



FRIGOL

**ANNUAL AND
SUSTAINABILITY
REPORT
2024**



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Interactive File

Click on the
topics to go
directly to
the subject



THIS REPORT

For the fourth year running, we have published our Annual and Sustainability Report, giving transparency to our operational and financial performance, as well as demonstrating progress in our social and environmental responsibility agendas. The document contains relevant information for the period from January 1 to December 31, 2024, and was prepared in accordance with the guidelines of the Global Reporting Initiative (GRI), version 2021, and the corresponding sector standard (GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022). GRI 2-3

This Annual and Sustainability Report refers to the activities of FriGol S.A., whose administrative headquarters are in Lençóis Paulista (SP). It covers all the company's units in the states of São Paulo and Pará, characterized as subsidiaries, and includes the company's financial statement for 2024, which was published on March 31, 2025. GRI 2-2

The information reported here has been approved by our Board of Directors and reflects our performance on the material issues we have listed as priorities, as well as their correlation with the United Nations' Sustainable Development Goals (SDGs). Our materiality was revised to better align the topics with the expectations of our stakeholders and to improve our ESG (environmental, social and governance) actions, following good market practices (read more on page 22). GRI 3-1, 3-2; 2-14

For further information on the content of this report, please contact us by e-mail:

sustentabilidade@frigol.com.br GRI 2-3



FriGol Plant -
Água Azul do Norte (PA)



“We continue to make progress on our social, environmental and governance agenda.”

MESSAGE FROM THE BOARD OF DIRECTORS

We present here our fourth Annual and Sustainability Report, keeping our mission to continue to make progress in our social, environmental and governance agenda. These pillars are at the heart of our strategic decisions, guiding the company's sustainable growth and longevity.

In the field of governance, a few years ago we opted to adopt practices similar to those of publicly traded companies, even though we are not a listed company, and we have reaped the rewards. In 2024, we received an A.br rating from Moody's and, for the first time, we issued a CRA with an A.br investment grade rating. We feel honored by this recognition from one of the world's largest rating agencies - a significant milestone in our history.

In our journey towards environmental preservation, we are fully aware that the challenges are ongoing and require permanent action. In 2024, we took an important step forward on one of the sector's critical issues: monitoring the entire production chain. For the first time.

Once again, we released the results of monitoring 100% of our level 1 indirect suppliers - i.e. those who supply cattle to our direct suppliers - significantly increasing transparency and control over our supply chain.

Another emblematic advance was the start of the

slaughter of individually monitored animals with ear tags, through our adherence to the PRIMI protocol, which has become a benchmark in the socio-environmental traceability of each bovine animal from birth.

We are committed to collaborating with sectoral institutions, the entire production chain and public authorities to move forward together. We believe that, in the country with the largest cattle herd in the world, only individual traceability will be able to mitigate deforestation in all links of the cattle industry.

In the social dimension, we continue to work to promote the development of the communities where we operate. At the same time, we have intensified our internal focus on our people, with initiatives to value our culture and values, improve the organizational climate and career plans. organizational climate and career plans, which began in 2024 and are gaining even more momentum in 2025.

Preserving our essence and respecting our tradition, we will continue to grow.

We thank everyone who has contributed to building this history. I invite you to read this report!

Djalma Gonzaga de Oliveira
Chairman of the Board of Directors



MESSAGE FROM THE EXECUTIVE BOARD

The results presented throughout this report reflect our relentless pursuit of financial integrity and operational excellence. These results cannot be separated from the environmental, social and governance (ESG) agenda. It is the results that make consistent investments in ESG viable - and it is this same agenda that strengthens the competitiveness, financial sustainability and longevity of our business.

With these premises, in 2024 we recorded a record of 655 thousand cattle slaughtered, completing the third year with a growth in slaughter of over 10%.

As a result of the company's efforts to generate value, even during the rise in cattle prices, especially since the second half of the year, and a more challenging price scenario, our turnover was R\$3.7 billion, an increase of 12% over the previous year. EBITDA totaled R\$179 million, an increase of 22% over 2023, with a margin of 5.1%.

Sales to foreign markets accounted for 52% of turnover, while sales to the domestic market accounted for 48%. We consider this balance to be a competitive advantage, as it allows us to choose the most profitable markets.

In the foreign market, China remained our main destination, followed by Israel. However, because of our diversification strategy, we have significantly

expanded our presence in other markets, especially our first shipments to Canada, the Philippines and Algeria.

At the same time, we have strengthened our operations in the domestic market, with an emphasis on expanding higher value-added products. The highlight was the Açougue Completo project, which ended the year with 55 stores in partner supermarkets, bringing quality and convenience to Brazilian consumers.

Another reason for celebration was the market's receptiveness to the issue of our third CRA, the first with a rating from Moody's, crowning the work of financial discipline and governance carried out in recent years.

These achievements were only possible thanks to the trust and partnership of our employees, shareholders, ranchers, suppliers, clients, consumers, financiers and the communities in which we operate.

To all of you, our sincere thanks for walking with us in our purpose of feeding families in Brazil and around the world in a sustainable way.

We invite you to learn more about this journey on the following pages. Enjoy the read!

Luciano Pascon - CEO



**“Financial
balance and
the ESG agenda
are intrinsically
linked.”**



HIGHLIGHTS OF THE YEAR



Financial

R\$ 3.7 billion

in gross revenue;

R\$ 218 million

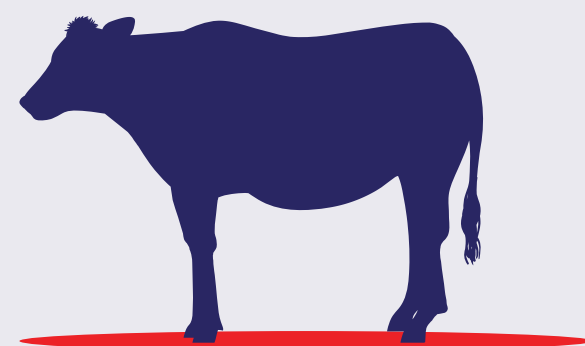
in net profit;

Foreign market:

52% of Gross Revenue;

Domestic market:

48% of Gross Revenue.



Operational

Record slaughter

Over 665 thousand cattle slaughtered.

Commercial

- Diversification of markets, with a 97% increase in the share of other destinations, in addition to China, Israel and Hong Kong, which accounted for 13% of exports.
- First shipments to the Philippines and Canada.
- Growth in sales of higher value-added products on the domestic market.

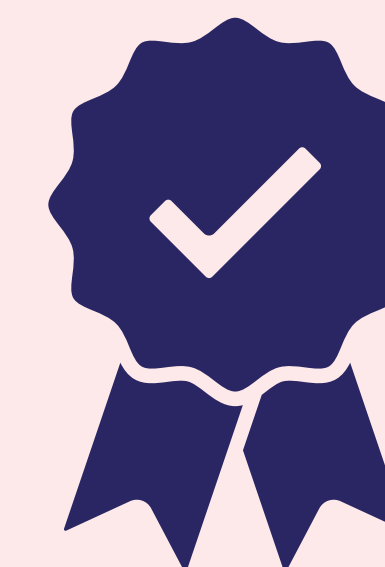
Social and Environmental Responsibility

Publication of the 1st Level 1 Indirect Supplier Monitoring Report, through socio-environmental analysis, in compliance with the Febraban SARB26 Protocol.



Awards and recognition

- ✓ 4th largest beef packing plant in Brazil in terms of net revenue, according to Globo Rural magazine's Best of Agribusiness Yearbook, up one position on the previous year.
- ✓ 74th position in the Forbes Agro 100 Ranking
- ✓ 40th largest agribusiness company and 336th largest company in the country - Exame Magazine's Best and Biggest Ranking
- ✓ 360th largest company in the country - Valor 1000
- ✓ 8th place in Governance and 7th in ESG in the Food and Beverage sector - Época Negócios



OUR COMPANY





WE ARE FRIGOL

GRI 2-1, 2-2, 2-6

Founded in 1992 in Lençóis Paulista (SP), FriGol S.A. is a privately held Brazilian company that has established itself as one of the largest beef processors in the country. With over 30 years of operations, it has maintained its family DNA and a trajectory marked by sustainable growth, innovation and socio-environmental responsibility.

The company continually invests in infrastructure, technology and responsible practices, which has made it possible to consolidate the FriGol brand in the national and international markets. It is currently authorized to export to more than 60 countries, meeting the strictest health and regulatory standards in the world - including China and Israel, two of the most demanding markets in the sector.

Our operational structure includes:

- Three meatpacking plants: Lençóis Paulista (SP), Água Azul do Norte (PA) and São Félix do Xingu (PA);
- Two feedlot units in Pará;
- A rendering plant (processing by-products);
- Two distribution centers;
- Two corporate offices.

With a team of more than 3,200 employees, FriGol reaffirms its commitment to quality, sustainability and the generation of value throughout the Brazilian livestock chain.



We are a protagonist in the transformation of the Brazilian meatpacking sector, FriGol combines excellence and socio-environmental responsibility in its operations to deliver value to its stakeholders, from cattle ranchers to consumers.

FriGol Plant -
São Félix do Xingu (PA)



TIMELINE

The Gonzaga de Oliveira family's history of entrepreneurship in the meat sector began in 1970 with the opening of their first butcher's shop in Lençóis Paulista. The business prospered until, 22 years later, FriGol was born. Check out the main milestones in our company's journey so far.

• FriGol was founded by four brothers and a brother-in-law from the Gonzaga de Oliveira family, with a beef and a pork slaughterhouse in Lençóis Paulista (SP).

1992

• Inauguration of the Água Azul do Norte (PA) plant;
• Authorization to export to the European Union.

2004

• Signing of the commitment with the MPF in Pará against deforestation in the Amazon biome.

2009

• Inauguration of the Sao Felix do Xingu (PA) unit.

2013

• Authorization to export to China.

2015

• Creation of the Board of Directors and the first CEO hired in the market.

2016

2024

• Record slaughter: 650,000 animals/year;
• Reaches gross revenue of R\$3.7 billion/year;
• Publication of the 1st Level 1 indirect Supplier Monitoring Report.

2023

• Capacity expansion at its 3 beef plants;
• 1st company to implement the Voluntary Monitoring Protocol for Cattle Suppliers in the Cerrado.

2022

• FriGol debuts in the capital market with the issuance of two CRAs;
• BRCGS Food certification in the three beef plants;
• 100% of direct suppliers approved in socio-environmental criteria, according to the MPF in Pará;
• Publication of the 1st Annual and Sustainability Report;
• Publication of the 1st Greenhouse Gas Inventory.

2020

• Authorization to export to Israel;
• Launch of QR Codes in all product lines, with socio-environmental traceability information (domestic and foreign markets).

2017

• Implementation of the Tool for socio-environmental consultations in 100% of animals acquired regardless of the biome.



MISSION, VISION AND VALUES

GRI 2-23, 2-24

Mission

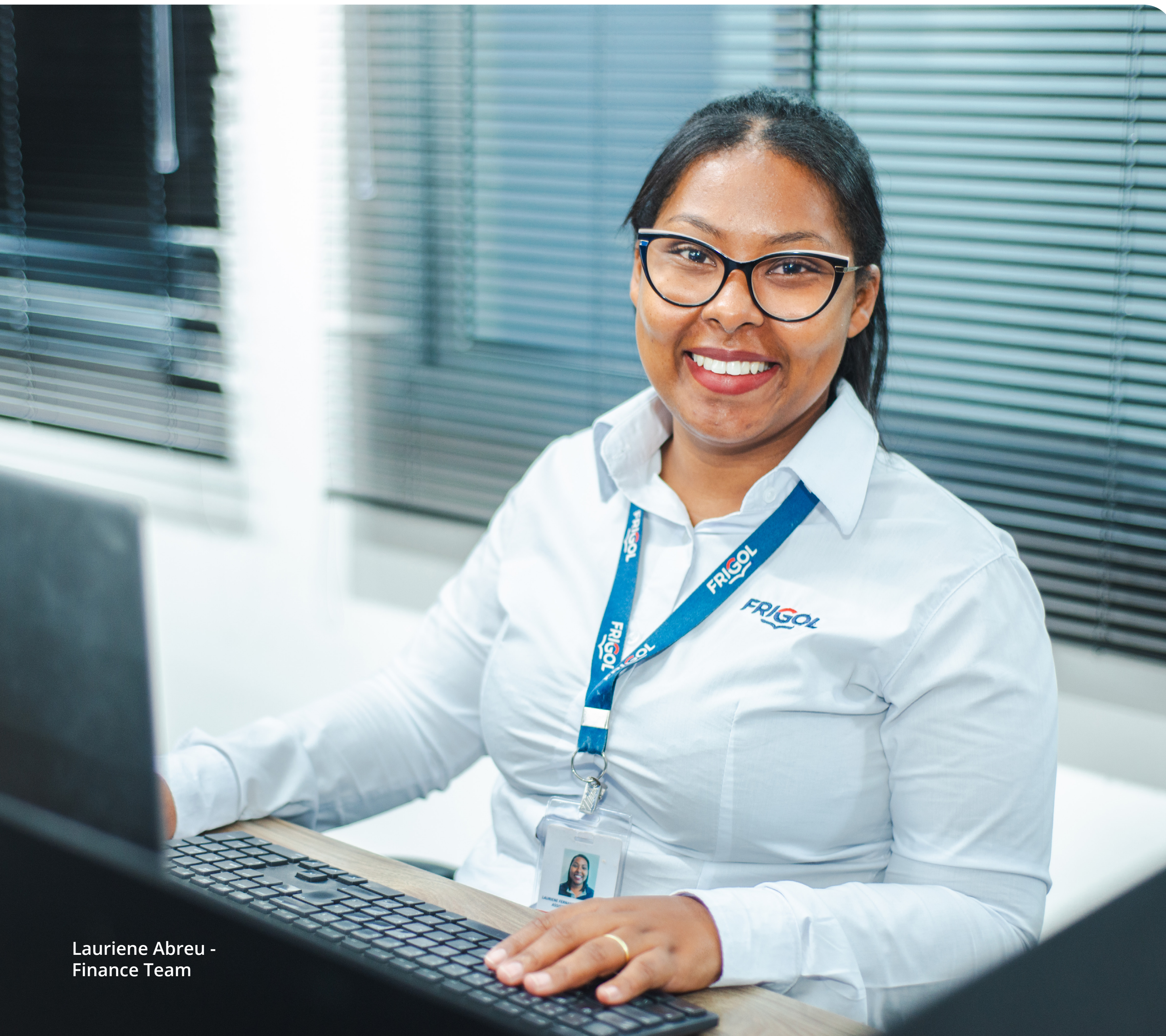
To nourish the lives of people around the world with the highest quality products, generating the greatest long-term value for our stakeholders.

Vision

To be the global benchmark for profitability and quality in the animal protein sector, promoting socio-economic and environmental development in the regions where we operate.

Values

- Entrepreneurship
- Hard work
- Transparency
- Operational efficiency
- Relationships that create value



Lauriene Abreu -
Finance Team



OUR UNITS

GRI 2-1, 2-6



1 São Félix do Xingu (PA)

BEEF PROCESSING PLANT

- **Operation Since:** 2013
- **Slaughter capacity*:** 900 animals/day
- **Building area:** 17,720 m²
- **Production capacity:** 285 tons/day
- **Storage capacity:** 1,957 tons

BEEF CATTLE BREEDING (SEMI FEEDLOT)

- **Capacity:** 10,500 animals/year
- **Cycles:** 2.5/year
- **Termination:** 120 days



4 BAURU (SP) DISTRIBUTION CENTER (DC): Operation since: 2019

**RETAIL STORE IN
THE INTERIOR OF
SÃO PAULO STATE:**
Monthly volume - 3,400 tons

**JANDIRA (SP)
DISTRIBUTION CENTER (DC):**
Operation Since: 2022

**RETAIL STORE IN
GREATER SÃO PAULO CITY:**
Monthly volume - 1,500 tons

5 Corporate Office in São Paulo

2 Água Azul do Norte (PA)

BEEF PROCESSING PLANT

- **Operation Since:** 2004
- **Slaughter capacity*:** 1,500 animals/day
- **Building area:** 19,618 m²
- **Production capacity:** 490 tons/day
- **Storage capacity:** 2,678 tons

BEEF CATTLE BREEDING (FEEDLOT)

- **Capacity:** 12,600 animals/year
- **Cycles:** 2/year
- **Termination:** 95 days



3 Lençóis Paulista (SP)

BEEF PROCESSING PLANT

- **Operation Since:** 1992
- **Slaughter capacity*:** 900 animals/day
- **Building area:** 21,182 m²
- **Production capacity:** 359 tons/day
- **Storage capacity:** 1905 tons

**Rendering Plant -
Preparation of Slaughter
by-products**

Corporate Office



(*) Capacity as authorized by MAPA (Ministry of Agriculture and Livestock)



OUR OPERATIONS

GRI 2-6

Our position among the largest meatpacking companies in Brazil is the result of hard work, market diversification and our commitment to quality, food safety and sustainability.

