



MINERVA S.A.

Publicly-Held Company

Corporate Taxpayer's ID (CNPJ): 67.620.377/0001-14

Company Registry (NIRE): 35.300.344.022 | CVM Code: 02093-1

NOTICE TO THE MARKET

Obituary Notice

Minerva S.A. ("Company"), the South American leader in beef exports, in compliance with applicable regulations, in particular article 26 of the Novo Mercado Regulation and article 33, item XXIX, of CVM Resolution 80/2022, sadly informs to its shareholders and the market in general the passing of Mr. José Luiz Rêgo Glaser, member of the Company's Board of Directors and Coordinator of the Statutory Audit Committee.

The Company and its employees express their heartfelt appreciation for the example, dedication, and personal and professional contributions of Mr. José Luiz Rêgo Glaser.

In view of the passing of Mr. Glaser, the Company's Board of Directors will convene in due course to deliberate on the appointment of alternate members for the vacant positions on the Board of Directors and the Statutory Audit Committee and will keep its shareholders and the market duly informed.

Barretos/SP, December 01, 2025.

Edison Ticle de Andrade Melo e Souza Filho

Chief Financial and Investor Relations Officer