



# Sustainability Report 2025



**Message from the Board of Directors 03**

---

**Message from the Executive Board 05**

---

**Sooro Renner 07**

---

Corporate profile 08

---

Our history 10

---

Competitive strategy 12

---

ESG commitment 14

---

**Governance and integrity 18**

---

Management structure 19

---

Corporate policies 21

---

Ethical conduct 22

---

**Operations and performance 26**

---

Quality of processes and products 27

---

Innovation 31

---

Operational performance 34

---

Financial performance 35

---

**Our team 36**

---

Employee profile 37

---

Compensation and benefits 40

---

Diversity, equity and inclusion 42

---

Professional development 43

---

Health, safety and well-being 47

---

**Environmental management 55**

---

Policies and practices 56

---

Water management 57

---

Waste management 61

---

Energy management 64

---

Emissions management 65

---

Climate change 70

---

Team awareness 71

---

**Social impact 72**

---

Community engagement 73

---

Featured projects 74

---

Solidarity actions 78

---

Supplier chain 79

---

Partnerships for development 79

---

**About the Report 81**

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# Contents

# Message from the Board of Directors

GRI 2-22

Pioneering spirit and tradition go hand in hand at Sooro Renner. A merger consolidated six years ago, it brings together nearly a quarter-century of in-depth knowledge of the dairy segment and more than a hundred years of business experience. A synergy that grows stronger with each cycle and generates prosperous results for the Company and for the sector. We were pioneers in transforming milk whey to produce whey protein, at a time when this was still very incipient in Brazil. Today, we are reaping the rewards of the entrepreneurs' perseverance, the dedication of our employees and the continuous investment in innovation, quality and sustainability.

With great pride, we celebrate a journey that has taken us far beyond what we could have imagined in 2001, when we began our activities. By the end of 2025, Sooro Renner was the largest whey processor in the country, with a broad portfolio of products aimed at the segments of sports supplementation, food, and animal nutrition. This result reflects the consistent capture of opportunities generated by the expansion of demand in recent years, driven by changes in eat-

ing habits and by a growing awareness in society regarding health.

This growth has also projected us onto the international market. We export to 21 countries and, in addition to our leadership in the domestic market, we have consolidated ourselves as a sector benchmark in Latin America. Such recognition imposes upon us an even greater responsibility regarding the environmental, social and governance practices that Sooro Renner adopts – and which we now share with our stakeholders through the publication of this first Sustainability Report.

An essential part of our business model since our inception, sustainability remains a fundamental aspect of our strategy and operations, in an increasingly structured manner, through programs on various fronts. Among our social practices, the appreciation of employees stands out, reflected in our commitment to dignified compensation and in the offer of competitive corporate benefits. In addition to the care for the 622 people we employ, we have expanded our positive

impact through volunteering and support for projects aimed at local communities.

In the environmental field, our initiatives focus on the preservation of natural resources – especially through consistent investments in water reuse processes in our operations. We have also advanced in offsetting the packaging used in final sales and we conducted a Life Cycle Assessment (LCA), with the inventory of all our products, which allows us to plan offsetting actions and the reduction of Greenhouse Gas (GHG) emissions. We believe that our actions strengthen operations, increase efficiency and contribute to the protection of the environment.

We still have much to explore – and to achieve. And we can only do so thanks to the work and the trust of our teams. Nothing we have built would be possible without the people who work daily in the manufacturing operations, in the offices, in international negotiations, in safety, in logistics, in innovation, in project leadership, in people management and on so many other fronts. We deeply recognize and thank the effort



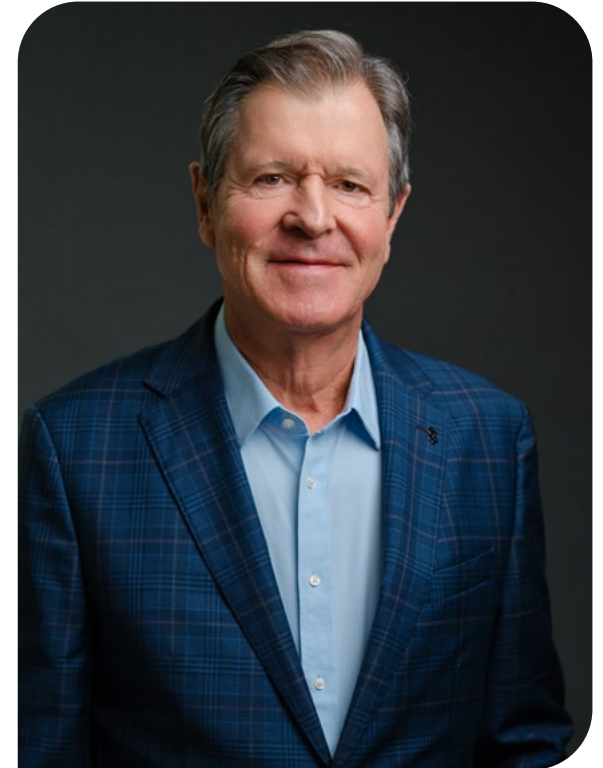
and dedication of each employee. We thank all the partners, suppliers, customers and other interested parties who share our dreams and our purpose.

We will continue working to fulfill Sooro Renner's mission: to develop, produce and market solutions in ingredients derived from whey, with a focus on our customers and increasingly valuing our people.

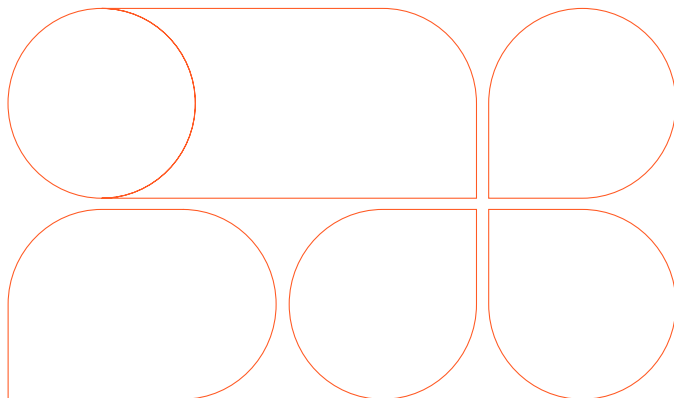
**Enjoy the reading!**



**William da Silva**  
Founder and Board Member



**Thomas Bier Herrmann**  
Founder and Chairman of the Board of Directors



# Message from the Executive Board

GRI 2-22

Operating in an extremely competitive market, Sooro Renner recorded historic revenue in 2025, surpassing the mark of R\$ 1.5 billion, nearly 40% higher than that achieved in 2024. This result reinforced our leadership position in the domestic market and stems from the significant growth of the Brazilian dairy sector, which ensured greater availability of raw material for the production of whey protein and, consequently, greater capacity to meet the growing demand for our products. We also expanded our international activities, with exports to countries in Latin America, Asia, the Middle East and Africa, meeting global standards of safety, quality and sustainability. Our certifications and external assessments of international standard reinforce the confidence of our partners.

In addition to financial growth, we reached relevant milestones in operational performance, driven by the lean manufacturing methodology, adopted three years ago at the industrial plants. The average Overall Equipment Effectiveness (OEE) rate of the manufacturing units reached 76% – an improvement of 12 percentage points compared to the previous year. We also recorded production records: 110.4 thousand tonnes of our protein solutions, distributed among the different markets served by the Company. These advances reflect the maturity of our industrial processes and the continuous commitment to operational excellence.

We maintained a consistent pace of investments, with R\$ 319.3 million allocated to innovation, equipment modernization and infrastructure improvements, incorporating globally referenced technologies into our operations. In parallel, we improved the activities for the development of new products and applications of our ingredients

within the food chain. These and other projects consolidate Sooro Renner not only as the leading Latin American producer of whey protein, but also as a strategic partner to our customers and suppliers.

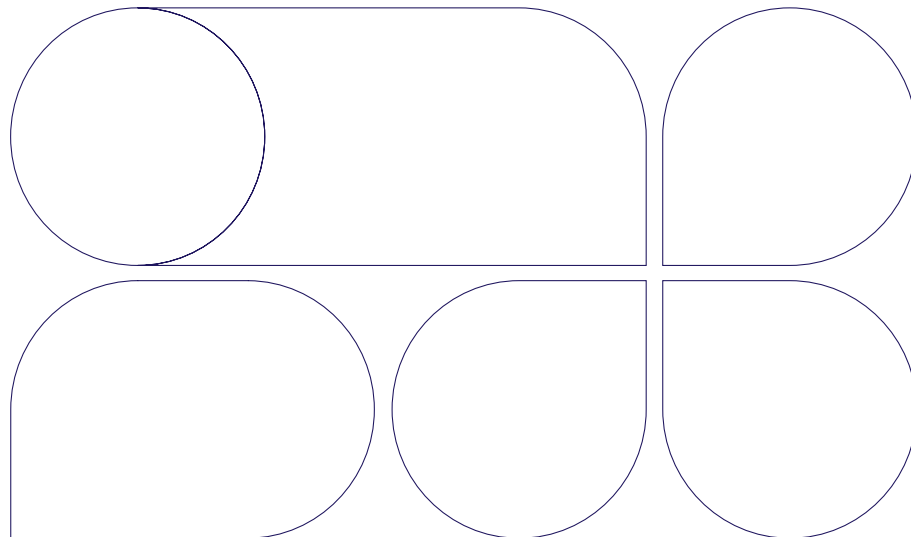
Throughout the year, we attested to the reliability of processes, the quality of products and the maturity of the teams to transform opportunities into results. We added even more robustness to our team, through new hires, and we initiated a process of strengthening governance, with the objective of expanding consistency in strategic execution, in an increasingly secure and transparent manner. In addition, we deepened our focus on our sustainable practices, with the definition of the material topics that reinforce Sooro Renner's commitment to long-term value generation.

In 2025, we defined six material topics for Sooro Renner, which reinforce our commitment to sustainable practices and long-term value generation.

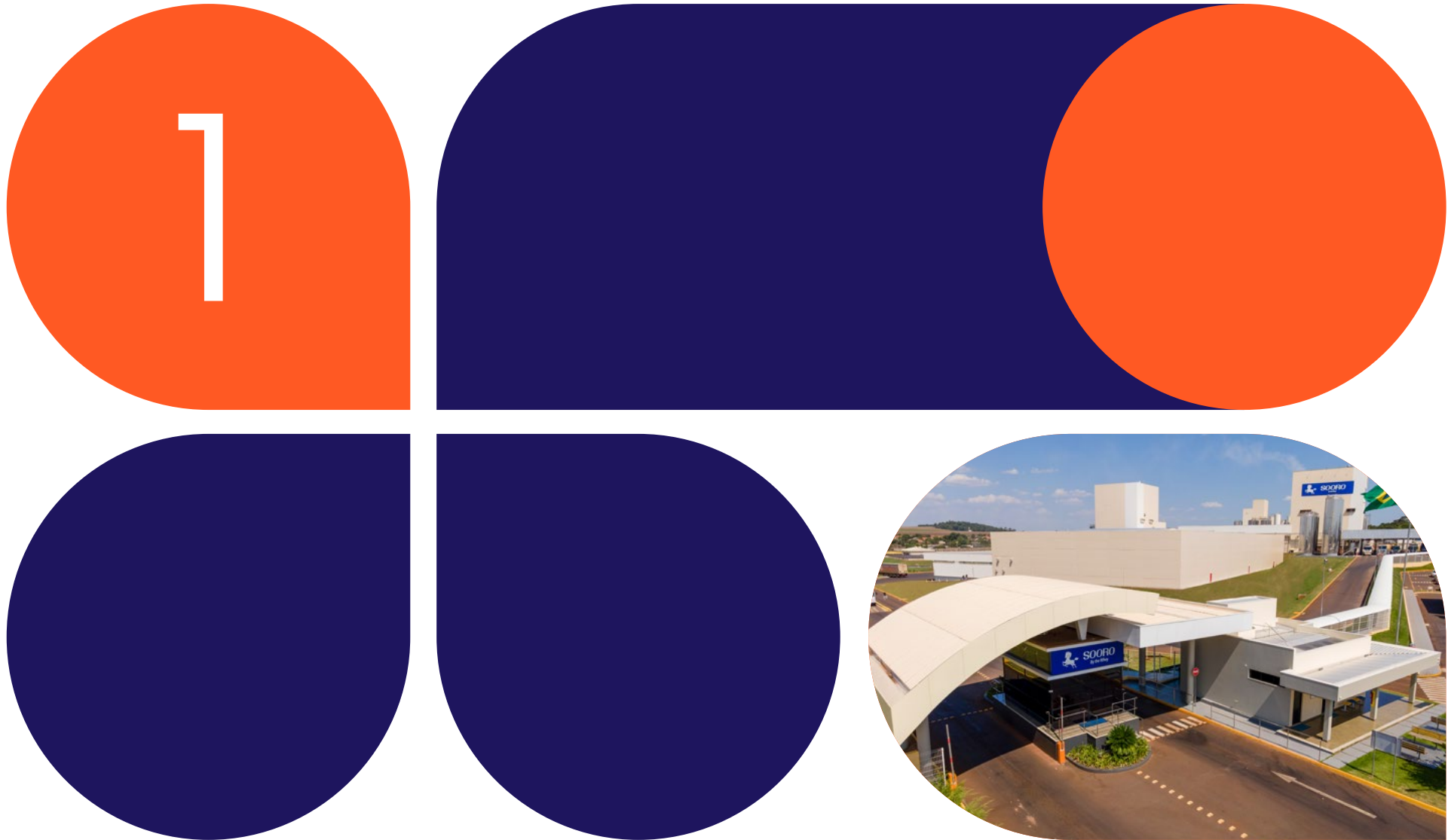


Thus, we envision the future with confidence and ambition. In 2025, we carried out the strategic acquisition of Concen, a butter factory that expands our product portfolio. We intend, by 2027, to inaugurate our third industrial unit in Francisco Beltrão (PR), with a focus on the production of ingredients for infant formulas and high-value-added products – an undertaking that represents the largest investment in our history, in the order of R\$ 800 million.

Optimistic about the business and its potential for positive impact on society, we will continue investing in innovation, the generation of opportunities and jobs, and the continuous improvement of our processes, contributing directly to the development of the entire value chain we are part of. This first Sustainability Report confirms that we are prepared to advance – with discipline, a long-term vision and a genuine commitment to sustainable development.



**Eduardo Serra Ferreira**  
President/CEO



Sooro Renner

# Corporate profile

GRI 2-1; 2-2; 2-6

Founded in 2001, Sooro Renner closed 2025 as the largest Brazilian producer of whey protein – the protein extracted from whey. The Company specialized in transforming the whey originating (exclusively) from cheese dairies into a diversified portfolio of solutions for human consumption, food ingredients and inputs for animal nutrition. Its growth trajectory has been recognized by benchmark rankings in the business sector: in 2025, it ranked 206th among the 500 Largest Companies of Southern Brazil and consolidated its presence among the 100 largest in Paraná, standing out for its industrial excellence and for the economic impact generated in the region.

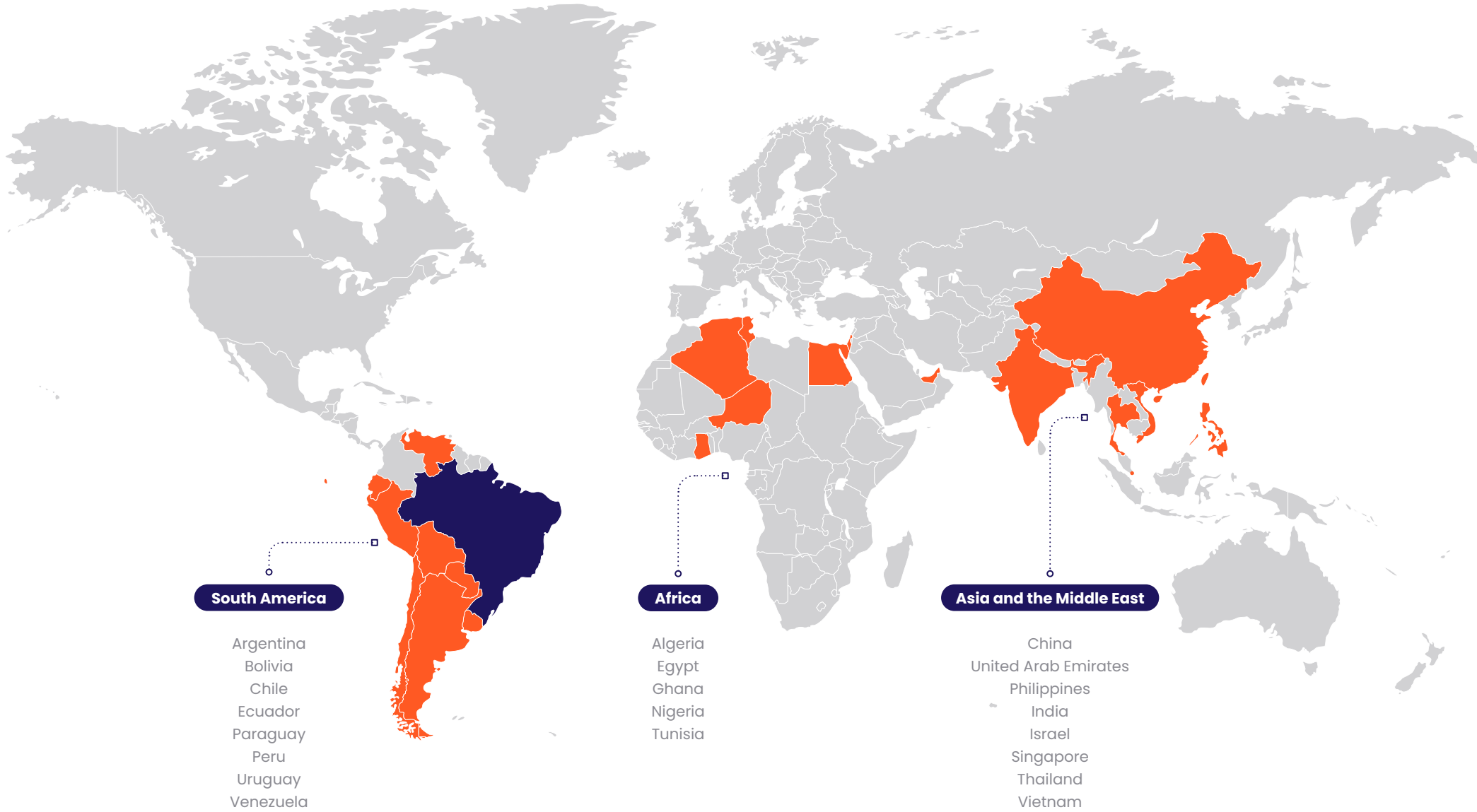
Headquartered in Marechal Cândido Rondon (PR), where most of the production is concentrated, the operational structure also includes a factory in Estação (RS), a Distribution Center in Campinas (SP) and a Farm for biomass production in Cafezal do Sul (PR). In 2025, construction began on a new industrial plant in Francisco Beltrão (PR), alongside Concen, a national benchmark in butter production, acquired in the same year. With activities expected to begin in 2027, this unit foresees investments in the order of R\$ 800 million and will expand the product portfolio, with the manufacture of higher-value-added ingredients, such as lactose and infant-formula-grade whey protein.

Alongside its domestic activity, since 2020 the Company has expanded its global presence through the export of products to countries in South America, Asia, the Middle East and Africa. Its portfolio includes dairy derivatives such as whey permeate, concentrated whey protein and whey powder, which together totaled more than 12,461 tonnes exported. In the coming years, the expectation is to expand the presence in the international market.