We operate throughout the entire bovine animal protein production chain - from slaughter to processing and industrialization of higher value-added products - with operations concentrated in Brazil. Our commercial operations, however, go beyond borders: as well as serving the domestic market, we export to more than 60 countries.

It all starts at source, with the acquisition of cattle of different breeds and rearing systems, such as pasture, supplementary feeding, semi feedlot and feedlot. The origin of the animals is guaranteed through a careful selection of suppliers, which allows us to ensure traceability of origin. (Read more in the chapter "Relationships that Generate Value").





We have a network of approximately 1,500 suppliers throughout the country which, in addition to cattle farmers of different profiles, includes service providers, suppliers of inputs and packaging. To reach the end consumer, our value chain also includes retailers (supermarkets and butchers), restaurants, distributors and food industries. Among the retailers are the partners in the FriGol Complete Butcher's Shop project, for whom we provide technical consultancy focused on improving sales and customer experience. In the domestic market, we have a strong presence in the state of São Paulo.

We have developed a versatile portfolio, aimed at different consumer profiles, from everyday items to options for special occasions, such as barbecues and family celebrations.

Our product mix includes fresh meat (chilled or frozen) and convenience foods, all developed with a focus on quality, safety and convenience. We invest in rigorous raw material control processes to offer safe food with high quality standards.



Joeder Facione -
Winner of the
2024 Efficiency
Program



As a reflection of the consistent investments, we have made in recent years to expand our production capacity, in 2024 we made further progress in terms of operational efficiency. We reached the mark of more than 665,000 animals slaughtered, which represented an increase of 16% compared to 2023, when we had already had an excellent performance.

In 2024, we reaped the rewards of the Efficiency Program, which was launched in 2023 with the aim of increasing efficiency in the company, focusing on innovation and continuous improvement of processes and products, as well as promoting a culture of problem-solving and avoiding waste. To engage all employees and encourage them to submit their ideas, we launched the "Efficiency Program, FriGol Wins and So Do You" campaign. In the cycle that ended in 2024, we received 406 ideas, 25 of which were implemented in the same year.

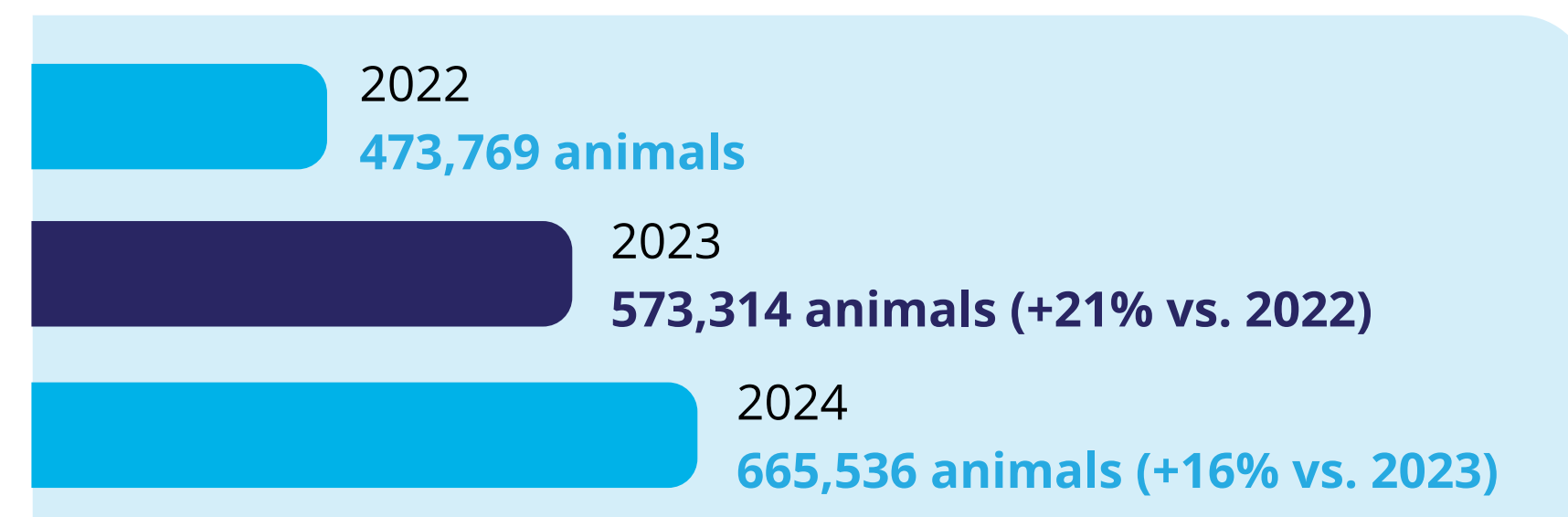
The employees who submitted the proposals with the greatest impact were awarded prizes. The first-place winner won a family trip to a resort in the Northeast. The second and third place winners received cash prizes.

Due to its success, the program will continue in 2025 in the same format.

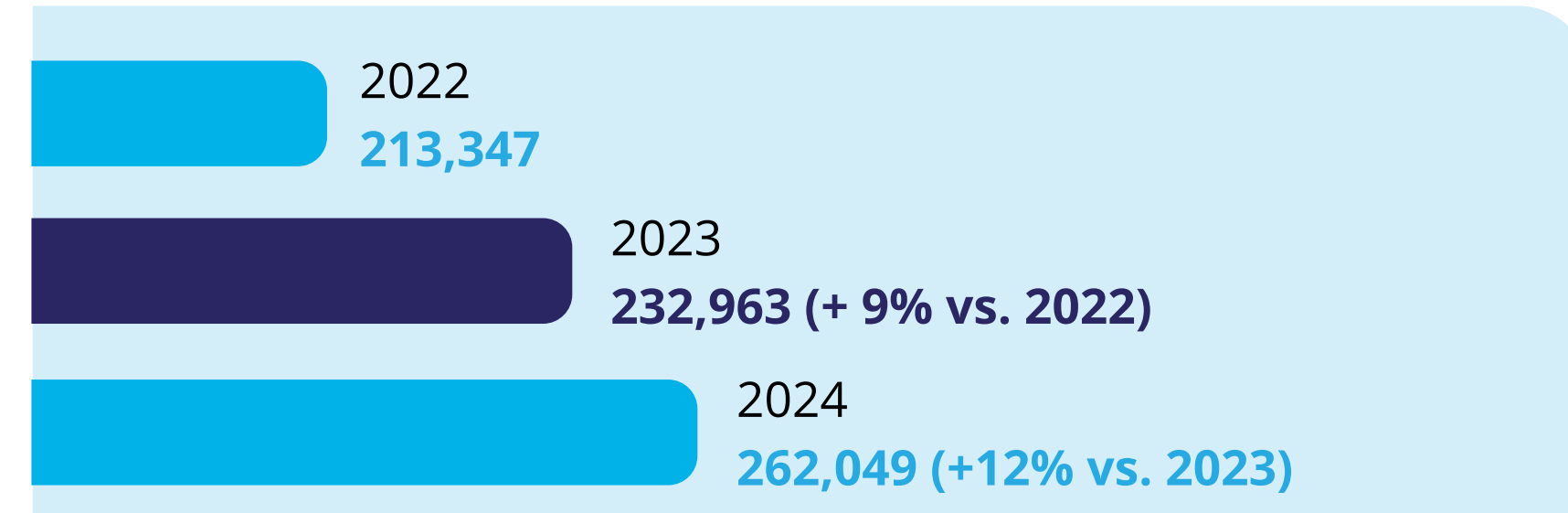


OPERATIONAL HIGHLIGHTS

SLAUGHTERED CATTLES



TONS

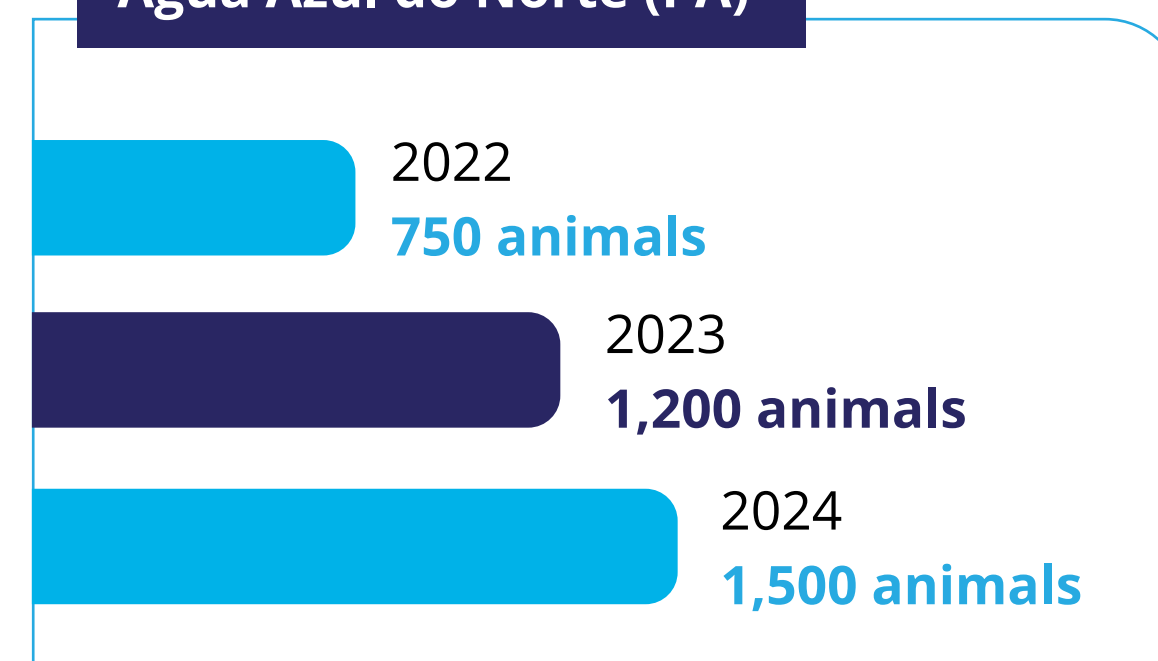


CAPEX

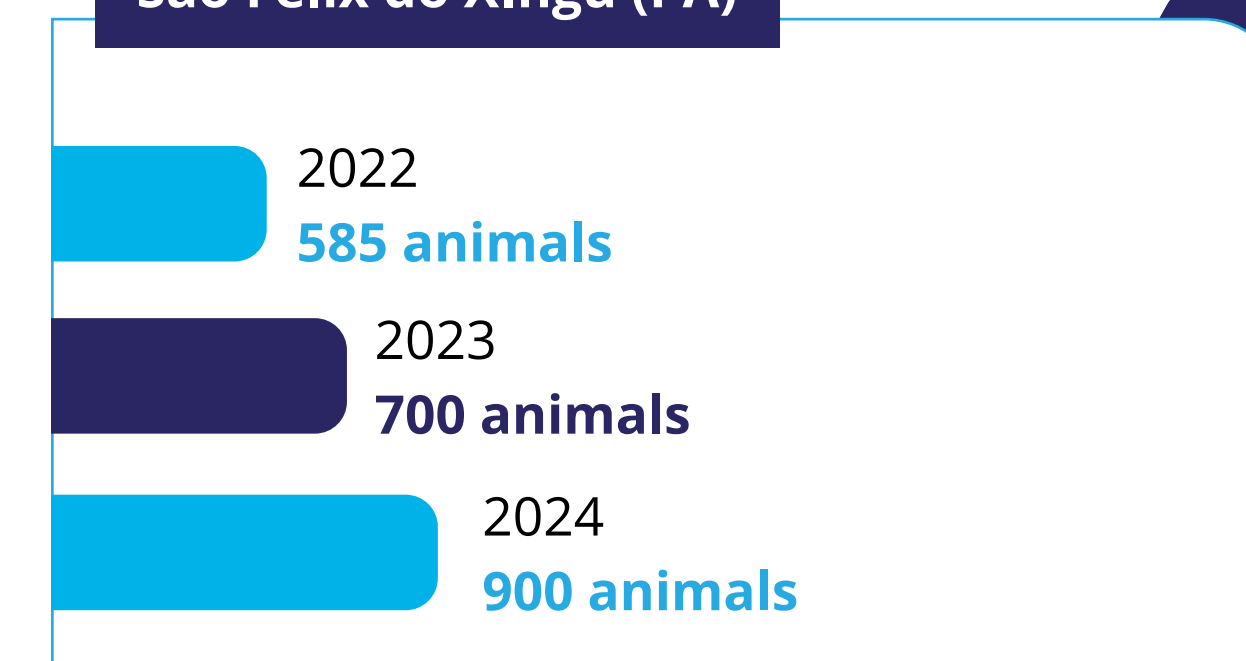


EXPANSION OF DAILY SLAUGHTER CAPACITY

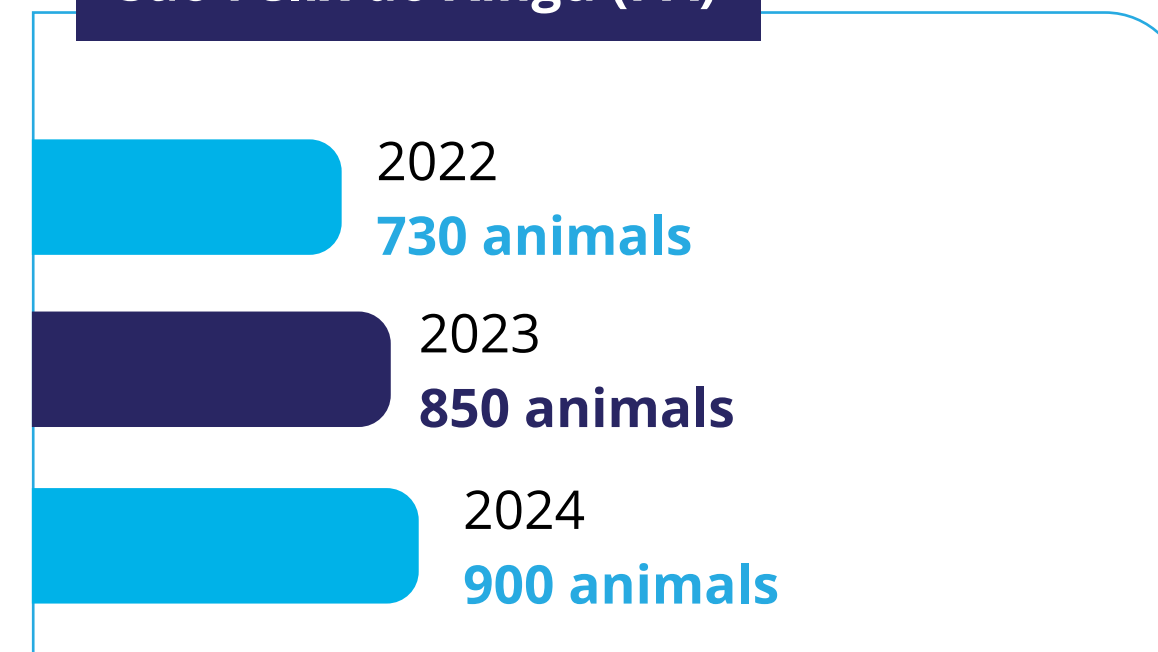
Água Azul do Norte (PA)



São Félix do Xingu (PA)

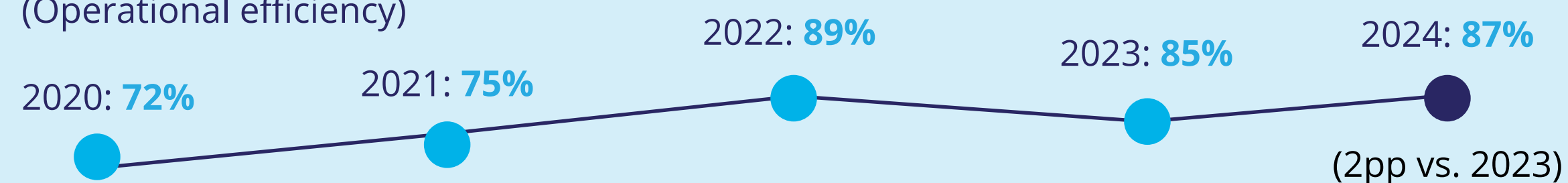


São Félix do Xingu (PA)



OCCUPANCY RATE

(Operational efficiency)





OUR BRANDS

To find out more about our product lines, visit our [website](#).

