiological Analysis Laboratories, certified by the Metrological Network and in accordance with NBR ISO/IEC 17025:2017. Agra, in turn, has external laboratories<sup>3</sup> accredited to carry out quality analysis, ensuring total reliability of the results.

At the end of 2024, there were no restrictions or prohibitions on imports of Alibem and Agra products in any of the markets served, owing to the strict quality standards and compliance with international sanitary and regulatory requirements – which ensures continuous access of their products to many regions around the world.

In the reported period, there were no records of recalls involving the Companies' products.

3. Alibem also uses laboratories of this nature for complementary analyses.





## Client relations

As relevant agents in the animal protein sector, Agra and Alibem are inserted in highly competitive markets, with clients operating in Brazil and abroad. With all, the Companies seek to establish relations based on ethics and transparency, guided by the commitment to deliver products and services of differentiated quality, with high safety standards.

With most of production exported abroad, the Companies maintain a close relationship with clients in the international market, which include marketing agents (traders), processors, distributors and retailers. It should be noted that the sale of beef and pork from Brazil to other countries requires compliance with a series of steps that ensure compliance with legal and health requirements, in compliance with existing protocols and trade agreements between the countries involved in the transactions, as shown in the infographic on [page 37](#).

Throughout 2024, Alibem's products were expedited to 20 countries, with sales made to over 160 clients. Agra, in turn, sent most of its production to 24 countries, distributed among 67 commercial part-

ners – of the markets exported by the Company, 89% were frozen cuts, 8% chilled cuts, and 3% frozen offal.

Among the commercial highlights of the year in relation to the foreign market are the new qualifications achieved. At the end of the first half of the year, Alibem was qualified to export to the Philippines – a country that at the end of the year reached the position of the second largest importer of the Company's products. Also in 2024, the markets of Chile and the Dominican Republic were consolidated after being opened in 2023.

At Agra, in May the bidding process for access to the Singapore market was completed in the pre-listing phase. In the second semester, yet another great achievement: the Company was qualified to export to the United States, after undergoing complex and rigorous audits, which attested to the adequacy of industrial facilities and sanitary practices, in addition to documentary compliance. The maintenance of this qualification requires systematic control procedures for microbiological analyses, monitoring of chemical residues and daily verification of production (carried out by the federal fiscal auditor).



Also in 2024, Agra achieved internationally recognized certifications in the food sector, especially relevant for the export of beef. They are:

- » **BRC (British Retail Consortium):** Global food safety standard aimed at ensuring the legal compliance, safety and quality of the products manufactured. It is often demanded by large retailers in the UK and Europe. It evaluates food safety management, hygiene, risk control, traceability and commitment to continuous improvements.
- » **PAACO (Professional Animal Auditor Certification Organization):** Evaluates compliance with good animal management, transportation and slaughter practices, focusing on welfare, ethics and regulatory compliance.

In addition, after a rigorous evaluation of quality, safety and animal welfare practices, Agra was qualified to supply raw material to the largest fast food chain in the world.

Also in 2024, the Company's operations were audited by an independent third party to certify compliance with HACCP (Hazard Analysis and Critical Control Points). It is a preventive food safety system, based on the analysis of hazards and critical control points throughout the production process. Thus, it includes identification, evaluation and control of biological, chemical and physical risks in food production and handling processes.

In the domestic market, Agra and Alibem maintain different customer service channels for consumers of industrialized products. Focused on expanding their presence in the Brazilian territory, in 2024 the Companies began a review of marketing strategies in order to strengthen the brands and make the product portfolio better known in different regions of the country. As a result of this work, new campaigns and actions are set to be implemented throughout 2025.



The journey to pork and beef exports



1. Registration and qualification

Granted by MAPA, they ensure that products of animal origin meet the quality and safety standards required for consumption, both in the domestic and foreign markets.



2. Fulfilling the requirements of the importing country

Compliance with the specific requirements established by the country of destination for importing products of animal origin. It includes health standards, specific certificates and production protocols.



3. International health certification

The International Health Certificate (CSI), issued by MAPA, certifies that the products comply with all the health standards required by the country of destination, and is indispensable for the release of the cargo by the customs authorities of the importing country.



4. Tax classification and commercial documentation

This includes the standardization of the nomenclature of products for international trade, the preparation of commercial documents and, when applicable, the Certificate of Origin of the goods.



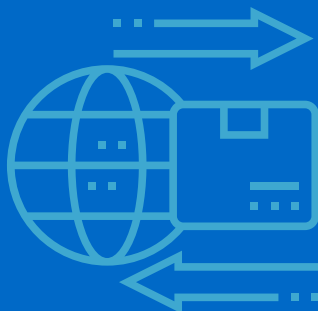
5. Customs clearance

It involves submitting the documents to the Brazilian customs authorities for analysis and release of the goods for export. After verification and approval, the customs clearance is issued, authorizing the shipment of the cargo to the country of destination.



6. Logistics and international transportation

International transport logistics are planned to ensure that pork and beef are packaged and transported in conditions that maintain their quality and safety until the final destination.



# Animal welfare

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

Alibem and Agra understand that ensuring animal welfare throughout the production process is integral to their commitments to business sustainability. Therefore, they are premised on zero tolerance of maltreatment, complying with the requirements established by the legislation and the good practices adopted by the animal protein chain.

Shared with stakeholders, Alibem's Animal Welfare Policy determines the adoption of the "Five Domains" model, proposed by the Farm Animal Welfare Council – an independent global reference entity. The model covers four physical/functional domains – nutrition, environment, health and behavior – and a fifth domain, which evaluates the mental state of the animals, resulting from the other aspects. These recommendations are observed by the Company throughout the production process.

The Policy also determines the training of professionals involved in the production chain, such as producers, transporters, and technical and operational teams. The training guides good management practices, especially highlighting the actions not tolerated in the interaction with animals.

In accordance with the Policy, in 2023 Alibem disclosed its voluntary public commitments regarding the promotion of animal welfare. To access, [click here](#).

At Agra, an animal welfare program establishes guidelines to reduce the discomfort of animals at all stages of the production process. The company fully meets the requirements of Ordinance 365 on Animal Welfare and, in 2024, it achieved PAACO certification, which follows the international protocols recognized by the North American Meat Institute (NAMI).

To ensure the suitability of the practices, teams of zootechnists and veterinarians monitor the entire process, from receiving the cattle to the slaughter process. Monitoring is carried out through a series of indicators, which reflect the conditions of the animals and the conformity of the handling.

These practices reinforce Agra's commitment to animal welfare and compliance with the highest international standards.

The operational protocol also includes measures from dispatch from the properties, through transportation, reception, handling and slaughter processing. The practices adopted aim to minimize stress, especially during dispatch and unloading, in addition to ensuring adequate space for the movement and manifestation of the animals' natural behaviors.

To maintain compliance with market requirements, the program is revised at least annually, incorporating advancements that improve the animal welfare index. In addition, training is regularly offered to professionals involved in the production chain to ensure proper compliance with the protocols.



## Adopted practices

### Swine

At Alibem, animal welfare management is conducted by the Agricultural Board, Animal Welfare Coordination and Animal Welfare Directive Committee, which is responsible for guiding the development of practices, analyzing indicators, defining guidelines and approving action plans. The Committee is also responsible for ensuring the legal compliance of the procedures adopted and their compatibility with the requirements expressed by clients.

The industrial units strictly follow the legislation applicable to the pre-slaughter, stunning and slaughter methods of pigs. Each meat processing plant has a professional responsible for animal welfare, ensuring that the practices adopted are carried out correctly. The Animal Welfare Self-Control Program is developed, implemented and monitored by the Quality Assurance sector, aiming to identify non-conformities and promote continuous improvement in the processes.

The Company applies an updated checklist at relevant stages of the production process — from the transition from the nursery pens to the finishing pe-

riod and at the end of the finishing phase to the meat processing plant. Of the 729 integrated installations, 93% underwent evaluation in 2024. The document covers the availability and quality of water, the adequate supply of feed, and the structural conditions of the facilities, including feeders, drinking fountains, floors, bays, corridors, lighting, and loading docks. It also includes the health of the animals, verifying the treatment of diseases, the maintenance and sanitation of veterinary materials, the presence and amount of environmental enrichment, the environmental conditions fitted with equipment to reduce thermal stress, and the behavioral evaluation of the animals.

In addition to the Animal Welfare Policy, internal operational procedures guide collaborators on the best practices to be followed. Thus, Alibem continues to advance in its work plans within the industries to obtain PAACO certification, which follows the international protocol described in the Management Recommendations Guide, published by the North American Meat Institute (NAMI). With the intention of certifying plantas industriais até 2026,



its industrial plants by 2026, the Company has planned to invest in structural adjustments with a strong focus on team training.

In 2024 alone, R\$280 thousand were invested in the production units for adjustments related to animal welfare. Among the actions carried out are the acquisition of equipment for the euthanasia of animals that need to be sacrificed in a humane way, in addition to the purchase of ammonia gas meters to begin monitoring ammonia levels on the farms.

In addition, Alibem recommended investments for improvements in transportation carried out by service providers, including the modernization of the truck bodies and the renewal of the fleet for the transportation of pigs and piglets. At the end of 2024, 53% of the vehicles used for transportation to the abattoir were equipped with isothermal roofs, providing greater comfort and reducing the stress of the animals.

The Company is also committed to meeting the appropriate requirements during transportation, according to national and international guidelines, to ensure the comfort and structural quality of the truck bodies.



Animal Welfare Training Programs

In all, in 2024, 35.9 hours of training on topics related to animal welfare were offered to employees and drivers – 573 people participated in the training programs.

In addition, integrated partners receive manuals of good production practices, which present technical recommendations on the proper management and handling of animals, including nutrition, health, the environment, and other fundamental aspects.

In 2024, Alibem started the training curriculum for producers and collaborators of integrated Piglet Production Units (PPUs), reinforcing its commitment to engage this area of the Company in the application of best practices and compliance with the animal welfare policy.



Alibem – Respect for the 5 Animal Domains

- » **Nutrition:** The production units are monitored so that they are in adequate conditions regarding the availability and quality of feeders and feed, as well as drinking fountains, flow, and water quality. The technical team evaluates these aspects in their routine inspections and guides the professionals who interact with the animals in order to strengthen good practices.
- » **Environment:** Alibem seeks to ensure the adequacy of the facilities that house the pigs, which includes flooring, walls and corridors free of structures that may cause lesions in the animals.

In addition, it periodically evaluates the animal density in the areas and invests in environmental enrichment (EE) – at the end of 2024, 100% of the integrated producer nursery units had implemented EE and 94% of the finishing units were suitable for the implementation of EE – an increase of 2 p.p compared to 2023. For their own nursery centers, 27% of the units had completed installation of the EEs. The temperature of the environment must be appropriate for each animal category, ensuring that they are not experiencing cold or heat – for this purpose, mechanisms that aid in temperature control (management of curtains, nebulization, fans) are used. Any non-conformities detected are treated through a specific action plan, composed of preventive and corrective measures.

- » **Mental state:** To reduce conditions that may cause stress to the pigs, Alibem invests in good marketing practices. In order to be properly applied, integrated producers of piglet production units (PPUs), nursery and finishing centers, and employees of Company-owned farms receive periodic training on animal welfare. In addition, the technical team reinforces the guidelines and clarifies the related procedures. In cases of non-compliance with the guidelines, disciplinary actions are taken, applicable to employees and partners, including termination of the employment contract and/or partnership.



» **Health:** The Company maintains rigorous planning for animal health, involving veterinarians who supervise the administration of anesthetics, antibiotics, anti-inflammatories, hormones, and growth-promoting treatments. All medicines used in the production of pigs, both on Company-owned farms and in integrated producers, are supplied by Alibem and can only be administered with technical and veterinary guidance. Medications that are injectable or diluted in the water supplied to the animals are recorded in follow-up sheets or in the "Treatments Record", ensuring meticulous control of the herds.

In situations in which diseases or injuries are detected, care for the recovery of affected animals is provided by technical teams led by veterinarians. Pigs that require individualized care are segregated for medication and relocation to a specific environment.

Surgical procedures are performed when necessary using anesthesia and analgesia. It should also be noted that Alibem adopts immunocastration, an alternative procedure to the surgical castration of hogs, providing better conditions for well-being. The procedure of teeth reduction of piglets, in turn, is performed only when the well-being of females and piglets is at serious risk, as provided for in the legislation.

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

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

Alibem is also committed to completing by 2031 the migration to the collective gestation system, as provided by MAPA Normative Instruction 113/2020, which allows up to 35 days of confinement in individual gestation cells. For new projects, the Company intends to adopt the cover-and-release system, in which the brood sows are inserted in collective pens after artificial insemination, so that the females spend the longest possible gestation period housed in a group. By the end of 2024, 35% of the livestock was in compliance in this regard.

**SPECIALIZED TECHNICAL TEAMS  
ROUTINELY EVALUATE THE HEALTH  
CONDITIONS AND BEHAVIOR OF  
THE ANIMALS.**



Beef cattle

The maintenance of good animal welfare practices at Agra is among the attributions of the Quality Assurance area, which guides self-control programs related to the topic – implemented and registered with the Federal Inspection Service (SIF) of the Ministry of Agriculture and Livestock (MAPA). The Company undertakes to maintain humane slaughter practices, ensuring adequate conditions for the animals from transport to slaughter. To this end, it works with suppliers to promote proper management on the properties.

In addition, it ensures that its technical and operational team is able to faithfully follow the procedures, ensuring the health safety and quality of the

products produced. Throughout 2024, 93 employees were trained in corralling, slaughter and transportation processes, totaling 372 hours of training.

As a good practice, to avoid discomfort to the animals, Agra seeks to not acquire cattle from farms that require a travel time of over eight hours. In addition, it seeks to ensure adequate transport conditions through training offered to livestock transport vehicles. Among the content worked on with this area of the public are aspects of maintenance and hygiene of vehicle bodies, safe travel speed, and stops in places protected from the sun and heat, in addition to the management of emergency actions.

Every day, at least 12 vehicles are monitored to analyze the conditions of the cattle and other aspects, such as the density of the animals in the trailer and unloading management, in addition to structural aspects of the livestock transport vehicles.

In 2024, internal audits carried out to assess animal health and welfare demonstrated a high level of compliance with the standards established by Agra. The results indicate that 99.8% of the audited requirements were within the desired specifications.



### Agra – Respect for the 5 Animal Domains

- **Nutrition:** The animals are monitored during dispatch so that information about their conditions is also used to calculate the feed that will be provided upon arrival.
- **Nutrition:** From the moment of arrival at the Agra unit, the animals are evaluated and directed to the waiting corrals, with access to clean water and the use of sprinklers for thermal comfort, when necessary.
- **Behavior:** The space provided in the corrals allows all animals access to water and places to lie down and move around. The animals can be separated into more than one corral whenever necessary, respecting the space capacity of each corral.
- **Mental state:** Managing the mental state of the cattle is carried out in accordance with the animal welfare protocols provided for by the legislation. All employees and third parties involved in the interaction with the animals are trained, at least once a year, working to minimize the fear and stress levels of the animals.