With 622 employees, Sooro Renner is among the main employers in Marechal Cândido Rondon (PR), Estação (RS) and Francisco Beltrão (PR), contributing to local socioeconomic development.



# International operations map 2025



# Our history

Drawing on nearly 40 years of experience in the dairy sector and a deep insight into processes and opportunities, the founders established Sooro. The founder William da Silva and his wife Esméria Engels started the business modestly, with only 13 employees and a fairly limited operational structure, in Marechal Cândido Rondon – a municipality located in western Paraná, at the time with just over 40 thousand inhabitants.

The objective was to harness the economic and productive potential of whey, until then underused by the production chain: the most common destination was its transfer to pig farmers, for animal feed, and the disposal of the surplus, often carried out inappropriately in forest areas or croplands. This practice represented a relevant environmental risk, especially due to the high polluting potential of the liquid, capable of contaminating the soil and groundwater.

In this context, Sooro was established in 2001 as a pioneering initiative in Brazil focused on the industrialization of whey. The strategic location, close to other industries in the dairy sector, made possible partnerships that ensured the supply of raw material. In a short time, the Company began processing around 150 thousand liters daily, with the skimming and commercialization of the fatty matter for different industrial segments.

Over the following years, continuous investments in technology and innovation expanded the portfolio and strengthened the market positioning. The transformation of an input historically treated as waste into a high-value food product consolidated the brand as a benchmark in the production of milk co-products.

Sooro Renner's corporate structure was strengthened in 2019, with the formalization of a merger between the founders of Sooro – the Siente Group – and Relat – Laticínios Renner, part of the Renner Herrmann Group.



With nearly a century of history since its founding in Porto Alegre, in 1927, the Renner Herrmann Group is a Brazilian business conglomerate recognized for a trajectory guided by quality, innovation and a long-term vision. Over the decades, it consolidated diversified operations in different industrial segments, including the production of paints and industrial coatings, solutions for the treatment and finishing of wood in Latin America and, strategically, the valorization of dairy co-products through Relat – Laticínios Renner, part of the Renner Herrmann Group.

This accumulated experience in complex industrial processes, combined with the capacity to integrate technology, sustainability and operational excellence, created the foundations for expansion movements – a context in which Sooro Renner was established, with a focus on developing an operation aimed at the production of high-value-added dairy ingredients.

The merger resulted in the consolidation of the Company, by combining complementary areas of expertise, expanding production capacity and strengthening commercial activity in the domestic and international markets. At the end of 2025, the two groups held equal shares of Sooro Renner's corporate ownership.



# Timeline

<p><b>2001</b></p> <p>Founding and <b>start of Sooro's activities</b> in Marechal Cândido Rondon, in Paraná.</p>	<p><b>2003</b></p> <p><b>Technological advance</b> in the production of concentrated and crystallized whey.</p>	<p><b>2010</b></p> <p>Construction of the first <b>drying tower</b>.</p>	<p><b>2011</b></p> <p><b>Pioneer in the production</b> of whey protein concentrated to 34% in Brazil.</p>	<p><b>Start of operations in Rio Grande do Sul</b>, with the Relat, part of the Renner Herrmann Group.</p>
<p><b>2014</b></p> <p><b>Recognitions of the commitment to quality:</b> achievement of the BRC, Halal and Kosher certifications.</p>	<p><b>2015</b></p> <p>Start of works on the <b>second drying tower and line</b> at the Marechal Cândido Rondon unit, in Paraná.</p>	<p><b>2016</b></p> <p>Consolidation in the production of <b>high-concentration proteins at 60% and 80%</b>.</p>	<p><b>2018</b></p> <p>Record production of <b>34 thousand tonnes</b> in the year.</p>	<p>Relat obtains the international certification <b>FSSC 22000</b>.</p>
<p><b>2019</b></p> <p><b>Merger between Sooro and Relat</b> – Laticínios Renner, part of the Renner Herrmann Group, resulting in <b>Sooro Renner</b>.</p>	<p><b>2020</b></p> <p><b>First Company in Latin America</b> to produce isolated whey protein.</p>	<p><b>Start of exports to the Asian Continent</b>, with whey powder.</p>	<p><b>Start of exports to Chile</b> with Whey Protein Concentrate 34%.</p>	
<p><b>2021</b></p> <p><b>Inauguration of the Non-Caking Permeate Production Plant</b> in Marechal Cândido Rondon (PR), consolidating itself as the largest producer in Latin America.</p>	<p>Achievement of the <b>FSSC 22000 certification at the Paraná plant</b>.</p>	<p><b>William Silva</b>, founder of Sooro, hands over the executive management of the Company to <b>Eduardo Serra Ferreira</b>, remaining on the Board of Directors.</p>	<p><b>2025</b></p> <p><b>Acquisition of Concen</b>, with expansion of the product portfolio.</p> <p><b>Start of works on the new production unit</b> in Francisco Beltrão, Paraná.</p>	

# Competitive strategy

GRI 2-6

Throughout its trajectory, Sooro Renner consolidated a broad portfolio of protein ingredients, sustained by continuous investments in technology, productive efficiency and rigorous standards of quality and food safety. This structure allows it to serve multiple sectors of the domestic and international industry with high performance, reliability and standardization. The Company operates mainly in the segments of sports nutrition, food ingredients and animal consumption with products derived from whey.

In the sports nutrition segment, different concentrations of whey protein are offered (34%, 60%, 80%, isolate 90%, Ultra Thermos®) intended for food supplements

aimed at better physical performance and well-being. For the food industry, the inputs provide functional solutions that improve the texture, flavor and nutritional value of products such as biscuits, chocolates, baked goods, cooked beverages and snacks. In the area of animal feed, Sooro Renner's solutions are used in feed and supplements for different species.

To ensure the sustainability of the business, the Company maintains its focus on the continuous development of products and processes, in order to ensure that the solutions offer the best performance, safety and reliability. The combination of industrial standardization, product innovation and the strategic application of re-

sources positions Sooro Renner as a benchmark in the dairy ingredients sector. These factors strengthen its competitiveness, expand its capacity to serve different segments and contribute to the generation of sustainable value in the long term.

The operation of a new industrial plant, scheduled for 2027, will mark the Company's entry into the segment of infant formulas and other higher-value-added products.

## Value Chain



1. Technology that allows the creation of "ready to drink" beverages as well as yogurts and other products.

## Strategic directions



### Our mission

To develop, produce and market solutions in ingredients derived from whey.



### Our vision

To be a benchmark in Latin America in the production of protein and whey derivatives.



### Our values

Act with a focus on the customer.

**Permanent commitment to suppliers and business partners.**

Treat everyone with care, respect and kindness.

**We encourage and value our people for their thinking and doing.**

Innovation and technology challenge and inspire us.

**Our path is governed by the quality of our products and sustainability.**

Create sustainable value while maintaining financial discipline.



# ESG commitment

GRI 2-29; 3-3; 3-1; 3-2

A structuring principle of Sooro Renner's operations, sustainability guides the conduct of business, relationships and production processes. Thus, beyond formal commitments, it represents a directive integrated into the corporate strategy, which seeks to balance economic growth, socio-environmental responsibility and long-term value generation.

In this context, Sooro Renner organizes its initiatives based on five pillars that reflect the environmental, social and governance priorities, including its responsibilities over the value chain. These pillars translate the Company's commitment to the planet, people, communities, partners and the market, guiding concrete and continuous actions for an effective contribution to more sustainable development.

As part of this operation, the Company adopts independent assessments, such as SMETA (Sedex Members Ethical Trade Audit), for the conduct of structured audits, and EcoVadis, a platform that classifies the sustainability performance of suppliers based on environmental, social, ethical and governance criteria.

## Sooro Renner's Sustainability Pillars



### Our environment:

We are committed to preserving and improving the local environment, recognizing its importance in all of our industrial activities.



### Our community:

We act actively in our local communities, generating jobs, prioritizing the purchase of regional products and supporting educational, social and charitable initiatives.



### Our people:

We are committed to continuous improvement to be the best employer in the category, ensuring safe and welcoming work environments for all.



### Our supply chain:

Food safety is our priority. We work to ensure traceability and ethical responsibility throughout our supply chain.



### Our market:

We seek continuous innovation in the development of healthier, more ethical and sustainable products, helping consumers to make better choices and to live with greater quality.



## Recognitions

Throughout its history, Sooro Renner has received various national and international awards and recognitions, which highlight its performance in sustainability, innovation, market and governance.

### Awards 2025:

- **Agro Mais Integridade Seal.**
- **Best of Agribusiness 2025 Award** (Globo Rural Magazine) – 2nd place in the Dairy category.
- **Clima Paraná Seal** – Category A.
- **206th place** in the overall ranking of the **Largest Companies of the South** and 79th position among the 100 largest in Paraná.
- **SESI SDG Award** for sustainable practices.
- **Innovation Disruption Award** at GTIS 2025 (GT Innovation Summit).



**SOORO**  
By the Whey



Click the following link and watch the video [“Sustainability in practice: the Sooro Renner way of making a difference”](#).

# Materiality

The commitment to sustainable development has been part of Sooro Renner's strategic direction since its founding, anchored in the reuse of a co-product of cheese manufacturing as a central element of its business model. Thus, the Company is dedicated to the continuous improvement of its processes, products and management practices.

In 2025, the structured process of impact materiality was conducted for the first time, to define the topics most relevant to corporate sustainability. The initiative encompassed the situational diagnosis, the elaboration of a strategic sustainability plan, the formalization of the Sustainability Policy and the establishment of an ESG Committee, which reinforce governance and the integration of the topic into the corporate culture.

The actions developed encompassed the conduct of internal workshops, consultations with priority stakeholders, structured interviews and other activities to ensure the engagement of different interest groups. With these actions, it was possible to identify the most relevant topics internally and externally, as well as to strengthen dialogue and active listening within the scope of sustainability. The infographic below presents the material topics resulting from this process, in effect for the 2025–2026 biennium.



# Material topics 2025-2026



**Water and effluents**



**Training and education**



**Health and safety**



**Innovation and R&D**



**Ethics and integrity**



**Responsible Purchasing and Human Rights in the Value Chain**

- **S.O. 1\*:** Ensure the responsible use of water.
- **S.O. 2:** Ensure the effective treatment of effluents.

- **S.O. 1:** Strengthen training programs.
- **S.O. 2:** Strengthen integration programs.
- **S.O. 3:** Strengthen the organizational safety culture.
- **S.O. 4:** Strengthen the ethical organizational culture.

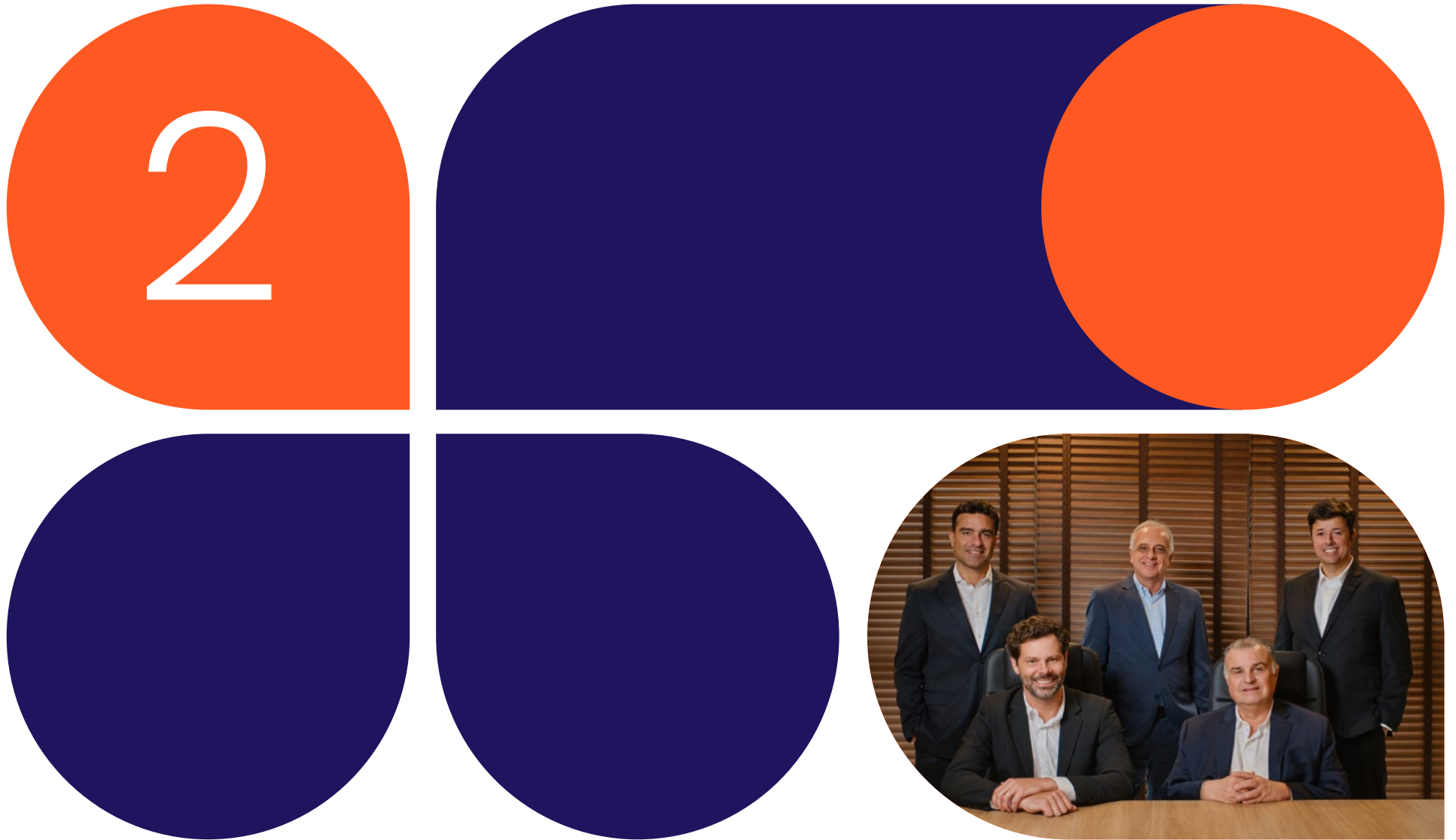
- **S.O. 1:** Promote a healthy work environment (focus on psychosocial factors).
- **S.O. 2:** Promote a safe work environment (focus on accident prevention).

- **S.O. 1:** Foster innovation and technological development to increase competitiveness.
- **S.O. 2:** Foster innovation and technological development to increase operational efficiency.
- **S.O. 3:** Foster innovation and technological development to increase the sustainability of the business.

- **S.O. 1:** Strengthen the mechanisms of ethics.
- **S.O. 2:** Prevent deviations.
- **S.O. 3:** Mitigate/eliminate conflicts of interest.

- **S.O. 1:** Adopt socio-environmental criteria in the selection and contracting processes of suppliers, partners and service providers.
- **S.O. 2:** Ensure continuous monitoring of the value chain with a focus on ethical and sustainable practices.
- **S.O. 3:** Ensure respect for Human Rights throughout the entire supply chain.
- **S.O. 4:** Prevent legal, operational and reputational risks related to the value chain.

\*Based on the OKR (Objectives and Key Results) management methodology, the strategic objectives and key results (S.O.) guide Sooro Renner's actions in relation to its material topics.



Governance and integrity

# Management structure

GRI 2-9; 2-10; 2-11; 2-12; 2-13; 2-16; 2-20; 2-23; 2-24

Sooro Renner’s governance is structured based on the principles of integrity, responsibility and transparency, which guide decision-making at all levels of the organization. The clear definition of roles and responsibilities among the corporate bodies ensures strategic alignment and the adequate control of the Company’s activities.

The General Shareholders’ Meeting constitutes the Company’s highest deliberative instance. Among its attributions are the approval of amendments to the Bylaws, the deliberation on increases or reductions of the share capital, the setting of the global annual compensation of the administrators and the election of the members of the Board of Directors, in addition to exercising the other attributions provided for in the legislation and internal rules.

The Board of Directors, subordinate to the General Meeting, exercises a strategic and supervisory function. It is incumbent upon the collegiate body to establish the corpo-

rate guidelines, monitor the execution by the Executive Board and ensure compliance with the Company’s values and policies. Among its attributions are the election and dismissal of the Officers, the oversight of executive management, the deliberation on changes to accounting practices and the approval of capital budgets, business plans and relevant strategic contracts.

The Executive Board is responsible for operational management and for the conduct of the business, in accordance with the guidelines established by the Board of Directors. The CEO is responsible for the institutional representation of the Company and for the adoption of the measures necessary to fulfill its objectives in the medium and long term. At the end of 2025, the Executive Board was composed of five members, elected by the Board of Directors.

## Board of Directors

(as of 12/31/2025)

Name	Position
Thomas Bier Herrmann	Chairman of the Board
William da Silva	Board Member
Isadora Herrmann	Board Member
Guilherme Henrique Silva	Board Member
Leandro Tenfen	Board Member
Thomas Henrique Gahrman	Board Member

## Executive Board

(as of 12/31/2025)

Name	Position
Eduardo Serra Ferreira	President / CEO
Claudio Hausen de Souza	Vice-President Officer of Sales and Marketing
Luis Gustavo Pereira Alves Uadi	Administrative and Financial Officer
Arysson de Souza Pires	Operations Officer
Hélio Alves Garcia	Innovation and Technology Officer



## Organization chart

(as of 12/31/2025)



## Support committees

The governance structure has support committees that assist the Executive Management and the Board of Directors on strategic topics for the conduct of the business. At the end of 2025, the following committees were in operation:

- **Ethics Committee:** A multidisciplinary group formed by the Executive Board, it is responsible for analyzing and deliberating on all reports registered through the Ethics Channel, after the investigation conducted by the Investigation Committee (see below). It acts with impartiality, ensuring confidentiality in the treatment of information and the protection of the whistleblower.
- **Investigation Committee:** It conducts the investigation of the reports registered in the Ethics Channel, with the collection of proof and evidence relating to the cases, in addition to the analysis, monitoring and supervision of the records. The Committee recommends corrective measures to the Ethics Committee and forwards suggestions for improvement to the areas involved. Furthermore, it may delegate investigative activities to an external company, according to the complexity of the case. The body is composed of the areas of Human Resources, Legal and Raw Material Sourcing.
- **ESG Committee:** Its function is to structure and consolidate environmental, social and governance initiatives at Sooro Renner. It acts in internal awareness-raising on the topics, in the alignment and integration between the areas, as well as in monitoring the evolution of the prioritized initiatives. It is also responsible for supporting the incorporation of ESG aspects into the business strategy, strengthening the organizational culture oriented towards sustainability and providing senior leadership with qualified information for decision-making. It is formed by the areas of Environment, Health and Safety (SSMA), Corporate, Human Resources, in addition to the Legal and Controllership sectors.

# Corporate policies

GRI 2-23; 2-24; 2-25

Governance is supported by policies, internal rules and codes of conduct that establish guidelines for administrators, leaders and employees. These instruments guide behaviors, define responsibilities and contribute to the consolidation of an organizational culture grounded in integrity. On a continuous basis, Sooro Renner seeks the improvement of its practices, with a focus on the incorporation of market references and on the strengthening of its principles and values. At the end of 2025, the following policies were in effect:

- Code of Ethics and Conduct
- Environmental Policy
- Sustainability Policy
- Purchasing Policy
- Conflict of Interest Policy
- Food Quality and Safety Policy
- Password Policy
- Travel Policy
- Financial Policy
- External Privacy Policy
- Internal Privacy Policy

## Risk management

GRI 3-3

Sooro Renner's risk management is conducted in a decentralized manner, so that each area monitors the threats inherent to its activities through the monitoring of specific indicators, the definition of action plans and the adoption of mitigating practices appropriate to its methodologies and tools.