FRIGOL



FriGol

Vacuum-packed cuts ideal for everyday meals.

• AÇOUGUE • COMPLETO FRIGOL



Açougue Completo Frigol

Products selected and delivered at the cutting point, minimizing losses for customers and end consumers.

FRIGOL CHEF



FriGol Chef

Selected and standardized cuts, ready to go on the grill. Ideal for your barbecue your way.

FRIGOL CHEF



FriGol Chef Suínos

Seasoned, practical and tasty cuts for everyday meals.

FRIGOL CHEF



FriGol Chef Cordeiro

Delicious versatile option with an elegant flavor to complete your product mix.

FRIGOL ANGUS



FriGol Angus

Certified by the Brazilian Angus Association, with guarantee of origin, ensuring the best finish in the terms of fat, marbling, tenderness and juiciness.

BBQ SECRETS



BBQ Secrets

High quality standard with selected raw material with superior marbling and finishing.



DOMESTIC MARKET HIGHLIGHTS

Our sales performance in the domestic market in 2024 was marked by a 13% increase in the volume sold compared to the previous year, totaling almost 180,000 tons. Domestic sales accounted for 48% of our gross revenue. Part of this result reflects our consolidation in the value-added product segment, such as the Chef, Angus, BBQ Secrets and Açougue Completo (Complete Butcher Shop) lines, whose sales increased by 14% over the same period.

Another highlight of the year was the progress of the FriGol Açougue Completo project, which recorded a 21% increase in sales volume compared to 2023. With the aim of offering specialized consultancy to supermarket retailers to optimize the display of products and improve consumer experience, the project has added a valuable competitive edge to our portfolio. In 2024, 2,479 customers were served with products from this line, an increase of 22% compared to 2023.

At the same time, we opened 10 new stores under the FriGol Açougue Completo Shop project, bringing the total to 55 at the end of the year. These are butcher's shops inside supermarkets, with fully customized layouts and technical assistance from FriGol. The year was marked by an innovation in the project, which was given the name "Sai da Fila", aiming to revive the concept of self-service, and has brought extremely positive results for the partner supermarkets that have already implemented it.

The year was marked by an innovation in the Açougue Completo project, which was given the name "Sai da Fila".





Strengthening the brand

Our actions to strengthen the visibility of our brands promote closer ties with the end consumer and strengthen relationships with our retail customers, including taking part in various events.

Among them, FriGol took part in SIAVS (Salão Internacional de Proteína Animal) for the first time. The fair, which is a benchmark in the protein sector, included the beef segment for the first time in 2024 and we were there with a stand, welcoming customers from Brazil and abroad.



We sponsored and had our executives speak at the three editions of **Meat Camp**, promoted by one of the most respected specialists in the meat production chain in Brazil and our partner in the BBQ Secrets brand, Roberto Barcellos, in Botucatu (SP). The events brought together livestock farmers, industries and retailers to discuss the challenges and trends in the sector.

With a focus on getting closer to the end consumer, in 2016 FriGol created the **Beef Tour**, which is a barbecue and music festival that takes place annually in several cities in São Paulo. In 2024, it was held in Itapetininga and Bauru, bringing together more than 4,000 people in an open-food format event with around 25 meat stations for the public to have the experience of tasting the variety of cuts and preparations from our product portfolio.

Big Picture in the Domestic Market:

SALES



• Beef:
179,679 tons
(+13% vs. 2023
158,657 tons)



• Pork:
427 tons
(-89% vs. 2023
4,108 tons)



SPECIAL LINES

• 14,950 tons (+14% vs. 2023 13,061 tons)



55 COMPLETE BUTCHER SHOPS

• +10 new stories in 2024



FOREIGN MARKET HIGHLIGHTS

In recent years, FriGol has consolidated its position as a major exporter and sales to the foreign market have gained importance in the company's performance, representing 52% of our gross revenue in 2024. The balance between the domestic and foreign markets is considered a competitive advantage for the company.

In 2024 we will export more than 82,000 tons - an increase of 17% on the previous year. We can export to more than 60 countries, and will export to 34 countries in 2024, according to the most profitable markets aligned with our strategy. China and Israel, in that order, remain our main destinations.

As a reflection of the diversification strategy, China's share of exports fell from 86% to 77%, without, however, compromising the result in terms of turnover, which remained practically stable at USD 277 million. Israel performed remarkably well, with a 61% increase, accounting for 10% of total exports. This result confirms the importance of this destination for our foreign market sales.



From left to right: Rogério Bonato, Victor Cunha, and Juliana Ferreira, from the Export team, at Sial Paris



Exports to other markets grew by 97%, accounting for 13% of total exports, with Canada standing out. Our three meatpacking plants are licensed to export to Canada. The first shipment of beef to supply the demanding Canadian market, which took place in July, came from Água Azul do Norte (PA). Access to this market was an important achievement and further proof of the credibility we have earned around the world by offering quality products with a guarantee of origin.

We also celebrated the first shipment of our products from Água Azul do Norte (PA) to the Philippines, which took place in September, four months after our three plants were cleared to export to the country. Along with Indonesia and Singapore, countries to which we already export, the Philippines is part of the Association of Southeast Asian Nations (ASEAN) bloc, a region we consider promising.

As part of our position in foreign markets, we were present at various international events throughout the year, including Sial Paris, which celebrated the fair's 60th anniversary with sustainability as its central theme.

The team from
Água Azul do Norte (PA)
celebrates the
first shipments
to Canada
and the
Philippines





STRATEGIC PARTNERSHIPS IN CHINA

At the beginning of 2024, we sent a sales team for a two-month immersion in China, with the aim of understanding the specific needs of this market. As a result of this initiative, we formed strategic partnerships with our main clients, offering customized products with greater added value, and achieved extremely positive results.

China was on the travel route of our executives throughout the year. Marina Cacciolari de Oliveira, a board member at FriGol, represented the company during a panel at the International Conference on Meat Trade Development in China, organized by the China Meat Association.

We also took part in Sial China, Asia's largest food and beverage fair, and the China International Import Expo (CIIE), one of the world's largest import fairs, both held in Shanghai.



Monica Xie, country manager, and Marina de Oliveira, board member, during an event in China

Foreign Market 2024

Country	Volume	Revenue
China	75.5%	77.6%
Israel	8.0%	9.6%
Hong Kong	4.7%	2.6%
Others	11.8%	10.2%



China

61,695 tons
and USD 277.1 million
(-0.4% vs. 2023
USD 278.1)



Israel

6,573 tons
and USD 34.3 million
(+50% vs. 2023
USD 22.9)



Other locations

13,448 tons
and USD 37.9 million
(+97% vs. 2023
USD 19.1)



OUR COMMITMENT TO SUSTAINABILITY

GRI 2-22

At FriGol, we understand that sustainability is an essential part of our business strategy, which leads us to pursue sustainable management throughout the value chain. We are firmly committed to caring for the environment and the communities with which we interact, contributing to the strengthening of the sector and the country's economic development in an ethical and responsible manner. This is why we integrate ESG principles into our governance, strategic decisions and daily operations.

Our actions are also guided by the UN's Sustainable Development Goals and, to be effective in our contribution to the 2030 Agenda, we have set environmental performance targets to tackle the climate emergency, make efficient use of natural resources and mitigate the impacts of the generation of waste from our operations.

We also prioritize the development of a responsible supply chain, based on the social and environmental monitoring of suppliers, animal welfare and respect for human rights, promoting the health and safety of our employees and the inclusion of socially vulnerable communities.



MATERIALITY

GRI 3-1, 3-2

For this report, we reviewed our materiality to identify the topics that best align with our current business strategies and our social, environmental and governance commitments. Of the 10 material topics that had been defined in 2022, when the previous review was carried out, eight were maintained and two new topics were included. These changes reflect our concern for continuous improvement in our strategic guidelines to meet new business and sustainability challenges.

The methodology for reviewing materiality involved interviews with members of the Board of Directors and Executive Board; analysis of the consultation carried out in 2022 with different stakeholder groups (customers, suppliers, service providers, employees, investors, banks, the third sector, the press, trade unions and commercial representatives);

benchmarking with companies in the animal protein production sector; and evaluation of the material topics recommended for the sector by the Sustainability Accounting Standards Board (SASB) and by Sector Standard GRI 13 of the Global Reporting Initiative, which covers the farming, aquaculture and fishing sectors.

The topics that are now part of our materiality matrix are Attracting, Developing and Retaining Employees and Diversity, Inclusion and Equity, considering the concerns raised by our leaders during the interviews and the other criteria already mentioned. Based on this, we should review and intensify our human resources management strategies, with the support of the People and Sustainability Committee. The topics of Biodiversity and Ecosystems and Data Privacy and Security are no longer included in the list of material topics, although they continue to receive our attention, with actions already incorporated into our operational routines and organizational culture.

We have revised the materiality and the topics Attracting, Developing and Retaining Employees and Diversity, Inclusion and Equity have been included.

Aparecida Miranda -
Deboning Team





MATERIAL TOPICS



2022/2023

1. Food Quality and Safety	2. Supply Chain Management and Traceability	3. Biodiversity and Ecosystems	4. Climate Change	5. Privacy and Data Security
6. Water and Wastewater Management	7. Transparency with clients	8. Health, Welfare and Safety	9. Waste and residue management	10. Animal Welfare

2024

1. Attracting, Developing and Retaining Employees	2. Health, Welfare and Safety	3. Diversity, Inclusion and Equity	4. Climate Change	5. Waste and residue management
6. Water and Wastewater Management	7. Animal welfare	8. Food Quality and Safety	9. Transparency with clients	10. Supply Chain Management and Traceability

 Topics added in 2024.

 Topics deprioritized in 2024.

Material topics	Description	GRI Indicator	ODS
Attracting, Developing And Retaining Employees	Search for talent aligned with the organization’s culture, continuous investment in the professional and personal growth of teams and the creation of an environment that favors the engagement and retention of professionals.	401-1, 401-2, 401-3	1, 2, 3, 8, 16
Health, Well-Being And Safety	Constant development works to improve the quality of life at work, safety at work and the satisfaction of our employees.	403-1; 403-2; 403-3; 403-4; 403-5; 403-6; 403-7; 403-8; 403-9; 403-10	3, 8, 16
Diversity, Inclusion And Equity	Valuing diversity of backgrounds, identities and experiences, promoting respectful and inclusive environments, and ensuring fair access to opportunities according to the needs of each individual.	406-1	3, 5, 10, 16
Climate Change	Monitoring atmospheric emissions, outlining targets for mitigating emissions, as well as incorporating the issue into the company’s culture and employees’ daily lives.	201-1; 201-2; 305-1; 305-2; 305-3; 305-4; 305-5	2, 9, 11, 13
Waste and refuse management	Increase the consumption of environmentally friendly materials, reduce the volume of waste from the production process, reduce the amount sent to landfills.	306-1; 306-2; 306-3; 306-4; 306-5	6, 11, 12

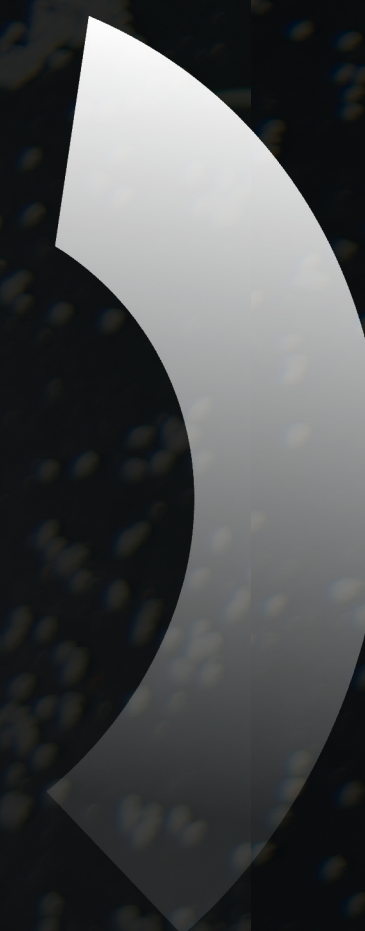
Material topics	Description	GRI Indicator	ODS
Water And Effluent Managements	Efficient management of water resources, reducing water consumption in the production process and returning water to the environment in accordance with legislation.	303-1; 303-2; 303-3; 303-4; 303-5	6, 11, 12, 14
Animal Welfare	Adherence to international certifications and protocols; increasingly sensitive issue for civil society; perceived as an important factor in product quality.	13.11.1; 13.11.2	2
Food Quality And Safety	Essential for credibility and trust in the market; Adherence to protocols and certifications; investment in improvements; Mitigation of health risks relevant to the sector.	416-1; 416-2	2
Transparency with customers	From the quality of labeling, product quality and full production and socio-environmental traceability of our products.	417-1; 417-2	16
Supply chain management and traceability	Demand, control and monitoring of quality standards and compliance with socio-environmental criteria by producers; Responsible livestock production, with improved traceability of indirect and transparent communication about practices at each link in the chain.	308-1; 308-2; 13.10.4; 13.10.5; 13.23.2; 13.23.3; 13.23.4	2, 3, 8, 12

**FRIGOL
CHEF**

PICANHA

CARNE CONGELADA DE BOVINO SEM OSSO
PICANHA

**COMMITMENT
TO LIFE AND
QUALITY**





Team from São Felix do Xingu (PA) recording the results of the BRCGS Food Safety audit

FOOD QUALITY AND SAFETY

GRI 3-3, 416-1

Food quality and safety are of the utmost importance to our company, as we are concerned with offering safe products in compliance with strict hygiene and sanitary control standards, prioritizing the health and safety of consumers. We maintain monitoring and verification protocols at all stages of production, ensuring the integrity of the products sold and compliance with the strict criteria of the national and international markets.

In recent years, we have invested in improving our Quality and Food Safety Department, which is responsible for providing guidance on the procedures to be followed and for monitoring audits. In addition, we have a Regulatory Affairs department, dedicated to coordinated and systematic evaluations

of all legislation, considering the frequent changes in the rules that regulate the meat-packing industry. In this way, we can anticipate and adapt our production processes to meet regulatory requirements, strengthening the market's confidence in our products.

Our *fresh* beef plants are certified according to the Hazard Analysis and Critical Control Point (HACCP) program and the BRCGS Food Safety global standard. The units are audited by an independent certifying body. In 2024, we achieved the A+ grade for the São Félix do Xingu unit, which received an unannounced audit for the first time, and at the beginning of 2025, the AA grades in Água Azul do Norte and A in Lençóis Paulista.



The Lençóis Paulista unit has also had an animal welfare certification - Professional Animal Auditor Certification Organization (PAACO) since 2022, which was renewed in 2024 after an unannounced audit in September. This certification requires compliance with strict protocols recognized by the North American Meat Institute (NAMI), which cover transport standards, humane slaughter, among other practices, proving the company's responsibility towards animal welfare. GRI 416-1, 13.10.4 (SECTOR), 13.11.2 (SECTOR)

In addition, our range of FriGol Angus meats is certified by the Brazilian Angus Association. We are also suppliers of McDonald's-certified raw materials to Frigorífico Marfrig.

Our concern for safety and quality extends to our entire value chain. We have a Supplier Management Program, which establishes guidelines on practices for approving suppliers and acquiring input and raw materials, to ensure that they meet the aspects necessary to maintain the quality and safety of our products. The program is based on the BRCGS Food Safety standard. 13.23.4 (SECTOR)

Certifications



* We are a McDonald's approved supplier for raw materials.



Find out more about good production practices by visiting the Quality area of our [website](#).



QUALITY PROGRAMS

Our practices in food quality and safety, structured in various programs, aim to standardize and continuously improve processes and products, in accordance with legal requirements and in compliance with certifications. We also invest in training employees, partners and suppliers to ensure we meet our standards of excellence.

- Good Manufacturing Practices Program
- Standard Operating Hygiene Procedure
- Integrated Pest Management
- Operational Health Procedure
- Industrial Maintenance Program
- Product Laboratory Analysis Program
- Hazard Analysis and Critical Control Point Program
- Traceability Program
- Recall Program
- Training Program
- Food Defense Program
- Food Fraud Program
- Supplier Management Program
- Animal Welfare Program



Bruno Henrique Pipa - Quality Assurance



Quality Week 2024

As part of our internal training actions aimed at consumer health and safety, we promoted Quality Week at all our units, which in 2024 had the theme of Efficiency and Technology. The main purpose of this event was to bring all employees closer together and to acquire knowledge about the processes we adopt in Quality and Food Safety.