- **Health:** 100% of the animals are evaluated from arrival to slaughter to monitor their health conditions. Agra conducts animal health planning alongside veterinarians, who monitor every stage of health management. The use of anesthetics, antibiotics, anti-inflammatories, hormones and treatments to promote growth follows technical criteria and current legislation, ensuring the well-being of the animals and the safety of the products. As part of the self-controls, the company verifies the letter of guarantee of the animals before dispatch, evaluating the history of drug administration and ensuring compliance with the withdrawal period before slaughter, in accordance with the health and market requirements.



# Sustainable procurement

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

Composed of hundreds of companies – of different sizes, sectors and regions of Brazil and abroad, the supply chain of Alibem and Agra directly influences operational, economic and socio-environmental performance, as well as its commitments to ethics and business integrity. Given this relevance, in 2024 the Sustainable Procurement Policy was launched, which seeks to promote good practices among suppliers, with a focus on minimizing risks and possible negative socio-environmental impacts caused by their activities.

Prepared based on studies conducted by a dedicated Working Group and validated by the ESG Committee, the Policy was approved by the Board of Directors at the end of the year. The document establishes the following guidelines, applicable to all operating units:

» **Legal compliance:** Alibem and Agra acquire goods and services from third parties in accordance with current legislation, verifying issues related to compliance in all purchasing processes. In this sense, it requires its suppliers to present the mandatory documentation, records, and licenses required to exercise the activities.

» **ESG requirements:** In addition to technical and financial criteria, the selection and evaluation of suppliers of the companies ALIBEM and AGRA includes, whenever applicable, the analysis of requirements related to ethical and socio-environmental aspects – such as good environmental and labor practices, among other aspects.

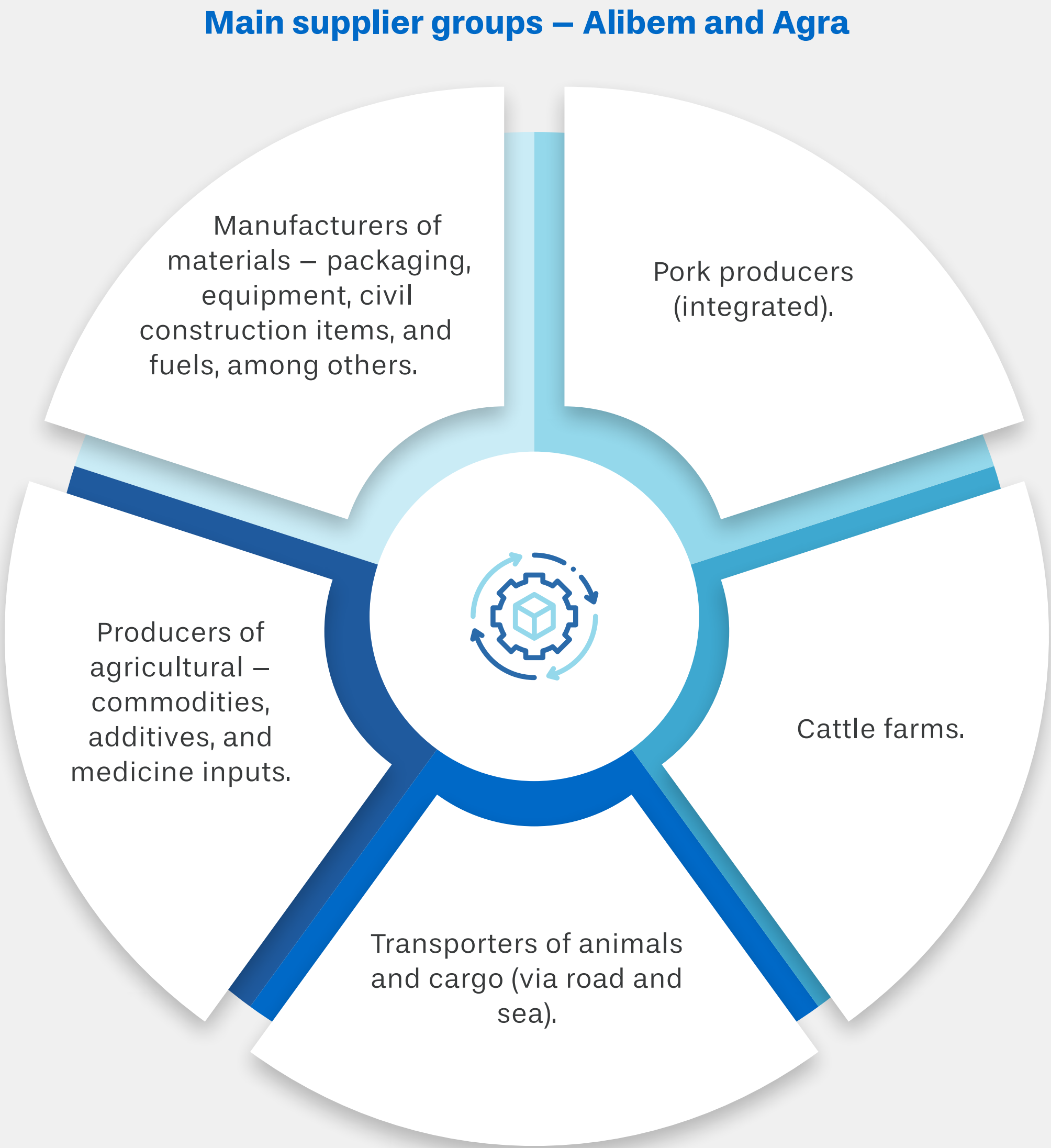
» **Risk management:** Alibem and Agra engage in identifying and managing risks related to the supply chain, including social, environmental and climate aspects. As a form of mitigation, they seek to monitor the history and performance of their suppliers in relation to these aspects through appropriate assessments for each purchase category and respective associated risks.

» **Engagement and partnership:** The Companies seek to engage their suppliers in the development of good ESG practices through actions of communication, awareness, capacity-building and promotion of sustainable production systems.



- » **Local suppliers:** To boost the sustainable development of the communities where they operate, Alibem and Agra seek to select, whenever possible, suppliers located in regions close to the operating unit that requires the goods or services under contract.
- » **Mutual trust:** Mutual trust guides the relationships of Alibem and Agra with all their suppliers, anchored in openness to dialogue and respect for fair competition regarding quality, price, agreed deadlines and services provided.

Committed to sustainable local development, in 2024 the two companies allocated 98% of the total amount paid to suppliers to national companies, especially concentrated in the states of Rio Grande do Sul and Mato Grosso, where the operations are inserted. In all, in the year, R\$3 billion was paid to companies contracted to provide goods and services – R\$1.7 billion by Alibem and R\$1.3 billion by Agra.





ESG Good Practices Guide

In addition to sharing its Code of Ethics and Conduct with all partners, in 2024 Agra and Alibem developed the "ESG Good Practices Guide for Suppliers", a publication aimed at guiding relations with these areas of the public, presenting the ethical and socio-environmental commitments to be observed by all its suppliers of goods and services.

The document highlights the adoption of transparent and impartial criteria for the selection of such suppliers, so that the respective decisions are guided by technical, financial and quality criteria, considering professionalism, supply capacity, compliance with deadlines and negotiating conditions.

In addition, it presents the Company's ESG Agenda and all related corporate policies. It also discloses the means of contact for receiving complaints related to violations of legal guidelines or practices contrary to good conduct. Thus, the Guide complements the provisions of the Code of Ethics and Conduct, the Supplier Relations Guidelines and other policies related to business relations.



Alibem and Agra adopt strict criteria to guarantee sustainability, safety and efficiency in the acquisition of materials. Cardboard boxes used in the production process, for example, are certified by the Forest Stewardship Council (FSC), ensuring sustainable origin. Likewise, the firewood and wood chips used in the operations are sourced exclusively from reforestation projects, avoiding the use of native timber. The primary packaging has FSSC 22000 certification, ensuring food safety.

In the acquisition of equipment, technical specification sheets are required to be in accordance with Regulatory Standards (NRs) and high performance models are prioritized, reducing electricity consumption. These measures reinforce the commitment of the Companies to environmental responsibility, operational efficiency and safety.

All these practices complement the guidelines shared through the Code of Ethics and Conduct and the ESG Good Practices Guide (see box). In addition, all contracts signed include clauses strictly prohibiting corrupt practices, as well as slave and child labor, and any other illegal acts.



## Livestock suppliers

At Alibem, the requirements for contracting integrated producers include livestock farming in accordance with legal compliance, quality and productivity, in addition to the adoption of the genetic improvement program offered by the Company. To ensure the necessary traceability for the export of pork to several countries, Alibem endeavors to build with each integrated producer a relationship of mutual trust, based on its profile, history, and regularity of the property.

At Agra, direct suppliers of cattle are registered according to established socio-environmental criteria. In 2024, 100% of the animals were acquired after environmental regularity analysis of the property, in addition to verifying the employers' official registry to identify those that have a record of working conditions analogous to slave labor. Additionally, audits were carried out regarding animal welfare practices on the farms.

Before the acquisition, conservational plans developed by the suppliers are also evaluated, focusing on the sustainable management of natural resources. These plans include meeting the standards and

regulations aimed at preserving soil, water, air, and biodiversity.

Throughout 2024, Agra made progress on its public commitments regarding compliance with traceability and sustainable development regulations, which provides for five fundamental initiatives by December 2025:

- 1. Monitor 100% of direct suppliers in order to ensure the compliance of their operations.
- 2. Mobilize direct suppliers to identify 100% of indirect suppliers in order to extend to this group the monitoring practices carried out with the direct suppliers.
- 3. Maintain updated metrics on the items listed below, disclosing whenever the indicators are audited by an independent third party.
- 4. Maintain updated metrics on the items listed below, disclosing whenever the indicators are audited by an independent third party.

- 5. Periodically disclose, in a publicly accessible manner, information regarding the progress of these initiatives.

In response to the first two commitments, the Company maintained its practices of registering and officially validating all direct cattle suppliers, keeping auditable records of beef production batches related to the properties of origin and other control items.



Focusing on the mobilization of direct suppliers to expand control in the production chain, on August 7, 2024, Agra held a Special Forum for its commercial partners during the 50th Agricultural, Industrial and Commercial Exhibition of the South of Mato Grosso (Exposul) in Rondonópolis. At the Company's invitation, rural producers and representatives of Banco Santander and Banco Itaú participated in the event, who presented requirements established by the financial market to promote compliance with traceability regulations in the cattle supply chain.

A total of 35 suppliers participated in the Forum, which reinforced Agra's transparency and responsibility for guaranteeing sustainable origin and strict production control. On another front, the Company continued to share with its suppliers a Term of Commitment, in which the commercial partners declare that they are aware of the commitments made by Agra in relation to traceability and the respective deadlines involved. By 2024, 54% of active suppliers had already signed the Term.

The goals related to the maintenance of updated metrics related to direct suppliers were also achieved, resulting in 100% of the 205,264 cattle slaughtered being tracked and monitored along the production chain. At the end of 2024, the Company was still collecting data related to the monitoring of its indirect suppliers.

Lastly, the disclosure of information regarding the progress of these initiatives occurs periodically on the Company's website and through its Sustainability Reports, published annually.



A FORUM HELD DURING EXPOSUL  
ADDRESSED TRACEABILITY OF THE CHAIN,  
BRINGING TOGETHER 35 AGRA SUPPLIERS.



## Automated assessment

All aspects related to the origin of the animals are evaluated through specialized software, which supports the teams in analyses carried out daily and individually for the activities that are on the slaughter schedule of the day. This analysis includes information on:

- » **Slave labor (SIT/ME):** identification of employers with records of labor exploitation in conditions analogous to slavery.
- » **Indigenous Lands:** verification of declared, approved, regularized and prohibited areas.
- » **Quilombola Territories:** monitoring of lands occupied by quilombola communities to ensure the preservation of their social, economic and cultural rights.
- » **Rural Environmental Registry (CAR):** registration of the property and personal data of the supplier, ensuring compliance with environmental and regulatory standards.

Total number of suppliers – Alibem and Agra\*  
(on 12/31/24)

Segment	Material	Abroad	Total
Cattle	605	0	605
Pork (integrated)	729	0	729
Materials	1,582	5	1,587
Agricultural inputs	315	8	323
Livestock transport	18	0	18
Feed transportation	14	0	14
Grains transportation	31	0	31
Domestic market logistics	88	0	88
Market logistics External	39	16	55
Total	3,421	29	3,450

New suppliers contracted based on social and environmental criteria – Alibem and Agra

Segment	Total new suppliers	Contracted based on socio-environmental criteria
Cattle	105	100%
Pork (integrated)	10	100%
Materials	185	19%
Agricultural inputs	44	0%
Livestock transport	1	0%
Feed transportation	0	0%
Grains transportation	8	0%
Domestic market logistics	2	0%
Market logistics External	2	0%

\* The numbers consolidate the supplier portfolio of the two Companies.

# Performance

[GRI 3-3; 201-1]

The operational and financial performance of Alibem and Agra is essential for the long-term sustainability of businesses, allowing both to remain competitive in the segments and markets in which they operate. Thus, the Companies adopt strategies aimed at productive efficiency, innovation and sustainability.

Together, the results of Alibem and Agra generated a net revenue of R\$3.4 billion (consolidated value). Thus, both economic performance and actions in the area of sustainability were important pillars for the Companies to maintain competitiveness, focusing on long-term business continuity.

The table below briefly shows the main economic values generated by Agra and Alibem in 2024, highlighting the growth of these indicators in relation to 2023.

Distributed economic value		
(in millions)		
	2023	2024
Operating Costs	R\$ 2,817	R\$ 2,807
Payroll and employee benefits	R\$ 290	R\$ 314
Payments to capital providers	R\$ 188	R\$ 425
Payments to the government	R\$ 55	R\$ 150
Total	R\$ 3,350	R\$ 3,696

# #social impact



# Our team

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

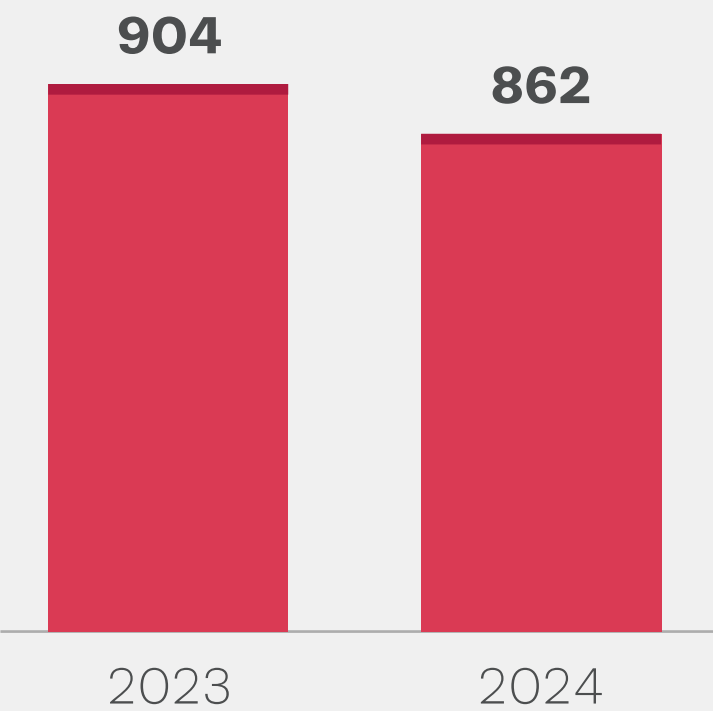
At the end of 2024, Alibem employed 4,445 direct collaborators, while Agra had a workforce of 862 people<sup>4</sup>. In addition, 150 apprentices and 18 interns were part of the team. The Companies seek to promote a safe, inclusive and prosperous work environment for all, so that health, safety and development are central topics for the management of the companies' people, along with initiatives to combat discrimination.

