

# Sustainability Report 2025



Cooperating to improve  
people's lives.





# SUMMARY

## BOARD OF DIRECTORS

Message by the Chief Executive Officer on behalf of the Board of Directors

## ABOUT THE REPORT

Reading guide  
Materiality

## ABOUT US

Events and Awards  
Purpose  
How we operate  
Stakeholder *Engagement*

## GOVERNANCE

Management  
Ethics, integrity and transparency  
Quality  
Innovation

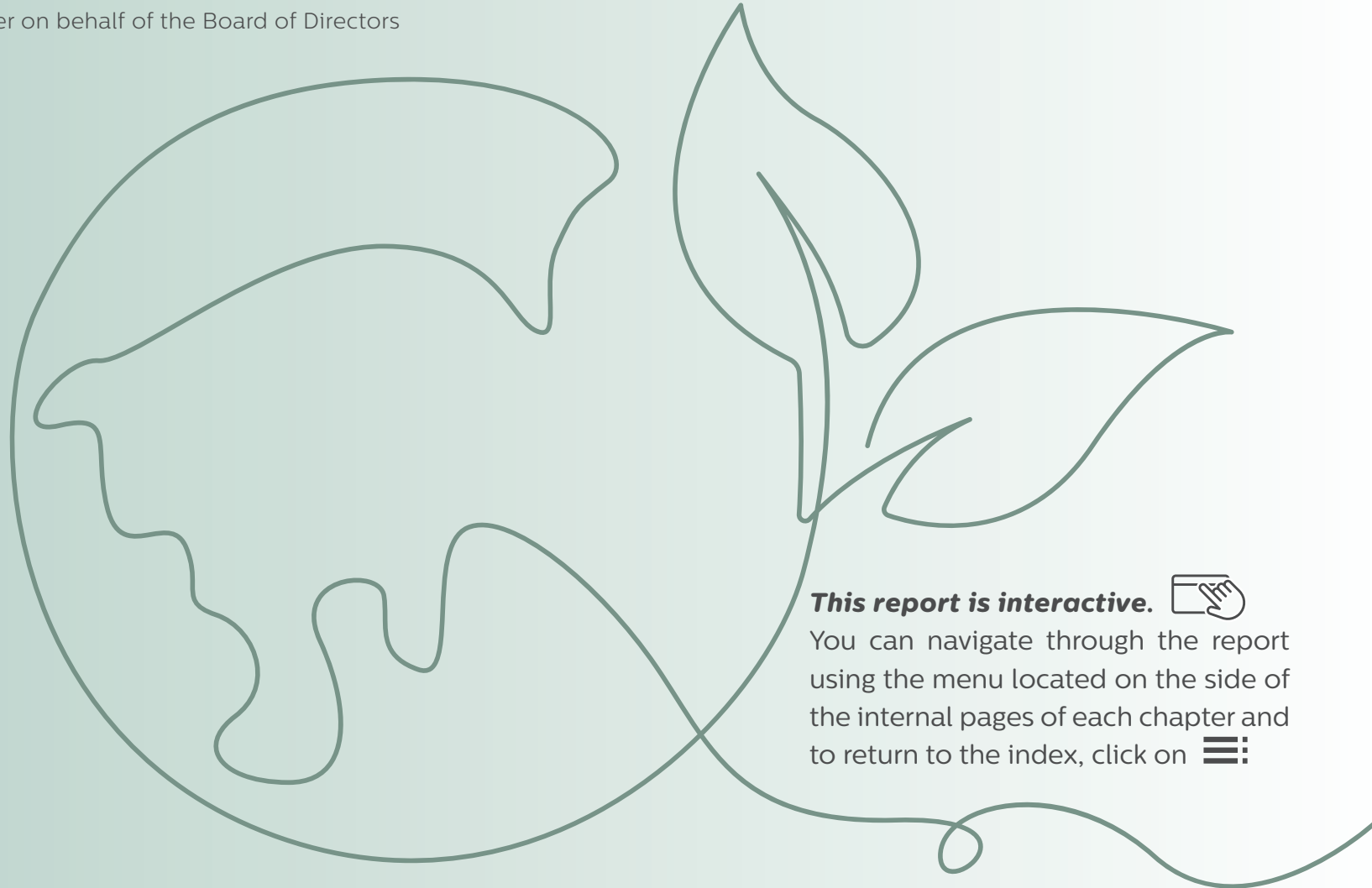
## SOCIAL

People, culture and inclusion  
Training and culture  
Hiring, compensation, and benefits  
Diversity and inclusion  
Occupational health and safety

## ENVIRONMENTAL


Environmental priority program  
Sustainable agriculture and livestock  
Biodiversity and ecosystem  
Water  
Effluents  
Waste  
Climate change  
Energy  
Greenhouse gas emissions

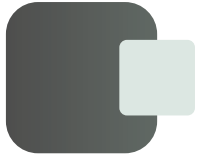
**GRI SUMMARY** (The GRI Summary is available on the Indicator Dashboard; access it via the QR Code or [click here](#)).



**This report is interactive.**



You can navigate through the report using the menu located on the side of the internal pages of each chapter and to return to the index, click on .



# Message from the CEO on behalf of the Board of Directors

GRI 2-22

SUSTAINABILITY  
REPORT  
2025



03

BOARD OF DIRECTORS

ABOUT THE REPORT

ABOUT US

GOVERNANCE (G)

SOCIAL (S)

ENVIRONMENTAL (E)

GRI SUMMARY



Working together to  
improve people's lives.

We have solidified our strategic plan through management focused on streamlining processes and achieving consistent results.

To celebrate the 61st anniversary of Lar Cooperativa, the book “**60 anos, 60 vozes [60 Years, 60 Voices]**” was launched, a work that captures the stories, memories, and spirit of those who built the cooperative over six decades. We reaffirm our responsibility to our members, employees, partners, and society as a whole. This moment further reinforced **our mission: to work together to improve people's lives.**

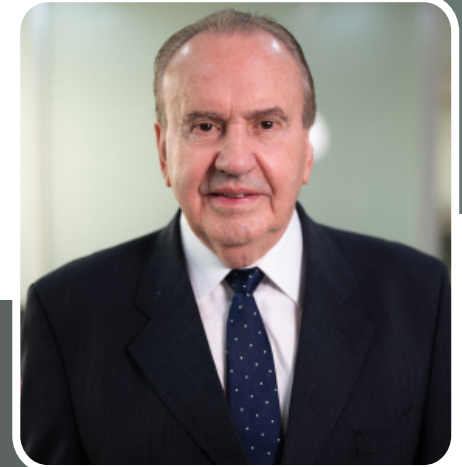
Throughout the year, we advanced in the pillars of sustainability, balancing economic development, environmental responsibility and social commitment. We expanded industrial units, invested in training and strengthened our presence in the national and international markets.

In 2025, Lar entered the fish farming industry, ushering in a new era of production diversification and becoming a multi-protein producer.

The Cooperative has also launched operations in Rio Grande do Sul, at a facility that operates on a service-provision model, marking Lar's first step in the state.

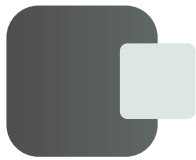
Innovation is a strategic driver for Lar Cooperativa, strengthening the integration between agriculture, industry, and management. We have implemented new technologies to optimize production processes and improve various stages of the food supply chain. We received the **1st Place award for the most innovative production Cooperative in the South**, a recognition that reflects the results of solid, innovative management that is aligned with our mission. We have strengthened our social initiatives with projects designed to support communities by promoting education, inclusion, culture, and sports through Lar Instituto, an extension of the cooperative's commitment to human and social development in the regions where it operates.

We also reaffirm new commitments



for the future, aligned with Lar's sustainable management and the challenges of the agribusiness. We will continue to invest in the conservation of water resources, work on projects to reduce emissions, uphold the principles of cooperativism, and improve management systems for food security and sustainable food production, with the aim of ensuring a positive and lasting impact for our members and society as a whole.

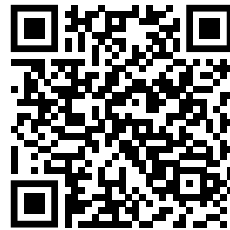
  
**Irineo da Costa Rodrigues**  
Chief Executive Officer



# ABOUT THE REPORT

GRI 2-2 | 2-3 | 2-4 | 2-5 | 2-6 | 2-1

We present our sustainability report in accordance with the *Global Reporting Initiative (GRI) Standards*, which is prepared annually and subject to external assurance. Covering the period from January 1st to December 31st, 2025, this report addresses the most relevant environmental, social and governance aspects for Lar and its stakeholders. The information presented includes the operations of Lar Cooperativa Agroindustrial, Lar Paraguay, and Lar Credi, with financial statements audited by independent firms.



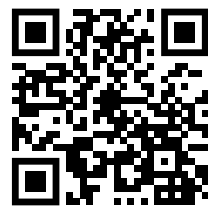
**LEARN MORE**  
on the *Data from the External Verification* carried out by **ABNT** at the QR Code above or [click here](#)

**LEARN MORE**

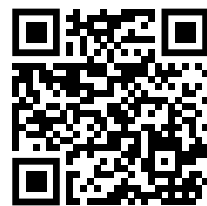
on Lar 2025's full reports and Financial Statements at the QR Code to the side.



Lar Cooperativa



Lar Paraguay



Lar Credi

Lar's financial statements report includes the related entities. In the sustainability report, we only mention entities that have production and revenue.



# READING GUIDE

This document brings together our initiatives and practices, structured according to the ESG pillars (*Environmental, Social, and Governance*) – **Environmental (E), Social (S), and Governance (G)**, organized into relevant themes, with their specific impacts and indicators, also highlighting the alignment of our actions with the Sustainable Development Goals (SDGs).

To build this report, we mapped opportunities and challenges according to the most relevant material topics for the business and the community. The methodology used in this process is described on page 5.

The ESG pillars, GRI Indicators, SDGs, and icons for material topics will be highlighted, ensuring a clear, integrated, and easy-to-follow overview.



**Why is this important?**

It links our actions to global practices and shows how we create value in a responsible and mindful way.

To identify the material topics raised by Lar, we will use the icons below:



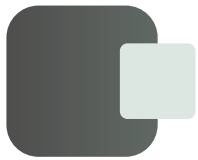
**ENVIRONMENTAL**



**SOCIAL**



**GOVERNANCE**



# MATERIALITY

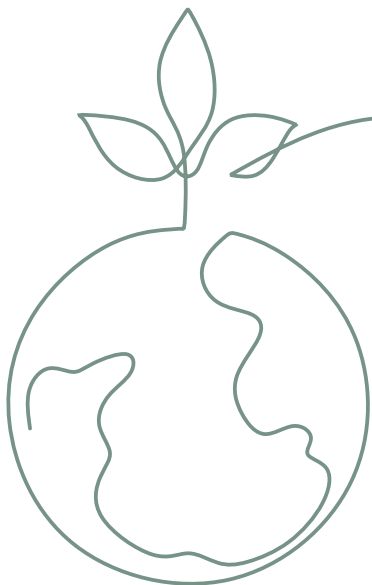
GRI 2-1 | 2-23 | 2-24 | 2-25 | 3-1 | 3-2 | 3-3

The materiality matrix was created in 2023 based on a survey of our *stakeholders*. These material topics serve as the foundation for this Report and for the Cooperative’s Strategic Plan. The process consisted of three stages: mapping, prioritization, and identification of material topics.

## MAPPING

Definition of 8 groups of *stakeholders* (parties involved in Lar’s business activities and relationships, taking into account their level of relevance and degree of involvement with the Cooperative):

- Members
- Press;
- Internal clients;
- External clients;
- Strategic partners;
- Direct suppliers;
- Financial institutions;
- Regulatory bodies.



## PRIORITIZATION

The process of defining material topics was conducted with the participation of the Cooperative’s leadership, who identified relevant items through online forms regarding results, commitments, and goals that guide strategic and sustainable actions, thereby creating value for members, employees, the community, and the environment.

Lar has adopted the ESG Seal, demonstrating its commitment to environmental, social, and governance practices and reinforcing its commitment to continuously improving its sustainability efforts.













- **Environmental:** Sustainable use of resources
- **Social:** Common purpose
- **Governance:** Made by people
- **Lar’s Involvement**

The frequency of reviewing the materiality matrix will be every 4 years. New reviews may be carried out if there is a significant change in the context of the Cooperative and/or in the relationship of stakeholders reported through this document.

**MATERIAL TOPICS**

The results of the survey indicated the most relevant themes, according to the perception of our *stakeholders*. Following review and approval by the Executive Board, six material topics were identified, which were narrowed down to four priority topics.

RELEVANT TOPICS	MATERIAL TOPICS FOR LAR COOPERATIVA AGROINDUSTRIAL	
Ethics, integrity and transparency	<p><b>Ethics, integrity and transparency</b></p> 	The Cooperative's actions regarding transparency, ethics and compliance with regulations, standards and policies.
Sustainable agriculture Soil management and conservation	<p><b>Sustainable agriculture and livestock</b></p>    	Addresses the application of sustainable practices in agriculture and livestock farming and the importance of technical monitoring for the sustainable development of operations.
Training, education and career Occupational health and safety	<p><b>People, culture and inclusion</b></p>  	Involvement of people in the Cooperative's activities and business. Professional development, labor relations, health, safety and well-being. Engagement with Lar's culture and cooperative principles.
Service quality and customer satisfaction	<p><b>Quality and innovation</b></p>   	Addresses compliance with applicable certifications, legislation and standards, maintenance of quality programs, innovation, adoption of new technologies and continuous improvement in processes, products and services.



## ABOUT US

GRI 2-1

**About us:** We are Lar Cooperativa Agroindustrial, a cooperative headquartered in Medianeira - Paraná, present in several states of Brazil and in Paraguay, through Lar Paraguay SRL\*.

**What we do:** We operate efficiently in the field, offering seeds and inputs of proven quality, specialized technical assistance and security in the marketing of the agricultural production of our members and customers. Our portfolio of chicken cuts is internationally recognized, reaching more than 100 countries.

**Always moving forward:** After establishing a solid track record in grain, poultry, and pork production, Lar Cooperativa Agroindustrial launched two new ventures in 2025, entering the fish farming and pork processing sectors.

In all our products and services, we establish quality standards that reflect our commitment to sustainability, innovation and ethics in human relations.

\*Limited Liability Company.

Lar Cooperativa has released the book “60 anos, 60 vozes” to celebrate its six decades of existence. The project was the brainchild of the cooperative’s president, Irineo da Costa Rodrigues, who sought to preserve history and create a legacy for future generations.



### LEARN MORE

about the *History of Lar* via the QR code on the side or [click here](#)

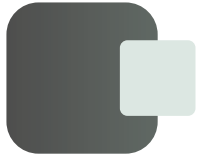


## EVENTS AND AWARDS

At Lar Cooperativa, innovation and continuous learning are core to our values. We believe that innovation means constantly seeking new solutions and developing and improving our products. As a reflection of this commitment, in 2025 we received the following awards:

- **1st Place** in the Economic and Financial Performance Category at the Quem é Quem [Who's Who] Awards;
- **1st Place** in Innovation and Technology at the Quem é Quem Awards;
- **2nd Place** in Social and Environmental Management at the Quem é Quem Awards;
- **2nd Place** in Women in Leadership at the Quem é Quem Awards;
- **2nd Place** in Retail, Innovation, Consumption and Marketing Action at the Quem é Quem Award;
- **3rd Place** for Best Operations Manager at the Quem é Quem Awards;
- **3rd Place** in Technical Assistance for Swine Farming at the Quem é Quem Awards;
- **1st place** in the Shared Innovation category in Amanhã Magazine;
- Deputy Homero Pereira Agricultural Merit Award.





# PURPOSE

GRI 2-1

This purpose is present in every decision, each project and each initiative. Whether through the development of new agricultural technologies, the promotion of sustainable practices, or the creation of new business opportunities, Lar remains focused on how its actions can benefit its members, employees, and the community.

“ Cooperating to improve people’s lives ”



**COOPERATING**  
is our **identity**.



**IMPROVING**  
is our **culture**.



**PEOPLE’S LIVES**  
is the ultimate goal of  
all **human endeavor**



Anderson Durval de Melo Ferreira - Warehouse Clerk at UIA Matelândia



Marcia Swarowski  
Manager of the Medianeira Branch - Lar Credi



Mario Aguinaga  
Agricultural Engineer - Lar Paraguay



To view our **Mission, Vision, and Values**, visit the Performance Metrics Center via the QR code on the right or [click here](#)



**MEMBERS**

**15,555**

LAR COOPERATIVA

**11,263**

LAR CREDI



**EMPLOYEES**

**24,939**

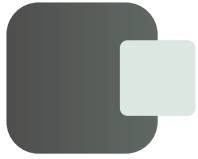
LAR COOPERATIVA

**455**

LAR PARAGUAY

**93**

LAR CREDI



# OUR BRANDS

GRI 2-1



We meet market demands by prioritizing the quality of our products and combining convenience, taste, and safety. We work with brands of chilled, frozen and processed foods, present in Brazil and abroad. We also produce high-performance soybean seeds, designed to increase the productivity and profitability of our associates' and customers' crops.

