

The background image is a surreal landscape. A woman with long brown hair, wearing a blue short-sleeved dress and a wide-brimmed straw hat, is seen from behind, walking away on a path made of golden wheat stalks. The path leads towards rolling hills in the distance. The sky is a vibrant blue with a large, bright yellow sun. Overlaid on the sky and hills is a complex, glowing blue network of lines, resembling a global communication or data network. The overall color palette is dominated by blues, yellows, and oranges, creating a warm and hopeful atmosphere.

The formula that feeds the future.

2025 ANNUAL
INTEGRATED REPORT


M. Dias Branco
Dream, do, grow





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About the report

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Welcome to M. Dias Branco's 2025 Integrated Annual Report.

Through this document, published annually for the past 12 years, we reaffirm to society our commitment to sustainability and the creation of shared value.

This communication is made transparently, reporting the Company's strategic vision, its economic and operational performance, the scope of its ESG (environmental, social and governance) agenda initiatives, and the results achieved from January 1 to December 31, 2025.

The Financial Statements for the same period, audited by a third party and disclosed on February 26, 2026, are integrated into the report, including the parent company M. Dias Branco and its subsidiaries – Jasmine in Campina Grande do Sul (PR) and Las Acacias in Montevideo, Uruguay. This difference in dates is due to the complexity of the process of collecting, consolidating, and externally auditing non-financial indicators, ensuring the integrity and technical rigor of the information reported herein. Sustainability data covers all of the Company's business units, except for Las Acacias unit, which only includes economic performance indicators. Any information that excludes Jasmine or includes Las Acacias will be accompanied by a note indicating the specific information.

The approach to consolidating information considers the specific characteristics of the entities included in the financial report and the sustainability report. Differences in scope are explained throughout the report through notes, where applicable. The Company continuously assesses the legislation in force in the countries where it operates and the internal processes

necessary to improve the consolidation of information in future reporting cycles.

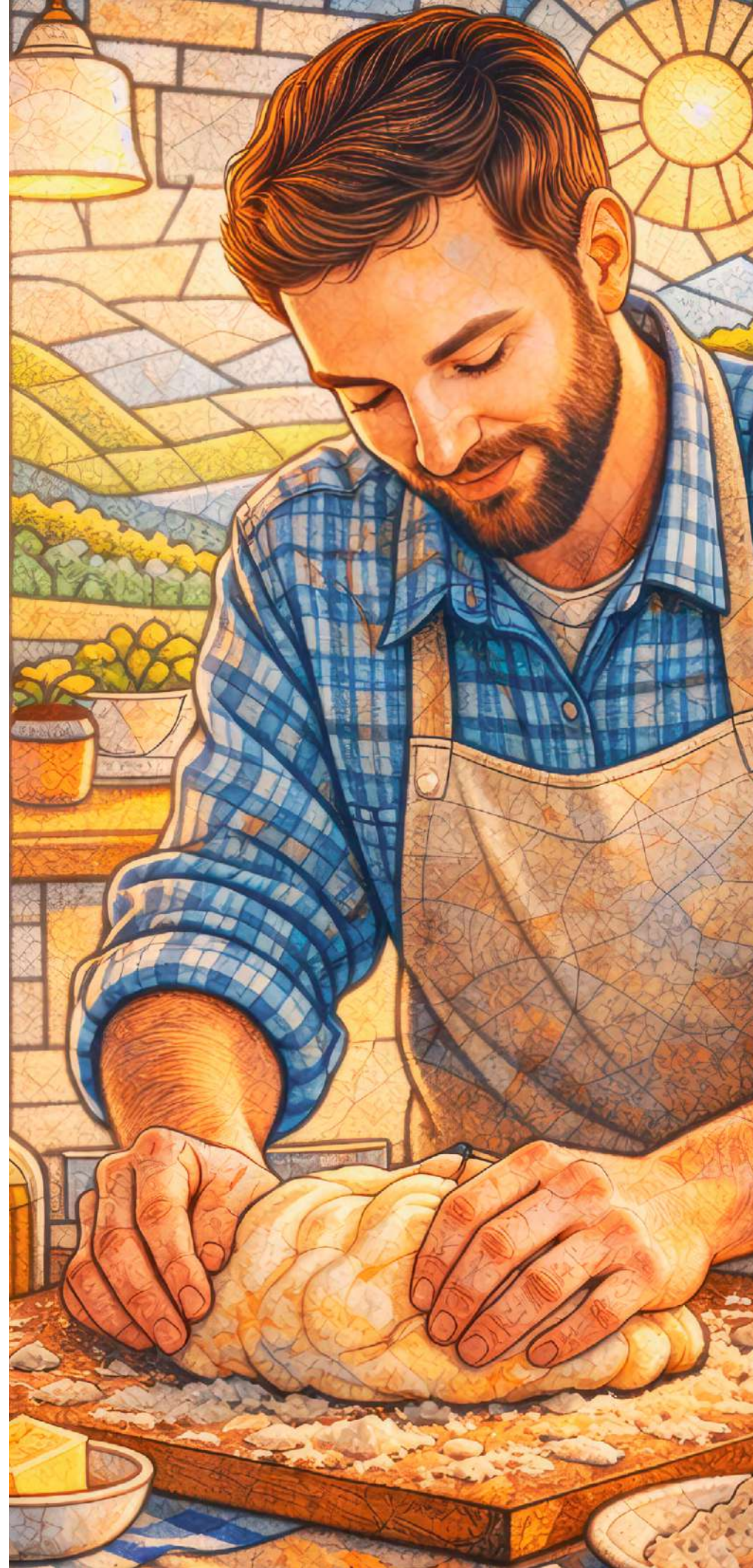
The materiality defined for 2022-2030 cycle forms the basis of this publication, organized by the Sustainability area and made possible by the engagement of our employees with the performance indicators of their respective areas. The content was framed based on globally recognized standards, as listed on the right.

The Board of Directors (BoD) acknowledges its responsibility for the integrity of this Integrated Report and concludes that it was prepared in compliance with the International Conceptual Framework for Integrated Reporting (IIRC/IFRS Foundation), in line with CPC 09 Guidance – Integrated Reporting. The full text of this document was reviewed and approved by the Board of Directors, the Statutory and Executive Boards, and the Executive and ESG Committees, and was published on April 6, 2026, in Portuguese, followed by English and Spanish versions.

Environmental, Social and Governance (ESG) information contained in this 2025 Integrated Annual Report has been subject to limited assurance work by our independent auditors, whose conclusion is set out at the end of this document.

Questions, suggestions and comments on this edition can be forwarded to the emails: sustentabilidade@mdiasbranco.com.br and ri@mdiasbranco.com.br. Similarly, Sustainability and Investor Relations areas have the file of this publication available on the website www.mdiasbranco.com.br.

It will be a pleasure to talk to you.



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To ensure consistency and comparability of information, this content has been framed based on globally recognized best practices for communicating corporate impact:



Global Reporting Initiative (GRI)

Reported social and environmental indicators comply with GRI standards.



Sustainability Accounting Standards Board (SASB)

The Company's performance is reported in compliance with SASB standards for the Processed Foods – Food and Beverages sector.



Sustainable Development Goals

Our sustainability initiatives are guided by the United Nations (UN) Sustainable Development Goals (SDGs), which are part of the 2030 Agenda.



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

We follow TCFD recommendations in disclosing climate-related financial information.



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Message from the CEO GRI 2-22

Dear readers,

Below is the Integrated Annual Report for 2025. Throughout the last annual cycle, we made progress on key agendas, projects, and structuring processes that have strengthened us for the years to come. Our strategic priorities are clearly defined: grow while remaining profitable, strengthen our commercial capabilities by increasing market share, review our cost and expense structure, boost manufacturing and distribution productivity, and foster a more agile, collaborative, and results-oriented culture.

We reaffirm our commitment to protecting profitability through initiatives focused on operational efficiency, cost reduction, and continuous improvement. We have been consistently making progress and investing in technology through a technological transformation agenda that includes the adoption of AI-based (artificial intelligence) solutions in various areas of the Company, increasing efficiency, assertiveness in decision-making, and creating value for the business. We continue to invest in innovation, expanding our portfolio of higher value-added products, nutrition and health products, and constantly streamlining our manufacturing facilities.

All our decisions remain guided by the pursuit of customer and consumer satisfaction, thus fulfilling our mission to feed, nourish, and inspire people, transforming dreams into reality.

2025 was marked by a profound transformation in our Commercial area. We undertook a comprehensive restructuring, which involved establishing four growth fronts, with clearer roles and processes, increased agility, disciplined execution, and a focus on sell-out. The commercial structure now encompasses crackers and cookies, pasta, and margarine; food service, with industrial flours, bran, and fats; healthy foods and snacks; and international business

segments. This restructuring created the conditions for business decisions to be consumer-centric and balanced the allocation of investments between Marketing and Trade Marketing.

We resumed volume growth and recorded an 8% increase in net revenue and a 2.1% increase in net income compared to 2024. EBITDA exceeded R\$ 1.1 billion, with a margin of 10.6%. Fitch Ratings reaffirmed our AAA rating, with a stable outlook, recognizing the Company's strong business profile, with consolidated brands and distribution, as well as consistent cash generation and resilience in the face of wheat and exchange rate volatility.

In 2025, we maintained our leading position in the pasta and crackers and cookies market and strengthened our presence at points of sale (POS) by reallocating investments and improving performance in key markets with high growth potential.

In the food service segment, which maintains a consistent growth path, we have expanded our presence in the restaurant, bar and bakery market, with a dedicated portfolio that includes industrial flours, premixes, pasta, margarines and industrial fats. The launch of M. Dias Branco Profissional brand reinforced the Company's positioning among these customers, offering integrated solutions, specialized technical support, and closer commercial relationships.

For healthy products, we have reinforced our leading position in the market for whole grain granola, donuts, and cookies. We implemented a new commercial distribution model, structured with a cross-docking operation, providing increased agility in serving the market.

On the international front, we expanded Las Acacias' presence in Uruguay with new lines of crackers and cookies and toasts, broadening synergies and

adapting our portfolio to local specific features. With this, we consolidated our leadership in the market of crackers and cookies in Uruguay and achieved second place in pasta, strengthening our competitiveness and expanding our growth potential in the country.

Within the ESG framework, we reinforced our commitment to the environment, society, and value creation, guided by the three pillars of the Strategic Agenda – environmental, social, and governance, as will be detailed throughout this report.

In 2025, we achieved recognition and established significant agreements. We won the Anefac Transparency Trophy for the eighth time, reflecting best practices in financial disclosure. We remained compliant with over 97% of the CVM's Corporate Governance Report, confirming our leading position among food companies listed on Novo Mercado. For the third year in a row, we received the Great Place to Work certification, reinforcing the commitment to a positive and inclusive work environment. We joined Brazil Pact for Business Integrity and ratified the ISO Anti-Bribery certification, which reinforces our commitment to mitigating risks and creating value for our investors and other stakeholders. We've retained our AA rating from MSCI ESG Ratings, highlighting our resilience in the face of ESG risks and opportunities. We received an A- rating from Carbon Disclosure Project (CDP) on climate change and a B rating from CDP water program in our first year of reporting.

It is important to emphasize that we have a solid and well-structured Board of Directors, supported by advisory committees that, together, operate with independence, diverse experiences, and complementary skills. This model strengthens the quality of decisions, broadens the strategic vision, and reinforces the Company's commitment to the business's sustainability and long-term value creation.

We've accomplished a great deal, but what drives and inspires us is knowing that there are still vast opportunities ahead. To take advantage of these opportunities, we rely on a team of highly qualified, committed, and resilient professionals who make a difference through ethics, dedication, and commitment.

We hope to spark your interest in learning more about M. Dias Branco through this Integrated Report, which clearly and objectively presents our progress, commitments, and strategic drivers.

We wish you an excellent reading experience!

Thank you.

Ivens Dias Branco Júnior
President & CEO:





Wheat flour, hard
work, and time:
the recipe that
captivated Brazil.



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About us GRI 2-1

We are M. Dias Branco S.A. Indústria e Comércio de Alimentos, a multinational food company, operating in Brazil and Uruguay.

Since 2003, we have led the Brazilian crackers and cookies and pasta segments – in sales volume – and, in 2024, we have become the market leader of granola market, according to a survey by NielsenIQ.

Based in the city of Eusébio, in Ceará (CE), we have industrial units in several Brazilian states and one in Montevideo, Uruguay. We operate with a vertically integrated production model, manufacturing the most important raw materials to the business.

Our industrial plants are strategically located, close to major consumer markets, and feature state-of-the-art machinery, ensuring compliance with world-class quality standards.

In 2025, responding to a strategic priority through the "Cultura que Alimenta" (Culture that Feeds) project, we initiated

[Learn more on M. Dias branco](#)



Corporate structure ^{GRI 2-1}

a structured process of cultural evolution, aiming to strengthen more agile, collaborative, customer-oriented, and results-driven practices. As part of this move, the Purpose, Mission, Vision, and Values were revisited, strengthened, and aligned with the Company's long-term strategic direction. This topic is covered in more detail in the social pillar, under the heading “Organizational culture and climate.”



Purpose

“Dream, do, grow”.



Mission

Feed and inspire people, turning dreams into reality.



Vision

To be a large food company in Brazil, with a global presence, diversified operations, sustainable growth and respect for our origins.

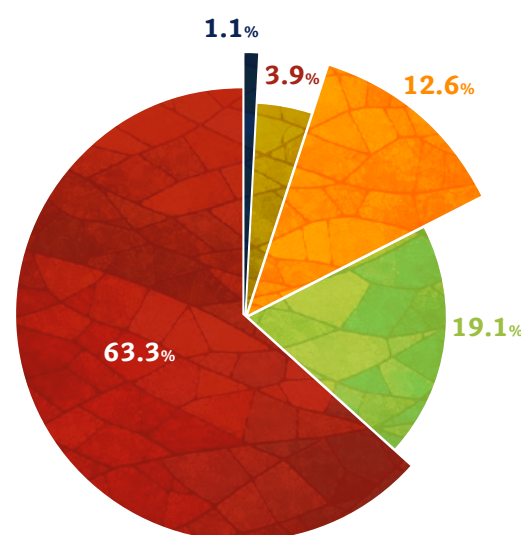


Values

- ✦ **Simplicity** to focus on what matters.
- ✦ **Collaborative Attitude** to do more and better.
- ✦ **Creativity** to generate value.
- ✦ **Respect** to value people.
- ✦ **Excellence** to delight the customer.

We are a publicly traded company and our shares are traded on B3 – Brasil, Bolsa, Balcão. We are part of the Novo Mercado, the highest listing segment of Brazilian stock exchange, intended for companies that voluntarily adopt rigorous corporate governance and transparency practices, exceeding those required by law.

As of December 31, 2025, M. Dias Branco's share capital amounted to R\$ 2,597.7 million, fully subscribed, paid in and divided into 339 million registered common shares, with no par value. The Company's shares are distributed as follows:



Product categories ^{GRI 2-6}

We produce ingredients and foods that cater to different consumer profiles, from breakfast to dinner. We offer healthy, functional products and premium items, as well as indulgent products for special occasions.

These are the main categories in which we operate:



Piraquê brand's in-store promotional slot on a supermarket customer

“Wherever consumers make their decisions, we’re there: in-store promotions at the supermarket have been the driving force behind highlighting products, generating engagement, and boosting sales.”



Time line

Learn more on the evolution of M. Dias Branco in its over 70 years of history



1951

Portuguese Manuel Dias Branco uses craft techniques for baking and making cookies and crackers at Padaria Imperial, in Ceará.



1953

Production on large scale - Ivens de Sá Dias Branco, Manuel's son, joins the company and starts the production of cookies and crackers and pasta, in Fortaleza/CE.

1960
DECADE

Widespread distribution model - Focus on service to micro, small and medium retailers, with a prompt-delivery sales system.



1980

Inauguration of the new headquarters of Fortaleza Plant - in the municipality of Eusébio (CE).

1992

Start of vertical integration in production process - Inauguration of the first wheat mill in Fortaleza, partially targeted to supply the company itself and partially to sales.

[B]³

2006

Listing of Shares - Initial public offering of shares of the Company in B3's Novo Mercado segment under the ticker "MDIA3".



2005

Beginning of the integrated production model - Expansion of Salvador industrial unit, with the implementation of a pasta and cookies and crackers plant, integrated into the wheat mill. Inauguration of a new wheat mill and pasta plant in Cabedelo/PB.



2003

New unit and acquisitions in South and Southeast regions - Inauguration of a wheat mill in Salvador. Acquisition of the company owner of Adria, Basilar, Isabela and Zabet brands, with plants in São Paulo and Rio Grande do Sul. As from that date, the Company has been the national leader, in volume, in crackers and cookies and pasta markets.



2002

Expansion of the vertical integration of the production process - Inauguration, in Fortaleza/CE, of an industrial plant for the production of shortening and special margarines in Fortaleza, partially intended to supply the company itself and partially to sales, marking our entry in this new segment.

2000

Production in the Northeast region - Beginning of the activities of a wheat mill and pasta plant in Natal.



2008

Acquisition of Vitarella - Acquisition of the company owner of Vitarella brand, headquartered in Jaboatão dos Guararapes/PE.

2011
/2012

Three new acquisitions - Acquisition of brands: Pilar, headquartered in Recife/PE; Estrela, Pelaggio, Delicitos and Salsitos brands, headquartered in Maracanaú (CE), marking the Company's entry into the categories of cakes and snacks; Predilieto and Bonsabor, headquartered in Aquiraz (CE).



2014

Entry into new market and acquisition - Entry into the cake mix segment, produced in Salvador. Acquisition of a mill in Rolândia (PR), increasing the vertical Integration of wheat flour.

2015

New production units and entry into a new market - The Company enters a new market segment with the start of operations at the packaged toasts plant, in addition to opening a mill, both located at the Eusébio unit.

2021

Acquisition in healthy food market - Acquisition of Fit Food (healthy appeal with multicategory and gluten-free assortment), Frontera (Tex Mex), and Smart (salts and seasonings) brands, strengthening its performance in the healthy products segment.

2019

Expanding vertical integration and footprint in South and Southeast flour markets - Start-up of one more wheat milling unit, in Bento Gonçalves (RS) unit.

2018

Strengthening in the Southeast region - Acquisition of the company owner of Piraquê brand, headquartered in Rio de Janeiro/RJ, with the aim of accelerating growth in the Southeast region.



2016

Restructuring of the commercial operation model - The sales forces were unified in order to operate on an integrated basis with all the Company's brands, maximizing the commercial expansion.



2022

Consolidation in the healthy food market and internationalization - Acquisition of the company owner of Jasmine brand, in Campina Grande do Sul (PR), market leader in granolas and whole grain cookies. Acquisition of Las Acacias, a Uruguayan company, a step forward in our international expansion.

2023

Celebration of 70 years of history - We completed seven decades with a growth path, recognized as one of the largest food companies in Brazil, dreaming, doing and growing with Brazilians.

2024

Commitment to sustainability - Corporate partnership signed with Serena Energia involving two Small Hydro Power Plants (SHPs), which will be controlled by Serena, located in Indaiás complex, in Cassilândia, Mato Grosso do Sul, with an installed capacity of 32.5 megawatts (MW), expanding the supply of clean and renewable energy for the Company.



2025

Strengthening the food service market - Establishment of a department dedicated to the out-of-home consumption segment, supported by exclusive sales and marketing teams. The strategy leverages the Company's partnerships with bars, bakeries, snack bars, and restaurants, turning them into high-volume business partners.



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Industrial units and distribution centers*

GRI 2-2 | 2-6 | SASB FB-PF-000.B

Our production facilities are located close to our main markets in the Northeast, Southeast, and South regions, encompassing 22 industrial units – 13 food plants, 2 plants for shortening and vegetable shortening, and 7 wheat mills. This production serves the country and more than 40 international markets from 24 distribution centers that, In Brazil, supply more than 300,000 points of sale.



22

industrial
units



24

distribution
centers



+300 thousand

customers
served

Distribution centers

- | | |
|--------------------------------|-------------------------------|
| Bayeux (PB) | Maracanaú (CE) |
| Bento Gonçalves (RS) | Montevideu (UY-MO) |
| Canoas (RS) | Paulista (PE) |
| Caucaia (CE) | Pinhais (PR) |
| Contagem (MG) | Rio de Janeiro (RJ) |
| Crato (CE) | Salvador (BA) – Port of Aratu |
| Eusébio (CE) | São Caetano do Sul (SP) |
| Fortaleza (CE) – Cais do Porto | São José do Mipibu (RN) |
| Fortaleza (CE) – Special | São Luís (MA) |
| Margarines and Shortening | Simões Filho (BA) |
| Guarulhos (SP) | Teresina (PI) |
| Jaboatão dos Guararapes (PE) | Viana (ES) |
| Lençóis Paulistas (SP) | |



*Considering the current structure on April 6, 2026. **Currently, the unit is not in operation.



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Brand positioning

Our brands lead national and regional rankings, often as the top of mind for consumers. Our positioning in the Brazilian market reflects relationships of trust, based on quality and the creation of shared value.



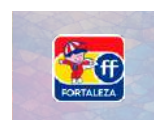
Brands with annual revenue of more than R\$ 1 billion



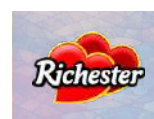
The brand has taken the lead in the premium crackers and cookies market, overcoming its main competitor (Source: Brand Health Tracking – BHT Ipsos 2025 – annual panel focused on understanding “desire for the brand”). It also has pasta and wheat and potato snacks in its portfolio.



Number 1 in crackers and cookies sales in Brazil and leader in pasta sales in the Northeast. One of the top 5 most-chosen brands by Brazilians in the food sector. It also has margarine, cakes, and toast in its product portfolio.



Elected the brand that represents Ceará for 5 consecutive years by the Top of Mind survey. Market leader in crackers and cookies in Ceará and second-largest player in the Northeast. It also has pasta and toasts in its product portfolio.



2nd best-selling brand of filled crackers and cookies in Brazil and the Northeast region, moved up 5 spots and ranks 40th among the 50 brands most consumed by Brazilians. It also has pasta and cakes in its product portfolio.

Brands with annual revenue of more than R\$ 500 million



Top of Mind pasta brand in Brazil since 2020, the third largest domestic player in the category and sales leader in São Paulo. It also has crackers and cookies, toast and wheat flour in its portfolio.



Leading wheat flour in Brazil and Northeast region.



The Top of Mind crackers and cookies and pasta brand in Rio Grande do Sul, every year since 1991 (when the survey began), it also leads the crackers and cookies market throughout the Southern region. It also has toasts and wheat flour in its portfolio.



Margarine and wheat flour brand with strong footprint in food service market in Northeast.



Celebrating 149 years of history, it is the longest-running crackers and cookies brand in the Brazilian market, with a strong footprint in the Northeast region.



Vitarella's brand of crackers and cookies and cakes for children. It's the best-selling brand of filled crackers and cookies in Brazil.

Premium brands and new trends



A national leader in whole grain granola, cookies, and donuts, the brand – a partner of nutritionists – offers a complete portfolio with nutritional value and health benefits.



The brand launched Brazil's first ricefajor made with real chocolate and offers a product line focused on healthy indulgence.



Pasta brand in the Uruguayan market, with market share growth (+1.2 p.p.) in volume and (+0.2 p.p.) in value in 2025 (Source: Scantech). It has a broad product portfolio, with the launch of crackers and cookies and toasts in 2025. In Brazil, it is positioned as a premium pasta option.



Brand of salts and seasonings, pioneer in premium salts.



Premium snacks, crunchy and full of flavor.

Well-known and entry-level brands



A brand of crackers and cookies and pasta with a strong footprint in the North and Northeast of the country, it is the second best-selling Maria/Maizena brand in Ceará.



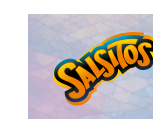
The best-selling margarine in Ceará, the 3rd in the Northeast, with a strong footprint in food service in the region.



Focused on the regular pasta, with a strong footprint in the North and Northeast regions.



Wheat snack brand with strong footprint in Ceará, Maranhão and Piauí.



Corn snack brand with strong footprint in Ceará, Maranhão and Piauí.



Achievements 2025

We made significant progress in 2025, supported by innovation, science and market intelligence; attentive to trends and moves in the food industry and consumer audiences; and consistent in driving the sustainability agenda set for 2030.

Leadership Level in CDP 2025 – Carbon Disclosure Project

For the third consecutive year, we are included in the list of global companies that comprehensively disclose their environmental data and achieve leadership status in CDP assessment. In 2025, our journey towards a low-carbon future was recognized with an A- for the topic of climate change and a B for water security (our first score on this topic). CDP ranking ranges from D- to A, where B- and B grades reflect management effectiveness, while A- and A grades represent the level of leadership, involving best practices and strategic actions.

Sustained position in B3's Carbon Efficient Index

In 2025, we maintained our position in B3's Carbon Efficient Index (ICO2 B3). To be included in ICO2 B3, an index assessed every four months, companies must meet strict criteria, such as being among the 75% of companies with the lowest emission coefficients per revenue; and having a GHG Emissions Management Score (SGEE) higher than or equal to the arithmetic mean, minus the standard deviation of the economic sector to which they belong on B3.



Action to promote areas with the best scores in GPTW survey.

Great Place to Work (GPTW)

For the third consecutive year, we received GPTW certification as an excellent company to work for, a result of the anonymous organizational climate survey conducted with employees.

TIME Magazine's "Best Companies to Work For" Ranking

We achieved 53rd place in the ranking of the 100 best companies to work for in Brazil in 2025, in the first Brazilian edition of TIME Magazine's ranking. The survey is a global benchmark among companies with at least 500 employees operating within the national territory. In addition to measuring the likelihood of recommending the company to friends and family, aspects such as professional recognition, growth opportunities, culture of innovation, diversity, inclusion, and work-life balance were assessed.



FIEC ESG Seal Award Ceremony

ESG Seal - FIEC – Federation of Industries of the State of Ceará

We have earned the ESG-FIEC Seal at our Eusébio (CE) facility, achieving an AAA rating – the highest ranking in the certification program promoted by the Federation – in recognition of our commitment to sustainable development in our environmental, social, and governance practices.

B3 Corporate Sustainability Index (ISE B3)

For the fifth consecutive year, we are part of the B3 Corporate Sustainability Index (ISE), a portfolio that reflects the performance of shares of companies committed to sustainable practices in the environmental, social and governance (ESG) dimensions. The 20th portfolio includes 82 companies from 40 sectors.

IDIVERSA B3

For the third consecutive year, we are part of IDIVERSA B3, which recognizes companies with higher gender and racial representation in their workforce.

TEVA

We have been part of Teva Women in Leadership Index (ETF ELAS11) portfolio since 2022. Managed by Banco Safra and listed for trading on B3 stock exchange, the index selects companies with higher female representation in their governance bodies.

FINEP Innovation Award 2025

We were finalists in the Northeast regional stage, with our zero-fry ramen line project qualifying in the Sustainable Agro-industrial Chains category, focused on ensuring food security for Brazilian population and the sustainability of the national agro-industry.

High adherence to the Report on the Brazilian Corporate Governance Code (ICBGC)

We maintained a high compliance rate - 97.78% - with the Brazilian Corporate Governance Code, according to the report published on July 31, 2025. The report is an annual electronic document, regulated by the Securities and Exchange Commission, through which listed companies communicate to the market which of the best practices recommended by the Code are included in the business management. Similarly to 2024, only one practice applicable to



the Company is not fully met.

Ernst & Young – EY Entrepreneur of the Year in Brazil

- ✦ Ivens Dias Branco Júnior, our Chief Executive Officer was honored in the Family Enterprise category of the 28th edition of EY Entrepreneur of the Year - Brazil program, which celebrates business leaders with a positive impact on society.

Commitment to Brazil Pact for Business Integrity

- ✦ An initiative of the Office of the Federal Controller General (CGU), the pact encourages organizations to make a public commitment to integrity throughout the business cycle.

Rated AA by MSCI ESG Ratings – Morgan Stanley Capital International

- ✦ Our rating remains at AA in the analysis that measures companies' resilience to sustainability risks and opportunities relevant to the sector and that have a financial impact on the business. MSCI ESG is one of the most important global management and performance assessment organizations in ESG, serving as a guide for investments focused on sustainability. Its methodology identifies leaders and laggards, assigning ratings from CCC to AAA. AA and AAA ratings represent companies that are industry leaders in their sector.

MERCO Corporate Reputation:

- ✦ We achieved 12th place in the Food sector and in the 12th edition of the Business Reputation Award Ranking in Brazil, from Merco – a recognition that reflects the trust built with diverse audiences and reinforces our responsible and consistent performance. The study, a benchmark in Latin America, assesses the perception of different stakeholders and highlights companies that serve as role models due to the strength of their reputation.

National Long-Term Rating 'AAA (BRA)' – Fitch Ratings

- ✦ On August 22, 2025, Fitch Ratings stated our rating as 'AAA(BRA)' and a stable outlook. The rating reflects a solid financial position, consistent cash generation, and strong performance in Brazilian market.

ANEFAC Transparency Trophy 2025

- ✦ We have been recognized, for the eighth time, with the award offered by the National Association of Executives (ANEFAC). The award promotes transparency and quality of financial information as pillars for business sustainability, and distinguishes organizations that align this conduct with humanized leadership that values people, ethics, and social responsibility.

Brand Footprint Brazil 2025

- ✦ The 13th edition of Kantar Worldpanel study highlighted the most chosen mass-consumption brands by Brazilians in 2024, and positioned Piraquê, Richester, and Vitarella among the 50 brands with the highest penetration and frequency in the Food and Beverages category. Furthermore, Piraquê and Richester are among the fastest-growing food brands in the top 50.

Recognition: Ceará Awards

- ✦ As a result of a forward-thinking vision permeated by innovation, M. Dias Branco was recognized as the Innovative Company of the Year at Ceará Awards 2025. The event was organized by the Department of Science, Technology and Higher Education (SECITECE) of the Government of the State of Ceará, to recognize the talent, innovation and positive impact of initiatives that strengthen Ceará's ecosystem of entrepreneurship and technology.

Top of Mind

- ✦ Adria – a brand of pasta, crackers and cookies and toasts – was recognized by Brazilians as Top of Mind in the Pasta category, for the sixth consecutive year, according to a survey by the Datafolha Institute.





Trust is the
ingredient that
sustains our
achievements.



Overview of markets of operation

GRI 2-6

Market for crackers and cookies

In 2025, Brazilian market for crackers and cookies experienced a decline in volume compared to 2024. The total sold through retail and Cash & Carry (C&C) channels totaled 1.15 million tons, compared to 1.22 million tons in the previous year, down 5.6%.

The C&C channel remained a relevant key driver of the category, with sales of 405,500 tons in 2025, a 4.6% decline versus 2024. Independent retail showed the most significant decline during the period, with a drop of 11.1%, from 396,800 to 352,700 tons, reflecting the channel's higher sensitivity to the economic environment and changes in consumption patterns.

Among self-service formats, large supermarkets saw a 2.7% decline in volume, while hypermarkets remained stable, with virtually no change (-0.1%). Small supermarkets were the only channel to show growth, with a slight increase of 0.7% year-over-year, highlighting the importance of proximity and convenience for consumers.

The traditional channel saw a slight decline of 1.0%, while the convenience segment, which still has a small share of the market, was down 2.5%. Performance by channel underscores the need for distinctive commercial strategies, with a focus on strengthening the Cash & Carry segment and capitalizing on opportunities in neighborhood formats, which proved to be more resilient in 2025.

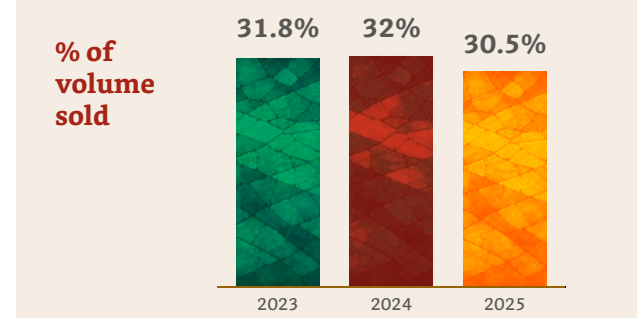
Market for crackers and cookies - Total Brazil Sales volume (tons)

Channel	Sales volume	
	2024	2025
Retail + Cash & Carry	1,222,370	1,153,734
Cash & Carry	425,217	405,528
Independent	396,812	352,724
Large supermarket	150,485	146,464
Traditional	111,912	110,800
Hypermarket	81,762	81,712
Small supermarket	54,110	54,485
Convenience (new)	2,073	2,022

Source: Nielsen – Retail Index, Total Brazil. INA+C&C. Category: Crackers and Cookies. Nielsen – Nielsen Food Index (INA) + C&C channel – period: FY24 and FY25 (Jan to Dec). Note: The previously reported data contained duplicates, resulting in discrepancies in the amounts. After review, the records were corrected and internal control measures were strengthened to ensure the accuracy and transparency of future information. ^{GRI 2-4.}

Market share of crackers and cookies in Brazil

We lead the Brazilian market of crackers and cookies in 2025, with a share of 30.5% in sales volume.



Source: Nielsen – Retail Index, Total Brazil. INA+C&C. Category: Crackers and Cookies. Nielsen – Nielsen Food Index (INA) + C&C channel – period: FY24 and FY25 (Jan to Dec).

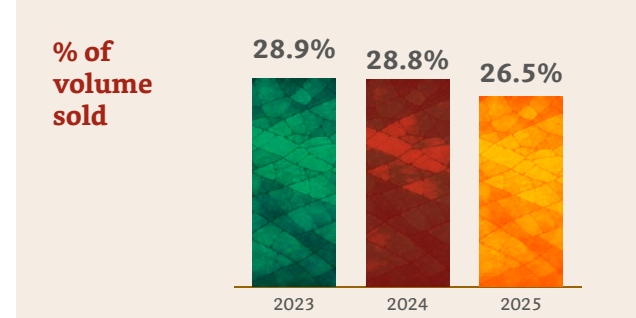
Pasta and instant noodles market

Pasta consumption saw a decline of 856,700 tons (-1.1%) compared to the previous year. In terms of value, we had slight growth compared to the previous year (+0.4%), from R\$ 7.01 billion to R\$ 7.04 billion. The decline in the category was concentrated in Regular (-2.9%) and Semolina (-2.5%), as these are the most important segments.

Similarly, consumption recorded a sharp decline in instant noodle segment, closing 2025 with 147,500 tons (-3.0% vs. 2024). Considering value, growth was 5.5%, from R\$ 4.1 billion to R\$ 4.4 billion. Sales of instant noodles showed a 3.2% drop in volume in C&C channel. The independent channel also saw a sharp decline, which recorded a drop of 6.8%.

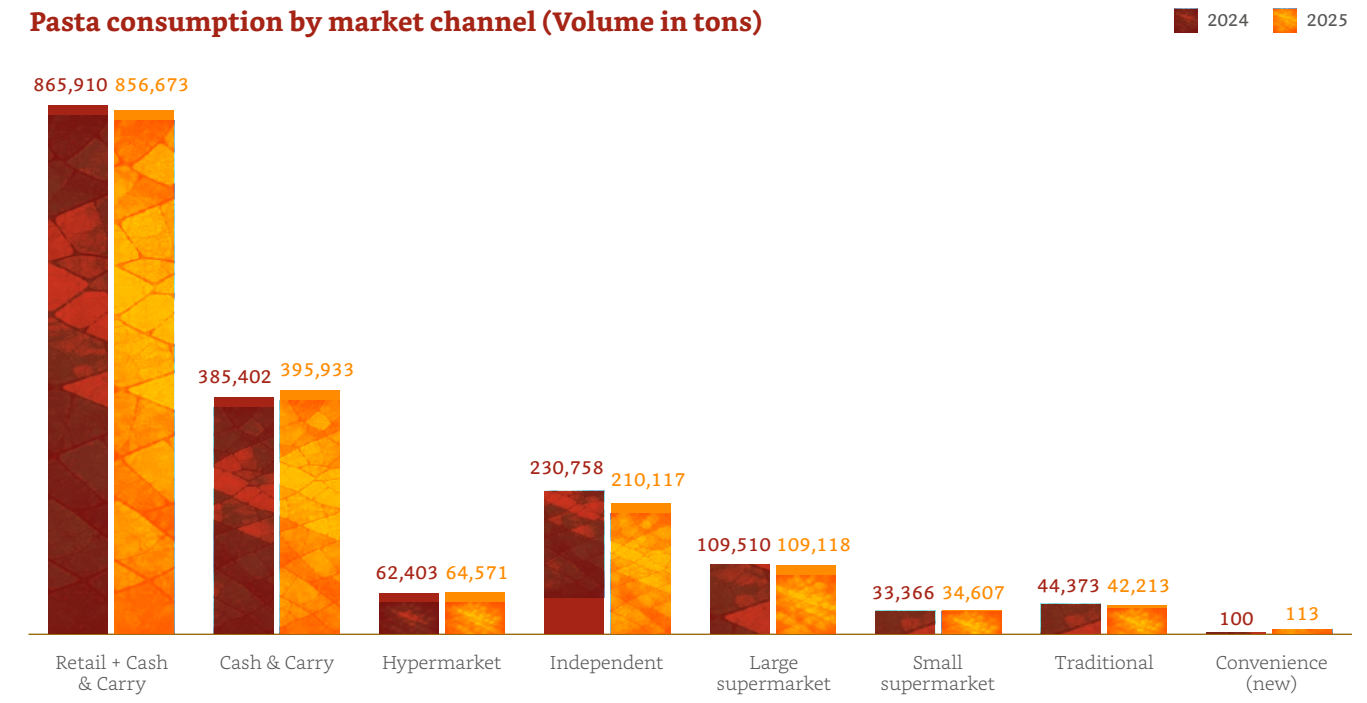
Market share of pasta in Brazil

We are the leading company in Brazilian pasta market. In 2025, our share in sales volume was 26.5%. For instant noodles, our share was 8.3% (9.8% in 2024).

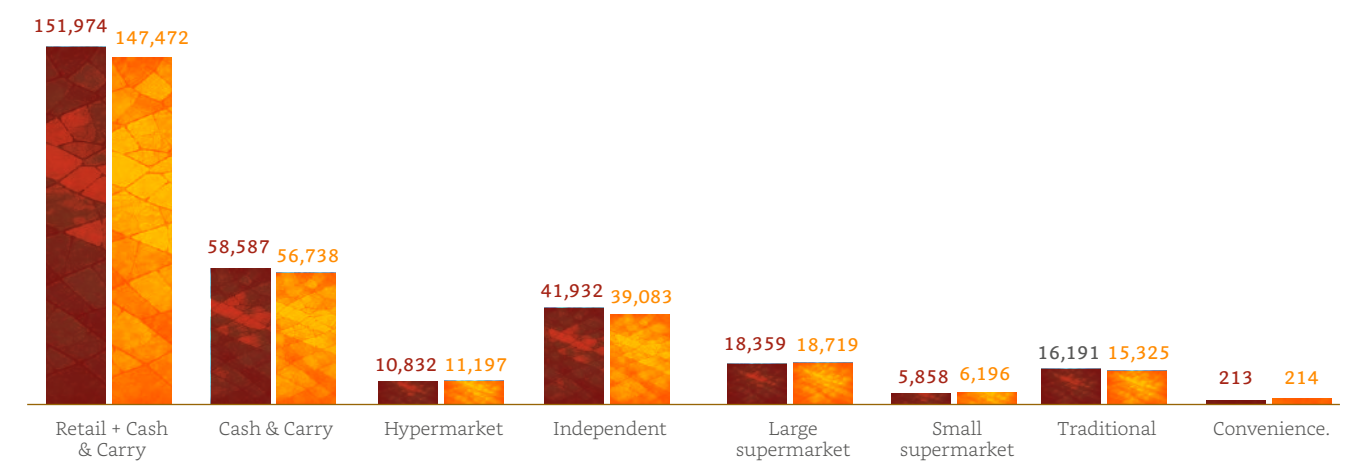


Source: Nielsen – Retail Index, Total Brazil. INA + C&C. Category: Pasta. Nielsen – Nielsen Food Index (INA) + C&C channel – period: FY24 and FY25 (Jan to Dec).

Pasta consumption by market channel (Volume in tons)



Instant noodles consumption by market channel (volume in tons)



Source: Nielsen – Retail Index, Total Brazil. INA + C&C. Category: Pasta and Instant Noodles. Nielsen – Nielsen Food Index (INA) + C&C channel – period: FY24 and FY25 (Jan to Dec).



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Nutrition and healthiness market

The health food market remains in an accelerated growth path in Brazil, driven by consumers who are increasingly focused on sustainability, health, and well-being. Categories such as functional snacks, rich in protein and fiber and with reduced sugar, are leading the growth, reflecting a search for convenience without sacrificing nutritional benefits. This trend is reinforced by rising disposable income and increased awareness of balanced eating habits.

In Brazil, the most recent study by Mintel lists six trends in healthy eating that point to clear and relevant shifts in consumer behavior.

“Jasmine's food products do not feature a front-of-package warning label (a magnifying glass) for high levels of added sugar, sodium, or saturated fat.”

Source: BHB Food, 2025 – Building Healthier Brands ecosystem.

Market share in Brazil

Brazilian market for healthy foods is vast and diverse, and is on a path of accelerated growth, driven by the search for well-being and convenience. With the Jasmine brand, we lead the granola category and the healthy cookies and donuts segments, with significant market shares.

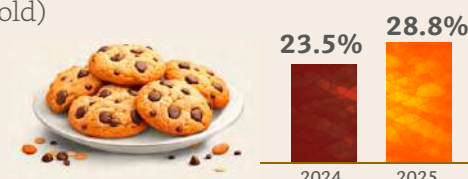
Granolas

(% of volume sold)



Cookies

(% of volume sold)



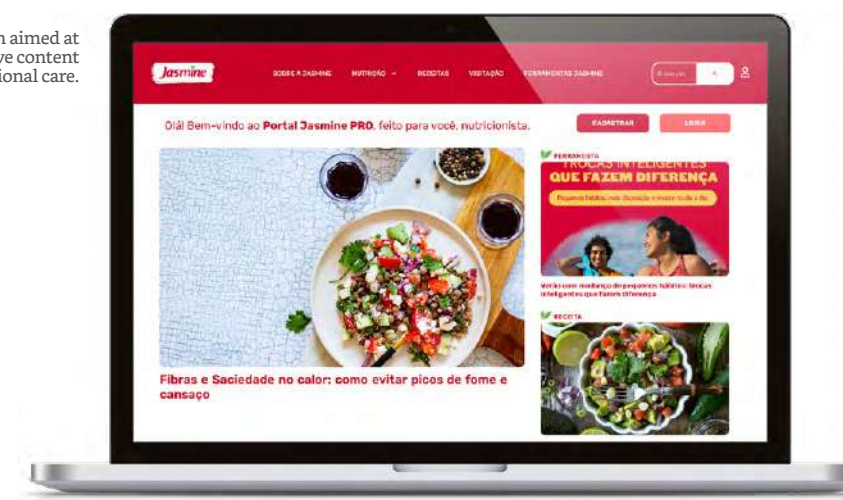
Healthy donuts

(% of volume sold)



Source: Nielsen – Jan 24 to Dec 25 – T.BR AS + C&C

Jasmine Pro Portal is a platform aimed at nutritionists, offering exclusive content to enhance nutritional care.



Trends in healthy eating

1. Balance (and not restriction)

- Eating healthy means avoiding overeating, not cutting out entire food groups;
- Indulgence with moderation, smaller portions, and variety are included in the concept;
- There is room for snacks, sweets and desserts, as long as they are portion-controlled and have a better nutritional profile.

2. Natural and less ultra-processed food

- Avoiding ultra-processed foods is one of the main criteria for a healthy lifestyle;
- Consumers value products free of artificial preservatives, colorings, and additives;
- “Clean label” and recognizable ingredients generate trust.

3. Essential and functional nutrition

- Vitamins and minerals remain as the most valued claims;
- Interest is growing in clear, basic benefits: energy, immunity, and heart, bone, and muscle health;
- Foods are competing with supplements by communicating better absorption, natural origin, and cost-effectiveness.

4. Digestive health as a central focus

- Prebiotics, probiotics, and natural fermentation are gaining relevance;
- Gut health is linked to overall well-being, immunity, and emotional balance;
- Preference for natural, traditional, and additive-free solutions.

5. Emotional well-being

- Eating well is directly linked to mood, comfort, and stress reduction;
- Sensory experience, pleasure, comfort food, and cultural revival strengthen the perception of health;
- Healthy eating is seen as self-care, not an obligation.

6. Convenience and affordability

- Lack of time and cost remain major barriers;
- Healthy eating needs to be easy, affordable, and functional.
- Demand is growing for:
 - More nutritious ready-made meals;
 - Quick preparations;
 - Products that simplify decisions in everyday life.



Margarine market

Brazilian margarine market experienced a 1.8% decline in volume in 2025, falling from 512,000 to 503,000 tons. Conversely, there was a 6.7% increase in value, from R\$ 6.8 billion to R\$ 7.3 billion.

Northeast region represents 35% of the category's volume in Brazil and underperformed the domestic average, with a 6.9% drop in volume and a 0.4% drop in value. The Cash & Carry channel grew 0.7% in volume (+0.7 thousand tons) and 8.5% in value (+R\$ 87.7 million), sustaining part of the regional performance, while retail channel saw a sharp decline of 14.8% in volume (-13,800 metric tons), accounting for the majority of the region's negative performance.

Industrial segment showed a 3.7% increase in revenue (+R\$ 16 million), driven by the C&C channel, which represents 78% of the volume in the Northeast market. The 3 kg bucket packaging stands out, with a 4% increase in volume and a 10% increase in revenue.

The domestic segment, accounting for 80% of the category's revenue and 74% of its volume in the region, showed a decrease of 8.5% in volume (-12,100 tons) and 1.4% in value (-R\$ 26 million), mainly impacted by the retail channel, which down 15% in volume.

Operating primarily in the Northeast region, we ended the year with a 15.9% market share in volume and 13.2% in value, with a 0.4 p.p. decrease in volume compared to 2024. This result was primarily influenced by performance in the C&C channel, where volume fell 1.6 p.p. and value dropped 1.5 p.p., reflecting a performance that lagged behind that of the channel, which continues growing.

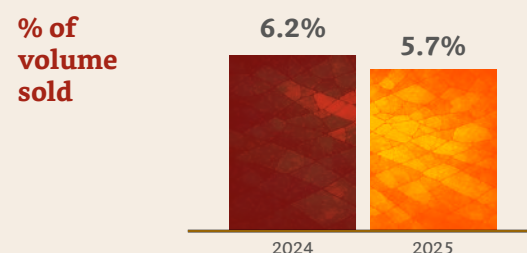
Despite the decline in volume in the retail channel, the impact on market share was less pronounced: we maintained a 14.4 p.p. volume share and saw only a slight decrease of 0.1 p.p. in value share, reaching 11.7 p.p., as our performance mirrored the market's significant decline.

Nevertheless, we maintained our leadership in Ceará, with a 38.3% market share, and delivered significant performances in Maranhão and Piauí, with 22.7% growth in value and 24.1% in volume, gaining 5.6 p.p. and reaching a 22.8% market share, thus being the second player in the region.

In September, the industrial segment - M. Dias Branco's core strength - began to recover, driven by the adaptation of the Puro Sabor 3 kg margarine formula to market needs. The initiative raised the share at levels above the annual average, especially in C&C channel, indicating a positive trend for the future.

Market share of margarines in Brazil

Our market share in the margarine market was 5.7% in 2025.



Source: Nielsen – Retail Index, Total Brazil. INA + C&C. Category: Margarines - period: FY24 and FY25 (Jan to Dec).



Oil and margarine production unit in Fortaleza (CE)



Vegetable Oils

Vegetable oils are important inputs for the business, especially palm oil – the company's second largest input – which is used in the refinery for the production of vegetable shortening (crackers and cookies, fillings and specialty shortening) and margarines.

According to the United States Department of Agriculture (USDA), the largest palm oil producers are Indonesia and Malaysia, responsible for 83% of world production. For the 2025/26 crop year, the agency projects an increase in global production to 80.8 million tons, representing a 3.1% growth compared to the previous crop year.

Brazil ranks 8th among producing countries, with an estimated 650,000 tons in 25/26 crop year. Despite this volume, the country is not self-sufficient and needs to import the commodity.

Alongside the estimated increase in global production, market forecasts stronger demand, driven mainly by the increase in biodiesel mandates in several countries, with an estimated expansion of 3.4% compared to 2024/25 crop year.

The mismatch between supply and demand growth indicates a tighter global balance, supporting palm oil prices at high levels and maintaining a scenario of heightened attention to costs and supply strategies for the next cycle.



Flour market

Brazilian flour market maintained its growth path in 2025, with 4% increase in volume and reaching 1.1 million tons, in addition to a 3% growth in value, reaching R\$ 4.2 billion. This performance was driven primarily by the Cash & Carry channel, which grew 5% in volume and value, continuing as the main driver of the category due to its broad representation and competitive dynamism.

In the Northeast, the category also showed growth, albeit at a moderate pace, with increases of 2% in volume and 1% in value, supported by the strengthening of the C&C channel, accounting for more than 70% of the regional market (in volume and value).

From a segment perspective, the industrial segment led domestic growth, with a 5% increase in volume, while the household segment grew 2%. The 5-kg flour package remained the mainstay, accounting for more than 70% of the industrial volume and revenue in Brazil, underscoring its strategic importance, especially in the C&C channel.

Despite the downturn in the industrial segment in the Northeast, the 5-kg format showed resilience, with 5% growth in volume and 3% in value in the C&C channel, highlighting relevant opportunities for growth capture, even in challenging environments.

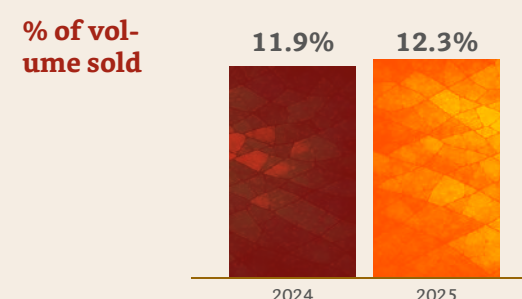
We outperformed the domestic market in 2025, achieving a 12.3% share by volume and a 13% share by value, with gains of 0.4 p.p. in both metrics. This performance was driven by 7% growth in volume (+8,800 metric tons) and 6% growth in value (+R\$ 31.3 million), outperforming the category and with results directly attributable to the Company's strong

presence in the Cash & Carry channel, which accounts for 76% of its volume. The robust performance also reflects the consolidated leadership of Finna brand in Brazil, especially in the Northeast, where M. Dias Branco holds a 39.1% market share in volume and 39.7% in value, with gains exceeding 2.5 p.p., reinforcing our position as a domestic benchmark in the segment.

In the segment analysis, we recorded balanced expansion in both markets: domestic market added 4,000 tons and R\$ 16 million, while industrial market added 4,600 tons and R\$ 15 million, reinforcing the consistency of growth throughout the chain. This performance was driven by the C&C channel, which remained the acceleration driver in both segments, sustaining the increase in productivity and penetration.

Market share of wheat flour in Brazil

In 2025, our market share for wheat flour was 12.3%.



Source: Nielsen – Retail Index . Total Brazil INA+C&C and Total Northeast INA+C&C. Category: Flour - period: Dec/Jan 2025 to Oct/Nov 2025 vs. Dec/Jan 2024 to Oct/Nov 2024.

The 5-kg flour package maintained a key role in this move, especially in the South and Southeast regions, where we continued to expand its relevance and capturing opportunities with food service operators.

Domestic and international landscape for wheat

According to the U.S. Department of Agriculture (USDA), the global wheat crop for 2025/26 cycle is estimated at 841.8 million metric tons (MMT), a 5.2% increase versus the previous cycle. Global consumption is estimated at 824.06 MTM, indicating a production surplus.

On the international market, negotiations to end the war in Russia – marked by U.S. pressure for a ceasefire – focusing on a freeze of the front lines and Ukraine's neutrality in exchange for security

“With the expansion of our domestic operations, wheat flour from Finna brand became the sales leader in Brazilian market”

Wheat supply and demand balance in Brazil (in thousand tons)

Wheat Harvest	Initial Inventory	Outsourced	Import	Consumption	Export	Final Inventory
2013/2014	1,624	5,528	6,642	10,982	47	2,764
2014/2015	2,764	5,971	5,329	10,652	1,681	1,731
2015/2016	1,731	5,535	5,518	10,313	1,051	1,421
2016/2017	1,421	6,727	7,089	11,471	577	3,189
2017/2018	3,189	4,262	6,388	11,245	206	2,387
2018/2019	2,610	5,155	6,677	11,861	342	2,238
2019/2020	2,238	6,235	6,008	11,599	823	2,059
2020/2021	2,059	7,679	6,080	11,850	3,046	923
2021/2022	923	10,554	4,514	11,894	2,657	1,440
2022/2023	1,440	8,097	5,703	11,944	2,791	505
2023/2024	505	7,889	6,833	11,891	1,960	1,376
2024/2025	1,376	7,536	6,400	11,813	2,000	1,500
2025/2026	1,376	7,961	6,703	11,813	2,241	1,987

Source: CONAB - Companhia Nacional de Abastecimento – December/25



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guarantees, have stabilized the Black Sea corridor and reduced logistics costs, reinforcing the downward trend in global wheat prices. Robust harvests in the Black Sea, Argentina, and the USA expected for 2025/26 have led to a drop in wheat market prices in 2025.

Looking at the Southern Hemisphere, Argentina is on track for a record harvest in the 2025/26 cycle, estimated at 24 million tons, increasing the pressure on local market prices. However, there is a point of concern: the quality of Argentine wheat has been below the average of recent years, which raises concerns about the supply of quality wheat to the regional market.