In parallel, Senior Management monitors the macroeconomic, regulatory, operational, financial, technological, social and environmental aspects that may negatively impact the Company's operations. For the coming cycles, the formal structuring of a Risk and Opportunity Matrix is foreseen, which will provide an integrated view of the actions necessary for protection against threats and for harnessing competitive advantages.



# Ethical conduct

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

Sooro Renner guides its relationships with all audiences by the values of ethics, honesty, trust, respect and loyalty. These principles sustain an organizational culture committed to the protection, promotion and awareness of Human Rights in all of its activities. In alignment with these principles, Sooro Renner developed its Code of Corporate Ethics and Conduct based on the guidelines of the Ethical Trading Initiative (ETI) – an international reference organization in the promotion of responsible practices in global supply chains. The document establishes guidelines for safe working conditions, freedom of association, the right to collective bargaining and dignified compensation, in addition to providing for adequate conditions for persons with disabilities, pregnant women and nursing mothers. It equally condemns all forms of discrimina-

tion, child labor and inhumane or degrading treatment. Thus, the Code translates the Company's commitments into expected behaviors in the work environment, in commercial relations and in the relationship with all of its interest groups.

During the year, the document was updated and came to incorporate ethical and behavioral matters related to brand exposure on social media.

In parallel, specific policies are adopted that aim to combat corruption and ensure greater security to processes and teams, such as the Conflict of Interest Policy, the Password Policy, and the Internal and External Privacy Policies.

## Engagement for integrity

Aligned with its ethical commitment, Sooro Renner is a signatory of the Business Pact for Integrity and Against Corruption, promoted by the Ethos Institute, and participates in the Global Anti-Corruption Action of the United Nations (UN) Global Compact, movements that reinforce the commitment to practices of integrity, transparency and compliance.

On another front, in 2025 the Company achieved the Agro Mais Integridade Seal, a certification granted by the Ministry of Agriculture and Livestock to organizations that demonstrate adherence to the best practices of ethics, governance and sustainability in Brazilian agribusiness.



# Ethics Channel

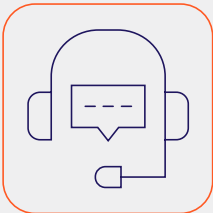
In order to strengthen the culture of integrity and its ethical behaviors, the Company makes its Ethics Channel available to all stakeholders, a secure, independent and confidential tool intended to receive reports related to conducts or practices that may violate legal norms or internal policies. Suggestions for improvements or compliments related to operations, services and products may also be registered.

The Ethics Channel is operated by a specialized external partner, which ensures impartiality and confidentiality in communications. Reports may be sent anonymously by employees, suppliers, third parties and customers, which ensures protection against reprisals and, further, encourages the use of the mechanism.

Among the topics that may be reported are cases of discrimination and harassment, non-compliance with laws, inappropriate conduct, breach of confidentiality, improper use of resources, or any other behavior contrary to Sooro Renner's ethical values. By using the Channel, the whistleblower receives a protocol number that allows them to follow the developments of the report.

In 2025, 131 reports were registered on the platform, of which two were related to possible cases of corruption. After investigation and analysis by the Investigation and Ethics Committees, both cases were deemed unfounded.





### Reporting channels

**Telephone:** 0800 810 8460  
**Website:** [www.contatoseguro.com.br/Sooro](http://www.contatoseguro.com.br/Sooro)  
**Application:** Contato Seguro

## Conflict of interest

GRI 2-15

In 2025, Sooro Renner formalized its Conflict of Interest Policy, reinforcing its commitment to ethics, integrity and transparency in corporate relations. The document establishes guidelines to prevent, identify and address situations in which personal interests may influence – or appear to influence – decisions of a professional nature.

The Policy applies to all employees and business partners, regardless of hierarchical level or function, and includes objective guidance on the expected conduct: impartial action, abstention from decision-making processes when pertinent and immediate reporting of identified situations.

## Communication and awareness

Aware that the construction of an ethical culture depends on the engagement of all of its employees, the Company continuously promotes awareness of ethics, integrity and compliance through internal communication actions, with materials that reinforce the organizational values, the principles of the Code of Ethics and Conduct and the correct use of the Ethics Channel.

In addition to internal campaigns, throughout the year corporate events aimed at the dissemination of good practices took place, such as Conexão RH, promoted by the Human Resources area. In 2025, the event brought together employees and leaders for the exchange of experiences, the alignment of policies and the reinforcement of corporate rules and values.

The topic is also addressed in a structured manner during training and onboarding processes of new employees, with the presentation of internal rules, reporting channels and expected procedures in different day-to-day situations. At the end of 2025, 556 employees had received official communications and training on anti-corruption policies and procedures, totaling around 834 hours of training on the topic.



# Information security

GRI 418-1

The protection of information and respect for data privacy constitute fundamental commitments of Sooro Renner, reflected in its corporate policies and in the initiatives conducted by the Information Technology area, together with the Legal Department.

The Company has in place the Internal and External Privacy Policy, in addition to the Password Policy, which establish guidelines for the responsible treatment of personal data in compliance with the General Data Protection Law (LGPD). The management of these policies is conducted by the Legal Department, which is also responsible for internal awareness regarding the privacy and confidentiality of information.

Over recent years, the Company implemented a series of projects aimed at reinforcing security. Among the main initiatives, the construction of a proprietary datacenter stands out, combined with the acquisition of new servers, the segregation of computer networks, with the isolation between public and corporate networks, and the

adoption of a network firewall, as well as the installation of endpoints on all workstations. Additionally, there were advances in the time-clock registration system, which came to use facial biometrics.

In 2025, Sooro Renner expanded the security controls in its digital environments. The main initiatives included the restructuring of access control to the shared directories on the distributed file servers and the blocking of USB storage devices in all operational units. In parallel, the IT area conducted the mapping of corporate processes with a view to the identification of opportunities for technological evolution and performance improvement.

In the field of organizational culture, an onboarding event on information security and data privacy was held, with the participation of employees from different areas. Throughout the period, no proven occurrences of privacy violation by third parties or regulatory bodies were recorded, nor cases of leakage, theft or loss of customer data.



3



Operations and performance

# Quality of processes and products

GRI 3-3; 416-1; 416-2

Aware of its responsibility as a member of the food sector – which has a direct impact on the health and well-being of the population – Sooro Renner has the quality and safety of production as non-negotiable commitments. Thus, it guides its activities by national and international standards in compliance with the recommendations of the Global Food Safety Initiative (GFSI).

To ensure the effectiveness of the Food Quality and Safety Management System (SGQSA), the Company maintains an Internal Audit Program that encompasses the training of auditors, the periodic assessment of requirements, the elaboration of action plans for the treatment of non-conformities and the verification of the effectiveness of the implemented actions.

Throughout its entire trajectory, Sooro Renner has not recorded any case of product withdrawal or recall request – voluntary or demanded by supervisory authorities. The Company maintains a Self-Monitoring Program, which establishes the withdrawal flows after distribution to the market, for the analysis and identification of potentially unsafe batches that may compromise the legality, quality and safety of consumers.

To test the Program and prepare the teams for emergency situations, two recall drills are carried out per year at each industrial plant, with different products and critical food safety topics – contamination by pathogenic microorganisms, presence of heavy metals, pesticides, toxins and labeling deviations. Customers participate actively in the process, which also foresees the articulation with a logistics system of collection and communication with the National Health Surveillance Agency (Anvisa), the Ministry of Agriculture and Livestock (MAPA) and the certifying bodies responsible for verifying independent

external certifications. In 2025, all activities were concluded without deviations, in compliance with the established procedures.

In addition, during the year, the Company intensified the activities of the Sooro 360: Total Excellence Program, which, based on the 5S and lean manufacturing methodologies, strengthens the Quality and Food Safety Culture through the standardization of processes, internal communication, the integration between sectors, the engagement of people and continuous improvement.



# Audits and certifications

Sooro Renner maintains a set of certifications that attest to the quality of the products, the commitment to food safety and compliance with national and international standards.

- **FSSC 22000 Certification:** Recognized by the GFSI and integrated into the ISO standards, it ensures the safety and quality of food through a globally accepted standard. It strengthens consumer confidence, facilitates international trade and consolidates the food safety culture. In 2025, certificate maintenance audits were carried out at the industrial plants and at the Distribution Center in Campinas (SP), in March.
- **Kosher Certification:** Essential for access to markets such as those of the United States, Europe and Israel, it attests to rigorous standards of quality, hygiene and traceability, in addition to ensuring compliance with Jewish food law. In 2025, two maintenance audits were carried out at the units of Marechal Cândido Rondon (PR) and Estação (RS).
- **Halal Certification:** Fundamental for export to Muslim countries, it ensures that production meets Islamic precepts in terms of purity, safety and quality, expanding the competitiveness and reliability of the brand. In 2025, the audits took place unannounced, in June and September, at the three industrial plants.

Alongside certification audits, in 2025 eight audits by major customers were carried out, which were added to the semiannual MAPA audits at each industrial plant.

## International mission

In November 2025, the Company received its first International Mission in Marechal Cândido Rondon (PR), composed of representatives from Mexico. Sooro Renner was one of five Brazilian companies selected to represent the national dairy sector to industries interested in exporting to the Mexican market.

The mission assessed, in a comprehensive manner, the Company's food quality and safety management systems, including the application of internationally recognized methodologies, such as HACCP<sup>2</sup>, the adoption of Good Manufacturing Practices, the full traceability of the production chain and the physical-chemical and microbiological laboratory controls. The self-monitoring programs, compliance with international sanitary requirements and adherence to the standards required by the Mexican authorities were also verified.

As a result, authorization for export to Mexico was obtained, valid until 2027, reinforcing the commitment to high standards of quality, transparency and governance, in addition to expanding Sooro Renner's insertion in strategic international markets.

2. HACCP (Hazard Analysis and Critical Control Points) in Portuguese refers to the APPCC methodology (Análise de Perigos e Pontos Críticos de Controle).

# Raw material control

GRI 2-6; 3-3; 308-1; 414-1

Whey, whey protein concentrate, cream and dairy fat constitute the main raw materials used in the products offered by Sooro Renner to the market. The quality and safety of these inputs are critical factors for the integrity of the final products, which is why the Company adopts rigorous criteria of control and qualification throughout the entire supply chain.

The supplier selection process includes the assessment of technical and operational capacity, as well as the verification of full compliance with the applicable legal and regulatory requirements. Approval is conditioned on proof of adherence to the internal rules, to the standards of food quality and safety, to traceability and to the consistent capacity of supply, in addition to the formal commitment to the Code of Ethics and Conduct.

Additionally, systematic controls of monitoring and verification of the received raw materials are carried out, ensuring compliance with physical-chemical, microbiological and safety specifications. For whey suppliers, compliance with the requirements of the Halal and Kosher certifications is also mandatory, expanding access to markets and ensuring compliance with different international requirements.

## Classification of raw material supplier



**Regular:** Companies with an active contract and frequent deliveries, subject to the complete cycle of qualification and continuous monitoring.



**Indirect:** Suppliers that do not deliver directly to Sooro Renner, but are part of the supply chain.



**Sporadic:** Partners with occasional or seasonal deliveries, subject to a simplified qualification process.



**Inactive:** Companies without movement, with registration suspended in the system until new qualification.



At the end of 2025, the Company maintained 51 regular suppliers and 41 sporadic raw material suppliers, two of which held Food Safety Certification (FSSC and IFS). Regular whey suppliers with GFSI-recognized certification also respond to an additional assessment questionnaire. Those without GFSI certification are subject to periodic on-site audits conducted by the Corporate Quality team, requiring a minimum compliance score of 70%. Any non-conformities result in a request for a corrective action plan.

When contracted, whey suppliers commit to adopting a self-monitoring program that ensures the traceability of production.

## Monitoring

The monitoring of suppliers and input quality is governed by Sooro Renner's Self-Monitoring Program for Assessment, Qualification and Monitoring, under the umbrella of the Corporate Food Quality and Safety Management System Manual. The Quality Control team at each plant is responsible for verifying the raw materials received, while the Quality Assurance area works on identifying and addressing deviations. The Company also follows the guidelines of the Food Fraud Manual, with sample analyses to reinforce process safety.

Regular whey suppliers are assessed through the Supplier Performance Index (IDF), calculated quarterly based on criteria that consider the degree of impact of each deviation on product safety and quality, as well as on process continuity. Based on the IDF, suppliers are classified into three categories:

- **Optimal (IDF ≥ 95%):** No corrective actions are required.
- **Satisfactory (between 80% and 95%):** Suppliers must define corrective action plans jointly with the Company.

- **Unsatisfactory (below 80%):** Suppliers undergo a thorough review of the last three years of supply, which may result in inactivation.

Results are presented semi-annually at a Critical Analysis Meeting with managers and the executive board, and the IDF score for the period is sent individually to each regular supplier. In addition, periodic traceability drills ensure the identification of raw materials, packaging materials and additives in each batch. Sooro Renner actively supports suppliers in carrying out these exercises, prioritizing batches that include raw materials from indirect suppliers.

In 2025, Sooro Renner implemented the Quality Bonus Program, an initiative aimed at recognizing and encouraging continuous improvement in the whey supplier chain. Over four quarters, more than R\$ 10 million were allocated to 34 partners who reached the Optimal classification – with an IDF equal to or greater than 95% – in the assessed period. Learn more about the benefits of the Program on [page 80](#).

# Innovation

GRI 3-3

Sooro Renner recognizes innovation as a strategic vector of competitiveness and sustainability. Throughout its trajectory, it was the continuous investments in research, technology and product development that allowed the Company to progressively expand its operations – from the pioneering production of protein concentrates in Brazil to the position of the first company in Latin America to produce isolated Whey Protein 90%.

In 2025, this commitment gained concrete expression with the inauguration of the Development, Research and Innovation Center in Marechal Cândido Rondon, equipped with pilot plants and infrastructure for co-creation with customers. In the same period, the Company invested R\$ 20.2 million in 13 projects classified under the Lei do Bem (Law N° 11,196/2005), a mechanism that allows the tax deduction of expenses on research and technological development. The resources were applied on four fronts: development of new products and ingredients, industrial efficiency and quality, digital transformation and sustainability.



Click the following link and watch the video [“Transforming whey into innovation”](#).



## New products and ingredients

In the segment of functional ingredients, the Company advanced in the development of Whey Ultra Thermos® (MWPC 60, MWPC 80) and ProCrispy Whey® – whey protein concentrates with a higher protein content and an improved nutritional profile, aimed at the market of sports nutrition and specialized food service. The Chlorate Reduction project for products intended for infant feeding sought to adapt the composition of the ingredients to the most restrictive international regulatory standards for this segment, opening new possibilities for export and certification.

In the field of animal nutrition, Delactosed Permeate was developed, an ingredient rich in minerals and carbohydrate obtained from the use of the co-product of lactose manufacturing. The delactosed liquid permeate (DLP) presents an alternative for the partial replacement of energy sources in conventional feed.

Click the following link and watch the video that presents [ProCrispy®, Crunchy Whey Protein with 100% natural amino acids.](#)

## Industrial efficiency and quality

In the industrial scope, one of the highlights of 2025 was the project to optimize energy consumption in the whey concentration process, with the potential for a significant reduction in thermal energy. Another relevant project was the implementation of the “Reprocessing Room”, at the Marechal Cândido Rondon (PR) factory, which made possible a better internal use of products with alterations in their characteristics, generating gains in yield and a reduction of losses.

The Company also conducted studies with non-thermal treatments – UV and ozone technologies – applied to whey, investigating alternatives to conventional pasteurization, contributing directly to the reduction of the microbiological load, with less impact on the functionality and characteristics of the products. Complementing, the project to extend the shelf-life of whey powder investigated processing and packaging conditions capable of expanding the useful life of the product without compromising its microbiological and functional quality.

## Digital transformation and operational management

Innovative solutions were also adopted in the modernization of management processes. The implementation of the WMS (Warehouse Management System) advanced in the integration and automation of inventory control and logistics movement, increasing the traceability and efficiency of the product storage area. In parallel, the Information Technology Process Mapping project structured the operational flows of the area, creating a basis for future systemic improvements and productivity gains.

# Innovation with socio-environmental impact

The R&D agenda encompassed projects of environmental relevance, such as the Life Cycle Assessment (LCA) and Carbon Footprint study – in continuity with the work begun in previous years –, which deepened the quantification of the environmental impacts associated with Sooro Renner’s main products, supporting the Company’s decarbonization strategy (see more on [page 67](#)). The Effluent Treatment Station project of the new plant in Francisco Beltrão (PR) investigated alternatives for the treatment and use of the effluent generated in the production process; the system will feature biogas generation for transformation into thermal energy and the reuse of treated effluent, replacing potable water in some processes, contributing to the reduction of the consumption of natural resources.

## Innovation Days

In 2025, Sooro Renner consolidated its open innovation practice through the Innovation Days – technical meetings held with major customers of the food industry, aimed at the joint development of solutions with dairy ingredients. Throughout the year, six events were held, in addition to 68 formulations with Sooro ingredients, applied in different food categories and customers<sup>3</sup>.

The meetings brought together technical and R&D teams of the partner companies to explore innovative applications of the products in real formulations. Among the results presented at the meetings, the following stand out: a chocolate drink with 15 grams of protein per 250 ml serving and no added sugar, a protein bar with 10 grams of protein per 25 gram serving and a crunchy texture (also zero sugar), and a protein bread with 13.6% protein, without the addition of egg or milk and with a reduced sugar content.

The events generated mutual value and strengthened long-term strategic relationships.

3. For the development of formulations, specialized technical support and different applications for industry, contact Sooro Renner’s sales team at <https://sooro.com.br/contato/>.

# Operational performance

GRI 2-6; 3-3

In 2025, Sooro Renner produced 110.4 thousand tonnes of protein solutions and dairy ingredients, a result of the growth of the two industrial plants and of the investments made in infrastructure over recent years. The plants of Marechal Cândido Rondon (PR) and Estação (RS) jointly process around 5.2 million liters of whey *in natura* per day.

Quantity commercialized by category:



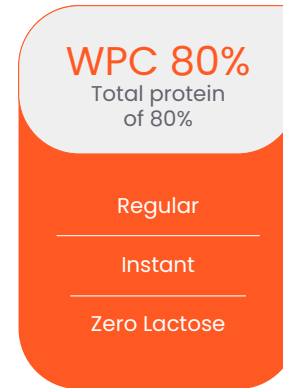
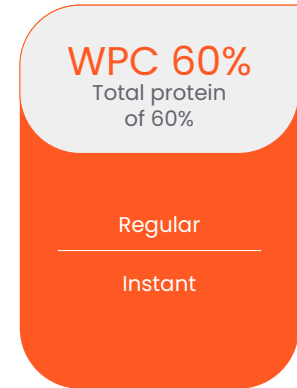
**Sports Nutrition:** Whey Ultra Thermos®, Whey Protein Isolate 90%, Whey Protein 80%, Whey Protein 60%, Whey Protein 34%.