# FIELD OF PRACTICE

GRI 2-6

## PARANÁ

**01 CENTER**  
ADMINISTRATIVE

**01 CENTER**  
EVENTS

**01 LABORATORY**  
CENTRAL

**01 TRANSPORTATION COMPANY**

**01 LAR INSTITUTO**

**08 UNITS**  
FEED INDUSTRY

**04 UNITS**  
POULTRY INDUSTRY

**07 POINTS**  
FUEL STATIONS

**15 STORES**  
SUPERMARKET

**34 UNITS**  
ASSOCIATE SERVICE

**01 UNIT**  
MEAT INDUSTRY

**02 HATCHERIES**  
FERTILE EGG

**01 CENTER**  
OF SWINE INSEMINATION

**01 UNIT**  
PRODUCING BREEDING STOCK FOR SWINE

**26 UNITS**  
GRAIN RECEPTION

**02 UNITS**  
PIGLET PRODUCERS (UPL)

**03 UNITS**  
WEANED PIGLET PRODUCERS (UPD)

**01 UNIT**  
PIG SLAUGHTER\*

**01 UNIT**  
CHICK PRODUCTION

**02 UNITS**  
POULTRY BREEDING

**01 UNIT**  
FISH INDUSTRY

**02 UNITS**  
SOYBEAN INDUSTRY

**19 POINTS**  
LAR CREDI SERVICE

## RIO GRANDE DO SUL

**01 UNIT**  
FEED INDUSTRY\*

**01 UNIT**  
POULTRY INDUSTRY\*

## PARAGUAI

**01 CENTER**  
ADMINISTRATIVE

**23 UNITS**  
GRAIN RECEPTION

**24 UNITS**  
CUSTOMER SERVICE

## MATO GROSSO DO SUL

**20 UNITS**  
ASSOCIATE SERVICE

**43 UNITS**  
GRAIN RECEPTION

**01 UNIT**  
SOYBEAN INDUSTRY

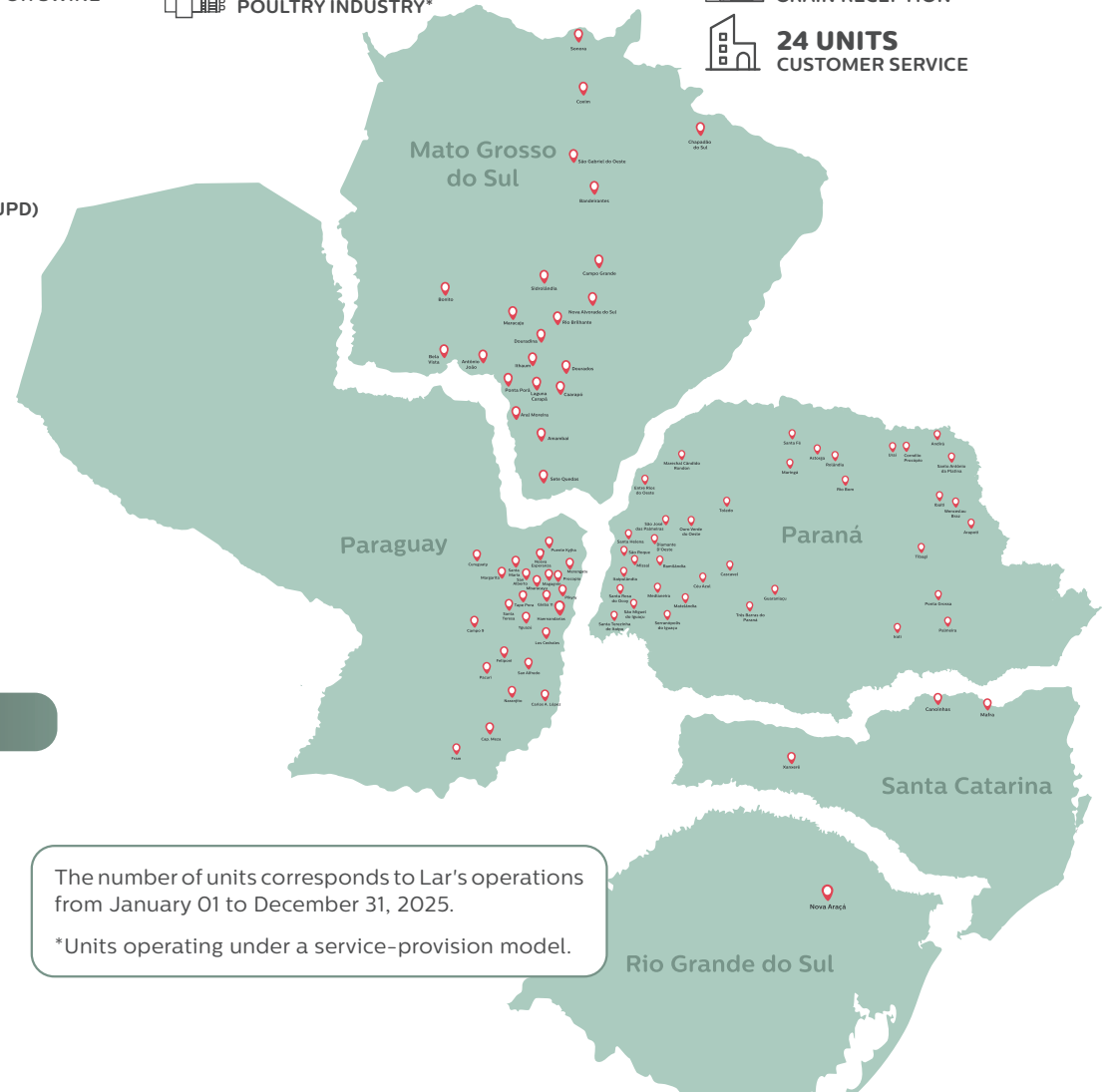
**17 POINTS**  
LAR CREDI SERVICE

## SANTA CATARINA

**03 UNITS**  
ASSOCIATE SERVICE

**01 UNIT**  
GRAIN RECEPTION

**01 PLANT**  
LAR CREDI SERVICE

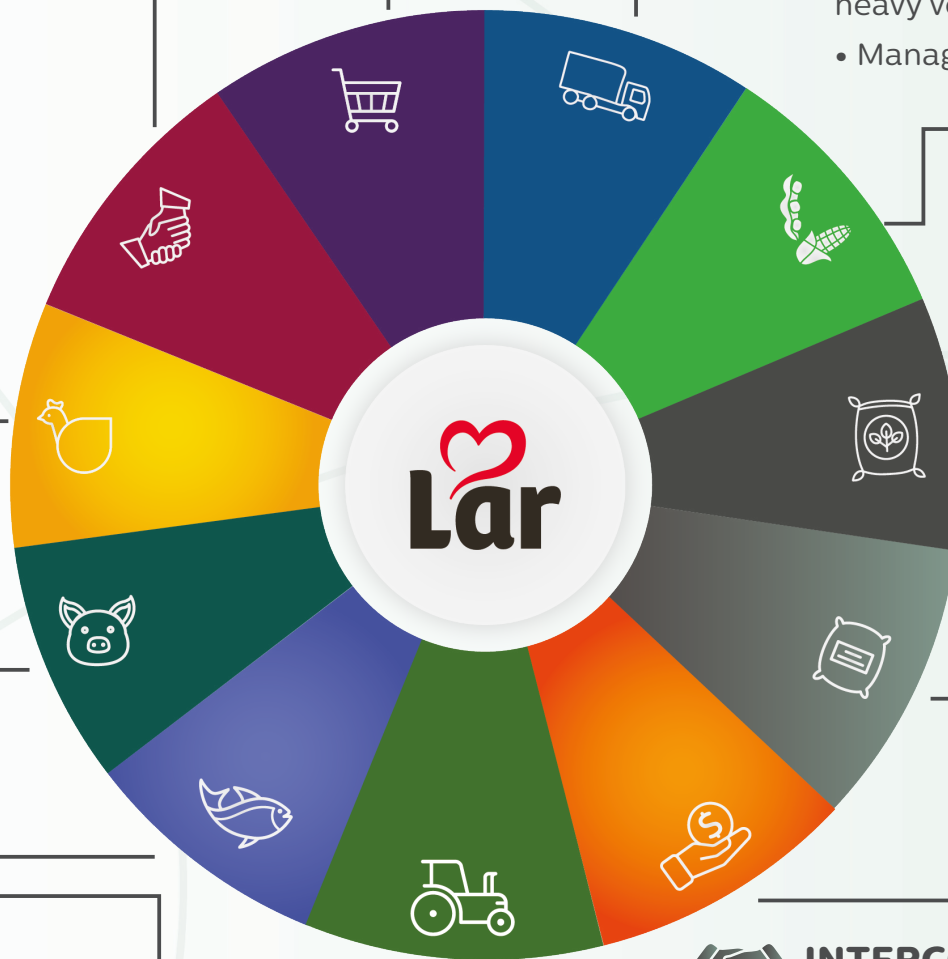




# VALUE CHAIN

GRI 2-6

- Commercial transactions for export;
- Internal Market.
- Rearing of breeders, production of fertile eggs, incubators and production of chicks;
- Fattening unit and poultry farms of members;
- Production of broiler chicken;
- Slaughter and industrialization of poultry.
- Production of breeding stock, production of piglets;
- Pig slaughter;
- Production of finishing pigs;
- Promotion, production, harvesting, and processing of fish.
- Sales of machinery, agricultural equipment, and parts;
- Members and customers.



- Supermarket and gas station chain;
- Customers.
- Logistics and transportation of raw materials and finished products;
- Management and maintenance of light and heavy vehicles;
- Management and training of drivers.
- Technical assistance in the production of soybean seeds;
- Receiving and processing.
- Purchase of agricultural inputs;
- Production of soybean seeds;
- Service to members and customers.
- Production and sale of animal feed;
- Partners and customers.
- Applications;
- Loans;
- Investments;
- Insurance.



## INTERCOOPERATION

- Frimesa | • Cotriguaçu | • Copagril | • UniTI | • Primato



# SUPPLY CHAIN

GRI 2-6



## GRAINS

## SWINE FARMING

**LAR BRASIL**

- SERVICE UNITS**  
57 UNITS
- GRAIN RECEPTION**  
70 UNITS
- INPUT WAREHOUSE**  
59 UNITS
- SOYBEAN INDUSTRIES**  
03 UNITS (4,277 THOUSAND TONS/DAY)

**COTRIGUAÇU**

PORT TERMINAL AND RAILWAY TERMINAL

**LAR PARAGUAY**

- SERVICE UNITS**  
25 UNITS
- GRAIN RECEPTION**  
25 UNITS
- INPUT WAREHOUSE**  
23 UNITS

**SEMEN**  
01 PRODUCTION UNIT (196,700 DOSES/YEAR)

**PIGLETS**  
05 PIGLET PRODUCTION UNITS (38,872 SOWS)

DESTINATION FOR SLAUGHTER:  
4,094 PIGS/DAY

**NURSERIES**  
17 UNITS (729,899 PIGLETS/YEAR)

**FINISHING**  
231 PRODUCERS (HOUSE CAPACITY 1.110 MILLION/YEAR)

**MILK**  
**FRIMESA**  
77,666 LITERS/DAY

## POULTRY

## FISH FARMING

**COMMERCIAL LAYING HENS**  
80 INTEGRATED FARMS (MANTIQUEIRA PARTNERSHIP)

**REARING HENS**  
02 UNITS (2.75 MILLION BIRDS/YEAR)

**FERTILE EGGS**  
14 INTEGRATED FARMS / 26 NUCLEI (415 MILLION EGGS/YEAR)

**HATCHERIES**  
02 UNITS (36.6 MILLION EGGS/MONTH)

**BROILER POULTRY FARMS**  
3,305 POULTRY HOUSES (1,609 INTEGRATED FARMS)

**POULTRY SLAUGHTERING PLANTS**  
UNITS (1,225 THOUSAND BIRDS/DAY)

**ANIMAL FEED INDUSTRIES**  
09 UNITS (218,000 TONS/MONTH)

**FISH PRODUCTION**  
30 ASSOCIATES / 40 HECTARES OF WATER SURFACE AREA FOR STOCKED FISH

**FISH PROCESSING INDUSTRY**  
UNIT (10 TONS PROCESSED/DAY)



# STAKEHOLDER *ENGAGEMENT*

GRI 2-28 | 2-29

We value ongoing dialogue with our *stakeholders*, strengthening partnerships and encouraging active community participation. Our main channels and initiatives:

## COMMUNICATION CONSULTANCY

Dedicated to disseminating information and news, such as radio, magazine, website and social media about the Cooperative.

## MEETINGS WITH PARTNERS

We establish strategic partnerships and promote knowledge sharing through meetings and process demonstrations.

## PRODUCER SERVICE UNITS

We offer direct contact with producers, providing assistance and support for their production.

## PRESS CONFERENCE

An event organized by Lar that aims to strengthen partnerships and align strategies, while also serving as a gesture of recognition and respect for the work of the sector.



## LAR DAY

An event to brief key business partners on Lar's performance.



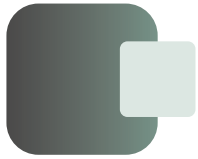
### LEARN MORE

See how the Lar Day 2025 event went, scan the QR code on the side or [click here](#)



## 10th Edition – Día del Productor

Lar Paraguay held the 10th Farmers' Day in Santa Rita and San Alberto. The event marked the official launch of the Lar 30 Years Campaign, which will honor those who have supported the cooperative throughout its history.



## A LEADING ROLE IN THE INDUSTRY

GRI 2-9 | 2-25 | 2-28 | 2-29

We strengthen governance and promote innovation and regional development by working with associations and organizations that represent the agroindustrial and cooperative sectors.

### ENVIRONMENT - BRAZIL

- River Basin Committees;
- Advisory Council of Iguaçu National Park - CONPARNI;
- Association of Agrochemical Traders of the West Coast - collection of packaging (ACCO).

### PARAGUAY

- Chamber of Oilseed Exporters of Paraguay (CAPECO);
- Association of Seed Importers of Paraguay (PARPOV);
- Association for Collection of Pesticide Packaging (SIGEV).

### GRAINS, SEEDS AND AGRICULTURAL INPUTS

- Paraná Seed and Seedling Producers Association (APASEM);
- Association of Soybean Seed and Crop Producers of the State of Santa Catarina (APROSESC);
- Brazilian Post-Harvest Association (ABRAPOS);
- Association of Biofuel Producers of Brazil (APROBIO);

Lar has representatives in agricultural cooperative organizations such as OCB, OCEPAR, ABPA, SINDIAVIPAR, COESA, and FACTA.

### LABOR RELATIONS AND OCCUPATIONAL SAFETY

- Union of Agricultural, Livestock and Agroindustrial Cooperatives of the Western Region of Paraná (SINCOOPAR OESTE);
- Federation and Organization of Cooperatives of the State of Paraná (FECOOPAR).

### REGIONAL AND BUSINESS DEVELOPMENT

- Municipal trade associations;
- Oeste em Desenvolvimento Program (POD);
- Brazilian Institute of Finance Executives of Paraná (IBEF-PR);
- Paraná Supermarket Association (APRAS);
- Brazilian Banking Association (ABBC);
- Credit Cooperative Guarantee Fund (FGCOOP).

### LOGISTICS EFFICIENCY

- Union of Workers in the Transport Industry of Paraná (SINT-ROPAR);



SUSTAINABILITY  
REPORT  
2025



BOARD OF DIRECTORS

ABOUT THE REPORT

ABOUT US

**GOVERNANCE (G)**

SOCIAL (S)

ENVIRONMENTAL (E)

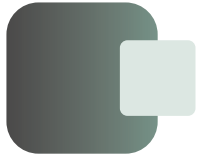
GRI SUMMARY



Working together to  
improve people's lives.



# GOVERNANCE



## MANAGEMENT

GRI 2-1 | 2-9 | 2-10 | 2-11 | 2-12 | 2-13

Democratic management: decisions are made with the participation of members, through a structure composed of executive and non-executive members, ensuring a voice and representation.

### ANNUAL GENERAL MEETING (AGM)

The Annual General Meeting (AGM) is a management meeting open to all members, held after the close of the fiscal year and the preliminary meetings, during which decisions affecting the Cooperative and its members are made, such as the approval of board elections, the approval of financial statements, the allocation of surplus funds, investments, and the governance model.

**Integrated Management:** a structure comprising a Fiscal Council, a Board of Directors, and an Executive Board (elected by the members), supported by well-defined bylaws that are widely disseminated among the members. They work in conjunction with Lar's three departments.

The Fiscal Council, the Board of Directors and the Advisory Board play a role in getting closer to the members, encouraging their active participation and valuing their contributions in the decisions and direction of the Cooperative.

### ADVISORY BOARD

**Mission:** Its role is to educate, guide, and support its leaders.

Comprising 82 representatives, including the Audit Committee, the Board of Directors, and Committees by activity.

**Objective:** to prepare current and future leaders for management and governance.

### AUDIT COMMITTEE

Our Cooperative has an Audit Committee consisting of three regular members and three alternate members, who are elected annually at the General Meeting and meet monthly to oversee activities, review financial statements, and ensure transparency of information.

### BOARD OF DIRECTORS

It plays a central role in setting the Cooperative's strategic guidelines, holding monthly meetings to address strategic, administrative, social, financial, accounting, tax, and operational matters. Representatives are elected every

four years through a voting process at the Annual General Meeting.

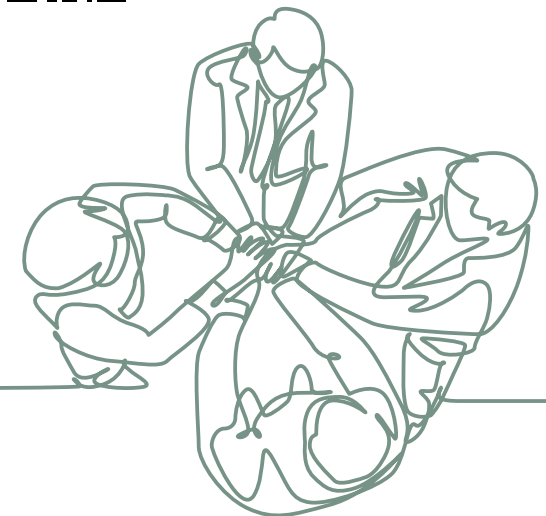
### SUPERINTENDENT OFFICES

With the growth and expansion of the Cooperative, the volume of activities and the complexity of processes have also increased.

**Need:** the creation of three superintendencies to support the Executive Board in making short-, medium-, and long-term decisions.