Conab revised the figures for productivity and production for 2025/26 crop year: the estimate

is that 7.961 million tons will be harvested (+5.64%). Despite the reduction in planted area, we have a good harvest in Brazil, with high productivity offsetting for the smaller planting area. According to Conab, Brazil forecasts higher imports than in 2025, raising stocks to their highest level since 2021.

When analyzing the harvest by region, Rio Grande do Sul saw a recovery in 2025–2026 crop year, producing 3.261 million tons, a volume 10% higher than the previous year. In addition, after a 30% crop failure in 2024, Paraná recorded a better planted area and record productivity, resulting in more than 3.3 million tons produced – exceeding the previous year's figures by more than 50%.



Wheat milling unit in Natal (RN)

Evolution of international business



Although 2025 was marked by challenges, such as the additional tariffs imposed by the United States in July, we made progress on the international front. Despite the pressure on such a significant market, we expanded both our exports and our operations in Uruguay (Las Acacias).

For exports, we negotiated special terms with our North American customers, and given the high quality and consistency of these partnerships, we were able to maintain a healthy sales volume. Additionally, we expanded the business to other regions. We serve 43 countries across all continents, with significant results in Africa, the Middle East, and Europe, where revenue grew 87%, 123%, and 53%, respectively.

Strategically, we maintained our focus on higher value-added products, mainly crackers and cookies, which accounted for 71% of the export mix. Revenue from other categories also increased: shortening and margarines by 12% and snacks by 23%.

In terms of brands, Jasmine stood out, with 70% growth across a total of 7 countries, 3 more than those served in 2024.

The expansion of Las Acacias and the leadership of M. Dias Branco in Uruguayan market

We have made significant progress on the Las Acacias integration agenda, completing structural investments in the Uruguayan plant,

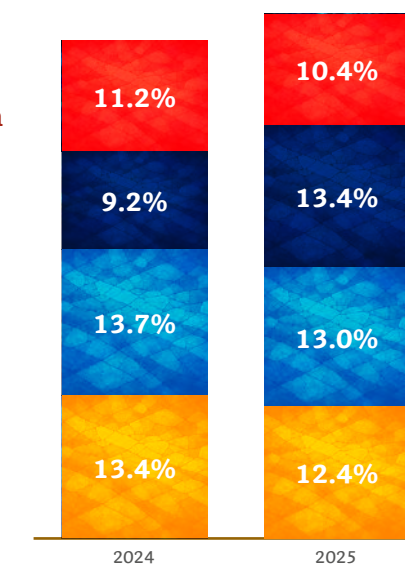
which has added efficiency and improved safety and working conditions for local employees.

Concurrently, we launched the brand's crackers and cookies and toast lines (produced in Brazilian plants), as well as the line of homemade pasta (egg and spinach), an important segment in Uruguayan market.

With these initiatives, Las Acacias gained 1.2 p.p. in pasta volumemarket share, consolidating its leading position, as well as driving the market share of the group of M. Dias Branco crackers and cookies brands in Uruguay to grow 4.2 p.p. in volume, achieving leadership in the crackers and cookies category in the country, according to Scantech.

Market share of crackers and cookies in Uruguay
(% of volume sold)

Company D
M. Dias Branco
Company B
Company A



Source: Scantech



Nourishing the
present, building
the tomorrow.



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Strategic direction

Our strategic direction covers the 2024-2028 cycle and is designed to lead the Company to sustainable growth and profitability, framed around three pillars:

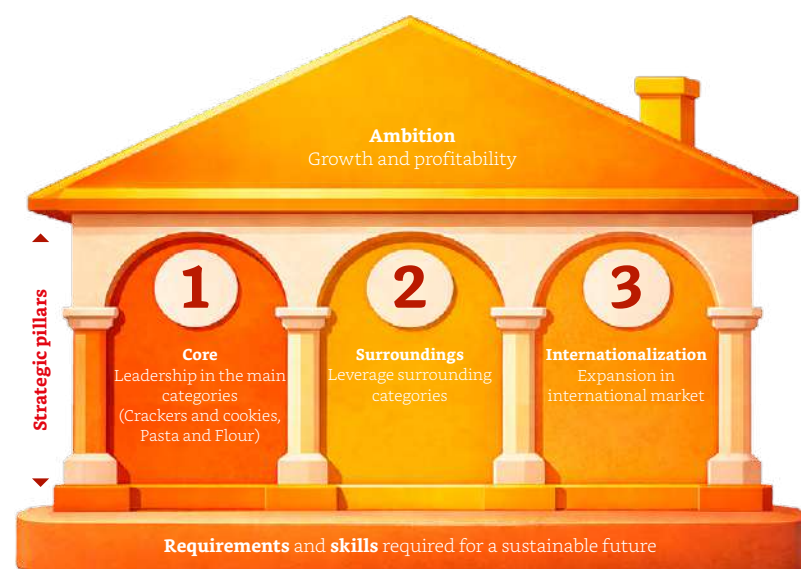
- ❖ Core strengthening the product categories that account for the largest share of revenue – crackers and cookies, pasta, and flour – with a focus on competitiveness, efficiency, and market relevance;
- ❖ Surroundings: expansion and consolidation of other portfolio categories, promoting diversification and increased profitability – in line with market trends and the changes in consumer behavior;
- ❖ Internationalization: expanding operations in priority international markets through exports and strengthening operations in Uruguay under Las Acacias brand.

Strategy, business and prospects



Strategic priorities

In 2025, we held a meeting to update our strategic direction with the aim of reviewing our short- and medium-term initiatives, while keeping customers and consumers at the core of our decisions. During the meeting, we analyzed business priorities, materialized in strategic projects aimed at improving profitability, boosting sales, increasing productivity, reducing expenses, ensuring competitiveness, and accelerating the company's cultural evolution. As a result of implementing a series of actions stemming from the strategic direction, we have achieved consistent progress.



1 Leadership in crackers and cookies, pasta and flour categories

- ✦ We invested in our main brands, strengthening the equity of leading brands such as Piraquê, Adria and Vitarella;
- ✦ We improved processes and sales management, intensifying controls and providing continuous training for the sales team;
- ✦ We strengthened the sell-out-oriented culture, focused on the end consumer, prioritizing product turnover at the point of sale (POS) and aligning production with actual consumption;
- ✦ We made progress in developing artificial intelligence agents, contributing to a more agile, integrated, and data-driven decision-making process.

2 Leverage surrounding categories:

- ✦ We expanded our presence on the food service channel, a strategic segment due to its size and high growth potential;
- ✦ We consolidated our leadership in the granola segment, reinforcing our footprint in the healthy food market with Jasmine brand;
- ✦ We made progress on the innovation agenda, notably expanding the non-fried ramen category and relaunching the snack brand Frontera.

3 Expansion in international market:

- ✦ We made consistent progress on the international front, both through exports and by strengthening our operations in Uruguay with Las Acacias unit;
- ✦ We expanded our presence in foreign markets, now serving 43 countries across all continents, with a focus on expansions in Africa, the Middle East, and Europe;
- ✦ We accelerated Jasmine brand growth abroad, expanding the product line by 70% in seven countries, broadening the Company's presence in the healthy food segment in international markets.

A new food service channel

In 2025, we strategically moved forward in the food service channel – fundamental to the Company's growth – by structuring a dedicated Executive Board and transforming the operating model to combine governance, innovation, technical expertise, and portfolio development. This move contributes to food service professionalization in Brazil, connecting markets and raising standards of quality and performance. We established a multidisciplinary team – Sales, Marketing, Trade Marketing, Research & Development and a specialized technical team – and we redesigned the channel's service model, with a significant change in RTM (Route to Market).

A comprehensive training program, leveling knowledge from the commodities market to portfolio and competition, was developed to support the new model.

The launch of M. Dias Branco Profissional, a brand designed to go beyond the supply of ingredients, and the tagline "Solutions for your recipes," position the Company as a strategic partner for operators, offering high-performance, customized, and integrated solutions supported by technology, scale, and proximity to different links in the supply chain.

With the strength of Medalha de Ouro, Do Padeiro, Adorita, Monarca, Bella Massa, Imperial, Finna Mix, Isabela, Adria, Puro Sabor and Finna brands, we achieved record sales in our first year of operation, especially in 5-kg flour and 3-kg Puro Sabor margarine.

As part of our expansion strategy, we have added pasta to our food service offerings, extending our leadership in the retail sector into a new market segment. We have also restructured our operations in the bran market, establishing a nationwide customer service area and expanding our footprint in the agricultural sector.





Management model

Our management model is designed to ensure that strategic direction translates into tangible results through initiatives aligned with the Company's priority goals and core values.

To this end, we have a Transformation Office, which serves as a strategic link, promoting robust governance, strengthening execution discipline, and ensuring that strategic priorities translate into high-impact results at all levels of the organization.

The Transformation Office reports on the progress of strategic themes to the Company's governance structure, providing increased visibility and agility in the decision-making of the collective bodies – Strategy Committee, People and Management Committee, Executive Committee, CEO and Board of Directors.

“A well-defined strategy only becomes effective when it is understood and put into practice by all teams within the company.”

“A good management model not only controls processes; it channels energy toward what produces results.”



The initiative disseminates the corporate strategy through a game format.

Strategic alignment

Understanding corporate strategy is crucial for engaging people and strengthening their sense of purpose and belonging. Furthermore, it ensures alignment between the defined strategic direction and daily execution in the different areas of the Company.

In 2025, we continued working to disseminate the strategic direction, strengthening previously implemented initiatives and expanding its reach to more employees. We have translated the strategy into simple, accessible approach to ensure it is understood at all levels.

Strategy Journey: The gamified platform has transformed strategy learning into an interactive, accessible, and engaging experience, providing immediate feedback and improving knowledge retention. Through this initiative, employees were able to explore the company's history, its evolution to the present day, and its key strategic achievements – including the ESG Strategic Agenda – as well

as initiatives to enhance our excellence at the point of sale (Perfect Store), our expansion into international markets, our growth in the healthy food segment, and various aspects of our cultural evolution.

Focused on Strategy: Concurrently, we moved forward with the series of podcasts aimed at reinforcing the main themes of the strategic direction, with the participation of key leaders. The episodes address essential issues for the Company's future, such as the creation of a structure dedicated to food service, the development of healthy products and expansion into new sales channels.



The "Connected to Strategy" podcast addresses topics relevant to the company's business.



Business Model

How we create shared value across our entire value chain. GRI 2-6

These are the structural drivers of our business model, which underpin our competitiveness and value creation in the short, medium, and long term:

Capitals

Financial capital

- Financial strength and strong cash generation to sustain growth strategy.

Manufactured capital (industrial/infrastructure)

- Modern production park with strategically-located plants;
- High level of integration of the production process;
- A dispersed distribution model, with broad national reach;
- Production lines predominantly located in regions with tax incentive;
- High levels of vertical integration in wheat flour and vegetable shortening used in the manufacture of our products;

Intellectual capital

- Portfolio of strong brands with regional and nationwide coverage;

- Broad food portfolio for different consumer profiles;

- Operational and commercial synergies between new businesses and current operations.

Social and relationship capital

- A leading position in the markets for crackers and cookies, pasta, wheat flour, granola, donuts, and whole-grain cookies, and a significant presence in the Brazilian wheat flour market, reflecting strong relationships with customers, partners, and consumers;
- A decentralized distribution model that strengthens relationships with different retail formats and sales channels throughout the country.

Human capital

- Experienced team of managers and qualified staff.

Natural capital

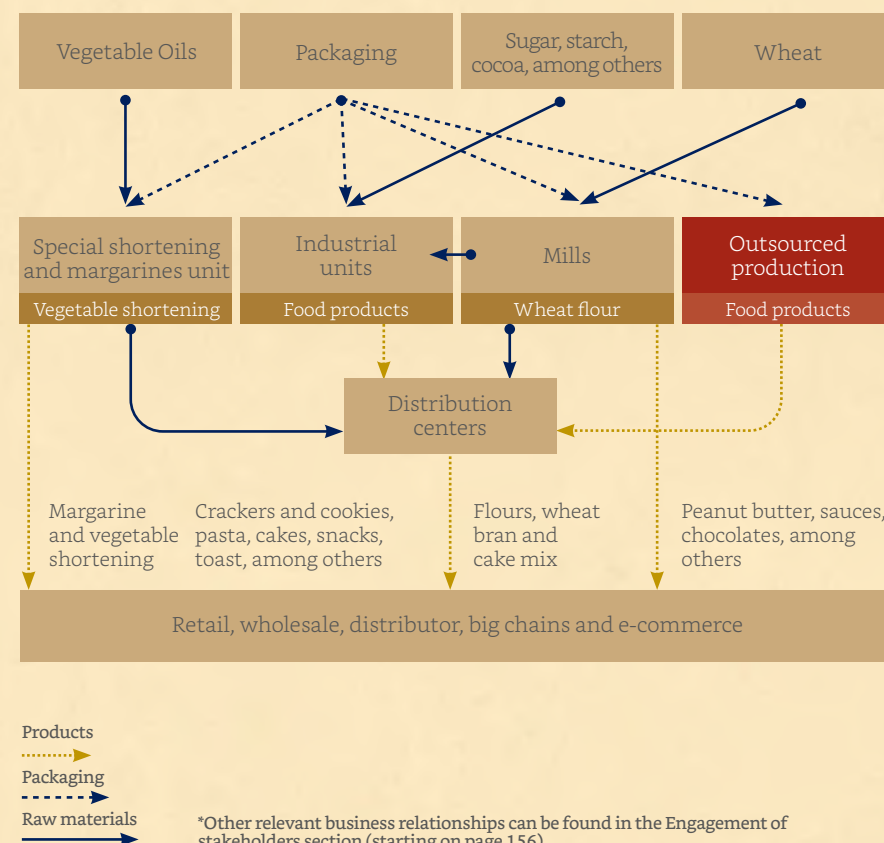
- Salvador unit is located in an Environmental Protection Area, with actions focused on preserving the mangroves;
- Partnership with Caatinga Association for the preservation of the biome;
- 100% of the eggs in the national production of its food come from cage-free hens;
- Environment, Climate Strategy and Environmental teams dedicated to these topics;
- Corporate partnerships with wind farms and hydropower plants for the supply of clean and renewable energy.

Value chain*

Procurement: Inputs and packaging.

Operations: Water, effluents, energy, emissions, waste, human capital, community relations, occupational health and safety.

Products and society: Nutrition and health.



Impacts

Pillar

- Energy intensity - GJ/ton produced;
- 2.75% waste disposed of in landfills;
- 17.65% water reuse;
- Intensity of GHG emissions - tCO₂e/ton produced (scopes 1 and 2).

Social

- R\$ 1.57 billion invested in human capital;
- 26.96 training hours per employee;
- R\$ 22.79 million in social investment;
- 48 incidents reported through the Ethical Channel were deemed crucial and confirmed as valid;
- 1,077: number of service complaints in Customer Service (SAC);
- 127 entities supported with monthly donations.

Pillar

- 100% of the Audit Committee is composed of independent members;
- Achieving 3 goals of the 100% Transparency Movement;
- 37.5% of women on the Board of Directors.



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Trade shows and events

We have been present at some of the most important international and national trade fairs, expanding the visibility of our products, our institutional name, and our commercial brands. Investing in participation in industry trade shows and events is a strategic move, enabling direct networking, expanding the customer base, and strengthening ties with regular partners.

We were present at APAS Show 2025, the annual event organized by São Paulo Supermarket Association (Apas), considered the largest trade show in the food and beverage sector in the Americas and the largest supermarket fair in the world. M. Dias Branco participated with a 575-square-meter sustainable booth built from reforested wood. At the event, we highlighted the relaunch of our Zero Fry Ramen and provided

immersive experiences and exclusive tastings for visitors. Our booth received awards in all categories of POPAI 2025 Awards, including Best Concept, Promotional Campaign, Visual Merchandising, Sustainable Booth, and 3rd place in Visual Communication. Our assembly team was also recognized as the Best Assembly Team.

In addition, we were present at FIPAN (29th edition), International Bakery, Confectionery and Independent Food Retail Trade Fair, the largest in Latin America, bringing together the main changemakers in food service - a sector that includes bakeries, restaurants, snack bars, bars, pizzerias and food trucks. In view of the importance of the food service market, we reinforced our investment in the segment and took to FIPAN a complete portfolio of flours,



M. Dias Branco booth at FIPAN 2025

pre-mixes and industrial margarines, as well as the new Finna Flour 5 kg packaging. We opted for an inviting and innovative structure, blending tradition and versatility, with different promotional mechanics running uninterruptedly with a bakery, a buffet set up with the company's products, customer service areas and an auditorium for show classes with technicians.

Regionally, we participated in Super Bahia, in Salvador (BA), bringing a complete portfolio of national and regional brands, including Jasmine and Fit Food healthy lines and innovative Frontera snacks. We made our debut at the Super Minas Food Show in Belo Horizonte (MG), with our own booth; and at Super Mix, in Olinda (PE), with special activations and presentation of the full portfolio. We participated in the Healthy Habits and Gourmet Habits festivals in Fortaleza (CE) and the Cakes Fair in Recife (PE), featuring new product launches, workshops, and memorable experiences for consumers at the largest confectionery event in the Americas. And, consolidating a tradition, we supported important cultural and social initiatives such

as São João de Maracanaú, a traditional popular festival in the metropolitan region of Fortaleza (CE), where we promote different activations with the public and present the novelties in the visual identity, packaging and portfolio of Finna brand.

On the international stage, we have consolidated our presence at major food industry trade shows:

🌿 **Americas Food & Beverage Show 2025 – Miami Beach – EUA:** This event is important not only for our commercial strategy in the American market, but also for countries in the Caribbean and Central America.

🌿 **Anuga 2025 – Cologne – Germany:** We participated in the largest global food and beverage trade show, with our own booth, where we showcased our diverse portfolio.

🌿 **Gulfood 2025 – Dubai:** The largest food and beverage trade fair in MENA (Middle East and North Africa) region, where we focused on the brands Richester, Vitarella, Piraquê, and Isabela.

🌿 **ISM Cologne 2025 – Cologne – Germany:** The brands Fit Food, Isabela, Jasmine, Piraquê, Richester and Vitarella were also featured at the world's leading confectionery and snack trade show.

🌿 **National Restaurant Association Show (NRA Show) 2025 – Chicago – USA:** We were present at the biggest food service event of the Americas with a focus on the brands Vitarella, Las Acacias and Medalha de Ouro.



M. Dias Branco booth at APAS SHOW 2025



Main trademark actions and launches

In line with the strategic direction set for this growth cycle, in 2025 we will prioritize investments in brands that reinforce M. Dias Branco's position as the national leader in pasta, cookies, and granola. These were the main highlights of our brand portfolio this year:

Piraquê

- ✦ The brand has revitalized its portfolio of high-growth categories, such as Cookies and Personal Crackers, by expanding its iconic product lines – Goiabinha, Queijinho, and Presuntinho, respectively.
- ✦ Along with a powerful communication platform that boosted our flagship products, reaching over 1 billion impressions, the brand grew by more than 2 percentage points in brand equity and 3 percentage points in brand preference.



Adria

- ✦ The brand has solidified its leadership by ranking first in national Top-of-Mind for noodles for the sixth consecutive year.
- ✦ The brand invested in promoting its Zero Fry Ramen and in an educational platform about the category, through the reality show "Batalha das Massas" (Pasta Battle), increasing brand visibility, expanding consumption occasions, and adopting a didactic approach to explain the benefits of all segments.



Treloso

- ✦ The best-selling filled cookie brand in Brazil donated over R\$ 150,000 to the Association for Assistance to Disabled Children (AACD) – enabling more than 1,100 specialized services at the organization – after one year of the campaign that allocated part of the sales amount of its milk flour cookies to AACD Recife.
- ✦ In addition, the first collab was held, joining forces with Kolene, a manufacturer of styling creams, to launch a children's hair care line in the Northeast inspired by the scent of chocolate cookies. Furthermore, Treloso's Zero Fry Ramen won the "Innovation Highlight" category of the Golden Cart Trophy.



Vitarella

- ✦ It remained the number 1 crackers and cookies brand in Brazil and the 4th most chosen food brand by Brazilians. It activated São João, the main cultural Brazilian seasonality, through a platform of products with typical flavors and brand theming. The initiative also revived pride in its Pernambuco origins with an iconic campaign.

Fortaleza

- ✦ M. Dias Branco's first brand launched a move to add new uses to the classic Cream Cracker and Maisena products. Its first collab, with the traditional Ceará-based ice cream parlor 503 Sabores, transformed the crackers and cookies into desserts.





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Isabela

✿ The brand was named Top of Mind RS for the 35th consecutive year in the pasta and crackers and cookies categories; won the Marcas de Quem Decide award in the crackers and cookies category; and was named the best supplier in Rio Grande do Sul, winning the AGAS Golden Cart trophy from the Rio Grande do Sul Supermarket Association.

✿ The prominence given to the brand by consumers in Rio Grande do Sul was reciprocated with the prestige bestowed upon Farroupilha Week and the launch of the campaign for Zero Fry Ramen, featuring geotargeted media in Porto Alegre.



Finna

✿ It has completed a phase of evolution, unveiling its updated visual identity and digital rebranding to the market under the slogan “Confia que é Finna” (Trust Finna). The brand also expanded its competitiveness in the professional segment, strengthening its presence in the cash & carry channel.

Richester

✿ It updated the packaging for its portfolio targeting young consumers, who were drawn to the launch of “mysterious” flavors in the Amori filled cookies line. A 360° campaign included influencers to interact with the public and unveil the secret, revealed in the Caramelized Popcorn and Banana Split flavors.



Jasmine

✿ A benchmark in healthy eating and a pioneer in Brazilian granola market, the brand has consolidated its leadership in the product, standing out in "The Top 5" ranking from SA+ Varejo, a segment where it achieved 20% of share in volume. It also stood out for its innovation with the Premium Low Carb Granola line and mini-granola.

Frontera

✿ After investing over R\$ 20 million to nationalize production at its plant in Campina Grande do Sul (PR), the brand expanded its portfolio of premium products with new corn tortillas, inspired by Mexican and Asian cuisines, and including versions with no high-sodium warning label.



Fit Food

✿ Focused on portfolio innovations with snacks made with balanced formulas and natural ingredients.

Puro Sabor

✿ The brand updated its visual identity to more vibrant colors and expanded its operations in food service, launching Puro Sabor 60% fat margarine in a bucket for the cash & carry channel.

Las Acacias

✿ It expanded its business segments in Uruguay, entering the crackers and cookies and toast categories, and increased its distribution of premium pasta in Brazil for five new states (Bahia, Paraná, Pernambuco, Rio de Janeiro and Sergipe).





Innovation-focused culture

2025 was crucial for strengthening and consolidating our culture of innovation. The efforts of the Strategic Innovation Committee – comprising seven executive boards and management teams - were focused on raising the profile of the initiatives and partnerships we promote. The rollout of #Borainovar, our corporate innovation brand, was launched as a strategy to reinforce to our employees and the market M. Dias Branco's positioning as a truly innovative company, acting as a key player in the innovation ecosystem and in the development of the food industry in Brazil.

Among our main initiatives, we highlight:

Bora Inovar (Let's Innovate) Week

Held in November at Eusébio Unit (CE), it brought together employees, specialists and partners to discuss trends and innovation practices at M. Dias Branco. The event featured an innovation fair, with 10 booths representing 9 areas and over 500 participants, in addition to live streaming to all Company units via Workvivo. Twelve hands-on workshops were held in eight units, covering topics such as Design Thinking, Pitch Copilot and troubleshooting. At the closing event, lectures were held on digital transformation, innovation culture, and artificial intelligence, with over 170 on-site participants. Subsequently, the employees took two courses on innovation.

This event was crucial in highlighting the breadth of the Company's innovation initiatives and consolidating an innovative organizational culture at all levels. By promoting integration between different areas, encouraging knowledge sharing, and strengthening partnerships with major market players, Bora Inovar Week reinforced M. Dias Branco's position as a benchmark for innovation in the food sector,

consolidating practices that drive the company's transformation and sustainable growth.

Germinar

M. Dias Branco's open innovation program aims to contribute to the development of the ecosystem of startups and researchers in Brazil, generating business and enriching knowledge within the organization. The program consists of two focus areas: Conecta and Pesquisa (Connect and Research).

With Germinar Conecta, we aim to enable businesses through 3-month proof-of-concept (PoC) projects. Cycles of challenges are proposed based on the Company's needs, culminating in a Demo Day – an event where the results of

the pilot projects are analyzed to decide on the termination, extension, or scale of each project. In 2025, we launched the 6th edition of the program in response to strategic challenges related to accelerating B2B sales via WhatsApp, with 24/7 service and support for the sales force; implementing a platform for measuring ROI and prioritizing sales budgets, supporting investment decisions and agile resource reallocation; and creating an integrated portal for inbound freight management and tax compliance, promoting digitalization, centralization, and online monitoring of the processes.

Each edition consists of 10 challenges, with the remaining challenges to be structured in 2026. All projects have good scalability potential (rollout)

in the Company's other units, and are aligned with the strategic direction of the business.

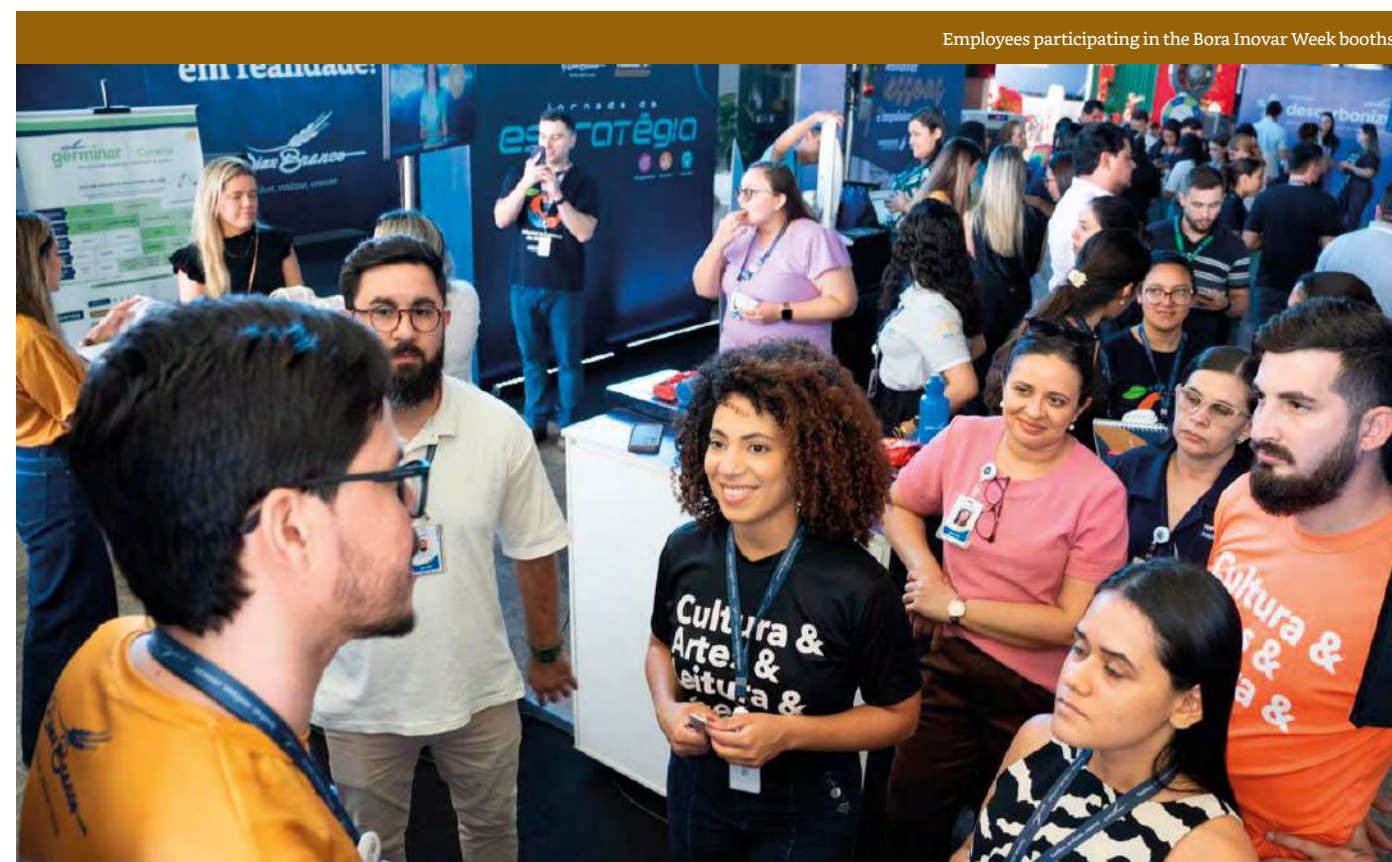
Germinar Pesquisa, on the other hand, is run in partnership with universities, technology centers, and researchers, promoting joint development, accelerating studies, and generating sustainable value for the business. In 2025, we moved forward with projects focused on process improvement, the development of innovative products, and the application of scientific knowledge, with the aim of increasing productivity, enhancing sustainability, and strengthening the culture of innovation.

Collaborative projects involve high technical complexity and mastery of advanced technologies, encompassing:

- ✦ Encapsulation processes to ensure the stability and functionality of compounds;
- ✦ Developing solutions with Clean Label appeal (foods with natural ingredients, short and easy-to-understand lists);
- ✦ Studies on modifying vegetable oil processes and assessing routes for transforming solid waste.

These challenges integrate concepts from engineering, science, technology, and sustainability, reflecting a multidisciplinary effort to transform scientific knowledge into business results.

Concurrently, in the field of in-depth scientific research, we are conducting technical research on a relevant topic: crystallization in vegetable fats. The research benefited from the mentorship of a guest researcher and the participation of employees from various areas.





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Digitalks Industry

The program of monthly live streams, which has been around for two years, seeks to democratize knowledge, promote digital culture, and connect innovation to value creation, being accessible on podcast for employees and the general public. The discussions are led by experts in Industrial Digitization, accompanied by guests, focusing on strategic themes of innovation and digital transformation. In 2025, we had 9 episodes that highlighted important challenges and opportunities for evolution of M. Dias Branco and the industrial sector.

The topics covered included the concept of data lake and process optimization to add value and reduce time, digitalization and innovation initiatives in the logistics sector, as well as the promotion of a data-driven culture to transform information into value in the industry. Applications of artificial intelligence were also explored, with emphasis on the AM.AI (AI-Assisted Maintenance) project, digital transformation trends seen at international events, sustainability practices and efficient water use exemplified by the “Cada Gota Conta” (Every Drop Counts) project, the strategic role of HR in the digital journey, quality-focused data intelligence – such as Statistical Process Control (CEP) and Crackers and Cookies Quality (QDB) – and, finally, the culture of innovation as a basis for organizational transformation.

7th edition of Ivens Dias Branco Excellence Award

We consistently value and recognize best internal practices and outstanding performance in industrial operations, at our mills, and in our commercial and logistics departments. 2024 cycle highlights were awarded at a ceremony that was



Digitalks promotional posters

part of the 2025 Convention – *Unidos Desbravando Limites* (Together Breaking Limits).

In addition to innovative ideas and consistent applications of continuous improvement tools, the event celebrated, above all, the leading role of employees who transformed strategy into results, standing out in training and engagement with topics of quality, safety, sustainability, and productivity.

Go live of the Supply Chain excellence program.

World Class Operations Management (WCOM), new operational Supply Chain excellence program (Procurement, Research and Development, Industry and Logistics), went live in September, adding a world-class management methodology to the area. The tool focuses on integrating processes, people, and technology, connecting and enhancing initiatives such as ELO, PEXS, GCM 5.0, and RD&I.

- ✦ The Research, Development and Innovation Excellence Program (RD&I) accelerates launches, improves the portfolio, and ensures efficiency and value for the business.
- ✦ The Logistics Excellence Program (ELO) standardizes logistics practices for efficient, safe, and integrated operations.
- ✦ The Supply Chain Excellence Program (PEXS) drives the evolution of supply chain management with a focus on business, smart purchasing, digitalization, and culture.

The milestone was led by the Vice Presidency of Supply Chain and included the involvement of senior leadership, symbolizing the formal start of a phase of operational transformation. WCOM is supported by advanced technologies, sustainable practices, training, and data analysis, promoting more cohesive management aligned with the Company's strategy and is scalable throughout the supply chain.

WCOM promotional posters



Digital transformation on the factory floor – GCM 5.0, TPM and Industry 5.0

The digitalization of manufacturing is enhanced by a management model that ensures the translation of technology into sustainable operational gains. In 2025, we moved forward with the evolution of the Total Performance in Manufacturing (TPM) continuous improvement method toward World-Class Management 5.0 (WCM 5.0), in line with the principles of Industry 5.0.

WCM 5.0 integrates automation, structured data use, connectivity of production processes, and employee training, supporting the evolution of operational management and the structured monitoring of indicators. The increased use of digital dashboards and the inclusion of new processes and production lines have strengthened execution discipline on the factory floor and the standardization of practices across units.

As a result, the role of operators and leaders in managing performance indicators was expanded, consolidating the management culture and collaboration between areas. This evolution of the operational model contributes to structural gains in productivity, quality, and cost efficiency, increasing the resilience of the operation and its capacity to scale business growth.



Relations with ecosystems

We continue to strengthen our connection with the science and technology ecosystem, recognizing and supporting various initiatives.

We were present at Rec'n'Play 2025, one of the largest festivals of innovation, technology and creative economy in Brazil. At the event, we presented a case study on financial innovation, using artificial intelligence to optimize processes and make financial decisions more accurate; we also highlighted Descarbonize program, which measures and reduces greenhouse gas (GHG) emissions across the entire supply chain. In addition to the presentations, we launched two strategic challenges for startups, encouraging young talents to connect with our Germinar program, which, in addition to strengthening the culture of innovation, is also an important initiative for building relationships with the ecosystem.

We support the "Comer Com Ciência" (Eating with Science) project, conducted by the Institute of Food Technology (ITAL), an institution of the Department of Agriculture and Supply of the State of São Paulo, which demystifies and combats misinformation about processed foods, promoting food education aligned with the public goals for 2030.

We are partners of FoodTech Hub Latam, which works in the acceleration of agrifoodtech startups, in connecting corporations and promoting technological development in the food sector.

We strengthened our presence at national and international events such as Biscuit People, International Foodtech Forum 2025 and TEDx

Iracema, aligning the pursuit of knowledge and networking with marketing initiatives to highlight our brands and products.

O-HACKA-TA-ON: innovation that connects people, ideas, and results.

This is one of the Company's main innovation programs, which strategically focuses on talent development, encouraging intrapreneurship, and generating solutions with a direct impact on the business.

In-house, the 5th edition of O-HACKA-TA-ON program is a space for learning and experimentation, empowering employees with technical and behavioral skills aligned with the Company's challenges.



Finalist employees to the internal edition of O-HACKA-TA-ON

Through Data Science tracks and Power Platform, combining training and specialized mentoring, participants were encouraged to identify opportunities, propose solutions, and develop projects applicable to the corporate reality. New to this edition is the development of solutions in pairs, strengthening engagement, collaboration, and knowledge sharing throughout the process.

The global figures reinforce the program's reach and impact:

- 🔗 136 people involved, including participants, mentors, ambassadors and judges;
- 🔗 34 solutions delivered during the Pitch Day;
- 🔗 13 units and 24 areas represented.

The solutions were developed based on real-world challenges of the areas, prioritizing operational efficiency, process automation, optimization of internal workflows, and strategic use of data and digital platforms, with particular emphasis on the winning solutions that had practical applicability and scalability potential. Demo Day was held in a hybrid format, promoting integration between on-site and remote teams. The program had the support of Ambassadors, experienced employees who acted as mentors and encouraged multidisciplinary collaboration.

The O-HACKA-TA-ON University version, in its 3rd edition, boosted the Company's open innovation strategy, strengthening its connection with the innovation ecosystem. Conducted in partnership with the University of Fortaleza (Unifor), through Unifor Hub, the initiative opens



University students seek solutions for M. Dias Branco.

doors to students and external talent, who bring fresh perspectives and innovative approaches to real business challenges.

2025 edition numbers:

- 🔗 508 registered participants;
- 🔗 175 selected;
- 🔗 19 teams formed;
- 🔗 3 pilot projects developed over 4 months within the Company.



Research and development of new products

The Research and Development area (R&D) is committed to researching and developing new products, as well as optimizing and promoting continuous improvements in launches, processes, and packaging. This action strengthens the Company's image and adds the concepts of quality and innovation to the brands, always seeking a balanced cost-benefit ratio.

Concurrently, the area contributes ethically, transparently, and fairly to the evolution of the Brazilian regulatory landscape, respecting free competition and consumer rights. Through its Regulatory Affairs area, it acts strategically to ensure that each innovation complies with national and international health regulations, conducting legal compliance assessments throughout all stages of projects and ensuring quality and safety standards.

R&D operation is driven by market needs: it develops new projects based on a systematic approach of critical analysis and parameterization of expected results, which are presented and validated with the areas involved.

Product innovation

In 2025, we focused on reviewing processes, realigning the work of our forums, implementing new tools, and improving the way we execute projects, with a focus on speed and alignment with the Company's strategy. The ranking of ideas has become digital and organized by business category. This enables better identification of project portfolios and strategic alignment, allowing us to focus our efforts based on a better balance of criteria.

We deliver new products to four market segments: domestic, export, food service and healthy products.

We have launched 61 SKUs, most notably the Frontera brand Tortilla, which features distinctive flavors, no high-content front-of-package warning label, GMO-free (genetically modified organisms), and gluten-free, made with just a few ingredients and lots of flavor.

Product life cycle assessment

Continuing the digital transformation aligned with the innovation process in products and packaging, we launched the project to implement product life cycle assessment (Product Lifecycle Management – PLM), which is part of the roadmap of new R&D technologies.

PLM is a system that manages all phases of the product lifecycle, from conception to post-market, ensuring efficient collaboration, version tracking, and regulatory compliance. It integrates R&D teams, Marketing, Supply Chain, Planning, Production, Engineering and Quality, as well as support areas in new product projects, optimizations and certifications.



Frontera launches in 2025

“Companies that connect to the ecosystem don't just keep pace with innovation. They accelerate it.”

Literacy in Artificial Intelligence

In 2025, we structured and implemented an Artificial Intelligence literacy program, involving employees from different hierarchical levels and areas of expertise, including leadership, business areas, administrative teams, and interns. Literacy is a step toward building an organizational culture that is better prepared for the responsible and appropriate use of artificial intelligence.

The initiative impacted 1,746 people across various units through on-site and online training. The program addressed essential topics such as the context and relevance of Artificial Intelligence, its impacts on business and society, governance principles, compliance and data protection, as well as providing an overview of emerging tools and trends.



Officers and Vice Presidents during Artificial Intelligence literacy training.

Throughout the program, participants received training on Power Platform, in addition to technical and business mentoring, geared towards developing solutions for challenges in various areas. The solutions were subsequently refined by innovation scholarship recipients.

The model strengthens M. Dias Branco as an environment for learning, experimentation, and talent development, while also contributing to the maturity of the innovation ecosystem, accelerating the identification of solutions aligned with market needs.



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Strategy and digital transformation

In 2025, M. Dias Branco consolidated its position as a benchmark in digital transformation within its sector. Through strategic investments in technology and innovation, we have established a resilient technological foundation designed for the Company's sustainable growth.

Our technological evolution has been guided by three fundamental pillars:

🔗 **Agility and integration:** We ended the year with an IT infrastructure fully integrated into the business, acting as a strategic partner in enabling solutions that impact profitability.

🔗 **Resilient operating platform:** We have upgraded our infrastructure to a high-performance model with full availability. This technological progress shields our operations from disruptions, ensuring that our industrial and logistics units are always ready to respond to market demands.

🔗 **Leading the way in innovation and AI:** Our pioneering role in adopting Artificial Intelligence and developing systems aligned with the challenges of the sector place us in a prominent position in our market.

Innovation and Artificial Intelligence - #BoraInovar Strategy

Innovation at M. Dias Branco is a central pillar for business sustainability. In 2025, we position Artificial Intelligence (AI) as a catalyst for productivity and competitive intelligence:

🔗 **Digital governance and ethics:** We consolidated a governance framework for AI

use, establishing ethical guidelines and rigorous security policies. This framework ensures that technological acceleration takes place with responsibility, safeguarding the Company's data integrity and intellectual capital.

🔗 **Business intelligence and decision making:**

Through #BoraInovar strategic agenda, we integrate technology into the core of the Executive Board's decisions. We prioritize AI solutions that translate data into operational efficiency, with a direct focus on margin protection, billing intelligence, and the resilience of our supply chain.

🔗 **Pragmatic innovation culture:** More than just adopting new tools, we foster a culture focused on experimentation and scalability of real-world use cases, ensuring that technology is a continuous driver of simplification and value creation throughout our industrial ecosystem.

Cybersecurity and digital resilience

We upgraded our digital security to a new level of maturity. Assessments conducted by leading global consulting firms (Big 4) confirm that M. Dias Branco has protection indicators above the market average. Our strategy focuses on a culture of security through gamification and the comprehensive protection of assets, ensuring compliance with LGPD (Brazilian General Data Protection Law) and business continuity.

Infrastructure modernization and operational resilience

In 2025, we consolidated a structural transformation in our technology base,



Salvador (BA) unit is located next to Cotegipe Port.

establishing an architecture prepared to support the scale and complexity of our end-to-end operation.

🔗 **Scalability and high availability:** We modernized the infrastructure of our manufacturing plants and distribution centers, ensuring a high-performance environment. This development ensures the operational resilience necessary for the Company to maintain maximum productivity, mitigating the risk of systemic disruptions.

🔗 **Edge security and intelligence:** We have raised security standards at all our facilities through intelligent, comprehensive traffic inspection systems. The use of Artificial Intelligence for proactive threat detection ensures a robust defense barrier, preserving the integrity of operations and the continuity of data flows.

🔗 **Compliance and security in critical infrastructure (CONPORTOS):** We successfully completed the implementation of the guidelines of the National Commission for Public Security in Ports, Terminals and Waterways (CONPORTOS). The delivery of this project was validated by an audit from the Federal Police, attesting that our technological infrastructure meets the most rigorous security and control standards required for operations in port areas and customs terminals.

🔗 **Enabling the logistics strategy:** We act as an accelerator for the geographic expansion of M. Dias Branco, delivering the technological infrastructure necessary for the activation of new Distribution Centers. This agility in implementation ensures that new assets start operations fully integrated with the Company's efficiency and security standards.



Industry 5.0 and digital maturity

We made progress in digitalizing our production facilities, consolidating a smart manufacturing model that integrates real-time data into the production process. We expanded the MES system (Manufacturing Execution Systems) for the units in Bento Gonçalves (RS) and São Caetano do Sul (SP). Highlights of the year in digital manufacturing:

🔗 **Data-driven management:** We expanded execution and control systems in strategic units, enabling more accurate productivity management. This comprehensive visibility of manufacturing operations facilitates rapid decision-making and increases efficiency in the use of resources and assets.

🔗 **Industrial technology infrastructure:** We implemented high-performance infrastructure solutions designed specifically for the industrial environment. This technological foundation ensures that plant monitoring is continuous and resilient, eliminating blind spots in the operation.

🔗 **Security and operational integrity:** We strengthened the protection of our industrial plants by combining physical and cyber security. By mitigating risks in plant data centers, we ensure process integrity and protect production from external threats or technical failures.

Strategic projects and systemic evolution

Information Technology acts as a core enabler for major structural transformations, preparing the Company for future challenges through ongoing strategic initiatives:

🔗 **Synchronization between production and demand:** We made progress in implementing Advanced Planning and Scheduling (APS) solutions to optimize our production chain. This initiative aims to improve the accuracy of our industrial scheduling, seeking an ever-growing synchronization between the plant and market needs, directly reflecting on the efficiency of our service level.

🔗 **Resilience and regulatory readiness:** We are proactively modernizing our systems in response to the Tax Reform. This work stream ensures that M. Dias Branco is prepared for the transition to the new tax model, ensuring the necessary agility to maintain compliance and legal certainty in an evolving regulatory landscape.

🔗 **Business partnership:** More than just technical support, our development efforts are integrated with the long-term goals of our business areas, ensuring that the development of our systems keeps pace with the growth and complexity of our operations.

IT governance and capital efficiency

We consolidated a management model based on absolute transparency and rigorous budgetary control, ensuring that every technological investment is directly linked to generating value for the business.

🔗 **Cost optimization and benchmarking:** Through continuous process review and strategic renegotiations based on global market standards, we have captured significant efficiencies. This move allowed us to eliminate

redundancies and realign our operating costs with the best efficiency indicators in the industry.

🔗 **Financial discipline and cash flow management:** We implemented more agile and rigorous approval workflows, promoting increased visibility into the investment cycle. This financial governance strengthens our decision-making ability, ensuring that resources are allocated to high-return projects, with strategic impact.

🔗 **Operational sustainability:** Our governance model goes beyond cost control; it establishes a culture of excellence that balances the need for constant innovation with tax responsibility, sustaining the Company's long-term competitiveness.



Employees during Artificial Intelligence literacy training



Cultivating the soil,
processing the grain,
step by step,
hand in hand.



Definition of priority topics GRI 2-14

| 3-1

Our ESG Strategic Agenda is organized around the pillars of Environmental, Social, and Governance, reflected in three major commitments: Caring for the Planet, Believing in People and Strengthening Alliances. These pillars guide the sustainable development of M. Dias Branco, which prioritizes 15 essential topics for business continuity and for generating equality, transparency, social justice, and environmental preservation. Since its launch in 2013 and relaunch in 2022, the ESG Strategic Agenda has integrated sustainable practices into the company's operations and value chain, setting goals to be achieved by 2030.

Following a structured method – combining technical analysis, qualified listening of stakeholders and validation by governance bodies – we have identified the real and potential positive and negative impacts on our activities and business relationships, on society and the environment, including impacts on human rights.

The prioritization of impacts for management and reporting purposes considered their relevance to the business and the influence of the topics on assessments and decisions of stakeholders, represented by investors, employees, surrounding communities,

The 2030 public commitment goals are part of the ESG Strategic Agenda Rating and are linked to the performance assessment process and the bonus system for the CEO, the Executive and Statutory Boards, the Executive Management teams, and the technical departments related to material issues. Monitoring is made periodically through Management by Guidelines (MBG) meetings. Annually, the Sustainability Executive Committee assesses the goals for the cycle, ensuring the continuous progress of the topics and progress towards achieving the commitments made for 2030.

- ✦ Sustainability area and areas related to the prioritized material topics;
- ✦ ESG Committee and CEO;
- ✦ Board of Directors.

The list of topics below is the same as for the 2024 reporting period, with no changes.

Influence on assessments and decisions of stakeholders

High Priority

Medium Priority

Low Priority

Low Priority

Medium Priority

High Priority

Importance of economic, environmental and social impacts of M. Dias Branco

- Sustainability risks and opportunities
- Governance, ethics and integrity
- Sustainable value chain

Public sustainability goals for 2030 and 2025 Results ^{GRI}

2-25 | 3-3

We have defined our sustainability strategy – embodied in the ESG Strategic Agenda – through an integrated analysis of the economic, environmental, and social contexts in which we operate, recognizing the complexity of the challenges facing the sector and the opportunities for transforming our business model.

Along this path, we have made public commitments that guide the company's actions until 2030, a period established by the UN as the "Decade of Action".

The public goals for 2030 and 2025 results reflect the progress of our performance in each material area, and guide the prioritization of investments, projects and initiatives throughout the value chain.

On the right is a consolidated table with the results of 2030 public commitments, focusing on 2025 performance. The topics will be explored in more details in the specific chapters dedicated to each of the pillars: Environmental, Social and Governance, showing the evolution of indicators and implemented initiatives.



2030 Public Commitments ^{GRI 2-25 | 3-3}

Topic		Indicator	Baseline	2025 Results	2030 Goal
	Water	Water consumption index (m³/ton)	0.42 (2021)	0.43	0.40
		% of reused water and rainwater	16.7 (2021)	25.90	30
	Waste	Waste sent to landfill in all operations (t)	3,233.48 (2021)	864.37	0
		% Post-consumer recoverable packaging	22 (2021)	34.88**	38
	Energy	% use of renewable energy of scope 2	12 (2020)	85.26	90
	Climate Change	% reduction in absolute GHG emissions - Scopes 1 and 2	2020 Measurement	18	20
		Adoption of product lines with carbon-neutral seal	0	1	2
	Sustainable plastic packaging and materials	% use of recyclable, compostable and/or biodegradable finished product plastic packaging;	94 (2021)	97.23	100
	Combating food loss and waste	Input loss rate in the production process	1.25 (2021)	1.04	0.94
		% reduction in disposal of finished products	373.7 tons (2021)	61.88	50
	Community relations	Number of people impacted by the program for fostering entrepreneurship and professionalization in the food sector	0	51,815	150,000
	Occupational health and safety	Accident frequency rate (own employees);	0.68 (2021)	0.66	0.5
		Accident severity rate (own employees);	13.53 (2021)	12.56	8
	Human capital	Employee satisfaction index	71.3 (2018)	73	80
	Diversity and Inclusion	% women in leadership	26 (2021)	28.69	40
	Healthy and nutritious food	Leadership in market share in categories or segments with health and nutrition appeal	0	3	4
		Number of people impacted by the food education program	0	3.1 million	10 million
	Sustainable value chain*	% purchases from local suppliers.	60 (2021)	88.27	80
	Governance, ethics and integrity	Achieve the five commitments of the 100% Transparency Movement of the UN Global Compact	2 (2023)	3	5

*Results exclude wheat. **Preliminary result as of the date of publication of the report on April 6, 2026.



Sustainability management

GRI 2-12 | 2-13 | 2-14 | 2-17 | 2-18

We framed sustainability management to ensure the integration of ESG issues into corporate strategy, risk management, and decision-making. The Board of Directors and its advisory committees play a key role in this process, with their recommendations that, along with the analysis of the results of the independent assurance of the Integrated Report, are embedded in management systems and corporate policies, thereby promoting the continuous improvement of ESG governance.

“ Sustainable management is key to fostering environmental preservation, providing positive impacts for society, and increasing the value delivered to our shareholders. ”

Board of Directors: Is responsible for defining and approving sustainability guidelines and policies, overseeing social and environmental risks, and ensuring business continuity based on ESG principles. He monitors the implementation of regulations, assesses extreme risks, guides strategic adjustments, and maintains dialogue with relevant stakeholders. Their resolutions and the independent assurance of the Integrated Report strengthen transparency and risk mitigation.

ESG Committee: Supports the Board by assessing and proposing improvements in sustainability governance, recommending strategic actions, and periodically reporting suggestions to enhance practices related to the ESG Agenda.

Sustainability Executive Committee: Comprising executive officers, it is responsible for guiding strategic sustainability decisions, defining and monitoring guidelines, goals and actions aligned with the ESG Agenda, ensuring the integration of these initiatives into business planning.

Sustainability Area: Sustainability area coordinates the execution of the guidelines defined by the Executive Sustainability Committee, consolidates ESG indicators and results, coordinates the actions of other areas, and coordinates thematic working groups, ensuring continuous monitoring of progress and results and proper reporting to governance.

Sustainability Working Groups: Comprising employees from various areas, the Working Groups meet periodically to discuss the material topics under their responsibility, developing projects that ensure progress in achieving the 2030 public commitments, monitoring the results and developing action plans. In addition,

they report the results to the Sustainability area and other management forums.

Distribution of goals of the EGS Strategic Agenda



A total of 53 goals were monitored using an indicator system.

- 19 public goals;
- 26 internal goals and commitments
- 8 governance commitments



40 goals distributed among 9 working groups involving 27 areas of the Company

- Environment WG;
- Climate Change WG;
- Energy Efficiency WG;
- Sustainable Packaging WG;
- Combating Loss and Waste WG;
- Communities and Social Investment WG;
- Diversity, Equity and Inclusion WG;
- Sustainable Value Chain WG;
- Governance, Ethics and Integrity WG;



13 goals distributed among specific areas

- Corporate Education,
- Culture and Climate;
- Operational Performance Management;
- Occupational Safety;
- Marketing;
- Industrial Management System (IMS);
- Risk Management.

Responsibilities of the areas involved in sustainability

GRI 2-12 | 2-13 | 2-14





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Sustainability culture

We promote a sustainability culture, integrated into the business, engaging employees, leaders, and partners in the ESG Strategic Agenda. Through education, innovation, and on-site and digital initiatives in 2025, we broadened the understanding and adoption of sustainability practices and goals by our teams, encouraging responsible behaviors and collaboration across departments.

In the organizational climate survey conducted in 2025, which included the participation of more than 11,300 employees, the statement "I am encouraged to adopt sustainable initiatives within the company" achieved a score of 80 (on a scale of 0 to 100), showing the effectiveness of the actions promoted for engagement in sustainability. Below we highlight the main actions in the year.



Action during the Sustainability Meeting in Bento Gonçalves (RS)

Sustainability meeting

The meeting is one of the main internal mobilization efforts around the ESG Strategic Agenda, and the 2025 edition included the participation of employees and partners from all regions where we operate.

Edition: 8th | Hybrid format

Purpose



Strengthen the ESG culture, encourage people to take the lead, and integrate the Strategic ESG Agenda into daily operations.

2025 Theme



"Culture of Sustainability: when people transform commitment into legacy."

Main actions



- Educational activities on ESG topics;
- Engagement challenges;
- Annual meeting of the working groups (WGs)
- Visits from third sector partners;
- Training programs with external partners;
- Live Broadcast with UN Global Compact – Brazil Network and partner companies;
- Activation of the ESG FIEC Space (Eusébio unit).



Meeting of the Sustainability Working Groups in Eusébio (CE)

Annual meeting of the working groups (WGs)

In 2025, the working groups played a key role in promoting a culture of sustainability, working together on the ESG Strategic Agenda and translating guidelines into practical actions. The annual meeting of the Working Groups strengthened the alignment of priorities and collaboration between areas.