**Ingredients:** Whey Ultra Thermos®, Advancelac® Whey Permeate, Whey Protein Isolate 90%, Whey Protein 80%, Whey Protein 60%, Whey Protein 34%, Whey powder.



**Animal nutrition:** Advancelac® Whey Permeate, Whey Protein Isolate 90%, Whey Protein 80%, Whey Protein 34%, Whey Protein 34% Pro Cream and Whey powder.



To learn more details of each product line and its characteristics, access the complete portfolio on Sooro Renner's website.

# Financial performance

GRI 201-1

## Sector context

In 2025, the Brazilian whey protein market — considering the categories of whey protein concentrate, whey protein isolate and hydrolyzed whey protein — was valued at US\$ 1.6 billion (R\$ 7.9 billion), with a projection of reaching US\$ 2.6 billion (R\$ 12.8 billion) by 2034, with an annual growth rate of 5.74%<sup>4</sup>. In this context, Brazil consolidates itself as the main whey protein market in South America, with an annual growth rate of 8%, higher than the world average.

On the global scenario, the market reached US\$ 5.7 billion (R\$ 28 billion) in 2025, considering only powdered and concentrated protein, with a projection of annual growth of 3.14% between 2026 and 2034, reaching US\$ 7.6 billion (R\$ 37.5 billion) at the end of the estimated period.

When the different applications of whey are assessed — such as sports nutrition, infant formulas, food supplements, beverages and foods —, as well as the various categories of the product, the global market totaled US\$ 9.7 billion (R\$ 47.8 billion) in 2025, with a projection of reaching US\$ 17.5 billion (R\$ 86.4 billion) by 2033<sup>5</sup>.

This expansion accompanies behavioral changes of consumers and trends in the segments of sport, health, beauty and well-being, since the product and its derivatives are associated with muscle mass gain, nutritional enhancement and body weight control, among other benefits. In Brazil, the consumption of the concentrated product stands out, responsible for 45.92% of national sales in 2025. In parallel, hydrolyzed whey protein presents gradual growth, with a projection of expansion of 6.07% by 2031<sup>6</sup>.

4. Study "Brazil Whey Protein Market Size, Share, Trends and Forecast by product type, application and region, 2026-2034" – Imarc, 2025.

5. Study "Whey Protein Market (2026-2033)" – Market Analysis Report, 2026

## Results 2025

In 2025, the Company's Gross Operating Revenue reached R\$ 1.5 billion, growth of 40% compared to the previous year. The result reflects the expansion of operations, cost efficiency and the Company's financial discipline. The table below presents the distribution of the economic value generated. More information on the Company's performance is available in the [2025 Financial Statements](#).

### Direct economic value generated and distributed 2025

(in millions of reais)

Revenues	R\$ 1,559.68
Operating costs	R\$ 656.47
Personnel and charges	R\$ 79.67
Taxes, fees and contributions	R\$ 418.79
Payments to providers of capital	R\$ 348.25
Community investments – Non-deductible donations	R\$ 2.93
Community investments – IRPJ/CSLL-deductible donations	R\$ 5.13
<b>Retained economic value</b>	<b>R\$ 48.44</b>

Sooro Renner has had its financial statements audited annually by an independent external audit since 2017<sup>7</sup>.

6. Study "Brazil Whey Protein Market Size & Share Analysis – Growth Trends and Forecast (2026-2031)" – Mordor Intelligence, 2026.

7. The revenue value shown refers to the total of the Company's operating and non-operating revenues, in accordance with the guidance of GRI 201.



4



Our team

# Employee profile

GRI 2-7, 2-8; 401-1

Care for people constitutes one of Sooro Renner's main values, reflected in respect, inclusion, the management of occupational safety and the promotion of growth opportunities for all employees. In this sense, the Company adopts structured mechanisms of support, appreciation and recognition for the people who contribute daily to the sustainable growth and the continuity of its operations.

This system encompasses the position and salary plan and programs of technical and behavioral development, aimed at the improvement of competencies and at professional evolution. Events and internal campaigns are also promoted for the strengthening of the organizational culture, with an emphasis on the dissemination of the Group's mission, vision and values, as well as the principles of ethics and integrity.

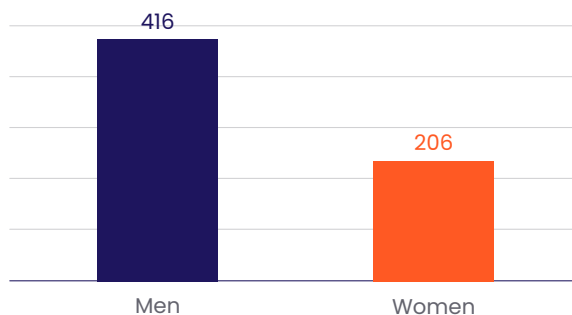
All programs and activities directed to the internal audience are conducted by the Corporate Human Resources Management, which reports directly to the CEO, and follow the guidelines of the People Management System Manual. In 2025, various investments were made in initiatives of the area, reinforcing the Company's commitment to a structured,

humanized people management aligned with the business strategy.

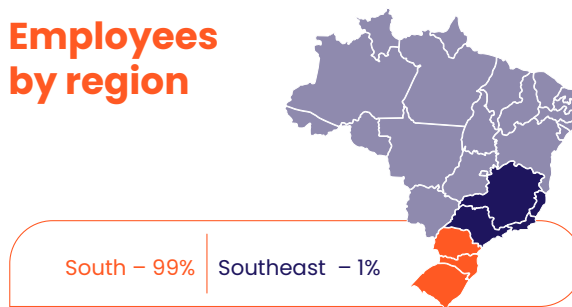
At year-end, Sooro Renner's workforce was composed of 622 direct employees and 70 third-party workers

allocated to its facilities. In addition, the team included 32 apprentices and one intern. In total, 725 people worked at different hierarchical levels, contributing to the development of activities and to the achievement of the Company's strategic objectives.

## Employees by gender



## Employees by region



## Number of employees by functional category

Functional category	Men	Women	Total
Board Members	5	1	6
Officers	5	0	5
Manager	13	4	17
Coordinator	17	8	25
Specialists	4	2	6
Supervisor	24	4	28
Analyst/Technician	79	66	145
Assistant/Operator	203	70	273
Auxiliary/General	66	51	117
<b>Total</b>	<b>416</b>	<b>206</b>	<b>622</b>

In 2025, 202 people were hired, 77 women and 125 men, 99.5% in the South Region – only one person was hired in the Southeast. Of the total admissions, 100 professionals were up to 29 years old, 97 were in the age group between 30 and 50 years old and five were more than 50 years old, which evidences the presence of different generational profiles in the recruitment process.

In the same period, there were 168 dismissals – 111 men and 57 women, 98.8% in the South Region. Considering the volume of admissions and departures throughout the year, a positive balance of 34 jobs was recorded.

## Admissions and hiring rate by age group and gender

Age group	Men		Women	
	Number	Hiring rate*	Number	Hiring rate*
Up to 29 years	65	52%	35	60%
Between 30 and 50 years	59	25%	38	30%
More than 50 years	1	2%	4	21%
<b>Total</b>	<b>125</b>	<b>30%</b>	<b>77</b>	<b>38%</b>

\*Formula: total number of hires by age group / total number of employees by age group.

## Dismissals and turnover by age group and gender

Age group	Men		Women	
	Number	Turnover*	Number	Turnover*
Up to 29 years	51	41.13%	24	41.38%
Between 30 and 50 years	48	20.69%	28	22.40%
More than 50 years	12	22.22%	5	27.78%
<b>Total</b>	<b>111</b>	<b>26.68%</b>	<b>57</b>	<b>27.67%</b>

\*Formula: dismissals / average number of employees, in each classification.



# Workers' Day

In 2025, in reference to May 1st, awards were presented for length of service, in recognition of the dedication, commitment and trajectory of the employees over the years at Sooro Renner. The event reinforced the appreciation of people and the Group's gratitude to those who contribute daily to the growth and history of the organization.



Twenty employees were honored in Marechal Cândido Rondon (PR), for five years of permanence at the company, 15 for ten years, one for 15 years and three for 20 years of dedication. In Estação (RS), 14 employees received the award for five years of service and three for ten years of services rendered.



# Compensation and benefits

GRI 2-30; 401-2

The commitment to fair compensation for employees and to working conditions aligned with legal norms and international principles of responsible conduct is part of Sooro Renner's Code of Ethics and Conduct. The norms adopted ensure respect for labor rights, compliance with the legal working day, the guarantee of freedom of association and collective bargaining<sup>8</sup>, as well as the prohibition of any form of child, forced or slave-like labor. In complement, the Company adopts a Position and Salary Plan, which structures the functions, responsibilities and salary bands with greater transparency, internal equity and opportunities for professional evolution.

Profit and Results Sharing (PLR) corresponds to 5% of net profit, a value that is distributed among employees at all hierarchical levels.

## Dignified income

Sooro Renner adopts structured practices to ensure compensation conditions aligned with the concept of a dignified income, which refers to the value necessary for workers and their families to have access to basic living conditions, such as food, housing, health, education and mobility. For this, comparative analyses are carried out that consider the local and national economic context, with the objective of ensuring that the values paid to employees are compatible with the cost of living and with market references.

The assessment starts from the initial salary of the operational functions and considers, in an integrated manner, the fixed compensation, the benefits offered and the applicable deductions. As an external reference parameter, the average value based on the study of the Anker Subnational Estimates<sup>9</sup> is used, corresponding to the South Region, calculated at R\$ 3,291.26.

The comparison between this indicator and the initial salary practiced (which considers all corporate benefits) – in the amount of R\$ 5,437.38 – demonstrates a positive difference of R\$ 2,146.16. The result evidences that the compensation structure added to the set of benefits offered exceeds the reference value for a dignified income in the country, contributing to inclusive economic growth.

**Total compensation:** R\$ 5,437.38  
(with Sooro's benefits added)

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**Dignified Wage:** R\$ 3,291.26

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**GAP:** R\$ 5,437.38 - R\$ 3,291.26 = R\$ 2,146.16

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**The base salary at Sooro Renner is 65% higher than the dignified wage\*.**

\* Value calculated based on the initial base salary value at the Company in 2025.

## Benefits

 Meal Voucher	 Meal Subsidy	 Food basket	 Medical Assistance	 Group Life Insurance (with coverage for incapacity and disability and funeral assistance)	 Birthday gift	 Profit Sharing (PLR)
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8. In 2025, all employees were covered by collective agreements.

9. Source: Anker Research Institute & IDH Brasil.

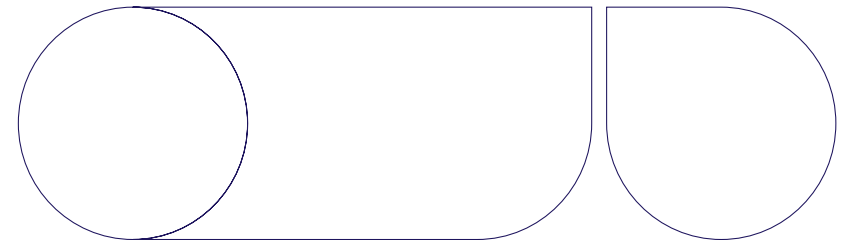
The articulation between the policies of hiring, compensation and pricing contributes to the continuity of operations and to the sustainability of the business in the long term. This model ensures that the prices practiced reflect the production and logistics costs, as well as the investments in the maintenance of working conditions and fair compensation for employees.



## Attention to local service providers

The Company adopts structured practices of monitoring and management of labor aspects in its value chain, monitoring, through management tools, the working conditions offered by the service providers who access its industrial and corporate units. The measures aim to identify and mitigate risks, ensuring compliance with the current labor legislation and with the applicable collective agreements.

Additionally, adherence to the Company's Code of Conduct is required, which establishes minimum requirements related to fair compensation, respect for labor rights and the promotion of dignified, safe and ethical working conditions. Sooro Renner thus reinforces its commitment to the appreciation of decent work and to socio-environmental responsibility throughout its entire supply chain.



# Diversity, equity and inclusion

GRI 3-3, 2-23, 2-24, 405-1, 405-2

Respect for differences, inclusion and equity of opportunities are part of Sooro Renner’s business strategy and organizational culture. In addition to actively combating any form of discrimination and seeking to reduce inequalities, various opportunities for development and a welcoming work environment are offered for people of all ages, genders and physical conditions. At year-end, in compliance with the current legislation, 26 people with disabilities or special needs, of whom 22 men and four women, worked at the Company.

In relation to generational diversity, professionals of different age groups perform the work. At the end of the period, employees between 30 and 50 years old predominated, totaling 364 people. Next were the professionals up to 29 years old, belonging mostly to Generation Y, with 182 employees. Among the professionals more than 50 years old, there were 76 people. The coexistence of different generations in the work environment reflects the diversity of experiences, perspectives and needs – aspects that are considered in the planning of internal actions and initiatives.

With regard to racial diversity, Sooro Renner had, at the end of 2025, 446 employees self-declared as

white, 161 black (38 of black race and 123 of mixed race) and five people self-declared as of Asian descent.

The strategic indicators of salary equity between men and women in the different functional categories are continuously monitored, in order to ensure compensation practices aligned with the principles of isonomy, transparency and professional appreciation. The results demonstrate balance in most of the functions assessed, with occasional variations between certain hierarchical levels, without indications of significant salary disparities.

## Employees by age group

Age group	Men	Women	Total
Up to 29 years	124	58	<b>182</b>
Between 30 and 50 years	235	129	<b>364</b>
More than 50 years	57	19	<b>76</b>
<b>Total</b>	<b>416</b>	<b>206</b>	<b>622</b>

## Number of employees by race/ethnicity

Race	Men	Women	Total
White	305	151	<b>456</b>
Black	30	8	<b>38</b>
Mixed race	79	44	<b>123</b>
Asian descent	2	3	<b>5</b>
<b>Total</b>	<b>416</b>	<b>206</b>	<b>622</b>

## Ratio between the salary of women and men

Functional category	Variation
Board Members	1.2
Directors	1.0
Manager	1.0
Coordinator	1.2
Specialists	0.9
Supervisor	0.9
Analyst/Technician	1.1
Assistant/Operator	1.1
Auxiliary/General	1.0



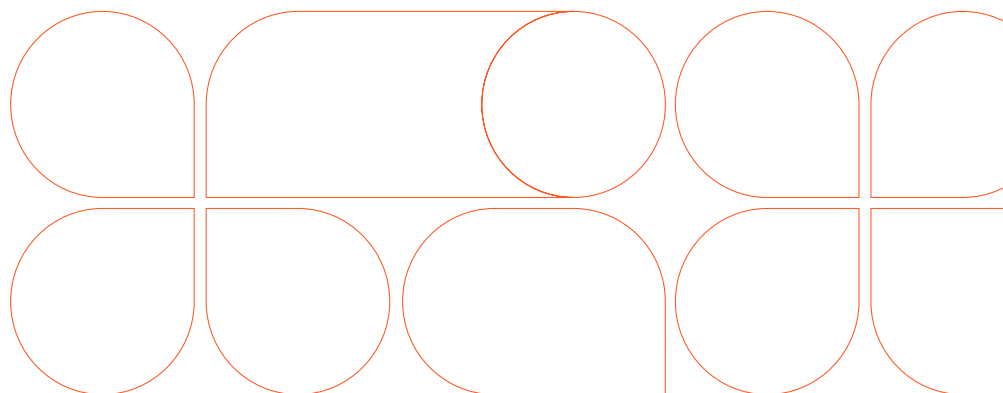
# Professional development

GRI 3-3, 404-1

The continuous strengthening of the technical and behavioral competencies of employees constitutes a strategic element for the efficient execution of projects, the development of innovative solutions and the sustainability of the business in the medium and long term. With this perspective, structured initiatives of professional improvement are promoted that stimulate permanent learning and the reinforcement of technical and behavioral skills at all hierarchical levels of the organization.

The actions include mentoring programs, events, direct monitoring by leaders and mechanisms of active listening, in order to align individual career aspirations with the strategic objectives of the business. This approach allows professionals to expand their potential and strengthen their contribution to organizational results.

In 2025, R\$ 950.8 thousand were invested in training. In the same period, the teams participated in more than 21,785 hours of learning.



# Internal communication and reinforcement of organizational culture

Sooro Renner develops continuous and structured practices to strengthen the organizational culture, ensure the alignment between institutional values, expected behaviors and the daily experience of employees, as well as to stimulate an ethical, collaborative and inclusive work environment.

In this context, the Conexão RH (HR Connection) program acts as a strategic front of engagement and training, with the promotion of lectures, meetings and cross-cutting initiatives between the areas. These activities reinforce, on a recurring basis, the principles that guide the organizational culture – with an emphasis on the Code of Ethics and Conduct and values such as transparency, respect, responsibility and integrity in professional relationships.

In complement, the Programa Papo Reto (Straight Talk Program) promotes active listening and open dialogue between employees and the Human Resources area. Through meetings, workshops and conversation circles, the Company stimulates the sharing of perceptions, the alignment of expectations and the identification of opportunities for improvement. This dynamic contributes to the continuous evolution of the organizational environment and to the strengthening of a culture based on trust and participation.

Both programs are complemented by various channels and recurring actions of internal communication, which ensure broad reach, frequency and access to information:

- In-person service;
- Bimonthly Sector Meetings;
- Bulletin boards near the time clock;
- Corporate TVs;
- WhatsApp – Groups for announcements and for requests;
- Coffee with the Director;
- Onboarding and Recycling (updating of employees); and
- Programa Papo Reto (Straight Talk Program).



PROGRAMA  
**Papo Reto**

# Featured initiatives

GRI 404-2

- **Trilhas de Desenvolvimento (Development Tracks):** With a focus on the progressive development of technical, behavioral and leadership competencies, aligned with the business strategy and the organizational values, the tracks encompassed leaders at different hierarchical levels, talents in training and employees in preparation for new responsibilities. They foresee in-person and/or online content, with continuous learning and greater preparation for organizational challenges.
- **Gestão de Talentos (Talent Management):** Program directed to the attraction, learning, engagement and retention of professionals with high potential or performance. It foresees the selection of high-performance and high-potential employees for participation in cycles of development, strategic reflection and the construction of professional purpose. It seeks to value not only technical competencies, but also the capacity to generate impact and legacy within the Companhia.



- **Rota de Capacitação (Training Route):** Training and preparation of employees (auxiliaries, operators, supervisors and coordinators) for the full exercise of operational activities. The initiative values internal talents, stimulates professional growth and contributes to the formation of more qualified professionals for the operation.



- **Programa de Desenvolvimento de Lideranças (PDLI) (Leadership Development Program):** Offers technical and emotional support to managers, specialists and professionals indicated in the Gestão de Talentos (Talent Management) Program, with the development of competencies in leadership, communication, conflict management and decision-making, with individualized monitoring by a psychologist.

- **Jornada Trekker (Trekker Journey):** Developed in partnership with the Fundação Dom Cabral (Dom Cabral Foundation), the program focuses on executive improvement based on personalized knowledge tracks, designed according to the competencies of individuals and the needs of the business. In addition to the executive board, the Jornada Trekker has been expanded in a structured and progressive manner to the managerial levels.
- **Mentorias (Mentoring):** The activities focus on the strengthening of management skills, decision-making and alignment with the culture and objectives of Sooro Renner. Mentoring for leaders, conducted by a specialized company, stimulates active listening, the improvement of competencies, the enhancement of Human Resources processes and the construction of a more collaborative and engaged environment.
- **Programa Veredas (Veredas Program):** Project aimed at the training of leaders, with a focus on behavioral, human and management competencies, aligned with the culture and values of the Company. In 2025, the Program had leaders and potential leaders as its target audience, with a journey that stimulates self-knowledge, protagonism, responsibility in decision-making and conscious leadership.