On this occasion, employees had the opportunity to learn how laboratory analyses are carried out for quality control, receive information on allergens and animal welfare practices, as well as having a basic understanding of the computerized Food Quality and Safety document management system.



ANIMAL WELFARE

3-3, 13-11

We defend animal welfare as an essential factor for sustainability in our production chain and for the quality of our processes and products. For this reason, we adopt good handling practices, based on Brazilian legislation, North American Meat Institute (NAMI) standards and the European Union's CEEE1099 regulation, ensuring that all stages - from animal transportation to slaughter - are conducted with responsibility, respect and technical compliance.

To ensure alignment with our Animal Welfare Policy, we continually invest in the training of all employees and third parties involved in the handling of animals at our units. At least once a year, employees are retrained in sustainable animal welfare practices.

Francisco
de Carvalho
- Receiving a
cattle shipment.


**Our policy is based on
the following guidelines:**

- To practice respect for all animals, avoiding unnecessary suffering for those destined for slaughter in our company;
- To constantly promote procedures for the welfare of the animals received, respecting legislation and producing quality products for customers;
- Increase partnerships with cattle suppliers;
- Assisting in animal management practices on farms, in the search for the best animals.

CONNECTIONS THAT GENERATE VALUE



Corporate
Office
Team -
Lençóis
Paulista
(SP)



Mariana Giraldi, Corporate Sustainability Manager, checking the QR Code on the packaging area.

TRANSPARENCY WITH CUSTOMERS

GRI 3-3, 417-1

Just as we are concerned about the quality and safety of the food we place on the national and international markets, we are also careful with the information we provide our customers and end consumers with about the product they are purchasing. The labels on our meat packaging contain information on safe use, conservation, shelf life and nutritional information, as well as handling and packaging instructions, in accordance with the criteria of the National Health Surveillance Agency (ANVISA).

Our commitment to transparency goes much further. With a QR Code on the packaging, the customer or end consumer can find out the origin of the product and all the way from the field to the point of sale. Our FriGol

Transparency Seal makes it possible to trace the meat, including the farm of origin, in which biome it is located (Amazon, Cerrado or Atlantic Forest) and the status of the property before the regulatory bodies. It is also possible to find out in which FriGol unit the meat was processed and packaged.

With access to all this information, consumers can be sure that they are buying a product that, as well as meeting all the legal specifications for quality and safety, comes from suppliers who are equally committed to respecting human rights and environmental conservation. QR Codes are on all our product lines, both in Brazil and abroad, and the information is available in four languages: Portuguese, English, Spanish and Mandarin.



We started sharing data with customers and consumers via QR Codes on packaging in 2020. From 2023, information on the Brazilian biomes in which the cattle were purchased was also included, an initiative that was consolidated in 2024, giving more transparency to our actions aimed at sustainability throughout the production chain. The information is consolidated via blockchain (the same technology used to secure financial transactions), giving more credibility to the process.

We have a Customer Service channel dedicated to listening to and responding to consumer demands 24 hours a day. In 2024, 322 questions were registered, all related to products. Of these, 182 were classified as “treated and resolved without the need for redress”, considered unfounded after analysis, confirming that the products or services complied with the established standards.



The remaining 140 complaints resulted in some form of redress, demonstrating the company's commitment to responding quickly and effectively to consumer concerns. User satisfaction with complaint mechanisms and redress processes is monitored through the Reclame Aqui platform. In 2024, the company was classified as “Great”, with an average score of 8.5, reflecting the positive assessment of customers and other *stakeholders* and the increase in satisfaction, which rose by 12% compared to 2023.

Customer service channels:



24-hour SAC channel:

<https://canal.ouvidordigital.com.br/frigolsac>



Telephone:

0800 777 3900 or 0800 721 4888



Service:

Monday to Friday from 8 a.m. to 6 p.m.,
except public holidays.



SUPPLY CHAIN MANAGEMENT AND TRACEABILITY

GRI 3-3 GRI 308-1, 308-2, 13.23.2 (SECTORAL)

We are aware of our responsibility to consolidate an increasingly sustainable livestock sector, and to this end, we actively participate in the efforts undertaken by the sector in this direction. Even in the face of increasing stringency and complexity of regulatory requirements, not only in Brazil but also in other countries to which we export, we constantly improve our processes to keep our operations in compliance, living up to our corporate values and strengthening our competitiveness.

Our biggest challenge is the management of the livestock supply chain and, at the same time, one of the commitments on our ESG agenda in which we have made the most progress in recent years. Since 2018, we have carried out socio-environmental monitoring of 100% of our direct cattle suppliers in all

the biomes where we operate and we are constantly adapting to best practices to comply with legislation and other sector regulations, as well as certifications.

Potential direct suppliers of raw materials are evaluated according to socio-environmental criteria that take into account whether the cattle properties are not in areas of illegal deforestation or embargoed by the Brazilian Institute of the Environment and Renewable Resources (Ibama), whether they do not overlap conservation units or indigenous lands, and whether they are regular in terms of not employing slave labor, among other criteria.

This assessment of the social and environmental compliance of direct suppliers is carried out by a specialized company, Niceplanet, with the support of a Geographic Monitoring System (SMGeo). The social and environmental analysis and monitoring platform for direct suppliers uses artificial intelligence, among other resources, to generate precise information on compliance with sectoral agreements and regulations. If any irregularities are found, the deal to buy the animals is canceled.

Fabio Ferreira -
Cattle Buyer



In the Amazon Biome, monitoring is subject to an independent audit submitted to the Federal Public Prosecutor's Office in Pará, as part of the Conduct Adjustment Agreement - the Legal Meat TAC, which in 2024 turned 15 years old. For three consecutive cycles of audits, the third of which was released in May 2025, we have proven that 100% of our cattle purchases from direct suppliers in the Amazon biome have complied with social and environmental criteria.

Aware that the sector needs to continue to evolve, we advocate the adoption of individual animal monitoring, through nationwide public policy, to make progress in the fight against illegal deforestation in all links of the livestock chain. In 2024, we took part in discussions with government bodies in Pará about implementing the Pará Individual Bovine Traceability System. The state, which has the second largest cattle herd in Brazil, should become the first to adopt an individual animal monitoring policy focused on socio-environmental criteria.



In 2024, there were also developments in relation to the Cerrado Biome. The final version of the Protocol for Voluntary Monitoring of Cattle Suppliers in the Cerrado, which had been launched the previous year, was published. We were the first meatpackers to implement this protocol, in July 2023. The protocol, which has now been joined by the biggest players in the sector, establishes 11 socio-environmental criteria for the responsible purchase of cattle in this biome, which is the savannah with the greatest biodiversity in the world and is highly relevant for maintaining the country's hydrological cycle. The initiative is led by the non- governmental organizations Proforest, Imaflora and the National Wildlife Federation - NWF.

In 2024, our supply chain totaled 1,508 suppliers, who underwent a socio-environmental assessment and proved their compliance. In addition to the rules established by regulatory bodies, the relationship with our livestock partners is also based on our Code of Ethics and the corporate Sustainability and Sustainable Sourcing policies. Our animals originate predominantly in the states of Pará and São Paulo, respectively, and cover the Amazon, Cerrado and Atlantic Forest biomes.



INDIRECT SUPPLIERS

We have also made progress in the socio-environmental assessment of indirect cattle suppliers, i.e. those who sell animals to our direct suppliers, which is an even greater challenge. In 2024, for the first time, we published on our website the result of monitoring 100% of indirect level 1 suppliers, in compliance with the Febraban Protocol - SARB26, which was established by the Brazilian Federation of Banks as a common rule for managing the risk of illegal deforestation in credit operations with meatpackers.

The compliance analyses of indirect level 1 suppliers are carried out with the support of the Visipec monitoring system, provided by NWF Brasil (National Wildlife Federation). This system allows us to cross-reference information from the Rural Environmental Registry (CAR) of our direct suppliers with the public

database of Animal Transit Guides (GTA), providing information on who issued GTAs to the direct suppliers in the 36-month period prior to the date of slaughter of the animals.

To anticipate other market requirements, such as the European Union Deforestation Regulation (EUDR) in 2024, we joined PRIMI (Individual Traceability and Indirect Monitoring Program). The solution, which is a private protocol developed by Niceplanet in partnership with SBCert, has become a benchmark by providing a certified guarantee of socio-environmental compliance from the birth of animals to slaughter. We have started the protocol in our feedlot programs and are already slaughtering individually monitored animals supplied by ranchers who have also joined PRIMI.



STRENGTHENING THE SECTOR

GRI 2-28

We know how important the work of sectoral organizations is for sustainable development and strengthening the competitiveness of the meat industry, by promoting coordination between the various players in the production chain and with regulatory bodies, as well as encouraging innovation and qualification so that companies can access new markets. This is why we actively participate in associations and technical working groups, such as the ones we had a relationship with in 2024:



- **Associação Brasileira das Indústrias Exportadoras de Carnes - Abiec (Brazilian Beef Exporters Associations)** - a sectoral entity whose objectives are to expand the presence of Brazilian beef on the international market and ensure the quality and safety of exported products.
- **União Nacional da Indústria e Empresas de Carne - Uniec (National Union of Beef Industries and Companies)** - the institution's main objective is to work to enhance the value of Brazilian livestock products and derivatives, improve competitiveness and increase production and productivity.
- **Mesa Brasileira da Pecuária Sustentável - MBPS (Brazilian Roundtable on Sustainable Livestock)** - A multi-sector organization with the sole purpose of promoting sustainable livestock farming in Brazil.
- **Amigos da Terra** - Non-governmental organization working to promote initiatives for zero deforestation in Brazil's natural habitats, with a priority, but not exclusive, focus on the Amazon.
- **National Wildlife Federation - NWF Brasil** - Non-governmental organization working in Brazil since 1986 to promote the sustainable use of land and natural resources, helping to decouple agricultural production from the loss and degradation of ecosystems, mainly in the beef, leather, palm oil and soy sectors.
- **Indirect Suppliers Working Group - GTFI** - The main forum for discussion on monitoring indirect suppliers in the beef supply chain in Brazil, it brings together various stakeholders in the chain to discuss traceability, monitoring and transparency solutions with a focus on controlling deforestation in indirect suppliers.



About FRIGOL

Marina Oliveira Cançado
Board Member

- + 20 years in beef business
- 2nd generation of shareholders and founders of FriGol
- Supporting the Export Team

- Top 5 Slaughterhouse in Brazil
- R\$ 3,3 Billion in 2023
- 573 Thousand head in 2023

- 3 Plants | 2 in China and 1 Focused on Israel
- +3.300 employees
- Exports to 100+ countries
- Domestic sales representing 50% of Revenue

FRIGOL
TRADICIONAL

AÇOUGUE
COMPLETO
FRIGOL

ELECTED THE 2ND BEST
COMPANY GOVERNANCE
IN THE FOOD SECTOR BY
ÉPOCA NEGÓCIOS 360
MAGAZINE

1ST SLAUGHTERHOUSE
TO IMPLEMENT IN 2023
THE VOLUNTEER CATTLE
SUPPLIER MONITORING
PROTOCOL OF CERRADO
REGION



共建共享
行稳致远

12.05.27

INTEGRITY IN CONDUCTING BUSINESS

Marina de Oliveira –
Board Member,
at an event in China



CORPORATE GOVERNANCE

GRI 2-12, 2-13, 2-23, 2-24

Transparency, fairness, accountability and corporate responsibility are the principles that guide governance at FriGol. Although our company is privately held, we have adopted a structured corporate governance model that brings us closer to the best practices of listed companies. With these guidelines, combined with our institutional values, we strengthen our business conduct, mitigate risks and ensure the continuity of our business.

Our governance practices are based on a robust set of internal policies and procedures, our Code of Ethics and voluntary commitments related to human rights, such as the Sustainable Development Goals (SDGs), which guide our actions and relationships with employees, clients, consumers, local communities and suppliers.

We have adopted a structured corporate governance model, which brings us closer to the best practices of listed companies.

We are subject to regular internal and external audits to ensure that our operations fully comply with legislation in the animal protein sector and with regulations for responsible business and financial management, enabling continuous improvement in our processes. The internal audit is conducted by an independent consultancy.

To give full transparency to the way we conduct our business and the performance of our operations, we disclose our financial results to our *stakeholders* and the market on a quarterly basis. In addition, our financial statements undergo an independent external audit every quarter before being released, which reinforces the reliability of the information.