Scan the QR code next to the Cooperative's Organizational Chart in the Indicators Center or [click here](#)



# CURRENT MANAGEMENT

GRI 2-29

The Cooperative seeks to foster opportunities for interaction and dialogue between management and its employees and members. One of these opportunities is through the ***Conversa com o Presidente [Conversation with the President] Program***, where employees have the opportunity to talk directly to the Executive Board, sharing experiences, learning about the sector's challenges and opportunities, and aligning their activities with the institutional vision. This Program further reinforces a culture of engagement and transparency, ensuring that every employee feels like an integral part of Lar's journey.

For members, the ***Café com a Diretoria [Coffee with the Board]*** was created—a space for open dialogue that emerged as an extension of the pre-assembly meetings, designed to explore relevant topics in greater depth and provide feedback on the suggestions gathered. With this intimate and interactive format, the ***Coffee with the Board*** further strengthened the bond between Lar and its members, reflecting an essential characteristic of the cooperative: being present and reaching out to its audiences, with a special emphasis on member families, actively contributing to Lar's growth and strengthening.

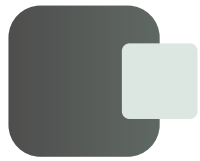
Sustainability, a topic that is always part of our conversations, reaffirms the cooperative's mission and reinforces the purpose that drives us: **to work together to improve people's lives.**



Conversation with the President Program



Coffee with the Board



## COMMITTEES

GRI 2-9 | 2-10 | 2-12 | 2-13 | 2-14 | 2-16 | 2-17

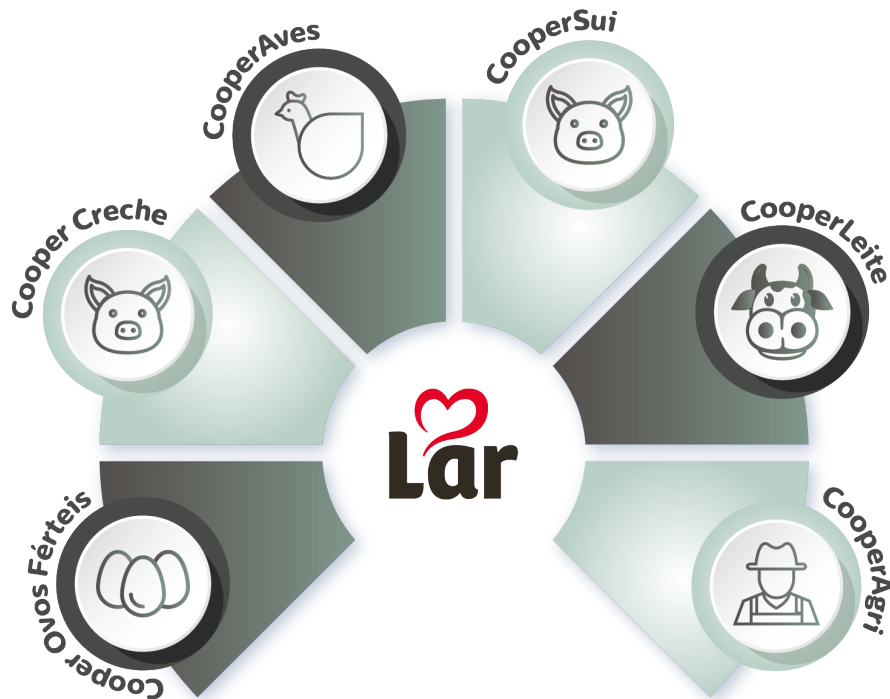
### COMMITTEES BY ACTIVITIES

Specialized committees serve as a link between the cooperative and the producers. They bring issues and solutions to the table for discussion.

**Main committees:** CooperAves, CooperSui, CooperLeite, CooperAgri, Cooper Ovos férteis, Cooper Creche.

Cooper Peixes is in the process of being officially recognized.

**Objective:** to promote efficient management and sustainable development, strengthening Lar and ensuring its continuous growth.



### SUSTAINABILITY COMMITTEE

Designed to track key performance indicators and reinforce Lar's commitment to sustainable practices.

**Brings together the Executive Board and key departments:** Human Resources, Communications, Educational Initiatives, Innovation, Environmental Management, Quality, Internal Audit Advisory Services, and Sustainability.

**Responsibilities:** promotes cross-departmental collaboration, contributes to risk and impact assessments, and proposes and reviews projects, policies, and reports related to sustainability.

### WOMEN'S COMMITTEE AND YOUTH COMMITTEE

Lar supports its members by providing technical training and efficient management, helping them overcome challenges, increase productivity, and innovate in the field.

It also encourages the participation of women and young people, who play an essential role in the field and in cooperative leadership, thereby strengthening the organization's diversity and sustainability.

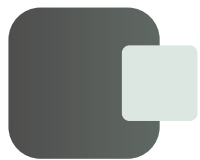
**Why is this important?** Ensures a stronger, more diverse, and future-ready Lar.



Women's Committee



Youth Committee



# ETHICS, INTEGRITY AND TRANSPARENCY

GRI 2-9 | 2-15 | 2-16 | 2-17 | 2-23 | 2-24 | 2-25 | 2-26 | 2-27 | 3-3 | 205-1 | 205-2



Lar Cooperativa Agroindustrial promotes Ethics, Integrity, and Transparency in all its operations and throughout the value chain. This ensures legal compliance, reduces operational and reputational risks, strengthens the trust of *stakeholders* and promotes a safe and ethical work environment.

## CODE OF ETHICS, CONDUCT, AND INTEGRATED MANAGEMENT POLICY

To strengthen ethical management and fulfill our commitment, we continuously analyze data and risks across all areas. Based on a risk assessment related to integrity, corruption, and transparency, we have implemented preventive measures to mitigate negative impacts, establishing clear guidelines for negotiations with customers and suppliers. Confirmed cases of fraud, bribery, or improper benefits are reviewed and handled by the legal department. If necessary, contracts may be terminated unilaterally.

The purpose of our Code of Ethics is to provide guidance on the standards of conduct and behavior expected in internal processes, as well as in our interactions with partners, suppliers, and other stakeholders.

In line with our Integrated Management Policy, it guides our actions in response to violations, preventing conflicts of interest, corruption, and violations of human rights and the environment. The Code of Ethics is widely disseminated through training sessions, contractual provisions, and Lar's website.



### LEARN MORE

To view Lar Cooperativa Agroindustrial's Code of Ethics and Conduct, scan the QR code on the right or [click here](#).



### LEARN MORE

on the Cooperative's Integrated Management Policy, scan the QR Code on the side or [click here](#).

## WHISTLEBLOWING CHANNEL, OMBUDSMAN OFFICES, AND INTERNAL AUDIT

We have a dedicated department responsible for evaluating all operations and ensuring that internal processes are being followed correctly, conducting analyses and investigations into suspected violations of procedures and regulations.

We have set up a whistleblowing channel on Lar's official website. Information may be recorded in an identified, confidential, or anonymous manner, with investigation and follow-up as appropriate. In 2025, 247 complaints were filed.

**Lar Credi's** Ombudsman's Office is a communication channel between the cooperative and its members and users of products and services.

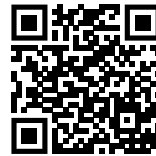
We receive, review, and respond to requests with transparency, independence, impartiality, and objectivity, within the regulatory timeframe.



Scan the QR Code to the side or [click here](#) and access the Cooperative's reporting and ombudsman channels



Lar Cooperativa  
Agribusiness



Lar Credi

## PROCESS PERFORMANCE MANAGEMENT

**What we do:** We closely monitor the performance of our processes.

**In what way:** Using metrics developed by each management area, we critically assess whether these processes are effective and efficient, always in line with the annual objectives and the Strategic Plan.

### STRATEGIC PLANNING

The 2026–2035 Strategic Plan has been defined, based on studies and analyses of scenarios and trends, aligned with Lar's cooperative ethos and long-term vision. This plan is based on the Cooperative's mission, vision, and values, and serves as a guide for our decisions.

### REGULATORY MANAGEMENT

The Cooperative manages the legal aspects throughout its entire supply chain, in accordance with the specific requirements of each activity. We continuously invest to ensure compliance with the laws and regulations governing the industries in which we operate. This includes labor laws, tax regulations, labeling rules, and consumer protection laws. All documentation related to these standards is organized and kept up-to-date in an electronic management system. We also have a Legal Department that is part of our governance structure. This department provides support in contract analysis, monitors legal proceedings, and ensures that all legal obligations are properly fulfilled.

**RISKS MANAGEMENT**

Our risk management model aims to ensure the Cooperative’s security both now and in the future by identifying, assessing, addressing, and mitigating potential risks. This helps prevent losses and makes the organization stronger and better prepared.

PRIORITY THEME	RISKS AND IMPACT	INITIATIVES AND CONTROL MEASURES
<p><b>Ethics, integrity and transparency</b></p>	<ul style="list-style-type: none"> <li>• Legal aspects related to the business;</li> <li>• Trade relations;</li> <li>• Image reputation and reliability.</li> </ul>	<ul style="list-style-type: none"> <li>• Management structure, internal policies, and Code of Ethics;</li> <li>• Communication channels with internal and external audiences;</li> <li>• Events and dialogues with <i>Stakeholders</i>.</li> </ul>
<p><b>Quality and innovation</b></p>	<ul style="list-style-type: none"> <li>• Health, Safety, and Customer Satisfaction;</li> <li>• Operational Efficiency;</li> <li>• Adapting to industry changes.</li> </ul>	<ul style="list-style-type: none"> <li>• Certifications and compliance audits;</li> <li>• Analysis of trends and process performance;</li> <li>• Incentives for generating ideas (employees and associates), implementing efficiency projects, and adopting new technologies.</li> </ul>
<p><b>People, culture and innovation</b></p>	<ul style="list-style-type: none"> <li>• Labor availability and talent retention;</li> <li>• Diversity, health, and safety in the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with labor laws and protection of human rights;</li> <li>• Personnel development and training programs;</li> <li>• Occupational Health and Safety Management System.</li> </ul>
<p><b>Sustainable agriculture and livestock</b></p>	<ul style="list-style-type: none"> <li>• Climate change and Greenhouse gas emissions;</li> <li>• Use of natural resources, biodiversity, and ecosystems;</li> <li>• Animal health and welfare.</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable use of resources and mitigation of greenhouse gas emissions;</li> <li>• Environmental Management System;</li> <li>• Animal welfare certification and programs, and specialized technical guidance in the agricultural sector (farming and livestock).</li> </ul>

The effectiveness of the actions is demonstrated in the commitments made and throughout the text with the initiatives carried out.

### CUSTOMER SATISFACTION

**What we do:** We conduct periodic customer satisfaction surveys.

**In what way:** Through satisfaction surveys available in digital format to customers and via the Customer Service Channel.

**Why is this important?** We understand the public's expectations, identify opportunities for improvement and strengthen the relationship.

### CUSTOMER SERVICE

**What we do:** We offer a customer service channel.

**Objective:** Report critical incidents related to consumer health and safety, and receive unsolicited feedback regarding products, services, or the Cooperative itself.

**Steps of process:** After each interaction, we inform the client of the actions taken and, when necessary, monitor their effectiveness and assess satisfaction levels through a follow-up at the end of the interaction.

**Data for 2025:** A total of **956 comments were recorded**, including complaints, compliments, and suggestions. During this period, **305 consultations were conducted**.



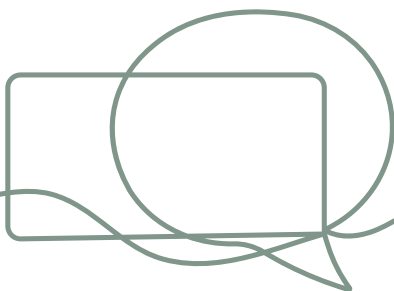
**TO ACCESS**

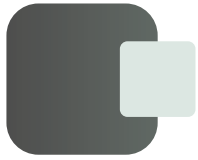
*The Cooperative's Customer Service Department: Scan the QR Code on the right or [click here](#).*

### INFORMATION SECURITY (LGPD)

We have aligned our processes with the requirements of the General Data Protection Law (LGPD - Law 13,709/2018), and are committed to protecting the data of our members, employees, customers, and suppliers.

To ensure compliance with the rules and promote awareness among all employees involved in the processing of personal data, we have structured the Privacy and Personal Data Preservation Committee, known as the LGPD Committee, developing a culture of data protection through periodic newsletters and training, to ensure compliance and security in our operations.





# QUALITY

GRI 2-23 | 3-3 | 416-1 | 416-2 | 13-9 | 13-10 | 13-11



Lar reaffirms its commitment to excellence by adhering to standards, continuously innovating, and expanding its operations to ensure high-quality products and services.

### COMMITMENT

We operate with integrity and transparency, ensuring the compliance of our processes and respect for customers, employees, associates, and the community. We ensure food safety from farm to table through training initiatives and the ongoing promotion of a culture of safety throughout the entire supply chain.

Our programs establish guidelines and metrics that support operational excellence. This solid structure enables us to meet national and international regulatory requirements and market our products in more than 100 countries.

### PROGRAMS

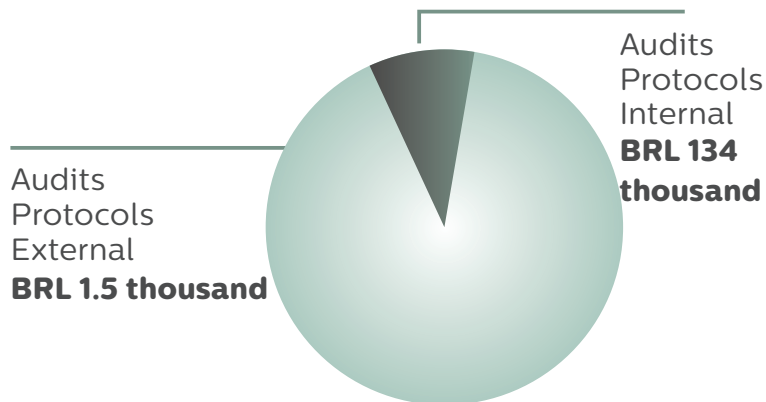
We have established quality programs in place, as well as national and international certifications, ensuring authenticity and compliance from raw materials through to final delivery.

**Why is this important?** Food safety has become a cornerstone of Lar, reinforcing its commitment to quality and guiding investments across all production facilities.

To this end, we enforce strict standards through monitoring, inspections, traceability, and ongoing training. All products and services are assessed for their impact on health and safety based on recognized certifications, totaling 1,312 internal and external audits this year.

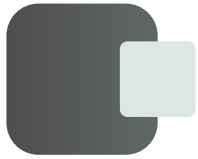
In 2025, there were no reports of food waste: byproducts from the slaughtering process are repurposed in the production of animal feed, ensuring efficiency and sustainability.

### INVESTMENT IN AUDITS



In order to ensure that our processes are continuously updated and correctly conducted in compliance with applicable legislation, we periodically check for new regulations or legal updates.





# FOOD SAFETY

GRI 416-1 | 416-2 | 13-9 | 13-10

Ensuring food safety protects consumer health, brand reputation, and the entire supply chain by reducing operational risks, waste, and financial and environmental impacts.

Our slaughterhouses are inspected by the Federal Inspection Service (SIF/MAPA), ensuring compliance with legal and health regulations. We maintain traceability and recall procedures with protocols that are regularly tested, including simulations conducted at 15 facilities to ensure responsiveness and effectiveness. We use Hazard Analysis and Critical Control Points to prevent risks at every stage of production, and we hold national and international certifications in food safety, animal welfare, social responsibility, and Halal practices. Our key suppliers are evaluated based on recognized standards, ensuring traceability, compliance, and best practices throughout the supply chain.

Suppliers may be approved based on a certificate recognized by the *Global Food Safety Initiative* or through an audit conducted by an external certification body or Lar’s internal team. To ensure food safety, we promote the continuous improvement of our team’s skills and knowledge, strengthening our safety culture through training and empowering employees to grow in their roles and make meaningful contributions.

 **1,033**

People trained in food safety issues

\*training at intermediate and strategic levels, via Lar Universidade Corporativa.



**74,936.01**

Invested in trainings on food safety



## Training and Culture

Provide knowledge and strengthen the Culture of Quality, aiming to provide products and services with excellence.

## Process Modeling and Management

Standardize processes and apply Good Management Practices, focusing on meeting Lar’s Integrated Management Policy and Strategic Planning.

## Integrity and Trends

With a commitment to transparency and integrity, Lar has a solid foundation of attitudes for the production of safe food for consumption, from the field to the table.

## Food Management and Safety

We have quality certifications and internal programs that aim at authenticity and legality from the acquisition of raw materials to final delivery.



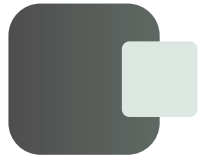
# CERTIFICATIONS



**LEARN MORE**  
about our certifications,  
visiting the Indicator Center  
by scanning the QR Code  
on the right or [click here](#).

The cooperative implements recognized quality programs and certifications throughout its supply chain.

Programs and Lar Certifications	Program Objectives	Implementation at Lar	% of compliance by protocol	% of units certified
5S	Continuously improve organization, cleanliness, and standardization.	1995	95%	66%
ISO 9001	Standardize and improve processes, with a focus on customer satisfaction.	2002	97%	100%
Halal	Ensure compliance with Islamic standards.	2004	97%	100%
BRCGS	Food safety standards in the supply chain.	2004	98%	100%
Global S.L.P	Sustainable production, social and animal welfare.	2011	99%	75%
Global G.A.P	Production of compound feed for animals.	2011	100%	12%
Standardized Internal Management	Improve processes, products, services, and customer satisfaction.	2011	97%	40%
Frimesa Certified Pork	Standardize swine production, ensuring quality and traceability.	2011	99%	100%
Normative Instruction 29/2011	Support for agriculture and livestock farming.	2012	97%	81%
GMP+FSA	Ensures responsible and safe production, storage, and transportation.	2017	98%	66%
ISO 17025	Reliable laboratories, operating with competence and impartiality.	2017	86%	100%
SEDEX SMETA	Transparency and social and environmental responsibility, health and safety.	2020	96%	50%
Lar Sustainability Program - Members	Recognize and encourage sustainable practices among members.	2022	71%	-
Animal Welfare	Humane slaughter of poultry.	2023	95%	100%
ISO 14001	Reduce environmental impacts and improve environmental performance.	2023	94%	20%
ISO 45001	Prevent accidents and illnesses by promoting workplace safety.	2023	93%	20%
RenovaBio	Biodiesel production or the supply of raw materials for biofuels.	2025	In progress of certification.	In progress of certification.