## Strengthening of leaders

In 2025, the Company maintained a strategic partnership with FranklinCovey, a global reference in leadership and performance, through which internationally recognized methodologies were applied, with a focus on effective leadership, strategic execution, productivity, the construction of trust and a culture of high performance.



# Health, safety and well-being

GRI 3-3, 403-1, 403-2; 403-3; 403-4; 403-5; 403-6; 403-7; 403-8; 403-9; 403-10

Sooro Renner understands care for people in a holistic manner and integrates its health and safety programs with sustainability initiatives, in order to ensure the full protection of the teams, minimize risks and ensure dignified and healthy working conditions for its employees. The practices adopted meet the norms provided for by the sector and are in compliance with national and international safety standards and systems.

## Safety culture



Take care of yourself.



Take care of your colleague



Accept the care of colleagues.

The Company has a matrix organization chart where the technical conduct and the management of guidelines and norms are conducted by the corporate Health, Safety and Environment (SSMA) area. Operational management is incumbent upon the managers of each plant, alongside a multidisciplinary team, formed by an Operations manager, an OHS coordinator, an occupational physician, Occupational Safety technicians and nurses. Connected to the Operations Board, these professionals act in an integrated manner in the conduct of occupational health and safety processes, in the support of employees and in the continuous monitoring of indicators and any threats.

## Health and safety management

The initiatives related to the topic are guided by the Health and Safety Management System, structured based on the ISO 45001 standard and applied to all employees. The system also encompasses the Risk Management Program (PGR), grounded in Occupational Hygiene assessments and in the adoption of preventive practices for the management of health and safety risks, with a focus on the stages of anticipation, recognition and assessment, which ensures the precise mapping of exposures. Each risk factor undergoes analysis in a criticality matrix, which relates the probability of occurrence to the severity of the possible harms. This process has regulatory backing, composed of the Regulatory Norms (NRs), Occupational Hygiene Norms (NHOs) and other applicable national legislation. In addition, the Company adopts a specific methodology for the assessment of psychosocial risks, with the objective of identifying weaknesses and promoting mental health, well-being and quality of life in the work environment.

The results of the technical assessments of the PGR feed back into the Occupational Health Medical Control Program (PCMSO), which supports the definition of the protocols of clinical and complementary exams applicable to each function, according to the occupational risks identified. The coordination of the PCMSO is the responsibility of an occupational physician, who builds it together with the SSMA area, while the operational execution is decentralized and managed by the Specialized Service in Safety Engineering and Occupational Medicine (SESMT) of each production unit. The integrity and confidentiality of medical information and health records are ensured by the Code of Medical Ethics and by the General Data Protection Law (LGPD). In alignment with the occupational safety guidelines, employees who present formally registered medical restrictions are prevented from performing activities incompatible with their health conditions.



Emergency Response Plans (PAE) are also made available, monitored by the SESMT and by the local Emergency Brigades. The mitigation of accident risks is strengthened through the periodic occurrence of drills, which involve employees and service providers and seek to ensure the readiness of the teams and the effectiveness of responses in critical situations. Additionally, the Company invests continuously in the training of new brigade members and in the periodic training of the members already active, in order to ensure the quality and standardization of the emergency response procedures.

In relation to social security and labor aspects, the Company acts in compliance through two distinct instruments. The first is the Technical Report of the Environmental Working Conditions (LTCAT), aimed at the analysis and identification of physical, chemical and biological agents from the perspective of social security legislation, which allows the identification of exposures that may enable the right to special retirement. The Unhealthiness and Hazardousness Report (LIP), in turn, prepared based

on the parameters of NR-15 and NR-16, provides for the right to the payment of unhealthiness or hazardousness allowances, according to the nature and intensity of the occupational exposure.

## Complementary measures

In complement to the management of the identified risks, specific assessments are carried out, such as the Preliminary Ergonomic Analysis (AEP) and the Ergonomic Work Analysis (AET), carried out according to the guidelines of NR-17. These instruments consider the ergonomic conditions from the physical, cognitive and organizational perspectives of the activities, and allow the identification of opportunities for improvement and the mitigation or elimination of risks. For the mitigation of risks, the hierarchy of controls recommended by the occupational health and safety norms is adopted, which prioritizes collective protection measures. These actions are supported by measures of an admin-

istrative or work-organization nature and, further, by the use of Personal Protective Equipment – PPE.

Committed to the health and well-being of its employees, the Company maintains a structured and continuously applied Hearing Conservation Program (PCA) in its industrial units, where the equipment generates significant levels of occupational noise. The mechanism is of a preventive nature and foresees periodic environmental monitoring, the conduct of admission and periodic audiometries, the supply and inspection of the use of personal hearing protection equipment, in addition to training and awareness actions. This integrated ap-

proach allows the early identification of hearing alterations, the control of risks at the source and the promotion of a culture of prevention, reducing the exposure of workers and ensuring more quality of life, safety and professional longevity for the entire team.

The management instruments – PGR, LTCAT and LIP – are reviewed whenever relevant alterations occur in the organization, such as the inclusion of new functions, changes in the physical layout or alteration of work processes. All activities are carried out by professionals qualified and certified in occupational health and safety.

The Company adopts a specific methodology to identify weaknesses and promote mental health, well-being and quality of life at work.

## CIPA in action

At Sooro Renner, the Internal Commission for the Prevention of Accidents and Harassment (CIPA) plays a fundamental role in the strengthening of the occupational health and safety culture. The commission is formed by appointed representatives and by employees elected by secret ballot, in order to ensure the active participation of workers in the decisions related to risk prevention. The meetings take place monthly, according to a defined calendar, to assess working conditions, discuss opportunities for improvement and propose actions aimed at the protection of the physical and mental health of the teams.

The Commission also carries out periodic verifications in the operational areas through the “Rota do Cipeiro” tool, which contributes to monitoring

compliance with the safety norms and identifying opportunities for improvement.

In cases of accidents or incidents, the CIPA works together with the Specialized Service in Safety Engineering and Occupational Medicine (SESMT) in the analysis of causes and in the definition of preventive measures to avoid recurrences. The commission promotes campaigns aimed at awareness of health and safety and supports events such as the Internal Week for the Prevention of Work Accidents (SIPAT) and the Safety Blitz, which foresees guidance on risks and the correct use of PPE.



# Indicator control

In order to monitor internal occurrences, a structured form is used for the registration of deviations, incidents or risk situations observed in the work environment. The document may be filled out in person and deposited anonymously in sealed boxes, or online, with the report and potential threats. The mechanism is continuously disseminated in Sooro Renner’s communication channels.

In 2025, among own employees, 36 typical work accidents and ten commuting accidents were recorded, with a total of 92 working days lost. In relation to the third-party professionals, there was the record of one accident without leave, and a Frequency Rate (FR) of 22.34.

Accidents are identified through the investigation of occurrences carried out by a multidisciplinary committee, composed of SESMT, CIPA and representatives of management, with the objective of surveying causes and consolidating information related to the events. The analysis follows the Cause Tree methodology, which allows an understanding, in a structured manner, of the factors that contributed to the event. Based on this diagnosis, an action plan is elaborated directed to the elimination or mitigation of the identified risks, strengthening prevention and safety in the work environment.

## Occupational Safety Indicators

Indicator	2025
Number of hours worked	860,734
Number of fatal accidents (deaths)	0
Number of accidents with serious consequences (except deaths)	0
Frequency Rate (FR) of employees*	37.17
Severity Rate (SR) of employees**	106.88

\* Calculation based on NBR 14280 (No. of Accidents x 1,000,000) / Man-Hours Worked

\*\* Calculation based on NBR 14280 (days lost x 1,000,000) / Man-Hours Worked

## Work accidents of mandatory communication (CAT)

Indicator	With leave	Without leave	Total
Work accidents (typical)	27	9	36
Commuting accidents	10	0	10
Number of days lost	92	-	92

# Monitoring of employees on leave

The Occupational Nursing team of each unit carries out the continuous and systematic monitoring of employees on leave from their work activities, through remote contacts (by telephone or via instant messengers) and, monthly, with home visits. The entire monitoring flow is conducted in a multidisciplinary manner, in an integrated way by the areas of Psychology, Nursing, Occupational Medicine and Occupational Safety Engineering, with the objective of restoring work capacity in a safe, gradual and healthy manner.

In addition, the sector promotes welcoming through Social Assistance, aimed especially at employees affected by pathologies of a non-occupational nature. In these cases, the Nursing sector directs specialized treatments and monitors the prognosis and recovery of the professional based on health indicator control forms.

In scenarios that demand surgical interventions or complex treatments with no causal link to work, the health service acts as a facilitator between the employee and the health plan operator. This assistance ranges from

support in scheduling appointments and exams to the articulation of surgical procedures, aiming for speed and the guarantee of dignified and humanized care.

The return to usual functions occurs only after the conclusion of the treatment and the issuance of the medical fitness-for-work certificate by the attending physician, which ensures that the employee returns to their activities in adequate health conditions and without exposure to risks that may aggravate their clinical condition.

The multidisciplinary team promotes continuous care, humanized welcoming and integrated monitoring of employees.

## Training and awareness

As part of the strengthening of the safety culture, different actions of awareness, communication and training take place aimed at the adoption of good practices and the mitigation of risks in operational activities. From the hiring stage, all professionals participate in an onboarding process with the presentation of the internal procedures, the health and safety norms and the expected behaviors in the work environment. The preparation seeks to welcome new employees and stimulate, from the beginning of the professional journey, the shared responsibility for health and safety.

Across their professional journey, the job descriptions undergo updating to reflect with greater precision the expected behaviors and responsibilities of employees in relation to occupational health and safety. The measure contributes to strengthening the transparency of attributions and boosting the maturity of the safety culture throughout the entire organization.

In 2025, there were more than 12.5 thousand hours in occupational health and safety training, from mandatory training to lectures on occupational risks and ergonomics. Among the topics addressed are the



Regulatory Norms (NRs), with a focus on the operation of different equipment and processes, the adequate use of protective equipment, the handling of chemical products, the safety culture and the training of the Fire Brigade. Among the actions carried out in 2025, the following stand out:

- **Safety Labyrinth:** Action conducted by the CIPA with an interactive and educational approach. The activity consisted of a course with five stations, which represented a risk scenario through images and messages related to work accidents. At each point, employees had to identify and correctly select the Personal Protective Equipment (PPE) adequate to prevent the presented inci-

dent. The dynamic reinforced, in a practical manner, the perception of risk and the importance of the correct use of PPE on a daily basis.

- **Safety Olympics:** Promoted learning in a playful manner, through activities such as quizzes on safety, spot-the-difference, the memory game and challenges with obstacles carried out blindfolded. The action featured the active participation of employees, reinforcing essential safety concepts in a light and collaborative manner. The participants with the best performance were recognized with gifts, encouraging engagement and the internalization of good practices in the work environment.

## Safety of service providers

The management of Occupational Health and Safety (OHS) rigorously encompasses the service providers who work at Sooro Renner's units. Before the start of any activity, all suppliers must comply with a mandatory internal procedure that includes the sending and prior validation of technical and legal documentation related to occupational safety. After the approval of this stage, the professionals participate in an onboarding training aimed at the health and safety guidelines. The clearance for the start of activities occurs only after the full conclusion of this process.

To ensure continuous compliance, internal OHS audits take place with a focus on legal and documentary verification, which ensures alignment between the established requirements and operational practices. In addition, periodic physical inspections take place at the facilities with the objective of verifying compliance with the normative standards and preserving the integrity of the work environment.

As a complementary measure, Safety Dialogues regularly take place for these workers, which reinforce the preventive culture, promote the alignment of the teams regarding the safety procedures and ensure the consistent application of the OHS guidelines on all work fronts. Safety is mandatorily part of the shift changes in the production areas, with the objective of communicating to employees the incidents, points of attention and opportunities for improvement identified in the operations.

## Integral care and quality of life

As part of the strategies of prevention and promotion of integral health, initiatives aimed at care for the physical, mental and emotional well-being of its employees are developed. One of the resources offered is the Welcoming Channel, a psychological support service conducted by specialized professionals. The service operates 24 hours a day, seven days a week, and is available both for employees and for their dependents. The service offers preventive and emergency support for matters related to mental health, contributing to the expansion of emotional balance and quality of life.

The Company also develops programs aimed at the promotion of healthy habits. Among them, the Viva Saudável (Healthy Living) Program stands out, which encourages the adoption of practices of self-care and dietary re-education. The Program offers monitoring with specialized professionals, such as a physician, nutritionist and psychologist, with a focus on the improvement of physical health and quality of life, as well as the adoption of more balanced habits.

In complement, there is a Workplace Gymnastics Program in all production units, with regular sessions of stretching, warm-up and muscle relaxation conducted by qualified professionals. Adapted to the particularities, the activities aim to prevent repetitive strain injuries and musculoskeletal disorders, reduce absenteeism and promote more disposition and quality of life for employees.

Internally, the health areas monitor and follow the development of any type of illness in their employees, even if they are not of occupational origin, ensuring that they have adequate support from the local health organizations. Additionally, throughout the year, awareness and prevention campaigns take place, with the objective of expanding access to information and stimulating preventive care among employees. During the period, the following actions were carried out:

- **Flu vaccination:** Annual availability of the vaccine for employees and dependents, with integral management of the process in partnership with specialized laboratories.
- **Green April:** Yearly campaign for the prevention of accidents and illnesses in the work environment, which seeks to stimulate actions of care, as well as encourage employees to adopt habits of health and safety.
- **May – Combating Hypertension:** Activity aimed at awareness of healthy habits and preventive monitoring of cardiovascular health. Blood pressure measurements are carried out with specialized professionals, in addition to guidance for follow-up in cases that present alterations.
- **Yellow July:** Awareness of the prevention and early diagnosis of viral hepatitis. The campaign includes rapid blood tests for employees, promoting greater agility in the identification and referral for medical care.
- **Yellow September:** Actions dedicated to the appreciation of life and the promotion of mental health. The programming includes educational

lectures and guidance on the support channels available for employees who need psychological support.

- **Pink October:** Month of awareness about the prevention of breast cancer, with informative activities and the facilitation of access to preventive exams for the early detection of the disease.
- **Blue November:** Action aimed at the promotion of integral men’s health and the prevention of prostate cancer. The programming includes awareness activities and the offer of laboratory exams, such as the PSA (Prostate-Specific Antigen), for preventive monitoring.
- **Lecture on Organizations that take care of culture and psychosocial risks:** Event that addressed the importance of the identification and prevention of psychosocial risks, with the stimulation of awareness, dialogue and practices that favor the emotional well-being and mental health of employees.
- **Healthy body, productive mind and health up to date:** Awareness about integral care for physical and mental health, reinforcing healthy habits and

the balance between well-being and productivity in the work environment. The event took place in November and contributed to the engagement of participants and to the strengthening of the organizational culture aimed at quality of life.

From physical care to mental health, each initiative reinforces the Company’s commitment to the integral well-being of its employees.

5



Environmental management

# Policies and practices

Since its origin, care for the environment has been part of Sooro Renner's business strategies, with an emphasis on the protection of water resources. Over time, the Group expanded the scope of its environmental initiatives and incorporated other topics relevant to environmental management, such as the control of energy consumption, the management of atmospheric emissions and the adaptation to the challenges related to climate change.

Based on the Environmental and Sustainability Policies, the Company works on the preservation of natural resources and biodiversity, in addition to adopting measures intended for the prevention, mitigation and reduction of the impacts associated with its production processes. Sooro Renner encourages its suppliers to act in compliance with the applicable environmental legislation, which reinforces shared responsibility throughout the value chain. Internally, it maintains programs and initiatives aimed at awareness, environmental education and the strengthening of the sustainability culture among its employees.

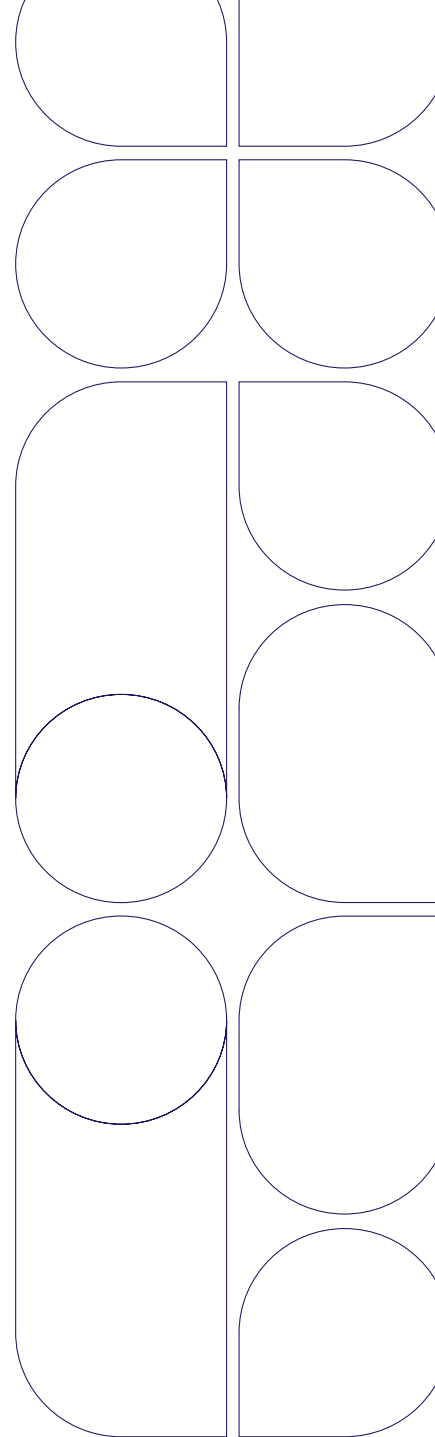
The management of these topics occurs in an integrated manner by the Health, Safety and Environment (SSMA) area, under the structure of the Operations Board, being composed of a Corporate SSMA Manager and SSMA and Sustainability Analysts. This structure is responsible for guiding and technically monitoring the operational teams of the units. The teams of each plant report to the respective Plant Manager and Operations Manager, through the Environment Coordination and Supervision.

In 2025, Sooro Renner implemented a structured legal management tool, aimed at the centralized monitoring of the environmental regulatory obligations of the units. The resource systematizes the monitoring of the applicable legal requirements, the identification of deadlines and the traceability of compliance with the current norms – with an expansion of legal security and of the efficiency of the compliance processes. The initiative supports the SSMA teams in the proactive response to the requirements of the supervisory bodies.

In the period, the corporate Environmental Management System (SGA) also underwent a structural update, with a review of procedures, indicators and communication flows between the SSMA teams of the units and the corporate area. The changes expanded the integration between the plants and the corporate level, with greater robustness, control and reporting of environmental data, in compliance with the guidelines of ISO 14001. The review also encompassed the adaptation of processes to the new regulatory requirements and to the performance targets of the period.

The main actions, programs and measures adopted are reported below.

In 2025, Sooro Renner's Environmental Management System (SGA) was updated, in order to expand the integration and control of environmental data, in accordance with the guidelines of ISO 14001.



# Water management

GRI 3-3, 303-1; 303-2; 303-3; 303-4; 303-5

Water is present in all stages of Sooro Renner's production, and has an essential function in the operations and sustainability of the business. This is because whey, the main raw material of whey protein, is composed of 94% water – separated from the solid components during the product manufacturing process. Moreover, water is present in industrial activities, in the sanitization of equipment, in the cooling of machines, as well as in operational support.