*4. All supported by collective bargaining agreements or labor conventions. At both Companies, only eight contractors worked part-time.*



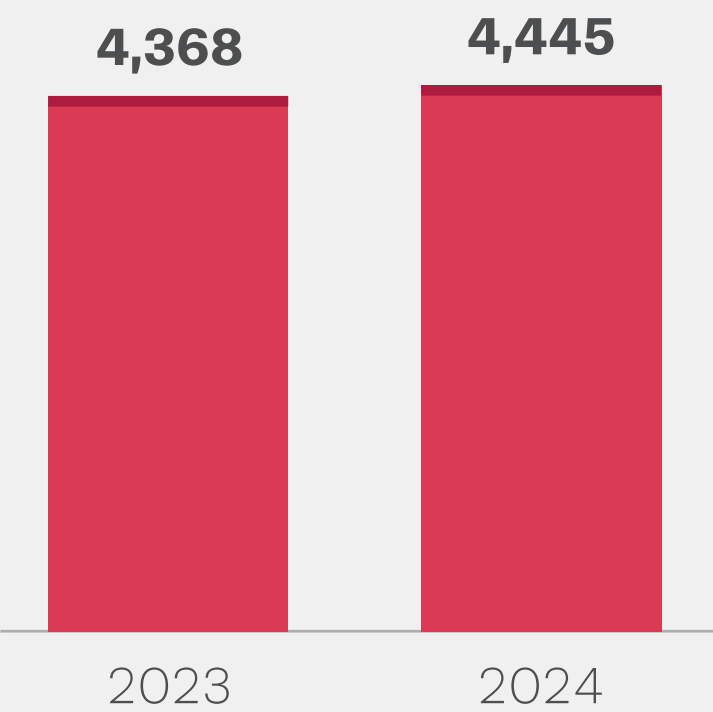
Agra – Number of employees

(on 12/31/24)



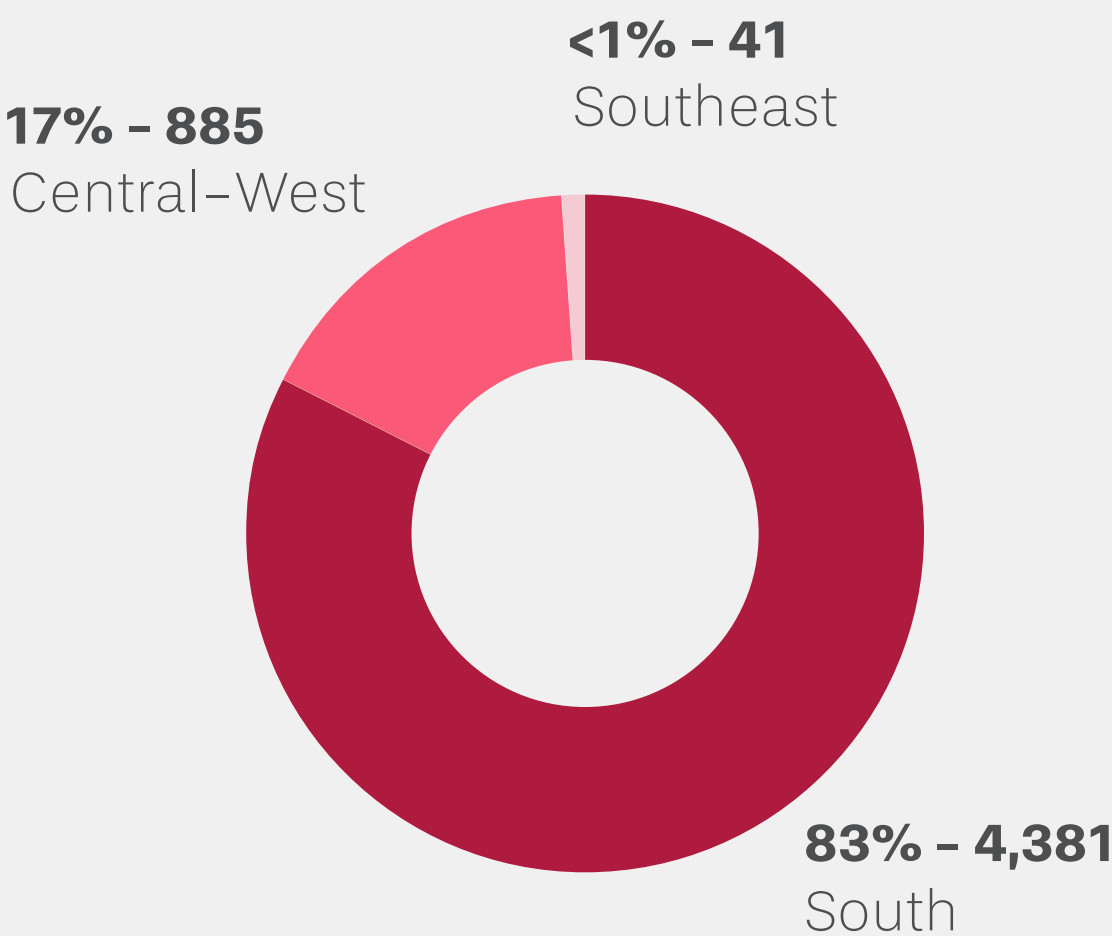
Alibem – Number of collaborators

(on 12/31/24)



Agra and Alibem – Employees by region\*

(on 12/31/24)



\*100% of Agra's employees were located in the Midwest region

During the year, Alibem created 74 new jobs<sup>5</sup>, while Agra reduced the number of vacancies by 51 – considering the difference between the total admissions and dismissals in the period. Compared to 2023, the two companies recorded an increase in turnover in all professional categories and age groups, with a higher incidence among employees under 29 years old. Seeking to reduce dismissals, both Alibem and Agra have invested in initiatives aimed at attracting and retaining employees.

At Agra, new recruitment strategies were adopted, such as the availability of candidate registrations on specialized platforms and the creation of an internal referral program for collaborators. Partnerships with teaching institutions and employment services entities, as well as measures to facilitate the transportation of collaborators residing in municipalities more distant from the industrial plant were also important, along with differentiated benefits, such as financial incentives and wel-

fare programs. Began actively participating in the selection processes, ensuring greater alignment between hiring and the needs of the company. To expand the range of opportunities, Agra diversified channels, such as ads in local media outlets, social network platforms, and job groups. In addition, it strengthened social inclusion through partnership with entities focused on the reception of migrants and refugees, as well as initiatives with military institutions and unions to carry out selection processes.

In Rio Grande do Sul, Alibem also perfected recruitment and selection strategies. In the newest unit, located in the municipality of partnerships were signed with consultancies and unions to refer professionals. In addition, the company invested in housing for new employees, the expansion of free transportation services for employees and intensive dissemination of vacancies through radio channels, social network platforms, and job fairs.

5. 98% of Alibem's admissions and dismissals took place in the South Region.





In the Santo Ângelo and Santa Rosa units, recruitment now takes place on specialized platforms, offering referral programs, advantageous benefits, and more effective participation of managers in the selection processes. In the manufacturing units, the partnership signed with the National Employment System (SINE) was noteworthy, focusing on the inclusion of women and youths in the labor market. Concomitantly, Alibem developed for the Santa Rosa branch a program for the recruitment of Argentine candidates, offering support in their obtaining le-

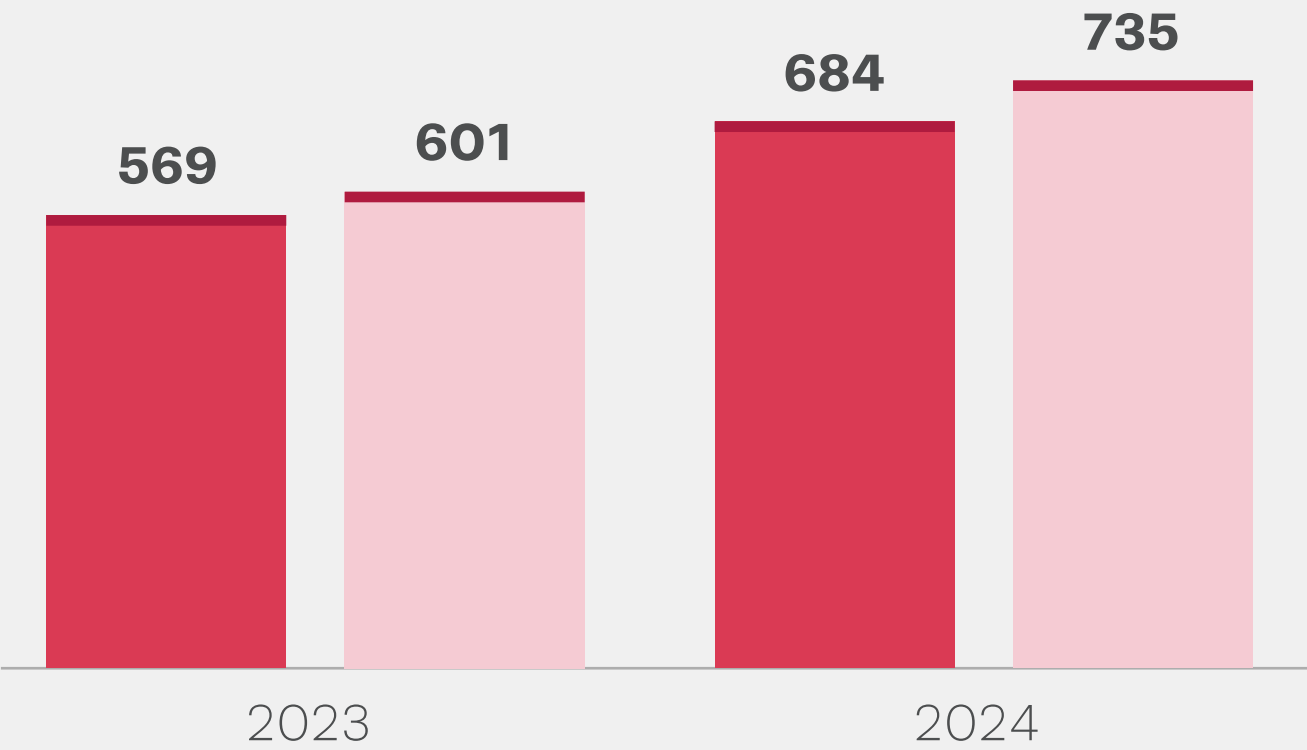
gal documentation, meals, and temporary accommodation. Also, special actions were taken with the support of local unions in strategic municipalities for the recruitment of employees on Company-owned farms.

Offering retention vouchers (bonuses), specific training for leaders and supervisors, and investments in internal promotions are among the main actions taken by the company to reduce worker turnover. The training offered to managers included topics

such as combating moral harassment, assessment and feedback, communication, delegation, conflict management, disciplinary processes, and job selection according to competencies. Other stand-outs include the continuous improvement of the organizational climate, the strategic use of information collected in the dismissal interviews, and technical visits offered to candidates during the selection process, allowing them to familiarize themselves in advance with the workplace and the particularities of the roles they may perform.

Agra

Admissions and dismissals



Admissions and Dismissals by age group and gender (2024)

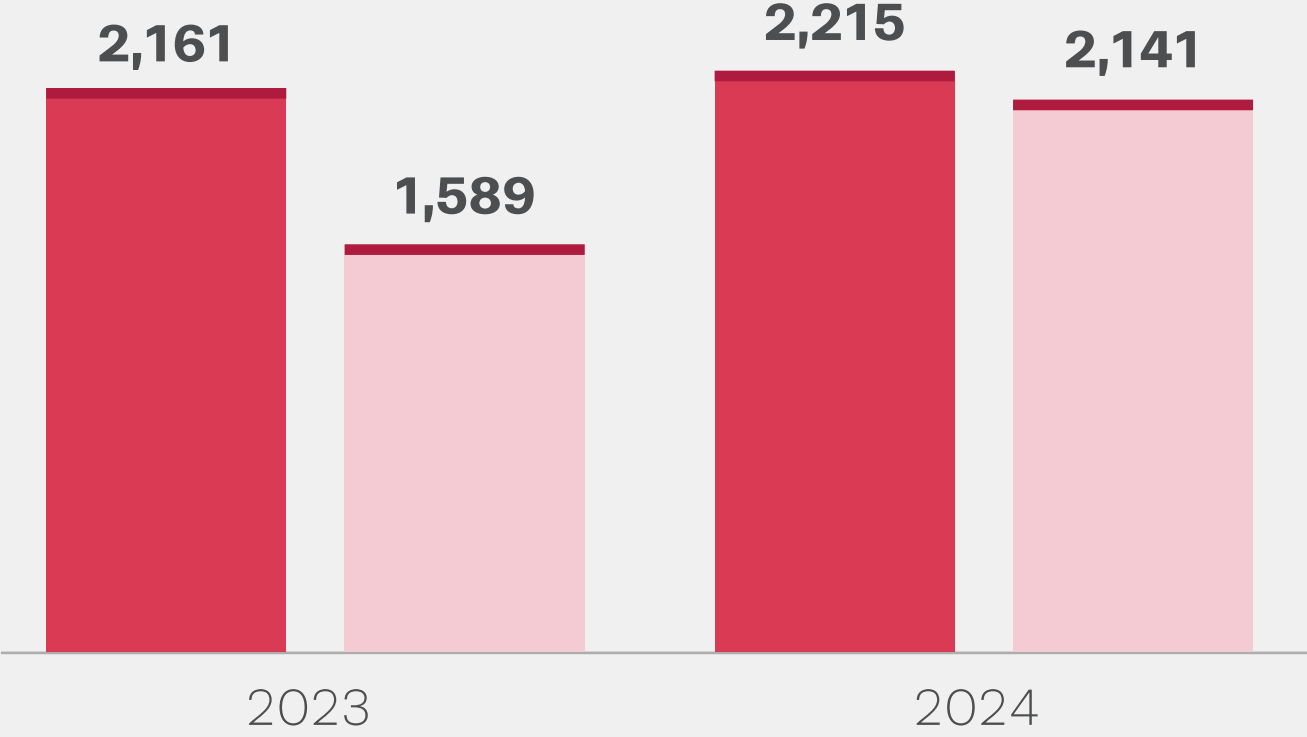
Age group	Admissions		Dismissals	
	Men	Women	Men	Women
Up to 29 years old	232	126	252	118
Between 30 and 50	179	118	212	118
Over 50	14	15	18	17
Total	425	259	482	253

Turnover rate according to gender and age group\*

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

Alibem

Admissions and dismissals



Admissions and dismissals by age group and gender (2024)

Age group	Admissions		Dismissals	
	Men	Women	Men	Women
Up to 29 years old	708	555	613	471
Between 30 and 50	432	408	528	395
Over 50	78	34	101	33
Total	1,218	997	1,242	899

Turnover rate according to gender and age group\*

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

\* Admissions + dismissals of each professional classification / 2 / total number of employees in each professional classification.