## LAR SUSTAINABILITY PROGRAM - MEMBERS

With the aim of recognizing and encouraging sustainable practices on rural properties (crops and livestock), boosting economic development, and strengthening local communities, the Lar de Sustentabilidade [Sustainability Home] Program was launched in 2022 and restructured in 2024 - Members, introducing the recognition categories of the Lar de Sustentabilidade Award and the Lar de Sustentabilidade Seal: intermediate and advanced levels. In its fourth edition, participants who reach the “advanced level” in the livestock category - broiler chickens, finishing pigs, and grains - will receive additional payments based on the production of the eligible property. A direct incentive for those who strive to improve, adopt best practices, and contribute to more sustainable production.



The **Lar de Sustentabilidade Award**, which recognizes best practices in grain and livestock farming, honored the three farms in each of these sectors that received the highest scores in the evaluation.

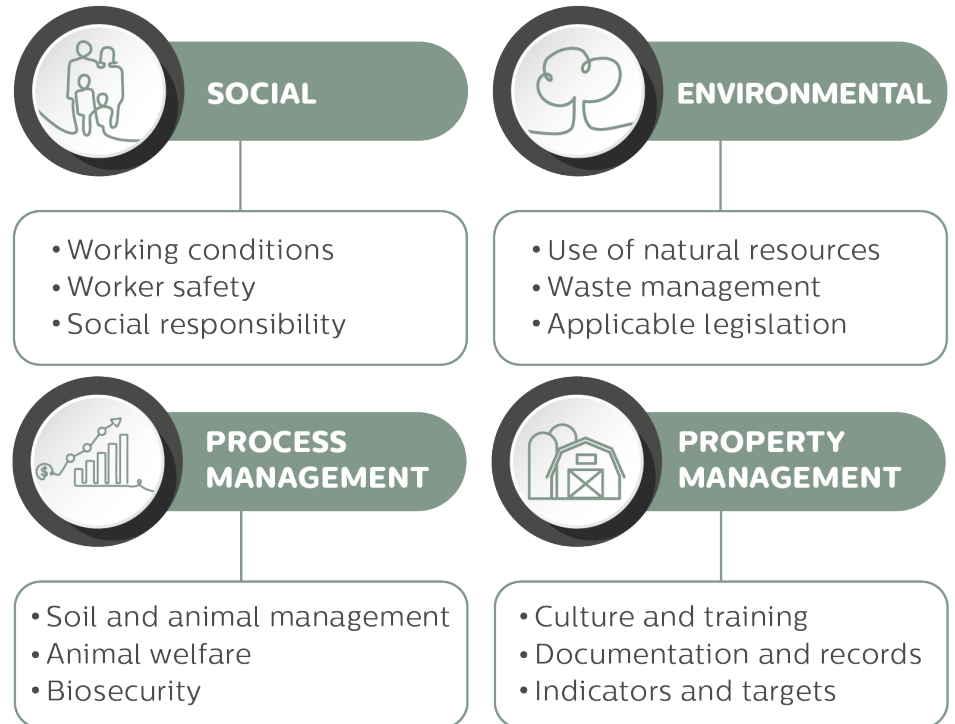


Through the **Lar de Sustentabilidade Seal**, we provide technical consulting and training, totaling more than 150 hours. In addition to honoring the three highest-rated properties in the intermediate and advanced categories, it also recognizes 33 other properties that fall into this category.



### LEARN MORE

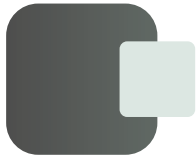
*about the closing event of the Lar de Sustentabilidade Program - Members, scan the QR code on the side or, if you prefer, [click here](#)*



MINISTÉRIO DA  
AGRICULTURA, PECUÁRIA  
E ABASTECIMENTO



The Lar de Sustentabilidade Program has been recognized by the Ministry of Agriculture and Livestock (MAPA) as a Good Agricultural Practices Program. In addition to reinforcing the program’s commitment and quality, it provides direct benefits to participating producers.



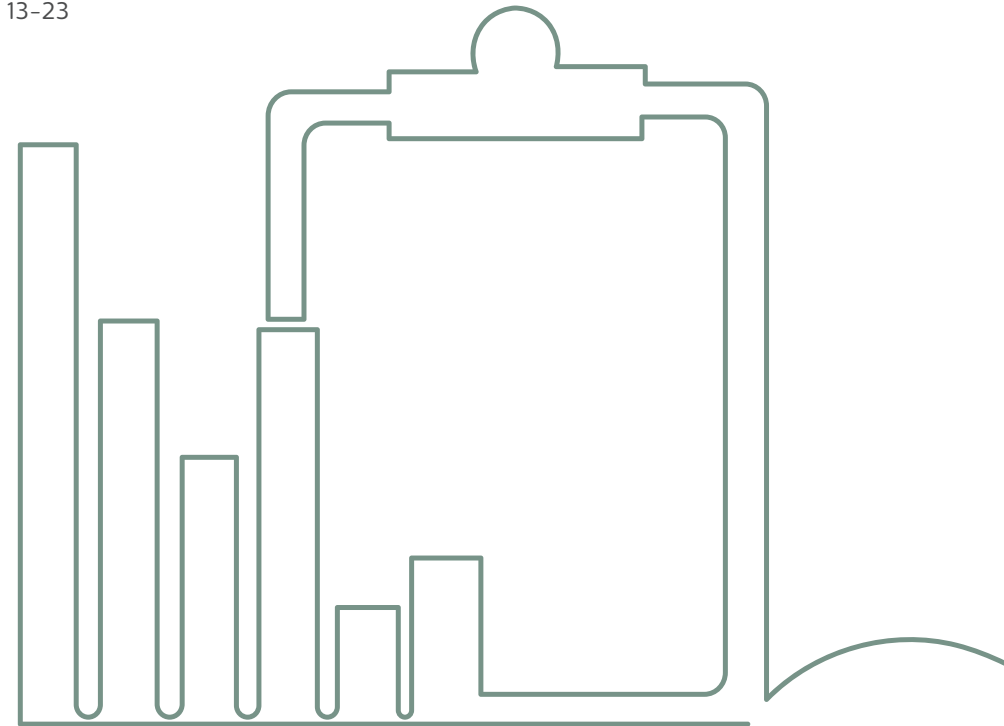
## SUPPLIERS

GRI 2-6 | 13-3 | 13-4 | 13-13 | 13-16 | 13-17 | 407-1 | 408-1 | 409-1 | 13-20 | 13-21 | 13-23

Lar maintains strategic partnerships with more than 6,000 direct suppliers, with payments totaling over R\$ 7.3 billion in 2025. Given the breadth of the supply chain and the operational, regulatory, and socio-environmental risks involved, the company has adopted a structured process for evaluating and managing suppliers, thereby reducing risks, mitigating impacts, and strengthening governance, the development of local suppliers, and sustainable practices in the agricultural sector.

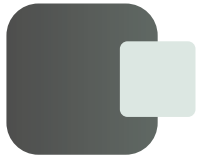
We have met our goal of tracking the grains we receive according to social and environmental criteria.

High-risk suppliers are approved through GFSI-recognized certification (Global Food Safety Initiative) or a second-party audit. In addition, we maintain a Supplier Development Program for private-label products, which includes assessments of their progress. The audits use a *checklist* that defines classification and frequency, and, when nonconformities are identified, action plans are required and monitored by Lar.



### LEGAL CRITERIA FOR SUPPLIERS

- Verification of registration with the relevant bodies, financial, history of legal proceedings and compliance with current legislation;
- Traceability, identification and monitoring of environmental and social criteria;
- Application of evaluation questionnaires, documentary checks and on-site verifications when applicable;
- Validation of contractual commitments, confidentiality of information and negotiating conditions.

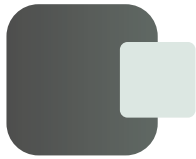


# SUPPLIERS CHAIN

GRI 2-6 | 13-3 | 13-4 | 13-13 | 13-16 | 13-17 | 407-1 | 408-1 | 409-1 | 13-20 | 13-21 | 13-23



In 2025, Lar did not identify any deviations involving suppliers related to the conversion of natural ecosystems, disrespect for land rights, risks of forced labor or labor analogous to slavery, child labor and young workers exposed to dangerous work, compromising freedom of association or collective bargaining and any other that could be considered critical to sustainability.



## ANIMAL WELFARE

GRI 13-11

### ANIMAL WELFARE PROGRAM

**Objective:** The goal of this program is to promote humane slaughter, respecting the animals' well-being, through the implementation of practices designed to ensure product quality and the integrity of the processes.

We strive to ensure that our procedures are in line with high standards of animal welfare, acting with social responsibility and respect for life. For poultry and swine production, we follow best practices in Animal Welfare throughout the entire supply chain, from breeding to slaughter.

### POULTRY MANAGEMENT

The chicks come from units registered with the Ministry of Agriculture and Livestock (MAPA). When they arrive at the houses, they have adequate heating, feeding and hydration systems.

The aviaries are designed to offer adequate space and thermal comfort, with air conditioning systems and bedding changes when necessary to ensure hygiene and comfort.

Housing density is monitored to ensure that the birds can express natural behaviors and free movements. When it comes to harvesting, we have appropriate procedures in place and invest in training for those involved, while the vehicles are kept in hygienic conditions. When receiving the birds, we carefully monitor temperature and humidity to ensure their comfort.

In the poultry slaughter plants, we have adopted practices to ensure that slaughter is carried out in a humane and respectful way for the animals.

### PIG MANAGEMENT

The pigs come from the cooperative's farms and from member producers. Transportation is carried out using ventilated trucks, in accordance with the permitted stocking density and in compliance with Animal Welfare standards.

The facilities where the animals are raised comply with the stocking density requirements set forth in the law, ensuring maximum comfort so that they can reach their full productive potential.

### FISH MANAGEMENT

The tilapia are sourced from producers who are members of the cooperative, with the entire process monitored by the technical team - from tank preparation to management - including water quality control and practices aimed at productivity and animal welfare.

During transport to the cold storage facility, the fish are transported in trucks equipped with oxygen and undergo acclimatization at the facility, ensuring proper conditions and preserving quality. The cooperative remains committed to the continuous improvement of its processes, striving to maintain high quality standards at every stage.

### RESPONSIBLE AND ETHICAL MANAGEMENT

In accordance with animal welfare guidelines, we do not support the administration of hormones to animals under any circumstances. We follow a strict policy of not using anaesthetics, hormones or growth treatments on the species we breed.

## POLICY ON THE USE OF ANTIMICROBIALS

In our chicken, fish and pork production, we adopt a reduction- and rational use of antimicrobials, with continuous monitoring that allows for detailed analysis of consumption and ensures compliance with best management and food safety practices. All the medicines used are prescribed exclusively by veterinarians, ensuring their responsible use. In addition, in the production of animal protein, Lar implements a set of best practices and integrated measures in the areas of biosecurity, functional nutrition, animal welfare, preventive health, responsible medication management, and ongoing staff training. These measures improve biosecurity and livestock performance, reducing the incidence of disease.



## CERTIFICATION AND COMPLIANCE

Poultry slaughter is certified for Animal Welfare in accordance with the PAACO protocol (Professional Animal Auditor Certification Organization), granted by QIMA WQS. We also hold Global S.L.P. certification (Smart Livestock Practices), which sets guidelines for responsible practices in animal production.

We also maintain the Lar de Sustentabilidade Program - Members, which is based on 55 criteria focused on the well-being of all species assessed. In addition, we are periodically audited by SCF (Frimesa Certified Pork) based on these same parameters.



### COMPLIANCE

PAACO

**95%**

SCF

**99%**

Global S.L.P

**100%**





# INNOVATION

GRI 3-3



**LEARN MORE**  
 how the closing ceremony of Lar Cooperativa's 2025 Ideas Program went, watch the video by scanning the QR Code on the side or [click here](#).



Innovation is essential to ensuring competitiveness and efficiency, and it is a core value of the Cooperative. We play a leading role in the innovation ecosystem, reaffirming our commitment to the future and competitiveness.

**Why is this important?**

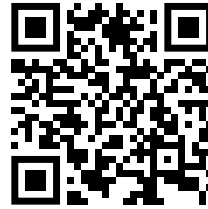
New technologies, new businesses, processes and management models increase productivity, reduce environmental impacts, and meet market demands. On the other hand, a lack of innovation hinders growth and the ability to adapt to changes in the industry.

At Lar, innovation is more than just creating something new; it is a way to improve people's lives:

- In the field, reducing losses, guiding decisions, and boosting productivity with solutions tested in producer's reality;
- In industry, by ensuring standardization, food safety, and efficiency through process optimization;
- In management, by integrating departments, shortening timelines, and increasing transparency in critical indicators.

<p>Research, Development and Innovation</p>	<ul style="list-style-type: none"> <li>• 160 new product projects;</li> <li>• 23 improvement projects;</li> <li>• 18 new products launched on the market.</li> </ul>	<p>Management of Ideas</p>	<ul style="list-style-type: none"> <li>• 1,374 ideas registered in the ideas program;</li> <li>• 1,545 participating employees;</li> <li>• 150 projects developed in the improvement groups;</li> <li>• 244 innovation projects implemented this year.</li> </ul>
<p>Open Innovation</p>	<ul style="list-style-type: none"> <li>• 45 mapped demands;</li> <li>• 14 partnerships with <i>startups</i>;</li> <li>• Conducting 02 <i>workshops</i> to identify open innovation needs and promote them on the Escalar platform.</li> </ul>	<p>Funds for Innovation</p>	<ul style="list-style-type: none"> <li>• Automations in industry using FINEP resources;</li> <li>• Project to map soil carbon on farms, using funding from the Bayer Coopera+ Project.</li> </ul>
<p>Culture Management</p>	<ul style="list-style-type: none"> <li>• Performance of 18 creativity <i>workshops</i>;</li> <li>• 210 hours of training;</li> <li>• Over 3,300 people trained.</li> </ul>	<p>Digital Transformation</p> <ul style="list-style-type: none"> <li>• Incorporation of artificial intelligence training into the Improvement Groups' workflow; 11 technology-focused projects implemented.</li> </ul>	

## WORKSHOP

CONTINUOUS  
IMPROVEMENT

## LEARN MORE

how Lar Cooperativa's 12th continuous improvement workshop went, watch the video by scanning the QR Code on the right or [click here](#).

The Improvement Groups initiative is part of the Idea Management component of Lar's Innovation Program, encouraging employee participation and valuing their proposals through a methodology grounded in studies and practical application, thereby ensuring an environment conducive to the development of innovative solutions.

Check out the titles of the winning projects in each category

**Slaughter and processing of poultry**

- Cost reduction through automation and the use of artificial intelligence in the dosing of chemical inputs in flotation systems.

**Slaughter and processing of poultry**

- Outdoor disinfection using a Drone.

**Administration, assistance, and support**

- Centralized Supply Management.

**Soybean processing and trade**

- Improved control and automation of soybean oil production at the distillery.

**Feed industrialization**

- Holder for damaged mugs.

**Livestock production (poultry and swine)**

- Sale of commercial gilts.



Group 2 - Piglet Production Unit 2



Group 1 - Animal Feed Industrial Unit 2



Group 1 - Logistics



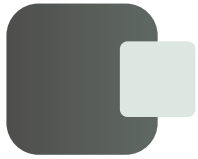
Group 4 - Soybean Industrial Unit 2



Group 4 - Poultry Industrial Unit 2



Group 4 - Poultry Industrial Unit



# COMMITMENTS AND TARGETS

GRI 2-6 | 2-23 | 2-24

## Governance Commitments

COMMITMENTS	GOALS - UP TO 2030	STATUS 2025
Cooperative Management Structure.	<ul style="list-style-type: none"> <li>Maintain the structure of the Advisory Board as support for educational and advisory actions to the Board of Directors and for leaders who can contribute to the succession of the Cooperative and its properties until 2030.</li> </ul>	Fulfilled
	<ul style="list-style-type: none"> <li>By 2025, structure a compliance program, combining practices and policies involving internal controls, a code of conduct, relations with third parties and cooperative members, a whistleblowing channel, among other applicable practices.</li> </ul>	Fulfilled
Management system for food safety and sustainable food production.	<ul style="list-style-type: none"> <li>Certify and maintain requirements:</li> </ul>	Fulfilled
	<ul style="list-style-type: none"> <li>Brand Reputation through Compliance with Global Standards (BRCS) for the poultry slaughtering process (Matelândia, Cascavel, and Marechal Cândido Rondon Poultry Industrial Units) annually through 2030;</li> </ul>	Fulfilled
	<ul style="list-style-type: none"> <li>Halal standards (Islamic slaughter) in poultry slaughterhouses, with a focus on food safety and religious considerations by 2030;</li> </ul>	Fulfilled
	<ul style="list-style-type: none"> <li>GMP+ standard for the production of soybean meal, soybean hulls, and soybean oil (Soybean Industrial Unit in Céu Azul, Paraná, and Caarapó, Mato Grosso do Sul) annually through 2030;</li> </ul>	Fulfilled
	<ul style="list-style-type: none"> <li>GMP standards at the Soybean Industrial Unit 3 (Marechal Cândido Rondon) by 2027;</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>GlobalGAP Standard and Global S.L.P. in the poultry supply chain;</li> </ul>	Fulfilled
Governance practices.	<ul style="list-style-type: none"> <li>Implement quality programs based on ISO 9001, 14001, and 45001 at all Lar Paraguay locations by 2030;</li> </ul>	In progress
	<ul style="list-style-type: none"> <li>Maintain the Certified Swine Program, with over 90% of farms certified by 2025.</li> </ul>	Fulfilled
	<ul style="list-style-type: none"> <li>Maintain Big Four audit, Internal Audit (Lar), Supervisory Board and Board of Directors until 2030.</li> <li>Implement the Lar de Sustentabilidade Seal (ESG) on 50 rural properties of our members by 2030.</li> </ul>	Fulfilled In progress



BOARD OF DIRECTORS

ABOUT THE REPORT

ABOUT US

GOVERNANCE (G)

**SOCIAL (S)**

ENVIRONMENTAL (E)

GRI SUMMARY

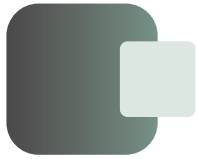


Working together to  
improve people's lives.