Innovation and acceleration of ESG initiatives.

We implemented an innovation program to accelerate ESG initiatives, strengthening working groups and prioritizing those facing the biggest challenges in meeting their goals. The program encouraged external partnerships, promoted benchmarking and offered training in innovation applied to sustainability, expanding the creation of solutions and the engagement of the teams.

ESG Indicators for Executive Management

In 2025, the Rating of the ESG Agenda, comprised of a set of indicators that assess progress in meeting public targets for 2030, has been integrated into the indicator tree for all of the Company's executive managers, contributing to the calculation of profit sharing. Previously, the Rating was already included in the indicator trees of the officers, vice-presidents, and the CEO. With this initiative, we seek to further expand the engagement of strategic levels in business sustainability issues, strengthening the commitment to the ESG Agenda and fostering a corporate culture aligned with best practices in sustainable management.

Communication and education for sustainability

We strengthened communication and continuing education as pillars of a culture of sustainability. In 2025, we continued publishing ESG News, a newsletter aimed at employees involved in the ESG Strategic Agenda, covering the progress of our public commitments, key achievements, and the sharing of best practices. We also continue to publish the Sustainability News, a bimonthly newsletter aimed at suppliers, customers, distributors, and communities, highlighting the role of the value chain in promoting responsible practices.

Connection with sectoral and global agendas.

Our culture of sustainability is strengthened by our involvement in sector-specific agendas and global initiatives. In 2025, we contributed to the UN Global Compact – Brazil Network's Business Guide to Combating Marine Litter, sharing the case "Vitarella Cream Cracker Packaging Made with Recycled Plastic," promoting a circular economy, proper waste management, and ocean protection.



Connection with the SDGs

In 2025, we revisited the prioritization of the SDGs within the context of our corporate strategy, with the aim of focusing our efforts, resources, and structured projects on the most relevant topics to our activities, thereby expanding our ability to translate global commitments into strategic decisions and concrete actions.

The process was developed internally, and had as main reference the SDG Compass (Sustainable Development Goals), a practical guide developed by the UN Global Compact to help companies in integrating SDGs into their strategy and operations.

The following SDGs, which are considered priorities, are those for which the converging goals are most closely aligned with the material topics defined in our 2030 ESG Strategic Agenda. Learn more about our initiatives related to each prioritized SDG, visiting the website. www.mdiasbranco.com.br, in Sustainability, Global Compact and Commitments section.



Voluntary commitments

GRI 2-23 | 2-24



Brazil Pact for Corporate Integrity (CGU)

✦ In 2025, we joined the Brazil Pact for Corporate Integrity, promoted by the Office of the Federal Controller General (CGU). Adherence contributes to strengthening our Integrity Program and Governance System, reflecting an increasingly fair and transparent corporate culture.



Technical cooperation agreement between the Brazilian Association of the Food Industry (ABIA) and the Ministry of Health.

✦ We participate in ABIA sector agreement, in technical cooperation with the Ministry of Health, as a public health strategy to promote healthy lifestyles and a balanced, nutritionally adequate diet, with a reduction in sodium and sugar intake.

✦ We are also part of ABIA's Thematic Committee on Sustainability, a forum that brings together companies in the food sector to promote the progress of the sustainability agenda in the industry, through working groups focused on reverse logistics and the carbon market.



Clean Company – Business Pact for Integrity and Against Corruption

✦ We are signatories of the Clean Company movement, which promotes integrity and ethics in business. We are committed to disseminating anti-corruption legislation among our employees and stakeholders and to strengthen compliance practices in our operations and business relationships.



Global Compact – Brazil Network

✦ We are signatories of the Global Compact – Brazil Network and align our operations and strategies with the Ten Universal Principles in the areas of human rights, labor, environment, climate change and anti-corruption, contributing to the achievement of the 17 SDGs, with a focus on 10 of them. We participate in action platforms on the themes of climate, human rights, combating corruption and sustainable agriculture, and in 2025, we joined the Global Day of Action for the SDGs, a mobilization that reinforces the private sector's engagement with the 2030 Agenda and joint action in favor of sustainable development.



Animal welfare - Cage-free Commitment

✦ Since October 2024, we have been using exclusively cage-free eggs in the domestic production of our food products, ahead of the original deadline for fulfilling the commitment we made in 2019 in partnership with Mercy For Animals. This initiative reinforces our commitment to animal welfare and responsible supply chain practices (the transition process was detailed in 2024 Integrated Report, page 69).



Brazilian Business Council for Sustainable Development (CEBDS)

✦ We joined CEBDS to contribute to business engagement with governments and civil society in support of sustainable development in Brazil, monitoring relevant trends, practices, and regulatory discussions, in connection with the

global network of the World Business Council for Sustainable Development (WBCSD). We participate in thematic chambers focusing on the following topics: Climate, Sustainable Finance, Circular Economy, Biodiversity, agri-food systems and Advocacy.

CDP Carbon Disclosure Project (CDP)

✦ M. Dias Branco is a member of CDP in the Climate and Water Security programs, reinforcing its commitment to transparency and the strategic management of environmental impacts. Through this membership, the Company monitors the main methodologies, trends and best practices of the global market, in addition to strengthening the management of risks and opportunities related to climate and water security and aligning the corporate strategy with international sustainability agendas.



El Agua nos Une Project - FGV

✦ M. Dias Branco participates in El Agua nos Une project, an initiative aimed at strengthening water governance in Latin America and promoting the efficient use of water resources in business activities. In Brazil, the project is developed in partnership between the Swiss Agency for Development and Cooperation (COSUDE) and the Center for Sustainability Studies of Getulio Vargas Foundation (FGVces), using the water footprint as a methodological basis for management and decision-making.

Our action in human rights

GRI 2-23 | 2-24

We share and adhere to the fundamental values and principles recognized in Brazil and internationally, such as the Federal Constitution, the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, the Ten Principles of the UN Global Compact, the Sustainable Development Goals (SDGs), and the conventions of the International Labor Organization (ILO).

Our actions are guided by a set of corporate policies that provide a framework for managing human rights throughout our operations and value chain:

- Human Rights, Diversity and Inclusion Policy;
- Code of Ethics;
- Supplier's Code of Conduct;
- Sustainability Policy;
- Social Responsibility Policy.

These policies are public, approved by senior management, and accessible through our institutional channels, ensuring transparency and alignment with best governance practices. These instruments establish guidelines for the prevention, mitigation, and management of risks and impacts on human rights, as well as guiding the expected conduct of employees, suppliers, and partners.

Training and integration of the topic into management.

In 2025, we launched a structured human rights training program designed to be integrated across corporate processes and the value chain, with the aim of strengthening governance in this area and supporting studies, analyses, and decisions within the framework of the ESG Strategic Agenda. The training involved the following working groups: Sustainable Value

Chain, Communities and Social Investment, Governance, Ethics and Integrity, and the Diversity, Equity and Inclusion Committee.

As a result, the Working Groups identified opportunities to improve their practices, contributing to the strengthening due diligence mechanisms related to human rights and the continuous improvement of the Company's ESG performance.

Main topics on human rights and management approach

To support the management of risks and impacts on human rights, we identify and prioritize topics relevant to our area of operation and adopt specific approaches throughout the value chain, as detailed in the box on the right.



Human rights in the value chain

Topic	Potential risks	Management approach
Diversity and Inclusion	Unequal treatment based on gender, race, sexual orientation, religion, age or hierarchical relationship.	Corporate programs and initiatives on diversity and inclusion, awareness campaigns, affinity groups and monitoring of indicators.
Work conditions	Non-compliance with labor laws, union agreements or responsible good practices.	Supplier due diligence through integrity and sustainability processes, social and environmental assessments of critical suppliers, checks against restricted lists, media monitoring, and occupational health and safety programs
Environmental impacts affecting human rights	Impacts on water resources, greenhouse gas emissions (GHG), deforestation and conversion of land use, in addition to impacts about territories with cultural or spiritual significance.	Company's environmental programs and commitments, such as decarbonization initiatives, water management, waste targets, and the use of renewable energy, as well as mapping of critical suppliers.
Relationships with communities	Operational inconveniences (noise, traffic), territorial conflicts in agricultural chain and overreliance on donations without building self-sufficiency.	Community engagement and social investment programs, corporate volunteering, and initiatives focused on developing skills and strengthening ties with surrounding communities.

“ We operate in line with key national and international human rights frameworks, with clear policies, active governance, and continuous risk management throughout the value chain. ”



Caring for nature means
honoring the origin
of everything that
nourishes the world.



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Environmental management

In this pillar, our motto is "Caring for the Planet," acting strategically to manage environmental impacts and promote efficiency in the use of natural resources. We prioritize topics such as water, waste, energy, climate change, sustainable packaging and plastic materials and combating food loss and waste. Our commitment to responsible management integrates sustainable practices into operational processes, guiding decisions and making sustainability an essential part of daily life.

The actions are guided by the Integrated Management System (IMS) Policy, which encourages pollution prevention, reduction of solid waste and water and energy consumption, as well as promoting research, innovation and investment. Environmental management is framed to ensure the business's sustainability and value creation across different timelines, focusing on water security, waste management, efficient use of natural resources, and environmental education, all integrated into the ESG Strategic Agenda.

2025 Highlights

- ✦ Maintenance of ISO 14001 certification in Eusébio (CE) and Jaboatão dos Guararapes (PE) units;
- ✦ Completion of ISO 14001-based environmental audits at the facilities in Cabedelo (PB), Fortaleza (Shortening and Margarines) (CE), Maracanaú (CE), Natal (RN), and Salvador (BA), bringing the total percentage of manufacturing facilities audited against international standards to 46.6%;
- ✦ Environmental legal compliance audits were completed at Eusébio (CE), Fortaleza (Shortening and Margarines) (CE), Jaboatão dos Guararapes (PE) and Salvador (BA) plants;
- ✦ Implementation of an ISO 14001 compliance assessment process at Bento Gonçalves (RS) and Fortaleza - Moinho Dias Branco (CE) plants, seeking to identify maturity regarding the requirements of this standard in operations;

Environmental pillar



Water

GRI 3-3 | 303-1 | 303-2

✿ The Legal Requirements Control and Assessment System was maintained, ensuring continuous monitoring of applicable environmental legislation;

✿ Progress in the digitalization of environmental routines, with the development of applications and the expanded use of BI (Business Intelligence) reports and expansion of chemical product management systems;

✿ A workshop was held on ESG Indices and Reporting for Environmental teams, promoting training and technical alignment;

✿ Assessment of risks and opportunities related to water security and adherence to the CDP questionnaire;

✿ We remained committed to Mãos pro Futuro Program, a collective reverse logistics system for packaging in Brazil;

✿ 100% offsetting of packaging for healthy product lines achieved through partnerships with the Institute for the Promotion and Support of Recycling (Inpar) and the reverse logistics operator Eureciclo;

✿ The case study of the recycled secondary packaging of Cream Cracker Vitarella was included in the UN Global Compact Good Practices Guide presented at COP 30;

✿ A technical workshop was held on energy efficiency in industry, strengthening the decarbonization and operational optimization agenda;

✿ Integration of waste performance into management and incentive mechanisms (ESG Strategic Agenda Rating);

✿ Expansion of Zero Landfill manufacturing plants, according to the project schedule;

✿ Launch of Recircule Program, a circular economy strategy that will structure waste and packaging management, expanding circularity and strengthening our environmental commitments.

Environmental education (EE)

Environmental education is fundamental to our sustainable management. During "Environmental June," we promoted awareness activities about the rational use of water and reuse practices, with the motto "Cada Gota Conta, Cada Ação Transforma" (Every Drop Counts, Every Action Transforms). These initiatives involved both internal employees and third parties through recreational activities, reinforcing environmental responsibility and encouraging practices aligned with the company's management system.

Among the main initiatives of the period, we highlight:

- ✿ Awareness campaign about responsible water consumption;
- ✿ Educational and interactive activities during the month of June;
- ✿ Art exhibition using recycled materials;
- ✿ Distribution of medicinal herb seedlings.

Reflecting compliance with applicable legal requirements, no environmental fines were imposed, nor were there any significant instances of non-compliance with laws and regulations in 2025. Significant non-compliance cases are those formally recorded by regulatory agencies, as well as violations of environmental requirements classified as significant in internal procedures. GRI 2-27 | SASB FB-PF-140a.2

In the following pages, we present the evolution of our environmental management, detailing the priority topics of the environmental pillar, as well as the main challenges and progress in the year.

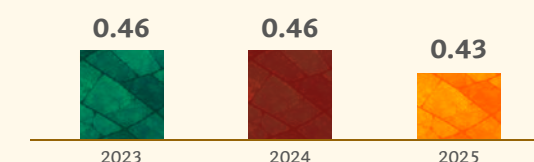
In addition to being an ingredient in our products, water is essential for industrial processes, equipment sanitation, and ensuring food safety. Responsible management of this resource, in a manner that is appropriate and compatible with the other multiple uses of the watersheds where they are located, is critical to the continuity of our operations, especially considering that a significant portion of our facilities is located in regions facing high pressure on water availability.

Public target by 2030



Reduce water consumption to **0.40 m³** per ton of products

Water consumption index (m³/ton)

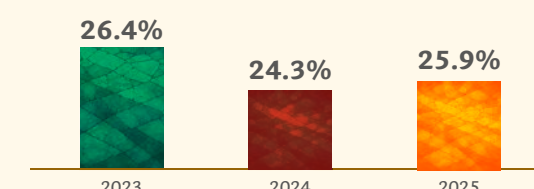


Public target by 2030



Achieve **30%** reuse rate for reclaimed water and rainwater

Use of reclaimed water and rainwater (%)



Main actions in 2025

- ✿ Implementation of water consumption monitoring at facilities that previously did not track the use of reused water and rainwater;
- ✿ Launch of Cada Gota Conta (Every Drop Counts) Project, aimed at optimizing the monitoring of water consumption and strengthening the culture of efficient use of this resource;
- ✿ Expansion of rainwater collection at Jaboaão dos Guararapes (PE) unit;
- ✿ Start of implementation of the project to reuse treated wastewater in toilets at Maracanaú (CE) facility;
- ✿ Progress in studies and in the use of air conditioning water at Eusébio (CE) unit.

In 2025, total water consumption was 1,239.23 ML, maintaining the downward trend seen in recent years and sustaining progress towards long-term goals. This performance reflects the consolidation of water efficiency actions, the expansion of monitoring, and the prioritization of structuring projects, especially in units located in areas of higher water vulnerability.

During the same period, we made progress in expanding the use of reclaimed and rainwater, driven by the commissioning of new collection and storage systems, and by improvements in the management of this indicator in manufacturing plants, reinforcing the strategy of diversifying supply sources and reducing pressure on primary water resources.

Water and wastewater management is guided by practices and procedures aligned with the Integrated Management System and the requirements of NBR ISO 14001, ensuring legal compliance, operational control, and continuous improvement.



Our interactions with water resources are mainly associated with the use of water as a raw material, heating and cooling processes, and cleaning and sanitizing activities. The main sources of water collection include rainwater, supply by utilities or tank trucks (water acquired from third parties) and collection through artesian wells.

Water discharge ^{GRI 303-2}

After being used in production and support processes, water not incorporated into products is discharged as liquid effluent and treated at the company's own treatment plants or by licensed third parties, as applicable.

We manage the impacts related to wastewater disposal through periodic quality monitoring, based on parameters defined in current environmental legislation. When necessary, we use the results for compliance assessment and to define corrective and preventive actions.

We have established the technical limits set forth in CONAMA Resolutions 430/2011 and 357/2005, as well as state regulations (such as SEMACE 151/02 and INEA DZ 215.R4), as the minimum standard for 100% of our operations, with specific limits outlined in each facility's Monitoring Plan. During this period, no cases of non-compliance with these limits were recorded. These standards are fully applied. Monitoring of water quality (pH, BOD, COD, oils and greases, and others according to the specific characteristics of each region) considers the profile of the receiving body (rivers or public network) to ensure that the discharge does not change the local water quality class, in accordance with the precepts of ISO 14001.

In 2025, the total discharge was 301.83 mL, all of which was discharged into surface waters. There were no discharges into groundwater, the sea, or for reuse by third parties. All discharged water (in areas with and without water stress) is classified as freshwater (total dissolved solids – TDS ≤ 1,000 mg/L).

Water risks, impacts on business and mitigation strategies

Water scarcity and stress on supply sources represent significant physical risks to our operations, with potential impacts on operational continuity, costs, and production efficiency, especially in units located in regions of high or extremely high water stress. These risks may be reflected in collection constraints, increased volatility in water availability, and higher operating costs.

To mitigate these risks, we adopted an integrated water management strategy, which includes strengthening consumption monitoring, diversifying water sources through reuse and rainwater harvesting, ongoing investments in water efficiency, and integrating water security into risk analyses and medium- and long-term planning, in line with the ESG Strategic Agenda and the guidelines of CDP Água.

The environmental impacts associated with water consumption and wastewater generation are identified and assessed through the Survey and Assessment of Environmental Aspects and Impacts, pursuant to ISO 14001. Significant impacts lead to the setting of goals, targets and action plans.

We conducted a risk and opportunity study focused on water security, specifically targeting facilities located in water-stressed regions. The study is currently being updated to help guide investment priorities and strengthen operational resilience.

Performance monitoring is conducted using the Management by Guidelines (MBG) methodology, with periodic reviews at the operational units and at the corporate management level. Water consumption is integrated into the company's strategic indicators and is linked to the performance assessment and bonus mechanisms for the Executive Boards and Management (ESG Strategic Agenda Rating). ^{SASB FB-PF-140a.3.}

Around 67% of our operations are located in regions classified as having high or extremely high water stress. In 2025, in these areas, water intake totaled 1,044.61 mL, representing 78.4% of the Company's total intake, while water consumption was 960.45 mL, corresponding to 77.5% of total consumption. Compared to 2024, can see a decrease in absolute water consumption in water-stressed areas, highlighting the effectiveness of water efficiency actions and diversification of supply sources implemented in operations. ^{SASB FB-PF-140a.1}

We interact with water in our industrial and

sanitation processes, using rainwater sources, wells, and water supply from third parties. Our management approach is based on ISO 14001 and a Climate Risk Study, where 100% of the units were

analyzed for their level of water stress, using the Aqueduct tool from the World Resources Institute (WRI), considering an analysis horizon up to 2030, 2050, and 2080.

We rigorously monitor water consumption in units located in areas of higher water stress, especially those located in the Northeast. We recognize water as a shared resource and, therefore, we actively participate in River Basin Committees, collaborating with other users to respect regional water availability. We also participate in technical forums, such as CEBDS, seeking alignment with best practices in water security management, in addition to participating in initiatives such as the El Agua nos Une pilot project (FGVces/COSUDE), which focuses on measuring the water footprint of a product in the portfolio. ^{GRI 303-1}

Total water collected, consumed and disposed of in water-stressed and outside water-stressed areas ^{GRI 303-3 | 303-4 | 303-5 | SASB FB-PF-140a.1.}

Water use	2023			2024			2025		
	In water-stressed areas	Outside water-stressed areas	Total	In water-stressed areas	Outside water-stressed areas	Total	In water-stressed areas	Outside water-stressed areas	Total
Volume of collected water (ML) ^{GRI 303-3}									
Surface water	397.64	190.42	588.06	347.13	217.67	564.8	305.00	236.07	541.07
Rainwater	242.70	-	242.70	190.60	-	190.60	210.85	9.88	220.73
Groundwater	554.92	41.65	596.57	508.66	44.93	553.59	499.29	42.37	541.66
Third-party water	46.60	-	46.60	45.10	-	45.10	29.47	-	29.47
Total	1,241.86	232.07	1,473.93	1,091.49	262.60	1,354.09	1,044.61	288.32	1,332.93
Volume of collected water (ML) ^{GRI 303-4}									
Surface water	294.13	111.51	405.64	270.53	119.24	389.77	184.79	117.04	301.83
Water consumption (ML) ^{GRI 303-5}									
Total	1,088.70	237.73	1,326.43	1,007.91	262.61	1,270.52	960.45	278.77	1,239.23

Notes: Data refers to the Company's industrial operations, excluding Lençóis Paulista and Las Acacias units. There is no seawater intake or on-site water production. 100% of the water collected and discharged is technically classified as Fresh Water (total dissolved solids – TDS ≤ 1,000 mg/L). There were no changes in water storage in 2025. Water intake ^(GRI 303-3) corresponds to the volume directly withdrawn to supply the manufacturing units, by source of collection, as shown in the table. Measurements are taken using water meters installed near the intake points or entrances of the units, or based on information provided by the utility companies, as applicable, with monthly consolidation. Assessment of water stress areas ^(SASB FB-PF-140a.1) is based on the Aqueduct Water Risk Atlas (WRI) tool. Water disposal ^(GRI 303-4) corresponds to the volumes of liquid effluents destined for treatment in company-owned or licensed third-party treatment plants and entirely destined for surface waters. For smaller units where direct discharge metering is not yet installed, volumes are estimated via water balance. Water consumption ^(GRI 303-5) is measured using water meters, i.e., it is a direct measurement. Some units have water treatment systems where the volume consumed is measured after this stage, thus resulting in different figures between the volumes collected and consumed.



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Waste

GRI 3-3 | 306-1 | 306-2

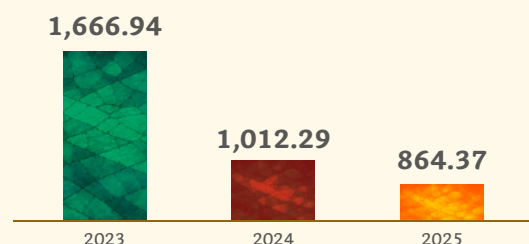
In a context of resource scarcity and operational limitations for waste disposal, moving towards management models that increase circularity is key for business efficiency. By prioritizing recovery routes and extending the lifespan of materials throughout the value chain, we contribute to reducing pressure on landfills and mitigating environmental impacts.

Public target by 2030



Zerowaste to landfill across all operations - Zero Landfill Program

Waste sent to landfill across all operations (t)

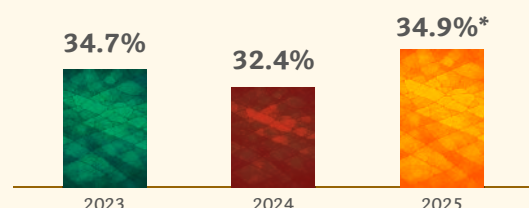


Public target by 2030



Reaching **38%** of recoverable packaging – collection of post-consumer packaging

Post-consumer recoverable packagingr (%)



*Preliminary result as of the date of publication of the report on April 6, 2026.

Main actions in 2025

- ✦ Expanding routes that avoid landfill disposal, focusing on recycling, co-processing, and other recovery operations;
- ✦ Continuous qualification of waste transporters and disposal facilities, based on environmental and compliance criteria;
- ✦ Strengthening controls through Waste Transportation Manifests (MTR), indicators and reports;
- ✦ Expansion of Zero Landfill manufacturing plants, with the inclusion of Rio de Janeiro (RJ), Natal (RN) and Queimados (RJ), ending 2025 with 10 manufacturing plants that eliminate waste disposal in landfills.

Our waste management is guided by the Integrated Management System Policy and implemented primarily through the Solid Waste Management Plan (PGRS), in compliance with applicable laws and with a focus on solutions that offer higher environmental value.

Whenever possible, we go beyond regulatory requirements, investing in research, innovation, and the development of more efficient disposal routes to prevent pollution, promote circularity, and reduce the consumption of virgin raw materials.

The potential impacts identified are primarily linked to the amount of waste generated and its sustainable disposal, both during manufacturing processes and in the post-consumer phase, with potential effects on the business's social and environmental responsibility, such as pollution and environmental contamination.



Action of Mãos Pro Futuro reverse logistics program

We have a qualification program for waste transporters and disposal facilities, with technical and environmental criteria, aimed at reducing risks associated with the disposal chain. Data is monitored through structured processes, which include classification, weighing, recording, and tracking of segregation, storage, and final disposal flows, as well as environmental impact analysis and the preparation of compliance reports.

In the post-consumption phase, we participate in the Mãos Pro Futuro (Hands for the Future) Program, currently the largest structuring program for reverse logistics of post-consumer packaging in Brazil, a sector-specific and non-profit initiative focused on the proper environmental disposal of packaging placed on the domestic market. Mãos pro Futuro program aims to ensure compliance with legal obligations and contribute to the structuring and strengthening of organizations of recyclable material collectors throughout the country. In 2025, the Program invested approximately 25 million Brazilian reais in structuring more than 220 cooperatives, and recovered/sent for recycling more than 215,000 tons of post-consumer packaging.

Also on this front, in 2025, we maintained the commitment to offset 100% of Jasmine brand packaging placed on the market, through a partnership with Eureciclo. This model ensures that a volume equivalent to that of the packaging sold is recycled, through the acquisition of recycling credits, according to the reverse logistics adopted. It is worth noting that this offsetting is restricted to Jasmine brand. Eureciclo, a social and environmental impact business, contributes to strengthening the recycling chain in the country, promoting social and environmental development, and the seal on the packaging attests to the company's financial support for recycling in Brazil.

In 2025, total waste generation was down 13.6% from the previous year, while total production increased 2.4%, resulting in a 15.7% decrease in waste generation intensity (waste per ton produced). Despite changes in the total volume of waste generated, most of it was directed to recovery operations, and the amount destined for final disposal decreased compared to 2024. The result reflects the progress of Zero Landfill Program and the expansion of material recovery routes. GRI 306-3 | 306-4 | 306-5

In 2025, the indicator "Waste sent to landfills in all operations" was published in tons, aiming to provide more transparency to stakeholders. GRI 2-4

“ Transforming waste into resources strengthens the circular economy and reduces environmental impacts. ”

Total waste generated, by type ^{GRI 306-3}

	2023	2024	2025
Hazardous waste (t)			
Electronics	3.98	1.1	3.27
Construction debris	-	12.18	55.82
Used lubricating oil	17.13	15.95	12.58
Other	23.34	93.72	0.06
Cells, batteries and light bulbs	22.18	1.77	6.46
Health care-related waste	0.89	0.95	1.20
Miscellaneous hazardous waste (chemical, contaminated and others)	153.82	157.65	130.92
Out of specification or expired products	-	-	0.00
Recyclables (paper, plastic, glass, metal and wood)	-	-	0.00
Total hazardous waste (t)	221.34	283.32	210.31
Non-hazardous waste (t)			
Rubber	1.21	0.23	1.30
Electronics	0.55	0.04	0.83
Construction debris	687.57	1,885.26	1,046.81
Fats and oils	104.64	70.99	95.91
Sludge from water and effluent treatment	3,722.08	2,334.14	972.19
Other	124.02	5.61	2.72
Cells, batteries and light bulbs	1.10	0.04	0.39
Out of specification or expired products	1,839.11	2,340.62	2,919.25
Recyclables (paper, plastic, glass, metal and wood)	11,178.70	10,972.80	11,015.36
Restaurant waste	1,012.49	1,002.51	1,086.35
Non-recyclable waste	1,695.12	1,966.55	2,011.55
Organic waste	11,421.72	14,949.56	11,121.79
Refinery ground	2,786.46	1,996.20	2,165.74
Total non-hazardous waste	34,574.77	37,524.55	32,440.19
Total waste generated	34,796.11	37,807.87	32,650.50

Note: The Solid Waste Management Plan (PGRS) and the Environmental Management System (SGA) are the Company's main instruments of waste management. Information reported refers to waste generated within the organizational boundaries of M. Dias Branco and is collected at the manufacturing unit level, with consolidation in the corporate environmental management, based on operational records and disposal controls adopted in each unit.

Total waste not destined for final disposal, by type ^{GRI 306-4}

	2023		2024		2025	
	Within the organization	Outside the organization	Within the organization	Outside the organization	Within the organization	Outside the organization
Hazardous waste (t)						
Blending for co-processing	-	1.44	-	31.72	-	58.43
Co-processing	-	114.57	-	105.22	-	55.51
Decontamination	-	1.72	-	0.79	-	1.65
Encapsulation	-	-	-	0.18	-	0
Recycling	-	48.46	-	8.79	-	11.16
Reverse logistic	-	-	-	-	-	0
Re-refining	-	17.13	-	15.21	-	12.58
Other	-	12.43	-	-	-	5.06
Total	-	195.75	-	161.91	-	144.39
Non-hazardous waste (t)						
Blending for co-processing	-	-	-	3,910.51	-	3,619.13
Composting	-	7,035.78	-	5,294.24	-	4,496.86
Co-processing	-	1,289.45	-	2,471.91	-	2,366.86
Co-product	-	-	-	631.01	-	-
Recycling	-	23,719.04	-	21,950.44	-	19,681.52
Reuse	-	457.16	-	2,028.05	-	-
Other recovery operations	-	279.1	-	-	-	1,070.77
Re-refining	-	-	-	-	-	-
Total	-	32,780.53	-	36,286.16	-	31,235.14
Grand total	-	32,976.28	-	36,448.07	-	31,379.53

Note: The Solid Waste Management Plan (PGRS) and the Environmental Management System (SGA) are the Company's main instruments of waste management. Information reported refers to waste generated within the organizational boundaries of M. Dias Branco and is collected at the manufacturing unit level, with consolidation in the corporate environmental management, based on operational records and disposal controls adopted in each unit.

Combating food loss and waste

GRI 3-3

Total waste destined for final disposal, by type

GRI 306-5

	2023		2024		2025	
	Within the organization	Outside the organization	Within the organization	Outside the organization	Within the organization	Outside the organization
Hazardous waste (t)						
Class I waste landfill	-	18.41	-	106.9	-	57.94
Sanitary Landfill	-	-	-	5.3	-	-
Autoclaving and sanitary landfill	-	-	-	0.62	-	0.92
Autoclaving and incineration	-	-	-	0.05	-	-
Incineration	-	7.18	-	8.54	-	7.05
Total	-	25.59	-	121.41	-	65.91
Non-hazardous waste (t)						
RCC landfill*	-	16.18	-	67.56	-	74.09
Sanitary Landfill	-	1,778.07	-	1,170.84	-	1130.97
Total	-	1,794.25	-	1,238.40	-	1,205.06
Grand total	-	1,819.84	-	1,359.81	-	1,270.97

*Landfill for construction debris.
Note: Data related to solid waste management are calculated mainly through Waste Transport Manifests (MTR), issued for each destination made. Each unit has its own Solid Waste Management Plan, and monitors specific indicators, such as the percentage of waste disposed of in landfills. Results are consolidated at the corporate level by the Environmental area. Waste is classified as hazardous and non-hazardous, and all reported waste is generated within the organization. In 2025, recovery and final disposal operations were carried out through licensed third parties. The total amount of waste generated (GRI 306-3) is consistent with the total amount of waste destined to recovery. (GRI 306-4) and final disposal (GRI 306-5), ensuring the integrity and traceability of the reported information.

Intensity of waste generated

Indicator	2023	2024	2025	Change 2025/2024 (%)
Total waste (t)	34,796.11	37,807.87	32,650.50	-13.6%
Tons of product produced	2,873,934	2,790,453	2,857,145.74	2.4%

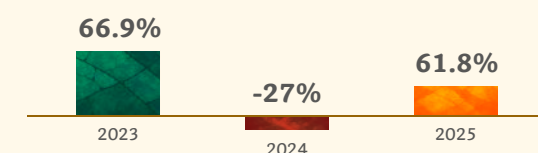
Efficient management of raw materials and finished products is central to the sustainability of our business. In a context of increasing demand for food, social inequalities, and challenges related to food security, reducing losses and waste contributes to mitigating environmental impacts associated with the use of natural resources, waste generation, and positive social impacts in the areas surrounding our operations. At the same time, efficiency in inventory management and production processes strengthens competitiveness, delivery reliability, and value creation throughout the supply chain.

Public target by 2030



Reduce by **50%** the disposal of finished products

Reduction in disposal of finished products (%)



Public target by 2030



Reduce input loss rate in the production process to **0.94**

Input loss rate in the production process (%)



Key actions for reducing disposal of finished products in 2025

- Systematic monitoring of the finished product loss indicator;
- Review of planning, storage, handling and shipping processes, with a focus on expiration date control (FEFO);
- Adjustments to operational routines and strengthening of internal controls;
- Implementing voluntary initiatives at institutions that receive product donations, as a way to raise awareness among the operational teams at these facilities and help reduce product waste;
- Engaging operational unit teams through regular monitoring of results and action plans;
- Nomination of logistics employees as Ambassadors for the donation program, strengthening engagement in the fight against waste;
- Integrated action between operational, logistics, planning and commercial areas for loss prevention and handling of deviations.

Key actions for reducing input loss in the production process in 2025

- Intensified mapping of loss-generating points in priority units;
- Strengthening the loss assessment committee, with the participation of industrial focal points;



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Logistics employee receives award as donor company from SESC Mesa Brasil in Espírito Santo

- Periodic monitoring of the indicator by production segment (pasta, crackers and cookies, toasts, cakes and snacks).

Losses of finished products and raw materials in the production process lead to significant economic, environmental, and social impacts. From an economic point-of-view, they affect financial performance through reduced revenue, increased operating costs, and the need to replenish inventory. From an environmental perspective, they result in the waste of raw materials, energy, and resources used in production, as well as increased waste generation and potential emissions associated with rework and disposal. In the context of people, the topic

relates to a culture of quality and the organization of processes, since failures in packaging, storage, handling, and shipping can increase operational risks and rework demands.

We recognize that negative impacts can occur when finished products are disposed of due to expiration, primarily in connection with internal inventory management, production planning, the application of the FEFO (First Expired, First Out) principle, and management of returns. For this reason, this topic is addressed as a material issue, with a focus on continuous improvement, traceability, process standardization and strengthening good operational practices. Our commitment to continuously reducing losses

is in line with internal guidelines for quality, integrity, and compliance, as well as operational standards applicable to storage, handling, shipping, and distribution. This topic is managed on an integrated basis across operational, logistics, planning, and sales areas, with goals, metrics, and regular monitoring meetings.

Losses are managed with a preventive and corrective approach, focusing on eliminating root causes and reducing recurrences. Among the main measures adopted, the following stand out:

- Improving inventory control processes, systems, and tools, ensuring the application of FEFO (First Expired, First Out);
- Appointing ambassadors at each location to monitor products nearing their expiration dates and, whenever possible, redirect them to appropriate destinations through donations;
- Structured investigation of incidents, with the execution of corrective and preventive actions;
- Strengthening positive impacts, such as increased operational efficiency, reduced waste, less waste generation, and increased operational reliability.

The effectiveness of the measures is tracked through the systematic monitoring of indicators of finished product losses and input losses in the production process, with structured analyses of events, periodic follow-up meetings, and review of deviations with the responsible areas. Goals and indicators guide the analysis of progress and the direction of action plans.

In 2025, we saw a higher incidence of losses in the first quarter, reflecting operational challenges and opportunities to improve processes and internal controls. Based on this diagnosis, the actions implemented contributed to the stabilization and improvement of results over the subsequent quarters. The lessons learned were included into operational routines, with process adjustments, strengthened controls, and more integration between areas. As a result of this set of initiatives, we resumed the path of improvement in the indicator, achieving a reduction of 61.88% in 2025 and an accumulated reduction of 41.7% compared to the base year.

“Reducing waste is not just about efficiency – it's about responsibility to society.”

Packaging and sustainable plastic materials

GRI 3-3 | 301-1 | 301-2 | SASB FB-PF-410a.2

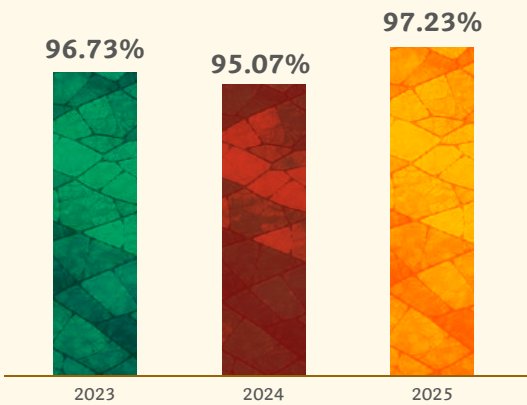
The use of packaging is an essential part of our business model and generates impacts throughout the value chain, from origination to post-consumption. Moving towards more sustainable solutions is strategic for reducing pressure on non-renewable resources, expanding the circularity of materials and strengthening the recycling chain, as well as boosting innovation and competitiveness. Non-recyclable or difficult-to-recover structures can undermine the efficiency of recycling systems and the responsible management of natural resources.

Public target by 2030



Make **100%** of plastic packaging for finished products recyclable and/or compostable and/or biodegradable

Recyclable, compostable and/or biodegradable finished product plastic packaging (%)



Main actions in 2025

- ✚ Applying recyclability criteria to the packaging development and improvement workflow;
- ✚ Critical analysis of projects that fall outside the criteria, with contingency plans;
- ✚ Actions of a multidisciplinary working group, with monthly monitoring;
- ✚ Engaging suppliers and institutions to develop solutions;
- ✚ R&D awareness, Procurement and Marketing in material specification decisions;
- ✚ Continued review of non-recyclable structures mapped in previous cycles;
- ✚ Progress on projects to replace materials and use recycled content in secondary packaging, where technically feasible and in compliance with regulations.

Sustainable packaging management is integrated into corporate sustainability and innovation guidelines, as well as meeting regulatory requirements. We invest in research, development, and innovation to increase the recyclability of packaging and reduce the environmental impact associated with the use of plastic materials. We are transparent in the disclosure of results and action plans, allow independent assessments and audits, and seek continuous improvement of processes related to the topic.

We adopt technical recyclability criteria in the packaging development and improvement process, ensuring that new products meet these

requirements. In cases of non-compliance, we conduct a critical analysis of the briefings and define contingency plans to mitigate risks and seize opportunities for improvement.

A multidisciplinary working group, led by the R&D department, monitors the effectiveness of the measures through monthly meetings to track key performance indicators and action plans. Performance on this topic is included in the sustainability rating monitored by senior leadership. Our goals are broken down year by year until 2030, with lessons learned included into the policies and procedures of the R&D and Sustainability areas. Involving the Procurement

and Marketing teams in the decision-making process regarding material specifications strengthens governance of this issue throughout the value chain.

Engagement between internal areas and suppliers underpins the measures adopted, and monitoring of effectiveness occurs through indicators, periodic analyses, and internal reports, ensuring transparency in assessing progress and directing corrective and preventive actions. The participation of the technical team in sectoral and institutional forums contributes to continuous updating and alignment with the progress of the sustainable packaging supply chain.

Materials used in production and packaging

GRI 301-1 | SASB FB-PF-410a.1

Material Name	Material	Source type	Unit	2023	2024	2025	Change 2025/2024
Flexible films (laminate, metallized laminate and monolayer)	Packaging	Non-renewable source	Tons	13,087.94	15,322.96	13,229.13	-15.22%
Rigid packaging	Packaging	Non-renewable source	Tons	2,734.84	2,874.24	3,448.11	17%
Paper packaging (recycled, kraft and semikraft)	Packaging	Renewable source	Tons	31,842	31,091	31,792	16.64%
Total				47,664.78	49,288.20	48,539.24	

Percentage of raw materials or recycled materials used in the manufacture of products and services

GRI 301-2 | SASB FB-PF-410a.1

Material Name	2023	2024	2025
Flexible films (laminate, metallized laminate and monolayer)	-	-	-
Rigid packaging	-	-	-
Cardboard boxes (recycled, kraft and semikraft)	93.01%	91.23%	90%
Baling film	55.28%	58.53%	60.65%

Notes: Anvisa only allows the use of PET-PCR in recycled packaging for food contact, according to its regulations. Therefore, flexible films and rigid packaging used by us do not contain recycled material. To determine quantities, the metric unit used was tons. 2024 data on Cardboard boxes (recycled, kraft and semikraft) and Baling film have been adjusted in this edition, as they were presented in reverse order in the previous report. ^{GRI 2-4}



Climate Change

GRI 3-3 | 305-1 | 305-2 | 305-3 | 305-5

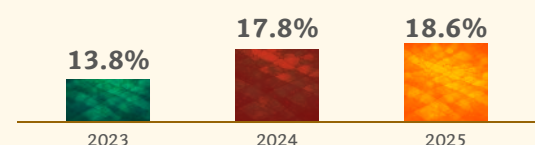
The risks and impacts related to climate change affect the entire business value chain, from the supply of agricultural inputs to operations, logistics, and the final consumption of products. The increasing frequency of extreme weather events, water shortages, and volatility in agricultural commodity prices can impact operational continuity, costs, financial performance, and food security. This scenario demands the creation of instruments, and ongoing actions for the transition to a low-carbon economy, including targets for reducing emissions and plans for climate transition.

Public target by 2030



Reduce by **20%** the absolute emissions of Greenhouse Gases (GHG) versus the base year (2020) - Scopes 1 and 2

Reduction of absolute greenhouse gas (GHG) emissions - scopes 1 and 2 (purchase approach) (%)

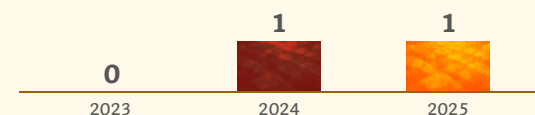


Public target by 2030



Adoption of **two product** lines with carbon-neutral seal

Number of product lines with carbon-neutral seal



Managing this issue is integrated into the ESG Strategic Agenda, the Sustainability Policy, and the Energy Efficiency Policy, representing a strategic priority for the company.

The implementation of the Climate Transition Plan takes place through the Decarbonize Program, the main instrument for executing the ongoing strategy, structured around ten pillars that guide initiatives for mitigating and adapting to climate change. Performance monitoring and assessment of effectiveness are conducted on a systematic basis and reported in governance forums, as detailed in the TCFD section (below).



Recognition of employees for the results of the natural gas reduction project

Task Force on Climate-related Financial Disclosures (TCFD)

Task Force on Climate-Related Financial Disclosures

GRI 201-2

In line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), established by the Financial Stability Board (FSB), we present our information on governance, strategy, management of risks and opportunities, metrics, and goals for addressing climate change. The report considers the potential impacts on the company's financial position, performance, and cash flows in the short, medium, and long term.

Governance of the climate change topic

From operations to senior management, responsibility for actions related to climate change is shared on an integrated and multidisciplinary basis. This approach reflects the understanding that risks and opportunities cut across all areas of the organization, and must be integrated into the agenda of executives all the way up to the Board of Directors, and incorporated into strategic, operational, and financial decisions, thus strengthening the resilience of the business.

Since 2021, we have had an ESG Committee, a permanent advisory body to the Board of Directors responsible for promoting, monitoring, and ensuring the adoption of programs related to the control of greenhouse gas emissions and the implementation of the Climate Transition Plan. The ESG Committee's actions are supported by the Risk Management Policy and include the systematic monitoring of identified climate risks and the progress of mitigation and adaptation initiatives, reporting its analyses and



Salvador (BA) Unit



The Board of Directors oversees matters related to climate change, periodically monitors the implementation of the Climate Transition Plan, the associated risks and opportunities, performance indicators, and progress toward the established goals. Supervision takes place through regular meetings, in which results are presented, the progress of initiatives is tracked, and any necessary strategic adjustments are identified.

ESG Committee connects the corporate guidelines defined by the Board of Directors to the methods of execution, sharing responsibility for implementation with the statutory board. This connection is reinforced by the actions of the company's CEO, who, in addition to overseeing the implementation of the ESG Strategic Agenda, chairs the ESG Committee, ensuring alignment between governance, strategy, and execution.

Executive Officers are directly responsible for implementing the climate strategy in their respective areas. The technical coordination of the climate agenda is carried out by the Vice-Presidency of Supply Chain, through the Executive Management of Climate and Environmental Strategy, which works on the integrated implementation of the following pillars:

- 🌱 Climate change and carbon management;
- 🌱 Circular economy;
- 🌱 Biodiversity;
- 🌱 Natural resource management.

Within the framework of these pillars and through the breakdown of initiatives under Descarbonize Program, we conduct studies to assess risks and opportunities related to climate change, prepare and update

inventories and set and monitor climate-related goals, implementing the Climate Transition Plan.

Additionally, the Vice-President of Legal, Governance, Risks and Compliance is responsible for the corporate process of identifying, assessing and monitoring climate change-related risks and opportunities, ensuring its integration into the corporate risk matrix, in addition to developing control mitigation and adaptation mechanisms.

The Executive Sustainability Committee, comprising executives from various departments, is responsible for discussing and monitoring the results of initiatives linked to the Strategic ESG Agenda and related to climate issues.

This governance model ensures that the climate approach is framed, integrated, and aligned with TCFD recommendations, ensuring oversight by the Board of Directors, as well as proper executive management and the inclusion of climate risks and opportunities into strategic planning and other decision-making processes.

“Senior management actively oversees the climate change agenda, ensuring its integration into business strategy.”

Climate strategy

Climate change has been causing significant impacts on a global scale, with direct and indirect effects on the business environment. We recognize the urgency of understanding the scope of these impacts on our operations, value chain, costs, and financial performance. In this context, we act strategically in managing risks and opportunities related to changes in temperature and climate patterns.

We analyse scenarios considering different global warming pathways and their potential impacts on the business environment. Simulations include scenarios aligned with limiting global warming to 1.5 °C or less, including analyses associated with Shared Warming Level (SWL) 1.5; as well as transition scenarios that consider warming levels of up to 2 °C, associated with SWL 2.0. In addition, we assess intermediate and more extreme climate scenarios, including pathways between 2 °C and 3 °C and scenarios involving higher warming, which could reach 5.1 °C or more. The analyses also include different greenhouse gas concentration pathways, including scenarios based on Representative Concentration Pathways (RCPs), such as RCP 4.5, which represents an intermediate emissions stabilization pathway; and RCP 8.5, which is based on a scenario of high emissions and a further intensification of physical climate risks. Furthermore, we consider different global social and economic pathways, including the Shared Socioeconomic Pathways (SSP1, SSP2, SSP3 and SSP5).

The combined use of different scenarios and levels of warming enables the assessment of the company's strategic resilience in the face of different levels of economic transition, regulatory changes, and the intensification of climate

change-related physical risks, thereby supporting decision-making and strategic, financial, and operational planning in the short, medium, and long term.

Risk management ^{GRI 201-2}

The process of identifying, assessing, managing and monitoring climate change-related risks is integrated to the corporate risk management system. Integration ensures that climate risks are addressed consistently with other strategic, operational, financial, and regulatory risks, in line with governance guidelines and TCFD recommendations.

🌱 Climate risk identification

The identification of climate change-related risks is based on studies of future climate scenarios, materiality analyses, internal historical data, records of climate events, and sector-specific information, as reported to the CDP. These inputs enable the identification of potential threats and vulnerabilities along the value chain, considering both physical and transitional impacts.

The identified risks include extreme weather events, water stress, fluctuations in the availability and costs of energy and water, climate-related regulatory changes, carbon pricing mechanisms, volatility in agricultural commodities, and market and reputational risks associated with the transition to a low-carbon economy.

🌱 Risk assessment and measurement

After identification, climate risks are assessed using internationally recognized methodologies, such as from COSO (Committee of Sponsoring Organizations of the Treadway Commission). The assessment considers the likelihood of occurrence



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and the severity of potential impacts in the short, medium, and long term.

The measurement of financial impacts is based on internal estimates, with the level of impact determined annually based on financial metrics such as EBITDA. This approach enables the assessment of the financial materiality of climate risks and prioritizing those with the highest potential impact on operating costs, investments, cash flow generation, and economic performance.

Types of risks considered

Climate risk management process considers different categories, ensuring a comprehensive view and proper integration with corporate risk management:

- 🔗 **Current regulatory risks**, related to current laws and regulations;
- 🔗 **Emerging regulatory risks**, associated with possible future legislation;
- 🔗 **Technological risks**, related to the evolution and adoption of low-carbon technologies;
- 🔗 **Legal risks**, arising from current and future legal obligations;
- 🔗 **Market risks**, associated with changes in price, cost, logistics and demand dynamics;
- 🔗 **Reputational risks**, related to stakeholder perception;
- 🔗 **Severe physical risks**, associated with extreme weather events;
- 🔗 **Chronic physical risks**, associated with gradual, long-term changes in weather patterns.

Prioritization, treatment and monitoring

After assessment, climate risks are prioritized according to their materiality and addressed through specific plans defined by the responsible areas. The action plans are part of the Climate Transition Plan, implemented through Decarbonize Program, which translates the climate strategy into structural investments and operational initiatives – and include measures for mitigation, adaptation, risk transfer, or risk acceptance, depending on their nature and relevance.

The risks and their respective action plans are continuously monitored, with systematic tracking of indicators. The performance of climate risk management is reported in governance forums, including the Executive Board, the Executive Sustainability Committee, the ESG Committee, and the Board of Directors, ensuring transparency and alignment with the company's strategy.

Mitigation measures

🔗 Severe weather conditions

We have facilities located in areas prone to flooding and other extreme weather events. The increased occurrence of these events constitutes a severe short-term physical risk to our assets and operations, which may result in operational and financial impacts. To mitigate this risk, we monitor weather conditions on an ongoing basis through specialized meteorological services, track conditions at each production site using georeferencing tools powered by global databases, , in addition to studies using Aqueduct, and we have Business Continuity Plans (BCPs) that are updated on an annual basis, with specific actions and emergency plans overseen by the crisis committees at each unit.

The occurrence of extreme weather events can increase the likelihood of significant financial impacts, resulting from damage to assets, temporary disruption of operations and reduced revenue.

🔗 Availability of water and energy

We have identified risks related to increased costs and potential restrictions on the availability of water and energy, key inputs for critical areas of the operation. These factors can significantly affect the Company's operating costs and financial performance. Accordingly, we invest in continuous monitoring of consumption and energy transition and efficiency projects, focused in reducing energy and water consumption and increasing the reuse of water from effluent treatment. Within the scope of the Energy Master Plan, we developed studies on the energy market

and Energy Transition for short, medium and long-term horizons, identifying associated risks and opportunities.

We are exposed to the risk of freshwater scarcity due to the location of some of our facilities in water-stressed regions. This risk can affect both the costs and the availability of water for operational use; to mitigate and adapt to it, we invest in continuous monitoring, the implementation of processes to reduce consumption, increase water reuse, and water security studies that consider future scenarios to support the company's strategies. The materialization of this risk can impact the revenue of our industrial plants, with potential production stoppages or reductions resulting from lower water availability.

Live broadcast on ESG Risk Management for employees



“ Anticipating risks related to water and energy guides our decisions, promoting efficiency, adaptation, and operational continuity. ”



Carbon pricing

We systematically monitor legal discussions and publications related to carbon pricing and other regulatory requirements associated with climate change. These obligations are included into climate scenario analyses and risk and opportunity assessments. The potential financial impacts may be reflected directly in operating costs and non-compliance with new regulations, in the event of the introduction of taxes, fees, or emissions offset requirements; or indirectly, through increased costs associated with the transition to a low-carbon economy, including the need to accelerate investments to adapt operations and assets.

As a response, we established a carbon management system organized by asset and business type, with monthly monitoring and data breakdown by precursor and category, rigorously managing the primary sources of emissions within each facility's operational model.

Within the scope of Decarbonize Program, we developed action plans aimed at reducing emissions from production units, focusing on decreasing carbon intensity and strengthening operational efficiency. We also included internal carbon pricing into the analysis of projects integrated with CAPEX management and established a decarbonization curve with strategic projects for emissions reduction.

Agricultural commodities SASB FB-PF-440a.2

Agricultural commodities represent essential inputs in our production chain, especially wheat, cocoa, sugar, soybean oil, and palm oil, which together account for significant annual volumes. Climate change affects crop performance on a global scale, causing prolonged droughts, heat waves, unexpected frosts, and excessive rainfall,

impacting productivity, supply, and international price volatility. Consequently, this directly affects the company's financial results, since the prices of agricultural commodities are directly related to operational costs.

Strengthening climate forecasting and risk management capabilities is essential to ensure stability, competitiveness, and resilience throughout the value chain. To mitigate these risks and ensure a steady supply of raw materials, we continuously monitor weather conditions in the main producing regions, which allows us to anticipate fluctuations in supply and adjust our procurement strategy. This monitoring supports periodic discussions by the Hedge Committee and assists in decision-making regarding purchases and future planning.

Climate change-related opportunities

In addition to the risks, we identified business opportunities associated with climate change, especially those related to operational efficiency, cost reduction, and the transition to a low-carbon economy.

Energy efficiency

In view of the recent increases in energy and natural gas tariffs, we have identified opportunities to reduce the costs related to these inputs. The Energy Master Plan – integrated with the Climate Transition Plan and the Decarbonization Curve – and the Energy Efficiency Policy guide the rational use of energy in our operations and with our main business partners. We estimate an investment of around R\$ 30 million per year to execute energy efficiency and transition projects.

The implementation and results of these initiatives are systematically monitored at ESG

Committee meetings, which submit periodic reports to the Board of Directors.

Renewable energy

The increased use of renewable energy sources has created a strategic opportunity for energy self-production, which was implemented in 2022 through an equity interest in a wind power project. In addition to expanding the share of renewable sources in our energy mix, the initiative contributes to reducing energy costs and scope 2 emissions.

For the analysis of CAPEX investments, we use the Marginal Abatement Cost Curve (MACC), which extends the analysis horizon beyond the financial return, including variables related to reducing emissions and climate transition. The analyses support decision-making and the efficient allocation of resources.

ESG Strategic Agenda consolidates the main guidelines of the company's climate strategy. Within the environmental pillar, we defined and approved direct and indirect goals related to reducing emissions, increasing the share of renewable energies, developing carbon-neutral products, managing waste, water and packaging, and implementing the Climate Transition Plan, materialized through the Decarbonize Program.