Lucas
Deonizio -
Legal Team

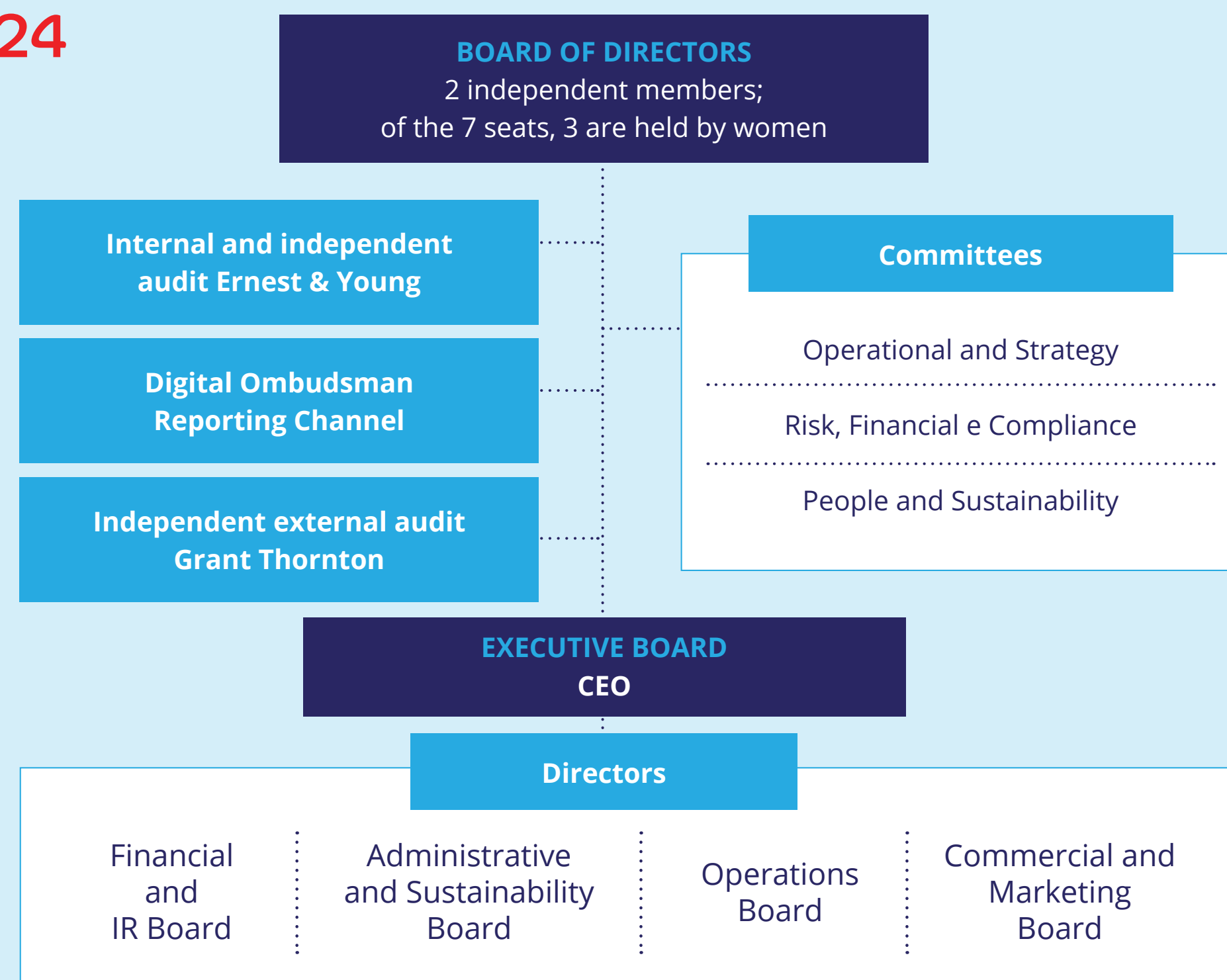


GOVERNANCE STRUCTURE

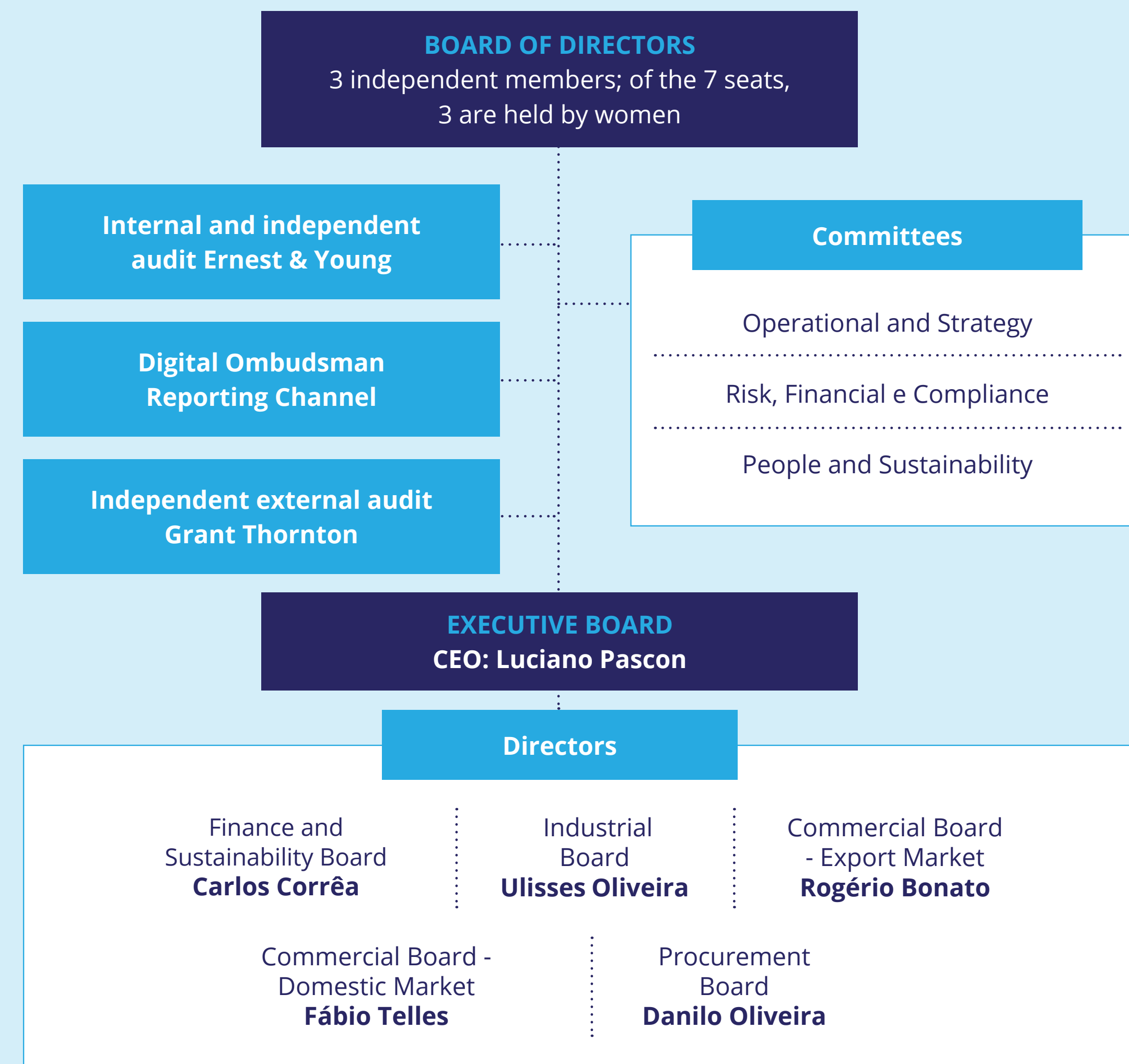
2-9

Our governance structure is made up of a Board of Directors, which is advised by three committees, and the Executive Board. Between September 2024 and April 2025, the composition of the two collegiate bodies underwent changes. The changes to the governance structure aim to align the executive leadership with the company's new growth phase, ensuring greater strategic focus on key areas for the business.

2024



2025





BOARD OF DIRECTORS

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-17, 2-18, 2-19

FriGol's Board of Directors is made up of seven members, four of whom represent the shareholders (family holdings) and three independent directors, which reaffirms our company's adherence to the best corporate governance practices. This collegiate body is responsible for approving strategic guidelines and business policies, setting up committees and their

regulations, as well as supervising the activities of the Executive Board. The current Chairman of the Board does not hold an executive position.

The selection and appointment of the members of the Board of Directors, whether they are representatives of the family holding companies or independent members, is the responsibility of the Board of Partners, which relies on the support of specialized consultancy to search for candidates. The selection process considers criteria such as diversity, knowledge and experience related to the business and adherence to governance practices (ESG).

The term of office for board members is two years, in accordance with the company's bylaws. The conduct of the members of the Board of Directors is permanently supervised by the Board of Partners. A performance assessment is carried out annually and, based on the results, individual development actions are defined to improve technical knowledge or other skills required for the job.

The remuneration policies for the members of the governance structure seek to align the interests of shareholders and executives, with a view to the growth of the organization, value creation and the achievement of business goals.

Composition of the board of Directors

Board members:



**Djalma Gonzaga
de Oliveira**
Chairman



**Débora Bento
de Oliveira**
Board Member



**Letícia Amélia
de Oliveira**
Board Member



**Marina Cacciolari
de Oliveira**
Board Member



**José Eduardo de
Oliveira Miron**
Independent Board
Member



Ely David Mizrahi
Independent Board
Member



**Britaldo
Pedrosa Soares**
Independent Board
Member



ADVISORY COMMITTEES

GRI 2-13, 2-16, 2-17

In general terms, the advisory committees are responsible for providing support and guidance to the decision-making process of the Board of Directors. Currently, the directors themselves are members of the committees, which also include the participation of directors who are invited to contribute to discussions on topics relevant to each directorate. The appointment of members considers their knowledge and experience of the issues dealt with by each committee.

Check out the responsibilities of each group:



PEOPLE AND SUSTAINABILITY COMMITTEE

- Guide the strategic planning of people management, in line with business objectives;
- Recommend the Remuneration and Benefits Plan for members of the Executive Board, including the annual base salary and the short and long-term incentive plan to be submitted for approval by the Board of Directors; GRI 2-20
- Review the company's employee remuneration and benefits policies, including incentive plans and their applicability in the recruitment, development, promotion and retention processes;
- Evaluating and proposing corporate goals and objectives relevant to assessing the performance of the Executive Board and submitting them for deliberation by the Board of Directors;
- Proposing and monitoring corporate people management programs;
- Analyzing changes to the organizational structure;
- Assessing compliance with the sustainability policy and analyzing proposed changes;
- Periodically assessing sustainability reports and proposing changes to their structure. GRI 2-14

RISK, FINANCE AND COMPLIANCE COMMITTEE

- Analyze the Annual and Multi-Year Budget, Cash Flow and Fiscal Planning;
- Monitor results monthly;
- Analyze the risks and returns of investment, divestment and leverage proposals;
- Proposing to the Board of Directors the definition of the risk matrix and exposure limits, as well as measures to protect against financial risks;
- Carrying out trend/behavior analysis of the company's indebtedness, financial operations and regular bases for currency hedge management and the company's positions on the BM&F futures market;
- Analyzing proposals to alter and/or validate policies and procedures, processes and activities involving market risk and credit, fiscal and operational liquidity.

OPERATIONAL AND STRATEGY COMMITTEE

- To advise management on evaluating and monitoring the company's current and potential market; current and potential competitors; relevant investments; opportunities for acquisitions, investments, associations, partnerships, capitalization and divestments, to extract the best value for the company;
- Advising management on the assessment of technological trends in products, services and processes; the evolution of existing products and services; the study of product lines and services adjacent to current ones; the development of new products and services; opportunities to buy or sell technology; the establishment of product performance targets;
- Advising management on the process of transformation and innovation in the company's sector;
- Advising management on proposals and global trends in terms of innovation in the company's sector;
- Advising management on defining the scope, guidelines, limitations, references and basic parameters to be used in drawing up the Strategic Plan;
- Assisting management in assessing marketing strategies; business models; strategic/preferential clients; product and service distribution channels;
- Advising management on the evaluation of proposals related to the company's brands and its operations in different markets.



EXECUTIVE BOARD

GRI 2-12; 2-13;

FriGol's Executive Board, made up of professionals with vast experience in the animal protein sector, is responsible for carrying out the strategic planning approved by the Board of Directors and managing the resources allocated to the various areas of the company. The directors are also responsible for defining strategies, policies and objectives related to sustainable development, with the support of specialized consultants, the consent of the advisory committees and subsequent approval by the Board.

The selection and appointment of the company's CEO is the responsibility of the Board of Directors. The process of choosing the other directors takes place jointly between the President and the Board and may have the support of a specialized consultancy, always respecting the criteria established in our Bylaws.

The work of the Executive Board, which reports to the Board of Directors, is an essential part of corporate governance. In September 2024, the board was expanded with the election of Rogério Bonato to the position of Chief Commercial Officer - Export Market. As a subsequent event, on January 3, 2025, Eduardo Miron stepped down as Chief Executive Officer and returned to the Board of Directors, being replaced by Luciano Pascon, who assumed the position of Chief Executive Officer on January 4.

Also on January 3, 2025, Orlando Negrão stepped down as Chief Operating Officer. On January 4, Danilo Oliveira took over as Chief Procurement Officer and Ulisses Oliveira as Chief Industrial Officer.

On February 1, 2025, Fábio Telles took over as Chief Commercial Officer - Domestic Market. Finally, in April 2025, Eduardo Masson stepped down as CFO and Carlos Corrêa took over as Chief Financial & Sustainability Officer. Here's a look at the new structure and its incumbents.



From left to right, seated: **Ulisses Oliveira** (Chief Industrial Officer), **Luciano Pascon** (Chief Executive Officer - CEO), and **Carlos Corrêa** (Chief Financial & Sustainability Officer).

Standing: **Fábio Telles** (Chief Commercial Officer - Domestic Market), **Danilo Oliveira** (Chief Procurement Officer), and **Rogério Bonato** (Chief Commercial Officer - Export Market).



ETHICS AND COMPLIANCE

GRI 2-15, 2-16, 2-26

Acting with ethics and integrity is part of our institutional values. To ensure that our entire team is aligned with these premises, we have a Code of Ethics, which sets out guidelines for conduct in the workplace and in relationships with stakeholders, based on the principles of transparency, empathy and respect. It also describes our commitments to social and environmental impacts, occupational safety, quality and data security.

Along with the Code of Ethics, other policies instituted internally reinforce the guidelines on our business practices, which are based on collective interest, with a focus on the company's growth, eliminating any possibility of interference due to personal interest. The Related Party Transactions Policy defines guidelines for avoiding situations with a potential conflict of interest.

Any breach of conduct or non-compliance with legislation can be reported.

This set of policies and rules of conduct can be accessed on our website, and we frequently disseminate them to employees, suppliers and other stakeholders. During onboarding, new employees receive the Code of Ethics, which is also available in Spanish, to make it easier for our contingent of Venezuelan employees to understand, and in English, because we operate strongly in the international market.

To strengthen our commitment to responsible practices, we are signatories to the Business Pact for Integrity and Against Corruption, an initiative of the Ethos Institute in partnership with other institutions with global reach. We voluntarily signed up for this commitment in 2023, which awarded us the Clean Company Seal. We continued our participation in 2024, even improving our compliance score due to the improvement of our integrity and compliance policies and practices.

Any breach of conduct or non-compliance with legislation can be reported through the Digital Ombudsman. The platform, which has hosted our Whistleblowing Channel since the end of 2023, is maintained by a specialized third-party company, which receives the records anonymously and securely. An internal committee is responsible for investigating and forwarding cases.

On a monthly basis, information on cases deemed to be well-founded is reported to the advisory committees and the Board of Directors so that they can be informed and, where necessary, decide on the appropriate measures.



COMPLAINTS HOTLINE

- **Website:** canal.ouvidordigital.com.br/frigor
- **Whistleblowing via the web**
- **Reporting via WhatsApp**
- **Hotline:** 0800 591 2214



OUR POLICIES

3-3, GRI 2-23

- Corporate Procurement Policy
- Livestock Purchasing Policy
- Social Media Use Policy
- Data Retention and Disposal Policy
- Information Security Policy
- Anti-Corruption Policy
- Harassment Prevention Policy
- Competitor Relations Policy
- Dividend Policy
- Related Parties Policy
- Corporate Credit, Market and Liquidity Risk Management Policy
- Private Social Investment Policy
- Privacy and Data Protection Policy
- Sustainability Policy
- Social and Environmental Monitoring Policy

Joice dos Santos and
Ana Paula Alonso -
Debone Team

To read FriGol's policies in full, [click here](#).



RISK MANAGEMENT

GRI 2-13, 2-16, 2-25

Risk management is a strategic aspect of our corporate governance and sustainability, crucial to ensuring resilience of the business in a challenging and competitive environment such as the refrigeration sector. Our chain is complex and exposed to critical variables such as animal health, extreme weather conditions, commodity price volatility, regulatory requirements and growing social expectations, which leads us to adopt a systematic approach to mapping and management, considering financial, reputational, operational and regulatory risks, following international standards.

The risks to our business were identified through careful internal auditing work, which included the independent consultancy of Ernst & Young. Based on this mapping, action plans were drawn up in response to the potential risks. The results of impact management are monitored by the Board of

Directors and, when necessary, submitted to the Board of Partners.

In addition to the Risk, Finance and Compliance Committee, our risk management structure is supported by the Internal Controls Department, which is responsible for monitoring the compliance of processes and their adherence to our internal policies. Potential negative impacts are detected by the Internal Controls Audit, follow-up work by the Internal Controls department and reports through the Digital Ombudsman's whistleblowing channels.

To reinforce good governance practices, we have instituted the Corporate Credit, Market and Liquidity Risk Management Policy, which deals with issues related to cash management, liquidity and indebtedness; granting credit and counterparties; and managing exposure to market risks.



Luiz Pereira and Lucas Pedro -
Governance, Risks, and Compliance Team

GROWTH WITH RESPONSIBILITY





ECONOMIC AND FINANCIAL PERFORMANCE

GRI 3-3, 201-1, 201-2

Our business strategies, centered on market diversification, operational efficiency, innovation and cost management, are proving to be effective. In 2024, gross revenue reached R\$3.7 billion at the end of the year, up 12% on 2023. We achieved net revenue of almost R\$3.5 billion, an increase of 13% on the previous year. We recorded EBTIDA of R\$179 million, 22% higher than the 2023 result and the second best in our history, with a margin of 5%. Net profit totaled R\$218 million, which represented an increase of 301% on the previous year.

This significant increase in net profit was

influenced by a favorable final decision in a lawsuit over tax benefits related to Income Tax and Social Contribution. As a result, R\$141 million was recognized in the company's result as deferred taxes.

The 2024 result reflects the company's ongoing efforts to generate value. There was a 1.5% increase in the sale price, even with the rise in the average value of the arroba from the third quarter onwards due to the lack of rainfall.

This result was mainly driven by export prices, which, despite the slight deflation in the

domestic market, were fundamental to the increase in turnover. On the foreign market, China continued to be the main destination for exports, with an 8% increase in volume compared to the previous year, accounting for 78% of sales on the foreign market. With falling prices, the domestic market reduced its share of revenue from 50% in 2023 to 48%.

The performance recorded in 2024 reflects our ability to adapt to the sector's challenges and to generate value in a resilient manner, ensuring the long-term sustainability of the business and the longevity of our company.

FINANCIAL STRENGTHS

In 2024, we achieved a positive financial performance due to the strategic actions implemented, such as debt restructuring and the issue of Agribusiness Receivables Certificates (CRAs) with longer terms. With a 75% increase in gains from financial investments, because of the growth in cash and cash equivalents, we were able to mitigate the impact of the 16% reduction in interest expenses.

As a reflection of our financial discipline and robust capital structure, we ended 2024 with cash of R\$360 million. Leverage stood at 1.2x Net Debt/ EBITDA, maintaining an extremely healthy level for our segment. Our ongoing liability management work has resulted in a lengthening of the average debt term, with around 75% of financial commitments in the long term.

The consistent work on governance has translated into a historic achievement

for our company. In October 2024, Moody’s rating agency assigned an “A-.br” rating, outlook stable. That same month, we carried out our 3rd CRA issue, coordinated by the banks Bradesco and Safra, with a A.br rating, outlook stable, also assigned by Moody’s. The issue had a value of R\$ 160 million. The issue had a value of R\$160 million, a total term of 72 months and a CDI+4% rate, the first public issue under CVM 160 regulations.