*The Gamba Family - Santa Terezinha de Itaipu*

# SOCIAL



# PEOPLE, CULTURE AND INCLUSION

GRI 2-7 | 2-8 | 3-3



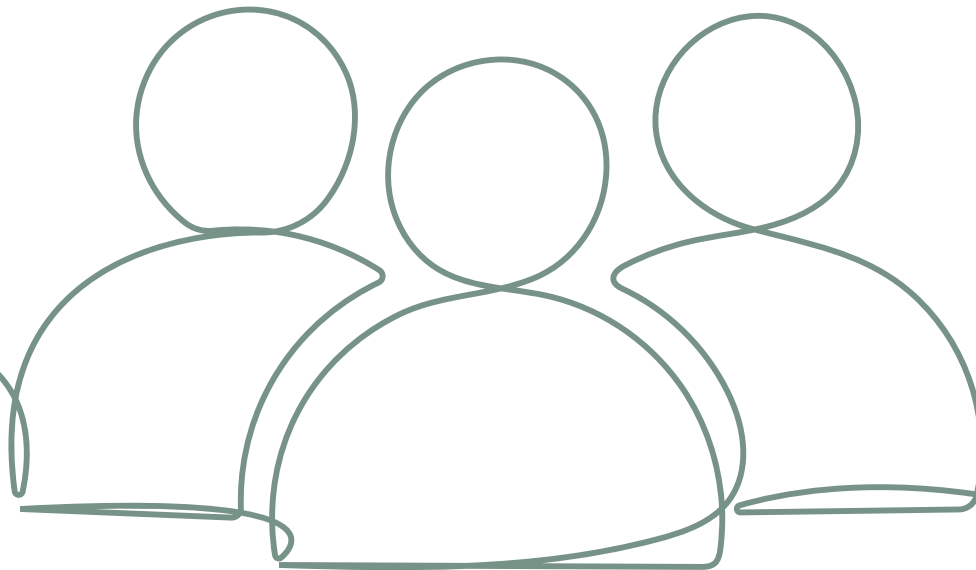
As the single cooperative with the largest workforce in Brazil, we value our employees as essential pillars of this journey. We strive to provide opportunities for professional growth and personal development.

**People, Culture, and Inclusion** is related to job creation, strengthening the cooperative culture, workplace diversity, reducing inequalities, retaining talent, and employee well-being.

To manage these impacts, Lar adopts human development and inclusion programs, promoting a safe, respectful environment and continuous growth.

Committed to the well-being of our employees, members and the community, we follow the seven fundamental principles of Cooperativism:

1. Voluntary and free membership
2. Democratic management by members
3. Economic participation of members
4. Autonomy and independence
5. Education, training and information
6. Intercooperation
7. Commitment to the community



Data on employee performance metrics for Brazil and Paraguay are available in the Metrics Center. Scan the QR Code on the right or [click here](#).

## TRAINING AND CULTURE

GRI 2-17 | GRI 2-24 | 404-2 | 2-25



At Lar, we value knowledge, and through it, we—members and employees alike—grow together on an ongoing basis. Lar Corporate University is committed to developing people—whether in person or remotely—in partnership with local institutions and through a diverse portfolio of programs, with the aim of driving results.

### Why is this important?

Education and applied knowledge foster the development of essential skills to improve operational efficiency, drive our business forward, and achieve our objectives, goals, and commitments.

Founded in 2020 and inspired by the fifth principle of cooperativism, it is a strategic initiative focused on the ongoing development of its employees, members, and leaders.

### In five years of operation:

- More than 180,000 participants involved in nearly 10,000 events, including short- and long-term courses, training sessions, and capacity-building programs;
- 438 people who have completed technical training programs;
- 70 people who have earned bachelor's degrees;
- 84 students are completing their training;
- 258 graduate students.



Planting of the Lar Corporate University Tree in the Bosque dos Pioneiros

**EM 2025:**



Events  
**2,406**



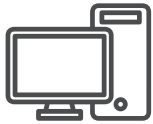
Total hours worked  
**474,145**



Participations  
**51,916**



Lar Investment  
**BRL 1.7 thousand**



**LAR EDUCA**  
Distance Learning Platform

Registrations  
**13,570**

In progress  
**224**

Completed  
**11,804**

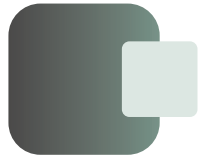
Lar’s pursuit of excellence across all its business areas also involves providing training and professional development for its employees and partners. Lar Training School, which was revitalized in 2022, is a facility dedicated to the professional and personal development of employees and members, contributing directly to training and technical certification in the region.

With over 1,500m<sup>2</sup> of built area, the structure includes training rooms, an auditorium, a restaurant and dormitories, providing an ideal environment.



LAR Training School





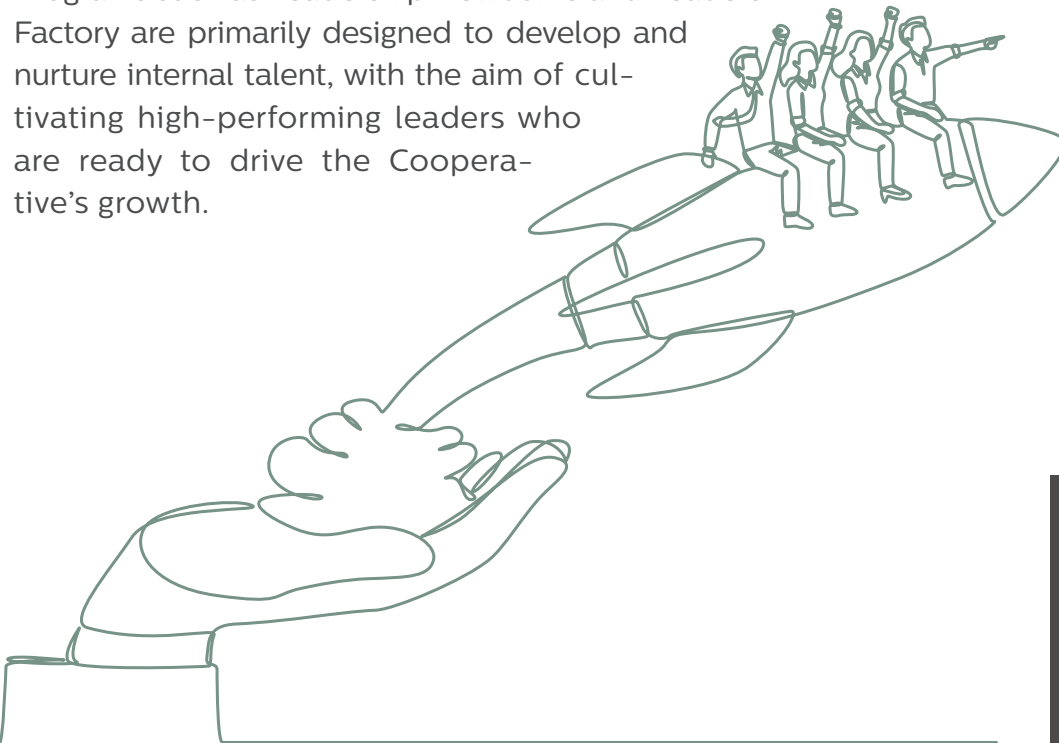
## PEOPLE DEVELOPMENT

GRI 2-18 | 404-1 | 404-2 | 404-3

We believe that developing our employees is essential to the organization's success. We offer a variety of training courses and programs that introduce modern tools designed to enhance leadership skills.

The topics covered in these programs and training sessions include organizational culture, time management, strategic planning, emotional intelligence, conflict resolution, communication, Artificial Intelligence, leadership, performance metrics, and continuous learning.

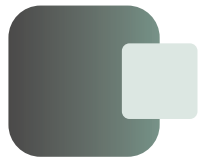
Programs such as Leadership Newborns and Leaders Factory are primarily designed to develop and nurture internal talent, with the aim of cultivating high-performing leaders who are ready to drive the Cooperative's growth.



### NOSSO JEITO PROGRAM

The Nosso Jeito program aims to promote a culture of valuing people, with a focus on employee well-being. It seeks to provide opportunities for personal and professional growth, creating a more human and collaborative environment. Leadership is assessed using the 360° method with the aim of developing competencies and alignment with purpose.





## OPPORTUNITIES AND TRAINING FOR MEMBERSHIP

GRI 404-2

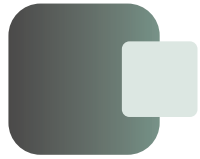
We offer training to all members and promote the culture of cooperativism, highlighting its foundations, values and principles. We continue to encourage family succession, supporting the formation of new leaders and ensuring the continuity of the properties. Our actions remain organized according to the target audience: members in general, women and young people. In 2025, we held 417 events, including courses, lectures and other training, expanding our activities and strengthening our presence among members. For women, we are strengthening their leadership role in the cooperative movement by encouraging their participation in decision-making forums and expanding opportunities for them to develop as leaders and entrepreneurs in the sector. For young people, we are stepping up our efforts to develop the skills that will prepare them to be future leaders, through programs such as CooperJovem, Mirim-Coop, JúniorCoop, and Jovem Aprendiz Agro.

We expanded our workshops on innovation, entrepreneurship and social responsibility, and strengthened our mentoring programs, connecting the Associated Innovation Committee with experienced professionals from the cooperative sector. These initiatives continue to inspire new generations to bring innovative ideas and to actively engage with the Cooperative, ensuring its evolution and relevance in the future.

### BUILDING A LEGACY

The Family Succession Workshop, organized for member families, was designed to encourage joint reflection on the future of the properties and to strengthen the succession process. The initiative took a unique approach, starting the conversation with dreams and purpose, rather than just assets. The meeting highlighted the importance of dialogue regarding family business plans, strengthening interpersonal relationships, preparing successors, and analyzing property management, with a focus on sustainability, legacy, and the longevity of family-owned agricultural businesses. The lectures were held at the 14 branches in western Paraná and drew 716 participants.





# HIRING, COMPENSATION, AND BENEFITS

GRI 2-18 | 2-19 | 2-20 | 2-30 | 404-1 | 404-3 | 13-20

## ETHICS IN RECRUITMENT

It ensures clear and fair contracts, while protecting both employees and the organization's reputation.

- We retain only copies of the personal documents required for registration;
- Non-compliance issues are identified and addressed in accordance with our internal processes;
- The system blocks the hiring of individuals under the age of 16, thereby preventing any risk of child labor.

## FAIR AND TRANSPARENT WAGES

- We adhere to principles of pay equity and transparency;
- Base pay is governed by a collective bargaining agreement with the union, where applicable, and applies to all employees, from operational staff to senior management;
- There is an equal annual pay raise for everyone;
- In Paraguay, we use an inde-

pendent assessment to determine a living wage.

## COMPENSATION FOR PERFORMANCE

Recognizing performance drives results and engagement.

- Variable compensation is based on clear and objective goals;
- It is prioritized for production units, but is also available to commission-based salespeople.

## TERMINATION AND RETIREMENT

With regard to severance pay and retirement benefits, we strive to comply with legal requirements and ensure that employees' rights are protected.

### How do we do that?

- We pay severance in accordance with the law, ensuring that all rights are protected.
- Those whose income exceeds the INSS ceiling can enroll in a private pension plan, with the Co-operative's participation, ensuring extra security in retirement.

## GOVERNANCE AND EQUITY

Compensation policies are applied uniformly to all employees, including members of the highest governance body.

### How do we do that?

- Board members receive pro-labore compensation approved at the shareholders' meeting, with an adjustment based on the union's base date;
- We do not have a *Clawback* practice (recovery of amounts paid to employees in cases of irregularity).

## SUPPLIER COMPLIANCE

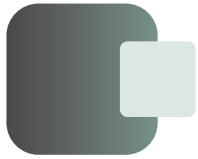
Ensuring compliance with working conditions throughout the supply chain prevents bogus employment relationships and ensures that everyone is covered by legal contracts.

### How do we do that?

- We require proof of INSS and FGTS enrollment to ensure labor and social security protections;
- We require occupational health and safety (OHS) documents and proof of mandatory training.

## OUR BENEFITS

- ATTENDANCE AWARD
- MEAL VOUCHER
- CHRISTMAS BASKET
- HEALTH INSURANCE
- REWARD FOR PERFORMANCE
- EDUCATION ALLOWANCE
- CHILDCARE ALLOWANCE
- BIRTHDAY GIFT
- PRIVATE PENSION PLANS
- LENGTH OF SERVICE BONUS
- PROFIT SHARING
- POSTGRADUATE FUNDING
- RECOGNITION FOR LENGTH OF SERVICE
- LIFE INSURANCE



# DIVERSITY AND INCLUSION

GRI 405-1 | 406-1

We believe that diversity makes us stronger. That is why we promote inclusion at every stage of our work, valuing diverse backgrounds, ideas, and skills. We have created an environment where every person is respected, valued, and has the opportunity to contribute to the Cooperative's success.

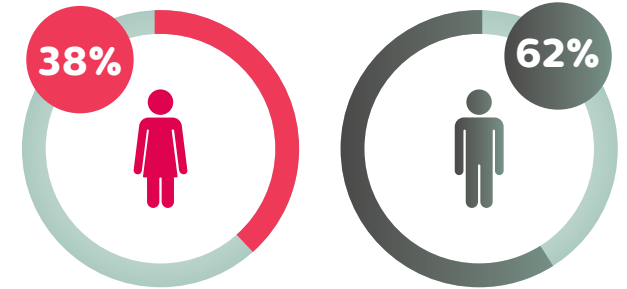
## Our commitment in practice:

- An inclusive recruitment and selection policy that complies with labor laws;
- People Development Policy;
- Online platform for job vacancy management;
- Partner agencies only refer candidates; they do not influence the selection process;
- Applicants evaluate the process using the form.
- Clear contracts, available in Portuguese, English, Spanish, and French.

In this way, we ensure a fair, inclusive, and ethical process.



## MEMBERS OF BODIES OF GOVERNANCE



Until 30 years-old	0%
30 to 50 years-old	50%
Above 50 years-old	50%

## NEW EMPLOYEES

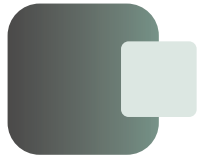


Until 30 years-old	60%
30 to 50 years-old	35%
Above 50 years-old	5%

\*Age range of new employees in 2025



**LEARN MORE**  
 about the data referring to Lar Cooperativa Agroindustrial. For Lar Paraguay and Lar Credi, access the dashboard using the QR Code on the side or [click here](#).



# OCCUPATIONAL HEALTH AND SAFETY

GRI 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7 | 403-8

Lar prioritizes the health and safety of its employees and has a specialized department for safety engineering and occupational medicine (SESMT). Comprised of specialized professionals who work together to identify and mitigate risks and promote prevention and education initiatives, committed to ensuring that everyone works in a safe and healthy environment. Our occupational health and safety management system complies with the Regulatory Standards (NRs) of the Ministry of Labor and Employment and includes the following programs:

## **Occupational Health Medical Control Program (PCMSO)**

The program covers all our units and employees, whether they are in administrative, industrial or production environments. With it, we guarantee periodic medical examinations, clinical assessments and occupational health ongoing monitoring.

## **Risk Management Program (RMP)**

It is a preventive program focused on identifying, assessing, and controlling physical, chemical, biological, and ergonomic risks, as well as accident risks.

## **Hearing Screening Program (PCA)**

We have implemented a Hearing Conservation Program to protect the hearing health of workers exposed to high noise levels. The program includes regular monitoring, the

provision of appropriate PPE, and educational initiatives.

## **Technical Report on Environmental Working Conditions (LTCAT)**

A document required by the INSS (National Social Security Institute) designed to determine whether a worker is exposed to harmful agents (physical, chemical, or biological) that could cause health problems and entitle them to a Special Retirement Pension, as well as to help identify occupational risks and guide the implementation of measures to mitigate them.

## **Internal Committee for Accident Prevention (CIPA)**

We have an Internal Accident Prevention Committee (CIPA), composed of employee and company representatives. Together, they

work to identify risks, implement preventive measures, and promote educational initiatives to improve safety and working conditions.

## **Fire Department**

We maintain teams of properly trained employees at our facilities and administrative center to prevent and respond to fires in their early stages, evacuate people, and provide first aid, ensuring everyone's safety. In addition, we have employees serving as volunteer firefighters at our meat-processing plants.

## **Respiratory Protection Program (RPP)**

We have implemented a Respiratory Protection Program to protect workers exposed to contaminants in the air. The program covers the proper selection of respirators, training, and environmental monitoring.

These programs also cover interns, contractors and remote workers (where applicable). They include specific training and safety procedures adapted to each activity, with the aim of protecting everyone. For Lar Paraguay, its occupational health and safety management system (including the identification of occupational risks) is established and documented in accordance with the ISO 45001 reference standard and national legislation. We make it easier for workers to access medical and health services by offering medical insurance to all employees, including their families and beneficiaries at the Instituto de Previsión Social (IPS).

The main risks of accidents with serious consequences involve confined spaces, machinery operation, working at heights, electricity, flammables and classified areas. To mitigate these risks, in addition to investing in safety, we commission technical reports from specialized firms and implement ongoing measures to prevent accidents, raise awareness, and promote well-being in the workplace.