To this end, water resources are captured through licensed sources, such as public supply systems and proprietary surface and underground captations, duly authorized by the competent environmental bodies in the states where it is present. In 2025, the total water withdrawn was 729.6 megaliters (ML).

Water consumption occurs, for the most part, in the operational units, in the stages of production and cleaning, such as in the sanitization of tanks, trucks, floors and equipment. All the effluent generated is directed to the internal Effluent Treatment Stations (ETE), where the adequate treatment takes place in compliance with the current environmental legislation, to then be discharged into the receiving water body. In the reported period, 915.7 megaliters (ML) were discharged, a value that includes the total of treated



effluent and the volume of water withdrawn from the whey and not reused.

In 2025, the units of Marechal Cândido Rondon (PR) and Estação (RS) received investments for the expansion of the respective ETEs. The works will raise the operational capacity of the facilities, with a reinforcement of efficiency in the treatment of liquid waste. The improvements expand the capacity to respond to variations in volume and organic load, critical factors

in a whey processing operation.

Another important source of water for the manufacturing units is that originating from reuse, coming from the water itself removed from the raw material or from the effluent treatment system. Adding the volume withdrawn and that of reused water, the total consumed by the units in the period was 1,373.6 megaliters (ML).



# Water reuse

Sooro Renner promotes the reuse of the water withdrawn from the whey through different systems, which ensure the reuse in operational activities. At the Marechal Cândido Rondon (PR) unit, around 50.6% of the total water resources consumed was reuse water. At the Estação (RS) unit, 29.6% of the water consumed had this origin – a record and a strategic milestone for the Company. In previous years, the Whey Water Reuse project was recognized by the SESI-SDG Seal, for the practices aligned with the Sustainable Development Goals.

The water reused in operations is obtained through the following processes:

- **Whey concentration process by evaporation:** the water condensed in the evaporators is directed for use in the boilers and in cleaning activities of lower sanitary requirement, such as external sanitization, washing of floors and walls and first rinses of equipment.
- **Concentration of the raw material by membranes:** the water separated from the whey undergoes a disinfection system by ultraviolet rays and is stored in stainless steel tanks. Subsequently, this volume is used in industrial processes and the cleaning of equipment.

- **Reverse osmosis:** treatment of part of the final effluent with a reverse osmosis system, for polishing and the generation of water of potable quality, for use in pumps, in the cooling towers and in the rinse systems of equipment.

Together, these processes reduce the consumption of potable water resources, in addition to minimizing the generation of effluents.

### Reuse of water in Sooro Renner's internal systems

-  External sanitization
-  Washing of floors and walls
-  Cleaning and rinsing of equipment
-  Cooling towers
-  Industrial processes

## Total water withdrawn by source

(in megaliters)

Source	Volume
Surface water	462.9
Underground water	161.5
Third-party water	105.2
<b>Total</b>	<b>729.6</b>

## Water discharge

(in megaliters)

Source	Volume
Surface water	915.7*

\*The volume of water resource discharge is greater than the total withdrawn due to the internal water reuse systems.

## Water consumption

(in megaliters)

Source	Volume
Potable Water	729.4
Reuse water	644.1
<b>Total</b>	<b>1,373.5</b>

## Quality control in the reservoirs

To ensure the efficiency of operations and of the treatment of liquid waste, internal analyses are monitored daily, which prove the compliance of the effluents treated at the units in accordance with the standards defined and monitored by the supervisory body. Fortnightly, analyses take place in external laboratories accredited by the environmental bodies of each state, with samples of the effluent captured at the exit of the polishing lagoon. The rivers are also monitored with samples upstream and downstream of the discharge point into the water body. The results are sent annually to the body.

## Monitoring of risks

Aware of the direct and indirect impacts related to water in its value chain, Sooro Renner acts in the monitoring and management of water risks based on its activities and those of its suppliers, mainly of the services that involve the intensive use of water resources, such as agricultural and livestock production and logistics activities, which have risks associated with surface runoff, withdrawal and consumptive use of water.

The identification of the impacts related to water is carried out through periodic as-



assessments that consider own operations and, progressively, its value chain. The scope of the assessments includes the survey of the captation sources, the quality of the water sources, the volumes consumed, the generation and discharge of effluents, as well as the location of the operations in relation to hydrographic basins and areas with potential water stress. Environmental management tools, analyses of legal requirements, laboratory analyses, operational indicators of consumption and of water discharge are used. The assessments are reviewed regularly or whenever there are significant changes in the processes, the expansion of operations or relevant regulatory alterations.

To minimize the impacts related to water, operational controls, investments in water efficiency and recurring improvements in the effluent treatment systems are adopted. Environmental performance is monitored continuously, with a focus on the reduction of water consumption, the prevention of water pollution and the responsible use of natural resources.

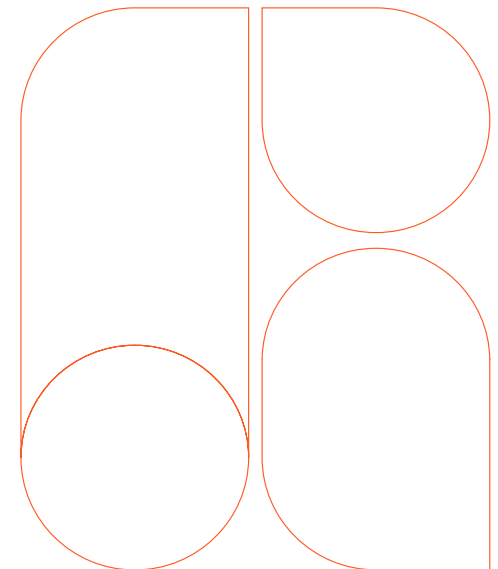
In relation to commercial partners and other interest groups, whenever necessary, actions of awareness, technical cooperation and exchange of information with strategic suppliers are developed, with a focus on the mitigation of water risks and on the preservation of the resources shared in the hydrographic basins where the organization is inserted.

The objectives and targets related to water are established as part of the Environmental Management System (SGA), which is based on ISO 14001, following the commitments made in its Environmental Policy and aligned with public policies, regulatory guidelines and the management plans of the hydrographic basins. The target-setting process also considers the local context of water availability, with the prioritization of measures to expand efficiency, reduce consumption, promote reuse and improve the quality of effluents. Performance is analyzed by specific indicators and re-

viewed periodically, which ensures adherence to legal requirements and to the best practices of sustainable water management.

In parallel with the monitoring of risks, the team of the Environmental Management System (SGA) promotes periodic meetings to assess opportunities for improvement in the production processes and to identify technologies or practices capable of reducing the generation of effluents and optimizing the use of natural resources.

Environmental performance is monitored continuously, with a focus on the reduction of water consumption.



# Waste management

GRI 3-3, 306-1; 306-2; 306-3; 306-4; 306-5

Based on its Solid Waste Management Program (PGRS), the National Solid Waste Policy and other national norms, Sooro Renner implements measures to prevent and reduce the generation of waste in its operations. For this, it prioritizes operational efficiency and the principles of circularity, which range from the reduction of raw material losses to the rigorous segregation at the source. Within the scope of the circular economy, the PGRS guides the maximization of the use of by-products, by foreseeing reuse, recycling and co-processing, as well as the continuous reduction of final disposal in landfills.

As part of this strategy, initiatives of reverse logistics of packaging are developed, in compliance with the applicable legislation, including the annual payment of the obligations related to the targets that ensure the environmentally adequate destination of post-consumer packaging and contribute to the reinforcement of the recycling chain. Between 2023 and 2025, 100.50 tonnes of plastic and 153.0 tonnes of paper were offset.

## Packaging offsetting of products

(in tonnes)

Unit	Material	2023	2024	2025	Total
Marechal Cândido Rondon (PR)	Paper	22.449	22.212	54.492	<b>99.153</b>
	Plastic	6.924	11.389	56.128	<b>74.441</b>
Estação (RS)	Paper	4.542	6.266	43.094	<b>53.902</b>
	Plastic	1.386	1.568	23.109	<b>26.063</b>

The processes of generation, segregation, destination and treatment of waste are structured and consolidated at Sooro Renner, with the continuous monitoring of the volumes produced by type of waste and by operational unit. The information is registered in movement and destination documents, in addition to the operational controls that allow the monitoring and analyses of the processes, as well as the identification of opportunities for improvement and support for decision-making. The data also substantiate the internal and external reports, the monitoring of targets and indicators of the Environmental Management System, and compliance with legal requirements.

In 2025, the manufacturing units generated around 45.4 thousand tons of waste – 99.9% non-hazardous and around 20.1 tonnes of hazardous waste.



## Type and volume of waste generated

(in tonnes)

Type	Volume
Class I landfill	16.9
Class II landfill	300.6
Biodigestion	39,779.2
Plastic drums (reverse logistics)	0.5
Ash (land application)	65.6
Ash (composting)	256.0
Sludge (land application)	671.2
Sludge (composting)	2,955.0
Wood	38.5
Oil	3.2
Paper	46.1
Plastic	50.4
Expired and/or off-specification powdered product and sweepings	1,101.2
Construction and demolition waste	30.1
Scrap metal	74.3
<b>Total</b>	<b>45,382.9</b>

## Destination of waste generated

(in tonnes)

	Type	Volume
Hazardous waste (off-site)	Re-refining	3.2
	Landfill	16.9
	Autoclaving	0.02
<b>Total hazardous waste</b>		<b>20.1</b>
Non-hazardous waste (off-site)	Incineration with energy recovery	6.0
	Incineration without energy recovery	0.0
	Co-processing	753.7
	Reuse	0.5
	Recycling	253.4
	Composting	3,558.6
	Landfill	300.6
Non-hazardous waste (on-site)	Biodigestion	39,773.2
	Land application	736.8
<b>Total non-hazardous waste</b>		<b>45,382.8</b>
<b>Total waste</b>		<b>45,402.9</b>

## Risks in waste management

The processing of whey derivatives generates real and potential impacts related to the generation and management of solid, liquid and semi-solid waste, both in own operations and throughout the value chain. Beyond the risks of soil and water contamination (in the event of inadequate handling or destination), the waste can increase the organic load in industrial effluents.

In the supply chain, in turn, the indirect impacts are related to the generation of waste arising from the production of inputs, packaging, chemical products and raw materials supplied, beyond to the transport activities to the company's units. In the post-sale, the impacts are associated mainly with the destination of the packaging after the use of the products and with the logistics operations of distribution, which depend on the waste management practices adopted by customers and commercial partners.

To minimize risks and ensure the efficiency of the processing of the waste produced by Sooro Renner, protocols of continuous monitoring and qualification of the contracted partners are adopted, which involve:

- **Approval of transporters and destinators:** The withdrawal of waste can only be carried out by collection and transport companies duly licensed, in the specific activity, by the environmental bodies of their localities;
- **Documentary management:** The Company uses a specific registry to control the documentation of the providers. The verification and validation of these documents take place constantly;
- **Legal traceability:** For each operation, the presentation and filing of the Operating Licenses (LO) of the transporter and of the destinator is required and, in some cases, the signature of a service provision or purchase and sale of waste contract.

## Control and monitoring of waste

As defined in the Solid Waste Management Program (PGRS), the Company maintains the following procedures for the registration, control and traceability of all the waste generated in its operations:

- **Quantitative Registration:** The data from the weighings at the deposit are collected and used to record the exact quantities of waste generated and that leave the unit.
- **Issuance of MTR:** For each exit of waste, the Waste Transport Manifest (MTR) is generated. This document is essential for the control of transport and must be issued through the official state system or by the SINIR, depending on the local legislation, which ensures traceability from the origin to the final destination.
- **Final Destination Certificate (CDF):** After the receipt and treatment of the waste

by the licensed Company, Sooro maintains in its files the Destination Certificates, which prove that the material was disposed of in accordance with the legislation.

- **Quarterly Declaration:** All the information registered daily and the MTRs issued serve as a basis for the filling out of the DMR spreadsheets (Waste Movement Declaration). These declarations are filled out quarterly (January, April, July and October) to report to the environmental body all the movement of the previous period.
- **Traceability and Audit:** The MTR, the CDF and the monitoring spreadsheets are filed for the purposes of supervision and periodic updates of the plan.

# Energy management

GRI 3-3; 302-1

Sooro Renner aims to reduce energy consumption by expanding energy efficiency and increasing the use of renewable sources such as biomass. In the reported period, the consumption of direct energy, which considers the sum of electricity and the fuels used, totaled 208.7 thousand gigajoules (GJ) – 94% relating to electricity. With respect to the total consumed from renewable sources, the two units consumed 68,435.03 tonnes of biomass and 411,631.0 cubic meters of biogas.

In 2025, the Marechal Cândido Rondon (PR) unit advanced in the valorization of the biogas produced by the anaerobic system of the biodigester of the Effluent Treatment Station. With an investment of R\$170 thousand, the implemented system allows the biogas to partially replace the wood chips in the boilers, with savings equivalent to 630 tonnes of the input over the period. The initiative reinforces the commitment to energy circularity and to the progressive replacement of solid fuels by sources of renewable origin, while at the same time reducing the pressure on the biomass supply chain.

## Consumption of energy within the organization

(in gigajoules)

Classification	Source	Volume	GJ
Non-renewable sources	Diesel (L)	135,955.0	4,829.12
	Gasoline (L)	56,586.42	1,828.31
	LPG (kg)	74,370.00	3,455.97
<b>Total non-renewable sources</b>			<b>10,113.40</b>
Renewable sources	Ethanol (L)	1,285.90	27.45
	Biomass – chips and firewood (ton)	68,435.0	615.9
	Biogas (m³)	411,631.0	9,055.88
<b>Total renewable sources</b>			<b>9,699.23</b>
Electricity	From the grid (kWh)	52,396,584.0	188,627.7
	Solar energy – own generation (kWh)	81,900.3	294.8
<b>Total electricity</b>			<b>188,922.5</b>
<b>Total energy consumed</b>			<b>208,735.13</b>



# Emissions management

GRI 3-3; 305-1; 305-2; 305-3

Regarding greenhouse gas (GHG) emissions, the Company assesses the carbon footprint of its products through the Life Cycle Assessment (LCA) methodology and prepares its corporate GHG emissions inventory.

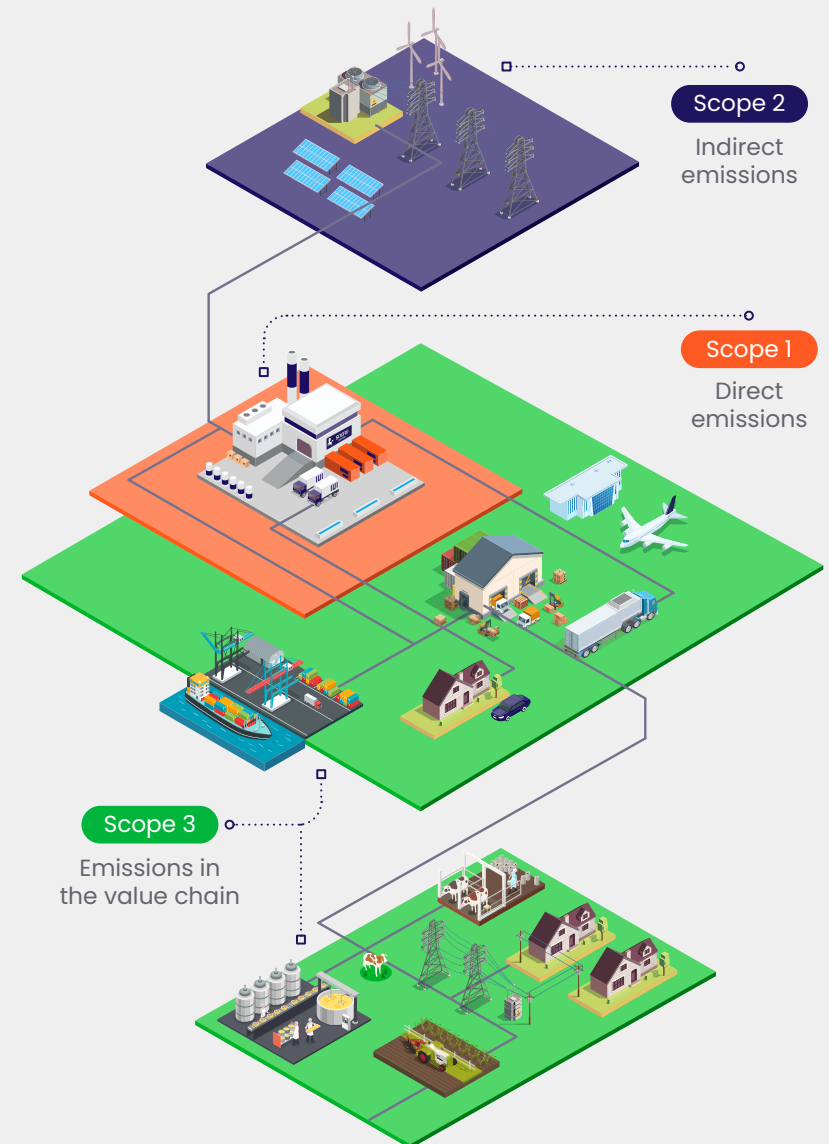
The analysis of the release of gases is based on the calculation tool of the Brazilian GHG Protocol Program, which gathers methodologies, guidelines and emission factors recognized nationally and internationally for the production of GHG emission inventories in organizations.

The survey of the emitted gases was implemented according to the Operational Control approach, under which 100% of the emissions from sources over which Sooro Renner has command are accounted for, excluding those that are not under its direct management, regardless of shareholding interest.

In 2025, a total of 55,362.29 tCO<sub>2</sub>e (tonnes of carbon dioxide equivalent) in GHG emissions was accounted for, distributed as follows:

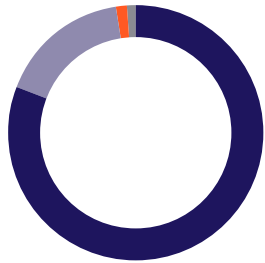
- **Direct emissions (Scope 1):** 52,918.03 tCO<sub>2</sub>e, which corresponded to 95.6% of the emissions related to liquid effluents, stationary combustion, mobile combustion, fugitive emissions and agricultural activities.
- **Indirect emissions (Scope 2):** 2,444.26 tCO<sub>2</sub>e, which represented 4.4% of the emissions. The calculation was carried out considering the location-based and purchase-choice approaches.
- **Indirect emissions (Scope 3):** Related to the other indirect emissions of the Company's value chain. In 2025, these emissions were inventoried based on the Life Cycle Assessment (LCA) studies, as detailed on [page 67](#).

## Distribution of GHG emissions in the production process



## Total emissions

(% per unit / tCO<sub>2</sub>e)

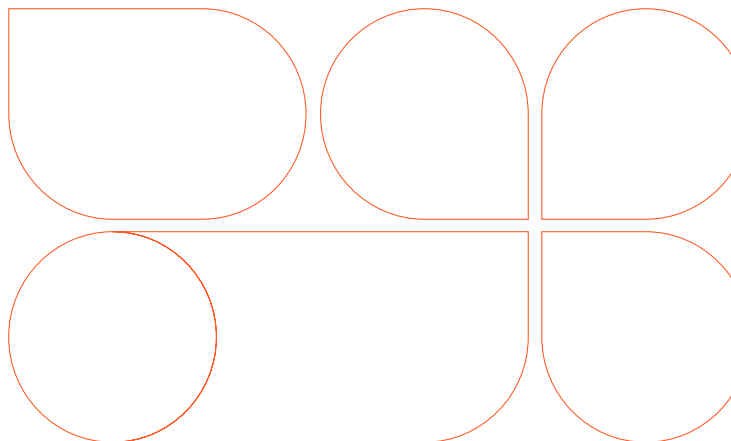


- P1 - 44,877.387 (81.07%)
- P2 - 10,447.866 (18.87%)
- Farm - 33.74 (0.06%)
- DC - 3.30 (0.01%)

The Company conducts the management of Greenhouse Gas emissions through corporate inventories and carbon footprint studies.