We also carried out the 3rd issue of Commercial Paper Notes, in the amount of R\$75 million, coordinated by Caixa Econômica Federal, with a term of 48 months and a rate of CDI+2.40%, also under the regulation of CVM 160, and prepaid our 1st CRA which was no longer at costs and structures consistent with FriGol’s credit standards.

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

GRI 201-1

Direct economic value generated ^{1,2} GRI 201-1		
Revenues	2023	2024
Value (R\$ thousand)	3,086,919	3,492,581

1 The system adopted to determine the direct economic value generated and distributed is the cash system, in accordance with FriGol current practice.

2 The direct economic value generated and distributed has national scope.

Economic value retained ^{1,2} GRI 201-1		
Retained economic value	2023	2024
Value (R\$ thousand)	88,104	117,336

1 The system adopted to determine the direct economic value generated and distributed is the cash system, in accordance with FriGol current practice.

2 The direct economic value generated and distributed has national scope.

EBITDA
R\$ 179 MILLION
(+22%% vs. 2023 R\$ 146.7 million)

EBITDA MARGIN
5.1%
(+0.2 p.p. vs. 2023 4.8%)

Distributed economic value ^{1,2} GRI 201-1				
	2023		2024	
	Value (R\$)	Percentage (%)	Value (R\$)	Percentage (%)
Operating Costs	2,673,483	89.15	3,057,214	90.58
Employee salaries and benefits	147,790	4.93	161,903	4.80
Payments to capital providers	105,748	3.53	92,441	2.74
Payments to government (by country)	71,582	2.39	62,931	1.86
Investments in the community	212	0.01	756	0.02
Total	2,998,815	100	3,375,245	100

1 The system adopted to determine the direct economic value generated and distributed is the cash system, in accordance with FriGol current practice.
2 The direct economic value generated and distributed has national scope.



Adriana Claro - Finance Team, and Evandro Radichi - Sales Team

Net sales revenue (R\$ thousand)					
Description	2024	2023	Δ% 24×23	2022	Δ% 24×22
Gross sales revenue	3,663,229	3,260,191	12%	3,774,593	(3%)
Taxes and deductions on sales	(104,970)	(100,046)	5%	(104,799)	0%
Deductions and allowances	(65,678)	(73,226)	(10%)	(95,493)	(31%)
Net income	3,492,581	3,086,919	13%	3,574,354	(2%)
% of gross revenue	95.3%	94.7%	0.7 pp	94.7%	0.6 pp

Cost of product sold (R\$ thousand)					
Description	2024	2023	Δ% 24×23	2022	Δ% 24×22
Net operating income	3,492,581	3,086,919	13%	3,574,354	(2%)
Cost of product sold	(3,057,214)	(2,673,483)	14%	(2,999,274)	2%
% Net revenue	87.5%	86.6%	0.9 p.p.	83.9%	3.6 p.p.
Gross profit	435,367	413,436	5%	575,080	(24%)
Gross margin	12.5%	13.4%	(0.9 p.p.)	16.1%	(3.6 p.p.)

Ebitda (R\$ thousand)					
Description	2024	2023	Δ% 24×23	2022	Δ% 24×22
Net profit (loss)	218,492	54,488	301%	132,910	64%
(+) IR and CS and deferred	(160,665)	(11,574)	1,288%	40,295	(499%)
(+) Net financial result	124,583	82,058	52%	61,104	104%
(+) Depreciation and amortization	24,674	20,606	20%	15,058	64%
(+) Non-recurring expenses	665	277	140%	1,410	(53%)
(+) Encouraged Donations	0	874	-	0	-
(+) Results from previous years – IRPJ/CSLL, subsidies	(28,732)	-	-	-	-
Ebitda	179,016	146,729	22%	250,777	(29%)
Ebitda margin	5.1%	4.8%	0.4 p.p.	7.0%	(1.9 p.p.)

Selling, general and administrative expenses cost of product sold (R\$ thousand)					
Description	2024	2023	Δ% 24×23	2022	Δ% 24×22
Sales expenses	(262,997)	(244,538)	8%	(254,877)	3%
% Net revenue	7.5%	7.9%	(0.4 p.p.)	7.1%	0.4 p.p.
Expenses G&A	(114,540)	(92,224)	24%	(99,978)	15%
% Net revenue	3.9%	3.1%	0.8 p.p.	3.4%	0.5 p.p.
Total expenses	(377,537)	(336,762)	12%	(354,855)	6%
% Net revenue	10.8%	10.9%	(0.1 p.p.)	9.9%	0.9 p.p.

Financial result (R\$ thousand)					
Description	2024	2023	Δ% 24x23	2022	Δ% 24x22
Financial Expenses	(106,477)	(110,015)	(3%)	(79,819)	33%
Financial Income	31,342	17,913	75%	17,432	80%
Financial Result	(75,135)	(92,102)	(18%)	(62,387)	20%
Exchange Rate Variation	(49,448)	10,044	(592%)	1,283	(3.954%)
Net income	(124,583)	(82,058)	52%	(61,104)	104%
% Net Revenue	3.6%	2.7%	0.9 p.p.	1.7%	1.9 p.p.

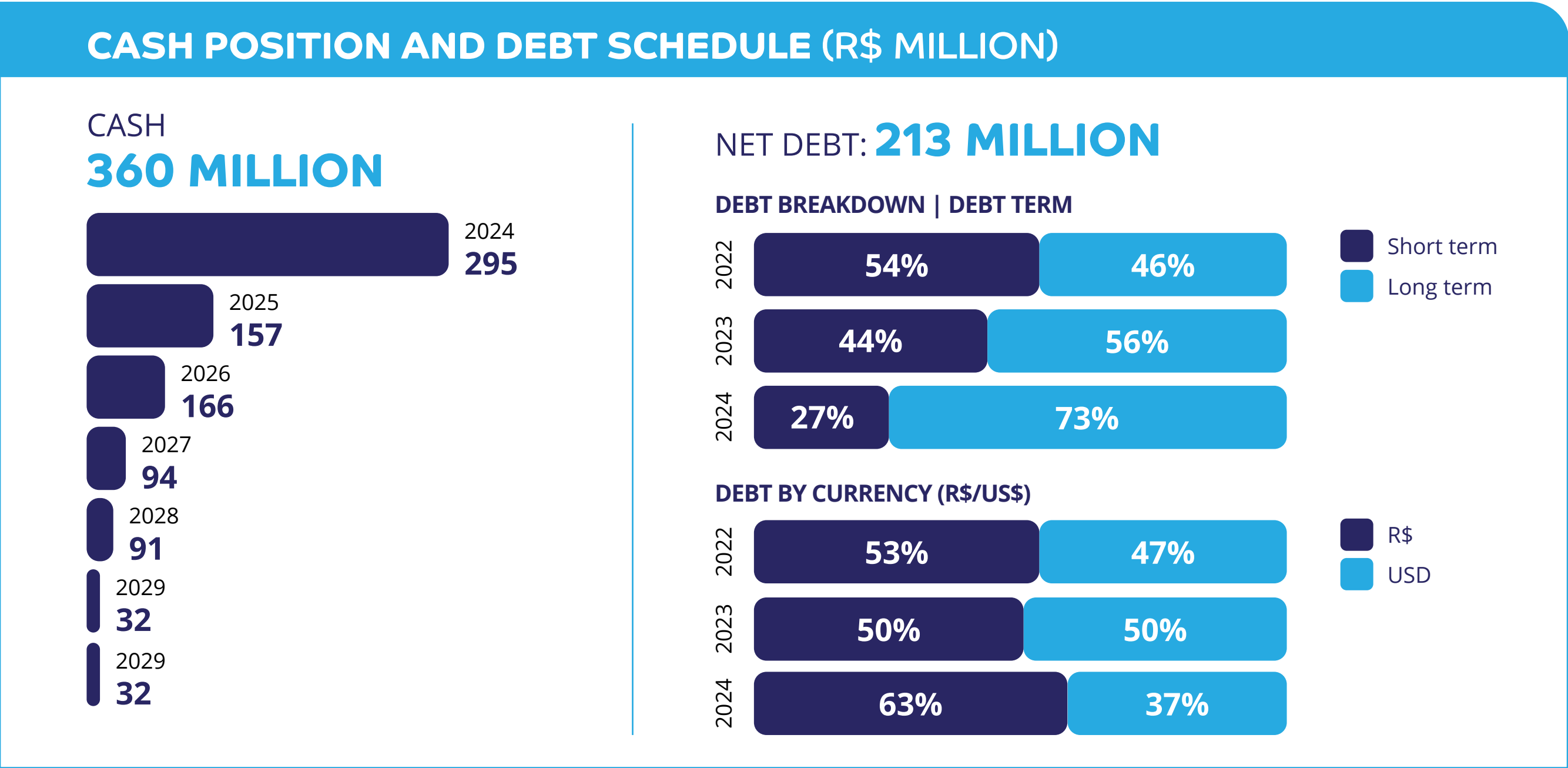
Financial expenses (R\$ thousand)					
Description	2024	2023	Δ% 24×23	2022	Δ% 24×22
Interest on financing	(45,413)	(53,791)	(16%)	(34,469)	32%
Interest with foreign exchange contracts	(26,059)	(24,101)	8%	(26,101)	(0%)
Losses on investments BM&F	(24)	(146)	(84%)	(1,491)	(98%)
Discounts garanted	(12,360)	(8,126)	52%	(10,031)	23%
Others	(22,621)	(23,851)	(5%)	(7,727)	193%
Financial expenses	(106,477)	(110,015)	(3%)	(79,818)	33%
% Net revenue	3.0%	3.6%	(0.5 p.p.)	2.2%	0.8 p.p.

Net profit (R\$ thousand)					
Description	2024	2023	Δ% 24×23	2022	Δ% 24×22
Net profit (loss)	218,492	54,488	301%	132,910	64%
% Net Margin	9.4%	2.5%	7.0 p.p.	2.6%	6.8 p.p.



Diego Rezende, Camila Carvalho, Thiago Blanco (standing) and Wilian Feitosa - Supply Team

Debt (R\$ thousand)					
Description	2024	2023	Δ% 24×23	2022	Δ% 24×22
Gross financial debt	572,360	527,154	8.6%	524,817	9.1%
Short term	156,600	294,547	(47%)	283,998	(45%)
Long term	415,760	232,607	79%	240,819	73%
(-) Availability	359,584	350,916	2%	258,925	39%
Net financial debt	212,776	176,238	21%	265,892	(20%)
LTM Ebitda	179,016	146,729	22%	250,777	(29%)
Net debt / Ebitda	1.2x	1.2x	0.1x	1.1x	0.1x





RISKS AND OPPORTUNITIES

GRI 201-2

We are exposed to climatic risks that can have a significant financial impact, especially on our agro-industrial and logistics operations. Among the physical risks, we highlight the adverse effects on cattle production, which can increase the cost of acquiring animals for slaughter. To mitigate this risk, we use financial hedging instruments and future purchases to protect ourselves from fluctuations in the dollar and the price of cattle.

We also face physical risks in cargo transportation, with a potential increase in freight costs. This risk is managed by the logistics area by reallocating routes, negotiating with partners and taking out insurance, the premiums for which represent the main protection costs.

In addition, we are attentive to regulatory risks related to food production and marketing, which can increase operating costs or even make certain products unviable. These risks are mitigated through strict internal quality controls, with investments in verification and regulatory compliance throughout the production chain.



VALUING AND RESPECTING PEOPLE



Renata da Silva and
Enoy Oliveira - Debone Team



Camila Lopes,
Manager
of People
& Culture

PEOPLE MANAGEMENT

Our team of employees is FriGol's most valuable asset, which is why we constantly invest in improving our people management processes, materializing our commitment to valuing those who contribute to the sustainable growth of our company. In order to always be in line with the best market practices, we have a People and Sustainability Committee, which draws up and updates our human resources policies, and a People and Culture area dedicated to implementing them.

In 2024, our workforce remained practically stable, with a slight drop of 0.7% in the total number of employees. We ended the year with 3,277 employees, while in 2023 we had 3,300 - a year in which we had increased our workforce by 21% to cope with the increase in production. Most of the operational staff is concentrated in our Água Azul do Norte plant, in Pará (1,247), which has the largest slaughtering capacity, and in the Lençóis Paulista unit (1,144), a city where our largest contingent of administrative workers (160) is also concentrated. GRI 2-7

Our hires are for an indefinite period and for full working hours. The apprentice category is an exception, as teenagers and young people of school age work part-time so that they can devote themselves to their studies. By 2024, 100% of employees, including apprentices, were covered by collective bargaining agreements, leveling access to rights in terms of working conditions, benefits and salary adjustments. 2-30

We maintain a good relationship with the unions that represent our workers and fully respect freedom of association. Our company is always open to dialogue with the unions in order to formalize the best working conditions and benefits for all employees, in collective agreements that are renewed annually. 407-1, 13-18



3,277
employees
2024

Employees by region and gender ^{1,2,3} GRI 2-7						
Region	2023 - Men	2023 - Women	2023 - Total	2024 - Men	2024 - Women	2024 - Total
Lençóis Paulista (Corporate)	90	60	150	90	70	160
São Paulo (Corporate)	0	0	0	3	0	3
Cattle Cold Storage (Lençóis Paulista)	768	395	1,163	739	405	1,144
Cattle Cold Storage (Água Azul do Norte)	851	384	1,235	866	381	1,247
Cattle Cold Storage Plant (São Félix do Xingu)	445	232	677	439	212	651
Pig Cold Storage (Lençóis Paulista)	7	0	7	2	0	2
Grazaria (Lençóis Paulista)	38	1	39	32	2	34
Farms	23	0	23	16	1	17
Distribution Centers	5	1	6	10	1	11
Laboratory (Água Azul do Norte)	0	0	0	1	7	8
Total	2,227	1,073	3,300	2,198	1,079	3,277

1 The data is taken from the Senior System - Personnel Administration module.
2 The method used to count the total number of employees is direct counting, in which all registered employees are counted, including full-time and part-time employees.
3 The computed data refer to the end of the reporting period.



Solange Pereira -
Debone Team



ATTRACTING, DEVELOPING AND RETAINING EMPLOYEES

GRI 3-3

People management is currently one of the most important issues on our corporate agenda. So much so that the topic of “attracting, developing and retaining employees” is now considered material for the company, reflecting the urgency and relevance with which we have dealt with this challenge. We believe that strengthening relations with our employees is decisive in guaranteeing the sustainability of our business and promoting positive impacts in the communities where we operate.

The meatpacking sector faces difficulties in attracting and retaining professionals, due to the manual nature of the activity and the adverse physical environment of extreme temperatures (cold and heat). To deal with this issue in our company, we have been discussing actions aimed at developing leadership, strengthening the organizational culture and creating a more diverse and welcoming work environment.

This issue has been a constant topic at meetings of the Board of Directors and advisory committees. It has even been incorporated into the individual goals of directors and managers, recognizing that valuing people can be a competitive differentiator in the sector.

Faced with a shortage of local labor - especially in the municipalities of Pará - we have increased our hiring of professionals from other cities and countries. We currently have a significant number of Venezuelan employees, which has led us to adopt specific measures to promote their integration, offering housing support and other benefits. This reality reinforces the need to broaden our focus on the social dimension of the ESG agenda, with attention to inclusion, diversity and well-being. Aware that there is still a lot to be done, we are investing in improvements to plant infrastructure, more inclusive internal policies and initiatives to make our work environment more attractive.



Nadia
Bernardes
and Natalia
Alves -
Export
Team

We strive to engage our employees and disseminate the organizational culture through various internal communication channels: bulletin boards, signs at the units, e-mail communications and Endo-marketing actions on strategic dates, strengthening the connection between the teams and the company's values.



Wages, salary and benefits

GRI 2-19, 2-20, 401-2, 13-21

Our salary policy is based on the best market practices. In addition to fair salaries that are compatible with the job, we offer a package of benefits, showing appreciation and improving quality of life of our employees outside the workplace, which include health and dental plans, life insurance, food vouchers and pharmacy agreements, among others. These benefits extend to all employees, regardless of whether they are full-time, part-time or temporary.

We offer employees a comprehensive wellness program, which includes psychological, nutritional, physical education and physiotherapy guidance. In addition, we offer nationwide gym membership, accessible to all employees. As part of the benefits package, a unified card is provided, which integrates the food voucher and the salary advance benefit (multi-benefits), promoting greater practicality and convenience in the use of resources.