Admissions Dismissals





Diversity, equality and inclusion

[GRI 405-1; 405-2]

Committed to the promotion of Human Rights, Alibem and Agra act to combat any form of discrimination, creating an effectively inclusive organizational culture. This premise allows them to offer job and development opportunities to all people, regardless of gender, race, nationality, ethnicity, social origin, religious belief, political position, and physical or mental condition, among other individual characteristics.

Number of workers by age group and gender

(on 12/31/24)

	Agra		Alibem	
Age group	Men	Women	Men	Women
Up to 29 years old	209	133	910	660
Between 30 and 50	267	175	1,318	854
Over 50 years	54	24	503	200
Total	530	332	2,731	1,714

Employees by job category and gender

(on 12/31/24)

	Agra		Alibem	
Category*	Men	Women	Men	Women
Strategic	2	1	23	8
Tactical	96	29	536	199
Operational	432	302	2,172	1,507
Total	530	332	2,731	1,714

*\*Strategic positions: responsible for decision-making in companies – directors, managers and technical specialists.*

*Tactical positions: execute the strategies defined by the strategic positions – coordinators, supervisors, analysts, leaders, and technicians.*

*Operational positions: perform routine activities – assistants, operators and aids.*

Diversity and inclusion initiatives include continuous training and awareness-raising actions, with a focus on respecting differences. Special attention is given to foreign employees, since the selection process, which is conducted in an inclusive manner, with documents made available in the native language of the candidates and, when necessary, with the support of employees of the same nationality.

On another front, Alibem and Agra defined specific goals for the inclusion of PWDs, promoting the insertion of these professionals in different areas. In 2024, the workforce had 222 people with disabilities – 20 at Agra and 202 at Alibem.

Proportion of average salary between men and women\*

Category	Ratio	
	Agra	Alibem
Strategic	0.7	1.0
Tactical	0.9	1.0
Operational	0.9	1.1

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



Alibem Family Day

On October 12, 2024, the 2nd Alibem Children's and Family Day Encounter was held, an initiative created for collaborators and their families in celebration of Children's Day. The event took place simultaneously in the cities of Santa Rosa and Santo Ângelo, in Rio Grande do Sul, bringing together approximately 3,500 people, of which more than 1,500 were children.

The program included several recreational activities, including the distribution of snacks and drinks, musical performances, toys, giveaways and scavenger hunts. The initiative was made possible through partnerships with the Municipal Governments, SESC, SEST/Senat, SESI, educational institutions (FEMA, URI, UNIJUI) and the local Boy Scouts, strengthening Alibem's commitment to the well-being and integration of their employees and their families.



The Integrate Program – Commitment to inclusion

The Integrate Program reinforces Alibem's commitment to the inclusion of people with disabilities (PWDs) in the labor market. Part of the Company's culture for over a decade, the Program involves initiatives in effect since recruitment to the continuous monitoring of PWD employees to ensure that their needs are met. At the end of 2024, 202 employees participated in the program.

The activities are conducted by the Social Service and Human Resources areas, together with the managers, providing support for professional and social adaptation. In addition, each new collaborator is assigned a "godfather" or "godmother", an experienced colleague who assists in the integration into the team and activities of the company.

More than just meeting legal requirements, the Integrate Program, which should start at Agra in 2025, promotes an environment of respect, diversity and inclusion, reinforcing Alibem's commitment to a more just and equal society.



Youth Apprentice Program

Alibem, in partnership with Senai, promotes the training of youth apprentices through the Meat and Meat Products Processing course, which combines six months of theory at Senai and six months of practice in the company. Aimed at youths aged 17 to 24, the program also includes a specific class for intellectual PWDs, ensuring an inclusive and adapted approach – in 2024, 31 apprentices were part of this group, of which 11 were in Santo Ângelo, 10 in Santa Rosa, one in Estação and nine in Porto Alegre.

The course lasts one year of theoretical studies and six months of practical training, with a workload of four hours per day. During the internship, apprentices are evaluated monthly and receive continuous monitoring from Social Services and those responsible. This support ensures a structured experience and reinforces Alibem's commitment to the safety, inclusion and professional development of youths.



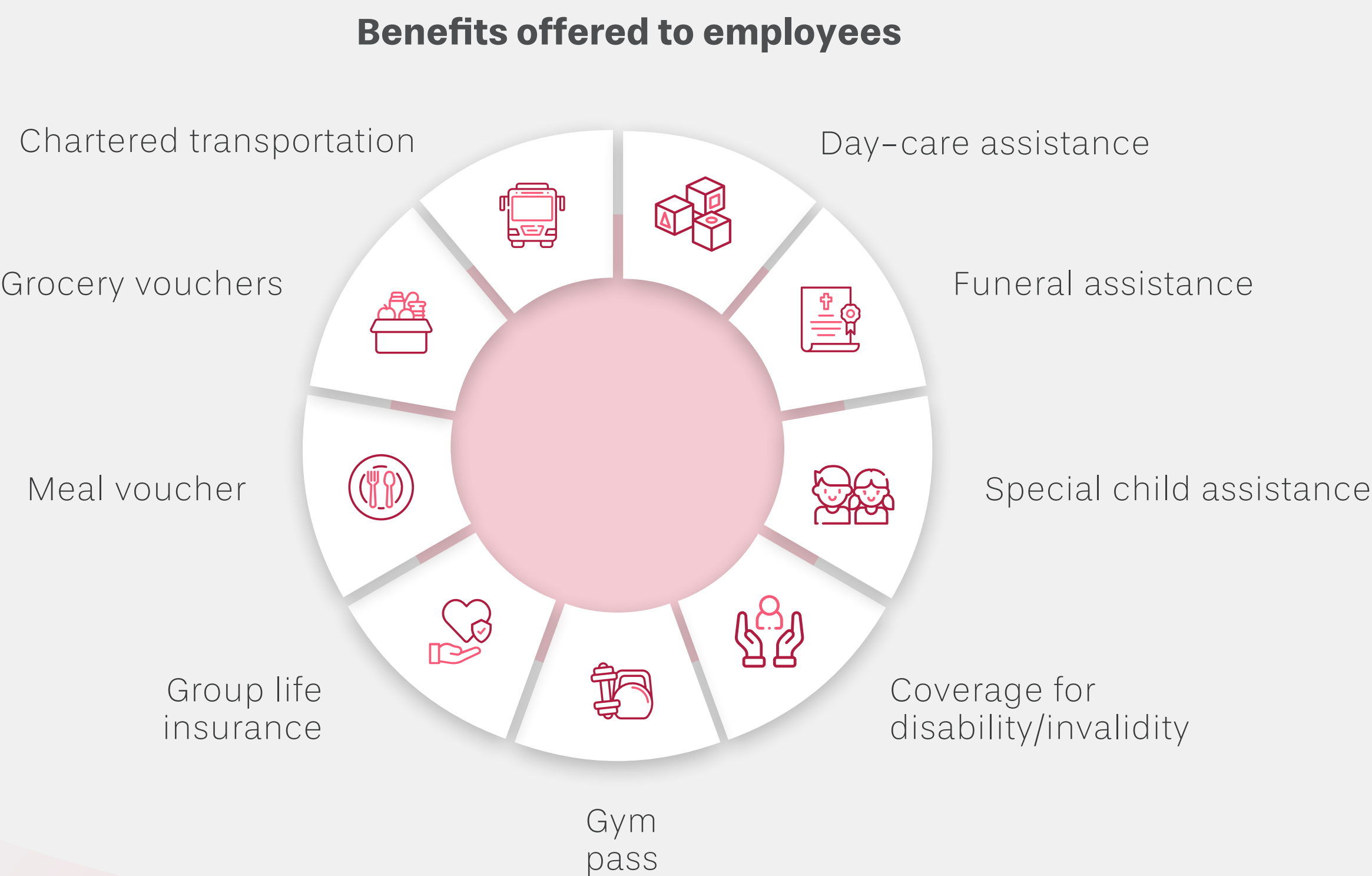
# Remuneration and Benefits

[GRI 401-2]

In order to remain competitive in the labor market, Alibem and Agra offer a remuneration and benefits package aligned with the reality of the sector and the regions where they operate. The objective is to ensure wage equity and attractiveness for professionals, reinforcing the commitment of companies to valuing their employees.

Thus, the Companies' salary policy is structured based on predefined parameters, reviewed annually based on the collective bargaining agreements entered into and market trends. This practice ensures that wages are competitive and follow the economic variations of the sector.

In addition to remuneration, professionals have various benefits, such as group life insurance, grocery vouchers, and meal vouchers, in addition to other specific benefits that vary according to the applicable collective agreements and the context of each operating unit.





## Vovó Shen Daycare Center

Committed to the well-being of employees and the local community in Santa Rosa (RS), Alibem created and maintains, in partnership with the City Hall, Vovó Shen Daycare Center. In 2024, 120 children aged between six months and five were assisted. Of these, 48% were the children of Alibem professionals.

The company is responsible for the physical infrastructure of the daycare center, covering maintenance, water and electricity costs, and providing support for employees and local residents. The City Hall contributes with the pedagogical team, providing qualified teachers and ensuring children's meals and snacks.

Care for mothers and children begins before birth, through the monitoring of pregnant collaborators. In 2024, 119 future mothers received guidance regarding their own health and that of their babies, being accompanied by Occupational Medicine and Social Assistance teams from prenatal care to their return from maternity leave.



# Occupational Health and Safety

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

The health and safety of employees, as well as that of visitors at the facilities, are non-negotiable priorities for Alibem and Agra's operations. Therefore, the Occupational Health and Safety Management System (OSH)<sup>6</sup> of the Companies follows the applicable regulatory standards, ensuring a proactive approach and aligned with legal and regulatory requirements.

This structure allows the continuous maintenance of OSH programs, prepared and periodically reviewed by the Specialized Service in Safety Engineering and Occupational Medicine (SESMT). The responsible team has multidisciplinary training, including occupational safety engineers, occupational physicians, occupational nurses, nursing technicians, occupational safety technicians, and ergonomics analysts, among other professionals.

The Risk Management Program (RMP) and the Medical Control and Occupational Health Program (PCMSO) establish essential guidelines for risk identification, assessment and control. Thus, they support action plans with measurable objectives, defined roles and established deadlines. These programs undergo periodic reviews, ensuring corrective measures and constant improvements.

6. The system covers 100% of employees.



AGRA AND ALIBEM MAINTAIN SPECIFIC PROGRAMS AND GUIDELINES ESSENTIAL TO RISK CONTROL ASSESSMENT RELATED TO OSH.



In addition, initial and periodic training is carried out, including the onboarding of new employees and updates on safety standards, as well as prevention campaigns carried out by the Internal Commission for the Prevention of Accidents and Harassment (CIPA-A). Throughout 2024, Alibem and Agra intensified internal communication for the dissemination of access channels and risk reporting through events, digital communications, posters, and a digital training platform. In addition, improvements were made in the safety procedures and relocation of tasks and work orders in order to ensure alignment with the Risk Management Program.

In 2024 alone, Agra promoted 14 OSH training programs, resulting in 10,400 hours of activities. In the same period, Alibem carried out 278 training programs, totaling over 15 thousand hours. One of the highlights of the

year was the implementation, at Agra and at two Alibem industrial units, of the "Safety Academy" project, created for employees who were victims of occupational accidents and leaders of the areas where the accidents occurred.

It should be noted that OSH onboarding training is also required for business partners, who must participate in emergency simulations and comply with specific requirements to carry out activities within the Companies. Entry to the facilities is subject to the presentation of the mandatory documentation, including PGR, PCMSO, Occupational Health Certificate, PPE Control Sheets, and training certificates compatible with the tasks to be performed, according to the requirements of the applicable Regulatory Standards (NRs), in addition to other evidence provided for in contractual clauses.



OSH Management and Safety Committees

The professionals of the Specialized Service in Safety Engineering and Occupational Medicine (SESMT) are responsible for implementing critical updates and disseminating knowledge on relevant regulations. To this end, they hold seminars, lectures, and face-to-face and digital training, ensuring that everyone involved is fully trained and aligned with OSH best practices.

OSH programs are consistently updated and deployed in action plans, in which clear and measurable goals, specific responsibilities and execution deadlines are defined. Senior Management monitors performance through monthly meetings, using OSH indicators, monitoring and checklists. If there are divergences or incidents, a non-conformity report is prepared, which allows immediate action for correction and prevention.

As a way of sharing responsibilities, Alibem and Agra have committees and commissions dedicated to the health and safety of workers, with the participation of employee representatives for a closer and more effective performance. Among the main ones, the following stand out:

Main Committees and Commissions:

» **Loss Prevention Committee:** Responsible for assessing and mitigating risks related to operations, preventing property damage and operational impacts.

» **Internal Accident Prevention Commission (CIPA-A):** Acts in the prevention of occupational accidents and diseases, promoting the health of workers. Its representatives hold monthly meetings, assessing risks, hazards and critical situations, focusing on the adoption of preventive measures and corrective actions.

» **Ergonomics and Occupational Health Committee (COERGO):** Formed by a multidisciplinary team, which includes the Executive Board and management areas, it conducts monthly meetings to analyze OSH indicators and evaluate the ergonomic conditions of workstations.

» **Emergency Brigade:** Composed of trained fire brigade members, who hold monthly meetings and periodic evacuation drills, ensuring an agile response in emergency cases.



Accident prevention

Incident analysis is conducted with the active participation of CIPA-A and SESMT, together with the manager or supervisor of the affected area, ensuring a comprehensive assessment and the definition of effective treatments. Resources such as incident and accident analysis sheets, and inspection forms to address and prevent behavioral deviations, and nonconformity reports. These tools allow us to clearly identify risk conditions, discuss remedial measures and propose an action plan with defined deadlines for the regularization of identified non-conformities.

In addition, periodic training as defined by SESMT is carried out, in line with the Risk Management Program and current legislation. These training courses, conducted by international teams and specialized companies, combine theory and practice, and are provided free of charge and carried out during the work shifts. The effectiveness of the training is evaluated to ensure applicability in the work environment.

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

Channel/Process	Description
Suggestion Boxes	Installed at strategic points within the workplace, allowing employees to express themselves anonymously regarding risks or unsafe behaviors.
PRG – Field Survey	During the development of the Risk Management Program, workers are consulted to report their working conditions and improvement needs.
Ergonomic Analyses	Includes the consultation of workers, who can report their working conditions and improvement needs (at the meat-packaging plants).
Occupational Safety	During field inspections, workers report risk situations to the technical team, which addresses corrective and preventive actions.
Internal Accident Prevention Commission (CIPA)	Constituted according to legal precepts and composed of representatives of the employees and of the Company. Its members support the implementation of OSH programs by engaging in preventive and corrective activities.
Ombudsman Channel	The channel that ensures the confidentiality of reports on risks/hazards related to work activities.
Occupational Medicine	A staff of healthcare professionals are maintained in all he Companies units who receive reports about unsafe or unhealthy conditions, maintaining confidentiality within professional ethical precepts.
Ethics Committee	Formed by an interdisciplinary team, which receives and analyzes complaints regarding the guidelines of the Code of Ethics, including OSH rules.
The workers' labor unions	The labor unions receive complaints and report to the Company, supporting preventive and corrective measures.