Metrics, goals and performance

GRI 302-1 | 302-2 | 302-4 | 305-5

Performance on climate change-related initiatives is measured through the company's greenhouse gas emissions inventory, prepared in compliance with the methodology of the Brazilian GHG Protocol Program, covering Scopes 1, 2, and 3 since 2020. The inventory undergoes independent verification by a third party, as recommended by ABNT NBR ISO 14064-3:2007

(Brazilian Association of Technical Standards), and received the Gold Seal in recognition of its excellence in 2025. The document is available in the Public Emissions Registry, reinforcing our commitment to transparency.

Since 2020, in addition to including Scope 3 emissions, we have been accounting for Scope 2 emissions using the purchase choice-based methodology, in addition to the location-based approach. In 2024, inventory was integrated into the operations of the manufacturing unit located in Uruguay, where Las Acacias brand products are manufactured, expanding the reported organizational scope.

In 2025, we made significant progress in the internal management of Scope 3 data through the monthly consolidation of the inventory by category, enabling more accurate analyses that are linked to decisions and changes made throughout the year, with a positive or negative impact on carbon management results.

Building a specific database for the Procurement area, where it is possible to identify the results of emissions by raw material, emission factor, and





supplier, strengthens strategic decision-making involving the supply chain, while also increasing the sense of ownership and understanding of data among the team involved in procurement operations.

Carbon management is based on a platform that consolidates operational data from various departments and the conversion process is overseen by the Climate and Environmental Strategy department, considering official databases and key factors in the supply chain.

The following tables show the figures for greenhouse gas emissions in scopes 1, 2, and 3 over the last three years, enabling the analysis of performance trends.

In 2025, we achieved an A- rating in CDP Climate assessment, maintaining a leading position and performance above the average of the global food and beverage sector. For the first time, we are reported on the results and management of water security at CDP Água, achieving a B-grade, which reflects our progress in the integrated management of environmental risks and opportunities. ^{GRI 303-5}

CDP is one of the most renowned global non-profit organizations, responsible for the largest and most comprehensive environmental disclosure system in the world. The assessment methodology rates companies from A to D, based

on the quality and scope of the information reported, climate risk management and adoption of best practices, such as setting ambitious goals and effective actions for the climate transition.

Performance in emissions – scopes 1 and 2

^{GRI 305-5}

Projects linked to the Climate Transition Plan – implemented mainly through Decarbonize Program – aimed at energy transition and increasing the efficiency of production processes receive annual investments and have a direct impact on scope 1 and 2 emissions.

In 2025, we recorded an 18.63% reduction in Scope 1 and 2 emissions – 5.98% for Scope 1 and 94.05% for Scope 2 – compared to the 2020 baseline year, when the Company conducted its first third-party verified greenhouse gas (GHG) inventory for Scopes 1, 2, and 3. Compared to 2024, the combined reduction for scopes 1 and 2 was 1.04%.

In scope 1, we achieved a reduction in emissions of 0.12%. In the fugitive emissions category, we achieved a reduction of 9.76% due to the implementation of consumption management and the replacement of refrigerant gases, and we increased 1.75% in the stationary combustion category.

Natural gas accounts for 80.86% of scope 1 emissions and 97.93% of stationary combustion emissions. Despite a 2.70% increase in natural gas consumption, we recorded a reduction in the carbon intensity of natural gas for each ton produced. This evidences improved results and increased efficiency, preparing the company for a low-carbon future.

Decarbonize Program, which included the units in Jaboatão dos Guararapes (PE), Maracanaú (CE) and the special shortening and margarine unit in Fortaleza (CE), included the Aratu Industrial Center (BA) and the unit in Campina Grande do Sul (PR) in 2025. The program considers the specific characteristics of the five units currently in the implementation phase – such as technologies, product mix, and operational conditions – aligning their respective business models with the commitment to climate change mitigation and adaptation and to strengthening internal capacity.

Decarbonize Program implementation in the units contributes to the reduction of emissions and to operational preparedness in the face of the demands of a low-carbon economy, in addition to increasing the efficiency of processes through monitoring the carbon intensity associated with the consumption of natural gas, energy and refrigerant gases. These initiatives are reflected in the company's intensity results, which dropped 12.9% compared to the base year 2020, and of 4.12% compared to 2024.

In scope 2, we maintained investments in expanding renewable energy sources, as well as in the traceability of sources through I-RECs, in the implementation of actions from the Energy Master Plan, and in actions focused on reducing carbon intensity, with an emphasis on process efficiency. These actions resulted in a 47.04% reduction of scope 2 emissions compared to 2024 and 94.05% compared to 2020.



Launch of Decarbonize Program at Maracanaú (CE) unit.



Launch of Decarbonize Program at Jaboatão dos Guararapes (PE) unit.



Launch of Decarbonize Program at Fortaleza unit - Special Shortening and Margarines (CE)

Emissions performance – scope 3

Regarding scope 3, the most representative category of emissions is "Goods and services purchased," which accounted for 84.56% of the total.

Value chain engagement initiatives are aligned with the Alliance Program, led by the Procurement area, and include solutions developed in partnership with suppliers that have contributed to mitigating emissions associated with raw materials and other indirect activities.

Strengthening supplier engagement and improving scope 3 data management enhances the ability to identify additional emissions reduction opportunities, strengthening climate risk management throughout the value chain.

The results achieved evidence the effectiveness of the ESG Strategic Agenda and the company's alignment in managing climate-related risks and opportunities through structured initiatives, indicators, and targets.

The implementation of the guidelines is linked to incentive mechanisms, including variable compensation through the governance index (iMDB), profit and sharing, and non-financial incentives. The goals are defined according to the impact of each position and area of the company, reinforcing shared responsibility for climate performance.

Corporate and climate goals

Corporate goals related to climate change and set for 2030 include:

- 🌱 Achieve 90% renewable or low-carbon sources in total energy consumption;
- 🌱 Achieving Zero Landfill status;
- 🌱 Use 100% recycled materials in product packaging;
- 🌱 Use 100% recycled materials in product baling;

The specific targets for greenhouse gas emissions are:

- 🌱 By 2025, reduce scope 1 and 2 emissions by 10% compared to 2020 base year;
- 🌱 By 2030, reduce scope 1 and 2 emissions by 20% compared to 2020 base year;

The actions taken and initiatives implemented resulted in the greenhouse gas emission figures presented in the graphs below.

Direct greenhouse gas emissions (tCO₂ equivalent) ^{GRI 305-1}

Category	2020 (base year)	2023	2024	2025
Stationary combustion	122,260.35	124,251.06	118,871.63	120,955.49
Mobile combustion	11,546.60	12,416.65	13,020.46	12,184.16
Fugitive emissions	21,789.73	15,311.29	13,746.77	12,404.67
Agricultural activities	8.37	1.61	0.25	0.07
Effluents	190.59	303.1	1,014.97	940.76
Total (tCO₂e)	155,795.63	152,283.71	146,654.08	146,485.14

Indirect emissions from energy acquisition (tCO₂ equivalent) ^{GRI 305-2}

Category	2020 (base year)	2023	2024	2025
Purchasing approach	26,129.88	4,447.78	2,934.59	1,554.15
Location approach	27,732.64	13,122.21	18,295.19	16,148.08

Other greenhouse gas emissions (tCO₂ equivalent) ^{GRI 305-1}

Category	2020 (base year)	2023	2024	2025
Purchased goods and services	2,329,066.23	1,658,564.23	1,556,673.53	1,661,762.45
Capital goods	12,193.61	14,958.99	7,922.12	12,604.31
Activities related to energy and fuels. not included in scopes 1 and 2	40,890.90	23,548.39	20,357.11	27,348.79
Transport and distribution – upstream	705,117.81	176,919.02	134,092.14	152,593.63
Waste produced in operations	6,920.78	12,031.86	7,090.56	13,372.83
Business trips	1,436.95	2,410.14	2,583.20	2,385.14
Employee commuting	4,413.40	4,620.25	4,788.20	5,054.78
Transport and distribution – downstream	319.11	14,944.16	9,972.68	34,761.47
Use of goods and services sold	36,457.99	55,416.37	54,288.44	53,403.05
Treatment of products sold after the end of its useful life	12,500.66	4,681.58	3,514.45	1,803.49
Total (tCO₂e)	3,149,317.43	1,968,094.99	1,801,282.43	1,965,089.94

Biogenic CO ₂ e emissions (tCO ₂ equivalent) GRI 305-1 305-3			
	2023	2024	2025
Scope 1	6,144.91	4,732.67	3,453.47
Scope 3	18,438.13	13,841.20	21,570.88
Total	24,583.04	18,573.88	25,024.35
Note: In 2025, we revised the indicator methodology and included scope 1 biogenic emissions. ^{GRI 2-4}			
Emissions intensity rate for the organization GRI 305-4			
Category	2023	2024	2025
Total emissions (tCO ₂ e, scopes 1, 2 e 3)	2,124,826.48	1,950,871.10	2,113,129.23
tCO ₂ e intensity / Production volume (millions of tons)	0.8148	0.7608	0.7973
tCO ₂ e Intensity /Net revenue (R\$ million)	0.196	0.202	0.202
Note: Net revenue figure is now tracked in millions of Brazilian reais (R\$) for data standardization. ^{GRI 2-4}			

Other sources used: Department for Environment, Food & Rural Affairs (DEFRA), Ecoinvent, Sistema Interligado Nacional (SIN) e Intergovernmental Panel on Climate Change (IPCC). The approach for consolidating the information in the emissions inventory is based

on operational control. We contemplate GRI requirements in the reported indicators. The following gases were included in the calculations: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃. GRI 305-1 | 305-2 | 305-3 | 305-4 | 305-5



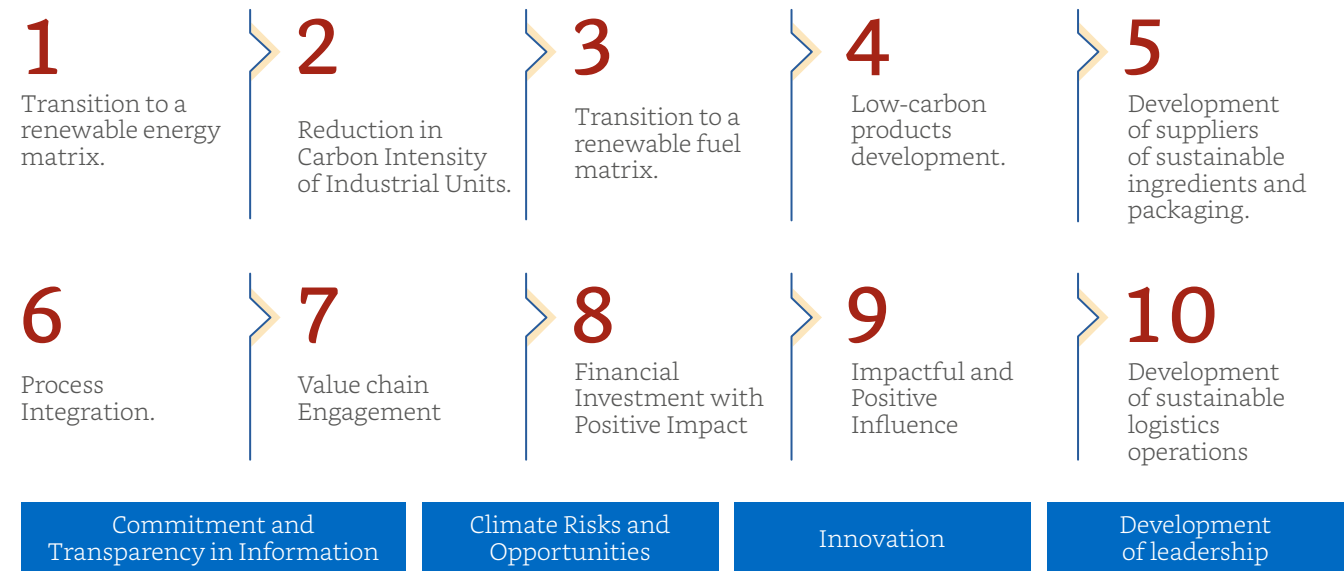
Decarbonize Program: Towards a Low-Carbon Future

Decarbonize Program is the main instrument for implementing the company's Climate Transition Plan, aiming to structure and implement the journey towards a low-carbon future. The program guides the reduction of greenhouse gas emissions in operations and throughout the value chain, while promoting business adaptation to climate change and capturing opportunities associated with the transition.

Launched in 2023, it is framed around 10 pillars, encompassing all business areas and supported by commitments based on transparency of information, continuous assessment of climate

risks and opportunities, innovation, and leadership development. The program focuses on achieving the goal of 20% reduction of scopes 1 and 2 absolute greenhouse gas emissions by 2030, using 2020 as the baseline year, as well as strengthening the business's resilience to physical and transition risks.

In 2025, we achieved significant results in the areas of energy, operations, value chain, internal engagement, and governance. Below, we highlight initiatives and progress showing how the program translates the climate strategy into concrete actions for mitigation, adaptation, and operational efficiency.





Energy transition and operational efficiency

Throughout 2025, we expanded energy contracting from renewable sources, reaching a share of 85.55% of the energy matrix, through the acquisition of renewable energy certificates, directly impacting the reduction of scope 2 emissions.

After expanding the partnership with Serena Energia in 2024, we began sourcing energy from wind farms in Maranhão and two small hydropower plants (SHPs) in Mato Grosso do Sul, which account for 74.3% of the company's total energy consumption.

We also expanded the implementation of decarbonization plans in prioritized units, incorporating the Marginal Abatement Cost Curve (MACC) and the Decarbonization Curve into the local decision-making process. This approach strengthened the integration between climate strategy and operations, with the breakdown of goals associated with the consumption of natural gas, energy, and refrigerant gases.

The breakdown of goals and the execution of planned actions contributed to a 1.04% reduction in carbon intensity compared to 2024, reinforcing structural efficiency gains and a lower environmental impact.

The management of refrigerant gases has made progress, focusing on consumption efficiency, loss reduction, and the replacement of gases with lower global warming potential, reinforcing the program decentralization and the development of industry leadership.

We developed a tool for inventorying and

“ Production units with higher efficiency in production reduce carbon intensity per ton produced. ”

mapping the use of refrigerant gases by area and equipment, including maintenance areas. Based on this data, it is possible to identify the process steps and the main factors driving refrigerant gas consumption, as well as the need for solution development and innovation. The initiative resulted in a 9.76% reduction in fugitive emissions.

Value chain engagement – employees and leadership

To increase the engagement of leaders and teams at manufacturing plants in the decarbonization agenda, we integrated the indicator of natural gas emission reduction per ton produced into Ivens Dias Branco Award, a mechanism for recognizing and encouraging continuous improvement in operational climate performance.

Additionally, we conduct corporate live boardcast events and communication and training initiatives to disseminate the topic, highlighting

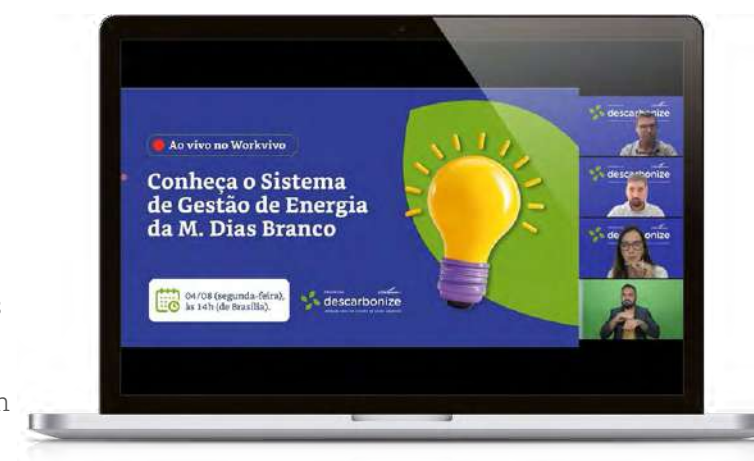
the key players in each pillar of the Climate Transition Plan, as well as projects linked to the climate change agenda.

We created the Decarbonize Communication Committee – with representatives from the units – responsible for structuring the program's dissemination plan and supporting leadership training. Among the committee's initiatives, the following stand out: the inclusion of the program in the onboarding processes for new employees, the holding of environmental dialogues integrating the theme of decarbonization, and the creation of the Decarbonize Community on the internal communication platform.

The program was also part of the Innovation Fair held at Eusébio unit, demonstrating data analysis tools applied to carbon management. The initiative strengthened the connection between different areas and processes around the decarbonization agenda and the construction of a business model aligned with the low-carbon economy.

Value chain engagement - suppliers

We moved forward with raising awareness of climate change in our supplier qualification process, and suppliers now complete a self-assessment questionnaire regarding their practices. Information collected is linked to the actions of the Alliance Program, in which suppliers of critical raw materials participate in training on carbon management and mentoring for the preparation of greenhouse gas inventories. The process contributes to progress in the primary allocation of aggregated data to the corporate inventory, as well as to the engagement of the supply chain in the climate agenda and the development of internal supplier teams. Additionally, we integrated the topic of "GHG



Emissions Management" into the analysis of critical suppliers, achieving a 97% maturity level among assessed partners regarding climate change. The qualification process was enhanced with structured surveys on carbon management, reduction goals and waste treatment, strengthening the reliability of the database and guiding the development of training trails to address key challenges.

Low-carbon products development

We have launched a project to integrate supplier data, with the aim of sharing technical knowledge regarding carbon footprints and collecting data that more accurately reflects the impact of key raw materials in the composition of our granola line, a M. Dias Branco carbon-neutral product. This progress enhances the ability to develop more robust plans to reduce the carbon footprint of products and establish emission reduction initiatives with suppliers.

We made progress in including the Research and Development team within the scope of the ESG Strategic Agenda, promoting training and joint structuring of action plans aimed at strengthening the company's low-carbon product line.



Employees participate in the activation of Decarbonize Program.

In 2025, significant progress was achieved in improving the internal carbon calculator, a tool built collaboratively between the R&D and Climate Strategy areas, aimed at more efficient monitoring of fluctuations that may affect emissions resulting from the composition of our products.

Integration of processes and investment management for the climate agenda

We launched the structuring of processes and the standardization of guidelines and criteria underpinning the program's climate transition strategy, with a focus on the framework and management of the GHG inventory. By improving the criteria for using emission factors derived from primary supplier data, we increase the reliability of the process and the adherence among the parties involved.

We also improved the identification and mapping of potential influencing factors – positive or negative – in the company's emissions, internally referred to as "new entrants". The development of

specific workflows made enabled the definition of subsequent steps after identifying a new relevant factor, reinforcing the control environment.

In 2025, we maintained the integration of climate impact analysis into CAPEX management and approval process, incorporating the Decarbonization Curve into the project assessment and approval workflow, with a short, medium, and long-term horizon. This approach enables prioritization of investments with a positive impact on reducing emissions, improving operational efficiency, and mitigating transition risks.

We have made progress in monitoring the emissions of each unit in terms of the emission ceilings established by the regulated market, and are operating with an internal carbon price, defined through benchmarking with companies in the sector and prices in regulated countries in Latin America. The initiative aims to anticipate the potential financial impacts associated with carbon pricing and support mitigation strategies through projects to reduce emissions.

Impactful and positive influence

We actively participate in forums and sector-specific networking spaces, sharing experiences, promoting training, and featuring tools related to carbon management and the company's Climate Transition Plan. With this, we broaden the dialogue and engagement on relevant climate agendas, notably through participation in forums of the Brazilian Business Council for Sustainable Development (CEBDS), the Brazilian Association of the Food Industry (ABIA), and COP30.

Reduction of carbon intensity in industrial units

We made progress in studying climate change-related risks and opportunities, focusing on water security, considering priority units and their specific characteristics, and reviewing controls and action plans for the short, medium, and long term.

Concurrently, we expanded the integration of carbon impact analysis into projects conducted by operational improvement teams. Jaboatão dos Guararapes unit stands out, where teams were recognized for solutions with higher carbon abatement, strengthening the connection between operational performance and climate strategy.

“ *Employee engagement is essential to transforming commitments into concrete results and creating a positive impact.* ”

Decarbonization at the special margarine and shortening plant in Fortaleza

The Decarbonize Program was consolidated at the unit in 2025, achieving consistent collaboration across departments, mature governance, and high team engagement. The unit achieved significant results in mapping processes/precursors and in the integrated management of scopes 1, 2, and 3. Of particular note is the implementation of projects that significantly reduced natural gas consumption and scope 1 emissions, as well as decreasing water consumption and effluent generation. Internal engagement was encouraged through training, events, and educational materials, with 119 employees receiving on-site training. The active participation of leadership was crucial in achieving the goals, consolidating GME as an internal benchmark in decarbonization.

Decarbonization at Maracanaú unit

Decarbonize Program management in Maracanaú was marked by learning, continuous evolution, and strong engagement in 2025. Controls were structured using indicators, enabling better visibility of results, data-driven decision-making, and consistent performance monitoring. The unit also stood out for the engagement of the operation and the commitment of senior management, reinforcing the importance



of the strategy of reducing carbon intensity per ton produced.

To recognize efforts and encourage best practices, a pilot recognition program focused on reducing natural gas consumption in furnaces was implemented. This set of actions fostered an educational and collaborative environment, creating synergy between areas and resulting in the achievement of the carbon intensity target for natural gas.

Decarbonization at Jabotão dos Guararapes unit.

The launch of Decarbonize Program, in mid-2025, positively influenced team engagement, impacting their understanding of the main challenges and opportunities for action.

The plan was consolidated among the key stakeholders, with knowledge sharing between areas, especially Maintenance and Procurement, as well as interactions with suppliers of biogas, refrigerant gases, and equipment.

The projects and initiatives are managed using the decarbonization curve, focusing on reducing emissions in tCO₂,e; and by the action plan, focusing on reducing carbon intensity from natural gas, energy, and refrigerant gases.

Evolution of the journey towards a low-carbon economy

In addition to initiatives directly focused on reducing operational emissions and engaging the value chain, the evolution of the climate agenda has reflected the expansion of complementary tools to the Climate Transition Plan, with significant interfaces in circularity, water security, investments in industrial assets, and engineering and architectural standards. This progress strengthens the integration of climate strategy, risk and opportunity management, and medium- and long-term decisions, in line with the approach outlined in this section.

Throughout 2025, we deepened the integration of climate considerations into our core business initiatives, strengthening the link between decarbonization, efficient use of natural resources, operational innovation, and asset resilience. This progress strengthens the company's ability to respond to climate change-related physical and transition risks, while also supporting the capture of opportunities related to the transition to a low-carbon economy.

“ We integrate decarbonization, innovation, and operational efficiency to strengthen the resilience of our assets. ”

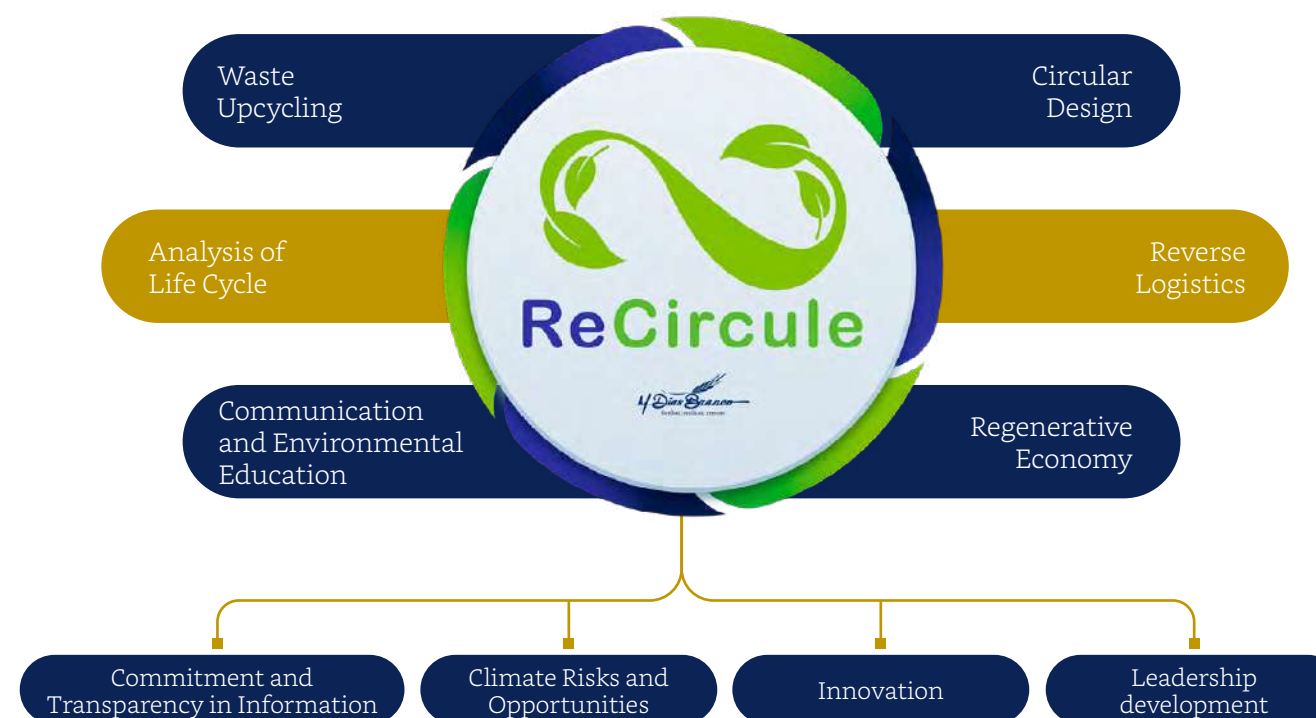
Launch of ReCircule Program

ReCircule Program strengthens our circular economy practices through continuous analysis of how we produce and consume, seeking the efficient use of resources throughout the value chain.

Although its approach is broader, ReCircule contributes to the Climate Transition Plan by encouraging the reduction of losses, better use of materials, and efficiency in the use of resources - elements that also support the mitigation of environmental impacts and the strengthening of operational resilience.

Circular economy aims to close the loops that encompass the entire value chain, from the extraction of raw materials and production through post-consumer use to the return of waste materials into new cycles.

Thus, the program complements Descarbonize initiative, broadening the Company's vision for environmental transition through strategic pillars focused on efficiency and the reduction of impacts throughout the life cycle.





El Agua nos Une Project Project, focused on water footprint

In the context of expanding studies related to climate resilience and physical risk management, we participated in the international project "El Agua nos Une" in 2025. The initiative is led by the Swiss Agency for Development and Cooperation (COSUDE) and implemented in Brazil by the Center for Sustainability Studies of Getúlio Vargas Foundation (FGVces), using the Water Footprint methodology to strengthen efficient water management and mitigate water risks throughout the production chain.

The work trained our team in the methodology, and the scope of the study included a pilot unit located in Jaboatão dos Guararapes.

The lessons learned contribute to a deeper technical understanding of water security analyses and to the improvement of climate adaptation plans, especially in units potentially

more exposed to water stress scenarios. Based on the results, a plan was developed with the goal of expanding the technical depth and scientific database related to the topic.

Due to its direct relevance to the topic of water resources, this issue is also addressed in the chapter on Water and Effluents.

Integrating carbon management into industrial infrastructure investments

In line with the inclusion of climate risks and opportunities into strategy and capital allocation, we moved forward in integrating carbon management into industrial infrastructure investments.

We established a carbon tracking and measurement system for civil engineering and architecture projects, coordinated by the Civil Engineering Center (NEC). The initiative is connected to the ESG Strategic Agenda, the Climate Transition Plan, and the TCFD recommendations regarding the consideration of climate impacts in capital allocation (CAPEX), linking investment decisions to emissions mitigation and operational efficiency.

In Brazilian food industry, we are pioneers in measuring the embodied carbon in construction materials, using Building Information Modeling (BIM) integrated with a global carbon database that ensures international traceability. This approach enables the comparative assessment of different construction solutions even in the design phase, supporting choices that reconcile environmental performance, energy efficiency, thermal comfort, and economic feasibility.

With this, we strengthen the consideration of climate criteria in investment decisions and

expand the ability to develop more efficient, resilient assets aligned with the transition to a low-carbon economy.

Engineering, architecture and sustainable investments

As part of this evolution, we also moed forward in the agenda for sustainable construction and energy efficiency in buildings, reinforcing the connection between climate performance, design innovation, and the resilience of operational assets.

We joined AIA 2030 Commitment of the American Institute of Architects, a global initiative that sets progressive goals for reducing emissions in the construction sector. In this context, we set a goal of reducing CO₂ emissions associated with construction materials used in projects by 20%, through the specification of lower carbon-intensive materials and the integrated analysis of the physical and thermal performance of buildings.

The cafeteria project at Eusébio facility obtained Level A certification under the Brazilian Building Labeling Program (PBE Edifica), run by the National Institute of Metrology, Quality, and Technology (INMETRO). The certification recognizes buildings with high performance

in architecture, lighting, climate control, electrical systems, water conservation, and energy generation, contributing to reduced energy consumption throughout the lifecycle of industrial assets.

These initiatives reinforce the integration between climate strategy, investment management, operational efficiency, and the adaptation of industrial infrastructure to the demands of a low-carbon economy.

“ The adoption of sustainable construction and energy efficiency criteria reinforces our strategy for decarbonization and innovation in projects. ”

Embodied carbon indicators in industrial infrastructure projects	
Indicator 2025	Quantity
Projects with embodied carbon analysis	20
Industrial units with analyzed projects	10
States with analyzed projects	7



Energy GRI 3-3

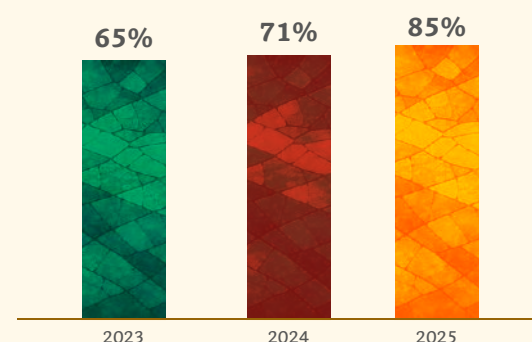
Energy use is a critical factor for the competitiveness and sustainability of our operations, both because of the environmental impacts associated with greenhouse gas emissions and because of its relevance to operational efficiency and business resilience. In response to this challenge, we established and implemented an Energy Transition Plan integrated with the ESG Strategic Agenda and the climate strategy, focusing on efficiency, diversification of the energy mix, and increased share of renewable sources.

Public target by 2030



90% of the energy matrix stems from renewable sources

% use of renewable energy of scope 2



“ *When we use clean energy, every operation also helps protect the environment.* ”

Main actions in 2025

- ✦ Migration of energy contracting to the free market, with incentivized energy (100% renewable);
- ✦ Continued partnership with Serena Energia, which sold 18MW under the self-production by matching regime, consumed by the company's production units in 2025;
- ✦ Continued corporate partnership in two small hydropower plants (SHPs) in Cassilândia (MS), with an installed capacity of 32.5 MW average;
- ✦ Approval of a structuring biomass project, expanding the diversification of the energy matrix and reducing dependence on fossil fuels;
- ✦ Completion of the transition from Liquefied Petroleum Gas (LPG) to natural gas at Cabedelo (PB) unit, with environmental and operational gains;
- ✦ Internal campaigns and training focused on energy efficiency.

Our operations cause environmental impacts associated with CO₂ emissions resulting from energy consumption, particularly from the

combustion of natural gas and LPG in furnaces and boilers and from energy use in industrial equipment. As a positive impact, the expansion of the use of renewable sources and the implementation of the Energy Transition Plan contribute to reducing emissions intensity and strengthening business resilience in the context of the transition to a low-carbon economy.

The impacts are associated with energy-intensive industrial activities, energy contracting in the free market, and partnerships for self-production and renewable generation (small hydropower plants and structuring projects), in addition to the relationship with fuel and energy suppliers.

The management of this topic is guided by the Energy Efficiency Policy and the Sustainability and Environment Policy, pursuant to the Energy Master Plan.

Measures to manage impacts

- ✦ Monthly monitoring of specific consumption of energy, natural gas, LPG and steam per ton produced, with analysis of deviations;
- ✦ Internal goals for specific consumption are monitored in management forums;
- ✦ Implementation of the Energy Master Plan with a focus on efficiency and energy transition;
- ✦ CAPEX investments in efficiency projects and the replacement of fossil fuels;
- ✦ Implementation of working groups and continuous improvement teams (Kaizens), with 40 energy efficiency actions in 2025;
- ✦ Update of the Corporate Greenhouse Gas Emissions Inventory.

The measure performance is monitored by corporate BI dashboards and by the emissions inventory. The increased share of renewable energy from 10% (2021) to 85% (2025) showcases the effectiveness of the practices. Lessons learned were incorporated into processes, such as the standardization of renewable energy contracting in the free market.

Energy efficiency and renewable energy expansion targets are communicated to senior and operational leadership, thereby strengthening engagement across the industrial management chain.

In 2025, we consumed 3,620,208.87 GJ of scope 1 and 2 energy – 3.75% lower as compared to 2024, the year of the first GHG inventory released by the Company – 5% of which came from network energy and 2% from renewable fuels. The types of energy included in the reductions are natural gas, energy, and steam. Starting in 2025, energy consumption (GJ) of Las Acacias was included in energy management. Data is compiled based on direct measurements and operational controls

GRI 302-1 | 302-2 | 302-3 | 302-4 | SASB FB-PF-130a.1



Energy consumption within the organization (GJ) ^{GRI 302-1}

Total energy consumed	2023	2024	2025
Non-renewable fuels			
Diesel/Brazil	139,136	161,312	151,792
Liquefied petroleum gas (LPG)	51,972	44,832	29,010
Natural gas	2,072,838	2,012,071	2,113,938
Gasoline/Brazil	57,075	42,820	41,726
Total	2,321,021	2,261,035	2,336,466
Renewable fuels			
Fatty acid	35,710	10,661	4,310
Wood chips	1,914	1,515	965
Hydrous ethanol	5,893	17,263	10,049
Total	43,517	29,439	15,324
Energy			
Network factor	430,120	359,162	180,936
Utility factor	788,549	867,117	1,071,507
Total	1,218,669	1,226,279	1,252,443
Steam			
Steam	24,487	4,288	0
Renewable steam	59,028	52,891	15,976
Total	83,515	57,179	15,976
Grand total	3,666,722	3,573,932	3,620,209

Notes: Energy consumption data within the organization includes non-renewable fuels, renewable fuels, energy, and steam used at manufacturing facilities and distribution centers under the company's direct management. Data is compiled based on direct measurements and consolidated corporate operational records. M. Dias Branco does not consume energy for cooling and heating of environments. Any surplus energy purchased on the free market but not consumed is not reported. The conversion factors used are based on the latest available National Energy Balance. Since 2024, the accuracy of data on steam and renewable steam has improved. In 2023, steam data was adjusted to ensure historical comparability. The organization does not engage in the energy trading business. Any surplus energy generated and sold is a one-off event and represents an insignificant portion of total energy consumption, and is therefore considered immaterial for reporting purposes under ^{GRI 302-1}.

Energy consumption outside the organization (Gigajoules - GJ) ^{GRI 302-2}

Non-renewable fuels	2023	2024	2025
Diesel/Brazil	69,478	73,799	91,975
Liquefied petroleum gas (LPG)	-	-	-
Aviation kerosene	-	22,560	34,672
Total	69,478	96,359	126,647

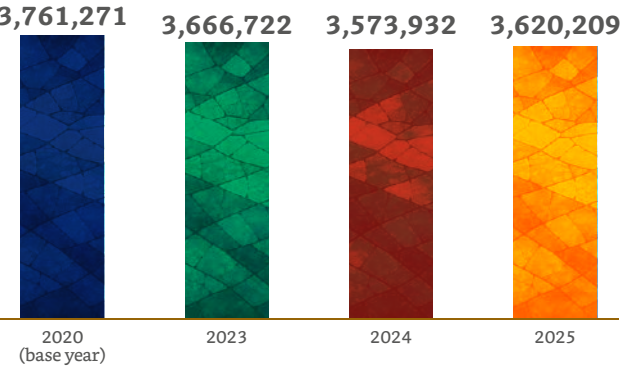
Note: Energy consumption outside the organization refers to the use of fuel in contracted outsourced logistics activities. Data is compiled based on information reported by service providers and converted into energy (GJ) using the factors from the latest available National Energy Balance.

Energy intensity within the organization (GJ/ton produced) ^{GRI 302-3}

	2023	2024	2025
Energy intensity (GJ/ton produced)	1.41	1.4	1.37
Energy intensity (GJ/net revenue)	0.34	0.37	0.35

Note: Energy intensity is calculated based on the total energy consumption within the organization divided by total production (GJ/ton produced) and net revenue (GJ/net revenue). All types of energy reported in the energy consumption tables were included in the intensity calculation.

Changes in energy consumption



Connection to the climate strategy

Energy management is one of the pillars of the Climate Transition Plan and contributes directly to reducing scope 1 and 2 emissions, mitigating transition risks, and capturing opportunities associated with decarbonizing the energy matrix. Results are integhrated into decision-making processes and governance forums, reinforcing the integration between operational performance, climate strategy, and long-term value creation.



Biodiversity

Our industrial and logistical activities interact with the territory where we operate and, directly and indirectly, with the associated ecosystems. Biodiversity conservation is relevant to business resilience, since the integrity of ecosystems sustains the availability of natural resources essential to the value chain, such as agricultural raw materials, water, and ecosystem services.

We recognize that potential impacts on biodiversity can occur both in the areas directly influenced by our operations and along the value chain, due to the sourcing of inputs, land use, and associated production practices.

Our work in biodiversity is aligned with global sustainability agendas, such as the United Nations Decade on Ecosystem Restoration, the Sustainable Development Goals (SDGs), and the Kunming-Montreal Global Biodiversity Framework, reflecting our commitment to protecting and restoring ecosystems that are relevant to society and the food sector.

Biodiversity conservation and habitat protection

As part of our strategy to contribute to the conservation of Brazilian ecosystems, we have a partnership with Caatinga Association to support the protection of Serra das Almas Natural Reserve, a private conservation unit with 6,285 hectares of native Caatinga vegetation, located in the municipalities of Crateús (CE) and Buriti dos Montes (PI). Recognized as the largest Private Natural Heritage Reserve (RPPN) in Ceará and as an Advanced Post of the Caatinga Biosphere Reserve by UNESCO, the area plays a strategic role in the conservation of biodiversity in the only exclusively Brazilian biome.

The actions in the reserve contribute to the

maintenance of essential ecosystem services in the semi-arid region, including climate regulation, biodiversity conservation, soil protection, and maintenance of water resources. The initiative integrates environmental conservation, the production of scientific knowledge, and the sustainable development of surrounding communities.

In 2025, the supported activities contributed to maintaining approximately 494,000 metric tons of CO₂ equivalent stored in the reserve's vegetation, in addition to the estimated annual removal of 6,800 metric tons of CO₂ equivalent, reinforcing the Caatinga's role as an important carbon sink and an ally in the fight against climate change.

The territorial protection of the unit includes ongoing environmental monitoring and inspection activities. During this period, 60 monitoring activities were carried out in the protected area, focusing on the prevention

“ *Every responsible action strengthens the balance that preserves our ecosystems.* ”



Serra das Almas Nature Reserve.

Photo: Fábio Arruda

of illegal hunting, forest fires, and other pressures on biodiversity. These actions include territorial surveillance, the use of camera traps, and cooperation with public environmental enforcement agencies.

Within the scope of fire prevention and protection of native vegetation, maintenance actions were carried out on firebreaks and protective structures of the reserve, totaling more than 24 kilometers of firebreaks in the area. These activities contribute to preserving natural habitats, protecting wildlife, and ensuring the ecological integrity of the conservation unit.

The conservation of native vegetation also helps regulate the hydrological cycle of the region. In 2025, actions to protect the area helped prevent the runoff of approximately 266 million liters of water, reinforcing the importance of preserving Caatinga biome for the water security of the semi-arid region.

Supported initiatives also include scientific monitoring of wildlife and the generation of knowledge about Caatinga's biodiversity. Research conducted in the reserve has recorded feline species such as the puma (*Puma concolor*), the ocelot (*Leopardus pardalis*), the margay, and



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**Environmental
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Economic and
Financial performance

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the jaguarundi, using camera traps and studies on habitat connectivity. This data contributes to the development of conservation strategies and to the strengthening of instruments for valuing biodiversity, such as Payment for Environmental Services initiatives.

In addition to direct conservation efforts, the partnership strengthens environmental education and community engagement activities, including youth training, educational activities with children, and monitoring of social technologies for living at the semi-arid climate, such as rainwater harvesting and storage systems. These initiatives raise environmental awareness and strengthen the resilience of local communities in the face of climate challenges.

The work of Caatinga Association also contributes to the implementation of National Action Plans for the conservation of endangered species, including initiatives aimed at protecting the flora, birds, and mammals of the Caatinga biome. These actions strengthen the conservation of natural habitats and expand scientific knowledge about the biodiversity of the biome.

Value chain and connections with biodiversity – Carbon-neutral product through offsetting

Our interactions with biodiversity also occur indirectly, throughout the value chain, particularly in the sourcing of agricultural raw materials. In 2025, we deepened life cycle studies of products associated with granola line, in the context of developing carbon-neutral products through offsetting.

We initiated an engagement process with strategic suppliers to collect primary data on the raw materials used, expanding the traceability and quality of information related to emissions associated with the agricultural stage. Previous studies have indicated that the origin of raw materials accounts for a major portion of the carbon footprint of these products, reinforcing the need to understand, in depth, the production and processing procedures at the source.

This in-depth analysis helps identify opportunities for improvement in production practices, with the potential to reduce environmental impacts associated with agricultural production, including those related to land use, pressure on natural resources and, indirectly, on ecosystems and biodiversity.

Engaging the supply chain promotes the dissemination of technical knowledge on environmental issues, raising awareness of the growing relevance of these aspects to the competitiveness and sustainability of the food sector.

By sharing the results of emissions assessments throughout the processes with suppliers, we seek to foster joint actions for continuous

improvement, strengthening the management of environmental impacts in the value chain. This process contributed to the technical development of the internal Climate Strategy and Procurement teams, expanding expertise in managing the environmental footprint of products.

Although life cycle analyses broaden our understanding of the environmental impacts associated with products, we recognize that these methodologies do not replace specific biodiversity impact assessments, which continue to be progressively developed within our sustainability initiatives.

“ *Every purchase of Jasmine granola means offsetting emissions and a 100% commitment with climate.* ”



Grey-breasted parakeet (*Pyrrhura griseipectus*).

Photo: Jonas Cruz



People give
meaning to
everything we
do.



Human capital GRI 3-3

We continuously invest in structured programs designed to develop our professionals and improve the workplace environment and our employees' overall well-being. In 2025, we expanded the practice of sharing strategic information, systematically analyzing results, and continuously monitoring action plans.

The strategies involved are led by the People, Management and Sustainability Department, in line with best market practices in recruitment and selection processes, corporate education, career development, compensation and benefits, organizational culture and climate, internal communication, health and safety.

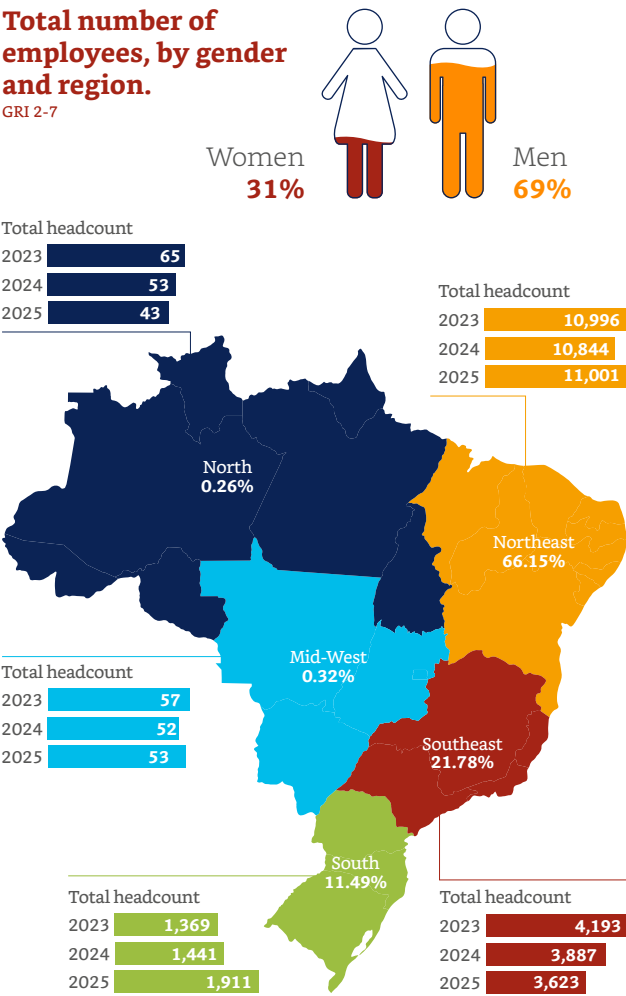
The monitoring and control mechanisms to ensure the effectiveness of the policies and commitments we have made, in the context of the human capital involved in our operations, include internal and external audits, impact assessments, measurement systems, benchmarking, external performance assessments, feedback collection, and the provision of channels for listening. Global engagement is measured annually through climate research conducted by independent experts.

Social pillar

Employee Profile

GRI 2-7 | 2-8

By the end of 2025, we had 16,631 employees, distributed across the five regions of the country, representing a 2.2% increase compared to 2024. All our professionals have permanent employment agreements, with guaranteed working hours.



Recruitment and selection (R&S)

GRI 401-1

In line with an integrated human resources management strategy that seeks to balance the recruitment of talent from the market with a focus on internal development, HR processes resulted in 3,377 external hires and 346 internal transfers.

Hiring trends reflected consistent progress in diversity and outreach, with 60.20% of new hires being men and 39.80% women, as well as representation from other profiles, contributing to the creation of a truly inclusive environment. From a geographical perspective, the Northeast accounted for 41% of new hires, followed by the South, with 32%, and the Southeast, with 26%, while the Midwest and North together accounted for 1% of the total.

Complementing this performance, SLA (Service Level Agreement) – the agreement between Human Resources and leadership that defines timelines and responsibilities in the recruitment process – with an average duration of 22 days, keeps the process in line with standards of excellence, ensuring efficiency in hiring and contributing to a positive experience for both candidates and managers. The average candidate satisfaction rate remained stable, with a satisfaction index above 85%. This data is based on assessments carried out in the final stage of the selection process.

In addition, we made progress in initiatives to streamline procedures, emphasizing the value of simplicity in management practices. We reviewed processes, reduced approval levels, and implemented improvements that ensured more agile experiences for managers and better service for employees.

Strengthened employer brand

Efforts focused on creating a solid reputation and value proposition, attractive to new talent and effective in retaining employees, have driven the strengthening of the employer brand.

We achieved significant results with our digital approaches:

- 🔗 19 actions held in 9 states, expanding national presence;
- 🔗 Over 30,000 students impacted;
- 🔗 The initiatives have reached over 107,000 followers on social media.

We were present in four important university fairs, with booths and activations:

- 🔗 Recruitment & Career Fair – FEA Júnior USP (junior business management consulting firm formed by students from the University of São Paulo);
- 🔗 Trajectory Fair – Federal University of Paraná (UFPR);
- 🔗 Recruitment & Selection Week – Mackenzie São Paulo;
- 🔗 UFPE in the Market – Federal University of Pernambuco.

In person, we impacted more than 15,000 students, positioning M. Dias Branco as a desirable workplace.

Total number of employees hired, terminated, hiring rate and turnover rate, by gender, age group and region GRI 401-1

	2023						2024						2025					
	Hires	Terminations	Total number of employees	Hiring rate	Termination Rate		Hires	Terminations	Total number of employees	Hiring rate	Termination Rate		Hires	Terminations	Total number of employees	Hiring rate	Termination Rate	
Gender																		
Men	1,648	1,445	11,887	14%	12%		1,322	1,285	11,473	12%	11%		2,033	1,688	11,539	18%	15%	
Women	751	641	4,793	16%	13%		718	615	4,804	15%	13%		1,344	765	5,092	26%	15%	
Age Group																		
Under 30 years old	1,077	568	3,800	28%	15%		998	587	3,137	32%	19%		1,561	832	3,323	47%	25%	
From 30 to 50 years old	1,245	1,308	11,095	11%	12%		980	1,158	10,653	9%	11%		1,651	1,448	10,629	16%	14%	
Above 50 years old	77	210	1,785	4%	12%		62	155	2,487	2%	6%		165	173	2,679	6%	6%	
Region																		
North	16	19	65	25%	29%		8	16	53	15%	30%		6	12	43	14%	28%	
Northeast	1270	989	10,996	12%	9%		996	862	10,844	9%	8%		1,383	1,136	11,001	13%	10%	
Mid-West	14	14	57	25%	25%		13	17	52	25%	33%		13	14	53	25%	26%	
Southeast	781	763	4,193	19%	18%		657	696	3,887	17%	18%		881	684	3,623	24%	19%	
South	318	301	1,369	23%	22%		366	309	1,441	25%	21%		1,094	607	1,911	57%	32%	
Total	2,399	2,086	16,680	14%	13%		2,040	1,900	16,277	13%	12%		3,377	2,453	16,631	20%	15%	

Note: The hiring rate is calculated by the ratio between the number of hires and the total number of employees in the period.
Note: The termination rate is calculated by the ratio between the number of terminations and the total number of employees in the period.

Benefits granted to employees

GRI 401-2 | 401-3

In 2025, we expanded the impact of the benefits granted by the Company with the implementation of a private pension plan, offered to all employees. This benefit goes beyond simply supplementing retirement income; it promotes financial security for the future and access to financial education today, helping individuals build wealth and adopt healthy financial habits.

Most of the benefits offered are applicable to all professionals. Benefits aimed at specific audiences are justified by the type of the job and by specific collective bargaining agreements.

- Hybrid work is allowed to employees whose activities are compatible with this mode, with three days of on-site work and two of remote work per week, in line with prevailing market practices. Over 85% of employees work entirely on-site, due to the nature of their activities;
- We encourage flexible working hours, offering the possibility of starting work between 7 a.m. and 9 a.m., while maintaining the daily working hours.
- We grant unpaid leave of up to 12 months to employees who decide to focus on learning and professional development in their field.

Benefits such as birthday leave, life insurance, paternity leave, health and dental plans, as well as preferential access to comprehensive wellness providers, are also available to full-time and part-time employees, regardless of their employment status.

We offer employees access to a platform for gyms and physical activities, encouraging healthy habits and contributing to their physical and mental well-being.

Regarding parental leave, we grant extended paternity leave of 20 days, allowing fathers to actively participate in the first moments of their babies' lives. We have also implemented a unique hybrid model for the end of maternity leave, offering mothers the flexibility to gradually return to on-site work, which allows for a balanced transition between caring for their babies and their professional demands. The benefit of the stock option plan - Long-Term Incentive (LTI) - is granted at the Executive Board level and for Executive Management. It is worth remembering that these benefits may vary across the Company's units.

Internal communication channels frequently address the context of the benefits granted, ensuring there are no doubts regarding their availability and how to use them. Additionally, we held a Benefits Fair in 2025 with the participation of the service providers involved. The event provided a collaborative environment for presenting available solutions, clarifying doubts, and expanding knowledge and engagement.

Maternity/paternity leave

GRI 401-3

	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Employees entitled to leave	11,875	4,805	11,473	4,804	11,539	5,092
Employees who took leave	339	145	335	137	342	136
Employees who actually returned to work after leave*	298	118	320	185	335	137
Employees who remained at work for at least 12 months after returning**	258	74	273	121	262	88
Rate of return after leave	0.879	0.813	0.955	1,350	0.980	1.007
Retention rate after 12 months of returning from leave	0.865	0.627	0.853	0.654	0.782	0.642

*Total number of employees who returned to work after the end of maternity/paternity leave in the previous year.

**Total number of employees who returned to work after maternity/paternity leave and who were still employed 12 months after returning to work.



Cultural centers

Aiming to promote quality of life and integration among employees, the units in Eusébio (CE), Jaboatão dos Guararapes (PE), Queimados (RJ) and Rio de Janeiro (RJ) offer cultural centers equipped for cultural activities and entertainment.

Employees have access to a studio, art gallery, relaxation room, library, cinema, theater, and other options, in addition to actively participating in cultural and wellness programs.



Corporate education GRI 404-2

Main artistic and cultural initiatives in 2025

- ✦ The campaign to encourage reading reached more than 2,500 readers;
- ✦ The 14th Indoor Games Championship (checkers, dominoes, virtual football, billiards and table tennis) mobilized more than 325 employees;
- ✦ Sustainable arts workshops, promoting the circular economy and extending the lifespan of materials, brought together more than 1,300 participants;
- ✦ Cultural workshops: dance, musical instruments, performing arts, theater and yoga practice, with the participation of 3,500 employees;
- ✦ Cultural events Cultural events during the June party, a Literary Soiree, and a Sustainable Christmas Special event, engaging more than 2,500 employees.

These initiatives reflect M. Dias Branco's commitment to well-being, cultural diversity, sustainability, and integration among its employees from various areas of the Company.

“History is the foundation that gives consistency to culture and direction to growth.”



Historic Center

M. Dias Branco Historical Center, located at the company's headquarters in Eusébio (CE), is the guardian of the institutional memory and legacy of the business family, bringing together a significant historical collection. Schools, universities, customers, suppliers, shareholders, and investors have an immersive experience when touring the facilities.

The space brings together photographic records of events and honors received, such as the medal from the Humanist Institute of Paris (2005), awarded in recognition of the social services provided by Consuelo Dias Branco – Chairperson of the Board of Directors – in Brazil and France, displayed in an exhibition that recounts the historical and social trajectory of the businesswoman.

In 2025, more than 6,000 people participated in scheduled visits to the museum.

Development programs and trails are customized by the Corporate Education team based on the strategic priorities of each cycle and area. In 2025, the training offered reached over 448,000 hours, involving more than 16,000 professionals at all levels of the Company. Leadership development was a priority and resulted in an average of 87.15 hours per capita.