### **Compliance courses with the Regulatory Standards (NRs)**

To ensure that our employees are trained and aware of workplace health and safety, we conduct training sessions focused on Regulatory Standards.

### **Internal Prevention Week of Workplace Accident (SIPAT)**

In 2025, we held SIPAT and the 12th edition of SEINTEGRA, covering the units in Brazil and Paraguay. The program included lectures and activities aimed at strengthening the culture of safety, environmental protection, and quality, with an emphasis on raising employee awareness.

### **Labor Gymnastics and Quick Massage**

Lar offers workplace exercise sessions led by a certified professional and provides *Quick Massage* to employees on a monthly basis.

### **CUIDE-SE+**

We offer nutritional and psychological program for employees, either individually or

in groups through lectures. The focus is on encouraging healthy eating habits and promoting mental health with the support of qualified professionals.

### **New Employee Integration Program (PINF)**

At PINF, we compile essential information on workplace safety to ensure that new employees are familiar with the procedures from the very start of their onboarding process.

### **Health Insurance**

Lar offers an optional health insurance plan, providing access to a wide network of healthcare professionals and facilities. In units staffed by occupational physicians, elective consultations are conducted, and, when necessary, guidance, treatment, or referrals to specialists are provided.

### **CUIDE-SE+ Program Truck**

The mobile clinic travels throughout Paraná, visiting Lar Cooperativa locations to offer free preventive screenings for the early detection of skin, breast, and cervical cancer,

thereby increasing the chances of a cure.

### **Weekly Safety Dialogues (DSS)**

Employees have a space to discuss occupational risks and specific hazardous situations in the work environment.

### **Health, ergonomics, and safety committee**

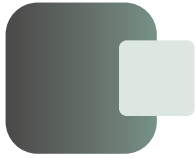
Through monthly meetings with supervisors and managers, the committee's mission is to help identify risks and implement preventive measures.

### **“Pink October” Campaigns and “Blue November”**

Lar conducts awareness campaigns on breast cancer (Pink October) and prostate cancer (Blue November), encouraging preventive examinations.

### **Pregnant Women's Aid Program (PROAGES)**

We offer support to pregnant women with medical follow-up, guidance on maternal health, baby care, family planning and labor issues.



## MENTAL HEALTH CARE

GRI 403-4 | 403-5 | 403-6 | 403-7

Reaffirming its commitment to workplace well-being, Lar continues its ongoing program “**Connect: “Body and Mind in Balance”**”, developed in partnership with SESCOOP/PR and with the support of other cooperatives in the state.

**Why is this important?** Prioritizing mental health strengthens organizational culture, boosts engagement, reduces absenteeism, and contributes to a healthier and more productive work environment. The initiative takes a comprehensive approach, structured around three pillars:

- **Mapping of psychosocial factors:** identifies factors that influence teams' emotional well-being;
- **Training:** promotes training and educational initiatives that improve care and help reduce stigma;
- **Individualized therapy sessions:** provide professional psychological support to those who need it.

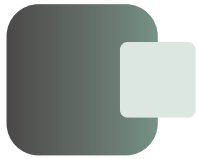
### BODY AND MIND BALANCE PROGRAM

Lar has expanded this commitment by launching the **Body and Mind Balance Program**, designed to integrate work, health, and personal life. The goal of the program is “*to take care of those who take care of our cooperative.*” *To promote health, well-being, and productivity, demonstrating that the body and mind must work together.*” We offer lectures on mental health and nutrition, walking groups, and other wellness activities that support comprehensive care for each employee. In this way, the cooperative fosters a more humane and healthy environment, promoting a better quality of life.



Blue November Lecture





# LAR INSTITUTE

GRI 403-4 | 403-5 | 403-6 | 403-7

Lar Cooperativa Agroindustrial has taken a decisive step forward in its commitment to social responsibility with the creation of Lar Institute, an initiative that expands and formalizes the cooperative’s work in human development and sustainability. More than just a new project, the Institute represents the realization of a legacy that has always guided Lar: investing in the development of citizens, strengthening culture, and fostering a positive impact in the communities where it operates.

Inspired by Cooperative Principles 5 (Education, Training, and Information) and 7 (Community Involvement), Lar Institute is structured around five strategic pillars: Education and Training, Culture, Recreation and Sports, Environment, and Community Engagement. Unlike one-off initiatives, Lar Institute employs a social intervention model grounded in internationally recognized methodologies, such as the Theory of Change and the Logical Framework. These tools ensure strategic clarity, efficient resource allocation, and accurate measurement of the resulting impacts. In addition, the Institute aligns itself with the UN’s Sustainable Development Goals (SDGs), reinforcing Lar’s social responsibility on a global scale.

**Why is this important?** This project aims to expand access to quality education, strengthen community engagement, promote environmental sustainability, and foster culture and sports.

## LAR INSTITUTE AXIS



CULTURE



LEISURE AND SPORTS



EDUCATION AND TRAINING



ENVIRONMENT

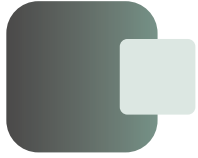


COMMUNITY CONCERN

Funds and Programs	% of funds transferred
Rouanet Law	4%
Pelé Law	2%
Funds for Children and Adolescents	1%
State Fund for Children and Adolescents	1%
Recycling Law	1%

The entities that will benefit in 2025 from the ICMS Reinvestment projects:

- Pestalozzi Association - São Miguel do Iguaçu;
- SEMEAR - Semear Philanthropic Society of Matelândia;
- AMESFI – Medianeira Association of the Deaf and Hard of Hearing;
- AMOA – Medianeira Association for Learning Optimization;
- SENIOR CITIZENS' HOME - Association Filhas de São Camilo – Matelândia;
- Nossa Senhora da Luz Hospital and Maternity Ward - Medianeira.



## COMMUNITY

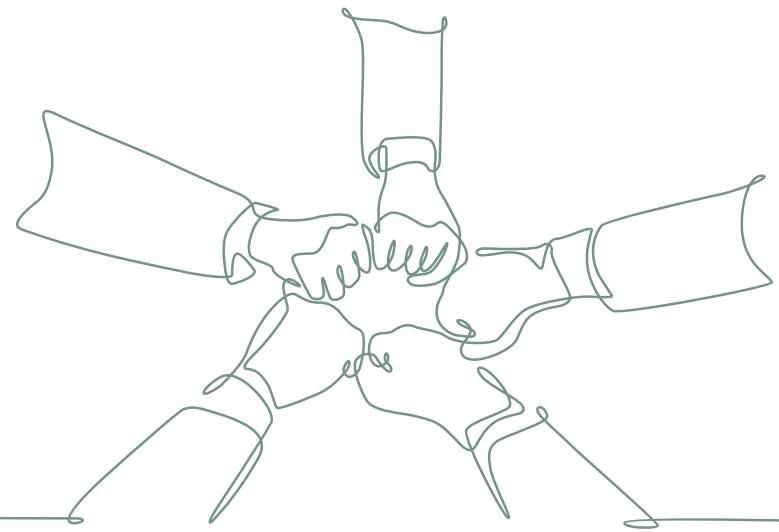
GRI 2-17 | 413-1 | 413-2 | 201-1 | 203-1 | 203-2

The Cooperative plays a key role in regional economic inclusion, creating value and distributing it through investments in infrastructure, services, training, and the fair distribution of profits to its members. In 2025, we reported a net income of R\$ 983 million, up 6.6% from 2024. A total of 335.9 million was distributed to cooperative members in the form of bonuses, loyalty payments, quality incentives, and capital. The distribution of surplus funds totaled 101 million reais.

Lar also promotes projects and advocates for policies that benefit the community, notably:

- Improvements to highways, rural roads, and the electrical grid;
- Expansion of storage and processing facilities;
- Educational partnerships for training in the agro-industrial sector;
- Promoting research and sustainable technologies to protect the environment.

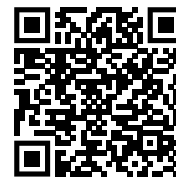
The economic impact is also reflected in the creation of direct and indirect jobs, the strengthening of the agricultural sector, and the promotion of more efficient production practices. The number of members increased by 9.9%, and the number of employees by 2.1%. We invest in the personal and professional development of our members through lectures, courses, and training programs designed for families, including women and young people aged 14 and older. These initiatives prepare the younger generation to take over rural properties and strengthen cooperative leadership.



### FACILITATING ECONOMIC INCLUSION AND ACCESS TO CREDIT

Lar Credi actively contributes to economic inclusion by offering rural credit on affordable terms. With financing for the purchase of machinery, infrastructure, agricultural insurance, and crop production costs, cooperative members can modernize their operations, mitigate risks, and strengthen the financial sustainability of their businesses, thereby boosting productivity and competitiveness in the agribusiness sector.

**Why is this important?** Facilitating access to credit empowers farmers, stimulates rural development, and drives the entire agribusiness sector.



*Financial Statements  
2025 - Lar Cooperativa*



*Report and Balance Sheet/  
Financial Statements 2025  
Lar Paraguay*



*Financial Statements 2025  
Lar Credi*

#### LEARN MORE

on the Cooperative's Financial statements by scanning the QR Code above or clicking the links: [www.lar.ind.br](http://www.lar.ind.br) | [www.lar.com.py](http://www.lar.com.py) | [www.larcredi.com.br](http://www.larcredi.com.br)

## COMMUNITY

After establishing a solid track record in grain, chicken, and pork production in Paraná, Santa Catarina, and Mato Grosso do Sul, in 2025, Lar expanded its facilities and locations, entering the fish farming sector—a new line of production—and opening Poultry Industrial Unit 5 in Rio Grande do Sul—a new state—thereby creating opportunities for growth and job creation for local workers and those in neighboring regions.

With 61 years of history, Lar is strengthening its strategy of diversifying production and generating income by investing in fish farming. The investment will have a direct impact on the regional economy, creating new jobs, increasing farm income, and boosting industrialization.

The start of production in Rio Grande do Sul marks an expansion of the company's operations in the state and strengthens its presence in the national poultry industry. The cooperative is directly responsible for the entire production chain in the field, including the integrated farming system. As a result, integrated producers will become members of Lar, further strengthening their ties to the cooperative model.



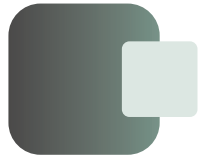
*Fish Industrial Unit - São Miguel do Iguaçu (PR)*



*Poultry Industrial Unit 5- Agro Araçá (RS)*



Lar Cooperativa received the Social Biofuel Seal for the biodiesel produced at its plant in Caarapó (MS), a recognition that confirms the fuel produces significantly lower greenhouse gas emissions compared to fossil diesel. The seal highlights the Cooperative's support for family farms in the production of renewable energy, promoting productive inclusion and strengthening agricultural supply chains.



## INITIATIVES HELD ON 2025

### **BRAVISSIMO CULTURAL PROJECT**

We support cultural programs through the Bravissimo project, which aims to enrich society's knowledge through classical music.

### **CANTAROLAR**

Now in its 17th year, Cantarolar—an annual event organized by Lar Cooperativa—strengthened ties with the community by promoting culture and fostering social inclusion. The audience enjoyed a talent show featuring performances ranging from country music to rock, samba, MPB, gospel, traditional music from Rio Grande do Sul, international hits, and other examples that highlight the festival's diversity. The cultural richness of the event goes beyond the diversity of musical styles.

### **WORLD WATER DAY**

To celebrate World Water Day, fourth-grade students from Arlindo Gouveia Municipal School in Ramilândia (PR) took part in an educational visit to one of the 428 springs restored by Lar Cooperativa's Spring Restoration Program. The event took place on the property of member Valério Canalle.

### **8th LAR AGRO FORUM + LIVESTOCK INTEGRATION**

Under the theme "Always Moving Forward," the 8th Lar Agro + Livestock Integration Forum brought together poultry, swine, and fish producers, suppliers, technical experts, and agribusiness leaders.

The event underscored Lar Cooperativa's commitment to quality and high performance, reinforcing its prominence in the Brazilian agribusiness sector and its contribution to food security in more than 100 countries.

### **LECTURE ON THE ENVIRONMENT**

We organized activities in Minga Guazú (Paraguay) to celebrate World Environmental Education Day, including lectures for small-scale farmers on environmental preservation, water resources, and soil conservation, as well as activities to protect springs. We also gave a lecture on waste management at the Adventist School of Paraguay (CADEP) and distributed more than 500 seedlings to students and local farmers.

### **BENEFIT TO ENTITIES**

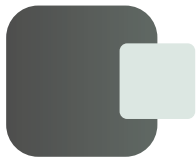
In 2025, Lar Cooperativa allocated R\$ 2,548,948.29 through ICMS reinvestment projects, benefiting organizations that transform lives in the region.

### **LAR DELAS**

During the week of March 19–21, Lar Cooperativa held a series of meetings with female members in Mato Grosso do Sul as part of the Lar Delas program, an initiative aimed at promoting women's leadership and spreading the values of cooperativism among families affiliated with the cooperative.

### **COOPERATION DAY**

The C Day - Cooperating Day, is an initiative dedicated to volunteering and carrying out actions that transform the lives of people and communities. In 2025, we partnered with other cooperatives to host the Risotto Festival, raising R\$ 13,165.24 for Recanto Parque Iguazu in Medianeira, and we also organized blood drives throughout the year.



# COMMITMENTS AND TARGETS

GRI 2-6 | 2-23 | 2-24

## Social Commitments

COMMITMENTS	GOALS - UP TO 2030	STATUS 2025
<p>Training for farmers and association staff.</p>	<ul style="list-style-type: none"> <li>• Continue to offer undergraduate and specialized courses relevant to agribusiness for employees and member farmers through 2030.</li> </ul>	<p>Fulfilled</p>
<p>Inclusion of women and young people in rural entrepreneurship.</p>	<ul style="list-style-type: none"> <li>• Maintain and promote actions with a women’s committee aimed at developing skills with an emphasis on leadership and protagonism, appreciation and emotional structure, and integration of women into society.</li> <li>• Maintain and promote actions with a youth committee aimed at developing entrepreneurship skills focused on agribusiness (leadership, business succession, influence to make transformations in the sector and society).</li> <li>• Promote the development and inclusion of young people in the management of rural activities through the Young Agricultural Apprentice Program, thereby strengthening family succession in agribusiness by 2030.</li> </ul>	<p>Fulfilled</p> <p>Fulfilled</p> <p>In progress</p>
<p>Strategic guidelines for social responsibility.</p>	<ul style="list-style-type: none"> <li>• Certify and maintain compliance with the Sedex Members’ Sustainable Business and Supply Chain Solutions and Ethical Trade Audits (SMETA) standards at the poultry plants in Matelândia and Cascavel by 2026;</li> <li>• Maintain PAACO certification for animal welfare at all of the Cooperative’s poultry facilities by 2030.</li> </ul>	<p>In progress</p> <p>In progress</p>
<p>Compliance with the 7th principle of cooperativism in the interest of the community.</p>	<ul style="list-style-type: none"> <li>• Continue implementing social and environmental projects: Cooperate Day and Environment Week by 2030.</li> <li>• Implement the Renovabio certification by 2026, adding value to the biofuel production chain.</li> <li>• Expand access to quality education and strengthen community engagement through projects carried out by Lar Institute.</li> </ul>	<p>Fulfilled</p> <p>In progress</p> <p>In progress</p>

SUSTAINABILITY  
REPORT  
2025



BOARD OF DIRECTORS

ABOUT THE REPORT

ABOUT US

GOVERNANCE (G)

SOCIAL (S)

**ENVIRONMENTAL (E)**

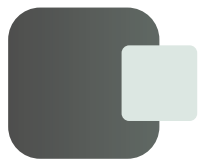
GRI SUMMARY



Working together to  
improve people's lives.