2024 Indicators

In 2024, Alibem and Agra, together, recorded 410 occupational accidents – 362 and 48, respectively, none of them fatal. The most recurrent accidents in the industrial plants were related to cuts, injuries, and bruises. All accidents and incidents had their causes properly investigated and resulted in the preparation of action plans, covering corrective and preventive measures. No cases of occupational diseases were recorded.



Agra – Evolution of OSH performance

Health and Safety Indicators

Indicator	2023	2024
Número de horas trabajadas	2,231,203.0	2,109,021
Number of fatal accidents (deaths)	0	0
Number of accidents with serious onsequences (except deaths)	0	0
Number of days lost	276	221

Number of commuting accidents

Indicator	2023	2024
With days lost	2	5
Without days lost	0	0
Total	2	5

Number of occupational accidents

(typical)

Indicator	2023	2024
With days lost	12	20
Without days lost	10	23
Total	22	43

Frequency and severity rates

Indicator	2023	2024
Frequency Rate (FR) of company employees*	9.9	20.4
Severity Rate (SR) of company employees **	117.0	104.8

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

Alibem – Evolution of OSH performance

Health and Safety Indicators

Indicator	2023	2024
Number of hours worked	9,657,112.8	10,382,984.19
Number of fatal accidents (deaths)	0	0
Number of accidents with serious consequences (except deaths)	5	6
Number of days lost	4,672	2,606

Number of commuting accidents

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

Number of occupational accidents  
(typical)

Indicator	2023	2024
With days lost	338	336
Without days lost	13	2
Total	351	338

Frequency and severity rates

Indicator	2023	2024
Frequency Rate (FR) of company employees*	36.3	32.6
Severity Rate (SR) of company employees**	422.2	474.8

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

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

ALL ACCIDENTS AND INCIDENTS HAD THEIR CAUSES PROPERLY INVESTIGATED AND RESULTED IN APPROPRIATE ACTION PLANS.

Both Alibem and Agra seek the continuous improvement of their facilities and operations, focusing on several aspects related to the safety of their employees. At Alibem, for example, new equipment and furniture for the administrative and operational areas were acquired in 2024, in addition to investments made in collective machinery protective gear, cut-resistant gloves for production line professionals, equipment for industrial rescue, and reinforcements for fire prevention.

Structural and operational improvements were also highlighted at Agra with the modernization of the steam and condensation system, installations and improvements in working equipment, and ergonomic improvements in the supply of the boiler. In addition, the campaigns for work accident awareness and prevention, specific training for machine operators, and training of the Fire Brigade.

Promoting health

Occupational health services are organized to promote the comprehensive health of workers, strictly following legal guidelines. Among these services are:

- » Occupational medical examinations are required by law, focusing on the prevention and control of workers' health. These exams are essential for the early identification of possible health hazards resulting from work activities, enabling adequate diagnosis and treatment.
- » The Medical Control and Occupational Health Program (PCMSO), which is updated annually, ensures periodic examinations for a consistent assessment of the health of professionals. In addition, care related to occupational health is offered, including clinical medical consultations and first aid, ensuring a quick and effective response to the emergency needs of employees.

The occupational health teams of Alibem and Agra are actively engaged in promoting healthy habits and disease prevention, through educational campaigns and events in partnership with business en-

ties and public agencies. Among the initiatives, influenza vaccination campaigns and thematic actions aligned with the health calendar stand out, as indicated in the information below.

2024 Campaigns

» Yellow September – Suicide prevention.

» Pink October – Breast cancer awareness.

» Blue November – Men's health.

» Red December – AIDS Awareness.



The health infrastructure includes an outpatient clinic and a medical office in each industrial unit equipped to provide medical and nursing care during working hours. Medical consultations are organized to meet spontaneous demands as well as urgencies and emergencies, in addition to scheduled occupational consultations, ensuring the accessibility and agility of care.

In 2024, Alibem invested in improving the infirmary ward facilities of the units, with the acquisition of equipment and materials for first responders, such as an external defibrillator and articles used in industrial rescue. Another highlight was the inauguration of a physiotherapy clinic in the Santa Rosa meat processing plant, expanding preventive health initiatives.

The privacy and confidentiality of workers' medical health records is strictly protected by the professional Code of Ethics and the Company's Code of Ethics, both of which are supported by the General Data Protection Law (GDPL). Access to medical records is restricted, ensuring the confidentiality and privacy of medical health information, which is accessible exclusively to the responsible healthcare professional and the patient through health management systems.



**THE OPERATING UNITS OF ALIBEM AND AGRA OFFER MEDICAL AND NURSING CARE TO EMPLOYEES DURING WORKING HOURS.**



Professional development

[GRI 404-1; 404-2]

Employee development is a fundamental pillar for the sustainable growth and competitiveness of Alibem and Agra. Investing in the continuous improvement of employees' skills and competencies not only increases efficiency and productivity but also contributes significantly to the satisfaction and retention of talent. Through training programs, mentoring activities, workshops, and technical courses, the Companies seek to ensure that their teams are always up to date.

In addition, the professional development of co-workers is intrinsically linked to the strength of the organizational culture, promoting a work environment that values continuous learning, innovation and collaboration.

For this process to be effective, development initiatives align with the strategic objectives of each Company and the individual needs of employees. This process is carried out with the active participation of the managers of each unit, who support the Human Resources Department in identifying the specific training demands of each area, aiming at the improvement and training of technical and behavioral skills – essential or managerial – for the professional development of employees.

Each year, the training topics are established based on the identified needs. In 2024, Alibem and Agra conducted about 23,700 hours of training – 22,700 and 972 hours, respectively.



2024 Training Programs

Agra

Category	Total hours of training		Average hours of training	
	Men	Women	Men Average	Women Average
Strategic	1:00:00	0:00:00	0:30:00	0:00:00
Tactical	102:24:00	109:06:00	1:04:00	3:45:43
Operational	484:29:00	275:52:00	1:07:17	0:54:48
Total	587:53:00	384:58:00	1:06:33	1:09:34

Alibem

Categoria	Total hours of training		Average hours of training	
	Men	Women	Men Average	Women Average
Strategic	39:45	6:30	1:43	0:48
Tactical	4,862:56	2,151:48	9:04	10:48
Operational	8,811:41	6,847:52	4:03	4:32
Total	13,714:22	9,006:10	5:01	5:15

Featured initiatives

- » **Leads:** Designed for tactical roles, Ram Charan's Pipeline of Leadership methodology seeks to develop the professional skills so that leaders are the protagonists of their own development and that of their teams. The program ensures the execution of the Companies' strategy, structuring and developing high-performance teams and strengthening the organizational culture.
- » **Operations Training School:** Aims to qualify human capital for future opportunities issues within the operational area. Focused on positions that require technical and specific knowledge, the training course takes place within the production area itself, and is 100% practical.
- » **Maintenance School:** : Aims to qualify professionals from the Santa Rosa (RS) meat processing plant to meet the need for future recruitment of specialized human capital. Thus, the Industrial Electrician training course is offered to collaborators, with a curriculum of 240 hours, carried out in partnership with SENAI.
- » **Training Pockets:** Designed for operational leaders, it addresses day-to-day issues that impact the performance of of leaders with their teams. These are short-term training courses, preferably carried out within the area, with themes defined based on the needs indicated by the leaders.



# Community engagement

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

Community engagement and the formation of prosperous partnerships with stakeholders are cornerstones for the sustainability of Alibem and Agra. Aware of the potential they have to positively influence the socioeconomic and environmental development of the regions where they operate, the Companies seek to support entities and projects aimed at sustainable development.

In 2024, a Working Group that brought together professionals from different areas of the Companies prepared the Private Social Investment Policy, applicable to all Alibem and Agra units. The document, validated by the ESG Committee and approved by the Board of Directors, establishes axes and guidelines for prioritizing projects and initiatives to be developed or supported with a focus on positive social impact – see more on the next page.

In May 2024, after the floods that devastated Rio Grande do Sul, Alibem and Agra carried out a series of actions to support the affected families and the resumption of the state's economic activities. One of the most impactful initiatives was the creation of a fund for donations, which raised approximately R\$520,000, of which R\$367,000 was directed to employees affected by the floods. In the course of 2025, the remainder of the fund's value will go to

institutions that support the communities affected by the climate event.

In addition, Alibem contributed R\$1 million to the Stimulo Resumada RS project, which provides financial support and qualification of small businesses, directly and indirectly affected by floods, in order to boost the socioeconomic reconstruction of the state, ensuring business continuity and job preservation.



New Social Investment Policy Guidelines

Priority Focus

Employees and the surrounding communities of Agra's Alibem operating units are the priority focus of the socio-environmental initiatives developed or supported by the companies. In this sense, both commit to identifying the possibilities of contributing to social initiatives of interest to these communities in order to direct investments, actions, programs and projects that boost their prosperity. Such initiatives may be supported through their own resources or via tax incentive mechanisms, when relevant.

Strategic axes

Based on the economic, social and environmental context of local communities, Alibem and Agra established the following strategic and priority axes of action for private social investment:



Education

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



Social inclusion

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



Health

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

Community engagement

To boost the positive impact of the social responsibility initiatives, Alibem and Agra remain willing to cooperate with people and institutions dedicated to promoting sustainable development, including employees, clients, suppliers, representatives, and third-sector entities. To this end, they are committed to fostering institutional partnerships and volunteer actions and valuing local culture, with the objective of developing initiatives for the benefit of communities.

In addition to participating in campaigns to donate necessary items to the population affected by the events in Rio Grande do Sul, Alibem and Agra organized donations of animal protein to community kitchens for the production of lunchboxes, providing quality food for thousands of gauchos affected by the catastrophe. R\$104.1 thousand in donated products were delivered.

Soon after the floods, an immediate solidarity action was also launched to prioritize supporting employees affected in the municipalities of Santa Rosa and Santo Ângelo. The initiative aimed to offer support and aid in the recuperation of 28 families, with the donation of basic food baskets, cleaning materials and furniture – beds, mattresses, stoves, sofas and wardrobes.

In addition to the actions to support the fight against the climate catastrophe in Rio Grande do Sul, Alibem and Agra invested about R\$240,000 in 2024 alone in social impact initiatives. The following are some of the main actions carried out in the year:

» **Coat Campaign 2024:** The donation of more than 1,400 items, including blankets, bath towels, face towels, and quilts to 30 charities in the Northeast Region and Missões in Rio Grande do Sul, totaling R\$44,000 in investments.

» **Revitalization of the public square:** Alibem financed part of the revitalization of Praça Indúbras in Santo Ângelo (RS). The space was designed to offer leisure and an outdoor gym for the local community and their families, reinforcing bonds within the community.





» **Brechó Solidário:** Since 2014, Alibem has implemented the Solidary Thrift, mobilizing collaborators in the month of April to donate warm clothes. After collection, the items are organized and made available the following month, allowing interested employees to choose up to six items to take home at no cost. In 2024, 2,080 pieces of clothing and accessories were collected, donated by about 370 co-workers. The remaining items were sent to the Municipal Department of Social Assistance for donation to local entities.

» **Festa do Leitão no Rolete:** The Festa do Leitão no Rolete de Santa Rosa (RS) is already in its 25th Edition and was held on September 8, with the participation of over 1,300 people from the regional community. The event is promoted by the Amizade Rotary Club, in partnership with Alibem and the Pig Farmers Association.

All income collected is reverted to APAE, APA-DA and ABEFRA of Santa Rosa. During the festivity, 28 piglets were roasted on the spit and 680 kg of pork was prepared on skewers, all served by Alibem and the team of volunteers involved.

» **27th Schweinfest de Nova Candelária:** Schweinfest is organized by the Nova Candelária Residents' Association, with the support of City Hall, and has consolidated itself as one of the largest pig farming festivals in Rio Grande do Sul.

The 28th edition took place on December 1, gathering over 3,000 people. During the event, 46 piglets were roasted on large spits, in addition to pork pizza and 640 kg of pork skewers, with all the protein provided by Alibem.

» **Festa do Leitão da Linha Salto:** On August 4th, the 8th edition of the Festa do Leitão da Linha Salto de Santo Cristo (RS) took place, an annual event promoted by Sociedade Tiradentes, with the participation of Alibem, pig farmers and the City Hall. 12 piglets were roasted as well as 150 kg of skewered pork.

In addition to encouraging the consumption of pork and promote its benefits, in 2024 the celebration had a special meaning, celebrating the title of two-time Champion Pork Producer, granted to the city of Santo Cristo (RS).



» **Support for the chemically dependent:** Agra participates in a project that benefits the social entity Comunidade Divina Providência, dedicated to the reception the chemically dependent. The project offers space and specialized professionals, ensuring continuous support. In 2024, 32 adult men were assisted.

Annually, the entity organizes the Festival of Nations in Rondonópolis (MT) to publicize actions carried out and raise awareness of the population on the subject. The donations collected are allocated to the maintenance of the institution's activities.

Alibem participates in and supports the Associação Vida Plena Amor Exigente Santa Rosa (Avipae), providing, through a loan for use, an area of 2.5 hectares, in which the non-profit entity maintains infrastructure and programs for the prevention, recovery, detoxification, awareness and resocialization of people who are experiencing drug, alcohol and other psychoactive substances dependence. The Association welcomes adults, youths and adolescents.

» **Religious festivals:** Agra sponsors two festivals of the local Catholic community, held with the objective of raising funds for the parishes of the region: the Festival of the Seminaries of the Diocese of Rondonópolis (MT), which brings together communities from 13 municipalities, and the Festival of the Patron Saint of Nossa Senhora Aparecida, aimed at residents of one of the largest neighborhoods in the city, Vila Aurora.

Alibem, in turn, actively participates in annual events and festivals in the communities where it operates, with emphasis on supporting the Santo Antônio de Campo Alegre Catholic Community in Porto Mauá (RS) and the Nossa Senhora da Saúde Catholic Community in Cinquentenário, in the city of Tuparendi (RS). Both promote patron saint's festivals with the participation of hundreds of people from local communities, from nearby cities, and the countryside.



» **Other actions:** Throughout the year, Alibem was present in several actions aimed at employees and the community, actively participating in commemorative dates and accident prevention weeks.

In addition, the company has expanded its social reach through continuous partnerships with non-government institutions and organizations, including:

- » League to Combat Breast Cancer;
- » Welcoming Hands Association (AMA);
- » Association of Parents and Friends of Exceptional People (APAEs);
- » Universities, educational institutions and technical schools;
- » Association of Parents and Friends of Hearing Impaired People (Apada); and
- » Association of Family and Friends of People with Special Needs (AFEPAN).



Environmental engagement

Throughout 2024, Alibem developed several initiatives and events aimed at environmental awareness, reinforcing its commitment to sustainability and preservation of the environment. Among the main actions, the following stood out:

- » World Environment Week;
- » World Water Day;
- » World Recycling Day;
- » Arbor Day; and
- » World Bee Day.