Complementing these initiatives, we also offer the “Emergency Cash Advance” program, aimed at employees in vulnerable situations. This is financial support provided by FriGol, at no additional interest cost to the employee, to help with financial emergencies. This benefit is granted following a social assessment carried out by the social workers at the units, with the aim of offering individualized support according to the needs identified.



From left to right:
Jaíne da Silva - Occupational Safety,
Gideoni de Oliveira - Jerky Beef,
and Giovana Jugica - Quality Assurance Teams

Employees in the administrative area also have a study allowance, which subsidizes 30% of the cost of professional development courses related to the company's activities. Due to our strong presence in foreign markets, we also encourage our employees to improve their English language skills, subsidizing 30% of the cost. GRI 401-2

The fixed and variable remuneration policy establishes the criteria for setting employee salaries and bonuses. These criteria are based on information about positions, salary ranges and bonuses, ensuring consistency and fairness in remuneration practices.

It is a strategic people management tool that acts as a mechanism for professional recognition and appreciation. By promoting greater transparency about what is expected for career progression within the company, the policy also contributes directly to engaging and retaining talent, ensuring remuneration that is compatible with the market and individual performance.

In 2024, a total of 122 people took time off to look after their children and returned to work, as detailed in the following tables. GRI 401-3



Bruna
Boaventura -
People &
Culture Team

Total number of employees who took
maternity/paternity leaves GRI 401-3

Type	Women	Men	Total
Maternity	78	0	78
Paternity	0	44	44
Total	78	44	122

Total number of employees who returned to work after
the end of maternity/paternity leave and remained
employed 12 months after their return to work

Type	Women	Men	Total
Maternity	60	0	60
Paternity	0	32	32
Total	60	32	92

Return to work rates and retention of employees who
have taken maternity/paternity leave

Type	Women	Men	Total
Maternity	77%	0%	77%
Paternity	0%	73%	73%
Total	77%	73%	75%



Employee Development

We invest in courses and training to develop technical and behavioral skills, encouraging our employees to develop professionally and continuously. For those starting their careers in the meat industry, in partnership with the Centro de Integração Empresa-Escola (CIEE), we offer the Meat Industry Apprentice Program for training and practical learning in operational production processes, quality control and logistics, for example. In 2024, 112 apprentices took part in this program.

Check out our other professional development activities:

1.

Leaders' Meeting

A quarterly meeting of directors and leaders to share the results obtained and align plans for the future of the company.

2.

FriGol Training Center - CCF

The company continually invests in training and development programs with the aim of improving skills and competencies, promoting professional growth, valuing its employees and ensuring a safe and efficient working environment. In 2024, we trained 146 employees in technical roles, as detailed below:



Technical training carried out by position during the period

Training	Total Employees
Boner	59
Magarefe	12
Refiller	75
Total	146

3.

I'm a Leader, I'm an Example

With the aim of strengthening the culture of leadership by example, inspiring employees to follow their leaders and strive for excellence, the program consists of an assessment of results, competencies, training and mentoring. In 2024, all the industrial unit supervisors took part.

4.

Culture Journey

The Culture Journey focuses on strengthening employee engagement and reviving the pillars that underpin our company's identity. Recognizing the importance of a positive work environment, it seeks to promote a greater connection between employees and the essence of our organizational culture. In 2024, *focus groups* were held in each unit and at the corporate level to develop the theme.

Sou Líder
Sou Exemplo



Gabriel Barbosa -
Engine Room Team



Alexie da Silva -
Quality
Assurance Team



5.

Competence assessment

Recognizing the continuous development of our employees as a fundamental pillar, we implemented a Competency Assessment cycle throughout the company. This initiative gave each professional the opportunity, together with their leadership, to analyze their performance within FriGol's competencies and, based on this reflection, to build an individualized development plan. We believe that this process not only strengthens the skills of our talents but also aligns individual growth with the organization's strategic objectives.

6.

People Cycle

With the overall aim of continuously improving our people and management practices in order to leverage FriGol's results, we have implemented our 'People Cycle'. This strategic initiative encompasses a set of actions aimed at:



- **Evaluate the performance of** our employees in a structured way.
- **Identify training needs**, targeting investments in development.
- **Encourage dialog and recognition** through a formal feedback process between leaders and their teams.
- **Contribute to the development of our managers**, strengthening their ability to lead and develop their teams.
- **Provide valuable data for strategic HR and company analysis**, supporting more assertive decision-making.

The program is aimed at our Coordinators, Managers, Directors and the President. By combining results and competency assessments, we generate the 9-box, which is followed by calibration committee meetings to ensure fairness in the process. Subsequently, managers conduct individualized feedback sessions and collaborate in drawing up Individual Development Plans (IDPs).

EMPLOYEE TURNOVER

High turnover rates are a permanent challenge for the meatpacking industry, due to the particularities of the working environment and the difficulty of adapting, as we have already pointed out in the topic of Attracting, Developing and Retaining Employees. Even with all the efforts made, in 2024 *turnover* in our company reached 62.59%, up almost 5 percentage points on the previous year. We must intensify investments in improvements to the work environment, training and integration programs to reduce absenteeism and high labor turnover in our meatpacking plants. GRI 401-1

New hires and employee turnover by age range

GRI 401-1

Age range	Total employees	Hiring	New hire rate
Under 30 years old	1,582	1,282	81.04%
Between 30 and 50 years old	1,482	702	47.37%
Over 50 years old	213	50	23.47%
Total	3,277	2,034	62.07%

Age range	Total employees	Terminations	Turnover rate
Under 30 years old	1,582	1,249	79.99%
Between 30 and 50 years old	1,482	745	48.82%
Over 50 years old	213	74	29.11%
Total	3,277	2,068	62.59%



DIVERSITY, EQUITY AND INCLUSION

GRI 05-1, 13-15

We work continuously to build a diverse, equal and inclusive environment and each year we make progress in this commitment. In 2024, we began discussions to draw up an internal policy on diversity and inclusion, with the aim of consolidating our guidelines on this front of people management. This initiative is also aligned with our talent attraction and retention strategies, especially as it reflects organizational principles that are highly valued by the younger generations.

Regarding gender parity, our Board of Directors is very close to achieving this balance. Of the seven members, three are women and four men. In the general workforce, however, there is still a gap: there are 1,079 women and 2,198 men. The predominance of men

in operational roles is a reality in all companies in our sector, due to the characteristics of the work.

The company employs five indigenous individuals which reinforces its commitment to inclusion, diversity and respect for different cultures and identities

Our actions are based on our values of ethics and mutual respect. We do not tolerate any discrimination based on race, gender, age, religion, physical appearance, disability, social origin or sexual orientation. Through communication actions with employees, we permanently reinforce the ethical and respectful conduct we expect from the entire FriGol team.

Individuals who make up governance bodies by age group

Age range	Women	Men	Total
Under 30 years old	0	0	0
Between 30 and 50 years old	3	1	4
Over 50 years old	0	3	3
Total	3	4	7
% Gender	43%	57%	100%

Employees by functional category by age group

Age range	Women	Men	Total
Under 30 years old	514	1,068	1,582
Between 30 and 50 years old	517	965	1,482
Over 50 years old	48	165	213
Total	1,079	2,198	3,277
% Gender	33%	67%	100%



Beré Kayapo -
Warehouse Team



Nelson Gutierrez, Beatriz Repke, Renato Galassi,
and Wagner Feltrin during SIPAT Week

HEALTH, WELL-BEING AND SAFETY

GRI 3-3, 403-1, 403-2, 403-4, 403-7, 403-8

People's health, well-being and safety are non-negotiable values for our company. We adopt a preventive approach to mitigating impacts on occupational health and safety, focusing on identifying and controlling risks in our operations throughout the value chain. Our Occupational Health and Safety Management System covers our entire workforce and fixed contractors, which totaled 3,277 employees at the end of 2024. We demand similar attitudes from our partners and suppliers in terms of compliance with legislation and ensuring safer working environments.

Our practices in occupational health and safety, in addition to meeting our institutional values of caring for people, respond to legal requirements, such as national labor laws, International Labor Organization (ILO) conventions, collective agreements, sector regulations, guidelines from the Public Ministry of Labor (MPT) and inspection requirements.

To make sure we comply with all these regulatory requirements, we maintain an integrated system for controlling and monitoring data related to workstations, which helps us identify employee training and qualification needs in the Ministry of Labor and Employment's Regulatory Standards (NRs), the use of personal protective equipment (PPE), as well as other issues related to employee health.



We have mapped the risks in all areas of our company to manage and act preventively. Our Risk Management Program (PGR) is continually updated in accordance with the NRs, based on the identification of Homogeneous Exposure Groups (GHEs). For each group, the harmful agents and risk scenarios are assessed, and control measures are established, including monitoring, training, PPE, EPCs, inspections and Standard Operating Procedures (SOPs), prioritizing the elimination or mitigation of the risk at source or in its path.

During routine inspections at our units, we check that the SOPs in place have been correctly executed. If non-conformities are identified, adjustments are made immediately, either in terms of employee behavior or the need to update the procedures themselves. In the event of accidents, the entire task is reassessed, and the procedures are adjusted in line with the findings of the investigation.

In addition, committees deal with risk and accident situations. These actions ensure greater commitment to prevention and safe conduct.

Non-routine activities require prior approval from the Specialized Service in Safety Engineering and Occupational Medicine (SESMT), through a Preliminary Risk Analysis (APR) and Risk Work Authorization (ATR). These procedures involve area managers as well as SESMT. All employees have the right to refuse the activity if they feel unsafe, as provided for in the NRs.

All units have an Internal Accident and Harassment Prevention Commission (CIPA), which is responsible for defining an annual work plan focused on promoting a culture of safety. In addition to more routine activities such as safety inspections at the units, CIPA promotes other actions to raise employee awareness of safe conduct, health and quality of life, such as the Internal Week for the Prevention of Accidents at Work (SIPAT), Safety Dialogues and campaigns following the Ministry of Health's calendar, such as Pink October and Blue November, for example.

EMPLOYEE TRAINING

GRI 403-5, 403-6

To ensure that our employees can carry out their activities safely, we offer training to develop technical skills from the moment they join the company. We offer regular training in compliance with the NRs, such as for working at heights, in confined spaces, working with electricity and high voltage. There is also training for firefighters and specialization training for ammonia emergencies, as well as safety training for the operation and maintenance of machinery and equipment.

ACCIDENTS

GRI 403-2, GRI 403-9

We adopt a preventive and rigorous approach to occupational health and safety management, with a focus on risk mitigation. However, we recognize that, despite all the controls in place, occupational accidents can still occur. In 2024, the main causes of accidents were related to unsafe behavior, slip and fall, deviation from procedure and lack of PPE use.

All accidents are investigated by a committee made up of the injured party, members of CIPA, SESMT, witnesses and the immediate superior. Based on the investigations, which aim to identify the root cause, action plans are created to prevent recurrences. Accident records and the resulting action plans are presented at fortnightly meetings attended by SESMT professionals and managers.

Regular inspections are carried out on machinery, equipment and work routines, described in the Standard Operating Procedures (SOPs), with the aim of monitoring existing hazards, identifying new risks and implementing effective control measures. These actions aim to eliminate or reduce risks at source or, when this is not possible, to adequately protect employees.



Jozeliny de Oliveira - Chicken GIBLETS Team
Winner of a car giveaway - in São Felix do Xingu

Since 2022, we have developed the Aqui Tem Segurança program, with the aim of strengthening the safety culture in our units, through the adoption of strict safety indicators and regulations, the so-called golden rules, which must be observed by all employees.

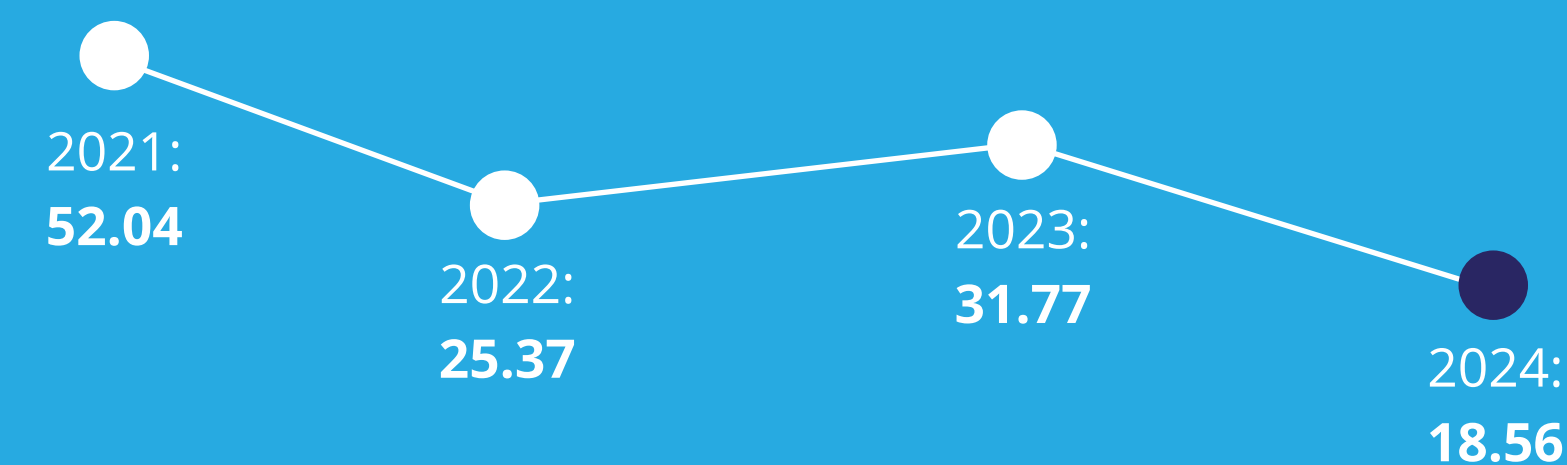
As an incentive and under the slogan “Safety is non-negotiable”, we have instituted awards for achieving collective targets, including a prize draw for a car each year for each unit that achieves the safety targets.

We have adopted a safety index which is a composite of the lost-time frequency rate and the severity rate, two indicators recognized by the ILO (International Labor Organization).

Since the start of the **Aqui Tem Segurança** campaign, this index has fallen year on year (see graph). In 2021, before the program was implemented, the rate was 52.04. In 2024, it stood at 18.56, a reduction of 64% over the period.

FRIGOL SAFETY INDICATOR

Annual Reduction in Attendance x
Severity Rate



Work accidents <small>GRI 403-9</small>				
	2023		2024	
Class	Employees	Workers who are not employees (third parties)	Employees	Workers who are not employees (third parties)
Number of hours worked	5,873,809.68	0	6,337,185.22	Not controled
Number of deaths resulting from work accidents	0	0	0	0
Death rate resulting from work accidents	0	0	0	0
Number of work accidents with serious consequences (except deaths)	3	0	56	0
Rate of occupational accidents with serious consequences (except deaths)	13.79		8.84	0
Number of work accidents requiring mandatory reporting (including deaths)	323	0	420	0
Index of work accidents requiring mandatory reporting (including deaths)	62.48		66.28	0

Obs.: Note: All accidents are recorded and monitored through a digital platform that hosts the occupational health and safety management system. The rates are calculated in accordance with the ILO. Serious accidents are those that require time off work for full recovery.

Number of hours worked: 1,000,000

OCCUPATIONAL HEALTH

GRI 403-3, 403-6, 403-10

Caring for the well-being of our employees is also related to their physical and mental health. Through the Occupational Health Medical Control Program (PCMSO), various examinations are carried out - clinical and complementary - which help to monitor workers' health, making it possible to identify early signs of illness or exposure to specific risks. One example is the audiometric test, used to monitor the effects of exposure to noise.

These periodic examinations provide a survey of the general health conditions of our employees and guide us in actions to mitigate and eliminate risks or even reinforce preventive strategies.

In addition to the mandatory occupational examinations, we have an outpatient clinic for day-to-day assistance in our company, which has a multidisciplinary team to offer complete support to employees, made up of occupational physicians, speech therapists, nursing technicians and ergonomists.

Evandro Radichi (Sales MI Team) and Angelica Barbosa (Nursing-First Aid Team)

For health care outside the workplace, the company also offers all employees medical and dental insurance, insurance for personal support for non-work-related health issues - such as alcoholism, stress, obesity, emotional disorders, among others - and gym membership.

The risks of occupational diseases are identified through the PGR, the Health and Safety Report, the Technical Report on Environmental Working Conditions (LTCAT) and the Ergonomic Work Analysis (AET). The risks of occupational diseases in the meatpacking sector are closely related to the ergonomic working conditions inherent in operational processes, which leads us to pay extra attention to this aspect.