Training sessions are recorded using a standard attendance list (including via app) and data is entered into the control platform. Impact measurement and feedback collection are captured through reaction, learning, and effectiveness assessments (depending on the type of training), providing insights for continuous improvement.

Monitoring of Training & Development (T&D) processes is digitalized and updated on a daily basis, providing information for HR teams. Data is analyzed monthly, comparing the reach of the initiatives with the goals and indicating the need for action plans, if necessary.

In addition, we encourage our employees to pursue continuous learning, adding new knowledge and skills on a voluntary and proactive basis. We make financial investments in a scholarship program in different types of education, as well as offering in company classes in Spanish and Portuguese. – for our unit in Uruguay –, aimed at employees in strategic positions and connected to the Company's internationalization plan.

Average training hours of employees, by gender and job category GRI 404-1

	2023	2024	2025
Gender			
Men	23.03	19.66	25.09
Women	29.94	23.83	31.22
Job category			
Specialist	60.59	53.73	62.49
Management	76.19	54.25	87.15
Operational	18.79	16.63	19.37
Sales and promotion	9.49	7.83	10.57
Total	25.02	20.89	26.96

Note: Average training hours = total training hours divided by total number of employees. Data exclude Las Acacias unit and training hours for apprentices and interns.





Main initiatives in 2025

🔗 **Senior Management Development Program (PDD):** development of cross-cutting themes for the Statutory and Executive Boards, members of the Board of Directors and its advisory Committees; 2025 program included an expedition focused on artificial intelligence.

🔗 **Leadership Development Program (LDP):** Leadership training to strengthen the achievement of organizational goals. In 2025, we held a special edition for managers alongside the National Convention, in partnership with the Industry, Logistics, and Commercial areas. Additionally, we brought together, for the first time, a group of Executive Managers for 3 days of training focused on cultural evolution and artificial intelligence. We also held, for the first time, an on-site module for Supervisors across the country, equipping them with the skills for open and assertive communication.

🔗 **Game of Talents (GOT):** gamified development trail, addressing the essential skills for the strategic plan, targeted to employees who hold tactical positions. 2025 curriculum focused on data analysis and taking leading role, and was further developed through online courses, on-site workshops and live broadcasts.

🔗 **Women's Connection:** career acceleration program exclusively for women. More details can be found on the topic of Diversity, Equity and Inclusion.

Young talents

We increased investments in the training of young talent, offering two internship programs that combine learning, leadership, and social impact:

🔗 **Geração Massa (Dope Generation):** The internship program currently has 198 interns working in various areas and regions of the country, bringing together a diversity of academic profiles, such as students of Engineering, Psychology, Statistics, Management and Law, among other fields. Throughout the program, 287 training hours were held, distributed across technical, behavioral, and business trails, contributing to the development of the participants, 64 of whom have already been hired.

🔗 **Geração Massa Tech (Tech Dope Generation):** A pilot program held at Eusébio (CE) unit, focused on training talent in technology and data analysis, equipping them with technical knowledge, business immersion, and soft skills. The results show high engagement and satisfaction among participants and across departments:

- 🔗 15 interns allocated to strategic areas;
- 🔗 789 training hours (53 hours per capita);
- 🔗 90% attendance in distance learning courses;
- 🔗 75% in on-site training;
- 🔗 100% completion of delivered trails;
- 🔗 Average NPS above 93.

Commercial competitiveness and operational excellence

Commercial and Industrial sectors require targeted programs that delve into the contexts of competitiveness and operational excellence, building relevant knowledge and critical thinking for outstanding performance in their respective areas. With this goal in mind, in 2025 we held the following structured programs:

🔗 **Sales Academy:** The academy project created for professionals in the Commercial area was expanded in 2025, including online courses through a specialized platform. The new format incorporates gamification and is more responsive to mobile use, making access more dynamic for salespeople and promoters.

🔗 **National Industrial School:** Corporate postgraduate program in the Technology of Manufacturing Crackers and Cookies, Cakes, and Toasts, designed to educate specialists, with a scientific foundation and practical application in the industrial world. It integrates process

technology, quality, innovation, and production performance, raising technical standards in the units. Conducted in partnership with the University of Fortaleza (Unifor).

🔗 **Industrial Operational School:** Technical training courses, featuring both theoretical and practical sessions held at the manufacturing facilities, aimed at expanding the available technical knowledge.

🔗 **Industrial Operational School of Maintenance Technologies:** A program focused on developing maintenance teams.

🔗 **Milling School:** A program focused on developing the technical needs of wheat milling, combining technical training and preparing leaders to become multipliers within their teams.

🔗 **Lean Six Sigma Black Belt Training:** Advanced certification within the Lean Six Sigma methodology, aimed at professionals who lead strategic continuous improvement projects



Courses on routine organization and improving execution at the point of sale.

Career and succession

GRI 404-2 | 404-3

Innovation and digital transformation: In 2025, the Corporate Education and Information Technology areas worked together on two initiatives aimed at the structured expansion of the use of Artificial Intelligence within the Company, preparing employees for new scenarios:

🔗 **Bora Inovar:** The program promoted on-site and online workshops for leaders and strategic areas, an asynchronous course for all employees (with over 1,300 participants), in addition to on-site activities.

🔗 **Bora Inovar (Let's Innovate) Week:** It offered lectures with experts in digital transformation, innovation culture, and artificial intelligence.



Lecture on innovation at Bora Inovar Week 2025

Our purpose is to create paths for everyone to dream, do and grow, aligning individual objectives with organizational goals. Investing in the career development of our professionals is the foundation for building a motivating work environment that fosters growth for both our people and our business. To achieve this, we implement programs and methodologies that encourage continuous learning, recognize talent and offer opportunities for professional growth within the Company.

🔗 **Job Experience Day:** The 2025 edition was led by the Logistics and Process Automation area, which welcomed over 60 employees interested in experiencing the sector's best practices for one day. The program enables a systemic vision of the business, strengthens relationships between areas and encourages protagonism and individual development.

🔗 **Live broadcasting Carreira em Movimento (Career in Motion):** Program that encourages taking the lead in career development, strengthening the current role or exploring possibilities within the organization. In 2025, we held three online events, where managers and experts shared their professional journeys, inspiring the audience.

🔗 **Career Workshop:** The initiative encourages participants to gain self-awareness and take the lead, connects them with the Company's

strategic vision and the opportunities that are likely to arise in new organizational structures, and helps them understand the skills and expertise required for their new careers. The meetings held in 2025 reached approximately 300 participants from both internal and external audiences.

🔗 **Succession Program:** A structured program focused on identifying and preparing talent to take on more complex challenges. In 2025, the model was revisited to ensure better alignment with business needs and market practices.

🔗 **Performance assessment:** A structured, periodic, and collaborative process that

involves employee self-assessment, as well as contributions from peers, customers and internal suppliers, building a comprehensive analysis of work, skills, and results achieved during the period through calibration sessions. In addition to the steps of feedback, aligning expectations and structuring action plans to boost employee growth, in 2025 we provided studies on strategic positions, encouraging internal transfers and valuing our talent. In the year, we recorded 1,168 promotions (change of position and salary), 661 recognized with merit (salary increase) and 452 professionals progressed in their careers through internal selection processes.

Total and percentage of employees receiving regular performance and career development assessments, by gender and job category GRI 404-3

	2023			2024			2025		
	Total employees	Number of employees assessed	% of employees assessed	Total employees	Number of employees assessed	% of employees assessed	Total employees	Number of employees assessed	% of employees assessed
Gender									
Men	11,887	1,227	10.3%	11,473	1,238	10.8%	11,539	1,244	10.8%
Women	4,793	852	17.8%	4,804	890	18.5%	5,092	938	18.4%
Total	16,680	2,079	12.5%	16,277	2,128	13.1%	16,631	2,182	13.1%
Job category									
Specialist (professionals and analysts)	1,027	967	94.2%	1,049	1,029	98.1%	1,102	1,073	97.4%
Environmental	1,512	1,112	73.5%	1,453	1,099	75.6%	1,483	1,109	74.8%
Total	2,539	2,079	81.9%	2,502	2,128	85.1%	2,585	2,182	84.4%



Culture and organizational climate

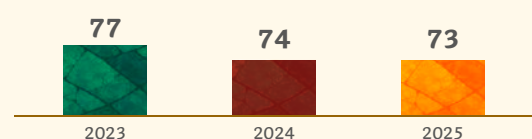
The prosperity and sustainability of the business are connected to the satisfaction of our employees, who want to dream, do, and grow. These desires flourish in a collaborative environment of respect and appreciation, where opportunities for development are promoted.

Public target by 2030



Achieve a **score of 80** in the employee satisfaction index, measured in an external survey

Employee satisfaction index



“The initials of our values form the acrostic SACRE, symbolizing that they are sacred and indispensable principles that every employee must embrace wholeheartedly, thereby strengthening our culture and collective purpose.”

Corporate culture is a guide for decision-making, aligning teams, increasing productivity, and strengthening brand reputation. A strong culture creates a positive work environment, enhancing the sense of belonging and reducing turnover. With clearly defined and well-understood values, employees make decisions consistent with strategic goals, thus simplifying management. Companies with strong cultures adapt better to market changes and capture customer perception, consolidating relationships and institutional image. Culture guides what is desirable within an organization, shaping actions and interactions. Maintaining a healthy culture, with role-model leaders, is essential to ensure the prosperity and longevity of the business.

2024-2028 strategic direction cycle mapped out, among its priorities, the implementation of a cultural evolution journey to drive the execution of the strategy, adapting the Company to the current business environment, which requires new cultural traits.

Cultural Evolution Project

Throughout 2025, supported by specialized consulting, we built the project that will underpin the development of an agile culture, with open dialogue, market-oriented and results-focused, maximizing people's talent and supporting the execution of strategic direction. The actions started in 2025 are expected to move forward over the coming years. The project was framed in five phases:

- 1 Levers of change:** Prioritizing initiatives for cultural evolution;
- 2 Leadership engagement:** preparing leadership to reinforce behaviors aligned with the culture and creating accountability;

- 3 Dissemination:** extensive dissemination of new organizational practices to all audiences through internal forums and channels;
- 4 Culture activation:** development and review of organizational practices with the highest impact for activating the desired culture;
- 5 Support:** monitoring the impact of implemented actions and updating other organizational practices to promote the desired culture.

The first phase, held in March and April, included a survey to gauge employees' alignment with the company's motto and current values. The results showed high adherence rates (above 80%), especially regarding the motto, at 86%.

The adherence of over 4,000 employees and the strong connection to the motto supported the decision to make it the guiding purpose for developing the desired culture: Dream, Do, Grow. The other elements of the organizational identity – Mission and Values – were also updated, with specific adaptations to facilitate understanding of the essence of each element.

Between August and November, we conducted the senior leadership engagement phase, with the goal of making them active sponsors of the desired cultural evolution. Several areas of human resource management included new initiatives into their routines aimed at driving cultural evolution.

Among the main actions, the following stand out: the revision of the Performance Management model with assessment by values, the Succession process, the formation of squads to accelerate results, and the reduction of bureaucracy.



Employees learn about the daily routine at the point of sale and experience a day as promoters.

In 2026, the company plans to revise its hiring process for professionals in line with the new values, conduct specific training on the levers of cultural evolution for all levels of leadership, as well as define promotion criteria and improve the onboarding process for new leaders.

The dissemination of the new organizational practices was expanded starting in November, culminating in a highlight at the corporate year-end celebration, which had as its central theme "All together for the purpose: Dream, Do, Grow".

Putting customers and consumers at the core stands out as one of the key drivers of our cultural evolution. With this in mind, in 2025, we expanded the POS Day events, holding two regular editions and a special edition titled "POS Heroes." A total of more than 1,600 employees attended these meetings in 20 states, taking a break from their usual duties to gain hands-on experience with how our points of sale operate. This experience promoted a systemic vision of the business, strengthened relationships between areas and encouraged protagonism and individual development of participants.



Internal communication

Organizational climate survey

In 2025, we conducted the third edition of the annual organizational climate survey, a management practice that guides the goals for continuous improvement in all areas. The process was conducted by Great Place to Work (GPTW), a specialist in the field, and covered all the Company's industrial and commercial units in Brazil and Uruguay.

Participation is voluntary, anonymity is guaranteed, and questions are answered via an online form. The responses are received by GPTW and return to the areas in the form of reports, listing positive aspects and opportunities for improvement.

The process shows a route of maturation, reflected both in the consistent increase in the percentage of participation and in the growth in the number of comments recorded in the open-ended questions at the end of the survey. A 1-point decrease in the overall score indicates stability in employees' perception of the company's organizational climate.

According to the methodology, we maintain our rating as an excellent company to work for. The score of 73 achieved in 2025 indicates that at least 7.3 out of 10 employees have a consistently positive experience in the work environment.

Climate management team analyzes the survey

Climate survey results

Year	Invitees	Respondents	Participation	Comments	Note
2025	16,002	11,314	71%	28,996	73
2024	16,728	11,374	68%	19,921	74
2023	16,429	10,252	62%	17,468	77

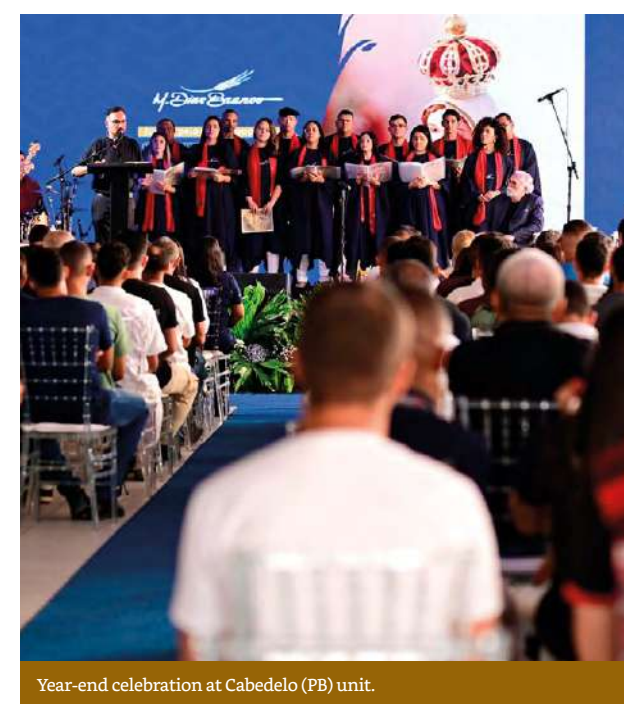
results and shares them with officers and leaders, supporting the development of action plans for the areas and a corporate action plan. Areas that scored below 70 (the favorable cut-off point) have their action plans monitored on a quarterly basis, in addition to mentoring with managers. We conducted a listening process at the units identified as critical and carried out an internal survey on the most critical areas and topics, updating the respective action plans.

Events and commemorative dates

Events and commemorative dates play a key role in strengthening organizational culture and promoting corporate values. These occasions go beyond the simple act of celebrating; they are strategic moments to integrate teams, recognize career paths, and foster a sense of belonging among employees from different areas and units. Our annual program includes several initiatives, such as honoring employees who have been with the company for decades through the Receita de Sucesso (Success Recipe) program, the traditional Corporate Anniversary – which celebrates the company's history and achievements – and the highly anticipated End-of-Year Celebration. The End-of-Year Celebration, for example, is held in a different unit each year, which helps to value regional diversity and bring the teams

even closer together. Furthermore, the event is broadcast live throughout Brazil, allowing simultaneous participation from employees in all locations. This broadcast broadens the reach of the celebration, reinforcing the feeling of unity and collective recognition. Through these actions, we seek to create experiences that reinforce pride in belonging to the organization and boost team engagement throughout the year.

The Internal Communications area plays a strategic role in engaging more than 16,000 employees in Brazil and Uruguay, promoting integration and disseminating essential information in a clear and timely manner.



Various channels, programs, and initiatives ensure that employees are aligned with the company's culture and strategy, strengthening the organizational climate.

The main internal communication channels are:

✦ **Corporate social network:** primary communication channel, it provides higher potential for interaction among employees. In 2025, after migrating to a new platform, 85.67% of accounts were activated and the average engagement rate was 55%.

✦ **Sector-specific WhatsApp groups:** segmented communication by team;

✦ **Wall newspaper:** present in all industrial units and distribution centers.

✦ **Messages via MS Teams and email:** used for administrative audiences.

In the internal communication strategy, the corporate social network was positioned as the primary channel for disseminating institutional information and promoting engagement. The other channels served as complementary platforms, featuring more objective posts and links to full-length content on the social media platform, which offers higher potential for interaction among employees.

In addition to managing internal channels, the following programs are developed:

✦ **Spokespeople:** groups formed by employees from various areas and units who meet periodically to identify communication needs



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Occupational safety

GRI 3-3 | 403-1 | 403-2 | 403-4 | 403-5 | 403-7 | 403-8 | 403-9



Officers during the recording of the podcast on the Disclosure of Results.

and act as multipliers of strategic information. In 2025, 105 employees participated, representing 15 units. All spokespeople received specific training to support the organizational climate survey process and strengthen internal communication, ensuring that the Company's key messages are disseminated clearly and efficiently within their respective departments;

🔗 **Open Chat:** initiative aimed at building an collaborative environment and strengthening ties between executives and employees. In 2025, 13 meetings were held, covering the four macro-areas of the business: Industry, Commercial, Logistics and Support;

🔗 **Leader.com:** supporting content provided to leaders for sharing in team meetings;

🔗 **Corporate Results Podcast:** Presentation of the Company's quarterly results in clear and accessible language, with the participation of officers. The program clarifies the company's performance and guides employees on priorities and directions for the coming periods;

🔗 **Direct from Senior Management:** a weekly newsletter that compiles the main topics discussed in meetings of the CEO, Vice-Presidents, and Executive Board. Aimed at all managers, this newsletter seeks to strengthen transparency and strategic alignment, encouraging leaders to share the content with their teams and fostering open dialogue throughout the organization.

The area is also responsible for organizing corporate anniversary events and end-of-year celebrations, ensuring alignment with the Company's key messages, in accordance with the Cultural Evolution project.

Health and safety are non-negotiable. Occupational health and safety mechanisms are essential to ensure the well-being of employees. In addition to empowering the workforce, working on this issue also cherishes the most precious of goods: life.

Public target by 2030



Achieve the accident frequency rate of **0.5 or less**

Accident frequency rate (own employees)

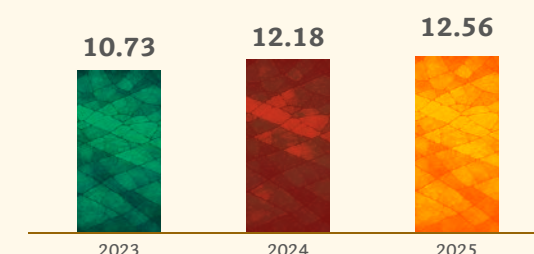


Public target by 2030



Achieve accident severity rate of **8 or less**

Accident severity rate (own employees);



Positivo Program – the Occupational Health and Safety (OHS) management system - was established in 2014 and fulfills our commitment to a culture of accident prevention and reduction based on raising awareness that leads to behavioral change, ensuring a healthy work environment and quality of life for all our employees. Since its implementation:

🔗 We reduced the number of loss-time accidents by 45%;

🔗 We established 33 specific OHS procedures, standardizing risk activities and adapting facilities.

The program is based on national and international standards, such as ISO 45001, as well as Brazilian occupational health and safety legislation, including the Regulatory Standards (NRs), the Consolidation of Labor Laws (CLT), and requirements established by state agencies, such as the Fire Departments. Additionally, it includes guidelines related to compliance with labor laws, conventions of the International Labour Organization (ILO), as well as provisions of the civil and criminal codes, collective bargaining agreements and conventions. ^{GRI 403-1}

In 2025, the Company's occupational health and safety management system, through Positivo Program, covered 90.85% of its own employees (15,109), regardless of working hours and type of employment agreement, covering units such as headquarters, plants, Research and Development (R&D) and Training and Development (T&D) facilities, maintenance, operations centers, recycling, as well as health and entertainment areas. During the same period, the audited system covered 68.83% of service providers



Practical training on first aid in São Caetano do Sul (SP)

(3,109). Regarding the external audit, conducted based on ISO 45001 certification, coverage reached 14.84% of own employees (2,469) and 21.67% of third-party employees (979). Third parties not covered by Positivo Program are mostly concentrated in commercial units and distribution centers.

The calculation methodology considers the units covered by Positivo Program and those certified under ISO 45001 (external audit), in relation to the total number of own employees and outsourced workers reported in GRI 2-7 and 2-8 indicators. ^{GRI 403-8}

Our work involves inherent risks in the industrial environment, such as exposure to noise, handling heavy loads, using large machinery, and working at heights. These factors require rigorous

safety management to prevent accidents and occupational diseases.

The potential negative impacts on individuals can result in physical, psychological, and financial harm, such as serious injuries, temporary or permanent disabilities, emotional trauma, anxiety, depression, and fear of returning to work, as well as reduced income due to disability, even with social security coverage.

For the Company, risks include paying indemnities, covering medical expenses, loss of productivity due to operational interruptions, increased insurance rates, fines, and labor lawsuits. Finally, damage to an organization's reputation can affect its image with customers, partners, and society.

To address these challenges, we developed a set of initiatives to prevent and mitigate impacts. We invest in upgrading machinery, equipment, and thermal comfort systems to comply with regulations and maintain healthy environments. We provide personal protective equipment (PPE), promote regular safety audits, preventive practices, and investigation of accidents, incidents, and deviations.

“Investing in quality of life and occupational safety means investing in the sustainability of the business.”

Employee and team engagement is essential for identifying and mitigating risks in the workplace, promoting safety, teamwork, and efficient internal communication.

This ongoing involvement, achieved through training, campaigns, safety dialogues, inspections, and formal channels, contributes to accident prevention and the prioritization of investments in safety upgrades. As a result, the Company avoids fines for non-compliance with regulations, reduces operational disruptions and turnover costs, obtains certifications, and strengthens its reputation.

We track the effectiveness of OSH measures implemented through systematic risk monitoring, monthly reviews of Safety Alerts, posting the status of corrective and preventive actions on bulletin boards at our facilities, and

analyzing health and safety indicators, including incident and accident reports. In addition, investigations conducted after incidents allow us to assess whether the measures implemented were effective in eliminating or mitigating the identified causes, thereby promoting continuous improvement of the Occupational Health and Safety management system.

The most severe accidents in 2025 occurred due to hazards and risks associated with operations involving machinery, improper use of hand tools, falls from different levels, and various hazards (accessories, wood, packaging and containers, empty or full). No fatalities were recorded during the period.

Work-related accidents ^{GRI 403-9}

	2023	2024	2025
Number of hours worked	36,143,775.63	35,811,058.53	35,011,343.64
Number of fatalities resulting from work accidents	0	0	0
Rate of fatalities resulting from work-related accidents	0	0	0
Number of work-related accidents with serious consequences (except fatalities)	6	7	17
Rate of work-related accidents with serious consequences (except fatalities)	0.03	0.04	0.10
Number of work-related accidents with mandatory reporting (including fatalities)	166	119	164
Rate of work-related accidents with mandatory reporting (including fatalities)	0.92	0.66	0.94

Note: Total number of work-related accidents considering own employees. There is no corporate control over the number of hours worked and accident records with service providers (third parties). The rates were calculated based on 200,000 hours worked. Employees at Jasmine and Las Acacias units were excluded, as they are still in the transition phase after acquisition by M. Dias Branco in 2022. Information is collected through reports and weekly control (form MDB. SSO. FO.039), which gathers data on all accidents at M. Dias Branco, their causes and consequences.



Risk identification GRI 403-2 | 403-7 | 403-10

We adopt the guidelines of our OHS Policy to identify the risks associated with our activities, involving assignment of responsibilities, prioritization of actions, control measures, internal communication, continuous improvement, documentation and recording, in addition to rapid response to incidents and accidents.

The process of hazard and risk identification and assessment processes are used to improve the health and safety management system. Among them, the following stand out:

- ✦ Adequacy of industrial machinery and equipment to NR-10 and NR-12 Standards, with fixed protections and emergency stop systems;
- ✦ Adequacy of workplaces to meet the standards of thermal comfort, ventilation and exhaustion;
- ✦ Adequacy of workstations, in compliance with NR-17, which governs ergonomics;
- ✦ Adequacy of equipment with driving force (forklifts, pallet trucks and manual conveyors) as specified in NR-11.

The preservation of the physical integrity and health of professionals is ensured by the corporate policy of the Industrial Management System (IMS), which prioritizes the reduction of accidents and compliance with legislation, standards and other applicable requirements.

Senior management is involved in approving resources, strategic risk reviews, promoting a safety culture, assessing safety performance and making strategic decisions.

OHS management system performance is monitored by annual assessments carried out by an independent consultancy. In addition to assessing Rating OHS, we monitor the compliance with legal requirements through health and safety audits. We also hold monthly Health and Safety Dialogue (DSS), Hazard, Damage and Risk Surveys (LPDR), Preliminary Risk Assessments (APRs); Hazardous Work Permits (PTR) and we issue Safety Alerts.

We encourage the reporting of deviations and incidents - through the Safety Alert tool - at periodic campaigns involving own employees and third parties. Reports can be easily submitted and, where applicable, with confidentiality guaranteed, ensuring that workers can report hazardous situations without fear of retaliation. The multidisciplinary teams of each unit assess the alerts on a monthly basis, disclosing the status of the adaptation actions.



Evacuation drill in Bento Gonçalves (RS)

We reward professionals who issue the highest number of OHS alerts. In 2025, 20,492 occupational health and safety alerts were issued, and we achieved 91.6% adherence in implementing DSS, exceeding the 90% target.

During the onboarding session, new employees are instructed on the obligation to report accidents, incidents and critical deviations, as well as to report non-compliances to their manager or to the Internal Accident Prevention Committee (CIPA), and to propose improvements through the Behavioral Observation and Safety Alert systems.

All employees are periodically instructed to use the Functional Service Order (OSF), which ensures their right to refuse activities that they believe pose a risk of accident or occupational illness. In these cases, the worker can interrupt the activity and immediately notify the manager or the responsible area, for analysis and adoption of the necessary measures before resuming operations. The Company guarantees that this right can be exercised without any form of retaliation, as it is supported by its corporate policies and health and safety guidelines, which reinforce employee protection and prioritize physical integrity and health. In the context of business relationships, we extend these principles to service providers and suppliers by defining contractual requirements and a qualification process that incorporates occupational health and safety criteria, with the aim of ensuring that these partners operate in accordance with established corporate standards.



Safety dialogues take place on a daily basis.

Communication and employee participation in OHS GRI 403-4

We ensure employee participation and consultation of employees in occupational health and safety (OHS) management through the OHS culture survey, with an inclusive and transparent approach.

Internal committees and representations

- ✦ Monthly meetings of the Managerial Committee and its subcommittees - Behavioral Management, Risk Management and Occurrence Management, carried out in all units on a monthly basis and with decision-making powers;
- ✦ OHS Management Committee is responsible for implementing and improving OHS system, managing goals, planning resources, promoting a safety culture and reporting performance to corporate management. The subcommittees support the implementation of the established guidelines;



Occupational health GRI 3-3 | 403-1 | 403-3 | 403-6 | 403-10

✚ CIPA (Internal Commission for Prevention of Accidents) of each unit comprises representatives from the Company and employees, ensuring representation of own and outsourced employees and working to prevent accidents and promote occupational health.

Consultation with employees

✚ Three-yearly assessments of OHS culture, with surveys to identify employees' perceptions of OHS practices. The results and actions taken are widely communicated;

✚ Annual assessment of OHS management system through the OHS rating with criteria defined in the OHS Excellence Manual. OHS Master Plan, which contains clear goals and expected results, is overseen by the Management Committee, promoting continuous improvement.

Digitalization of occupational safety

In 2025, we continued implementing the OHS application, an internal tool through which employees can access the OHS Code of Conduct in a user-friendly and agile way, enabling them to self-assess their adherence. All preventive management tools of Positivo Program will be gradually integrated into the application.

Occupational safety training GRI 403-5

In 2025, we held 108 hours of training during the Internal Accident Prevention Week (SIPAT) and 134,153 hours were dedicated to the agenda of Health and Safety Dialogue (DSS) sessions.

Among the training for employees and third parties, the following stand out:

- ✚ NR-01 - Training on Functional Service Order;
- ✚ NR06 - Training on the use of personal protective equipment (PPE);
- ✚ NR10 - Safety in Facilities and Services with Energy;
- ✚ NR11 - Transportation and Handling of Materials;
- ✚ NR12 - Work Safety in Machinery and Equipment;
- ✚ NR23 - Emergency Brigade training;
- ✚ NR-33 - Confined space;
- ✚ NR35 - Work at Heights;
- ✚ Training on High-Risk Work Permits
- ✚ Training for safe behavior observers;
- ✚ First Aid Training;
- ✚ Cipa Members Training;
- ✚ Safety Onboarding (general safety procedures and preventive behavior for new members of the Company);
- ✚ Training on prevention and care with chemicals;
- ✚ Training on analysis, investigation and handling of deviations, incidents and accidents at work;
- ✚ Training on issuance of health and safety alerts;
- ✚ Training and guidance on Health and Safety Dialogues at least weekly.

Occupational health services and preventive medicine play a key role in identifying and eliminating hazards, as well as minimizing risks in the workplace. The main actions include:

✚ **Continuous monitoring:** we constantly monitor working conditions to ensure the effectiveness and updating of control measures;

✚ **Prevention programs:** we developed and implemented prevention programs, such as the Occupational Health Medical Control Program (PCMSO) and the Hearing Conservation Program (PCA);

✚ **Collaboration with Occupational Safety:** close collaboration from the Occupational Safety team in occupational health processes, providing speech and hearing support for environmental noise assessments, the selection of hearing protection equipment, and inspections in industrial areas to ensure the proper use of such equipment;

✚ **Health promotion campaigns:** campaigns are guided by the "Viver Bem" (Live Well) Preventive Medicine Program, raising awareness and educating employees about healthy practices in the workplace. GRI 403-3

The information and data detailed below are based on records in the Company's computerized health system.

Health promotion GRI 403-6

We offer a fully funded health plan for all employees (except apprentices), according to the eligibility of each position, providing access to quality medical care. Additionally, we offer our employees (except apprentices and interns) a dental plan with the Company covering 70% of

the costs, promoting access to essential dental treatments. Both benefits include apps and programs that allow employees to monitor their health in a practical and efficient way.

During this reporting period, no occupational diseases were identified and recorded in the Company's computerized health system. With regard to service providers (third parties), we do not maintain records or monitor occupational diseases. GRI 403-10

The programs and initiatives described below, conducted by the Occupational Medicine area, are widely disseminated by the Internal Communications area through texts and videos sent via digital platforms and displayed on bulletin boards, ensuring access to information.



Employee in consultation with speech and hearing therapist.



Viver Bem (Living Well) Program

Viver Bem Program aims to plan actions and campaigns for the prevention of physical and mental health issues, focusing on preventing the onset of diseases and minimizing the worsening of existing conditions, thus promoting the quality of life of employees. The initiatives are designed to be comprehensive, considering the mapping and characteristics of employees, as well as local habits and conditions. The program promotes activities that encourage continuous improvement and employee awareness of their health potential throughout their lives.

The units implement an annual schedule of initiatives covering topics related to prevention and the protection of physical and mental health, which are communicated on a systematic and accessible basis. The main health issues are informed to the Occupational Safety area as suggested topics for the Health and Safety Dialogue.

In 2025, we carried out 222 preventive actions in the units, addressing:

- ✦ Chronic diseases;
- ✦ Physical activity and sedentary lifestyle;
- ✦ Healthy eating;
- ✦ Dengue fever and arboviruses;
- ✦ Mental health;
- ✦ Oral health;
- ✦ Carnival Campaign – Prevention of sexually transmitted infections (STIs) and the human immunodeficiency virus (HIV);
- ✦ Vaccination campaign;
- ✦ Prevention and combating deafness;
- ✦ World Voice Day;
- ✦ Yellow September;
- ✦ Pink October;
- ✦ Blue November;
- ✦ Red and Orange December.



Employees participating in workplace gymnastics.

Additionally, the units in Bento Gonçalves (RS), Eusébio (CE), Salvador (BA), Special Shortening and Margarines in Fortaleza (CE), Jaboatão dos Guararapes (PE), Maracanaú (CE) and wheat milling in Fortaleza (CE) provided medical care services in their clinics, with the support of health insurance providers.

To further promote and protect health, we offer workplace gym classes at our facilities in Eusébio (CE), the Special Shortening and Margarines plant in Fortaleza (CE), Natal (RN), Jaboatão dos Guararapes (PE), Maracanaú (CE), the wheat milling facility in Fortaleza (CE), and São Caetano do Sul (SP).

Throughout the year, we conducted 2,201 medical consultations for employees, implementing primary prevention and prevention of

complications, promoting diagnosis, treatment, and maintenance of the health of our teams.

In May and July, the annual vaccination campaign against H1N1 (Influenza) was held in some industrial units in partnership with the state and municipal Health Departments, applying an average of 796 doses.

In October, we promoted the Health Journey with the theme "Between body and mind, choices that transform!". The event featured a broad and interactive program. Among the activities, the following stood out:

- ✦ Themed theatrical plays addressing prevention and healthy choices;
- ✦ On-site and online lectures, focusing on disease prevention, quality of life and mental health;
- ✦ Discussion groups about self-care and healthy habits;
- ✦ Vaccination campaigns (tetanus, hepatitis B, MMR);
- ✦ Massage therapy, aromatherapy, and workplace gymnastics sessions, promoting relaxation and physical and mental balance;
- ✦ Educational booths offering blood pressure and blood sugar screenings, as well as guidance on oral health, STI prevention, and dengue mosquito eradication.
- ✦ Cultural and recreational activities, such as dance classes, yoga, and interactive activities.

Mental health management

Levemente Program promotes mental health and prevents mental illness, strengthening our culture of care and well-being. By caring for mental health, we build relationships, increase engagement, and create a safe and productive environment, contributing to the sustainability of the business. We offer specialized services, promotional and preventive activities, as well as the development of a structured and continuously monitored database.

Mental Health Indicators

The program continuously monitors mental health indicators in partnership with the medical department, using integrated data management based on the services and activities provided. This strategic analysis allows us to identify trends, guide preventive actions, and support decisions that promote a healthier and safer work environment.

“Promoting the physical and mental health of employees means investing in their quality of life and the long-term success of the business.”



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Diversity, equity and inclusion

GRI 3-3

Psychological support service: We offer up to six 45-minute sessions (online or on-site), conducted by third-party psychologists, ensuring care and confidentiality. In 2025, 900 employees were assisted, totaling approximately 4,050 hours of psychological support.

Mental health mentoring for leaders: Training consisting of three individual sessions (1 hour each), sharing practical tools for supporting teams and fostering psychological safety. In 2025, we trained 30 leaders, totaling 90 hours of specialized mentoring.

Promotion and prevention activities

Discussion groups: a monthly program with spaces designed for both employees and leaders, addressing topics relevant to each audience and encouraging exchanges and learning;

Corporate campaigns: initiatives such as White January and Yellow September, reinforcing the importance of emotional well-being at work and in personal life.

Hearing Conservation Program (HCP): HCP aims to protect employees' hearing health, preventing the onset or worsening of hearing loss related to occupational noise. Hearing monitoring is in line with the Occupational Health Medical Control Program (PCMSO), including audiometric management, comparative analysis of the hearing health history of employees exposed to noise, and awareness campaigns about the risks of occupational noise and the importance of hearing protection.

Speech and hearing support for environmental noise assessments, recommendations on and selection of hearing protection equipment,



and visits to industrial sites for inspection and guidance on the proper use of personal hearing protection equipment all take place with the support of the Occupational Safety department.

Healthcare via teleservice: In 2025, we continued with the programs implemented to monitor the health of our employees via teleservice, in partnership with a specialized consultancy:

Among the areas of focus are the Mãe Primeiros Passos (Mother's First Steps) and Welcome Baby programs, aimed at promoting the health of pregnant women, reinforcing the importance of prenatal care, offering guidance during pregnancy, and ensuring postpartum support. We also run the Sempre Bem (Always Well) Program, which provides effective clinical monitoring for employees with chronic diseases such as hypertension, diabetes, and obesity.

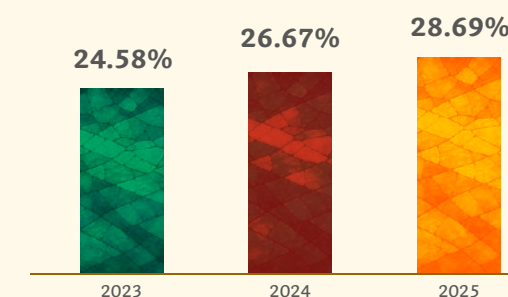
Our policies and practices contribute to reducing gender and racial inequalities. We are aware that highly diverse environments foster a culture of innovation and bring different perspectives and experiences, promoting broader and more critical decision-making, thus improving organizational performance.

Public target by 2030



Achieve **40%** of women in leadership positions on management level and above

Women in leadership (%)



The Human Rights, Diversity, and Inclusion Policy guides and supports our employees regarding the Company's stance on these issues, while also promoting throughout the value chain the principles that guide us and the practices we adopt to protect the rights of all people. This policy applies to employees, service providers, and other stakeholders, and extends to M. Dias Branco's affiliated companies and subsidiaries.

We also have a Diversity, Equity, and Inclusion Committee, comprising coordinators and managers, which oversees the management of this issue by developing and monitoring the implementation of action plans for priority initiatives. The Committee monitors the monthly progress of the goals and the effectiveness of initiatives aimed at increasing the percentage of women in leadership positions and including people with disabilities. Our performance has proven to be effective, with continuous improvement in key indicators as we work toward achieving the public goals for 2030.

Any internal resistance to inclusion efforts – which could hinder the progress of diversity programs and initiatives – is proactively addressed through workshops that focus on rejecting discriminatory and exclusionary practices in the workplace, in addition to periodically reminding employees, on various occasions, of the guidelines in the Code of Ethics that clearly address this issue.

“Promoting diversity is the practical expression of our value of respect.”



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We also offered a new Development Trail in Diversity, Equity and Inclusion on the corporate education platform. The content aims to broaden knowledge, strengthen inclusive practices, and promote a truly respectful environment. People with disabilities, transgender people, and people from LGBTQIAPN+ communities had their needs, experiences, and perspectives addressed in internal awareness events throughout the year, always connected with living our value of Respect.



Participants of the Woman Connection program

Woman Connection

A program focused on the development and career acceleration of our female employees, with an emphasis on promoting gender equality and strengthening female leadership. The program offers training, mentoring, and encourages initiatives that increase representation and support women's professional growth. In 2025, we had 30 meetings with the attendance of 20 women, and 5 of them were promoted, 3 of whom to management positions.

“Diverse environments broaden perspectives, strengthen respect, and accelerate innovation.”



PoDiverso, a podcast released during Diversity Week.

Diversity Week

The event is part of our annual calendar of initiatives aimed at promoting diversity, and the 2025 edition promoted the theme "Ser com liberdade, pertencer com orgulho" (Being with freedom, belonging with pride), sharing reflections on inclusion, respect, and belonging.

The live streams, interactive activities and a podcast addressed the importance of diversity in the innovation culture, provided guidance on how to act in situations of prejudice and discrimination, and reminded attendees that the topic carries invisible layers, both in terms of feelings and obstacles.



Women's Week Program

Women's Week

The true meaning of Women's Day was explored throughout a week of activities, promoting reflection, learning, and the exchange of experiences. The content covered themes of taking the lead, choices, autonomy, the importance of financial independence, and the celebration of inspiring women's journeys within M. Dias Branco's universe.



Percentage of individuals who are members of governing bodies, by gender and age group. ^{GRI 405-1}

Members of governance bodies	2023						2024						2025					
	Total members by body*	Men	Women	<30 years	30 to 50 years	>50 years	Total members by body*	Men	Women	<30 years	30 to 50 years	>50 years	Total members by body*	Men	Women	<30 years	30 to 50 years	>50 years
Board of Directors	7	57%	43%	-	14%	86%	7	57%	43%	-	14%	86%	8	62%	38%	-	-	100%
Audit Committee	3	67%	33%	-	-	100%	3	67%	33%	-	33%	67%	3	67%	33%	-	-	100%
ESG Committee	5	60%	40%	-	20%	80%	6	67%	33%	-	-	100%	6	67%	33%	-	-	100%
People and Management Committee	5	60%	40%	-	40%	60%	5	60%	40%	-	-	100%	5	60%	40%	-	-	100%
Total members**	13	62%	38%	-	15%	85%	13	62%	38%	-	8%	92%	14	64%	36%	-	-	100%

Notes: *Total number of members per body: includes independent and statutory members. **Total number of members: sum of all members of the listed bodies, considering possible participation in more than one committee.

Percentage of employees by job category in each of the following diversity categories ^{GRI 405-1}

	2023					2024					2025				
	Specialist	Environmental	Operational	Sales and Promotion	Total	Specialist	Environmental	Operational	Sales and Promotion	Total	Specialist	Environmental	Operational	Sales and Promotion	Total
Gender															
Men	2.6%	6.8%	49.2%	12.8%	71.3%	2.9%	6.6%	48.9%	12.1%	70.5%	2.9%	6.4%	48.8%	11.2%	69.4%
Women	3.3%	2.3%	19.4%	3.8%	28.7%	3.6%	2.4%	19.9	3.7%	29.5%	3.7%	2.5%	20.8%	3.6%	30.6%
Age Group															
<30 years	2.1%	0.6%	17.7%	2.4%	22.8%	1.8%	0.4%	15.5%	1.5%	19.3%	1.9%	0.5%	16.2%	1.4%	20.0%
30 to 50 years	3.6%	7.3%	43.1%	12.5%	66.5%	4.3%	7.0%	42.1%	12.1%	65.4%	4.3%	6.9%	41.7%	11.1%	63.9%
>50 years	0.2%	1.1%	7.8%	1.6%	10.7%	0.3%	1.5%	11.2%	2.2%	15.3%	0.4%	1.6%	11.7%	2.4%	16.1%
Race/Color															
White	2.5%	4.0%	16.1%	5.1%	27.7%	2.8%	3.8%	16.0%	4.8%	27.4%	2.9%	3.8%	16.2%	4.6%	27.5%
Black	0.4%	0.6%	9.0%	1.5%	11.4%	0.4%	0.7%	9.3%	1.4%	11.8%	0.5%	0.6%	9.7%	1.4%	12.3%
Brown	2.9%	4.3%	42.6%	9.7%	59.6%	3.2%	4.3%	42.6%	9.4%	59.4%	3.2%	4.3%	42.6%	8.6%	58.7%
Yellow	0.1%	0.1%	0.7%	0.2%	1.1%	0.1%	0.1%	0.7%	0.2%	1.1%	0.1%	0.1%	0.7%	0.2%	1.1%
Indigenous	0.0%	0.0%	0.2%	0.1%	0.3%	0.0%	0.0%	0.3%	0.1%	0.4%	0.0%	0.0%	0.3%	0.1%	0.4%
Other diversity indicators															
People with Disabilities	0.9%	1.6%	92.8%	4.7%	100.0%	0.9%	1.5%	92.8%	4.8%	100.0%	1.5%	2.0%	91.6%	4.9%	100.0%

Note: Starting in 2025, ^{GRI 405-1 b} indicator was revised to ensure full compliance with GRI requirements, now encompassing all employees, segmented by job category and by each of the applicable diversity categories. ^{GRI 2-4}

Engagement of stakeholders GRI 2-29

We maintain a proactive relationship with our stakeholders, based on open communication and actively listening to their concerns. This listening process is essential for reflecting the perspectives of stakeholders on material issues and business strategy.

We developed interaction channels focused on learning and continuous improvement, aiming to generate value for everyone involved. The categories of stakeholders with which we engage were defined during the process of reviewing the Strategic Sustainability Agenda, through the methodologies AA100 AccountAbility Principles (2018) and AA100 AccountAbility Stakeholder Engagement Standard (2015).

These are our main stakeholders and the interactions we develop:

Customers and consumers

Our customers and consumers are the very reason our business exists, and we are fully committed to building lasting relationships based on respect and transparency.

Customer Service (SAC)

We have a fundamental commitment to transparency and quality, the cornerstones of building a relationship of trust with the consumers. Therefore, we focus our efforts on ensuring that every interaction with our Customer Service reflects the care we dedicate to our products, offering clear, complete, and accessible answers.

The service operates through a range of channels, from traditional to digital methods, to comprehensively capture questions and feedback,

adapting the service to the preferences of the consumer public. Our communication channels include:

- ☎ Telephone (toll free);
- ✉ Email;
- 📱 WhatsApp;
- ✉ P.O. Box;
- 🌐 Brand websites;
- 🌐 Social Networks

The diversity and efficiency of these channels led us to achieve an average satisfaction score of 9.7, measured through a survey conducted with consumers after their interaction with customer service.

School Project

The department responsible for guided tours of M. Dias Branco's headquarters, located in Eusébio (CE), received more than 10,700 visitors from over 120 educational institutions, including schools and universities, reaffirming our commitment to education, social integration, and institutional visibility, strengthening relationships with our current and future consumers.



Stakeholders	Purpose	Form of engagement
Investors	Ensure transparency, predictability, and clarity regarding the Company's financial, strategic, and ESG performance, supporting decision-making and long-term value creation.	Quarterly, communication via Earnings Release.
Shareholders	Report on business results, strategies, and risks, thereby strengthening trust, strategic alignment, and the creation of sustainable value.	Quarterly, communication via Earnings Release.
Employees	Engage, inform and raise awareness of employees about the company's strategy, culture, ESG commitments, and initiatives, promoting a sense of belonging.	Permanent, communication via Workvivo and other corporate channels. Yearly: Sustainability Meeting Newsletter ESG News.
Consumers	Provide clear and accessible information about products, responsible practices, and social and environmental commitments, strengthening trust, reputation, and the relationship with the brand.	Monthly, through information on the Company's website. Permanent: via social media
Customers	Strengthen business relationships based on transparency, trust, and accountability, sharing commitments, progress, and results in sustainability and ESG.	Monthly: through information on the Company's website. Permanent: through meetings and interactions with our employees.
Suppliers	Promote responsible practices and alignment with the Company's ESG values, policies, and commitments, encouraging continuous improvement and sustainable development of the value chain.	Monthly: through information on the Company's website. Bimonthly: via email. Annually: through the Supplier Workshop.
Local communities	Establish ongoing dialogue to promote local development, positive social impact, opportunity creation, and mitigation of operational impacts.	Weekly: through direct contact to the implementation of programs and actions. Bimonthly: via email.
Civil Society Organizations and NOGs	Build strategic partnerships to enhance positive social and environmental impacts, strengthen programs, and contribute to the sustainable development of territories.	Weekly: through direct contact to the implementation of programs and actions.
Class and sector associations	Contribute to the development of the sector, share best practices, monitor regulatory trends, and strengthen the Company's institutional positioning.	Monthly: through information on the Company's website.



In addition to visits, we develop projects and initiatives aimed at internal and external audiences, with the goal of engaging people in current topics aligned with ESG pillars and the company's strategies.

Key actions of the School Project in 2025:

Environmental June - Distribution of 30 medicinal herb seedlings and impact on 382 visitors through educational and environmental awareness activities.

Children of Employees - The 12th edition of the event brought together 878 children from the four units in Ceará, with recreational activities and visits to their parents' workplaces, strengthening family bonds.

Up Project Connecting families and creating stories - 3rd edition, providing family visits to the facilities and reinforcing institutional values and collaboration between family and work.

Employees and unions

We held negotiations with 38 unions representing employees in the categories in which we operate, through collective bargaining agreements in 2025. The negotiations, which result in adjustments to salaries and benefits, are based on external factors – inflation, GDP (Gross Domestic Product), the country's economic growth, the unemployment rate, and minimum wage adjustments – as well as the specific business context – sales performance and budget compliance. All negotiations resulted in adjustments equal to or higher than the National Consumer Price Index (INPC-IBGE), with an average actual gain of 0.89% according

to the base dates. All employees, whether own or outsourced, are covered by collective bargaining agreements and conventions. ^{GRI 2-30}

Investors

The Investor Relations department is responsible for all interactions with our investors and is recognized for the best practices adopted with this audience, providing professional service and transparent, consistent information. For more details, see page 220, under the Capital Markets topic, where you can also find the B3 indices in which we participate and our ratings in important credit rating agencies.

Press

The Corporate Communications area acts strategically to protect and strengthen the Company's image and reputation. In partnership with a specialized consultancy, it builds the institutional brand, strengthens relationships with the press, and supports other areas in disclosing practices and topics relevant to the stakeholders.

In 2025, this work resulted in 1,520 spontaneous media placements for the corporate brand, reaching an estimated audience of 407 million people and generating an estimated media return of over R\$ 29 million. The official social media channels recorded 2 million impressions on LinkedIn and 4 million views on Instagram, reinforcing the Company's digital presence and expanding the dissemination of strategic content to its audience.

Reflecting the progress achieved, M. Dias Branco reached 12th position in the food sector ranking in the 12th edition of the Corporate Reputation Ranking in Brazil. This

survey is conducted by Merco, a leading name in reputational research and monitoring in Latin America, present in 19 countries and assessing the reputation of companies since 2000.

Suppliers

Our supply chain is extensive and diverse, consisting primarily of domestic companies that provide everything from production inputs to administrative services. They are important partners for the success of the ESG Strategic Agenda, engaged by the Procurement area through the Alliance for the Future Program.

Starting on page 199, we describe how we manage the material topic "Sustainable Value Chain," detailing the initiatives aimed at supplier development.

“ Investor confidence begins with the quality of our communications and how accessible we are. ”



Vice President gives interview strengthening transparency and corporate reputation.

Associations and government bodies

Representatives of executive management hold seats in sector associations, unions and entities that contribute to domestic business development and business sustainability.

This active participation influences the development of policies that affect the sector, promotes the exchange of knowledge and aligns management with best market practices, thereby strengthening corporate governance and fostering collaboration between companies and society.

Communities and Civil Society Organizations (CSOs)

We maintain close relationships with the communities surrounding our facilities, working

directly or in partnership with CSOs (Civil Society Organizations). With the aim of promoting positive social impact, the units develop or support community initiatives focused on local development.

The Corporate Social Responsibility Policy and the Donations and Sponsorships Policy guide social investments, ensuring transparency and alignment with organizational principles. The indicators related to these initiatives are monitored on a monthly basis at Management by Guidelines (GPD) meetings and are linked to the leadership's variable compensation, which reinforces the commitment to responsible management.

On the next pages, we detail the engagement with these stakeholders, showcasing projects, partnerships, and results achieved.



Social Responsibility team visiting the supported institution.

Participation in associations and government bodies GRI 2-28

Organizations	Seat on the Governance Board	Participation in projects and committees	Basic membership fee	Company Representatives participating
Sindicato da Indústria de Massas Alimentícias e Biscoitos do Estado de São Paulo (SIMABESP)	Board Member	No	Yes	Fernando Bocchi, R&D Officer
Associação Brasileira da Indústria de Alimentos (ABIA)	Vice president	Sector agreement to reduce sodium and sugar in products and technical and regulatory Committee	Yes	Fernando Bocchi, R&D Officer
Associação Brasileira das Indústrias de Biscoitos, Massas Alimentícias e Pães & Bolos Industrializados (Abimapi)	President for Crackers and cookies	Technical and tax committees	Yes	Fernando Bocchi, R&D Officer
Associação Brasileira da Indústria do Trigo (Abitrigo)	No	No	Yes	Various managers of the Company
Associação Brasileira de Embalagem (ABRE)	No	No	Yes	Fernando Bocchi, R&D Officer
Sindicato da Indústria de Massas Alimentícias e Biscoitos do Estado do Ceará (SINDIMASSAS-CE)	President	No	Yes	Daniel Gutierrez, Vice President of Legal Affairs, Governance, Risks and Compliance
Sindicato dos Trabalhadores nas Indústrias de Panificação e Confeitaria, Massas Alimentícias e Biscoitos do Estado do Ceará	President	No	Yes	Carlos Alberto Lindolfo de Lima, Mechanic
Instituto Brasileiro de Governança Corporativa (IBGC)	No	Technical Committee of Boards of Directors	Yes	Andréa Nogueira, People, Management and Sustainability Officer, member of the Board of Directors.
UN Global Compact	No	Participation in working groups	Yes	Various managers of the Company
Conselho Empresarial Brasileiro para Desenvolvimento Sustentável (CEBDS)	No	Thematic chambers	Yes	Various managers of the Company
Câmara de Comercialização de Energia Elétrica (CCEE)	No	No	Yes	No



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M. Dias Branco

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Community Relations

GRI 3-3 | 413-1

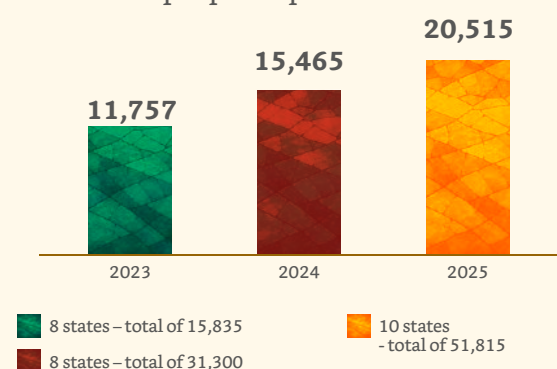
Our mission goes beyond simply feeding people: we seek to inspire them and contribute to the materialization of their dreams, promoting concrete social transformation. We act in a way that continuously values respect and dialogue with the communities around us. We recognize the key role of the private sector in creating opportunities that promote collective well-being by stimulating local development, professional training, and entrepreneurship. By supporting initiatives and programs focused on social inclusion, income generation, and skills development, we reaffirm our commitment to positively impacting people's lives, empowering them to take the leading role of their own stories and strengthening the bonds between the company and society.