## Paraná Climate Seal

In 2025, Sooro Renner received the Paraná Climate Seal (Selo Clima Paraná), a distinction granted by the Government of the State of Paraná to organizations with structured practices for the inventory, measurement and reduction of Greenhouse Gas emissions. The recognition confirms the Company's advance in the climate agenda and the relevance of the Life Cycle Assessment initiatives and engagement with the supplier chain.



# Life Cycle Assessment (LCA): Carbon Footprint of the Products

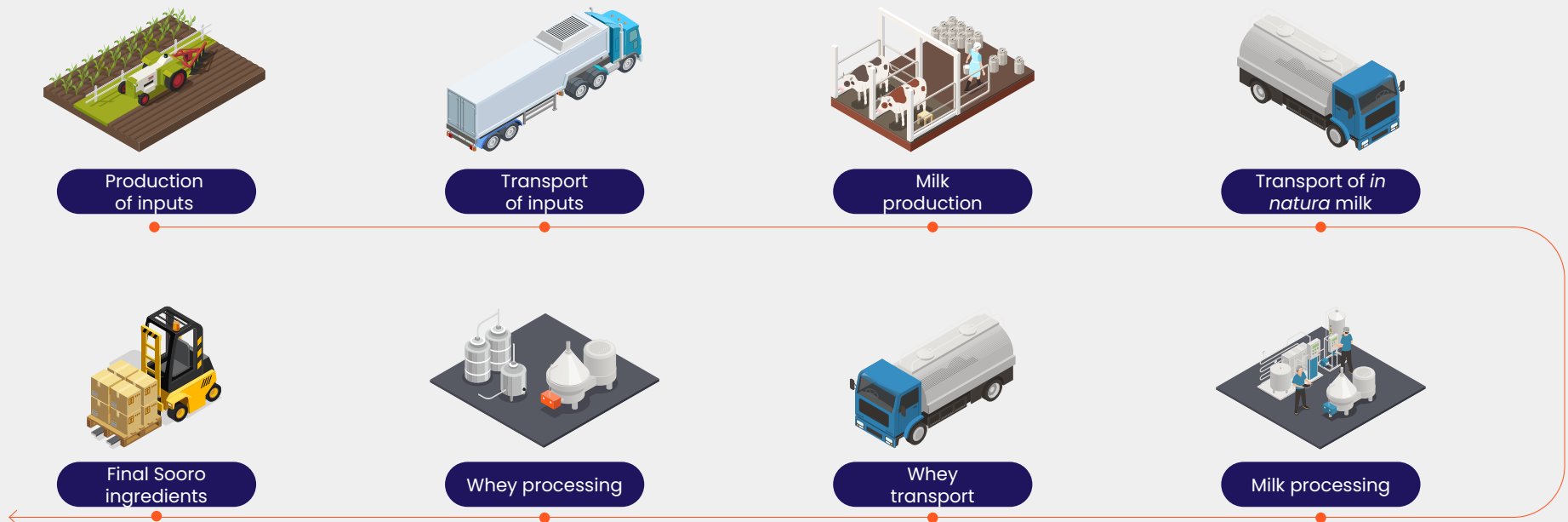
In addition to the annual assessment of greenhouse gas emissions, the Company has calculated, since 2023, the carbon footprint of its products through the cradle-to-gate Life Cycle Assessment (LCA) methodology, which allows for the standardized quantification of GHG emissions throughout the production chain, from the production of inputs and manage-

ment of the animals and waste, to the final commercialization.

International institutions such as the FAO (Food and Agriculture Organization), the IDF (International Dairy Federation) and the IFCN (International Fact-Checking Network) recommend the LCA as a methodologi-

cal reference, by ensuring the comparability between studies and the scientific robustness in the analyses. Furthermore, the backing of standards ISO 14040 and 14044 (2006) and 14067 (2019) ensures consistency and credibility for the assessment, which favors the use of the results in public policies, certifications and sustainable production practices.

## Life cycle of the Sooro ingredients



In this way, the LCA process was conducted on the basis of different technical and methodological guidelines, which indicated milk production as the stage with the greatest contribution to the gas emissions of the products (hotspot), with 85.4% of the carbon footprint. The supplier dairies correspond to nearly 2.5%, while operations correspond to 8.4%. Transport and packaging have a marginal contribution. Based on the survey, ten products were inventoried and had their carbon footprint calculated: whey powder, WPC 34, WPC 60, WPC 80, WPI 90, MWPC, Pro Cream, permeate powder (Marechal Cândido Rondon, PR); and whey powder and 30% whey (Estação, RS).

## Average result of the Carbon Footprint

### Sooro Renner products:

Dry basis: 17.77 kg CO<sub>2</sub> eq./kg FPCM

Wet basis: 2.09 kg CO<sub>2</sub> eq./kg FPCM

### Milk carbon footprint

2023 – 1.21 kg CO<sub>2</sub> eq./kg FPCM

2024 – 1.16 kg CO<sub>2</sub> eq./kg FPCM

2025 – 1.11 kg CO<sub>2</sub> eq./kg FPCM

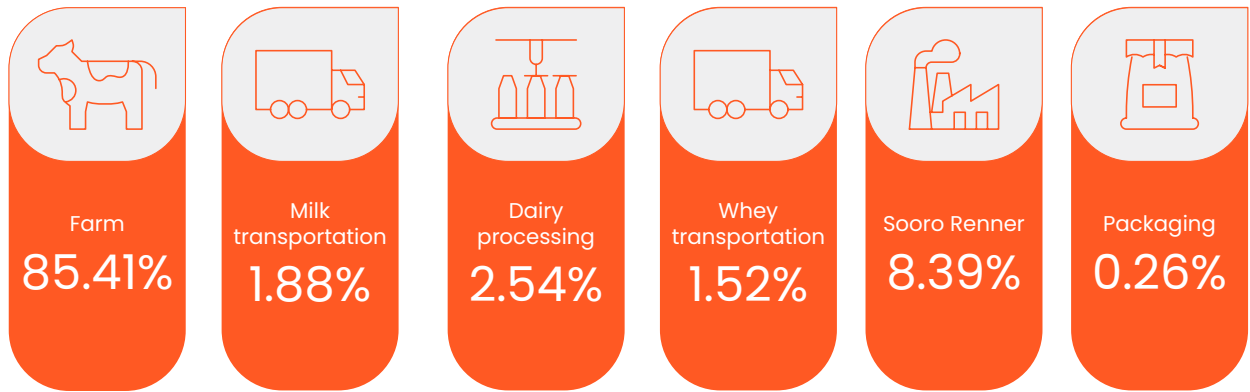
## Carbon Footprint History of milk\*

(in kg CO<sub>2</sub> eq./kg FPCM)

Source	2023	2024	2025
Waste	0.17	0.17	0.18
Off-farm feed	0.41	0.35	0.35
On-farm feed	0.14	0.16	0.12
Enteric methane	0.47	0.45	0.43
Others (transport, electricity etc.)	0.02	0.03	0.03
<b>Total</b>	<b>1.21</b>	<b>1.16</b>	<b>1.11</b>

\* Milk producers from our raw-material supplier base.

## Average summary of the products' Carbon Footprint

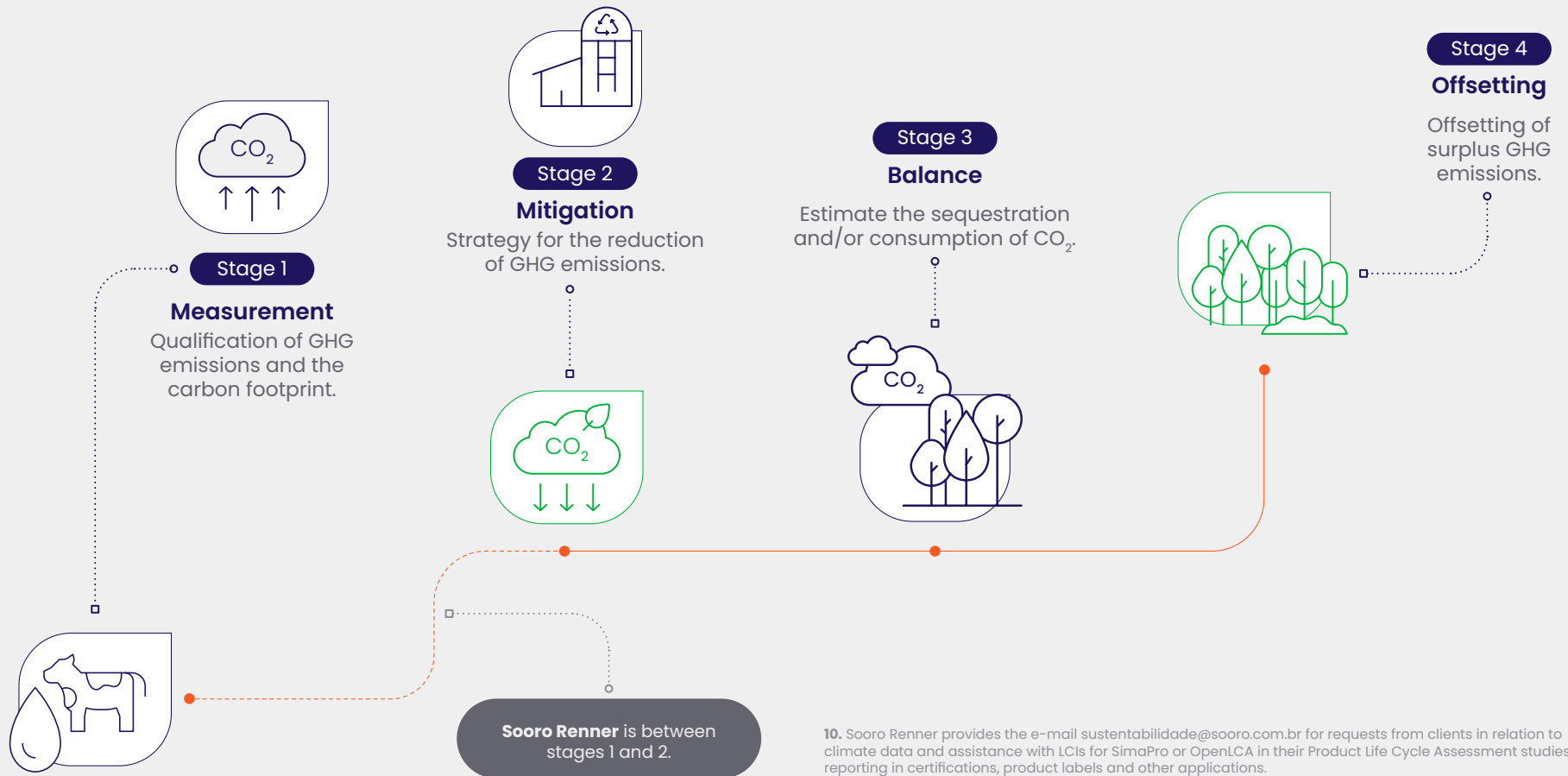


Total: 17.77 kg CO<sub>2</sub> eq./kg FPCM

Sooro Renner recognizes that the transition to a low-carbon economy requires reliable data, engagement of the chain and alignment with the expectations of the market. For this reason, the Company foresees the expansion of the coverage of the

supplier base, the integration with increasingly robust assessment tools and, above all, the transformation of the data into action plans, with a focus on the reduction of emissions, productive efficiency and the generation of shared value<sup>10</sup>.

## Route for the decarbonization of milk production



## Rural Sustainability Program

To support the process of quantification of data on the emissions in the value chain, as well as to strengthen the technical support in the field and the continuous development of the suppliers, Sooro structured in recent years the Rural Sustainability Program. The initiative aims at the survey of data on the dairy properties, the identification of opportunities for more efficient production and the promotion of continuous improvement, by means of bimonthly technical visits to the properties. These visits aim to disseminate the best productive, environmental and management practices among the supplier base.

The project receives the technical support of Embrapa Gado de Leite, in addition to partner companies, and aims to strengthen the development and qualification both of the dairies and the milk producers, in addition to contributing to the sustainability and competitiveness of the production chain. In 2025, the Rural Sustainability Program served 61 producers and dairies selected in the three States where Sooro carries out the collection of raw material. For the coming years, the expectation is to reach 100% of the commercial partners who wish to participate in the project.

### Producers served by the Program

State	Sampling carried out	% of the program
Paraná	32	52%
Santa Catarina	18	30%
Rio Grande do Sul	11	18%



# Climate change

Aware that extreme climate events represent potential risks for the continuity of the industrial operations and for the safety of its facilities, Sooro Renner considers, in its organizational risk matrix, the occurrence of natural catastrophes, accidents and inclement weather capable of affecting its activities, such as windstorms, floods, fires and explosions.

Although the regions where the manufacturing units are located present low historical risk for climate catastrophes, the Group has preventive measures to mitigate impacts and ensure operational resilience. Among these actions, the contracting of property insurance stands out, with the protection of strategic infrastructures, such as the water and effluent treatment stations. The insurance policies include coverage for events such as lightning strikes, windstorms, hurricanes, cyclones, tornadoes, hail, flooding and inundation, which contributes to the protection of the assets and to the continuity of operations in adverse scenarios.

# Team awareness

Complementing its environmental programs, corporate standards and internal policies, continuous actions of sensitization, qualification and awareness are developed, aimed at the responsible use of natural resources and the adequate management of waste. The environmental education initiatives integrate the activities of the Environmental Management System (SGA) and seek to broaden the teams' knowledge about the environmental impacts associated with the industrial operations, in addition to encouraging the adoption of sustainable practices in the work environment. Among the themes addressed, the conscious consumption of water and energy, the correct segregation and destination of waste, the prevention of pollution and the recognition of responsible attitudes in the daily routine of operations stand out.

As part of these actions, technical training, internal campaigns, educational lectures and mobilization activities take place on dates related to the environmental agenda. These initiatives occur throughout the year and reinforce Sooro's commitment to the theme. Among the events and campaigns promoted in 2025, the following stand out:

- Environmental Education Campaign.
- Campaign on Reverse Logistics.
- World Water Day Event.
- World Energy Day Campaign.
- World Environment Day Event.
- Pollution Combat Day Campaign.
- Tree Day Campaign.
- World Conscious Consumption Day Event, with a focus on safety and adequate disposal of waste.

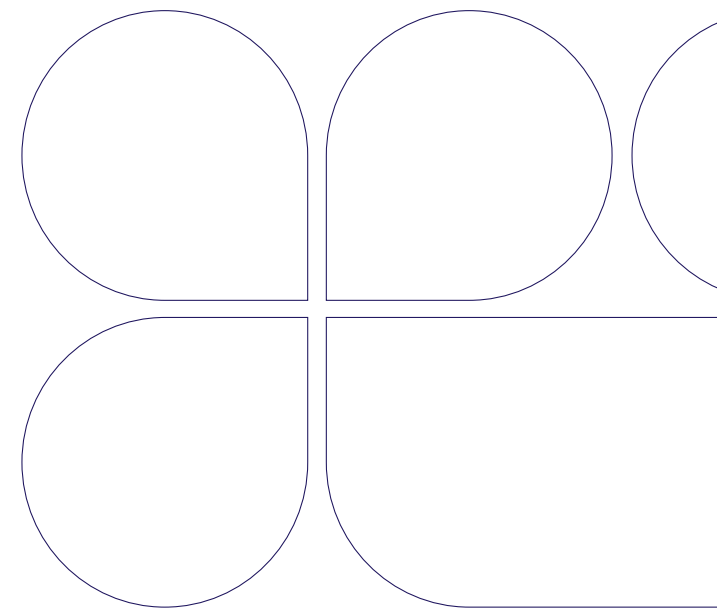
In 2025, the indicator of employees' participation in environmental training presented performance superior to the established targets:

Plant 1 – Marechal Cândido Rondon (PR):  
**Target of 92% – achieved 94.43%**

Plant 2 – Estação (RS):  
**Target of 100% – achieved 100%**

Distribution Center (DC) – Campinas:  
**Target of 100% – achieved 100%**

As a complementary channel of communication and environmental education, Sooro Renner maintains a thematic blog, dedicated to the publication of content on sustainability, responsible practices and socio-environmental themes relevant to the Company's stakeholders. The space connects employees, suppliers and the community to the organization's initiatives, with periodic updates throughout the year.





Social impact

# Community engagement

GRI 2-29; 201-1; 413-1

For more than two and a half decades, Sooro Renner has acted in the economic strengthening, the generation of income and the increase of employability in the municipalities where its operations are present. In addition to the direct benefits to its employees, with programs such as Fair Income and the delivery of food baskets (find out more on [page 40](#)), the Company is committed to the social transformation of the communities and municipalities in the support of initiatives that promote health, education, culture and inclusion, through the channeling of resources by tax incentive laws and solidarity actions.

During the year, around R\$5.1 million was allocated to 22 projects in the areas of culture, sport and social assistance, through incentivized resources, under the Lei de Incentivo à Cultura (Culture Incentive Law), the Lei de Incentivo ao Idoso (Elderly Incentive Law), the Fundo dos Direitos da Criança e do Adolescente (Child and Adolescent Rights Fund), and the Fundo Desportivo (Sports Fund). In complement, Sooro Renner allocated R\$665 thousand of its own resources to local organizations, including monthly donations that totaled more than R\$563 thousand in the year, in addition to one-off donations that totaled another R\$102 thousand.

Furthermore, the Company's operations generate significant tax revenues, particularly through the Imposto sobre Circulação de Mercadorias e Serviços (ICMS), contributing to public administration and supporting initiatives in healthcare, education, and infrastructure. In 2025, Sooro Renner generated more than R\$54.9 million in reverted taxes, of which R\$41.1 million in Paraná, R\$200 thousand in Rio Grande do Sul and R\$13.6 million in São Paulo.

## Social impact 2025



**R\$ 5,1 million**

transferred via tax incentive laws.



**R\$ 665 thousand**

allocated to local communities via own resources.



**22 social projects**

social projects and supported actions.



**150 thousand people**

impacted.

# Featured projects



## Culture

Sooro Renner supports different cultural projects aimed at musical teaching, technical training and the democratization of access to culture, contributing to the expansion of opportunities and the strengthening of social development in the communities where it operates.