RELATIONSHIP WITH LOCAL COMMUNITIES

13-12

Contributing to the socio-economic development of the municipalities where we operate is one of the commitments on our corporate sustainability agenda. As well as being among the largest employers in these locations, we have a close relationship with the communities surrounding our projects, which reinforces our aim of generating positive impacts for these families, most of whom are part of the FriGol family.

Our contribution is made by supporting public authorities in strengthening local social policies and improving basic infrastructure. To better structure our initiatives and expand their reach, we set up our Private Social Investment Policy and have gradually made progress in directing resources to meet social needs in a more assertive way. The policy was drawn up based on community surveys and considered the Human Development Index (HDI) of the municipalities where our meatpacking plants are located: Lençóis Paulista (SP), Água Azul do Norte and São Félix do Xingu, in Pará.

In 2024, we contributed more than R\$102,000, via the tax incentives law, to cultural and sports projects developed by the Lençoense Association for Cultural Incentives, the Lençoense Basketball Association and the Lençóis Paulista Association of Friends of Volleyball. The funds also went to the Municipal Fund for the Elderly, in Lençóis Paulista, and the Municipal Fund for Children and Adolescents, in Água Azul do Norte (PA).



Jardim Primavera Project | Futsal Classes



Jardim Primavera Project | Guitar lessons



Culture Sponsorship | ALIC



Sempre Vôlei Project - Sponsorship

Our direct donations to actions in the social area totaled more than R\$ 500,000 in the year. These funds were earmarked for infrastructure in the region surrounding our headquarters in Lençóis Paulista and for organizations such as APAE (Association of Parents and Friends of the Exceptional), hospitals, institutions for the elderly and children in vulnerable situations. Among these entities, we support the Jardim Primavera association, a neighborhood next to our plant in Lençóis Paulista, offering soccer, capoeira, checkers and guitar lessons to children and teenagers.

We also supported the families affected by the floods in Rio Grande do Sul in May 2024 and environmental actions to clean up the Xingu and Fresco rivers, near one of our units in Pará.

We are aware that we can evolve the social axis of our ESG agenda by expanding initiatives, especially in the municipalities of Pará, where the challenges related to housing, sanitation, education and the provision of daycare centers, for example, are more evident. Our commitment is to strengthen this work by investing in solutions that make a concrete contribution to the well-being of communities and the sustainability of our business.

We also support initiatives that propose reflections on the development of the cities where we operate, which is why we were sponsors of the 1st TEDx Lençóis Paulista, a global event that took place in the municipality, bringing together leaders, experts and professionals to talk about the theme “City of the Future”.



TEDx Lençóis Paulista

EFFICIENCY AND ENVIRONMENTAL AWARENESS



Our environmental management practices are guided by the principles of sustainable development and aim to mitigate impacts and make efficient use of resources in all our operations. With actions already incorporated into our operational routines and the guidelines of our Sustainability Policy, we engage all our employees in this commitment to protecting the environment.

Below we present our progress in managing greenhouse gas (GHG) emissions, as part of our commitment to tackling climate change. We also highlight actions aimed at the conscious use of water and the proper treatment of effluents, as well as waste management, which emphasizes reduction, reuse, reverse logistics and responsible final disposal.

We remain committed to the continuous improvement of our environmental management processes and systems, based on performance indicators, regulatory compliance and innovation, to remain true to our purpose of producing food in a sustainable way.

João
Augusto
Stringuetta -
Wastewater
Treatment
Plant



EMISSIONS MANAGEMENT

GRI 3-3, 305-1, 305-2 13-1

Our main front in managing greenhouse gas (GHG) emissions to help tackle the climate emergency is the decarbonization of our energy matrix. In 2024, for the second year running, 100% of the electricity supplying our plants came from renewable sources. We have signed power purchase agreements on the Free Energy Market, with a supply term until 2027.

By opting to buy energy on the free market, a practice we have adopted since 2016, we can choose renewable sources such as hydro, wind, solar or biomass. With this strategy, we have been able to bring forward our goal of supplying our units entirely with clean energy. We had originally set a deadline for 2025.

On another front, we developed a project to plant eucalyptus trees in an area of 280 hectares, in the municipalities of Água Azul do Norte and São Félix do Xingu, in Pará, in order to meet the demand for wood from our units in the state. The biomass is used as fuel to generate steam in industrial processes. The expectation is to achieve self-sufficiency in supply, which until now has been provided by third parties. Over the course of its development, about seven years, the eucalyptus forest promotes carbon sequestration, contributing to offsetting our emissions.

In 2024, our Scope 1 and 2 GHG emissions, accounted for in the period from January 1 to December 31, 2023, totaled 26,485.92 tons of carbon equivalent (CO₂e). The result was very close to that recorded in the 2022 emissions inventory.

Our GHG Emissions Inventory is prepared in accordance with the guidelines of the Brazilian GHG Protocol Program, and the data is consolidated based on our operational controls.

Scope 1 and 2 emissions <small>GRI 305-1; 305-2</small>			
Scope 1	2022	2023	2024
Total gross CO ₂ e emissions	23,967.85	24,287.32	28,036.56
Biogenic emissions - Scope 1	63,359.36	67,711.33	39,779.74
Scope 2	2022	2023	2024
Total gross CO ₂ e emissions	2,192.7	2,198.61	3,176.96

Scope 1 emissions, by category ¹ GRI 305-1			
Category	2022	2023	2024
	Total emissions (tCO ₂ e)	Total emissions (tCO ₂ e)	Total emissions (tCO ₂ e)
Stationary combustion	1,959.11	1,467.11	1,151.85
Mobile combustion	416.06	458.06	807.36
Fugitive emissions	35.86	0.43	3.67
Waste and effluents	13,837.29	14,987.64	16,039.20
Agricultural activities	7,719.53	7,374.08	10,034.49
TOTAL	23,967.85	24,287.32	28,036.56

1 The discrepancy in emissions related to waste and effluents between 2021 and 2022 is due to an inadequacy in the calculation methodology used in 2021. This previous methodology did not directly reflect the company's processes, resulting in overestimated emissions estimates. In 2022, a review was performed of the methodology and implementation of an improved approach for calculating these emissions.

Note: The gases included in the emissions calculation were carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

Greenhouse gas (GHG) emissions intensity ¹ GRI 305-4			
Indicator	2022	2023	2024
Greenhouse gas emissions intensity (tCO ₂ equivalent/head slaughtered)	0.05	0.04	0.047
Total emissions in the scope(s) considered above	26,160.55	26,485	31,213.523
TOTAL NUMBER OF HEADS SLAUGHTERED	473,769	573,314	665,536

Note: The calculation of the emissions intensity index considers the total emissions (scopes 1 + scope 2)/Number of heads slaughtered.

WATER MANAGEMENT

GRI 3-3;303-1, 13-7

Our operations demand significant volumes of water, due to the rigorous production, sanitizing and cooling practices that keep us in compliance with the requirements of the health authorities and ensure the high-quality standards of our products. Even so, in 2024 we managed to reduce water consumption at our industrial units by 3.7% compared to the previous year.

The percentage reduction may seem small, but we have to consider that the number of animals slaughtered increased by 16% compared to 2023. We can therefore say that we have improved our water efficiency. In volume, the reduction was approximately 65 mega liters or 65,000 cubic meters. To give you an idea of what this means in practical terms, this volume would be enough to supply more than 400 homes over the course of a year, considering the estimated average annual consumption of 164.25 m3per home.

Although we don't operate in regions classified as water-stressed, we recognize the high demand for water in our sector and have therefore adopted efficient and responsible management of this input, with a view to reducing environmental impacts. We have set up medium-term programs to implement significant and sustainable changes in relation to water, with the definition of water efficiency targets, establishing environmental performance indicators that are monitored periodically. In 2021, the company made a commitment to reduce water consumption per animal slaughtered by 15% by 2025. The good news is that the Lençóis Paulista unit has already managed to anticipate this reduction target.

At the units located in Lençóis Paulista (SP), water is collected underground from artesian wells. At the Pará units, the water supply comes from rivers. In addition to the demand in industrial processes (cooling, cleaning and maintenance of facilities and equipment), water is consumed in administrative areas (bathrooms), irrigation of landscapes and gardens, canteens and kitchens.

Total consumption - Fresh water <small>GRI 303-5</small>			
	2022	2023	2024
Source	Fresh water (megaliters)	Fresh water (megaliters)	Fresh water (megaliters)
Surface water	1,208.24	1,236	1,176.42
Groundwater	789.07	691	684.68
Third party water	0.16	0	1.60
TOTAL	1,997.47	1,927	1,862.71

Note: Information collected from flow/volume measuring devices at collection points.

Recognizing that water is a shared resource, we actively participate in river basin committees and agro-industry forums to contribute to debates on the sustainable management of water resources. In addition, in our company, we run permanent campaigns with employees in all our units to reinforce guidelines on conscious consumption.

EFFLUENTS

GRI 3-3, 303-2, 303-3, 303-4, 13-7

Proper effluent management is a priority in our operations, given the nature of the meatpacking business, which generates significant volumes of wastewater with a high organic load. We work to ensure that all effluent generated is treated in accordance with legal and environmental standards, minimizing impacts on receiving water bodies and contributing to the preservation of natural resources.

Our industrial units have effluent treatment plants, which ensure that potential pollutants are eliminated from wastewater before they are discharged into the environment. These systems are continuously monitored and operate according to internally stipulated standards and in compliance with the requirements of environmental agencies.

In Lençóis Paulista (SP), the treated effluent is discharged into the water body next to the plant. At the rendering plant it is discharged into an outfall in the industrial district and then into the water body. Effluents from the Pará plants are discharged into nearby bodies of water.



The discharge standards for effluents are defined by federal, state, and municipal resolutions and decrees, and take into account the classification of the receiving water body. The minimum parameters observed are temperature, turbidity, pH, biochemical oxygen demand (BOD), chemical oxygen demand (COD), total suspended solids (TSS), thermotolerant coliforms, concentrations of nitrogen (ammonia, nitrite and nitrate) and phosphorus, heavy metals, and toxic organic substances. These indicators are monitored to ensure that the effluent does not compromise water quality or the health of aquatic ecosystems.

Water disposal ^{1,2,3,4} GRI 303-4			
	2022	2023	2024
Source	Fresh water (megaliters)	Fresh water (megaliters)	Fresh water (megaliters)
surface water	1,052	1,010	1,358
Third party water	0	0	30
TOTAL	1,052	1,010	1,388



OUR INITIATIVES FOR SUSTAINABLE WASTE MANAGEMENT



RECYCLING AND REUSE

Recyclable waste such as plastics, paper, cardboard, drums, pallets and scrap metal is sent to cooperatives or private companies for recycling or reuse. Organic waste, such as rumen content and sludge, is sent for composting and used as organic fertilizer.

ENVIRONMENTAL COMPENSATION

We partner with “Eu Reciclo” to ensure that our plastic and cardboard packaging (post-consumer) is reintegrated into the production cycle of recycled materials. It works on the compensation system, through Recycling Credit Certificates. As well as reducing the impact of waste generation, we contribute to strengthening the recycling chain.

PARTNERSHIPS WITH SUPPLIERS

We have established strategic partnerships with suppliers to implement reverse logistics, especially for chemical product packaging. This measure enables materials to be processed in a safe and sustainable manner.

Total waste generated

GRI 306-3

Total waste generated (t) GRI 306-3			
	2022	2023	2024
Not dangerous	19,216.22	13,645.38	15,823.46
Dangerous	9.48	13.45	11.17
GRAND TOTAL	19,225.70	13,658.83	15,834.63

Total waste generated, by composition (t)			
	2022	2023	2024
Not dangerous	19,216.22	13,645.38	15,823.46
Ashes	The “ash” residue began to be accounted for in 2023.	21.48	61.63
Rumen content	15,075.30	9,677.10	10,063.36
Sludge	2,927.84	2,805.37	4,449.17
SRM	394.72	515.12	371.41
Non-Recyclable	379.97	325.22	374.26
Recyclable	339.38	209.81	382.15
Metal scrap	99.01	91.28	121.48
Dangerous	9.48	13.45	11.17
Contaminated	9.48	13.45	11.17
TOTAL GERAL	19,225.70	13,658.83	15,834.63



Rebeca Pereira - Daytime deboning Team.

Compensation for packaging is made through Recycling Credit Certificates

Destination

Total waste diverted from final disposal (t) 306-4 a			
	2022	2023	2024
Contaminated	7.09	12.49	9.36
Sludge	2,927.84	2,805.37	4,449.17
Recyclables	339.38	209.81	382.15
Metal Scrap	99.01	91.28	121.48
Rumen content	15,075.30	9,677.10	10,063.36
GRAND TOTAL	18,448.62	12,796.05	15,025.52

306-4b/306-4c/306-4d

Total waste diverted from final disposal, in metric tons (t)									
	2022			2023			2024		
	External	Internal	Total	External	Internal	Total	External	Internal	Total
Non-Hazardous	6,215.53	12,226.00	18,441.53	5,678.56	7,105.00	12,783.56	8,087.49	6,928.67	15,016.16
Preparation for use	5,777.14	12,226.00	18,003.14	5,377.47	7,105.00	12,482.47	7,583.86	6,928.67	14,512.53
Recycling	438.39		438.39	301.09		301.09	503.63		503.63
Dangerous	7.09		7.09	12.49		12.49	9.36		9.36
Recycling	7.09		7.09	12.49		12.49	9.36		9.36
GRAND TOTAL	6,222.62	12,226.00	18,448.62	5,691.05	7,105.00	12,796.05	8,096.85	6,928.67	15,025.52

Destination

306-5a

Total waste directed for final disposal, in metric tons (t)			
	2022	2023	2024
Ashes	The “ash” residue began to be accounted for in 2023.	21.48	61.63
Contaminated		0.96	1.81
SRM	394.72	515.12	371.41
Not Recyclable	379.97	325.22	374.26
GRAND TOTAL	777.08	862.78	809.11

306-5b / 306-5c / 306-5d

Total waste directed for final disposal, by type, in metric tons (t)			
	2022	2023	2024
Non-Hazardous	774.69	861.82	807.30
Landfill	774.69	861.82	807.30
Dangerous	2.39	0.96	1.81
Incineration (without energy recovery)	0.35	0.23	0.10
Other Provisions	2.04	0.73	1.71
GRAND TOTAL	777.08	862.78	809.11

SUMMARY OF GRI CONTENT



SUMMARY CONTENT

2-4 a	Report restatements of information made in previous reporting periods and explain: i. The reasons for the restatements; ii. The effect of the restatements	There were no restatements for the Sustainability Report or the Financial Statements.
2-5 a	Describe your policy and practice for obtaining external verification, including how and whether the highest governance body and senior executives are involved	Sustainability Report does not undergo external verification.
2-16 b	Report on the total number and nature of critical concerns communicated to the highest governance body during the reporting period	The Company does not have a quantitative survey of critical concerns
2-21 a	Report on the ratio between the annual total compensation of the highest paid individual in the organization and the median annual total compensation of all employees (excluding the highest paid)	39,4 : 1
2-21 b	Report on the ratio between the percentage increase in the annual total compensation of the highest paid individual in the organization and the median percentage increase in the annual total compensation of all employees (excluding the highest paid)	65,7 : 1
2-21 c	Report contextual information for understanding the data reported and how the data was compiled	Mathematical method using the Company's BI data source that demonstrates all the realized values accounted for in the Organization's result for the reporting year separated by cost center to identify the public to be compared by means of ratio calculations.
416-2	Cases of non-compliance in relation to health and safety impacts caused by products and services	We had no cases of non-compliance in relation to Health and safety impacts caused by products and services.
417-2 b	If the organization has not identified any cases of non-compliance with laws and/or voluntary codes, a brief statement of this fact will suffice	No cases of non-compliance with applicable laws and/or voluntary codes to which the organization is subject have been identified.
13.10.5	Report on the number of recalls carried out for reasons related to food safety and the total volume of products withdrawn from the market.	In 2024, we did not record any product recalls in any of our business units.

Credits

FriGol S.A.

Coordination Team:

Finance & Sustainability Department
Sustainability Management
Communication and Marketing Management

Departments that collaborated with this report:

- People & Culture
- Governance, Risk, and Compliance
- Legal
- Food Quality and Safety
- Workplace Safety
- Customer Service
- Treasury

Photos

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FriGol Archive

GRI Consulting Firm

FORTE - Sustainable Development

FriGol would like to thank everyone who contributed directly and indirectly to the production of this material.

FRIGOL