Public target by 2030



Reach **150,000** people through the program to promote entrepreneurship and professionalization in the food sector

Number of people impacted



The management of this theme is guided by policies that guide decisions and initiatives in the area of Social Responsibility, focusing on fostering social and environmental development in the territories where we operate. Among these, the Social Responsibility Policy stands out, guiding the Company's relationship with communities and private social investments; the Donations and Sponsorship Policy, which establishes criteria and guidelines for supporting projects and organizations aligned with the Company's values; and the Sustainability Policy, which ensures the integration of sustainable practices in operations and institutional relationships. Additionally, the Code of Ethics guides the Company's conduct in all interactions with society.

The planning and organization of initiatives rely on the continuous engagement with the relevant stakeholders and an understanding of their needs, leading to the establishment of measurable goals and the strategic allocation of resources. Prevention and mitigation of impacts occur through risk analysis, internal policies, and constant dialogue, seeking continuous process improvement. Relations with communities are conducted predominantly through partner institutions. All partnerships are formalized through agreements, which include document and reputational verification, as well as the requirement for accountability in return.

The activities of some units may give rise to negative impacts on surrounding communities, such as noise pollution, waste accumulation, and congestion resulting from heavy vehicle traffic, among others.

The effectiveness of the measures taken is assessed through the monitoring of indicators

and satisfaction surveys, which verify compliance and the performance of the actions implemented, as well as identify opportunities for improvement. Feedback from stakeholders, especially from surrounding communities and neighbors, complements the process by providing input for adjusting strategies and aligning actions with stakeholder expectations.

In 2025, we expanded local development actions and programs across all industrial units, and proactively implemented measures to prevent and mitigate potential social and environmental impacts.

Programs and initiatives that transform GRI 413-1

Alimentando Sonhos (Feeding Dreams)

Our program to promote entrepreneurship and professionalization in the food sector - with the target of reaching 150,000 people by 2030 - contributes to the reduction of inequalities, strengthening employability and the economic and social development of the communities where we operate. We train local audiences to work in the food sector, inspiring them to create feasible solutions for the local economy and strive for a prosperous future.. The courses are conducted through strategic partnerships with institutions specializing in training professionals for the gastronomy market.

Since the beginning of the program, in 2022, we have trained 51,815 people, in ten Brazilian states, with the support of 33 institutions. In 2025, 20,515 people were trained.

Highlights:

- 🌱 Launch of the website for the "Alimentando Sonhos" Program, including the "Vitrine de Talentos" (Talent Showcase), a space dedicated to promoting businesses created by women after completing the course, strengthening income generation and female empowerment.
- 🌱 Launch of Receitas que Contam Histórias (Recipes That Tell Stories) e-book (1st edition – Desserts), a compilation of desserts created by the participants, which take on enhanced significance when presented alongside their stories of life and resilience.

In 2025, in collaboration with the Instituto Pensando Bem, we strengthened the social impact of the Pizza do Céu project, an innovative business that is transforming lives in Fortaleza by combining gastronomy and income generation. Created by Instituto Pensando Bem, the project emerged with the goal of providing true job opportunities for community members who participated in the culinary courses offered by the Institute. These training programs are made possible by Alimentando Sonhos Program, an initiative of M. Dias Branco, which actively supports the training of new professionals in the food industry. The project also has the support of the M. Dias Branco Profissional brand, which donates the inputs used in the production of the pizzas, further strengthening the business and expanding its social reach.



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Nutrir o Amanhã (Nurturing Tomorrow)

Our food donation and hunger relief program benefits 127 institutions across all regions of the country, promoting a positive impact on the communities served. We make regular donations to our partner institutions, contributing significantly to the provision of meals in social projects and to the redistribution of food to the local population. Among the partners, food banks play a key role in ensuring the safe distribution of food, helping people in situations of extreme social vulnerability, regardless of age group.

In 2025, we donated 2,166.9 tons of food, corresponding to R\$ 23.4 million, distributed through 29 donor units.

At the end of each cycle, the institutions benefiting from our donations complete an accountability form, detailing their operation profile, target audience, the contribution of the donations received to strengthening their activities, and the relationship of their actions to the Sustainable Development Goals (SDGs).

We highlight the recognition we received from Sesc Mesa Brasil, the largest private network of food banks in Latin America, as a key partner in the fight against hunger and food waste. We are among the companies that have donated the most food to Mesa Brasil's partners in Amazonas, Bahia, Espírito Santo, Pará, Paraná, Pernambuco, Rio Grande do Sul, and São Paulo.

As part of our commitment to transparency and strengthening partnerships, we implemented a sustainability initiative that invited institutions supported by our units in Salvador (BA), Bento Gonçalves (RS), Fortaleza (CE) and Rio de Janeiro (RJ) to learn firsthand about our pasta and crackers and cookies production processes.

A total of 41 institutions participated in the initiative, which provided a better understanding of our food quality and safety standards and good manufacturing practices, while also strengthening bonds with partners who work directly to combat hunger and promote food security in their regions.

Fundraising

12 partner institutions attended a fundraising training session organized by our unit in Rio de Janeiro (RJ), with 23 participants. The initiative aimed to strengthen the organizations' ability to raise financial and human resources, contributing to their sustainability and autonomy. This was the third edition of the program, held in a different state each year.

Futuro que dá gosto (A future that tastes good)

Implemented in 2024 and developed during 2025 to promote the social and professional inclusion of young people - aged between 15 and 18 - in orphanages, who are hired as young apprentices.

The initiative is a partnership between M. Dias Branco, which offers the job opportunities; Instituto de Educação Portal (IEP), which provides professional training to participants; and the local orphanage, which refers young people to the program. Together, we provide a path of personal and professional development, creating prospects for the future and a dignified and independent life.

Volunteer Factory

Our corporate volunteer program aims to inspire and mobilize people around a culture of solidarity and civic engagement, transforming lives through volunteer efforts and a spirit of social responsibility.

Implemented in 2021, the program encourages employee engagement across various fronts, using part of the workday to participate in the initiatives.

🔗 **Management consulting:** employees who are experts in strategic issues provide free consulting and advice to partner institutions, based on their technical knowledge and professional experience;

🔗 **Social visit:** food donations made by the Company are sometimes accompanied by visits from employees who actively participate in the action, including assisting with the unloading of the goods. This experience strengthens relationships with partner institutions and allows employees to see firsthand the social impact generated.



Volunteer managers help with food donations.

Volunteer Factory Numbers in 2025



525

volunteer employees



18

participating industrial units



2,816

volunteer hours



30

impacted institutions

“ Corporate volunteering transforms purpose into action and creates pride of belonging. ”

World Cleanup Day

Annual initiative promoted by the Social Responsibility area with the goal of combating environmental pollution and promoting social and environmental awareness. These are the results of the 2025 edition:



“Operating with legitimacy begins with respect and a positive impact on the surrounding community.”

Social Massa

In 2025, we held the second edition of Social Massa, an initiative dedicated to expanding community access to free essential services in the areas of citizenship, health, culture, and education. In this edition, the event benefited more than 3,000 people, reinforcing our commitment to promoting social development in the territories where we operate.

The initiative was developed through a broad collaborative network, with the participation of União dos Jovens do Vicente Pinzón, a nonprofit organization recognized for its work promoting social welfare in Fortaleza (CE), the Government of the State of Ceará, as well as private companies and other nonprofit organizations that contributed services, support, and infrastructure.

During the event, referrals for job opportunities, document issuance, basic health and dental care were offered, in addition to the distribution of support kits to participating families.

In 2025, Social Massa event received national recognition by winning 2nd place in the Aplauda Award, in the Legacy category. The award recognizes initiatives by public and private companies and civil society organizations that develop structured volunteer programs that generate a positive and lasting impact on communities.

The award reinforces the relevance of Social Massa as an initiative that promotes access to essential services, mobilizes partners, and strengthens ties with the territories where we



operate. The recognition highlights the project's ability to generate consistent, long-term social results, contributing to community development and strengthening a culture of solidarity.

Gestão com Propósito (Purpose-Driven Management)

Gestão com Propósito initiative aims to raise awareness and engage company leadership in social actions, strengthening their understanding of the impact caused by the company in the territories where it operates. In 2025, the initiative involved 60 leaders working in the states of Ceará, Bahia, and Rio de Janeiro, promoting practical experiences and structured insights on social responsibility. The actions impacted three social institutions, contributing to closer ties with the communities and to the development of a more conscious corporate performance connected to its social purpose.

Healthy and nutritious food

GRI 3-3 | - SASB

FB-PF-260a.1

Tax Incentives

Through the state ICMS, we contributed a total of R\$ 863,894.00 to support cultural and sports projects:

📌 **Music in the community (CE):** It offers students guitar, dance, and choir classes, expanding their opportunities for holistic development. The project strengthens social and emotional skills, stimulates creativity, and encourages artistic expression, contributing to a more welcoming and inspiring school environment.

📌 **Tempo Cultural (Cultural Time) (BA):** Initiative focused on democratizing access to art, offering free workshops in areas such as audiovisual, theater, music, and visual arts;

📌 **Virando o Jogo (Turning the Game Around) (ES):** A project focused on volleyball as a tool for social inclusion. The initiative serves young people in the community by providing access to structured sports activities, promoting physical and social development, and reinforcing values such as discipline, teamwork, and healthy social interaction;

📌 **E-football in Education (CE):** Uses sport as a pedagogical tool to promote the holistic development of children and adolescents. The initiative promotes citizenship, social inclusion, and healthy habits, while also contributing to improved school performance, discipline, and teamwork.



M. Dias Branco's Social Investment, by type (R\$) GRI 201-1

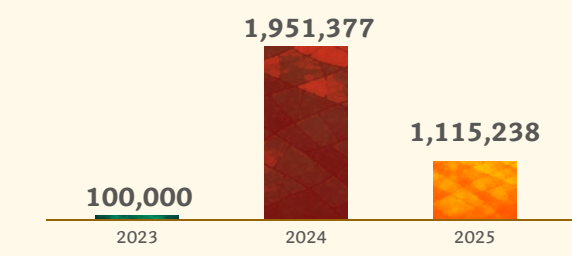
Organizations		Funds	2023	2024	2025
Support	Financial		R\$ 1,242,831.76	R\$ 1,403,680.75	R\$ 1,499,852.77
	Food		R\$ 33,166,493.01	R\$ 31,068,896.84	R\$ 23,431,685.50
Tax incentive	State		R\$ 2,104,106.25	R\$ 292,000.00	R\$ 863,894.00
	Federal		R\$ 0	R\$ 0	R\$ 0
Total			R\$ 36,513,431.02	R\$ 32,764,577.59	R\$ 25,795,432.27

The pursuit of balanced eating habits requires the food industry to promote healthier and more nutritious products. This topic has impacts on public health, consumer preferences, and business performance, with investments in research and innovation, responsible nutritional communication, and the expansion of categories with a healthy appeal. This expansion is driven by internal innovation and strategic acquisitions, such as Fit Food and Jasmine brands.

Public target by 2030

 Reach 10 million people with the food education program

Number of people reached by the food education program



Public target by 2030

 Lead market share in 4 categories or segments with health and nutrition appeal;

Number of categories or segments



Nutrition education and engagement with consumers and healthcare professionals.

As part of the ESG Strategic Agenda, we have set a public goal of impacting 10 million people through food education programs by 2030. In 2025, 1,115,238 people were reached by food education initiatives, based on internal metrics from campaigns and digital platforms. Based on the cumulative results for 2024 and 2025, approximately 3.1 million people have been impacted since the indicator began to be tracked.

We maintain digital platforms focused on disseminating information about balanced eating habits, including the Alimentação Transforma Portal and the Jasmine Pro Portal, which is geared towards connecting with healthcare professionals. In 2025, we recorded 6,674 visits to the food education website. Jasmine Pro Portal ended the year with 19,523 registered nutritionists and 1,578 visits.

Nutrition education indicators are monitored through internal tracking systems and reported periodically to the responsible areas and the ESG Committee.

“ Our responsibility goes beyond producing food – it includes offering a portfolio that keeps pace with evolving consumer trends. ”

Management of mpacts, risks and opportunities in health

The topic of healthy and nutritious food is associated with positive impacts on the economy, the environment, and people, including creating value in higher value-added segments, using natural raw materials, and fostering more balanced eating habits.

We monitor risks and opportunities, including regulatory changes, input costs, consumer preferences, and reputational risks associated with labeling, including lessons learned into goal setting, intermediate milestones, and resource allocation.

Nutritional reformulation, fortification and a healthy portfolio

We have a diverse portfolio of products with nutritional claims, including whole grain products, products fortified with vitamins and minerals, sources of fiber and protein, additive-free products, low-fat, low-cholesterol, and low-sodium products, and products with zero added sugar, aligning our offerings with consumer preferences and public health guidelines.

Among the categories with nutritional claims are fortified sweet and filled crackers and cookies, pasta, granola, oats, seeds, chocolates, whole grain nut butters, and fruit and nut mixes from the brands Adria, Fit Food, Fortaleza, Isabela, Jasmine, Richester, and Vitarella. Nutritional claims include protein and fiber, B vitamins, A, D, and E vitamins, as well as minerals such as iron, calcium, and zinc.

We also offer minimally processed and additive-free products, including oats, seeds, functional flours, vegetable proteins, natural syrups, and

whole grain pasta, aligned with consumer trends for foods with simpler formulations and natural ingredients.

Sugar, fats, cholesterol and sodium

We offer products with nutritional claims related to reduced fat, cholesterol, and sodium, including products with zero trans fat, reduced or low total fat, zero cholesterol pasta, as all plant-based products, and products with low or reduced sodium content.

Additionally, we have a portfolio of products with zero added sugar, including granolas, whole grain cookies, cereal crackers and cookies, whole grain nut butters, and chocolates, aligned with consumer preferences and public policies aimed at reducing sugar intake.

Economic dimension of a healthy portfolio

We monitor the share of products labeled or sold to promote health and nutritional claims in net revenue as part of portfolio management and strategic direction for health and wellness.

In 2025, revenue from products labeled or sold to promote health and nutritional attributes totaled R\$ 3.23 billion, representing approximately 25% of Gross Revenue. This portfolio includes additive-free products, products with low or reduced fat, sodium or cholesterol content, and products with beneficial nutrients such as vitamins, minerals and fiber.



Revenues derived from products labeled or sold to promote health and nutritional attributes SASB FB-PF-260a.1

Products labeled or sold to to promote health and nutritional attributes	2024	2025
Additive-free products	R\$ 954,289,474.00	R\$ 891,589,827.45
Products containing fat, saturated fat, sodium, salt or cholesterol with equal or lesser requirements for the use of the term “healthy”, which are labeled “diet”; “low value”; or “does not contain”	R\$ 1,090,406,416.51	R\$ 1,038,366,396.00
Products with beneficial nutrients (vitamins A and C, calcium, iron and fiber) that meet or exceed the requirements for using the term “healthy”, and are labeled “good source of”, “high”, “rich in”, or “light”, “reduced”, “less” in relation to the sugar added in a product	R\$ 1,819,013,895.00	R\$ 1,904,267,987.01
Total revenue from products labeled or sold to promote health and nutritional attributes	R\$ 3,228,720,980.00	R\$ 3,231,613,109.00
Percentage of Gross Revenue	26%	25%

Note: Revenues refer to the Gross Revenue of products labeled or sold with nutritional attributes, according to claims declared on labels and current regulatory criteria. In 2025, we improved the methodology by including revenue from exports, resulting in restatement of data for 2024. The difference between the Gross Revenue used in this information and that reported in the Financial Statements stems from methodological assumptions and managerial adjustments adopted for presentation purposes in the Report. ^{GRI 2-4}

“Clear and transparent nutritional information strengthens trust and supports the choices of our consumers.”

Food safety

GRI 3-3 | SASB FB-PF-250a.1

Sector-specific initiatives and public commitments

We are members of Associação Brasileira da Indústria de Alimentos (Brazilian Association of Food Industry - ABIA) and adhere to voluntary agreements to reduce sodium and sugar in certain product categories. These are sector-specific initiatives that contribute to reducing the offer of these nutrients in Brazilian population's diet, in line with public policies and health guidelines. ^{SASB FB-PF-260a.2}

Labeling, nutritional communication and GMO ^{SASB FB-PF-270a.2}

We adopt labeling and nutritional communication practices in compliance with applicable regulatory requirements, including Brazilian nutritional labeling legislation, with internal processes for validating nutritional claims and technically reviewing packaging materials.

Nutritional claims, such as "source of," "rich in," "low in," "reduced in," and "zero added sugar," are defined based on current regulatory criteria and internal formulation and labeling policies, with technical review by the Research and

Development, Regulatory Affairs, and Marketing areas.

We monitor the market share of products labeled as containing or not containing genetically modified organisms (GMOs), in line with regulatory requirements and consumer preferences. In 2025, R\$ 5.9 billion of gross revenue from labeled products indicated the presence of GMOs, while R\$ 7.1 billion derived from products labeled as not containing GMOs.



Revenue from products labeled as: (1) containing genetically modified organisms (GMO) and (2) non-GMO ^{SASB FB-PF-270a.2}		
	2024	2025
Revenue from products labeled as containing genetically modified organisms (GMOs)	R\$ 5,473,638,782.73	R\$ 5,902,041,240.00
Revenue from products labeled as Non-GMO	R\$ 7,172,491,927.56	R\$ 7,098,770,248.92
Total	R\$ 12,646,130,710.29	R\$ 13,000,811,488.92
Note: These figures refer to the share of Gross Revenue from products labeled as containing GMOs or non-GMOs, according to applicable regulatory labeling requirements. The classification is based on information declared on product labels and internal records. In 2025, we improved the methodology by including revenue from exports, resulting in restatement of data for 2024. ^{GRI 2-4} The difference between the Gross Revenue used in this information and that reported in the Financial Statements stems from methodological assumptions and managerial adjustments adopted for presentation purposes in the Annual Integrated Report.		

Food safety plays a central role in our business strategy, and is recognized as a strategic and operational issue, as well as representing an essential element for creating sustainable value in all short, medium and long-term horizons. At the same time, it represents a significant opportunity to strengthen consumer confidence, distinguish our brands in the market, expand access to markets with stringent regulatory requirements, and protect the Company's reputation, operational efficiency, and financial performance. Ensuring that our products are safe for consumption is a cross-cutting responsibility, embedded throughout the entire value chain.

Recognizing that food safety is a fundamental consumer right, and that risks related to product quality and safety can affect public health, corporate reputation, and the long-term feasibility of the business, we integrated the management of this issue into our strategic direction, value creation model, and ESG Strategic Agenda. In addition to reaffirming our commitments to quality, transparency, and sustainability, we contribute to building a safer and more reliable food chain.

Our Food Safety Management System is based on the principles of the Hazard Analysis and Critical Control Point) and in the FSSC 22000 certification scheme, recognized by Global Food Safety Initiative (GFSI). This system promotes the continuous improvement of production processes and strengthens the food safety culture throughout the organization.

We adopt policies and practices that go beyond legal requirements, integrating food safety directly into our business strategy. We continuously invest in research, innovation, manufacturing infrastructure, and the digitalization of controls, in addition to adopting

internal and independent external audits, reinforcing our commitment to high standards of quality and safety.

Operational control system and evidence of the management system

We have structured controls throughout the value chain to ensure food safety, including:

- ✦ Control of receiving and storing raw materials, inputs and packaging, with inspections upon entry, requirement of certificates of analysis and qualification of suppliers;
- ✦ Monitoring of production processes through operational procedures, statistical control tools and systems for preventing intentional contamination (food defense and food fraud) and unintentional (food safety plans);
- ✦ Corporate Ratings for monitoring quality, food safety, and good manufacturing practices;
- ✦ Traceability programs, emergency preparedness, and product collection and recall procedures;
- ✦ Physicochemical, microbiological, and sensory analyses to ensure the quality and safety of products;
- ✦ Processes for managing non-compliant products before shipment to the market.

Additionally, we have mechanisms for external stakeholders to submit product complaints through our Customer Service Department and complaint management systems.



Management of impacts and risks

Food safety is associated with both positive and potential negative impacts on the economy, the environment, and people, including their human rights.

Potential negative impacts include risks to consumer health, affecting the right to health and adequate information, as well as operational, regulatory, financial, and reputational risks for the Company, such as recalls, regulatory sanctions, and litigation. Based on internal materiality assessments, no material negative impacts related to food safety were identified during the reported period.

On the other hand, excellence in food safety contributes to the protection of public health, strengthening consumer confidence, competitive edge, and the creation of long-term economic value.

To manage risks and impacts, we have structured controls throughout the value chain, including supplier qualification, inspections upon receipt of raw materials, statistical monitoring of production processes, prevention plans against intentional and unintentional contamination, traceability and emergency preparedness programs, as well as physicochemical, microbiological, and sensory analyses. We also have processes in place for managing non-compliant products and mechanisms for receiving and handling consumer complaints through our Customer Service Department. In the event of identified deviations, immediate corrective actions are implemented, root cause assessments are conducted, stakeholders are communicated, and, where applicable, remedial measures are taken.

Performance in food safety is monitored through corporate indicators, internal and external audits, and specific targets for each manufacturing unit, linked to internal quality to ratings, food safety and good manufacturing practices, as well as market complaint rates. The lessons learned from this monitoring are integrated into policies, procedures, and training programs, strengthening the organizational culture.

In 2025, we maintained consistent performance on compliance indicators with the Global Food Safety Initiative (GFSI), with no major non-compliances recorded and no issuance of recalls.

SASB FB-PF-250a.1 | SASB FB-PF-250a.4

Performance in recalls and incident management SASB FB-PF-250a.4

We maintain formal protocols for incident preparedness and response, including materiality



Pasta production line in São Caetano do Sul (SP)

assessment criteria, communication with relevant authorities and consumers, and recall procedures. In 2025, no cases of recalls were recorded. The metrics of recalls - type of recall, number of events, percentage, and volume of products eventually recalled are monitored and used for the continuous improvement of food safety controls.

Labeling, marketing and information to consumers GRI 417-1 | 417-2 | SASB FB-PF-270a.2

Our internal labeling and transparency procedures cover all significant product categories of M. Dias Branco, assessed for regulatory compliance and consumer safety. These processes ensure that product-related communications include: indication of the country of production and qualification of the origin of raw materials; a complete list of ingredients and clear warnings about allergens and intolerances, ensuring social protection; guidelines for storage, proper handling, and formulation assessment; recycling symbols and messages encouraging responsible disposal to reduce environmental impact; as well as the identification of genetically modified organisms (GMOs), nutritional information, and front-of-pack warnings for high sodium, sugar, or fat content (magnifying glass), in accordance with current legislation.

During the reporting period, no cases of non-compliance related to marketing communication were identified. GRI 417-3 | SASB FB-PF-270a.3

In 2025, non-compliances were recorded regarding information and labeling of products and services with no significant impact on consumers' right to information:.

244 cases of noncompliance with laws that resulted in fines, primarily related to minor deviations in labeling and slight variations in weight;

No cases of non-compliance with formal warnings due to labeling errors;

No cases of non-compliance with voluntary codes (commitments that go beyond the required by law).

No monetary losses resulting from lawsuits related to product labeling or marketing practices were recorded in 2025.

SASB FB-PF-270a.4

Customer health and safety

In 2025, 29 lawsuits were filed related to allegations of defects or the presence of foreign objects, without proof of actual harm to consumers' health. GRI 416-2

Based on internal materiality assessments, no material negative impacts related to food safety were identified during the year. During the reported period, we have not recorded any cases of non-compliance that could affect consumer health and safety, and we have not received any notices of violation from the relevant authorities (such as Anvisa and Inmetro), nor have we received any critical findings in audits conducted under GFSI-recognized schemes that could lead to changes in the Company's production process.

SASB FB-PF-250a.3

Note: In GRI indicators 416-2 and 417-2, we report the existence of confirmed cases recorded during the period. However, none of these cases resulted in fines, financial penalties, compensation, or any form of monetary impact for the company.



We feed people.
And governance feeds
our growth
with maximization
of value.



Governance structure

GRI 2-9 | 2-10 | 2-11

The Company's governance structure comprises the Shareholders' Meeting, the Board of Directors and its advisory committees – Audit, People and Management, and ESG – and the Statutory Board.

The Policy for Appointing Members of the Board of Directors, its Committees, and the Statutory Board establishes that nominations for these bodies shall consider the alignment of candidates with the values and culture of M. Dias Branco, as well as their ability to contribute to the implementation of the Company's strategic direction. For this purpose, professional, technical and/or academic experience compatible with the position for which they will be appointed is assessed. Also according to the Policy, appointments shall also consider, whenever possible, diversity in gender, age, academic background and professional experience, as well as the complementarity of skills and availability of time to perform the job.



Composition of the highest governance body and its committees GRI 2-9 | 2-10 | 2-11

Member name	Gender	Executive role or non-executive role	Independence	Committee Member	Social group
Members of the Board of Directors					
Maria Consuelo Saraiva Leão Dias Branco GRI 2-11	F	No	No	No	Yes
Francisco Cláudio Saraiva Leão Dias Branco	M	Yes - Industrial VP - Mills	No	No	No
Maria das Graças Saraiva Leão Dias Branco	F	Yes - CFO	No	No	Yes
Luiza Andréa Farias Nogueira	F	Yes - People, Management and Sustainability Officer	No	ESG Committee and People and Management Committee	Yes
Rômulo Ruberti Calmon Dantas	M	No	No	No	No
Ricardo Luiz de Souza Ramos	M	No	Yes	Audit Committee	No
Guilherme Affonso Ferreira	M	No	Yes	ESG Committee	No
Pedro Pullen Parente	M	No	Yes	People and Management Committee	No
Members of the advisory committees					
Elionor Farah Jreige Weffort	F	No	Yes	Audit Committee (coordinator)	Yes
Adrian Lima da Hora	M	No	Yes	Audit Committee	No
Sidney Leite dos Santos	M	Yes - Supply Chain VP	No	ESG Committee	No
Maria Regina Saraiva Leão Dias Branco	F	Yes - Management, Development and Sustainability VP	No	ESG Committee and People and Management Committee	Yes
Francisco Ivens de Sá Dias Branco Júnior	M	Yes, CEO	No	ESG Committee and People and Management Committee	No
Daniel Mota Gutiérrez	M	Yes - Legal Affairs, Governance, Risks and Compliance VP*	No	ESG Committee and People and Management Committee	No
Ricardo Luiz de Souza Ramos	M	No	Yes	Audit Committee	No
Guilherme Affonso Ferreira	M	No	Yes	ESG Committee	No
Luiza Andréa Farias Nogueira	F	Yes - People, Management and Sustainability Officer	No	ESG Committee and People and Management Committee	Yes
Pedro Pullen Parente	M	No	Yes	People and Management Committee	No

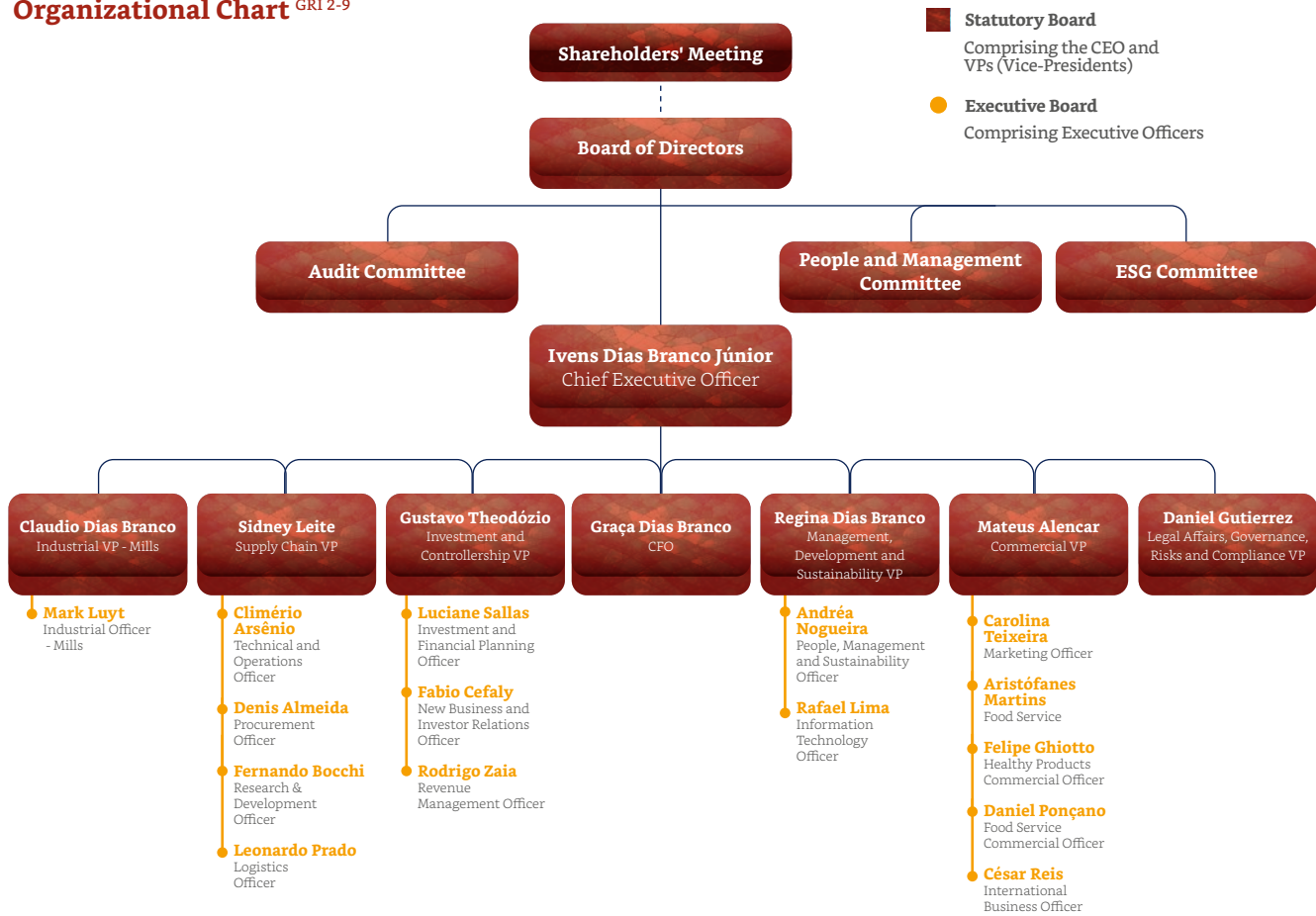
*The VP of Legal Affairs, Governance, Risk and Compliance also holds the position of Governance Officer. Notes: Some members serve on the Board of Directors and advisory committees, which is why they appear in more than one line in the table. The term of office of all members of the Board of Directors and advisory committees is one year. The election of the members of the Board of Directors was held on March 28, 2025 and the advisory committees were lected on April 4, 2025. In 2025, the Board of Directors has 3 women (37.5% of the total), the ESG Committee has 2 (33.3%), the People and Management Committee has 2 (40%), and the Audit Committee has 1 woman (33.3%). Three of these bodies - the Board of Directors, the People and Management Committee, and the Audit Committee - are chaired or coordinated by women. The groups of stakeholders represented in the Board of Directors are investors (represented by independent members) and employees (represented by the People, Management and Sustainability Officer).

Nominations for the Board of Directors may be made by shareholders and Management, subject to prior submission of the required information and documentation. The People and Management Committee assesses whether the nominees meet the Policy criteria and issues an opinion to that effect, with the election taking place at a Shareholders' Meeting. The process ensures the minimum percentage of independent members required by applicable regulations. New members participate in an onboarding program

focused on governance, strategy, and topics relevant to the business.

The members of the advisory committees are appointed by the Board of Directors, considering complementary skills, technical experience, and performance in previous terms, when applicable, with prior opinion from the People and Management Committee and resolution in accordance with the internal regulations.

Organizational Chart GRI 2-9



*Organizational structure on April 6, 2026 base date.

Governance Forums

GRI 2-9 | 2-13

The Company has three advisory committees to the Board of Directors: Audit Committee, ESG Committee and People and Management Committee

The Committees report directly to the Board of Directors, acting independently of the Company's Executive Board. These committees have an advisory and not a decision-making role, so that their recommendations are not binding on the Board of Directors or the Company.

The management of economic, environmental, and social impacts is performed by executive bodies with clearly defined responsibilities, formal reporting lines, and mechanisms for periodic monitoring. The Vice President of Legal, Governance, Risk and Compliance leads the management of the Company's risks,

including social and environmental and governance aspects.

The ESG Committee and the Executive Sustainability Committee work together to monitor the ESG Strategic Agenda, ensuring alignment between strategic guidelines and operational execution. The Vice President of Supply Chain is responsible for managing environmental impacts, including the topic of climate change. The Vice President of Management, Development and Sustainability and the Executive Officer of People, Management and Sustainability are responsible for managing social impacts, including issues related to people, organizational culture, training and sustainability.

Topics related to ESG risk management are addressed regularly by the Board of Directors and its advisory committees. The annual work plan of the Committees and the Board includes specific and periodic agendas aimed at the continuous monitoring of the commitments made within each pillar of the ESG Agenda, as well as the risks and opportunities identified in each of these areas.

Performance assessment of the Board and its committees

GRI 2-18

The performance of the Board of Directors, its committees, and the Statutory Board is assessed annually, based on a model approved by the Board and developed with the support of independent advisors, in line with the recommendations of the Brazilian Institute of Corporate Governance (IBGC). The assessments consider specific criteria for each governance level and result in improvement measures, such as policy and strategy reviews, as well as the implementation of training and development programs.

The assessment of Board members includes aspects related to managing the organization's impacts, accompanied by individual and collective development plans, strengthening the Company's strategic oversight ability.

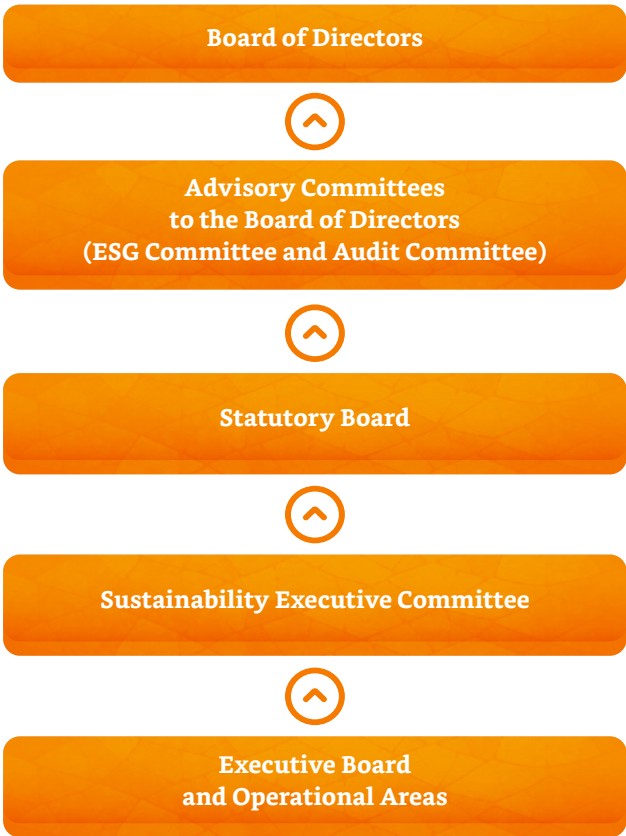
Continuous development of the Board on ESG topics

GRI 2-17

The building of collective knowledge within the Board of Directors on topics related to the ESG Strategic Agenda is promoted on a continuous and systematic basis. Throughout the year, the Board dedicates periodic attention to the pillars of the Agenda, with framed analyses of the risks, opportunities, and impacts associated with ESG issues.

Flow of reporting and oversight of impact management

GRI 2-13



Advisory committees to the Board of Directors

GRI 2-9 | GRI 2-13

Committee	Type	Focus of activity (summary)	Minimum composition / independence	Minimum number of meetings	Term of office
Audit Committee	Advisory services to the BoD	Financial statements, internal and independent audits, internal controls, risk management, integrity policies, and whistleblowing channels.	≥ 3 independent members	≥ 4 per year	1 year (coinciding with BoD)
People and Management Committee	Advisory services to the Board of Directors (independent of the Executive Board)	Human resources management, appointment and succession planning for executives, compensation, talent development and retention, diversity, and good governance practices.	≥ 5 members, including 1 independent member	≥ 4 regular meetings per year	1 year (coinciding with BoD)
ESG Committee	Advisory services to the BoD (independent of the Executive Board)	ESG controls and mechanisms, sustainable development, best market practices in governance, integrity, diversity, compliance, and social and environmental risk management.	≥ 3 members, at least 1 independent member.	≥ 4 per year	1 year (coinciding with BoD)

180: The advisory committees prepare quarterly activity reports and conduct annual self-assessments, in accordance with their internal regulations.



Compensation policy for management

GRI 2-19 | 2-20

The Compensation Policy for Management establishes the principles and guidelines for defining the compensation of members of the Board of Directors, its advisory committees, and the Statutory Board, in line with best corporate governance practices and the strategic priorities of the business. Pursuant to current legislation, the global compensation of the members of the Board of Directors and the Statutory Board is set annually by the Shareholders' Meeting. After the close of the aforementioned Meeting, the Company publicly discloses the Voting Maps and the corresponding Minutes of the Resolutions. These documents provide a detailed breakdown of the voting results by subject matter, including the voting methods used, the quorum present, and the percentages of approval, rejection, and abstention by shareholders regarding the compensation proposals. The information is simultaneously sent to the market through B3 and CVM systems and remains permanently available for consultation on the Company's Investor Relations website.

The Policy is guided by principles that emphasize professionalism and technical criteria, a balance between internal structures and job responsibilities, competitiveness in line with market practices, and alignment with the Company's strategic needs, thereby contributing to the attraction, development, and retention of qualified leaders.

Compensation components may vary according to the complexity of the role, background, time dedicated, technical knowledge, and participation in advisory committees; and may include fixed compensation, variable compensation, and specific conditions approved in the relevant forums.



Employees recognized in internal engagement campaigns.

Fixed compensation (salary and partners' compensation) is adjusted on an annual basis, based on economic indices, applicable collective bargaining agreements and conventions, and the Company's salary practices, in compliance with labor legislation. Statutory officers also participate in the Profit Sharing Program (PSP), the payment of which is conditional on meeting sector and corporate targets. Salary multiples follow market practices for organizations of similar size and are defined according to the nature of the position.

The Statutory Board with formal agreements under Brazilian labor laws is eligible for a long-term incentive program, a compensation model based on the granting of restricted stock, with compensation linked to future performance and the creation of value for shareholders, subject to prior approval by the Shareholders' Meeting.

Highlights in corporate governance

GRI 2-13 | 2-17

We have been making steady progress in strengthening corporate governance, with a focus on the continuous improvement of practices consistent with the best market standards, the regulatory environment, and the guidelines of the ESG Strategic Agenda. The Company's Corporate Governance Area works to disseminate best practices and improve the governance system. To this end, it monitors compliance with corporate and regulatory laws, with a view to constantly adhering to laws, regulations and best practices.

The Governance Department systematically submits to the Board of Directors, following a preliminary assessment by the ESG Committee, proposals for contributions to the development or review of standards during public consultations, whether through the Company's direct involvement or through associations, federations, and other industry representative bodies.

As an example, in 2025, we actively participated in discussions related to the proposed reform of B3 Novo Mercado Regulations. Within the scope the ESG Committee and the Board of Directors, we conducted analyses on the topics submitted for public consultation. Based on this preliminary assessment, we participated in meetings directly with the B3 Issuers Board – responsible for conducting the process – where we presented our considerations and suggestions. Concurrently, we monitored the statements from representative entities and the consolidation of technical recommendations, using these elements to support the Company's position in the Restricted Hearing intended for voting on B3's proposals by companies listed on Novo Mercado.

With the goal of guiding continuous improvement efforts and measuring progress in governance matters, the Company adopts an internal indicator called iMDB – M. Dias Branco Corporate Governance Index. iMDB consolidates best governance practice requirements from various frameworks, such as national and international standards, codes, and market indices. Its results support strategic decision-making, especially in prioritizing opportunities for improvement and addressing identified risks. The benchmarks used are: (a) Novo Mercado Regulation; (b) Corporate Governance Report; (c) ISE – B3 Corporate Sustainability Index and CDP – Carbon Disclosure Project; (d) S&P Global; (e) GQS (Governance Quality Score) of ISS – Institutional Shareholder Services Inc.; and, (f) ICGN's global governance principles (International Corporate Governance Network).

2025 Highlights:

💰 **100% Transparency Movement:** an integrated routine for periodically updating information reported by the areas, with dissemination through institutional channels, strengthening accountability and transparency with stakeholders.

💰 **Adherence to the Brazil Pact for Corporate Integrity (CGU):** the signing of the Adhesion Agreement to Brazil Pact for Corporate Integrity represents another strategic and planned step in the Company's Integrity Program and Governance System, reaffirming its commitment to high national and international standards of integrity. Launched in December 2023, the Pact aims to strengthen integrity in Brazilian business environment, foster the adoption of good corporate practices, and raise awareness

Governance, ethics and integrity

GRI 2-15 | 2-16| 2-23 | 2-24 | 2-25 | 2-26 | 3-3 | 205-1 | 205-2 | 205-3 | 206-1

among companies and private entities about the importance of an ethical and transparent culture.

✚ Maintaining adherence above 97% to the Corporate Governance Report.: This report allows companies to disclose to the market whether they follow the practices recommended by the Brazilian Corporate Governance Code (CBGC). The purpose of this report is to reinforce transparency and highlight the corporate governance practices adopted by the Company, with a view to creating value for our shareholders. CVM will not assess the companies' choices in adopting or not adopting the recommended practices, but will verify whether the report presents true, complete, consistent information that does not mislead the investor.

Public commitments of the Governance pillar:

Commitment	Status
80% purchases from local suppliers	Met
100% Transparency Movement	Met
Gender diversity (presence of underrepresented groups) on the Board	Met: 3 women are members of the Board of Directors
Maintaining at least 75% of independent members on the Audit Committee	Exceeded: 100% of members are independent.
Governance Officer with functional link and direct access to the Board	Met
ESG targets in the variable compensation of 100% of Statutory Officers, Executive Officers and Executive Managers	Met
Onboarding and continuing education program for board members, committee members and officers	Met
Annual review of the Succession Plan for StatutoryBoard, including the CEO	Met
Maintaining at least 40% of independent members on the Board of Directors	Partially met: 37.5% (above the minimum required level). 40% to be reached by 2030.

Taken together, these improvements strengthen the Company's corporate governance system, enhancing its ability to provide strategic oversight, responsible risk and impact management, and the creation of long-term sustainable value, in line with best practices in corporate governance and the commitments made in the ESG Strategic Agenda.

✚ Inclusion of two new benchmarks for iMDB – M. Dias Branco Corporate Governance Index:

This internal indicator aims to guide continuous improvement efforts and measure progress in governance against adopted benchmarks. In 2025, two new benchmarks were included: (a) ISS GQS (Governance Quality Score) – Institutional Shareholder Services Inc.; and, (b) ICGN's global governance principles (International Corporate Governance Network).

A series of previously made public commitments form the Governance pillar of the ESG Strategic Agenda, which we aim to achieve by 2030. Here is a summary:

Governance, ethics, and integrity are directly related to the longevity of the business and the trust of stakeholders, mitigating regulatory, reputational, and operational risks and creating sustainable long-term value. TThis theme reaffirms our commitment to acting in an ethical and moral manner, in line with best practices in compliance and governance, while strengthening transparency, integrity in business relationships, and responsible decision-making within the Company and throughout the value chain.

Public target by 2030



Fulfillment of the **five goals** of UN Global Compact 100% Transparency Movement.

Number of goals of the 100% Transparency Movement achieved



2024 Results
3 goals fulfilled:
✚ 1) 100% transparency on whistleblowing channels
✚ 2) 100% transparency of the Compliance and Governance structure
✚ 3) 100% transparency of interactions with the Public Authorities

2025 Results
3 goals fulfilled:
✚ More than planned in the Movement's schedule

Our business activities and relationships can lead to real and potential impacts, both positive and negative, on the economy, the environment, and people, including their human rights. The main potential risks associated with this issue include corruption, bribery, fraud, anti-competitive practices, and non-compliance with environmental and labor regulations. These risks are addressed through preventive and compliance mechanisms, such as due diligence processes on third parties, integrity clauses in agreements, monitoring of non-compliances, and continuous strengthening of internal controls. Any actual negative impacts are investigated and addressed with proportionate corrective measures, including disciplinary sanctions and process adjustments, where applicable.

Our actions are guided by a framework of corporate policies, approved by the Board of Directors and applicable to all operations and business relationships, such as the Code of Ethics and integrity and anti-corruption policies. These commitments are widely communicated to employees and third parties through regular training, internal and contractual communications, and permanent access to guidance and whistleblowing channels. We require our business partners to adhere to the same standards of conduct and legal compliance adopted by the Company.



The management of this issue is framed through the Integrity Program, which has autonomy and appropriate resources, is supervised by governance bodies, and by the Anti-Bribery Management System certified under ISO 37001 standard, maintained in 14 industrial units in 2025. We complement this framework with public commitments that enhance transparency and integrity and strengthen the maturity of our governance system.

Public commitments and achievements in governance, ethics, and integrity

- 100% Transparency Movement (UN Global Compact – Brazil Network);
- Brazil Pact for Corporate Integrity (Office of the Federal Controller General - CGU).
- Business Pact for Integrity and Against Corruption (Ethos Institute);
- UN Global Compact – Brazil Network;
- FIEC ESG Seal - AAA Category (Federation of Industries of the State of Ceará – FIEC).

We monitor the effectiveness of the measures adopted through compliance indicators, the performance of the Ethical Channel, the implementation of the Annual Compliance Plan, the percentage of employees trained, and the fulfillment of public commitments made. In 2025, we made progress in the 100% Transparency Movement, disclosing three of the five goals planned for 2030, ahead of schedule. The lessons learned from continuous monitoring and case investigation are integrated into the periodic review of policies, the improvement of internal controls, and the updating of prevention processes.

Combating corruption

GRI 2-13 | 2-15 | 2-16 | 2-23 | 2-24 | 2-25 | 205-1 | 205-2 | 205-3 | 206-1

Our Integrity Program is framed based on the pillars of prevention, detection, and response to potential violations of applicable laws and internal regulations, strengthening corporate governance and mitigating risks related to corruption, bribery, fraud, conflicts of interest, and anti-competitive practices. In 2025, the Board of Directors approved the Non-Retaliation Policy and updated Guideline 3 of the Code of Ethics, expanding whistleblower protection and strengthening integrity mechanisms. The policies that make up the Integrity Program are public and available for consultation on the Company's website.

Senior management reinforces its commitment to the Integrity Program through adherence to the Code of Ethics and internal policies, as well as through active participation in disseminating a culture of integrity. Members of the Board of Directors are required to disclose in advance any personal or potentially conflicting interest in matters under consideration and must abstain from participating in the relevant discussions and votes.

Compliance area conducts annual monitoring of potential conflicts of interest and transactions with related parties. Furthermore, we adopted a self-regulation process for the prior assessment of situations that may constitute conflicts, before making strategic decisions, strengthening governance mechanisms and risk prevention.

Our contracts include specific provisions regarding compliance with anti-corruption laws, with obligations aimed at preventing and combating illegal practices such as bribery, fraud, influence peddling, and money laundering. We

Internal communications reinforce the company's anti-corruption stance.



require that partners and suppliers reject acts that harm government administration, refuse improper benefits, and implement effective internal controls to mitigate corruption risks throughout the value chain.

The process for electing board members requires an unblemished reputation and prohibits the appointment of individuals who hold positions in competing organizations or who have conflicting interests, unless specifically decided otherwise by the Shareholders' Meeting. Documents such as instrument of investiture, statements of no impediment and resumes are required and formally recorded.

Transactions with related parties that result in amounts exceeding a predetermined threshold (values updated annually) are subject to prior

analysis by the Audit Committee and approval by the Board of Directors, ensuring market conditions through comparative quotations. Compliance area checks adherence to procedures, maintains evidence, and prepares specific reports; any violations are subject to ethical and legal sanctions. Any potential conflicts of interest, if any, are disclosed to stakeholders through periodic financial statements, the Reference Form (FRE), and material facts, pursuant to CVM regulations and applicable legislation.

We conduct structured risk assessments related to conflicts of interest, bribery, and corruption in our operations and business relationships. We analyzed 1,891 transactions in 2025 and found no evidence of improprieties during that period.

Throughout the year, we have conducted awareness-raising and training initiatives tailored to different audiences, using internal communication channels and mandatory training modules that cover the Code of Ethics, integrity policies, and practices for identifying and preventing harassment, fraud, and corruption. For third parties operating on our premises, the content is presented during the onboarding process; for other partners, it is disclosed through a specific platform. In 2025, we reached a total of 12,326 trained employees, across all job categories and business units in Brazil, and conducted training and informational activities for 13,265 business partners.

Communications on the Integrity Program and anti-corruption guidelines reached 43% (6) of the members* of the Board of Directors and its advisory committees in 2025. During that period, no training sessions on this topic were conducted for this audience. In 2026, we will resume anti-corruption training for Board members and their advisory committees.

In 2025, we also issued communications targeted at relevant stakeholders regarding the Integrity Program, highlighting actions to engage the

*The regional classification considers the professional activity location reported by members of the governing bodies. Three members are located in the Northeast region. For other independent members, this information is not collected or disclosed by the Company.

“Fighting corruption means protecting our reputation and our future.”

supply chain. During the Procurement Workshop, we reinforced the Program's guidelines and presented projects from the Legal, Governance, Risk, and Compliance Vice-Presidency connected to the responsible management of suppliers and partners.

Ethics Week & Governance was yet another instrument for disseminating and strengthening the culture of ethics, integrity, and corporate governance. The 2025 edition had as its central theme "Transparency and Accountability: The duty and legitimate interest in providing information, and the commitment to preserve and enhance the Company's information," which featured active participation from senior management, including an opening presentation by members of the Audit Committee, as well as presentations by experts, workshops and engagement actions. The event broadened the dialogue with the external audience, through institutional broadcasting, and with the internal audience, reaching approximately 1,300 participants in live activities and more than 57,000 accesses to the published content.

Total number and percentage of transactions assessed for corruption-related risks GRI 205-1

Operations assessed	2023		2024		2025	
	No.	%	No.	%	No.	%
Donations and sponsorships	157	100%	75	100%	27	100%
Suppliers and service providers	120	2%	2,751	41%	1,358	21%
Customers (Distributors)	120	100%	29	100%	16	100%
New decision-makers hires	28	100%	87	100%	145	100%
Managers involved in decision making	294	86%	323	100%	332	100%
Related parties	24	100%	17	100%	13	100%
Total	743		3,282		1,891	

Note: We manage corruption risks on a centralized and corporate basis. The detailed assessment processes described above cover 100% of our 46 physical operational units (mills, plants, distribution centers, and headquarters), ensuring full coverage of the organization across the reported relationship categories.

Number and percentage of anti-corruption communication and training for employees, by job category and region. GRI 205-2

Communication and training for employees	2023				2024				2025			
	Informed No.	%	Trained No.	%	Informed No.	%	Trained No.	%	Informed No.	%	Trained No.	%
Job category												
Management	987	65%	987	65%	1,344	95%	1,104	78%	1,398	96%	1,283	89%
Specialists (Professionals and Analysts)	775	75%	775	75%	967	94%	873	84%	1,035	95%	992	91%
Operational	4,209	37%	4,209	37%	8,512	82%	6,498	62%	9,346	87%	8,409	78%
Region												
North	33	50%	33	50%	42	91%	32	70%	34	89%	30	59%
Northeast	5,330	48%	5,330	48%	8,795	85%	7,105	69%	9,443	90%	8,536	82%
Midwest	13	23%	13	23%	43	86%	14	28%	47	92%	20	53%
Southeast	1,151	27%	1,151	27%	3,017	86%	1,810	52%	2,952	91%	2,561	79%
South	798	58%	798	58%	1085	77%	803	57%	1,488	79%	1,179	63%
Total	7,325	44%	7,325	44%	12,982	85%	9,764	64%	13,964	89%	12,326	79%

Number and percentage of business partners informed on anti-corruption policies and procedures GRI 205-2

Business partners	2023		2024		2025	
	Number of partners informed	% of partners informed	Number of partners informed	% of partners informed	Number of partners informed	% of partners informed
Unions	34	89%	38	100%	43	100%
Suppliers and service providers	252	85%	6,285	100%	13,035	100%
Surrounding institutions	57	48%	120	100%	112	100%
Distributors	36	50%	72	100%	61	100%
Customers (Key Account)	11	73%	15	100%	14	100%
Total	390	72%	6,530	100%	13,265	100%

Note: In 2023, the quantified suppliers corresponded to raw material and packaging categories. In 2025, the list of suppliers receiving the Integrity Report was expanded to include other categories of suppliers.



Compliance and Ethical Channel

GRI 2-15 | 2-16 | 2-25 | 2-26 | 205-3 | 206-1 | 406-1

Our culture of ethics, integrity, and respect is supported by compliance mechanisms and an accessible and reliable whistleblowing channel, which allow us to prevent, identify, investigate, and address conduct that is inconsistent with the Company's guidelines. We encourage employees and third parties to maintain an open dialogue with their managers, the Human Resources department, and other support departments, valuing transparency and seeking clarification. Prior consultations with the Compliance area also encouraged as part of preventing conduct risks and preparing for responsible decision-making.

In this context, we offer the Ethical Channel as a secure and confidential platform for employees, suppliers, customers, and the public to report concerns and seek clarification regarding conduct that may be inconsistent with the Company's ethics and integrity guidelines, thereby strengthening the prevention, detection, and handling of misconduct throughout the value chain.

