



**MINERVA S.A.**

*Publicly-held Company*

Corporate Taxpayer's ID (CNPJ) No. 67.620.377/0001-14

Company Registry (NIRE) 35.300.344.022 – CVM Code No. 02093-1

**NOTICE TO THE MARKET**

**Minerva S.A.** ("**Minerva**" or "**Company**"), leader in South America in the export of fresh beef, in continuity to the Notice to the Market released on December 1<sup>st</sup>, 2025, hereby informs its shareholders and the market in general that, at a meeting held on this date, the Company's Board of Directors approved the appointment of replacements for the vacant positions on the Board of Directors and the CAE, as follows:

- (a) the appointment of Mr. Rafael Vicentini de Queiroz, currently an alternate member of the Company's Board of Directors, to serve as a full member of the Board of Directors, with a term of office until the next General Shareholders' Meeting, pursuant to Article 150 of Law No. 6,404/1976;
- (b) the election of Mr. Marcos Prado Troyjo as the new member and Coordinator of the CAE. Mr. Marcos Troyjo's résumé and professional experience, who currently already serves as a member of the Company's Board of Directors, can be found in the Company's Reference Form; and
- (c) the appointment of Mr. João de Almeida Sampaio Filho as a new alternate member of the Company's Board of Directors.

With the change approved herein, the CAE shall therefore be composed of: (i) Marcos Prado Troyjo (Coordinator); (ii) Eduardo Luiz Rota; and (iii) Fabricio La Gamba.

Additional information may be found in the minutes of the meeting of the Board of Directors disclosed through the Company's usual disclosure channels (websites of the CVM (<https://www.gov.br/cvm>), B3 S.A. – Brasil, Bolsa, Balcão (<https://www.b3.com.br>), and the Company (<https://ri.minervafoods.com>).

Barretos, December 4th, 2025.

**Minerva S.A.**

Edison Ticle de Andrade Melo e Souza Filho

**Chief Financial and Investor Relations Officer**