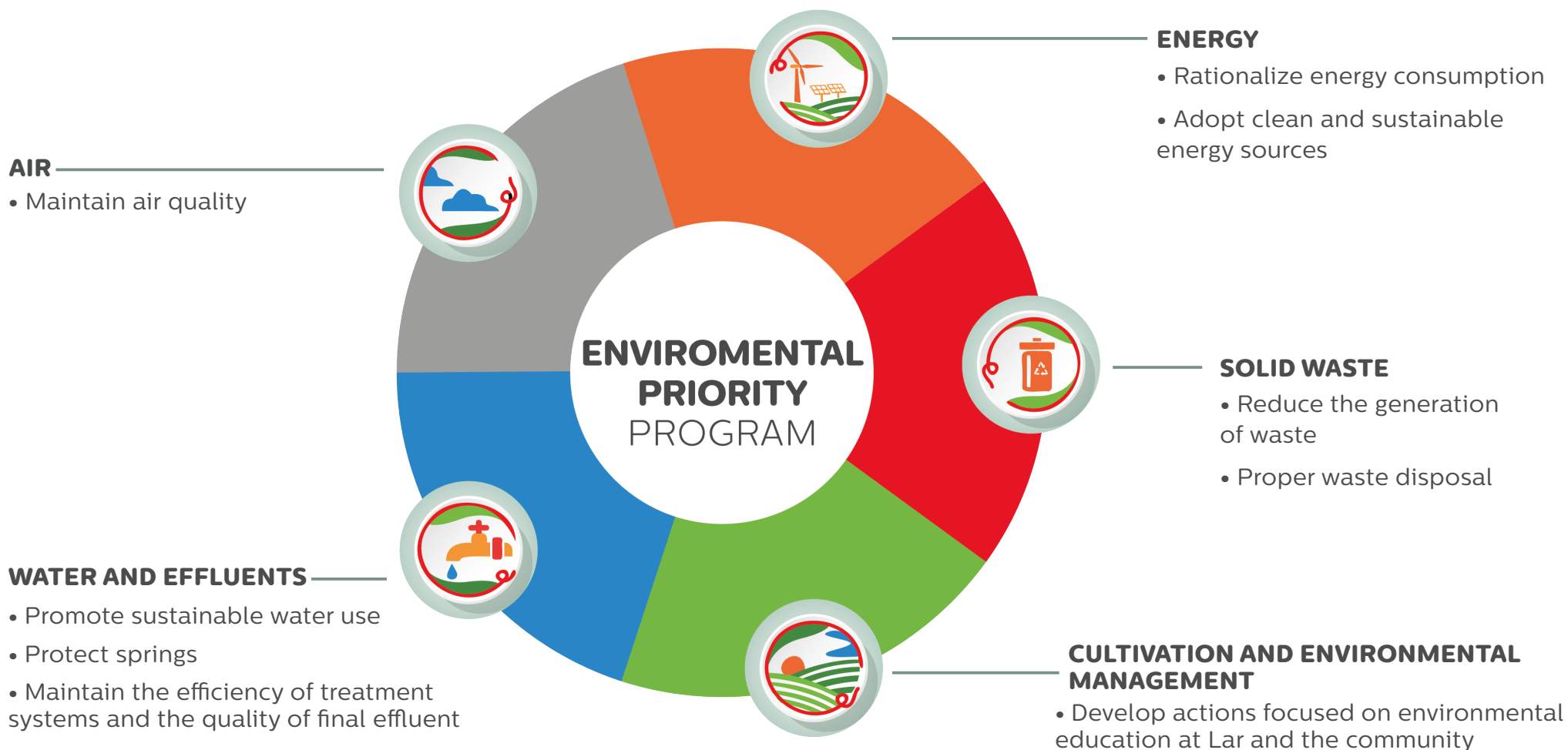
# ENVIROMENTAL

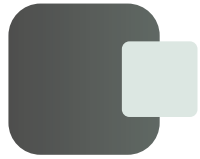


# ENVIRONMENTAL PRIORITY PROGRAM

GRI 2-13 | 2-25

Our initiative represents an ongoing commitment to sustainability, driven by maintenance efforts and strategic partnerships with organizations at the municipal, state, and national levels. Organized around five key areas of focus, it aims to promote environmental preservation through the continuous improvement of processes, products, and services. At each of these sites, we apply best practices in environmental conservation and restoration, with a focus on creating a positive and lasting impact on the environment.





## SUSTAINABLE AGRICULTURE AND LIVESTOCK

GRI 2-13 | 2-25 | 2-29 | 3-3



In its quest for solutions that increase efficiency, reduce social and environmental impacts, and promote sustainable agricultural practices, Lar employs precision technologies, soil conservation, renewable energy, and responsible management.

**Why is this important?** Agriculture and livestock farming contribute to economic growth, job creation, and food security. These initiatives ensure high-quality food, protect ecosystems, and help combat climate change. Improper management can lead to soil loss, a decline in biodiversity, and increased emissions of greenhouse gases, threatening agricultural production and the future of the countryside.

We have a team of qualified technical experts who assist farmers with selecting crop varieties, soil preparation, pest control, and livestock management. This boosts productivity, profitability, and sustainability.

We also offer training programs to empower producers, promote environmental stewardship, social well-being, and efficient management.

In the livestock industry, we prioritize animal welfare for poultry, pigs, and fish. We ensure good conditions and proper management, and we comply with the laws and best practices of our industry. We also train our employees to take good care of the animals, ensuring proper nutrition, housing, and health at every stage of production.



### **DIA DE CAMPO LAR [LAR'S FIELD DAY]: KNOWLEDGE, INNOVATION, AND OPPORTUNITIES FOR AGRIBUSINESS**

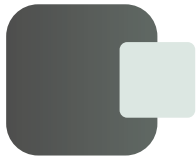
The Dia de Campo Lar is an annual event dedicated to showcasing new technologies that boost productivity and promote sustainable practices in agriculture.

**Why is this important?** It reinforces Lar's role as a comprehensive solution for farmers, offering technical assistance, the sale of agricultural inputs, and grain procurement, in addition to integrating services such as Lar Máquinas and Lar Credi.

On the first day, we welcomed over a thousand women, and attendance remained steady in the days that followed. With our partner families in attendance, we achieved our goal of sharing knowledge about the best technologies and practices, always with a focus on improving people's lives.

The event highlighted 28 soybean cultivars, each with technical recommendations. The event also featured the participation of 54 companies: 25 agricultural supplies, 18 livestock supplies, and 11 pieces of machinery and equipment, in addition to a partnership with the Paraná Institute of Rural Development.

The event lasted more than 15 hours, providing farmers with ways to optimize production, reduce costs, and increase profitability.



# BIODIVERSITY AND ECOSYSTEM

GRI 2-13 | 2-25 | 304-1 | 304-2 | 304-3 | 13-13



The Spring Restoration Program strengthens water and soil conservation, contributing to water availability in the regions where the cooperative operates. The reforestation areas, covering approximately 2,300 hectares, contribute to the sustainable management and preservation of natural resources.

Lar’s Integrated Management Policy includes actions to educate and raise awareness among employees and suppliers about the importance of environmental conservation, rational use of natural resources and the prevention and mitigation of environmental impacts in our operations.

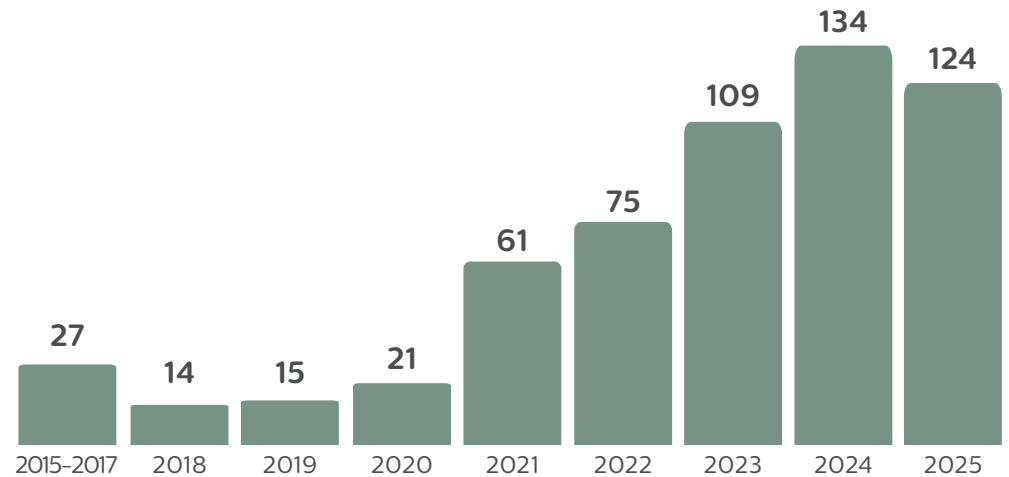
**Why is this important?** Conservation and sustainable management efforts strengthen biodiversity, maintain the balance of ecosystems, and ensure continued agricultural productivity.

Lar Cooperativa Agroindustrial is committed to conserving biodiversity and protecting ecosystems near its operations. 19 units (totaling 1,494 hectares) are located within or adjacent to Environmental Protection Areas (APAs) and areas of high biodiversity value, in terrestrial and freshwater ecosystems, and operate in compliance with the law and in accordance with sustainable land use practices.

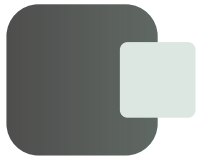
The Cooperative maintains approximately 258 hectares of Permanent Preservation Area and 1,000 hectares of Legal Reserve on its rural properties. During the reporting period, no endangered species were identified whose habitats were affected by operations or land-use rights violations.

The main impacts are related to the occupation of productive areas, the use of natural resources, air emissions, and the generation of effluents and waste.

**NUMBER OF SPRINGS RESTORED SINCE THE BEGINNING OF THE PROGRAM**



The 2025 Cycle is currently underway; each cycle begins and ends on World Water Day.



# WATER

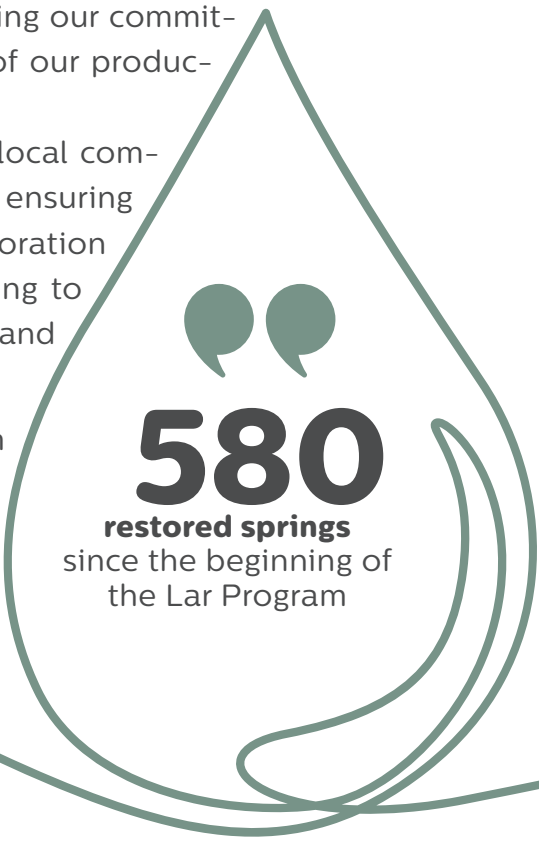
GRI 2-13 | 303-1 | 303-2 | 303-3 | 303-4 | 303-5 | 304-3

Committed to responsible water management, we recognize its importance to our operations, the well-being of communities, and the balance of ecosystems. Our practices are constantly evolving, driven by innovation, efficiency, and cooperation to promote the sustainable use of water resources.

In 2025, the reuse of treated wastewater remained a well-established practice at the Cooperative, with a total of 1.9 billion liters of water reused. This initiative will be expanded, reinforcing our commitment to water efficiency and the sustainability of our production processes.

We also continue to support our members and local communities in preserving natural water sources and ensuring water security. In 2025, through the Spring Restoration Program, we invested R\$ 345,100.00, contributing to water conservation and environmental balance and benefiting more than 375 families.

**Why is this important?** These initiatives reaffirm Lar’s commitment to the preservation of natural resources, promoting sustainable development based on the integration of production, people, and the environment.



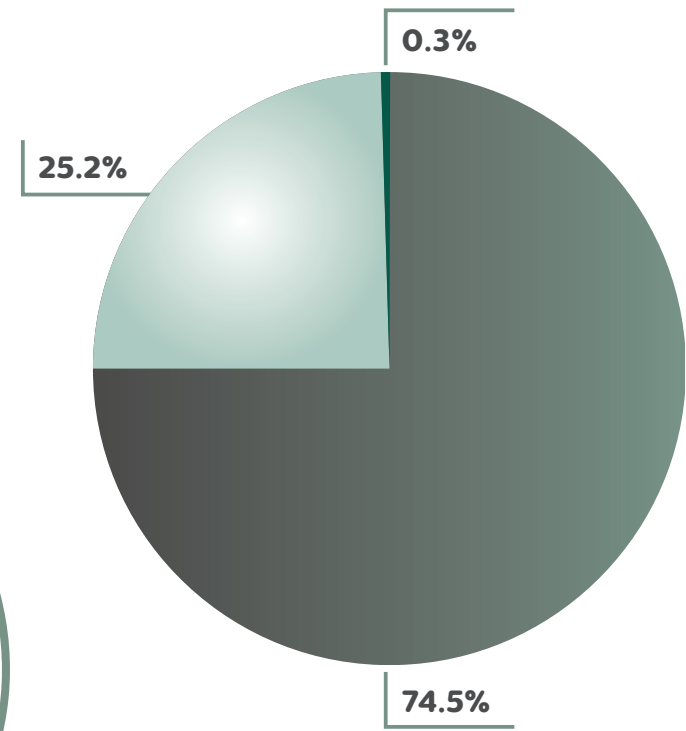
**580**

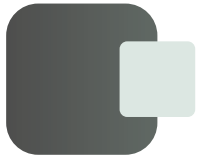
**restored springs**

since the beginning of the Lar Program

## WATER EXTRACTION

■ Underground ■ Superficial ■ Public Network





## EFFLUENTS

GRI 303-2 | 303-4

Lar Cooperativa continued to practice responsible and integrated management of liquid effluents through Environmental Control Plans linked to the environmental permits of all its production facilities. These plans ensure that wastewater is treated and disposed of in accordance with current legal standards and requirements.

Treatment systems ensure that effluents meet the quality standards established by environmental agencies before discharge or reuse. At facilities where direct discharge into water bodies is not feasible, other disposal methods are used, such as controlled infiltration into the soil, fertigation of agricultural crops, irrigation for forestry, and reuse in internal production processes, thereby reducing water withdrawal.

Operations remain free of hazardous substances, and industrial effluents do not contain compounds that require special treatment. By 2025, all facilities that generate wastewater—including poultry and swine farms, poultry, swine, and fish processing plants, soybean crushing facilities, and feed mills—will monitor the established parameters, and the reports will be submitted to the environmental agency.

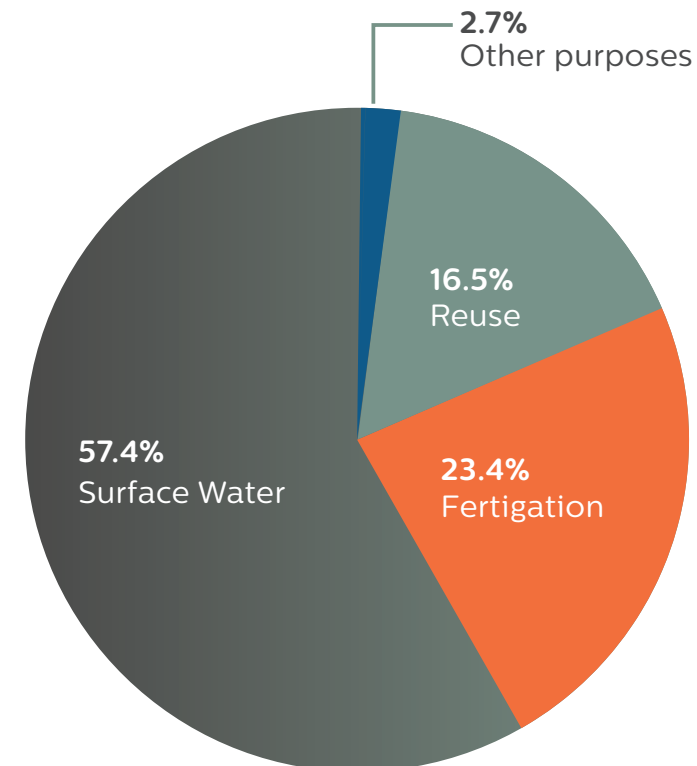
In addition, periodic monitoring of parameters such as DBO, DQO, pH, and others was conducted to ensure traceability and continuous control. The Cooperative also continues to expand its initiatives aimed at water reuse and efficiency, with a focus on reducing pollution.

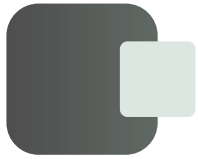
We do not have any water storage identified as causing significant water-related impacts; the data collected for the information was provided or stipulated. Our main line of business is the food

industry; the industrial liquid effluents generated do not contain priority substances that require special removal during treatment.

**Why is this important?** Proper wastewater management ensures legal compliance, environmental protection, and the sustainable continuity of operations.

### DISPOSAL OF EFFLUENTS





## WASTE

GRI 2-13 | 2-25 | 306-1 | 306-2 | 306-3 | 306-4 | 306-5

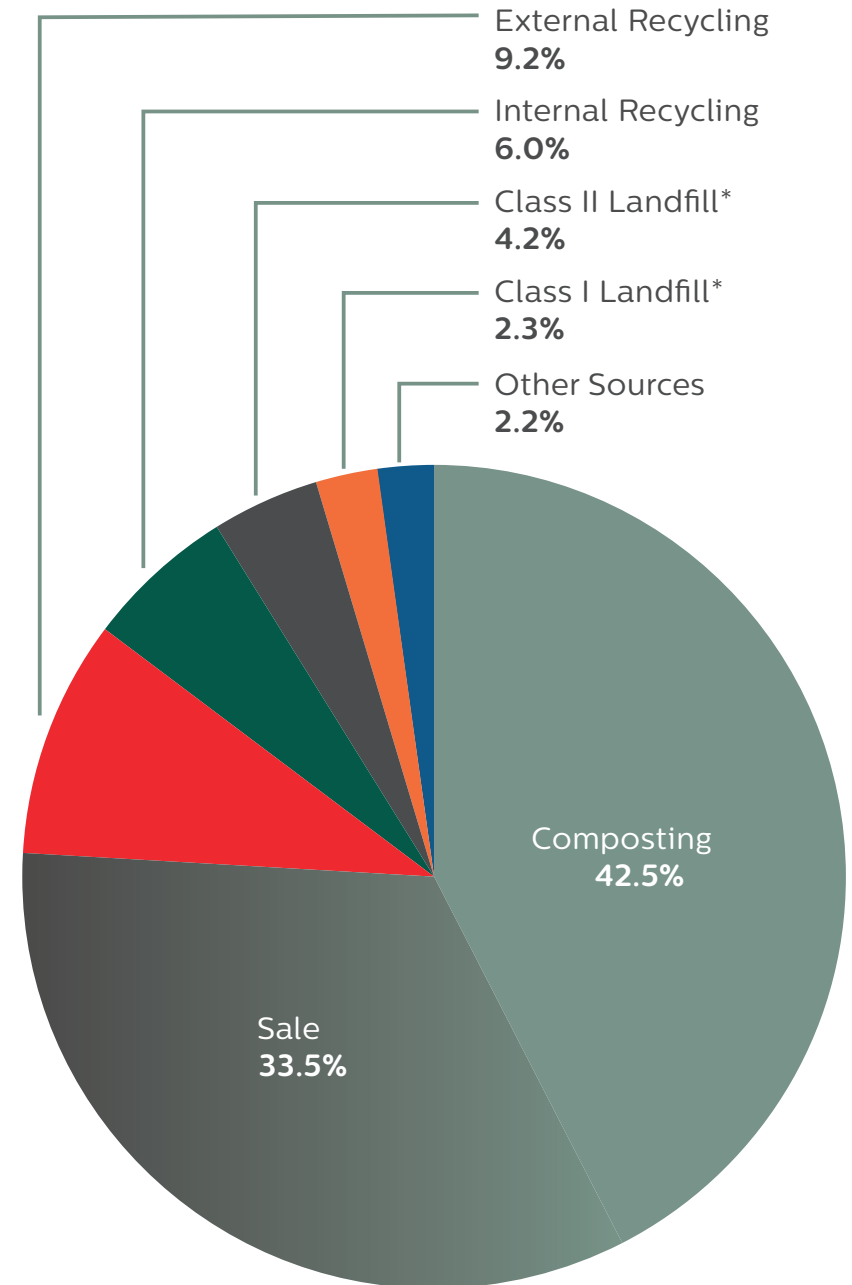
We manage waste in accordance with current legislation and the principles of the Environmental Priority Program, prioritizing material recovery and waste prevention, in compliance with the National Solid Waste Policy.