During World Environment Week, Alibem organized an educational activity together with students and teachers of the Municipal School of Elementary Education Antônio Manoel, of Santo Ângelo (RS), focusing on raising awareness on respect for the environment, the adoption of sustainable practices and the importance of correctly recycling and disposing of waste. In Santa Rosa (RS), actions were carried out with the Terra Verme Boy Scouts Group, in which 115 youths participated. In Nova Candelária (RS), the planting of ipê trees was carried out, in partnership with the City Hall, contributing to the afforestation of the city and the awareness of the community regarding the importance of preserving the native species.



# #Environmental management



# Policies and practices

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

Respect for the environment is a fundamental commitment of Alibem and Agra, expressed in its Sustainable Management Policy and strengthened in 2024 with the launch of the Environmental Management Policy – a guideline that establishes principles and intentions applicable to both companies to ensure the harmonious coexistence of the operations with the ecosystem. Approved by the Board of Directors, the Policy was prepared by the ESG Committee, after discussions and analyses conducted by a Working Group dedicated to the topic.

To ensure the continuous improvement of environmental performance, the Companies maintain good practices and monitor indicators related to aspects such as water, energy, waste, emissions and biodiversity in all their operating units. These data are periodically evaluated by technical teams and by Senior Management to identify any deviations and propose corrective and preventive measures.

At Alibem, environmental teams linked to the Administrative Board conduct critical analyses related

to environmental aspects and impacts of refrigerators, feed mills and company-owned farms. Among the factors analyzed are the generation of effluents and waste, atmospheric emissions from fixed sources, the consumption of biomass and water – including for human use – and the generation of solid waste. Thus, the assessment of risks related to these aspects, in addition to the assurance of legal compliance, determines the degree of monitoring and the execution of measures to mitigate environmental impacts and strengthen sustainability.

**THE ENVIRONMENTAL  
MANAGEMENT POLICY,  
LAUNCHED IN 2024, IS SHARED  
BY ALIBEM AND AGRA.**



## Environmental Management Policy Guidelines

### » Legal compliance

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

### » Environmental Risk Management

In all their activities, both companies are dedicated to identifying the environmental risks involved – including climate risks – to ensure mitigation and proper monitoring, avoiding negative impacts on the environment and society.

### » Impact identification

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

### » Ecoefficiency

The companies undertake to rationalize the use of natural resources, as well as to monitor environmental performance indicators related to all their activities, with a view to continuously improving their environmental and climate performance. Among the aspects monitored are water, biodiversity, waste, energy and greenhouse gas emissions – GGE.

### » Stakeholder Engagement

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



# Biodiversity

[GRI 3-3; 304-1; 304-2; 304-3; 304-4]

Most of the Agra and Alibem units are located in areas of very solid anthropization – in or near urban centers. Within these areas and in those in closer contact with nature – such as Alibem's own farms – caring for biodiversity is fundamental to the companies' environmental management processes.

At Alibem, Environment teams ensure legal compliance regarding 100.42 hectares of Permanent Preservation Areas (PPAs), 149.06 hectares of Legal Reserve and 372.3 hectares of planted forests under their responsibility, intended for biomass production. Thus, specialized teams conduct quarterly surveys in all reforestation areas and Company-owned farms,

with the objective of identifying conservation opportunities, such as planting of native species, management and monitoring.

Throughout 2024, as an additional biodiversity management action, Alibem promoted the planting of native species in the municipality of Nova Candelária, in the northwest region of Rio Grande do Sul. In all, 100 seedlings of ipe species were planted, 50 seedlings of yellow ipes (*Handro-anthusalbus*) and 50 seedlings of purple ipês (*Handro-anthusimpetiginosus*). The plantations were carried out in partnership with the city hall, involving the local community.



# Solid waste

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

The generation of solid waste is among the impacts inherent to Agra and Alibem operations, which maintain procedures and practices to ensure the proper segregation, storage and final disposal of such waste. The objective is to prioritize reuse and recycling in order to minimize, as much as possible, disposing of waste in industrial landfills.

In accordance with the legislation and best market practices, the industrial units implement Social Waste Management Plans (PGRS), which are periodically updated. The application of standardized internal procedures ensures adherence to the PGRS, so that adequate monitoring, recording and disposal constitute a shared responsibility between the environmental teams and the operational or administrative areas where the waste is generated.

This proactive approach includes annual volume forecasting, based on historical and future projects, which allows not only to adequately plan management, but also to seek sustainable and economi-

cally feasible technologies for final disposal, fostering circularity. In Alibem's abattoirs in Santa Rosa (RS) and Santo Ângelo (RS), innovative practices are adopted in the processing of sub-products such as hair, offal, grease, blood and bones of pigs, transformed into inputs for feed production – in 2024, 55.9 tons were used in this process. The Estação (RS) unit adopts a similar model, collecting these by-products and marketing them to feed-producing companies, which also occurs in Agra.

Other examples of circularity include the disposal of ashes from boilers for co-processing and use as mineral fertilizer in fruit cultivation, as well as the application of Class IIA sludge from the waste treatment process in agriculture – used as fertilizer, this material reduces the need for chemical inputs in the production of grains and forages. At Agra, 462 tons of organic waste resulting from the treatment of effluents were directed to the region's rural properties for direct application to the soil, such as fertigation.



Alibem

Hazardous waste disposed of

Destination	Un. of measure	2023	2024
Decontamination of light bulbs	tons	2.4	1.5
Re-refining	tons	7.6	4.2
Incineration (with energy recovery) / Blending for co-processing	tons	10.5	18.8
Screening and storage	tons	–	0.9
Industrial landfill	tons	42.1	7.9
Health Services landfill	m³	125.9	128.0
Recycling	m³	8.0*	5.5**

\* Data Corrected after internal review.  
\*\* Equivalentents to 1.1 tons.

Animal waste and manure generated\*

SASB FB-MP-160a.1.

indicator	Volume	Quantity used for agronomic use
Amount of animal waste (t)	18.098,1	18.098,1
Amount of manure (m³)	2.349.584,6	2.349.584,6

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

Non-hazardous waste disposed of

Destination	Un. of measure	2023	2024
Reuse	tons	73.0	115.7
Recycling	tons	458.6	384.8
Composting	tons	247.1	278.5
Screening and storage	tons	899.0	897.1
Use in animal feed	tons	1,151.0	7,146.1
Incineration (with energy recovery/ Blending for co-processing	tons	29.1	22.3
Industrial landfill/RSU	tons	728.8	889.5*
Civil construction landfill	m³	1,330.0	890.0
Agricultural use	m³	45,806.0	39,856.0
Reverse logistics – Oil drums	unit	211	114

\* indicated in Embrapa's Manual and Fepam's Technical Instruction. The significant reduction in the volume of hazardous waste disposed of in industrial landfills compared to 2023 is mainly due to the completion of the works of the Estação (RS) unit and the routing of waste to blending or other more sustainable technologies. The increase in the volume of non-hazardous waste disposed of in industrial landfills was especially motivated by the disposal of meat stored in Esteio (RS) at the time of the floods that affected the region. Were it not for this fact, there would be an 11% reduction in the volume disposed of in industrial landfills compared to the previous year.

Alibem – Volume of non-hazardous waste used within the organization

Use	Unit	2023	2024
Agricultural use	m³	5,829.0	2,150.0

Also at Agra, in the accumulated year, 12,200 tons of waste were directed to composting. In the Company, hazardous waste<sup>7</sup> totaled 6.4 tons, a volume 74.6% lower than in 2023 – when there was an extra load of this type of waste due to the exchange of isopanel in the facilities.

7. Regarding non-hazardous waste, an operational failure prevented the consolidation of the volume directed to these efforts. This failure has been corrected and the Company will continue to report this indicator in the coming years.



Packaging recycling

Alibem and Agra are signatories of the Reverse Packaging Logistics Pact by the Reverse Packaging Logistics Association (Aslo-re). Thus, part of the plastic and cardboard packaging generated is recycled by cooperatives, promoting the circular economy and social inclusion.

As provided by law, 22%<sup>8</sup> of the post-consumer packaging of Alibem and Agra (plastic and cardboard) is sent for recycling through projects in recycling cooperatives distributed throughout the country. In 2024, the total amount of these materials generated was 884.2 tons – 589.7 tons of paper and 294.5 tons of plastic.

At Agra, 902.2 tons of plastics and 2,468.4 tons of cardboard were directed to these efforts, totaling 3,370,674 tons recovered.

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



# Water and effluents

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

For Alibem and Agra, water is an essential resource for different operations, being used not only in production processes but also for human consumption, sanitation of facilities and vehicles, animal watering, laboratory analysis (product quality and inputs), cooling, and steam generation. Given its relevance to the businesses and society, the companies adopt an approach of continuously seeking to reduce water consumption and preserve water resources.

At Alibem, most of the water consumed is collected from surface wells, duly granted by licensing agencies, and complemented by the public water supply network in urbanized areas. The control of the collection and availability of water from water reservoirs is carried out by local teams and reported to the Environmental Team for monitoring purposes.

All wells undergo periodic maintenance to maintain cleanliness and structural integrity, under the responsibility of the maintenance teams. In addition, the water undergoes final disinfection and chlorination processes for use in the production or manufacturing units.

The quality of water collected and used in industrial production processes is monitored in accordance

with the legislation established by the Ministry of Agriculture, Livestock and Supply (MAPA), with periodic reports sent to the Federal Inspection System (SIF) of each unit.



In order to guarantee the quantity, quality and preservation of water resources in its places of operation, the Company maintains natural water springs on its private properties, which are duly preserved in their natural characteristics. On another front, it engages in conservation movements, actively participating in initiatives aimed at water management, such as the local River Basin Committees. Among the activities developed to improve performance in relation to the theme, throughout 2024, the following stand out:

- » Convening with the Permanent Advisory Commission of the Turvo – Santa Rosa – Santo Cristo River Basin Committee, representing the Union of Pork Products Industries of Rio Grande do Sul (SIPS) in strategic discussions on the sustainable use of water resources in the region.
- » Physical improvements in several water wells that supply the manufacturing and production units.
- » Awareness and engagement of local teams to avoid waste, identifying actions to reduce water consumption.

- » Reuse of approximately 4,000 m3/month of treated effluent water for washing trucks at the Santo Ângelo meat processing plant (RS).

The fight against waste is a continuously active process, identifying points of savings in water consumption and consequently reducing generated effluents. In addition to the industrial units, this approach is extended to the Company's farms, feed mills, facilities and other facilities under its responsibility.

Alibem – Water volume collected, by source  
(ML)

	2023	2024
Groundwater (water wells)	2,461.7	2,538.9
Public supply or other companies	167.3	161.1
Total	2,629.0	2,700.0



At the Agra unit, water resources are collected from four underground wells, which are duly granted, with consumption monitored through individual hydrometers. After being treated, the water is directed to various uses in the operations – in addition to the production process, mainly in the meat packing operations, sanitary activities of the facilities and vehicles, watering of animals, and human consumption.

In 2024, water withdrawal was 15% higher than in the previous year, due to the increase in production. With a focus on continuous performance improvement, consumption indicators are monitored daily and, if an increase is detected, corrective actions are taken to avoid waste. In addition, teams are continuously oriented regarding the rational use of the resource.

Agra – Water volume collection, by source  
(ML)

	2023	2024
Groundwater (wells)	691.9	793.8

Effluent treatment

At Alibem, the effluent generated in the refrigeration units has its own characteristics of the production process, being mainly composed of residues of swine manure, blood, grease, and detergents from hygiene. All stages of the Effluent Treatment Plants (ETPs) installed in the industrial plants are designed to treat this material efficiently, strictly meeting the standards established in legislation for release into the receiving water body.

The ETPs are operated by specialized technical teams, which monitor the process and carry out daily effluent collections for laboratory analysis. Samples are also collected upstream and downstream of the discharge points in order to prove the maintenance or improvement of the quality of the receiving water body after receiving the final effluent from the industrial plants. The results of the analyses are periodically reported to the environmental inspection agency, according to the stipulations of the current operating licenses.

On their own farms, the liquid waste – effluent derived from the breeding of the animals – is composed mainly of urine and feces, processed and stabilized in isolated fermentation tanks for a period defined by current legislation. Subsequently, they are used for application in licensed agricultural areas, partly replacing chemical fertilization.

THE RESULTS OF THE ANALYSES ARE PERIODICALLY REPORTED TO THE ENVIRONMENTAL INSPECTION AGENCY.

Located in municipalities that provide sewage collection and treatment, the administrative units and the Nova Santa Rita Distribution Center (RS) direct sanitary effluent to the public system operated by local sanitation companies. When located in areas that do not have a collection and treatment system, the operational units store effluents in septic tanks and sinks – such as in the case of the offices of Não-Me-Toque (RS) and the feed factory of San-to Ângelo (RS).

At Agra, all water used in the manufacturing process is also directed to the ETP. The liquid effluent, after the physicochemical treatment, is passed on to an aeration and maturation pond, to then be directed to the discharge point in accordance with the parameters established by the legislation.

Due to a monitoring failure, the Company did not obtain consolidated information regarding the volume of water discharged in 2024. Thus, it will resume reporting this indicator in the following years.

Total water discharged – Alibem

(ML)

	2023	2024
Surface water	924.8	956.4
Effluent collection and disposal companies	1.5	1.7
Total	926.3	958.1



# Energy and emissions

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

Aware of the opportunities to gain energy efficiency, Agra and Alibem monitor the consumption of electricity and fuels in the different units and operations. In the case of electricity, improvement actions are proposed by the Energy Transition Committee, which is made up of professionals from the Supplies and Engineering areas, who analyze in detail the demands for the resource, acting in an integrated manner with the Financial and Controllershship departments to define strategies for new energy acquisitions.

In 2024, Alibem continued the movement of transitioning its units to the Free Energy Market, which, in addition to offering greater flexibility and cost predictability, encourages the expansion of the use of renewable energy in Brazil. At the end of the year, 21 Alibem units had energy contracted by this model – three more than in the previous year.

The monthly analysis of reports on electricity consumption allows effective monitoring of deviations between the contracted amounts and the actual quantities required, ensuring proactive adjustments and optimizations. Fuel management, in turn, benefits from telemetry in vehicles, enabling the monitoring of consumption related to mileage.



In addition, the Company invested in the modernization of the electrical installations of industrial plants, increasing efficiency and consumption control, and in the replacement of three wood-fired boilers with state-of-the-art versions, which use biomass from the reforestation areas of Alibem and third parties – one of them uses wood chips. In addition to reducing the emission of particles, the replacement led to greater productive efficiency of steam and increased safety levels of the processes.

Forklifts that used to be powered by lead batteries were also replaced by equipment with lithium batteries, which consume less electricity. In all, in the year, investment in improvements focused on energy efficiency reached R\$27.9 million.

In addition to all the operations of Alibem and Agra, throughout 2024, 774,200 gigajoules (GJ) were directly consumed in the activities of the Companies – 13% lower compared to 2023. Of this total, about 50% is related to electricity. The rest refers to fuels, of which 45% originated from renewable sources. To continuously reduce consumption, employee awareness initiatives are developed, focusing on reducing waste, and actions aimed at gaining energy efficiency.