Reports can be anonymous or identified, with guaranteed confidentiality, and can be made through the institutional website, email, or toll-free telephone call. Operated by an independent and specialized company, the service is offered 24 hours a day, seven days a week, in Portuguese, English and Spanish. To improve accessibility and foster a welcoming environment, we have retained the option of service provided exclusively by women, as requested by the reporter.

Investigations are conducted primarily by the Compliance area, which has a dedicated and autonomous team, reporting to the Legal, Governance, Risk and Compliance Vice-President and to the CEO. As provided for in the Protocol on Internal Investigations and the Operation of the Ethical Channel, business units may be called upon to provide technical support for investigations, while preserving the independence

of the process. In cases of confirmed critical violations, decisions regarding corrective and disciplinary measures are analyzed by the Ethics Committee and overseen by the Audit Committee. The Company implements action plans commensurate with the severity of each case, provides support to victims when appropriate, and prioritizes the prevention of recurrence.

In some cases, complaints submitted through the Company's other communication channels are forwarded to the Ethical Channel, ensuring an integrated approach, traceability, and consistent handling of the allegations received. ^{GRI 2-26}

When a negative impact is confirmed, we implement mitigation or compensation measures and preventive actions, in addition to strengthening training and awareness campaigns, in line with our human rights and sustainability commitments throughout the value chain. ^{GRI 2-25}

With a focus on continuous improvement, stakeholder (target users) involvement is central to the mechanism's evolution. We conduct systematic analyses of qualitative and quantitative indicators, such as response time and resolution rate, with periodic reporting to senior management. We promote campaigns based on user insights and external benchmarking. To create a welcoming atmosphere, we've expanded our accessibility by offering services in Spanish and ensuring that all our listeners are women. In 2025, we implemented the Ethical Channel Trust Index, which is used by users, and we also provided a typology for Questions, Criticism and Suggestions. To assess the effectiveness of the Ethical Channel, the Effectiveness Indicator, approved by the ESG Committee, is measured via GPTW, with periodic disclosure of results.

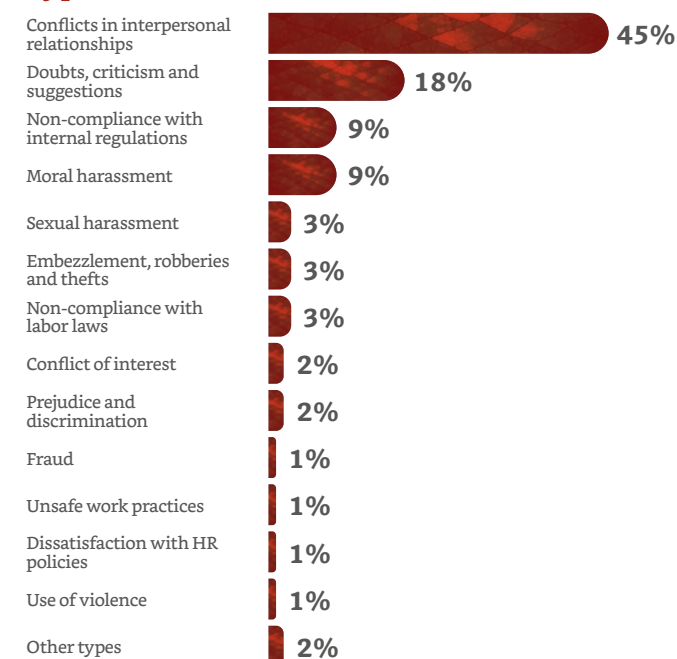
During the year, 1,511 reports were recorded through the Ethical Channel, of which 334 were classified as fully or partially valid, resulting in the application of 95 corrective measures. Of the total number of reports, 415

were classified as "crucial concerns," with 48 confirmed as valid, resulting in the implementation of 40 specific corrective measures. The incidents mainly involved allegations of harassment, prejudice and discrimination, conflict of interest, embezzlement, theft, fraud, bribery, unsafe work practices, violence, work under the influence of alcohol or narcotics, non-compliance with labor laws, and violations of other applicable regulations.

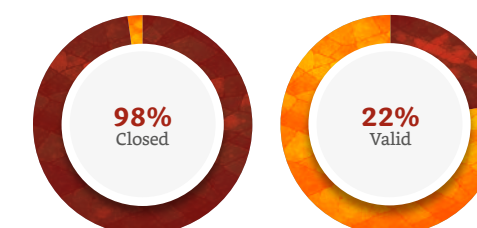
These occurrences are reported periodically to the Audit Committee, which submits its analyses and recommendations to the Board of Directors through a specific report. None of these concerns were reported to the Board of Directors, in accordance with the Protocol on Internal Investigations and the Operation of the Ethical Channel.

Statistics for the Ethical Channel in 2025:

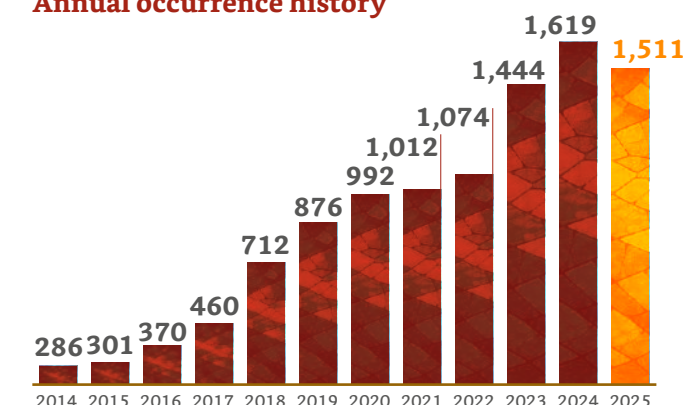
Types



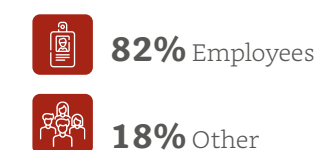
General indicators



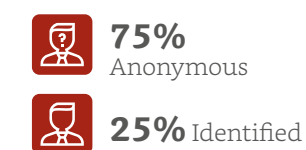
Annual occurrence history



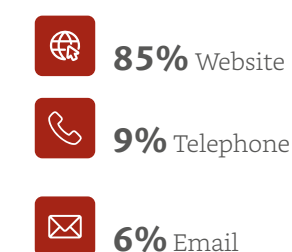
Reporter



Identification



Service Channels



Consequences



Risks and opportunities in sustainability

GRI 2-15 | 2-16 | 2-17 | 2-23 | 2-24 | 2-26 | 3-3

In 2025, no administrative or judicial sanctions were imposed on the Company in connection with unfair competition, trust practices, or monopolies, although four ongoing cases and/or proceedings related to these matters have been identified. ^{GRI 206-1} Similarly, no cases of corruption involving public administration were identified. However, three cases of corruption involving bribery were confirmed internally, resulting in the dismissal of those involved for breach of trust, with no legal sanctions imposed on the organization or its employees. During the reporting period, no corruption-related lawsuits were filed against the Company or its employees, nor were there any results associated with such lawsuits. Furthermore, there were no instances of agreements with business partners being terminated or not renewed due to corruption-related violations. ^{GRI 205-3}

The reported cases of discrimination were reviewed and addressed in accordance with internal procedures, with disciplinary measures imposed where appropriate and ongoing awareness-raising efforts to promote a respectful, equitable, and inclusive environment. The company also offers a Mental Health Program

– named Levement - for those who feel discriminated against. ^{GRI 406-1}

Innovations in compliance

Integrity Agents Program
✦ Initiative from the Compliance area to strengthen the culture of integrity through volunteer employees, who act as multipliers of good practices. The program had 20 agents in its first year, distributed among the main units in Brazil and Uruguay. The multipliers went through internal and external training sessions, supported the Ethical Channel and Ethics & Governance Week campaigns, and helped disseminate the compliance guidelines and acknowledgment forms for the Code of Ethics and internal policies.

Applied Artificial Intelligence
✦ We have begun implementing conversational and assistive AI agents to support internal investigations and due diligence processes, with a focus on increasing efficiency, accuracy, and traceability, thereby strengthening the Integrity Program's responsiveness.

The management of sustainability risks and opportunities is a fundamental component of M. Dias Branco's corporate governance and decision-making process, supporting the achievement of its strategy, business resilience, and the creation of shared value. Risk management enables the identification of potential threats and opportunities related to ESG issues that may impact the Company's economic, environmental, and social performance, while simultaneously strengthening the ability to anticipate scenarios and make responsible decisions.

Risk identification and management processes in ESG topics include supply chain analysis, environmental impacts, carbon footprint, waste management and employee well-being. Periodically, the Board of Directors assesses the effectiveness of these processes and identifies opportunities for improvement. The Risk Area is responsible for analyzing the priority risks of the ESG Strategic Agenda, by mapping mitigating actions, and monitoring controls, the results of which also support responses to external indices and assessments.

In 2025, we made progress in integrating ESG risks into corporate risk management, including climate and water risks. We reassessed the risk matrices for material topics – climate change, water, waste, and energy – strengthened internal controls, and updated mitigation and adaptation plans.

For climate change and water issues, we developed scenario analyses with the support of specialized consultancies, considering the location of the units and potential physical and transition impacts. The forecasts support

strategic decisions and enhance the identification of potential financial impacts, in line with ISSB guidelines, which guide the disclosure of risks and opportunities with potential financial impact.

The scenario analyses considered short, medium, and long-term horizons, supporting the assessment of the business model's resilience in the face of different transition paths and physical risks. The results support investment planning, CAPEX prioritization, and the definition of structuring adaptation and transition projects.

Although we have not yet formally adopted IFRS S1 and IFRS S2, this year marked a significant step forward in preparing for their future implementation, with the completion of an assessment aimed at determining our level of compliance with the standards and identifying opportunities for improvement, with a view to ensuring increased consistency, comparability, and reliability of the information disclosed. In addition, we used external providers for ESG reputation monitoring and maintained our standing in market indices and ratings, further strengthening the maturity of our integrated management of sustainability risks and opportunities.

Total number of cases of discrimination occurred and actions taken ^{GRI 406-1}			
Total and status of discrimination cases	2023	2024	2025
Total number of cases of discrimination occurred	12	15	27
Cases analyzed by the organization	12	15	27
Cases with a remediation plan underway	0	0	0
Cases with a remediation plan implemented with results analyzed through a routine internal management analysis process	0	0	0
Cases no longer subject to action (resolved, closed)	12	15	27



Risk management and internal controls

GRI 3-3 | 2-15 | 2-16 | 2-23 | 2-24

The Risk Management Policy establishes guidelines and responsibilities for identifying, assessing, and mitigating risks in business activities, ensuring continuous review of internal controls, compliance with regulatory standards, and integration with strategic goals. Our approach covers strategic, operational, compliance, cybersecurity, data protection, market, and social and environmental risks. We have an internal control map systematically reviewed by internal and external audits and by the Audit Committee. Risk management practices are in line with recognized benchmarks – COSO, IIA and IBGC – and updated according to regulatory and contextual changes. The Company's main risks are disclosed in the Reference Form, available through official Investor Relations channels and the CVM.

The joint action of the Risk Management and Strategy areas strengthens the mapping of risks associated with the Company's strategic priorities, with the framing of project scope, risk assessment aligned with strategic pillars (probability and impact), and integration into governance and decision-making, through discussions with those responsible for strategic areas and anticipation of relevant deviations.

Business continuity

We have made progress in strengthening the Business Continuity System, with the continuous review of process and system criticalities, incorporation of lessons learned, and updating of Business Impact Analysis (BIA). We developed and refined the Disaster Recovery Plan (DRP) in collaboration with the Information Security

team, strengthening our readiness to respond to and resume operations in the event of an incident.

The continuity exercises also include scenarios of extreme weather events, reinforcing the ability to respond to physical risks associated with climate change.

We conducted a “Business Continuity Management” training program, as well as tests and drills at five locations, using scenarios that addressed legal, reputational, social, environmental, operational, infrastructure, and information risks, as well as environmental disasters and crises, thereby strengthening operational resilience.

“ Risk management means protecting the business today to ensure its future tomorrow. ”



Wheat milling plant in Rolândia (PR)

Reassessment of relevant risks

In line with the emphasis rotation criterion approved by the Board of Directors, we proceeded with the process of reassessing the Company's risks. In 2025, we reassessed 54% more risks compared to 2024, while continuously updating our Risk Matrix. Reassessed risks covered the following topics: budget, commercial, product quality, competition, food regulation, tax, tax reform, credit, storage, S&OP, industrial production and maintenance, third parties, transportation and distribution, macroeconomics and liquidity.

Hedge governance

The governance of hedge operations is conducted by the Hedge Committee, which meets monthly to discuss market scenarios, assess exposures, and approve hedging strategies, in accordance with the Hedge Policy. The Risk area coordinates meetings and monitors compliance with established guidelines, contributing to protection against volatility of exchange rate and commodities and for the financial resilience of the business.



Policies and procedures GRI 2-23 | 2-24

We have a structured set of policies and procedures that guide our business practices, decision-making, and operational activities, ensuring regulatory compliance, risk management, integrity, sustainability, and operational excellence.

At the management level, the strategy of business areas is broken down into 39 management procedures, guiding key processes and strengthening relationships with internal and external customers and suppliers. Another 103 corporate policies govern and regulate the Company's activities, notably the Integrated Management System (IMS) Policy, the Procurement Policy, the Sustainability Policy, and the Process Policy. Corporate policies are available for public review at: <https://ri.mdiasbranco.com.br/governanca-corporativa/outras-politicas/>

All corporate documentation is recorded in the Electronic Document Management System (EDMS), which brings together more than 21,000 standardized documents, in accordance with the Document Approval Hierarchy Policy.

Regulatory acts of Compliance Program GRI 2-23



Code of
Ethics



Anti-Bribery and Anti-
Corruption Policy



Donations and Sponsorship
Policy



Risk Management Policy



Hedge
Policy



Policy on Good
Competitive Practices

website. The Policy guides continuous improvement in environmental performance through a commitment to pollution prevention, legal compliance, and the adoption of sustainable practices, supported by goals and targets, monitoring of indicators, internal audits, and periodic critical reviews.

In 2025, we conducted a perception survey on the understanding of the IMS Policy, involving more than 50% of employees. The results of this survey support actions to improve communication, training, and the effectiveness of the integrated management system.

This set of practices is supported by formal mechanisms for independent verification and governance of management systems, which ensure continuous compliance, the effectiveness of controls, and the systematic incorporation of lessons learned into operational processes.

Internal audit and governance of management systems

In 2025, we expanded the number of employees qualified to conduct internal audits to 430, strengthening the reach and maturity of our internal controls. These professionals are trained through programs and tools such as SGI, Total Productive Maintenance (TPM), Occupational Health and Safety (OHS), Good Manufacturing Practices (GMP), Anti-Bribery Management System (ABMS), and Halal, with both in-house and external training (conducted by independent certification bodies). Additionally, we maintain a training program for internal auditors specializing in FSSC 22000 standard, enhancing the robustness of our food safety management.

In the period, we conducted 30 internal audits of our management systems for quality, the environment, food safety, occupational health and safety, anti-bribery, and Halal.

Integrated Management System (IMS) and continuous improvement

In line with ISO standards, in 2025, 13 units conducted internal and external context assessments to identify risks and opportunities, in addition to critical analysis meetings of the Integrated Management System (IMS), reinforcing the connection between strategy, risk management, and continuous process improvement.

The IMS Policy is available to employees on the internal training platform (HCM) and to stakeholders on the Company's institutional



Promotional materials of internal auditor training.



Internal Auditor Training in Environmental Management Systems - NBR ISO 14001:2015



Certifications and licensing

We maintain certifications, audits, and licenses that reinforce regulatory compliance, operational excellence, food safety, environmental protection, occupational health and safety, and corporate integrity. These independent certifications strengthen the Company's risk management and credibility with customers, regulated markets, and investors. The scope and maintenance of these recognitions are periodically assessed as part of the integrated management system and the continuous improvement agenda.

In 2025, we maintained and made progress in relevant certifications and audits, with particular emphasis on:

Quality, food safety and operations

✦ **ISO 9001:** units: Eusébio, Fortaleza (wheat mill and special shortening and margarines plant), Salvador, Bento Gonçalves, Jaboatão dos Guararapes, Cabedelo, Maracanaú and Queimados.

✦ **FSSC 22000:** units: Eusébio, Fortaleza (special shortening and margarines plant), Salvador, Bento Gonçalves, Jaboatão dos Guararapes, Cabedelo, Maracanaú and Queimados.

✦ **FSMA FSVP Audit (Food Safety Modernization Act (FDA/USA):** Eusébio unit ensures compliance with food safety requirements for export to the North American market.

Environment, health, safety and integrity

✦ **ISO 14001:** Eusébio and Jaboatão dos Guararapes units.

✦ **ISO 45001:** Jaboatão dos Guararapes unit.

✦ **ISO 37001:** M. Dias Branco's corporate certification reinforces governance and integrity controls.

✦ **Legal Requirement Audit – CONAMA Resolution 306:** Natal, Cabedelo and Salvador units.

✦ **Universal Licensing** – for manufacturing products using Universal brand in Maracanaú, Salvador, São Caetano do Sul, Lençóis Paulista and Bento Gonçalves units;

Specific markets and cultural compliance

✦ **Halal Certification:** certification to serve Islamic markets at Eusébio unit.

✦ **Kosher Certification:** Jaboatão dos Guararapes and Grande Moinho Aratu units ensure compliance with the requirements of Jewish tradition.

Governance and institutional recognition

✦ **Internal audit certified by the International Institute of Internal Auditors (IIA):** attesting to adherence to international best practices in internal auditing (IPPF).

✦ **ESG FIEC Seal – AAA Category:** highest level recognition awarded to Eusébio (CE) unit by the Federation of Industries of the State of Ceará (FIEC) to companies that demonstrate good environmental, social and governance practices.

Sustainable value chain

GRI 2-6 | 3-3 | 204-1 | 308-1 | 408-1 | 409-1 | 414-1

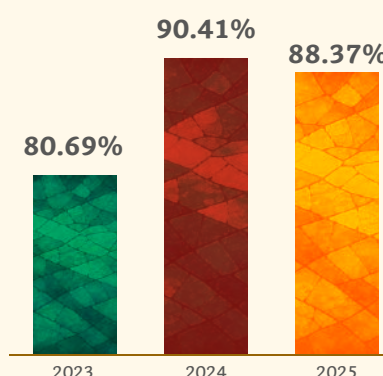
The value chain generates benefits and exposes risks, with direct and indirect impacts on the economy, the environment, and people. Responsible interaction with suppliers and partners is essential for the business's longevity, mitigating social, environmental and reputational risks, and strengthening long-term competitiveness. In this context, encouraging, engaging, and developing the supply chain in the adoption of good social, environmental and governance practices is essential for the execution of the Company's sustainability strategy.

Public target by 2030



80% of the Company's purchases from local suppliers

Purchases from local suppliers (%)*



*Excluding wheat.

ESG strategy for sustainable supplies

Who (prurchase categories)



Procurement Development



Industry & energy



Raw materials



Logistics



Packaging



Administrative, commercial & IT

What



Stimulate the continuous **sustainable development** of the supply chain, fostering responsible **production** practices, with high standards of excellence and economically feasible, contributing to the **reduction of emissions**, **biodiversity protection** and the **promotion of people's rights** throughout the value chain.

How



Alliance for the Future Program



Management of impacts in the value chain

Our supply chain comprises suppliers of raw materials, packaging, energy, materials and industrial, administrative, IT, marketing, commercial and logistics services, of different sizes and locations. The way these links are selected, engaged, and developed directly influences the economic, environmental, and social impacts associated with our operations and business relationships, as well as the resilience of the business and the creation of sustainable value in the long term.

On the economic dimension, the tangible positive impacts include job creation, the strengthening of local suppliers, and the promotion of competitiveness throughout the supply chain. The actual and potential negative impacts may involve economic dependence of communities and pressure on suppliers.

In the environmental front, actual positive impacts include initiatives to reduce emissions and reuse waste, with potential for further progress through the development of cleaner processes. On the other hand, actual and potential negative impacts remain related to the extraction of natural resources, waste generation, and the risks of air, water, and soil pollution.

Regarding people, actual and potential positive impacts include decent employment, job security, and development opportunities. The actual and potential negative impacts include health and safety risks, child or forced labor, and discrimination throughout the supply chain.

We recognize that these impacts stem from both our own operations and business relationships, especially in the supply chain of agricultural raw materials and services.

The management of these impacts is primarily operated by the Alliance for the Future Program, which coordinates initiatives for prevention, mitigation, remediation, and the promotion of positive impacts through the following fronts:

- ✿ Maturity assessment ESG of suppliers;
- ✿ Social and environmental mapping of critical supply chains (geomapping and public databases);
- ✿ Training track ON ESG;
- ✿ Value-driven initiatives with mutual benefits;
- ✿ Coalitions and external certifications;
- ✿ Recognition of suppliers with good ESG practices.

Tracking the effectiveness of the measures and engaging with stakeholders are integrated into the management of impacts on value chain, and are carried out through:

- ✿ Media monitoring and records on the ethical channel;
- ✿ Indicators of supplier participation and engagement in the Alliance for the Future program;
- ✿ Evolution of ESG maturity scores of suppliers assessed.

The Procurement Department maintains ongoing dialogue with suppliers to monitor ESG initiatives, including topics such as GHG emissions inventories. We hold the Workshop for Suppliers annual event, in which we communicate guidelines, results, and recognize best practices, strengthening the transparency and effectiveness of the measures adopted.

The 2025 edition of the Workshop brought together strategic partners, with a focus on decarbonization and integration of the supply chain into the Company's ESG Strategic Agenda.

The event marked the relaunch of the “ESG Program for Suppliers and the Supply Chain” under the “Alliance for the Future” brand, which is now more robust and widespread, in addition to being a space for dialogue, learning, and recognition of best practices in sustainability. For the first time, we recognized suppliers who have excelled in ESG practices and decarbonization. The event's attendance exceeded previous editions by approximately 50%, reflecting the increased engagement of partners.



Evolution of the ESG Agenda in Supply Chain (2020–2025)

2020

Sustainability in Procurement Strategy; Area Structuring: ESG Specialist for Procurement and ESG Focal Points in Procurement Management;

2021

Implementation of the ESG Agenda for Procurement; Monthly ESG Governance for Procurement with the Executive Board;

2022

Structuring the ESG Program for Suppliers; 1st Workshop for Suppliers: Synergies and Sustainability;

2023

Pilot ESG Program for Suppliers; Launch of the ESG Program: InPacto, at the 2nd Workshop for Suppliers

2024

I ESG Training for Suppliers; I Recognition in the Social and Environmental Mapping area, at the 3rd Workshop for Suppliers;

2025

Relaunch of the ESG Program: Alliance for the Future; I Recognition of Suppliers in the areas of Decarbonization and Performance at the 4th Workshop for Suppliers;

Local procurement and development of the economy

Purchasing indicators are analyzed on a corporate basis. In 2025, considering all Company's expenses, we exceeded R\$ 8.1 billion in purchases from suppliers. For the purposes of monitoring the public target of 80% of purchases from local suppliers by 2030, we excluded expenses related to wheat, due to the specific management of the commodity.

Excluding wheat, our total purchases amounted to R\$ 6.0 billion, with R\$ 5.3 billion coming from local (domestic) suppliers, representing 88% of the total. We have injected a significant amount of funds into Brazilian economy, contributing to job creation and the development of the regions where we operate.

Policies, commitments and value chain governance

GRI 408-1 | 409-1

Our commitment to a sustainable value chain is guided by the ESG Strategic Agenda for Procurement and implemented through the Alliance for the Future Program, and is complemented by formal governance and integrity instruments, including:

- Supplier's Code of Conduct, mandatory for approval and maintenance of the business relationship, with specific provisions related to respecting human rights, prohibiting child labor, forced labor or slave-like labor, and any form of discrimination, applicable to the entire value chain;
- An independent Ethical Channel, accessible to suppliers and third parties, for reporting improprieties, violations of human rights, ethics and integrity;
- Contractual clauses regarding social and environmental and human rights compliance;
- Supplier approval and qualification processes with minimum social and environmental compliance requirements, with in-depth verification for critical QSMA (Quality, Safety, Environment and Health) suppliers, including environmental and social criteria in the selection of new suppliers.

We recognize that the main risks related to child labor and forced or slave-like labor are concentrated in the supply chain, especially in

links associated with the origin of agricultural raw materials and outsourced services. These risks are addressed through the Alliance for the Future Program, the process of approving and blocking suppliers who do not meet minimum human rights criteria, the requirement to adhere to the Supplier's Code of Conduct, and monitoring through social and environmental mapping, public databases, and an independent Ethical Channel.

In 2025, there were no confirmed cases of child labor or forced labor recorded in the Company's supply chain, as defined by current legislation.

“ A sustainable value chain means growth with shared responsibility. ”

Total and percentage of selected suppliers based on environmental and social criteria

GRI 308-1 | 414-1

New suppliers selected based on environmental and social criteria	2023	2024	2025
Total number of newly approved suppliers	1,120	2,966	1,358
Total number of new approved suppliers based on social and environmental criteria	409	182	280
% of new approved suppliers based on social and environmental criteria	36.51%	6.13%	20.61%

Note: New approved suppliers are those that have passed the approval process and are eligible to supply M. Dias Branco during the reporting period. Suppliers approved based on social and environmental criteria correspond to suppliers classified as critical by the QSMA area, whose selection and approval include the application of social and environmental criteria. GRI 308-1 | 414-1. In 2025, the Company revised its methodology for reporting GRI 308-1 | 414-1 indicators, thus focusing exclusively on suppliers that have been effectively approved in each fiscal year. To ensure comparability between periods, data from 2023 and 2024 was recalculated according to this methodology, replacing the previously reported basis, which considered the total number of active suppliers in the year. Methodological review improves adherence to GRI Standards requirements and the consistency of reported information over time. GRI 2-4

Percentage of purchasing budget used in important operating units, which is spent on local suppliers.

GRI 204-1

	2023				2024		2025		
	Total spending on suppliers	Spending on local suppliers	% spending on local suppliers	Total supplier expenses	Spending on local suppliers	% spending on local suppliers	Total supplier expenses	Spending on local suppliers	% spending on local suppliers
Corporate, excluding wheat (R\$)	5,406,424,455.56	4,944,381,969.49	91%	5,708,744,714.51	5,169,370,909.27	91%	6,003,004,609.81	5,304,587,947.20	88%
Corporate, with wheat (R\$)	7,636,507,012.02	6,220,212,319.88	81%	8,089,936,205.98	6,038,864,480.91	75%	8,125,962,534.93	5,713,019,092.83	70%

Note: Local suppliers are those with operations in Brazil. For the purposes of monitoring the public target of 80% of purchases from local suppliers by 2030, expenses related to wheat are excluded, due to the specific management of the commodity. For the purposes of this indicator, all of the Company's units are considered significant operating units. Data includes all operations, except Las Acacias, which is still in the process of being integrated and was not included in the reported period.

Alliance for the Future Program

Developed based on the ESG Strategy for Procurement, the program was launched in 2023 under the name InPacto and relaunched as Alliance for the Future in 2025, with an expanded scope, strengthened areas of focus, and the implementation of the first cycle of supplier recognition. In 2025, the Program involved more than 80 suppliers, including QSMA's critical suppliers, expanding the scope of engagement, assessment, and social and environmental development initiatives throughout the supply chain.

As part of the Development initiative, the ESG Training Track involved 28 suppliers in 2025,

with content on sustainability and social and environmental risk management, as well as specific modules on GHG emissions management in the value chain. The training sessions were led by Company executives and helped to strengthen participants' understanding of legal requirements and the controls expected by M. Dias Branco, promote the exchange of best practices among partners, and drive improvements in ESG maturity scores throughout the year.

The Program is led by the Executive Board of Procurement and framed around six complementary fronts, as described in the table.

Alliance for the Future Program Framework

Front	Purpose	Structure	Scope 2025
Assessment	Assess ESG maturity of suppliers.	ESG questionnaire, document analysis and report	Direct suppliers; critical raw materials and critical packaging
Social and environmental mapping	Identify social and environmental risks and opportunities in the indirect supply chain of agricultural by-products.	Geomapping and verification from public databases	Direct suppliers; originating in Brazilian territory; cocoa and sugar
Development	Training suppliers on ESG topics	Training and Mentoring Track; Classes in Sustainability and Risk Management; GHG Emissions Management; and Mentoring in GHG Inventory.	Suppliers of critical raw materials, critical packaging and services
Value-driven initiatives	Provide mutual benefits through innovation and cross-functional connections.	Joint projects	Decarbonization of the supply chain, renewable energy, efficiency
Recognition	Valuing good practices ESG in the supply chain	Alliance Trophy	Seals: Transparency, Decarbonize, Performance
Coalitions and external certifications	Expand impact and recognition	External partnerships	I-RECs for renewable energy



Suppliers receive the Alliance Trophy.

Recognition of Suppliers - Alliance Trophy

The first full cycle covering the three strategic dimensions of the Alliance for the Future Program was consolidated during the 4th Workshop for Suppliers, with the aim of promoting and encouraging ESG best practices throughout the supply chain. Suppliers were assessed on the following:

- 🏆 Transparency Seal – engagement in the front of Social and Environmental Mapping;
- 🏆 Decarbonize Seal – maturity in GHG emissions management;
- 🏆 Performance Seal – participation and progress in the areas of Assessment, Social and Environmental Mapping (if applicable), and Development of the Alliance Program.



Employees during the Inbrasc 2025 Award ceremony.

Highlight 2025 | External Recognition Inbrasc Award 2025 – ESG (Industry)

Alliance for the Future Program was recognized with the Inbrasc 2025 Award – ESG Category (Industry), promoted by the Brazilian Institute of Supply Chain, one of the most important awards in the sector in Brazil, which recognizes initiatives with a concrete impact in the areas of Procurement and Supply Chain.

The 2025 edition focused on projects providing measurable results in the sustainable transformation of production chains, considering criteria such as program governance, supplier engagement, generation of shared value, and integration of ESG into the procurement strategy. This recognition underscores the maturity of M. Dias Branco's approach to responsible value chain management and the relevance of the Alliance Program as a key tool for the social and environmental development of suppliers.



People are who
turn goals into
achievements.



< 207 >

Economic and financial result

In 2025, M; Dias Branco recorded net revenue of R\$ 10.4 billion, up 8.0% compared to the previous year, due to the increase in average price (+4.7%) and volumes sold the (+3.1%).

The year was marked by a significant transformation in our Commercial area. A comprehensive restructuring was implemented, aimed at strengthening execution discipline, improving processes, and clarifying roles. This initiative resulted in the creation of four growth fronts – Main Products, Food Service Healthy Products and Snacks, and International – establishing a model focused on sell-out and in consumer-centric decision-making.

This move enabled a more balanced allocation of investors between Marketing and Trade Marketing, creating conditions for a return to growth. As a result, we recorded growth in sales volume and an increase in net revenue in all quarters compared to the previous year, marking the beginning of a recovery in market share across key categories.

Economic and financial performance

The main indicators of consolidated results for 2025 compared to 2024 are shown below:

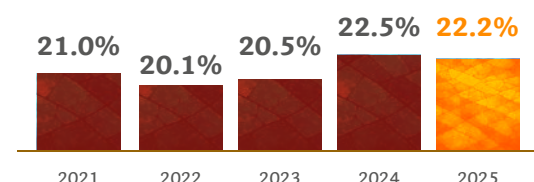
Key indicators	2025	2024	Change
Net Revenues (R\$ million)	10,437.6	9,662.9	8.0%
Total Sales Volume (thousand tons) SASB FB-PF-000.A	1,809.7	1,754.8	3.1%
Net Income (R\$ million)	659.8	646.0	2.1%
EBITDA (R\$ million)	1,103.3	1,198.3	-7.9%
EBITDA Margin	10.6%	12.4%	-1.8 p.p.
Net Cash (Debt) (R\$ million)	554.1	(24.6)	n/a
Net Cash (Debt) / EBITDA (last 12 months)	0.5	0.0	n/a
Capex (R\$ million)	291.2	304.4	-4.3%
Operating cash generation (R\$ million)	1,407.9	591.7	137.9%

Note: Figures shown have been reviewed by Nielsen.

In terms of costs, increased pressure from variable costs, primarily due to a 9.4% rise in the market value of palm oil in U.S. dollars and the depreciation of the Brazilian real against the U.S. dollar, had a negative impact on earnings over the course of the year.

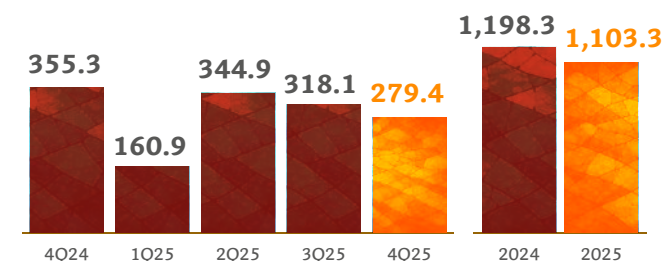
Selling and administrative expenses (SG&A) remained stable as a percentage of net revenue, accounting for 22.2% in 2025 (22.5% in 2024), reflecting disciplined management and progress in optimization initiatives focused on operational efficiency and strict control of discretionary spending.

SG&A (% NR)

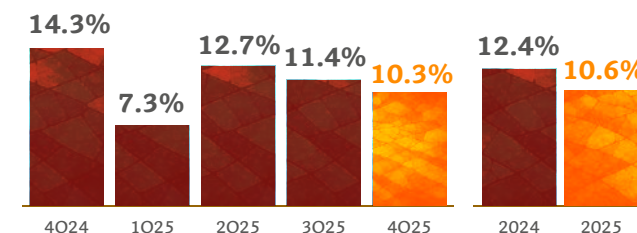


As a result, the Company recorded R\$ 1.1 billion EBITDA (-7.9% versus 2024), with 10.6% EBITDA margin (12.4% in 2024) and net income in the amount of R\$ 659.8 million (+2.1% versus 2024).

EBITDA (R\$ million)



EBITDA Margin (%)



Net income (R\$ million)



Net revenue

In 2025, net revenue reached R\$ 10.4 billion, 8.0% higher compared to 2024, driven by a 3.1% increase in sales volume and a 4.7% rise in the average price. Performance was consistent across all four quarters, with progress in all category groups and increased market share.

Revenue, volume and price	2025	2024	Chg %
Sales volume SASB FB-PF-000.A	1,809.7	1,754.8	3.1%
Average price	5.8	5.5	4.7%
Net revenue	10,437.6	9,662.9	8.0%
Main products *	8,069.6	7,521.9	7.3%
Vegetable oil milling and refining**	1,827.9	1,659.1	10.2%
Surroundings***	540.1	481.9	12.1%

Note: *Crackers and cookies, pasta and margarines; **Flour, bran and industrial shortening; ***Cakes, snacks, cake mix, toasts, healthy, sauces and seasoning

This performance was supported by a set of initiatives implemented throughout 2025, which strengthened commercial execution and boosted growth in key segments.

In the "Main Products" category, the growth was driven by a strengthened presence at points of sale (POS) through the Perfect Store² program, the reallocation of investments in marketing and trade marketing, and improved performance in key markets with high growth potential, such as the state of São Paulo.

² Perfect Store is M. Dias Branco's commercial execution model that ensures the optimal product display, availability, and pricing at the point of sale, guided by the consumer journey.

In the "Vegetable oil milling and refining" category, growth was driven by the launch of new products, such as Boulanger and Medalha de Ouro flours, and by the strengthening of established brands, such as Finna Mix. The creation of the M. Dias Branco Profissional brand broadened its positioning with customers by offering integrated solutions and specialized technical support.

Furthermore, initiatives to expand the presence of the flour category in the Southern region, such as the relaunch of Do Padeiro brand and the acquisition of new industrial customers, contributed to operational efficiency gains in the mills.

In the Surroundings category, the relaunch of Frontera stands out, now featuring domestic production and a new visual identity, offering products suitable for any occasion. In addition, the portfolio was further strengthened with unique products such as Premium Low-Carb Granola, Jasmine's gluten-free bread and cookies, and Fit Food's chocolates, catering to consumers seeking a balance between taste and well-being.

Costs

In 2025, the cost of goods sold (COGS) showed 11.4% growth versus the previous year, representing 72.3% of net revenue for the period (70.1% in 2024).

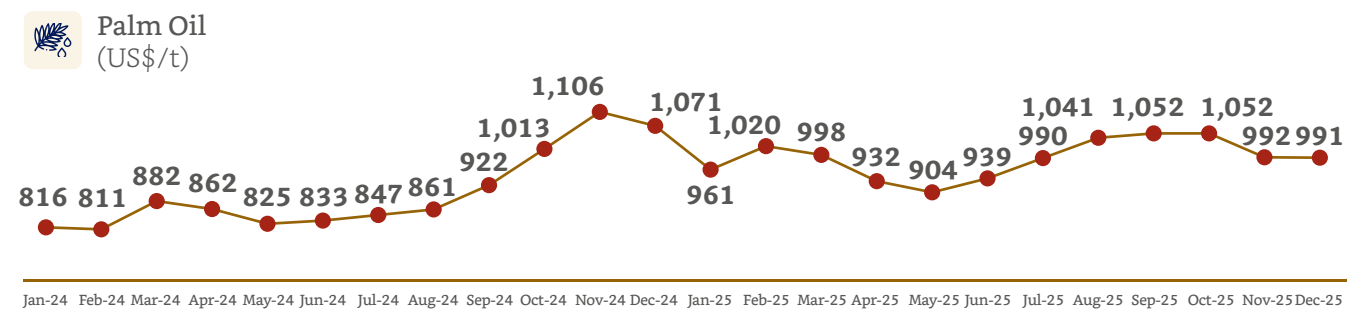
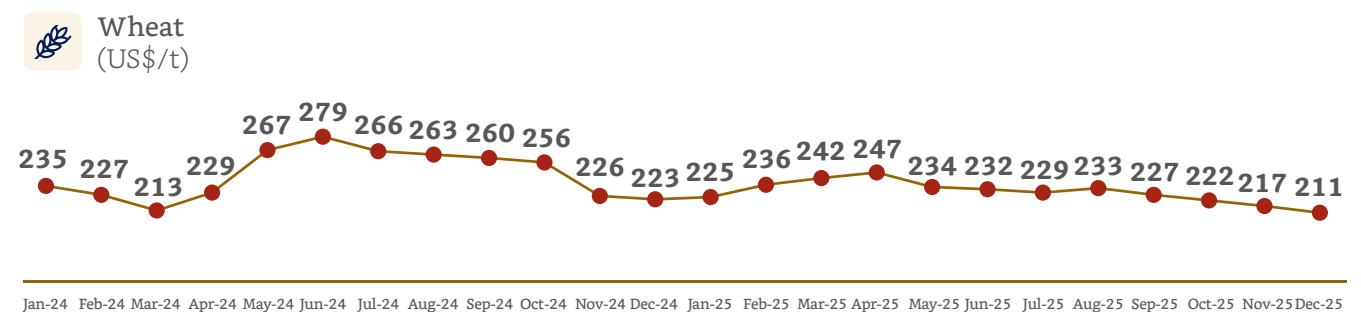
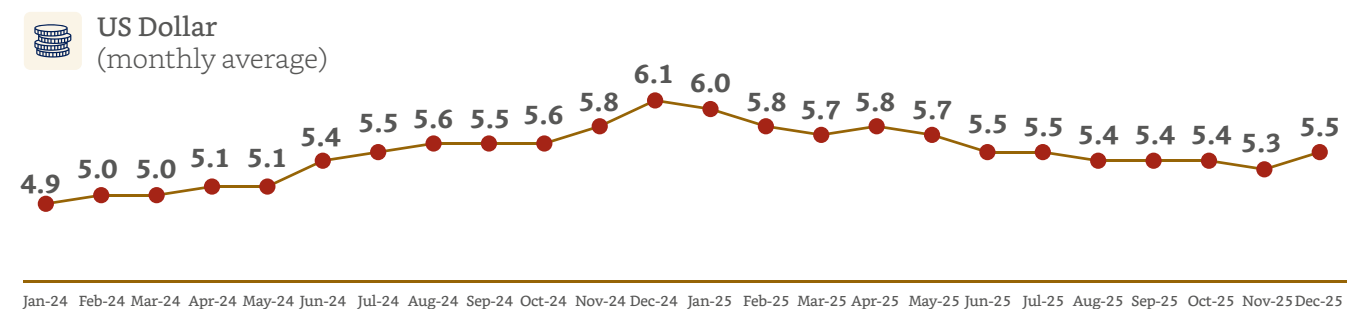
The 2.2 p.p. increase in the share of COGS in net revenue in 2025 vs. 2024 was mainly influenced by the rise in raw material costs (+12.9%), packaging (+12.7%) and labor (+10.5%).

In terms of raw materials, the increase was mainly due to higher palm oil costs, driven by a 9.4% rise in the commodity's price in U.S. dollars (market value), the depreciation of the Brazilian real against the U.S. dollar (an average of 4%), and higher sales volumes of margarine and shortening, growing 21.4% during the period. In the packaging, the combination of the depreciation of the Brazilian real and a stronger demand for cardboard resulted in price increases. Labor costs were affected by an unfavorable basis of comparison, as a provision for profit-sharing (PLR) was recorded in 2025, compared with a reversal recorded in 2024 (in 4Q24).

As for the impact of wheat and palm oil prices, the graphs on the right show the evolution of market prices for the periods 2024 and 2025.

Cost of goods sold (R\$ million)	2025	% NR	2024	% NR	Chg %	Chg. p.p.
Raw materials	4,869.3	46.7%	4,314.4	44.6%	12.9%	2.1 p.p.
Packaging	713.7	6.8%	633.1	6.6%	12.7%	0.2 p.p.
Labor	984.2	9.4%	890.8	9.2%	10.5%	0.2 p.p.
General manufacturing costs	727.4	7.0%	706.7	7.3%	2.9%	-0.3 p.p.
Depreciation and amortization	222,1	2.1%	210.7	2.2%	5.4%	-0.1 p.p.
Cost of goods sold	27.3	0.3%	13.8	0.1%	97.8%	0.2 p.p.
Total	7,544.0	72.3%	6,769.5	70.1%	11.4%	2.2 p.p.

Market Price - Wheat and palm oil



Source: Wheat - SAFRAS & Mercado; Palm oil - Bursa; US Dollar: Central Bank.
Note: In line with the information used by the market, we now disclose the price of palm oil traded on the Bursa Malaysia Derivatives Exchange (BMD), the world's leading exchange for trading crude palm oil futures contracts. The historical series can be accessed on our Investor Relations website: <https://ri.mdiasbranco.com.br/>.

Market - Wheat: Over the course of 2025, the commodity experienced a downward price trend in dollar terms starting in May 2025, driven by Argentine production and the confirmation of record global harvests.

Market – Palm Oil: The commodity traded at a higher level than in 2024, pressured by strong consumption for biodiesel, limited supply due to structural challenges in Indonesia and Malaysia, and the fact that palm oil remained more expensive than soybean oil throughout the year.

Production capacity utilization level

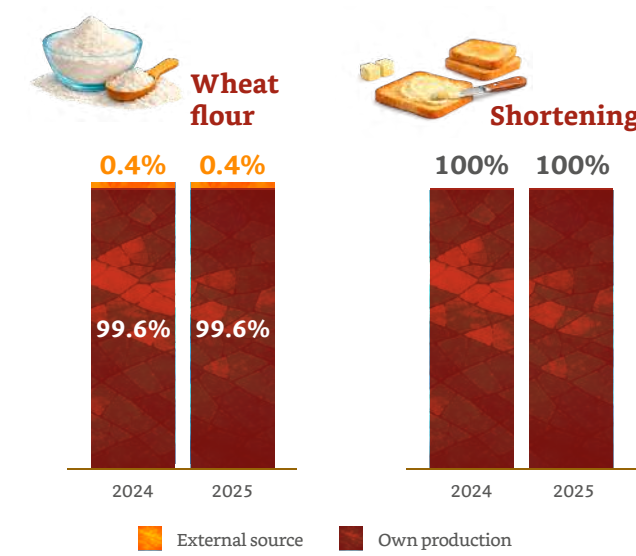
In 2025, the level of utilization of total production capacity reached 60.4% (+1.6 p.p. vs. 2024), reflecting the increased production volumes during the period.

Production capacity utilization	2025	2024	Chg.
Total Production	2,649.8	2,565.4	3.3%
Full production capacity	4,383.8	4,364.8	0.4%
Production capacity utilization level	60.4%	58.8%	1.6 p.p.

A positive highlight was crackers and cookies and snacks, for which installed capacity met the resumption of volumes and the recovery of market share. Food service played a key role in raising the overall level of utilization, contributing significantly to the increased volumes of flour and bran, as well as margarines and shortening.

Vertical Integration

The Company produces most part of its two main raw materials used for the production of its products. In 2025, 99.6% of all wheat flour and 100% of vegetable shortening used in the production process were manufactured in-house (99.6% and 100.0% in 2024, respectively).



“Vertically integrated operation is a strategy to optimize processes and maximize results.”

Investment-related tax incentives GRI 201-4

Investment-related tax incentives are shown in the P&L in compliance with CPC 07 and IAS 20 – Government Subsidies and are divided into state and federal incentives.

As of January 2024, as a result of Law 14.789, of December 29, 2023, the subsidies granted by the states became subject to PIS, Cofins, CSLL and IT taxes. In contrast, the Law established the possibility of calculating tax credits, corresponding to the rate of twenty-five percent (25%) applied to investment subsidy revenues, establishing some conditions that limit the value of the credit.

In 2025, the Company was entitled to the net amount of taxation plus a tax credit on subsidies of R\$ 463.4 million (R\$ 432.7 million as of December 31, 2024) resulting from the state incentives in force.

In addition, the Company recognized R\$ 98.8 million, net of taxes (R\$ 99.54 million as of December 31, 202), as a presumed credit.

As for federal tax incentives, these are obtained by making investments in industrial units based in the area covered by the Superintendence for the Northeast Development ("Superintendência de Desenvolvimento do Nordeste - SUDENE") and allocated in the Income Statement as a deduction from the corporate income tax. As of December 31, 2025, the Company recognized R\$ 92.9 million (R\$ 31.9 million as of December 31, 2024).

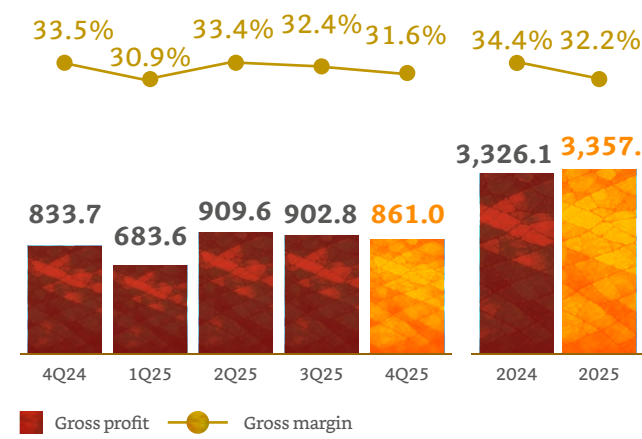
For more information, see Note 21 to the financial statements for the year ended December 31, 2025.

Gross profit

In 2025, gross profit grew by 0.9%, supported by the positive adjustment in the average price of products sold, which partially offset the reduction in volumes.

Despite this change, gross margin dropped 2.2 p.p., from 34.4% in 2024 to 32.2% in 2025, pressured by the increase in variable costs, mainly due to the 9.4% rise in the market value of palm oil and the depreciation of Brazilian real against the dollar.

Gross profit (R\$ millions) and gross margin (%)



Operating expenses

Selling and administrative expenses (SG&A) totaled R\$ 2.3 billion, up 6.9% compared to the previous year, corresponding to 22.2% of net revenue. This growth reflects a 3.1% expansion in sales volume. It is worth noting that there was no provision for profit-sharing in 2024, which created an unfavorable basis for comparison with 2025.

Despite growth in nominal terms, the ratio of expenses to net revenue was flat compared to the previous year, reflecting disciplined management and progress in optimization initiatives focused on operational efficiency and strict control of discretionary spending.

Operating expenses (R\$ million)	2025	% NR	2024	% NR	Chg %	Chg. p.p.
Sales*	1,944.8	18.6%	1,843.0	19.1%	5.5%	-0.5 p.p.
General and administrative	371.7	3.6%	323.6	3.3%	14.9%	0.3 p.p.
(SG&A)	2,316.5	22.2%	2,166.6	22.5%	6.9%	-0.3 p.p.
Donations	23.1	0.2%	33.2	0.3%	-30.4%	-0.1 p.p.
Tax	38.2	0.4%	33.4	0.3%	14.4%	0.1 p.p.
Depreciation and amortization	190.0	1.8%	158.2	1.6%	20.1%	0.2 p.p.
Other oper. exp./(rev.)	96.7	0.9%	100.3	1.0%	-3.6%	-0.1 p.p.
Total	2,664.5	25.5%	2,491.7	25.8%	6.9%	-0.3 p.p.

*Salaries and benefits, freight and other marketing, sales force and logistics expenses. Note: In the Statement of Profit or Loss, depreciation and amortization expenses were included in the respective selling and administrative expenses, and tax expenses were added to other net expenses (revenues). For more information, see Note 28 of the financial statements for the year ended December 31, 2025.

Financial result

In 2025, the Company recorded a positive financial result in the amount of R\$ 17.0 million, versus a negative result of R\$ 6.2 million in 2024, reflecting the net cash position of 0.5x.

Financial result (R\$ million)	2025	2024	Chg %
Financial income	596.1	421.7	41.4%
Financial expenses	(579.1)	(427.9)	35.3%
Total	17.0	(6.2)	-374.2%

Taxes on income GRI 201-4

In 2025, a provision of R\$ 48.4 million was recorded for Income Tax (IR) and Social Contribution on Net Income (CSLL), reflecting an effective tax rate of 6.8% (21.6% as of December 31, 2024). The 72.7% reduction compared to 2024 stems mainly from the reversal of the establishment of deferred taxes payable on unrealized gains in swap agreements in the previous year.

Income tax and social contribution (R\$ million)	2025	2024	Chg %
IRPJ and CSLL	141.3	209.1	-32.4%
Tax incentive - IRPJ	(92.9)	(31.9)	n/a
Total	48.4	177.2	-72.7%

EBITDA and Net Income

The Company ended 2025 with R\$ 1.1 billion EBITDA (down 7.9% compared to 2024), with a margin of 10.6% (12.4% in 2024). Net income reached R\$ 659.8 million in 2025, up 2.1% compared to 2024.

EBITDA from net income

EBITDA Reconciliation (R\$ million)	2025	2024	Change
Net Income	659.8	646.0	2.1%
Income tax and social contribution	141.3	209.1	-32.4%
IRPJ Incentive	(92.9)	(31.9)	n/a
Financial income	(596.1)	(421.7)	41.4%
Financial expenses	579.1	427.9	35.3%
Depreciation and amortization on COGS	222.1	210.7	5.4%
Depreciation and amortization on expenses	190.0	158.2	20.1%
EBITDA	1,103.3	1,198.3	-7.9%
EBITDA Margin	10.6%	12.4%	-1.8 p.p.

EBITDA from net revenue

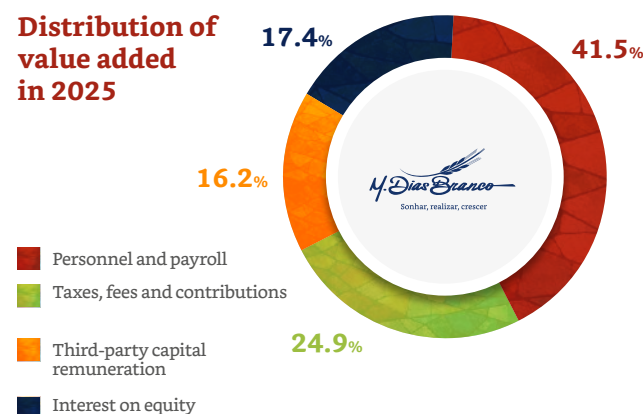
EBITDA Reconciliation (R\$ million)	2025	2024	Change
Net Revenues	10,437.6	9,662.9	8.0%
Cost of goods sold - COGS	(7,544.0)	(6,769.5)	11.4%
Depreciation and amortization on COGS	222.1	210.7	5.4%
Investment-related state subsidies	463.4	432.7	7.1%
Operating expenses	(2,664.5)	(2,491.7)	6.9%
Equity income	(1.3)	(5.0)	-74.0%
Depreciation and amortization on expenses	190.0	158.2	20.1%
EBITDA	1,103.3	1,198.3	-7.9%
EBITDA Margin	10.6%	12.4%	-1.8 p.p.

Economic value generated and distributed ^{GRI 201-1}

In 2025, the amount distributed by the Company was R\$ 3.8 billion. The amount allocated to personnel and payroll totaled R\$ 1.6 billion, representing the most significant portion, followed by taxes, fees and contributions, interest on equity and third-party capital remuneration, as shown below:

Distribution of value added (R\$ million)	2025	VA%	2024	VA%
Personnel and payroll	1,571.4	41.5%	1,374.0	39.9%
Taxes, fees and contributions	940.7	24.9%	964.9	28.0%
Third-party capital remuneration	611.2	16.2%	459.2	13.3%
Interest on equity (retained earnings)	659.8	17.4%	645.9	18.8%
Total	3,783.1	100.0%	3,444.0	100.0%

Distribution of value added in 2025



Capitalization, debt and cash

We ended 2025 with cash of R\$ 1.9 billion (R\$ 2.2 billion in 2024) and gross debt of R\$ 1.4 billion (R\$ 2.4 billion in 2024), in addition to increasing leverage, with net cash/EBITDA (last 12 months) of 0.5x in 2025 (0.0x in 2024).