At certain livestock facilities, waste is treated in biogas digesters, allowing biogas to be used as a source of energy and biofertilizer. Organic waste and agro-industrial byproducts are also repurposed in energy-generation processes, particularly in the production of briquettes from grain processing waste. These briquettes are produced from corn and soybean waste, which is processed at the Maracaju (MS) facility. They have a calorific value equivalent to that of eucalyptus wood chips traditionally used in furnaces and boilers, ensuring energy efficiency and reliability in industrial applications. This initiative reinforces the Cooperative's commitment to the principles of the circular economy by converting waste into clean energy, reducing environmental impacts, and decreasing reliance on external resources. In addition, the use of this waste helps preserve the soil by eliminating the need to clear new areas for biomass production.

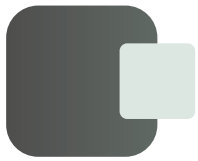
Reverse logistics remains a strategic activity within the circular economy, encompassing light bulbs, post-consumer packaging, pesticide packaging, and waste from animal healthcare.

In 2025, approximately 93,000 tons of waste were generated, including waste diverted through recycling, composting, and reuse, helping to reduce the volume sent to landfills.

All management processes are supported by the Waste Transport Manifest (MTR) and the Final Disposal Certificate (CDF), ensuring traceability, transparency, and shared responsibility.



\*Classification according to ABNT (Brazilian Association of Technical Standards)



## CLIMATE CHANGE

GRI 2-13 | 2-25 | 201-2 | 13-5 | 13-6 | 304-2

Lar aims to showcase its efforts to combat climate change, from quantifying emissions to prioritizing the reduction of greenhouse gases and optimizing production processes.

**Why is this important?** Climate change directly affects agricultural production, leading to irregular rainfall, rising temperatures, and an increased incidence of pests, which calls for initiatives to ensure the sector's sustainability and global food security.

### PEST CONTROL AND THE USE OF BIOPESTICIDES

To improve pest control and increase crop yields, we advise our members to adopt more efficient management practices. These include continuous monitoring and recording of pests and diseases, the use of tolerant and resistant cultivars, and the establishment of refuge areas within the crop.

We also encourage the use of organic products, made from natural compounds that help control agricultural pests and diseases, in order to reduce environmental impact and contribute to the preservation of the soil's physical, chemical, and microbiological properties.

### CONSCIOUS USE OF AGRICULTURAL PESTICIDES

We promote the responsible and safe use of pesticides, ensuring that they are applied properly. To this end, we monitor sales volumes and agronomic recommendations, providing guidance on the correct application periods, ideal conditions for use, and proper storage practices for products and their packaging after use, and directing farmers to collection points for empty packaging at service centers and through our partners, ensuring that these materials are disposed of properly.

### SPECIALIZED TECHNICAL ADVICE ON AGRICULTURE, LIVESTOCK, AND SOIL MANAGEMENT

The Cooperative promotes agricultural efficiency through the use of sustainable technologies and practices. In animal production, it implements solutions that improve animal welfare and production management, such as automation, monitoring, and proper waste disposal. In agriculture, it uses the Soil Management System (SMS) to diagnose and correct soil deficiencies, combined with crop rotation to increase productivity.

All of this work is supported by a specialized technical team, which makes frequent visits to the farms, monitors the development of crops and livestock, and issues prescriptions tailored to the specific needs of each member. This integrated approach ensures personalized guidance and contributes to the ongoing advancement of sustainable practices in the field.

### SOIL CARBON PROGRAM

We have partnered with a supplier to develop innovative solutions for diagnosing soil carbon in its production chain, with an investment of BRL 1.5 million in the development of the project.

### **COMPOSTING**

We encourage our members to use dehydrators and rotocomposters when processing animal carcasses—technologies that accelerate the composting process and significantly reduce the volume of waste generated, with the aim of improving waste management on their properties.

At the same time, several Lar facilities send organic waste and boiler ash to partners specializing in composting, using an environmentally proper method to recycle these materials. This process makes it possible to reduce waste volume and produce stabilized organic compost in less time, contributing to more efficient and sustainable solid waste management.

### **SEED QUALITY**

With quality certifications and supporting documentation, such as the Certificate of Conformity, Lar Cooperativa guarantees the origin of the seeds provided to its members. All are of legal origin and comply with the requirements of the Agricultural Zoning and Sanitary Buffer Zone regulations, in accordance with national law.

### **ELECTRONIC MANAGEMENT OF ENVIRONMENTAL LICENSES**

The Cooperative monitors the environmental permits issued by the Water and Land Institute (IAT) for members of the poultry and swine sectors. This monitoring ensures that data is always up to date, keeping information organized and readily available to the Environmental Management department.

### **PROGRAMA DESPOLUIR [POLLUTION CONTROL PROGRAM] IN TRANSPORTATION**

In 2024, Lar Cooperativa's Logistics area joined the Despoluir Program, an initiative of the National Transport Confederation (CNT) in partnership with SEST SENAT. This program aims to promote sustainable practices in the transport sector, reducing pollutant emissions and improving air quality. Lar also has a dashboard displaying CO<sub>2</sub> consumption and emissions for monitoring its heavy-duty fleet. Throughout 2025, Lar replaced gasoline with ethanol in its light-duty fleet as part of an initiative to reduce emissions.

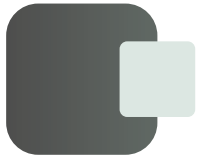
### **TRAINING FOR ASSOCIATED FAMILIES**

In line with the guidelines of the Environmental Priority Program, we offer training sessions for member families on Best Practices for environmental care and conservation. The training sessions focus on compliance with legal requirements on rural properties, covering three key areas:

- Environmental aspects: guidelines on permits, concessions, CAR, georeferencing, and SERFLOR;
- Labor-related matters: document management and compliance with current legislation;
- Property management: document organization, goal setting, and financial monitoring.

### **OPTIMIZED AND SUSTAINABLE ANIMAL FEED**

By improving the utilization of nutrients in feed ingredients, the addition of enzymes to animal feed reduces the need for other inputs. This improvement in feed efficiency also reduces environmental impacts, particularly greenhouse gas emissions from waste. These enzymes significantly improve the digestibility of food, making the nutritional process more efficient and sustainable.



# ENERGY

GRI 302-1 | 305-2

Investment in renewable energy sources is essential for reducing costs, improving operational safety, and lowering greenhouse gas emissions. To this end, we aim to diversify our energy mix and meet demand with a significantly lower environmental impact.

This initiative is in line with the Energy component of the Environmental Priority Program, which aims to improve resource efficiency, reduce consumption, and expand renewable energy solutions.

## USE OF BIOMASS

To strengthen its energy self-sufficiency and reduce its reliance on external supplies, the Cooperative maintains its own land set aside for the cultivation of eucalyptus for

reforestation. This process ensures that the raw materials used come from a controlled source.

The resulting biomass is used to generate thermal energy that powers industrial facilities and grain processing plants, contributing to a more sustainable and efficient production process.

## FREE CONTRACTING ENVIRONMENT (ACL)

Currently, approximately 98% of the energy consumed by the Cooperative is purchased on the open market, ensuring greater competitiveness, cost savings, and traceability of the source. Most of it comes from renewable sources, primarily solar, wind, and biomass,

which reduces environmental impacts and fosters a more sustainable supply chain.

## PHOTOVOLTAIC ENERGY

We currently have 17 power plants that generate an average of 158,000 kWh per month. We are expanding this capacity with the construction of eight new power plants, which are scheduled to begin operations in 2026 and will supply power to operational facilities, industrial plants, poultry and swine production facilities, and gas stations.

In Paraná, power plants were built directly on the premises. In Mato Grosso do Sul, the Cooperative operates a credit clearing system through a consortium partnership, ensuring efficiency and cost savings.

### ELECTRIC ENERGY MATRIX



Total  
**539,781 MWh**



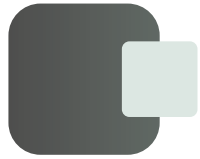
Solar  
**1,960 MWh**



Biogas  
**669 MWh**



Free Contracting Environment  
**529,610.3 MWh**



## BIODIESEL PRODUCTION

With approximately 47 million liters per year of B100 biodiesel—produced entirely from soybean oil grown by its members—the Cooperative provides a viable alternative to fossil fuels through its soybean crushing plant in Caarapó (MS).

This outcome will boost the regional economy and can reduce greenhouse gas emissions by up to 95% compared to regular diesel.

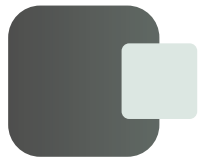
This year, Lar was once again awarded the Social Biofuel Seal by the MDA, the Ministry of Agrarian Development and Family Farming—in recognition of its efforts to promote productive inclusion and support family farming in the generation of renewable energy. The Cooperative offers free technical assistance and promotes the development of agricultural supply chains.

The program expands access to tax benefits and Pronaf credit lines, promoting employment, income generation, and social transformation in rural areas.

We have also made progress in implementing the RenovaBio requirements at Lar Cooperativa's facilities dedicated to biodiesel production or the supply of eligible feedstock to biofuel manufacturers. The Soybean Industrial Unit 2 in Caarapó (MS) underwent an independent audit conducted by an accredited inspection firm and is now proceeding to the next stages of the process with the ANP. At the same time, the animal oil production units and the Céu Azul (PR) Soybean Industrial Unit, a soybean oil producer, continued to operate within the renewable energy supply chain by supplying raw materials to certified customers, and were approved as qualified suppliers in accordance with RenovaBio criteria.



*Soybean Industrial Unit Caarapó (MS)*



# GREENHOUSE GAS EMISSIONS

GRI 2-13 | 2-25 | 305-1 | 305-2 | 305-4

We manage greenhouse gas (GHG) emissions responsibly, balancing productive growth with our commitment to the environment.

Based on the methodology of the GHG Protocol and the guidelines of the Intergovernmental Panel on Climate Change, the cooperative conducts an inventory of direct and indirect emissions to identify and reduce its impacts under Scopes 1 and 2.

Lar received the Gold Seal from the Brazilian *GHG Protocol* program in 2023 and 2024. Recognition is granted to organizations that prepare and publish their greenhouse gas (GHG) emissions inventory in accordance with the program's methodology. This seal indicates that the Cooperative conducted a comprehensive and transparent inventory, in accordance with established technical criteria and subject to independent verification.

**Note:** The greenhouse gas inventory for 2025 is in the final stages of completion and validation. We've posted a preview in the dashboard. The final version will be published on the official *GHG Protocol* website, on the public emissions registry page in August 2026.



## LEARN MORE

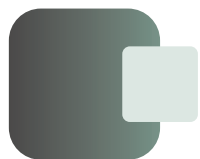
on the full version on the official website: [registropublicodeemissoes.fgv.br](https://registropublicodeemissoes.fgv.br), scan the QR Code on the right or [click here](#).



## LEARN MORE

about the GRI Summary and the Indicator Dashboard by scanning the QR code on the side, or, if you prefer, [click here](#) to access the full content.

The screenshot shows a social media post from the account @fgvces. The post features the Lar logo, which consists of a red heart shape above the word 'Lar' in a bold, black, sans-serif font. To the right of the logo is a gold circular seal with the text 'Programa Brasileiro GHG Protocol' at the top, 'OURO 2024' in the center, and 'INVENTÁRIO VERIFICADO' at the bottom. Below the image are icons for a heart, a comment bubble, a share arrow, and a bookmark. The text of the post reads: '🎉 **Gold Seal** in the 2025 cycle of the Brazilian GHG Protocol Program! The seal is awarded to complete greenhouse gas emission inventories verified by a third party.' At the bottom of the post, there is a link icon followed by the text 'To learn more, visit: [fgv.br/ghg](https://fgv.br/ghg)'. At the bottom of the entire graphic, there are two logos: 'FGV EAESP CENTRO DE ESTUDOS EM SUSTENTABILIDADE' on the left and 'Programa Brasileiro GHG Protocol' on the right.



## SMS TOOL: SOIL MANAGEMENT SYSTEM AND APPLICATION TECHNIQUES

The purpose of implementing the Soil Monitoring System (SMS) is to identify the factors that limit agricultural productivity and propose technical solutions for proper soil management.

The initiative aims to optimize the use of agricultural inputs, reducing waste and costs, while also minimizing the environmental impacts caused by improper management practices. The main goal is to increase productivity through data-driven practices, ensuring better results for both family farms and commercial farms. The main beneficiaries are farmers, especially in western Paraná and Mato Grosso do Sul.

The method involves initial assessments using the SMS tool, the establishment of specific practices for each area, training for farmers on the rational use of inputs, and ongoing monitoring with adjustments to management practices. Precision agriculture is a key component, involving mapping, georeferenced sampling, chemical, physical, and biological analyses, variable-rate application recommendations, and ongoing technical monitoring.

Prior to implementation, the use of inputs was intensive but poorly optimized, driving up costs, increasing greenhouse gas (GHG) emissions, and undermining production potential. SMS helps conserve soil, reduce emissions, increase productivity, and strengthen a culture of data-driven decision-making, generating economic, environmental, and social benefits.

### TOOL FEATURES



Definition of areas and performance maps



Georeferenced and Automated Sampling



Analysis Laboratory



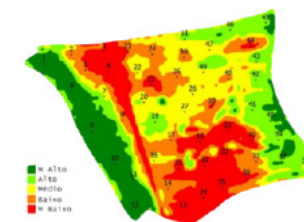
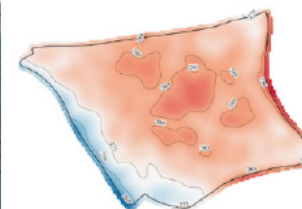
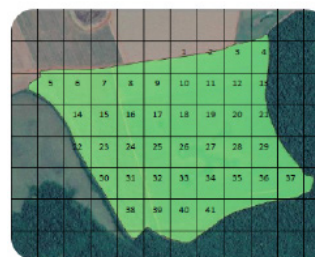
Recommendations for pesticides and fertilizers

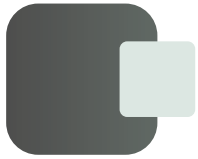


Preparation of application maps and technical support



Tracking, growth of crops and yield assessment





# COMMITMENTS AND TARGETS

GRI 2-6 | 2-23 | 2-24

## Environmental Commitments

COMMITMENTS	GOALS - UP TO 2030	STATUS 2025
Invest in the preservation of water resources	<ul style="list-style-type: none"> <li>Recover at least 60 springs/year in Brazil and Paraguay by 2030*.</li> <li>Implement water reuse projects for poultry slaughter at the Cascavel and Marechal Cândido Rondon Poultry Processing Plants by 2026, thereby reducing water withdrawal.</li> <li>Establish an environmental management committee to work toward optimizing resources and reducing water consumption at animal production facilities and industrial plants by 2026.</li> </ul>	<p>Fulfilled</p> <p>In progress</p> <p>In progress</p>
Sustainability in grain sourcing	<ul style="list-style-type: none"> <li>Develop a policy, engage suppliers, and track incoming grain using social and environmental criteria by 2025.</li> </ul>	Fulfilled
Working on projects to reduce greenhouse gas emissions in order to support decarbonization	<ul style="list-style-type: none"> <li>Conduct a study to measure Scope 3 greenhouse gas emissions from Lar's supply chains, in accordance with the GHG Protocol, by 2027.</li> <li>Reach the milestone of 4 million eucalyptus seedlings planted in Brazil and Paraguay by 2026.</li> <li>Expand photovoltaic power generation by building 8 new plants by 2026.</li> </ul>	<p>In progress</p> <p>In progress</p> <p>In progress</p>

\*Commitment revised to reflect the inclusion of the restored springs in Paraguay.



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# ADMINISTRATIVE MANAGEMENT 2025

Chief Executive Officer  
**IRINEO DA COSTA RODRIGUES**

Director 1st Vice President  
**DIOGO SEZAR DE MATTIA**

Director 2nd Vice President  
**URBANO INACIO FREY**

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Adriano José Finger

André Luiz Périco

Michael Adriano Rosso

José Carlos Colombari

Jakson Demétrio Lamin

## FISCAL BOARD - Staff

Jackson Holler

Catia Regina Defendi Schneider

Evandro Behenck

## Alternates

Douglas Taube

Alfonso Pedro Eidt

Clayton Luiz Bonatto

## SUPERINTENDENTS

Administrative/Financial - **Clédio Roberto Marshall**

Agricultural Business - **Vandeir José Dick Conrad**

Supplies and Food - **Jair José Meyer**

## 3<sup>rd</sup> EDITION

Lar Cooperativa Agroindustrial

## PHOTOS

Photo collection Lar Cooperativa

## GRI ASSURANCE

ABNT

## FOR MORE INFORMATION

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Layout: Kassiane Binko

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