Energy consumption in operations			
(in GJ)			
Origin	Source	2023*	2024
Non-renewable sources	Diesel	9,500.3	10,220.8
	Gasoline	2,066.2	2,334.8
	Solvents	3.3	0
	LPG	30,910.0	29,934.8
	Kerosene	1.5	0
Renewable sources	Ethanol	63.0	42.8
	Biomass (wood chips and firewood)	344,934.4	344,999.1
	Ammonia	733.6	668.1
	Electricity	503,380.80	385,986.37
Total		891,593.10	774,186.77

*\*Data corrected due to a update in the volume consumed in 2023.*

In addition to energy, Alibem invested in improving processes and controls related to atmospheric emissions from the boilers of the Santa Rosa (RS) and Estação (RS) factories, as well as the Santa Rosa (RS) feed factory.

GHG Emissions

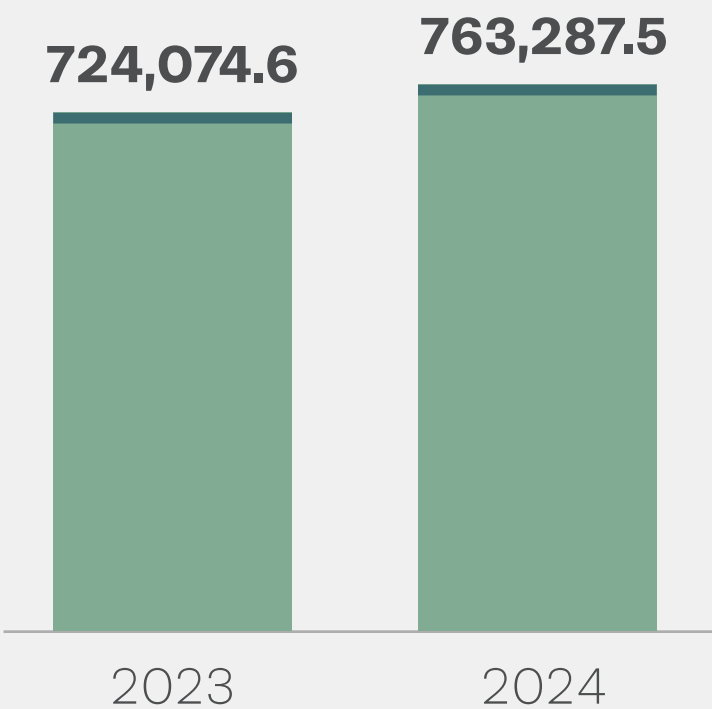
As part of its commitment to combating climate change, Alibem and Agra carried out their second Inventory of Greenhouse Gas Emissions (GHG) for the year 2024. Based on the identification of the activities that had the greatest impacted on the topic, the Companies are co-ordinating to draw up action plans focused on the gradual decarbonization of their operations.

The consolidated results of both in 2024 were 763.3 thousand tCO2e of emissions. Of this total, 93% refers to Scope 3, which includes sources which Alibem and Agra have no direct control over – the main source of emissions is from the raising of livestock herds acquired by Agra (51%) and the breeding of pigs on integrated farms (26%).

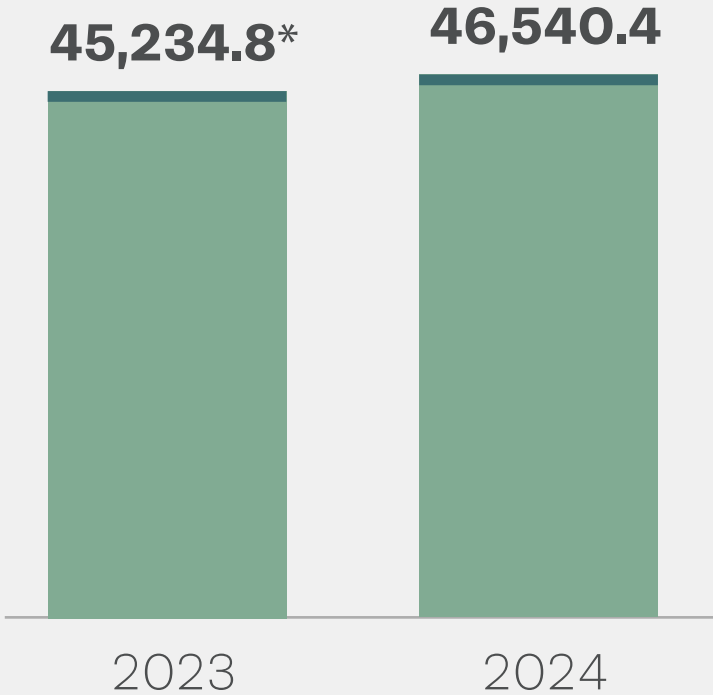
Another 6% of emissions were from direct sources (Scope 01), concentrated in the company-owned herds (4.8%) and stationary combustion (1.2%). Emissions from electricity (Scope 2) corresponded to less than 1% of total emissions.

Comparing the GHG emissions of 2023 and 2024, there was an increase of 5.4%, caused especially by the variation of the Agra cattle herd, which increased by 11,772 animals.

Total volume of GHG emissions  
(in tCO<sub>2</sub>e)



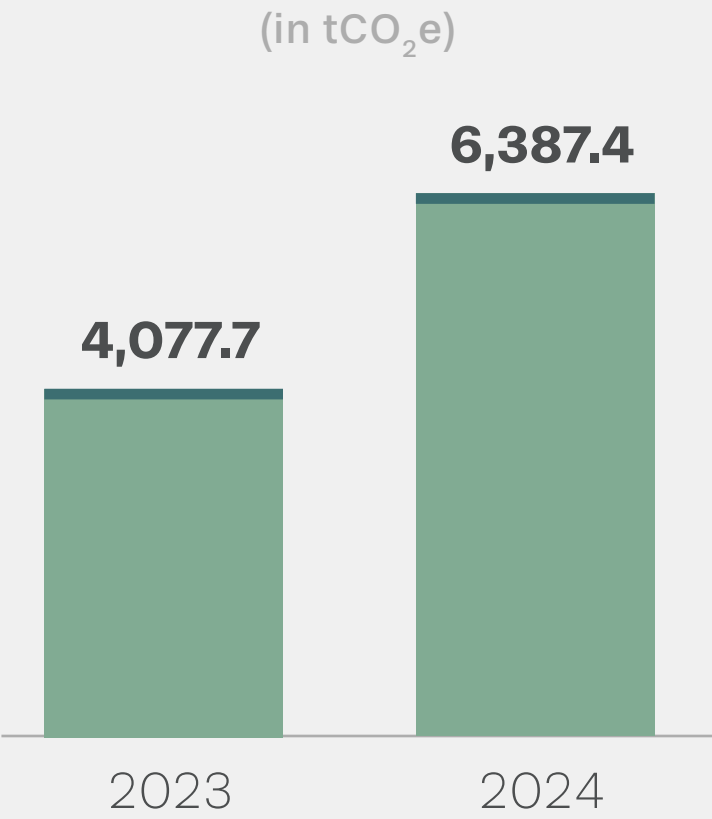
Total volume of GHG emissions – Scope 1  
(in tCO<sub>2</sub>e)



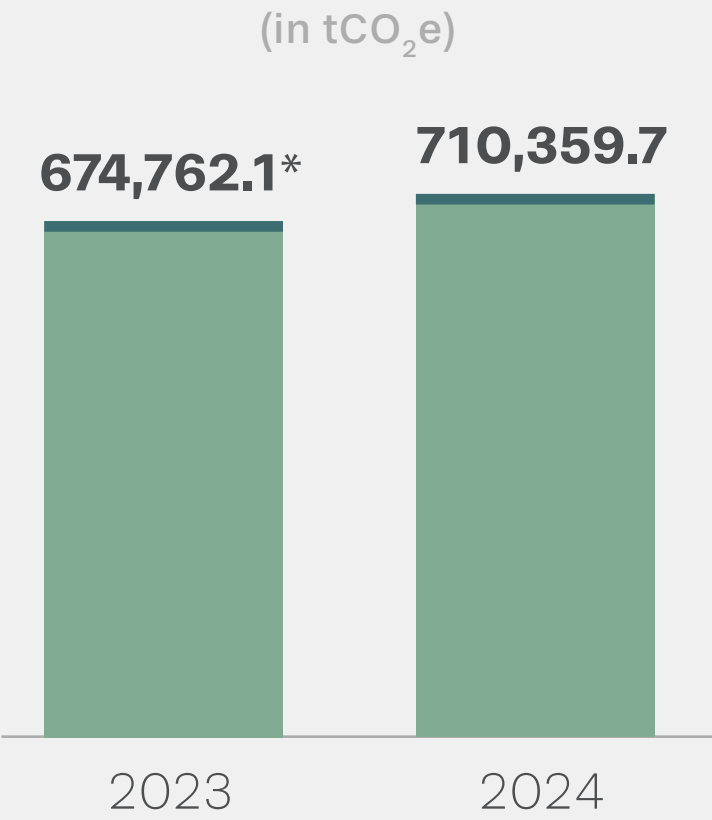
*\*Data adjusted due to the reporting of new fuel consumption in stationary combustion, mobile combustion and industrial processes.*



Total volume of GHG emissions – Scope 2



Total volume of GHG emissions – Scope 3



\* Data corrected due to adjustments in the cargo data transported in the final product logistics.

GHG Emissions – 2024

(in tCO<sub>2</sub>e)

Emission sources	AGRA*	ALIBEM	Grand Total (tCO <sub>2</sub> e)	%
Scope 1	1,859.2	44,681.2	46,540.4	6.1
Swine herd (own)	0.0	36,600.8	36,600.8	4.8
Stationary combustion	1,783.9	7,052.2	8,836.1	1.2
Mobile combustion	72.9	678.7	751.6	0.1
Industrial effluents	2.2	187.9	190.1	<0
Fugitive emissions	0.0	153.1	153.1	<0
Industrial processes	0.2	8.5	8.7	<0
Scope 2	1,333.8	5,053.6	6,387.4	0.8
Purchased electricity	1,333.8	5,053.6	6,387.4	0.8
Scope 3	421,798.3	288,561.4	710,359.7	93.1
Cattle herd	390,267.1	0.0	390,267.1	51.1
Swine herd (integrated)	0.0	200,774.5	200,774.5	26.3
Final product logistics	25,665.6	55,141.3	80,806.9	10.6
Materials and inputs logistics	641.6	22,672.1	23,313.7	3.1
Livestock logistics	2,335.4	8,051.1	10,386.5	1.4
Waste	2,735.6	1,010.8	3,746.38	0.3
Waste removal/transportation	32.8	423.9	456.8	0.1
Staff transportation	117.8	316.5	434.3	0.1
Refunded km	0.0	92.1	92.1	<0
Air travel	2,5	57.1	59.6	<0
Indirect effluents	0.0	20.2	20.2	<0
Transportation via bus	0.0	1.8	1.8	<0
Grand Total	424,991.2	338,296.2	763,287.5	100.0
%	55.7	44.3	100.0	100.0

\*A monitoring failure compromised the complete reporting of data regarding waste and effluents generated by Agra in 2024, directly impacting the calculation of emissions associated with these sources.

# About the Report

## Report Profile

[GRI 2-2; 2-3]

This Sustainability Report reiterates Agra and Alibem's commitment to providing transparency to information on their economic, environmental, social, and corporate governance performance. Guided by the guidelines of the Global Reporting Initiative (GRI) – in its Standard version – the publication reports on corporate management, policies and practices for the period between January 1 and December 31, 2024, aligned with the year presented in the 2024 Financial Statements, audited by an independent third party.

The Companies publish Sustainability Reports annually and the previous edition, referring to 2023, was released in May 2024. Questions, suggestions and comments on the content of this report can be sent via email ([asg@alibem.com](mailto:asg@alibem.com)).

## Relevance

This 2024 Sustainability Report was prepared with the participation of a multidisciplinary team, directly involving about 50 professionals from the Company. In line with the GRI guidelines, it seeks to present the sustainability aspects that are part of the day-to-day activities of the Companies and reflect the practices adopted – also considering the socio-environmental context of the regions where the businesses are developed.

Thus, the topics reported on consider Alibem and Agra's corporate policies and practices, the positioning of other organizations in the sector, and the interests expressed by the main stakeholders. In addition, they are based on the recommendations of global frameworks on the subject, prepared by specialized institutions. In addition, the GRI, general guidelines of the International Integrated Reporting Council (IIRC), the United Nations Global Compact, and the Sustainability Accounting Standards Board (SASB) were observed.



# Stakeholder Engagement

[GRI 2-29; 3-1]

To define the material topics to be reported on, this Report uses as a basis the stakeholder engagement process carried out in the previous cycle, in which the main areas of the public with whom the two Companies interact were consulted in order to identify their interests and information demands.

Thus, a sample of 673 people – representing employees, suppliers, clients and consumers, among others – answered an online questionnaire, by which they indicated the relevance of pre-leased sustainability topics.

# Material topics

[GRI 3-2]

Based on this survey among stakeholders, as well as the Company's commitments in relation to sustainability, the material topics reported in the previous cycle were maintained – see on [page 13](#). The table on the side presents each of these topics, relating GRI performance indicators and linked Sustainable Development Goals (SDGs).

Topic	Indicators	SDGs
Ethics and integrity	2-26; 2-27; 205-2; 205-3; 406-1	16
Corporate governance	2-9; 2-10; 2-11	17
Risk management	3-3	8, 9, 16
Financial results	201-1	8
Operational efficiency	3-3	-
Customer experience and satisfaction	3-3	-
Food quality and safety	416-1; 416-2	-
Animal welfare	3-3	12
Sustainable procurement	204-1	12
Solid waste	306-1; 306-4; 306-5	11; 12
Water and effluents	303-1; 303-3	6
Energy and emissions	302-1	7
Biodiversity	304-1; 304-2; 304-3; 304-4	15
Promoting Human Rights	3-3	8
Occupational health and safety	403-1; 403-2; 403-3; 403-4; 403-5; 403-6; 403-7; 403-8; 403-9; 403-10	3; 8
Employee development	404-1	4; 8
Community engagement	413-1	10

Below, the GRI Summary presents the indicators selected by topic, based on the relevant topics listed for reporting on.



# GRI Content Summary

The companies Alibem and Agra prepared this report based on GRI reporting standards for the period from January 1, 2024 to December 31, 2024.

GRI 1: Fundamentals 2021

GRI Standard	Content	Page	Reason/ explanation	Reference number of the sectoral standard (GRI 13)
The Organization and its reporting practices				
GRI 2: General Contents 2021	2-1 Organizational details	6		
GRI 2: General Contents 2021	2-2 Entities included in the organization's sustainability reporting	6, 94		
GRI 2: General Contents 2021	2-3 Reporting period, frequency, and contact point	94		
GRI 2: General Contents 2021	2-4 Restatements of information	-	There was no reformulation in the reported period.	
GRI 2: General Contents 2021	2-5 External assurance	-	The report has not been verified externally.	
Activities and workers				
GRI 2: General Contents 2021	2-6 Activities, value chain and other business relationships	6, 11, 45		
GRI 2: General Contents 2021	2-7 Employees	54		
GRI 2: General Contents 2021	2-8 Workers who are not employees	54		



GRI Standard	Content	Page	Reason/ explanation	Reference number of the sectoral standard (GRI 13)
Governance				
GRI 2: General Contents 2021	2–9 Governance structure and composition	19		
GRI 2: General Contents 2021	2–10 Nomination and selection of the highest governance body	19		
GRI 2: General Contents 2021	2–11 Chair of the highest governance body	19		
GRI 2: General Contents 2021	2–12 Role of the highest governance body in overseeing the management of impacts	19		
GRI 2: General Contents 2021	2–13 Delegation of responsibility for managing impacts	19		
GRI 2: General Contents 2021	2–14 Role of the highest governance body in sustainability reporting	–	It is up to the approval of the Board of Directors the final version of the Sustainability Report.	
GRI 2: General Contents 2021	2–15 Conflicts of interest	–	Possible conflicts of interest are discussed and decided on by the Board of Directors.	
GRI 2: General Contents 2021	2–16 Communication of critical concerns	19		
GRI 2: General Contents 2021	2–17 Collective knowledge of the highest governance body	–	No activities were performed in the reported period.	
GRI 2: General Contents 2021	2–18 Evaluation of the performance of the highest governance body	–	As a privately held company, the companies do not have a process in place for the performance review of their board members in a structured manner.	