Capitalization (in R\$ million)	2025	2024	Change
Cash	1,888.3	2,152.6	-12.3%
Restricted deposits	14.3	6.4	123.4%
Short-term financial investments	16.4	17.1	-4.1%
Long-term financial investments	4.6	1.2	283.3%
Total debt	(1,420.0)	(2,389.6)	-40.6%
(-) Short-term	(69.7)	(1,103.5)	-93.7%
(-) Long-term	(1,350.3)	(1,286.1)	5.0%
Financial instruments receivable (payable)	50.5	187.7	-73.1%
(=) Net cash (net debt)	554.1	(24.6)	n/a
Shareholder's equity	8,238.2	7,998.0	3.0%
Capitalization	9,658.2	10,387.6	-7.0%

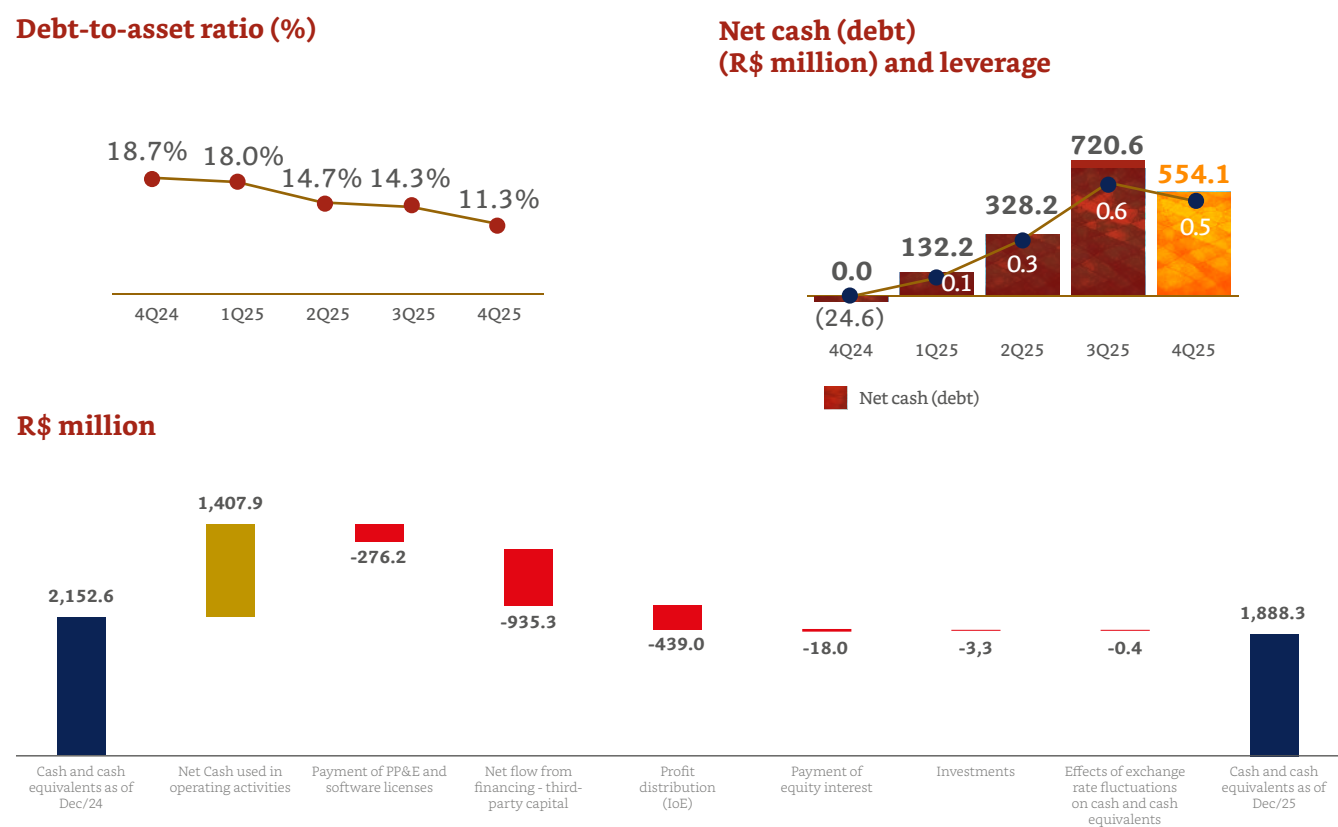
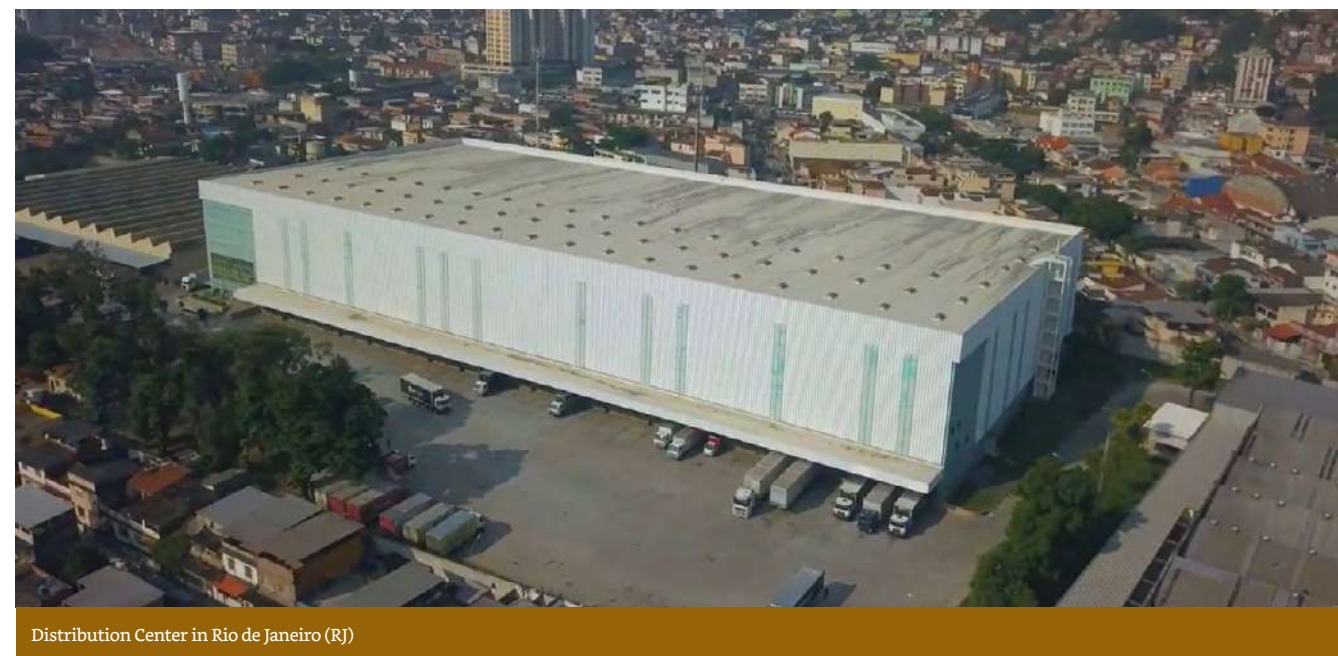
Financial Indicators	2025	2024	Change
Net cash (debt) / EBITDA (last 12 months)	0.5	0.0	n/a
Net cash (debt) / Equity	6.7%	-0.3%	7 p.p
Debt / total assets	11.3%	18.7%	-7.4 p.p

The debt-to-asset ratio reached 11.3% in 2025, down 7.4 p.p. compared to 2024, reflecting a 40.6% drop in total debt, mainly due to a reduction in short-term debt.

As a result of this process, the Company recorded net cash of R\$ 554.1 million in 2025, reversing the net debt of R\$ 24.6 million in the previous year, with leverage of 0.5x in 2025 (0.0x in 2024). Of particular note is the release of R\$ 240 million in working capital in 2025, resulting from improvements in operational management, with efficiency in the acquisition of raw materials leading to an increase in the average payment term for suppliers.

The debt profile remained favorable, with 95.1% of debt concentrated in the long term at the end of 2025. It should be highlited that the Company retained the AAA Stable Outlook Rating, reaffirmed by Fitch for the 8th consecutive year.

With a stable cash and cash equivalents position, the main changes below stand out: operating cash generation of R\$ 1,407.9 million, payments of financing of R\$ 935.3 million and payments of interest on equity in the amount of R\$ 439 million.



Investments

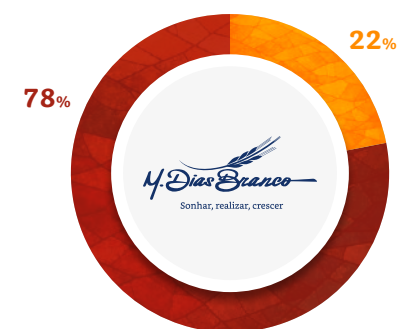
Investments totaled R\$ 291.2 million in 2025 (-4.3% vs. 2024), with emphasis on investments in logistics planning and technology to increase efficiency, productivity and energy transition.

The Company maintains investments in subsidiaries, whose transactions and details are listed in Note 9 to the financial statements for the year ended December 31, 2025.

Investments (R\$ million)	2025	2024	Change
Facilities	26.1%	17.1	52.6%
Machinery and equipment	143.3	129.3	10.8%
Civil works	50.7	46.6	8.8%
Vehicles	0.0	0.1	-100.0%
Computers and peripherals	13.5	22.0	-38.6%
Furniture and fixtures	7.3	6.0	21.7%
Land plots	0.0	7.2	-100.0%
Software	48.7	75.4	-35.4%
Other	1.6	0.7	n/a
Total	291.2	304.4	-4.3%

2025 Investments

- Capacity expansion
- Maintenance



Shareholder remuneration

The Company's Bylaws set forth the distribution of a minimum dividend of 25% of the net income for the year, adjusted pursuant to art. 202 of Law No. 6.404/1976, as well as the possibility of crediting shareholders in the form of interest on equity, in compliance with the limits established by law. Interest on equity (IoE) shall always be ascribed to the mandatory dividend.

The revised Shareholder Remuneration Policy, approved by the Board of Directors on February 21, 2025, provides for a target percentage of eighty percent (80%) of the adjusted net income for the reference fiscal year and the annual payment of the residual value after approval at the Shareholders' Meeting. The policy also provides for the monthly payment of interim dividends in the fixed amount of R\$ 0.03 (three cents of a real) per share.

In fiscal year ended December 31, 2025, the Company recorded monthly interim dividend payments in the amount of R\$ 110,657, in line with the aforementioned remuneration policy, and allocated extraordinary dividends in the amount of R\$ 233,538, approved at an Extraordinary Shareholders' Meeting held on December 16, 2025.

Capital market

In 2025, the shares issued by the Company (MDIA3) appreciated 26%. Also noteworthy is the increased share of foreign investors in the free float, which rose from 58.3% in 2024 to 62.2% in 2025.

As of December 30, 2025, 64,895,358 shares were outstanding, representing 19,1% of the total Company's capital, priced at R\$ 23.96 each.

In 4Q25, the average daily trading volume of MDIA3 shares reached 2,756 (4,207 in 2024) and the average daily traded value was R\$ 18.3 million (R\$ 26.0 million in 4Q24).

This year, we improved our Shareholder Remuneration Policy, with monthly dividend payments of R\$ 0.03 per share starting in April 2025, totaling R\$ 0.09 per quarter (previously R\$ 0.06 per share per quarter). Furthermore, we made extraordinary distributions, totaling the payment of R\$ 439 million in dividends in 2025, resulting in a dividend yield 6.5% for the year (0.6% in 2023 and 1.7% in 2024).

Investor relations

For the second consecutive year, our Investor Relations Program has been recognized by Institutional Investor as the best in the Latin America Midcap ranking in food and beverage sector. M. Dias Branco was appointed a "Most Honored Company", among the 50 most prestigious companies in the region.

Justifying this recognition, the awards for Best CFO, Best Investor Relations Professional, Best Board of Directors, Best Investor Relations Team, and Best Meeting with Financial Analysts highlighted the excellence of our professionals.

Im 2025, we held over 500 interactions, including participation in conferences and non-deal roadshows (NDRs) in Brazil and abroad – United States, Europe and Asia – in addition to meetings, conference calls, interviews and visits to our facilities and points of sale. These initiatives involved more than 160 market entities.

Live broadcasts of quarterly results presentations on the Investor Relations YouTube channel reached 11,400 views this year, 20% more than the previous year, increasing the visibility of the Company's financial communication practices.

The focus on the ESG Strategic Agenda keeps the Company listed on important indices, such as the Corporate Sustainability Index (ISE B3), the Efficient Carbon Index (ICO2 B3), and the Diversity Index (IDIVERSA B3), AA Rating from Morgan Stanley Capital International (MSCI) assessment. For the eight consecutive year, we were granted Long-Term National Rating of AAA (BRA) with a stable outlook by the credit rating agency Fitch Rating.



MDIA

B3 LISTED NM

IBRA B3

ISE B3

ICO2 B3

ICON B3

IGC B3

IGCT B3

INDX B3

ITAG B3

SMLL B3

IGC-NM B3

IAGRO-FFS B3

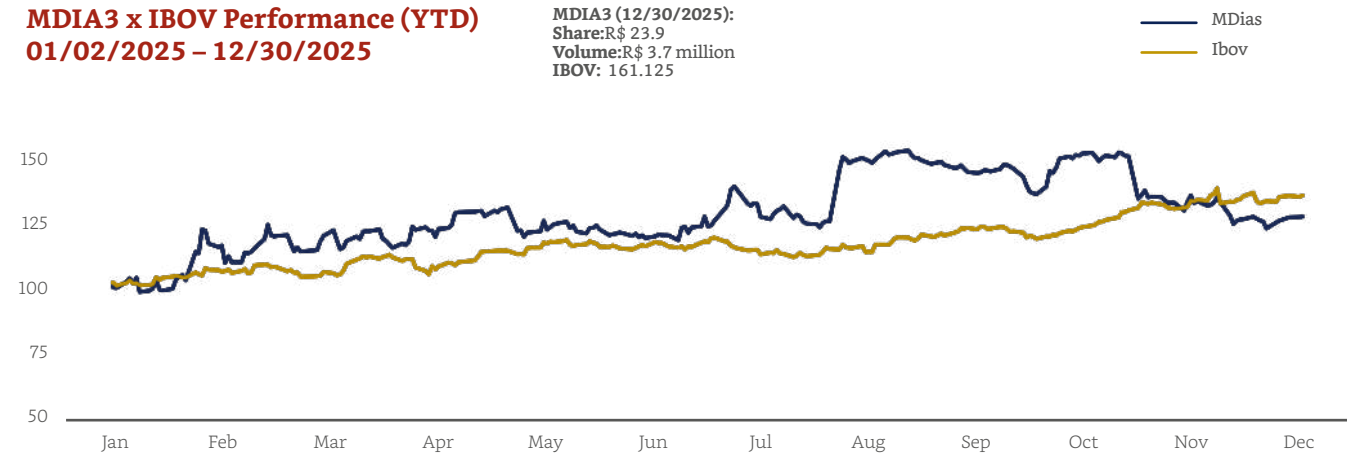
IDIVERSA B3

MSCI ESG RATINGS

AA

CDP

A-



Balance sheet

Years ended December 31, 2025 and 2024 (in thousands of Brazilian reais)

	Note	Parent Company		Consolidated	
Assets		2025	2024	2025	2024
Current					
Cash and cash equivalents	5	1,882,170	2,142,136	1,888,270	2,152,587
Financial investments	17.1.3	16,420	17,147	16,420	17,147
Restricted deposits	17.2.3	14,262	6,405	14,262	6,405
Trade accounts receivable	6	1,823,876	1,651,775	1,843,604	1,667,866
Inventories	7	1,642,790	1,663,322	1,675,464	1,687,637
Taxes recoverable	8	208,332	209,243	230,571	228,227
Income tax and social contribution	8	83,074	59,275	83,788	61,309
Derivative financial instruments	17.1.2	17,438	118,398	17,438	118,568
Prepaid expenses		21,881	21,743	23,302	23,579
Other current assets		35,605	29,982	37,875	35,800
Total current assets		5,745,848	5,919,426	5,830,994	5,999,125
Non-current					
Long-term receivables					
Financial investments	17.1.3	4,642	1,206	4,642	1,206
Judicial deposits	22	256,081	251,116	256,561	251,385
Trade accounts receivable	6	-	2,179	-	2,179
Taxes recoverable	8	160,307	145,703	160,809	146,205
Income tax and social contribution	8	53,569	49,227	53,569	49,227
Derivative financial instruments	17.1.2	63,141	91,297	63,141	91,297
Assets from indemnities		94,562	101,151	94,562	101,151
Other non-current assets		22,332	21,539	22,344	34,990
		654,634	663,418	655,628	677,640
Investments	9	733,699	720,913	29,757	31,059
Investment Properties	10	55,384	55,888	55,384	55,888
Property, Plant & Equipment	11	3,399,334	3,448,380	3,570,990	3,590,675
Intangible assets	12	1,859,026	1,855,568	2,416,590	2,414,480
Total non-current assets		6,702,077	6,744,167	6,728,349	6,769,742
Total assets		12,447,925	12,663,593	12,559,343	12,768,867

The notes are an integral part of the individual and consolidated financial statements.

	Note	Parent Company		Consolidated	
Liabilities		2025	2024	2025	2024
Current Liabilities					
Suppliers	15	1,391,331	1,077,516	1,418,631	1,095,064
Financing from financial institutions	16.1	6,694	1,055,313	21,341	1,063,160
Tax Financing	16.2	20,316	10,546	20,316	10,546
Direct financing	16.3	9,416	9,751	15,367	18,110
Debentures	16.4	12,621	11,724	12,621	11,724
Leases	13	120,891	98,550	120,891	98,768
Social and labor obligations	19	276,239	156,993	281,902	161,099
Tax liabilities	20	116,669	91,934	130,499	101,815
Income tax and social contribution	20	32,764	9,220	32,809	9,457
Government Subsidies	21	8,706	11,136	8,706	11,136
Derivative financial instruments	17.1.2	29,900	22,191	30,046	22,191
Other current liabilities	24	139,687	116,857	141,974	129,667
Total current liabilities		2,165,234	2,671,731	2,235,103	2,732,737
Non-current					
Financing from financial institutions	16.1	129,688	68,036	129,688	68,036
Tax Financing	16.2	52,575	47,977	52,575	47,977
Direct financing	16.3	229,361	211,744	229,361	222,442
Debentures	16.4	938,696	947,694	938,696	947,694
Leases	13	201,114	256,681	201,114	256,697
Deferred Income tax and social contribution	23	262,673	258,624	301,313	289,228
Provision for civil, labor and tax risks	22	200,405	191,450	200,718	191,747
Other current non-liabilities	24	30,017	11,713	32,613	14,366
Total non-current liabilities		2,044,529	1,993,919	2,086,078	2,038,187
Shareholder's equity					
Share capital		2,597,656	2,597,656	2,597,656	2,597,656
Capital Reserves		55,530	46,417	55,530	46,417
Accumulated conversion adjustments		4,023	4,438	4,023	4,438
Equity valuation adjustments		(6,120)	(12,282)	(6,120)	(12,282)
Earnings reserves		5,695,230	5,380,604	5,695,230	5,380,604
(-) Treasury shares		(108,157)	(112,838)	(108,157)	(112,838)
Additional dividends proposed		-	93,948	-	93,948
Total controlling shareholders' equity	25	8,238,162	7,997,943	8,238,162	7,997,943
Total Liabilities and shareholders' equity		12,447,925	12,663,593	12,559,343	12,768,867

The notes are an integral part of the individual and consolidated financial statements.

Statement of Profit or Loss

Years ended December 31, 2025 and 2024 (in thousands of Brazilian reais, except net earnings per share).

	Note	Parent Company		Consolidated	
Assets		2025	2024	2025	2024
Net operating revenue	27	10,363,959	9,584,701	10,437,548	9,662,833
Cost of goods sold	28	(7,526,304)	(6,768,921)	(7,543,952)	(6,769,533)
Investment-related state subsidies	21	463,419	432,747	463,419	432,747
Gross profit		3,301,074	3,248,527	3,357,015	3,326,047
Operating revenues (expenses)					
Sales expenses	28	(2,042,101)	(1,899,568)	(2,067,390)	(1,936,590)
Administrative expenses	28	(435,214)	(391,780)	(452,078)	(417,007)
Other operating revenues (expenses), net	29	(137,995)	(136,500)	(145,013)	(138,110)
Results before net financial revenues (expenses), equity income and taxes		685,764	820,679	692,534	834,340
Financial income	18	593,302	421,107	596,102	421,703
Financial expenses	18	(572,957)	(427,629)	(579,064)	(427,867)
Other net revenues (expenses)	18	20,345	(6,522)	17,038	(6,164)
Equity income	9	(5,931)	2,637	(1,302)	(4,991)
Results before income tax and social contribution		700,178	816,794	708,270	823,185
Income tax and social contribution	23	(40,361)	(170,846)	(48,453)	(177,237)
Net income for the year		659,817	645,948	659,817	645,948
Result attributable to:					
Controlling shareholders		659,817	645,948	659,817	645,948
Earnings per common share - basic - R\$	30	1.94636	1.90545	1.94636	1.90545
Earnings per common share - diluted - R\$	30	1.95753	1.91341	1.95753	1.91341
Average number of shares (ex-treasury shares)		339,000,000	339,000,000	339,000,000	339,000,000
Average number of shares (common and restricted)		337,065,959	337,590,086	337,065,959	337,590,086

The notes are an integral part of the individual and consolidated financial statements.

Statements of comprehensive income

Years ended December 31, 2025 and 2024 (in thousands of Brazilian reais).

	Note	Parent Company		Consolidated	
Assets		2025	2024	2025	2024
Net income for the year		659,817	645,948	659,817	645,948
Other comprehensive income to be reclassified to income for the year in subsequent periods:					
Gains (Losses) on cash flow hedge transactions	17.3	9,336	4,519	9,336	4,519
Tax effects on cash flow hedgetransactions	17.3	(3,174)	(1,533)	(3,174)	(1,533)
Foreign exchange translation differences from international subsidiaries	9	(415)	4,652	(415)	4,652
		5,747	7,638	5,747	7,638
Total comprehensive income		665,564	653,586	665,564	653,586

The notes are an integral part of the individual and consolidated financial statements.



Statement of changes in equity - Consolidated

Years ended December 31, 2025 and 2024 (in thousands of Brazilian reais).

Capital Reserves					Earnings reserves								
Assets	Note	Share capital	Options granted	Special reserve	Tax incentive reserve	Legal reserve	Reserve for investment plan	Equity valuation adjustments	Accrued translation adjustments	(-) Treasury shares	Retained earnings	Additional dividends proposed	Total shareholder's equity
Balance as of December 31, 2023		2,597,656	30,863	16,529	3,496,931	321,847	1,091,924	(15,268)	(214)	(76,953)	-	141,379	7,604,694
Net income for the year		30	-	-	-	-	-	-	-	-	645,948	-	645,948
Other comprehensive income to be reclassified to income for the year in subsequent periods													
Gains (Losses) on cash flow hedge transactions, net of tax effects			-	-	-	-	-	2,986	-	-	-	-	2,986
Foreign exchange translation differences from international subsidiaries		9	-	-	-	-	-	-	4,652	-	-	-	4,652
Total comprehensive income			-	-	-	-	-	2,986	4,652	-	645,948	-	653,586
Transactions with shareholders, booked directly in shareholders' equity													
Distributions to shareholders													
Acquisition of treasury shares		25	-	-	-	-	-	-	-	(50,533)	-	-	(50,533)
Approval of additional dividends proposed		25	-	-	-	-	-	-	-	-	-	(141,379)	(141,379)
Mandatory minimum dividends		25	-	-	-	-	-	-	-	-	(50,076)	-	(50,076)
Additional dividends proposed		25	-	-	-	-	-	-	-	-	(124,374)	93,948	(30,426)
Recognition of stock options granted		26	-	17,028	-	-	-	-	-	-	-	-	17,028
Exercise of restricted stock option plan with treasury shares		26	-	(18,003)	-	-	(1,596)	-	-	14,648	-	-	(4,951)
Other profit distributions													
Legal reserve		25	-	-	-	-	10,542	-	-	-	(10,542)	-	-
Tax incentive reserve - IRPJ		25	-	-	-	31,856	-	-	-	-	(31,856)	-	-
Tax incentive reserve - ICMS		25	-	-	-	403,245	-	-	-	-	(403,245)	-	-
Statutory reserve		25	-	-	-	-	25,855	-	-	-	(25,855)	-	-
Balance as of December 31, 2024		2,597,656	29,888	16,529	3,932,032	332,389	1,116,183	(12,282)	4,438	(112,838)	-	93,948	7,997,943
Net income for the year		30	-	-	-	-	-	-	-	-	659,817	-	659,817
Other comprehensive income to be reclassified to income for the year in subsequent periods													
Gains (Losses) on cash flow hedge transactions, net of tax effects			-	-	-	-	-	6,162	-	-	-	-	6,162
Foreign exchange translation differences from international subsidiaries		9	-	-	-	-	-	-	(415)	-	-	-	(415)
Total comprehensive income			-	-	-	-	-	6,162	(415)	-	659,817	-	665,564
Distributions to shareholders													
Approval of additional dividends proposed		25	-	-	-	-	-	-	-	-	-	(93,948)	(93,948)
Mandatory minimum dividends		25	-	-	-	-	-	-	-	-	(24,271)	-	(24,271)
Additional Dividends		25	-	-	-	-	(247,113)	-	-	-	(72,811)	-	(319,925)
Recognition of shares granted		26	-	14,196	-	-	-	-	-	-	-	-	14,196
Exercise of restricted stock option plan with treasury shares		26	-	(5,083)	-	-	(996)	-	-	4,681	-	-	(1,398)
Other profit distributions													
Legal reserve		25	-	-	-	-	5,110	-	-	-	(5,110)	-	-
Tax incentive reserve - IRPJ		25	-	-	-	92,876	-	-	-	-	(92,876)	-	-
Tax incentive reserve - ICMS		25	-	-	-	464,749	-	-	-	-	(464,749)	-	-
Balance as of December 31, 2025		2,597,656	39,001	16,529	4,489,657	337,499	868,074	(6,120)	4,023	(108,157)	-	-	8,238,162

The notes are an integral part of the individual and consolidated financial statements.

Statements of cash flows - indirect method

		Parent company		Consolidated	
	Note	2025	2024	2025	2024
Cash flow from operating activities					
Net Income before income tax and social contribution	23	700,178	816,794	708,270	823,185
Adjustments to reconcile net income with cash from operating activities					
Depreciation and amortization		402,731	353,023	412,058	368,969
Cost of selling PP&E and intangible assets		961	1,110	1,315	1,290
Equity income	9	5,931	(2,637)	1,302	4,991
Restatement of financing, debentures and exchange rate variations		(23,659)	385,356	(22,044)	385,683
Restatement of long-term financial investments		(167)	(125)	(167)	(125)
Tax credits and restatements		(68,901)	(78,648)	(69,488)	(80,410)
Restatement of judicial deposits		(13,074)	(8,806)	(13,074)	(8,806)
Provision and restatement for civil, labor and tax risks	22	84,542	66,667	84,557	66,045
(Reversal) of expenses/indemnity assets		2,631	(8,589)	2,631	(8,589)
Interest on leases	13	41,838	38,894	41,844	38,961
Recognition of shares granted		14,196	17,028	14,196	17,028
Provision for estimated customer losses	6	21,310	23,936	21,137	23,849
Provision for Income Tax on financing		1,606	2,635	1,606	2,635
(Reversal) estimated losses due to impairment of taxes		5,698	(4,756)	5,698	(4,756)
Provision of impairment loss of inventories	7	10,317	10,622	16,247	11,439
(Gain) loss on derivative transaction agreements		300,822	(136,549)	301,535	(137,323)
Reversal of gain on acquisition of equity interest		-	16,774	-	16,774
Changes in assets and liabilities					
Decrease in restricted deposits		(7,858)	(3,582)	(7,858)	(3,582)
(Increase) decrease in trade accounts receivable		(191,232)	148,447	(194,695)	152,588
(Increase) decrease in inventories		20,565	(404,774)	7,548	(404,387)
(Increase) Decrease in financial investments		728	(1,943)	728	(1,943)
(Increase) decrease in taxes recoverable		24,306	(48,174)	19,162	(58,027)
(Increase) in judicial deposits, net of provisions for risks		(67,477)	(54,260)	(67,688)	(54,144)
(Increase) Decrease in prepaid expenses		(138)	(726)	276	(1,489)
Decrease in assets from indemnities		6,613	5,202	6,613	5,202
(Increase) Decrease in other assets		(6,415)	(2,772)	10,569	(11,473)

The notes are an integral part of the financial statements.

Periods as of September 30, 2024 and 2025 (in thousands of Brazilian reais)

		Parent company		Consolidated	
	Note	2025	2024	2025	2024
Increase (decrease) in suppliers		275,376	(189,852)	284,714	(181,173)
Increase (decrease) in taxes and contributions		28,226	(13,938)	35,731	(11,380)
Increase in social and labor obligations		119,246	(85,819)	120,803	(87,254)
Increase (decrease) in government grants		(2,431)	5,308	(2,431)	5,308
Increase (decrease) in other liabilities		37,079	(49,297)	26,477	(46,914)
Interest paid		(120,193)	(126,491)	(120,311)	(126,832)
FX changes paid		(48,812)	(36,175)	(48,812)	(36,175)
Income tax and Social Contributions paid		(20,813)	-	(20,822)	(56)
Payments of funds by settlement of derivative transactions		(149,301)	(68,045)	(149,698)	(67,440)
Net Cash from operating activities		1,384,429	565,838	1,407,929	591.669
Cash flows from investing activities					
Purchase of property, plant and equipment and intangible assets		(237,506)	(242,849)	(276,172)	(278,178)
Payment of debt from company acquisition	16.3	(3,454)	(46,732)	(18,061)	(49,169)
Long-term financial investments		(5,806)	(100)	(5,806)	(100)
Redemption of long term financial investments		2,508	1,070	2,508	1,070
Advance for capital subscription	9	(19,132)	(12,021)	-	-
Net cash (used) in investing activities		(263,390)	(300,632)	(297,531)	(326,377)
Cash flows from financing activities					
Dividends and interest on equity paid	25	(439,034)	(221,821)	(439,034)	(221,821)
Financing obtained	16.1	69,227	1,165,706	79,082	1,172,112
Acquisition of shares issued by the company		-	(50,533)	-	(50,533)
Payment of financing	31	(898,577)	(1,182,057)	(901,632)	(1,185,755)
Lease payments	13	(112,621)	(98,646)	(112,739)	(99,152)
Net cash (used) in financing activities		(1,381,005)	(387,351)	(1,374,323)	(385,149)
Effects of exchange rate fluctuations on cash and cash equivalents		-	-	(392)	4,607
Statement of increase (decrease) in cash and cash equivalents		(259,966)	(122,145)	(264,317)	(115,250)
At the beginning of the year		2,142,136	2,264,281	2,152,587	2,267,837
At the end of the year		1,882,170	2,142,136	1,888,270	2,152,587
Increase (decrease) in cash and cash equivalents		(259,966)	(122,145)	(264,317)	(115,250)

The notes are an integral part of the individual and consolidated financial statements.

Statement of value added GRI 201-1

Years ended December 31 (in thousands of Brazilian reais).

		Parent company		Consolidated	
	Note	2025	2024	2025	2024
Revenues					
Sales of goods, products and services		11,864,286	10,975,172	11,939,193	11,054,837
Other revenues		135,945	114,083	136,877	115,644
Revenue relating to the construction of own assets		64,651	42,633	64,651	42,633
Provision for estimated customer losses	6	(21,310)	(23,936)	(21,137)	(23,849)
		12,043,572	11,107,952	12,119,584	11,189,265
Inputs purchased from third parties					
Costs of products and goods sold and services provided		(5,392,165)	(4,838,348)	(5,348,040)	(4,794,681)
Materials, energy, third-party services and others		(3,092,327)	(2,933,687)	(3,149,598)	(2,982,924)
Materials relating to the construction of own assets		(21,583)	(15,334)	(21,583)	(15,334)
		(8,506,075)	(7,787,369)	(8,519,221)	(7,792,939)
Gross value added		3,537,497	3,320,583	3,600,363	3,396,326
Retentions					
Depreciation and amortization		(402,731)	(353,023)	(412,058)	(368,969)
Net value added produced		3,134,766	2,967,560	3,188,305	3,027,357
Value added received on transfer					

	Note	Parent company		Consolidated	
		2025	2024	2025	2024
Equity Income	9	(5,931)	2,637	(1,302)	(4,991)
Financial income	18	593,302	421,107	596,102	421,703
Total value added to distribute		3,722,137	3,391,304	3,783,105	3,444,069
Distribution of added value					
Personnel and payroll					
		1,531,199	1,335,145	1,571,405	1,373,994
Direct compensation		968,869	934,662	995,507	962,489
Benefits		480,904	317,415	491,001	324,708
FGTS		81,426	83,068	84,897	86,797
Taxes, fees and contributions					
		926,855	952,267	940,722	964,943
Federal		554,224	607,830	567,811	620,397
State		356,112	328,257	356,317	328,174
Municipal		16,519	16,180	16,594	16,372
Third-party capital remuneration					
		604,266	457,944	611,161	459,184
Interest		572,957	427,629	579,064	427,867
Rents		31,309	30,315	32,097	31,317
Interest on equity					
		659,817	645,948	659,817	645,948
Dividends/Interest on equity		97,082	80,501	97,082	80,501
Retained earnings		562,735	565,447	562,735	565,447
Value added distributed		3,722,137	3,391,304	3,783,105	3,444,069



Cultivating the soil,
processing the grain,
step by step,
hand in hand.

M. Dias Branco
Sonhar, realizar, crescer

Limited Assurance Report and GRI,
SASB and TCFD content summary



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Independent auditors' limited assurance report

(This is a free translation of the original report issued in Portuguese)

To the Board of Directors and Shareholders
M. Dias Branco S.A. Indústria e Comércio de Alimentos
Eusébio - CE

**Limited assurance report on the Environmental, Social and Governance (ESG)
information included in the 2025 Integrated Annual Report of M. Dias Branco S.A.
Indústria e Comércio de Alimentos for the year ended December 31, 2025**

Conclusion

We carried out a limited assurance engagement related to the Environmental, Social and Governance (ESG) information included in the 2025 Integrated Annual Report ("Report") of M. Dias Branco S.A. Indústria e Comércio de Alimentos ("Company") for the year ended December 31, 2025, prepared in accordance with the Global Reporting Initiative (GRI) – GRI Standards, of the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD) and CPC 09 – Integrated Reporting (which correlates with the Basic Conceptual Framework for Integrated Reporting, developed by the International Integrated Reporting Council – IIRC) ("Criteria").

According to the procedures applied and the evidence obtained, we are not aware of any fact that leads us to believe that the Environmental, Social and Governance (ESG) information included in the 2025 Integrated Annual Report of M. Dias Branco S.A. Indústria e Comércio de Alimentos for the year ended December 31, 2025 was not prepared, in all material respects, in accordance with the Global Reporting Initiative (GRI) – GRI Standards, the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD) and CPC 09 – Integrated Reporting (which is related to the Basic Conceptual Framework for Integrated Reporting, developed by the International Integrated Reporting Council – IIRC).

Basis for conclusion

We conducted our engagement in accordance with NBC TO 3000 (revised) - Assurance Engagements Other Than Audits or Reviews and *International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or*



Reviews of Historical Financial Information issued by the Federal Association of Accountants (CFC) and the *International Auditing and Assurance Standards Board (IAASB)* respectively. Our responsibilities under those standards are further described in the "Our Responsibilities" section of the report.

We comply with the independence and other ethical requirements of the Accountant's Professional Code of Ethics and professional standards (including independence standards) issued by the Federal Association of Accountants (CFC) based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies NBC PA 01 Quality Management for Independent Auditors' Firms (Legal Entities and Individuals) and *International Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by CFC and IAASB, respectively. These standards require the firm to design, implement and operate a quality management system, including policies or procedures related to compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Responsibilities of the Company's management for the 2025 Integrated Annual Report

The Company's management is responsible for:

- designing, implementing and maintaining internal controls relevant for the preparation of the information included in the Report that are free from material misstatement, whether due to fraud or error;
- selecting the Criteria as being appropriate for the preparation of the information included in the Report and the appropriate reference to the Criteria used or a description of those Criteria; and
- preparation and proper presentation of the information included in the Report in accordance with the Criteria.

Our Responsibilities

We are responsible for:

- plan and carry out the engagement to obtain limited assurance about whether the Report is free from material misstatement, whether due to fraud or error;
- form an independent conclusion, according to the procedures applied and the evidence obtained; And
- report our conclusion to the Company's Management.

Summary of the work we carried out to support our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We have designed and performed our procedures to obtain sufficient and

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appropriate evidence about the Report that provides a basis for our conclusion. Our selected procedures depend on our understanding of the Report and other circumstances of the engagement, and on our consideration of the areas in which material misstatements are likely. When carrying out the work, we perform the following procedures:

- a. we have planned our engagement considering the relevance, the amount of quantitative and qualitative information and the operational systems and internal controls which supported the preparation of the information included in this Report;
- b. We obtained an understanding of the calculation method and the procedures followed to compile indicators by inquiring about and interviewing the managers in charge of preparing the information;
- c. we applied analytical procedures to quantitative information and inquiries about qualitative information and its relation with the indicators disclosed in the information included in the Report; And
- d. we evaluated the procedures followed to prepare the Report and its structure and contents in accordance with the criteria.

The procedures applied in a limited assurance engagement vary in nature and timing, and their extent is restricted (less extensive) than in a reasonable assurance engagement. Thus, the level of assurance obtained from a limited assurance engagement is substantially lower than the assurance that would have been obtained if a reasonable assurance engagement had been performed.

São Paulo, April 6, 2026.

KPMG Auditores Independentes Ltda.
CRC 2SP-014428/O-6

ORIGINAL REPORT IN PORTUGUESE SIGNED BY
Diego Feliciano Irineu
Accountant CRC 1SP223212/O-2

KPMG Auditores Independentes Ltda., uma sociedade simples brasileira, de direito brasileiro inscrita no CNPJ nº 14.087.888/0001-90, é uma empresa integrante da rede mundial KPMG de firmas-membro independentes e afiliadas da KPMG Network, uma empresa inglesa privada de responsabilidade limitada.

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Statement of use	M Dias Branco reported in compliance with GRI Standards for the period from 01/01/2024 to 12/31/2024.
GRI 1 used	GRI 1: Fundamentals 2021
Applicable GRI Sector Standard(s)	Not applicable

Summary of GRI (Global Reporting Initiative) Content				Omission		
GRI STANDARD /other source	GRI	Location	Omitted requirement(s)	Reason	Explanation	Ref. No. of sector standard of GRI
GRI 2: General Content 2021	2-1 Organization details	Pages 11 and 12.				
	2-2 Entities included in the organization's sustainability reporting	Pages 6 and 16.	(i) No specific adjustments related to minority shareholdings were made in the financial statements and the Integrated Annual Report. (ii) Mergers, acquisitions or divestitures, if any, are reflected in the information reported in the financial statements from the moment the respective transactions become part of – or cease to be part of – the Group's operational scope, subject to the effective period of control. Regarding the Integrated Annual Report, information that may exclude Jasmine or include Las Acacias will be accompanied by a note indicating the specific details. (iii) In cases where a particular indicator or piece of information is not presented on a consolidated basis, this exception is disclosed in a footnote or through a specific note accompanying the data presented.			
	2-3 Reporting period, frequency and contact point	Page 6.				
	2-4 - Restatements of information.	Pages 26, 83, 91, 104, 155, 171, 172 and 203.				
	2-5 External assurance	Pages 6 and 234.				
	2-6 Activities, value chain and other business relationships	Pages 13, 16, 25, 42 and 199.	Item “d”: There were no significant changes compared to the previous reporting period.			
	2-7 Employees	Pages 124 and 125.				
	2-8 Workers who are not employees	Pages 124 and 125.				
	2-9 Governance structure and composition	Pages 177, 178, 179 and 180.	Details about the duties of the members of the Board of Directors and the number of other relevant positions or commitments can be found here.			
	2-10 Nomination and selection for the highest governance body	Pages 177 and 178.				
	2-11 Chair of the highest governance body	Pages 177 and 178.				
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 68.				
	2-13 Delegation of responsibility for managing impacts	Pages 68, 180, 181, 183 and 186.				
	2-14 Role of the highest governance body in sustainability reporting	Pages 6, 63 and 68.				
	2-15 Conflict of Interest	Pages 185, 186, 190, 193 and 194.	Details of potential conflicts of interest and the practices adopted to avoid them can be found in items 5.1, 5.3, 7.1, 9.3 and 11.2 of the Reference Form. Click here.			
	2-16 Communication of crucial concerns	Pages 185, 186, 190, 193 and 194.				
	2-17 Collective knowledge of the highest governance body	Pages 68, 181, 183 e 193.				

Summary of GRI (Global Reporting Initiative) Content				Omission		
GRI STANDARD /other source	GRI	Location	Omitted requirement(s)	Reason	Explanation	Ref. No. of sector standard of GRI
	2-18 Assessment of the performance of the highest governance body	Pages 68 and 181.				
	2-19 Compensation policies	Page 182.	Our Management Compensation Policy contains information on fixed and variable compensation, bonuses and benefits. Click here.			
	2-20 Process to determine compensation	Page 182.	The minutes and voting records relating to the Shareholders' Meeting for Shareholder Remuneration are available on the Investor Relations website. Click here.			
	2-21 Proportion of total annual compensation		Items “a” and “c”. The ratio of the highest individual compensation in 2025 is 211.87 times higher than the average compensation of other employees. Most of the more than 16 thousand employees hold operational positions and, often, with compensation closer to the minimum salary for the category, defined through collective agreement and/or convention, and aligned with the compensation of other companies in the sector. Item “b”: Confidential information. This information has a strategic nature and may impact the attraction and retention of talents, therefore it is not disclosed by M. Dias Branco.			
	2-22 Statement on sustainable development strategy	Page 8.				
	2-23 Policy commitment	Pages 72, 74, 185, 186, 193, 194 and 196.				
	2-24 Embedding policy commitments	Pages 72, 74, 185, 186, 193, 194 and 196.				
	2-25 Processes to remediate negative impacts	Pages 66, 67, 185, 186 and 190.	Stakeholders are systematically involved in the operation and improvement of the Ethical Channel through the collection of insights and suggestions via specific categories, as well as through the measurement of the Trust Index by the users. The service, operated by an independent partner, has been revised and adapted to include support in Spanish and listening exclusively by women, in order to address the accessibility and welcoming needs identified among users.			
	2-26 Mechanisms for advice and raising concerns	Pages 185, 190 and 193.				
	2-27 Compliance with laws and regulations.	Page 78.	Other non-compliances can be found in item 4.4 of the reference form. Click here.			
	2-28 Membership in associations	Page 161.				
	2-29 - Approach to stakeholder engagement	Page 156.				
	2-30 Collective bargaining agreements	Page 158.				
Material topics						
GRI 3: Material Topics 2021	3-1 Process of defining material topics	Pages 63 and 64.				
	3-2 List of material topics	Page 65.				
Governance, ethics and integrity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 185.				
GRI 201: Economic performance 2016	201-1 - Direct economic value generated and distributed	Pages 168, 216 and 230.	Investment subsidies refer to the parent company based in the country. The Company does not segregate the economic value generated and distributed by country, region, or market, as these amounts are not considered relevant for disclosure purposes.			
	201-2 - Financial implications and other risks and opportunities arising from climate change	Pages 93 and 95.	item v: Unavailable information . Data regarding the costs of measures adopted to manage risks and opportunities related to climate change are not available at the time of this publication. This information will be disclosed in due course through your response to the CDP.			
	201-4 Financial assistance received from government	Pages 213 and 214.	Investment subsidies refer to the parent company based in the country. There is no government interest in the shareholding structure of M. Dias Branco.			



Summary of GRI (Global Reporting Initiative) Content

Omission

GRI STANDARD /other source	GRI	Location	Ommited requirement(s)	Reason	Explanation	Ref. No. of sector standard of GRI
GRI 205: Combating corruption 2016	205-1 Operations assessed for corruption-related risks	Pages 185, 186 and 188.	M. Dias Branco assesses corruption risks through corporate processes that cover 100% of its 46 physical operations (mills, plants, distribution centers, and headquarters). The 1,891 analyses carried out in 2025 (page 188) represent the continuous monitoring of these risks across all areas of the Company's operations.			
	205-2 Communication and training on anti-corruption policies and procedures	Pages 185, 186 and 189.	Item "c": Unavailable information . We have no control over partners broken down by region.			
	205-3 - Confirmed incidents of corruption and actions taken	Pages 185, 186, 190 and 192.				
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Pages 185, 186, 190 and 192.				
Sustainable plastic packaging and materials						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 90.				
GRI 301: Materials 2016	301-1 - Materials used by weight or volume.	Pages 90 and 91.				
	301-2 Recycled input materials used	Pages 90 and 91.				
GRI 417: Marketing and Labeling 2016	417-1 - Requirements for product and service information and labeling	Page 175.				
	417-2 - Incidents of non-compliance concerning product and service information and labeling	Page 175.				
	417-3 - Incidents of non-compliance concerning marketing communications	Page 175.				
Sustainable value chain						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 199.				
GRI 204: Purchasing Practices 2016	204-1 Proportion of spending on local suppliers	Pages 199 and 202.				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Pages 199 and 203.				
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Pages 199 and 202.				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pages 199 and 202.				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Pages 199 and 203.				
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 114.				
GRI 302: Energy 2016	302-1 - Energy consumption within the organization	Pages 99, 115 and 116.				
	302-2 Energy consumption outside of the organization	Pages 99, 115 and 117.				

Summary of GRI (Global Reporting Initiative) Content

Omission

GRI STANDARD /other source	GRI	Location	Ommited requirement(s)	Reason	Explanation	Ref. No. of sector standard of GRI
GRI 302: Energy 2016	302-3 - Energy Intensity	Pages 115 and 117.				
	302-4 Reduction of energy consumption	Pages 99, 115 and 117.				
Water						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 79.				
GRI 303: Water and Effluents 2018	303-1 - Interactions with water as a shared resource.	Pages 79 and 81.				
	303-2 - Management of impacts related to water disposal	Pages 79 and 80.				
	303-3 - Water withdrawal.	Page 81.				
	303-4 - Water discharge	Page 81.	Information regarding item “e” is incomplete due to the lack of meters in smaller units. The company is in the process of implementing water meters, with further progress expected in the coming cycles.			
	303-5 - Water consumption	Pages 81 and 100.				
Climate Change						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 92.				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages 92, 103 and 104.				
	305-2 - Energy indirect (Scope 2) GHG emissions	Pages 92, 103 and 104.				
	305-3 - Other indirect (Scope 3) GHG emissions	Pages 92, 103 and 104.				
	305-4 GHG emissions intensity	Page 104.				
	305-5 Reduction of GHG emissions	Pages 92, 99, 100 and 104.				
	305-7 - Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Unavailable information . At this point, these air emissions are managed by each unit in compliance with the applicable environmental legislation. M. Dias Branco is working to consolidate the data.				
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 82.				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 82.				
	306-2 - Management of significant waste-related impacts	Page 82.				
	306-3 - Waste generated	Pages 83, 84 and 86.				



Summary of GRI (Global Reporting Initiative) Content

Omission

GRI STANDARD /other source	GRI	Location	Ommited requirement(s)	Reason	Explanation	Ref. No. of sector standard of GRI
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Pages 83, 85 and 86.				
	306-5 Waste directed to disposal	Pages 83 and 86.				
Human Capital						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 123.				
GRI 401: Employment 2016	401-1 - New employee hires and employee turnover	Page 126.				
	401-2 - Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 128.	The Company informs that 100% of its standard benefits (health, dental, life insurance, pension and extended leave) are eligible for all employees, regardless of the type of employment relationship, with no exclusions based on work schedule or length of contract. For the purposes of this indicator, important operational units are defined as all industrial units and distribution centers described in the Company's operational park (page 16), with the exception of Las Acacias, which is in the integration phase.			
	401-3 Maternity/paternity leave	Pages 128 and 129.				
GRI 404: Training and Education 2016	404-1 - Average hours of training per year per employee	Page 131.				
	404-2 Programs for upgrading employee skills and transition assistance programs	Pages 131 and 134.	Item “b”: Currently, the Company has no structured assistance programs for managing the end of an employee's career in cases of retirement or termination of employment.			
	404-3 - Percentage of employees receiving regular performance and career development reviews	Pages 134 and 135.				
Diversity and Inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 151.				
GRI 405: Diversity and Equal Opportunity 2016	405-1 - Diversity of governance bodies and employees	Page 154.				
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Pages 190 and 192.				
Combating food loss and waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 87.				
Healthy and nutritious food						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 169.				

Summary of GRI (Global Reporting Initiative) Content

Omission

GRI STANDARD /other source	GRI	Location	Ommited requirement(s)	Reason	Explanation	Ref. No. of sector standard of GRI
Food safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 173.				
GRI 416: Consumer Health and Safety 2016	416-2 - Incidents of non-compliance concerning the health and safety impacts of products and services	Page 175.				
Community Relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67 and 162.				
GRI 413: Local Communities	413-1 - Operations with local community engagement, impact assessments, and development programs	Pages 162 and 163.				
	413-2 Operations with significant actual and potential negative impacts on local communities	Unavailable information . We do not perform analysis of significant impacts on communities, but we are analyzing appropriate methodologies for reporting in future reporting cycles.				
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67, 141 e 147.				
GRI 403: Occupational Health and Safety 2019	403-1 - Occupational health and safety management system	Pages 141 and 147.				
	403-2 - Hazard identification, risk assessment, and incident investigation	Pages 141 and 144.				
	403-3 - Occupational health services	Page 147.				
	403-4 - Worker participation, consultation, and communication on occupational health and safety	Pages 141 and 145.				
	403-5 - Training of workers in occupational health and safety.	Pages 141 and 146.				
	403-6 - Promotion of worker health	Page 147.				
	403-7 - Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 141 and 144.				
	403-8 - Workers covered by an occupational health and safety management system	Pages 141 and 142.				
	403-9 Work-related injuries	Pages 141 and 143.	Item “b”: Unavailable information . M. Dias Branco does not control data related to third-party occupational health and safety. In the next reporting cycles, the best reporting method will be assessed.			
	403-10 - Work-related ill health	Pages 144 and 147.	Item “b”: Unavailable information . M. Dias Branco does not control data related to third-party occupational health and safety. In the next reporting cycles, the best reporting method will be assessed.			
Sustainability risks and opportunities						
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 66, 67, 193 e 194.				



Summary of Content SASB (Standard Processed Foods)

Indicator	Topic	Metric	Location	Notes
FB-PF-000.A		Tons of products sold	Pages 208 and 209.	
FB-PF-000.B		Number of production facilities.	Page 16.	
FB-PF-130a.1	Energy	Total energy consumed	Page 115.	
FB-PF-140a.1	Management of Water	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Page 81.	
FB-PF-140a.2		Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Page 78.	
FB-PF-140a.3		Description of water management risks and discussion of strategies and practices to mitigate those risks	Page 80.	
FB-PF-250a.1	Food Safety	Audit by Global Food Safety Initiative (GFSI) audit (1) non-compliance rate and (2) associated corrective action rate for (a) major and (b) minor non-compliance	Pages 173 and 175.	
FB-PF-250a.2		Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Non-mandatory indicator	
FB-PF-250a.3		(1) Total number of notices of food safety violation received, (2) percentage corrected	Page 175.	
FB-PF-250a.4		(1) Number of recalls issued and (2) total amount of food product recalled	Page 175.	
FB-PF-260a.1	Nutrition and Health	Revenue from products labeled and/ or marketed to promote health and nutrition attributes	Pages 169 and 171.	
FB-PF-260a.2		Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Page 172.	
FB-PF-270a.1	Product Labeling and Marketing	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines	Non-mandatory indicator	
FB-PF-270a.2		Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	Pages 172 and 175.	
FB-PF-270a.3		Number of incidents of noncompliance with industry or regulatory labeling and/or marketing codes	Page 175.	

Summary of Content SASB (Standard Processed Foods)

Indicator	Topic	Metric	Location	Notes
FB-PF-410a.1	Packaging Life Cycle Management	(1) Total weight of packaging, (2) percentage made from recycled and/ or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Page 91.	
FB-PF-410a.2		Discussion of strategies to reduce the environmental impact of packaging throughout its life cycle	Page 90.	
FB-PF-430a.1	Sustainable Value Chain	Percentage of food ingredients sourced that are certified to third-party environmental and/or social standards, and percentages by standard	Non-mandatory indicator	
FB-PF-430a.2		Suppliers' social and environmental responsibility audit (1) non-compliance rate and (2) associated corrective action rate for (a) major and (b) minor non-compliance	Non-mandatory indicator	
FB-PF-440a.1	Ingredients Sourcing	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	Non-mandatory indicator	
FB-PF-440a.2		List of priority food ingredients and discussion of sourcing risks due to environmental and social considerations	Page 98.	

Summary of TCFD (Task Force on Climate-related Financial Disclosures) content

Recommendation	Recommended disclosure	Location	Notes
Pillar	a) Describe the board's oversight of climate-related risks and opportunities.	Page 93.	
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	Page 93.	
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Page 95.	
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Page 95.	
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks.	Page 95.	
	b) Describe the organization's processes for managing climate-related risks.	Page 95.	
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Page 95.	
Metrics and Goals	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Page 99.	
	b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Page 99.	
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Page 99.	



2025 INTEGRATED ANNUAL REPORT

M. Dias Branco Indústria
e Comércio de Alimentos S.A.

GENERAL COORDINATION

People, Management and Sustainability Executive Officer
Communication and Sustainability Executive Management

CONTENT

All internal areas whose initiatives
were reported in this report and Martinelli ESG

GRAPHIC DESIGN

SG Propag

PHOTOS

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Internal Files
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