### Associação Projeto Vida e Esperança (APROVE)

↑ Marechal C. Rondon (PR)

- 460 students served
- 90 students in the music School with free classes
- 120 participants of the children and youth choir

♥ R\$200 thousand invested

### Musicando com a Associação Beneficente Cristo (ABEC)

↑ Marechal C. Rondon (PR)

- 22 years of operation
- 92 students served
- 8 music workshops

♥ R\$200 thousand invested

### 100 Years of Inezita Barroso

↑ Curitiba (PR)

- Musical concert in tribute to the singer and guitarist Inezita Barroso
- Participation of local artists

♥ R\$322.4 thousand invested

### Cultura Alemã do Paraná Orquestra de Sopros

↑ West of Paraná

- Itinerant musical performances
- 400 students
- 30 members
- 50 songs in the repertoire

♥ R\$100 thousand invested

### AACOP Canta Oeste - Ensino de Música e Coral

↑ Marechal C. Rondon (PR)

- 2 thousand people reached indirectly
- 228 direct participants
- 5 municipalities with hubs of the project

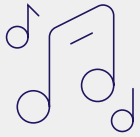
♥ R\$200 thousand invested

### Centro Cultural de Integração das Artes

↑ Londrina (PR)

- 150 study scholarships for music workshops
- 8 thousand students served throughout the four editions

♥ R\$200 thousand invested



## Culture

### Escola Sol Maior

📍 Londrina (PR)

- Violin classes and technical qualification
- Launch of own teaching material

♥ **R\$70 thousand invested**

### Fundação Iberê Camargo

📍 Porto Alegre (RS)

- Support for the cultural organization and museum of contemporary art
- 75 thousand visits in 2025

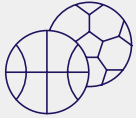
♥ **R\$1.3 million invested**

### Vovô Violeiro

📍 Marechal Cândido Rondon (PR)

- Guitar classes for elderly people
- Promotion of emotional, cognitive and social well-being
- 40 students per class

♥ **R\$90 thousand invested**



## Sport

Encouragement of sports education projects, in the promotion of access to different modalities, high-performance training and activities that strengthen values such as discipline, collaboration and citizenship.

### Judô Construindo Campeões

↑ Quatro Pontes e Marechal Cândido Rondon (PR)

- 113 athletes served
- 20 athletes at competitive level
- 4 service hubs

♥ R\$180 thousand invested

### O Esporte é Para Todos

↑ São Paulo (SP)

- 1,200 students served
- 17 sports modalities
- 4 States covered

♥ R\$254.2 thousand invested

### Projeto Olímpico da Sogipa

↑ Porto Alegre (RS)

- 450 people served in emergency actions
- 40 thousand members of the club
- 50 high-performance athletes supported

♥ R\$641.2 thousand invested

### Associação Crescendo com o Basquete A.C.B

↑ Marechal Cândido Rondon (PR)

- 160 participants served
- 9 active classes
- target of 600 young people served for the coming years

♥ R\$210 thousand invested





## Health

Support for medical reference institutions in the modernization of the infrastructure, expansion of access and strengthening of care for the public.

### Pela Saúde e Dignidade do Idoso

↑ Curitiba (PR)

- Support for the Erasto Gaertner Hospital
- 327 thousand procedures
- 109 thousand services
- 12 thousand patients

♥ **R\$106 thousand invested**

### Transformação Digital no Complexo de Saúde Pequeno Cotolengo

↑ Curitiba (PR)

- Support for the digitalization of the unit
- 15 thousand elderly people served per month
- 400 thousand annual services
- 280 beds

♥ **R\$105.7 thousand invested**

### Idoso 360 IV

↑ Campina Grande do Sul (PR)

- Support for the Angelina Caron Hospital
- 2 thousand employees and physicians
- 400 thousand services per year
- 400 beds

♥ **R\$106.9 thousand invested**

### Asilo Padre Cacique

↑ Porto Alegre (RS)

- 100 elderly people sheltered in 2025

♥ **R\$320.6 thousand invested**



## Children and adolescents

Support for health organizations and institutions aimed at the promotion of quality of life, assistance in health and early childhood education.

### Espaço Pronto

↑ Curitiba (PR)

- Support for the expansion of the Pequeno Príncipe Hospital
- 200 thousand outpatient services per year
- 18 thousand annual surgical procedures
- 5 thousand minor surgeries per year

♥ **R\$128 thousand invested**

### Vida e Esperança

↑ Maringá (PR)

- Support for the expansion of the Maringá Children's Hospital
- 212 municipalities served by the institution
- 24 thousand m<sup>2</sup> built
- 5 thousand minor surgeries per year

♥ **R\$96.6 thousand invested**

### Amor à vida

📍 Curitiba (PR)

- Financial support for the Mater Dei Maternity Hospital
- 4 thousand deliveries performed per year
- 149 beds in the hospital structure
- 450 deliveries per month (estimated capacity)

♥ **R\$96.0 thousand invested**

### AHMI Bebê II

📍 Porto Alegre (RS)

- Support for the Associação dos Amigos do Hospital Materno-Infantil Presidente Vargas
- 4 thousand families served

♥ **R\$200 thousand invested**

### Instituto de Educação Infantil – Santa Zita de Lucca

📍 Porto Alegre (RS)

- Integral education with social and family impact
- 275 children, adolescents and young people served

♥ **R\$120.6 thousand invested**

# Solidarity actions



## Volunteering

One of the pillars of Sooro Renner's social impact actions is the volunteering of its employees, who carry out campaigns to support social organizations.

### Social campaigns

📍 Marechal Cândido Rondon (PR) e Getúlio Vargas (RS)

- Collection of food, milk, geriatric diapers and hygiene and cleaning products
- 6,677 items donated
- Five organizations benefited

### Winter donations

📍 Marechal Cândido Rondon (PR) e Getúlio Vargas (RS)

- Collection of blankets, clothes and other items
- 475 pieces donated
- Two organizations benefited

### Blood Donation

📍 Marechal Cândido Rondon (PR)

- Encouragement and support to employees who wish to make donations

Access the complete [Report of the social projects and initiatives supported by Sooro Renner in 2025.](#)

# Partnerships for development

GRI 2-28

Additionally to the direct support to social organizations and solidarity actions, Sooro Renner promotes strategic partnerships that aim to strengthen sustainable development, promote ethical behaviors, as well as stimulate the growth of the sector. For this, the Company participates in associations, sector unions and other interest groups. In 2025, Sooro Renner was part of the following initiatives and organizations:

- Sindicato da Indústria de Laticínios e Produtos Derivados do Paraná - SINDILEITE (Paraná Dairy Industry and Dairy Products Union).
- Sindicato da Indústria de Laticínios do Rio Grande do Sul - SINDILAT (Dairy Industry Union of Rio Grande do Sul).
- Associação Comercial e Industrial em Marechal Cândido Rondon - ACIMACAR (Marechal Cândido Rondon Trade and Industry Association).
- Associação Comercial, Cultural, Industrial, de Agropecuária e de Serviços de Getúlio Vargas - ACCIAS (Getúlio Vargas Business, Cultural, Industrial, Agribusiness and Services Association).
- Associação Empresarial de Francisco Beltrão - ACEFB (Francisco Beltrão Business Association).
- Viva Lácteos - Associação Brasileira de Laticínios (Brazilian Dairy Association).
- Instituto Ethos.
- Global Anti-Corruption Action - Global Compact.

# Supplier chain

GRI 2-6; 3-3; 204-1; 308-1; 414-1

Sooro Renner maintains a diversified and strategic supplier chain, which plays a relevant role in the generation of economic and social value in the territories where it operates. In 2025, the Company registered 7,623 suppliers, of which 1,457 were active at the end of the period - being 1,433 national and 24 foreign.

Of the total resources allocated to the supply chain, around R\$669.3 million (94%) were directed to Brazilian companies, encompassing the supply of whey, freight services, electricity, biomass, packaging and cleaning products - the main purchase categories.

Of this amount, 52% was allocated to suppliers based in Paraná, the State where the Company's headquarters is located, evidencing the contribution to local socio-economic development and to the regional economies. The remaining resources were distributed among suppliers from São Paulo (20%), Santa Catarina (16%), Minas Gerais (6%) and Rio Grande do Sul (5%).

Additionally, R\$42 million was allocated to foreign suppliers, aimed at the acquisition of equipment and tools essential to operations, such as membranes, filters, plates and other technical materials.



## Criticality of the services

The Company adopts a structured approach for the management of critical suppliers, based on the identification and prioritization of risks throughout its supply chain. For this, a risk matrix was developed that considers criteria such as operational impact, strategic dependence, supply capacity and socio-environmental aspects. This tool guides the classification of the most relevant partners and supports the definition of monitoring, mitigation and chain development actions.

The raw-material suppliers are classified with the highest degree of criticality, on account of their direct relevance for the continuity of operations and the quality of the final products. For this reason, these strategic partners receive more rigorous monitoring, with specific management actions – see more on [page 29](#).

## Valorization and generation of income

Sooro Renner promotes initiatives that recognize the performance and encourage the continuous improvement of its commercial partners. In 2025, the Quality Bonus Program was implemented, which allocated more than R\$10 million to 34 whey suppliers classified as high-performance (score higher than 95% in the Performance Index). In addition to boosting the quality of the production chain, the initiative contributes to the financial reinforcement of the suppliers, encouraging competitiveness, the generation of income and the sustainability of the partner businesses.

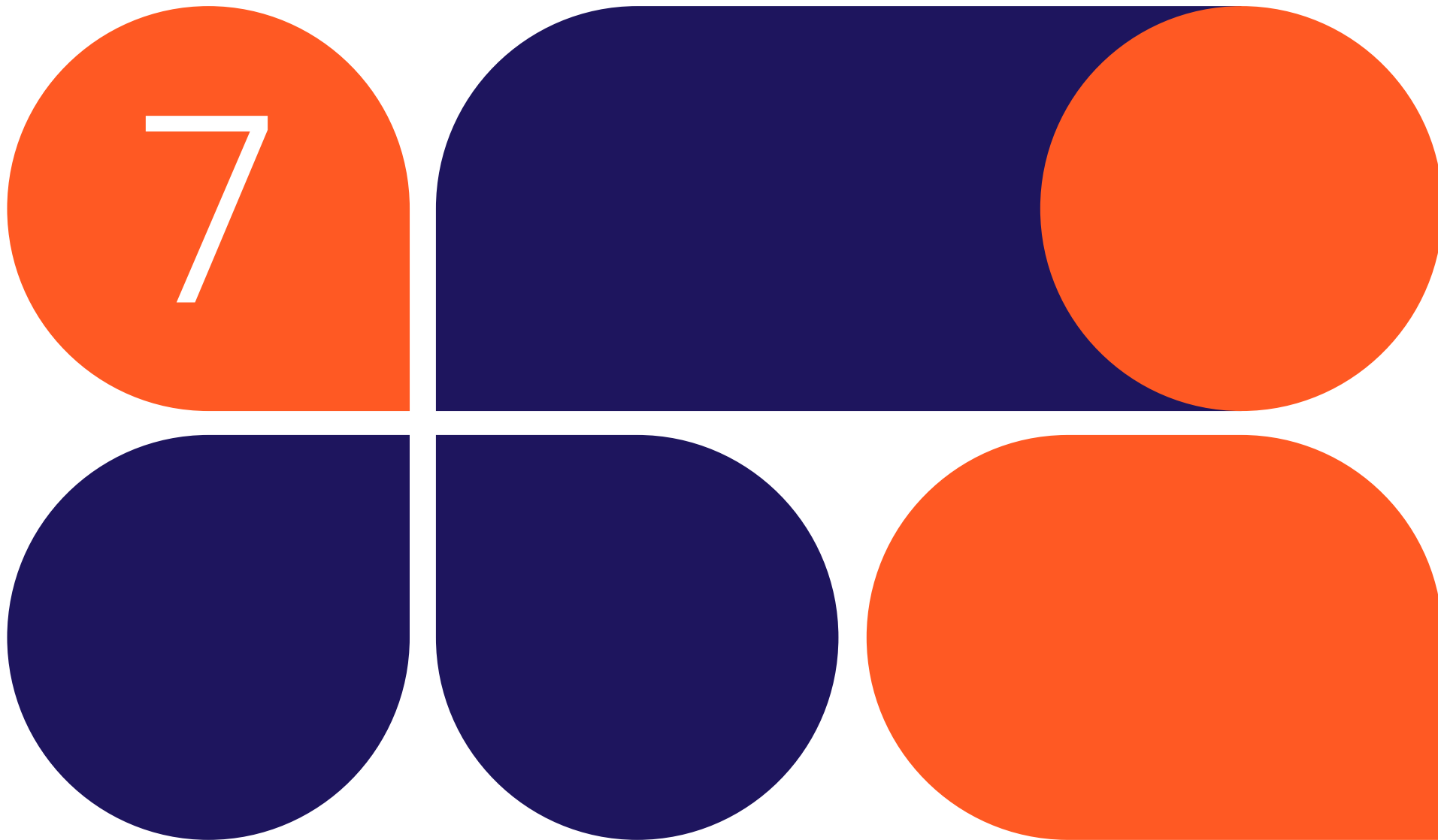
## Development of the production chain and rural qualification

Recognizing its inducing role in the improvement of the dairy chain, the Company developed the Rural Sustainability Program, which promotes direct technical support to the supplier dairy properties through bimonthly technical visits. During the interactions, knowledge related to milk production, property management, regulatory compliance, environmental practices and market trends is disseminated. Find out more on [page 70](#).



**1,457 active suppliers**

- 1,433 Brazilian partners
- 24 foreign partners




About the Report

# The Report

GRI 2-1; 2-2; 2-3; 2-14

This is Sooro Renner's first Sustainability Report, with information referring to the period between January 1 and December 31, 2025. Based on the guidelines of the Global Reporting Initiative (GRI), a non-profit organization that seeks to ensure the quality and the comparability of the reports of global organizations, this report highlights the environmental, social and governance performance of the Company. Information related to the business strategy, investments made, as well as financial aspects and adopted strategies is also presented. All the disclosed information refers to the activities of Sooro Renner, headquartered in Marechal Cândido Rondon (PR), and to all its industrial units – in Estação (RS) and Campinas (SP) – and a farm in Cafezal do Sul (PR).

The production of the Report counted on the participation of several areas of the organization, which provided data, indicators and analyses on the various fronts of the business, in addition to the conduct of interviews with directors, meetings with leaders of the areas and an in-person visit of specialized consultants to the Marechal Cândido Rondon (PR) unit, who were able to obtain a transversal view of the Company's programs and initiatives. The final version was analyzed and approved by the Executive Board, in addition to the ESG Committee and Board of Directors.



Questions about the content of the Report can be sent to the e-mail [sustentabilidade@sooro.com.br](mailto:sustentabilidade@sooro.com.br).

# Stakeholder engagement

GRI 2-29; 3-1

The material topics reported in this cycle are based on the Materiality Study carried out in 2025 by the Company with the support of a specialized consultancy, in order to ensure the impartiality and the balance of the analyses. To identify these topics, representatives of the various stakeholders of Sooro Renner were consulted, who share their information demands, as well as potential impacts of the business for each stakeholder. In all, 632 responses to the online survey carried out with a sample of different audiences were registered.

In complement, interviews took place with the Senior Management, clients and suppliers, and internal surveys on specific aspects of operations, challenges, metrics, governance structure and other topics. This entire process resulted in the definition of six material topics, addressed throughout the Report, and which will guide Sooro Renner's ESG Agenda in the coming years.

## Relevant topics

GRI 3-2

Based on the engagement of the stakeholders and the analysis of several documents, market databases, global frameworks and information from the segment, the material topics of Sooro Renner and their respective performance indicators were proposed, according to the GRI. The parameters were assessed by the Group with respect to the feasibility of monitoring and reporting, considering the management of these topics, as well as operational and strategic questions involved. Thus, the materiality of the period considers fundamental macro-topics, as presented on [page 16](#).

Below, the GRI Content Index indicates the location of the responses to the indicators throughout the Report – and, in some cases, the Index itself presents the response.

# GRI content index

Statement of use: Sooro Renner prepared the present report based on the GRI reporting standards for the period from January 1 to December 31, 2025.

GRI 1: Foundation 2021

GRI Standard	Content	Page	Response
<b>The organization and its reporting practices</b>			
GRI 2: General Disclosures 2021	2-1 Organizational details	8, 82	
GRI 2: General Disclosures 2021	2-2 Entities included in the organization's sustainability reporting	8, 82	
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	82	
GRI 2: General Disclosures 2021	2-4 Restatements of information		Not applicable for the first report.
GRI 2: General Disclosures 2021	2-5 External assurance		The Report was not verified by an independent third party.
<b>Activities and workers</b>			
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	8, 12, 29, 34, 79	
GRI 2: General Disclosures 2021	2-7 Employees	37	
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	37	
<b>Governance</b>			
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	19	
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	19	
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	19	
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	19	
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	19	



GRI Standard	Content	Page	Response
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	82	
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	24	
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	19	
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body		No actions were developed in the reported period.
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body		As it is a closed-capital Company, there is no structured process for the evaluation of the performance of the board members of Sooro Renner.
GRI 2: General Disclosures 2021	2-19 Remuneration policies		The remuneration of the Senior Management of Sooro Renner is established based on market practices.
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration		The remuneration of the Senior Management of Sooro Renner is established based on market practices.
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio		The remuneration of the Senior Management of Sooro Renner is established based on market practices.
<b>Strategy, policies and practices</b>			
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	3, 5	
GRI 2: General Disclosures 2021	2-23 Policy commitments	19, 21, 22, 42	
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	19, 21, 22, 42	
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	21, 22	
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	22	
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations		Sooro Renner received a notice of infraction from the Ministry of Agriculture and Livestock (MAPA).
GRI 2: General Disclosures 2021	2-28 Membership associations	79	
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	14, 73, 82	
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	40	

GRI Standard	Content	Page	Response
<b>Material topics</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	14, 82	
GRI 3: Material Topics 2021	3-2 List of material topics	14, 82	
GRI 3: Material Topics 2021	3-3 Management of material topics	14, 21, 22, 27, 29, 31, 34, 42, 43, 47, 57, 61, 64, 65, 79	
<b>Economic Performance</b>			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	35, 73	
<b>Procurement Practices</b>			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	79	
<b>Anti-corruption</b>			
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	22	
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	22	
<b>Energy</b>			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	64	
<b>Water and Effluents</b>			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	57	
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	57	
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	57	
GRI 303: Water and Effluents 2018	303-4 Water discharge	57	
GRI 303: Water and Effluents 2018	303-5 Water consumption	57	
<b>Emissions</b>			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	65	
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	65	
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	65	Sooro Renner did not measure Scope 3 emissions in the reported period.

GRI Standard	Content	Page	Response
<b>Waste</b>			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	61	
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	61	
GRI 306: Waste 2020	306-3 Waste generated	61	
GRI 306: Waste 2020	306-4 Waste diverted from disposal	61	
GRI 306: Waste 2020	306-5 Waste directed to disposal	61	
<b>Supplier Environmental Assessment</b>			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	29, 79	
<b>Employment</b>			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	37	
GRI 401: Employment 2016	401-2 Benefits provided to employees	40	
<b>Occupational Health and Safety</b>			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	47	
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	47	
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	47	
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	47	
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	47	
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	47	
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47	
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	47	
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	47	



GRI Standard	Content	Page	Response
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	47	
<b>Training and Education</b>			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	43	
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	45	
<b>Diversity and Equal Opportunity</b>			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	42	
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	42	
<b>Non-discrimination</b>			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	22	
<b>Child Labor</b>			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	22	
<b>Forced or Compulsory Labor</b>			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	22	
<b>Local Communities</b>			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	73	
<b>Supplier Social Assessment</b>			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	29, 79	
<b>Customer Health and Safety</b>			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	27	
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	27	
<b>Customer Privacy</b>			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	25	



## **Sustainability Report 2025**

### **General coordination**

ESG Commission

Health, Safety and Environment (HSE) Department

Human Resources Department

Legal Department

Controllership Department

### **GRI consultancy and editorial production**

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### **Images**

Sooro Renner Image Bank