GRI Standard	Content	Page	Reason/ explanation	Reference number of the sectoral standard (GRI 13)
Governance				
GRI 2: General Contents 2021	2–19 Remuneration policies	–	The remuneration of the executives of the Company is defined in accordance with market practices.	
GRI 2: General Contents 2021	2–20 Process to determining remuneration	19		
GRI 2: General Contents 2021	2–21 Annual total compensation ratio	–	The Company considers this to be strategic information, and as such it did not include it in the Report.	
Strategy, policies and practices				
GRI 2: General Contents 2021	2–22 Statement on sustainable development strategy	3		
GRI 2: General Contents 2021	2–23 Policy commitments	15, 19, 38, 80		
GRI 2: General Contents 2021	2–24 Embedding policy commitments	15, 19, 38, 80		
GRI 2: General Contents 2021	2–25 Processes to repair remediate impacts	15		
GRI 2: General Contents 2021	2–26 Mechanisms for seeking advice and raising concerns	15		
GRI 2: General Contents 2021	2–27 Compliance with laws and regulations	–	There were no fines in the reported period.	
GRI 2: General Contents 2021	2–28 Membership associations	109		
GRI 2: General Contents 2021	2–29 Approach to stakeholder engagement	73, 95		
GRI 2: General Contents 2021	2–30 Collective bargaining agreements	54		



GRI Standard	Content	Page	Reason/ explanation	Reference number of the sectoral standard (GRI 13)
Material Topics				
GRI 3: Material Topics 2021	3–1 Process to determine material topics	95		
GRI 3: Material Topics 2021	3–2 List of material topics	95		
Economic Development				
GRI 3: Material Topics 2021	3–3 Management of material topics	52		
GRI 201: Economic Performance 2016	201–1 Direct economic value generated and distributed	52		
Procurement Practices				
GRI 204: Procurement Practices 2016	204–1 Proportion of spending on local suppliers	45		
Anti-Corruption				
GRI 3: Material Topics 2021	3–3 Management of material topics	15		13.26.1
GRI 205: Anti-Corruption 2016	205–1 Operations assessed for risks related to corruption	–	Alibem and Agra did not perform assessments in the reported period.	13.26.2
GRI 205: Anti-Corruption 2016	205–2 Communication and training about anti-corruption policies and procedures	15		13.26.3
GRI 205: Anti-Corruption 2016	205–3 Confirmed incidents of corruption and actions taken	15		13.26.4
Energy				
GRI 3: Material Topics 2021	3–3 Management of material topics	90		
GRI 302: Energy 2016	302–1 Energy consumption within the organization	90		

GRI Standard	Content	Page	Reason/ explanation	Reference number of the sectoral standard (GRI 13)
Water and Effluents				
GRI 3: Material Topics 2021	3–3 Management of material topics	86		13.7.1
GRI 303: Water and Effluents 2018	303–1 Interactions with water as a shared resource	86		13.7.2
GRI 303: Water and Effluents 2018	303–2 Management of water discharge <span>related impacts</span>	86		13.7.3
GRI 303: Water and Effluents 2018	303–3 Water withdrawal	86		13.7.4
GRI 303: Water and Effluents 2018	303–4 Water discharge	86		13.7.5
GRI 303: Water and Effluents 2018	303–5 Water consumption	–	Alibem and Agra did not monitor water consumption in 2024.	13.7.6
Biodiversity				
GRI 3: Material Topics 2021	3–3 Management of material topics	82		13.3.1
GRI 304: Biodiversity 2016	304–1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	82, 107		13.3.2
GRI 304: Biodiversity 2016	304–2 Significant impacts of activities, products and services on iodiversity	82		13.3.3
GRI 304: Biodiversity 2016	304–3 Habitats protected or restored	82, 106		13.3.4
GRI 304: Biodiversity 2016	304–4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	82		13.3.5



GRI Standard	Content	Page	Reason/ explanation	Reference number of the sectoral standard (GRI 13)
Emissions				
GRI 3: Material Topics 2021	3–3 Management of material topics	90		13.1.1
GRI 305: Emissions 2016	305–1 Direct (Scope 1) GHG emissions	90		13.1.2
GRI 305: Emissions 2016	305–2 Energy indirect (Scope 2) GHG emissions	90		13.1.3
GRI 305: Emissions 2016	305–3 Other indirect emissions (Scope 3) GHG emissions	90		13.1.4
GRI 305: Emissions 2016	305–4 GHG emissions intensity	–	Alibem and Agra did not perform calculations of GHG emission intensity in the reported period.	13.1.5
GRI 305: Emissions 2016	305–5 Reduction of GHG emissions	–	There was no reduction in the reported period.	13.1.6
GRI 305: Emissions 2016	305–6 Emissions of ozone–depleting substances (ODS)	–	Alibem and Agra did not measure other atmospheric emissions	13.1.7
GRI 305: Emissions 2016	305–7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	–		13.1.8
Waste				
GRI 3: Material Topics 2021	3–3 Management of material topics	83		13.8.1
GRI 306: Waste 2020	306–1 Waste generation and significant waste–related impacts	83		13.8.2
GRI 306: Waste 2020	306–2 Management of significant waste related impacts	83		13.8.3
GRI 306: Waste 2020	306–3 Waste generated	83		13.8.4



GRI Standard	Content	Page	Reason/ explanation	Reference number of the sectoral standard (GRI 13)
Waste				
GRI 306: Waste 2020	306–4 Waste diverted from disposal	83		13.8.5
GRI 306: Waste 2020	306–5 Waste directed to disposal	83		13.8.6
Employment				
GRI 401: Employment 2016	401–1 New employee hires and employee turnover	54		
GRI 401: Employment 2016	401–2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	61		
Occupational health and safety				
GRI 3: Material Topics 2021	3–3 Management of material topics	63		13.19.1
GRI 403: Occupational Health and Safety 2018	403–1 Occupational health and safety management system	63		13.19.2
GRI 403: Occupational Health and Safety 2018	403–2 Hazard identification, risk assessment, management, and incident investigation	63		13.19.3
GRI 403: Occupational Health and Safety 2018	403–3 Occupational health services	63		13.19.4
GRI 403: Occupational Health and Safety 2018	403–4 Worker participation, consultations, and communication on occupational health and safety	63		13.19.5
GRI 403: Occupational Health and Safety 2018	403–5 Worker training on occupational health and safety	63		13.19.6
GRI 403: Occupational Health and Safety 2018	403–6 Promotion of worker health	63		13.19.7



GRI Standard	Content	Page	Reason/ explanation	Reference number of the sectoral standard (GRI 13)
Occupational health and safety				
GRI 403: Occupational Health and Safety 2018	403–7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	63		13.19.8
GRI 403: Occupational Health and Safety 2018	403–8 Workers covered by an occupational health and safety management system	63		13.19.9
GRI 403: Occupational Health and Safety 2018	403–9 Work–related injuries	63	Partial. The Company did not present data from third parties	13.19.10
GRI 403: Occupational Health and Safety 2018	403–10 Work–related ill health	–	There was no occurrence of occupational diseases at Alibem and Agra.	13.19.11
Training and Education				
GRI 404: Training and Education 2016	404–1 Average hours of training per year per employee	71		
GRI 404: Training and Education 2016	404–2 Professional development and skills–building programs for employees transitioning careers	71		
Diversity and Equal Opportunities				
GRI 405: Diversity and Equality of Opportunities 2016	405–1 Diversity of governance bodies and employees	58		
GRI 405: Diversity and Equality of Opportunities 2016	405–2 Ratio of basic salary and remuneration of women to men	58		



GRI Standard	Content	Page	Reason/ explanation	Reference number of the sectoral standard (GRI 13)
Non-Discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	15		13.15.2
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	15		13.15.5
Child Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	15		13.7.1
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk of child labor	15, 45		13.7.2
Forced or Compulsory Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	15		13.16.1
GRI 409: Forced or Compulsory Labor 2016	409 -1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	15, 45		13.16.2
Local Communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	73		13.12.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	73		13.12.2
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	-	Alibem and Agra did not perform impact surveys on the local communities in the reported period.	13.12.3



GRI Standard	Content	Page	Reason/ explanation	Reference number of the sectoral standard (GRI 13)
Supplier Social Assessment				
GRI 414: Supplier Social Assessment 2016	414–1 New suppliers that were screened using social criteria	45		13.12.1
Customer Health and Safety				
GRI 416: Consumer Health and Safety 2016	416–1 Assessment of the health and safety impacts of product and service categories	32		13.10.2
GRI 416: Consumer Health and Safety 2016	416–2 Incidents of non–compliance concerning the health and safety impacts of products and services	32		13.10.3
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	Report the percentage of production volume from sites certified to internationally recognized food safety standards, and list these standards.	32		13.10.4
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	Report the number of recalls issued for food safety reasons and the total volume of products recalled.	32		13.10.5
Customer Privacy				
GRI 418: Customer Privacy 2016	418–1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	19		
Animal health and welfare				
GRI 3: Material Topics 2021	3–3 Management of material topics	38		13.11.1
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	Report the percentage of production volume from sites of the organization certified to third–party animal health and welfare standards, and list these standards.	38		13.11.2



# Annex I – Complementary environmental indicators

[GRI 304–3]

## Alibem – Restored Areas

Location	Area (hectares)
Ongoing Program for the Recovery of Degraded Areas (PRAD)	
Capim Farm	2.6
Prenda Farm	1.4
Mandatory Forest Replacement (RFOs)	
Trevo Sulina Reforestation	1.1
Rincão Santo Cristo Reforestation	0.1
Cruzeiro Reforestation	0.4
Volta Gaúcha Farm	0.6
Colorado Farm	0.1
Total	6.3



Company operating units, leased or managed within or in the vicinity of environmental protection areas and areas of highly valued biodiversity located outside of environmental protection areas

[GRI 304-1]

Unit	Location	Area (Ha)	Activity	Proximity to environmentally sensitive areas	Protected area size (Ha)
Meat processing plant					
Santa Rosa	Santa Rosa	10.60	Swine slaughterhouse, without sausage production	–	1.3
Santo Ângelo	Santo Ângelo	10.20	Swine slaughterhouse, without sausage production	–	0.8
Estação	Estação	66.67	Swine slaughterhouse, without sausage production	14.3 km from the Municipal Nature Park of Sertão (important areas for biodiversity, high ecosystem integrity, high physical water-related risks)	8.4
				17,4 km da Reserva Indígena Ventarra Alta (benefícios ecossistêmicos para Povos Indígenas e comunidades locais)	
				35.1 km from the Ligeiro Indigenous Land (ecosystem benefits for Indigenous Peoples and local communities)	
				22.3 km from the Mato Preto Indigenous Land (ecosystem benefits for Indigenous Peoples and local communities)	
Feed mill					
Santa Rosa	Santa Rosa	5.06	Animal feed factory	–	–



Alibem – Operational Units					
Unit	Location	Area (Ha)	Activity	Proximity to environmentally sensitive areas	Protected area size (Ha)
Farms					
Aeroporto	Santa Rosa	50.48	PPU – Piglet Production Units	–	2.8
Cambrasil	Santa Rosa	75.00	PPU – Piglet Production Units	–	3.4
Capim	Santa Rosa	24.00	Piglet nursery	–	1.8
Colorado	Colorado	16.41	PPU – Piglet Production Units	–	0.9
Duas Pontes	Nova Candelária	8.00	Piglet nursery	–	0.2
Lajeado Bonito	Santa Rosa	6.25	PPU – Piglet Production Units	–	–
Nova Candelária	Nova Candelária	9.01	PPU – Piglet Production Units	–	0.2
Não–Me–Toque	Não–Me–Toque	35.42	PPU – Piglet Production Units	–	1.5
Rincão dos Rocha	Santa Rosa	36.25	Swine finishing	–	2.6
Santo Ângelo	Santo Ângelo	55.31	PPU – Piglet Production Units	–	3.9
Sarandi	Sarandi	33.00	PPU – Piglet Production Units	7 km from Papagaio Charão State Park (important for biodiversity, high ecosystem integrity)	1.3
				2 km from Domingos Zancanella Hydrological Reserve (important for biodiversity, high ecosystem integrity)	

Appendices

Sustainability Report 2024 – Alibem e Agra

Alibem – Unidades Operacionais

Unit	Location	Area (Ha)	Activity	Proximity to environmentally sensitive areas	Protected area size (Ha)
Tio Bernardo	Tapera	16.00	PPU – Piglet Production Units	–	0.4
Várzea	Ibirubá	16.40	PPU – Piglet Production Units	–	1.9
Volta Gaúcha	Quinze de Novembro	96.80	PPU – Piglet Production Units	3.17 km from Passo Real Dam, Rio Jacuí (important areas for biodiversity, high ecosystem integrity)	4.9
Gene Dissemination Units					
Tapera	Tapera	5.08	Production of insemination doses	1.4 km from Janaina Orth Municipal Araucaria Forest (important for biodiversity, high ecosystem integrity)	–
Cândido Godói	Cândido Godói	12.50	Production of insemination doses	–	–

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# Annex II – Membership associations

[GRI 2–28]

## Alibem

- » Gaucho Wholesalers and Distributors Association (AGAD)
- » Brazilian Association of Animal Protein (ABPA)
- » Porto Alegre Business Association (ACPA)
- » Brazilian Association of HR (ABRH)
- » Association of Parents and Friends of the Deaf of Santo Ângelo
- » South Brazilian Pork Products Industries Association (ASBIPS)
- » Santa Rosa Industrial Services and Agribusiness Association (ACISAP – Santa Rosa)
- » Metrology and Measurements Network Association of Rio Grande do Sul
- » Business, Industry, Services, and Agriculture Association of Nova Santa Rita

- » Reverse Packaging Logistics Association (ASLORE)
- » Santo Ângelo Business, Cultural, Industrial, Services and Agricultural Association (ACISA)
- » Commercial, Cultural, Industrial, Agricultural and Services Association of Getúlio Vargas
- » GS1 Brazil – Brazilian Association of Automation

## Agra

- » Union of Meat Processing Industries of the State of Mato Grosso (Sindifrigo)
- » Brazilian Association of Meat Exporter Industries (ABIEC)
- » Reverse Packaging Logistics Association (ASLORE)
- » National Institute of the Pact for the Eradication of Slave Labor (InPACTO)
- » GS1 Brazil – Brazilian Association of Automation



**ALIBEM**

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Foods